



ORANGE COUNTY FIRE AUTHORITY

AGENDA

BOARD OF DIRECTORS REGULAR MEETING AND CONCURRENT JOINT SPECIAL MEETINGS OF THE BOARD OF DIRECTORS, EXECUTIVE COMMITTEE, BUDGET & FINANCE COMMITTEE AND THE HUMAN RESOURCES COMMITTEE

Thursday, November 18, 2021
6:00 P.M.

Regional Fire Operations and Training Center
Board Room
1 Fire Authority Road
Irvine, CA 92602

Link to:

[Board of Directors Member Roster](#)

This Agenda contains a brief general description of each item to be considered. Except as otherwise provided by law, no action or discussion shall be taken on any item not appearing on the following Agenda. Unless legally privileged, all supporting documents, including staff reports, and any writings or documents provided to a majority of the Board of Directors after the posting of this agenda are available for review at the Orange County Fire Authority Regional Fire Operations & Training Center, 1 Fire Authority Road, Irvine, CA 92602 or you may contact the Clerk of the Authority at (714) 573-6040 Monday through Thursday, and every other Friday from 8 a.m. to 5 p.m. and available online at <http://www.ocfa.org>



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, you should contact the Clerk of the Authority at (714) 573-6040 and identify the need and the requested modification or accommodation. Please notify us as soon as is feasible, however 48 hours prior to the meeting is appreciated to enable the Authority to make reasonable arrangements to assure accessibility to the meeting.

NOTICE REGARDING PUBLIC PARTICIPATION DURING COVID-19 EMERGENCY

The public is permitted to convene in person for this public meeting or view and comment as follows:

- To watch the meeting online, please go to website at www.OCFA.org
- To submit an e-comment, please email to PublicComments@ocfa.org
Your comments will be forwarded electronically and immediately to the members of the Board.
- To comment Live via Zoom, please [click here for instructions](#).

You may comment on items on the agenda or within the subject jurisdiction of the Board.

CALL TO ORDER by Chair Shawver

INVOCATION by OCFA Chaplain Jim Gwaltney

PLEDGE OF ALLEGIANCE by Director Gamble

ROLL CALL by Clerk of the Authority

REPORTS

- A. Report from the Budget and Finance Committee Chair**
- B. Report from the Fire Chief**

PUBLIC COMMENTS

Please refer to instructions on how to submit a public comment during COVID-19 Emergency on Page 1 of this Agenda.

1. PRESENTATIONS

None

2. CONSENT CALENDAR

All matters on the consent calendar are considered routine and are to be approved with one motion unless a director or a member of the public requests separate action on a specific item.

- A. Minutes from the October 28, 2021, Regular Meeting of the Board of Directors**
Submitted by: Maria D. Huizar, Clerk of the Authority

The record will reflect that any Director not in attendance at the meeting of the Minutes will be registered as an abstention, unless otherwise indicated.

Recommended Action:

Approve the Minutes as submitted.

B. 2020 Orange County Hazard Mitigation Plan

Submitted by: Kenny Dossey, Assistant Chief/Operations Bureau and TJ McGovern, Division Chief/Emergency Command Center

Recommended Action:

Approve and adopt the proposed Resolution entitled A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS APPROVING THE 2020 HAZARD MITIGATION PLAN

C. 2022 Board Meetings Schedule

Submitted by: Robert Cortez, Assistant Chief/Business Services Department and Maria D. Huizar, Clerk of the Authority

Recommended Action:

Adopt the proposed Resolution entitled A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS ESTABLISHING THE REGULAR AND SPECIAL MEETING DATES FOR CALENDAR YEAR 2022

D. First Quarter Purchasing Report

Submitted by: Robert Cortez, Assistant Chief/Business Services Department and Sara Kennedy, Purchasing Manager

On November 10, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by a 5-0 vote (Directors Bourne, Hasselbrink, Kuo, and Muller absent).

Recommended Action:

Receive and file the report.

E. Awarded Grant OCFA Fuels Reduction Equipment

Submitted by: Vincent Carpino, Division Chief /Special Operations and Justin Neville, Battalion Chief/Wildland Operations

On November 10, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by a 5-0 vote (Directors Bourne, Hasselbrink, Kuo, and Muller absent).

Recommended Actions:

1. Approve a Budget Adjustment to the FY 2021/22 General Fund (121) budget to increase revenue and expenditures by \$228,429 for the grant program award.
2. Approve and authorize the Board Chair and/or Fire Chief and/or their designee to execute all documents necessary to effectuate the grant award.

F. Audited Financial Reports for the Fiscal Year Ended June 30, 2021

Submitted by: Robert Cortez, Assistant Chief/Business Services Department, Julie Nemes, Finance Manager/Auditor and Tammie Pickens, General Accounting Manager

On November 10, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by a 5-0 vote (Directors Bourne, Hasselbrink, Kuo, and Muller absent).

Recommended Actions:

1. Receive and approve the reports.
2. Review the calculations used to determine the fund balance amounts assigned to the capital improvement program and workers' compensation and confirm the calculations' consistency with the OCFA's Assigned Fund Balance Policy.

G. Organizational Service Level Assessment Update

Submitted by: Lori Zeller, Deputy Chief/Administration and Support Bureau and Robert Cortez, Assistant Chief/Business Services Department

On November 10, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by a 4-0 vote (Director Kuo abstained and Directors Bourne, Hasselbrink, O'Neill, and Muller absent).

Recommended Actions:

1. Receive and file the Citygate Organizational Service Level Assessment (SLA) update for Field Deployment, Emergency Medical Services, Emergency Command Center, Fleet Services, and Executive Leadership/Human Resources.
2. Receive and file the Citygate Organizational Service Level Assessment (SLA) results presentation and final reports for the Business Services Department and the Community Risk Reduction Department.

3. DISCUSSION CALENDAR**A. Results of the Ad Hoc Committee - Study of Cash Contract Charge Provisions**

Submitted by: Lori Zeller, Deputy Chief/Administration and Support Bureau and Robert Cortez, Assistant Chief/Business Services Department

Recommended Action:

Receive and file.

B. Board of Directors Requested Item - Amendment of Board Rules Regarding Board Member Requests to Agendize Matters & Meeting Curfew

Submitted by: David Kendig, General Counsel

Recommended Actions:

1. Adopt Resolution to amend Board Rule of Procedure 2(b), as shown in Attachment 2.

2. Adopt Resolution to amend Board Rule of Procedure 3(b) and 3(c) as shown in Attachment 3.

C. Consider the 9:30 p.m. Rule in Board Rules of Procedure Rule 3(b) and Waive the 10:30 p.m. Curfew Set Forth in Rule 3(c)

Submitted by: David Kendig, General Counsel

This item is on this agenda in the event the Board does not revise Board Rule 3b and 3C, Agenda Item 3B above.

Recommended Actions:

1. At 9:30 p.m. determine which remaining agenda items will be considered and which may be continued to the next regular meeting; and
2. In the event the Board's meeting appears likely to continue past 10:30 p.m., waive the 10:30 p.m. curfew set forth in Board Rule of Procedure 3(c). (Waiver of the 10:30 curfew requires approval from three-fifths (3/5ths) of the Board members present for the meeting.)

D. Amended and Restated Employment Agreement with the Fire Chief

Submitted by: Stephanie Holloman, Assistant Chief/Human Resources Department and David Kendig, General Counsel

Recommended Action:

Approve and authorize the Board Chair to execute the Amended and Restated Employment Agreement with the Fire Chief.

RECESS THE BOARD OF DIRECTORS MEETING

CALL TO ORDER THE CONCURRENT JOINT SPECIAL MEETINGS OF THE: BOARD OF DIRECTORS, EXECUTIVE COMMITTEE, BUDGET & FINANCE COMMITTEE, AND HUMAN RESOURCES COMMITTEE

4. Findings Required by AB 361 for the Continued Use of Teleconferencing for Meetings

Submitted by: David Kendig, General Counsel

Recommended Actions by each legislative body:

Make the following findings by majority vote of the Board of Directors, Executive Committee, Budget and Finance Committee and Human Resource Committee:

- a. A state of emergency has been proclaimed by California's Governor due to the COVID-19 pandemic and continues in effect; and
- b. The Board of Directors and each Committee has reconsidered the circumstances of the emergency; and
- c. State and local officials continue to recommend measures to promote social distancing to slow the spread of COVID-19.

ADJOURN THE CONCURRENT JOINT MEETINGS AND RECONVENE TO THE BOARD OF DIRECTORS MEETING**BOARD MEMBER COMMENTS****CLOSED SESSION**

The Brown Act permits legislative bodies to discuss certain matters without members of the public present. The Board of Directors find, based on advice from the General Counsel, that discussion in open session of the following matters will prejudice the position of the authority in existing and/or anticipated litigation:

CS1. CONFERENCE WITH LABOR NEGOTIATOR pursuant to Government Code Section 54957.6

Chief Negotiators: Board Chair Shawver, Vice Chair Steggell, Immediate Past Board Chair Hasselbrink and Budget & Finance Committee Chair Muller

Position: Fire Chief

CS2. CONFERENCE WITH LABOR NEGOTIATOR pursuant to Government Code Section 54957.6

Chief Negotiator: Peter Brown, Liebert Cassidy Whitmore

Employee Organizations:

- Orange County Professional Firefighters Association, IAFF - Local 3631,
- Orange County Employees Association (OCEA), and
- Orange County Fire Authority Management Association (OCFAMA)

CS3. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION (Paragraph (1) of subdivision (d) of Government Code Section 54956.9)

Name of Case: Colleen Windsor vs. OCFA,
Case No. 30-2021-01227581-CU-DE-CJC

CS4. CONFERENCE WITH LEGAL COUNSEL - SIGNIFICANT EXPOSURE TO LITIGATION pursuant to paragraph (2) and (3) of subdivision (d) of Section 54956.9 of the Government Code: Two (2) Cases**CLOSED SESSION REPORT** by General Counsel

ADJOURNMENT – The next meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, December 16, 2021, at 6:00 p.m.

AFFIDAVIT OF POSTING

I hereby certify under penalty of perjury and as required by the State of California, Government Code § 54954.2(a), that the foregoing Agenda was posted in the lobby and front gate public display case of the Orange County Fire Authority, Regional Fire Operations and Training Center, 1 Fire Authority Road, Irvine, CA, not less than 72 hours prior to the meeting.

Maria D. Huizar, CMC
Clerk of the Authority

UPCOMING MEETINGS:

Special Joint Meeting of the Board of Directors
and all Committees

Budget & Finance Committee

Special Joint Meeting of the Board of Directors
and all Committees

Executive Committee

Board of Directors

Thursday, December 16, 2021, 6 p.m.

Wednesday, January 12, 2022, 12 noon

Thursday, January 13, 2022, 6 p.m.

Thursday, January 27, 2022, 5:30 p.m.

Thursday, January 27, 2022, 6:00 p.m.

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Board of Directors Regular Meeting
Thursday, October 28, 2021
6:00 P.M.**

**Regional Fire Operations and Training Center Board Room
1 Fire Authority Road
Irvine, CA 92602-0125**

CALL TO ORDER

A regular meeting of the Orange County Fire Authority Board of Directors was called to order on October 28, 2021, at 6:00 p.m. by Chair Shawver.

INVOCATION

The invocation was led by Chaplain Emily McColl.

PLEDGE OF ALLEGIANCE

Director Kalmick led the Assembly in the Pledge of Allegiance to the Flag.

ROLL CALL

Dave Shawver, Stanton, Chair
Ross Chun, Aliso Viejo*
Carol Gamble, Rancho Santa Margarita*
Noel Hatch, Laguna Woods*
Joe Kalmick, Seal Beach
Jessie Lopez, Santa Ana*
Joe Muller, Dana Point*
Sunny Park, Buena Park*
Vince Rossini, Villa Park*
Don Sedgwick, Laguna Hills
Mark Tettemer, Lake Forest
Kathleen Ward, San Clemente*

Michele Steggell, La Palma, Vice Chair
Letitia Clark, Tustin*
Shelley Hasselbrink, Los Alamitos*
Gene Hernandez, Yorba Linda*
Anthony Kuo, Irvine
Frances Marquez, Cypress*
John R. O'Neill, Garden Grove*
Sandy Rains, Laguna Niguel*
Ed Sachs, Mission Viejo*
Tri Ta, Westminster*
Donald P. Wagner, County of Orange

Absent: Lisa Bartlett, County of Orange

Troy Bourne, San Juan Capistrano

Also present were:

Fire Chief Brian Fennessy
Deputy Chief Kenny Dossey
Assistant Chief Robert Cortez
Assistant Chief Phil Johnson
Assistant Chief Stephanie Holloman
Clerk of the Authority Maria D. Huizar

Deputy Chief Lori Zeller
Assistant Chief Randy Black
Assistant Chief Jim Ruane
General Counsel David Kendig
Assistant Chief Lori Smith

**Board Members participating via teleconferencing*

REPORTS

A. Report from the Budget and Finance Committee Chair (FILE 11.12)

Budget and Finance Committee Chair Joe Muller reported at its October 13, 2021, regular meeting, the Committee approved the recommended actions of the following items to be forwarded to the Board of Directors for approval; Approval of the Annual Statement of Investment Policy and Investment Authorization, the 2020 Homeland Security Grant Program, the FIRIS 3.0 Program Extension, the Findings Required by AB 361 for the Continued Use of Teleconferencing for Meetings of the Budget and Finance Committee; and the Fire Service Proposal for Emergency Services for the City of Fullerton.

B. Report from the Fire Chief (FILE 11.14)

Fire Chief Brian Fennessy reported on the following; the Orange County Grand Jury recent tour of the OCFA Regional Center; the Benevolent Picnic well attended, a successful event; thanks to Risk Management Manager Rhonda Haynes and others for their work on Suicide Prevention month, and thanks to Investigator Jim Cass as the standing President of the Benevolent Association, who has worked tirelessly supporting the members in times of need.

PUBLIC COMMENTS

Chair Shawver opened the Public Comments portion of the meeting. Chair Shawver closed the Public Comments portion of the meeting without any comments from the general public. Clerk of the Authority noted that e-comment received from OCEA and was transmitted to the Members of the Board upon receipt.

1. PRESENTATIONS (FILE 11.09)

Chair Shawver, Fire Chief Fennessy, and Assistant Chief Cortez presented the Purchasing Department with the 2021 National Procurement Institute's Achievement of Excellence in Procurement (AEP) Award noting it is the departments 11th consecutive year of receiving the award.

RECESS TO CLOSED SESSION (FILE 11.15)

At this point, Chair Shawver announced Closed Session would be moved to the end of the meeting.

2. CONSENT CALENDAR

On motion of Director Kuo and second by Director Kalmick, and following a roll call vote, declared Agenda Items 2A-2D, and 2F approved 21-0 (Directors Bartlett, Bourne, Park, and Rains absent). Clerk of the Authority noted that Agenda Item 2E pulled at the request of staff.

A. Minutes from the September 23, 2021, Regular Meeting of the Board of Directors
(FILE 11.06)

Action: Approve as submitted.

B. Fire Integrated Real-time Intelligence System (FIRIS) 3.0 Program Extension
(FILE 18.09D)

Action:

1. Approve and authorize a budget adjustment to increase revenue and appropriations in the FY 2021-22 General Fund (121) budget by an additional \$10,671,443 for the extension of the FIRIS 3.0 Program for an additional eight months from November 1 through June 30, 2022.
2. Approve and authorize the Purchasing Manager to adjust all FIRIS-related vendor contracts by the individual amounts needed in support of the FIRIS 3.0 Program extension, so long as the aggregate value of the increase does not exceed the revised program budget (see table).

C. Approval of Annual Statement of Investment Policy and Investment Authorization
(FILE 11.10D1)

Action:

1. Review and approve the submitted Investment Policy of the Orange County Fire Authority, to be effective January 1, 2022.
2. Pursuant to Government Code Sections 53601 and 53607, renew delegation of investment authority to the Treasurer for a one-year period, to be effective January 1, 2022.

D. 2020 Homeland Security Grant Program (FILE 19.09E)

Action:

1. Approve and authorize the Fire Chief to execute any necessary agreement(s) to accept and administer the FY 2020 Homeland Security Grant Program.
2. Approve a budget adjustment to the FY 2021/22 General Fund (121) budget to increase revenues and expenditures by \$180,000.

E. Updated Cost Reimbursement Rates (FILE 15.12)

Staff pulled this item for consideration at a future date.

F. Award of Public Works Contract for Audio/Visual Systems Upgrades at the USAR Warehouse (FILE 19.07B11)

Action:

1. Approve the plans and specifications for Audio/Visual Systems Upgrades at the USAR Warehouse.
2. Accept the JEC Integration Systems bid of August 12, 2021.
3. Approve and award the public works contract to JEC Integration System in the amount of \$211,294.45.

Director Lopez arrived at this point (6:14 p.m.).

3. DISCUSSION CALENDAR

A. Consider the 9:30 p.m. Rule in Board Rules of Procedure Rule 3(b) and Waive the 10:30 p.m. Curfew Set Forth in Rule 3(c) (FILE 11.03)

General Counsel David Kendig presented the item to Consider the 9:30 p.m. Rule in Board Rules of Procedure Rule 3(b) and Waive the 10:30 p.m. Curfew Set Forth in Rule 3(c).

On motion of Director Tettemer and second by Chair Shawver, and following a roll call vote, approved 20-2 (Directors Kuo and Muller opposed, Directors Bartlett, Bourne, and Park absent).

1. At 9:30 p.m. determine which remaining agenda items will be considered and which may be continued to the next regular meeting; and
2. In the event the Board's meeting appears likely to continue past 10:30 p.m., waive the 10:30 p.m. curfew set forth in Board Rule of Procedure 3(c). (Waiver of the 10:30 curfew requires approval from three-fifths (3/5ths) of the Board members present for the meeting.)

B. Findings Required by AB 361 for the Continued Use of Teleconferencing for Meetings of the Board of Directors (FILE 11.03)

General Counsel David Kendig presented the Findings Required by AB361 for the Continued Use of Teleconferencing for Meetings of the Board of Directors.

On motion of Director Kuo and second by Director Sedgwick, and following a roll call vote, approved 21-1 (Director Tettemer opposed, Directors Bartlett, Bourne, and Park absent).

1. Make the following findings by majority vote of the Board:
 - a. A state of emergency has been proclaimed by California's Governor due to the COVID-19 pandemic and continues in effect; and
 - b. The Board has reconsidered the circumstances of the state of emergency; and

- c. State and local officials continue to recommend measures to promote social distancing to slow the spread of COVID-19; and
2. Direct staff to schedule concurrent Special Joint Meetings of the Budget and Finance Committee, Executive Committee and Human Resources Committee with regular or special meetings of the Board of Directors whenever necessary to address the requirement to make the required findings at least every thirty (30) days, and to minimize the need for separate Board meetings to address this new requirement of the Brown Act. (A proposed schedule that could accommodate the concurrent meetings is attached hereto and referenced as Attachment 2).

Director Park arrived at this point (6:35 p.m.).

C. Fire Service Proposal for Emergency Services for the City of Fullerton (FILE 10.03)

Division Chief Rob Capobianco presented the Fire Service Proposal for Emergency Services for the City of Fullerton.

Tim Perkins, on behalf of OCFA Chief Officers Association, spoke in favor of the proposal for emergency services for the City of Fullerton.

Todd Baldrige, President of Firefighters Local 3631, spoke in favor of the proposal for emergency services for the City of Fullerton.

Director O'Neill left at this point (7:30 p.m.).

Discussion ensued.

On motion of Chair Shawver and second by Vice Chair Steggell, and following a roll call vote, approved 19-3 (Directors Wagner, Gamble, Hasselbrink opposed, Directors Bartlett, Bourne, and O'Neill absent), to approve and authorize staff to submit the Orange County Fire Authority's proposal to the City of Fullerton for its consideration.

BOARD MEMBER COMMENTS

The Board Members congratulated Director Clark on the release of her children's book "Mommy is the Mayor."

RECESS TO CLOSED SESSION (FILE 11.15)

CS1. CONFERENCE WITH LABOR NEGOTIATOR pursuant to Government Code Section 54957.6

Chief Negotiator:

Peter Brown, Liebert Cassidy Whitmore

Minutes

OCFA Board of Directors Regular Meeting

October 28, 2021 Page - 5

Employee Organizations:

- Orange County Professional Firefighters Association, IAFF - Local 3631,
- Orange County Employees Association (OCEA), and
- Orange County Fire Authority Management Association (OCFAMA)

CS2. CONFERENCE WITH LEGAL COUNSEL - SIGNIFICANT EXPOSURE TO LITIGATION pursuant to paragraph (2) and (3) of subdivision (d) of Section 54956.9 of the Government Code: One (1) Case

CS3. CONFERENCE WITH LABOR NEGOTIATOR pursuant to Government Code Section 54957.6

Chief Negotiators:

Board Chair Shawver, Vice Chair Steggell,
Immediate Past Board Chair Hasselbrink and Budget
& Finance Committee Chair Muller

Position:

Fire Chief

CS4. CONFERENCE WITH LEGAL COUNSEL - SIGNIFICANT EXPOSURE TO LITIGATION pursuant to paragraph (2) and (3) of subdivision (d) of Section 54956.9 of the Government Code: One (1) case regarding unpaid invoices from Brown Marketing.

RECONVENE TO OPEN SESSION

CLOSED SESSION REPORT (FILE 11.15)

General Counsel David Kendig stated there was no reportable action.

ADJOURNMENT – Chair Shawver adjourned the meeting at 11:29 p.m. The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, November 18, 2021, at 6:00 p.m.

Maria D. Huizar, CMC
Clerk of the Authority



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 2B
Consent Calendar

2020 Orange County Hazard Mitigation Plan

Contact(s) for Further Information

Kenny Dossey, Assistant Chief
Operations Bureau

KenneyDossey@ocfa.org

714.573.6006

TJ McGovern, Division Chief
Emergency Command Center

TJMcGovern@ocfa.org

714.573.6572

Summary

This item is submitted for adoption by Resolution of the 2020 Hazard Mitigation Plan.

Prior Board/Committee Action

At its November 16, 2021, meeting, the Board of Supervisors will consider the approval and adoption of the 2020 Hazard Mitigation Plan.

RECOMMENDED ACTION(S)

Approve and adopt the proposed Resolution entitled A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS APPROVING THE 2020 HAZARD MITIGATION PLAN.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Not Applicable.

Background

The County Board of Supervisors and the Orange County Fire Authority (OCFA) Board of Directors are responsible for adopting the County of Orange and Orange County Fire Authority Hazard Mitigation Plan (HMP). The Board of Supervisors has the authority to promote sound public policy regarding natural hazards, and the OCFA Board of Directors is the governing board overseeing Fire Authority matters. Once the plan has been adopted, the County Emergency Manager will be responsible for submitting it to the State Hazard Mitigation Officer at the California Emergency Management Agency.

The California Emergency Management Agency will then submit the plan to the Federal Emergency Management Agency (FEMA) for review. This review will address the federal criteria outlined in FEMA Interim Final Rule 44 CFR Part 201. Upon acceptance by FEMA, the County of Orange and the Orange County Fire Authority will gain eligibility for Hazard Mitigation Grant Program funds. The HMP contains a description of potential hazards within the County including flood/storm, wildland fire, earthquakes, dam failure, urban fire, vector control, mud/landslide, tornado, tsunami, and drought. The HMP also includes a five-year Action Plan, which is intended to guide future activities aimed at reducing risk and preventing loss from natural hazards.

The County is mandated to update its HMP every five years and to incorporate the updated plan into the Safety Element of its General Plan. The effort to update the plan began in 2014, at the direction of Orange County Sheriff/Emergency Management, and included regular meetings of the Hazard Mitigation Task Force made up of representatives from the following agencies:

Orange County Assessor	Orange County Probation Orange
County Auditor-Controller	Orange County Public Works
Orange County, County Counsel	Orange County Social Services Agency
Orange County Executive Office	Orange County Treasurer-Tax Collector
Orange County Health Care Agency	Orange County Fire Authority
Orange County Community Resources	Orange County John Wayne Airport
Orange County Waste and Recycling	Orange County Vector Control District
Orange County Sheriff's Department & Emergency Management Bureau	

In order for OCFA to submit applications to Federal Emergency Management Agency (FEMA) for non-emergency mitigation grants, OCFA must also have an adopted HMP. As an agency separate from the County, OCFA must also independently adopt the HMP.

OCFA has also received funds under the State Responsibility Area Fire Prevention Fund Grant Program in 2015 and 2016. Those funds are being used to develop a County-wide Wildfire Prevention Plan, and to complete projects for fuel removal and defensible space. These projects will mitigate hazards identified in the HMP.

This item is being brought forward to ensure that OCFA remains competitive for grant funding. Specifically, OCFA and the operational area is completing a grant project that will provide Wild land Urban Interface Pre Plans (WUIPP) maps to all first responders. The maps will be crucial to assist commanders in making pre planned decisions, protecting identified infrastructure as well as assisting law enforcement with evacuations.

CEQA- California Environmental Quality Act

Approval of the HMP enables grants to be requested and actions to be taken to assure the maintenance, restoration, enhancement and protection of natural resources and the environment through the adoption of measures to reduce the risk and preventing loss from natural hazards. As a result the project is categorically exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Sections 15307 and 15308.

Staff recommends the Board approve and adopt the proposed Resolution approving the 2020 Orange County Hazard Mitigation Plan.

Attachment(s)

1. Letter from FEMA
2. County of Orange Staff Report and draft Resolution
3. Proposed Resolution and Exhibit– 2020 Hazard Mitigation Plan



U.S. Department of Homeland Security
FEMA Region 9
1111 Broadway, Suite 1200
Oakland, CA 94607-4052

FEMA

October 13, 2021

Attachment 1

Randy Harper
Assistant Emergency Manager
Emergency Management Division
Orange County Sheriff's Department
2644 Santiago Canyon Road
Silverado, CA 92676

Dear Mr. Harper:

FEMA has completed its review of the *County of Orange and Orange County Fire Authority Local Hazard Mitigation Plan 2021* and has determined that this plan is eligible for final approval pending its adoption by Orange County.

Formal adoption documentation must be submitted to FEMA Region 9 within one calendar year of the date of this letter, or the entire plan must be updated and resubmitted for review. FEMA will approve the plan upon receipt of the documentation of formal adoption.

If you have any questions regarding the planning or review processes, please contact the FEMA Region 9 Hazard Mitigation Planning Team at fema-r9-mitigation-planning@fema.dhs.gov.

Sincerely,

Digitally signed by
ALISON KEARNS
Date: 2021.10.13
11:35:47 -07'00'

Alison Kearns
Risk Analysis Branch Chief
Mitigation Division
FEMA Region 9

Enclosure (1)

Orange County Plan Review Tool, dated October 13, 2021

cc: Victoria LaMar-Haas, Hazard Mitigation Planning Chief, California Governor's Office of Emergency Services
Jennifer Hogan, State Hazard Mitigation Officer, California Governor's Office of Emergency Services

Agenda Item



AGENDA STAFF REPORT

ASR Control

MEETING DATE: 11/16/21
LEGAL ENTITY TAKING ACTION: Board of Supervisors
BOARD OF SUPERVISORS DISTRICT(S): All Districts
SUBMITTING AGENCY/DEPARTMENT: Sheriff-Coroner (Pending)
DEPARTMENT CONTACT PERSON(S): Ken Burmood (714) 647-1833
 Michelle Anderson (714) 628-7054

SUBJECT: County of Orange and Orange County Fire Authority Local Hazard Mitigation Plan

CEO CONCUR
Pending Review

COUNTY COUNSEL REVIEW
Pending Review

CLERK OF THE BOARD
Consent Calendar
3 Votes Board Majority

Budgeted: N/A

Current Year Cost: N/A

Annual Cost: N/A

Staffing Impact: No

of Positions:

Sole Source: N/A

Current Fiscal Year Revenue: N/A

Funding Source: N/A

County Audit in last 3 years: No

Prior Board Action: 11/09/2004 #26, 03/15/11 #43, 07/12/2016 #5

RECOMMENDED ACTION(S):

1. Adopt by Resolution the *2021 County of Orange and Orange County Fire Authority Hazard Mitigation Plan*.

SUMMARY:

Adoption of the *2021 County of Orange and Orange County Fire Authority Hazard Mitigation Plan* will establish public policy to protect residents, critical facilities infrastructure, private property, and the environment from hazards in the unincorporated areas of the County and County-owned facilities and ensure the County's continued eligibility for disaster relief funds from the Federal and State government.

BACKGROUND INFORMATION:

In order to be in compliance with the Disaster Mitigation Act of 2000 (DMA 2000), the County of Orange first developed a Hazard Mitigation Plan (HMP) in 2004, with updates being approved in 2011 and 2016.

The Hazard Mitigation Plan represents the County's commitment to reduce risks from natural and other hazards. It serves as a guide for decision makers to commit resources to reduce the effects of all hazards. The HMP is designed as a planning tool addressing the mitigation aspects of emergency management. Components of the plan are based upon the Federal Emergency Management Agency (FEMA) Hazard Mitigation Guidance, including a Risk Assessment, Mitigation Strategy, Plan Maintenance Process, and

Local Governing Body Adoption. The Unified County of Orange and Orange County Operational Area Emergency Operations Plan is the document that addresses preparedness, response and recovery aspects of emergency management.

The OCSD Emergency Management Division has facilitated the planning effort for the County, with the involvement of several agencies, including the County Executive Office, Orange County Health Care Agency, OC Waste & Recycling, OC Public Works, Sheriff's Department, Orange County Community Resources, and the Orange County Fire Authority.

The HMP is complete and the Orange County Emergency Management Council approved the plan in concept on May 5, 2021. The HMP has also been reviewed by the Federal Emergency Management Agency which has determined the plan is eligible for final approval pending its adoption by the Orange County Board of Supervisors.

Hazard Mitigation Planning Grants: This HMP is required in order to maintain the County's eligibility to receive Hazard Mitigation Grant Funds, serving as the basis for the State to prioritize the distribution of project funding.

Government Code section 8685.9: California Government Code 8685.9 requires local hazard mitigation plan adoption as part of a local agency's general plan safety element, in order for participating agencies to be eligible for increased shares of California Disaster Assistance Act funds following a disaster. In Orange County, the current version of the General Plan Safety Element ("Safety Element") incorporates by reference the most recent Hazard Mitigation Plan that has been approved by the Board of Supervisors (page IX-8)

Government Code section 65302: California Government Code 65302 creates multiple links between the Hazard Mitigation Plan and the Safety Element. Orange County Public Works will undertake a review and update of the Safety Element in 2022, which include addressing those provisions contained within 65302 related to include hazard mitigation including climate adaptation and resiliency strategies,

CEQA Compliance: This project is a necessarily included element of the project considered in Mitigated Negative Declaration No. PA 99-131 and Addendum IP 09-352 for the incorporation of the Hazard Mitigation Plan into the Safety Element of the County General Plan, which were adopted by the Board of Supervisors on February 15, 2000, and March 15, 2011, respectively. No substantial changes have been made in the project, no substantial changes have occurred in the circumstances under which the project is being undertaken and no new information of substantial importance to the project which was not known or could not have been known when Mitigated Negative Declaration No. PA 99-131 and Addendum IP 09-352 were approved has become known; therefore, no further environmental review is required.

FINANCIAL IMPACT:

N/A

STAFFING IMPACT:

N/A

ATTACHMENT(S):

Attachment A – County of Orange and Orange County Fire Authority Local Hazard Mitigation Plan

Attachment B – Current version of General Plan Safety Element

Attachment C – Negative Declaration No. PA 99-131, previously approved on February 15, 2000, and
Addendum IP 09-352

Attachment D – Draft Resolution

Attachment E – California Government Code 65302.6

Attachment F – California Government Code 8685.9

DRAFT

**RESOLUTION OF THE BOARD OF SUPERVISORS OF
ORANGE COUNTY, CALIFORNIA**

November 16, 2021

WHEREAS, the County of Orange (“County”) recognizes the threat that natural hazards pose to people and property within our community; and

WHEREAS, undertaking hazard mitigation actions will reduce the potential for harm to people and property from future hazard occurrences; and

WHEREAS, the U.S. Congress passed the Disaster Mitigation Act of 2000 (“Disaster Mitigation Act”, Public Law 106-390) emphasizing the need for pre-disaster mitigation of potential hazards; and

WHEREAS, the Disaster Mitigation Act made available hazard mitigation grants to state and local governments; and

WHEREAS, an adopted Local Hazard Mitigation Plan is required as a condition of future funding for mitigation projects under multiple Federal Emergency Management Agency (“FEMA”) pre- and post-disaster mitigation grant programs; and

WHEREAS, the County of Orange has previously adopted the *County of Orange and Orange County Fire Authority Hazard Mitigation Plan* in 2016, 2011, and 2004; and

WHEREAS, the *County of Orange and Orange County Fire Authority Hazard Mitigation Plan* is required to be updated every five years; and

WHEREAS, the County fully participated in the FEMA-prescribed mitigation planning process to prepare the *2021 County of Orange and Orange County Fire Authority Hazard Mitigation Plan*; and

WHEREAS, the California Office of Emergency Services (“Cal OES”) and FEMA Region IX officials have reviewed the *2021 County of Orange and Orange County Fire Authority Hazard Mitigation Plan* and approved it contingent upon this official adoption of the participating governing body; and

WHEREAS, Orange County desires to comply with the requirements of the Disaster Mitigation Act and to augment its emergency planning efforts by formally adopting the *2021 County of Orange and Orange County Fire Authority Hazard Mitigation Plan*; and

WHEREAS, adoption by the Board of Supervisors demonstrates the County’s commitment to fulfilling the mitigation goals and objectives outlined in *2021 County of Orange and Orange County Fire Authority Hazard Mitigation Plan*; and

WHEREAS, adoption of this plan by the Board of Supervisors legitimizes the plan and authorizes responsible agencies to carry out their responsibilities under the plan.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Supervisors of Orange County adopts the *2021 County of Orange and Orange County Fire Authority Hazard Mitigation Plan* as an official plan; and

BE IT FURTHER RESOLVED, Orange County will submit this adoption resolution to the Cal OES and FEMA Region IX officials to enable the plan’s final approval in accordance with the requirements of the Disaster Mitigation Act and to establish conformance with the requirements of Government Code section 8685.9 (AB 2140).

WHEREAS, pursuant to Government Code section 8685.9, the County of Orange achieves enhanced eligibility for state reimbursement of California Disaster Assistance

Act project costs through the adoption of its Hazard Mitigation Plan as part of the Safety Element of the General Plan, pursuant to Government Code section 65302.6

NOW, THEREFORE, BE IT RESOLVED that this Board adopts the *2021 County of Orange and Orange County Fire Authority Hazard Mitigation Plan*.

Chairman of the Board of Supervisors

RESOLUTION NO. 2021-XX

**A RESOLUTION OF THE ORANGE COUNTY FIRE
AUTHORITY BOARD OF DIRECTORS APPROVING THE 2020
HAZARD MITIGATION PLAN**

WHEREAS, pursuant to the Federal Disaster Mitigation Act of 2000 (Public Law 106-390), local governments are required to prepare a Hazard Mitigation Plan; and

WHEREAS, Agencies are required to have a Federal Emergency Management Agency (FEMA) approved and adopted Hazard Mitigation Plan (HMP) in order to receive various types of State and Federal non-emergency disaster assistance, and

WHEREAS, Orange County Fire Authority was a participant and contributor to the County of Orange 2010 HMP regarding mitigating risks of wildfire; and

WHEREAS, Orange County Fire Authority is subject to and responsible for implementing those items under the County of Orange 2020 plan, specifically related to reducing the risk of wildfire;

WHEREAS, the Board finds that the adoption of the HMP is exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Sections 15307 and 15308.

NOW, THEREFORE, BE IT RESOLVED that the Orange County Fire Authority Board of Directors does hereby approve and adopt Exhibit A, Hazard Mitigation Plan dated November 2021, and hereby directs staff to implement identified action items pursuant to Board policies and subject to approval as required.

PASSED, APPROVED, AND ADOPTED this ____ day of ____, 2021.

DAVID JOHN SHAWVER, CHAIR
Board of Directors

ATTEST:

MARIA D. HUIZAR, CMC
Clerk of the Authority

County of Orange & Orange County Fire Authority



Local Hazard Mitigation Plan
October 2021

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Table of Contents

Chapter 1 Introduction and Planning Process	1
Plan Description	1
Purpose	1
Two Jurisdictions, One Emergency Organization.....	1
Hazard Mitigation Planning During a Pandemic	2
2020 Plan Updates	2
Plan Development.....	3
Plan Meetings	7
Public Involvement and Review	7
Related Documents and Resources	8
Chapter 2 Community Profile	10
Orange County Overview.....	10
Orange County Fire Authority Overview.....	10
Geography and the Environment.....	10
Land Use and Changes in Development and Vulnerability.....	11
Population and Demographics.....	13
Employment and Industry.....	14
History of Disasters	15
Chapter 3 Risk and Vulnerability Assessment.....	17
Overview of the Risk Assessment Process	17
Hazard Identification.....	18
Profile of Hazard Events.....	21
3.1 Earthquake	22
3.2 Flood-Storm	28
3.3 Wildland and Urban Fire	32
3.4 Climate Change	35
3.5 Dam Failure	40
3.6 Epidemic.....	46
3.7 Drought	57
3.8 Tsunami.....	63
3.9 Landslide	66

Identification of Community Assets and Critical Infrastructure	70
Vulnerability Assessment.....	71
Chapter 4 Hazard Mitigation Strategy	73
Hazard Mitigation Goals.....	73
Changes in Priorities	74
Hazard Mitigation Plan Action Items	75
Previous Action Items	76
National Flood Insurance Program	86
Prioritization.....	87
Mitigation Action Item Summary.....	89
Chapter 5 Plan Maintenance	93
Coordinating Body	93
Convener	93
Adopting, Monitoring, and Updating the Hazard Mitigation Plan.....	93
Incorporating Mitigation Into Existing Planning Mechanisms	94
Flood Event Post-Disaster Policies and Procedures / Action Items	95
Continued Public Involvement.....	97
Chapter 6 Local Capability Assessment	99
Planning and Regulatory Resources – County of Orange	99
Planning and Regulatory Resources – Orange County Fire Authority	99
Administrative and Technical Resources – County of Orange	101
Administrative and Technical Resources – Orange County Fire Authority	102
Financial Resources – County of Orange	103
Financial Resources – Orange County Fire Authority	103
Education and Outreach Resources – County of Orange	104
Education and Outreach Resources – Orange County Fire Authority	104
Chapter 7 Appendices.....	106
Appendix A – List of Acronyms	107
Appendix B - Maps	111
Appendix C - List of Tables	135
Chapter 8 Attachments.....	136

Chapter 1 Introduction and Planning Process

Plan Description

The 2020 County of Orange and Orange County Fire Authority Local Hazard Mitigation Plan (LHMP) was developed collaboratively with emergency management staff, County and external partners, and Orange County residents. The document is an update to the 2015 LHMP and is a critical step in continuing Orange County's commitment to hazard mitigation as one component of its comprehensive emergency management program.

The mission of the LHMP is to promote sound public policy designed to protect residents, critical facilities, infrastructure, key resources, private property, and the environment from natural hazards in unincorporated areas, fire hazards in the Fire Authority service area, and County and Fire Authority owned facilities.

This contribution to Orange County's hazard mitigation efforts will increase public awareness, document resources for risk reduction and loss prevention, and identify activities to guide the County toward building a safer, more sustainable and more resilient community.

Purpose

The Disaster Mitigation Act of 2000 (Public Law 106-390) amended the Robert T. Stafford Disaster and Emergency Assistance Act (42 USC 5121 et seq.) to describe a set of requirements for local mitigation planning. Local jurisdictions are required to maintain a LHMP under the Disaster Mitigation Act of 2000 to be eligible to receive FEMA mitigation project grants (42 USC 5165).

This LHMP is a multi-jurisdiction plan developed jointly between the County of Orange, a local government, and the Orange County Fire Authority, a Joint Powers Authority. This collaborative plan was developed to ensure that each participating agency has met the requirements of 44 CFR §201.6. The LHMP also meets the requirements of Activity 510 – Floodplain Management Planning under the National Insurance Program Community Rating System. The current approved LHMP is adopted as an element of The County of Orange General Plan under Chapter IX – Safety Element as required under California Government Code §8685.9 and §65302.6. As a multi-jurisdiction plan, the LHMP focuses on mitigating all natural hazards impacting unincorporated areas of the County as well as County and Orange County Fire Authority owned facilities.

Two Jurisdictions, One Emergency Organization

The County of Orange and the Orange County Fire Authority have been party to a Multi-Jurisdiction Hazard Mitigation Plan for the last ten years. Both the 2010 and 2015 Plans were developed, approved, and adopted by both jurisdictions as a baseline for ongoing countywide hazard mitigation efforts.

The Orange County Fire Authority was once a County department (as the Orange County Fire Department), but since 1995 has operated as a separate independent jurisdiction. However, OCFA has continued to provide fire and EMS services to the county unincorporated areas by contract with the County of Orange. Furthermore, CAL FIRE also contracts with OCFA to protect Orange County's SRA lands,

which include two State Parks, plus portions of the Trabuco Ranger District of the Cleveland National Forest.

Because of the unique relationship between the two jurisdictions, OCFA has been comprehensively integrated into the County's emergency organization. OCFA sits on the County's disaster council (Emergency Management Council), the Orange County Operational Area Executive Board, and assumes the lead decision-making role (Director of Emergency Services/Operational Area Coordinator) at the County's Emergency Operations Center when responding to certain hazards.

Hazard Mitigation Planning During a Pandemic

As the County of Orange and the Orange County Fire Authority were preparing to launch the initial planning meetings for the 2020 LHMP Update in early 2020, the world was also beginning to grapple with the impacts of what would become the COVID-19 pandemic. The first meetings were postponed in March 2020 following the issuance of local and state social distancing directives. Furthermore, the activation of Orange County's Emergency Operations Center committed staff from most County agencies for the initial response period, including key staff from the Orange County Sheriff's Department Emergency Management Division, the Orange County Fire Authority, and a number of other County agencies.

As the County Emergency Operations Center remained active through the summer and winter surges in COVID-19 cases, the County also responded to periods of civil unrest in the late spring and an unprecedented series of wildland fires in the fall of 2020 – two of which threatened the County Emergency Operations Center itself. Concurrent to the severe surge in COVID-19 cases in December 2020 and January 2021, the County also executed an all-hands operation to launch vaccination sites to facilitate the distribution of COVID-19 vaccines which is ongoing at the time of LHMP finalization.

Despite these challenges, the planning team was able to leverage a variety of technologies to continue the work of the LHMP Update, scheduling virtual meetings and exchanging digital documents. Harder to recreate was the in-person engagement with public stakeholders, but with careful consideration of Orange County's diverse community, the planning team was able to execute a strategy focused on digital engagement through the internet and social media in multiple languages.

2020 Plan Updates

First approved in 2004, the LHMP was previously updated in 2010 and in 2015 in line with the five-year hazard mitigation planning cycle. Building on the progress made during the 2015 LHMP update, the County of Orange incorporated preparations for the 2020 LHMP revision process into its comprehensive planning and preparedness efforts in the last five years:

Hazard Ranking and Analysis

As an action item coming out of the 2015 LHMP update, the Emergency Management Division embarked on a process to revise the hazard analysis and ranking methodology used for the LHMP and County of Orange and Orange County Operational Area Unified Emergency Operations Plan (County/OA EOP). The developed workflow was implemented in the 2019 County/OA EOP and has been implemented in this update of the 2020 LHMP. This enhancement contributes to a more consistent and cohesive approach across Orange County's plan documents.

GIS Capability Augmentation

Building on the quantitative exposure analysis commissioned for the 2015 LHMP update, the Emergency Management Division has put considerable effort into enhancing the use of GIS technology for hazard-specific planning and analysis. This has been a joint effort in coordination with the County's GIS team based out of OC Public Works. This effort has culminated in the development of the more comprehensive Risk and Vulnerability Assessment in Chapter 3.

Mitigation Action Updates to Aid in Community Rating System (CRS) Annual Recertification

As this LHMP also serves as the County's Floodplain Management Plan, OC Public Works provides updates on Mitigation Actions in the LHMP as a component of the Community Rating System (CRS) annual recertification.

Plan Development

Requirement §201.6(c)(1): *[The plan shall document] the planning process used to develop the plan, including how it was prepared, who was involved in the process, and how the public was involved.*

In order to develop a comprehensive LHMP it was necessary to enlist participation from County agencies as well as the Fire Authority. This LHMP was developed through the work of the Orange County Hazard Mitigation Working Group (HMWG), the County Emergency Management Council, and the County Emergency Management Council Subcommittee. During the development phase of the 2020 LHMP update, the HMWG consisted of representatives from the following agencies, departments, and jurisdictions:

Orange County Fire Authority	
Phil Johnson	Assistant Chief, Field Operations
Lori Smith	Fire Marshal
County of Orange	
Sheriff's Department, Emergency Management Division	
Michelle Anderson	Director, Emergency Management Division
Donna Boston	Director, Emergency Management Division (Retired January 2021)
Randy Harper	Assistant Emergency Manager
Ethan Brown	Senior Emergency Management Program Coordinator
OC Sheriff's Department	
Peter Jimenez	Emergency Communications Coordinator, Emergency Communications Unit
Steve Hilleshiem	Research and Development (R&D)-Facilities Planning
OC Public Works	
Kevin Onuma, P.E	Chief Engineer
Nardy Khan, P.E	Manager, OC Infrastructure Programs
Penny Lew, P.E., CFM	Senior Civil Engineer, Flood Programs/Floodplain Management & Hydrology Section
Joyce Chen	Civil Engineering Assistant, Flood Programs/Floodplain Management & Hydrology Section
Joanna Chang	Land Use Manager, OC Development Services
Steven Giang	Associate Planner, OC Development Services
Richard Vuong	Planning Division Manager, OC Development Services

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

Trevor Richardson	Assistant Emergency Manager
Jeffrey Stiles	GIS Specialist, OC Survey
Health Care Agency	
Tammi McConnell	EMS Director, Medical/Health Operational Area Coordinator
Clerk of the Board	
Ronald Galang	Manager, Purchasing
Valerie Sanchez	Chief Deputy Clerk of the Board of Supervisors
County Counsel	
Anthony Lievanos	Staff Specialist
Jason Brown	Director of Administration
County Executive Office	
Jessica Witt	Director, Government & Community Relations
Molly Nichelson	Public Information Manager
AnnaSophia Servin	Public Information Officer
Orange County Community Resources	
Sabrina Hassan	Safety Manager
OC Animal Care	
Stefani Waterman	Program Supervisor II, Animal Shelter
OC Parks	
Chris Lorenzi	Operations Manager, Operations Support Group
OC Waste & Recycling	
Hugo Pineda	Capital Improvement Project & Planning Manager
Jordan Young	Safety Culture Manager

The HMWG was responsible for leading the LHMP update process. During the revision, members reviewed and updated the County's mitigation strategy, evaluated changes to the threat landscape, updated disaster histories to reflect recent incidents, analyzed impacts to unincorporated areas and County owned infrastructure, and updated and reprioritized mitigation action items. The County of Orange held responsibility for evaluating the majority of the hazards while the Orange County Fire Authority was responsible for evaluating fire threats, history, and mitigation action items across its service area. Both jurisdictions provided data on critical infrastructure to assist in evaluating risk.

Requirement §201.6(b)(2): *In order to develop a more comprehensive approach to reducing the effects of natural disasters, the planning process **shall** include:*

(2) An opportunity for neighboring communities, local and regional agencies involved in hazard mitigation activities, and agencies that have the authority to regulate development, as well as businesses, academia and other private and non-profit interests to be involved in the planning process

In addition to the work done by the HMWG, additional agencies, jurisdictions, and organizations were provided an opportunity to provide comments, input, and feedback on the LHMP. Entities who were invited to participate include:

County of Orange

- Assessor
- Auditor-Controller
- Board of Supervisors
- Child Support Services
- Clerk of the Board
- Clerk-Recorder
- County Counsel
- County Executive Office
- District Attorney
- Health Care Agency
- Human Resources
- John Wayne Airport
- OC Community Resources (OCCR)
 - OCCR – Animal Care Services
 - OCCR – OC Parks
- OC Public Works
- OC Waste & Recycling
- Orange County Sheriff's Department (OCSD)
- OCSD – Communications
- Orange County Fire Authority
- Probation
- Public Defender
- Registrar of Voters
- Social Services Agency
- Superior Courts of California, County of Orange
- Treasurer-Tax Collector

In addition to County agencies represented through the Emergency Management Council and the Emergency Management Council Subcommittee, feedback on the LHMP was solicited from the Orange County Emergency Management Organization (OCEMO). The group received a briefing on the LHMP Update process in April 2021. The draft LHMP was then distributed to the group for their review. Feedback and comments were collected in a structured worksheet and reviewed by the planning team for inclusion in the document, where appropriate. In addition, many other public and private sector partners, including surrounding counties and communities, were invited to provide feedback via maintained partner distribution lists during the OCEMO outreach campaign. See feedback invites in Attachment A for more information.

OCEMO is a standing subcommittee of the Orange County Operational Area Executive Board, tasked with developing and reviewing plans across the County to ensure consistency. Membership in the organization consists of representatives from each of the County's 34 cities along with members from special districts, school districts, and affiliated non-governmental organizations. OCEMO meetings are also often attended by interested members of the public. OCEMO member agencies include:

Plan Participants

- County of Orange
- Orange County Fire Authority

Cities

- | | | |
|---------------|--------------------|-----------------|
| • Aliso Viejo | • Fountain Valley | • Laguna Beach |
| • Anaheim | • Fullerton | • Laguna Hills |
| • Brea | • Garden Grove | • Laguna Niguel |
| • Buena Park | • Huntington Beach | • Laguna Woods |
| • Costa Mesa | • Irvine | • Lake Forest |
| • Cypress | • La Habra | • Los Alamitos |
| • Dana Point | • La Palma | • Mission Viejo |

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

- | | | |
|--------------------------|-----------------------|---------------|
| • Newport Beach | • San Clemente | • Tustin |
| • Orange | • San Juan Capistrano | • Villa Park |
| • Placentia | • Santa Ana | • Westminster |
| • Rancho Santa Margarita | • Seal Beach | • Yorba Linda |
| | • Stanton | |

School Districts

- | | |
|---|--|
| • Anaheim City School District | • Magnolia School District |
| • Anaheim Union H.S. District | • Newport-Mesa Unified School District |
| • Brea-Olinda Unified School District | • North Orange County Community College District |
| • Capistrano Unified School District | • Orange County Department of Education |
| • Centralia School District | • Ocean View School District |
| • Coast Community College District | • Orange Unified School District |
| • Cypress School District | • Placentia-Yorba Linda Unified School District |
| • Fountain Valley School District | • Rancho Santiago Community College District |
| • Fullerton Joint Union High School District | • Saddleback Valley Unified School District |
| • Fullerton School District | • Santa Ana Unified School District |
| • Garden Grove Unified School District | • Savanna School District |
| • Huntington Beach School District | • South Orange County Community College District |
| • Huntington Beach Union High School District | • Tustin Unified School District |
| • Irvine Unified School District | • Westminster School District |
| • La Habra City School District | |
| • Laguna Beach Unified School District | |
| • Los Alamitos Unified School District | |
| • Lowell Joint School District | |

Special Districts

- | | |
|--|---|
| • Buena Park Library District | • Orange County Transportation Authority |
| • Capistrano Bay Community Services District | • Orange County Cemetery District |
| • Costa Mesa Sanitary District | • Orange County Sanitation District |
| • East Orange County Water District | • Orange County Vector Control |
| • El Toro Water District | • Orange County Water District |
| • Emerald Bay Community Services District | • Placentia Library District of Orange County |
| • Garden Grove Sanitary District | • Rossmoor Community Services District |
| • Irvine Ranch Water District | • Santa Margarita Water District |
| • Laguna Beach County Water District | • Serrano Water District |
| • Mesa Consolidated Water District | • South Coast Water District |
| • Midway City Sanitary District | • Sunset Beach Sanitary District |
| • Moulton Niguel Water District | • Trabuco Canyon Water District |
| • Municipal Water District of Orange County | • Yorba Linda Water District |

Members of the Orange County Disabilities, Access and Functional Needs Working Group were given an opportunity to review and comment on the LHMP. This working group is composed of people with disabilities, community organizations, emergency planners, and advocates. The group works to ensure that all Orange County Operational Area emergency planning documents address the needs of the whole community.

Plan Meetings

As a critical component of the planning process, a full schedule of meetings were held to facilitate a thorough review and update of the LHMP (see Attachment A for planning meeting documentation). Between meeting dates, HMWG members were responsible for obtaining data, reviewing, and updating content. Below are the meetings and their purpose:

Date	Location	Purpose
March 26, 2020	Santa Ana, CA	Working Group: Kickoff Meeting – CANCELLED DUE TO COVID-19
July 22, 2020	Virtual	Working Group: Rescheduled Kickoff and Task Schedules
August 26, 2020	Virtual	Working Group: Demographics, Community Profile, and Community Capabilities
September 23, 2020	Virtual	Working Group: Hazard Review, Profiles and Updates
October 28, 2020	Virtual	CANCELLED DUE TO SILVERADO AND BLUE RIDGE FIRES
December 2, 2020	Virtual	Working Group: Hazard Ranking, Quantitative Review and Mitigation Goals
January 27, 2021	Virtual	Working Group: Mitigation Actions, Benefit-Cost Review and Prioritization
February 10, 2021	Virtual	OA Executive Board-Emergency Management Council Plan Briefing
April 1, 2021	Virtual	Orange County Emergency Management Organization Plan Brief
May 5, 2020	Virtual	Working Group: Plan Review and Outstanding Items
May 12, 2021	Virtual	OA Executive Board /Emergency Management Council Plan Review
June 2021 (est.)	Remote	Plan Submission to Cal OES/FEMA
August 2021 (est.)	Santa Ana, CA/ Irvine, CA	Plan Adoption (Pending Approval)

Public Involvement and Review

Requirement §201.6(b): *In order to develop a more comprehensive approach to reducing the effects of natural disasters, the planning process shall include:*

(1) An opportunity for the public to comment on the plan during the drafting stage and prior to plan approval;

Due to restrictions on public meetings and gatherings related to COVID-19, the County of Orange solicited structured feedback from Orange County residents and businesses during the drafting stage of the update. The online survey received 155 responses from Orange County residents. Survey-takers were asked a variety of questions, including which, if any, hazards had impacted them in the past, their level of concern on different hazards, their preparedness level, and their knowledge of hazards in their area. The complete text of the survey with responses is available in Attachment A.

Results of the survey included:

- Almost all respondents (or their families) had experienced a disaster, with approximately 73% impacted by earthquake and approximately 70% impacted by epidemic.
- By far, respondents ranked earthquake as the natural disaster that poses the greatest threat to their neighborhood, with wildland and urban fire and climate change a distant second and third, respectively. Nearly 45% of respondents ranked earthquake as the greatest natural threat.
- Less than 30% of respondents ranked themselves as prepared or very prepared for a disaster. Approximately 70% of respondents ranked themselves as somewhat prepared or not prepared at all.
- More than 80% of respondents reported getting emergency preparedness information from the internet.
- Approximately 16% of respondents reported carrying flood insurance, while approximately 43% of respondents reported carrying earthquake insurance.
- Approximately 86% of respondents were signed up for AlertOC or another emergency mass notification system.

These survey results were used to validate the hazard risk assessment as well as the prioritization of mitigation strategy goals and action items.

A draft of the 2020 LHMP was also posted for public review on the Orange County Sheriff's Department Emergency Management Division's website. To publicize the plan's review, messages were sent through the Emergency Management Division's social media accounts to more than 18,000 followers.

Most of the feedback received on the publicly advertised draft plan focused on the hazard ranking of epidemic/pandemic, both in this plan and the County's Emergency Operations Plan. Given the ongoing nature of the COVID-19 pandemic, the County will assess feedback related to this issue as part of a comprehensive assessment of the pandemic ranking before making adjustments to the hazard analysis in Chapter 3. This will occur as a component of the after action reporting that will follow the end of the County's COVID-19 response.

After closing the public comment period, a Hazard Mitigation page will be maintained on the Emergency Management Division website providing a resource for members of the public on the County's mitigation strategy, plan documents, and opportunities to provide feedback and comments for consideration during each annual plan review. For more information, see Chapter 5.

Related Documents and Resources

Requirement §201.6(b): *In order to develop a more comprehensive approach to reducing the effects of natural disasters, the planning process **shall** include:*

(3) Review and incorporation, if appropriate, of existing plans, studies, reports, and technical information.

During the LHMP review, update, and development, several other documents were reviewed to ensure consistency in planning efforts. Information from these documents has been incorporated throughout this plan. Both the County/OA EOP and the Urban Area Security Initiative Threat and Hazard Identification and Risk Assessment include hazard analysis of threats impacting the County. Reviewing the various methodologies used in these plans compared to the methodology in the LHMP was useful in evaluating

the risk and impact associated with each hazard included. Other plans and documents provided base level data either for statistical purposes or based on scientific research surrounding potential hazard impacts in the County. Finally, State and Local Hazard Mitigation Plans were reviewed to evaluate format and content. Many documents reviewed are also referenced in Chapter 6: Local Capability Assessment. Key documents, reports, and studies reviewed included:

- County of Orange and Orange County Operational Area Unified Emergency Operations Plan, 2019
- County of Orange General Plan, 2005
- County of Orange Comprehensive Annual Financial Report, 2020
- Orange County Essential Facilities Risk Assessment Project Report, 2009
- Anaheim/Santa Ana UASI THIRA, 2019
- California Adaptation Planning Guide, 2020
- California Multi-Hazard Mitigation Plan, 2018
- Integrating Disaster Data into Hazard Mitigation Planning, 2015
- Local Mitigation Plan Review Guide, 2011
- Local Mitigation Planning Handbook, 2013
- Mitigation Planning and the Community Rating System Key Topics Bulletin, 2018
- National Flood Insurance Program Community Rating System Coordinator's Manual, 2017 (with 2021 addendum)
- Overview of the ARkStorm Scenario (USGS Open File Report 210-1312), 2010
- Plan Integration: Linking Local Planning Efforts, 2015
- Southern California Catastrophic Earthquake Response Plan, 2010
- The ShakeOut Scenario (USGS Open File Report 2008-1150), 2008

Chapter 2 Community Profile

Orange County Overview

The County of Orange incorporated in 1889 from territory previously in Los Angeles County. Initially an agricultural community, Orange County industry in the early 20th century increasingly centered around oil extraction. During this era, Orange County tourism industry began to grow, benefited by proximity to the more populated Los Angeles region. World War II and the economic boom that followed brought new people and industry and by the 1980s, Orange County had a population of more than 2 million people. In the last forty years, Orange County has grown to be the sixth largest county in the United States and has almost completely developed what was once largely an agrarian area.

The County of Orange is comprised of 34 cities, with the largest being the City of Anaheim with a population of over 330,000 and the smallest being the City of Villa Park with under 6,000 residents (see [Map 1](#)). Many smaller cities contract for some services from County departments or the Orange County Fire Authority, with 13 cities receiving police services from the Orange County Sheriff's Department and 23 cities contracting for services from the Orange County Fire Authority. In addition, the County government provides services to many unincorporated communities. These communities include rural residential areas in the eastern foothills of the Santa Ana Mountains (including Orange Park Acres, Cowan/Lemon Heights, and Santiago, Silverado, Modjeska and Trabuco Canyons), unincorporated islands in the County's urban areas (such as Midway City, Rossmoor and El Modena), and planned communities in southern Orange County (such as Coto de Caza, Ladera Ranch, Las Flores, Wagon Wheel and Rancho Mission Viejo).

Orange County Fire Authority Overview

Prior to 1980, the California Department of Forestry provided fire services to the several cities and the unincorporated areas of Orange County. Between 1980 and 1995, fire services in the County were provided by the Orange County Fire Department, a County agency. In 1995, the Orange County Fire Authority (OCFA), a Joint Powers Authority, formed in coordination with the County of Orange and many Orange County cities.

The OCFA is a regional fire service agency that serves 23 cities in Orange County and all unincorporated areas. It provides emergency response to all fires, medical aids, rescues, hazardous materials incidents, wildland fires, aircraft fire and rescue services to John Wayne Airport, and other miscellaneous emergencies. It protects nearly 2 million residents from its 77 fire stations located throughout the County, with a coverage area of almost 600 square miles (see [Map 2](#)). In 2020, the OCFA responded to nearly 150,000 incidents, including almost 7,500 incidents in the County unincorporated areas.

Geography and the Environment

Orange County has an area of 948 square miles, of which 791 square miles is land and 157 square miles is water (including coastal waters). It is located in the southwestern portion of California and is bordered by Los Angeles County to the north, San Diego County to the south, Riverside and San Bernardino Counties to the east and the Pacific Ocean to the west. Orange County has 42 miles of coastline and three harbors. Thirty-four incorporated cities in the County are responsible for hazard mitigation planning within their

jurisdictions. The County is responsible for hazard mitigation planning in the approximately 276 square miles of unincorporated area and all County owned facilities and properties.

The geography of Orange County is dominated by three major features: the vast coastal plain of the Los Angeles basin in the north and west, the Santa Ana Mountains and foothills in the south and east, and the coastline of the Pacific Ocean to the southwest. Elevations in the County are as high as 5,689 feet at Santiago Peak down to sea level.

Land Use and Changes in Development and Vulnerability

Requirement §201.6(c)(2)(ii)(C): *[The plan **should** describe vulnerability in terms of] providing a general description of land uses and development trends within the community so that mitigation options can be considered in future land use decisions.*

Requirement §201.6(d)(3): *A local jurisdiction must review and revise its plan to reflect changes in development, progress in local mitigation efforts, and changes in priorities.*

Unincorporated Orange County consists of 176,385 acres. According to the County's current Zoning Map, the County of Orange's residential areas comprise of approximately 23% of the County's total land area (see [Map 3](#)). Commercial, industrial, and public institutional uses account for three percent of the County's land area and land dedicated to open space and recreation constitute up to forty-six percent of the county. The County maintains approximately 81,733 acres of parkland, open space and shoreline, which includes the local parks and open space maintained by state and federal agencies.

Housing growth in unincorporated Orange County includes both infill within existing neighborhoods and new construction on vacant land. Since 2014, infill has consisted of construction of second units within residential areas and multi-unit developments on commercially zoned land. This has occurred mainly in the northern and central portions of the county. The southern and southeastern portions of the County typically see growth in the form of detached single-family housing.

New development in the County unincorporated area is most often new residential construction on the eastern perimeter of the urban area up against the foothills of the Santa Ana Mountains or the Chino Hills. The principal hazard for new foothill development will continue to be wildland fire and cascading hazards like landslide and debris flow. While this new construction tends to be hardened against wildfire, the threat remains given their location in the wildland urban interface.

All development occurring since the adoption of the 2015 LHMP was constructed in accordance with all local, state and federal land use, building and fire codes as well as zoning and environmental requirements. Due to these strict requirements and their enforcement over the past 5 years, the HMWG indicates no changes to the community's vulnerability to the natural hazards described in the 2020 LHMP. Planned and future development will be subject to these same requirements and reviews to minimize exposure of populations and structures.

Since 2014, the County has issued 4,565 units of housing within the unincorporated area. These projects also represent the key development projects in the Orange County Fire Authority's service area. Major projects include:

Housing construction is now beginning on vacant undeveloped land in the southern and eastern parts of the county. Over the last several years, construction on the 14,000 unit Rancho Mission Viejo Planned Community (RMV PC) in unincorporated Orange County has resulted in over three thousand units completed and construction is ongoing. 15,121 acres will remain as a permanent protected open space preserve. The RMV PC follows the countywide trend toward higher density single family housing and more attached/multi-unit structures. Since the grand opening of PA1 in 2013, the master developer (RMV) and neighborhood builders have completed and sold/rented 1,247 housing units in Sendero PA1, of which 286 are deed-restricted senior housing (Age Qualified) units. In addition, 107 senior affordable apartments have been leased. Since the grand opening of PA2 in 2015 and through the end of 2019, the master developer (RMV) and neighborhood builders have obtained building permits for 2,507 market rate units in Esencia PA2, and occupancy permits (closings) for 2,475 market rate units, of which 830 have been deed-restricted senior housing (Age Qualified) units. In addition, a 112-unit affordable family apartment project has been leased.

The 65-unit Saddle Crest development east of Santiago Canyon Road are in various planning approval/pre-construction stages. Construction within these single-family home developments will likely begin within the 2020-2025 planning period.

On June 2, 2015, the Board of Supervisors adopted the Esperanza Hills Specific (Specific Plan) located in north Orange County within the sphere of influence of the City of Yorba Linda. The Specific Plan will allow a maximum of 340 single family residences on approximately 469 acres. The project is designed to cluster residential development to maximize preservation of natural open space areas including all major ridgelines bordering Chino Hills State Park. The Specific Plan will provide over 12 acres of parks, more than 35,000 feet of trails, and over 120 acres of landscaped slopes. The Specific Plan will be developed in two phases and is anticipated to be built-out by 2030.

In August 2016, the County issued permits for Potter's Lane, a 16-unit affordable housing development located in Midway City. The development will restrict 15 studio units and include one unrestricted manager's unit. Restricted units will serve homeless veterans. The development was completed on February 27, 2017.

On December 13, 2016, the Board approved the Cielo Vista project, which will add 80 single-family homes in North Orange County. The County of Orange is currently reviewing the building permits.

On December 13, 2016, the Board approved “The Retreat”, an 88-unit senior housing residential development located in Midway City. Completion is scheduled to occur within the next few years.

Population and Demographics

As of January 2020, the California Department of Finance estimates Orange County’s population as 3,194,332, an increase of over 80,000 residents since 2015. Of those, about 128,421 live in the unincorporated areas of the County, an increase of nearly 7,000 residents since 2015.¹

The latest data depicts a diverse community, as shown in Table 1 below.

□ **Table 1 – Orange County Population By Race**

Percentage of Total Orange County Population

Non-Hispanic White	44.1%
Hispanic of any race	33.7%
Non-Hispanic Asian	17.7%
Non-Hispanic Black	1.5%
All Other Non-Hispanic Races	3.1%

Source: CSU Fullerton Center for Demographic Research 2019 Orange County Progress Report

46.6% of Orange County residents (over age 5) speak a language other than English at home, 18.7% speak English less than “very well” and 29.7% were born outside of the United States.² Widely spoken languages other than English spoken in Orange County households included Spanish, Vietnamese, Korean, Chinese, Tagalog, Persian, Arabic and Japanese.³

In 2014, the U.S. Census Bureau estimated that 8.6% of the noninstitutionalized population in Orange County was living with a disability. This percentage increases among the older population, with nearly 31% of the population 65 and older having some type of disability.

□ **Table 2 – Orange County Disability Demographics**

	Under 18	18-64	65 +
Population	688,989	1,990,355	478,660

¹ E-1 Current Population Estimates - California Department of Finance. Retrieved September 16, 2020, from <http://www.dof.ca.gov/research/demographic/reports/estimates/e-1/view.php>

² American Community Survey - SDC - Demographic Research - California Department of Finance. Retrieved September 16, 2020, from http://www.dof.ca.gov/research/demographic/state_census_data_center/american_community_survey/

³ Languages Other Than English Spoken at Home (Orange County, 2012). Retrieved September 16, 2020, from <http://cpehn.org/chart/languages-other-english-spoken-home-orange-county-2012>

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

Disability	Count	Rate	Count	Rate	Count	Rate
Hearing Difficulty 77,725	5,728	0.8%	21,976	1.1%	49,991	10.4%
Vision Difficulty 43,877	4,878	0.7%	18,265	0.9%	20,734	4.3%
Cognitive Difficulty 101,608	15,656	3.1%	49,279	2.5%	36,673	7.7%
Ambulatory Difficulty 138,675	4,441	0.9%	45,751	2.3%	88,483	18.5%
Self-Care Difficulty 65,085	6,893	1.4%	20,570	1.0%	37,622	7.9%
Independent Living Difficulty 107,321	-	-	41,251	2.1%	66,070	13.8%

Source: U.S. Census Bureau, Disability Characteristics, 2019 American Community Survey 1-Year Estimates

Employment and Industry

Due to the ongoing COVID-19 pandemic and associated protective measures, Orange County has seen wide swings in key economic and employment data. As the local, national and global economies continue to weather these impacts, the metrics in this section will continue to fluctuate. Recovery in the post-COVID-19 economy is anticipated to be sluggish and protracted.

As of June 2020, roughly 50% of the Orange County workforce was employed in service industries (including Information, Professional and Business Services, Educational and Health Services, Leisure and Hospitality, and Other Services). Approximately 10% of the workforce was employed by the manufacturing sector and 10% were employed in the retail trades. The top employers in Orange County were the Walt Disney Company, The University of California - Irvine, the County of Orange, St. Joseph's Health, and Kaiser Permanente.⁴

As of December 2020, the unemployment rate in Orange County was 7.4%.⁵

In 2019, Orange County hosted 50 million visitors.⁶

78.2% of the workforce commutes alone, 9.4% carpool and 1.9% use public transportation.⁷ The high mobility of employees commuting from surrounding areas to industrial and business centers creates a greater dependency on roads, communications, accessibility and emergency plans.

⁴ County of Orange Comprehensive Annual Financial Report - Principal Employers (2020). Retrieved September 20, 2020 from <https://ac.ocgov.com/wp-content/uploads/2020/12/FY-19-20-CAFR.pdf>

⁵ Labor Market Information. Retrieved January 20, 2021, from <http://www.labormarketinfo.edd.ca.gov/>

⁶ Orange County Business Council. (2020). OC Community Indicators: 2020. Retrieved March 10, 2021, from <https://www.ocbc.org/wp-content/uploads/2020/09/2020-Community-Indicators-Report.pdf>

⁷ Orange County Business Council. (2020). OC Community Indicators: 2020. Retrieved March 10, 2021, from <https://www.ocbc.org/wp-content/uploads/2020/09/2020-Community-Indicators-Report.pdf>

History of Disasters

Since 1953, Orange County has received 37 federal disaster proclamations including 25 Presidential Disaster Declarations, 3 Presidential Emergency Proclamations, and 9 Fire Management Assistance declarations (shown in the table below). While the greatest recurring threat is flood and wildfire, the risk of catastrophic earthquake is ever-present.

Since the LHMP was last revised in 2015, the County of Orange has received four federal disaster declarations, including for flooding and damage from a major winter storm in January 2017, the Canyon II Fire in October 2017, the Holy Fire in 2018, and the ongoing COVID-19 pandemic in 2020. In the fall of 2020, Fire Management Assistance Grants (FMAGs) were approved for the Silverado and Bond Fires in the County's rural unincorporated areas and the Blue Ridge Fire near Yorba Linda and Chino Hills State Park.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

Federal Disaster Declarations for Orange County			
Disaster Number	(Fiscal) Year	Incident Type	Incident Title
FM-5383	2021	Fire	BOND FIRE
FM-5381	2021	Fire	BLUE RIDGE FIRE
FM-5380	2021	Fire	SILVERADO FIRE
DR-4482	2020	Biological	COVID-19 PANDEMIC
FM-5268	2018	Fire	WILDFIRES (HOLY FIRE)
DR-4344	2018	Fire	CANYON 2 FIRE
FM-5213	2017	Fire	CANYON FIRE
DR-4305	2017	Flood	SEVERE WINTER STORMS, FLOODING, AND MUDSLIDES
DR-1952	2011	Flood	SEVERE WINTER STORMS, FLOODING, AND DEBRIS AND MUD FLOWS
FM-2792	2008	Fire	FREEWAY FIRE COMPLEX
DR-1810	2008	Fire	WILDFIRES
FM-2737	2007	Fire	SANTIAGO FIRE
FM-2683	2007	Fire	241 FIRE
EM-3279	2007	Fire	WILDFIRES
DR-1731	2007	Fire	WILDFIRES, FLOODING, MUD FLOWS, AND DEBRIS FLOWS
FM-2630	2006	Fire	SIERRA FIRE
DR-1585	2005	Severe Storm	SEVERE STORMS, FLOODING, LANDSLIDES, AND MUD AND DEBRIS FLOWS
EM-3248	2005	Hurricane	HURRICANE KATRINA EVACUATION
DR-1577	2005	Severe Storm	SEVERE STORMS, FLOODING, DEBRIS FLOWS, AND MUDSLIDES
FM-2405	2002	Fire	ANTONIO FIRE
DR-1203	1998	Severe Storm	SEVERE WINTER STORMS AND FLOODING
EM-3120	1996	Fire	SEVERE FIRESTORMS
DR-1046	1995	Severe Storm	SEVERE WINTER STORMS, FLOODING LANDSLIDES, MUD FLOW
DR-1044	1995	Severe Storm	SEVERE WINTER STORMS, FLOODING, LANDSLIDES, MUD FLOWS
DR-1008	1994	Earthquake	NORTHRIDGE EARTHQUAKE
DR-1005	1993	Fire	FIRES, MUD/LANDSLIDES, FLOODING, SOIL EROSION
DR-979	1993	Flood	SEVERE WINTER STORM, MUD & LAND SLIDES, & FLOODING
DR-935	1992	Flood	RAIN/SNOW/WIND STORMS, FLOODING, MUDSLIDES
DR-812	1988	Flood	SEVERE STORMS, HIGH TIDES & FLOODING
DR-799	1987	Earthquake	EARTHQUAKE & AFTERSHOCKS
DR-677	1983	Coastal Storm	COASTAL STORMS, FLOODS, SLIDES & TORNADOES
DR-657	1982	Fire	URBAN FIRE
DR-635	1980	Fire	BRUSH & TIMBER FIRES
DR-615	1980	Flood	SEVERE STORMS, MUDSLIDES & FLOODING
DR-547	1978	Flood	COASTAL STORMS, MUDSLIDES & FLOODING
DR-566	1978	Flood	LANDSLIDES
DR-253	1969	Flood	SEVERE STORMS & FLOODING

Chapter 3 Risk and Vulnerability Assessment

Overview of the Risk Assessment Process

A risk assessment provides information on the location of hazards, the value of existing infrastructure in hazard locations, and an analysis of risk to life, property, and the environment resulting from a natural hazard event. For the 2020 LHMP, the County of Orange used the Risk Assessment method described below:

Through an established hazard analysis process, the County of Orange regularly identifies its major hazards during the revision of the County/OA EOP. The process used the best available data to balance historical occurrence, future probability and potential impact.

This process describes the cause and characteristic of each hazard, the effect on the County in the past, and the historical vulnerability specific to Orange County's population, infrastructure, and environment. Each hazard section provides a profile for the hazards discussed in this LHMP.

This is a combination of hazard identification with an inventory of the existing (or planned) property development(s) owned by Orange County. Critical facilities are of particular concern. These entities provide essential products and services to the public, preserving the welfare and quality of life in the County and fulfill important public safety, emergency response, and/or disaster recovery functions.

Estimating potential losses involves assessing the likely damage, injuries, and financial cost sustained in a geographic area over a given period. This analysis involves mathematical models with two measurable components of risk analysis: magnitude of the harm that may result expressed in monetary terms and the likelihood of the harm occurring. Describing vulnerability in terms of dollar loss provides the community and the state with a common framework to measure the effects of hazards on assets. At this time, quantitative estimates on losses have been calculated on flood, wildland fire, earthquake, dam failure, landslide, and tsunami hazards, and are available in the Quantitative Exposure Analysis section at the end of this chapter. The remaining hazards (drought, climate change, epidemic) lack an easily definable spatial extent or are compounding factors for other hazards. In these situations, a vulnerability assessment is qualitative in nature and included in the appropriate hazard profile.

Hazard assessments are subject to the availability of hazard-specific data. Each hazard-specific section of the LHMP includes a section on hazard identification using data and information from the County or State agency sources.

Using the data available for hazard assessments, the County has numerous strategies available for reducing risk (described in Action Items, Chapter 4). Mitigation strategies further reduce disruption of critical services, risk to human life, and damage to personal and public property, and infrastructure. Action items throughout the hazard sections provide recommendations to improve data collection, hazard

mapping and hazard assessments.

Hazard Identification

Requirement §201.6(c)(2)(i): *[The risk assessment **shall** include a] description of the type ... of all natural hazards that can affect the jurisdiction.*

A hazard analysis has indicated that the County of Orange is at risk from numerous hazards associated with natural disasters and technological incidents. Many of the hazards that exist in or adjacent to Orange County have the potential for causing disasters exceeding any one jurisdiction's capabilities to successfully respond, making centralized command and control and the support of the County and its department's essential functions. The County will review and update the hazard analysis in conjunction with the review of the County/OA EOP. The hazard analysis in Figure 1 below was last approved in 2019.

The following criteria were used to establish each potential hazard rating, based upon historical and recent events to validate frequency and impacts:

Probability

- Likely: There may or may not have been historic occurrences of the hazard in the community or region but experts feel that it is likely that the hazard will occur in the community. Between 10% and 100% annual probability.
- Possible: There may or may not have been a historic occurrence of the hazard in the community or region but experts feel that it is possible that the hazard could occur in the community. Less than 10% annual probability.
- Unlikely: There have been no historic occurrences of the hazard in the community or region and experts agree it is highly unlikely that the hazard will occur in the community. Less than 1% annual probability.

Impact

- High: Catastrophic/Critical. The consequences will be significant in terms of building damage and loss of life.
- Moderate: Limited. Consequences are thought to be modest in terms of building damage and loss of life, limited either in geographic extent or magnitude.
- Low: Negligible. Little building damage and trivial impact to infrastructure and critical facilities.

		<u>Probability of Occurrence</u>		
		Likely	Possible	Unlikely
<u>Impact and Extent</u>	High	<ul style="list-style-type: none"> • Civil Unrest • Earthquake • Misinformation 	<ul style="list-style-type: none"> • Economic Collapse • Large Special Events • Product Contamination 	<ul style="list-style-type: none"> • Act of War • Flood/Levee/Reservoir Failure • Pandemic/High Consequence Disease • SONGS • Terrorism
	Moderate	<ul style="list-style-type: none"> • Aircraft Accident • Sea Level Rise • Wildland and Urban Fire • Excessive Temperature • Flood/Storm 	<ul style="list-style-type: none"> • Drought • Rail Accident • Oil Spill 	<ul style="list-style-type: none"> • Tsunami
	Low	<ul style="list-style-type: none"> • Disease Outbreak • Hazardous Materials Release • High Winds 	<ul style="list-style-type: none"> • Utility Failure • Landslide/Mudslide/Debris Flow • Vector-Borne Disease 	

□ **Table 3 -- 2019 Unified County and OA EOP Hazard Matrix**

All hazards in Table 3 are profiled briefly in the County/OA EOP. Many hazards also have supporting planning documents:

- Information regarding the County's planning for instances of civil unrest is included in the Orange County Sheriff's Department Policy Manual.
- Information regarding the County and Operational Area planning for flooding and dam and reservoir failure is included in the Flood, Dam and Reservoir Annex to the Unified EOP.
- Information regarding the County and Operational Area planning for epidemics and disease outbreaks is included in the Disease Outbreak Response Annex to the Unified EOP.
- Information regarding the County and Operational Area planning related to the San Onofre Nuclear Generating Station (SONGS) is included in the SONGS EOP and supporting documents.
- Information regarding the County and Operational Area planning related to the terrorism is included in the Terrorism Annex to the Unified EOP.
- Information regarding the County and Operational Area's planning related to the aviation accidents is included in the Aviation Accident Annex to the Unified EOP.
- Information regarding the County and Operational Area planning related to the extreme heat and cold events is included in the Extreme Temperature Annex to the Unified EOP.

- Information regarding the County and Operational Area planning related to the tsunami is included in the Tsunami Annex to the Unified EOP.
- Information regarding the County and Operational Area planning related to utility failure is included in the Power Outage Annex to the Unified EOP.

The HMWG, including representatives from OCFA, reviewed the results of the 2019 Hazard Assessment, along with the Risk Assessment in the 2015 LHMP, and developed the following list of natural hazards for inclusion in the 2020 LHMP:

- Earthquake
- Flood/Storm
- Wildland/Urban Fire
- Climate Change
- Dam/Levee/Reservoir Failure
- Epidemic
- Drought
- Tsunami
- Landslide/Mudslide/Debris Flow

During the meeting where the list above was approved by the HMWG, information from the 2019 EOP Hazard Analysis was used to create a summarized vulnerability assessment to provide an at-a-glance view of the relative risks posed by the County's top natural hazards. The HMWG then reviewed and approved the chart below as a conceptual summary of their updated assessment of the natural hazards that face Orange County.

Later in the planning process, the HMWG came to a consensus on using the Table 4 below as the main summary table of the relative risk posed by Orange County's major natural hazards. This table was also recognized as accurate assessment of the hazards in the Orange County Fire Authority's service area.

		<u>Probability of Occurrence</u>		
		Likely	Possible	Unlikely
<u>Impact and Extent</u>	High	<ul style="list-style-type: none"> • Earthquake 		<ul style="list-style-type: none"> • Dam/Levee/Reservoir Failure • Epidemic
	Moderate	<ul style="list-style-type: none"> • Flood/Storm • Wildland and Urban Fire • Climate Change 	<ul style="list-style-type: none"> • Drought 	<ul style="list-style-type: none"> • Tsunami
	Low		<ul style="list-style-type: none"> • Landslide/Mudslide/Debris Flow 	

☐ **Table 4 -- 2020 LHMP Hazard Matrix⁸**

⁸ Differing hazard naming is a result of differing planning timelines for the various hazard documents maintained by the County of Orange. These discrepancies are to be eliminated with the 2021 Unified EOP revision.

Other natural hazards, such as high wind, extreme temperatures and tornado are not specifically described or assessed in this document as the related impacts to the County's unincorporated areas are minimal compared to the major hazards.

Profile of Hazard Events

<p>Requirement §201.6(c)(2)(i): <i>[The risk assessment shall include a] description of the ... location and extent of all natural hazards that can affect the jurisdiction. The plan shall include information on previous occurrences of hazard events and on the probability of future hazard events.</i></p>

The following information details each of the nine natural hazards addressed in the LHMP, their effect on Orange County in the past, and the portion of the County's population, infrastructure, and environment that has been historically vulnerable to each specific hazard, based on available data.

3.1 Earthquake

An earthquake is the sudden movement of the earth's surface caused by the release of stress accumulated within or along the edge of the earth's tectonic plates, a volcanic eruption, or by a manmade explosion. Most earthquakes occur at the boundaries where the earth's tectonic plates meet (faults); less than 10% of earthquakes occur within plate interiors.

According to the United States Geological Society (USGS) Earthquake Hazards Program, an earthquake hazard is any disruption associated with an earthquake that may affect residents' normal activities. This includes surface faulting, ground shaking, landslides, liquefaction, tectonic deformation, tsunami, and seiches. Ground shaking is the primary cause of earthquake damage to man-made structures.

Seismic waves are the vibrations from earthquakes that travel through the earth. These waves are recorded on instruments called seismographs. The magnitude or extent of an earthquake is a measured value of the earthquake size, or amplitude of the seismic waves, using a seismograph. The Richter magnitude scale (Richter scale) was developed in 1932 as a mathematical device to compare the sizes of earthquakes. The Richter scale is the most widely known scale that measures the magnitude of earthquakes. It is not used to express damage. An earthquake in a densely populated area, which results in many deaths and considerable damage, may have the same magnitude as an earthquake in a remote area that did not experience any damage. For this reason, the use of intensity scales, such as the Modified Mercalli Scale, are used to measure and describe the level of shaking at a particular location

Large faults that could affect Orange County include the San Andreas Fault, the Newport-Inglewood Fault, the Whittier Fault, the Elsinore Fault, and the San Jacinto Fault. Smaller faults include the Norwalk Fault, and the El Modena and Peralta Hills Faults. In addition, newly studied thrust faults, such as the San Joaquin Hills Fault and the Puente Hills Fault could also have a significant impact on the County. Each of the major fault systems are described briefly below. [Map 4](#) shows the major fault systems in or immediately adjacent to Orange County.

San Andreas Fault Zone: The dominant active fault in California, it is the main element of the boundary between the Pacific and North American tectonic plates. The longest and most publicized fault in California, it extends from Cape Mendocino in northern California to east of San Bernardino in southern California, and is approximately 35 miles northeast of Orange County. This fault was the source of the 1906 San Francisco earthquake, which resulted in some 700 deaths and millions of dollars in damage. It is the southern section of this fault that is currently of greatest concern to the scientific community. Geologists can demonstrate that at least eight major earthquakes (Richter magnitude 7.0 and larger) have occurred along the Southern San Andreas Fault in the past 1200 years with an average spacing in time of 140 years, plus or minus 30 years. The last such event on the Southern San Andreas occurred in 1857 (the Fort Tejon earthquake). A new California earthquake study by the US Geological Survey (USGS), California Geological Survey (CGS), and the Southern California Earthquake Center (SCEC) estimates for the

likelihood that California will experience a magnitude 8 or larger earthquake in the next 30 years has increased from about 4.7% to about 7%.⁹

Newport-Inglewood Fault Zone: Extends from the Santa Monica Mountains southeastward through the western part of Orange County to the offshore area near Newport Beach and was the source of the destructive 1933 Long Beach earthquake (magnitude 6.4), which caused 120 deaths and considerable property damage. During the past 60 years, numerous other shocks ranging from magnitude 3.0 to 5+ have been recorded. SCEC reports probable earthquake magnitudes for the Newport-Inglewood fault to be in the range of 6.0 to 7.4.¹⁰

Elsinore Fault Zone: Located in the northeast part of the county, this fault follows a general line east of the Santa Ana Mountains into Mexico. The main trace of the Elsinore Fault zone is about 112 miles long. The last major earthquake on this fault occurred in 1910 (magnitude 6.0), and the interval between major ruptures is estimated to be about 250 years. SCEC reports probable earthquake magnitudes for the main trace of the Elsinore fault to be in the range of 6.5 to 7.5.¹¹ At the northern end of the Elsinore Fault zone, the fault splits into two segments: the 25 mile long Whittier Fault (probable magnitudes between 6.0 and 7.2¹²), and the 25 mile long Chino Fault (probable magnitudes between 6.0 and 7.0¹³).

San Jacinto Fault Zone: Located approximately 30 miles north and east of the county. The interval between ruptures on this 130 mile long fault zone has been estimated by SCEC to be between 100 and 300 years, per segment. The most recent event (1968, magnitude 6.5) occurred on the southern half of the Coyote Creek segment. SCEC reports probable earthquake magnitudes for the San Jacinto fault zone to be in the range of 6.5 to 7.5.¹⁴

San Joaquin Hills Fault: A recently discovered southwest-dipping blind thrust fault originating near the southern end of the Newport-Inglewood Fault close to Huntington Beach, at the western margins of the San Joaquin Hills. Rupture of the entire area of this blind thrust fault could generate an earthquake as large as magnitude 7.3. In addition, a minimum average recurrence interval of between about 1650 and 3100 years has been estimated for moderate-sized earthquakes on this fault (Grant and others, 1999)¹⁵.

Puente Hills Thrust Fault: This is another recently discovered blind thrust fault that runs from northern Orange County to downtown Los Angeles. This fault is now known to be the source of the 1987 Whittier Narrows earthquake. Recent studies indicate that this fault has experienced four major earthquakes ranging in magnitude from 7.2 to 7.5 in the past 11,000 years, but that the recurrence interval for these large events is on the order of several thousand years.¹⁶

⁹ Retrieved from <https://www.conservation.ca.gov/cgs/Pages/Earthquakes/UCERF3.aspx>

¹⁰ Retrieved from <https://scedc.caltech.edu/significant/newport.html>

¹¹ Retrieved from <https://scedc.caltech.edu/significant/elsinore.html>

¹² Retrieved from <https://scedc.caltech.edu/significant/whittier.html>

¹³ Retrieved from <https://scedc.caltech.edu/significant/chino.html>

¹⁴ Retrieved from <https://scedc.caltech.edu/significant/sanjacinto.html>

¹⁵ Retrieved from http://geode.colorado.edu/~structure/mueller_refs/22_Grant_etal_1999_OrangeCoGeology.pdf

¹⁶ Retrieved from <http://thesoutherncalifornian.blogspot.com/2014/03/know-your-faults-puente-hills-fault.html>

In addition to the major faults described above, rupture of a number of smaller faults could potentially impact Orange County, including the Norwalk Fault (located in the north of the county in the Fullerton area), the El Modena Fault (located in the Orange area), and the Peralta Hills Fault in the Anaheim Hills area.

These fault systems can produce a multitude of possible earthquakes events. Predicted ground shaking patterns throughout Southern California for hypothetical scenario earthquakes are available from the United States Geological Survey as part of their on-going “ShakeMap” program. These maps are provided in terms of Instrumental Intensity, which is essentially Modified Mercalli Intensity (see Table 5 for the Modified Mercalli Intensity Scale) estimated from instrumental ground motion recordings.

Maps depicting strong ground shaking patterns for eight hypothetical scenario events potentially impacting Orange County are provided in Maps 5 through 12, as follows:

- M 7.8 repeat of the 1857 Fort Tejon Earthquake on the San Andreas Fault ([Map 5](#))
- M 7.8 event on the Southern San Andreas Fault – “ShakeOut Scenario” ([Map 6](#))
- M 6.9 earthquake on the Newport-Inglewood Fault ([Map 7](#))
- M 6.8 earthquake on the Whittier Fault ([Map 8](#))
- M 6.8 earthquake on the Elsinore Fault ([Map 9](#))
- M 7.1 earthquake on the Palos Verdes Fault ([Map 10](#))
- M 6.6 earthquake on the San Joaquin Hills Fault ([Map 11](#))
- M 7.1 earthquake on the Puente Hills Fault ([Map 12](#))

Modified Mercalli Intensity Scale		
Value	Shaking	Description
I	Not felt	Not felt except by a very few under especially favorable conditions.
II	Weak	Felt only by a few persons at rest, especially on upper floors of buildings.
III	Weak	Felt quite noticeably by persons indoors, especially on upper floors of buildings. Many people do not recognize it as an earthquake. Standing motor cars may rock slightly. Vibrations similar to the passing of a truck. Duration estimated.
IV	Light	Felt indoors by many, outdoors by few during the day. At night, some awakened. Dishes, windows, doors disturbed; walls make cracking sound. Sensation like heavy truck striking building. Standing motor cars rocked noticeably.
V	Moderate	Felt by nearly everyone; many awakened. Some dishes, windows broken. Unstable objects overturned. Pendulum clocks may stop.
VI	Strong	Felt by all, many frightened. Some heavy furniture moved; a few instances of fallen plaster. Damage slight.

Modified Mercalli Intensity Scale		
Value	Shaking	Description
VII	Very Strong	Damage negligible in buildings of good design and construction; slight to moderate in well-built ordinary structures; considerable damage in poorly built or badly designed structures; some chimneys broken.
VIII	Severe	Damage slight in specially designed structures; considerable damage in ordinary substantial buildings with partial collapse. Damage great in poorly built structures. Fall of chimneys, factory stacks, columns, monuments, walls. Heavy furniture overturned.
IX	Violent	Damage considerable in specially designed structures; well-designed frame structures thrown out of plumb. Damage great in substantial buildings, with partial collapse. Buildings shifted off foundations.
X	Extreme	Most masonry and frame structures destroyed with their foundations. Some well-built wooden structures and bridges destroyed. Serious damage to dams, dikes, embankments. Large landslides. Water thrown on banks of canals, rivers, lakes, etc. Sand and mud shifted horizontally on beaches and flat land. Rails bent slightly.

☐ **Table 5 - Modified Mercalli Intensity (MMI) Scale**

The most recent earthquake resulting in damage in Orange County was the magnitude 5.1 La Habra earthquake on the Puente Hills fault system on March 28, 2014.

1769 Los Angeles Basin	1925 Santa Barbara
1800 San Diego Region	1933 Long Beach
1812 Wrightwood	1941 Carpinteria
1812 Santa Barbara Channel	1952 Kern County
1827 Los Angeles Region	1954 W. of Wheeler Ridge
1855 Los Angeles Region	1971 San Fernando
1857 Great Fort Tejon Earthquake	1973 Point Mugu
1858 San Bernardino Region	1986 North Palm Springs
1862 San Diego Region	1987 Whittier Narrows
1892 San Jacinto or Elsinore Fault	1992 Petrolia
1893 Pico Canyon	1992 Landers
1894 Lytle Creek Region	1992 Big Bear
1894 E. of San Diego	1994 Northridge
1899 Lytle Creek Region	1999 Hector Mine
1899 San Jacinto and Hemet	2004 San Luis Obispo
1907 San Bernardino Region	2008 Chino Hills
1910 Glen Ivy Hot Springs	2010 Baja California
1916 Tejon Pass Region	2014 La Habra

1918 San Jacinto	2019 Ridgecrest
1923 San Bernardino Region	

Source: USGS

□ **Table 6 -- Southern California Region Earthquakes with a Magnitude 5.0 or Greater**

In 2015, a study by the USGS, California Geological Survey, and the Southern California Earthquake Center, the third Uniform California Earthquake Rupture Forecast, calculated the probability of a future earthquake on a variety of fault systems. The study indicates a 96% chance of a 6.0 or greater earthquake in the greater Los Angeles area in the next 30 years, and a 60% chance of an earthquake at least as strong as the 1994 Northridge earthquake. Further information on the implications of this study for Orange County and the Los Angeles Region are available in the figure below.¹⁷

Los Angeles region					
Magnitude (greater than or equal to)	Average repeat time (years)		30-year likelihood of one or more events		Readiness
5	1.4	(0.6)	100%	(1.0)	1.0
6	10	(1.1)	96%	(1.0)	1.0
6.7	40	(2.1)	60%	(0.8)	1.1
7	61	(2.0)	46%	(0.7)	1.2
7.5	109	(1.3)	31%	(0.9)	1.3
8	532	(0.4)	7%	(2.5)	1.3

Following major earthquakes, extensive search and rescue operations may be required to assist trapped or injured persons. Emergency medical care, food and temporary shelter would be required for injured or displaced persons. In the event of a truly catastrophic earthquake, identification and burial of the fatalities would pose difficult problems. Mass evacuation may be essential to save lives, particularly in areas below dams. Many families could be separated if the earthquake should occur during working hours. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within, to and out of the disaster area and by the disruption of public utilities and services. Unless

¹⁷ Explanation of Los Angeles Region data adapted from study: Figure depicts average time between earthquakes in the Los Angeles Region together with the likelihood of having one or more such earthquakes in the next 30 years (starting from 2014). Values listed in parentheses indicate the factor by which the rates and likelihoods have increased, or decreased, since the previous model (UCERF2). "Readiness" indicates the factor by which likelihoods are currently elevated, or lower, because of the length of time since the most recent large earthquakes (see text). These values include aftershocks. It is important to note that actual repeat times will exhibit a high degree of variability. <https://www.scec.org/ucurf>

properly secured, hazardous materials can be released, causing significant damage to the environment and people. Extensive federal assistance could be required and could continue for an extended period.

A significant earthquake (5.0 or greater) in the Orange County area or the region can strike without warning, and may create cascading effects.

- Earthquakes can cause large and sometimes disastrous landslides and mudslides. Any steep slope is vulnerable to slope failure, often as a result of loss of cohesion in clay-rich soils.
- Earthquakes can also cause dam failures. The most common mode of earthquake-induced dam failure is slumping or settlement of earth-fill dams where the fill has not been properly compacted. If the slumping occurs when the dam is full, then overtopping of the dam, with rapid erosion leading to dam failure is possible. Dam failure is also possible if strong ground motions heavily damage concrete dams. Earthquake-induced landslides into reservoirs have also caused dam failures.
- Another secondary effect of earthquakes that is often observed in low-lying areas near water bodies is ground liquefaction. Liquefaction is the conversion of water-saturated soil into a fluid-like mass. This can occur when loosely packed, waterlogged sediments lose their strength in response to strong shaking. Liquefaction effects may occur along the shorelines of the ocean, rivers, and lakes and they can also happen in low-lying areas away from water bodies in locations where the ground water is near the earth's surface.
- Tsunamis can be formed as a result of undersea earthquakes of the Orange County coastline when huge amounts of energy are released as a result of quick, upward bottom movement. A wave is formed when huge volumes of ocean water are pushed upward. A large earthquake can lift large portions of the seafloor, which will cause the formation of huge waves.

3.2 Flood-Storm

Flood hazard includes riverine (inland) flooding, coastal flooding, and storm-water flooding. Flooding caused by dam and levee failure, or tsunamis is discussed under those separate hazard profiles.

While extensive flood control protection efforts have mitigated much of the threat, The Santa Ana River has experienced much of the historic flooding countywide. Other areas subject to flooding during severe storms include areas adjacent to Bolsa Chica Channel, Anaheim-Barber, Stanton Storm Channel, Santa Ana-Santa Fe, Cañada, Paularino, Westminster, Trabuco, Borrego, Serrano, Laguna Canyon, Atwood Channel, Brea Creek Channel, Fullerton Creek Channel, Carbon Creek Channel, San Juan Creek Channel, and East Garden Grove-Wintersburg Channel. Areas adjacent to Santiago Creek and Collins Channel in the central portion of the County and large portions of the San Diego Creek watershed in the City of Irvine and unincorporated areas of the County are also subject to inundation. In the southern portion of the county, canyon areas are subject to flooding.

Map 5 provides locations of the various watersheds throughout Orange County.

Orange County's 948 square miles are comprised of mountain terrain and floodplain. The County's rapid growth and transformation from an agricultural based community to an urban community has changed flood control of large flows from mountains and hills to include control of additional runoff produced by development of the plains. Although there is a countywide system of flood control facilities, the majority of these are inadequate for conveying runoff from major storms. The frequency of very large floods further obscures the County's flood hazard. Storms labeled "severe" have occurred in less than 10 of the past 175 years. Major floods in Orange County are shown in Table 6 below.

Date	Description
1770, Jan.	▪ Information regarding this flood is gathered from Father Juan Crespi's diary
1780, Dec.	▪ Information regarding this flood is gathered from Father Junipero Serra's diary.
1825	▪ Greatest flood of previous 100 years. ▪ Santa Ana River changed main course from Anaheim Bay to Newport Bay.
1862, Jan.	▪ The greatest flood in California's history. ▪ The rain began on Christmas Eve 1861 continuing for 30 days. The sun shone a total of 45 minutes in that thirty-day period. ▪ Fifty inches of rain fell during December and January. ▪ Water ran four feet deep through downtown Anaheim.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

Date	Description
1862	<p>Agua Mansa Story</p> <ul style="list-style-type: none"> ▪ The entire population of Agua Mansa survived the great flood in a small church. Granite monuments were placed on the steps of the church to mark the place where waters stopped rising. ▪ In 1967, archeologists and the Riverside County Surveyor located the ruined foundation of the Agua Mansa Mission near the present-day Route 60 bridge in Riverside. ▪ The water surface established by the mission monuments and other data from old irrigation works enabled the calculation of flow at Agua Mansa to be 315,000 CFS. Nearly 700 square miles are tributary to Prado Dam downstream of Agua Mansa, estimated flow in the Santa Ana Canyon was 400,000 CFS.
1884 Feb.	<ul style="list-style-type: none"> ▪ Santa Ana River created a new ocean outlet
1888-1891	<ul style="list-style-type: none"> ▪ Annual floods
1914	<ul style="list-style-type: none"> ▪ Heavy flooding
1916	<ul style="list-style-type: none"> ▪ Hundreds of square miles inundated Orange County. The flow in the Santa Ana River was about 75,000 cfs., overflowing into Anaheim Bay. ▪ Santiago Creek overflowed into El Modena and Tustin.
1921	<ul style="list-style-type: none"> ▪ Flooding
1927	<ul style="list-style-type: none"> ▪ Moderate flood
1938 Mar	<p>Devastation to all of Orange County.</p> <ul style="list-style-type: none"> ▪ Greatest flood since 1862 – about 100,000 cfs in Santa Ana River. ▪ 22" of rain fell in 5 days in the San Bernardino Mountains. ▪ Santa Ana River levees failed in many places and waters flowed into Anaheim Bay. ▪ 34 lives lost in Orange County. ▪ Damage reached \$14 million (1938).
1969	<p>Great damage, especially to governmental infrastructure.</p> <ul style="list-style-type: none"> ▪ The January storm was the greatest since 1938. There was one heavy flood after 9 day storm and another moderate flood. ▪ February storm greater than January but both were moderate intensity, long duration (i.e., large volume) events. 1-hour intensity and 24-hour volume. ▪ Prado Dam inflow : 77,000 cfs, outflow 6,000 cfs. ▪ Maximum Santa Ana river capacity is 40,000 cfs. ▪ 1 ½ million cubic yards of sediment carried by Santa Ana River nearly caused levee failure due to the invert rising over five feet near the river mouth. ▪ Prado Dam was 60% filled.
1974	<ul style="list-style-type: none"> ▪ 100-year rainfall along the coast of Orange County. Damage limited by substantial flood control improvements and 3-hour duration of high intensity rainfall.
1983	<p>A very damaging record-breaking storm.</p> <ul style="list-style-type: none"> ▪ 6-hours in duration covering about 100 square miles of western Orange County. ▪ Severe property damage in Huntington Beach, Fountain Valley, and Costa Mesa. ▪ The storm influenced the criteria published in the 1986 Orange County Hydrology Manual.
1995	<ul style="list-style-type: none"> ▪ A very damaging storm with record breaking intensities for 2 and 3 hour duration. Flooded homes in Los Alamitos, Seal Beach, and Garden Grove.
1997	<p>The most severe storm ever measured in Orange County.</p> <ul style="list-style-type: none"> ▪ New records set for 30 minutes, 1 hour, 2 hour, 3 hour, 6 hour, 12 hour, and 24-hour rainfall. ▪ There was severe damage to Laguna Beach, Lake Forest, Irvine, and to the I-5 Freeway. ▪ 100-year rainfall covered over 200 square miles of our 800 square mile county. ▪ This storm and the similar, but slightly less severe 1983 and 1995 events, revealed vulnerability of older flood control facilities built. It was thought this type of intense storm was too rare to consider protective measures. ▪ Too many record-breaking storms hit in too short a period.

Date	Description
2005	<ul style="list-style-type: none"> A series of “Pineapple Express” storms in January and February were the most significant since El Nino of 1998 causing mud flows and flooding throughout Orange County. Both state proclamations and federal declarations of disaster were made for these storms.
2010	<ul style="list-style-type: none"> Significant storms occurring in January and December resulted in damage from flooding and mud flows in Laguna Beach. Levee damage occurred in San Juan Capistrano along Trabuco Creek.
2019	<ul style="list-style-type: none"> Significant storm occurred in February which resulted in channel lining failures in Laguna Beach alongside Laguna Canyon Rd and San Juan Capistrano alongside Trabuco Creek Rd.
Sources: Santa Ana River Mainstem Project – OC Public Works/Santa Ana River Division	

□ **Table 7 - Historic Flooding in Orange County**

Flood maps and Flood Insurance Studies (FIS) are often used to identify flood-prone areas. The National Flood Insurance Program (NFIP) was established in 1968 to provide low-cost flood insurance to the nation’s flood-prone communities. The NFIP also reduces flood losses through regulations focusing on building codes and sound floodplain management. Although NFIP regulations (44 Code of Federal Regulations (CFR) Chapter 1, Section 60, 3) require all new construction in floodplains be elevated at or above the base flood level, the Orange County Ordinance (09-008) requires that new construction be elevated at least one foot above the base flood elevation (BFE).

Flood Insurance Rate Maps (FIRM) and Flood Insurance Studies (FIS) Floodplain maps are the basis for implementing floodplain regulations and for delineating flood insurance purchase requirements. A Flood Insurance Rate Map (FIRM) is the official map produced by FEMA delineating Special Flood Hazard Areas (SFHA) in communities where NFIP regulations apply. FIRMs are also used by insurance agents and mortgage lenders to determine flood insurance requirements and applicable rates.

FIRMs are developed by combining water surface elevations with topographic data. Information derived through this process illustrates areas with the potential for inundation during a 100-year flood. They may also include BFEs and areas located within the 500-year floodplain. Flood Insurance Studies and FIRMs produced for the NFIP provide assessments of the probability of flooding in a specific location. Flood Insurance Studies conducted in the late 1970’s and early 1980’s by FEMA show flood risk in specific areas. FEMA recently updated these floodplain maps during the Digital Flood Insurance Rate Map update. Human caused and natural changes to the environment continue to change the dynamics of storm water run-off.

Map 6 depicts the County’s 100 and 500 year floodplains.

The largest impact to communities in a flood event is the loss of life and property to both private and public entities. Development in the floodplains of Orange County increases the risk of extensive property loss resulting in flooding and flood damage.

The type of property damage resulting from flood events is dependent upon the depth and velocity of the floodwaters. Fast moving floodwaters can wash buildings off their foundations and sweep cars

downstream. High waters combined with flood debris can damage infrastructure, pipelines, and bridges. Landslide damage related to soil saturation can cause extensive damage. Water saturation of materials susceptible to loss (i.e., wood, insulation, wallboard, fabric, furnishings, floor coverings, and appliances), in many cases, renders a home unlivable.

Flooding impacts businesses when damaged property interrupts operation, forcing closure for repairs, and customer access is cut off. A community maintains economic vitality in the face of flood damage with quick response to the needs of businesses affected by the flood. Response to business damages can include funding to assist owners in elevating or relocating flood-prone business structures.

The Orange County Essential Facilities Risk Assessment project ran detailed models for three flood scenarios (1% Annual Chance Flood Event (with levees), 100 Year Flood (without levees), and 500 Year Flood) in Orange County. That data can be found in Attachment B – OCEFRA HAZUS Report. In addition, assessments were performed using updated data in ArcGIS and are available at the end of this chapter in the Quantitative Exposure Analysis section.

3.3 Wildland and Urban Fire

California experiences large, destructive wildland fires almost every year and Orange County is no exception. Wildland fires have occurred within the county, particularly in the fall of the year, ranging from small, localized fires to disastrous fires covering thousands of acres. The most severe fire protection problem in the unincorporated areas is wildland fire during Santa Ana wind conditions.

More than 160,000 acres of Orange County are designated as being in High or Very High Fire Hazard Severity Zones by County and State fire agencies, not including federal response areas within the Cleveland National Forest.

Map 7 depicts Orange County's Fire Hazard Severity Zones, as defined by CAL FIRE, in the Local and State Responsibility Areas.

Wildfires are a significant threat to Orange County, where a regular pattern of warm, dry conditions in the summer are followed by periods of high speed winds with even lower humidity in the fall, creating prime conditions for wildfires to grow quickly and exhibit extreme fire behavior. Most recently, in 2017, the Canyon 2 Fire burned 9,217 acres and destroyed 79 structures, including homes and businesses. In 2007, the Santiago Fire burned for 31 days, charring over 28,000 acres and destroying 12 structures. In 2008, the Freeway Complex Fire burned over 30,000 acres, damaging or destroying over 300 structures and forcing 40,000 people from their homes. In 1993, the Laguna Beach Fire burned 14,337 acres and 441 structures. In all the majority of cases above, the fire burning in Orange County was one of several major wind-driven fires burning in Southern California. Looking back further, Orange County has had a history of even larger fires that pre-date much of the development that occurred in the last part of the 20th century. The 1958 Steward Fire burned nearly 70,000 acres in Southeastern Orange County and the Cleveland National Forest, its footprint covering much of what is now the community of Coto de Caza. The 1948 Green River Fire burned over 50,000 acres in Northeastern Orange County, its footprint covering most of what is now Anaheim Hills.

Although communities without Wildland Urban Interface are much less likely to experience a catastrophic fire, urban fires, potentially as a cascading impact of high winds or major earthquake, are a real, if more unlikely threat. The 1989 Loma Prieta Earthquake, the 1991 Oakland Hills Fire, and Japan's recent Hokkaido Nansei-oki Earthquake all demonstrate the possibility of a large fire developing into a conflagration. In Orange County, the April 1982 apartment fires in the City of Anaheim illustrated the capability for urban conflagration in Orange County. The fire broke out shortly before dawn and, fueled by Santa Ana winds, quickly swept through a four-block area near Cerritos Avenue and Euclid Street, ultimately destroying several hundred apartment units as well as other homes and businesses.

Orange County's extensive history with wildland fire is further detailed in Table 7 below.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

Year	Fire Name	Acreage	Year	Fire Name	Acreage
1914	Unknown	18,754	1979	Paseo	3,644
1915	Unknown	1,794	1980	Owl	18,332
1917	Unknown	3,164	1980	Carbon Canyon	14,613
1919	Unknown	2,225	1980	Indian	28,938
1920	Unknown	2,724	1982	Gypsum	19,986
1923	Unknown	2,150	1985	Shell	1,635
1925	Unknown	8,650	1986	Bedford 1	2,956
1926	Unknown	9,934	1987	Bedford	4,070
1927	Unknown	1,837	1987	Silverado	6,018
1929	Unknown	1,085	1988	Ortega	2,471
1937	Unknown	4,916	1989	Ortega	8,170
1943	Unknown	1,930	1989	Assist 108	13,478
1943	Unknown	2,727	1990	Carbon Canyon	6,664
1948	Green River	53,079	1990	Yorba	7,884
1952	Indian Potrero	5,604	1993	Laguna Fire	14,337
1954	Weigand	4,956	1993	Ortega	21,010
1954	Jameson	7,881	1997	Baker	6,320
1955	Niger	1,606	1998	Santiago Canyon	7,760
1956	Cornwall	3,173	2002	Green	2,234
1958	Unknown	11,774	2002	Antonio	1,480
1958	Kelly	2,380	2006	Sierra Peak	10,515
1958	Steward	69,444	2007	241	1,618
1959	Talega	3,187	2007	Santiago	28,517
1961	Unknown	5,273	2008	Freeway Complex	30,305
1961	Outside Origin #2	5,019	2014	Silverado	968
1966	Indian	1,405	2017	Canyon I	2,661
1967	Paseo Grande	51,075	2017	Canyon II	9,217
1970	Nelson	3,586	2018	Aliso	176
1975	Grundy	1,915	2018	Holy	23,136
1976	Pendleton	2,111	2020	Silverado	12,465
1977	Mine	4,956	2020	Blue Ridge	13,694
1978	Soquel	5,428	2020	Bond	6,680

□ **Table 8 - Historic Wildfires in Orange County**

Orange County's probability of experiencing a wildland fire hazard increases proportionately with the number of houses being built in the Wildland Urban Interface. Every year the growing population expands further and further into the foothills. The increased "interface" between urban/suburban areas and the open spaces created by this expansion has produced a significant increase in threats to life and property from fires and challenges existing fire protection systems design and capability.

Continued development in the Wildland Urban Interface means the impact of future wildland fires will only worsen in the coming years. More than 160,000 acres are designated as being in High or Very High Fire Hazard Severity Zones by County and State fire agencies, not including federal response areas within

the Cleveland National Forest. These zones also intersect with over 67,000 single-family residential parcels in the Orange County Landbase.

Damage to infrastructure is also a primary concern with urban and wildland fire, with utility assets throughout the County, clustered in the Wildland Urban Interface and networks often extending into the wildland itself. Some critical infrastructure, like public safety facilities, major water infrastructure, and private communications and broadcasting infrastructure lies within the wildland fire interfaces. Public safety communications structures for federal, state, and local agencies could be impacted or destroyed by wildland fires. Furthermore, major urban and wildland fires have the potential to cause road closures, evacuations, unhealthful air quality, business closures and other issues.

In addition to threatening life and safety and destroying buildings and critical facilities, wildfire events can have major economic impacts on a community from the initial loss of structures and the subsequent loss of revenue from destroyed business and decrease in tourism. Wildfires can cost thousands of taxpayer dollars to suppress and control, and involve hundreds of operating hours on fire apparatus. There are also many direct and indirect costs to local businesses that excuse employees from work to evacuate their homes, check on their families and pets, and recover from any losses.

3.4 Climate Change

According to the Intergovernmental Panel on Climate Change (IPCC), Earth's average temperature has risen by about 2°F over the past century and is projected to rise another 2.5 to 10°F over the next hundred years. Small changes in the average temperature of the planet can result in large and potentially dangerous shifts in climate and weather.

With increases in temperature, Earth's climate is changing. Snow and rainfall patterns are shifting, and more extreme climate events like heavy rainstorms and record high temperatures are already occurring. Scientists are highly confident that many of these observed changes can be linked to the climbing levels of carbon dioxide and other greenhouse gases in our atmosphere, which are caused by human activities.

Many places have seen changes in rainfall, resulting in more floods, droughts, or intense rain, as well as more frequent and severe heat waves. The planet's oceans and glaciers have also experienced some big changes - oceans are warming and becoming more acidic, ice caps are melting, and sea levels are rising. As these and other changes become more pronounced in the coming decades, they will likely present challenges to our society and our environment.

Data from National Oceanic and Atmospheric Administration (NOAA) shows increases in observed sea level rise around the United States and globally. Climate models provide data and projections using atmosphere-ocean general circulation models (GCM) that drive climate models. They are showing an increase in carbon dioxide concentrations where multiple GCMs have been run to project 21st century climate.

Climate Change Impacts

Water Supply & Demand

Drinking water supply for Orange County is approximately half local and half imported. The Metropolitan Water District (MWD) of Southern California provides Orange County with its import water, which is obtained from the State Water Project (SWP) and from the Colorado River Aqueduct. Water from both sources is purified and tested at the Diemer Filtration Plant in Yorba Linda then piped to the various water districts in Orange County. The groundwater basin is recharged with recycled water, natural recharge, Santa Ana River base flows, and storm flow. According to data from the Orange County Water District (OCWD), the demand for groundwater has more than doubled in the last 60 years; however, basin storage must be managed within limits or risk adverse impacts.

Because of the importance of imported water supply to Orange County, potential impacts of climate change to water resources must be considered over a region broader than the Orange County area. Changes in observed climatic variables in this larger region representing the Western U.S. have been studied through data collected over the past 100 years. Within this period, it has been observed particularly in winter and spring, temperatures have risen significantly across western North America. Data collected over the past 50 years indicate warming in the mountainous western North America that has led to a higher rain-to-snow ratio, lower snow water content, a decline in March snow cover, and a shift toward earlier annual snowmelt. These observations strongly support the need for incorporating climate change into long-term water resources planning efforts.

An overall assessment of vulnerability to climate change for Orange County following a checklist presented in the DWR Climate Change Handbook for Regional Water Planning, and specifically recommended for climate change planning was performed and is available from Orange County Public Works. As noted, the major water supply system vulnerabilities are tied to the water supply system in California and the Colorado River Basin that are being evaluated through statewide or regional efforts.

The current understanding of climate change has been incorporated in the assessment of impacts, especially those relating to water supply and sea level rise. Several major planning studies have been performed for Orange County water supply regions that consider the impacts of climate change. Based on projected climate change conditions for the region, comprehensive analyses for both the California and the Colorado basins are severely water constrained indicating it will be challenging to meet current allocations in future years. The planning model projections indicate there will be years where deliveries will sometimes fall short of allocations, over planning horizons that range from 20 to 50 years into the future with assumptions that no changes are made to the existing operational infrastructure of the system. Population growth and anticipated increases in municipal demands must be addressed in the dual challenge of reduced supplies and increased demand. Looking forward, it is expected that these plans will be updated as better information on climate projections, including extreme events become available, and impacts to other sectors, such as water quality and habitats will be similarly evaluated.

Sea Level Rise

Although variable at different points along the coast due to regional factors, sea levels are rising globally due to climate warming including expansion of ocean water and melting of land ice. Along the Pacific Coast, the sea level rise in Southern California has been reported at the NOAA gauge in Los Angeles, where the observed increase has been 0.39 inches per decade between 1924 and 2017. This rate is projected to accelerate over the 21st century.

There are a number of different calculation approaches used to determine estimated global sea level rise that depend on variables such as probabilistic ice sheet dynamics and emissions scenarios. California's Fourth Climate Change Assessment for the Los Angeles Region in 2018 projected that sea level rise will be approximately 1 to 13 inches by 2050 and 10 to 91 inches by 2100. Numerous studies have been done that will report different results as each are based on different methodologies. Future sea level rise estimates will vary based on future greenhouse gas emissions and projections.

Maps illustrating the effects of sea level have been developed for California to identify approximate vulnerable areas. An example is shown for Orange County in [Map 8](#).

Much of the damage from this accelerated sea level rise will be likely caused by an increase in the frequency and intensity of coastal flooding and erosion associated with extreme weather events and storm surges. In addition to sea-level rise, California's coastal and ocean resources are expected to experience dramatic changes. These include more severe atmospheric events (e.g. El Nino events); changes in ocean chemistry (e.g. temperature and pH) and estuarine chemistry (temperature, pH, and salinity); and changes to ecosystem processes (e.g. nutrient upwelling). The outlook and future of the coast is uncertain; however, we will need to change the way we manage our natural assets. Existing laws

such as the California Coastal Act, provides state and local governments with tools for addressing the effects of climate change but also impose some significant limitations.

Water Quality

Less frequent but more intense rainfall patterns could have serious consequences on water quality at our beaches. Lower precipitation in summertime may also leave contaminants more concentrated in stream flows. Heavy runoff offers a medium for infectious disease vectors to spread and multiply. Large amounts of runoff could overwhelm the capacity of infrastructure including storm drains, flood control channels and pump stations.

Flooding

Past El Nino events have resulted in significant financial damages and exposed large numbers of people to flooding hazards. Flooding having a significant impact in the Canyon areas and along flood control channels also creates challenges for wastewater utilities as they receive increased flows in their systems. Climate change will likely exacerbate these impacts with larger waves and higher water levels. Coastal erosion and sediment transport patterns will be impacted by larger and longer duration of winter waves and increased exposure to tropical weather systems.

Property

If plans are not made to mitigate for sea level rise and protection from storm surges and other flood related events, the largest impact on the community from gradual sea water inundation would be the loss of property. Known risk areas would include, but are not limited to: City, county and state Beaches; buildings and other types of structures, and in harbors and along coastal inundation areas. In coastal areas where topography is relatively flat, the risk would include low-lying areas adjacent to but further away from the coast. As sea levels continue to rise, structures on the inland side of Pacific Coast Highway will be affected. Although sea level rise would be a gradual, planning and implementation would greatly reduce impacts to lives.

Orange County has many communities along its coastline with high to very high-priced homes. The results of sea level rise due to climate change could potentially destroy or damage thousands of homes and businesses over time resulting in displacement and relocation of people and businesses.

Infrastructure

Over time, if infrastructure is not relocated outside possible inundation areas, damage to roads, bridges, water infrastructure, power lines, vital equipment, and other property and facilities could occur due to flooding. Damage to public water and sewer systems, and transportation networks would greatly impact residents.

Consideration and planning for the protection of infrastructure will be very challenging as coastal Orange County is completely developed; however, there would be direct consequences to the local economy resulting from non-action to protect infrastructure.

Services

Planning considerations and efforts of local agencies and community entities whose facilities and offices are located within the possible inundation areas should include the possibility of relocation. While some time allows for planning, locations of public offices, schools, senior homes and emergency services-hospitals, fire and police stations should all be studied.

Ecosystem and Habitat Vulnerability

Environmental losses are the result of damages to plant and animal species, wildlife habitat, and air and water quality; forest and range fires; degradation of landscape quality; loss of biodiversity; and soil erosion. Environmental effects are likely to become permanent. Wildlife habitat, for example, may be degraded through the loss of their habitat; however, many species could relocate, survive and maybe recover adjusting to new environments, resulting in the entry of invasive species crowding out already stressed native species and the local appearance of tropical disease vectors. The degradation of landscape quality, including increased soil erosion, may lead to a more permanent loss of biological productivity of the landscape. Although environmental losses are difficult to quantify, growing public awareness and concern for environmental quality has forced public officials to focus greater attention and resources on these effects.

Earth's oceans have maintained a relatively stable acidity level for tens of millions of years. But research shows that this balance is being undone by a recent and rapid drop in surface pH that could have devastating global consequences.

Since the early 1800s, fossil fuel-powered machines have driven human industry and advancement. Unfortunately, the consequence has been the emission of billions of tons of carbon dioxide (CO₂) and other greenhouse gases into Earth's atmosphere. Scientists know that about half of this man-made CO₂ has been absorbed over time by the oceans. Relatively new research is finding that the introduction of massive amounts of CO₂ into the seas is altering water chemistry and affecting the life cycles of many marine organisms, particularly those at the lower end of the food chain.

Vulnerability and Risk

Climate change has the possibility of producing impacts that span many sectors of the economy and reaches well beyond the areas experiencing physical sea level rise or long-term temperature rise. The impacts would be complex and can be direct or indirect. A few examples of direct impacts are productivity from agriculture could decrease; wildfire hazard could increase; drinking water levels could decrease; wildlife mortality rates and damage to wildlife and fish habitat could increase. The consequences of these impacts may result in reduced income for businesses, increased prices for food and resources, unemployment, reduced tax revenues due to reduced expenditures, increased crime, foreclosures on bank loans to businesses, and migration. The web of impacts would be complex making it challenging to come up with financial estimates of damages. The impacts of climate change can be categorized as economic, environmental, or social.

Social impacts involve public safety, health, reduced quality of life, and inequities in the distribution of impacts and disaster relief. Many of the impacts specified as economic and environmental have social

components as well. We could see migration out of the coastal areas where increasing pressure on the social infrastructure could result.

Municipalities will have to make decisions about which critical assets to protect, relocate, or remove and what is economically feasible. It will be challenging to achieve multiple goals such as protection of critical infrastructure, sustained coastal recreation, and ecosystem protection. Agencies need to recognize there could be conflicts and develop priorities while working with the regulatory agencies.

3.5 Dam Failure

Dam failures can result from a number of natural or human caused threats such as earthquakes, erosion of the face or foundation, improper siting, rapidly rising flood waters, and structural/design flaws.

A dam failure will cause loss of life, damage to property, and other ensuing hazards, as well as the displacement of persons residing in the inundation path. Damage to electric generating facilities and transmission lines could also impact life support systems in communities outside the immediate hazard areas.

Levees are generally man-made earth embankment structures that convey floodwaters and reduce the risk of temporary flooding. Approximately 84 miles of levees are part of the 380 mile flood control system in Orange County. Levees are generally subject to settlement, underseepage, and seismic activity. The County actively works on projects to maintain and improve levees to the best of its ability with the available funding and resources and where regulatory restrictions allow. However, if a levee were to fail during a storm event, it could potentially compound flooding that may be occurring in the areas behind the levee.

Currently, there are 44 dams and reservoirs registered within or immediately adjacent to Orange County. This include reservoirs which capture water from flood control facilities but may be dry most of the year. Their capacity range from 18 acre-feet (Diemer No. 8) to 314,400 acre-feet (Prado Dam) holding capacity. Map 9 depicts shows the location of Orange County's dams.

The County of Orange owns and operates 16 dams and reservoirs, the smallest facility is Harbor View with a capacity of 28 acre-feet and is located in Corona Del Mar to the Villa Park Dam with a capacity of 15,600 acre-feet and is located in Orange.

The following is a list of all registered dams and reservoirs in Orange County along with their owners and/or operators¹⁸ and locations.

Dam and Reservoir Name	Owner	Year Built	Capacity (acre feet)	Risk Rating	Impacted Jurisdictions	Location
30 MG Central Reservoir	City of Brea	1924	92	High	Brea	Brea
Agua Chinon	County of Orange	1998	256	High	Irvine	Irvine
Bee Canyon Retention Basin	County of Orange	1994	243	Low	Irvine	Irvine

¹⁸ <https://water.ca.gov/Programs/All-Programs/Division-of-Safety-of-Dams>

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

Dam and Reservoir Name	Owner	Year Built	Capacity (acre feet)	Risk Rating	Impacted Jurisdictions	Location
Big Canyon	City of Newport Beach	1959	600	Extremely High	Newport Beach	Newport Beach
Brea Dam	Army Corps of Engineers	1942	4,018	DSAC III	Fullerton Buena Park Cypress Los Alamitos Seal Beach Los Angeles County	Multiple North Orange County Cities and Southern Los Angeles County
Carbon Canyon Dam	Army Corps of Engineers	1961	7,033	DSAC III	Fullerton Brea Placentia Yorba Linda Anaheim Buena Park Cypress Stanton Los Alamitos Los Angeles County	Yorba Linda
Diemer No. 8	Metropolitan Water District of Southern California	1968	18	Significant	Yorba Linda Brea	Yorba Linda
Diemer Ozone Contact Basin	Metropolitan Water District of Southern California	2011	23	Extremely High	Yorba Linda	Yorba Linda
Diemer Reservoir	Metropolitan Water District of Southern California	1963	80	Extremely High	Yorba Linda	Yorba Linda
Dove Canyon	Dove Canyon Master Association	1989	415	High	County Unincorp. Coto De Caza	Rancho Santa Margarita
East Hicks Canyon Retarding Basin	County of Orange	1997	75	Low	Irvine	Irvine
Eastfoot Retarding Basin	City of Irvine	2007	213	High	Irvine	Irvine
El Toro Reservoir	El Toro Water District	1967	877	Extremely High	Mission Viejo Lake Forest	Mission Viejo
Fullerton Dam	Army Corps of Engineers	1941	706	DSAC IV	Fullerton Anaheim Buena Park	Fullerton

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

Dam and Reservoir Name	Owner	Year Built	Capacity (acre feet)	Risk Rating	Impacted Jurisdictions	Location
Galivan Retarding Basin	County of Orange	2000	169	Low	Laguna Niguel	Laguna Niguel
Harbor View	County of Orange	1964	28	High	Newport Beach	Newport Beach
Hicks Canyon Retention Basin	County of Orange	1997	110	Low	Irvine	Irvine
Lake Mission Viejo	Lake Mission Viejo Association, Inc.	1976	4,300	Extremely High	Mission Viejo Laguna Niguel San Juan Capistrano Dana Point	Mission Viejo
Lower Peters Canyon Retarding Basin	County of Orange	1990	206	Extreme High Hazard	Tustin Irvine	North Tustin
Marshburn Retarding Basin	County of Orange	1998	424	Extreme High Hazard	Irvine	Irvine
Orange County (Humble) Reservoir	Metropolitan Water District of Southern California	1941	217	Extremely High	Brea Fullerton County	Brea
Orchard Estates Retarding Basin	County of Orange	1999	138	Extreme High Hazard	Irvine	Irvine
Palisades Reservoir	South Coast Water District	1963	147	Extremely High	San Clemente	San Clemente
Peters Canyon	County of Orange	1932	1,090	Extreme High Hazard	Cowan Heights-County Uncorp. Tustin Irvine	North Tustin
Portola	Santa Margarita Water District	1980	586	High	Coto de Caza	County Uncorp-Coto de Caza
Prado Dam	Army Corps of Engineers	1941	314,400	DSCAC-II	Multiple	Corona
Rattlesnake Canyon	Irvine Ranch Water District	1959	1,480	Extremely High	Irvine	Irvine
Rossmoor No. 1	El Toro Water District	1964	43	High	Laguna Woods Laguna Hills Lake Forest Irvine	Laguna Woods
Rossmoor Retarding Basin	County of Orange	2002	175	Low	Rossmoor-County Uncorp	Rossmoor

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

Dam and Reservoir Name	Owner	Year Built	Capacity (acre feet)	Risk Rating	Impacted Jurisdictions	Location
Round Canyon Retarding Basin	County of Orange	1994	286	Low	Irvine	Irvine
San Joaquin Reservoir	Irvine Ranch Water District	1966	3,036	Extremely High	Newport Beach Irvine	Newport Beach
Sand Canyon	Irvine Ranch Water District	1912	960	Extremely High	Irvine Newport Beach	Irvine
Santiago Creek (Irvine Lake)	Serrano and Irvine Ranch Water Districts	1933	25,000	Extremely High	Orange Villa Park Tustin Irvine Santa Ana Costa Mesa Newport Beach	Silverado
Sulphur Creek	County of Orange	1966	520	High	Laguna Niguel Laguna Beach	Laguna Niguel
Syphon Canyon	Irvine Ranch Water District	1949	500	High	Irvine	Irvine
Trabuco	Trabuco Canyon Water District	1984	138	High	Rancho Santa Margarita	Rancho Santa Margarita
Trabuco Retarding Basin	County of Orange	1996	390	Extreme High Hazard	Irvine	Irvine
Trampas Canyon	Premier Silica LLC	1975	5,700	Extremely High	San Juan Capistrano Dana Point	San Juan Capistrano
Upper Chiquita	Santa Margarita Water District	2012	753.5	Extremely High	County Unicorp.	Rancho Santa Margarita
Upper Oso	Santa Margarita Water District	1979	3,700	Extremely High	Mission Viejo	Mission Viejo
Veeh Reservoir	Lake Hills Community Church	1936	185	High	Laguna Hills Lake Forest Irvine	Laguna Hills
Villa Park Dam	County of Orange	1963	15,600	Extreme High Hazard	Orange Villa Park Tustin Santa Ana Irvine Costa Mesa Newport Beach	Orange
Walnut Canyon	City of Anaheim	1968	2,570	Extremely High	Anaheim	Anaheim

Dam and Reservoir Name	Owner	Year Built	Capacity (acre feet)	Risk Rating	Impacted Jurisdictions	Location
Yorba	County of Orange	1907	1,200	Extreme High Hazard	Yorba Linda Anaheim	City of Anaheim

Westminster Water Tank Failure – Westminster, Orange County

On September 21, 1998, at 5:47am, a 5 million gallon precast concrete above ground water storage tank ruptured, sending a 6 foot high wave of water through a nearby fire station and the Hefley Square Townhomes in the City of Westminster. Six people were injured and 30 were left temporarily homeless after the tidal wave gushed from the 22 foot high rupture in the tank. The fire station, 70 homes, 32 outbuildings, 2 businesses and 25 vehicles sustained damages or were destroyed. Gas, electric and telephone services were disrupted.

Prado Dam Seepage

In January 2005, due to preceding storm activity which produced near record water levels behind Prado Dam, the reservoir water surface elevation behind the dam peaked at 527.4 feet above sea level. On January 13, the U.S. Army Corps of Engineers discovered minor seepage on the downstream face of Prado Dam. The seepage was located in an area that was under construction to build new outlet works as part of the overall flood control improvement to Prado Dam. As a precautionary measure Corona city officials evacuated over 800 homes below the dam and Orange County officials relocated campers in the Canyon RV Park because of their proximity to the adjacent floodplain.

To decrease the amount of water behind Prado dam the release of water was increased from 5,000 cubic feet per second (cfs) to 10,000 cfs to reduce the level of water being held to 505 feet. In addition to the increase in water release, the U.S. Army Corps began holding back floodwaters upstream at both the San Antonio Dam in Los Angeles County and Seven Oaks Dam near Redlands to reduce the inflow of water to Prado Dam. As the water level was lowered, the hydraulic pressure on the dam abutment subject to seepage was reduced. When the water was reduced to 505 feet (25,750 acre feet of water) on Monday, January 17, 2005, the USACE was able to start the reconditioning of the cofferdam in order to be ready for subsequent flood inflows to the dam.

The probability of future occurrence of a dam failure impacting Orange County is largely tied to major storm events and unusually heavy precipitation over a rainy season or extended period of time. There is also the possibility of dam failure during a major earthquake. Finally, many dams in Orange County are considered potential terrorist targets and could fail as a result of a deliberate attack.

Vulnerable properties are those located closest to the dam inundation area. These properties would experience the largest, most destructive surge of water. Low-lying areas are also vulnerable since this is where the dam waters would collect.

Residential property in low-lying areas in an inundation zone would be heavily impacted. The failure of a large dam could potentially destroy or damage hundreds of homes spreading debris for miles.

A dam failure event would impact businesses by damaging property and by interrupting business and services. Any residential or commercial structure with weak reinforcement would be susceptible to damage.

Dam failure can also damage buildings, power lines, and other property and infrastructure due to flooding.

Orange County's transportation infrastructure is vulnerable to dam inundation. Roads, railroad, and bridges in inundation areas have the potential to be severely damaged or destroyed, creating isolation issues. Those that are most vulnerable are those that are already in poor condition and would not be able to withstand a large water surge. Utilities such as overhead power lines, cable and phone lines could also be vulnerable. Loss of these utilities could create additional isolation issues for the inundation areas. Dam failure can result in collapsed or damaged buildings or blocked roads and bridges, damaged traffic signals, streetlights, and parks, among others. Damage to public water and sewer systems, transportation networks, and flood channels would greatly impact daily life for residents.

Roads blocked by objects during or after a dam failure may have severe consequences to people who are attempting to evacuate or who need emergency services. Emergency response operations can be complicated when roads are blocked or when power supplies are interrupted. Industry and commerce can suffer losses from interruptions in electric services and from extended road closures. They can also sustain direct losses to buildings, personnel, and other vital equipment. There are direct consequences to the local economy resulting from dam failure related to both physical damages and interrupted services.

While all 44 dams in Orange County would have some impact on infrastructure if there were to be a failure event, by far the greatest threat is from Prado Dam on the Santa Ana River just east of the County boundary. With more than ten times the capacity of the next largest dam on the list, it is the primary concern when it comes to dam and reservoir failure planning in Orange County. A failure of the Prado Dam is the scenario available in the quantitative exposure analysis section at the end of this chapter.

3.6 Epidemic

Vaccines, antibiotics, and improved living conditions resulted in dramatic declines in communicable diseases in the latter part of the 20th Century. However, infectious diseases have become an increasing threat to all persons in Orange County over the past decades due to a variety of factors such as: population growth (crowding, aging, migration), methods of food production (large scale, wide distribution, importation), environmental changes (drought, encroachment of humans on wild areas, global warming), microbial adaptation (resistance to antibiotics, re-assortment of genetic material), changes in health care (drugs causing immunosuppression, widespread use of antibiotics), and human behavior (travel, diet, sexual behavior, compromised immune systems, immunization rates).

Although transmission of communicable diseases occurs on a daily basis in every community, most instances are not of the severity or magnitude to be considered a county-wide hazard. However, an outbreak, epidemic, or pandemic, or the introduction of a novel disease, could pose a large threat to the health of the community. An outbreak is an increase, usually sudden, of occurrences of a particular disease over the baseline occurrence, for a specific time period and place. An epidemic is an outbreak that spreads quickly and widely through a given community or location over a relatively short period of time. A pandemic is a widespread outbreak or epidemic that spreads to other geographic areas, countries or continents.

Current epidemic threats include:

- Foodborne illness, including norovirus;
- Influenza, including seasonal, novel, and/or pandemic influenza strains;
- Childhood vaccine-preventable diseases, such as measles and pertussis;
- Vector-borne diseases including mosquito-borne, and flea-borne diseases
- Severe Acute Respiratory Syndrome Coronavirus (SARS-CoV-2)
- Emerging pathogens such as Middle East Respiratory Syndrome Coronavirus (MERS-CoV), and Ebola.

Foodborne Illness, including Norovirus

Nature of Hazard

The Centers for Disease Control and Prevention (CDC) estimates that every year approximately one in six Americans (or 48 million people) gets sick, 128,000 are hospitalized, and 3,000 die of foodborne diseases in the United States. Extrapolated to the Orange County population, that would suggest approximately 500,000 people get sick with foodborne illness each year. Examples of reportable infections that may potentially be food-borne include bacteria such as Salmonella, Campylobacter, and shiga-toxin producing Escherichia coli (STEC). In Orange County, in a non-COVID pandemic year, on average approximately 400 cases of Salmonella, 500 Campylobacter, and 70 STEC are reported each year. Not all foodborne illness is reportable and even the diseases that are reportable are under-reported and under-diagnosed. We do not have exact numbers of how many people are affected.

In general, foodborne illnesses cause symptoms such as diarrhea, vomiting, and/or abdominal cramps. Some people may also have fever. Complications of foodborne illnesses include dehydration, and spread of the infection to the blood or other parts of the body, especially if a bacteria is involved.

Previous/Future Occurrences

Foodborne illnesses can result from exposure to contaminated food prepared at home or at a restaurant or market, from contaminated food sources and/or human error in preparation or storage. Each year, the Orange County Health Care Agency receives 800-1,000 reports of foodborne illness, and investigates 20-40 foodborne outbreaks. Most foodborne illnesses can be prevented with proper handling and preparation of food and avoiding having ill persons handle and serve food.

Impact

While most foodborne illnesses resolve without clinical diagnosis or treatment, more severe illness can lead to hospitalization and even death in elderly, children or immune compromised persons. Even mild illness can lead to a loss of income for those without paid sick leave or who have the need to care for an ill child. Other economic impacts can include lost sales due to temporary food facility closures. The HCA Communicable Disease Control Division has participated in clusters of foodborne illness related to contaminated foods that were nationally distributed, clusters related to ill food handlers and/or lack of appropriate food handling procedures.

References

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Influenza, including Seasonal, Novel, and/or Pandemic Influenza Strains

Nature of Hazard

Influenza is a contagious respiratory illness caused by influenza viruses. Although many illnesses are self-limited and mild, complications of seasonal influenza cause on average more than 200,000 hospitalizations and up to 49,000 deaths each year in the United States. In Orange County, severe influenza cases (defined as persons who have influenza and are admitted to the intensive care unit or die) in persons less than 65 years of age are reportable. The last severe influenza season, excluding the 2009 pandemic, was 2017-2018, where Orange County investigated 104 severe case of influenza.

A pandemic occurs when a new (novel) virus that humans have not encountered before, and therefore have no immunity to, begins circulating, causes infections and spreads quickly from person to person, causing substantial morbidity and mortality across geographic areas. Orange County HCA routinely does surveillance for seasonal influenza as well as enhanced surveillance for novel strains and human infections with bird (avian) or pig (swine) influenza strains that are circulating in other parts of the country and the world.

Previous Occurrences

In 2009, an H1N1 influenza pandemic spread quickly and led to over 200 severe influenza cases and 50 deaths in Orange County. The 2009 H1N1 influenza virus quickly established itself as a seasonal influenza strain and was the predominant virus in the 2013-2014 influenza season. Although the mortality rate from H1N1 Influenza during this pandemic was low, other strains may cause more severe illness with case fatality rates over 3%.

Probability of Future Occurrence

An influenza pandemic is likely to occur in "waves" of infection, each lasting approximately 8 to 12 weeks and separated by weeks of inactivity. In total, it could last from 18 months to several years. An influenza pandemic is likely to affect everyone in Orange County at some point and can greatly impact "business as usual" in any sector of society or government.

Impact

Major impacts of severe influenza seasons include increase in diversion hours at local emergency rooms, increase in hospital admissions in persons with underlying health conditions, and death occurring amongst individuals under the age of 65. Maintaining an active surveillance allows public health to make timely recommendations to intervene on the widespread transmission of influenza. An influenza pandemic would place a great strain on existing health care resources and may exceed available resources. Personnel, supplies, equipment, and pharmaceutical responses (e.g., vaccination and antivirals) may be in short supply and/or unavailable. If transportation is compromised in the region or country, food and other essentials may be unavailable as well. Outbreaks are expected to occur simultaneously throughout much of the County and the State, which may limit the availability of mutual aid assistance and resources from other areas.

Childhood Vaccine-Preventable Diseases, such as Measles and Pertussis

Nature of Hazard

Before the middle of the last century, life-threatening diseases such as Haemophilus influenzae, diphtheria, polio, measles and rubella affected hundreds of thousands of infants, children, and adults in the United States, with thousands dying every year. Since the advent and widespread use of vaccines, these diseases have declined dramatically and nationally, vaccine-preventable disease levels are at or near record lows. Vaccinations for chickenpox, diphtheria, Haemophilus influenzae type B, hepatitis A, hepatitis B, influenza, measles, mumps, pertussis, polio, pneumococcus, rotavirus, and rubella are now routinely available for infants and children. However, this is not the case throughout the world and outbreaks of diseases such as polio and measles still occur regularly. Even though most children in the U.S. have received the recommended vaccines by age 2 years, many under-immunized children remain, leaving the

community vulnerable to outbreaks of these diseases. The California Department of Public Health compiles data annually on immunization rates at kindergarten entry by school and makes it available on an interactive website (<http://www.shotsforschool.org/k-12/how-doing/>). For Orange County-specific data on vaccination rates for the MMR (measles, mumps, rubella) vaccine by school district, see <https://media.ocgov.com/civicax/filebank/blobdload.aspx?BlobID=41625>.

Previous Occurrences

- **Measles** - Measles is one of the most contagious of all infectious diseases with over 90% of exposed people developing infection if they are not already immune, either by previous infection or immunization. In the pre-vaccination era, there were on average over 500,000 cases in the U.S. and almost 500 deaths reported annually. Cases dropped dramatically after vaccination against measles was introduced in the 1960's and a second dose of vaccine was routinely recommended in 1989. In 2000, measles was declared eliminated in the U.S., meaning there was no ongoing transmission, but cases and outbreaks continue to occur from visitors or returning travelers from countries where measles is still common introducing the virus into unvaccinated or under-vaccinated communities. In the U.S. there have been between 37 to 644 cases of measles reported each year, with multiple outbreaks reported in 2013, 2014, and now 2015. In Orange County, 0-1 cases of measles were reported annually between 2010 and 2013, but large outbreaks resulted in 23 cases reported in 2014, and 35 cases reported in the first few months of 2015.
- **Pertussis** - Pertussis (whooping cough) is a highly contagious respiratory infection caused by a bacteria *Bordetella pertussis*. Although symptoms may be mild and resemble an ordinary "cold" in some people, the infection may become more serious, particularly in infants, and cause hospitalizations and even death. Infections in the U.S. decreased dramatically with the advent of the whole-cell DTP (diphtheria, tetanus, pertussis) vaccine in the 1940's, but have increased over the past 20-30 years, partially because of increased awareness, improved testing, better reporting, and waning immunity from the acellular pertussis vaccine (DTaP) used since the 1990's. California has had particularly large outbreaks since 2010 with numbers as high as those in the 1940's. Over 9,000 pertussis cases and 10 infant deaths were reported with disease onset in 2010 and over 11,000 cases and 3 infant deaths were reported with disease onset in 2014. In Orange County, 467 pertussis cases were reported in 2010 and 397 in 2014.

Probability of Future Occurrences

It is likely we will continue to see cases of pertussis on an annual basis and we will most likely continue to see sporadic cases that may result in clusters or outbreaks of measles.

Impact

Low impact outcomes of vaccine-preventable diseases are school absenteeism and disease transmission amongst unvaccinated household members. Major include severe morbidity that require admission to the intensive care unit and even mortality. Vaccinations play a vital role in reducing the burden of disease amongst our youngest community members.

References

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Vector-Borne Diseases

Nature of Hazard

According to the Centers for Disease Control and Prevention (CDC), vector-borne diseases are among the most complex of all infectious diseases to prevent and control due to the difficulty of predicting habits of vectors like mosquitoes, fleas, and ticks. These vectors transmit viruses, bacteria, or other pathogens that infect animals as well as humans.

The Orange County Mosquito and Vector Control District (OCMVCD) is an independent special district charged with protecting the citizens of Orange County from vectors and vector-borne disease under the California Health and Safety Code (CAL. HSC. § 2000-2910). OCMVCD operates year-round to provide service to all 34 cities within Orange County as well as unincorporated areas, federal, and state lands.

OCMVCD utilizes an Integrated Vector Management (IVM) Program strategy to control populations of mosquitoes, filth flies and black flies, red imported fire ants (RIFA), and rats. The IVM Program consists of the following activities:

1. Surveillance for vectors, vector habitats, and associated pathogens/diseases, including field and laboratory analysis of vectors in order to evaluate populations and emerging disease threats;
2. Source reduction to limit breeding by vectors, including management of vegetation, land, and water with appropriate landowners to minimize vector production and harborage;
3. Education and outreach efforts targeted toward the public and private landowners in ways to facilitate source reduction and minimize disease-carrying vectors;
4. Distribution of mosquito fish (*Gambusia affinis*), a biological control measure used to reduce mosquito production in isolated aquatic features, such as neglected residential swimming pools; and
5. Application of pesticides to minimize vector populations and reduce the threat of potential vector-borne disease transmission to humans.

The vector-borne diseases currently of major public health threat in Orange County include:

- West Nile Virus and other mosquito-borne infections;
- Flea-borne typhus and other flea-borne infections;
- Other vector-borne diseases with the potential to emerge or re-emerge in Orange County.

West Nile Virus (WNV) and other Mosquito-Borne Infections

Nature of Hazard, Location, Extent and Previous Occurrences

West Nile virus (WNV), which is primarily a disease of birds, can be transmitted to humans and other animals by the bite of a mosquito. WNV has been responsible for causing 364 reported neuroinvasive

infections, including 24 deaths, since its introduction to the county in 2004. It has remained well-established in Orange County since its introduction.

Epidemics of West Nile virus infections are expected every year. Although only a small proportion of persons infected develop symptoms, which can include fever, body aches, headaches, and/or rash, infection can also be very severe, resulting in meningitis or encephalitis (inflammation of the brain) and serious sequelae. HCA works closely with the OCMVCD to monitor the presence of the virus in the County.

Other mosquito-borne diseases potentially transmitted by locally abundant Orange County mosquitoes include Saint Louis Encephalitis (SLE), Western equine encephalitis (WEE), and malaria. Although SLE was considered the most important mosquito-borne virus in North America until the arrival of WNV in 1999, SLE virus activity has not been detected in Orange County since the introduction of WNV into the County in late 2003. WEE was a significant cause of death and disease in humans and horses in the United States prior to the establishment of organized vector control programs in the late 1940s. However, WEE has not been detected in mosquitoes, or host animals such as birds in Orange County in many years, and is unlikely to pose a threat in the future.

Malaria is a serious infection caused by a parasite called Plasmodium. Although malaria is thought to be eradicated in the United States, imported malaria cases among travelers returning home have the potential to spark a reintroduction of locally-transmitted malaria among the County's Anopheles mosquitoes, which are largely restricted to wetland habitats in Orange County. The last confirmed outbreak of locally transmitted malaria in Southern California occurred in 1991 along the San Diego County/Orange County border. HCA works closely with the OCMVCD to monitor the presence of imported cases of malaria in the County.

Probability of Future Occurrence

Mosquito-borne diseases transmitted by Aedes mosquitoes not currently known to be present in Orange County but in other areas of California include dengue and chikungunya. With recent introductions of several species of non-native mosquitoes from the genus Aedes in southern California, including the Asian tiger mosquito (*Aedes albopictus*) and the yellow fever mosquito (*Aedes aegypti*), there is potential for diseases like chikungunya and dengue to become established in Orange County. These mosquitoes are known vectors of dengue and chikungunya viruses. Although local transmission of these viruses is not known from Orange County, human cases of dengue and chikungunya are regularly reported to HCA from travelers returning from known endemic disease areas. Therefore, traveling humans infected with the virus could spread the disease once in areas of Orange County with established populations of these mosquitoes.

- **Dengue** -The World Health Organization reports that dengue is the most rapidly spreading mosquito-borne viral disease in the world. Dengue is transmitted by the bite of a mosquito infected with one of the four dengue virus serotypes. Unlike other mosquitoes, *Aedes aegypti*, the main vector for dengue, bites during the day. *Aedes albopictus*, a secondary dengue vector, can survive in cooler temperate regions. Similar to chikungunya, dengue would likely enter Orange County via an infectious person returning from an area of the world where these diseases are endemic. Symptoms of dengue include fever, severe headache, pain behind the eyes, muscle and

joint pain, swollen glands and rash. There is no vaccine or any specific medicine to treat dengue. The only method to reduce the transmission of dengue virus is to control vector mosquitoes and protect against mosquitoes bites. HCA works closely with the OCMVCD to monitor the presence of imported cases of dengue in the County.

- **Chikungunya** - Chikungunya is a viral tropical disease transmitted by Aedes mosquitoes. In recent years the virus has been regularly detected in parts of Mexico and the Caribbean. Typical symptoms are an acute illness with fever, skin rash and incapacitating joint pains that can last for weeks. The latter distinguishes chikungunya virus from dengue, which otherwise shares the same vectors, symptoms and geographical distribution. Most patients recover fully but, in some cases, joint pain may persist for several months or even years. The spread of disease via movement of infected humans is specifically relevant for a pathogen such as chikungunya virus. As with dengue, the only method to reduce transmission of chikungunya is to control vector mosquitoes and protect against mosquitoes bites. HCA works closely with the OCMVCD to monitor the presence of imported cases of chikungunya in the County.

Impact

WNV is endemic in Orange County, and heavy WNV seasons tend to occur every 3-5 years. Most infections occur in the northern areas. Geographically, Santa Ana, Anaheim, Fullerton, and Tustin areas see the highest densities of infections. Older adults are disproportionately impacted by WNV.

Orange County experienced an outbreak of WNV cases in 2014 and reached an incidence rate of 8.85 cases per 100,000 residents. This was more than 3.5 times the incidence rate experienced by Los Angeles county (where WNV is also endemic), and more than four times the incidence rate experienced by California as a whole.

While asymptomatic cases are the most common, they are severely underreported because they are rarely identified. The reported asymptomatic cases are almost always found through routine screenings of blood donations, since the disease can be passed on through blood transfusion. West Nile fever is also underreported: persons with West Nile fever will often not see a medical provider for their illness, and providers seeing a case of West Nile fever will often not test for this disease. This results in surveillance methods which skew toward detection of neuroinvasive cases, though they are the least common form of the disease. Thus, the number of cases reported to the county severely underestimates the total number of WNV cases in the county.

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Flea-Borne Diseases

Nature of Hazard

Flea-borne typhus is a disease caused by the bacteria *Rickettsia typhi*, and possibly *Rickettsia felis*. The bacteria live in the feces of infected fleas which can be found on cats, dogs, raccoons, skunks, and opossums. After a flea bite, bacteria may remain on the skin's surface. A human becomes exposed to the bacteria by scratching the site of a flea bite, which allows bacteria from the skin's surface to enter the bloodstream.

People infected with typhus may experience fever, headache, chills, and muscle aches 6 - 14 days after a *Rickettsia*-infected flea bite. Some people also develop a rash. The disease is treated with antibiotics. Most people recover within several days, though hospitalization with serious illness does occur.

Previous and Future Occurrences

- **Flea-borne typhus** - Orange County has experienced a resurgence of flea-borne typhus over the last ten years. Since 2006, 132 human cases have been reported to HCA. Flea-borne typhus is a bacterial (rickettsial) infection transmitted by fleas found on backyard wildlife and domestic pets. The transmission cycle in Orange County involves cat fleas, cats, opossums, and other backyard wildlife. Symptoms include fever, muscle aches, rash, and sometimes vomiting and headache. Approximately 85% of cases reported to HCA are hospitalized. HCA works closely with Orange County Mosquito and Vector Control District to investigate exposure sites with large populations of fleas and host animals. Flea-borne typhus exposure sites with large populations of host animals may be referred to local animal care agencies for assistance.
- **Plague** - Plague is a zoonotic disease caused by the bacterium *Yersinia pestis*. In its sylvatic cycle, it is transmitted by fleas found on locally abundant ground squirrels, rodents and rabbits. Humans usually get plague after being bitten by a rodent flea that is carrying the plague bacterium or by handling an animal infected with plague. Most persons with plague develop fever and swollen lymph nodes. Plague bacteria can also migrate to the lungs causing a pneumonic presentation where respiratory droplets may serve as the source of person-to-person transfer that can lead to localized outbreaks or devastating epidemics. According to the California Department of Public Health (CDPH), plague is rare among humans but is found each year among squirrels, chipmunks, and other rodents in California and the southwestern U.S. Plague epizootics can be detected by large die-offs of naturally infected hosts such as rabbits and ground squirrels. Domestic cats are also susceptible to plague and can pass the infection to their owners.

The CDPH Vector-Borne Disease Section lists the Santa Ana Mountains as a plague endemic area. Plague has occurred in Orange County sporadically, including instances in ground squirrels during 1982 in the Anaheim Hills and in a roof rat from the City of Orange in 1998. Pneumonic plague transmission last occurred along the Orange County and Los Angeles County border in 1988 and involved a pet cat. HCA works closely with the OCMVCD to monitor the presence of plague in the County.

Impact

Flea-borne typhus is considered endemic in areas of Orange County. The geographic areas with the highest density of typhus infections are the areas surrounding Orange, Garden Grove, Westminster, and Anaheim. Orange County sees higher incidence rates of murine typhus than California as a whole. Case counts are highest in the summer months, though illness is seen year-round.

The number of annual reported cases averages approximately 19, the overwhelming majority of which are hospitalized. From the years 2011-2018, cases were 63% male, 54% non-Hispanic white, and 55% in the age range 18-49. 2013 had the highest overall incidence rate with 1.06 typhus cases per 100,000 Orange County residents. 2017 saw the lowest overall rate, with 0.34 cases per 100,000 residents.

References

California Department of Public Health (CDPH). Plague. State of California 2015. Web (<http://www.cdph.ca.gov/HealthInfo/discond/Pages/Plague.aspx>). 9 July 2015.

Other Vector-Borne Diseases

Although less prevalent than West Nile virus and flea-borne typhus, other vector-borne diseases have the potential to re-emerge or emerge in Orange County should environmental conditions change or new competent vector species successfully become established. These diseases are not considered a major health hazard in Orange County at this time, but include tick-borne diseases such as Lyme disease, Pacific Coast tick fever, and tularemia, and rodent-borne diseases such as Hantavirus. OCMVCD is constantly monitoring local vector populations in order to detect the presence of these diseases and mitigate the potential for these hazards.

Severe Acute Respiratory Syndrome Coronavirus (SARS-CoV-2)

Nature of Hazard

Severe Acute Respiratory Syndrome Coronavirus (SARS-CoV-2) also known as Coronavirus (COVID-19) is a new disease first identified in Wuhan China in 2019. It is caused by a novel (or new) coronavirus that has not previously been seen in humans. The virus mainly spreads from person to person when they are in close contact (within 6 feet of for at least 15 minutes within a 24 hour period during the infectious period). Although most people who have COVID-19 have mild symptoms, COVID-19 can also cause severe illness and even death. Some groups, including older adults and people who have certain underlying medical conditions, are at increased risk of severe illness. Severity of illness may require hospitalization, including intensive care, and may result in death.

The global COVID-19 pandemic has spread to 223 countries, areas, or territories with over 100 million cases and millions of deaths reported worldwide. The United States has over 30 million cases and over 500,000 COVID-19 associated deaths.

Previous Occurrences

Coronaviruses are a large group of viruses that infect many animals and humans and are responsible for many diseases. In the past century, a number of coronavirus global pandemics have occurred but only SARS-CoV that causes severe acute respiratory syndrome (SARS) in 2003 and MERS-CoV that causes Middle East respiratory syndrome (MERS) in 2012 were transmissible in humans. Orange County had its first case of confirmed SARS-CoV-2 in January of 2020 and has experienced 2 large surges of cases since the beginning of the pandemic.

Probability of Future Occurrences

There are a number of approved SARS-CoV-2 vaccines for emergency use from Pfizer, AstraZeneca/Oxford, Johnson & Johnson, and Moderna. These vaccines have all demonstrated high

efficacy and safety in clinical trials. The vaccines are expected to provide at least some protection against new virus variants and are effective at preventing serious illness and death. Vaccines create a broad immune response, and any virus changes or mutations should not make vaccines completely ineffective. It is likely that Orange County will continue to have some level of SARS-CoV-2 disease transmission including clusters and outbreaks as we work toward broader herd immunity in the community.

Impact

Orange County cases of COVID-19 have exceeded 255,000 cases and resulted in over 5000 deaths. Each week every county in California is assigned into COVID-19 county risk tier based on its positivity rate, adjusted case rate, and health equity metric ranging from Minimal to Widespread. Based on the risk tier certain activities and businesses are permitted to operate. During 2020, many non-essential indoor businesses were closed or operated under health and safety limitations. Kindergarten to 12th grade schools and higher education was restricted to remote online education. Death and chronic disease especially in older populations are expected especially in unvaccinated individuals who become infected. Depending on severity of disease and due to the need for non-pharmaceutical interventions including isolation and quarantine, this disease has the potential for serious economic impacts for individuals and the community.

References

Lessons of Past Coronavirus Pandemics. Population and Development Review Volume 46, Issue 3, September 2020, pages 633-637.

Centers for Disease Control and Prevention, World Health Organization, and Orange County Healthcare Agency websites on COVID-19.

Emerging Pathogens such as Middle East Respiratory Syndrome Coronavirus (MERS-CoV), and Ebola.

Nature of Hazard

With the increasing ease of international travel, diseases can quickly spread throughout the world. Orange County with its diverse population and large tourism industry is particularly at risk for importation of diseases that may have previously been localized to other countries or continents. These diseases pose a significant hazard if they are highly transmissible from person to person and if they have significant morbidity or mortality. Although these diseases may have different modes of transmission, symptoms, and natural history, the approach to handling the threat of an emerging or novel communicable disease is similar.

Previous Occurrences

Since 2000, Orange County agencies have prepared to respond have prepared to respond to multiple such diseases such as Severe Acute Respiratory Syndrome (SARS), H1N1, avian influenza H5N1, MERS-CoV, Zika, Ebola and SARS-CoV-2.

Probability of Future Occurrences

Given the international experience in the last 20 years, it seems likely that at least one emergent disease with pandemic potential will be introduced into Orange County in the next decade.

Impact

Hazard events have the potential to cause significant morbidity and mortality. They have the potential to cause thousands of deaths, overwhelm our healthcare system, and seriously impact our regional economy. Our preparatory mitigation efforts are likely to be very valuable and cost-effective in protecting our community.

3.7 Drought

Unlike most natural hazards, drought is not a sudden, catastrophic occurrence. Because drought can occur over several years, it is difficult to define when a drought begins and ends. A drought is characterized by a prolonged period of abnormally low levels of precipitation that has adverse impacts on people, vegetation, and animals. A drought is a temporary phenomenon and as such, it is distinct from aridity, which is a climatic feature of a particular region. Droughts occur periodically in every climatic zone, although some areas are more drought-prone than others.

There are a number of indices which measure the severity of drought with varying degrees of accuracy due to local variability. The most common index used to monitor drought is the Palmer Drought Severity Index (PDSI) which includes indicators such as: levels of precipitation, soil conditions (moisture), and temperature. Weekly maps of PDSI for the United States are available at: <http://www.cpc.ncep.noaa.gov/>. Of particular interest in California, is the impact of evapotranspiration (ET) whose exacerbation of drought conditions is experimentally monitored through Evaporative Stress Index (ESI) and Evaporative Demand Drought Index (EDDI)¹⁹.

There are four categories of drought:

Meteorological – When there is a measurable departure of precipitation from normal, adjusted for regional climate differences.

Agricultural – When the amount of moisture in the soil no longer meets the needs of crops.

Hydrological – When surface and subsurface water supplies are below normal.

Annual Indicators – In California, when the Department of Water Resources assesses water conditions based upon annual averages of snowpack, precipitation, and reservoir storage.

Drought can occur regionally across Orange County. Droughts are a recurring feature of California's climate, but climate change is projected to increase the frequency, intensity, and duration of droughts. For current information on drought conditions in California, visit: <https://water.ca.gov/Current-Conditions>. The U.S. Drought Monitor is a map released every Thursday, showing parts of the U.S. that are in drought. The map uses five classifications: abnormally dry (D0), showing areas that may be going into or are coming out of drought, and four levels of drought: moderate (D1), severe (D2), extreme (D3) and exceptional (D4). As depicted in Map 10 below, the majority of California continues to be in various stages of drought, and Orange County is no exception²⁰.

¹⁹ <https://psl.noaa.gov/eddi/>

²⁰ <http://droughtmonitor.unl.edu/>

Drought severity depends on numerous factors, including duration, intensity, and geographic extent, as well as regional water supply demands by humans and vegetation. The severity of drought can be aggravated by other climatic factors, such as prolonged high winds and low relative humidity. The magnitude of drought is usually measured in time and the severity of the hydrologic deficit. Drought can also be further affected by environmental restrictions.

Several resources are available to evaluate drought status and estimate future expected conditions. The National Integrated Drought Information System (NIDIS) Act of 2006 (Public Law 109-430) prescribes an interagency approach for drought monitoring, forecasting, and early warning. The NIDIS maintains the U.S. Drought Portal (www.drought.gov), a web-based access point to several drought related resources.

A number of indices measure how much precipitation for a given period has deviated from historically established norms.

The primary indicator for the U.S. Drought Monitor and U.S Seasonal Drought Outlook for the western United States is the Palmer Drought Severity Index (PDSI). PDSI is a commonly used index that measures the severity of drought for agriculture and water resource management. It is calculated from observed temperature and precipitation values, and estimates soil moisture. While U.S. Department of Agriculture uses the PDSI to determine when to grant emergency drought assistance, it is not considered consistent enough to characterize the risk of drought on a nationwide basis (FEMA, 1997) nor is it well suited to the dry, mountainous areas in the western U.S.

For western states with mountainous terrain and complex regional microclimates, it is useful to supplement the PDSI values with other indices such as Surface Water Supply Index and Standardized Precipitation Index (SPI). The Surface Water Supply Index takes snowpack and other unique conditions into account. The National Drought Mitigation Center (NDMC) uses the SPI to identify emerging drought months sooner than the PDSI. It is computed on various time scales to monitor moisture supply conditions. The SPI is the number of standard deviations that precipitation value would deviate from the long-term mean.

The Vegetation Drought Response Index, or VegDRI, is a bi-weekly depiction of vegetation stress across the contiguous United States. VegDRI is a fine resolution index based on remote sensing data, and incorporates climate and biophysical data to determine the cause of vegetation stress. Development of the VegDRI map and associated products is a joint effort by the NDMC, the USGS National Center for Earth Resources Observation and Science (EROS), and the High Plains Regional Climate Center (HPRCC).

Historically, California has experienced severe drought conditions. In the last century, the most significant statewide droughts occurred from 1929 to 1934, from 1975 to 1977, from 1987 to 1992, and from 2012 to 2017. The 2012-2017 drought was one of extreme proportions, with record-high temperatures and record-low levels of snowpack and precipitation. The approved 2018 State Hazard Mitigation Plan (SHMP) includes comprehensive statewide statistics on these droughts and related emergency proclamations. Orange County has been included in two emergency proclamations: 2002 and 2012-2017. For the most

recent incident, the Governor issued a statewide emergency proclamation which, when it was lifted in April 2016, retained clauses that prohibit wasteful practices and advances measures to make conservation a way of life. During the 2012-2017 drought, statewide reservoir storage was down significantly and impacts of multiple dry years in a row caused significant water delivery issues in California. Allocations for contractors of Department of Water Resources State Water Project (SWP) and the U.S. Bureau of Reclamation's (USBR's) Central Valley Project (CVP) such as Municipal Water District of Orange County decreased below requested amounts.

Large-scale droughts occurring in other regions have impacted Orange County as well. For example, the great drought of the 1930s, coined the "Dust Bowl," was geographically centered in the Great Plains yet ultimately caused water shortages in California. The drought conditions in the Plains resulted in a large influx of people to the West Coast. Approximately 350,000 people from Arkansas and Oklahoma immigrated mainly to the Great Valley of California. As more people moved into California, increases in intensive agriculture led to overuse of Santa Ana River watershed and groundwater resulting in regional water shortages.

Short-term drought probability is assessed by the National Weather Service Climate Prediction Center which publishes Seasonal Drought Outlook Statements²¹. At the time of this revision, much of California is enduring its second consecutive dry winter, with most areas below 75% of normal snowpack for this time of year. Moderate drought will expand over areas of southern California, including Orange County where drought is beginning to develop again after a fairly dry winter.

Long-term, according to most climatologists, the planet is starting to experience shifts in climate patterns and increased frequency of extreme weather events at both the global and local levels. Over the next century, increasing atmospheric greenhouse gas concentrations are expected to cause a variety of changes to local climate conditions, including extended periods of drought. Scientists currently speculate that North America has already begun to enter mega-drought conditions²² which may continue with global warming. On multiyear timescales, the occurrence of extreme droughts based on 3-year SPEI below the historical fifth percentile, similar to that experienced during the 2012–2016 drought across the region, is projected to increase 3–15 times by late century.²³

Drought is one of the few hazards that has the potential to directly or indirectly impact all Orange County community members, as well as adversely affect the local economy. Drought produces a complex web of impacts that spans many sectors of the economy and reaches well beyond the area experiencing physical

²¹ https://www.cpc.ncep.noaa.gov/products/expert_assessment/sdo_summary.php

²² <https://science.sciencemag.org/content/368/6488/314>

²³ <https://agupubs.onlinelibrary.wiley.com/doi/10.1029/2020EF001736>

drought. This complexity exists because water is integral to our ability to produce goods and provide services.

The impacts of drought can be categorized as economic, environmental, or social.

Economic impacts occur in agriculture and related sectors, including forestry and fisheries, because of the reliance of these sectors on surface and subsurface water supplies. In addition to obvious losses in yields in both crop and livestock production, drought is associated with increases in insect infestations, plant disease, and wind erosion. Droughts also bring increased problems with insects and diseases to forests and reduce growth. The incidence of forest and range fires increases substantially during extended droughts, which in turn places both human and wildlife populations at higher levels of risk.

Income loss is another indicator used in assessing the impacts of drought because so many sectors are affected. Reduced income for farmers has a ripple effect. Retailers and others who provide goods and services to farmers face reduced business. This leads to unemployment, increased credit risk for financial institutions, capital shortfalls, and loss of tax revenue for local, state, and federal government. Less discretionary income affects the recreation and tourism industries. Prices for food, energy, and other products increase as supplies are reduced. In some cases, local shortages of certain goods result in the need to import these goods from outside the stricken region.

Environmental losses are the result of damages to plant and animal species, wildlife habitat, and air and water quality; forest and range fires; degradation of landscape quality; loss of biodiversity; and soil erosion. Some of the effects are short-term and conditions quickly return to normal following the end of the drought. Other environmental effects linger for some time or may even become permanent. Wildlife habitat, for example, may be degraded through the loss of wetlands, lakes, and vegetation. However, many species will eventually recover from this temporary aberration. The degradation of landscape quality, including increased soil erosion, may lead to a more permanent loss of biological productivity of the landscape. Although environmental losses are difficult to quantify, growing public awareness and concern for environmental quality has forced public officials to focus greater attention and resources on these effects.

Social impacts mainly involve public safety, health, conflicts between water users, reduced quality of life, and inequities in the distribution of impacts and disaster relief. Many of the impacts specified as economic and environmental have social components as well. Population out-migration is a significant problem in California's Central Valley, as agricultural jobs are reduced. Migration is usually to urban areas within the stressed area or to regions outside the drought area. However, when the drought has abated, these persons seldom return home, depriving agricultural areas of valuable human resources necessary for economic development. For the urban area to which they have immigrated, they place ever-increasing pressure on the social infrastructure, possibly leading to greater poverty and social unrest.

Orange County remains vulnerable to drought. Susceptibility to damage and loss from droughts ranges from individuals to infrastructure. Vulnerabilities can be either direct or indirect. They include reduced crop, rangeland, and forest productivity; increased fire hazard; reduced water levels; increased livestock and wildlife mortality rates; and damage to wildlife and fish habitat. For example, a reduction in crop, rangeland and forest productivity may result in reduced income for farmers and agribusiness, increased prices for food and timber, unemployment, reduced tax revenues because of reduced expenditures, increased crime, foreclosures on bank loans to farmers and businesses, migration, and disaster relief programs.

In the long-term, the County of Orange must continue to focus on mitigation actions to enhance local water storage, recycle water projects, increased water conservation programs, and looking at environmental erosion control projects without causing a significant economic disruption. Drought mitigation has a cascading effect and impact on other natural hazards including flooding and wildland fire.

Other economic losses occur for water utilities and small groundwater well owners. Income loss for water retail agencies can result in the need to increase water rates in order to cover fixed operational costs. As groundwater becomes unavailable, agencies or properties are required to drill deeper wells or identify alternate sources that are often more expensive and sometimes limited. Some water utilities are having to adjust their treatment processes or supply based on availability, resulting in higher operating costs and, at times, damage to their filters over long periods of time.

Federal

In October 2020, a Presidential Executive Order²⁴ created the Interagency Water Subcabinet (a.k.a. Water Policy Committee), co-chaired by the Secretary of the Interior and the Administrator of the Environmental Protection Agency, and including the Secretary of Agriculture, the Secretary of Commerce, the Secretary of Energy, the Secretary of the Army. Two of the Water Cabinet goals are to implement:

- The “Priority Actions Supporting Long-Term Drought Resilience” document issued on July 31, 2019, by the National Drought Resilience Partnership; and
- Actions identified in the “Federal Action Plan for Improving Forecasts of Water Availability” issued on October 18, 2019, by the Department of the Interior and the Department of Commerce pursuant to section 3 of the Presidential Memorandum of October 19, 2018 (Promoting the Reliable Supply and Delivery of Water in the West).²⁵

²⁴<https://www.whitehouse.gov/presidential-actions/executive-order-modernizing-americas-water-resource-management-water-infrastructure/>

²⁵<https://www.whitehouse.gov/presidential-actions/presidential-memorandum-promoting-reliable-supply-delivery-water-west/>

These activities include coordinating drought activities through the National Integrated Drought Information System (<https://www.drought.gov>). Within this framework the U.S. Department of Commerce, the National Oceanic and Atmospheric Administration (NOAA) leads monitoring. Agencies such as the U.S. Geological Survey and National Aeronautics and Space Administration (NASA) contribute data. The U.S. Department of Agriculture leads drought response efforts, and the Environmental Protection Agency (EPA) regulates water quality.

State: California

Additional sources of California-specific information include the 2018 California Water Plan²⁶, 2018 Safeguarding California Plan: California's Climate Adaptation Strategy²⁷, 2014-2018 California Water Action Plan Implementation Report²⁸, and 2020 California's Most Significant Droughts: Comparing Historical And Recent Conditions²⁹.

The 2015 California Drought Contingency Plan was prepared in conjunction with the California Water Plan and both documents are updated every five years. The purpose of the plan is to minimize drought impacts by improving agency coordination, enhancing monitoring and early warning capabilities, conducting water shortage impact assessments, and implementing preparedness, response, and recovery programs. The California Water Plan presents strategic plan elements including a vision, mission, goals, guiding principles, and recommendations for current water conditions, challenges, and activities. The plan includes future uncertainties and climate change impacts, scenarios for 2050, and a roadmap for improving data and analytical tools.

Local: Orange County

Localized regulations for drought are mentioned in local municipal codes. The County of Orange, Code of Ordinances Section 3 provides the definition of a drought emergency. Section 7 defines use of water and landscaping during conservation times under the state model, and Article 1 outlines water conservation and the governance over well water use in Orange County. All retail water utilities have drought ordinances that specify use of drinking water during the various phases of drought.

²⁶<https://water.ca.gov/-/media/DWR-Website/Web-Pages/Programs/California-Water-Plan/Docs/Update2018/Final/California-Water-Plan-Update-2018.pdf>

²⁷<https://resources.ca.gov/CNRALegacyFiles/docs/climate/safeguarding/update2018/safeguarding-california-plan-2018-update.pdf>

²⁸https://resources.ca.gov/CNRALegacyFiles/wp-content/uploads/2019/01/CWAP_Implementation_Report_Finalpdf.pdf

²⁹https://water.ca.gov/-/media/DWR-Website/Web-Pages/What-We-Do/Drought-Mitigation/Files/Publications-And-Reports/a6022_CalSigDroughts19_v9_ay11.pdf

3.8 Tsunami

A tsunami (seismic sea wave) is a series of waves most commonly caused by an earthquake beneath the sea floor or by a large undersea landslide. In the open ocean, tsunami waves travel at speeds of up to 600 miles per hour but their wave height is generally too small to be observed. As the waves enter shallow water, they slow down and may rise to several feet or, in rare cases, tens of feet. There are two types of tsunamis defined:

- **Local tsunami (also called near-source):** If a large earthquake or undersea landslide occurs at or near the California coast, the first waves may reach coastal communities within minutes. There may be little or no time for authorities to issue a warning. An offshore earthquake or landslide with a magnitude of 6.8 has the potential to create a local source tsunami, which could reach the Orange County coast in 15 minutes.
- **Distant tsunami (also called distant-source):** Very large earthquakes in other areas of the Pacific Rim may also cause tsunamis, which could impact California's coast. The first waves would reach Orange County's coastline many hours after the earthquake occurred.

Local tsunamis could be generated by the Catalina fault, the Newport Inglewood fault, and Channel Islands thrust faults, or by the force of a subaerial or submarine landslide, such as offshore areas near Goleta, Palos Verdes, Monterey Canyon, and Coronado Canyon. Tsunamis originating in the Cascadia subduction zone may have significant impact on Southern California, similar to those experienced in Crescent City after the 1964 Alaskan earthquake, since the distance between Cascadia and Southern California is about the same as the distance from Alaska to Crescent City.

Risk is considered high along the north coast of California, from Crescent City to Cape Mendocino; moderate south of Cape Mendocino to north of Monterey; high south of Monterey to Palos Verdes; and moderate south of Palos Verdes to San Diego.

Map 11 depicts the areas of Orange County at risk from tsunamis.

Known risk areas include, but are not limited to:

- City, County and State Beaches.
- All buildings and apartments to the west of Pacific Coast Highway (PCH).
- Buildings that are on the inland side of PCH facing the ocean.
- Vehicles and pedestrians on PCH in low-lying areas.
- Harbor areas.
- Low-lying areas adjacent to the coast.

County facilities with greatest exposure to tsunami hazards are affiliated with the three harbor areas maintained by County agencies. A land annexation by the City of Huntington Beach in 2011 greatly reduced the unincorporated county area's exposure to the tsunami threat.

Though infrequent, California has experienced local tsunamis in the past and paleotsunami evidence show major tsunami impact in the recent geologic past. Since 1812, the California coast has had 14 tsunamis with wave heights higher than three feet; six of these were destructive. The Channel Islands were hit by a damaging tsunami in the early 1800s. The worst tsunami recorded impacting Orange County resulted from the 1964 Alaskan earthquake and, in northern California, caused 12 deaths and at least \$17 million in damage.

On February 27th, 2010, a magnitude 8.8 earthquake off Chile generated a tsunami that produced 3 foot high waves in Orange County 13 hours later, including breakers that hit storm runoff in the Santa Ana River, briefly producing small, frothy rapids.

On March 11, 2011, a 9.0 earthquake near Tohoku, Japan generated a two foot run up in Huntington Beach and Dana Point and a one foot run up in Newport Beach. Damages were minor with a boat pulled off its mooring and a pylon damaged when hit by a boat.

Deterministic and probabilistic approaches are used to assess tsunami hazard. The deterministic (scenario-based) approach uses a particular source scenario to calculate the ensuing tsunami impact. The products of this method consist of maps depicting the wave height, the coastal inundation and the flow velocity.

The probabilistic approach estimates the likelihood of tsunami impact taking into consideration a broad range of near- and far-field potential sources as well as a treatment of the uncertainties on the hazard assessment. Probabilistic tsunami hazard analysis (PTHA) provides analysis of average return periods (ARPs) for 475-year, 975-year, and 2475-year scale. California statewide tsunami planning is based on inundation limits corresponding to a 975-year ARP.

In both methods, the probability of a significant or mega tsunami is low. Several poorly documented local tsunamis caused some damage to southern California communities in the 1800s. Historic records suggest that three tsunamis produced flooding in the Santa Barbara area during this period.

Tsunamis can cause great loss of life and property damage where they come ashore. The first wave is almost never the largest; successive waves may be spaced tens of minutes or longer apart and continue arriving for many hours. Field surveys and modeling (1992-1996) by Professor Costas Synolakis of the University of Southern California have projected a 4 meter (13 feet) tsunami that would cause extensive damage and flooding along flat coastlines such as those in Santa Monica Bay or in Orange and San Diego Counties. Communities that are sandwiched between the ocean and other bodies of water such as wetlands, river inlets, or salinas are at very high risk due to the possible overland flow and simultaneous tsunami attacks from multiple directions.

Coastal communities are densely populated, making evacuations especially difficult. Local jurisdictions must determine the number of residents who will require evacuation. Other factors impacting evacuation include the time of day, the time of year, road conditions, tourist population, and sporting and social events. The impact could cause loss of life, destroy thousands of homes, greatly affect coastal businesses, and impact tourism. Even if all residents and visitors were safely evacuated, the damage to property in this densely populated, high property value area would still be tremendous.

There is concern that an event originating in the Cascadia subduction zone may have significant impact on Southern California, similar to those experienced in Crescent City after the 1964 Alaskan earthquake, since, as stated earlier, the distance between Cascadia and Southern California is about the same as the distance from Alaska to Crescent City. The 2009 Orange County Essential Facilities Risk Assessment project ran detailed models on a tsunami coastal flood hazard affecting Orange County. That data can be found in Attachment B – OCEFRA HAZUS Report. In addition, an updated assessment of the total tsunami threat is available in the Quantitative Exposure Analysis section at the end of this chapter.

3.9 Landslide

Landslide is a general term for a falling mass of soil or rocks; vertical movement of small pieces of soil. They are described on the basis of the type of material involved and the type of movement. Material in a landslide mass is either rock or soil (or both). The type of movement describes the mechanics of how the landslide mass is displaced: fall, topple, slide, spread, or flow. Thus landslides are descriptively named: rockfall, debris flow, etc.³⁰ Orange County also uses the term debris flow, usually in regard to risk of surface soil movement in areas recently burned by wildfire. Since this term is used in official planning documents for such occurrences, it is included here.

Landslides and debris flows are generally associated with rainfall or water saturation. As a general rule in Southern California non-wildfire burn areas, at least 10 inches of seasonal rainfall are needed to make hillsides susceptible to debris flows. Once the seasonal rainfall exceeds 10 inches, intense rainfall—more than 2 inches in 6 hours in the lowlands or more than 4 inches in 6 hours in the mountains—can trigger debris flows. Although the likelihood of debris flows begins to decline after a day or more of dry weather, deeper, generally slow-moving landslides can occur days, weeks, or months after a period of prolonged rainfall has ended.³¹

Landslides can also be caused by earthquakes or human causes.

Information related to mapped landslide areas is available at the California Department of Conservation web page: <http://maps.conservation.ca.gov/cgs/informationwarehouse/index.html?map=landslides>. By selecting any mapped landslide area, one can download historical reports.

Locations at risk from landslides or debris flows include areas with one or more of the following conditions:

- On or close to steep hills.
- Steep road-cuts or excavations.
- Existing landslides or places of known historic landslides (such sites often have tilted power lines, trees tilted in various directions, cracks in the ground, and irregular-surfaced ground).
- Steep areas where surface runoff is channeled, such as below culverts, V-shaped valleys, canyon bottoms, and steep stream channels.
- Fan-shaped areas of sediment and boulder accumulation at the outlets of canyons.
- Canyon areas below hillside and mountains that have recently (within 1-6 years) been subjected to a wildland fire.

³⁰ USGS, The Landslide Handbook - A Guide to Understanding Landslides, accessed 3/29/2021, https://pubs.usgs.gov/circ/1325/pdf/C1325_508.pdf,

³¹ USGS, Southern California Landslides—An Overview, accessed 3/26/2021, <https://pubs.usgs.gov/fs/2005/3107/pdf/FS-3107.pdf>

Map 12 below depicts slope instability across Orange County, using both landslide susceptibility and past landslide areas.

The following landslide accounts comprise only a fraction of the Southern California landslide history. These are provided as a sample for mitigation planning.

1978 Bluebird Canyon, Orange County Landslide

Cost, \$52.7 million (2000 dollars) 60 houses destroyed or damaged. Unusually heavy rains in March of 1978 may have contributed to initiation of the landslide. Although the 1978 slide area was approximately 3.5 acres, it is suspected to be a portion of a larger, ancient landslide.

1980 Southern California Landslides

\$1.1 billion in damage (2000 dollars). Heavy winter rainfall in 1979-80 caused damage in six Southern California counties. In 1980, the rainstorm started on February 8th. A sequence of 5 days of continuous rain and 7 inches of precipitation fell by February 14th. Slope failures were beginning to develop by February 15th and then very high-intensity rainfall occurred on February 16. As much as 8 inches of rain fell in a 6 hour period in many locations.

1983 (March) San Clemente, Orange County Landslide

On March 1, 1983 a massive storm caused \$65 million (2000 dollars) in damage to California Highway 1. Litigation associated with this landslide ultimately cost approximately \$43.7 million (2000 dollars).

1983 (December) San Clemente, Orange County Landslide

47 homes damaged, including 10 destroyed, during slide that involved four acres of land on the western side of Verde Canyon.

1993 San Clemente and Dana Point, Orange County Landslide

In February of 1993, 44,000 tons of coastal bluff in San Clemente gave way, sliding 5 homes into Dana Point. Railroads and Pacific Coast Highway (PCH) were blocked; PCH remained closed for 10 months.

1994 Northridge, California Earthquake Landslides

As a result of the magnitude 6.7 Northridge, California, earthquake, more than 11,000 landslides occurred over an area nearly 4,000 square miles. Most were in the Santa Susana Mountains and in mountains north of the Santa Clara River Valley. They destroyed dozens of homes, blocked roads, and damaged oilfield infrastructure.

1998 Laguna Niguel, Orange County, Landslide

During the 1997/1998 El Nino Season heavy rainfall increased movement on the site of an ancient landslide in Laguna Niguel. The storms in December 1997 had accelerated its movement and in early 1998, a crumbling hillside forced the evacuation of 10 hilltop homes and more than 10 condominium units resting below. Ultimately four of the hilltop homes collapsed, falling down hillside into the void created by the slide area. The condominium complex has since been demolished and the site sits as open space.

Other 1997-1998 Landslides

On December 6, 1997, four homes were condemned and evacuated due to a mud flow and rockfall in Silverado Canyon. Floods and mud flows were reported in Costa Mesa, Irvine, Lake Forest, San Juan Capistrano, and Laguna Beach. mud flows occurred in Black Star, Baker, and Santiago Canyons. Many road closures were reported along the Santa Ana Freeway at Laguna Freeway, Laguna Canyon Road, Pacific Coast Highway in Newport Beach and in Huntington Beach.

On February 6, 1998, a mud flow crushed two cars in Newport Beach. On February 8, high tide and rain caused damage to shoreline properties; nine homes at a mobile home park were damaged in San Clemente. One of these houses was condemned. In Dana Point, the Holiday Inn Express was evacuated when a mud flow flowed into the underground parking structure. Cars flowed out of the building into the street with the mud. In Brea a rock and mud flow closed the Carbon Canyon Road. Other road closures occurred at Pacific Coast Highway, Laguna Canyon Road, and El Toro Road.

On February 23, 1998, the storm forced the evacuation of eight to ten residents in Holy Jim Canyon near the Orange - Riverside County line; a half-dozen other residents declined to move despite the growing slide threat. One home was endangered in Silverado Canyon. On February 24, Carbon Canyon Road was closed in Brea, after a hillside slid across half of the road at the La Vida Hot Springs Resort. On March 3, a landslide forced the evacuation of four homes in the 300 block of Paseo de Cristobal in San Clemente, piled dirt and large boulders onto the railroad tracks and cut off rail service.

2005 Bluebird Canyon Landslide

The Bluebird Canyon landslide in Laguna Beach, California, consisted of a bedrock mass that was sixty to eighty feet deep. Five injuries were confirmed and twenty-eight homes were either destroyed or severely damaged; over 375 homes were directly affected. Rainfall in typical years leading up to the landslide averaged about 12.6 inches of rain, but from July 1, 2004, up until the landslide, there was twice as much rainfall—27.85 inches. Additionally, there were allegations that a home under construction at the time may have contributed to the landslide. Private property damage was estimated between \$15 million and \$23 million. Over 500 feet of roadway and parallel utilities were destroyed. Waterlines, sewers and storm drains were destroyed.

2007-2008 Post-Santiago Fire Debris Flows

After the Santiago Fire stripped the vegetation bare in the canyon communities of Orange County, a debris flow task force was convened to address the potential impact that post-fire winter storms could have on the slopes in the burn areas. There were several cases of mud flows that damaged homes in the Modjeska Canyon area.

2008-2009 Post Freeway Complex Fire Debris Flows

After the Freeway Complex fire stripped the vegetation bare in communities of Yorba Linda and Brea, a debris flow task force was convened to address the potential impact that post-fire winter storms could have on the slopes in the burn areas. There were several cases of debris flows the following winters in Yorba Linda and Brea.

2010 Winter Storm Mud Flows

In December 2010, a series of storms passed over Orange County, dropping several inches of rain and triggering a series of mud and debris flows in Orange County canyon and coastal areas. While not specifically associated with a fire or other event, these slides tended to occur in areas already identified as being prone to such activity.

2014-2016 Post Silverado Fire Debris Flows

Following the Silverado Fire in 2014, similar conditions were generated in the Silverado Canyon area of Orange County. There were several cases of small debris and mud flows in canyon areas for the next two winters.

2017-2018 Post Canyon 2 Debris Flows

Following the Canyon 2 Fire in 2017, a debris flow task force was convened to address the potential impact that post-fire winter storms could have on the slopes in the burn areas and impacts to Anaheim, Orange and unincorporated areas. There were several cases of small debris and mud flows over the next two winters.

2018-2019 Post Holy Fire Debris Flows

Following the Holy Fire in 2018, a debris flow task force was convened to address the potential impact that post-fire winter storms could have on the slopes in the burn areas and impacts to the Trabuco canyon areas. Several significant debris flows occurred in the winter months of 2018-2019 in area of Trabuco Creek.

2020-2021 Post Bond Fire Debris Flows

Following the Bond Fire in 2020, a debris flow task force was convened to address the potential impact that post-fire winter storms could have on the slopes in the burn areas and impacts to the Silverado, Williams, and Modjeska Canyon areas. A few small debris and mud flows occurred in the canyon areas from subsequent storms.

Given both the wide geographic extent of the threat and numerous past occurrences discussed above, the probability of future occurrence of landslides in Orange County is likely. Furthermore, the nature of landslides as often being cascade impacts of other hazards such as fire, earthquake, and heavy rain, means they often occur during or after other emergency events that can complicate response efforts.

The primary effects of landslides can include:

- Abrupt depression and lateral displacement of hillside surfaces over distances of up to several hundreds of feet.
- Disruption of surface drainage.
- Blockage of flood control channels and roadways.
- Displacement or destruction of improvements such as roadways, buildings, and water wells.

Landslides can affect utility services, transportation systems, and critical lifelines. Communities may suffer immediate damages and loss of service. Disruption of infrastructure, roads, and critical facilities may also have a long-term effect on the economy. Utilities, including potable water, wastewater, telecommunications, natural gas, and electric power are all essential to service community needs. Loss of electricity has the most widespread impact on other utilities and on the whole community. Natural gas pipes may also be at risk of breakage from landslide movements as small as an inch or two.

Identification of Community Assets and Critical Infrastructure

Facilities critical to government response and recovery activities (i.e., life safety and property and environmental protection) include 911 centers, emergency operations centers, police and fire stations, public works facilities, communications centers, sewer and water facilities, hospitals, bridges and roads, and shelters. Critical and essential facilities are those facilities vital to the continued delivery of key government services or having significant impact on the public's ability to recover from an emergency. Map 13 below gives an overview of County-owned facilities. For a complete list, see Attachment C.

Using an inventory list provided by the County Executive Office, Office of Risk Management the HMWG has identified County owned or leased properties and buildings (See Attachment C). The list includes the property or building name, address, city or county, operating organization, year built, gross area, real and personal property value, and any pertinent notes on the property/building. Included in these figures are critical facilities since the County maintains numerous critical facilities vital to the safety and operation of the county area.

The County's property insurance schedule was used to provide values for real property (building). Maintaining the County's property inventory is an ongoing process and the County is continuously working on updates and improvements with the involvement of multiple County agencies. A current list is maintained by the County Executive Office Office of Risk Management.

For the 2020 LHMP update, OCFA provided a property list that includes buildings and other assets with building description, address, occupancy type, size, year of construction, and building value. A complete list of OCFA properties is available in Attachment C.

The County of Orange does not own and/or operate hospitals. With the exception of the University of California, Irvine Medical Center, owned and operated by the University of California, all hospitals within Orange County are privately owned and operated. There are no hospitals in the unincorporated area of Orange County.

Vulnerability Assessment

Requirement §201.6(c)(2)(ii): [The risk assessment **shall** include a] description of the jurisdiction’s vulnerability to the hazards described in paragraph (c)(2)(i) of this section. This description **shall** include an overall summary of each hazard and its impact on the community.

Qualitative vulnerability assessments are included in the individual hazard profiles in sections 3.1 to 3.9. Certain hazards, including drought, climate change and epidemic, are considerably more difficult to model and analyze, based on available data. As additional information becomes available, the County of Orange and the Orange County Fire Authority hope to expand exposure analysis and assessment efforts.

Based on data availability, a quantitative exposure analysis is possible for most hazards. The County parcel layer, as well as County of Orange and OCFA property inventories were used to assess the potential impact of flood events, wildfires, landslides, tsunamis, the failure of Prado Dam, and an earthquake on the San Andreas Fault defined by the USGS ShakeOut scenario. Census blocks from the 2010 Census were used to approximate exposed population estimated. The tables below display the results of these assessments.

☐ **Table 9 – Vulnerability Analysis for Unincorporated Orange County**

Hazard Type	Exposed Population Estimate(2010)	Exposed Residential Parcels	All Other Exposed Developed or Developable Parcels
M7.8 Earthquake on San Andreas Fault (“ShakeOut” Scenario)	70,902	14,296	563
Wildland Fire (Very High Hazard Area)	53,060	5,753	3,680
500 Year Flood Event	48,884	8,753	274
Landslide	41,961	2,378	2,264
Prado Dam Inundation	36,479	7,162	191
100 Year Flood Event	15,646	127	484
Sea Level Rise (Coastal Flooding)	6,156	1,237	59
Tsunami	547	16	38
Sea Level Rise (MHHW)	348	8	19

☐ **Table 10 – Vulnerability Analysis for Orange County (with City and Unincorporated Areas)**

Hazard Type	Exposed Population Estimate (2010)	Exposed Residential Parcels	All Other Exposed Developed or Developable Parcels
M7.8 Earthquake on San Andreas Fault (“ShakeOut” Scenario)	1,930,459	350,248	40,770
500 Year Flood Event	1,371,111	218,523	25,525
Prado Dam Inundation	1,254,726	223,158	22,895

Hazard Type	Exposed Population Estimate (2010)	Exposed Residential Parcels	All Other Exposed Developed or Developable Parcels
100 Year Flood Event	384,135	28,300	6,577
Landslide	343,288	26,815	7,389
Wildland Fire (Very High Hazard Area)	280,953	55,733	12,667
Sea Level Rise (Coastal Flooding)	182,079	38,414	3,201
Tsunami	79,398	21,549	2,144
Sea Level Rise (MHHW)	59,940	9,774	1,038

☐ Table 11 -- Vulnerability Analysis for County Facilities

Hazard Type	Exposed County Facilities	Potential Exposure for County Properties
7.8 Earthquake on San Andreas Fault ("ShakeOut" Scenario)	332	\$1,794,803,157
500 Year Flood Event	180	\$1,408,100,598
Prado Dam Inundation	176	\$734,550,378
Wildland Fire (Very High Hazard Area)	135	\$55,221,235
100 Year Flood Event	113	\$40,079,485
Tsunami	81	\$125,119,630
Landslide	22	\$12,219,590
Sea Level Rise (Coastal Flooding)	21	\$63,422,907
Sea Level Rise (MHHW)	5	\$1,990,088

☐ Table 12 – Vulnerability Analysis for OCFA Facilities

Hazard Type	Exposed OCFA Facilities	Potential Exposure for OCFA Properties
7.8 Earthquake on San Andreas Fault ("ShakeOut" Scenario)	44	\$84,096,717
Prado Dam Inundation	28	\$44,691,938
500 Year Flood Event	26	\$46,939,258
Wildland Fire (Very High Hazard Area)	11	\$22,338,885
100 Year Flood Event	5	\$3,015,008
Landslide	2	\$5,089,453
Tsunami	1	\$920,434
Sea Level Rise (MHHW)	1	\$4,801,716
Sea Level Rise (Coastal Flooding)	0	\$0

Chapter 4 Hazard Mitigation Strategy

Requirement §201.6(c)(3): *[The hazard mitigation strategy shall include a] mitigation strategy that provides the jurisdiction's blueprint for reducing the potential losses identified in the risk assessment, based on existing authorities, policies, programs and resources, and its ability to expand on and improve these existing tools.*

Hazard Mitigation Goals

Requirement §201.6(c)(3)(i): *[The hazard mitigation strategy shall include a] description of mitigation goals to reduce or avoid long-term vulnerabilities to the identified hazards.*

Hazard mitigation strategies can reduce the impacts concentrated at large employment and industrial centers, public infrastructure, and critical facilities. This section provides information on the process used to develop the mitigation strategy, based on goals and action items that pertain to the hazards addressed in this LHMP. It also describes the framework that focuses the LHMP on developing successful mitigation strategies.

The plan goals describe the overall direction that Orange County agencies, organizations, and residents can take to minimize the impacts of natural hazards. The goals serve as stepping-stones between the broad direction of the mission statement and the specific recommendations outlined in the action items and help to guide direction of future activities aimed at reducing risk and preventing loss from natural hazards. The goals listed here serve as checkpoints as agencies and organizations begin implementing mitigation action items. For the 2020 revision, the HMWG reviewed these goals and reaffirmed they reflect the intended direction of hazard mitigation planning for the County of Orange and the Orange County Fire Authority.

In addition, Orange County residents were asked to weigh in on the value of the individual goals as a component of the public engagement survey conducted during the planning phase of the 2020 LHMP update. Between 94% and 99% of residents surveyed ranked existing goals as being somewhat important or very important.

- **Protect Life and Property**

- Implement activities that assist in protecting lives by making homes, businesses, infrastructure, critical facilities, and other property more resistant to natural hazards.
- Reduce losses and repetitive damage for chronic hazard events, while promoting insurance coverage for catastrophic hazards.
- Improve hazard assessment information to make recommendations for discouraging new development and encouraging preventative measures for existing development in areas vulnerable to natural hazards.

- **Public Awareness**

- Develop and implement education and outreach programs to increase public awareness of the risks associated with natural hazards.
- Provide information on tools, partnership opportunities, and funding resources to assist

in implementing mitigation activities.

- **Natural Systems**

- Balance watershed planning, natural resource management, and land use planning with natural hazard mitigation to protect life, property, and the environment.
- Preserve, rehabilitate, and enhance natural systems to serve natural hazard mitigation functions.

- **Partnerships and Implementation**

- Strengthen communication and coordinate participation among and within public agencies, residents, non-profit organizations, business, and industry to gain a vested interest in implementation.
- Encourage leadership within public and private sector organizations to prioritize and implement local, county, and regional hazard mitigation activities.

- **Emergency Services**

- Establish policy to ensure mitigation projects for critical facilities, services, and infrastructure.
- Strengthen emergency operations by increasing collaboration and coordination among public agencies, non-profit organizations, business, and industry.
- Coordinate and integrate natural hazard mitigation activities, where appropriate, with emergency operations plans and procedures.

Changes in Priorities

While the goals above remained unchanged from the 2015 LHMP, there were several material changes to the threat landscape in Orange County identified by the HMWG since the last update that influenced their priorities during the planning process. Consideration of these shifts are both reflected in the changes to mitigation action items below and will likely continue to be major factors in the 2025 LHMP Update. They include:

- Orange County, along with most of the world, continues to be engaged in the response to the COVID-19 pandemic. The ongoing nature of the response as of May 2021 has left little time for proper accounting of lessons learned, but it is clear the pandemic will have a fundamental and ongoing impact on all phases of emergency management, but particularly in terms of efforts to mitigate the next epidemic in Orange County.
- Since 2015, Orange County has seen a marked increase in the frequency and severity of wildland fires. In addition, the relationship between wildland fire, debris flow, hot, dry and windy weather and utility considerations like public safety power shutoffs has resulted in increased incident complexity even for smaller events.
- New state regulations following the 2017 Oroville Dam incident have led to a new focus on dam failure planning and mitigation, including inundation mapping and the collaborative development of Dam Emergency Action Plans (EAPs).
- Orange County continues to augment its ability to monitor and understand climate change, especially as a modifier for other existing hazards. This is reflected in the integration of climate change into the hazard analysis and mitigation action item matrix.

Hazard Mitigation Plan Action Items

The action items are a listing of activities in which County agencies and residents can be engaged to reduce risk. The LHMP identifies short- and long-term action items developed through data collection and research, and the public participation process. Mitigation plan activities may be considered for funding through Federal and State grant programs, and when other funds are made available through the County. Action items address multi-hazard and hazard specific issues. To help ensure activity implementation, each action item includes information on the time line and coordinating organizations. Upon implementation, the coordinating organizations may look to partner organizations for resources and technical assistance. A description of the partner organizations is provided in the Resource Directory of this plan.

The process to identify mitigation initiatives for the original plan and this plan update were prepared in a similar manner. Each HMWG member represented their agency and was responsible for gathering and coordinating the information required for their initiatives. Emergency management staff provided planning partners a variety of data to support the development of their mitigation initiatives:

- County of Orange and Orange County Operational Area Unified Emergency Operations Plan, 2019
- County of Orange General Plan, 2005
- County of Orange Comprehensive Annual Financial Report, 2020
- Orange County Essential Facilities Risk Assessment Project Report, 2009
- Anaheim/Santa Ana UASI THIRA, 2019
- California Multi-Hazard Mitigation Plan, 2018
- Southern California Catastrophic Earthquake Response Plan, 2010
- The ShakeOut Scenario (USGS Open File Report 2008-1150), 2008
- Overview of the ARkStorm Scenario (USGS Open File Report 210-1312), 2010
- National Flood Insurance Program Community Rating System Coordinator's Manual, 2013
- Local Mitigation Plan Review Guide, 2011
- Local Mitigation Planning Handbook, 2013
- Integrating Disaster Data into Hazard Mitigation Planning, 2015
- Plan Integration: Linking Local Planning Efforts, 2015
- Mitigation Planning and the Community Rating System Key Topics Bulletin, 2018
- California Adaptation Planning Guide, 2020
- Benefit cost review worksheets and instructions
- Local mitigation initiative template with instructions

The process for evaluating vulnerabilities and identifying a range of alternative mitigation actions to reduce actual and potential hazard exposures varied among agencies depending upon their capabilities and resources. In general, HMWG members collaborated with staff and/or committees within their jurisdictions that were most familiar with their infrastructural systems, facilities, assets, services, or the geographic area being addressed. Local planning partners referenced a variety of materials such as their risk assessment, comprehensive plans, strategic plans, emergency management plans, capital facility plans, after action review debriefings, and other planning documents. The identification processes

considered existing initiatives from the 2015 LHMP and initiatives identified in a different planning process such as a storm water utility capital facilities plan.

Previous Action Items

Requirement §201.6(d)(3): *A local jurisdiction must review and revise its plan to reflect changes in development, progress in local mitigation efforts, and changes in priorities.*

Many of the items listed in the 2015 plan have been completed, removed or continued due to various reasons. Some continuing projects, particularly where the Orange County Fire Authority is the lead agency, have also been shifted due to changing priorities. 2015 projects and their statuses are listed below.

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCPW1	OCPW1	Santa Ana River Channel Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. OCFCD, as the sole local sponsor for Prado Dam, is working on acquiring lands, easements, rights-of-way, etc. to enable construction of the Mainstem Project. Work on the Design Documentation Report phase for Santiago Creek (part of the original authorized project) resumed in late 2020. Dredging of the Santa Ana River near the ocean outlet is planned for the future.
OCPW2	OCPW2	East Garden Grove-Wintersburg Channel (Facility No. C05) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. Six projects within the 7-Year Flood Control Capital Improvement Plan are undergoing various stages of study or design. These reaches are also part of a major feasibility study where OCPW and USACE are partners. The study was completed in mid-2020. OCPW is committed to continue with projects if there is no Congressional authorization.
OCPW3	OCPW3	San Juan Creek Channel (Facility No. L01) Project, Lower Reach - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. Three Capital Improvement Projects were completed in 2019 that include Phases 4, 5, & 6 totaling 8,200 LF of levee protection. An ongoing study to determine ultimate facility improvements that includes the entire system is in progress.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCPW4	OCPW4	Trabuco Creek Channel (Facility No. L02) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing , Improvements to the reach from 300' downstream of Del Obispo to 2,300 ft. upstream of Del Obispo are planned for the future.
OCPW5	OCPW5	Westminster Channel (Facility No. C04) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing , The Westminster Watershed Study, completed by the partnership of OCFCD/County and USACE, was completed in July 2020 with a Chief's Report. The recommended federal project was authorized in December 2020 and includes reaches of the Westminster Channel.
OCPW6	OCPW6	Santa Ana-Delhi Channel (Facility No. F01) Project, Lower Reach - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing , The lower reach including the bridge to Mesa Drive is in preliminary design that includes geotechnical investigation, and work with regulatory agencies and right-of-way acquisition from many stakeholders including a municipal golf course.
OCPW7	OCPW7	Oceanview Channel (Facility No. C06) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing , This facility is part of a major feasibility study where OCPW and USACE are partners. The study was completed in mid-2020. OCPW is committed to continue with projects if there is no Congressional authorization. USACE completed repairs and minor improvements to restore concrete lining to one reach. OCPW also has an ongoing project as part of the I-405 widening project.
OCPW8	N/A	San Diego Creek Channel (Facility No. F05) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Completed
OCPW9	OCPW8	Lane Channel (Facility No. F08) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing , The reach from Jamboree to Main Street has been completed, and improvements to other reaches are planned for the future.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCPW10	OCPW9	Carbon Creek Channel (Facility No. B01) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. A complex system-wide facility study has been underway to determine needed ultimate improvements. Recommended concepts will be applied to project reaches from upstream of Gilbert Street to Euclid Street and other future project reaches. The study should be completed by the end for 2021.
OCPW11	OCPW10	Brea Creek Channel (Facility No. A02) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. Improvements at the Beach Boulevard bridge are planned for the future.
OCPW12	OCPW11	Fullerton Creek Channel (Facility No. A03) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. The reach from Western Avenue to downstream of Beach Blvd was completed in 2019. The reach from Beach Blvd. to I-5 Freeway is under construction, with expected completion in summer 2021.
OCPW13	OCPW12	Santa Ana-Santa Fe Channel (Facility No. F10) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. Improvements in the reach from confluence with Peters Canyon Channel to Newport Avenue are planned for the future.
OCPW14	OCPW13	Santa Ana Gardens Channel (Facility No. F02) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. Improvements in the reach from downstream Alton Avenue to Segerstrom Avenue are planned for the future.
OCPW15	OCPW14	Bolsa Chica Channel (Facility No. C02) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. Portions of the channel between upstream of SR-22/I-405 Freeways to downstream of Katella Avenue (approximately 0.25 miles of channel) are slated for maintenance repair projects. Work consists of major repair and/or replacement of rock and earthen slopes

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCPW16	OCPW15	Peters Canyon Channel (Facility No. F06) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. The City of Tustin constructed the reach from Warner Ave. to Edinger Ave, and the project was completed in 2020. Another project for F06 is currently included in the CIP.
OCPW17	OCPW16	Laguna Canyon Channel (Facility No. I02) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Ongoing. Implementing a permanent solution for repairing the channel that failed in a storm event on February 14, 2019.
OCPW18	N/A	Greenville-Banning Channel (Facility No. D03) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Completed
OCPW19	N/A	Barranca Channel (Facility No. F09) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Completed
OCPW20	N/A	Los Alamitos Channel (Facility No. C01) Project - Design and Construction of Flood Control Improvements	Orange County Public Works	Completed
OCSD1	N/A	Replace Cooling Towers at Theo Lacy Jail Facility	Orange County Sheriff's Department	Completed
OCSD2	N/A	Replace Emergency Generator at Sheriff Headquarters Facility	Orange County Sheriff's Department	Completed
OCSD3	N/A	Replace Emergency Generator at Brad Gates Facility	Orange County Sheriff's Department	Closed. OCPW assessed the current generator and felt it would continue to handle the needs of the facility.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCSD4	OCSD1	Seismic retrofit, ADA compliance upgrade and hazardous material abatement and remediation renovation to HQ	Orange County Sheriff's Department	Ongoing , this project is on the Capital Improvement Project (CIP) prioritization list awaiting funding.
OCSD5	N/A	Replace Fire Pumps – Loma Ridge Emergency Operations Center	Orange County Sheriff's Department	Closed , a major maintenance refurbishment project was completed and equipment replacement was not required.
OCSD6	OCSD2	Brad Gates Building: Replace and Upgrade the Existing UPS System	Orange County Sheriff's Department	Ongoing , this project is on the Capital Improvement Project (CIP) prioritization list awaiting funding.
OCSD7	OCSD3	Emergency Operations Center Communications Redundancy Project	Orange County Sheriff's Department	Ongoing , this project is currently in design phase. Construction is unfunded at this time.
OCSD8	OCSD4	Emergency Operations Center Uninterruptible Power Supply capabilities and coverage	Orange County Sheriff's Department	Ongoing , design is 95% complete. Funding is available for construction.
OCSD9	OCSD5	Replace Screw Type Chillers at the Coroner Facility	Orange County Sheriff's Department	Ongoing , this project is on the Capital Improvement Project (CIP) prioritization list awaiting funding. Please note that a major maintenance project was completed to extend the life of the equipment while awaiting funding for equipment replacement.
OCSD10	OCSD6	Replace Emergency Generator at Theo Lacy Facility	Orange County Sheriff's Department	Ongoing , design has been completed. Construction contract has been awarded.
OCSD11	OCSD7	Install Waterless Urinals in all Administrative Areas	Orange County Sheriff's Department	Ongoing , this project is on the Capital Improvement Project (CIP) prioritization list awaiting funding.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCSD12	OCSD8	Install Electro-Mechanical Valves in all Jail Facility Showers and Lavatories	Orange County Sheriff's Department	Ongoing , this project is on the Capital Improvement Project (CIP) prioritization list awaiting funding.
OCSD13	N/A	Replace Skins on the JAMF North Compound Inmate Housing Tents	Orange County Sheriff's Department	Closed , this facility has been vacated while construction of a new jail underway. It is not likely that inmates will be housed in the tent facilities in the future.
OCSD14	OCSD9	Emergency Operations Access Road Widening	Orange County Sheriff's Department	Ongoing , this project is in design and will be funded through the County road fund.
OCSD15	OCSD10	Complete Seismic Assessments for Sheriff Facilities	Orange County Sheriff's Department	Ongoing , this project is on the Capital Improvement Project (CIP) prioritization list awaiting funding.
OCSD16	OCSD11	Bring Sheriff-Coroner Essential Facilities up to Current Essential Building Standards	Orange County Sheriff's Department	Ongoing , this project is on the Capital Improvement Project (CIP) prioritization list awaiting funding.
OCSD17	OCSD12	Geographic Information Systems Data and Analysis	Orange County Sheriff's Department	Ongoing , OCSD Emergency Management Division Continues to leverage the GIS technology and expertise of County GIS team housed within OC Public Works, with ongoing projects using GIS to better understand the hazards that Orange County face and to help integrate the various systems used within the County's emergency management and Emergency Operations Center functions.
OCSD18	OCSD13	Dam Inundation Mapping	Orange County Sheriff's Department	Ongoing , Dam Inundation Studies and Emergency Action Plans have been prepared for all OCFCO dams having classifications of "Extremely High", "High" or "Significantly High" Hazard. One study has been approved by DSOD (Villa Park Dam)- and nine are nearing approval. One other is in draft form and the recommendation will be for a lower classification.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCSD19	OCSD14	Mass Notification	Orange County Sheriff's Department	Ongoing , Orange County continues to refine its multi-system mass notification strategy, including the use of IPAWS, EAS, WEA and other emerging technologies.
OCCR1	OCCR1	Niguel Shores Revetment Rehabilitation	OC Parks	Ongoing , A permit from the Coastal Commission was denied on February 13, 2020. A revised revetment repair plan is in development.
DPH1	N/A	Quay Wall	Dana Point Harbor	Closed , Dana Point Harbor Partners, LLC is now responsible for the Quay Wall through their 66-year lease with the County.
OCCR2	N/A	Drought Mitigation - Develop a water management plan in the County park and facility system to conserve and efficiently manage water usage.	OC Parks / Facility Operations	Completed , OC Parks implemented water conservation signage, increased reclaimed water usage, developed systems to capture rainwater and replaced water intensive landscapes to drought tolerant landscapes.
OCFA1	OCFA1	Implementation of a real-time remote sensing and fire monitoring platform to increase the ability to view, respond to, and monitor wildland areas in Orange County AlertWildfire	Orange County Fire Authority	Ongoing , A 40 foot Rohn tower was installed to support a remote weather station (RAWS) in Chino Hills State Park which provides early indication of Santa Ana winds and improves situational awareness for Operations. A camera will be installed on the same platform in the next few months. Discussions are underway for a camera in Laguna Beach, and additional areas may be identified to improve this early detection tool.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCFA2	OCFA2	Increase communication, coordination and collaboration between Wildland-Urban Interface (WUI) property owners, local and county planners and fire prevention crews and officials to address risk, existing mitigation measures and federal assistance programs	Orange County Fire Authority	Ongoing. Legislative changes, code development and the production of the Community Wildfire Protection Plan (CWPP) assist us in engaging everyday business development dealings.
OCFA3	OCFA3	Reduce the amount of combustible fuels within identified at-risk communities. This includes outreach, education, and projects to address the infestations of invasive tree pests (ISHB and GSOB) within Orange County	Orange County Fire Authority	Ongoing. The OCFA Pre-Fire and Wildland Management Sections continue to coordinate strategic vegetation management projects and develop and expand the READY! SET! GO! Program which is the single point comprehensive wildfire prevention program to accomplish this effort. In addition, OCFA Wildland Section helps to protect communities with strategic vegetation management projects throughout the County with a seasonal handcrew. OCFA heavy equipment continues maintenance of dirt roads within OC to allow access to wildlands for remote rescues, slow progression of wildfires, and help protect communities.
OCFA4	OCFA4	Encourage implementation of wildfire mitigation activities in a manner consistent with the goals of promoting sustainable ecological management and community stability	Orange County Fire Authority	Ongoing. OCFA has entered into work agreements, partnerships and MOU's with landowners (both public and private) to improve access and reduce hazardous fuel loading. A prescribed burn is planned for the Spring of 2021 with multiple partners conducting studies (ecosystem, diversity, etc.) to further future prescribed burns.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCFA5	OCFA5	Evaluate and implement roadway hardening measures on identified high risk roadways in wildland areas in Orange County	Orange County Fire Authority	Ongoing. The County of Orange Area Safety Task Force (COAST) has created a map of roadside ignitions and is in continual discussion on best practices for the identified areas. Roadway hardening projects are being discussed. One such project is with cactus planting along Laguna Canyon Road thereby creating a native grass fuel break.
OCFA6	N/A	Enhance outreach and education programs aimed at mitigating Wildland-Urban Interface (WUI) hazards thereby reducing the exposure of stakeholders (public and private) to these hazards	Orange County Fire Authority	Completed. This is no longer a standalone priority. It has been absorbed into other priorities or actions.
OCFA7	N/A	Establish a countywide wildland fire prevention education "Task Force"	Orange County Fire Authority	Closed. Lack of staff to implement.
OCFA8	OCFA6	Enhance efficiency of Wildland-Urban Interface/Intermix response and recovery activities	Orange County Fire Authority	Modified and Ongoing. There is now the Red Flag Firewatch program established and operational throughout the county. As an added tool, the AlertWildfire network can be monitored during wind events. OCFA assists with the training and provides notification to the groups based on weather forecasts from the National Weather Service. Alert OC is in place but is not coordinated by OCFA. Evacuation is a Law Enforcement function.

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCFA9	OCFA7	Development and dissemination of maps relating to the fire hazard to help educate and assist builders and home owners in being engaged in wildland/urban mitigation activities and to help guide emergency services during response	Orange County Fire Authority	Ongoing. OCFA has developed a mapping and inspection application to fulfill this mission. Developed by the OCFA GIS and Wildland Pre-Fire Sections, the OCFA Wildland App is used internally as well as for outreach and education with landowners during inspections. The application has been expanded to include additional information needed during incidents by the Operations section.
OCFA10	OCFA8	Seismic Reinforcement for Structural Strengthening of Facilities	Orange County Fire Authority	Ongoing. Awaiting grant funding before further work is done to plan details of the seismic reinforcement project. Seismic retrofitting would be conducted on a case by case/station by station basis to determine requirements and cost. Costs would need to include temporary stations as crews would be displaced during project construction. Costs also contingent on decision to meet State's Essential Facility Codes and Standards or minimum requirements for seismic reinforcement.
OCFA11	OCFA9	Inventory alternative firefighting water sources and encourage the development of additional sources	Orange County Fire Authority	Ongoing. OCFA is working with MWDOC to identify all helicopter accessible water points and is working with GIS Unit on a layer in new mapping system. Working to create additional water sources at Rancho Mission Viejo. Exploring building water points into new park designs. OCFA currently has an MOU with Irvine Water District for helicopter water training activities at Irvine Lake.
OCFA12	OCFA10	Educate agency personnel on federal cost-share and grant programs, Fire Protection Agreements and other related federal programs	Orange County Fire Authority	Ongoing. Efforts currently underway. Several meetings held with OCFA staff to identify, coordinate and prioritize grant programs and cost-share options.

2015 Plan Project Number	2020 Plan Project Number	Mitigation Action Item	Coordinating Organization	Status
OCHCA1	N/A	Enhance detection and reporting of outbreaks and increases in absenteeism in schools.	Orange County Health Care Agency	Closed, project no longer a priority.

National Flood Insurance Program

Requirement: §201.6(c)(3)(ii): *[The mitigation strategy] must also address the jurisdiction's participation in the National Flood Insurance Program (NFIP), and continued compliance with NFIP requirements, as appropriate.*

In 1968, the US Congress created the National Flood Insurance Program (NFIP). Community participation is voluntary; however, in order to receive funding from the Federal Emergency Management Agency (FEMA), it is a requirement for all communities to participate in the program. OCPW is a long time participant in the program and administers the floodplains within the unincorporated areas of the County. Within the incorporated areas, Orange County cities administer their floodplains. Since the creation of NFIP, OCPW has worked cooperatively with cities in Orange County to reduce the floodplain within the County of Orange by constructing flood control facilities that provide 100-year flood protection. Such facilities typically traverse through the cities and ultimately outlet into the Pacific Ocean.

The County participates in the National Flood Insurance Program (NFIP) that is conducted under the auspices of Federal Emergency Management Agency (FEMA).

Ordinance No. 09-008, of the County of Orange, California, amending sections 7-9-113 through 7-9-113.10 and adding sections 7-9-113.11 and 7-9-113.12 of the codified ordinances of the County of Orange regarding floodplain district regulations was adopted on November 24, 2009.

Orange County worked closely with Region IX in the FEMA Map Modernization process which resulted in digital Federal Insurance Rate Maps (FIRM) dated December 3, 2009. The County worked with FEMA to reach other cities within Orange County.

The Community Rating System (CRS) is an NFIP program that governs the rate of flood insurance for the unincorporated areas of Orange County and consists of certain flood prevention activities. As a condition of membership in good standing, OC Public Works is required to be certified each year that it continues to conduct those activities as part of the CRS program by signing of Form AW-214, CRS Annual recertification of the following activities:

1. Activity 310 – Elevation Certificates
2. Activity 320 – Map Information Service
3. Activity 330 – Outreach Projects

4. Activity 340 – Hazard Disclosure
5. Activity 350 – Flood Protection Information
6. Activity 360 – Flood Protection Assistance
7. Activity 370 – Flood Insurance Promotion
8. Activity 420 – Open Space Preservation
9. Activity 430 – Higher Regulatory Standards
10. Activity 450 – Stormwater Management
11. Activity 440 – Flood Data Maintenance
12. Activity 502 – Repetitive Losses
13. Activity 510 – Floodplain Management Planning
14. Activity 540 – Drainage System Maintenance
15. Activity 610 – Flood Threat Recognition System
16. Activity 630 - Dams

Recertification requires certain documentation from Operations and Maintenance Section in order to complete annual recertification for the CRS activities.

Orange County (unincorporated) as a community is in full compliance with the minimum National Flood Insurance Program requirements as specified in Title 44, Code of Federal Regulations, Section 59, 60.3 through 60.6. Projects that maintain continued compliance with NFIP were also given heavy weight during the prioritization process.

The Orange County Fire Authority is not eligible for the National Flood Insurance Program and has no repetitive loss structures.

For more information on Orange County's exposure to the flood threat, see the vulnerability assessment section in Chapter 3.

Requirement §201.6(c)(2)(ii): *[The risk assessment] must also address National Flood Insurance Program (NFIP) insured structures that have been repetitively damaged by floods.*

According to the National Flood Insurance Program (NFIP), a repetitive loss structure is an insured building that has had two or more losses of at least \$1,000 each being paid under the NFIP within any 10-year period since 1978. Within unincorporated Orange County, there are only three structures that currently fit this definition: one in Silverado, one in North Tustin, and one in Cowan Heights. These locations are highlighted on [map 14](#).

Prioritization

Requirement: §201.6(c)(3)(iii): *[The mitigation strategy section shall include] an action plan describing how the actions identified in section (c)(3)(ii) will be prioritized, implemented, and administered by the local jurisdiction. Prioritization shall include a special emphasis on the extent to which benefits are maximized according to a cost benefit review of the proposed projects and their associated costs.*

The mitigation action items were prioritized by the HMWG. After discussion over several meetings, the members reached consensus on prioritizing action items using the new hazard analysis in Chapter Three of this document. Like the shift away from numeric scoring for the hazards themselves, the HMWG sought to simplify the prioritization for the mitigation items by moving to a clearer three-tiered system based on the hazard being addressed. All projects included in the LHMP are high priority projects.

The 2020 Mitigation Action prioritization tiers are as follows:

2020 LHMP Mitigation Action Prioritization		
Tier One	Tier Two	Tier Three
<ul style="list-style-type: none">• Earthquake• Flood-Storm• Wildland and Urban Fire• Climate Change	<ul style="list-style-type: none">• Dam Failure• Epidemic• Drought	<ul style="list-style-type: none">• Tsunami• Landslide

□ **Table 13 -- 2020 LHMP Mitigation Action Prioritization**

FEMA requires local governments to analyze the benefits and costs of range of mitigation actions that can reduce the effects of each hazard within their community. An LHMP must demonstrate that a process was employed that emphasized a review of benefits and costs when prioritizing the mitigation actions. The benefit-cost review must be comprehensive to the extent that it can evaluate the monetary as well as the non-monetary benefits and costs associated with each action. The benefit-cost review should at least consider the following questions:

- How many people will benefit from the action?
- How large an area is impacted?
- How critical are the facilities that benefit from the action (which is more beneficial to protect, the fire station or the administrative building)?
- Environmentally, does it make sense to do this project for the overall community?

The severity of hazards and their impacts vary among the county's agencies due to the varying range of resources and services that they are responsible for providing their customers. As such, their range of mitigation actions for the same hazard will differ substantially. Each plan partner has to consider their agency's exposure, their capabilities, their resources, and select an appropriate process to evaluate the benefits and costs of various mitigation actions.

For the LHMP update process, the HMWG selected a benefit-cost review method known as STAPLEE. STAPLEE is an acronym for the following criteria that are scored according to benefits or costs of any proposed initiative: social, technical, administrative, political, legal, economic, and environmental. The STAPLEE method is outlined in FEMA's how-to guide, *Developing the Mitigation Plan (FEMA 386-3, 2003)*. HMWG members were provided a worksheet and instructions for conducting this process. The worksheet provided general criteria but agencies could elect to modify the criteria to fit their needs. Agency staff

scored each mitigation initiative or alternative action according to its benefit (positive score) or cost (negative score) as follows:

Benefit			Cost		
Low, +1	Moderate, +2	High, +3	Low, -1	Moderate, -2	High, -3

The worksheet allowed members to score multiple alternatives mitigation actions to address a particular vulnerability or a hazard, and compare the relative benefits and costs of each of the alternative actions. A final score is tallied for each alternative mitigation initiative by summing the score assigned to each alternative across the criteria. The greater the score, the greater the project benefit. Agencies could use this rating to select a preferred alternative and/or prioritize mitigation actions.

Mitigation Action Item Summary

Requirement §201.6(c)(3)(ii): *[The mitigation strategy shall include a] section that identifies and analyzes a comprehensive range of specific mitigation actions and projects being considered to reduce the effects of each hazard, with particular emphasis on new and existing buildings and infrastructure.*

Mitigation action items below represent the combined effort of HMWG members, Orange County Sheriff's Department Emergency Management Division staff and other Orange County subject matter experts and are a result of the process outlined above. Note that many projects mitigate risk from multiple hazards, some of which may not be explicitly listed. For sorting purposes, the primary hazard being addressed is used. Mitigation actions with a connection to climate change impacts are identified in the "Climate Change Impacts" column.

Complete project worksheets are available in Attachment D.

Priority	2020 Status	Project Number	Hazard	Climate Change Impacts	Project Name	Agency
Tier One	Existing	OCFA8	Earthquake	No	Seismic Reinforcement for Structural Strengthening of Facilities	OCFA
Tier One	Existing	OCSD10	Earthquake	No	Complete Seismic Assessments for Sheriff Facilities	OCSD
Tier One	Existing	OCSD11	Earthquake	No	Bring Sheriff-Coroner Essential Facilities up to Current Essential Building Standards	OCSD
Tier One	Existing	OCPW1	Flood	Yes	Santa Ana River Channel Project	OCPW
Tier One	Existing	OCPW2	Flood	Yes	East Garden Grove-Wintersburg Channel (Facility No. C05) Project	OCPW
Tier One	Existing	OCPW3	Flood	Yes	San Juan Creek Channel (Facility No. L01) Project, Lower Reach	OCPW
Tier One	Existing	OCPW4	Flood	Yes	Trabuco Creek Channel (Facility No. L02) Project	OCPW
Tier One	Existing	OCPW5	Flood	Yes	Westminster Channel (Facility No. C04) Project	OCPW
Tier One	Existing	OCPW6	Flood	Yes	Santa Ana-Delhi Channel (Facility No. F01) Project, Lower Reach	OCPW
Tier One	Existing	OCPW7	Flood	Yes	Oceanview Channel (Facility No. C06) Project	OCPW
Tier One	Existing	OCPW8	Flood	Yes	Lane Channel (Facility No. F08) Project	OCPW
Tier One	Existing	OCPW9	Flood	Yes	Carbon Creek Channel (Facility No. B01) Project	OCPW
Tier One	Existing	OCPW10	Flood	Yes	Brea Creek Channel (Facility No. A02) Project	OCPW
Tier One	Existing	OCPW11	Flood	Yes	Fullerton Creek Channel (Facility No. A03) Project	OCPW
Tier One	Existing	OCPW12	Flood	Yes	Santa Ana-Santa Fe Channel (Facility No. F10) Project	OCPW
Tier One	Existing	OCPW13	Flood	Yes	Santa Ana Gardens Channel (Facility No. F02) Project	OCPW
Tier One	Existing	OCPW14	Flood	Yes	Bolsa Chica Channel (Facility No. C02) Project	OCPW
Tier One	Existing	OCPW15	Flood	Yes	Peters Canyon Channel (Facility No. F06) Project	OCPW
Tier One	Existing	OCPW16	Flood	Yes	Laguna Canyon Channel (Facility No. I02) Project	OCPW
Tier One	New	OCPW17	Flood	Yes	Huntington Beach Channel (Facility No. D01) and Talbert Channel (Facility No. D02) Project	OCPW
Tier One	New	OCPW18	Flood	Yes	Houston Storm Channel (Facility No. A03S02) Project	OCPW
Tier One	New	OCPW19	Flood	Yes	Gisler Storm Channel (Facility No. D03S03) Project	OCPW
Tier One	New	OCPW20	Flood	Yes	Paularino Channel (Facility No. F03) Project	OCPW
Tier One	Existing	OCCR1	Flood, Landslide	Yes	Niguel Shores Revetment Rehabilitation	OCCR
Tier One	Existing	OCFA10	Multi-Hazard	Yes	Educate agency personnel on federal cost-share and grant programs, Fire Protection Agreements and other related federal programs	OCFA
Tier One	New	OCSD15	Multi-Hazard	Yes	Develop a comprehensive and accessible multi-hazard public education campaign	OCSD

Priority	2020 Status	Project Number	Hazard	Climate Change Impacts	Project Name	Agency
Tier One	Existing	OCSD2	Multi-Hazard, including Earthquake	Yes	Brad Gates Building: Replace and Upgrade the Existing and UPS System	OCSD
Tier One	Existing	OCSD6	Multi-Hazard, including Earthquake	Yes	Replace Emergency Generator at Theo Lacy Facility	OCSD
Tier One	Existing	OCSD1	Multi-Hazard, including Earthquake and Wildland Fire	No	Seismic retrofit, ADA compliance upgrade and hazardous material abatement and remediation renovation to HQ	OCSD
Tier One	Existing	OCSD3	Multi-Hazard, including Earthquake and Wildland Fire	Yes	Emergency Operations Center Communications Redundancy Project	OCSD
Tier One	Existing	OCSD4	Multi-Hazard, including Earthquake and Wildland Fire	Yes	Emergency Operations Center Uninterruptible Power Supply capabilities and coverage	OCSD
Tier One	Existing	OCSD12	Multi-Hazard, including Flood, Dam Failure, Landslide and Tsunami	Yes	Geographic Information Systems Data and Analysis	OCSD
Tier One	Existing	OCSD9	Multi-Hazard, including Landslide and Wildland Fire	Yes	Emergency Operations Access Road Widening	OCSD
Tier One	Existing	OCSD14	Multi-Hazard, including Tsunami, Wildland Fire and Dam Failure	Yes	Mass Notification	OCSD

Priority	2020 Status	Project Number	Hazard	Climate Change Impacts	Project Name	Agency
Tier One	Existing	OCFA1	Wildland Fire	Yes	Implementation of a real-time remote sensing and fire detection platform to increase the ability to detect, respond to, and monitor wildland areas in Orange County.	OCFA
Tier One	Existing	OCFA2	Wildland Fire	Yes	Increase communication, coordination and collaboration between Wildland-Urban Interface (WUI) property owners, local and county planners and fire prevention crews and officials to address risk, existing mitigation measures and federal assistance programs.	OCFA
Tier One	Existing	OCFA3	Wildland Fire	Yes	Reduce the amount of combustible fuels within identified at-risk communities	OCFA
Tier One	Existing	OCFA4	Wildland Fire	Yes	Encourage implementation of wildfire mitigation activities in a manner consistent with the goals of promoting sustainable ecological management and community stability.	OCFA
Tier One	Existing	OCFA5	Wildland Fire	Yes	Evaluate and implement roadway hardening measures on identified high risk roadways in wildland areas in Orange County	OCFA
Tier One	Existing	OCFA6	Wildland Fire	Yes	Enhance efficiency of Wildland-Urban Interface/Intermix response and recovery activities.	OCFA
Tier One	Existing	OCFA7	Wildland Fire	Yes	Development and dissemination of maps relating to the fire hazard to help educate and assist builders and home owners in being engaged in wildland/urban mitigation activities and to help guide emergency services during response.	OCFA
Tier One	Existing	OCFA9	Wildland Fire	Yes	Inventory alternative firefighting water sources and encourage the development of additional sources	OCFA
Tier Two	New	OCHCA1	Epidemic	No	Enhance detection and reporting of C. auris in Long-Term Care Facilities	OCHCA
Tier Two	Existing	OCSD13	Dam Failure	Yes	Dam Inundation Mapping	OCSD
Tier Two	Existing	OCSD5	Drought	Yes	Replace Screw Type Chillers at the Coroner Facility	OCSD
Tier Two	Existing	OCSD7	Drought	Yes	Install Waterless Urinals in all Administrative Areas	OCSD
Tier Two	Existing	OCSD8	Drought	Yes	Install Electro-mechanical Valves in all Jail Facility Showers and Lavs	OCSD

Chapter 5 Plan Maintenance

Requirement §201.6(c)(4)(i): *[The plan maintenance process shall include a] section describing the method and schedule of monitoring, evaluating, and updating the mitigation plan within a five-year cycle.*

Coordinating Body

The County of Orange HMWG will be responsible for coordinating implementation of LHMP action items and undertaking the formal review process. The HMWG will coordinate with the Emergency Management Council (Orange County's Disaster Council) and the Emergency Management Council Subcommittee to facilitate annual review and updates. The Orange County Fire Authority is a participant in both oversight bodies.

Convener

The Orange County Sheriff's Department Emergency Management Division will serve as the convener to facilitate the HMWG meetings, and will assign tasks such as updating and presenting the LHMP to the members of the committee. Plan implementation and evaluation will be a shared responsibility among all HMWG members. The Orange County Sheriff's Department Emergency Management Division will conduct annual reviews of the LHMP as well as facilitate formal plan updates every five years.

Adopting, Monitoring, and Updating the Hazard Mitigation Plan

Requirement §201.6(c)(4)(iii): *[The plan maintenance process shall include a] section describing the method and schedule of monitoring, evaluating, and updating the mitigation plan within a five-year cycle.*

The LHMP is monitored and evaluated on an annual basis to determine the effectiveness of programs, and to assess changes in land development or programs that may affect mitigation priorities. The evaluation process includes a firm schedule and timeline, and identifies the local agencies and organizations participating in LHMP evaluation. The Orange County Sheriff's Department, Emergency Management Division, will be responsible for contacting HMWG members and organizing the annual meeting in August of each year, usually in coordination with the Emergency Management Council. HMWG members will be responsible for monitoring and evaluating the progress of the mitigation strategies in the LHMP.

The HMWG will review the goals and action items, public feedback, and changes in State or Federal policy, to ensure they are addressing current and expected conditions. The HMWG will also review the risk assessment portion of the Plan to determine if it requires updates, given any newly available data. The coordinating organizations responsible for the various action items will report on the status of their projects, the success of various implementation processes, difficulties encountered, success of coordination efforts, and any necessary revisions. Orange County Public Works will also ensure that a Project Status Report is completed annually for each mitigation project listed (See Attachment D for Project Status Reports). These updates will be approved by the Emergency Management Council as part of the annual update process as an attachment to the LHMP.

The Orange County Sheriff's Department, Emergency Management Division will assign the duty of updating the LHMP to one or more of the HMWG members. The designated members will have 30 days to make appropriate changes to the LHMP before submitting it to the HMWG, and presenting it to the County Emergency Management Council for approval. All updates within the five year revision cycle will be adopted by the County Emergency Management Council. The HMWG will also notify all holders of the LHMP when changes have been made. Every five years, the updated LHMP will be submitted to the State Hazard Mitigation Officer by the County Emergency Manager. The California Office of Emergency Services will then submit the LHMP to the Federal Emergency Management Agency (FEMA) for review. Once approved by

FEMA, the updated LHMP is adopted by the County Board of Supervisors and the Orange County Fire Authority Board of Directors.

Incorporating Mitigation Into Existing Planning Mechanisms

Requirement §201.6(c)(4)(ii): *[The plan shall include a] process by which local governments incorporate the requirements of the mitigation plan into other planning mechanisms such as comprehensive or capital improvement plans, when appropriate.*

Each agency will be responsible for implementation of their individual mitigation action items based on agency priorities and the availability of funding and other resources. The mechanism for implementation through existing programs will vary between agencies and departments.

Orange County addresses statewide planning goals and legislative requirements through its General Plan, Capital Improvement Plans, and County Building and Safety Codes. Each of these processes involves and requires public notification and involvement. The LHMP provides a series of recommendations--many of which are closely related to the goals and objectives of existing planning programs. Orange County Public Works will have the opportunity to implement recommended mitigation action items through existing programs and procedures.

OCFA will incorporate data and recommendations from the Local Hazard Mitigation Plan into its operational plans, standard operating procedures and capital improvement plan, as appropriate, as well as the Unit Strategic Fire Plan and Countywide Community Wildfire Protection Plan. OCFA will integrate the information and actions from the LHMP into its existing planning processes and structures, including its collaboration with partner agencies at the local, state and federal level. In addition, it will leverage existing planning and mitigation programs with landowners and other private sector partners to implement the mitigation strategies and actions described in the Plan.

The LHMP has been incorporated into the Safety Element of the General Plan by the County Board of Supervisors, as required by state law. The County/OA EOP is also a partner document and uses much of the vulnerability assessment information available in the LHMP. These comprehensive plans are updated regularly, as required by various state and federal laws.

Orange County Public Works is responsible for administering Building and Safety Codes. In addition, the HMWG will work with other agencies at the state level to review, develop and ensure Building and Safety Codes that are adequate to mitigate or prevent damage by natural hazards. This is to ensure that life-safety criteria are met for new construction. While the County of Orange is also responsible for adopting Fire Codes, the Orange County Fire Authority is responsible for implementation and enforcement in the County's unincorporated areas.

The goals and action items in the LHMP may be achieved through activities recommended in the County's Capital Improvement Projects (CIP). Various County departments develop plans, and review them on an annual basis. Upon annual review of the Capital Improvement Projects, the HMWG will work with the County departments to identify areas where the LHMP action items are consistent with CIP planning goals and integrate them where appropriate. Many of the action items listed in the LHMP are directly related to CIP.

Within six months of formal adoption of the LHMP, the recommendations listed above will be incorporated into the process of existing planning mechanisms at the County level. The meetings of the HMWG will provide an opportunity for committee members to report back on the progress made on the integration of mitigation planning elements into County

planning documents and procedures. The HMWG will also keep the Emergency Management Council apprised of progress and recommendations related to hazard mitigation at its quarterly meetings, and elsewhere as appropriate. Serving as the County's Disaster Council, the EMC includes representation from County agencies and the Orange County Fire Authority.

Flood Event Post-Disaster Policies and Procedures / Action Items

The Community will identify the operations and strategies to allow more effective post-disaster recovery. Much of the County's most vulnerable areas, as mentioned in Section 3.1, include areas within the cities of Westminster, Garden Grove, Fountain Valley, Huntington Beach, Seal Beach, San Juan Capistrano, and Laguna Beach. The most vulnerable areas within unincorporated Orange County include the canyon areas which will be the focus of post-disaster action items.

To reduce long-term vulnerability and to become more resilient in future disasters, mitigation actions such as effective building code adoption and enforcement, will be applied in the post-disaster recovery activities by our community. A post-disaster planning committee should be formed that includes representatives of all affected communities where flooding had occurred.

Individuals that may be needed for post disaster activities should be trained, made aware of their potential assignments, review mutual aid agreements for negotiation and approval for fire and police departments.

Repairs to buildings located within the 100-year floodplain will comply with the local laws for floodplain development, which specify that structures that are substantially damaged (cost of restoring the structure to its before damaged condition would equal or exceed 50% of the market value of the structure before the damage occurred) will only be rebuilt if they are brought into compliance with the latest floodplain development standards.

Plan Review and Update

Following a major flood event or any other major hazard event, the LHMP will be reviewed and revised as necessary to reflect lessons learned or to address specific issues and circumstances arising from the event. It will be the responsibility of the Floodplain Administrators to reconvene the Post-Disaster Planning Committee and to ensure that appropriate stakeholders are invited to participate in the revision and update process following any emergency or disaster events. In addition, the Committee should evaluate which actions from the LHMP may be appropriate for implementation during the post-disaster period as resources and needs become clear.

Flood Event Post-Disaster Action Items

<i>Activity</i>	<i>Agency/Department</i>	<i>Timeframe</i>
Review the mutual aid agreements between the County and communities regarding post disaster actions and revise as appropriate to include code enforcement departments, planning departments and public information officers.	Emergency Management Departments from affected Municipalities	3 months
Prepare brochures or fliers that address post disaster actions by property owners. Disseminate information about flood-proofing, building elevation, relocation, and other property	Public Information Officers (PIOs) -Multi- agency	6 months

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

<i>Activity</i>	<i>Agency/Department</i>	<i>Timeframe</i>
<p>protection measures. Many publications are available from State and Federal agencies.</p> <p>Prepare and distribute notices to property owners and renters, advising them of the types of insurance available.</p> <p>Ensure the public is aware of actions it should be taking to mitigate damages as well as encouraging property owners and renters to work with their insurance agents to help cover their losses</p>		
Conduct preliminary damage assessment to include creation of a map that provides locations and collected data with photos identifying all damaged structures	Affected Cities and OC Public Works	4 months
Advise code enforcement (CE) departments of areas affected by the flood for further evaluation by CE. Determine the extent of damages, including whether the structures are substantially damaged as defined in the ordinances of each affected community	Affected Cities, County Emergency Managers and OC Public Works Building & Safety	3 months
Evaluate the suitability of rebuilding damaged structures in unincorporated Orange County and make recommendations to property owners.	OC Public Works	3 months
Review the LHMP to determine if any revisions are needed.	Hazard Mitigation Working Group	Within 6 months of Presidential or state declared disaster
Provide outreach to the affected communities informing them of the risks of floods and how to prepare for future events	OC Public Works	3 months
Ensure that residents have the proper permits before repairing structures and ensuring that the repair is completed according to Orange County codes	OC Public Works	As Needed (within 5 years)

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

<i>Activity</i>	<i>Agency/Department</i>	<i>Timeframe</i>
Determine appropriate mitigation actions given the extent of damages. Consider redevelopment of standards and determine whether any temporary permit and construction moratoriums need to be established. Determine whether necessary to modify the LHMP or to revise/modify codes or ordinances.	OC Public Works	1 year
Determine funding that is available to assist the owners in mitigating future damages. Identify potential opportunities to pursue Section 406 mitigation projects under the FEMA Public Assistance Grant Program	OC Public Works	1 year
Determine extent of damages (system-wide or isolated reach) to OCFCD flood control channels, roadways and bridges and other county facilities and study to repair or replace/improve facility.	Affected County Agencies and OC Public Works	1 month
Extensive replacement/improvements to County public facilities require incorporation into respective CIP's or alternative funding. Seek grant opportunities through DWR and FEMA and apply for grants as appropriate and develop project applications as appropriate.	Affected County Agencies and OC Public Works	2 to 5 years
Work with the State and FEMA to collect important flood data like high water marks	OC Public Works	6 months
Evaluate the need to update FIRMs for the areas that flooded	OC Public Works	3 years

Continued Public Involvement

Requirement §201.6(c)(4)(iii): *[The plan maintenance process shall include a] discussion on how the community will continue public participation in the plan maintenance process.*

The Orange County Emergency Management Council (EMC) is committed to continued public involvement and education. The EMC meets quarterly in a public meeting to discuss emergency management related issues, including hazard mitigation. It will be important that natural hazards mitigation continues to be integrated into existing programs and is part of the way jurisdictions make decisions about land use and facilities planning. As mentioned in the preceding section, General Plan amendment processes as well as capital improvement planning both have elements of public notification and involvement. These local plans require updating regularly with an associated public process. These processes will

provide a venue that promotes public dialogue regarding the importance of hazard mitigation.

As was the case during this LHMP update, every plan update will include a review of the County's General Plan and Capital Improvement Plans to assure consistency between all planning efforts. It will be important to identify where and how hazard mitigation planning initiatives have been integrated in the General Plan and Capital Improvement Plans.

The Emergency Management Council will also need to encourage its governmental entities to combine the natural hazards plan elements into existing emergency preparedness activities and information in order to continue to educate the public on the importance of managing the risk for natural hazards. If there are efforts to re-write emergency preparedness public information (such as brochures), integration of natural hazards mitigation information will be considered. The County/OA EOP will continue to integrate hazard mitigation planning into that document and associated public education efforts.

There is constant public engagement with the county residents through emergency management staff participation at public safety and preparedness fairs, the annual Orange County Fair, community preparedness meetings, Orange County Fire Authority town hall meetings, and other opportunities as they arise.

The public will also continue to have the opportunity to provide feedback about the LHMP. Copies of the LHMP will be catalogued and kept at the Orange County Hall of Administration and at all County-operated public libraries. The LHMP also includes the address and the phone number of the Orange County Sheriff's Department Emergency Management Division, responsible for keeping track of public comments on the LHMP. In addition, copies of the LHMP and any proposed changes will be posted on the Orange County Sheriff's Department Emergency Management website. This site will also contain an email address to which the public can direct their comments and concerns.

Since 2015, the Emergency Management Division has continued to foster public involvement in the hazard mitigation process, both through existing meetings with stakeholders, like the Orange County Emergency Management Organization, Collaborating Organizations Active in Disasters, and the Disabilities and Access and Functional Needs Working Group, and through direct outreach to the public through the Emergency Management Division's digital presence and at public events. This process has continued to yield constructive feedback and participation in ongoing Orange County hazard mitigation planning.

Moving forward, the Emergency Management Division will continue to augment its efforts to maximize public engagement in the mitigation process. Due to the ongoing COVID-19 pandemic, the HMWG's ability to engage and solicit feedback from members of the public during the 2020 revision cycle was limited to digital means. While the public provided excellent feedback through our digital survey and document review requests via social media, there is no substitute for in-person interaction and engagement, especially with such a diverse set of unincorporated areas. When able, the County will develop and execute a strategy to re-engage the public as a key partner in hazard mitigation, beyond the socially distanced methods available through most of 2020 and 2021. This work will be coordinated through the HMWG and the Emergency Management Council.

Chapter 6 Local Capability Assessment

Planning and Regulatory Resources – County of Orange

Plan/Regulation	Yes/No	Comments
General Plan	Yes	General Plan (2005, with Amendments)
Safety Element of General Plan	Yes	Last Updated, 2013. Currently under active revision by OCPW Development Services. Update will include section on climate change and supports the implementation of mitigation actions.
Zoning Ordinance	Yes	Section 7-9-2 of the Orange County Code of Ordinances - The Comprehensive Zoning Code, Ordinance 20-006 approved July 2020
Subdivision Ordinance	Yes	Section 7-9-3 of the Orange County Code of Ordinances - The Subdivision Code. Ordinance 15-021 approved December 2015
Building Code	Yes	Ordinance 19-006: Adopting California Building Code 2019 Edition
Fire Code	Yes	Ordinance 19-010: Adopting California Fire Code 2019 Edition
OC Public Works and Community Resources Seven Year Capital Improvement Program	Yes	Approved on May 25, 2021 by County Board of Supervisors. Mitigation actions may involve construction of new or upgraded County facilities and infrastructure.
Orange County Five-Year Capital Improvement Plan	Yes	Capital Improvement Plan is component of County Strategic Financial Plan, last updated 2020
Storm Water Management Plan	Yes	Drainage Area Management Plan, Updated in 2011
Unified County of Orange and Orange County Operational Area Emergency Operations Plan (County/OA EOP)	Yes	Last Updated 2021
Flood Annex to the County/OA EOP	Yes	Last Updated 2019
Disease Outbreak Response Annex to the County/OA EOP	Yes	Last Updated 2017, the Disease Outbreak Response Annex to the Unified County and OA EOP consolidates the dynamic and changing guidance and procedures that support the County's preparedness and response efforts for a major outbreak of disease. As of May 2021, this document is currently being revised to reflect the lessons learned from the ongoing COVID-19 pandemic and will be critical in guiding and improving the County's mitigation activities for the next epidemic.
Tsunami Annex to the County/OA EOP	Yes	Last Updated 2018
Threat and Hazard Identification and Risk Assessment	Yes	Last Updated 2020
Orange County Fire Authority ISO Rating	Yes	Rating: 1-3, varies by Geographic Division

Planning and Regulatory Resources – Orange County Fire Authority

Plan/Regulation	Yes/No	Comments
Fire Code	Yes	Ordinance 19-010: Adopting California Fire Code 2019 Edition (Adopted by County Board of Supervisors,

County of Orange and Orange County Fire Authority

Local Hazard Mitigation Plan

		enforcement in unincorporated areas by the Orange County Fire Authority) Mitigation actions that pertain to new or remodeled structures can be adopted into the Fire code.
Orange County Fire Authority ISO Rating	Yes	Rating: 1-3, varies by Geographic Division

Administrative and Technical Resources – County of Orange

Resource /Tool	Comments
Orange County Health Care Agency (OCHCA)	https://www.ochealthinfo.com/
OCHCA Health Emergency Management	Coordinates the agency's emergency response functions and preparedness activities for all hazards
OCHCA Public Health Services	Provides information and services related to communicable diseases, immunizations, and public health nursing
OCHCA Environmental Health Division	Provides information and services related to food safety, water quality, and hazardous waste
Orange County Public Works (OCPW)	https://ocpublicworks.com/
OCPW Geospatial Services	Manages County's Geographic Information Systems (GIS) resources
OCPW Watershed & Coastal Resources	Protects property and promotes public safety
OCPW Development Services	Oversees the planning and development entitlement requirements for private and public projects within the County's unincorporated areas
OCPW Environmental Resources	Provides near real-time rainfall accumulations for Orange County
OCPW Infrastructure Programs (IP)	Engineering for roadways in unincorporated areas and regional and sub-regional flood control facilities.
OCPW IP Flood Programs	Provides data and prepares studies related to OCFCF flood control facilities: hydrology including post fire flows, facility capacity, compliance with regulatory requirements for dam inundation and levees accreditation.
OCPW Department Operations Center ("Storm Center")	Activated when heavy to extreme rainfall is predicted or occurs and/or when storm run-off conditions are such that there is a probability of flood damage
OCPW Agricultural Commissioner	Enforces state-mandated agricultural regulations, including pest and disease prevention and weed and vegetation abatement
Orange County Planning Commission	Recommend, hear and approve plans and amendments to General Plan, Zoning Code, zoning map, specific plans, area plans and other documents
Orange County Assessor	Maintains property and parcel information and reports, produces property tax assessment rolls
Orange County Waste & Recycling	https://oclandfills.com/
Municipal Solid Waste & Disaster Debris Disposal	OC Waste & Recycling serves the County's solid waste disposal needs by accepting municipal solid waste at three active landfills. OCWR has established procedures to request an emergency waiver from the local enforcement agency allowing the acceptance of non-hazardous disaster debris generated by a disaster.
Household Hazardous Waste Disposal	OC Waste & Recycling serves the County's household hazardous waste disposal needs by operating four Household Hazardous Waste Collection Centers, which provide a convenient and free means for County residents to safely dispose of household hazardous waste.
Orange County Sheriff's Department (OCSd)	https://www.ocsheriff.gov/
OCSd Emergency Management Division (EMD)	Provides emergency management and preparedness services to Orange County and supports the implementation

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

	of mitigation actions through coordination with County agencies and other partners.
AlertOC	Orange County's Mass Notification System

Administrative and Technical Resources – Orange County Fire Authority

Resource /Tool	Comments
OCFA Emergency Planning and Coordination	Oversees emergency management coordination and mutual aid agreements
OCFA Community Risk Reduction	Adopts and enforces codes and ordinances relative to fire and life safety issues. Mitigation actions related to wildfire preparedness and enforcing and educating about applicable fire codes and ordinances can be implemented by OCFA Community Risk Reduction.

Financial Resources – County of Orange

Financial Resource	Access/Eligibility	Comments
Capital improvements project funding	Yes	Orange County Property taxes collected bi-annually as Special District
Authority to levy taxes for specific purposes	Yes	Orange County Flood Control Act
Impact fees for new development	Yes	
Incur debt through general obligation bonds and/or special tax bonds	With voter approval	
Community Development Block Grant	Yes	
Hazard Mitigation Grant Program	Yes	HMGP provides funding to take critical mitigation measures to reduce the risk of loss of life and property from future disasters during the reconstruction process following a disaster. This funding presents opportunities to expand hazard mitigation activities.
Pre-Disaster Mitigation Grant	Yes	
Flood Mitigation Assistance	Yes	FMA assists communities in planning and executing mitigation activities to reduce the risk of flood damage to NFIP insurable structures.
Emergency Management Performance Grant	Yes	
Fire Management Assistance Grant	Yes	
USACE Federal Appropriations	Yes	Funding for Santa Ana River and possibly other projects
CA Dept. of Water Resources Grants	Yes	Proposition 84 and others

Financial Resources – Orange County Fire Authority

Financial Resource	Access/Eligibility	Comments
OCFA General Fund	Yes	Primary operating fund for OCFA
OCFA Capital Projects Funds	Yes	Funds for capital outlays, including the acquisition or construction of major capital facilities and other capital assets
Hazard Mitigation Grant Program	Yes	Mitigation actions identified in the LHMP may be eligible for financial support from the HMGP
Fire Management Assistance Grant	Yes	

Education and Outreach Resources – County of Orange

Program/Organization	Yes/No	Comments
Radio Amateur Civil Emergency Service (RACES)	Yes	Supported by the Orange County Sheriff's Department, RACES is a group of licensed volunteer radio operators that who provide support and expertise during emergencies, exercises and other events.
Disabilities and Access and Functional Needs Working Group	Yes	Planning and advisory body supported by the Emergency Management Division that provides input and expertise that aids in making Orange County's emergency management program more inclusive of people with disabilities and access and functional needs through partnerships with community organizations and service providers. Collaboration with the DAFN WG can be used to leverage community resources to improve inclusive mitigation actions.
Collaborating Organizations Active in Disaster	Yes	COAD-OC focuses on coordinating between the private sector, nonprofit and community-based organizations, and government agencies to support response and recovery operations through use of volunteer and material resources, and to assist with long-term recovery by identifying emerging and unmet needs of the community. Coordination with COAD member organizations can aid in expanding expertise and labor resources available to expand available mitigation actions.
Orange County Citizen Corps Council	Yes	The Orange County Citizen Corps Councils, which bring together leaders from law enforcement, fire, emergency medical and other emergency management, volunteer organizations, local elected officials, the private sector, and other community stakeholders to organize public education on disaster mitigation and preparedness.
StormReady Certification	Yes	The StormReady program encourages communities to take a new, proactive approach to improving local hazardous weather operations by providing emergency managers with clear-cut guidelines on how to improve their hazardous weather operations.
TsunamiReady Certification	Yes	TsunamiReady is a voluntary community recognition program that promotes tsunami hazard preparedness as an active collaboration among federal, state/territorial and local emergency management agencies, community leaders and the public.

Education and Outreach Resources – Orange County Fire Authority

Program/Organization	Yes/No	Comments
Firewise Communities	Yes	Orange County is home to multiple Firewise Communities. This program provides a collaborative framework to help neighbors in a geographic area to get organized, find direction, and take action to increase the ignition resistance of their homes and community and to reduce wildfire risks at the local level.
County of Orange Area Safety Task Force (COAST)	Yes	COAST is coalition of public agencies, local jurisdictions, landowners, land managers and other organizations impacted by wildfire in Orange County. Mitigation actions can be implemented by or coordinated

County of Orange and Orange County Fire Authority

Local Hazard Mitigation Plan

		with COAST partners for maximum effectiveness and to expand capabilities.
Ready, Set, Go! Program	Yes	This public education program helps community members be <i>Ready</i> with preparedness understanding, be <i>Set</i> with situational awareness when fire threatens, and to <i>Go</i> , acting early when a fire starts.

Chapter 7 Appendices

Appendix A: List of Acronyms

Appendix B: List of Maps

Appendix C: List of Figures

Appendix A – List of Acronyms

Acronym	Definition
A&W	Alert and Warning
AA	Administering Areas
AAR	After Action Report
AASHTO	American Association of State Highway and Transportation Officials
AB	Assembly Bill (State of California)
ACOE	US Army Corps of Engineers
ALERT	Automated Local Evaluation in Real Time
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ARP	Accidental Risk Prevention
ATC	Applied Technology Council
ATC20	Applied Technology Council Form 20
ATC21	Applied Technology Council Form 21
ATWC	Alaska Tsunami Warning Center
B/CA	Benefit/Cost Analysis
BCP	Budge Change Proposal
BFE	Base Flood Elevation
BLM	Bureau of Land Management
BMP	Best Management Practices
BNSF	Burlington Northern Santa Fe Railway
BOS	Board of Supervisors
BSA	California Bureau of State Audits
BSSC	Building Seismic Safety Council
CAER	Community Awareness & Emergency Response
CAL TECH	California Institute of Technology
ALARP	California Accidental Release Prevention
CALBO	California Building Officials
Cal OES	California Office of Emergency Services
CALEPA	California Environmental Protection Agency
CALREP	California Radiological Emergency Plan
CALSTARS	California State Accounting Reporting System
CALTRANS	California Department of Transportation
CBA	Cost Benefit Analysis
CBO	Community Based Organization
CBSP	Commuter Bikeways Strategic Plan

CD	Civil Defense
CDBG	Community Development Block Grant
CDEC	California Data Exchange Center (DWR)
CAL FIRE	California Department of Forestry and Fire Protection
CDMG	California Division of Mines and Geology
CEC	California Energy Commission
CEO	Chief Executive Officer
CEPEC	California Earthquake Prediction Evaluation Council
CERT	Community Emergency Response Team
CESRS	California Emergency Services Radio System
CFR	Code of Federal Regulations
CFS	Cubic Feet Per Second
CHIP	California Hazardous Materials Identification Program
CHMIRS	California Hazardous Materials Incident Reporting System
CHP	California Highway Patrol
CIP	Capital Improvement Projects
CIWMB	California Integrated West Management Board
CLETS	California Law Enforcement Telecommunications System
CRS	Community Rating System
CSTI	California Specialized Training Institute
CUEA	California Utilities Emergency Association
CUPA	Certified Unified Program Agency
DAC	Disaster Application Center
DAD	Disaster Assistance Division (of Cal OES)
DAE	Disaster Assistance Employee
DAMP	Drainage Area Management Plan
DCO	Defense Coordinating Officer
DFO	Disaster Field Office
DGS	California Department of General Services
DHS	Department of Homeland Security (US Government)

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

DHSRHB	California Department of Health Services, Radiological Health Branch	ER	Emergency Relief
DMA	Disaster Mitigation Act	ERT	Emergency Response Team
DMG	California Division of Mines and Geology	ESC	Emergency Services Coordinator
DO	Duty Officer	ESRI	Environmental Systems Research Institute
DOC	Department Operations Center	EWP	Emergency Watershed Protection (NRCS Program)
DOE	Department of Energy (US)	FAS	Federal Aid System
DOF	California Department of Finance	FAST	Field Assessment Team
DOJ	California Department of Justice	FAY	Federal Award Year
DPA	California Department of Personnel Administration	FCO	Federal Coordinating Officer (FEMA)
DPIG	Disaster Preparedness Improvement Grant	FDAA	Federal Disaster Assistance Administration
DR	Disaster Response	FEAT	Flood Emergency Action Team
DSA	Division of the State Architect	FEMA	Federal Emergency Management Agency
DSR	Damage Survey Report	FFY	Federal Fiscal Year
DSW	Disaster Service Worker	FHWA	Federal Highway Administration
DWR	California Department of Water Resources	FIR	Final Inspection Reports
EAP	Emergency Action Plan	FIRM	Flood Insurance Rate Map
EAS	Emergency Alerting System	FIS	Flood Insurance Studies
EDA	Economic Development Administration	FMA	Flood Mitigation Assistance (FEMA Program)
EDC	Economic Development Commission (Orange County)	FP	Flood Plan
EDIS	Emergency Digital Information System	FRP	Federal Response Plan
EERI	Earthquake Engineering Research Institute	FSR	Feasibility Study Report
EICC	Emergency Information Coordination Center (FEMA)	FTE	Full Time Equivalent
EM	Emergency Management	FY	Fiscal Year
EMA	Emergency Management Assistance	GIS	Geographic Information System
EMD	Emergency Management Division (OCSD)	GMA	Growth Management Act
EMC	Emergency Management Council (Orange County)	GNS	Institute of Geological and Nuclear Science (International)
EMI	Emergency Management Institute	GSA	General Services Administration
EMMA	Emergency Managers Mutual Aid	HAD	Housing and Community Development (alternate - see HCD)
EMS	Emergency Medical Services	HAZMAT	Hazardous Materials
EOC	Emergency Operations Center	HAZMIT	Hazardous Mitigation
EOP	Emergency Operations Plan	HAZUS	Hazards US
EPA	Environmental Protection Agency (US)	HCA	Health Care Agency
EPEDAT	Early Post Earthquake Damage Assessment Tool	HCD	Housing and Community Development (alternate - see HAD)
EPI	Emergency Public Information	HEICS	Hospital Emergency Incident Command System
EPIC	Emergency Public Information Council	HEPG	Hospital Emergency Planning Guidance
		HIA	Hazard Identification and Analysis Unit
		HMEP	Hazardous Mitigation Emergency Preparedness

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

HMG	Hazard Mitigation Grant	NIBS	National Institute of Building Sciences
HMGP	Hazard Mitigation Grant Program	NIFC	National Interagency Fire Center
HMP	Hazard Mitigation Plan	NMFS	National Marine Fisheries Services
HMPG	Hazard Mitigation Program Grant	NOAA	National Oceanic and Atmospheric Administration
HMWG	Hazard Mitigation Plan Working Group (Orange County)	NPDES	National Pollutant Discharge Elimination System
HMST	Hazard Mitigation Survey Team	NPP	Nuclear Power Plant
HUD	Housing and Urban Development (US)	NPS	National Park Service
IA	Individual Assistance	NRCS	National Resources Conservation Service
IBHS	Institute for Business and Home Safety	NSF	National Science Foundation
ICC	Increased Cost of Compliance	NTS	Natural Treatment System
IDE	Initial Damage Estimate	NWS	National Weather Service
IFG	Individual & Family Grant (program)	OA	Operational Area
IHMT	Interagency Hazard Mitigation Team	OAEX	Operational Area Executive Board
IPA	Information and Public Affairs (Cal OES)	OASIS	Operational Area Satellite Information System
IRG	Incident Response Geographic Information System	OCC	Operations Coordination Center
LAMS	Los Angeles Metropolitan Statistical Area	OCD	Office of Civil Defense
LAN	Local Area Network	OCEMO	Orange County Emergency Management Organization
LEA	Local Enforcement Agency	OCFA	Orange County Fire Authority
LEMMA	Law Enforcement Master Mutual Aid	OCHCA	Orange County Health Care Agency
LEPC	Local Emergency Planning Committee	OCPW	OC Public Works
LHMP	Local Hazard Mitigation Plan	OCSD	Orange County Sheriff's Department
LIP	Local Implementation Plan	OCTA	Orange County Transportation Authority
LUPIN	California Land Use Planning Information Network	OCWR	OC Waste and Recycling
M	Magnitude	OEP	Office of Emergency Planning
MARAC	Mutual Aid Regional Advisory Council	OSD	Operations Support Division (Sheriff's Department)
MEP	Maximum Extent Practicable	OSFM	Office of State Fire Marshal
MH	Multi-Hazard	OSHPD	Office of Statewide Health Planning and Development
MHID	Multi-Hazard Identification	OSPR	Oil Spill Prevention and Response
MOU	Memorandum of Understanding	PA	Public Assistance
MSL	Meters above Sea Level	PC	Personal Computer
NAWS	National Warning System	PCH	Pacific Coast Highway
NBC	Nuclear, Biological, Chemical	PDA	Preliminary Damage Assessment
NCDC	National Climate Data Center	PDMGP	Post Disaster Mitigation Grant Program
NDAA	National Disaster Assistance Act	P-DMGP	Pre-Disaster Mitigation Grant Program
NEMA	National Emergency Management Association	PDSD	Planning & Development Services Division
NEMIS	National Emergency Management Information System	PEW	Project Evaluation Worksheet
NEXRAD	Next Generation of Radar	PIO	Public Information Office
NFIP	National Flood Insurance Program	POST	Police Officer Standards and Training
NFPA	National Fire Protection Association		
NHMP	National Hazard Mitigation Plan (AKA 409 Plan)		

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan

PPA/CA	Performance Partnership Agreement/Cooperative Agreement (FEMA)	SONGS	San Onofre Nuclear Generating Station
PSA	Public Service Announcement	SOP	Standard Operation Procedure
PSTRG	Private Sector Terrorism Response Group	SWEPC	Statewide Emergency Planning Committee
PTAB	Planning and Technological Assistance Branch	TEC	Travel Expense Claim
PTR	Project Time Report	TOR	Transfer of Development Rights
RA	Regional Administrator (Cal OES)	TRU	Transuranic
RADEF	Radiological Defense (program)	TTT	Train the Trainer
RAMP	Regional Assessment of Mitigation Priorities	UCI	University of California Irvine
RAPID	Railroad Accident Prevention & Immediate Deployment	UCLA	University of California Los Angeles
RDMHC	Regional Disaster Medical Health Coordinator	UCSB	University of California Santa Barbara
RDO	Radiological Defense Officer	UGB	Urban Growth Boundary
REOC	Regional Emergency Operations Center	UPA	Unified Program Account
REPI	Reserve Emergency Public Information	UPRR	Union Pacific Rail Road
RES	Regional Emergency Staff	UPS	Uninterrupted Power Source
RMP	Risk Management Plan	URM	Unreinforced Masonry
RPU	Radiological Preparedness Unit (Cal OES)	USACE	United States Army Corps of Engineers
RRT	Regional Response Team	USAR	Urban Search and Rescue
SAM	State Administration Manual	USBR	United States Bureau of Reclamation
SARA	Superfund Amendments & Reauthorization Act	USC	University of Southern California
SARS	Severe Acute Respiratory Syndrome	USDA	United States Department of Agriculture
SAVP	Safety Assessment Volunteer Program	USFA	United States Fire Administration
SB	Senate Bill (State of California)	USFS	United States Forest Service
SBA	Small Business Administration	USGS	United States Geological Survey
SCEC	Southern California Earthquake Center	WAN	Wide Area Network
SCO	California State Controller's Office	WC	California State Warning Center
SEAO	Structural Engineers Association of Oregon	WEE	Western Equine Encephalomyelitis
SEPIC	State Emergency Public Information Committee	WEROC	Water Emergency Response of Orange County
SFHA	San Francisco Housing Authority	WGA	Western Governors' Association
SHMO	State Hazard Mitigation Officer	WIPP	Waste Isolation Pilot Project
SLA	State and Local Assistance	WNV	West Nile Virus
SLE	St. Louis Equine Encephalitis	WSSPC	Western State Seismic Policy Council
SNV	Sin Nombre Virus		
SOC	Storm Operations Center		

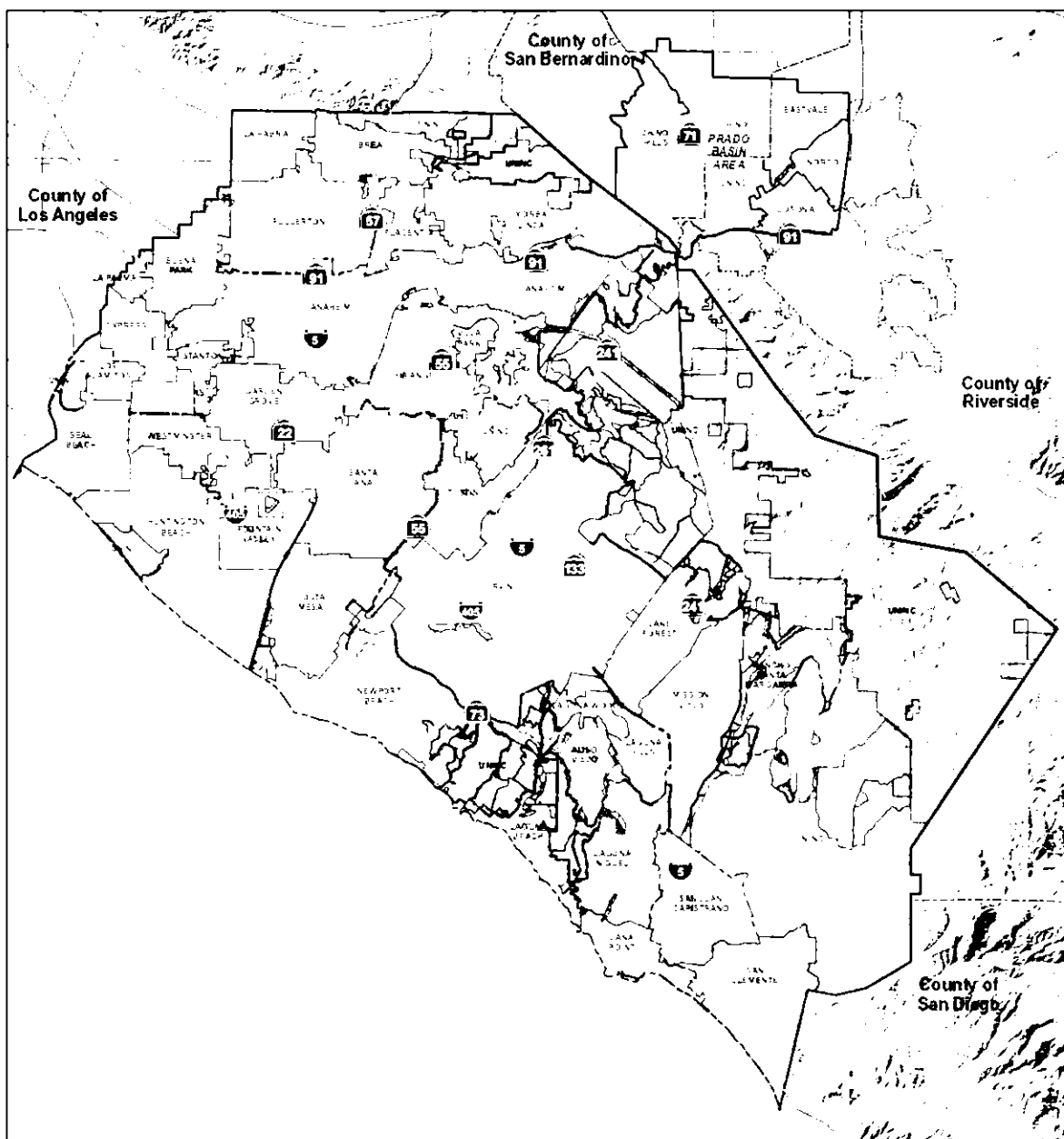
Appendix B - Maps

Orange County Geomatics developed many of the maps included in this plan. The contributions from this department were essential in illustrating the extent and potential losses associated with the natural hazards affecting the County. The information on the maps in this plan was derived from the Orange County Public Works, Geomatics Office. Care was taken in the creation of these maps, but they are provided "as is." Orange County cannot accept any responsibility for any errors, omissions or positional accuracy, and therefore, there are no warranties that accompany these products (the maps). Although information from Land Surveys may have been used in the creation of these products, in no way does this product represent or constitute a Land Survey. Users are cautioned to field verify information on this product before making any decisions.

List of Maps

□ Map 1- Orange County Base Map (Unincorporated Areas in Green)	113
□ Map 2– Orange County Fire Authority Service Area (July 2020)	114
□ Map 3 - Zoning for Orange County	115
□ Map 4 --- Earthquake Faults.....	116
□ Map 5 - Scenario ShakeMap for a M 7.8 Earthquake on the San Andreas Fault: Repeat of 1857 Fort Tejon Earthquake (USGS).....	117
□ Map 6 - Scenario ShakeMap for a M 7.8 Earthquake on the Southern San Andreas Fault – “ShakeOut” Scenario (USGS, 2008)	118
□ Map 7 - Scenario for a M 6.9 Earthquake on the Newport-Inglewood Fault (USGS, 2001)	119
□ Map 8 - Scenario ShakeMap for a M 6.8 Earthquake on the Whittier Fault (USGS, 2002)	120
□ Map 9 - Scenario ShakeMap for a M 6.8 Earthquake on the Elsinore Fault (USGS, 2002).....	121
□ Map 10- Scenario ShakeMap for a M 7.1 Earthquake on the Palos Verdes Fault (USGS, 2001)	122
□ Map 11 - Scenario ShakeMap for a M 6.6 Earthquake on the San Joaquin Hills Fault (USGS).....	123
□ Map 12 - Scenario ShakeMap for a M 7.1 Earthquake on the Puente Hills Fault (USGS, 2003).....	124
□ Map 13 -- County of Orange Watersheds	125
□ Map 14 – County of Orange Floodplains	126
□ Map 15 – Orange County Very High Fire Hazard Severity Zones.....	127
□ Map 16 -- Projected Extent of Sea Level Rise Impacts on Coastal Orange County.....	128

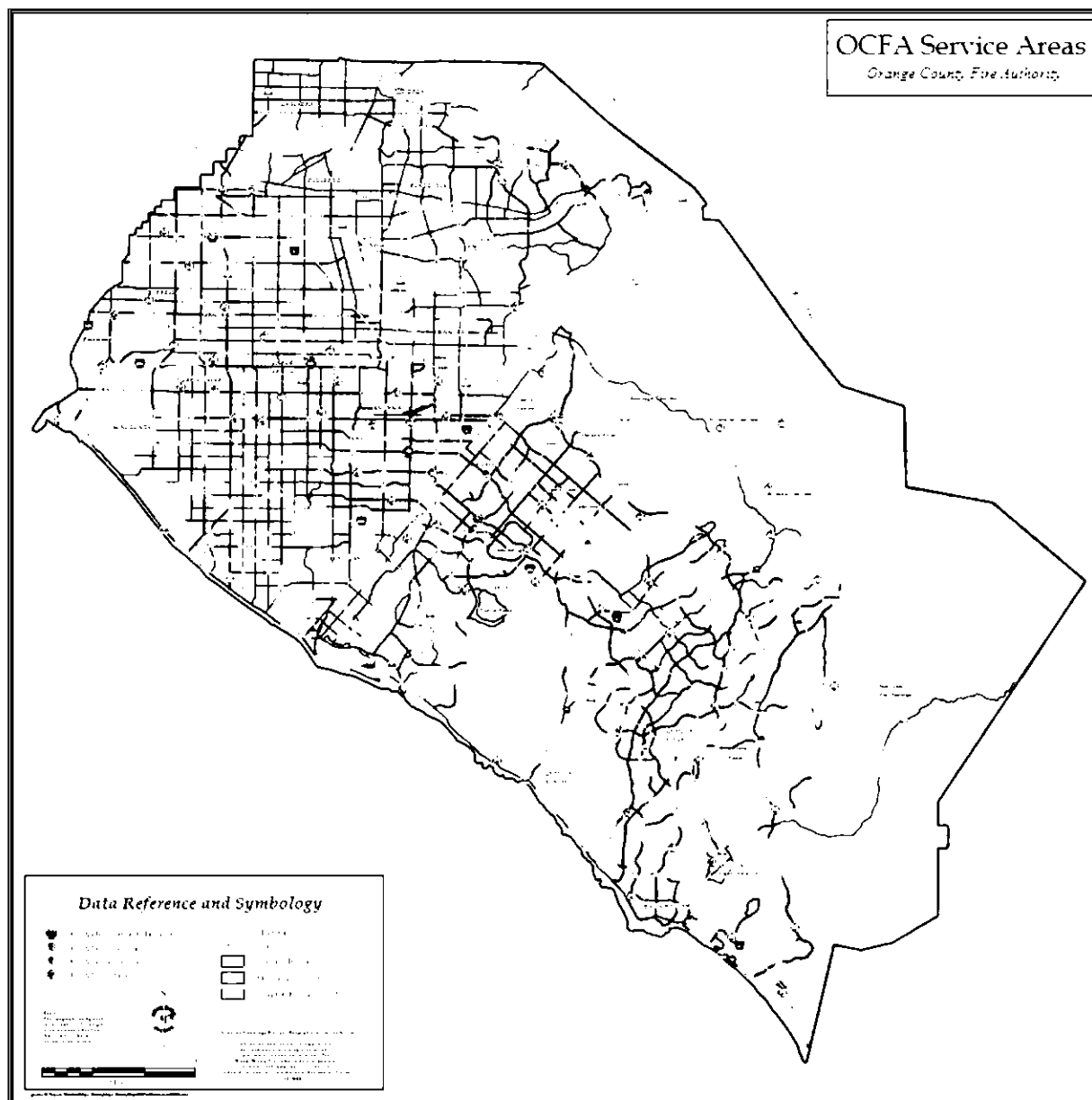
<input type="checkbox"/> Map 17 -- Orange County Dams.....	129
<input type="checkbox"/> Map 18 – U.S Draught Monitor for California (as of March 2016, 2018, and 2021)	130
<input type="checkbox"/> Map 19 – Orange County Tsunami Inundation Zone.....	131
<input type="checkbox"/> Map 20 – Orange County Landslide Susceptibility and Historic Landslide Areas	132
<input type="checkbox"/> Map 21 – Orange County Critical Facilities	133
<input type="checkbox"/> Map 22 - Repetitive Loss Structures	134



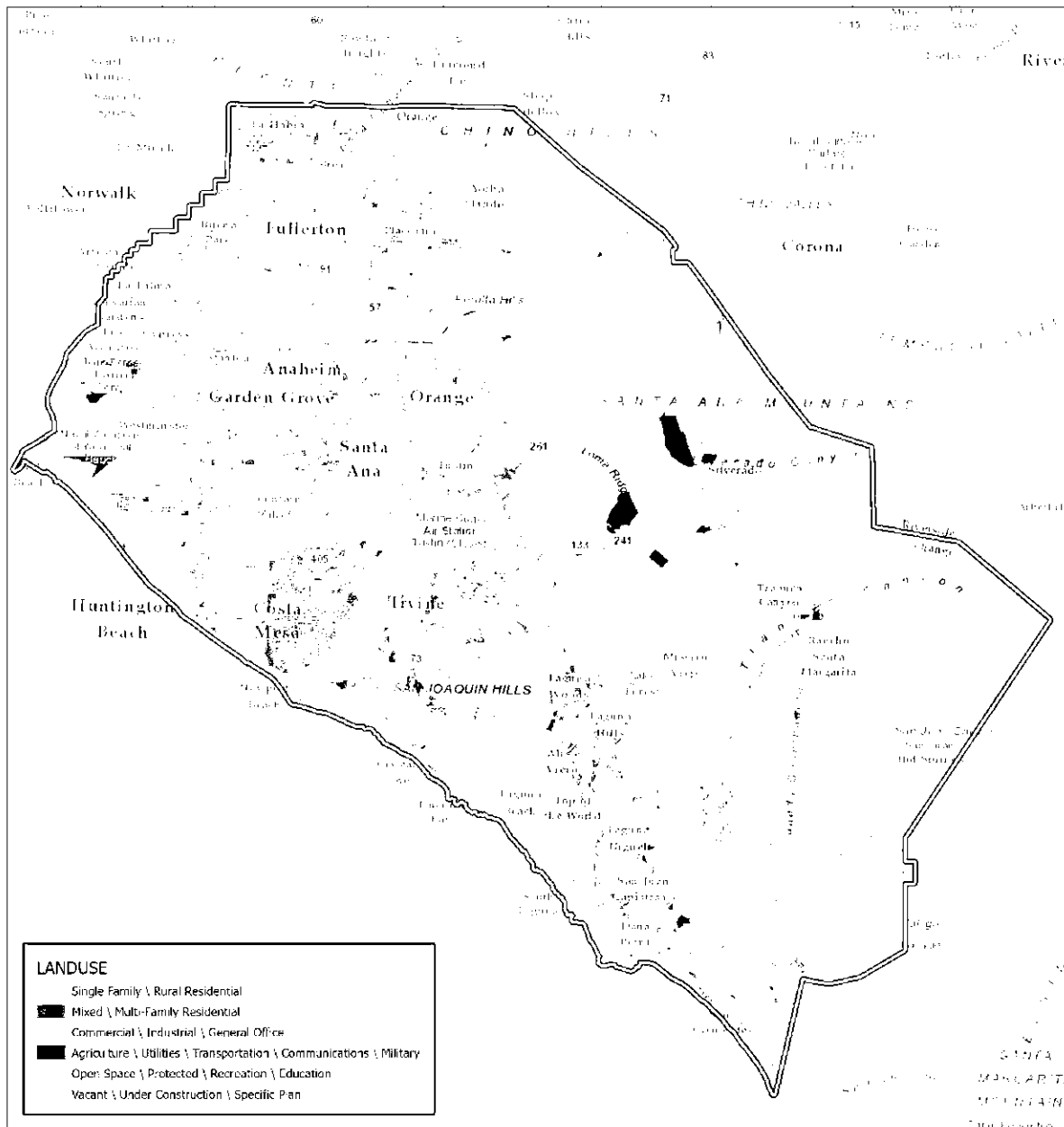
0 2.5 5 10 Miles

County of Orange Base map

☐ Map 1- Orange County Base Map (Unincorporated Areas in Green)



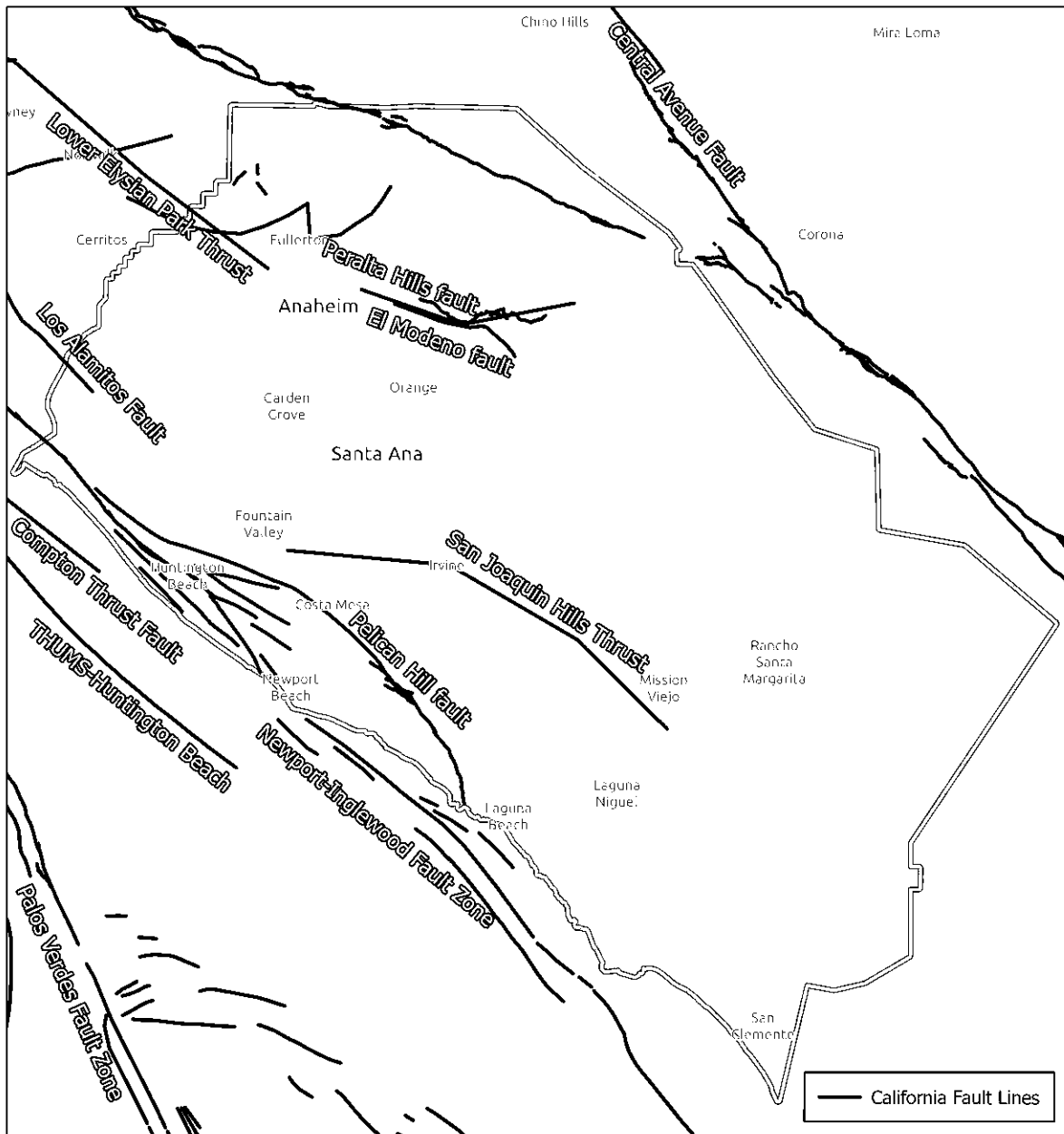
□ Map 2- Orange County Fire Authority Service Area (July 2020)



0 2.5 5 10 Miles

County of Orange Zoning

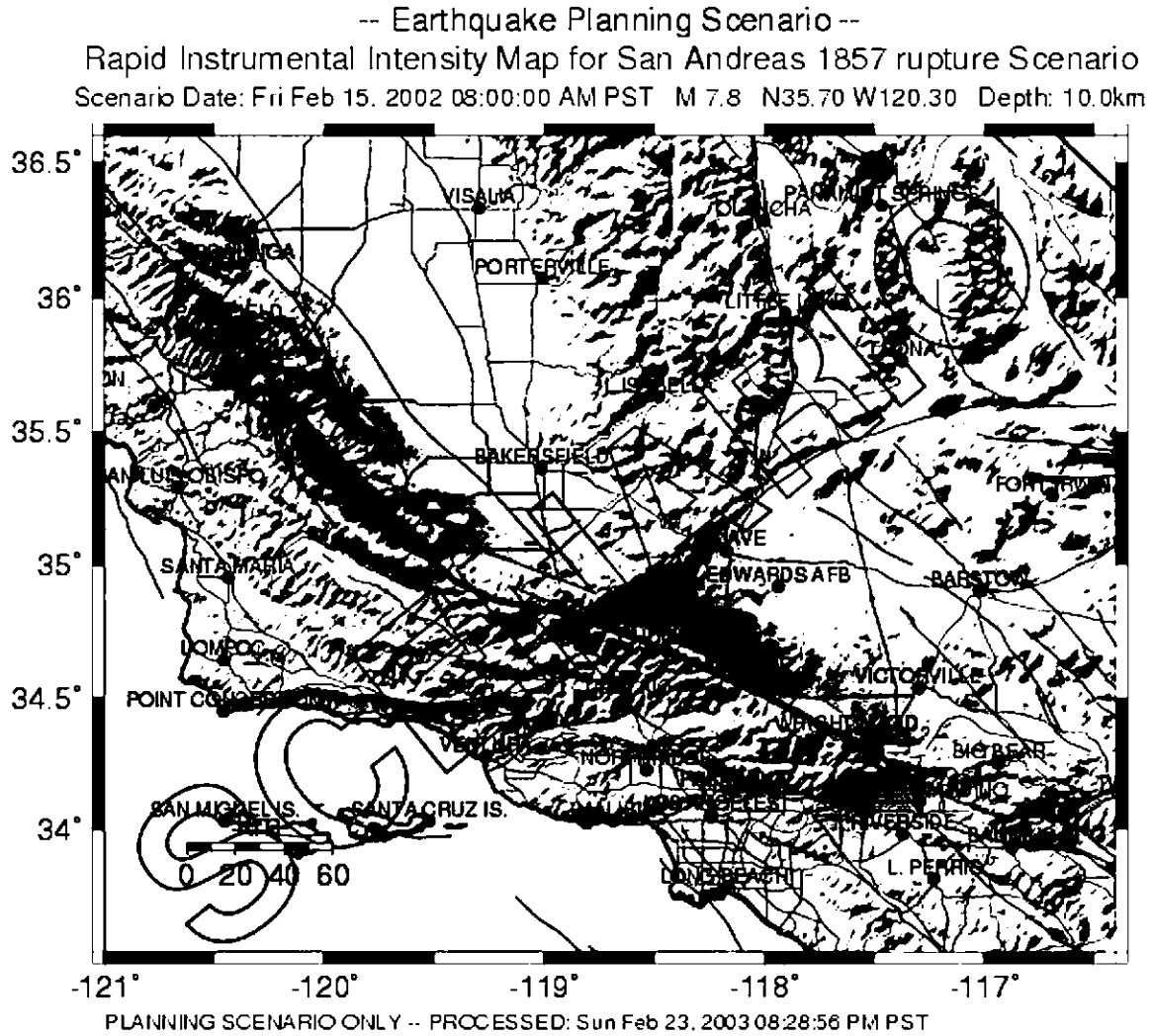
□ Map 3 - Zoning for Orange County



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County of Orange Fault Lines

□ Map 4 --- Earthquake Faults

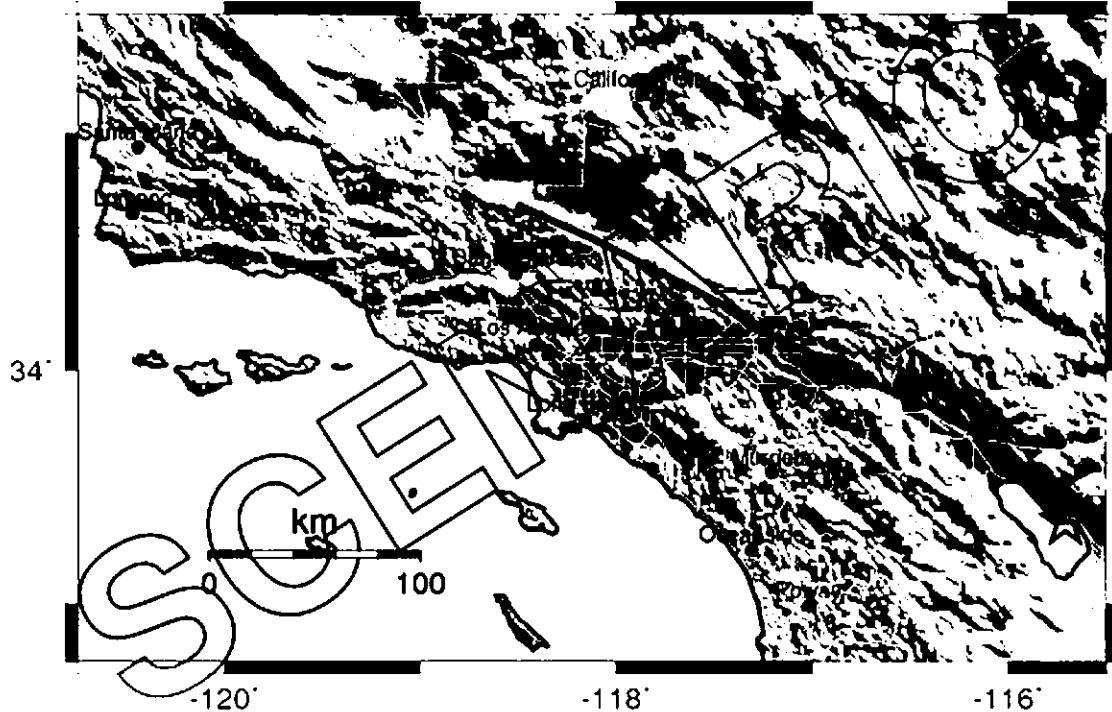


PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Moderate-Heavy	Heavy	Very Heavy
PEAK ACC (%g)	<.17	.17-1.4	1.4-3.9	3.9-9.2	9.2-18	18-34	34-65	65-124	>124
PEAK VEL (cm/s)	<0.1	0.1-1.1	1.1-3.4	3.4-8.1	8.1-16	16-31	31-60	60-116	>116
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII		

□ Map 5 - Scenario ShakeMap for a M 7.8 Earthquake on the San Andreas Fault: Repeat of 1857 Fort Tejon Earthquake (USGS)

-- Earthquake Planning Scenario --
ShakeMap for shakeout2_full Scenario

Scenario Date: Nov 13, 2008 18:00:00 UTC M 7.8 N33.35 W115.71 Depth: 7.6km



PLANNING SCENARIO ONLY -- Map Version 1 Processed 2015-02-27 07:32:51 UTC

PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Mod-Heavy	Heavy	Very Heavy
PEAK ACC.(\pm g)	<0.05	0.3	2.8	6.2	12	22	40	75	>139
PEAK VEL.(cm/s)	<0.02	0.1	1.4	4.7	9.6	20	41	86	>178
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII		

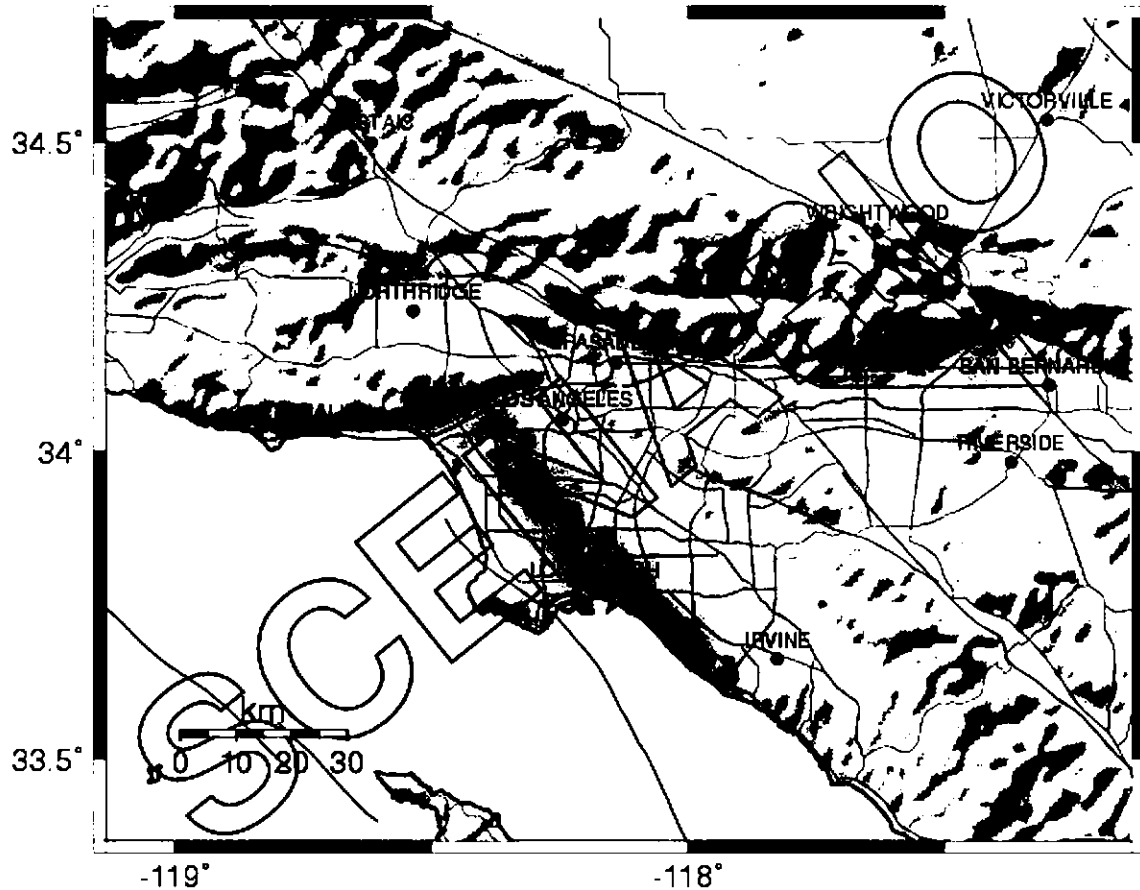
Scale based upon Wörden et al., (2012)

- ☐ Map 6 - Scenario ShakeMap for a M 7.8 Earthquake on the Southern San Andreas Fault – “ShakeOut” Scenario (USGS, 2008)

-- Earthquake Planning Scenario --

Rapid Instrumental Intensity Map for Newport-Inglewood M6.9 Scenario

Scenario Date: Fri Aug 3, 2001 05:00:00 AM PDT M 6.9 N33.78 W118.13 Depth: 6.0km

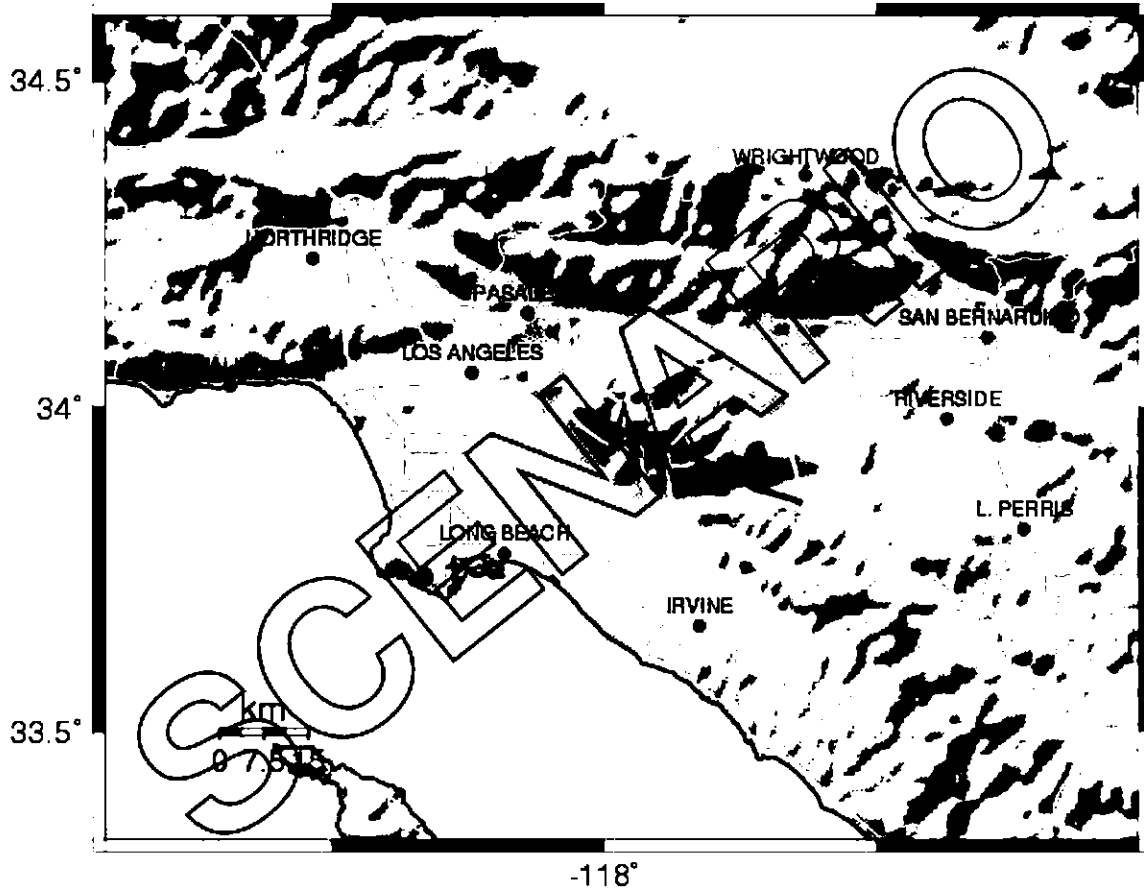


PLANNING SCENARIO ONLY -- PROCESSED: Tue Jul 30, 2002 02:01:27 PM PDT

PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Moderate/Heavy	Heavy	Very Heavy
PEAK ACC (%g)	<.17	.17-1.4	1.4-3.9	3.9-9.2	9.2-18	18-34	34-65	65-124	>124
PEAK VEL (cm/s)	<0.1	0.1-1.1	1.1-3.4	3.4-8.1	8.1-16	16-31	31-60	60-116	>116
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII	IX	X

- ☐ Map 7 - Scenario for a M 6.9 Earthquake on the Newport-Inglewood Fault (USGS, 2001)

-- Earthquake Planning Scenario --
Rapid Instrumental Intensity Map for Whittier M6.8 Fault Scenario
Scenario Date: Mon Mar 11, 2002 04:00:00 AM PST M 6.8 N33.96 W117.96 Depth: 10.0km

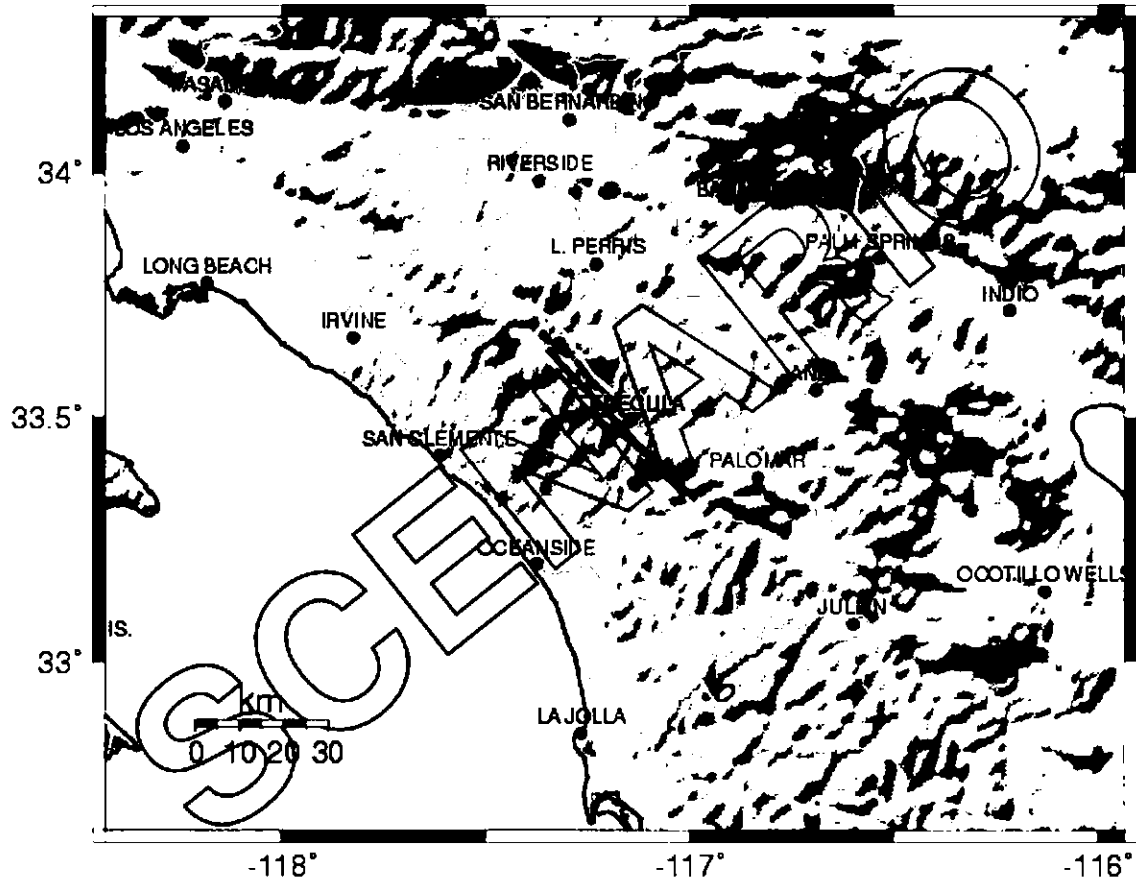


PLANNING SCENARIO ONLY -- PROCESSED: Tue Jul 30, 2002 02:45:43 PM PDT

PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Moderate Heavy	Heavy	Very Heavy
PEAK ACC.(%)	<.17	.17-1.4	1.4-3.9	3.9-9.2	9.2-18	18-34	34-65	65-124	>124
PEAK VEL.(cm/s)	<0.1	0.1-1.1	1.1-3.4	3.4-8.1	8.1-16	16-31	31-60	60-116	>116
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII		

□ Map 8 - Scenario ShakeMap for a M 6.8 Earthquake on the Whittier Fault (USGS, 2002)

-- Earthquake Planning Scenario --
Rapid Instrumental Intensity Map for Elsinore Fault M6.8 Scenario
Scenario Date: Wed Apr 10, 2002 05:00:00 AM PDT M 6.8 N33.49 W117.18 Depth: 6.0km



PLANNING SCENARIO ONLY -- PROCESSED: Tue Jul 30, 2002 01:47:02 PM PDT

PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Moderate-Heavy	Heavy	Very Heavy
PEAK ACC (%g)	<.17	.17-1.4	1.4-3.9	3.9-9.2	9.2-18	18-34	34-65	65-124	>124
PEAK VEL (cm/s)	<0.1	0.1-1.1	1.1-3.4	3.4-8.1	8.1-16	16-31	31-60	60-116	>116
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII	IX	X

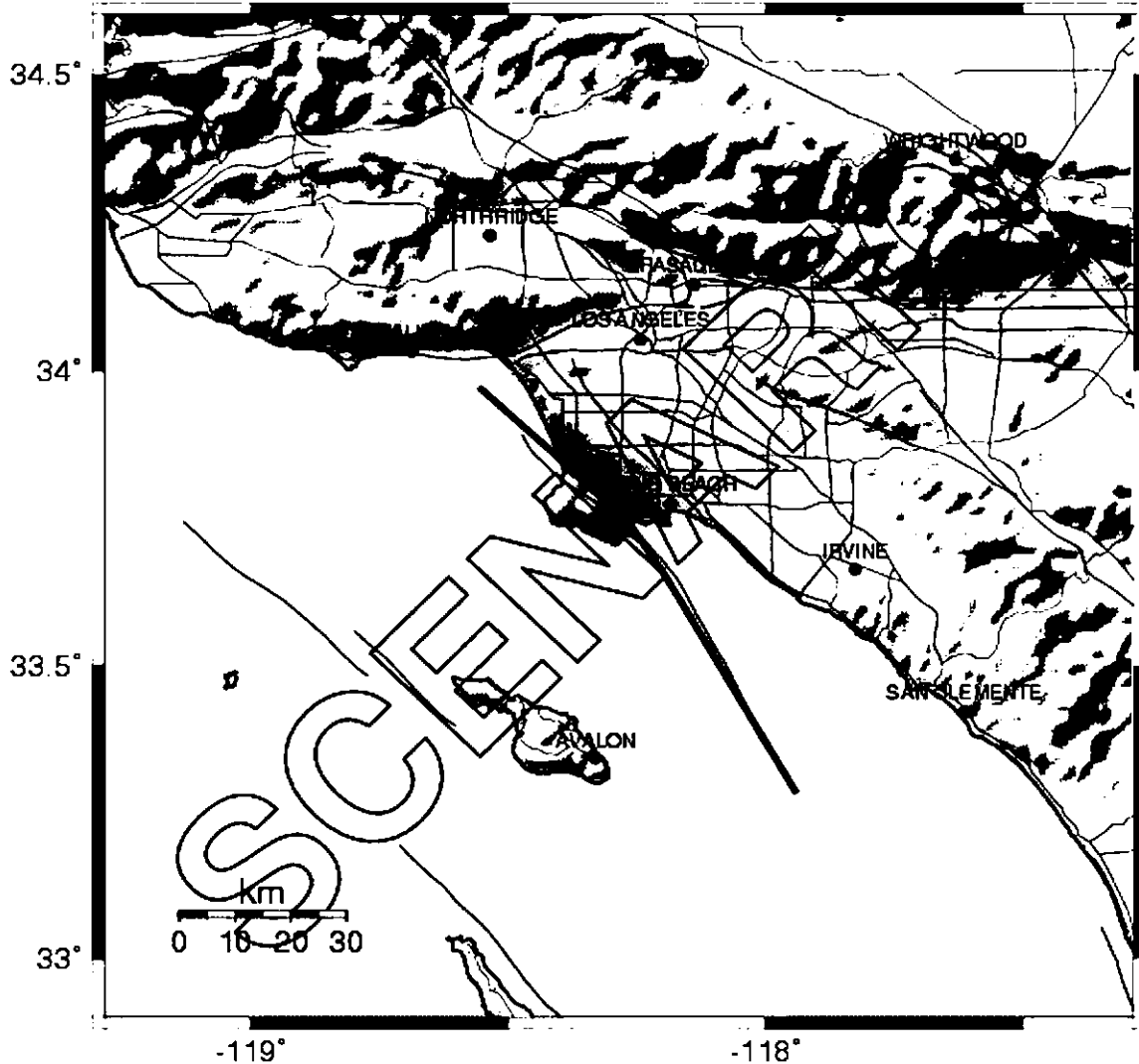
□ Map 9 - Scenario ShakeMap for a M 6.8 Earthquake on the Elsinore Fault (USGS, 2002)



-- Earthquake Planning Scenario --

Rapid Instrumental Intensity Map for Palos Verdes M7.1 Scenario

Scenario Date: Fri Aug 3, 2001 05:00:00 AM PDT M 7.1 N33.75 W118.28 Depth: 10.0km

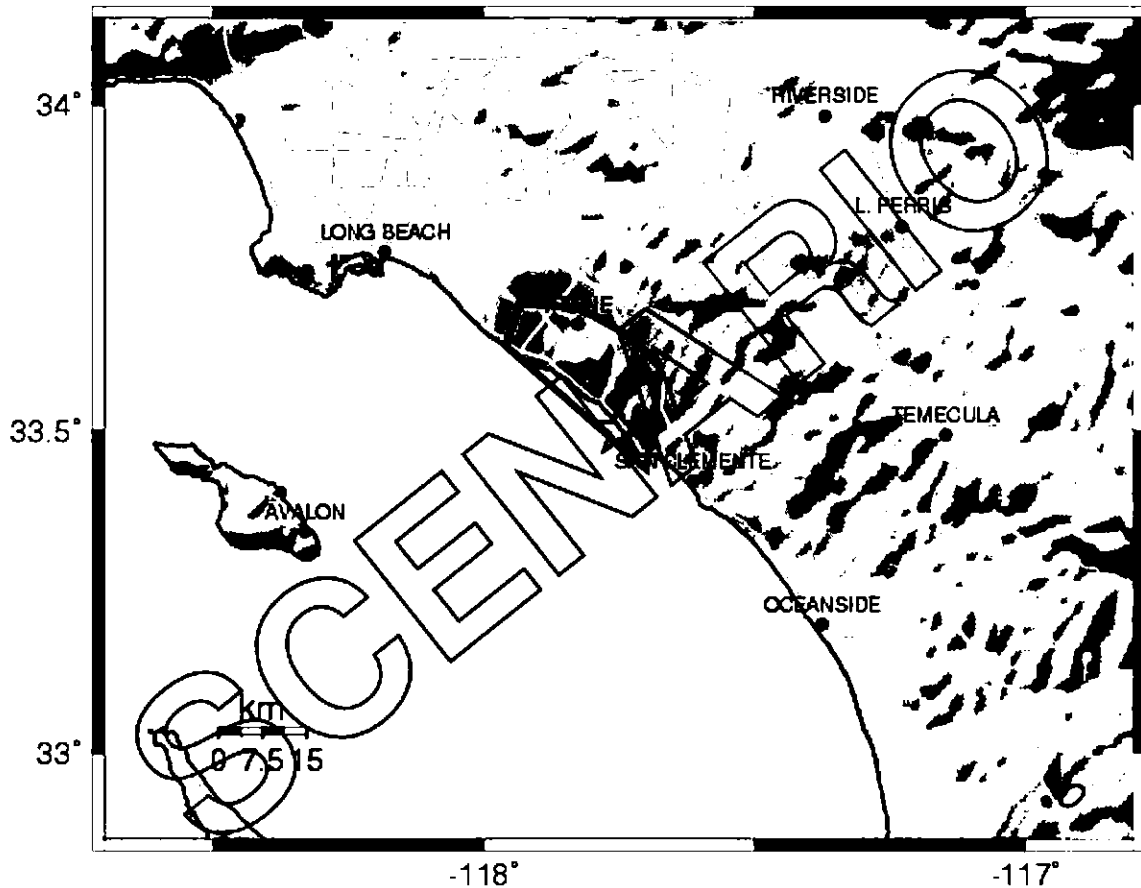


PLAINING SCENARIO ONLY -- PROCESSED: Tue Jul 30, 2002 02:06:42 PM PDT

PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Moderate Heavy	Heavy	Very Heavy
PEAK ACC (%g)	<.17	.17-1.4	1.4-3.9	3.9-9.2	9.2-18	18-34	34-65	65-124	>124
PEAK VEL (cm/s)	<0.1	0.1-1.1	1.1-3.4	3.4-8.1	8.1-16	16-31	31-60	60-116	>116
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII		

□ Map 10- Scenario ShakeMap for a M 7.1 Earthquake on the Palos Verdes Fault (USGS, 2001)

-- Earthquake Planning Scenario --
Rapid Instrumental Intensity Map for San Joaquin Fault Scenario
Scenario Date: Sat Jan 11, 2003 04:00:00 AM PST M 6.6 N33.50 W117.75 Depth: 7.5km

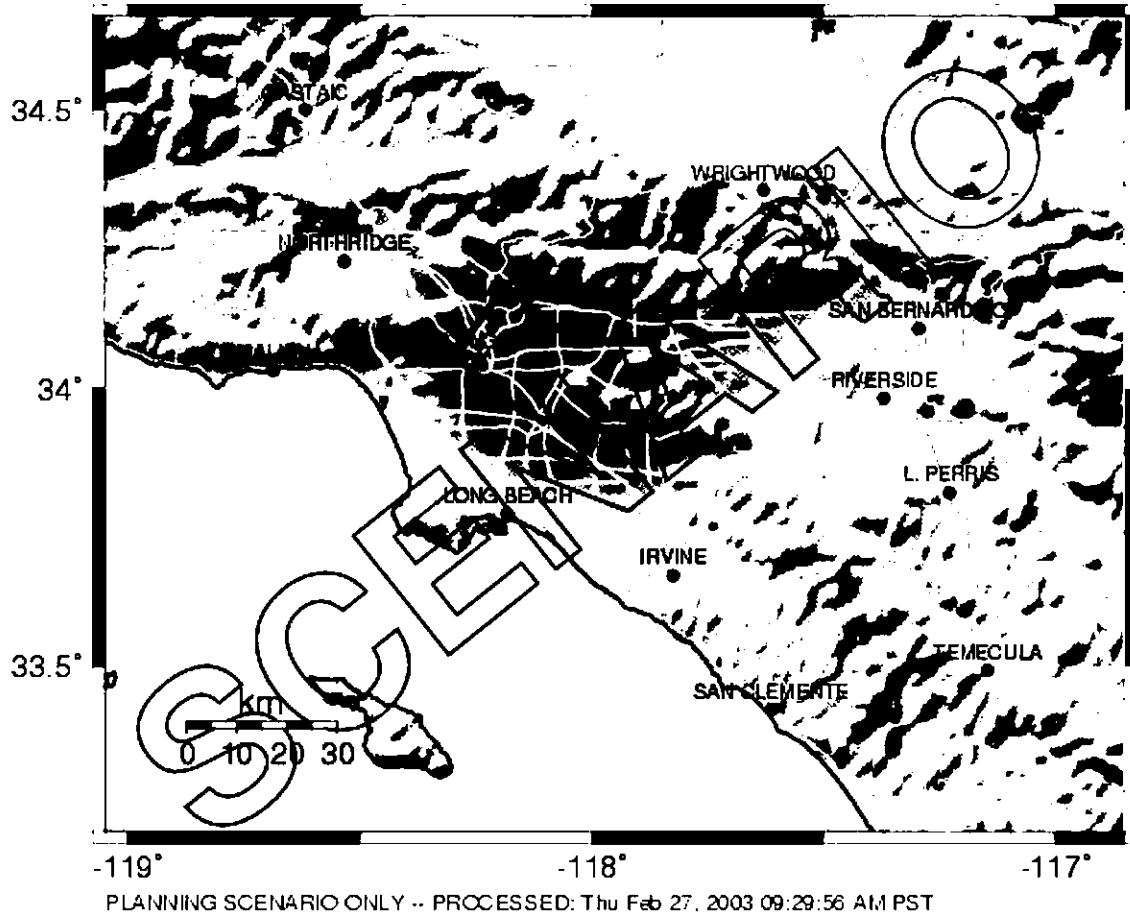


PLANNING SCENARIO ONLY -- PROCESSED: Sat Jan 25, 2003 07:12:13 PM PST

PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Moderate/Heavy	Heavy	Very Heavy
PEAK AOC (%g)	<.17	.17-1.4	1.4-3.9	3.9-9.2	9.2-18	18-34	34-65	65-124	>124
PEAK VEL (cm/s)	<0.1	0.1-1.1	1.1-3.4	3.4-8.1	8.1-16	16-31	31-60	60-116	>116
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII	IX	X

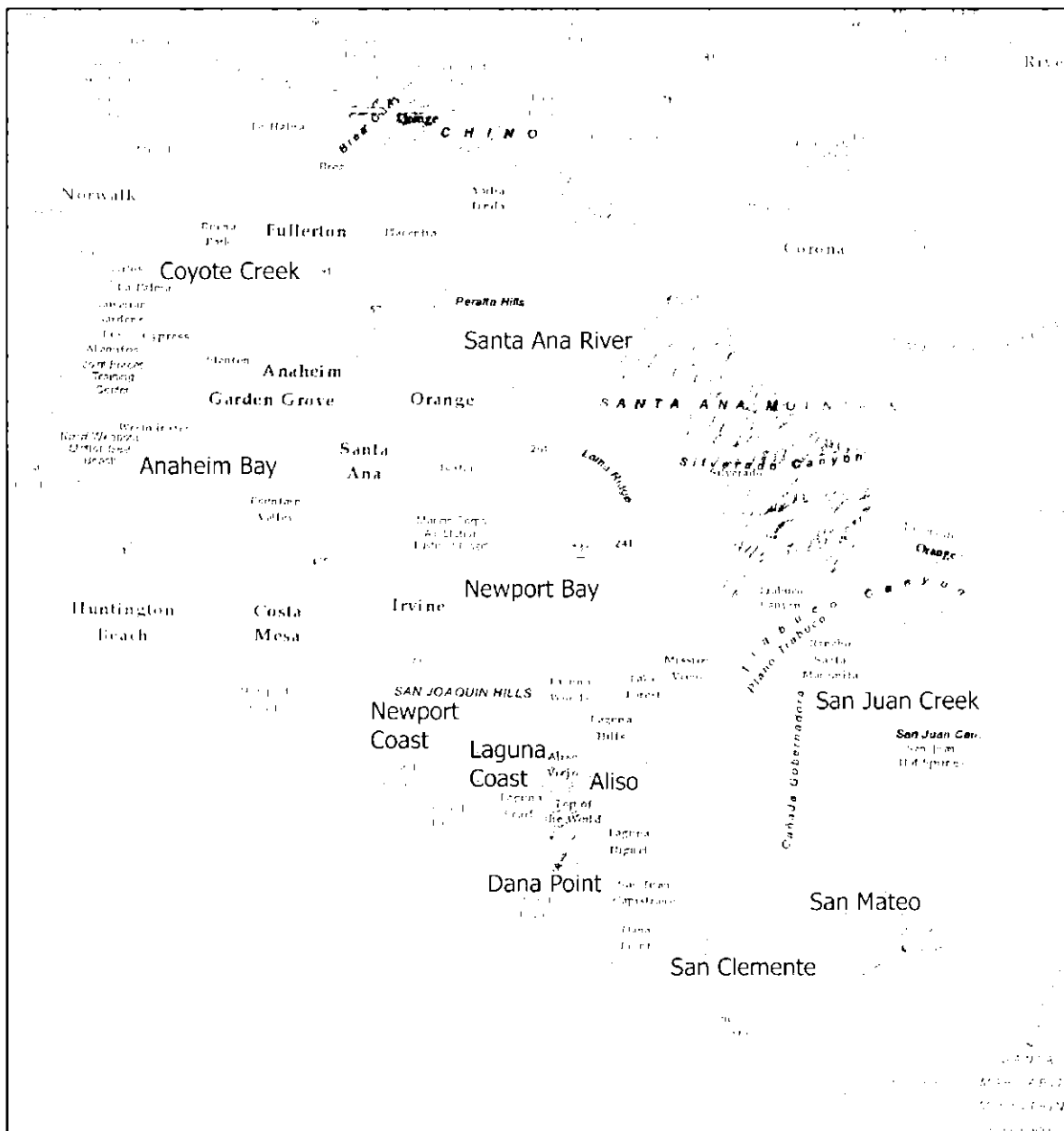
□ Map 11 - Scenario ShakeMap for a M 6.6 Earthquake on the San Joaquin Hills Fault (USGS)

-- Earthquake Planning Scenario --
Rapid Instrumental Intensity Map for Puente Hills Scenario
Scenario Date: Sat Jan 11, 2003 04:00:00 AM PST M 7.1 N33.93 W117.95 Depth: 12.5km



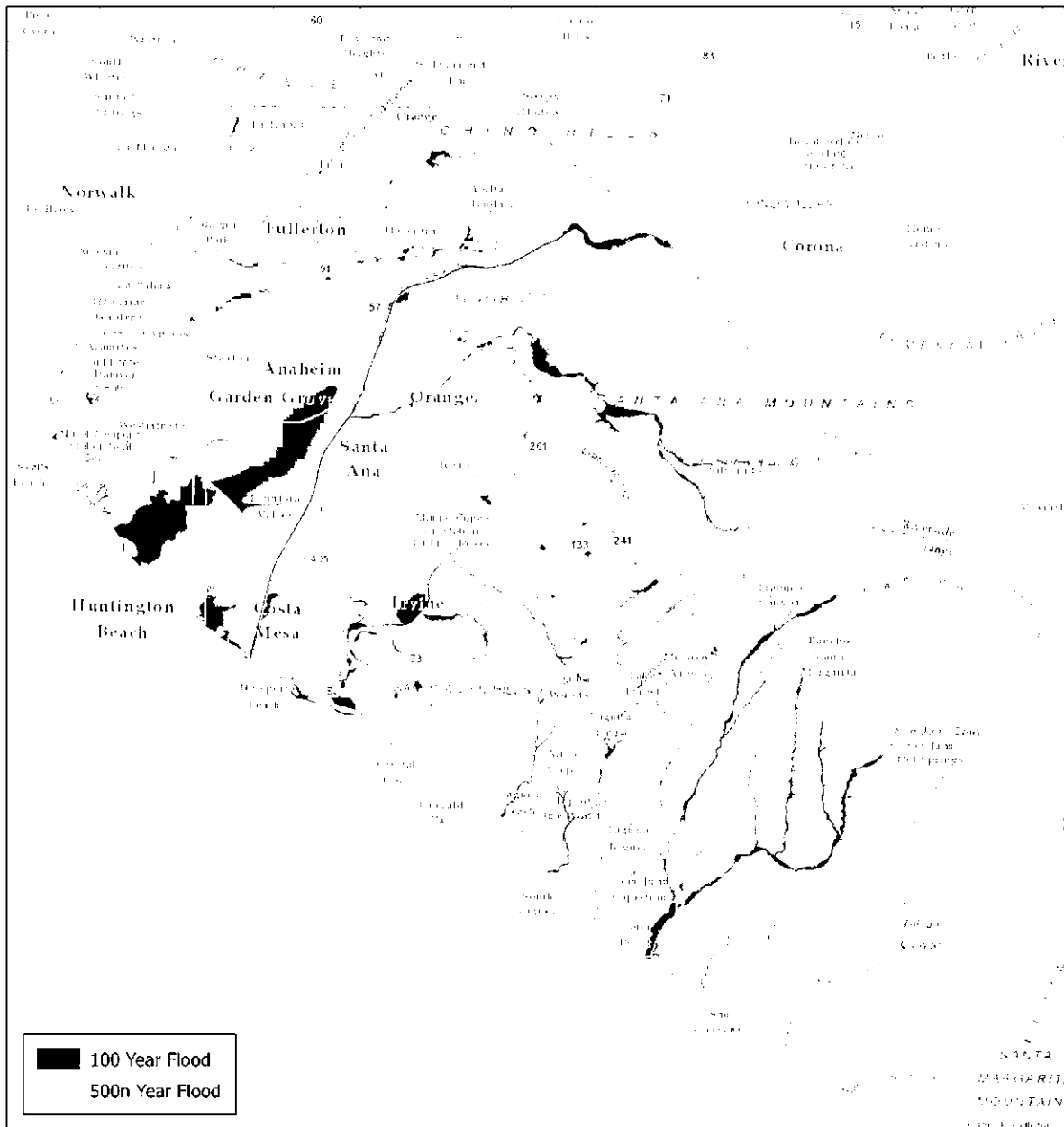
PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Moderate/Heavy	Heavy	Very Heavy
PEAK ACC (%g)	<.17	.17-1.4	1.4-3.9	3.9-9.2	9.2-18	18-34	34-65	65-124	>124
PEAK VEL (cm/s)	<0.1	0.1-1.1	1.1-3.4	3.4-8.1	8.1-16	16-31	31-60	60-116	>116
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII	IX	X

□ Map 12 - Scenario ShakeMap for a M 7.1 Earthquake on the Puente Hills Fault (USGS, 2003)



County of Orange Watersheds

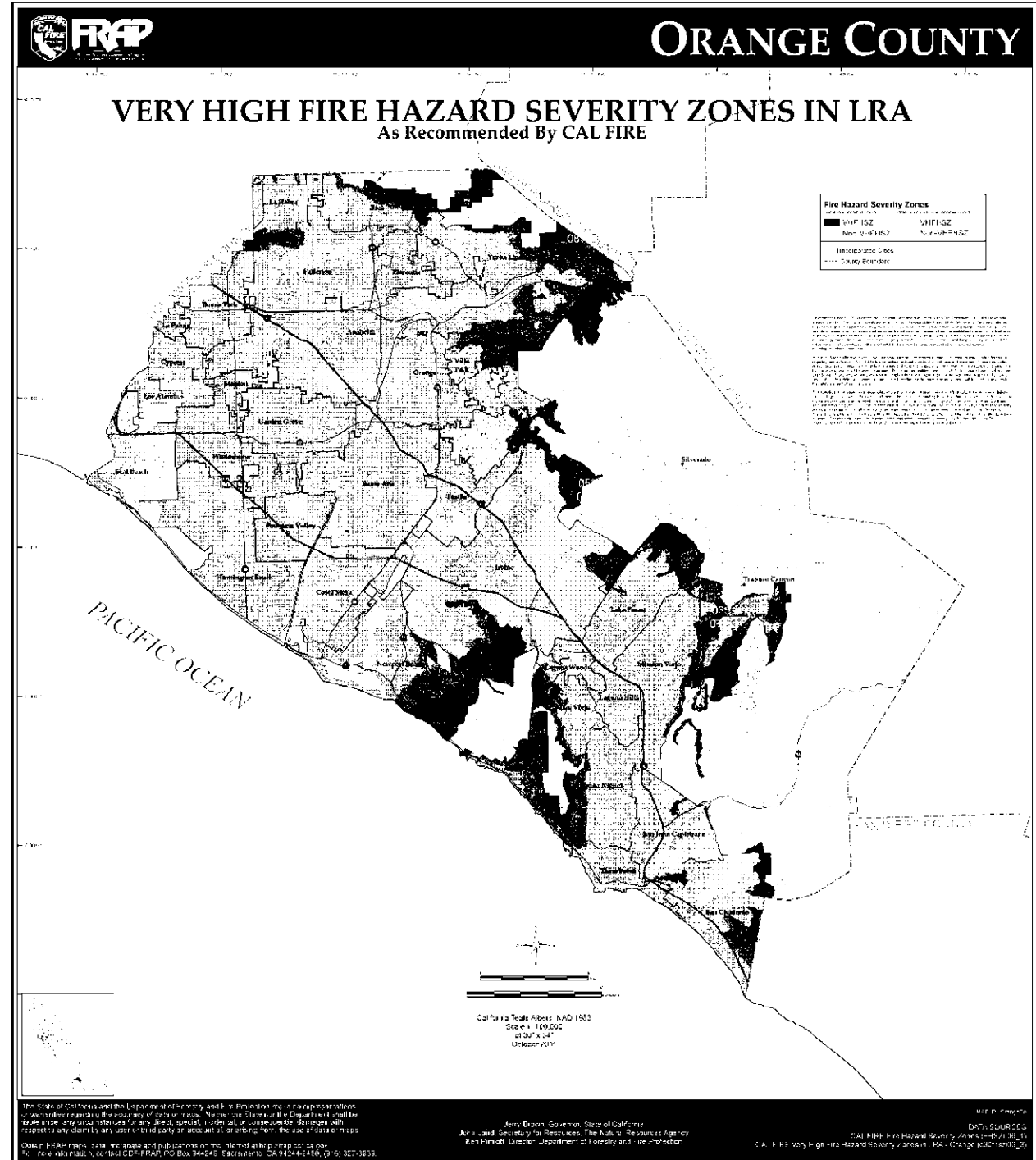
□ Map 13 -- County of Orange Watersheds



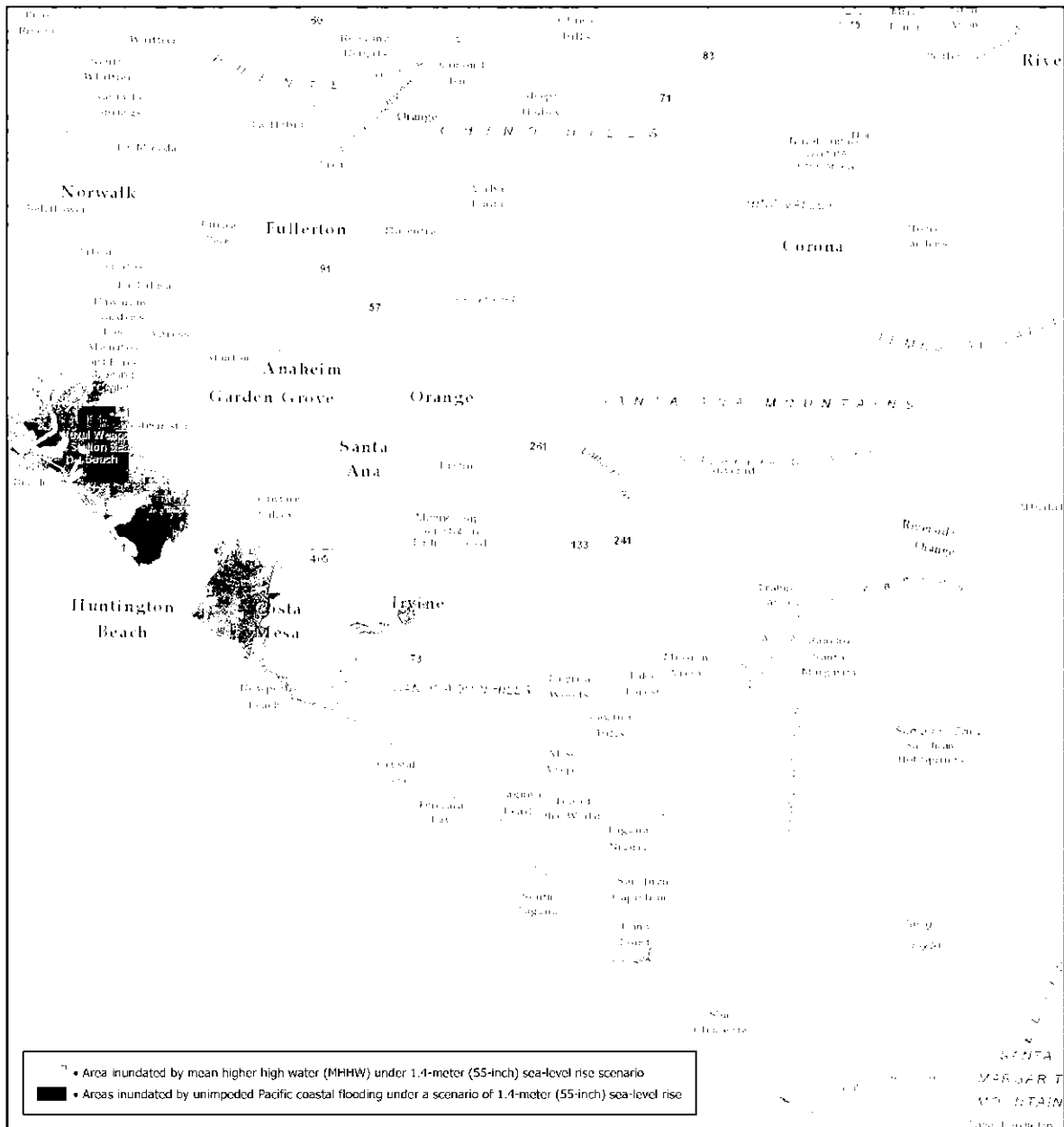
0 2.5 5 10 Miles

County of Orange Floodplains

□ Map 14 – County of Orange Floodplains

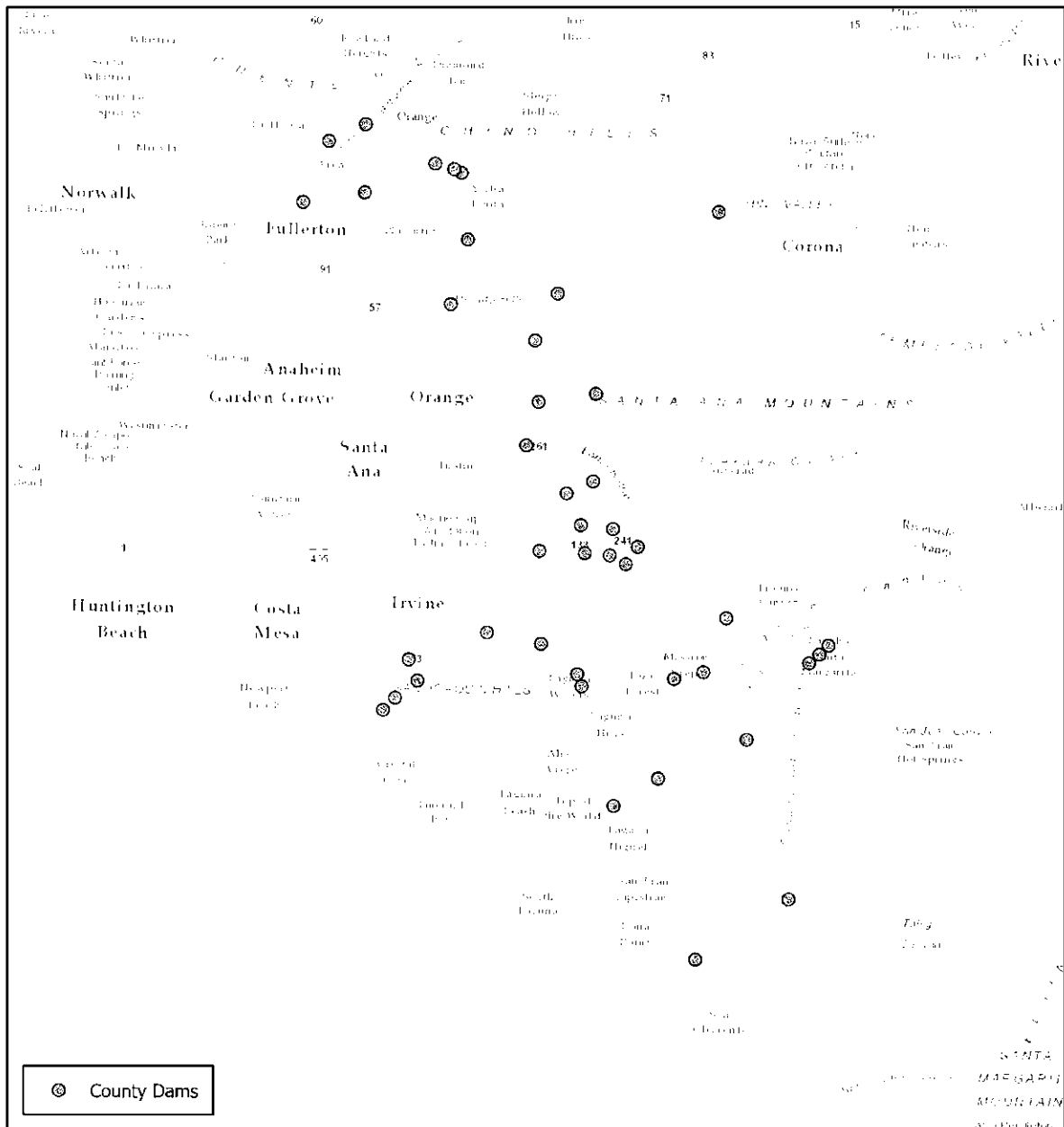


☐ **Map 15 – Orange County Very High Fire Hazard Severity Zones**



County of Orange Sea Level Rise

Map 16 -- Projected Extent of Sea Level Rise Impacts on Coastal Orange County



0 2.5 5 10 Miles

County of Orange Dams & Inundation

□ Map 17 -- Orange County Dams

**U.S. Drought Monitor
California**



March 2, 2021
(Released Thursday, Mar. 4, 2021)
Valid 7 a.m. EST

Intensity:

None
D0 Abnormally Dry
D1 Moderate Drought
D2 Severe Drought
D3 Extreme Drought
D4 Exceptional Drought

The Drought Monitor focuses on broad-scale conditions. Local conditions may vary. See accompanying text summary for detailed statements.

Author:

David M.iskus
National Drought Mitigation Center



droughtmonitor.unl.edu

**U.S. Drought Monitor
California**



March 6, 2018
(Released Thursday, Mar. 8, 2018)
Valid 7 a.m. EST

Drought Conditions (Percent Area)

	None	D0-D4	D1-D4	D2-D4	D3-D4	D4
Current	8.4%	91.6%	47.6%	22.2%	2.1%	3.0%
Last Week (3/2/18)	6.4%	93.6%	47.6%	16.3%	2.3%	3.0%
3 Months Ago (12/1/17)	65.3%	34.6%	9.9%	5.3%	0.3%	3.0%
Start of Calendar Year (1/1/18)	16.9%	83.1%	12.0%	5.3%	0.3%	3.0%
Start of Water Year (10/1/17)	77.8%	22.1%	8.6%	5.3%	0.3%	3.0%
One Year Ago (3/6/17)	62.1%	37.9%	8.6%	1.7%	0.3%	3.0%

Intensity:

D0 Abnormally Dry
D1 Moderate Drought
D2 Severe Drought
D3 Extreme Drought
D4 Exceptional Drought

The Drought Monitor focuses on broad-scale conditions. Local conditions may vary. See accompanying text summary for detailed statements.

Author:

David M.iskus
NOAA/NWS/NCEP/NCIP



<http://droughtmonitor.unl.edu/>

**U.S. Drought Monitor
California**



March 1, 2016
(Released Thursday, Mar. 3, 2016)
Valid 7 a.m. EST

Drought Conditions (Percent Area)

	None	D0-D4	D1-D4	D2-D4	D3-D4	D4
Current	1.4%	98.6%	19.1%	80.9%	80.9%	38.1%
Last Week (2/24/16)	1.4%	98.6%	19.1%	80.9%	80.9%	38.1%
3 Months Ago (12/1/15)	1.4%	98.6%	19.1%	80.9%	80.9%	38.1%
Start of Calendar Year (1/1/16)	3.0%	97.0%	19.1%	80.9%	80.9%	44.1%
Start of Water Year (10/1/15)	3.1%	96.9%	19.1%	80.9%	80.9%	46.1%
One Year Ago (3/1/15)	3.1%	96.9%	19.1%	80.9%	80.9%	39.1%

Intensity:

D0 Abnormally Dry
D1 Moderate Drought
D2 Severe Drought
D3 Extreme Drought
D4 Exceptional Drought

The Drought Monitor focuses on broad-scale conditions. Local conditions may vary. See accompanying text summary for detailed statements.

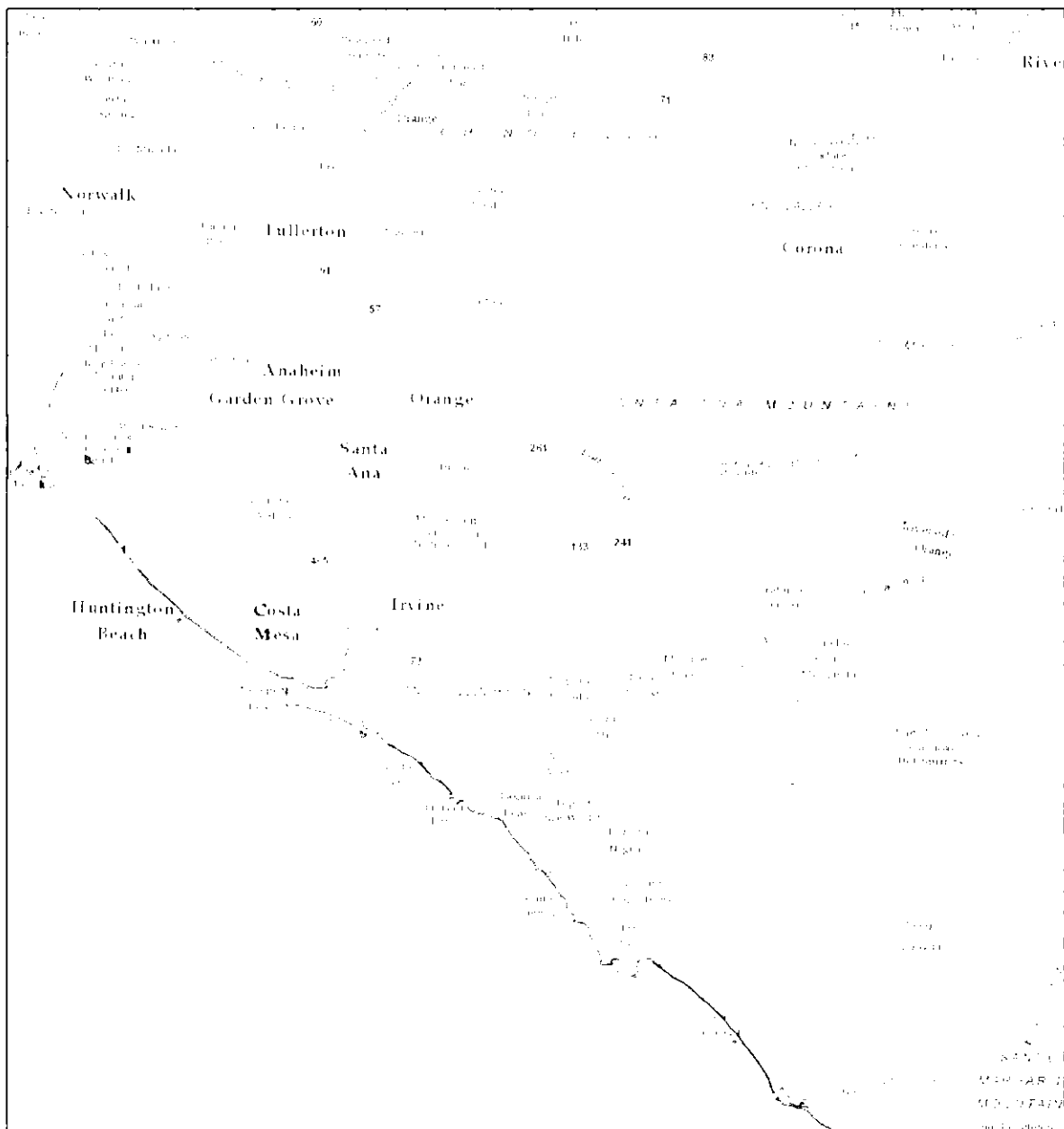
Author:

David M.iskus
NOAA/NWS/NCEP/NCIP



<http://droughtmonitor.unl.edu/>

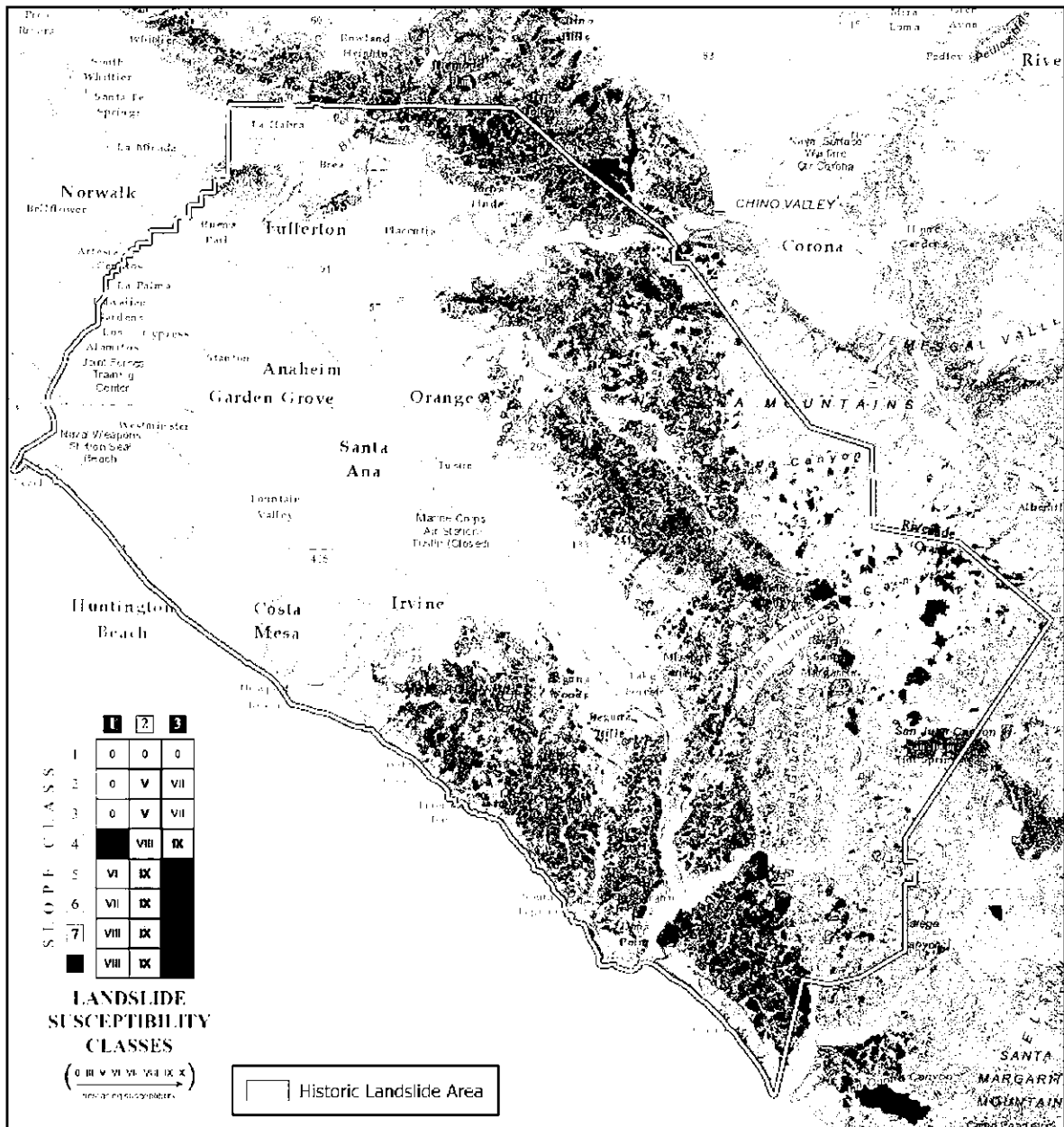
□ Map 18 – U.S Drought Monitor for California (as of March 2016, 2018, and 2021)



0 2.5 5 10 Miles

County of Orange Tsunami Inundation

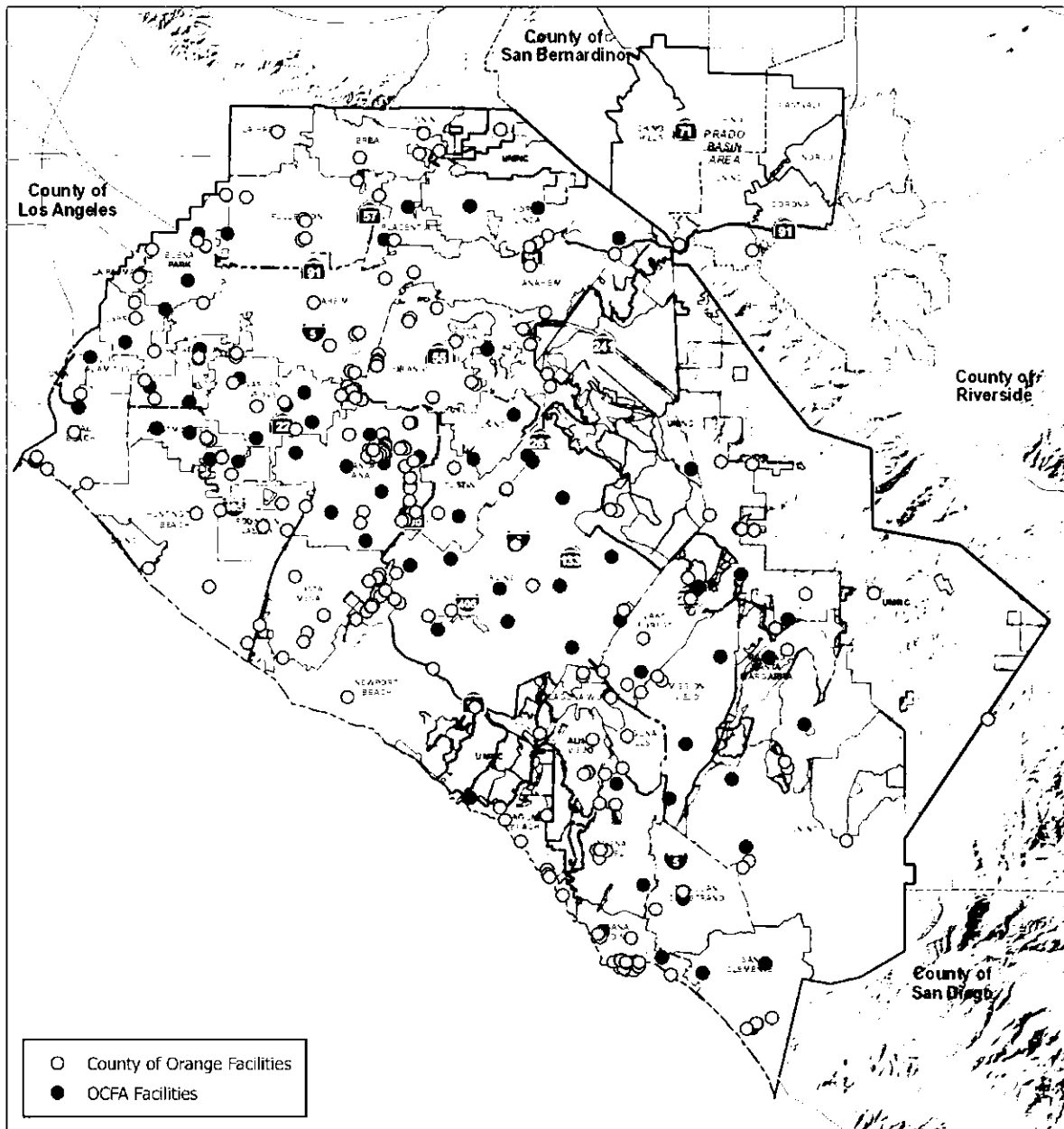
□ Map 19 – Orange County Tsunami Inundation Zone



0 2.5 5 10 Miles

County of Orange Slope Instability

Map 20 – Orange County Landslide Susceptibility and Historic Landslide Areas

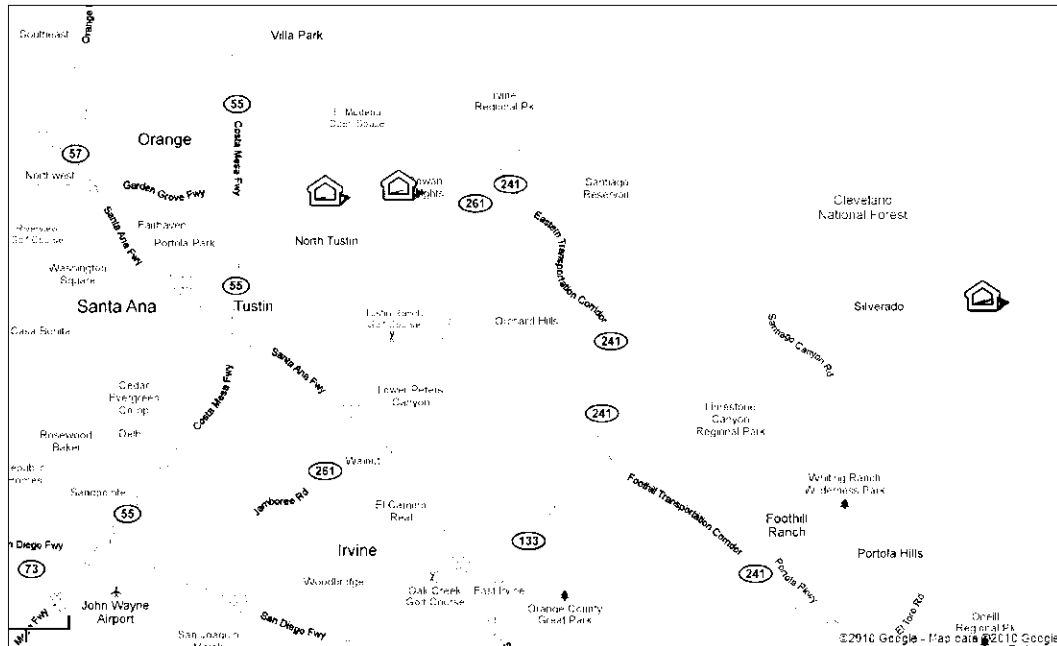


0 2.5 5 10 Miles

County of Orange Facilities

□ Map 21 – Orange County Critical Facilities

County of Orange and Orange County Fire Authority
Local Hazard Mitigation Plan



□ Map 22 - Repetitive Loss Structures

Appendix C - List of Tables

<input type="checkbox"/> Table 1 – Orange County Population By Race.....	13
<input type="checkbox"/> Table 2 – Orange County Disability Demographics.....	13
<input type="checkbox"/> Table 3 -- 2019 Unified County and OA EOP Hazard Matrix	19
<input type="checkbox"/> Table 4 -- 2020 LHMP Hazard Matrix.....	20
<input type="checkbox"/> Table 5 -- Southern California Region Earthquakes with a Magnitude 5.0 or Greater	26
<input type="checkbox"/> Table 6 - Historic Flooding in Orange County	30
<input type="checkbox"/> Table 7 - Historic Wildfires in Orange County.....	33
<input type="checkbox"/> Table 8 – Vulnerability Analysis for Unincorporated Orange County	71
<input type="checkbox"/> Table 9 – Vulnerability Analysis for Orange County (with City and Unincorporated Areas)	71
<input type="checkbox"/> Table 10 -- Vulnerability Analysis for County Facilities	72
<input type="checkbox"/> Table 11 – Vulnerability Analysis for OCFA Facilities	72
<input type="checkbox"/> Table 12 -- 2020 LHMP Mitigation Action Prioritization	88

Chapter 8 Attachments

Attachment A: Hazard Mitigation Working Group Planning Documentation

Attachment B: GIS Methodology and Orange County Essential Facilities Risk Assessment Project Report

Attachment C: County of Orange and Orange County Fire Authority Property Schedule

Attachment D: Mitigation Action Item Project Worksheets



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 2C
Consent Calendar

2022 Board Meetings Schedule

Contact(s) for Further Information

Robert Cortez, Assistant Chief robertcortez@ocfa.org 714.573.6012
Business Services Department

Maria D. Huizar, Clerk of the Authority mariahuizar@ocfa.org 714.573.6041

Summary

This item is submitted for approval of the regular and special meeting schedule for the Board of Directors Meetings for calendar year 2022.

Prior Board/Committee Action

Not applicable.

RECOMMENDED ACTION(S)

Adopt the proposed Resolution entitled A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS ESTABLISHING THE REGULAR AND SPECIAL MEETING DATES FOR CALENDAR YEAR 2022.

Impact to Cities/County

Not Applicable.

Fiscal Impact

There are no fiscal impacts associated with this recommended action.

Background

On November 15, 2018, the Board approved expanding its regular meeting schedule to meet monthly for the purpose of the completion of the labor negotiation process with the Orange County Professional Firefighters Association, Local 3631 and the Orange County Fire Authority Managers Association. Those negotiations have concluded; however, the OCFA Management Association's and Orange County Employees Association's (OCEA) labor negotiations are on-going and the Professional Firefighters Association, IAFF - Local 3631 contract will expire on August 22, 2022 and will need to continue meeting on a regular basis to provide direction on labor contract negotiations.

The Board of Directors Rules of Procedure establishes the time and place for regular meetings. Rule 1 expressly sets the fourth Thursday of each odd numbered month at 6:00 p.m. to hold regular meetings but may be modified by resolution. The proposed Resolution allows for the Board to continue to meet every month on the fourth Thursday of the month, apart from the November meeting that is changed to the third Thursday of the month at 6:00 p.m., due to the Thanksgiving holiday and the special concurrent meetings with each of the committees to comply with AB361. The calendar attached to the resolution includes all of the proposed regular and special meetings dates.

In keeping with the Board Rules of Procedure, the Board Chair has the discretion to cancel any meeting should there be a lack of business. Also, the Brown Act allows special meetings to be called, as needed.

Recommendation

OCFA staff recommends that the Board approve the 2022 Meeting Schedule for the Board of Directors as proposed in attachment.

Attachment(s)

Proposed Resolution

RESOLUTION NO. 2021-XX

**A RESOLUTION OF THE ORANGE COUNTY FIRE
AUTHORITY BOARD OF DIRECTORS ESTABLISHING
THE REGULAR AND SPECIAL MEETING DATES FOR
CALENDAR YEAR 2022**

WHEREAS, the Orange County Fire Authority and Board of Directors was established on March 1, 1995;

WHEREAS, the Board of Directors approves Rules of Procedure in which the time and place of regular meetings of the Board of Directors are established and provides for changes to be made by resolution;

WHEREAS, on November 19, 2020 the Board of Directors approved the regular meeting calendar for 2021 for the Board of Directors to meet every month on the fourth Thursday of the month at 6:00 p.m., and the November meeting that was held on the third Thursday of the month;

WHEREAS, the Board of Directors wish to continue meeting on a monthly basis with the same exception as noted above and in addition of Special Meetings to be held as concurrent joint meetings with the Executive Committee, Budget and Finance Committee, and the Human Resources Committee for compliance with AB361; and

NOW, THEREFORE BE IT RESOLVED that the Board of Directors of the Orange County Fire Authority does hereby adopt the attached exhibit establishing meeting dates for calendar year 2022.

PASSED, APPROVED and ADOPTED this ____ day of November 2021.

DAVID JOHN SHAWVER, CHAIR
Board of Directors

ATTEST:

MARIA D. HUIZAR, CMC
Clerk of the Authority

Orange County Fire Authority
Board of Directors & Committee Meetings

Calendar Year 2022 - Regular and Special Joint Meetings

January						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April						
S	M	T	W	T	F	S
						1
						2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December						
S	M	T	W	T	F	S
						1
						2
						3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

LEGEND:

- Holiday - RFOTC Closed
- BFC = Regular Budget & Finance Committee Meeting (Meets on the 2nd Wednesday of the Month @ 12 noon)
- HRC = Human Resources Committee (Meets Quarterly @ 12 noon)
- EC & BOD = Regular Executive Committee & Board of Directors Meeting (Meets on 4th Thursday of the Month @ 5:30 p.m. and 6 p.m. respectively) (in addition to proposed concurrent Special Joint Mtg.)
- Special Joint Mtg. of the Board of Directors and all committees, pursuant to AB361 requirement to adopt findings at least every 30-days (1/13/22, 4/14/22, 7/14/22, 8/25/22, 10/13/22, 12/15/22)

Calendar Year 2022 - Regular and Special Joint Meetings

12-Jan-22	BFC @ 12 pm
13-Jan-22	Special Joint Mtg. @ 6 pm (Proposed)
27-Jan-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
1-Feb-22	HRC @ 12 pm
9-Feb-22	BFC @ 12 pm
24-Feb-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
9-Mar-22	BFC @ 12 pm
24-Mar-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
13-Apr-22	BFC @ 12 pm
14-Apr-22	Special Joint Mtg. @ 6 pm (Proposed)
28-Apr-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
3-May-22	HRC @ 12 pm
11-May-22	BFC @ 12 pm
26-May-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
8-Jun-22	BFC @ 12 pm
23-Jun-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
13-Jul-22	BFC @ 12 pm
14-Jul-22	Special Joint Mtg. @ 6 pm (Proposed)
28-Jul-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
2-Aug-22	HRC @ 12 pm
25-Aug-22	Special Joint Mtg. @ 6 pm (Proposed)
14-Sep-22	BFC @ 12 pm
22-Sep-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
12-Oct-22	BFC @ 12 pm
13-Oct-22	Special Joint Mtg. @ 6 pm (Proposed)
27-Oct-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
1-Nov-22	HRC @ 12 pm
9-Nov-22	BFC @ 12 pm
17-Nov-22	EC & BOD @ 5:30 pm & 6 pm (In addition to proposed concurrent Special Joint Mtg.)
15-Dec-22	Special Joint Mtg. @ 6 pm (Proposed)

LEGEND:

BFC = Regular Budget & Finance Committee Meeting (Meets on the 2nd Wednesday of the Month @ 12 noon)

EC & BOD = Regular Executive Committee & Board of Directors Meeting (Meets on 4th Thursday of the Month @ 5:30 p.m. and 6 p.m. respectively) (in addition to proposed concurrent Special Joint Mtg.)

Special Joint Mtg. of the Board of Directors and all committees, pursuant to AB361 requirement to adopt findings at least every 30-days (1/13/22, 4/14/22, 7/14/22, 8/25/22, 10/13/22, 12/15/22)

HRC = Human Resources Committee (Meets Quarterly @ 12 noon)



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 2D
Consent Calendar

First Quarter Purchasing Report

Contact(s) for Further Information

Robert Cortez, Assistant Chief Business Services Department	robertcortez@ocfa.org	714.573.6012
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Sara Kennedy, Purchasing Manager	sarakennedy@ocfa.org	714.573.6641
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Summary

This routine agenda item is submitted to provide information regarding purchases made within management authority during the first quarter of FY 2021/22.

Prior Board/Committee Action

On June 24, 2021, the Board of Directors approved the content format contained herein for future quarterly purchasing reports.

On November 10, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by 5-0 vote (Directors Bourne, Hasselbrink, Kuo, and Muller absent).

RECOMMENDED ACTION(S)

Receive and file the report.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Not Applicable.

Background

Purchasing Ordinance No. 009 (Ordinance) and the Roles/Responsibilities/Authorities Matrix (Matrix) provides the Chief Procurement Officer (Purchasing Manager) authority to enter into various types of agreements at varying amounts, provided that the contract results from a competitive solicitation. Furthermore, as per Section 1-20 Small Purchases provision of the Ordinance, any contract for the purchase of supplies, equipment, maintenance, and services not exceeding \$50,000 may be made by the Chief Procurement Officer in accordance with the small purchase procedures authorized in the Ordinance. For public works projects, the statutory threshold is established by the CA Public Contract Code at \$60,000.

The Quarterly Purchasing Report provides a list of all purchase orders and blanket orders entered into under the Purchasing Manager authority during the period of July 1, 2021, through September 30, 2021.

Attachment(s)

First Quarter Purchasing Report – July 2021 to September 2021

Purchasing Report
1st Quarter - FY 2021/22

- This report reflects all POs/BOs issued, including those that may have been cancelled or replaced by another PO or BO. These records will show as duplications in the report, but are in fact replacements.
- Amount column reflects the procurement value. Actual expenditures made against the contract may be lower.
- Vendor Name column display of "error" or the phrase "do not use" appears when a vendor has since changed their name or corporation status.
- PO/BO amounts of \$0 or \$.01 are often issued as place holders to record the terms and conditions of no-cost transactions, or may appear when the POs/BO balance is reduced to zero.
- POs starting with the letter "Q" are issued as part of the fiscal year end process to roll forward encumbrances issued in a prior fiscal year for projects still in progress.

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal Solicitation Number
7/1/2021	P0014266	\$1,802	Logistics Department	FULL SOURCE LLC	TRAFFIC VESTS FOR SERVICE CENTER STOCK	
7/1/2021	B02104-1	\$4,000	Special Operations Division	BOEING DISTRIBUTION INC.	HELICOPTER BATTERY/POWER SUPPLY SERVICES	
7/1/2021	B02105-1	\$5,000	Community Risk Reduction Department	TIERRA VERDE INDUSTRIES	WASTE DISPOSAL FEES	
7/1/2021	B01783-4	\$5,800	Special Operations Division	LANDCARE	LANDSCAPE MAINTENANCE SERVICES - FIRE STATION 41	
7/1/2021	P0014267	\$8,857	Logistics Department	POWERWERX INC.	ITEMS FOR SERVICE CENTER STOCK	
7/1/2021	B01985-2	\$10,000	Logistics Department	TURNOUT MAINTENANCE COMPANY LLC	TURNOUT AND CLEANING REPAIR	
7/1/2021	B01927-2	\$10,000	Special Operations Division	CLEAN HARBORS	HAZARDOUS WASTE DISPOSAL SERVICES	
7/1/2021	B01559-7	\$10,000	Community Risk Reduction Department	COUNTY OF ORANGE	LANDFILL DISPOSAL FEES - DEFERRED PAYMENT	
7/1/2021	B01517-7	\$10,000	Operations Department	COMMERCIAL RESTAURANT SERVICE	WOLF RANGE REPAIR SERVICES	
7/1/2021	B01824-4	\$25,000	Logistics Department	CITY OF SANTA ANA	AS-NEEDED PURCHASE OF UNLEADED AND DIESEL FUEL FROM THE CITY OF SANTA ANA CORPORATE YARD	
7/1/2021	B01622-5	\$45,000	Logistics Department	US FOODS, INC.	HOUSEWARES FOR FIRE STATIONS	
7/1/2021	B01879-3	\$60,000	Logistics Department	SIMPSON CHEVROLET OF GARDEN GROVE	MAINTENANCE, SERVICE, REPAIR, AND PARTS FOR LIGHT DUTY CHEVROLET VEHICLES ON AS-NEEDED BASIS	JA2225
7/1/2021	P0014265	\$3,751	Logistics Department	DELL MARKETING, L.P.	PC FOR ECC. *PLEASE SEND UNIT TO IT WAREHOUSE FOR INVENTORY*	Cooperative Agreement
7/2/2021	P0014269	\$2,140	EMS & Training Department	LIFE ASSIST, INC.	RN EDUCATION SUPPLIES	
7/2/2021	B01878-3	\$15,000	Logistics Department	GUARANTY CHEVROLET	MAINTENANCE, SERVICE, REPAIR, AND PARTS FOR LIGHT DUTY CHEVROLET VEHICLES ON AS-NEEDED BASIS	JA2225
7/2/2021	P0014268	\$22,000	Special Operations Division	UNIVERSITY OF CALIFORNIA, SAN DIEGO	ADDRESS UNFORESEEN COMMUNICATION ISSUES THAT IMPACT THE RELIABILITY OF THE FIRE CAMERA SYSTEM	
7/2/2021	P0014270	\$8,390	Logistics Department	DELL MARKETING, L.P.	MONITORS FOR THE FIRE PREVENTION WILDLAND GROUP	
7/6/2021	B01463-6	\$45,000	Special Operations Division	B & M LAWN & GARDEN CENTER	LAWN AND WILDLAND EQUIPMENT PURCHASE AND REPAIR	
7/7/2021	B01971-2	\$0	Special Operations Division	FOREFLIGHT	FOREFLIGHT BUSINESS PRO ANNUAL SUBSCRIPTIONS FOR OCAF AIR OPERATIONS.	
7/7/2021	P0014271	\$3,901	EMS & Training Department	FIREFIGHTER BOOKSTORE	BOOKS FOR FF AND RFF ACADEMIES	

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7/8/2021	P0014274	\$1,102	Executive Management	AMERICAN ENGRAVING COMPANY	RESTOCK OF JR FIREFIGHTER STICKERS	
7/8/2021	P0014272	\$3,695	Special Operations Division	FULLER TRUCK ACCESSORIES	TRUCK SHELL FOR WILDLAND BATTALION CHIEF VEHICLE	
7/8/2021	P0014273	\$2,090	Special Operations Division	AIR COMM SYSTEMS INC	REPAIR OF EQUIPMENT	
7/8/2021	P0014275	\$4,530	Logistics Department	WEST COAST ARBORISTS, INC.	TREE MAINTENANCE @ RFOTC	
7/8/2021	P0014276	\$3,985	Operations Department	C.I. SERVICES, INC.	GUTTER REPAIR/REPLACEMENT @FS05	
7/12/2021	B02232	\$10,000	Operations Department	CALIFORNIA COMPLIANCE ENVIRONMENTAL	STORMWATER MAINTENANCE SERVICES	
7/13/2021	B01937-1	\$2,100	Business Services Department	LEXISNEXIS	STATENET LEGISLATIVE BILL TRACKING SERVICES	
7/13/2021	B01703-5	\$5,500	Executive Management	MELTWATER NEWS US INC.	SUBSCRIPTION TO ONLINE MEDIA TRACKING SERVICES . LICENSING REGISTERED TO ORANGE COUNTY FIRE AUTHORITY	
7/14/2021	P0014287	\$810	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	TREE TRIMMING SERVICES @FS02	
7/14/2021	P0014288	\$1,300	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	TREE TRIMMING SERVICES @FS58	
7/14/2021	P0014285	\$32,651	Logistics Department	P2S INC.	CLEAN AGENT SYSTEM DESIGN AND ENGINEERING SERVICES	RO2494
7/14/2021	E00267-3	\$532,105	Logistics Department	CRAYON SOFTWARE EXPERTS LLC	MICROSOFT ENTERPRISE LICENSING AGREEMENT	Cooperative Agreement
7/15/2021	P0014290	\$709	Logistics Department	CURVATURE LLC	SPARE POWER SUPPLIES FOR CISCO 9300 SWITCHES	
7/15/2021	P0014289	\$1,142	Logistics Department	SOURCE CREATIVE OFFICE INTERIORS	KITCHEN CHAIRS FOR FS66	
7/15/2021	P0014291	\$1,750	Operations Department	PAINTING & DECOR INC.	PAINTING APP DOORS @ FIRE STATION #31	
7/15/2021	B02102-1	\$10,000	Special Operations Division	LINEGEAR FIRE & RESCUE	WIDE AREA SEARCH BOOTS FOR USAR FEMA CACHE FEMA CACHE LIST LG-0134.00	
7/15/2021	P0014293	\$24,000	Logistics Department	CONCEPT PAVING SOLUTIONS	REMOVAL AND REPLACEMENT OF UNEVAN ASPHALT REINSTALL ADA PARKING STALL AND PATHWAY	
7/15/2021	P0014292	\$102,471	EMS & Training Department	HOME DEPOT	LUMBER SUPPLIES FOR ACADEMY 53 .	Cooperative Agreement
7/16/2021	P0014302	\$452	Logistics Department	CRAYON SOFTWARE EXPERTS LLC	E3 OFFICE 365 LICENSES FOR ACADEMY	
7/16/2021	P0014300	\$7,995	Operations Department	CONCEPT PAVING SOLUTIONS	ASPHALT REPAIRS AT FIRE STATION 39	
7/16/2021	P0014303	\$12,241	EMS & Training Department	KFT FIRE TRAINER, LLC	SERVICE FOR TRAINING TOWER PROPS	
7/16/2021	B01814-2	\$43,000	Logistics Department	MUNICIPAL EMERGENCY SERVICES	GENESIS EXTRICATION TOOLS REPAIR & MAINTENANCE	JA2172
7/16/2021	P0014299	\$123,500	Special Operations Division	A2Z CONSTRUCT INC.	INSTALLATION OF STEEL STORAGE BUILDINGS FS18	RO2479
7/19/2021	P0014306	\$1,347	Logistics Department	LOCK'ER DOWN, INC	FOR OUTFITTING OF OCIA/FTLO VEHICLE 2337	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal Solicitation Number
7/19/2021	P0014304	\$1,831	EMS & Training Department	GANAHL LUMBER COMPANY	LUMBER SUPPLY FOR FIRE ACADEMY 53	
7/19/2021	P0014286	\$8,156	Logistics Department	PROFESSIONAL DIVERSIFIED FLOORING	FLOORING REPLACEMENT FS02	
7/19/2021	P0014305	\$23,248	Logistics Department	REPUBLIC FIRE EQUIPMENT	ACCIDENT REPAIR ITEMS TO LADDER ON UNIT # 5077 VIN 1S9A3JFE9N1003962, LIC 1134340	
7/20/2021	B02234	\$10,000	Logistics Department	ACS HYDRAULICS, INC	HYDRAULIC CYLINDER REPAIR/REBUILD SERVICES	
7/21/2021	P0014309	\$673	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION MAINTENANCE FS56	
7/21/2021	P0014308	\$1,300	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPE MAINTENANCE FS45	
7/21/2021	B02197-1	\$6,500	Human Resources Department	ADVANCED WORKPLACE STRATEGIES, INC.	DRUG & ALCOHOL TESTING, PROGRAM ADMIN SUPPORT FEDERAL DEPARTMENT OF TRANSPORTATION	
7/21/2021	P0014318	\$20,138	Logistics Department	SNAP-ON TOOLS	SCAN & DIAGNOSIS VEHICLES REPAIR TRUCK 5 & 6	
7/22/2021	B02255	\$1,800	Executive Management	CONSOLIDATED COMMUNICATIONS, INC.	INTERNET SERVICES AT MCCLELLAND - FIRS 3.0	
7/22/2021	P0014310	\$5,998	Logistics Department	HC INTEGRATED SYSTEMS, INC	FIRE ALARM PANEL REPLACEMENT FS15	
7/26/2021	P0014320	\$682	Logistics Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	TREE TRIMMING SERVICES @FS16	
7/26/2021	P0014321	\$1,065	Logistics Department	CODE R DECALS & GRAPHICS	HELMET DECALS FOR STOCK	
7/26/2021	P0014317	\$1,156	Logistics Department	WILLIAMS & MAHER INC	RE-WIRE OF APP BAY LIGHTS FS83	
7/26/2021	P0014314	\$1,650	Logistics Department	WILLIAMS & MAHER INC	RE-WIRE OF APP BAY LIGHTS	
7/26/2021	P0014404	\$2,176	Operations Department	THE TINT PROS	WINDOW TINTING @ FS17	
7/26/2021	P0014319	\$2,259	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPING SERVICES @FS45	
7/26/2021	P0014313	\$3,996	Business Services Department	AMERICAN ENGRAVING COMPANY	PRINTING FOR ADOPTED BUDGET BOOK AND BUDGET DETAIL POLICY BOOK	
7/26/2021	P0014312	\$30,148	Logistics Department	LN CURTIS & SONS	BDU PANTS FOR ACADEMY 52 AND 53.	
7/26/2021	P0014315	\$1,158	Logistics Department	WILLIAMS & MAHER INC	RE-WIRE OF APP BAY LIGHTS FS82	
7/27/2021	P0014322	\$1,819	EMS & Training Department	MYSTERY RANCH LTD	THE RAPID ACCESS TRAUMA SYSTEM (RATS) FRONTLINE MEDIC BAG REMOTE PACKS FOR E355 AND OES TYPE 6	
7/28/2021	B01862-3	\$3,000	EMS & Training Department	GUEST SERVICES	TRAVEL-RELATED OCFA STUDENT MEAL PLAN AT FEMA NATIONAL EMERGENCY TRAINING CENTER	
7/28/2021	P0014323	\$3,017	Logistics Department	FIRST DUE ELEVATOR RESCUE - SSC PORPERTY INVESTMENTS	SERVICE CENTER INVENTORY	
7/29/2021	P0014324	\$323	Business Services Department	AMERICAN ENGRAVING COMPANY	PRINTING FY20/21 CAFR COVER & DIVIDERS	
7/29/2021	P0014325	\$2,835	EMS & Training Department	ATHLETIC EVENT SUPPLY INC (DBA STRIKE VISUALS)	EZ-UPS FOR ACADEMY 53 (HEAT INDEX)	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal Solicitation Number
7/30/2021	P0014326	\$5,311	Logistics Department	HARBOR POINTE A/C & CONTROLS	AIR COMPRESSOR REPLACEMENT @ FS62	
8/1/2021	B01492-8	\$2,000	Special Operations Division	EVOQUA WATER TECHNOLOGIES	WATER TANK RENTAL AND MAINTENANCE - STA. 54	
8/1/2021	B02267	\$3,200	Executive Management	INTERRA CORPORATION	FIRIS 3.0 - SOFTWARE MODULE MODIFICATION SERVICES	
8/1/2021	B02139-1	\$4,776	EMS & Training Department	PLAYLAND CONCESSIONS	ICE BOX RENTAL FOR TRAINING DEPARTMENT	
8/1/2021	B01603-6	\$5,000	Logistics Department	A PLUS AWARDS BY DEWEY	ENGRAVING SERVICES AND ACCESSORIES	
8/1/2021	B02246	\$15,750	Special Operations Division	FLYING TIGERS AVIATION, LLC	AIRFIELD RENTAL FOR SOUTH BASE QRF	
8/1/2021	B01761-4	\$18,000	Logistics Department	SATCOM GLOBAL INC	SATELLITE PHONE SERVICE	
8/1/2021	B02118-1	\$25,000	Logistics Department	OFFICE DEPOT	OFFICE PAPER	Cooperative Agreement
8/1/2021	B02117-1	\$55,000	EMS & Training Department	3 STAR SITE SERVICES	PORTABLE TOILET/SHOWER RENTALS AND SERVICES	
8/1/2021	B01424-8	\$70,000	Operations Department	HOME DEPOT	BUILDING SUPPLIES	Cooperative Agreement
8/2/2021	P0014328	\$4,893	EMS & Training Department	ZOLL MEDICAL CORP	ZOLL AED FOR OES TYPE 6	
8/3/2021	P0014333	\$6,100	Community Risk Reduction Department	GREAT SCOTT TREE SERVICE, INC.	TREE REMOVALS AND CROWN THINNING AT RANCHO MISSION VIEJO (COW CAMP) FOR INVASIVE TREE PESTS MITIGATION GRANT	
8/3/2021	B01615-6	\$10,781	Logistics Department	THE GENESIS GROUP	GENWATCH3 RADIO NETWORK SOFTWARE MAINTENANCE AND SUPPORT	
8/4/2021	B02001-2	\$0	Logistics Department	GEOCON WEST, INC.	GEOTECHNICAL PROFESSIONAL SERVICES	RO2368
8/4/2021	P0014336	\$23,750	Operations Department	PAINTING & DECOR INC.	PAINTING COMPLETE EXTERIOR @ FS45	
8/5/2021	B01626-6	\$3,860	Special Operations Division	ORBITAL SATCOM CORP	AIRTIME SERVICE - INMARSET BGAN 710 TERMINALS	
8/5/2021	P0014337	\$3,629	Logistics Department	FOPCO	ANNUAL GENERATOR FUEL TANK SERVICE @ RFOTC	
8/5/2021	P0014338	\$3,157	Logistics Department	SOURCE CREATIVE OFFICE INTERIORS	OFFICE FURNITURE FOR LACTATION ROOM AT FS74	
8/5/2021	P0014339	\$18,606	Operations Department	RUSSELL SIGLER, INC.	HVAC SYSTEM FOR RFOTC BUILDING C	
8/5/2021	P0014340	\$12,276	Operations Department	HARBOR POINTE A/C & CONTROLS	HVAC SYSTEM REPLACEMENT FS57	
8/5/2021	P0014341	\$4,091	Logistics Department	CASCADE FIRE EQUIPMENT	SHROUDS FOR SERVICE CENTER STOCK	
8/6/2021	P0014342	\$1,254	EMS & Training Department	POST MEDICAL	SHARPS CONTAINERS	
8/10/2021	P0014343	\$1,831	EMS & Training Department	GANAHL LUMBER COMPANY	LUMBER FOR ACD 53 AND TRAINING TOWER	
8/10/2021	P0014330	\$2,478	Community Risk Reduction Department	TREE OF LIFE NURSERY	CACTUS RESTORATION IN COASTAL PARTNER AREAS WHERE TREES WERE REMOVED DUE TO INVASIVE TREE PEST INFESTATIONS.	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal Solicitation Number
8/11/2021	P0014344	\$35,573	Logistics Department	LN CURTIS & SONS	HIGH/LOW PRESSURE AIRBAGS	
8/12/2021	B02115-1	\$245,000	Logistics Department	WAXIE SANITARY SUPPLY	JANITORIAL SUPPLIES	Cooperative Agreement
8/13/2021	P0014345	\$2,553	Business Services Department	HOME DEPOT	LUMBER FOR ACD 53 AND TRAINING TOWER	
8/13/2021	P0014346	\$3,508	EMS & Training Department	PARR LUMBER CO	LIVE FIRE CADRE TRAINING LUMBER	
8/16/2021	P0014348	\$3,084	Special Operations Division	AIR COMM SYSTEMS INC	REPAIR OF EQUIPMENT	
8/16/2021	B01701-5	\$3,498	Logistics Department	SRP COMPUTER SOLUTIONS, INC	ANNUAL LICENSE RENEWAL - OPENSIGHT WORKS	
8/16/2021	P0014349	\$4,741	Logistics Department	HODGE PRODUCTS	PADLOCKS FOR SERVICE CENTER STOCK	
8/16/2021	P0014347	\$32,530	Logistics Department	PACIFIC PLUMBING COMPANY	REQUIRED UTILITY FOR RESTROOM TRAILER FOR TRAINING GROUNDS.	
8/17/2021	P0014354	\$3,560	Logistics Department	DELL MARKETING, L.P.	MIKE VUONG - LAPTOP	
8/17/2021	P0014353	\$4,350	Logistics Department	ASSETWORKS, INC.	ASSETWORKS FLEETFOCUS SOFTWARE	
8/18/2021	P0014361	\$500	Operations Department	WESTERN STATE DESIGN, INC.	APPLIANCE REPAIR SERVICES	
8/18/2021	P0014359	\$879	Logistics Department	AVENZA SYSTEMS INC.	BC IPAD SOFTWARE FOR AIRWATCH MDM	
8/18/2021	P0014357	\$1,366	Logistics Department	WILLIAMS & MAHER INC	NETWORK CABLING INSTALLATION AT FIRE STATION	
8/18/2021	P0014355	\$3,985	Business Services Department	GOLD COAST TOURS	STRIKE TEAM TRANSFER SERVICES	
8/18/2021	P0014362	\$15,927	Special Operations Division	MERIDIAN MEDICAL TECHNOLOGIES, INC.	DUODOTE AUTO-INJECTORS PER FEMA CACHE LIST # MW-0109.00	
8/18/2021	P0014360	\$31,810	Logistics Department	MUNICIPAL EMERGENCY SERVICES	ITEMS FOR FOR SERVICE CENTER STOCK	
8/18/2021	P0014358	\$54,545	Logistics Department	SNAP-ON TOOLS	TOOLS FOR SERVICE TRUCK	Cooperative Agreement
8/19/2021	P0014363	\$59,995	Logistics Department	SOURCE CREATIVE OFFICE INTERIORS	PURCHASE & INSTALLATION OF RECEPTION/ SECURITY STATION WORKSPACE FOR RFOTC LOBBY	
8/23/2021	P0014365	\$279	Logistics Department	ULINE	SEEK TIC INSTALL PARTS	
8/23/2021	P0014364	\$15,928	Logistics Department	PROFESSIONAL DIVERSIFIED FLOORING	RFOTC BOARDROOM FLOORING REPLACEMENT	
8/23/2021	B02126-1	\$17,400	Human Resources Department	FIRE AND POLICE SELECTION, INC.	TESTING SERVICES FOR FIRE BATTALION CHIEF, FIRE CAPTAIN, AND FIRE APPRAATUS ENGINEER PROMOTIONAL EXAMS	
8/23/2021	B01860-3	\$19,920	Logistics Department	MERIDIAN IT INC	BARRACUDA MESSAGE ARCHIVER SOFTWARE	
8/24/2021	P0014367	\$1,867	Logistics Department	MELMAT INC	SEEK TIC STORAGE AND TRANSPORT BOX INSERTS	
8/24/2021	P0014369	\$3,325	Operations Department	C.I. SERVICES, INC.	PATIO COVER REPAIRS - FS45	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal Solicitation Number
8/24/2021	P0014371	\$20,892	Logistics Department	MAKO OVERHEAD DOOR	APPARATUS BAY DOOR REPLACEMENT FOR OCFA FIRE STATION 70 AS SPECIFIED	
8/25/2021	P0014372	\$959	EMS & Training Department	LENOVO (UNITED STATES) INC.	OPERATIONS TRAINING & SAFETY ADMINISTRATIVE USE	
8/25/2021	P0014373	\$980	Human Resources Department	USA PROMO ITEMS LLC.	RETRACTABLE BADGE REEL FOR ID'S	
8/25/2021	P0014374	\$7,197	Logistics Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPE MAINTENANCE AT FS84	
8/25/2021	B01792-4	\$110,000	Logistics Department	LEAVITT COMMUNICATIONS, LLC	BENDIX KING RADIOS/ACCESSORIES & APOLLO PAGER PURCHASE/REPAIR	RO2239
8/26/2021	P0014376	\$21,356	Logistics Department	INSIDE EDGE COMMERCIAL INTERIOR SERVICES LLC	FLOORING REPLACEMENT FOR PROPERTY MANAGEMENT	
8/26/2021	B02249	\$90,000	Business Services Department	LIFE ASSIST, INC.	NITRILE GLOVES ANSELL MICROFLEX LIFESTAR EC - LSE104	LK2505
8/27/2021	B02125-1	\$0	Logistics Department	ZOOM VIDEO COMMUNICATIONS, INC.	ZOOM VIDEO CONFERENCE SERVICES	
8/27/2021	B02019-2	\$2,100	Logistics Department	BOX, INC.	CLOUD CONTENT MANAGEMENT & FILE SHARING SOFTWARE	
8/27/2021	B02131-1	\$30,999	Logistics Department	COMPUWAVE	VMWARE SOFTWARE SUBSCRIPTION RENEWAL	
8/30/2021	P0014377	\$217	Operations Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES FOR FS64	
8/30/2021	P14245	\$2,220	Logistics Department	INSIDE EDGE COMMERCIAL INTERIOR SERVICES LLC	CARPET LOGO INSTALLATION @ RFOTC AE, LOBBY	
8/31/2021	P0014378	\$1,787	Logistics Department	WILLIAMS & MAHER INC	GPS REPEATER INSTALL FIRE STATION	RO2202
8/31/2021	P0014380	\$2,403	Logistics Department	WILLIAMS & MAHER INC	GPS REPEATER INSTALL FIRE STATION	RO2202
8/31/2021	P0014379	\$2,440	Logistics Department	WILLIAMS & MAHER INC	GPS REPEATER INSTALL FIRE STATION	RO2202
9/1/2021	B02007-2	\$0	Logistics Department	GRIFFIN STRUCTURES INC	CONSTRUCTION PROJECT MANAGEMENT SERVICES	RO2368
9/1/2021	B02004-2	\$0	Logistics Department	KOA CORPORATION	ENGINEERING AND CONSTRUCTION SUPPORT SERVICES	RO2368
9/1/2021	P0014366	\$916	Community Risk Reduction Department	SIGNARAMA	ALUMINUM SIGN FOR RAW'S AT CHINO HILLS STATE PARK	
9/1/2021	B02269	\$10,000	Special Operations Division	FW AVIATION LLC	TRAINING TOWER LEASE - STATION 41 LOCATED AT 3710 ARTESIA AVE, SUITE D, FULLERTON, CA 92806	
9/1/2021	B02253	\$10,000	Logistics Department	METRO FLUID CONNECTORS INC	HYDRAULIC CYLINDER REPAIR AND ACCESSORIES	
9/1/2021	B02252	\$57,000	Business Services Department	HOLLAND & KNIGHT	FEDERAL LEGISLATIVE CONSULTING SERVICES	JA2490
9/1/2021	P0014381	\$3,985	Business Services Department	GOLD COAST TOURS	STRIKE TEAM TRANSFER SERVICES	
9/1/2021	P0014382	\$2,730	Logistics Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	TREE TRIMMING SERVICES AT RFOTC FOR 9/11 SERVICES	
9/2/2021	P0014383	\$3,207	Logistics Department	INSIDE EDGE COMMERCIAL INTERIOR SERVICES LLC	CARPET LOGO INSTALLATION @ RFOTC - EAST & WEST ELEVATOR - BUILDING B - CONFERENCE ROOM W/ NEW COVEBASE	

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9/2/2021	P0014384	\$4,075	Logistics Department	EPLUS TECHNOLOGY, INC.	OUT OF BAND APPLIANCE	
9/2/2021	P0014385	\$3,314	Logistics Department	KONECTA GPS, LLC	GPS ANTENNA KITS	
9/2/2021	P0014386	\$3,997	Logistics Department	PROFESSIONAL DIVERSIFIED FLOORING	UTILITY ROOM FLOORING REPLACEMENT @ FS60	
9/7/2021	P0014387	\$6,146	Executive Management	B & H PHOTO	HEADSETS FOR CAMERA OPS	
9/8/2021	P014256	\$1,785	EMS & Training Department	CONTAINER ALLIANCE COMPANY	WEFIT OUTDOOR CONTAINERS FOR GYM/ STORAGE	
9/8/2021	P0014388	\$64,710	Logistics Department	KITCHELL CORPORATION	DISASTER RECOVER FACILITY FEASIBILITY STUDY	RO2362
9/9/2021	B01853-4	\$5,065	Community Risk Reduction Department	CORELOGIC INFORMATION SOLUTIONS, INC.	REALQUEST SUBSCRIPTION - PROPERTY DATA FOR THE CRR DEPARTMENT	
9/9/2021	B02256	\$12,487	Logistics Department	CDW GOVERNMENT	SOLARWINDS SOFTWARE LICENSING AND SUPPORT	RO2243
9/9/2021	P0014389	\$30,574	Logistics Department	ATLANTIC RADIO TELEPHONE INC.	PORTABLE SATELLITE PHONES FOR EXEC TEAM	
9/13/2021	P0014390	\$24,900	Operations Department	PACIFIC PLUMBING COMPANY	EMERGENCY REPAIRS OF MAIN WATER LINE FS29	
9/14/2021	P0014393	\$903	Logistics Department	GRAYBAR INC	911 CALL BOX INVENTORY	
9/14/2021	P0014395	\$2,225	Human Resources Department	DONNOE & ASSOCIATES, INC.	2020/21 HAND CREW FIREFIGHTER WRITTEN EXAM	
9/14/2021	P0014392	\$3,282	Logistics Department	GRAYBAR INC	WIRELESS AP CEILING MOUNTS	
9/14/2021	P0014396	\$3,672	Logistics Department	TALLEY COMMUNICATIONS	ANTENNAS FOR COMMUNICATIONS INSTALLS	
9/14/2021	P0014397	\$6,814	Special Operations Division	KENNEDY EQUIPMENT INC	REPLACEMENT GAS-POWERED CONCRETE CHAINSAW FOR HEAVY RESCUE 6	
9/14/2021	P0014394	\$7,498	Logistics Department	CURVATURE LLC	VESTA ALTERNATE ANSWER PROJECT	
9/15/2021	P0014399	\$525	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	TREE TRIMMING SERVICES FS72	
9/15/2021	P0014398	\$4,147	EMS & Training Department	PREMIUM PALLET, INC.	PALLETS NEEDED FOR LFC BURNS	
9/15/2021	P0014400	\$4,953	Business Services Department	HARBOR POINTE A/C & CONTROLS	INSTALL I-WAVES @ RFOTC, TRAINING	
9/15/2021	P0014402	\$9,876	Business Services Department	AIRGAS, INC	HALF MASK FOR FIT TESTING	
9/15/2021	P0014401	\$24,000	Human Resources Department	CPS HR CONSULTING	EXECUTIVE RECRUITING SERVICES - DIRECTOR OF COMMUNICATIONS	JA2508
9/15/2021	B02262	\$50,000	Logistics Department	MCPEEK'S CHRYSLER DODGE JEEP RAM OF ANAHEIM	DODGE PARTS & REPAIR SERVICES	JA2502
9/15/2021	B02260	\$50,000	Business Services Department	M.A.S.S.H. INC	ANNUAL PRICE AGREEMENT FOR AS-NEEDED EMERGENCY INCIDENT MEAL ORDERS	
9/15/2021	B02257	\$50,000	Business Services Department	BROWN BAG SANDWICH COMPANY	ANNUAL PRICE AGREEMENT FOR AS-NEEDED EMERGENCY INCIDENT MEAL ORDERS	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal Solicitation Number
9/16/2021	P0014403	\$3,696	Special Operations Division	AVIATION SPECIALTIES UNLIMITED, INC.	REPAIR OF OCFA NVG GOGGLE SET S/N 25408	
9/21/2021	P0014407	\$1,470	EMS & Training Department	CALUMET PACKAGING	SMALL ENGINE (CHAIN SAW/ ROTARY SAW)	
9/21/2021	P0014410	\$4,154	Special Operations Division	PLAYLAND CONCESSIONS	ICE BOX MERCHANDISER	
9/21/2021	P0014409	\$9,205	Special Operations Division	JETPUBS,INC	AIR OPS MANUAL RESET AND STANDARDIZATION	
9/21/2021	P0014408	\$9,985	Logistics Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	TREE TRIMMING SERVICE AT RFOTC	
9/21/2021	B02263	\$40,000	Logistics Department	UNITED RENTALS (NORTH AMERICA), iNC.	GENERATOR RENTAL FOR TEMPORARY CLASSROOMS AT RFOTC TRAINING GROUNDS	
9/22/2021	P0014411	\$2,064	Logistics Department	NATIONAL FIRE FIGHTER CORP	WILDCAT GOGGLES FOR SERVICE CENTER STOCK	
9/22/2021	P0014412	\$73,590	EMS & Training Department	MUNICIPAL EMERGENCY SERVICES	GENESIS EXTRICATION TOOLS FOR TRAINING	JA2172
9/23/2021	P0014413	\$4,301	Special Operations Division	AIR COMM SYSTEMS INC	BK RADIO ADAPTERS FOR AIR OPS	
9/23/2021	B01881-4	\$7,800	Business Services Department	QUADIENT INC	MAILING EQUIPMENT - ANNUAL MAINTENANCE FEES	
9/23/2021	B02099-2	\$25,000	Business Services Department	QUADIENT FINANCE USA, INC.	U.S. POSTAGE BILLING ACCOUNT	
9/24/2021	B01610-6	\$945	Community Risk Reduction Department	AMETEK BROOKFIELD	WARRANTY RENEWAL FOR MAX-4000 MOISTURE ANALYZER	
9/24/2021	P0014415	\$2,054	Logistics Department	MOBILE MODULAR MANAGEMENT CORP	STORAGE CONTAINER RENTAL FOR FS49	
9/24/2021	B02022-2	\$10,000	Logistics Department	FRS ENVIRONMENTAL INC.	PARTS WASHER SERVICES AND TRANSPORTATION	
9/24/2021	P0014351	\$33,891	Logistics Department	INSIDE EDGE COMMERCIAL INTERIOR SERVICES LLC	FLOORING REPLACEMENT IN THE MAIN LOBBY, RFOTC	
9/27/2021	P0014416	\$1,247	Operations Department	NORTHERN TOOL & EQUIPMENT	STATION / VEHICLE MAINTENANCE	
9/29/2021	P0014420	\$1,676	Logistics Department	WILLIAMS & MAHER INC	DEDICATED NETWORK CABLING FOR FRONT OFFICE - FS82	
9/29/2021	P0014419	\$3,000	Business Services Department	YORK, DEBRA L	L0975 ALL HAZARDS POSITION SPECIFIC FINANCE/ADMIN UNIT LEADER CLASS	
9/29/2021	P0014418	\$3,000	Business Services Department	BAUMAN, KAREN	L0975 ALL HAZARDS POSITION SPECIFIC FINANCE/ADMIN UNIT LEADER CLASS	
9/29/2021	P0014417	\$25,500	EMS & Training Department	EMS QI PARTNERS, LLC	PRESENTATION ON EMS LEGAL/DOCUMENTATION ISSUES	
9/30/2021	B02130-1	\$10,000	Logistics Department	DIAMOND GLASS	GLASS REPAIR AND REPLACEMENT SERVICES	
9/30/2021	P0014421	\$178,722	Community Risk Reduction Department	S&H TREE LANDSCAPING AND ARBORIST SERVICE LLC	TREE REMOVALS AND TREATMENTS - MODJESKA CANYON	RO2486



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 2E
Consent Calendar

Awarded Grant OCFA Fuels Reduction Equipment

Contact(s) for Further Information

Vincent Carpino, Division Chief
Special Operations

vincentcarpino@ocfa.org

714.274.6692

Justin Neville, Battalion Chief
Wildland Operations

justinneville@ocfa.org

714.573.6171

Summary

This agenda item is submitted for approval of OCFA Fuels Reduction Equipment grant award in the amount of \$228,429. The grant resources will be utilized to purchase specialized heavy equipment (a Caterpillar 299D3 skid steer, a trailer, a Miller Bobcat 200 Air Pak, diesel air compressor and welder, Stihl 461 chainsaws, and HT 131 pole saws) to be used by the Crews and Heavy Fire Equipment when completing fuels projects throughout the County.

Prior Board/Committee Action

On November 10, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by 5-0 vote (Directors Bourne, Hasselbrink, Kuo, and Muller absent).

RECOMMENDED ACTION(S)

1. Approve a Budget Adjustment to the FY 2021/22 General Fund (121) budget to increase revenue and expenditures by \$228,429 for the grant program award.
2. Approve and authorize the Board Chair and/or Fire Chief and/or their designee to execute all documents necessary to effectuate the grant award.

Impact to Cities/County

This grant will assist the County by providing crews with improved means to complete projects quickly and efficiently thereby reducing the potential for wildfire within the State Responsibility Area (SRA). These projects will reduce the fuel load countywide and ensure proper maintenance of access roads. These projects include road repair for increasing emergency responses on wildland fires and remote medical aids, the installation of culverts, tree removal, stump grinding, chipping all in one, including the removal of disease-infested trees.

Fiscal Impact

Not Applicable.

Background

The roads graded by the OCFA Crews and Equipment program provide access into the SRA for wildfire response, land management and utility operations. These roads lead to municipal water supplies for Irvine Ranch Water District, Serrano Water District, and many others, as well as

powerlines and utility stations owned and operated by Southern California Edison and San Diego Gas and Electric, and communication facilities owned and operated by the County of Orange and County Sheriff's Department, as well as others.

The skid steer and attachments will allow for the proper maintenance of access roads to ensure that the roads remain passable for emergency ingress and egress. This maintenance will protect life and safety of first responders and trail users by allowing safe access for firefighters and fire engines to remote areas to fight fires and conduct remote rescue operations. Maintenance of these roads also helps reduce erosion, runoff, and sedimentation of local streams through installation of water control measures and structures (water bars, drains, etc.), which protects natural resources throughout our SRA. Grading roads in a sustainable fashion by using the skid steer and attachments also reduces maintenance costs and maintenance intervals on the roads, which in turn increases carbon sequestration by reducing the use of heavy equipment.

Attachment(s)

1. 5GA20113 OCFA Fuels Reduction Equipment Grant Agreement
2. Resolution to Accept Grant Funds from Cal Fire

**DEPARTMENT OF FORESTRY AND FIRE PROTECTION**

P.O. Box 944246
SACRAMENTO, CA 94244-2460
(916) 653-7772
Website: www.fire.ca.gov



October 26, 2021

David Erickson
Orange County Fire Authority
1 Fire Authority Road
Irvine, CA 92602

5GA20113; Orange County Fire Authority, "OCFA Fuels Reduction Equipment"

This Agreement cannot be considered binding on either party until approved by appropriate authorized CAL FIRE designee. No services should be provided prior to approval, as the State is not obligated to make any payments on any Agreement prior to final approval. FAILURE TO RETURN ALL DOCUMENTS BY DATE BELOW MAY RESULT IN LOSS OF FUNDING.

Please contact Gregg Bratcher/ORC at (951) 232-4166 if you have questions concerning services to be performed.

1. ☒ Full grant agreement including terms and conditions, project grant application form, scope of work, budget, map, and other exhibits enclosed. Please sign, scan, and return the agreement to Aaron Sabin at Aaron.Sabin@fire.ca.gov no later than **January 3, 2022**.

Alternatively, you may opt to print (single sided), sign in blue ink, and return the agreement with original signature to:
CAL FIRE

Attn: Grants Management Unit/FP Grants
P.O. Box 944246
Sacramento, CA 94244-2460

In order to expedite your agreement, a scanned/electronic signature copy of the agreement is preferred.

In addition, the following completed documents are required before we can execute your agreement:

- **Signed Board Resolution**
- **Non-Discrimination Compliance (std.19)**
- **Drug-Free Certification (std.21)**

2. ☐ Enclosed for your record is one fully executed copy of the agreement referenced above. When billing for services performed under this agreement, your invoices must reference the agreement number above and be submitted to the contract manager.

Thank you,

Aaron Sabin
Grants Analyst
Grants Management Unit

CC: Gregg Bratcher
Southern Region Grants
Stella Chan

Enclosures

State of California
Department of Forestry and Fire Protection (CAL FIRE)
Office of the State Fire Marshal
GRANT AGREEMENT

APPLICANT: Orange County Fire Authority
PROJECT TITLE: OCFA Fuels Reduction Equipment
GRANT AGREEMENT: 5GA20113

PROJECT PERFORMANCE PERIOD is from Date Upon Approval through March 15, 2025.

Under the terms and conditions of this Grant Agreement, the applicant agrees to complete the project as described in the project description, and the State of California, acting through the Department of Forestry & Fire Protection, agrees to fund the project up the total state grant amount indicated.

PROJECT DESCRIPTION: The proposed project purchases heavy equipment including a skid steer with attachments and a trailer, as well as tools, such as chainsaws and a portable air compressor/welder, to be used by the OCFA Crews and Equipment program to assist in completing wildfire prevention and fuels reduction projects. The preventative work performed will help to protect the 3.1 million residents within Orange County, while benefitting over 300,000 acres of SRA Threat Zone, nearly 11,576 habitable structures within the SRA, and another 130,220 structures within the Very High LRA WUI areas.

Total State Grant not to exceed \$ 228,429.00 (or project costs, whichever is less).

**The Special and General Provisions attached are made a part of and incorporated into this Grant Agreement.*

Orange County Fire Authority

STATE OF CALIFORNIA
DEPARTMENT OF FORESTRY
AND FIRE PROTECTION

Applicant

By _____
Signature of Authorized Representative

By _____
Title: **Mike Richwine, State Fire Marshal**

Title **Brian Fennessy, Fire Chief**

Date _____

Date _____

CERTIFICATION OF FUNDING

GRANT AGREEMENT NUMBER 5GA20113	PO ID	SUPPLIER ID 0000072641
FUND 0001	FUND NAME General Fund	
PROJECT ID N/A	ACTIVITY ID N/A	AMOUNT OF ESTIMATE FUNDING \$ 228,429.00
GL UNIT N/A	BUD REF 0011	ADJ. INCREASING ENCUMBRANCE \$ 228,429.00
PROGRAM NUMBER 2470010	ENY 2020	ADJ. DECREASING ENCUMBRANCE \$ 0.00
ACCOUNT 5340580	ALT ACCOUNT 5340580000	UNENCUMBERED BALANCE \$ 228,429.00
REPORTING STRUCTURE 35405909	SERVICE LOCATION 96149	

I hereby certify upon my personal knowledge that budgeted funds are available for this encumbrance.

Signature of CAL FIRE Accounting Officer

Date

TERMS AND CONDITIONS OF GRANT AGREEMENT

I. RECITALS

1. This Agreement, is entered into between the State of California, by and through the California Department of Forestry and Fire Protection (CAL FIRE), hereinafter referred to as "STATE" and, Orange County Fire Authority, hereinafter referred to as "GRANTEE".
2. The STATE hereby grants to GRANTEE a sum (hereinafter referred to as "GRANT FUNDS") not to exceed Two Hundred Twenty-Eight Thousand Four Hundred Twenty-Nine Dollars (**\$228,429.00**).
3. In addition to the terms and conditions of this Agreement, the STATE and GRANTEE agree that the terms and conditions contained in the documents set forth below are hereby incorporated and made part of this agreement.
 - a. California Climate Investments Department of Forestry and Fire Protection Fire Prevention Program Procedural Guide FY 2020-2021 and FY 2021-2022
 - b. The submitted Application, Scope of Work, Project Budget Workbook, GHG Emissions Workbook and Exhibits
 - c. ADDENDUM – FIRE PREVENTION GRANT PROJECTS

II. SPECIAL PROVISIONS

1. Recipients of GRANT FUNDS pursuant to California Public Resources Code Section 4124.5 shall abide by the provisions in this Agreement. This includes the requirement that work shall not commence prior to the execution of this Agreement by both parties. Any work started prior to the execution of this Agreement will not be eligible for funding under the terms of this Agreement.
2. As precedent to the State's obligation to provide funding, GRANTEE shall provide to the STATE for review and approval a detailed budget, specifications, and project description. Approval by the STATE of such plans and specifications, or any other approvals provided for in this Agreement, shall be for scope and quality of work, and shall not relieve GRANTEE of the obligation to carry out any other obligations required by this Agreement, in accordance with applicable law or any other standards ordinarily applied to such work or activity.
3. All informational products (e.g., data, studies, findings, management plans, manuals, photos, etc.) relating to California's natural environment produced with the use of GRANT FUNDS shall be available for public use.

III. GENERAL PROVISIONS

1. Definitions

- a. The term "Agreement" means grant agreement number 5GA20113.
- b. The term "GRANT FUNDS" means the money provided by the STATE to the GRANTEE in this Agreement.
- c. The term "GRANTEE" means an applicant who has a signed Agreement for the award for GRANT FUNDS.
- d. The term "Other Sources of Funds" means all matching fund sources that are required or used to complete the Project beyond the GRANT FUNDS provided by this Agreement.
- e. The term "STATE" means the State of California, Department of Forestry and Fire Protection (CAL FIRE).
- f. The term "Project" means the development or other activity described in the "Project Scope of Work".
- g. The term "Project Budget Detail" as used herein defines the approved budget plan.
- h. The term "Project Scope of Work" as used herein means the individual scope of work describing in detail the approved tasks.

2. Project Representatives

The project representatives during the term of the agreement will be:

STATE: CAL FIRE	GRANTEE: Orange County Fire Authority
Section/Unit: ORC	Section/Unit: N/A
Attention: Gregg Bratcher	Attention: David Erickson
Mailing Address: 25380 Franklin Dr., P.O. Box 2097, Idyllwild, CA 92549	Mailing Address: 1 Fire Authority Road Irvine, CA 92602
Phone Number: (951) 232-4166	Phone Number: (714) 573-6178 Secondary: (949) 447-0549
Email Address: gregg.bratcher@fire.ca.gov	Email Address: daviderrickson@ocfa.org

Changes to the project representatives during the term of the agreement shall be made in writing. Notice shall be sent to the above representative for all notice provisions of this Agreement.

3. Project Execution

- a. Subject to the availability of grant monies, the STATE hereby grants to the GRANTEE a sum of money (GRANT FUNDS) not to exceed the amount stated on Section I. RECITALS, Paragraph 2 in consideration of and on condition that the sum be expended in carrying out the purposes as set forth in the description of the Project in this Agreement and its attachments and under the terms and conditions set forth in this Agreement.
- b. GRANTEE shall assume any obligation to furnish any additional funds that may be necessary to complete the Project. Any amendment to the Project as set forth in the Application on file with the STATE must be submitted to the STATE for approval in writing. No amendment is allowed until written approval is given by the STATE.
- c. GRANTEE shall complete the Project in accordance with the time of Project performance set forth in this Agreement, unless an amendment has been approved and signed by the STATE under the terms and conditions of this Agreement. Amendments must be requested in advance and will be considered in the event of circumstances beyond the control of the GRANTEE, but in no event less than 90 days from the Agreement expiration date and in no event less than 60 days before the effective date of the amendment. Approval of amendment is at the STATE's discretion.

GRANT NUMBER 5GA20113
Orange County Fire Authority
OCFA Fuels Reduction Equipment

- d. GRANTEE certifies that the Project Scope of Work complies with all local, State, and federal laws and regulations.
- e. GRANTEE shall comply with the California Environmental Quality Act (CEQA) (Public Resources Code, Section 21000, et. seq. Title 14, California Code of Regulations, Section 15000 et. seq.) and all other local, State, and federal environmental laws. A copy of the certified CEQA document must be provided to STATE before any GRANT FUNDS are made available for any Project activity that could directly impact the environment (e.g. cutting, piling or burning bush, masticating, dozer work, etc.). CEQA compliance shall be completed within one (1) year from start date of the Agreement. The start date is considered the date the last party signs the Agreement. GRANT FUNDS will be made available in advance of CEQA compliance for project activities that do not have the potential to cause a direct environmental impact (e.g. project planning, locating and marking property or project boundaries, contacting and signing up landowners, etc.).
- f. GRANTEE shall permit periodic site visits by representative(s) of the STATE to ensure program compliance and that work is in accordance with the approved Project Scope of Work, including a final inspection upon Project completion.
- g. GRANTEE, and the agents and employees of GRANTEE, in the performance of this Agreement, shall act in an independent capacity and not as officers, employees, or agents, of the STATE. No person who, as an officer, employee, or agent of the state participated in the preparation or creation of or determination to award this Grant Agreement shall serve as an agent or employee of GRANTEE including but not limited to those acts prohibited by Government Code Sections 1090, and 87100.

4. Project Costs and Payment Documentation

- a. Payment by the STATE shall be made after receipt of an acceptable invoice and approval by a duly authorized representative of the STATE. GRANTEE shall submit an invoice for payment to the CAL FIRE Project Representative of the STATE. A final invoice shall be submitted no later than 30 days after completion, expiration, or termination of this Agreement.
- b. For services satisfactorily rendered, and upon receipt and approval of invoices for payment, the STATE agrees to compensate GRANTEE for actual expenditures incurred in accordance with the rates specified herein, which is attached hereto, as Final Project Budget Detail, and made a part of this Agreement.

GRANT NUMBER 5GA20113
Orange County Fire Authority
OCFA Fuels Reduction Equipment

- c. Equipment purchased using GRANT FUNDS, wholly or in part, must be used by the GRANTEE for the project which it was acquired. STATE retains a vested interest in the equipment for the useful life of the equipment, even after completion of the grant. GRANTEE shall provide written disposition of the equipment upon completion of the grant and upon any changes to the disposition of the equipment. Such disposition must be approved in advance by STATE. Equipment purchased using GRANT FUNDS cannot be used as collateral, financed, or sold without prior written approval from the STATE.
- d. GRANTEE shall submit, in arrears, not more frequently than once a month, and no less than quarterly, an invoice to the STATE for costs paid by GRANTEE pursuant to this Agreement. Each invoice shall contain the following information: the Agreement number, the dates or time period during which the invoiced costs were incurred, expenditures for the current invoice and cumulative expenditures to date by major budget category (e.g., salaries, benefits, supplies, etc.), appropriate supporting documentation, project progress reports, and the signature of an authorized representative of GRANTEE as detailed in the Invoice Guidelines of the California Climate Investments Department of Forestry and Fire Protection Fire Prevention Program Procedural Guide FY 2020-2021 and FY2021-2022.
- e. GRANT FUNDS in this Agreement have a limited period in which they must be expended. All GRANTEE expenditures must occur prior to the end of the Project performance period of this Agreement.
- f. Except as otherwise provided herein, GRANTEE shall expend GRANT FUNDS in the manner described in the Project Budget Detail approved by the STATE. The dollar amount of an item in the Project Budget Detail may be increased or decreased by up to ten percent (10%) of the budget item through reallocation of funds from another item or items, without approval by the STATE; however, GRANTEE shall notify the STATE in writing in project progress reports when any such reallocation is made, and shall identify both the item(s) being increased and those being decreased. Any increase or decrease of an item of more than ten percent (10%) of the budget item must be approved in writing by the STATE before any such increase or decrease is made. A formal approved amendment is required to increase the total amount of GRANT FUNDS.
- g. GRANTEE shall promptly submit any and all records at the time and in the form as the STATE may request.
- h. GRANTEE shall submit each invoice for payment electronically to both the appropriate CAL FIRE Project Representative as identified in Item 2 and

Southern Region Email Address (SouthernRegionGrants@fire.ca.gov).
Hard copy submissions will not be accepted.

- i. Notwithstanding any of the provisions stated within this Agreement, the STATE may at its discretion make advance payment from the grant awarded to the GRANTEE if GRANTEE is a nonprofit organization, a local agency, a special district, a private forest landowner or a Native American tribe. Advance payment made by the STATE shall be subject to the following provisions.
- GRANTEE shall submit a written request identifying how funds will be used over a six-month period. The written request must be accompanied by an invoice that contains the same level of detail as a regular invoice.
 - GRANTEE shall file an accountability report with STATE four months from the date of receiving the funds and every four months thereafter.
 - Multiple advance payments may be made to a GRANTEE over the life of a project.
 - No single advance payment shall exceed 25% of the total grant amount and must be spent on eligible costs within six months of the advance payment request. GRANTEE may request additional time to spend advance funds but must be approved in writing by the STATE. The balance of unspent advance payment funds not liquidated within the six-month spending period will be billed for the return of advanced funds to the STATE.
 - All work under a previous advance payment must be fully liquidated via an invoice and supporting documentation and completed to the STATE's satisfaction before another advance payment will be made.
 - Any advance payment received by a GRANTEE and not used for project eligible costs shall be returned to CAL FIRE. The amount will be returned to the grant balance.
 - Advance payments must be deposited into an interest-bearing account. Any interest earned on advance payment funds must be accounted for and used toward offsetting the project cost or returned to the STATE.

5. Budget Contingency Clause

- a. If STATE funding for any fiscal year is reduced or deleted for purposes of the Fire Prevention Program California Climate Investments Grant Program, the STATE shall have the option to either cancel this Agreement with no liability occurring to the STATE, or if possible and desirable, offer

an Agreement amendment to GRANTEE to reflect the reduced amount available for the Project.

6. Project Administration

- a. GRANTEE shall provide the STATE a written report showing total final Project expenditures and matching funds upon Project completion or grant expiration, whichever occurs first. GRANTEE must report to the STATE all sources of other funds for the Project. If this provision is deemed to be violated, the STATE will request an audit of GRANTEE and can delay the disbursement of funds until the matter is resolved.
- b. GRANTEE shall promptly submit written Project reports as the STATE may request throughout the term of this Agreement.
- c. GRANTEE shall submit a final accomplishment report, final invoice with associated supporting documentation, and copies of materials developed using GRANT FUNDS, including but not limited to plans, educational materials, etc. within 30 days of Project completion.

7. Financial Records

- a. GRANTEE shall retain all records described in Section 7(c) below for three (3) years after final payment by the STATE. In the case an audit occurs, all such records shall be retained for one (1) year from the date is audit is completed or the three (3) years, whichever date is later.
- b. GRANTEE shall maintain satisfactory financial accounts, documents, and records for the Project and make them available to the STATE for review during reasonable times. This includes the right to inspect and make copies of any books, records, or reports of GRANTEE pertaining to this Agreement or matters related thereto.
- c. GRANTEE shall keep such records as the STATE shall prescribe, including, but not limited to, records which fully disclose (a) the disposition of the proceeds of state funding assistance, (b) the total cost of the Project in connection with such assistance that is given or used, (c) the amount and nature of that portion of the Project cost supplied by other sources, and (d) any other such records as will facilitate an effective audit. All records shall be made available to the STATE, other State of California agency, or other entity as determined by the State of California for auditing purposes at reasonable times.
- d. GRANTEE shall use any generally accepted accounting system.

8. Research

GRANT NUMBER 5GA20113
Orange County Fire Authority
OCFA Fuels Reduction Equipment

- a. GRANTEE that receives funding, in whole or in part, in the form of a research grant shall provide for free public access to any publication of a peer-reviewed manuscript describing STATE funded knowledge, STATE funded invention, or STATE funded technology shall be subject to the following conditions:
 - i. GRANTEE is responsible for ensuring that any publishing or copyright agreements concerning peer-reviewed manuscripts fully comply with this section
 - ii. GRANTEE shall report to STATE the final disposition of the peer-reviewed manuscript, including, but not limited to, if it was published, date of publication, where it was published, and, when the 12-month time period from official date of publication expires, where the peer-reviewed manuscript will be available for open access.
- b. For a peer-reviewed manuscript that is accepted for publication pursuant to the terms and conditions of this Agreement, the GRANTEE shall ensure that an electronic version of the peer-reviewed manuscript is available to STATE and on an appropriate publicly accessible repository approved by the state agency, including, but not limited to, the University of California's eScholarship Repository at the California Digital Library, the California State University's ScholarWorks at the Systemwide Digital Library, or PubMed Central, to be made publicly available not later than 12 months after the official date of publication. GRANTEE shall make reasonable efforts to comply with this requirement by ensuring that the peer-reviewed manuscript is accessible on an approved publicly accessible repository, including notifying the state agency that the manuscript is available on a state-agency-approved repository. If the grantee is unable to ensure that his or her manuscript is accessible on an approved, publicly accessible repository, the grantee may comply by providing the manuscript to the state agency not later than 12 months after the official date of publication.
- c. For publications other than those described in (b), including scientific meeting abstracts, GRANTEE shall comply by providing the manuscript to the STATE not later than 12 months after the official date of publication.
- d. The grant shall not be construed to authorize use of a peer-reviewed manuscript that would constitute an infringement of copyright under the federal copyright law described in Section 101 of Title 17 of the United States Code and following.
- e. Use of GRANT FUNDS for publication costs, including fees charged by a publisher for color and page charges, or fees for digital distribution are allowable costs but must be within the GRANT FUNDS and item 4 of the agreement.

- f. GRANTEE may request a waiver to the publication requirement if GRANTEE has an existing publication requirement that meets or exceeds the requirements of the research provision. Waiver shall include information on GRANTEE's existing requirements. Approval of the waiver is at STATE's discretion.

9. Project Termination

- a. This Agreement may be terminated by the STATE or GRANTEE upon 30-days written notice to the other party.
- b. If either party terminates the Agreement prior to the completion of the Project, GRANTEE shall take all reasonable measures to prevent further costs to the STATE under the Agreement and the STATE shall be responsible for any reasonable and non-cancelable obligations incurred by GRANTEE in the performance of this Agreement prior to the date of the notice to terminate, but only up to the undisbursed balance of funding authorized in this Agreement.
- c. Failure by GRANTEE to comply with the terms of this Agreement may be cause for suspension of all obligations of the STATE hereunder at the discretion of the STATE.
- d. Failure of GRANTEE to comply with the terms of this Agreement shall not be cause for the suspension of all obligations of the STATE hereunder if in the judgment of the STATE such failure was due to no fault of GRANTEE. At the discretion of the STATE, any amount required to settle at minimum cost any irrevocable obligations properly incurred shall be eligible for reimbursement under this Agreement.
- e. Final payment to GRANTEE may not be made until the STATE determines the Project conforms substantially to this Agreement.

10. Hold Harmless

- a. GRANTEE shall defend, indemnify and hold the STATE, its officers, employees, and agents harmless from and against any and all liability, loss, expense (including reasonable attorney's fees), or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense, attorney's fees, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of GRANTEE, its officers, agents, or employees. The duty of GRANTEE to indemnify and hold harmless includes the duty to defend as set forth in Civil Code Section 2778. This Agreement supersedes GRANTEE's right as a public entity to indemnify

(see Government Code Section 895.2) and contribution (see Government Code Section 895.6) as set forth in Government Code Section 895.4.

- b. GRANTEE waives any and all rights to any type of express or implied indemnity or right of contribution from the STATE, its officers, agents, or employees for any liability resulting from, growing out of, or in any way connected with or incident to this Agreement.
- c. Nothing in this Agreement is intended to create in the public or in any member of it rights as a third-party beneficiary under this Agreement.

11. Tort Claims

FEDERAL:

The United States shall be liable, to the extent allowed by the Federal Tort Claims Act 28 United States Code 2671-2680, for claims of personal injuries or property damage resulting from the negligent or wrongful act or omission of any employee of the United States while acting within the scope of his or her employment, arising out of this Agreement.

STATE:

The State of California shall be liable, to the extent allowed by law and subject to California Government Code, Title 1, Division 3.6, providing for the filing of tort claims against the State of California, for personal injuries or property damage resulting from the negligent or wrongful act or omission of State of California employees while acting within the scope of his or her employment, arising out of this Agreement.

12. Nondiscrimination

The State of California prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, sex, marital status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program. GRANTEE shall not discriminate against any person on any of these bases.

13. Conflict of Interest

GRANTEE or anyone acting on behalf of GRANTEE shall not have any conflicting personal and/or financial interests in carrying out the duties of the Agreement.

14. Incorporation

The grant guidelines and the Project Scope of Work, Project Budget Detail and any subsequent amendments or modifications to the Project Scope of Work and Project Budget Detail approved in writing by the STATE are hereby incorporated by reference into this Agreement as though set forth in full in this Agreement.

15. Severability

If any provision of this Agreement or the Project Scope of Work thereof is held invalid, that invalidity shall not affect other provisions or applications of this Agreement which can be given effect without the invalid provision or application, and to this end the provisions of this Agreement are severable.

16. Waiver

No term or provision hereof will be considered waived by either party, and no breach excused by either party, unless such waiver or consent is in writing and signed on behalf of the party against whom the waiver is asserted. No consent by either party to, or waiver of, a breach by either party, whether expressed or implied, will constitute consent to, waiver of, or excuse of any other, different, or subsequent breach by either party.

17. Assignment

This Agreement is not assignable by GRANTEE either in whole or in part.

ADDENDUM – FIRE PREVENTION GRANT PROJECTS

I. PROGRAM ACKNOWLEDGEMENT/RECOGNITION

All Fire Prevention Grant projects must clearly display, identify and label themselves as being funded by CAL FIRE. Acknowledgements must contain the CAL FIRE logo as well as the following statement:

“Funding for this project provided by the California Department of Forestry and Fire Protection’s Fire Prevention Program.”

A draft of the acknowledgement must be approved by the STATE prior to publication. For stationary projects, acknowledgement may include, but is not limited to, a sign on the project site. For other project types, such as vehicles, equipment, and consumer-based incentives, acknowledgement is encouraged by using a decal, sticker or other signage.

California Department of Forestry and Fire Protection (CALFIRE)
California Climate Investments
Fire Prevention Program Grant Application
Fiscal Year 2020-21/2021-22 Funding Opportunity



Please request a Project Tracking # for each separate application by following the instructions in the 2020-21/2021-22 CCI Grant Guidelines on the [Fire Prevention Grants Web Page](#). Submit the application and all supporting materials to the SharePoint folder assigned to your tracking number **no later than 3:00pm PDT on May 19, 2021**. Grant awards are contingent upon appropriation from the [California Climate Investments](#), or other fund source, with up to \$165 million being awarded. Please note: Items marked in red are required.

1. **Project Tracking #:** 20-FP-ORC-0130 CalMapper ID:

Project Name/Title: OCFA Fuels Reduction Equipment

County: Orange

CAL FIRE Unit/Contract County (Please use this 3-letter Unit Identifier for file naming. See Question 14): ORC - Orange County

2. **Organization Type:** County If Other, please specify:

If Non-Profit, are you a registered 501(c)(3)? ☐ Yes ☐ No

3. **Sponsoring Organization:** Orange County Fire Authority
Project Manager

Title: Wildland Resource Planner

First Name: David Last Name: Erickson

Address Line 1: 1 Fire Authority Road

Address Line 2:

City: Irvine State: California Zip Code: 92602

Phone Number: (714) 573-6178 Secondary Phone Number: (949) 447-0549

Email Address: daviderrickson@ocfa.org Fax Number: (714) 368-8836

Tracking #: 20-FP-ORC-0130

Page 1 of 5

Project Name: OCFA Fuels Reduction Equipment

4. For which primary activity is funding being requested? Fuel Reduction

5. **Grant Period:** Please provide the estimated start date and completion date for your project. Projects **MUST** be completed by March 15, 2025 or March 15, 2026, depending on the source of the funds awarded. Note that final billing is due 30 days after project completion. Please use MM/DD/YYYY format.

Project Start Date: 01/01/2022

Project Completion Date: 03/15/2026

6. **Limiting Factors:** Are there any existing forest or land management plans; Conservation Easements; Covenant, Conditions & Restrictions (CC&R's); matters related to zoning; use restrictions, or other factors that can or will limit the fire prevention proposed activity?

☐ If checked, describe existing plan(s) and the limitations, if any, in the attached Scope of Work.

7. **Timber Harvest Plans:** For fuel reduction projects, is there a timber harvesting document on any portion of the proposed project area for which a "Notice of Completion" has not been filed with CAL FIRE?

☐ If checked, provide the THP identification number and describe the relationship to the project in the attached Scope of Work document.

THP ID Number:

8. **Community at Risk:** Is the project associated with a community that is listed as a Community at Risk? See the list of [Communities at Risk](#) on the Office of the State Fire Marshal web page.

☒ Yes ☐ No

Number of Communities in the project area: 20

9. **Disadvantaged/Low Income Community:** Is the project associated with a low-income community that is listed as a Community at Risk? See the information on [Priority Population Investments](#) on the California Air Resources Board web page.

☒ Yes ☐ No

If Yes, select all that applies:

☐ Disadvantaged

☐ Low Income

☒ Both

☐ Buffer Zone

Tracking #: 20-FP-ORC-0130

Page 2 of 5

Project Name: OCFA Fuels Reduction Equipment

10. Describe how your proposal would reduce the total amount of wildfire (and thereby reduce wildfire emissions) around communities, homes, infrastructure, and other highly valued resources. Please focus on GHG benefits. (Limited to 700 characters.)

OCFA will purchase equipment to be used by the Crews & Heavy Fire Equipment when completing fuels projects throughout the county. Project activities for these crews include grading fire access roads, thinning roadside vegetation, & removing hazardous dead or dying vegetation. Purchasing this equipment will reduce the total amount of wildfire by providing crews with the means to complete projects quickly & efficiently. These completed projects will reduce the fuel load countywide and ensure proper maintenance of access roads. Limiting fuel sources will directly reduce the amount of wildfire. Further, access roads allow for faster response and will help to reduce a wildfire from spreading.

11. Federal Responsibility Area: Does your project/activity include work on Federal Lands that might require NEPA, or use a framework similar to Good Neighbor Authority?

Non-Tribal Lands: ☐ Yes ☒ No If yes, how many acres?

Tribal Lands: ☐ Yes ☒ No If yes, how many acres?

12. Project Area Statistics: For all projects, provide an estimate of the Project Influence Zone (PIZ) acres and the Treatment Influence Zone (TIZ) acres.

PIZ - The Project influence Zone (PIZ) is the broad geographic area encompassing the neighborhoods or communities that the grant proposal is designed to protect with fuel reductions, public education, or planning activities. This can be the sum of all treatment areas or could include a buffer area around the planning/public education target. Please keep the PIZ from encompassing an overly large area, unless benefits are clearly defined in the Scope-of-Work.

TIZ - Treatments are areas within a PIZ, where on-the-ground activities are accomplished (e.g. hazard fuel reductions, shaded fuel breaks, masticating, etc.). There can be multiple discrete Treatment areas associated with a PIZ. Some projects (e.g. Planning & Public Education) may NOT have treatment areas.

	LRA	FRA	SRA
Project Influence Zone (PIZ)	94,530.00	78,538.00	118,328.00
Treatment Influence Zone (TIZ)	94,530.00	78,538.00	118,328.00

Tracking #: 20-FP-ORC-0130

Page 3 of 5

Project Name: OCFA Fuels Reduction Equipment

13. **Project Budget:** What is the proposed budget? Please include a discussion of the project budget in the Scope of Work and enter the amount from the Project Budget workbook (.xls).

Budget Item	Amount
Grant Funding Requested (\$)	228,429.00

14. **Local Wildland Fire Risk Reduction Plans:** Is the project in, consistent with, or build on a larger plan that deals with the risk and potential impact to habitable structures in the WUI covered by this project? If so, discuss in the Scope of Work. **Select all that apply.**

- ☒ CAL FIRE Unit Strategic Fire Plan
- ☐ Homeowners' Association Plan
- ☐ Fire Safe Council Action Plan
- ☐ County Fire Department Strategic Fire Plan
- ☐ Local Fire Department Plan
- ☐ FIREWISE Community Assessment
- ☐ Other Local Plan (Identify in Scope of Work)
- ☒ Local Hazard Mitigation Plan
- ☒ Community Wildfire Protection Plan

15. **CEQA Compliance:** Describe how compliance with the California Environmental Quality Act (CEQA) will be achieved in the Scope of Work. Is there an existing (CEQA) document that addresses this project or can be used to meet CEQA requirements?

Please indicate the CEQA document type (For planning, education and other projects that are exempt from CEQA, select "Not Applicable"):

Not Applicable

Document Identification Number:

16. Have you applied for or received any other CAL FIRE Grants for this project?

☐ Yes ☐ No

If yes, please identify the other CAL FIRE grant program and how the additional grant will be or is being applied to this project.

Tracking #: 20-FP-ORC-0130

Page 4 of 5

Project Name: OCFA Fuels Reduction Equipment

17. Application Submission:

Note to Applicant: If you modify the language contained in any part of this document, other than to fill in the blanks or to provide requested information, your application **will be rejected**.

Use the table below as a tool to make sure you have all documents ready prior to submitting the application.

Replace "XXXX" in the file name with the project's ID Number. Replace "UUU" in the file name with the 3-letter identifier for the Unit where the project is located. Unit identifiers are listed in the instructions for this application form.

Attachments	File Name
<input checked="" type="checkbox"/> Application Form (.pdf)	20-FP-ORC-0130-Application.pdf
<input checked="" type="checkbox"/> Scope of Work (.doc)	20-FP-ORC-0130-SOW.doc
<input checked="" type="checkbox"/> Project Budget (.xls)	20-FP-ORC-0130-Budget.xls
<input checked="" type="checkbox"/> Project Map (.pdf)	20-FP-ORC-0130-MAP.pdf
<input type="checkbox"/> Articles of Incorporation (.pdf) - Applies to Non-Profits only	20-FP-UUU-XXXX-AOI.pdf
<input checked="" type="checkbox"/> Mapping	Create a Geo Point & Polygon web link

I certify that the above and attached information is true and correct:


Original Signature Required: Grantee's Authorized Representative

5.12.21
Date Signed

DAVE ERICKSON
Printed Name

WILDLAND
RESOURCE
PLANNER
Title

Executed on: 5.12.21 at IRVINE
Date City

Please fill out this form completely. Be sure to save a copy of this form and all attachments for your records. Submit the application and all supporting materials to the SharePoint folder assigned to your tracking number **no later than 3:00pm PDT on May 19, 2021**. Please submit the documents as early as possible to avoid unanticipated issues. **Applications submitted or modified in the SharePoint folder after this date will be considered late.** Access to SharePoint after the due date may be revoked.

Tracking #: 20-FP-ORC-0130

Page 5 of 5

Project Name: OCFA Fuels Reduction Equipment



California Department of Forestry and Fire Protection
(CAL FIRE) California Climate Investments
Fire Prevention Grants Program
Project Scope of Work



Project Name: OCFA Fuels Reduction Equipment

Project Tracking Number: 20-FP-ORC-0130

Project Description Summary: Please provide a paragraph summarizing proposed project including the location, habitable structures, acres treated, etc. (Please type in blank space below. Please note there is no space limitations).

The proposed project purchases heavy equipment including a skid steer with attachments and a trailer, as well as tools, such as chainsaws and a portable air compressor/welder, to be used by the OCFA Crews and Equipment program to assist in completing wildfire prevention and fuels reduction projects. The preventative work performed will help to protect the 3.1 million residents within Orange County, while benefitting over 300,000 acres of SRA Threat Zone, nearly 11,576 habitable structures within the SRA, and another 130,220 structures within the Very High LRA WUI areas.

A. Scope of Work

This item is broken into project specific criteria depending on the type of project being proposed: planning, education or hazardous fuel reduction. Please **answer one section of questions** that pertain to the primary activity type for your project.

Section 1: Hazardous Fuel Reduction/Removal of Dead or Dying Tree Projects

1. Describe the geographic scope of the project, including an estimate of the number of habitable structures and the names of the general communities that will benefit.
2. Describe the goals, objectives, and expected outcomes of the project.
3. Provide a clear rationale for how the proposed project will reduce the risks associated with wildfire to habitable structures in the WUI.
4. Identify any additional assets at risk to wildfire that will benefit from the proposed project. These may include, but are not limited to, domestic and municipal water supplies, power lines, communication facilities and community centers.
5. Is the scale of the project appropriate to achieve the stated goals, objectives and outcomes discussed in Item 2 above?
6. How will the project/activity utilize the left over woody biomass? Will the project/activity use a biomass facility to reduce greater greenhouse gas emissions?

Section 2: Planning Projects

1. Describe the geographic scope of the project, including the communities that will benefit, and an estimate of the number of structures within the project area.
2. Describe how the project will assess the risks to residents and structures in the WUI and prioritize projects to reduce this risk over time.

3. Does the proposed plan add or build upon previous wildfire prevention planning efforts in the general project area?
4. Identify a diverse group of key stakeholders, including local, state, and federal officials where appropriate, to collaborate with during the planning process. Discuss how the project proponent plans to engage with these targeted stakeholders.
5. Describe the pathways for community involvement that will be incorporated in the planning process.

Section 3: Education

1. Describe the specific message of the education program and how it relates to reducing the risk of wildfire to owners of structures in the WUI.
2. Describe the target audience of the education program and how information will be distributed to this audience.
3. Will the education program raise the awareness of homeowner responsibilities of living in a fire prone environment?
4. Identify specific actions being advocated in the education material that is expected to increase the preparedness of residents and structures in the WUI for wildfire.
5. Describe the expected outcome of the education in terms of increased or changed public awareness about wildfire.

Answer only 1 set of questions from above, depending on your project; Fuel Reduction, Planning or Education. (Please type in blank space below. Please note there is no space limitations).

1. Geographic scope: The purchased equipment would be used during various projects throughout OCFA's jurisdiction. The OCFA Crews and Equipment projects will provide direct benefits to the 3.1 million residents within Orange County while benefitting nearly 300,000 acres of SRA Threat Zone, 11,576 habitable structures within the SRA, and another 130,220 structures within the Very High LRA WUI areas. All communities within OCFA's jurisdiction will benefit including: Aliso Viejo, Buena Park, Cypress, Dana Point, Garden Grove, Irvine, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, La Palma, Los Alamitos, Mission Viejo, Rancho Santa Margarita, Rancho Mission Viejo, San Clemente, San Juan Capistrano, Santa Ana, Seal Beach, Stanton, Tustin, Villa Park, Westminster, Yorba Linda.

2. Goals, Objectives, and Expected Outcomes: The primary goal of the project is to purchase specialized heavy equipment that is necessary for the OCFA Crews and Equipment program to complete various fuels reduction projects. The purchased equipment will mainly be used to improve emergency ingress and egress along dirt access roads and brush vegetation back along these access roads. The project will purchase the following: a Caterpillar 299D3 skid steer with a utility broom with water sprinkler kit, a Ziemann 2725-A Trailer to haul the skid steer, a Miller Bobcat 200 Air Pak Diesel air compressor and welder, two skid steer hydraulic oil coolers to attach to the existing skid steer and the new skid steer to keep the equipment attachments (mowing head and masticating head) cool while conducting fuels reduction projects to lessen the risk of overheating and/or starting a fire while conducting fuels reduction projects, four Stihl 461 chainsaws, and four HT 131 pole saws to be used in fuel reduction projects.

The expected outcome from these purchases is to provide the OCFA Crews and Equipment program with the tools and equipment necessary to successfully complete maintenance, fuels reduction, and fire prevention projects. The skid steer and attachments will allow for the proper maintenance of access roads to ensure that the roads remain passable for emergency ingress and egress. This maintenance will protect life and safety of first responders and trail users by allowing safe access for fire fighters and fire engines to remote areas to fight fires and conduct remote rescue operations. Maintenance of these roads also helps reduce erosion, runoff and sedimentation of local streams through installation of water control measures and structures (water bars, drains, etc), which protects natural resources throughout our SRA. Grading roads in a sustainable fashion by using the skid steer and attachments also reduces maintenance costs and maintenance intervals on the roads, which in turn increases carbon sequestration by reducing the use of heavy equipment.

The newly purchased equipment will be handled, maintained, and stored by OCFA. The equipment will be maintained by OCFA HFEOs, OCFA mechanics, and stored at OCFA stations 18, 47, and 58, depending on project location and need.

The new skid steer and trailer will be towed with the existing OCFA Crews and Equipment dump truck and/or hook truck, which are both capable of towing this equipment.

3. Risk Reduction: As stated above, the purchased equipment will primarily be used by the OCFA Crews and Equipment program to grade, masticate, and brush access roads. OCFA grades and brushes roads to create a sustainable roadbed to provide for sustainable land use management and safety operations while providing maximum feasible protection to the environment. The oil cooler attachments to the skid steers will allow the equipment to run cooler and reduce the risk of overheating equipment attachments, such as a masticating head or mowing deck (already owned by and in use by OCFA). The utility broom with water sprinkler kit will also assist in creating a sustainable road bed by removing debris from roads that may clog culverts or erosion control features, which would otherwise cause the road to blow out or cause significant erosion. These roads are critical for emergency egress and are often the only way in and out of the SRA. The reduction of the vegetation will not only improve emergency access but will also help create a modified fuel break along roads and reduce the fuel load (including ladder fuels) around densely packed homes and increase defensible space. These fuel reduction projects completed by the OCFA Crews and Equipment program will also improve visibility allowing for faster response and ingress times and will help to reduce a structure fire from spreading to the WUI and threatening additional structures and communities.

4. Additional Assets at Risk: The roads graded and brushed by the OCFA Crews and Equipment program provide access into the SRA for wildfire response, land management and utility operations. These roads lead to municipal water supplies for Irvine Ranch Water District, Serrano Water District, and many others, as well as powerlines and utility stations owned and operated by Southern California Edison and San Diego Gas and Electric, and communication facilities owned and operated by the

County of Orange and Orange County Sheriff's Department, as well as others. The road maintenance provided by the OCFA Crews and Equipment program mitigates fuel sources for wildfire and will ensure that access is available to fire crews thereby reducing the risks to all additional assets listed above.

5. Scale of Project:

The scale of the project has the potential to impact the ~300,000 acres of SRA Threat Zone, as OCFA Crews and Equipment program conducts fuel reduction projects across the county and the scope is appropriate to achieve the goals, objectives and outcomes discussed in Item 2. The scale of the project is focused on purchasing specific equipment that is the most crucial for the OCFA Crews and Equipment program to successfully complete their fuel reduction and grading projects.

6. Biomass:

Most of the biomass created from the fuel reduction projects is either lopped and scattered or chipped onsite. Some of the fuel removed is hauled to nearby green waste facilities where it is left to compost. Based on the location of the closest biomass energy facility, GreenLeaf Power located ~ 121 miles away, it is not an efficient use of carbon to haul debris there for use in bioenergy.

B. Relationship to Strategic Plans

Does the proposed project support the goals and objectives of the California Strategic Fire Plan, the local CAL FIRE Unit Fire Plan, a Community Wildfire Protection Plan (CWPP), County Fire Plan, or other long term planning document? (Please type in blank space below. Please note there is no space limitations).

The proposed project is consistent with the California Strategic Fire Plan, and is identified in the Orange County-CAL FIRE Contract County Fire Plan, as well as the CWPP. The purchased equipment will mainly be used in locations located within designated Very High Fire Hazard Severity Zone as identified by the County of Orange and CAL FIRE. The project is identified in the County of Orange Community Wildfire Protection Plan, and is consistent with the Orange County Natural Communities Coalition of Orange County Fire Plan.

C. Degree of Risk

1. Discuss the location of the project in relation to areas of moderate, high, or very high fire hazard severity zone as identified by the latest Fire and Resource Assessment Program maps. Fire hazard severity zone maps by county can be accessed at: http://www.fire.ca.gov/fire_prevention/fire_prevention_wildland_zones_maps.php
2. Describe the geographic proximity of the project to structures at risk to damage from wildfire in the WUI. (Please type in blank space below. Please note there is no space limitations).

1. Hazard: The purchased equipment will be used on projects that focus on areas in the very high SRA fire hazard severity zones, as well as across the ~300,000 acres of SRA

Threat Zone land. These projects are also completed in adjacent areas rated very high incorporated and unincorporated LRA.

2. Structures in WUI: The OCFA Crews and Equipment projects will provide direct benefits to the 3.1 million residents within Orange County while benefitting nearly 300,000 acres of SRA Threat Zone, 11,576 habitable structures within the SRA, and another 130,220 structures within the Very High LRA WUI areas. The OCFA Crews and Equipment projects will be conducted in thousands of acres of open spaces directly adjacent to thousands of homes within the WUI. The completion of these fuels projects reduces fuel sources as well as prevents ignition and the spread of wildfires. It will also provide safe access for crews during active incidents and enhance evacuation of homes within the WUI.

D. Community Support

1. Does the project include any matching funds from other funding sources or any in-kind contributions that are expected to extend the impact of the proposed project?
2. Describe plans for external communications during the life of the project to keep the effected community informed about the goals, objectives and progress of the project. Activities such as planned press releases, project signage, community meetings, and field tours are encouraged.
3. Describe any plans to maintain the project after the grant period has ended.
4. Does the proposed project work with other organizations or agencies to address fire hazard reduction at the landscape level?
(Please type in blank space below. Please note there is no space limitations).

1. Matching: Matching will come from OCFA in the form of grant administration, purchasing of equipment and tools, and equipment maintenance and upkeep.

2. External Communications: OCFA has many partnerships within landownerships in the SRA and SRA Threat Zones, such as the County of Orange Area Safety Taskforce (COAST). If this grant is awarded, our partners will be informed of the new purchases and potential uses on their land.

3. Post-project maintenance: OCFA will maintain all equipment purchased through the grant in perpetuity. A portion of the OCFA budget will be made available for the upkeep and cleaning of the equipment once the grant period has ended.

4. Fire reduction on landscape scale: The purchase of this equipment directly involves working with other organizations to address fire hazard reduction at the landscape level. Through the OCFA COAST partnership, OCFA has partnerships with utilities such as Southern California Edison and San Diego Gas and Electric, large SRA, FRA and LRA landowners such as Rancho Mission Viejo, Starr Ranch Audubon, City of Irvine, Orange County Parks, Cleveland National Forest and more, where fuel reduction projects will occur using the new equipment and tools. These partnerships will be enhanced through the use of mutually beneficial projects that will increase fire safety and reduce the chances for largescale wildfires.

E. Project Implementation

1. Discuss the anticipated timeline for the project. Make sure to take seasonal restrictions into account.
2. Verify the expected timeframes to complete the project will fall under the March 15, 2025 or March 15, 2026, depending on the source of the funds awarded.
3. Describe the milestones that will be used to measure the progress of the project.
4. Describe measurable outcomes (i.e. project deliverables) that will be used to measure the project's success.
5. If applicable, how will the requirements of the California Environmental Quality Act (CEQA) be met?
(Please type in blank space below. Please note there is no space limitations).

1. Timeline: Once the grant is received, the specialized heavy equipment and tools will be ordered ASAP. There are no seasonal restrictions to the purchase of this equipment.

2. Timeframes: The timeframes for delivery of the equipment is dependent on the manufacturer and inventory availability. The requisition of the equipment will be completed before March 15, 2025.

3. Milestones: Milestones for the purchases 1) purchasing of the equipment and tools 2) receiving the equipment, 3) making the equipment available to the OCFA Crews and Equipment program.

4. Deliverables: The project deliverable used to measure the project's success will be when each piece of equipment is made available to OCFA Crews and Equipment program to use.

5. CEQA: The CEQA process is not applicable for this project. The purchase of this equipment requires no environmental footprint.

F. Administration

1. Describe any previous experience the project proponent has with similar projects. Include a list of recent past projects the proponent has successfully completed if applicable. Project proponents having no previous experience with similar projects should discuss any past experiences that may help show a capacity to successfully complete the project being proposed. This may include partnering with a more experienced organization that can provide project support.
2. Identify who will be responsible for tracking project expenses and maintaining project records in a manner that allows for a full audit trail of any awarded grant funds.
(Please type in blank space below. Please note there is no space limitations).

1. Previous experience: OCFA has significant experience in receiving, and carrying out, grants, and is also compliant with federal statutes and OMB regulations that require a single audit annually. In addition, OCFA has never been audited by a funding agency, other than routine agreement tracking. Examples of OCFA's most recent grant experience include the following:

(a) 2009 - Assistance to Firefighters Grant (AFG) Regional Award for \$337,400: OCFA acted as the host agency to administer this completed grant award for the purchase of

VHF portable radios, repeaters and training that benefited several Orange County fire agencies, which resulted in better inter-fire agency communication.

(b) May 2011 - FEMA Fire Prevention & Safety Grant for \$332,000 (Federal Share): Awarded for the purchase and installation of smoke alarms and cooking safety devices in high risk communities, the result of this completed grant was that several thousand smoke alarms and cooking safety devices were purchased and installed in high risk communities.

(c) 2011 - AFG Award for \$1.4 million (Federal Share): Awarded to purchase new SCBA's, this completed grant has resulted in improved firefighter safety from the purchase of 400+ SCBA's.

(d) 2012 - AFG Award for \$137,000 (Federal Share): Awarded for the purchase of thermal imaging cameras, this completed grant has improved operations for fire rescues in smoke-filled environments, as a result of using the thermal imaging cameras.

(e) 2013 - FEMA Legislative Pre-Disaster Mitigation Grant for \$252,000 (Federal Share): Awarded for the installation of a new generator at OCFA's Air Operations Fire Station, once complete, this grant will improve reliability, and reduce the risk of a power failure at our Air Operations Fire Station caused by large disasters.

(f) 2013 - California Fire Safe Council Grants Clearinghouse for \$200,000+: This grant is scheduled to close in early 2015, and to date, it has funded fuel reduction projects, wildfire education initiatives, including a large scale community evacuation drill, plus several Chipper Days events in the WUI community of Cowan Heights. Results include hazardous fuels reductions, restoration/replanting with native vegetation, a better informed and prepared public, and a better coordinated emergency response community.

2. Project Tracking: The OCFA Pre-Fire Management team will be responsible for project tracking and budgeting. This team is led by Deputy Fire Marshal Jennifer Bower, Wildland Resource Planner Dave Erickson and Administrative Assistant Ariana Ramos. The PFM team will work internally with the Finance Dept to ensure that financial records are kept in a manner that allows for a full audit trail.

G. Budget

A detailed project budget should be provided in an Excel spreadsheet attached to this grant application. The space provided here is to allow for a narrative description to further explain the proposed budget.

1. Explain how the grant funds, if awarded, will be spent to support the goals and objectives of the project. If equipment grant funds are requested, explain how the equipment will be utilized and maintained beyond the life of the grant.
2. Are the costs for each proposed activity reasonable for the geographic area where they are to be performed? Identify any costs that are higher than usual and explain any special circumstances within the project that makes these increased costs necessary to achieve the goals and objectives of the project.
3. Is the total project cost appropriate for the size, scope, and anticipated benefit of the project?
4. Identify all Indirect Costs and describe why they are necessary for a successful project implementation. Administrative expenses to be paid by the Fire Prevention Grants must be less than 12% of the total grant request (excluding equipment).

Project Tracking Number: 20-FP-ORC-0130

5. Explain each object category in detail and how that would support meeting the grant objectives.

(Please type in blank space below. Please note there is no space limitations).

1. Maintenance of Equipment: The funds will be spent to purchase the specialized equipment and tools as detailed in the attached budget spreadsheet. OCFA will budget yearly for the maintenance and upkeep of the equipment, which will be done in-house by OCFA mechanics and OCFA HFEOs, as well as at the local Caterpillar center for specialized work. OCFA will maintain the equipment in perpetuity.

2. Costs: The costs are commensurate with each item. Most bids that have been received are Sourcwell bids. This means that the bids are the lowest possible for the equipment based on the manufacturer. For tools, OCFA received up to 3 bids to create a competitive process.

3. Cost benefit: This purchase of this equipment will ultimately benefit over 3.1 million residents and the budget has been proportioned to be the most efficient project. The benefit to the communities will be the successful completion of fire prevention, fuel reduction, and maintenance projects by the OCFA Crews and Equipment program throughout the county.

4. Indirect Costs: Since this is a request for equipment, there are no indirect costs being requested.

5. Categories: Equipment- The grant would purchase the following:

- (a) a Caterpillar 299D3 skid steer with a utility broom with water sprinkler kit
- (b) a Zieman 2725-A Trailer to haul the skid steer
- (c) a Miller Bobcat 200 Air Pak Diesel potable air compressor and welder
- (d) two skid steer hydraulic oil coolers to attach to the existing skid steer and new skid steer to keep the equipment attachments (mowing head and masticating head) stay cool while conducting fuels reduction projects to lessen the risk of overheating and/or starting a fire while conducting fuels reduction projects
- (e) four Stihl 461 chainsaws
- (f) four Stihl HT 131 pole saws to be used in fuel reduction projects

H. California Climate Investments

The space provided here is to allow for a narrative description to further explain how the project/activity will reduce Greenhouse Gas emissions.

1. How will the project/activity reduce Greenhouse Gas emissions?
2. Is the project located in a Low-Income or Disadvantaged Community? If not, does the project benefit those communities. Please explain.
3. What are the expected co-benefits of the project/activity (i.e. environmental, public health and safety, and climate resiliency)?
4. When are the Greenhouse Gas emissions and/or co-benefits expected to occur and how will they be maintained?

(Please type in blank space below. Please note there is no space limitations).

1. Greenhouse Gas reductions: By empowering the OCFA Crews and Equipment program to complete fuels reduction, maintenance and road grading and brushing

projects OCFA will be able to respond more efficiently to vegetation fires, thus reducing the size and environmental impact of a wildfire, as well as reducing the Greenhouse Gas emissions emitted by the wildfire. Brushing vegetation back along roadways also helps to create a modified fuel break along all roads, which allows safe access to wildfires and helps to slow and/or stop wildfire spread. Responding more effectively to wildfires will reduce Greenhouse Gas emissions by allowing units to arrive sooner to a more exact location of a wildfire and being able to suppress the wildfire more efficiently, reducing the overall net loss in vegetation, which increases carbon sequestration through photosynthesis and reduces the amount of volatile chemicals and gasses emitted into the atmosphere.

2. Disadvantaged Communities: Yes, this project benefits many of the disadvantaged communities within Orange County because the equipment will be used to complete projects designed to prevent wildfires that threaten disadvantaged communities adjacent to open spaces through the reduction of wildfire smoke and particulates. Much of the work that requires this specialized equipment pertains to open spaces adjacent to disadvantaged communities and will directly benefit these communities by reducing sources of fire ignitions and maintaining defensible spaces. This will help keep these communities safer from wildfire and promote a positive relationship between OCFA, our partners, and the communities that we serve.

3. Co-benefits: The expected co-benefits are reduced environmental impacts from wildfire through earlier response and a reduction in the size of wildfires through fuels reduction projects, which will allow plant communities to grow larger and healthier and sequester more carbon and emit more oxygen through photosynthesis. Maintaining access roads will enhance emergency response, which will allow the OCFA and adjacent fire departments to contain fires sooner and with less acreage burned. Smaller fires will keep communities safer, residents healthier through reduced stress and smoke inhalation, while ongoing education through the OCFA Ready, Set, Go program and outreach will enhance community wildfire awareness.

4. Maintenance: Greenhouse Gas emissions and co-benefits will be realized upon the first use of the equipment by the OCFA Crews and Equipment program. They are expected to last the lifespan of the specialized equipment which can be decades.

Tracking #: 20-FP-ORC-0130

Project Budget

Project Name: OCFA Fuels Reduction Equipment

Budget Category	Item Description	Cost Basis			Cost Share (%)			Funding Source (\$)			Total (\$)
		Quantity	Units	Cost/Unit	Grant	Grantee	Partner	Grant	Grantee	Partner(s)	
A. Salaries and Wages											
	OCFA Professional Staff	80	Hours	\$ 90	0%	100%	0%	\$ -	\$ 7,200	\$ -	\$ 7,200
	OCFA Admin	30	Hours	\$ 33	0%	100%	0%	\$ -	\$ 990	\$ -	\$ 990
	OCFA Heavy Equipment	100	Hours	\$ 116	0%	100%	0%	\$ -	\$ 11,600	\$ -	\$ 11,600
		0	Days	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
Sub-Total Salaries and Wages:								\$ -	\$ 19,790	\$ -	\$ 19,790
B. Employee Benefits											
	25% of total-OCFA	1	Report	\$ 2,575	0%	100%	0%	\$ -	\$ 2,575	\$ -	\$ 2,575
		0	Days	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Days	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Hours	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
Sub-Total Employee Benefits:								\$ -	\$ 2,575	\$ -	\$ 2,575
C. Contractual											
		0	Report	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Days	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Acres	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Miles	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
Sub-Total Contractual:								\$ -	\$ -	\$ -	\$ -
D. Travel & Per Diem:											
		0	Days	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Days	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Days	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Days	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
Sub-Total Travel & Per Diem:								\$ -	\$ -	\$ -	\$ -
E. Supplies											
	Stihl 461 chainsaw, 28" bar	4	Each	\$ 904	100%	0%	0%	\$ 3,616	\$ -	\$ -	\$ 3,616
	Stihl HT 131 pole saw	4	Each	\$ 520	100%	0%	0%	\$ 2,080	\$ -	\$ -	\$ 2,080
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
	Taxes on supplies	1	Each	\$ 527	100%	0%	0%	\$ 527	\$ -	\$ -	\$ 527
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
Sub-Total Supplies:								\$ 6,223	\$ -	\$ -	\$ 6,223
F. Equipment											
	Caterpillar 299D3 XE Skid Steer	1	Each	\$ 150,560	100%	0%	0%	\$ 150,560	\$ -	\$ -	\$ 150,560
	Zieman 2725-A Trailer	1	Each	\$ 36,563	100%	0%	0%	\$ 36,563	\$ -	\$ -	\$ 36,563
	Miller Bobcat 200 Air Pak Diesel 9	1	Each	\$ 16,356	100%	0%	0%	\$ 16,356	\$ -	\$ -	\$ 16,356
	Caterpillar 299 Skid Steer Hydraul	2	Each	\$ 6,616	100%	0%	0%	\$ 13,232	\$ -	\$ -	\$ 13,232
	Caterpillar BU115B, Utility Broom	1	Each	\$ 5,494	100%	0%	0%	\$ 5,494	\$ -	\$ -	\$ 5,494
Sub-Total Equipment:								\$ 222,206	\$ -	\$ -	\$ 222,206
G. Other Costs											
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
		0	Each	\$ -	0%	0%	0%	\$ -	\$ -	\$ -	\$ -
Sub-Total Other Costs								\$ -	\$ -	\$ -	\$ -
Total Direct Costs								\$ 228,429	\$ 22,365	\$ -	\$ 250,794
Indirect Costs (Exclude Equipment)							0%	\$ -		\$ -	
Total Project Costs								\$ 228,429	\$ 22,365	\$ -	\$ 250,794
Less Program Income								\$ -		\$ -	
Total Grant Proposed Costs								\$ 228,429	\$ 22,365	\$ -	\$ 250,794

OCFA Grant Project Zone 20-FP-ORC-0130-MAP



OCFA SRA Threat Zone & Grant Project Zone

- Local Responsibility Area (LRA)
- State Responsibility Area (SRA)
- Federal Responsibility Area (FRA)

DigitalGlobe, GeoEye, Earthstar Geographics, GeoGRID, IGN, and the GIS User Community



RESOLUTION NO. 2021-xx

**A RESOLUTION OF THE ORANGE COUNTY FIRE
AUTHORITY BOARD OF DIRECTORS ACCEPTING
GRANT FUNDS FROM THE STATE OF CALIFORNIA
DEPARTMENT OF FORESTRY AND FIRE PROTECTION
(CAL FIRE) OFFICE OF THE STATE FIRE MARSHAL**

WHEREAS, there is a need for Fuels Reduction Equipment to assist in completing wildfire prevention and fuels reduction projects in the County of Orange, and

WHEREAS, Brian Fennessy is the Fire Chief of the Orange County Fire Authority.

NOW, THEREFORE, BE IT RESOLVED, that the Orange County Fire Authority Board of Directors accepts the agreement between the State of California, Department of Forestry and Fire Protection and the Orange County Fire Authority for Fuels Reduction Equipment, and authorizes Fire Chief Brian Fennessy to sign the agreement for the Board of Directors.

PASSED, APPROVED and ADOPTED this day of 2021.

DAVID J. SHAWVER, CHAIR
OCFA Board of Directors

ATTEST:

MARIA D. HUIZAR, CMC
Clerk of the Authority



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 2F
Consent Calendar

Audited Financial Reports for the Fiscal Year Ended June 30, 2021

Contact(s) for Further Information

Robert Cortez, Assistant Chief Business Services Department	robertcortez@ocfa.org	714.573.6012
Julie Nemes, Finance Manager/Auditor	julienemes@ocfa.org	714.573.6304
Tammie Pickens, General Accounting Manager	tammiepickens@ocfa.org	714.573.6320

Summary

This annual agenda item is submitted to present the OCFA's audited Comprehensive Annual Financial Report and other audited financial reports for the fiscal year ended June 30, 2021, in compliance with the provisions of Section 6505 of the California Government Code and the Amended Joint Powers Agreement.

Prior Board/Committee Action

On November 10, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by 5-0 vote (Directors Bourne, Hasselbrink, Kuo, and Muller absent).

RECOMMENDED ACTION(S)

1. Receive and approve the reports.
2. Review the calculations used to determine the fund balance amounts assigned to the capital improvement program and workers' compensation and confirm the calculations' consistency with the OCFA's Assigned Fund Balance Policy.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Not Applicable.

Background

See attached expanded background.

Attachment(s)

1. Comprehensive Annual Financial Report for the Year Ended June 30, 2021
2. Report on Internal Control for the Year Ended June 30, 2021
3. Single Audit Report for the Year Ended June 30, 2021
4. Audit Communication Letter for the Year Ended June 30, 2021
5. Assigned Fund Balance Calculations as of June 30, 2021 for:
 - A. Capital Improvement Program
 - B. Workers Compensation
6. Calculation of Unencumbered Fund Balance as of June 30, 2021

Background

Financial Audit and Reports

Lance, Soll & Lunghard, LLP, Certified Public Accountants (LSL), performed OCFA's annual financial audit for Fiscal Year 2020/21. Their work included an audit of OCFA's Financial Statements in accordance with generally accepted auditing standards (GAAS); a review of internal controls to determine the depth of planned audit procedures; and a Single Audit of federal grant expenditures. The following Fiscal Year 2020/21 audit reports are being submitted for approval:

- **Comprehensive Annual Financial Report** (Attachment 1) – OCFA's Finance Division staff has prepared the Comprehensive Annual Financial Report for the fiscal year ended June 30, 2021. This report includes OCFA's audited Financial Statements, as well as additional background and multi-year statistical information covering OCFA's financial trends, revenue and debt capacity, demographic and economic information, and operating information. The auditors issued an unmodified or "clean" opinion, which states that OCFA's Financial Statements are fairly presented, in all material respects, in accordance with generally accepted accounting principles (GAAP). The auditors' opinion is presented on Pages 1 - 3 of the Comprehensive Annual Financial Report.
- **Report on Internal Control** (Attachment 2) – The auditors have reported no significant deficiencies or material weaknesses in their report on internal control over financial reporting, compliance, and other matters.
- **Single Audit Report** (Attachment 3) – This report includes a review of federal grant funds expended by OCFA during the fiscal year. The major program selected for more in-depth testing was the National Urban Search and Rescue (US&R) Response System program. Below is a summary of the auditors' results as described in the report:

	Financial Statements (Financial Reporting)	Federal Awards (Major Federal Programs)
Type of opinion	Unmodified	Unmodified
Internal control:		
Significant deficiency identified?	No	No
Material weakness identified?	No	No
Noncompliance material to the financial statements noted?	No	n/a
Findings required to be reported in accordance with Title 2 U.S. Code of Federal Regulations (CFR) Part 200?	n/a	No

- **Audit Communication Letter** (Attachment 4) – Professional standards require the auditors to communicate certain information pertaining to the audit directly to those charged with the governance. This letter provides communication in several areas, including qualitative aspects of OCFA's accounting practices, any difficulties encountered while performing the audit, corrected and uncorrected financial statement misstatements, any disagreements with management, management's representations to the auditors, any consultation with other auditors, other audit findings or issues, and various other matters. In the "Other Audit Findings

or Issues” section of this letter, LSL has provided the Board with follow-up information regarding OCFA’s handling of emergency purchases during the COVID-19 pandemic. This matter was originally brought to the attention of the Board at the conclusion of the Fiscal Year 2019/20 audit. In July 2021, OCFA added language to its Roles, Responsibilities, and Authorities Matrix (Matrix) which clarified emergency purchases pertaining to long-duration emergency incidents will now be reported to the Executive Committee on a quarterly basis. In addition, emergency purchases will also be reported to the full Board of Directors following the Executive Committee’s receipt and/or ratification of the emergency purchases report. LSL believes the added language in the Matrix addresses the auditors’ recommendations and will allow the Board of Directors to exercise better oversight over emergency purchases.

The Comprehensive Annual Financial Report will be published electronically on OCFA’s website. The Comprehensive Annual Financial Report and other audit reports will be filed with the County Auditor-Controller, the State Controller’s Office, the State Auditor, the Federal Audit Clearinghouse, and other grant agencies, as applicable. Copies for public review are available at the office of the Clerk of the Authority.

Assigned Fund Balance

The Board of Directors has adopted an *Assigned Fund Balance Policy*, which delegates authority to assign fund balance amounts for the capital improvement program and workers’ compensation from the Board of Directors to the Deputy Chief of the Administrative & Support Bureau, or his/her designee, with a final review of the calculation by the Budget and Finance Committee. The Budget and Finance Committee’s review of the calculation occurs each year at the time the audited financial statements are approved and confirms the calculation’s consistency with the provisions of the policy. OCFA’s fund balance as of June 30, 2021, includes assignments for the capital improvement program (\$42,804,373) and workers’ compensation (\$109,770,629), with detailed calculations included as Attachments 5A and 5B.

Current Year Changes in Financial Statement Reporting

During Fiscal Year 2020/21, OCFA implemented Governmental Accounting Standards Board (GASB) Statement No. 87 *Leases*, which enhances the comparability of financial statements among governments by requiring lessees and lessors to report leases using a single model. Previously, “operating leases” were accounted for as revenues or expenditures when payments were made, while only “capital leases” were reported among a government’s long-term assets or liabilities. Under GASB Statement No. 87, all leases (both “operating” and “capital”) now receive identical accounting and reporting treatment. A lessor is required to recognize a lease receivable. A lessee is required to recognize a lease liability and an intangible right-to-use lease asset. Detailed information regarding the impact of the required changes in financial reporting can be found in the Notes to the Financial Statements (Attachment 1) No. 1g, 3, 8, 9, 18, and 21. Key changes include the following:

- OCFA’s Finance Division has established a materiality dollar threshold of \$50,000 per lease contract for determining the inclusion or exclusion of leases in the external financial statements, both as lessor and lessee.
- OCFA is the lessor in an agreement to provide space at the RFOTC to install and operate wireless communication towers. As of June 30, 2021, OCFA reported a lease receivable totaling \$873,249, on the General Fund’s Balance Sheet and on the governmental activities

Statement of Net Position. The receivable represents the present value of future lease payments expected to be received per the terms of the lease contract.

- As of June 30, 2021, OCFA is the lessee in lease agreements for a helicopter tower at Fullerton Airport, RFOTC and fire station copiers, and real property at Fullerton Airport. OCFA reported right-to-use capital assets (net of accumulated amortization) and long-term liabilities totaling \$4,867,930 and \$4,980,351, respectively, on the June 30, 2021, governmental activities Statement of Net Position. These long-term assets and liabilities represent the present value of future lease benefits and payments expected to be recognized per the terms of the lease contracts.
- As part of the implementation process, beginning balances for long-term assets, liabilities, and deferred inflows of resources were restated as of July 1, 2020. However, the net impact of these adjustments to beginning net position (governmental activities) and fund balance (General Fund) was \$0.

Net Pension Liability vs. Unfunded Actuarial Accrued Liability

OCFA follows GASB Statements No. 68 *Accounting and Financial Reporting for Pensions* and No. 71 *Pension Transition for Contributions Made Subsequent to the Measurement Date*. Under these accounting standards, the **funding** or paying of OCFA's pension liability is disconnected from the **reporting** of the liability and related pension expense in the audited financial statements.

Each year OCFA receives two separate actuarial valuations from the Orange County Employees Retirement System (OCERS) that are used to identify OCFA's annual costs and future obligations pertaining to the retirement plan for its full-time employees. Both actuarial valuations are prepared by Segal Consulting (Segal) on behalf of OCERS using a "measurement date" of December 31.

- **Funding Valuation:** The "funding valuation" is used to determine OCFA's Unfunded Actuarial Accrued Liability (UAAL) and to set required contribution rates for the upcoming fiscal year. The method in which governmental employers fund their UAAL is systematic and assumed to occur over a long period of time. Contributions paid annually over the UAAL's amortization period are intended to accumulate to an amount necessary to fund the UAAL over time. OCFA's UAAL as reported in the December 31, 2020, funding valuation totaled \$276 million.
- **GASB Reporting Valuation:** The "GASB reporting valuation" is used to determine OCFA's Net Pension Liability (NPL), annual pension expense, and related calculations for financial reporting purposes in compliance with GASB Statement No. 68. The actuarial assumptions in this report differ from the "funding valuation" since they must comply with national GASB standards that are consistently applied by all governments. Amounts in this valuation may materially change from one year to the next, creating more volatility in the pension expense recognized in the financial statements (as compared to the required contributions identified in the "funding valuation"). OCFA's NPL for its OCERS pension plan reported in the June 30, 2021, audited financial statements totaled \$181 million. More detailed information regarding this long-term net liability can be found on the Statement of Net Position and in the Notes to the Financial Statements No. 23 (Attachment 1).

Currently, the net difference between OCFA's UAAL (funding) and NPL (reporting) is \$95 million, which is the result of different liability and asset values used in measuring these amounts in the separate actuarial valuations. The primary differences are attributed to the NPL being calculated using the plan's current market value of assets, and the UAAL being calculated by adjusting the market value of assets for asset smoothing per the OCERS Actuarial Funding Policy. Differences are also created by timing differences of when actuarial gains and losses are recognized in the liability calculation for financial reporting purposes compared to funding valuation purposes. Segal has provided OCERS with a reconciliation to assist in understanding the underlying differences between the UAAL and the NPL for the retirement plan as a whole. Following is a recap of the Segal reconciliation including only the rate groups applicable to OCFA:

	Rate Group #8 (Safety)	Rate Group #10 (General)	OCFA Total
Liability Reconciliation			
Actuarial accrued liability (L1)	\$1,942,902,000	\$280,972,000	\$2,223,874,000
Gains (losses) from lower (higher) than expected:			
Salary increases	13,007,000	282,000	13,289,000
Cost of living increases	11,588,000	1,642,000	13,230,000
Other experience gain or (loss)	214,000	(1,774,000)	(1,560,000)
Gain (loss) from rolled forward to actual liabilities	1,917,490	686,606	2,604,096
Total pension liability (L2)	\$1,969,628,490	\$281,808,606	\$2,251,437,096
Asset Reconciliation			
Valuation of assets (A1)	\$1,701,480,000	\$246,743,000	\$1,948,223,000
Adjustment for deferred investment return and non-valuation reserve	106,629,413	15,463,045	122,092,458
Market value of assets (A2)	\$1,808,109,413	\$262,206,045	\$2,070,315,458
Net Reconciliation			
Unfunded Actuarial Accrued Liability (UAAL) (L1-A1); "Funding Valuation"	\$241,422,000	\$34,229,000	\$275,651,000
Net Pension Liability (NPL) (L2-A2); "GASB Reporting Valuation"	\$161,519,077	\$19,602,561	\$181,121,638
Net Difference (UAAL – NPL)	\$79,902,923	\$14,626,439	\$94,529,362
Difference in Liabilities	\$(26,726,490)	\$(836,606)	\$(27,563,096)
Difference in Assets	\$(106,629,413)	\$(15,463,045)	\$(122,092,458)

Structural Fire Fund

The Amended Joint Powers Agreement gives the Board of Directors the sole discretion to determine if sufficient unencumbered funds from the prior fiscal year are available for OCFA-related services or resource enhancements to over-funded Structural Fire Fund (SFF) members. This determination is made after consideration of the audited Financial Statements and after consideration of the OCFA's financial needs. Based on the audited Financial Statements for the fiscal year ended June 30, 2021, the unencumbered fund balance is \$4,590,935 (Attachment 6), which is 0.98% of the General Operating Fund budget for Fiscal Year 2021/22. Additional information on staff's recommendation for the \$4,590,935 fund balance allocation will be included with the 2021 Long Term Liability Study item tentatively scheduled for January 2022.

COMPREHENSIVE ANNUAL FINANCIAL REPORT

FISCAL YEAR ENDED JUNE 30, 2021



ORANGE COUNTY FIRE AUTHORITY
ORANGE COUNTY, CALIFORNIA
BUSINESS SERVICES DEPARTMENT / FINANCE DIVISION



Orange County Fire Authority Comprehensive Annual Financial Report Year ended June 30, 2021

Board of Directors As of June 2021

David Shawver, Chair
City of Stanton
(Board Member Since 1995)

Michele Steggell, Vice Chair
City of La Palma
(Board Member Since 2015)

Ross Chun
City of Aliso Viejo
(Board Member Since 2020)

Don Sedgwick
City of Laguna Hills
(Board Member Since 2015)

Carol Gamble
City of Rancho Santa
Margarita
(Board Member Since 2011)

Vince Rossini
City of Villa Park
(Board Member Since 2017)

Sunny Park
City of Buena Park
(Board Member Since 2021)

Sandy Rains
City of Laguna Niguel
(Board Member Since 2019)

Kathy Ward
City of San Clemente
(Board Member Since 2019)

Tri Ta
City of Westminster
(Board Member Since 2009)

Frances Marquez
City of Cypress
(Board Member Since 2020)

Noel Hatch
City of Laguna Woods
(Board Member Since 2013)

Troy Bourne
City of San Juan Capistrano
(Board Member Since 2021)

Gene Hernandez
City of Yorba Linda
(Board Member Since 2013)

Joseph Muller
City of Dana Point
(Board Member Since 2015)

Mark Tettemer
City of Lake Forest
(Board Member Since 2020)

Jessie Lopez
City of Santa Ana
(Board Member Since 2020)

Lisa Bartlett
County of Orange
(Board Member Since 2015)

John R. O'Neill
City of Garden Grove
(Board Member Since 2019)

Shelley Hasselbrink
City of Los Alamitos
(Board Member Since 2015)

Joe Kalmick
City of Seal Beach
(Board Member Since 2021)

Donald Wagner
County of Orange
(Board Member Since 2019)

Anthony Kuo
City of Irvine
(Board Member Since 2020)

Ed Sachs
City of Mission Viejo
(Board Member Since 2015)

Letitia Clark
City of Tustin
(Board Member Since 2019)

Brian Fennessy
Fire Chief

Prepared by OCFA Finance Division

Photos provided by OCFA Multimedia

Orange County Fire Authority



Mission Statement

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.

Vision Statement

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

Values Statement and Service Principles

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

- Professionalism
- Enthusiasm
- Organizational Integrity
- Pride
- Leadership
- Effectiveness

Service Principles guide our relationships with each other and with our customers:

- | | | |
|----------------------------|---------------------------|------------------------|
| • Safety | • Excellence | • Honesty and Fairness |
| • Financial Responsibility | • Ethics | • Reliability |
| • Teamwork | • Personal Accountability | • Diversity |
| • Trust | • Care and Respect | • Integrity |

Motto

In service of others!

ORANGE COUNTY FIRE AUTHORITY
Comprehensive Annual Financial Report
Year ended June 30, 2021

TABLE OF CONTENTS

INTRODUCTORY SECTION:

Transmittal Letter	iii
Organization Chart	ix
Management Staff and Appointed Officials	x
Organization of Board of Directors	xi
Certificate of Achievement for Excellence in Financial Reporting.....	xii

FINANCIAL SECTION:

Independent Auditors' Report	1
Management's Discussion and Analysis	5
Basic Financial Statements:	
Government-wide Financial Statements:	
Statement of Net Position	24
Statement of Activities	25
Fund Financial Statements:	
Governmental Funds:	
Balance Sheet	28
Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position	29
Statement of Revenues, Expenditures and Changes in Fund Balances	30
Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of Governmental Funds to the Statement of Activities	31
Budgetary Comparison Statement – General Fund	32
Fiduciary Funds:	
Statement of Fiduciary Net Position.....	33
Statement of Changes in Fiduciary Net Position	34
Notes to the Financial Statements	35
Required Supplementary Information:	
OCERS Retirement Plan:	
Schedule of OCFA's Proportionate Share of the Net Pension Liability	88
Schedule of Contributions	89
Extra Help Retirement Plan:	
Schedule of Changes in Net Pension Liability and Related Ratios	90
Schedule of Contributions.....	92
Schedule of Money Weighted Rate of Return	94
Retiree Medical Plan:	
Schedule of Changes in Net OPEB Liability and Related Ratios.....	95
Schedule of Contributions.....	96
Schedule of Money Weighted Rate of Return	97
Supplementary Schedules:	
Major Governmental Funds:	
Budgetary Comparison Schedules:	
Communications and Information Systems	100
Fire Apparatus.....	101
Fire Stations and Facilities	102

TABLE OF CONTENTS (Continued)

Components of General Fund:	
Combining Balance Sheet	104
Combining Schedule of Revenues, Expenditures and Changes in Fund Balances	105
Combining Original Budget.....	106
Combining Final Budget.....	107
Fiduciary Funds – Pension and Other Employee Benefit Trust Funds:	
Combining Schedule of Fiduciary Net Position	110
Combining Schedule of Changes in Fiduciary Net Position	111
STATISTICAL SECTION (Unaudited):	
Overview of the Statistical Section	113
Financial Trends Information:	
Net Position by Component – Last Ten Fiscal Years.....	116
Changes in Net Position – Last Ten Fiscal Years	118
Fund Balances of Governmental Funds – Last Ten Fiscal Years	120
Changes in Fund Balances of Governmental Funds – Last Ten Fiscal Years	122
Revenue Capacity Information:	
Assessed Value and Estimated Actual Value of Taxable Property – Last Ten Fiscal Years	126
Property Tax Rates of Direct and Overlapping Governments – Last Ten Fiscal Years	128
Principal Property Tax Payers – Current and Nine Years Ago	129
Property Tax Levies and Collections – Last Ten Fiscal Years	130
Debt Capacity Information:	
Ratios of Outstanding Debt by Type – Last Ten Fiscal Years	132
Demographic and Economic Information:	
Demographic and Economic Indicators – Last Ten Fiscal Years	134
Population and Housing Statistics – Current and Nine Years Ago	135
Principal Employers – Current and Nine Years Ago	136
Operating Information:	
Authorized Positions by Unit – Last Ten Fiscal Years	138
Frozen Positions by Unit – Last Ten Fiscal Years	139
Jurisdiction Information – Last Ten Fiscal Years.....	140
Incidents by Major Category Definitions.....	141
Incidents by Type – Last Ten Fiscal Years	142
Incidents by Member Agency – Last Ten Fiscal Years	143
Capital Equipment by Category – Last Ten Fiscal Years	144
Capital Vehicles by Category – Last Ten Fiscal Years.....	148
Map of Division and Battalion Boundaries and Station Locations.....	153
List of Stations by Member Agency.....	154
Description of the Organization, Programs and Service Delivery	156



Introductory Section



ORANGE COUNTY FIRE AUTHORITY

P. O. Box 57115, Irvine, CA 92619-7115 • 1 Fire Authority Rd., Irvine, CA 92602
(714) 573-6000 **www.ocfa.org**

October 7, 2021

The Board of Directors
Orange County Fire Authority
1 Fire Authority Road
Irvine, California 92602

We are pleased to present the Comprehensive Annual Financial Report of the Orange County Fire Authority (OCFA) for the fiscal year ended June 30, 2021. This report consists of management's representations concerning the finances of the OCFA and is presented using the financial reporting model outlined in statements issued by the Governmental Accounting Standards Board (GASB). Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. As management, we assert that this financial report is complete and reliable in all material respects, to the best of our knowledge and belief.

To provide a reasonable basis for making its representations, OCFA management has established a comprehensive internal control framework. This framework is designed to provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition and that accounting transactions are executed in accordance with management's authorization and properly recorded so that the financial statements can be prepared in conformity with generally accepted accounting principles (GAAP). Because the cost of a control should not exceed the benefits to be derived, the objective of the internal control framework is to provide reasonable, rather than absolute, assurance that the financial statements are free of any material misstatements. The design and operation of internal controls also ensures that federal and state financial assistance funds are expended in compliance with applicable laws and regulations related to those programs.

OCFA's financial statements have been audited by Lance, Soll & Lunghard, LLP, a firm of certified public accountants. The independent auditor concluded, based upon the audit, that there was a reasonable basis for rendering an unmodified opinion that the OCFA's financial statements for the fiscal year ended June 30, 2021, are fairly presented in conformity with GAAP. The independent auditors' report is presented as the first component of the financial section of this report.

The Management's Discussion and Analysis (MD&A) narrative provides "financial highlights" and interprets the financial reports by analyzing trends and by explaining changes, fluctuations, and variances in the financial data. The MD&A is also intended to disclose any known significant events or decisions that affect the financial condition of the OCFA. The MD&A complements, and should be read in conjunction with, this letter of transmittal.

Background Information on the OCFA

OCFA was formed on March 1, 1995, transitioning from the Orange County Fire Department to a joint powers authority (JPA) as allowed by California State Government Code 6500 et seq. OCFA is an independent entity similar to a special district. The service area includes twenty-three member cities and the unincorporated areas of Orange County. A twenty-five member Board of Directors governs the OCFA, including an elected official appointed to represent each member city and two representatives from the County Board of Supervisors. OCFA is managed by an appointed Fire Chief who reports to the Board of Directors.

The OCFA Foundation (Foundation) was established in July 2010 as a nonprofit corporation to support OCFA with additional resources. The Foundation is governed by a separate, five-member Board of Directors with prior experience in government, community, or fire service organizations. OCFA's Fire Chief serves as the Chief Executive Officer of the Foundation. The Foundation is presented in this report as a discretely presented component unit due to the nature and significance of its relationship with OCFA.

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

RESIDENTIAL SPRINKLERS AND SMOKE ALARMS SAVE LIVES

The annual budget serves as the foundation for OCFA's financial planning and control. The budget development process begins in November. The budget team compiles the input received from the section/division managers who follow the policies and guidelines established by Executive Management. The results are presented to Executive Management for review and prioritization. The draft budget is further refined through various committee reviews, including a City Managers' Budget and Finance Committee, a Capital Improvement Program Ad Hoc Committee, and the OCFA Budget and Finance Committee. The OCFA Budget and Finance Committee recommends the budget for approval by the Board of Directors in May or June. The Board has the option of holding a public hearing on the proposed budget and is required to adopt a final budget no later than June 30, the close of OCFA's fiscal year.

The appropriated budget is allocated by fund and department. Department Chiefs may make transfers of appropriations within a department. Transfers of appropriations between departments require the approval of Executive Management, and transfers between funds require the approval of the Board. Budget-to-actual comparisons are provided in this report for each individual governmental fund for which an appropriated annual budget has been adopted. A Budgetary Comparison Statement for the General Fund is presented in the governmental funds section of the accompanying financial statements. Budgetary Comparison Schedules for all remaining governmental funds with appropriated annual budgets are presented in the supplementary schedules section of the accompanying financial statements.

Information on Orange County and the Local Economy



The information presented in the financial statements is best understood when it is considered from the broader perspective of the local economic environment within which OCFA operates.

Orange County Profile:

Orange County is located along the southern coast of California, with Los Angeles County to the north; San Diego County to the south; and Riverside and San Bernardino counties to the east. Orange County covers an area of 799 square miles, with 42 miles of coastline along the Pacific Ocean, and is home to nearly 3.2 million people.¹ There are thirty-four cities in Orange County. OCFA provides regional fire services to twenty-three of those cities, along with the unincorporated areas throughout the county.

Economic Overview:

After the development and roll-out of a COVID-19 vaccine in early 2021, the economy is now experiencing a V-shaped recovery from the COVID-19 Recession. A V-shaped recovery is characterized by a period of economic decline, a short trough, and finally a rapid recovery. Therefore, recovery is currently occurring at a much faster pace than the previous U-shaped recovery that followed the Great Recession. This is due in large part to federal government's unprecedented fiscal policy and financial stimulus, which included three waves of stimulus funding totaling over \$6 trillion. As the economy continues to emerge from the aftermath of the pandemic, uncertainty remains about the recovery's duration and the impacts on inflation and future interest rates.²

California experienced a 7.4% loss in jobs during 2020, driven by its relatively stringent pandemic interventions enacted in an effort to reduce infections and deaths. The state's job growth is now outpacing that of the nation because it has more unemployed workers to return to the workforce.³ Orange County's unemployment rate was 2.8% in February 2020 but jumped to 13.3% by June 2020. A year later, the county's June 2021 unemployment rate was 6.4%, a significant improvement but still higher than pre-pandemic levels.⁴ Most pandemic-related job losses in Orange County were concentrated in the leisure and hospitality sector, which are still below pre-recession levels. By contrast, Orange County's strong construction sector has already recovered and is doing the most to fuel local recovery.⁵

¹ California Department of Finance, <http://www.dof.ca.gov/forecasting/demographics/estimates>, Table E-5 *Population and Housing Estimates for Cities, Counties, and the State, January 2011-2021*

² Chapman University, *Economic & Business Review*, June 2021, *A V-Shaped Recovery: But at What Cost?*

³ Chapman University, *Economic & Business Review*, June 2021, *Jobs Hit Hard by the COVID Recession: The Culprit? Greater Stringency*

⁴ Bureau of Labor Statistics, https://www.bls.gov/eag/eag.ca_santaana_md.htm, Local Area Unemployment Statistics, Anaheim-Santa Ana-Irvine, CA Metropolitan Division, Years 2011 to 2021

⁵ Chapman University, *Economic & Business Review*, June 2021, *Seems Like Clear Sailing: But Storm Clouds are Forming*

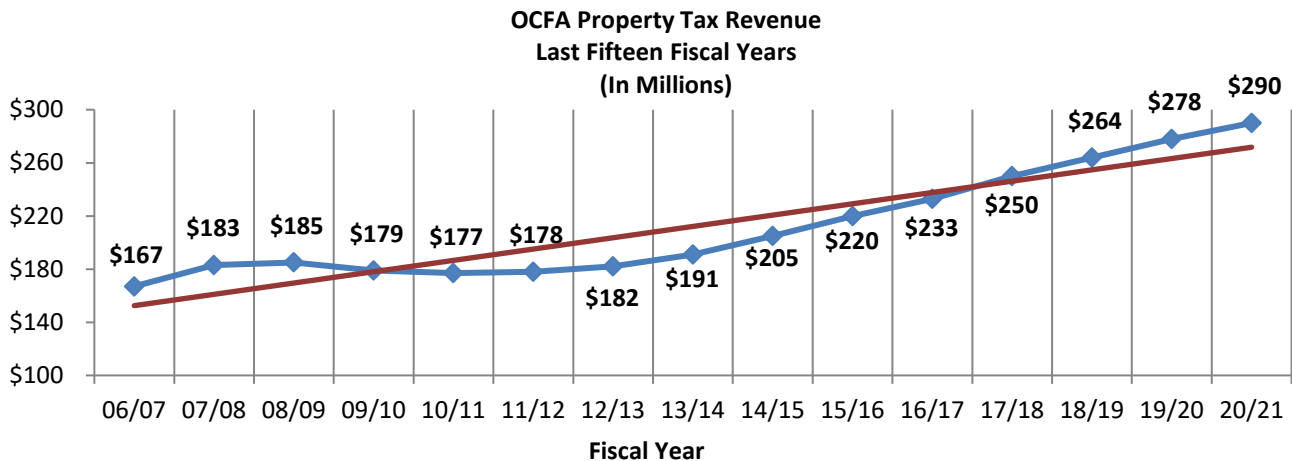
Income and Housing Affordability:

Households in Orange County have a median annual income of \$95,934, which exceeds state (\$80,440) and national (\$65,712) levels.⁶ However, the county has long experienced a high cost of living and a shortage of affordable housing for its residents. Salaries have not kept up with rising home prices and there has not been enough stock of single-family and multi-family residences available to meet demand.

The median price for a single-family home in Orange County was approximately \$893,000 in 2020, an increase of 8.6% over the prior year. At the same time, the number of residential building permits issued in the last year has decreased by 42.6% – from 10,294 permits in 2019 to 5,907 permits in 2020. The affordability index for a median priced, single-family home did increase from 71.3% in 2019 to 77.9% in 2020.⁷ However, Orange County is also experiencing historically low mortgage rates and a tight housing supply. The average number of days to sell a home in Orange County was at a historic low of 22 days in May 2021. This combination may place downward pressure on housing affordability for the foreseeable future.

Property Taxes:

The most significant local economic factor impacting OCFA is Orange County's housing market, including fluctuations in new construction activities and housing prices. Property taxes derived from these activities comprised 58.7% of OCFA's total governmental funds revenues in Fiscal Year 2020/21. As previously described, home prices continue to rise. OCFA's property tax revenues have steadily increased over the last ten fiscal years since the Great Recession, as shown in the chart below. The current median, single-family home price of \$893,000 well exceeds the pre-recession price peak of \$747,260 from April 2007.



Long-term Financial Planning

Since its formation in 1995, OCFA has been preparing multi-year projections of its revenues and expenditures. A firm of property tax consultants has been retained to assist in the projection of the OCFA's single largest revenue source – property taxes. With these projections and a collection of conservative assumptions, OCFA forecasts its financial condition five years into the future. Various scenarios can be developed from the forecast to assess the impact of proposed or impending changes to the budget, the economy or the underlying assumptions. As a result, this tool provides an early warning of potential financial difficulties. The consultant's method of projecting property tax revenue is to increase the value of existing structures by the 2% constitutional maximum (if CPI is 2% or greater); increase values to account for re-sales; add in the value of any new development; account for assessment appeals and reassessments in a recession; and account for value restoration post-recession.

⁶ Data USA, <https://datausa.io/profile/geo/orange-county-ca/#economy/>, 2019 Median Household Income

⁷ Chapman University, *Economic & Business Review*, June 2021, *Seems Like Clear Sailing: But Storm Clouds are Forming*; Table 11
Orange County Annual History and Forecasts: 2016-2020

Relevant Financial Policies

The OCFA Board of Directors has adopted the following formal budgetary and fiscal policies:

Financial Stability Budget Policy: This policy is intended to guide OCFA budget actions toward maintaining long-term financial stability and to establish fund balance levels and annual funding targets for the General Fund and Capital Improvement Program (CIP). The policy also includes guidance on facilitating the accelerated payment of OCFA's unfunded liabilities for improved fiscal health.

Fiscal Health Plan: The purpose of this plan is to establish a framework for ensuring an ongoing focus on fiscal health and a general process to ensure timely and appropriate response to adverse fiscal circumstances. The cornerstones of this plan are a set of strong fiscal policies and a comprehensive system for monitoring OCFA's fiscal performance. Financial indicators are monitored through frequent updates of OCFA's five-year financial forecast to evaluate stability, strength, or weaknesses of OCFA's finances.

Investment Policy: This policy is updated annually to reflect changes in legislation and the changing needs of the OCFA. It specifies the types of investments allowed in the OCFA portfolio, as well as the diversification and maturity requirements for investments.

Roles/Responsibilities/Authorities for the OCFA: This document identifies those roles and responsibilities that have been retained by the Board, as well as responsibilities that have been delegated. All authority rests with the Board unless it is delegated by statute or Board action. When delegated, these authorities are further defined by contracts, resolutions, policies and/or other Board actions.

Accounts Receivable Write-off Policy for Uncollectible Accounts: This policy establishes the criteria and procedures for requesting uncollectible amounts to be written off.

Short-term Debt Policy: This policy establishes guidelines for managing the OCFA's cash flow position in a fiscally conservative manner through the issuance of short-term debt.

Emergency Appropriations Policy: This policy establishes guidelines for increasing appropriations in the event of extraordinary fire or emergency activity following the last Board meeting of the fiscal year.

Assigned Fund Balance Policy: This policy establishes the authority by which OCFA may set aside cumulative resources in fund balance for an intended future use.

Grants Management Policy: This policy establishes an overall framework for guiding OCFA's use and management of grant resources.

Capital Projects Fund Policy: This policy defines the types of allowable activities that may be accounted for in OCFA's capital projects funds, as defined by Governmental Accounting Standard Board (GASB) Statement No. 54.

Major Initiatives Expected to Affect Future Financial Position

Highlights of select initiatives that have the potential to impact OCFA's future financial position are described below.

Accelerated Pay-Down of Pension Liability with the Orange County Employees Retirement System: OCFA continues its policy efforts and Board actions to reduce its unfunded liabilities, thereby improving the sustainability of services. In September 2013, the Board approved several strategies to accelerate funding OCFA's Unfunded Actuarial Accrued Liability (UAAL) with the Orange County Employees Retirement System (OCERS). Those strategies, referred to as the "Snowball Plan," currently include the following:

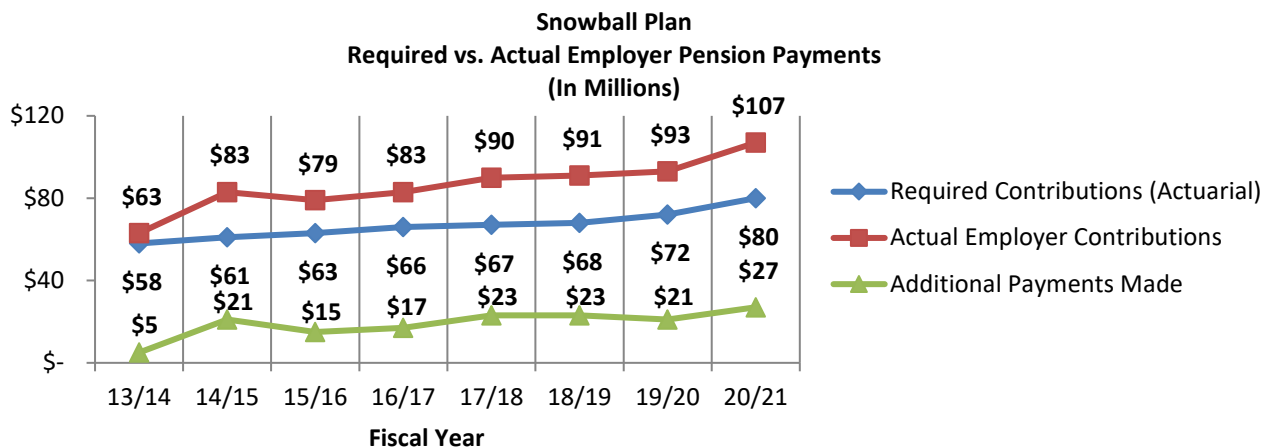
- (A) Use unencumbered fund balance available at the close of each fiscal year to make annual lump sum payments, estimated at an average amount of \$3 million annually;
- (B) Include savings from reduced retirement rates resulting from the implementation of the Public Employees' Pension Reform Act;
- (C) Budget an additional \$1 million beginning in Fiscal Year 2016/17, and increase by \$2 million each subsequent fiscal year until reaching an annual amount of \$15 million;
- (D) Contribute \$1 million annually for five years, beginning in Fiscal Year 2016/17, from surplus fund balance available from the

General Fund's fund balance assignment for workers' compensation;

- (E) Contribute 50% of General Fund surplus, if any, annually beginning in Fiscal Year 2017/18 in accordance with the Financial Stability Budget Policy; and
- (F) Contribute \$500,000 annually beginning in Fiscal Year 2020/21 until the liability is 85% funded in accordance with the Irvine Settlement Agreement.

In November 2016, the Board of Directors also authorized modifications of the "Snowball Plan" to (1) alter the funding target from 100% to 85%; and (2) to redirect expedited payments from the UAAL to the OCFA's unfunded liability for the Retiree Medical Plan after achieving that 85% target. OCFA has been making additional payments toward its UAAL annually since Fiscal Year 2013/14, with additional payments made during Fiscal Year 2020/21 totaling \$27.0 million. The Board of Directors is updated annually on the status of the pay-down plan. As of January 2021, estimates received from the OCERS actuary indicated that these accelerated payments have saved OCFA \$34.4 million in interest, and that OCFA will achieve 85% funding by December 31, 2021, and 100% funding by December 31, 2026. Below is a summary of additional payments made toward the UAAL under the "Snowball Plan" since Fiscal Year 2013/14, followed by a comparison of required versus actual employer pension contributions made during that same time period.

	Part A	Part B	Part C	Part D	Part E	Part F			
Fiscal Year Ended June 30	Available Fund Balance	Annual PEPRA Savings	Annual Budget Increases	Budget Increases from Workers Comp Assignment	50% of General Fund Surplus	Irvine Settlement Agreement	Total Snowball Plan Payments	Other UAAL Rate Savings Payments	Total Additional Payments Toward the UAAL
2014	\$ 3,000,000	\$ 2,235,753	\$ -	\$ -	\$ -	\$ -	\$ 5,235,753	\$ -	\$ 5,235,753
2015	21,290,238	86,061	-	-	-	-	21,376,299	-	21,376,299
2016	12,609,380	2,802,122	-	-	-	-	15,411,502	-	15,411,502
2017	9,814,477	1,653,114	1,000,000	1,000,000	-	-	13,467,591	3,128,369	16,595,960
2018	13,174,516	1,886,420	3,000,000	1,000,000	870,041	-	19,930,977	3,164,819	23,095,796
2019	10,000,000	3,167,397	5,000,000	1,000,000	-	-	19,167,397	3,665,549	22,832,946
2020	4,030,172	1,648,658	7,000,000	1,000,000	-	-	13,678,830	7,324,607	21,003,437
2021	3,000,000	2,368,859	9,000,000	1,000,000	-	500,000	15,868,859	11,092,090	26,960,949
Total	\$76,918,783	\$15,848,384	\$25,000,000	\$5,000,000	\$870,041	\$500,000	\$124,137,208	\$28,375,434	\$152,512,642



Service Level Assessments: OCFA has been working with Citygate Associates, LLC, since January 2019 to conduct organizational Service Level Assessments (SLA's). Each SLA evaluates the operational performance of a key area in OCFA's operations in order to compare to national best practices, and to evaluate the needs of OCFA, its employees, and its agency customers. The intent of each SLA is to accomplish the same objectives as a strategic plan but in smaller pieces, and to allow for progress to be made on objectives while other portions of the organization are still being assessed. As of August 2020, SLA's were finalized for the first of five key areas of the organization – field deployment, emergency medical services, emergency command center, fleet services, and executive leadership. OCFA will continue to use the SLA findings in those reports to guide improvement throughout the organization. In addition, OCFA's Board has authorized the completion of SLA's for two new areas – OCFA's Business Services Department and Community Risk Reduction Department. Work on those two SLA's commenced in November 2020 and is ongoing.

Ongoing Response to COVID-19 Pandemic: Fiscal Year 2020/21 has been a year unlike any other in the history of OCFA. As a public safety organization, OCFA has been serving on the front lines of the COVID-19 global pandemic since it began in March 2020. Even as California Governor Gavin Newsom lifted an initial “stay at home order” in June 2020, OCFA continued to provide 24/7 emergency and support services to the Orange County community. Proactive measures based on state and federal guidelines were implemented to minimize the risk and potential for exposure to OCFA’s workforce, including facility closures to the general public (except for Community Risk Reduction customers at the RFOTC), employee health screenings, enhanced security services, extra facility cleaning, sanitation stations, and providing facemasks to employees. A COVID-19 employee leave bank was established effective March 29, 2021 through September 30, 2021, in accordance with SB95. Certain paid sick leave entitlements were made available for employees who were unable to work or telework due to specific qualifying reasons related to COVID-19. The exact economic impacts to assessed property values and property taxes, OCFA’s primary revenue source, are not completely known at this time. There is generally a delay of one to two fiscal years between when a significant economic event occurs and when property tax revenues are subsequently impacted. OCFA will continue to monitor the impacts of the pandemic on the economy and OCFA’s future financial position.

OCFA began administering COVID-19 vaccinations to its safety personnel and support staff in December 2020 and January 2021, respectively. OCFA’s role in the county-wide vaccination efforts expanded in 2021 as the county’s first vaccine distribution “pod” site for health care workers and other qualified individuals was established at OCFA’s own Regional Fire Operations and Training Center (RFOTC). OCFA went on to collaborate with the County of Orange in support of a county-wide vaccination effort titled Operation Independence. The mission of Operation Independence was to complete all county vaccinations by July 4, 2021. OCFA assisted in this effort by filling long-term leadership and support roles on the Operation Independence team, and by staffing various county-operated “super pod” sites at Disneyland, Soka University, and other locations. The super pod sites were designed to distribute the vaccine to county residents in an efficient and expeditious manner.

With the continued improvements in the COVID-19 pandemic and vaccine availability, OCFA has modified measures previously implemented relative to its workforce. Beginning in June 2021, fully-vaccinated employees were no longer required to wear face coverings in most situations. Public access to the RFOTC was opened effective July 1, 2021, with limited usage of conference rooms or classrooms by external parties other than OCFA employees. Certain OCFA activities that were canceled or modified throughout the pandemic were restored in July 2021. OCFA is pleased that most of its activities have now returned to normal operations. OCFA and its personnel have persevered through an extremely challenging year. Even as the global pandemic is certainly not over, we remain committed to providing the highest possible level of emergency response service to the communities in which we serve.

Awards and Acknowledgments

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the OCFA for its Fiscal Year 2019/20 Comprehensive Annual Financial Report, the twenty-third consecutive year OCFA has received this prestigious award. In order to be awarded this certificate, a government must publish an easily readable and efficiently organized Comprehensive Annual Financial Report that satisfies both GAAP and applicable legal requirements. The certificate is valid for a period of one year. We believe our Fiscal Year 2020/21 Comprehensive Annual Financial Report continues to meet the program’s requirements, and we are submitting it to the GFOA to determine its eligibility for this year’s award.

The timely preparation of the Comprehensive Annual Financial Report was made possible by the dedicated efforts of the staff of the Finance Division. We acknowledge the support and direction provided to OCFA staff by the accounting firm of Lance, Soll & Lunghard, LLP. We would also like to express our appreciation to the Board of Directors and Budget and Finance Committee for their leadership and support in planning and conducting the financial operations of the OCFA in a responsible and progressive manner.

Respectfully submitted,

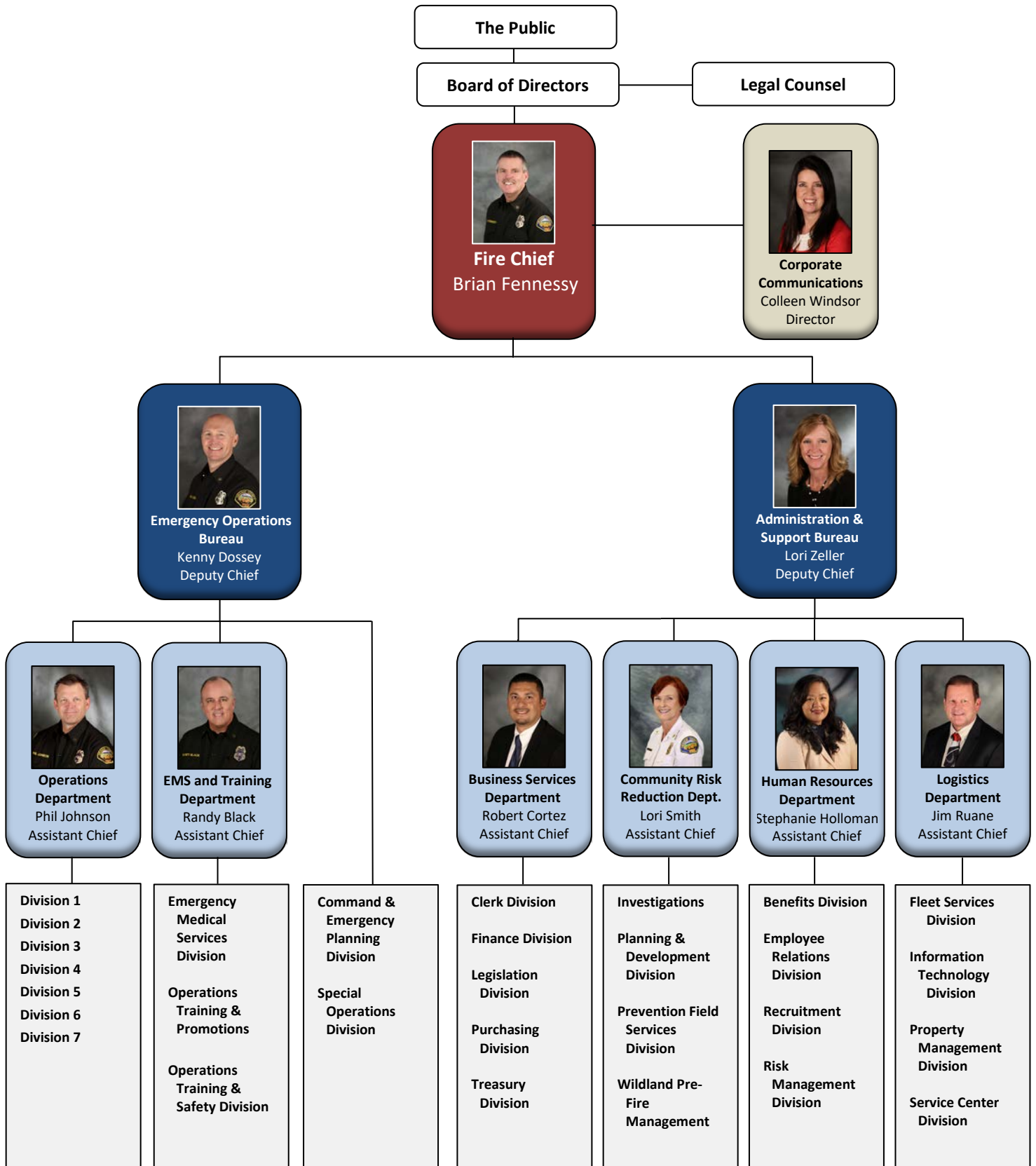


Brian Fennessy
Fire Chief



Robert Cortez
Assistant Chief, Business Services Department

ORANGE COUNTY FIRE AUTHORITY
Organization Chart
As of June 30, 2021



ORANGE COUNTY FIRE AUTHORITY
Management Staff and Appointed Officials
As of June 30, 2021

Executive Management

Fire Chief

Brian Fennessy

Deputy Chiefs

Kenny Dossey	Emergency Operations
Lori Zeller	Administration & Support

Assistant Chiefs

Phil Johnson	Operations
Randy Black	EMS and Training
Robert Cortez	Business Services
Lori Smith	Community Risk Reduction
Stephanie Holloman	Human Resources
Jim Ruane	Logistics

Directors

Colleen Windsor	Corporate Communications
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Appointed Officials

Patricia Jakubiak	Treasurer
Julie Nemes	Auditor
Maria D. Huizar	Clerk of the Authority

Legal Counsel

Woodruff, Spradlin & Smart	General Counsel
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ORANGE COUNTY FIRE AUTHORITY
Organization of Board of Directors
As of June 30, 2021

Orange County Fire Authority's Board of Directors has twenty-five members as of June 30, 2021. Twenty-three of the members represent member cities and two members represent the county unincorporated area. The Board of Directors meets monthly. Following are descriptions of each committee that has been established by the Board of Directors:

The **Executive Committee** conducts all business of the OCFA, with the exception of policy issues, including labor relations, budget issues, and other matters specifically retained by the Board. The Executive Committee consists of no more than nine members of the Board and includes the following designated positions: the Chair and Vice Chair of the Board, the immediate past Chair of the Board, and the Chair of the Budget and Finance Committee. In addition, the Chair appoints five at-large members, subject to the approval of the Board. At least one member of the County Board of Supervisors serves on this committee. In addition, the ratio of committee members representing cash contract cities to the total committee membership is as close as reasonably possible to the ratio of the number of cash contract cities to total member agencies. The Chair of the City Managers Technical Advisory Committee serves as an ex-officio, non-voting member of the Executive Committee.

The **Budget and Finance Committee** advises staff and makes recommendations to the Board on matters related to financial and budget policies, development of budgets for the General Fund and capital expenditures, assignment 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 OCFA's audit oversight committee. The Board Chair makes appointments to the committee on an annual or as-needed basis and 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. The Board, through the Board Chair, appoints one City Manager to serve as an ex-officio, non-voting member of the committee.

The **Human Resources Committee** advises OCFA staff and makes recommendations to the Board on matters regarding human resources policies; job class specifications; compensation programs; benefit changes and renewals; labor negotiations; staff training, development and recognition programs; succession planning; risk management and workers' compensation policies; and development of management/performance evaluation and information systems. The committee consists of no more than seven members of the Board, all of which are appointed by the Board Chair. Appointments to the committee are made 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.



Government Finance Officers Association

**Certificate of
Achievement
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Reporting**

Presented to

**Orange County Fire Authority
California**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

June 30, 2020

Christopher P. Morill

Executive Director/CEO



Financial Section



INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Orange County Fire Authority
Irvine, California

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the discretely presented component unit, each major fund, the aggregate remaining fund information, and the budgetary comparison statement for the General Fund of Orange County Fire Authority, (the Authority) as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.



To the Board of Directors
Orange County Fire Authority
Irvine, California

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of Orange County Fire Authority as of June 30, 2021, the respective changes in financial position, and the budgetary comparison statement for the General Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that management's discussion and analysis, the schedule of OCFA's proportionate share of the net pension liability, the schedule of changes in net pension liability and related ratios, the schedule of changes in net OPEB liability and related ratios, the schedules of contributions, and the schedules of money weighted rate of return on as listed in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Prior Year Comparative Information

The financial statements include partial prior-year comparative information. Such information does not include all of the information required or sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the government's financial statements for the year ended June 30, 2020, from which such partial information was derived.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Authority's basic financial statements. The introductory section, combining and individual fund financial statements and schedules, and the statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual fund financial statements and schedules are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund financial statements and schedules are fairly stated, in all material respects in relation to the basic financial statements as a whole.



To the Board of Directors
Orange County Fire Authority
Irvine, California

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 7, 2021 on our consideration of the Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control over financial reporting and compliance.

Lance, Soll & Lughard, LLP

Brea, California
October 7, 2021



Orange County Fire Authority Safety Message

Be Ember Aware



Embers are burning pieces of vegetation or other flammable material and are the leading cause of structural damage and home loss from 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!

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

Management's Discussion & Analysis



9-11 Remembrance Ceremony
September 11, 2020

ORANGE COUNTY FIRE AUTHORITY
Management's Discussion and Analysis
Year ended June 30, 2021

As management of the Orange County Fire Authority (OCFA), we offer readers of the financial statements this overview and analysis of OCFA's financial activities for the fiscal year ended June 30, 2021.

Financial Highlights

Governmental Activities: OCFA's liabilities and deferred inflows of resources exceeded assets and deferred outflows of resources by \$207,511,949 at June 30, 2021. Net position consisted of net investment in capital assets totaling \$214,278,884; amounts restricted for capital and other projects totaling \$7,815,047; and an unrestricted deficit totaling \$429,605,880. Net position increased by \$67,152,849 as the result of current year operations.

Governmental Funds: OCFA's governmental fund balances totaled \$240,024,583 at June 30, 2021, an increase of \$6,588,962 over the prior fiscal year. Approximately 8.5% was available for funding future operational needs.

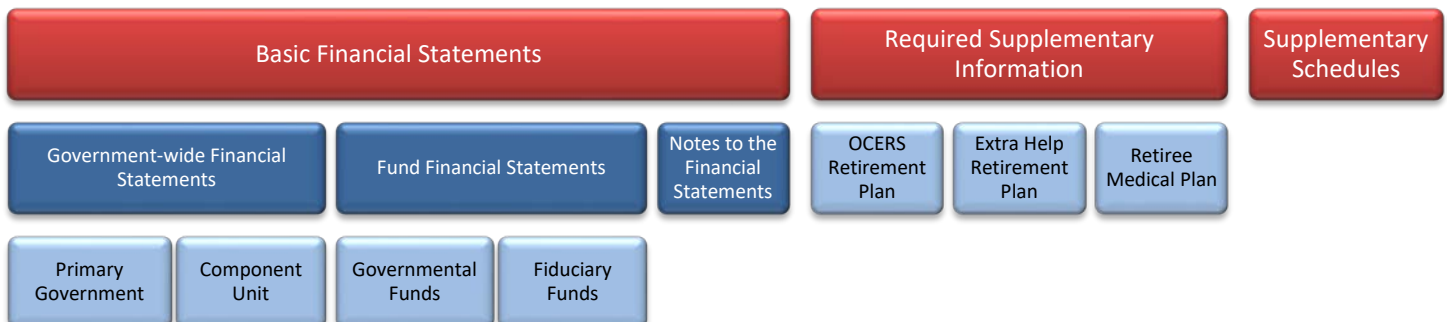
General Fund: Fund balance in the General Fund was categorized as follows at June 30, 2021:

➤ Nonspendable	\$ 41,707,145
➤ Restricted	7,380,284
➤ Committed	1,120,950
➤ Assigned	119,680,181
➤ Unassigned	<u>20,391,894</u>
Fund balance of the General Fund as of June 30, 2021	<u>\$190,280,454</u>

Events with Significant Financial Impact: During Fiscal Year 2020/21, OCFA implemented Governmental Accounting Standards Board (GASB) Statement No. 87 *Leases*. This statement enhances the usefulness and comparability of financial statements among governments by requiring lessees and lessors to report leases using a single model. As a lessee, OCFA's governmental activities began reporting new right-to-use capital assets and long-term lease liabilities totaling \$5.1 million for a helicopter training tower, copiers, utility pickup trucks, and a land lease at Fullerton Airport. Related inflows or outflows of resources were recognized based on the payment provisions of each lease contract. As a lessor, OCFA's governmental activities and General Fund began reporting a long-term lease receivable and deferred inflow of resources totaling \$0.9 million for a cell tower located at the Regional Fire Operations and Training Center (RFOTC).

Overview of the Financial Statements

This discussion and analysis serves as an introduction to OCFA's basic financial statements. The basic financial statements include: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial statements. In addition, the financial section of this report contains required supplementary information and supplementary schedules.



Government-wide Financial Statements: The government-wide financial statements provide a broad overview of OCFA's and the OCFA Foundation's finances in a manner like private-sector business. Public safety activities are reported as governmental activities, because they are principally supported by taxes and intergovernmental revenues. The government-wide financial statements can be found on pages 24-25.

Statement of Net Position: The statement of net position presents information on assets, deferred outflows of resources, liabilities, and deferred inflows of resources. The differences between these items are reported as "net position". Over time, increases or decreases in net position serve as an indicator of whether the financial position is improving or deteriorating.

Statement of Activities: The statement of activities shows how net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows.

Fund Financial Statements: A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities. Like other state and local governments, OCFA uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. OCFA's funds can be divided into two categories – governmental and fiduciary.

Governmental Funds: Governmental funds account for essentially the same functions as those reported in the government-wide financial statements as "governmental activities." However, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. This information is useful in evaluating a government's near-term financing requirements. Because the focus of government funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of near-term financial decisions. Reconciliations are provided to facilitate this comparison for the governmental funds balance sheet and the governmental funds statement of revenues, expenditures and changes in fund balances.

OCFA reports four governmental funds. Information for each governmental fund is presented separately in the fund financial statements, because OCFA has elected to classify all governmental funds as major funds. OCFA adopts an annual appropriated budget for each governmental fund. Budgetary comparison statements or schedules are provided for the governmental funds to demonstrate compliance with this budget. The basic governmental fund financial statements can be found on pages 28-32.

Fiduciary Funds: Fiduciary funds account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support OCFA's own programs. Combined basic fiduciary fund financial statements can be found on pages 33-34.

Notes to the Financial Statements and Required Supplementary Information (RSI): The notes to the financial statements and RSI provide additional information that is essential to fully understanding the data provided in the government-wide and fund financial statements, including information about OCFA's retirement and other postemployment benefit plans. RSI, while not a part of the basic financial statements, is considered to be an essential part of the financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. The notes to the financial statements can be found on pages 35-86 and RSI can be found on pages 87-97.

Supplementary Schedules: The budgetary schedules referred to earlier in connection with governmental funds are presented in the supplementary schedules section. Combining and individual fund schedules can be found on pages 99-111.

Government-wide Financial Analysis

Net Position: As noted earlier, the change in net position over time serves as a useful indicator of a government's financial position. In the case of OCFA, net position totaled a deficit of \$207,511,949 at the end of the most recent fiscal year, a 24.4% change from the prior fiscal year. Following is a summary of OCFA's net position as of June 30, 2021 and 2020:

ORANGE COUNTY FIRE AUTHORITY's Net Position

<u>Governmental Activities</u>	<u>June 30, 2021</u>	<u>June 30, 2020</u>	<u>Increase (Decrease)</u> <u>Amount</u>	<u>%</u>
Assets:				
Current and other assets	\$ 247,290,940	\$ 231,040,916	\$ 16,250,024	7.0%
Restricted assets	3,797,698	2,121,417	1,676,281	79.0%
Capital assets, net	<u>219,259,235</u>	<u>217,317,435</u>	<u>1,941,800</u>	0.9%
Total assets	<u>470,347,873</u>	<u>450,479,768</u>	<u>19,868,105</u>	4.4%
Deferred outflows of resources:				
Related to pensions/OPEB	<u>169,462,497</u>	<u>127,422,203</u>	<u>42,040,294</u>	33.0%
Total deferred outflows of resources	<u>169,462,497</u>	<u>127,422,203</u>	<u>42,040,294</u>	33.0%
Liabilities:				
Long-term liabilities	615,766,071	722,904,449	(107,138,378)	-14.8%
Other liabilities	<u>27,494,874</u>	<u>17,391,109</u>	<u>10,103,765</u>	58.1%
Total liabilities	<u>643,260,945</u>	<u>740,295,558</u>	<u>(97,034,613)</u>	-13.1%
Deferred inflows of resources:				
Related to leases	854,202	-	854,202	n/a
Related to pensions/OPEB	<u>203,207,172</u>	<u>112,271,211</u>	<u>90,935,961</u>	81.0%
Total deferred inflows of resources	<u>204,061,374</u>	<u>112,271,211</u>	<u>91,790,163</u>	81.8%
Net position:				
Net investment in capital assets	214,278,884	217,317,435	(3,038,551)	-1.4%
Restricted for capital projects	599,148	391,477	207,671	53.0%
Restricted for augmentation and upstaffing activities	1,147,785	956,880	190,905	20.0%
Restricted for greenhouse gas reduction activities	1,986,525	1,354,680	631,845	46.6%
Restricted for Section 115 pension trust	3,795,815	2,120,383	1,675,432	79.0%
Restricted for grants, donations, and other programs	285,774	1,836,756	(1,550,982)	-84.4%
Unrestricted	<u>(429,605,880)</u>	<u>(498,642,409)</u>	<u>69,036,529</u>	13.8%
Total net position (deficit)	<u>\$(207,511,949)</u>	<u>\$(274,664,798)</u>	<u>\$ 67,152,849</u>	24.4%

Net Investment in Capital Assets: At June 30, 2021, the largest portion of OCFA's net position is its net investment in capital assets. OCFA uses capital assets to provide services to citizens; consequently, these assets are not available for future spending. Repayment of any debt issued to acquire capital assets must be from other sources. OCFA cannot sell the assets to obtain funding.

Net Position Restricted for Capital Projects and Other Purposes: An additional portion of OCFA's net position includes resources that are subject to external restrictions on how they may be used. As of June 30, 2021, restricted net position relates to CALFIRE contract revenues that are legally restricted for fire station development; state funding restricted for augmentation, upstaffing, and greenhouse gas reduction activities; amounts set aside in a Section 115 pension trust per contractual requirements; donations received for specific programs; and unperformed purchase orders for grant-funded programs.

Unrestricted Net Position: The remaining balance of net position is considered unrestricted. A positive unrestricted balance would represent amounts that may be used to meet OCFA's ongoing obligations to citizens and creditors. A deficit unrestricted balance, as reported on June 30, 2021 and June 30, 2020, indicates that OCFA's obligations currently exceed its resources. This deficit is due to the implementation of Governmental Accounting Standards Board (GASB) Statements No. 68 and No. 75 during Fiscal Year 2014/15 and Fiscal Year 2017/18, respectively. These statements required OCFA to begin reporting its net pension liabilities and the full amount of its net other postemployment benefit liabilities (OPEB) on the Statement of Net Position.

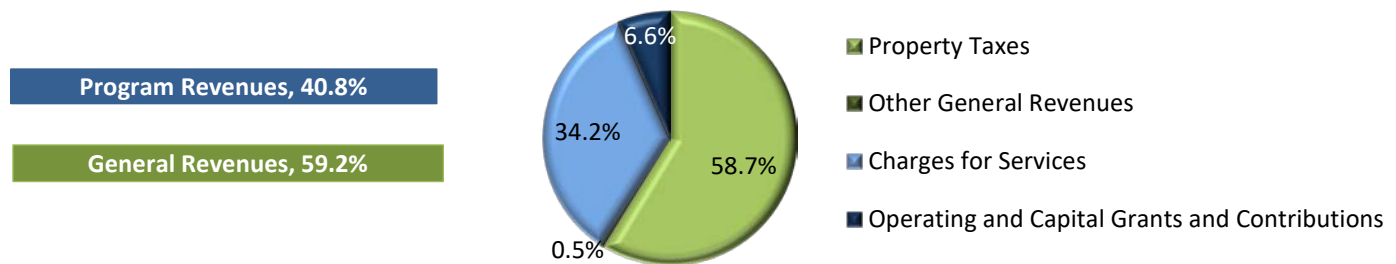
Changes in Net Position: Net position of OCFA's governmental activities increased by \$67,152,849 during the most recent fiscal year, an indication that OCFA's financial position has improved. As previously noted, changes in financial reporting requirements under GASB Statements No. 68 and No. 75 are the reason why OCFA reports an overall deficit in its net position.

Governmental activities are divided into two categories – program and general. Program revenues are those derived directly from a government program itself, or from parties outside the government's taxpayers, and thus reduce the net cost of providing that program. Any program expenses that are not offset by program revenues must essentially be financed by general revenues, such as taxes and investment earnings. Following is a summary of the changes in OCFA's net position for Fiscal Year 2020/21 and Fiscal Year 2019/20, followed by explanations for the increases or decreases in revenues and expenses between fiscal years.

ORANGE COUNTY FIRE AUTHORITY's Changes in Net Position

Governmental Activities	June 30, 2021	June 30, 2020	Increase (Decrease)	
			Amount	%
Program revenues:				
Charges for services	\$ 169,343,205	\$ 156,740,363	\$12,602,842	8.0%
Operating grants and contributions	31,323,104	29,275,482	2,047,622	7.0%
Capital grants and contributions	1,332,000	3,850,481	(2,518,481)	-65.4%
Total program revenues	201,998,309	189,866,326	12,131,983	6.4%
General revenues:				
Property taxes	290,310,882	277,721,815	12,589,067	4.5%
Investment income	462,789	3,374,813	(2,912,024)	-86.3%
Gain on disposal of capital assets	174,666	12,641	162,025	1281.7%
Miscellaneous	1,786,052	1,740,904	45,148	2.6%
Total general revenues	292,734,389	282,850,173	9,884,216	3.5%
Total revenues	494,732,698	472,716,499	22,016,199	4.7%
Public safety expenses:				
Salaries and benefits	331,869,650	352,573,221	(20,703,571)	-5.9%
Services and supplies	82,748,977	84,600,263	(1,851,286)	-2.2%
Depreciation and amortization	12,961,222	12,137,499	823,723	6.8%
Total public safety expenses	427,579,849	449,310,983	(21,731,134)	-4.8%
Change in net position	67,152,849	23,405,516	43,747,333	
Net position (deficit), beginning of year	(274,664,798)	(298,070,314)	23,405,516	
Net position (deficit), end of year	\$(207,511,949)	\$(274,664,798)	\$67,152,849	24.4%

Revenues of Governmental Activities - By Source
Fiscal Year 2020/21



Program Revenues: Program revenues, which totaled \$201,998,309 for Fiscal Year 2020/21 and accounted for 40.8% of total revenues, increased by \$12,131,983 over the prior fiscal year.

Charges for Services include amounts received from those who purchase, use, or directly benefit from or are affected by a program. These revenues increased by \$12,602,842 over the prior fiscal year.

Amount (Rounded)	Reason for Increase / Decrease
+\$12,745,000	Reimbursements for state and federal "assistance by hire" incidents vary depending on fire and emergency response activity. Reimbursements from CALFIRE, the California Emergency Management Agency (CAL EMA), and the Cleveland National Forest increased in Fiscal Year 2020/21 by \$12,970,000. OCFA responded to ninety-seven incidents in the current fiscal year as compared to fifty-nine in the prior fiscal year. Some of the more significant fire incidents in Fiscal Year 2020/21 included the in-county Santiago and Bond fires and the out-of-county Apple, LNU Lighting Complex, and El Dorado fires. Federal responses to national emergency incidents decreased in Fiscal Year 2020/21 by \$225,000. Activity was higher in the prior fiscal year due to Tropical Cyclone Dorian in September 2019 and the Puerto Rico Earthquake in January 2020.

(Continued)

(Continued)

Amount (Rounded)	Reason for Increase / Decrease
+\$3,350,000	OCFA contracts to provide emergency response services to its cash contract cities and other government agencies. Fire service contract revenues from cash contract cities increased by a net \$1,410,000 during Fiscal Year 2020/21. The net increase was based on contractual terms of the Joint Powers Agreement with eight current members (+\$8,525,000), offset by the loss of revenue from the City of Placentia (-\$7,115,000). The City of Placentia withdrew from the OCFA effective July 1, 2020. Other revenue increases in Fiscal Year 2020/21 included OCFA's contracts with California Department of Forestry (CALFIRE) for protection of State Responsibility Area (SRA) lands (+\$1,730,000) and with John Wayne Airport for Airport Rescue Firefighting (ARFF) Services (+\$210,000).
-\$1,560,000	Funding for OCFA's response to the COVID-19 pandemic decreased in Fiscal Year 2020/21. During the prior fiscal year, OCFA recognized a public assistance reimbursement claim totaling \$4,250,000 from the Federal Emergency Management Agency (FEMA). An additional \$130,000 in FEMA revenue was recognized during the current fiscal year, along with \$60,000 in Cares Act funding for personal protective equipment (PPE) and \$2,500,000 for the Operation Independence vaccine distribution initiative.
-\$1,360,000	Fee-based fire prevention revenues for inspections, planning and development, and false alarm events decreased due to lower activity in Fiscal Year 2020/21 brought on by the ongoing adverse effects of the COVID-19 pandemic on building efforts and material costs. In addition, the number of false alarms decreased as customers addressed fire alarm issues timely, thus avoiding the more punitive fees for repeat offences.
-\$445,000	Ambulance transport and supplies reimbursements were lower in Fiscal Year 2020/21 primarily due to a reduction in activity within the City of Placentia, which was no longer an OCFA member effective July 1, 2020.
-\$130,000	Road maintenance, fuel reduction, and other contract revenues generated by the hand crew decreased because less work was completed for Southern California Edison and the Orange County Parks Department.
+\$12,600,000	Program Revenues: Charges for Services – Net Increase

Operating Grants and Contributions include grants, contributions, donations, and similar items that are restricted to one or more specific program. These revenues increased by \$2,047,622 over the prior fiscal year.

Amount (Rounded)	Reason for Increase / Decrease
+\$4,820,000	During Fiscal Year 2019/20, OCFA received \$3,930,000 in state revenues to fund the Fire Integrated Real-Time Intelligence System (FIRIS) Pilot Program in support of the 2019 wildfire season. During Fiscal Year 2020/21, OCFA received \$8,750,000 to fund the Fire Integrated Real-Time Intelligence System (FIRIS) 2.0 Program in support of the 2020 wildfire season. The duration and scope of the current fiscal year's program increased from five to ten months and from one to two airbases.
-\$3,065,000	Federal and state operating grants decreased due to a one-time grant received in Fiscal Year 2019/20 to purchase COVID-19 personal protective equipment. OCFA also made fewer purchases in the current fiscal year for certain multi-year federal grants, including grants for additional firefighter positions and fireground survival training. The fireground survival training grant was placed on hold for most of Fiscal Year 2020/21 as a COVID-19 safety measure.
+\$2,050,000	Tax increment passed through from members increased by \$2,050,000. The State of California dissolved its redevelopment program in Fiscal Year 2011/12. City redevelopment agencies were replaced with successor agencies to manage the wind-down of the program. Tax increment from this program was deposited into a trust fund from which the County of Orange Auditor/Controller makes disbursements.
-\$1,870,000	In both the current and prior fiscal years, OCFA received donations from Southern California Edison (SCE) to support seasonal wildland air operations programs. Current fiscal year revenues were lower because programs operated for a shorter duration. The Fiscal Year 2019/20 program operated for approximately six months (Next Generation Aerial Operations Based Pilot Program). The Fiscal Year 2020/21 programs operated for approximately three months (Very Large Helitanker Services Program) and sixteen days (Quick Reaction Force Pilot Program). The 180-day Quick Reaction Force Pilot Program commenced on June 15, 2021.
+\$115,000	Other operating grants and contributions increased primarily due to state funding used for greenhouse gas reduction activities.
+\$2,050,000	Program Revenues: Operating Grants and Contributions – Net Increase

Capital Grants and Contributions include grants, contributions, donations, and similar items that are restricted to one or more specific capital-related programs. These revenues decreased by \$2,518,481 from the prior fiscal year.

Amount (Rounded)	Reason for Increase / Decrease
-\$3,155,000	Capital assets contributed to OCFA decreased primarily due to the acquisition of various fire apparatus, vehicles, and equipment from the City of Garden Grove in the prior fiscal year. This was a one-time contribution that occurred when the city became a new OCFA member on August 16, 2019.
+\$635,000	Revenues from developers increased per the terms of various Secured Fire Protection Agreements. Contributions varied between the prior and current year because of construction projects in the cities of Irvine and Lake Forest. The individual project having the greatest impact on developer revenue was the Great Park in Irvine.
-\$2,520,000	Program Revenues: Capital Grants and Contributions – Net Decrease

General Revenues: General revenues, which totaled \$292,734,389 for Fiscal Year 2020/21 and accounted for 59.2% of total revenues, increased by \$9,884,216 over the prior fiscal year.

Amount (Rounded)	Reason for Increase / Decrease			
+\$12,590,000	Property taxes increased by \$12,590,000 over the prior fiscal year primarily due to increases in secured property taxes. Secured property taxes increased by 4.7%, which is consistent with a corresponding 4.7% increase in the assessed property values for jurisdictions within OCFA’s structural fire fund.			
-\$2,910,000	Investment income decreased by \$2,910,000. OCFA’s year-to-date effective rate of return on its investment portfolio was 0.36% at June 30, 2021, as compared to 1.63% at June 30, 2020. This decline generated a decrease to overall portfolio earnings. OCFA adjusts its investments to market value as of June 30 each year. This resulted in an overall investment loss in Fiscal Year 2020/21 and generated a decrease in total investment income as compared to the prior fiscal year’s market value gain. The market value adjustment is a “paper only” transaction since OCFA typically holds its investments to maturity. These components of investment income, including interest earned from the County of Orange on property taxes and the Section 115 pension trust, are summarized below:			
		FY 2020/21	FY 2019/20	Increase (Decrease)
	Portfolio earnings	\$553,095	\$2,607,604	\$(2,054,509)
	Market value gain (loss)	(460,756)	312,594	(773,350)
	Interest on property taxes	206,081	341,629	(135,548)
	Section 115 pension trust	96,418	40,805	55,613
	Total investment income	\$394,838	\$3,302,632	\$(2,907,794)
+\$205,000	Miscellaneous and other revenues increased due to a gain on disposal of various capital assets and due to workers’ compensation insurance recoveries, including a new Fiscal Year 2020/21 case covered under OCFA’s excess workers’ compensation policy.			
+\$9,885,000	General Revenues – Net Increase			



Public Safety Expenses: Total public safety expenses decreased by \$21,731,134 from the prior fiscal year.

Amount (Rounded)	Reason for Increase / Decrease																
+\$18,490,000	Reasons for increases and decreases to the following categories of salaries and benefits are further explained in the Major Governmental Funds – General Fund portion of this Management’s Discussion and Analysis (see page 14): other pay (+\$6,855,000); regular pay, FICA, and Medicare (+\$4,690,000); overtime costs (+\$3,825,000); employee health insurance and other benefits (+\$2,630,000); vacation and sick leave payouts (+\$450,000); and temporary “extra help” salaries (+\$40,000).																
-\$49,590,000	Retirement contributions remitted to the Orange County Employees Retirement System (OCERS) increased by \$13,410,000. Reasons for the increase in actual plan contributions are further explained in the Major Governmental Funds – General Fund portion of this Management’s Discussion and Analysis (see page 14). In addition, under the requirements of GASB Statement No. 68, the amount of pension expense recognized during Fiscal Year 2020/21 to fully capture OCFA’s share of the net pension liability in its governmental activities was \$63,000,000 less than the prior fiscal year.																
+\$10,425,000	Under the requirements of GASB Statement No. 75, the amount of OPEB expense recognized during Fiscal Year 2020/21 in order to fully capture OCFA’s net OPEB liability in its governmental activities was \$10,425,000 more than the prior fiscal year.																
-\$30,000	The net change in long-term liabilities for various employee leave balances decreased by \$30,000 as compared to the prior fiscal year and is recognized as an expense (credit) in the governmental activities.																
-\$20,705,000	Subtotal for Public Safety Salaries and Benefits – Net Decrease																
+\$1,680,000	Reasons for increases and decreases to the following categories of services and supplies are further explained in the Major Governmental Funds portion of this Management’s Discussion and Analysis (see pages 15-18): <div><div>➤ Fire Integrated Real-Time Intelligence System Programs</div><div>➤ Seasonal Wildland Air Operations Programs</div><div>➤ COVID-19 Pandemic</div><div>➤ Thermal Imaging Cameras</div><div>➤ First-In Alerting and Phone Systems Project</div><div>➤ Helicopter Maintenance</div><div>➤ Garden Grove Start-Up Costs</div><div>➤ Fire Station No. 42 (Portola Hills) Site Stabilization Project</div><div>➤ Other services and supplies</div><div>Total – net increase in expenses</div><div><div>+\$4,805,000</div><div>-\$2,080,000</div><div>-\$1,930,000</div><div>+\$1,080,000</div><div>+\$680,000</div><div>+\$655,000</div><div>-\$655,000</div><div>-\$605,000</div><div>-\$270,000</div><div>+\$1,680,000</div></div></div>																
-\$3,530,000	OCFA’s long-term liability for workers’ compensation reflects the present value of estimated outstanding losses, as determined by an actuarial valuation and the “confidence level” set by the Board of Directors. The change in the actuarial liability estimate, plus actual cash claims paid, is recognized as an expense. <table><tr><td></td><td>FY 2020/21</td><td>FY 2019/20</td><td>Increase (Decrease)</td></tr><tr><td>Actual claims paid</td><td>\$14,790,000</td><td>\$12,340,000</td><td>\$2,450,000</td></tr><tr><td>Change in actuarial estimate</td><td>11,340,000</td><td>17,320,000</td><td>(5,980,000)</td></tr><tr><td>Total fiscal year expense</td><td>\$26,130,000</td><td>\$29,660,000</td><td>\$(3,530,000)</td></tr></table>		FY 2020/21	FY 2019/20	Increase (Decrease)	Actual claims paid	\$14,790,000	\$12,340,000	\$2,450,000	Change in actuarial estimate	11,340,000	17,320,000	(5,980,000)	Total fiscal year expense	\$26,130,000	\$29,660,000	\$(3,530,000)
	FY 2020/21	FY 2019/20	Increase (Decrease)														
Actual claims paid	\$14,790,000	\$12,340,000	\$2,450,000														
Change in actuarial estimate	11,340,000	17,320,000	(5,980,000)														
Total fiscal year expense	\$26,130,000	\$29,660,000	\$(3,530,000)														
-\$1,850,000	Subtotal for Public Safety Services and Supplies – Net Decrease																
+\$825,000	Public Safety Depreciation and Amortization Expense , which had no impact on OCFA’s cash balances, increased by \$825,000, and pertained primarily to depreciation on equipment. Fiscal Year 2020/21 was the first full year of depreciation expense on a dispatcher console upgrade project that was placed into service during the prior fiscal year. In addition, GASB Statement No. 87 <i>Leases</i> was implemented during Fiscal Year 2020/21 and included new recognition of amortization for various right-to-use leased assets.																
-\$21,730,000	Total Public Safety Expenses – Net Decrease																

OCFA Foundation: OCFA reports the financial activities of the OCFA Foundation as a discretely presented component unit in its government-wide financial statements. The OCFA Foundation also issues separate, component-unit financial statements that may be obtained through written request from OCFA Executive Management at 1 Fire Authority Road, Irvine, California, 92602. The net position of the OCFA Foundation totaled \$357,733 at June 30, 2021, a 105.6% increase over the prior year. Following is a summary of the OCFA Foundation's net position as of and for the changes thereof for the fiscal years ending June 30, 2021 and 2020:

OCFA FOUNDATION's Condensed Financial Activity					
Component Unit	June 30, 2021	June 30, 2020	Increase (Decrease)		
			Amount	%	
Assets:					
Current and other assets	\$351,897	\$160,475	\$191,422	119.3%	
Capital assets, net	12,716	13,515	(799)	-6.0%	
Total assets	364,613	173,990	190,623	109.6%	
Liabilities:					
Other liabilities	6,880	-	6,880	n/a	
Total liabilities	6,880	-	6,880	n/a	
Net position:					
Investment in capital assets	12,716	13,515	(799)	-6.0%	
Restricted for grants, donations, and other programs	107,630	39,490	68,140	172.6%	
Unrestricted	237,387	120,985	116,402	96.3%	
Total net position	\$357,733	\$173,990	\$183,743	105.6%	
Program revenues:					
Operating grants and contributions	\$304,466	\$130,382	\$174,084	133.6%	
Total revenues	304,466	130,382	174,084	133.6%	
Public safety expenses:					
Services and supplies	119,924	99,717	20,207	20.3%	
Depreciation and amortization	799	799	-	n/a	
Total expenses	120,723	100,516	20,207	20.1%	
Change in net position	183,743	29,866	153,877		
Net position, beginning of year	173,990	144,124	29,866		
Net position, end of year	\$357,733	\$173,990	\$183,743	105.6%	

Net Position: At June 30, 2021, a portion of OCFA Foundation's net position reflects its investment in capital assets, which are not available for future spending. An additional portion of net position represents resources subject to external, donor-imposed restrictions that will be met through the actions of the Foundation or the passage of time. As of June 30, 2021, restricted net position included unspent amounts received for the Smoke Alarm Outreach Program, Drowning Prevention, the Fire Cadet Academy, the September 11th Memorial Project, Girls Empowerment Camp, and the Best & Bravest Awards Event. The remaining balance of the OCFA Foundation's net position is considered unrestricted and may be used to meet ongoing obligations.

Changes in Net Position: During Fiscal Year 2020/21, operating grants and contributions included \$188,102 in general contributions and \$116,364 in donations and other revenues restricted for various OCFA Foundation programs. Services and supplies expenses included \$11,339 in administrative costs and a \$50,000 repayment to OCFA for the start-up funding used to establish the Foundation in 2010. Other services and supplies expenses totaling \$58,585 related to various programs.

Financial Analysis of OCFA's Governmental Funds

Governmental Funds: OCFA uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The focus of OCFA's governmental funds is on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the OCFA's financing requirements. Fund balance is divided into the following five categories:

- **Nonspendable:** Not in a spendable form, or legally or contractually required to remain intact
- **Restricted:** Subject to externally enforceable legal restrictions
- **Committed:** Use is constrained by specific limitations that the Board of Directors imposes upon itself by a formal action
- **Assigned:** Intended to be used by the government for specific purposes, subject to change, as established by the governing body itself or by management officials who have been delegated authority by the governing body

- **Unassigned:** Residual amounts in the General Fund available for any purpose (may serve as a useful measure of a government's net resources available for funding future operational needs)

At the end of Fiscal Year 2020/21, OCFA's governmental funds reported combined ending fund balances of \$240,024,583, an increase of \$6,588,962 in comparison with the prior fiscal year. Approximately 8.5% constitutes unassigned fund balance, which is available for spending for any purpose. The remaining 91.5% of fund balance is not available for spending on any new purpose, because it has already been restricted, committed, or assigned for specific purposes, or it is in a nonspendable form.

Major Governmental Funds: If the assets, liabilities, revenues, or expenditures of a governmental fund exceed 10% of the total of all governmental funds, that fund is reported as a major governmental fund in the fund financial statements. OCFA has elected to classify all four of its governmental funds as major, regardless of the calculation. Following is a description of the changes in each fund's revenues, expenditures, and transfers from the prior to the current fiscal year, and how those changes impacted net fund balance.

Increases to revenues and transfers in impact fund balance positively, while increases to expenditures and transfers out impact fund balance negatively.



The **General Fund** is the chief operating fund of OCFA. At the end of Fiscal Year 2020/21, the General Fund's fund balance totaled \$190,280,454. Unassigned fund balance totaling \$20,391,894 (10.7%) is available for future spending. The remaining \$169,888,560 (89.3%) is not available for spending on any new purpose, because it has already been restricted, committed or assigned for specific purposes, or is in a nonspendable form. Total fund balance of OCFA's General Fund decreased by \$307,799 during the current fiscal year. The prior fiscal year's fund balance increased by \$21,863,627, a difference of \$22,171,426. The significant reason(s) for that net difference are summarized in the following tables.

	Impact on Fund Balance (Rounded)
Revenues – net increase	+\$25,210,000
Expenditures – net decrease	-\$36,555,000
Other financing sources and uses – net decrease	-\$10,825,000
Impact on fund balance – net decrease	<u>-\$22,170,000</u>

Impact on Fund Balance (Rounded)	Description
+\$16,965,000	Intergovernmental. The increase in intergovernmental revenue primarily related to \$12.7 million in state and federal "assistance by hire" revenues for emergency response activity and federal reimbursements for response to tropical cyclones and other disasters. OCFA personnel responded to more of these types of emergencies in Fiscal Year 2020/21 as compared to the prior fiscal year, including the in-county Silverado and Bond fires in October 2020 and December 2020, respectively.
+\$12,590,000	Taxes. Revenue from property taxes increased primarily due to secured property taxes, which were 4.7% higher than the prior fiscal year. The increase in secured property taxes is related to a rise in assessed property values for jurisdictions within OCFA's structural fire fund.
-\$2,430,000	Use of Money and Property. The portion of investment portfolio earnings and a net market value loss allocated to the fund decreased (-\$2,350,000), as well as interest earnings related to property taxes (-\$135,000). This was offset by increased earnings in OCFA's Section 115 pension trust, which generated +\$55,000 more during Fiscal Year 2020/21 as compared to the prior fiscal year.
-\$2,200,000	Miscellaneous. The decrease in miscellaneous revenue is primarily related to donations received from Southern California Edison (SCE) in conjunction with seasonal wildland air operations programs. During Fiscal Year 2019/20, SCE donated \$4.9 million to fund the Next Generation Aerial Operations Based Pilot Program from July 2019 to December 2019. During Fiscal Year 2020/21, SCE donated \$2.1 million to fund the Very Large Helitanker Services Program from October 2020 to December 2020. Both programs funded daytime and nighttime air support to enhance OCFA's regional aerial wildland fire response. Fiscal Year 2020/21 revenue also included \$850,000 in SCE donations for the new 180-day Quick Reaction Force Pilot Program, which commenced on June 15, 2021.

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Impact on Fund Balance (Rounded)	Description														
+\$285,000	Charges for Services. The most significant increase in charges for services was over \$2.0 million for operating and facilities charges to cash contract cities per terms of the Joint Powers Agreement. The most significant decreases were for planning and development fees (-\$675,000), inspection fees (-\$605,000), and ambulance transport and supplies reimbursements (-\$445,000). The adverse effects of the COVID-19 pandemic on building efforts and material costs resulted in fewer requests for new occupancy plan reviews during Fiscal Year 2020/21. This, in turn, affected plan review and inspection revenues for fire alarms and sprinkler systems. In addition, OCFA continued to limit inspections to those required by mandate and other select inspection types as part of its ongoing response to the COVID-19 pandemic. There were less ambulance transport and supplies reimbursements in Fiscal Year 2020/21 primarily due the City of Placentia, which was no longer an OCFA member effective July 1, 2020.														
+\$25,210,000	Subtotal – Impact of Revenues														
-\$13,410,000	Retirement. Actuarially required pension contributions based on employee compensation, net of savings achieved by pre-paying a portion of the subsequent fiscal year's contribution to OCERS, increased by \$7.5 million. That increase is due in part to corresponding increases in employee compensation. In accordance with OCFA's "snowball" plan to expedite the paydown of its net unfunded pension liability, one-time employer pension contributions and other rate savings payments increased by \$2.2 million and \$3.8 million, respectively.														
-\$6,855,000	<p>Other Pay. Other pay – which includes pay to employees on workers' compensation, educational incentives, paramedic/EMT bonuses, bilingual pay, and other specialty pay – increased or decreased as follows:</p> <table> <tr> <td>➤ Emergency medical technician (EMT) pay</td><td>+\$2,460,000</td></tr> <tr> <td>➤ Paramedic specialty pay</td><td>+\$750,000</td></tr> <tr> <td>➤ Special assignment pay for other safety specialties</td><td>+\$540,000</td></tr> <tr> <td>Subtotal – increase in specialty pay for safety employees</td><td>+\$3,750,000</td></tr> <tr> <td>➤ Workers' compensation pay</td><td>+\$2,360,000</td></tr> <tr> <td>➤ Other miscellaneous taxable and nontaxable pay</td><td>+\$750,000</td></tr> <tr> <td>Total – net increase in expenditures</td><td>+\$6,860,000</td></tr> </table> <p>Specialty pay for safety employees was the most significant contributor to the overall increase in other pay. During Fiscal 2020/21, new Memorandums of Understanding (MOU) were negotiated between OCFA and its safety labor groups (Orange County Professional Firefighters Association and Orange County Fire Authority Chief Officers Association). Both MOU's included modifications to certain specialty pay provisions, which are typically calculated as a percentage of regular pay. Effective July 1, 2020, all chief officers with a current EMT or paramedic certification were eligible to receive new EMT pay calculated at 4.5% of base salary. Effective September 1, 2020, EMT pay for all firefighters increased by 2% of base salary (from 5% to 7%).</p>	➤ Emergency medical technician (EMT) pay	+\$2,460,000	➤ Paramedic specialty pay	+\$750,000	➤ Special assignment pay for other safety specialties	+\$540,000	Subtotal – increase in specialty pay for safety employees	+\$3,750,000	➤ Workers' compensation pay	+\$2,360,000	➤ Other miscellaneous taxable and nontaxable pay	+\$750,000	Total – net increase in expenditures	+\$6,860,000
➤ Emergency medical technician (EMT) pay	+\$2,460,000														
➤ Paramedic specialty pay	+\$750,000														
➤ Special assignment pay for other safety specialties	+\$540,000														
Subtotal – increase in specialty pay for safety employees	+\$3,750,000														
➤ Workers' compensation pay	+\$2,360,000														
➤ Other miscellaneous taxable and nontaxable pay	+\$750,000														
Total – net increase in expenditures	+\$6,860,000														
-\$4,690,000	Regular Pay. Regular pay and related costs such as FICA and Medicare increased by \$4.7 million in Fiscal Year 2020/21. Scheduled pay increases went into effect per negotiated labor contracts, including general and supervisory units (2.00% effective August 2020) and administrative managers (2.00% effective August 2020).														
-\$3,825,000	Overtime. Overtime costs increased by over \$3.8 million, including overtime for emergencies and backfill for suppression personnel utilizing leave balances or on workers' compensation. There were more in-county emergency events generating overtime in Fiscal Year 2020/21, most notably the Silverado Fire in October 2020 and Bond Fire in December 2020. There were also more out-of-county incidents to which OCFA provided state "assistance by hire" in Fiscal Year 2020/21 as compared to the prior fiscal year, including the Apple Fire (July 2020), LNU Lightning Complex Fire (August 2020), and El Dorado Fire (September 2020).														
-\$2,630,000	Health Insurance. Employee health insurance and other benefits increased primarily due to firefighter health insurance premiums. OCFA contributes toward the cost of firefighter health insurance premiums at a contractual rate per month, per employee. The monthly rate increased from \$2,095 to \$2,199 per month in January 2021.														
-\$450,000	Vacation and Sick Leave Payouts. Vacation and sick leave payouts increased primarily due to the retirement of two long-term employees with significant balances during Fiscal Year 2020/21.														
-\$40,000	Extra Help. Salary costs for temporary, "extra help" employees vary each year as projects and short-term vacancies arise. The net increase was primarily due to employees hired to staff a temperature check-in station at the Regional Fire Operations and Training Center (RFOTC) during the COVID-19 pandemic.														
-\$31,900,000	Subtotal – Impact of Salaries and Benefits														

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Impact on Fund Balance (Rounded)	Description								
-\$4,805,000	<p>Fire Integrated Real-Time Intelligence System Programs. During Fiscal Year 2020/21, services and supplies totaled \$8,745,000 for the Fire Integrated Real-Time Intelligence System (FIRIS) 2.0 Program, an expanded ten-month program to enhance regional wildfire situational awareness for first responders during the 2020 wildfire season. The state-funded program provided for the operation of two air bases located in Southern and Northern California, with OCFA as the lead agency. Professional service costs from September 2020 to June 2021 totaling \$8,660,000 included the operation of fixed wing aircraft by Aevex (+\$4.5 million); twelve Air Tactical Group Supervisors (ATGS) (+\$1.8 million); situational awareness and fire modeling by the University of San Diego (+\$1.0 million); mapping, coordination, and consulting by Intterra Corporation (+\$900,000); project management by the North County Fire Protection District and the Los Angeles Fire Department (+\$430,000); and strategic planning by Mission Centered Solutions, Inc. (+\$30,000). Other costs included hangar and office space rental at both airbases (+\$40,000) and lodging costs for the ATGS personnel (+\$45,000). By comparison, services and supplies totaled \$3,940,000 for the FIRIS Pilot Program in Fiscal Year 2019/20. That five-month pilot program, which supported the 2019 wildfire season, operated for a shorter duration and out of a single air base located in Southern California.</p>								
-\$2,450,000	<p>Workers' Compensation Payments. OCFA's self-insurance program covers workers' compensation claims up to \$50 million, subject to a \$2 million retention per incident. Claims paid during Fiscal Year 2020/21 increased by \$2,450,000 over the prior fiscal year. The reason for the increase is largely attributed to two firefighter injuries that occurred during the in-county Silverado Fire in October 2020.</p>								
+\$2,080,000	<p>Seasonal Wildland Air Operations Programs. OCFA has partnered with Southern California Edison (SCE) in both the current and prior fiscal years to fund seasonal air operations programs designed to enhance OCFA's regional aerial wildland fire response and benefit the residents and businesses within SCE's service territory. Below is a summary of the net increases and decreases in program expenditures for each program:</p> <table style="margin-left: 40px;"> <tr> <td>➤ Next Generation Aerial Operations Based Pilot Program</td><td style="text-align: right;">-\$5,290,000</td></tr> <tr> <td>➤ Very Large Helitanker Services Program</td><td style="text-align: right;">+\$2,360,000</td></tr> <tr> <td>➤ Quick Reaction Force Pilot Program</td><td style="text-align: right;">+\$850,000</td></tr> <tr> <td>Total – net decrease in expenditures</td><td style="text-align: right;"><u>-\$2,080,000</u></td></tr> </table> <p>The Next Generation Aerial Operations Based Pilot Program was designed to enhance regional wildland firefighting capabilities through the use of various innovative technology. The pilot program operated a type 1 helitanker and type 3 intelligence-gathering helicopter. Pilots provided by Coulson Aviation, Inc. used night vision goggles and electronic image-gathering equipment to engage in nighttime fire attack operations. The program operated from July through December 2019, with program expenditures totaling \$5,290,000.</p> <p>For the Very Large Helitanker Services Program, pilots provided by Coulson Aviation, Inc. operated a CH-47 helitanker as an additional daytime and nighttime firefighting resource. The program operated from October through December 2020, with program expenditures totaling \$2,360,000.</p> <p>The 180-day Quick Reaction Force (QRF) Pilot Program commenced operations on June 15, 2021, in partnership with the Los Angeles County Fire Department and the Ventura County Fire Department. A QRF is a combination of aerial firefighting resources pre-assembled and organized to work together as a specialized unit, twenty-four hours a day. The QRF deploys when a wildland fire exceeds suppression resources available during initial attack, and has new capabilities to drop large amounts of fire retardant at night. This program provides for a very large helitanker and an aerial supervision aircraft operated by Coulson Aviation, Inc., as well as mobile fire-retardant plant services. Initial program expenditures totaled \$850,000 during Fiscal Year 2020/21.</p>	➤ Next Generation Aerial Operations Based Pilot Program	-\$5,290,000	➤ Very Large Helitanker Services Program	+\$2,360,000	➤ Quick Reaction Force Pilot Program	+\$850,000	Total – net decrease in expenditures	<u>-\$2,080,000</u>
➤ Next Generation Aerial Operations Based Pilot Program	-\$5,290,000								
➤ Very Large Helitanker Services Program	+\$2,360,000								
➤ Quick Reaction Force Pilot Program	+\$850,000								
Total – net decrease in expenditures	<u>-\$2,080,000</u>								
+\$1,930,000	<p>COVID-19 Pandemic. During Fiscal Year 2020/21, OCFA purchased services and supplies totaling \$870,000 in response to the global COVID-19 pandemic, as compared to \$2.8 million in the prior fiscal year. Pandemic-related purchases are ongoing; however, the most significant costs were incurred during the first few months of the pandemic from March through June 2020. One-time purchases made in the prior fiscal year included telecommuting laptops and meals for the Incident Management Team (IMT). OCFA also acquired a large stock of employee personal protective equipment (PPE) and patient medical supplies at the outset of the pandemic. New purchases were made in the current fiscal year to replenish that stock as items were used.</p>								

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FY 2020 / 2021
Comprehensive Annual Financial Report

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Impact on Fund Balance (Rounded)	Description												
-\$1,080,000	Thermal Imaging Cameras. The majority of OCFA’s supply of thermal imaging cameras were purchased in 2007. There have been several technological improvements made to the firefighting equipment since that time. During Fiscal Year 2020/21, OCFA replaced all 158 thermal imaging cameras assigned front-line apparatus (+\$680,000) and also purchased 698 new thermal imaging cameras designed for use by individual firefighters (+\$400,000).												
-\$680,000	First-In Alerting and Phone Systems Project. During Fiscal Year 2020/21, expenditures increased by \$680,000 as part of an ongoing project to upgrade alerting technology and phone systems at all OCFA fire stations. In order to utilize the same digital technology as the Computer Aided Dispatch (CAD) system that was replaced in 2014, the alerting systems are being upgraded over a fifteen-year period at a rate off three to five stations per year. The cost per station varies depending on size, the number of crew, apparatus deployed, and condition of existing wiring and infrastructure. During the prior fiscal year, the most significant costs were incurred to finalize the alerting system upgrade at Fire Station No. 33 (Airport). By comparison, alerting system upgrades at four fire stations were completed during the current fiscal year – Fire Station No. 04 (University), Fire Station No. 06 (Irvine), Fire Station No. 54 (Foothill Ranch), and Fire Station No. 64 (Westminster).												
-\$655,000	Helicopter Maintenance. Maintenance costs on OCFA’s helicopter fleet increased by \$655,000 during Fiscal Year 2020/21. The cost to maintain the newer Bell 412 helicopters increased by \$910,000. This was primarily due to the 5-year scheduled inspection and other unscheduled maintenance performed on Helicopter 1. Costs were significantly higher than those incurred for the 5-year scheduled inspection of Helicopter 2 during the prior fiscal year. In addition, cabin seating for both aircraft was replaced during Fiscal Year 2020/21. The cost to maintain the older Bell Super Huey helicopters decreased by \$255,000. In September 2020, the Fire Chief retired Helicopters 3 and 4, citing safety concerns and a cost/benefit maintenance analysis. Use of the two Bell Super Huey helicopters was discontinued and ongoing maintenance was no longer required.												
+655,000	Garden Grove Start-Up Costs. OCFA incurred \$655,000 of reimbursable services and supplies costs during Fiscal Year 2019/20 relating to the transition of fire and emergency medical services from the City of Garden Grove in August 2019. No transition costs were incurred during Fiscal Year 2020/21.												
-\$155,000	Other Services and Supplies. Other services and supply costs experienced a net increase in Fiscal Year 2020/21 relating to utilities (+\$510,000); clothing and personal protective equipment (+\$500,000); insurance (+295,000); special department expenditures (-\$280,000); office supplies and related items (-\$265,000); professional services (-\$240,000); equipment and vehicle maintenance (-\$230,000); travel, training, and meetings (-\$200,000); food (-\$150,000); transportation (+\$115,000); communications (+\$80,000); facility maintenance (+\$70,000); household items (-\$60,000); and facility rent (+10,000).												
-\$5,160,000	Subtotal – Impact of Services and Supplies												
+\$215,000	Capital Outlay. Capital outlay varies each year based on organizational needs for new and replacement equipment and vehicles. The most significant equipment purchase in Fiscal Year 2019/20 was for ninety-five automatic chest compression devices (-\$1.4 million). The most significant vehicle purchase in Fiscal Year 2020/21 was for four crew-carrying vehicles (+\$1.2 million).												
+\$290,000	Interest and Fiscal Charges. Interest decreased on amounts borrowed by the General Fund from other funds, a mechanism OCFA utilizes to manage its short-term cash flow needs. The total amount borrowed, number of days outstanding, and average short-term borrowing rate all declined in Fiscal Year 2020/21 as follows: <table><tr><td></td><td>Fiscal Year 2020/21</td><td>Fiscal Year 2019/20</td></tr><tr><td>➤ Amount borrowed by the General Fund</td><td>\$15,000,000</td><td>\$20,000,000</td></tr><tr><td>➤ Number of days outstanding</td><td>245</td><td>312</td></tr><tr><td>➤ Interest rate</td><td>0.36%</td><td>1.91%</td></tr></table>		Fiscal Year 2020/21	Fiscal Year 2019/20	➤ Amount borrowed by the General Fund	\$15,000,000	\$20,000,000	➤ Number of days outstanding	245	312	➤ Interest rate	0.36%	1.91%
	Fiscal Year 2020/21	Fiscal Year 2019/20											
➤ Amount borrowed by the General Fund	\$15,000,000	\$20,000,000											
➤ Number of days outstanding	245	312											
➤ Interest rate	0.36%	1.91%											
+\$505,000	Subtotal – Impact of Capital Outlay, Interest, and Fiscal Charges												
-\$36,555,000	Subtotal – Impact of Expenditures												

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Impact on Fund Balance (Rounded)	Description
-\$11,060,000	Interfund Transfers. Transfers made from the General Fund to the capital projects funds for projects in the Capital Improvement Program totaled \$11,060,000 in Fiscal Year 2020/21. No transfers out were made in the prior fiscal year.
+\$235,000	Insurance Recoveries. Insurance recoveries increased in Fiscal Year 2020/21 due to proceeds from OCFA's excess workers' compensation policy for a case relating to the October 2020 Silverado Fire, as well as various recoveries received for vehicle accidents.
-\$10,825,000	Subtotal – Impact of Other Financing Sources and Uses
-\$22,170,000	General Fund – Net Impact on Fund Balance



The **Communications and Information Systems Fund** had total fund balance of \$5,223,735 at the end of Fiscal Year 2020/21. Fund balance was assigned to the Capital Improvement Program (\$5,089,194) and communications and information technologies projects (\$123,750). The remaining \$10,791 is not available for spending on any new purpose, because it is in a nonspendable form. Total fund balance decreased by \$1,005,178 during the current fiscal year. The prior fiscal year's fund balance decreased by \$1,678,800, a difference of \$673,622. The significant reason(s) for that net difference are identified in the following table.

Impact on Fund Balance (Rounded)	Description
+\$805,000	Dispatch Consoles. Expenditures for services and supplies and capital outlay decreased by \$805,000 due to a variety of multi-year capital improvement projects. The project with the most significant impact on the overall expenditure decrease was the 800 MHz Countywide-Communications (CCCS) System capital improvement project. The upgrade and replacement of the original system was implemented in phases beginning in Fiscal Year 2016/17. Participating agencies were responsible for purchasing their own radios and dispatch consoles that are compatible with the new system. During Fiscal Year 2019/20, OCFA incurred costs to finalize the upgrade of dispatch consoles. The multi-year project was finalized and placed into service in June 2020.
-\$130,000	Use of Money and Property. The portion of investment portfolio earnings and a net market value loss allocated to the fund decreased.
+\$675,000	Communications and Information Systems Fund – Net Impact on Fund Balance



The **Fire Apparatus Fund** had total fund balance of \$26,031,912 at the end of Fiscal Year 2020/21. Fund balance was assigned to the Capital Improvement Program (\$12,486,395) and purchase of fire apparatus and vehicles (\$13,545,517). Total fund balance increased by \$7,041,383 during the current fiscal year. The prior fiscal year's fund balance increased by \$7,358,706, a difference of \$317,323. The significant reason(s) for that net difference are identified in the following table.

Impact on Fund Balance (Rounded)	Description
+\$3,060,000	Interfund Transfers. Transfers in from other funds for projects in the Capital Improvement Program increased by \$3,060,000 as compared to the amount transferred during the prior fiscal year.
-\$2,950,000	Apparatus and Vehicles. Expenditures to purchase and outfit vehicles vary each year based on organizational needs for new and replacement vehicles. Expenditures were higher in the current fiscal year due to the purchase of three type three engines and one 103' truck.
-\$305,000	Use of Money and Property. The portion of investment portfolio earnings and a net market value loss allocated to the fund decreased (-\$165,000). Interfund borrowing interest earned from the General Fund also decreased due to declines in the total number of days principal was outstanding during the year and the average daily rate used to calculate interest (-\$140,000).

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Impact on Fund Balance (Rounded)	Description
-\$120,000	Charges for Services. Cash contract city vehicle charges decreased in accordance with the terms of the Joint Powers Agreement. Charges received in Fiscal Year 2019/20 from the City of Placentia, which withdrew membership from OCFA effective July 1, 2020, was the primary reason for the overall decrease in revenues.
-\$315,000	Fire Apparatus Fund – Net Impact on Fund Balance



The **Fire Stations and Facilities Fund** had total fund balance of \$18,488,482 at the end of Fiscal Year 2020/21. Amounts pertaining to CALFIRE revenues received for future fire station construction (\$434,763) were classified as restricted. Other amounts were assigned to the Capital Improvement Program (\$17,246,140) and construction projects (\$804,115). The remaining \$3,464 is not available for spending on any new purpose, because it is in a nonspendable form. Total fund balance increased by \$860,556 during the current fiscal year. The prior fiscal year's fund balance decreased by \$8,314,679, a difference of \$9,175,235. The significant reason(s) for that net difference are identified in the following table.

Impact on Fund Balance (Rounded)	Description
+\$8,000,000	Interfund Transfers. Transfers out to the Fire Apparatus Fund for projects in the Capital Improvement Program totaled \$8,000,000 in Fiscal Year 2019/20. No amounts were transferred out in the current fiscal year.
+\$820,000	Capital Projects. Expenditures decreased by \$820,000 due to multi-year capital improvement projects as follows: <ul style="list-style-type: none"> ➤ During Fiscal Year 2017/18, OCFA began a project to stabilize the property and foundation caused by long-term soil erosion at Fire Station No. 42 (Portola Hills). Non-capitalized project costs included permits, geotechnical engineering services, and construction, with most work completed during Fiscal Year 2019/20 (-\$605,000). The project was finalized in November 2019 at a three-year cost of just over \$1 million. ➤ During Fiscal Year 2019/20, OCFA commenced its project to replace Fire Station No. 10 (Yorba Linda). In anticipation of two fire stations transitioning back to the City of Placentia on July 1, 2020, OCFA identified an immediate need to acquire multiple portable buildings to house the displaced units (-\$275,000). During Fiscal Year 2020/21, additional temporary station costs were incurred, including trailer ramps, monthly rent of an office trailer and portable sanitation units, and lockers (+\$60,000).
+\$640,000	Developer Contributions. Contributions generated by Secured Fire Protection Agreements with developers vary each fiscal year based on housing development projects being completed throughout the county. Increases in developer activity primarily related to projects in the City of Irvine that were completed in Fiscal Year 2020/21.
-\$330,000	Use of Money and Property. The portion of investment portfolio earnings and a net market value loss allocated to the fund decreased (-\$185,000). Interfund borrowing interest earned from the General Fund also decreased due to declines in the amount borrowed, the total number of days principal was outstanding during the year, and the average daily rate used to calculate interest (-\$150,000).
+\$45,000	Intergovernmental. The increase in intergovernmental revenue related to contract revenues funds for the protection of the State Responsibility Area.
+\$9,175,000	Fire Stations and Facilities Fund – Net Impact on Fund Balance

General Fund Budgetary Highlights

The following table summarizes the changes in General Fund appropriations, as well as the variance between the final budget and actual amounts for Fiscal Year 2020/21.

	Original Budget	Increase (Decrease)	Final Budget	Variance Positive (Negative)	Actual Amounts
Salaries and benefits	\$375,549,198	\$31,752,672	\$407,301,870	\$ 366,678	\$406,935,192
Services and supplies	61,884,759	38,680,049	100,564,808	29,470,304	71,094,504
Capital outlay	2,741,362	4,995,975	7,737,337	4,713,482	3,023,855
Interest and fiscal charges	6,177	29,117	35,294	(952)	36,246
Transfers out	11,059,336	-	11,059,336	-	11,059,336
	<u>\$451,240,832</u>	<u>\$75,457,813</u>	<u>\$526,698,645</u>	<u>\$34,549,512</u>	<u>\$492,149,133</u>

Adjustments to Appropriations: Budgeted General Fund appropriations increased by \$75,457,813 from the time the original budget was adopted until the end of the fiscal year. Adjustments typically pertained to activities that occurred throughout the year but were either unknown or for which reliable estimates could not be determined at the time of the original budget adoption. Significant adjustments are listed below:

Reason for Adjustment to Original Budget	Increase (Decrease) (Rounded)
Overtime and backfill for response to out-of-county and other incidents	\$23,510,000
Quick Reaction Force Pilot Program	9,410,000
Fire Integrated Real-Time Intelligence System Programs	9,190,000
Grant activities	8,560,000
Various Capital Improvement Program projects	4,340,000
Employee Memorandum of Understanding changes	4,290,000
Contributions toward unfunded pension liability	3,500,000
Various equipment and vehicles	3,260,000
Very Large Helitanker Services Program	2,490,000
COVID-19 pandemic overtime, services, and supplies	2,480,000
Structural Fire Entitlement projects	1,230,000
Employee training	820,000
Insurance	420,000
Helicopter program	380,000
Various professional services	240,000
Facility maintenance	130,000
Vehicle maintenance	130,000
Equipment maintenance	70,000
Staffing changes, reconfigurations, and service enhancements	70,000
Interest on interfund borrowing	30,000
Various other appropriations	910,000
Total adjustments	\$75,460,000

Variance Between Final Budget and Actual Amounts: Final, budgeted General Fund expenditures exceeded actual amounts, resulting in a positive budget variance totaling \$34,549,512. Nearly \$29.5 million of this variance related to various operating costs, projects, and other purchases for services and supplies that were budgeted but not completed during Fiscal Year 2020/21. In some cases, uncompleted projects were delayed due to project complexity or time requirements and will be re-budgeted, if needed, to Fiscal Year 2021/22. Individually significant services and supplies variances are summarized below:

Description of Budget/Actual Variance	Amount (Rounded)
Quick Reaction Force Pilot Program. During Fiscal Year 2020/21, OCFA budgeted \$9.4 million for the Quick Reaction Force Pilot Program. The program commenced June 15, 2021, and expenditures totaling approximately \$850,000 were incurred during the first sixteen days. A balance of \$8,560,000 remains unspent on services and supplies as of June 30, 2021. It is anticipated that the remaining funds will be used during Fiscal Year 2021/22.	\$8,560,000
Workers' Compensation Claims Paid. The amount budgeted for workers' compensation is based on an actuarially-determined estimate. Actual case activity typically occurs over multiple years, which attributes to a difference between budgeted costs and actual expenditures during any given fiscal year. During Fiscal Year 2020/21, claims paid from the General Fund were less than the actuarial estimate, creating a positive budget variance.	5,260,000
Invasive Tree Pest Mitigation Grant. In October 2018, OCFA was awarded a \$5.4 million state grant passed through CALFIRE for invasive tree pest mitigation. The grant award's performance period is December 2018 through March 2022. A balance of \$4.6 million remains unspent on services and supplies as of June 30, 2021. It is anticipated that the remaining funds will be used during Fiscal Year 2021/22 through the end of the grant's award period.	4,570,000
Irvine Settlement Agreement. OCFA and the City of Irvine entered into a Settlement Agreement with provisions that enhance services throughout OCFA's jurisdiction. All projects identified in the agreement were budgeted during Fiscal Year 2020/21 at the maximum potential amount per the agreement. However, the city did not submit any reimbursement requests for the Joint Police-Fire Training Facility or bi-directional amplifiers. In addition, actual reimbursements made by OCFA for the CERT Coordinator position were less than the budgeted amount.	1,580,000
Bathroom Gender Accommodation Project. During Fiscal Year 2019/20, OCFA began a multi-year bathroom gender accommodation project at Fire Stations No. 14 (Silverado), No. 16 (Modjeska) and No. 32 (Yorba Linda). Of the \$1.7 million budgeted amount, a balance of \$1.4 million remains unspent as of June 30, 2021. Contracts have been awarded for approximately \$500,000 of the unspent balance.	1,380,000
Fullerton Airport Dorm Repairs. During Fiscal Year 2019/20, OCFA began work on dorm repairs at Fire Station No. 41 (Fullerton Airport), with the project expected to take place over multiple fiscal years. The project was placed on hold during Fiscal Year 2020/21. Almost all of the \$1.3 million budgeted amount remains unspent as of June 30, 2021. Contracts have been awarded for approximately \$75,000 of the unspent balance. Work is expected to commence again in Fiscal Year 2021/22 pending direction from the Fire Chief.	1,260,000
Structural Fire Fund Projects. The entire balance of funds committed for Structural Fire Fund projects was budgeted during Fiscal Year 2020/21; however, cities submitted reimbursement requests only for those projects completed.	1,120,000
Other variances combined	5,740,000
Total services and supplies variance	\$29,470,000

Capital Assets and Debt Administration

Capital Assets: OCFA's net investment in capital assets for its government activities at the end of Fiscal Year 2020/21 totaled \$214,278,884 (net of accumulated depreciation and amortization and related outstanding debt). This investment in capital assets includes land, buildings, equipment, vehicles, work in progress, construction in progress, and right-to-use leased assets, net of outstanding lease liabilities. Net capital assets decreased from the prior fiscal year by \$3,206,586 (-1.4%). Following is a summary of capital assets by type for the current and prior fiscal years.

Capital Assets and Accumulated Depreciation/Amortization
As of June 30, 2021 and 2020 (Restated)
(In Millions)



Construction in Progress (CIP) and Work in Progress (WIP): Construction projects completed over the span of multiple fiscal years are classified as CIP at year-end if they are not yet completed and placed into service. Fire engines, trucks, and other vehicles, are classified as WIP at year-end if they are in the process of being outfitted for operation and will be completed over the span of multiple fiscal years. WIP also includes multi-year communications and information systems projects.

- CIP additions totaling \$360,000 related to the expansion of the RFOTC training ground and “North 40” area, dormitory improvements at Fire Station No. 41 (Fullerton Airport), and audio-visual upgrades at the USAR warehouse. All projects remained in progress at fiscal year-end.
- WIP additions totaled nearly \$2.9 million during Fiscal Year 2020/21, including costs pertaining to an incident reporting system, an immunization tracking system, and various fire apparatus in the process of being outfitted for operation. As of June 30, 2021, seven individual WIP projects were placed into service and seventeen were still in progress.

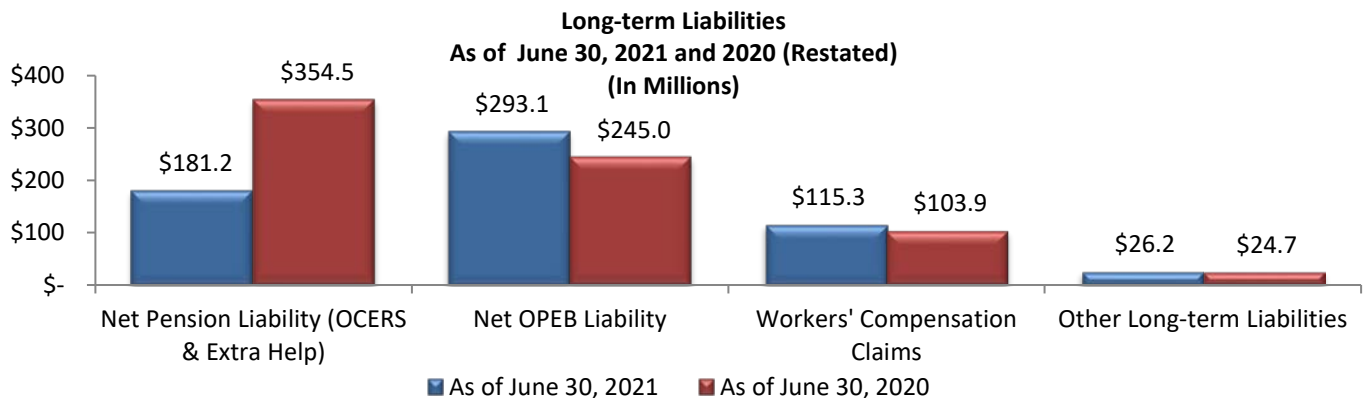
Equipment: Equipment additions totaled nearly \$1.4 million for 146 items placed into service during Fiscal Year 2020/21. The most individually significant additions included ninety 800MHz portable radios (\$505,000); thirty mobile data computer tablets (\$125,000); and an immunization tracking system transferred in from WIP (\$140,000).

Vehicles: Vehicle additions totaled nearly \$6.0 million for 53 items placed into service during Fiscal Year 2020/21. The most individually significant additions included three type one engines (\$1.6 million); four crew-carrying vehicles (\$1.2 million); and two water tenders (\$885,000). Twenty-seven vehicles were removed from OCFA’s fleet during Fiscal Year 2020/21 as part of OCFA’s ongoing vehicle replacement plan. Two of these were returned to the City of Santa Ana. One support vehicle was in an accident and deemed a total loss by OCFA’s insurance provider. The remaining vehicles were sold at public auction.

Right-to-Use Leased Assets: Right-to-use leased assets totaling \$5.1 million were reported as a restatement to OCFA’s capital assets as of July 1, 2020, due to the implementation of GASB Statement No. 87. OCFA’s most individually significant leased asset is \$4.7 million in land at Fire Station No. 41 (Fullerton Airport) . OCFA is the lessee in an agreement with the City of Fullerton to lease the land for forty years through December 2050, with an option to extend the lease through December 2065.

Additional information pertaining to OCFA’s capital assets can be found in Note 9 of the accompanying Notes to the Financial Statements.

Long-term Debt: Total long-term liabilities decreased by net \$112,286,746 (-15.4%) during Fiscal Year 2020/21.



The most significant change to long-term liabilities pertained to the net pension liability for the Orange County Employees Retirement System (OCERS) pension plan. As of June 30, 2021, OCFA’s share of the plan’s net pension liability at OCERS totaled \$181.1 million, as determined by an actuarial valuation for the plan as a whole. This was a net \$173.3 million decrease from the prior fiscal year. The increases and decreases reported for the long-term pension liability are reported using an “accounting-based approach” to fully capture OCFA’s net liability and related pension expense incurred during each fiscal year. This differs from the “funding-based approach” used to calculate annual retirement rates and the amount of required employer and employee contributions due from OCFA to OCERS. Net pension liability represents the amount of the total pension liability that exceeds the market value of assets as of June 30. The following table summarizes the changes in the components of the OCERS net pension liability from June 30, 2021 to June 30, 2020.

FY 2020 / 2021
Comprehensive Annual Financial Report

Component of OCERS Net Pension Liability	As of June 30, 2021	As of June 30, 2020	Increase (Decrease) Amount	%
Safety:				
Total pension liability	\$1,969,628,490	\$1,891,853,011	\$ 77,775,479	4.1%
Market value of assets	<u>1,808,109,413</u>	<u>1,569,911,269</u>	<u>238,198,144</u>	15.2%
Net pension liability - safety	\$ 161,519,077	\$ 321,941,742	\$(160,422,665)	-49.8%
General:				
Total pension liability	\$ 281,808,606	\$ 257,504,904	\$ 24,303,702	9.4%
Market value of assets	<u>262,206,045</u>	<u>225,051,189</u>	<u>37,154,856</u>	16.5%
Net pension liability - general	\$ 19,602,561	\$ 32,453,715	\$(12,851,154)	-39.6%
Total:				
Total pension liability	\$ 2,251,437,096	\$2,149,357,915	\$ 102,079,181	4.7%
Market value of assets	<u>2,070,315,458</u>	<u>1,794,962,458</u>	<u>275,353,000</u>	15.3%
Net pension liability - total	\$ 181,121,638	\$ 354,395,457	\$(173,273,819)	-48.9%

Additional information on the OCFA's long-term liabilities can be found in Note 18 of the accompanying Notes to the Financial Statements.

Next Year's Budget

The Fiscal Year 2021/22 General Operating Fund adopted expenditure budget is approximately \$434.3 million, which is a net increase of \$13.5 million (3.2%) from the final Fiscal Year 2020/21 General Operating Fund budget totaling \$420.8 million. (These amounts exclude one-time and grant-related items, as well as unspent, encumbered appropriations from the prior fiscal year that are effectually re-appropriated in the ensuing year's budget). Highlights of the Fiscal Year 2021/22 General Operating Fund Budget are as follow:

- Budgeted salaries increased by \$6.2 million. The budget reflects annual salary costs in accordance with approved Memorandums of Understanding (MOU) with all labor groups, including increases for Emergency Medical Technician (EMT) pay for the Orange County Professional Firefighters Association (OCPFA) and Chief Officers Association (COA). No MOU salary increases were scheduled or included for the Orange County Fire Authority Managers Association (OCFAMA) or the Orange County Employees Association (OCEA). The budget also reflects a \$3.2 million increase for overtime usage, which has been trending higher in recent years, and a \$5.0 million decrease for salary savings in the firefighter rank due to projected vacancies.
- Budgeted benefits increased by \$6.9 million. The retirement budget for Fiscal Year 2021/22 is based on rates provided by the Orange County Employees Retirement System (OCERS), which were approximately 0.44% and 0.69% lower for safety and general personnel, respectively, as compared to the prior year. Overall retirement increases are budgeted due to increases in pensionable EMT pay.
- Budgeted services and supplies and capital outlay increased by \$0.4 million. Overall, budgets were held flat as compared to Fiscal Year 2020/21, with any increases identified by OCFA management on a case-by-case basis.

Requests for Information

This financial report is designed to provide a general overview of OCFA's and the OCFA Foundation's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Finance Manager, Orange County Fire Authority, 1 Fire Authority Road, Irvine, California 92602.

Government-wide Financial Statements



Silverado & Blue Ridge Fires
October 26-November 7, 2020



Orange County Fire Authority Safety Message

Defensible Space



Defensible space is an area between your house and an oncoming wildfire, where the vegetation has been controlled, trimmed, or removed to reduce wildfire threats from embers, flames, and intense heat.

- ✓ In order to offer wildfire protection, Defensible Space should reach at least 100 feet from the house, garage, and other buildings on the property, or to the property line. In many cases, Defensible Space is simply the front, side, and back yards of your home.
- ✓ Guidelines for Vegetation Management within 100 feet of your home include:
 - Remove all dead and dying plants
 - Remove vegetation found on the Undesirable Plant List and replant using drought-tolerant, fire-resistive plants
 - Trim or remove plants to create the recommended vertical and horizontal separation between them
 - Remove dry leaves, twigs, pine needles, etc. from the yard, roof, and rain gutters
- ✓ It's not necessary to remove all vegetation around your home, but creating Defensible Space will give firefighters a better chance of keeping wildfire from spreading to your home. Mowing, weeding, pruning, thinning, spacing, and careful plant selection can make the difference between survival and losing your home during a wildfire. Consult a geologist prior to beginning maintenance if you have slope stability issues.

Creating defensible space is the duty of every resident living in an area at risk for wildfires.

ORANGE COUNTY FIRE AUTHORITY
Statement of Net Position
June 30, 2021
(With Comparative Data for Prior Year)

	Primary Government		Component Unit	
	Governmental Activities		OCFA Foundation	
	2021	2020	2021	2020
Assets:				
Cash and investments (Note 4)	\$ 196,906,442	\$ 187,297,857	\$ 351,897	\$ 160,475
Accounts receivable, net (Note 5)	2,105,913	2,566,137	-	-
Accrued interest receivable	147,758	376,640	-	-
Prepaid costs and other assets (Note 6)	23,545,784	24,034,974	-	-
Due from other governments, net (Note 7)	23,711,794	16,765,308	-	-
Restricted cash and investments (Note 4)	3,797,698	2,121,417	-	-
Lease receivables (Note 8)	873,249	-	-	-
Capital assets (Note 9):				
Land	42,757,850	42,757,850	-	-
Construction in progress	697,149	338,554	-	-
Work in progress	3,484,045	1,462,545	-	-
Capital assets, net of accumulated depreciation/amortization	<u>172,320,191</u>	<u>172,758,486</u>	<u>12,716</u>	<u>13,515</u>
Total assets	<u>470,347,873</u>	<u>450,479,768</u>	<u>364,613</u>	<u>173,990</u>
Deferred outflows of resources:				
Related to pensions/OPEB (Note 22)	<u>169,462,497</u>	<u>127,422,203</u>	-	-
Total deferred outflows of resources	<u>169,462,497</u>	<u>127,422,203</u>	-	-
Liabilities:				
Accounts payable	7,513,465	5,730,979	6,880	-
Accrued liabilities	12,928,630	10,980,091	-	-
Unearned revenue (Note 10)	6,960,549	574,002	-	-
Due to other governments (Note 11)	92,230	106,037	-	-
Compensated absences due within one year (Note 18)	4,844,515	4,486,981	-	-
Claims and judgments due within one year (Note 18)	16,411,354	14,808,917	-	-
Lease liabilities due within one year (Note 18)	96,322	-	-	-
Noncurrent liabilities due in more than one year:				
Compensated absences due in more than one year (Note 18)	16,383,949	15,036,102	-	-
Claims and judgments due in more than one year (Note 18)	98,883,921	89,136,878	-	-
Lease liabilities due in more than one year (Note 18)	4,884,029	-	-	-
Net OPEB liability (Notes 18)	293,055,745	244,964,263	-	-
Proportionate share net pension liability (Notes 18)	<u>181,206,236</u>	<u>354,471,308</u>	-	-
Total liabilities	<u>643,260,945</u>	<u>740,295,558</u>	<u>6,880</u>	-
Deferred inflows of resources:				
Related to leases (Note 8)	854,202	-	-	-
Related to pensions/OPEB (Note 22)	<u>203,207,172</u>	<u>112,271,211</u>	-	-
Total deferred inflows of resources	<u>204,061,374</u>	<u>112,271,211</u>	-	-
Net position:				
Net investment in capital assets (Note 9b)	214,278,884	217,317,435	12,716	13,515
Restricted for capital projects	599,148	391,477	-	-
Restricted for augmentation and upstaffing activities	1,147,785	956,880	-	-
Restricted for greenhouse gas reduction activities	1,986,525	1,354,680	-	-
Restricted for Section 115 pension trust	3,795,815	2,120,383	-	-
Restricted for grants, donations, and other programs	285,774	1,836,756	107,630	39,490
Unrestricted	<u>(429,605,880)</u>	<u>(498,642,409)</u>	<u>237,387</u>	<u>120,985</u>
Total net position	<u>\$ (207,511,949)</u>	<u>\$ (274,664,798)</u>	<u>\$ 357,733</u>	<u>\$ 173,990</u>

See Notes to the Financial Statements

ORANGE COUNTY FIRE AUTHORITY
Statement of Activities
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	Primary Government		Component Unit	
	Governmental Activities		OCFA Foundation	
	2021	2020	2021	2020
Expenses:				
Public safety:				
Salaries and benefits	\$ 331,869,650	\$ 352,573,221	\$ -	\$ -
Services and supplies	82,748,977	84,600,263	119,924	99,717
Depreciation and amortization (Note 9c)	12,961,222	12,137,499	799	799
Total program expenses	<u>427,579,849</u>	<u>449,310,983</u>	<u>120,723</u>	<u>100,516</u>
Program revenues:				
Public safety:				
Charges for services	169,343,205	156,740,363	-	-
Operating grants and contributions	31,323,104	29,275,482	304,466	130,382
Capital grants and contributions	1,332,000	3,850,481	-	-
Total program revenues	<u>201,998,309</u>	<u>189,866,326</u>	<u>304,466</u>	<u>130,382</u>
Net program (expenses) revenues	<u>(225,581,540)</u>	<u>(259,444,657)</u>	<u>183,743</u>	<u>29,866</u>
General revenues:				
Property taxes	290,310,882	277,721,815	-	-
Investment income	462,789	3,374,813	-	-
Gain on disposal of capital assets	174,666	12,641	-	-
Miscellaneous	1,786,052	1,740,904	-	-
Total general revenues	<u>292,734,389</u>	<u>282,850,173</u>	<u>-</u>	<u>-</u>
Change in net position	67,152,849	23,405,516	183,743	29,866
Net position at beginning of year	<u>(274,664,798)</u>	<u>(298,070,314)</u>	<u>173,990</u>	<u>144,124</u>
Net position at end of year	<u>\$ (207,511,949)</u>	<u>\$ (274,664,798)</u>	<u>\$ 357,733</u>	<u>\$ 173,990</u>



Orange County Fire Authority Safety Message

Disaster Supply Kit and GO! Bag



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

- ✓ 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.

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.

Fund Financial Statements



Academy 51 Graduation
December 2, 2020



Orange County Fire Authority Safety Message

Wildfire Home Assessment



A Wildfire Home Assessment is a meeting at your home with a fire department representative who will give you tips on how to better protect your home from a wildfire.

- ✓ Experts can't tell you when the next wildfire will happen, but they do know that wildfires can happen at any time in Southern California. Many residents have not taken the most basic steps to protect their families, homes, and neighborhoods from Orange County's #1 fire risk.
- ✓ During your FREE Wildfire Home Assessment, the outside of your home and property, along with other risk factors, will be evaluated. Then, you'll be given specific steps you can take to reduce your home's vulnerability to wildfire.
- ✓ Many proven tips to help your home survive a wildfire are available 24/7 at www.ocfa.org including landscaping, construction, and safety.
- ✓ Homes survive wildfires because of what you do to prepare for them ahead of time, not by fate or luck. No matter where you live, or how much money you can spend, there are things that you can do right now to help protect your home.
- ✓ For more information, please visit the OCFA website or call **(714) 573-6774** to schedule a Wildfire Home Assessment.

Don't wait. Set up a free Wildfire Home Assessment to protect your home today.

ORANGE COUNTY FIRE AUTHORITY
Governmental Funds
Balance Sheet
June 30, 2021
(With Comparative Data for Prior Year)

	Capital Projects Funds				Total Governmental Funds	
		Communications and Information Systems	Fire Apparatus	Fire Stations and Facilities	2021	2020
General Fund						
Assets:						
Cash and investments	\$146,611,085	\$ 5,412,168	\$ 26,405,927	\$ 18,477,262	\$196,906,442	\$187,297,857
Accounts receivable, net (Note 5)	2,105,913	-	-	-	2,105,913	2,566,137
Accrued interest receivable	53,468	10,407	13,260	70,623	147,758	376,640
Prepaid costs and other assets (Note 6)	41,725,529	10,791	-	3,464	41,739,784	42,721,974
Due from other governments, net (Note 7)	23,704,580	-	-	7,214	23,711,794	16,765,308
Restricted cash and investments	3,797,698	-	-	-	3,797,698	2,121,417
Lease receivables (Note 8)	873,249	-	-	-	873,249	-
Total assets	\$218,871,522	\$ 5,433,366	\$ 26,419,187	\$ 18,558,563	\$269,282,638	\$251,849,333
Liabilities:						
Accounts payable	\$ 6,846,478	\$ 209,631	\$ 387,275	\$ 70,081	\$ 7,513,465	\$ 5,730,979
Accrued liabilities	12,928,630	-	-	-	12,928,630	10,980,091
Unearned revenue (Note 10)	6,960,549	-	-	-	6,960,549	574,002
Due to other governments (Note 11)	92,230	-	-	-	92,230	106,037
Total liabilities	26,827,887	209,631	387,275	70,081	27,494,874	17,391,109
Deferred inflows of resources:						
Unavailable revenue (Note 10)	908,979	-	-	-	908,979	1,022,603
Related to leases (Note 8)	854,202	-	-	-	854,202	-
Total deferred inflows of resources	1,763,181	-	-	-	1,763,181	1,022,603
Fund balances:						
Nonspendable prepaid costs (Note 6)	41,707,145	10,791	-	3,464	41,721,400	42,704,819
Restricted (Note 12):						
Capital improvement program	-	-	-	434,763	434,763	391,477
Various departments	3,584,469	-	-	-	3,584,469	4,148,316
Section 115 pension trust	3,795,815	-	-	-	3,795,815	2,120,383
Committed to SFF cities (Note 13)	1,120,950	-	-	-	1,120,950	1,288,272
Assigned (Note 14):						
Capital improvement program	7,982,644	5,089,194	12,486,395	17,246,140	42,804,373	32,017,913
Workers' compensation	109,770,629	-	-	-	109,770,629	98,998,999
Various departments	372,302	-	-	-	372,302	739,400
Facilities projects	56,082	-	-	-	56,082	83,568
Communications/IT projects	813,975	123,750	-	-	937,725	462,222
Fire apparatus and vehicles	-	-	13,545,517	-	13,545,517	14,841,073
Construction projects	684,549	-	-	804,115	1,488,664	1,285,244
Unassigned (Note 15)	20,391,894	-	-	-	20,391,894	34,353,935
Total fund balances	190,280,454	5,223,735	26,031,912	18,488,482	240,024,583	233,435,621
Total liabilities, deferred inflows of resources, and fund balances	\$218,871,522	\$ 5,433,366	\$ 26,419,187	\$ 18,558,563	\$269,282,638	\$251,849,333

See Notes to the Financial Statements

ORANGE COUNTY FIRE AUTHORITY
Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position
June 30, 2021
(With Comparative Data for Prior Year)

	2021	2020
Fund balances of governmental funds	\$ 240,024,583	\$ 233,435,621
<u>Capital Assets</u>		
The cost of capital assets used in governmental activities are recorded as expenditures in governmental funds when purchased, constructed, or leased. The Statement of Net Position includes those capital assets among the assets of OCFA as a whole, net of accumulated depreciation/amortization.		
Land, construction in progress, work in progress, buildings, equipment, and vehicles:		
Capital assets	379,328,027	372,248,496
Accumulated depreciation/amortization	(164,936,722)	(154,931,061)
Right-to-use leased assets:		
Capital assets	5,093,182	-
Accumulated amortization	(225,252)	-
<u>Long-term Liabilities</u>		
Long-term liabilities applicable to governmental activities are not due and payable in the current period and are not reported as governmental fund liabilities. All liabilities, both current and long-term, are reported in the Statement of Net Position.		
OCERS pension plan:		
Net pension liability	(181,121,638)	(354,395,457)
Pension contributions	(18,194,000)	(18,687,000)
Deferred outflows of resources	130,063,613	112,123,798
Deferred inflows of resources	(201,136,247)	(97,996,328)
Extra Help pension plan:		
Net pension liability	(84,598)	(75,851)
Deferred outflows of resources	1,330	874
Other postemployment benefits (OPEB):		
Net OPEB liability	(293,055,745)	(244,964,263)
Deferred outflows of resources	39,397,554	15,297,531
Deferred inflows of resources	(2,070,925)	(14,274,883)
Accrued claims and judgments	(115,295,275)	(103,945,795)
Compensated absences	(21,228,464)	(19,523,083)
Lease liabilities	(4,980,351)	-
<u>Unavailable Revenues</u>		
Unavailable revenues are reported in the governmental funds if not collected or expected to be collected within OCFA's availability period. Amounts relating to unavailable revenues are not reported in the Statement of Net Position since revenue recognition is not based upon measurable and available criteria.		
Due from other governments - Garden Grove start-up costs	908,979	1,022,603
Net position of governmental activities	<u>\$ (207,511,949)</u>	<u>\$ (274,664,798)</u>

ORANGE COUNTY FIRE AUTHORITY
Governmental Funds
Statement of Revenues, Expenditures and Changes in Fund Balances
Year ended June 30, 2021
(With Comparative Data for Prior Year)

		Capital Projects Funds			Total Governmental Funds	
		Communications and Information Systems	Fire Apparatus	Fire Stations and Facilities	2021	2020
	General Fund					
Revenues:						
Taxes	\$ 290,310,882	\$ -	\$ -	\$ -	\$ 290,310,882	\$ 277,721,815
Intergovernmental	58,222,827	-	-	43,286	58,266,113	41,258,003
Charges for services	137,177,441	-	1,632,441	-	138,809,882	138,641,512
Use of money and property	451,974	3,384	33,178	10,499	499,035	3,700,453
Miscellaneous	3,978,404	-	-	-	3,978,404	6,184,387
Developer contributions	-	-	-	1,317,000	1,317,000	679,800
Total revenues	<u>490,141,528</u>	<u>3,384</u>	<u>1,665,619</u>	<u>1,370,785</u>	<u>493,181,316</u>	<u>468,185,970</u>
Expenditures:						
Current - public safety:						
Salaries and benefits	406,935,192	-	-	-	406,935,192	375,032,147
Services and supplies	71,094,504	242,213	1,940	228,875	71,567,532	67,271,454
Capital outlay	3,023,855	766,349	5,681,632	281,354	9,753,190	7,790,083
Debt service:						
Interest and fiscal charges	36,246	-	-	-	36,246	325,640
Total expenditures	<u>481,089,797</u>	<u>1,008,562</u>	<u>5,683,572</u>	<u>510,229</u>	<u>488,292,160</u>	<u>450,419,324</u>
Excess (deficiency) of revenues over (under) expenditures	<u>9,051,731</u>	<u>(1,005,178)</u>	<u>(4,017,953)</u>	<u>860,556</u>	<u>4,889,156</u>	<u>17,766,646</u>
Other financing sources (uses):						
Transfers in (Note 17)	-	-	11,059,336	-	11,059,336	8,000,000
Transfers out (Note 17)	(11,059,336)	-	-	-	(11,059,336)	(8,000,000)
Sale of capital assets	147,194	-	-	-	147,194	142,044
Insurance recoveries	1,552,612	-	-	-	1,552,612	1,320,164
Total other financing sources (uses)	<u>(9,359,530)</u>	<u>-</u>	<u>11,059,336</u>	<u>-</u>	<u>1,699,806</u>	<u>1,462,208</u>
Net change in fund balances	<u>(307,799)</u>	<u>(1,005,178)</u>	<u>7,041,383</u>	<u>860,556</u>	<u>6,588,962</u>	<u>19,228,854</u>
Fund balances, beginning of year	<u>190,588,253</u>	<u>6,228,913</u>	<u>18,990,529</u>	<u>17,627,926</u>	<u>233,435,621</u>	<u>214,206,767</u>
Fund balances, end of year	<u>\$ 190,280,454</u>	<u>\$ 5,223,735</u>	<u>\$ 26,031,912</u>	<u>\$ 18,488,482</u>	<u>\$ 240,024,583</u>	<u>\$ 233,435,621</u>

See Notes to the Financial Statements

ORANGE COUNTY FIRE AUTHORITY
Reconciliation of the Statement of Revenues, Expenditures and Changes in
Fund Balances of Governmental Funds to the Statement of Activities
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	2021	2020
Net change in fund balances - total governmental funds	\$ 6,588,962	\$ 19,228,854
<u>Capital Assets</u>		
Governmental funds report capital outlays as expenditures. The cost of those assets is allocated over their estimated useful lives as depreciation/amortization expense in the Statement of Activities.		
Capital outlay	9,753,190	7,790,083
Depreciation/amortization expense	(12,961,222)	(12,137,499)
Capital assets received through grant or donation are recognized as revenue in the Statement of Activities at their estimated acquisition value at time of receipt.		
From new member agencies	-	2,947,511
From developers, grantors, and donors	15,000	223,170
Governmental funds report proceeds from disposal of capital assets as other financing sources. In the Statement of Activities, those proceeds are offset by the net book value of the assets, resulting in a gain or loss on the disposal.		
Proceeds from disposal of capital assets	(188,220)	(161,150)
Gain (loss) on disposal of capital assets	174,666	12,641
<u>Long-term Liabilities</u>		
Repayment of principal on long-term debt and lease agreements is reported as an expenditure in governmental funds. Principal payments reduce long-term liabilities in the Statement of Net Position.		
Principal payments - helicopter tower lease agreement	17,028	-
Principal payments - copier lease agreement	95,803	-
Principal payments - utility pickup trucks lease agreement	55,204	-
Other long-term liabilities are reported in the Statement of Net Position. The net annual change in the liability is recognized as an expense in the Statement of Activities. Long-term liabilities do not require the use of current financial resources and are not reported as expenditures in the governmental funds.		
OCERS pension plan	88,566,715	25,525,804
Extra Help pension plan	(8,291)	32,202
Other postemployment benefits (OPEB)	(11,787,501)	(1,363,728)
Accrued claims and judgments - workers' compensation	(11,349,480)	(17,328,809)
Compensated absences - other leave balances	(1,705,381)	(1,735,352)
<u>Unavailable Revenues</u>		
Certain receivables that have been accrued but not collected are reflected as unavailable revenue in the governmental funds. All earned revenue is recognized in the Statement of Activities regardless of when collected.		
Charges for services - Garden Grove start-up costs	(113,624)	371,789
<u>Interfund Transactions</u>		
Transactions between governmental funds are eliminated for presentation in the government-wide financial statements.		
Transfers in	(11,059,336)	(8,000,000)
Transfers out	11,059,336	8,000,000
Use of money and property	(36,246)	(325,640)
Interest and fiscal charges	36,246	325,640
Change in net position of governmental activities	<u>\$ 67,152,849</u>	<u>\$ 23,405,516</u>

See Notes to the Financial Statements

ORANGE COUNTY FIRE AUTHORITY
General Fund
Budgetary Comparison Statement
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	2021			2020
	Budget Amounts		Variance with Final Budget Positive (Negative)	Actual Amounts
	Original	Final	Actual Amounts	
Budgetary fund balance, July 1	\$ 190,588,253	\$ 190,588,253	\$ 190,588,253	\$ 168,724,626
Resources (inflows):				
Taxes	285,647,942	287,967,482	290,310,882	277,721,815
Intergovernmental	24,986,249	66,489,858	58,222,827	41,258,003
Charges for services	137,821,137	135,497,444	137,177,441	136,890,975
Use of money and property	1,165,109	513,469	451,974	2,883,542
Miscellaneous	1,018,500	12,803,488	3,978,404	6,184,387
Sale of capital assets	75,000	95,000	147,194	142,044
Insurance recoveries	-	358,881	1,552,612	1,320,164
Total resources (inflows)	450,713,937	503,725,622	491,841,334	466,400,930
Amounts available for appropriations	641,302,190	694,313,875	682,429,587	635,125,556
Charges to appropriation (outflows):				
Salaries and benefits	375,549,198	407,301,870	406,935,192	375,032,147
Services and supplies	61,884,759	100,564,808	71,094,504	65,936,776
Capital outlay	2,741,362	7,737,337	3,023,855	3,242,740
Interest and fiscal charges	6,177	35,294	36,246	325,640
Transfers out	11,059,336	11,059,336	11,059,336	-
Total charges to appropriations	451,240,832	526,698,645	492,149,133	444,537,303
Budgetary fund balance, June 30	\$ 190,061,358	\$ 167,615,230	\$ 190,280,454	\$ 190,588,253

See Notes to the Financial Statements

ORANGE COUNTY FIRE AUTHORITY
Fiduciary Funds
Statement of Fiduciary Net Position
June 30, 2021
(With Comparative Data for Prior Year)

	Pension and Other Employee Benefit Trust Funds	Total Fiduciary Funds 2021	2020
Assets:			
Cash and investments (Note 4):			
Local Agency Investment Fund:			
Domestic fixed income	\$ 49,896	\$ 49,896	\$ 46,934
Pooled amounts held in trust with OCERS	<u>42,830,564</u>	<u>42,830,564</u>	<u>42,242,955</u>
Total cash and investments	42,880,460	42,880,460	42,289,889
Receivables:			
Other receivables	<u>9,679</u>	<u>9,679</u>	<u>12,302</u>
Total assets	<u>42,890,139</u>	<u>42,890,139</u>	<u>42,302,191</u>
Liabilities:			
Accrued liabilities	<u>886,193</u>	<u>886,193</u>	<u>850,367</u>
Total liabilities	<u>886,193</u>	<u>886,193</u>	<u>850,367</u>
Net position restricted for:			
Pensions	49,896	49,896	46,934
Postemployment benefits other than pensions	<u>41,954,050</u>	<u>41,954,050</u>	<u>41,404,890</u>
Total net position	<u>\$ 42,003,946</u>	<u>\$ 42,003,946</u>	<u>\$ 41,451,824</u>

See Notes to the Financial Statements

ORANGE COUNTY FIRE AUTHORITY
Fiduciary Funds
Statement of Changes in Fiduciary Net Position
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	Pension and Other Employee Benefit Trust Funds	Total Fiduciary Funds	
		2021	2020
Additions:			
Contributions:			
Employer	\$ 2,286,443	\$ 2,286,443	\$ 2,222,636
Plan members	1,976,874	1,976,874	2,112,049
Total contributions	4,263,317	4,263,317	4,334,685
Net investment income:			
Total investment income	4,371,391	4,371,391	5,566,977
Investment fees and expenses	(236,588)	(236,588)	(264,395)
Total net investment income	4,134,803	4,134,803	5,302,582
Total additions	8,398,120	8,398,120	9,637,267
Deductions:			
Benefits and refunds paid to plan members and beneficiaries	7,823,558	7,823,558	7,253,089
Administrative expenses	22,440	22,440	21,240
Total deductions	7,845,998	7,845,998	7,274,329
Change in net position	552,122	552,122	2,362,938
Net position, beginning of year	41,451,824	41,451,824	39,088,886
Net position, end of year	<u>\$ 42,003,946</u>	<u>\$ 42,003,946</u>	<u>\$ 41,451,824</u>

See Notes to the Financial Statements

Notes to the Financial Statements



Bond Fire
December 2-10, 2020

ORANGE COUNTY FIRE AUTHORITY
Index to Notes to the Financial Statements
Year ended June 30, 2021

	<u>Page</u>
(1) Summary of Significant Accounting Policies	37
(2) Compliance and Accountability	43
(3) Implementation of New Accounting Standards.....	44
(4) Cash and Investments.....	44
(5) Accounts Receivable, Net	49
(6) Prepaid Costs, Other Assets, and Nonspendable Fund Balance of Governmental Funds	49
(7) Due from Other Governments, Net	50
(8) Lessor in Lease Agreement (Lease Receivables)	50
(9) Capital Assets	51
(10) Unearned and Unavailable Revenue	52
(11) Due to Other Governments	53
(12) Fund Balance of Governmental Funds – Restricted.....	53
(13) Fund Balance of Governmental Funds – Committed	54
(14) Fund Balance of Governmental Funds – Assigned.....	54
(15) Fund Balance of Governmental Funds – Unassigned	55
(16) Commitments and Contingencies.....	56
(17) Interfund Transfers	59
(18) Changes in Long-term Liabilities	59
(19) Compensated Absences.....	59
(20) Insurance and Accrued Claims and Judgments.....	60
(21) Lessee in Lease Agreements (Lease Liabilities)	61
(22) Pension Plans and Other Postemployment Benefits (OPEB)	64
(23) Retirement Plan for Full-Time Employees	64
(24) Retirement Plan for Part-Time Employees	70
(25) Other Postemployment Benefits (OPEB)	75
(26) Retiree Defined Contribution Healthcare Expense Reimbursement Plan	84
(27) Deferred Compensation Plans	85
(28) Subsequent Events	86



Orange County Fire Authority Safety Message

Red Flag Warning



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

- ✓ 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

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
Notes to the Financial Statements
Year ended June 30, 2021

(1) Summary of Significant Accounting Policies

(a) Description of the Reporting Entity

Effective March 1, 1995, the County of Orange (County) and the cities of Buena Park, Cypress, Dana Point, Irvine, Laguna Hills, Laguna Niguel, Lake Forest, La Palma, Los Alamitos, Mission Viejo, Placentia, San Clemente, San Juan Capistrano, Seal Beach, Stanton, Tustin, Villa Park, and Yorba Linda entered into a Joint Powers Agreement (JPA) to create the Orange County Fire Authority (OCFA). Since the creation of the OCFA, the cities of Aliso Viejo, Garden Grove, Laguna Woods, Rancho Santa Margarita, Santa Ana, and Westminster have also joined as members. The City of Placentia withdrew its membership from OCFA effective July 1, 2020. The purpose of OCFA is to provide fire protection, prevention, suppression, and related and incidental services including, but not limited to, emergency medical and transport services and hazardous materials regulation, as well as providing facilities and personnel for such services. OCFA's governing board consists of one representative from each member city and two from the County.

OCFA's operations are funded with a portion of property taxes collected by the County (Structural Fire Fund) for the unincorporated area and on behalf of all member cities except for the cities of Buena Park, Garden Grove, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster, which are considered cash contract cities. The County pays all Structural Fire Fund taxes it collects to OCFA. Cash contract cities make cash contributions based on OCFA's annual budget. Upon dissolution, all surplus money and property of OCFA will be conveyed or distributed to each member in proportion to all funds provided to OCFA by that member or by the County on behalf of that member during its membership. Each member must execute any instruments of conveyance necessary to effectuate such distribution or transfer.

As required by generally accepted accounting principles, these financial statements present OCFA as the primary government, as well as any of its component units. A component unit is an entity for which a primary government entity is considered financially accountable.

- The primary government is considered financially accountable for an organization if it appoints a voting majority of that organization's governing body, and (1) if the primary government is able to impose its will on that organization or (2) there is a potential for that organization to provide specific financial benefits to or impose specific financial burdens on the primary government.
- The primary government may also be considered financially accountable for an organization if that organization is fiscally dependent on the primary government (i.e., the organization is unable to approve or modify its budget, levy taxes or set rates/charges, or issue bonded debt without approval from the primary government).
- In certain cases, other organizations are included as component units if the nature and significance of their relationship with the primary government are such that their exclusion would cause the primary government's financial statements to be misleading or incomplete, even though the primary government is not considered financially accountable for that organization under the criteria previously described. A legally separate, tax exempt organization is reported as a component unit if (1) the economic resources received or held by the organization are entirely or almost entirely for the direct benefit of the primary government or its constituents; (2) the primary government is entitled to or has the ability otherwise access a majority of the economic resources received or held by the organization; and (3) the economic resources received or held by the organization are significant to the primary government.

Component units must be classified as either "blended" or "discrete" in the primary government's financial statements. A component unit is "blended" if the governing boards of the two organizations are substantially the same, or if the component unit provides services entirely or almost entirely to the primary government. Because of the closeness of its relationship with the primary government, a "blended" component unit is presented as though it is part of the primary

government and, therefore, is included in both the government-wide and fund financial statements. Component units that do not meet either of these two criteria are considered “discrete” and are reported only in the government-wide financial statements.

A brief description of OCFA’s discretely presented component unit is as follows:

- The **OCFA Foundation** (“Foundation”) was established by the OCFA Board of Directors in July 2010, and qualifies as a nonprofit corporation under Section 501(c)(3) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code. The purpose of the Foundation is to support OCFA with the additional resources needed to provide an enhanced level of fire prevention, suppression, and emergency medical services to the citizens of Orange County. The Foundation assists OCFA by conducting fundraising activities and securing non-government grant funds, services, materials, and contributions that support OCFA’s mission. OCFA provided \$50,000 from the General Fund as start-up funding for the Foundation. The tax-exempt status of the Foundation was approved by the Internal Revenue Service on February 23, 2011, and the inaugural meeting of the Foundation Board was April 28, 2011.

The Foundation’s Board of Directors consists of no less than three and no more than seven members, the exact number determined by resolution of the Foundation Board. Foundation Board members must have been active in or had significant prior experience in governmental or community organizations, or the fire service. The Foundation Board may consist of any combination of members of the public, OCFA employees, and/or past or current OCFA Board members. Initially, the Chair of OCFA’s Board appointed the first three Foundation Directors. As of June 30, 2021, there were five non-OCFA Board members on the Foundation’s Board. Additional members may be appointed by the Foundation Board at a future date via a simple majority vote.

The Foundation is considered a component unit of OCFA, because the nature and significance of its relationship with OCFA is such that its exclusion would cause OCFA’s financial statements to be misleading or incomplete. Within these financial statements, the Foundation is reported as a discrete component unit in the government-wide financial statements. The Foundation also issues separate, component unit financial statements that may be obtained through written request from OCFA Executive Management at 1 Fire Authority Road, Irvine, California 92602.

OCFA reports the Extra Help Retirement Plan and the Retiree Medical Plan, single-employer pension and other post-employment benefits plans, respectively, as fiduciary component units in the Pension and Other Post-Employment Benefits Trust Funds. These plans are administered by OCFA, with the OCFA Board serving as the governing body of the plans and approving plan provisions. Plan assets are held in trust in a fiduciary capacity for the purpose of providing pension and other post-employment benefits to OCFA’s retirees. As such, these component units are not reported as part of the OCFA’s reporting entity, but rather as fiduciary activities in accordance with GASB Statement No. 84.

(b) Measurement Focus and Basis of Accounting

Government-wide Financial Statements

The government-wide financial statements (i.e., the Statement of Net Position and the Statement of Activities), report information about OCFA as a whole, excluding its fiduciary activities. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements. During the course of operations, OCFA has activity between its governmental funds for various purposes. Residual balances at the end of the fiscal year, interfund transfers, and other transactions between governmental funds, if any, are eliminated in the preparation of the government-wide financial statements.

The Statement of Activities demonstrates the degree to which the direct expenses of the given function are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function. Program revenues include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function and (2) grants and contributions that are restricted to meeting the operational or capital

requirements of a particular function. Taxes and other items not properly included among program revenues are reported instead as general revenues.

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. 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.

Fund Financial Statements

Separate financial statements are provided for governmental funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds are reported as separate columns in the fund financial statements.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized when 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. 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 under the accrual basis of accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments, and leases, 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 OCFA.

Fiduciary fund financial statements are reported using the same *economic resources measurement focus* and the *accrual basis of accounting* described for the government-wide financial statements.

(c) Major Funds and Other Fund Types

Major Governmental Funds

Major funds are those whose revenues, expenditures, assets, or liabilities are at least 10% of corresponding totals for all governmental funds. The General Fund is always a major fund. OCFA has elected to report all of its governmental funds as major funds.

- The **General Fund** is the primary operating fund of OCFA and is used to account for all financial resources not accounted for and reported in another fund. The General Fund accounts for the financial activities of providing fire suppression, protection, prevention, and related services to OCFA's member cities and unincorporated areas. The primary sources of revenue are property taxes for fire protection (Structural Fire Fund), cash contracts, intergovernmental reimbursements, and various user fees.
- The **Communications and Information Systems 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.
- The **Fire Apparatus Fund** is a capital projects fund used to account for the significant acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers, and helicopters.
- The **Fire Stations and Facilities Fund** is a capital projects fund used to account for the significant acquisition, improvement, replacement, or construction of fire stations and facilities.

Fiduciary Fund Types

- **Pension and Other Employee Benefit Trust Funds** are used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other postemployment benefit plans, or other employee benefit plans. OCFA's pension and other employee benefit trust funds account for the extra help postemployment defined benefit retirement plan, and a postemployment health care plan trust established under Internal Revenue Code section 401(h) to pay health allowances to eligible retired members of the OCFA. The postemployment healthcare plan is presented in accordance with the plan year-end of December 31.

(d) Cash and Investments

OCFA's cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition. For financial statement presentation purposes, cash and cash equivalents are shown as both restricted and unrestricted cash and investments.

Investments are stated at fair value (the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants), in accordance with GASB Statement No. 72. OCFA's policy is generally to hold investments until maturity. The State Treasurer's Investment Pool operates in accordance with appropriate state laws and regulations. The reported value of the pool is the same as the fair value of the pool shares.

(e) Receivables

All accounts receivable are shown net of an allowance for uncollectible amounts.

Under California law, counties assess and collect property taxes up to 1% of assessed value and can increase the property tax rate no more than 2% per year. The property taxes go into a pool and are then allocated to the cities and local government entities based on complex formulas. The County bills and collects the property taxes and distributes them to OCFA in installments during the year. Accordingly, OCFA accrues only those taxes which are received from the County within 60 days after year-end. A summary of the property tax calendar is as follows:

Lien date	January 1
Levy date	Fourth Monday of September
Due dates	November 1 and February 1
Delinquent dates	December 10 and April 10

(f) Inventories and Prepaid Costs

OCFA accounts for all supplies inventories (i.e., office supplies, automotive parts, vehicle and jet fuel, etc.) under the "purchase method," whereby expenditures are recognized at the time they are purchased, rather than when they are consumed or used.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid costs in both the government-wide and fund financial statements. OCFA accounts for prepaid items (i.e., warranties, annual maintenance fees, and professional memberships) under the "consumption method," whereby expenditures are recognized proportionately over the period that the services are provided. Nonspendable fund balance in an amount equal to prepaid costs is reported in the governmental fund types, since these amounts are not in a spendable form.

OCFA has established a dollar threshold for the review and establishment of prepaid items. Individual invoices and charges greater than or equal to \$5,000 are evaluated for reporting under the consumption method. Individual invoices and charges less than \$5,000 are reported under the "purchase method." At the discretion of OCFA Finance Division management, exceptions to the \$5,000 threshold may include travel-related items or situations where failing to report a prepaid item under the consumption method may cause an individual division or section to materially exceed its appropriated budget for a given fiscal year.

(g) Capital Assets and Right-to-Use Leased Assets

Capital assets of governmental activities, which include property, plant, and equipment assets, are reported in the government-wide financial statements. Capital assets are defined by OCFA as assets with an estimated useful life in excess of one year and with an initial, individual cost of \$5,000 or more. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated or developer-contributed capital assets are recorded at estimated acquisition value at the date of donation. The costs of normal maintenance and repairs that do not materially add to the value of the asset or materially extend the asset's useful life are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Capital assets received in a service concession arrangement, if any, are reported at acquisition value.

Right-to-use leased assets are reported in the applicable governmental activities column in the government-wide financial statements. These assets are defined by OCFA as assets with an estimated useful life in excess of one year and with an initial, individual cost of \$50,000 or more. Such assets are recorded at the present value of the lease liability, including expenses to place the asset into service. In accordance with GASB Statement No. 87, OCFA has reported right-to-use leased assets for buildings, equipment, vehicles, and land.

OCFA's capital assets are depreciated or amortized using the straight-line method over the following estimated useful lives:

Buildings and Improvements	45 years
Equipment	3 – 40 years
Vehicles	4 – 20 years
Right-to-use leased assets	Shorter of the leased asset's useful life or the lease term (currently >1 – 45 years)

(h) Deferred Outflows and Inflows of Resources

In addition to assets, the Statement of Net Position of governmental activities and the Balance Sheet of governmental funds may report a separate section for deferred outflows of resources. Deferred outflows of resources represent a consumption of net position or fund balance that apply to future period(s) and so will not be recognized as outflows of resources (expenses or expenditures) during the current fiscal year. OCFA currently reports deferred outflows pertaining to pensions and other postemployment benefits on the Statement of Net Position of governmental activities.

In addition to liabilities, the Statement of Net Position of governmental activities and the Balance Sheet of governmental funds may report a separate section for deferred inflows of resources. Deferred inflows of resources represent an acquisition of net position or fund balance that apply to future period(s) and so will not be recognized as inflows of resources (revenues) during the current fiscal year. Items that qualify for reporting as a deferred inflow in the governmental funds, which arise under the modified accrual basis of accounting, include unavailable revenue and deferred inflows pertaining to leases. These amounts will be recognized as an inflow of resources in the period that the amounts become available. OCFA also currently reports deferred inflows pertaining to pensions, other postemployment benefits, and leases on the Statement of Net Position of governmental activities.

(i) Compensated Absences

OCFA's policy permits employees to accumulate earned but unused vacation and sick pay benefits. All vacation pay and unpaid sick leave to which employees are entitled under their respective Memorandums of Understanding (MOU's) have been accrued when incurred in the government-wide financial statements. A liability for these amounts is reported in governmental funds only if it has matured (for example, as a result of employee resignations or retirements).

(j) Pensions

For purposes of measuring the net pension liability and deferred outflows/inflows of resources related to pensions and pension expense, information about the fiduciary net position of the Orange County Employees Retirement System (OCERS) plan and additions to/deductions from the plan's fiduciary net position have been determined on the same basis

as they are reported by OCERS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

(k) Postemployment Benefits Other Than Pensions (OPEB)

For purposes of measuring the net OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net position of the Retiree Medical Plan and additions to/deductions from OCFA's fiduciary net position have been determined on the same basis. For this purpose, OCFA recognizes benefit payments when due and payable in accordance with the benefit terms. Investments are reported at fair value.

(l) Fund Equity

The components of the fund balances of governmental funds reflect the component classifications described below.

- **Nonspendable** fund balance includes amounts that are not in a spendable form, such as prepaid items or supplies inventories, or that are legally or contractually required to remain intact, such as principal endowments.
- **Restricted** fund balance includes amounts that are subject to externally enforceable legal restrictions imposed by outside parties (i.e., creditors, grantors, contributors) or that are imposed by law through constitutional provisions or enabling legislation.
- **Committed** fund balance includes amounts whose use is constrained by specific limitations that the government imposes upon itself, as determined by a formal action of the highest level of decision-making authority. The Board of Directors serves as OCFA's highest level of decision-making authority and has the authority to establish, modify, or rescind a fund balance commitment via a minutes order, which may or may not be documented by a written Board resolution.
- **Assigned** fund balance includes amounts intended to be used by OCFA for specific purposes, subject to change, as established either directly by the Board of Directors or by management officials to whom assignment authority has been delegated by the Board of Directors. OCFA's Board of Directors has established a *Fund Balance Assignment Policy* which establishes the authority by which OCFA may set aside cumulative resources in fund balance for an intended future use. The Board of Directors has the authority to assign fund balance, and has delegated its authority to assign amounts for workers' compensation and the capital improvement program to the Deputy Chief of the Administration & Support Bureau, or his/her designee, in accordance with the parameters outlined in the policy and subject to annual review and concurrence by the Budget and Finance Committee.
- **Unassigned** fund balance is the residual classification that includes spendable amounts in the General Fund that are available for any purpose. The General Fund should be the only fund that reports a positive unassigned fund balance. In other governmental funds, it is not appropriate to report a positive unassigned fund balance amount. However, in governmental funds other than the General Fund, if expenditures incurred for specific purposes exceeded the amounts restricted, committed, or assigned to those purposes, it may be necessary to report a negative unassigned fund balance in that fund.

When expenditures are incurred for purposes for which both restricted and unrestricted (committed, assigned or unassigned) fund balances are available, OCFA's *Flow Assumptions Policy* specifies that restricted revenues will be applied first. When expenditures are incurred for purposes for which committed, assigned, or unassigned fund balances are available, OCFA's policy is to apply committed fund balance first, then assigned fund balance, and finally unassigned fund balance.

(m) Operating Contingency

In June 1998, OCFA established a General Fund Contingency Reserve (“operating contingency”), which was subsequently revised to 10% of budgeted non-grant operating expenditures. OCFA’s policy states that the operating contingency be used only for operating contingencies, emergencies caused by calamitous events, and economic uncertainty. The operating contingency’s balance is included within the unassigned fund balance category of the General Fund.

(n) Prior Year Data

The information included in the accompanying financial statements for the prior year has been presented for comparison purposes only and does not represent a complete presentation in accordance with generally accepted accounting principles. Certain minor reclassifications of prior year data have been made in order to enhance their comparability with current year figures.

(o) Use of Estimates

The financial statements are prepared in conformity with accounting principles generally accepted in the United States of America and, accordingly, include amounts that are based on management’s best estimates and judgments. Actual results could differ from those estimates.

(2) Compliance and Accountability

(a) Budgetary Information

OCFA establishes accounting control through formal adoption of an annual operating budget for its governmental funds. The operating budgets are prepared on a basis consistent with generally accepted accounting principles. Annual appropriated budgets are adopted for all of OCFA’s governmental funds.

Perspective differences occur when the framework used for budgeting differs from the fund structure used for financial reporting. OCFA’s General Fund consists of five separately budgeted sub-funds that have been combined and consolidated for financial statement presentation. The table below reconciles fund balance for the General Fund as reported on the budgetary basis to the presentation in the financial statements. The Supplementary Schedules section of this report includes additional General Fund combining schedules for balance sheet, budgetary data, and actual operating data for the year ended June 30, 2021.

	Fund Balance as of June 30, 2021
Budgetary basis:	
General Operating Fund	\$ 44,396,236
General Fund Capital Improvement Program (CIP)	9,679,008
Structural Fire Entitlement	1,120,950
Self Insurance	109,770,629
Settlement Agreement	<u>25,313,631</u>
General Fund for financial statement presentation	<u>\$190,280,454</u>

The adopted budget can be amended by the Board to change both appropriations and estimated revenues as unforeseen circumstances come to management’s attention. Increases and decreases in revenue and appropriations and transfers between funds require the Board’s approval; however, division and section managers, Assistant Chiefs, Directors, and Deputy Chiefs may authorize changes within funds and/or their respective authorized budgets. Expenditures may not exceed total appropriations at the individual fund level. It is the practice of OCFA to review the budgets mid-year and, if necessary, recommend changes to the Board.

(b) Emergency Appropriations Policy

In September 2008, the Board adopted the Emergency Appropriations Policy to provide a means of increasing budgeted appropriations in the event that extraordinary fire or emergency incident activity occurs after the last Board meeting of the fiscal year, which may cause expenditures to exceed the authorized General Fund budget. The contingency appropriation, which may not exceed \$3,000,000 each fiscal year, is established for unforeseen requirements, primarily salary and employee benefits for extraordinary fire or emergency response. No expenditures may be made directly against the contingency appropriations; however, OCFA management may recommend a transfer from the contingency appropriations to a specific purpose appropriation. The Chair of the Board of Directors or the Vice Chair, in the absence of the Chair, must pre-approve any such transfers. Upon approval by the Chair or Vice Chair, notice of this transfer must be provided immediately to the full Board in writing.

(c) Encumbrance Accounting

Encumbrance accounting is employed in governmental funds. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of resources are recorded to reserve that portion of the applicable appropriation, is utilized in OCFA's governmental funds. Encumbrances outstanding at year-end are reported as restricted, committed, or assigned fund balance, depending on the type of revenue source associated with the encumbrance, and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent fiscal year. All appropriations lapse at year-end with the exception of encumbered appropriations, which are effectually re-appropriated in the ensuing year's budget.

(3) Implementation of New Accounting Standards

During the year ended June 30, 2021, OCFA early-implemented the following new accounting standard issued by the Governmental Accounting Standards Board (GASB):

- **GASB Statement No. 87** *Leases* enhances usefulness and comparability of financial statements among governments by requiring lessees and lessors to report leases using a single model. This statement requires recognition of certain lease assets and liabilities for leases that were previously classified as operating leases, and recognizes inflows or outflows of resources based on the payment provisions of the lease contracts. Under GASB Statement No. 87, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and deferred inflow of resources. The table below summarizes the net impact of implementing GASB Statement No. 87 to beginning balances as of July 1, 2020:

	Impact to Beginning Net Position of Governmental Activities	Impact to Beginning Fund Balances of Governmental Funds
Long-term lease liability	\$(5,148,386)	\$ -
Right-to-use leased assets	5,148,386	-
Long-term lease receivable	907,602	907,602
Deferred inflows of resources	(907,602)	(907,602)
Net restatement	<u>\$ -</u>	<u>\$ -</u>

(4) Cash and Investments

(a) Financial Statement Presentation

OCFA maintains a cash and investment pool that is available for use for all funds. Each fund's position in the pool is reported on the balance sheet as cash and investments. Pooled investments held in trust with OCERS (presented within

the Fiduciary Funds of these financial statements) are reported as of the December 31, 2020 plan year-end date. Additional investment information is provided within these notes as Note 25.

Cash and investments as of June 30, 2021, are reported in the financial statements as follows:

	Statement of Net Position		Statement of Fiduciary Net Position	
	Governmental Activities	Discretely Presented Component Unit (OCFA Foundation)	Fiduciary Funds	Total
Cash and investments	\$196,906,442	\$351,897	\$42,880,460	\$240,138,799
Restricted cash and investments	<u>3,797,698</u>	<u>-</u>	<u>-</u>	<u>3,797,698</u>
Total	<u>\$200,704,140</u>	<u>\$351,897</u>	<u>\$42,880,460</u>	<u>\$243,936,497</u>

Cash and investments consist of the following as of June 30, 2021:

Petty cash / cash on hand	\$ 14,492
Demand deposits	19,040,945
Investments	<u>224,881,060</u>
Total	<u>\$243,936,497</u>

(b) Demand Deposits

At June 30, 2021, the carrying amount of OCFA's demand deposits was \$19,040,945 and the bank balance was \$19,216,337. The \$175,392 difference represents outstanding checks and other reconciling items.

California Government Code requires California banks and savings and loan associations to secure an entity's deposits by pledging government securities with a value of 110% of an entity's deposits. California law also allows financial institutions to secure entity deposits by pledging first trust deed mortgage notes having a value of 150% of an entity's total deposits. The entity's Treasurer may waive the collateral requirement for deposits which are fully insured by the FDIC. The collateral for deposits in federal and state-chartered banks is held in safekeeping by an authorized agent of depository recognized by the State of California Department of Banking. The collateral for deposits with savings and loan associations is generally held in safekeeping by the Federal Home Loan Bank in San Francisco, California as an agent of depository. These securities are physically held in an undivided pool for all California public agency depositors. Under Government Code Section 53655, the placement of securities by a bank or savings and loan association with an "agent of depository" has the effect of perfecting the security interest in the name of the local governmental agency. Accordingly, all collateral held by California agents of depository are considered to be held for, and in the name of, the local government. The OCFA Treasurer may waive the collateral requirement for deposits that are fully insured up to \$250,000 by the FDIC.

(c) Investments Authorized by Government Code and OCFA Investment Policy

The table below identifies investment types that are authorized by OCFA's investment policy and by California Government Code Section 53600 et seq. and Section 5922(d). The table also identifies provisions of the California Government Code (or OCFA's investment policy, if more restrictive) that address interest rate risk, credit risk, and concentration of credit risk. The table, however, does not cover investments of debt proceeds, if any, held by fiscal agent, which are governed by the provisions of debt agreements of OCFA rather than the general provisions of OCFA's investment policy. In addition, this table does not include other investment types that are allowable under the California Government Code but are not specifically authorized by OCFA's investment policy.

Investment Types	Maximum Maturity	Maximum % of Portfolio in Investment Type	Maximum % of Portfolio in Single Issuer
U.S. Treasury obligations	5 years	100%	100%
Federal agency securities	5 years	75% ⁽¹⁾	75% ⁽¹⁾
Bankers' acceptances	180 days	25% ⁽¹⁾	25% ⁽¹⁾
Commercial paper	270 days	15% ⁽¹⁾	15% ⁽¹⁾
Negotiable certificates of deposit	5 years	25% ⁽¹⁾	25% ⁽¹⁾
Repurchase agreements	14 days	15% ⁽¹⁾	15% ⁽¹⁾
Money market mutual funds	n/a	15% ^(1,2)	15% ^(1,2)
Local Agency Investment Fund	n/a	75% ⁽¹⁾	75% ⁽¹⁾

(1) Based on OCFA investment policy requirement, which is more restrictive than state law

(2) No limit on automatic overnight sweep

(d) Local Agency Investment Fund

OCFA is a voluntary participant in the Local Agency Investment Fund (LAIF), which is regulated by California Government Code Section 16429 under the oversight of the Treasurer of the State of California and the Pooled Money Investment Board. The State Treasurer's Office pools these funds with those of other governmental agencies in the State and invests the cash. The fair value of OCFA's investment in this pool, which approximates cost, is reported in the accompanying financial statements based on OCFA's pro-rata share of the fair value provided by LAIF for the entire LAIF portfolio (in relation to the amortized cost of that portfolio). The balance available for withdrawal is based on the accounting records maintained by LAIF, which are recorded on an amortized cost basis and reported as cash equivalents in the Statement of Net Position. Included in LAIF's investment portfolio are collateralized mortgage obligations, mortgage-backed securities, other asset backed securities, and floating rate securities issued by federal agencies, government-sponsored enterprises, and corporations. Deposits and withdrawals to and from LAIF are made on the basis of \$1 and not at fair value. Accordingly, under the fair value hierarchy, the investment with LAIF is uncategorized.

The Pooled Money Investment Board has established policies, goals, and objectives to make certain that their goal of safety, liquidity, and yield are not jeopardized. The value of OCFA's LAIF deposits as of June 30, 2021, was \$75,006,223 and had a weighted average maturity of 291 days. LAIF is not rated as to credit risk by a nationally recognized statistical rating organization. LAIF is administered by the State Treasurer's Office and audited annually by the Pooled Money Investment Board and the State Controller's Office. Copies of this audit may be obtained from the State Treasurer's Office, 915 Capitol Mall, Sacramento, California 95814.

(e) Internal Revenue Code Section 115 Trust

On May 23, 2019, OCFA's Board of Directors approved the adoption of the Public Agencies Post-Employment Benefits Trust, an Internal Revenue Service (IRS) Section 115 irrevocable trust (115 Trust) as required under the terms of a Settlement Agreement with the City of Irvine. The 115 Trust is administered by Public Agency Retirement Services (PARS) per the terms of an Agreement for Administrative Services (AAS) between OCFA and PARS for the term May 23, 2019 through May 23, 2022. Under the terms of the AAS, PARS holds a private letter ruling from the IRS that assures the tax-exempt status of the investment. OCFA maintains control over the assets in the 115 Trust, which are not commingled with other agencies. PARS has entered into a Public Agencies Post-Employment Benefits Trust Arrangement with U.S. Bank National Association (U.S. Bank) effective November 5, 2014, whereby PARS serves as the Trust Administrator and U.S. Bank serves as the Trustee for a public agency that executes a 115 Trust agreement with PARS. Additional 115 Trust information, including the funding timeline required per OCFA's Settlement Agreement with the City of Irvine, is provided within these notes as Note 16.

(f) GASB Statement No. 72

GASB Statement No. 72, *Fair Value Measurement and Application*, establishes general principles for measuring fair value and standards of accounting and financial reporting for assets and liabilities measured at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants

at the measurement date. OCFA categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets. Level 2 inputs are significant other observable inputs. For Level 2 inputs, OCFA's custodian Union Bank uses the services of ICE Data Services to obtain the pricing information. Level 3 inputs are significant unobservable inputs. OCFA has the following fair value measurements as of June 30, 2021:

	Fair Value Hierarchy Level			Total
	Level 1	Level 2	Level 3	
Federal agency securities	\$ -	\$103,246,575	\$ -	\$103,246,575
	<u>\$ -</u>	<u>\$103,246,575</u>	<u>\$ -</u>	103,246,575
Uncategorized investments:				
LAIF				75,006,223
Pooled amounts held in trust with OCERS				42,830,564
Section 115 pension trust				<u>3,797,698</u>
Total				<u>\$224,881,060</u>

U.S. Treasury obligations and federal agency securities are valued using institutional bond quotes. Money market investments that have a remaining maturity at the time of purchase of one year or less and are held by governments other than external investment pools, and investments held by 2a7-like external investment pools, are measured at amortized cost as provided in GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*.

(g) Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. Presented below is the minimum rating required (where applicable) by the California Government Code, OCFA's investment policy, or debt agreements, as well as the actual rating as of year-end for each investment type.

	Minimum Rating Required	Rating at Year-End			Total
		Aaa	P1	Unrated	
Federal agency securities	N/A	\$81,248,975	\$21,997,600	\$ -	\$103,246,575
LAIF	N/A	-	-	75,006,223	75,006,223
Pooled amounts held in trust with OCERS	N/A	-	-	42,830,564	42,830,564
Section 115 pension trust	N/A	-	-	<u>3,797,698</u>	<u>3,797,698</u>
Total		<u>\$81,248,975</u>	<u>\$21,997,600</u>	<u>\$121,634,485</u>	<u>\$224,881,060</u>

(h) Custodial Credit Risk

The custodial credit risk for *deposits* is the risk that in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. OCFA's investment policy requires that collateral be held by an independent third party with whom OCFA has a current custodial agreement. The custodial credit risk for *investments* is the risk that in the event of the failure of the counterparty to a transaction, a government will not be able to recover the value of investment or collateral securities that are in the possession of an outside party. OCFA's investment policy requires that all security transactions are conducted on a delivery-versus-payment (DVP) method and that all securities are held by a qualified, third-party custodian, as evidenced by safekeeping receipts. The trust department of OCFA's bank may act as third-party custodian, provided that the custodian agreement is separate from the banking agreement. As of June 30, 2021, none of the OCFA's deposits or investments was exposed to disclosable custodial credit risk.

(i) Concentration of Credit Risk

OCFA's investment policy imposes restrictions for certain types of investments with any one issuer to 15% of the total investment pool with the following exceptions: U.S. Treasury obligations (100%), LAIF (75%), federal agency securities (75%), bankers' acceptances (25%), and negotiable certificates of deposit (25%). With respect to concentration risk as of June 30, 2021, OCFA is in compliance with the investment policy's restrictions. In addition, GASB Statement No. 40 requires a separate disclosure if any single issuer comprises more than 5% of the total investment value (exclusive of amounts held by fiscal agent and OCERS). Investments guaranteed by the U.S. government, mutual funds, and external investment pools are excluded from this requirement. Investments with issuers exceeding 5% of the total investment portfolio at June 30, 2021, are summarized below.

Issuer	Fair Value	% of Portfolio
Federal Home Loan Bank (FHLB)	\$62,289,645	34.9%
Federal Farm Credit Bank (FFCB)	\$40,956,930	23.0%

(j) Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the fair values of investments with longer maturities have greater sensitivity to changes in market interest rates. OCFA's investment policy limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates. OCFA's investment policy states that at least 50% of the portfolio must mature in one year or less, and unless matched to a specific requirement and approved by the Executive Committee and the Board of Directors, no portion of the portfolio may exceed five years. OCFA has elected to use the segmented time distribution method of disclosure for its interest rate risk. As of June 30, 2021, the OCFA had the following investments and maturities:

	Investment Maturities in Months				Total
	6 or Less	7 to 12	13 to 60	N/A	
Federal agency securities	\$21,997,600	\$ -	\$81,248,975	\$ -	\$ 103,246,575
LAIF	-	75,006,223	-	-	75,006,223
Pooled amounts held in trust with OCERS	-	-	-	42,830,564	42,830,564
Section 115 pension trust	-	-	-	3,797,698	3,797,698
Total	<u>\$21,997,600</u>	<u>\$75,006,223</u>	<u>\$81,248,975</u>	<u>\$46,628,262</u>	<u>\$224,881,060</u>

As of June 30, 2021, OCFA's investments included the following callable investments, which are exposed to interest rate risk:

Issuer	Call Date(s)	Yield to Call	Maturity Date	Fair Value
Federal Home Loan Bank (FHLB)	7/8/2021	0.38%	4/8/2024	\$9,406,129
Federal Home Loan Bank (FHLB)	7/23/2021	0.52%	10/23/2024	\$10,975,676
Federal Farm Credit Bank (FFCB)	7/28/2021	0.72%	4/28/2025	\$11,997,960
Federal Farm Credit Bank (FFCB)	8/1/2021	0.19%	9/22/2023	\$13,968,780
Federal Home Loan Bank (FHLB)	8/11/2021	0.55%	10/11/2024	\$11,946,960
Federal Home Loan Bank (FHLB)	9/30/2021	0.55%	9/30/2024	\$7,979,600
Federal Home Loan Bank (FHLB)	10/29/2021	1.00%	4/29/2026	\$11,981,880
Federal Farm Credit Bank (FFCB)	4/21/2022	0.71%	4/21/2025	\$2,991,990

(5) Accounts Receivable, Net

Accounts receivable, net of allowance for doubtful accounts, consists of the following as of June 30, 2021:

	Governmental Funds	Primary Government
	General Fund	Governmental Activities
Ambulance and other reimbursements	\$1,766,144	\$1,766,144
Fire prevention and late fees	242,510	242,510
Other/miscellaneous	<u>107,092</u>	<u>107,092</u>
Accounts receivable	2,115,746	2,115,746
Allowance for doubtful accounts	<u>(9,833)</u>	<u>(9,833)</u>
Accounts receivable, net	<u>\$2,105,913</u>	<u>\$2,105,913</u>

(6) Prepaid Costs, Other Assets, and Nonspendable Fund Balance of Governmental Funds

In January 2020, OCFA prepaid a portion of its Fiscal Year 2020/21 retirement contributions to the Orange County Employees Retirement System (OCERS) totaling \$40,488,479. In January 2021, OCFA prepaid a portion of its Fiscal Year 2021/22 retirement contributions to OCERS totaling \$39,420,100. In the governmental funds, the unamortized balance of the January 2020 prepayment totaled \$1,557,249 as of June 30, 2021, due to the timing of the pay period calendar. The entire amount of the January 2021 prepayment was unamortized as of June 30, 2021. In the governmental activities, a portion of Fiscal Year 2021/22 prepaid retirement contributions totaling \$18,194,000 is reported as a deferred outflow of resources related to pensions, since the contributions will reduce the net pension liability with OCERS prior to the Plan's next measurement date. Other prepaid costs and assets as of June 30, 2021, included annual maintenance and support fees, subscriptions, professional memberships, and insurance premiums; and deposits with the third-party administrator of an employee benefit flexible health spending program.

Prepaid costs and other assets consist of the following as of June 30, 2021:

	Governmental Funds			Primary Government
	General Fund	Communications and Information Systems	Fire Stations and Facilities	Governmental Activities
Prepaid costs:				
Retirement contributions:				
Fiscal Year 2021/22	\$39,420,100	\$ -	\$ -	\$21,226,100
Fiscal Year 2020/21	1,557,249	-	-	1,557,249
Maintenance and support	565,468	10,791	-	576,259
Insurance premiums	13,295	-	-	13,295
Subscriptions and memberships	4,307	-	-	4,307
Other	<u>146,726</u>	<u>-</u>	<u>3,464</u>	<u>150,190</u>
Total prepaid costs	41,707,145	10,791	3,464	23,527,400
Other assets:				
Health spending deposits	<u>18,384</u>	<u>-</u>	<u>-</u>	<u>18,384</u>
Total	<u>\$41,725,529</u>	<u>\$10,791</u>	<u>\$3,464</u>	<u>\$23,545,784</u>

Prepaid costs are reported as an asset until the expenditures are recognized proportionately over the future period in which the services are to be provided. An amount equal to the asset is reported as nonspendable fund balance in the governmental funds, since these amounts are not in a spendable form. As of June 30, 2021, nonspendable fund balance totaled \$41,721,400 and is reported in the General Fund (\$41,707,145) the Communications and Information Systems Fund (\$10,791), and the Fire Stations and Facilities Fund (\$3,464).

(7) Due from Other Governments, Net

Amounts due from other governments, net of allowance for doubtful accounts, consist of the following as of June 30, 2021:

	Governmental Funds		Primary Government
	General Fund	Fire Stations and Facilities	Governmental Activities
COVID-19 pandemic response	\$ 6,903,669	\$ -	\$ 6,903,669
Property tax and tax increment	5,457,008	-	5,457,008
Assistance by hire (ABH) and activation claims	3,477,742	-	3,477,742
FIRIS 2.0 program	3,191,586	-	3,191,586
State responsibility area	2,508,936	7,214	2,516,150
Cash contract charges	1,031,424	-	1,031,424
Grants	611,027	-	611,027
Airport rescue firefighting	450,935	-	450,935
Other	<u>115,151</u>	<u>-</u>	<u>115,151</u>
Due from other governments	23,747,478	7,214	23,754,692
Allowance for ABH claims	<u>(42,898)</u>	<u>-</u>	<u>(42,898)</u>
Due from other governments, net	<u>\$23,704,580</u>	<u>\$7,214</u>	<u>\$23,711,794</u>

(8) Lessor in Lease Agreement (Lease Receivables)

(a) General Information about the Lease

On March 24, 2011, OCFA entered into a Wireless Communications Facilities Site Lease with Vista Towers, LLC (Vista), to provide space at the OCFA-owned Regional Fire Operations and Training Center to install and operate a digital mobile radio communications site consisting of up to two wireless communication towers, equipment shelters, and cabinets, for up to six cell phone carriers (Cell Tower). In July 2015, the Board of Directors approved Vista's request to assign its interest in the lease to SBA Towers VI, LLC (SBA). SBA assumed the payment terms of the original agreement, and is responsible for the installation, construction, maintenance, repairs, replacement, and operations of the towers and, if applicable, the removal of the towers upon termination of the lease.

The five-year lease term commenced on July 15, 2012. The lease may be renewed for up to four consecutive five-year increments, for a total of twenty-five years through July 15, 2037. Rent is due the first of each month and is determined based on the number of carriers being occupied by each of the towers. Initial base rent, which automatically increases by 3% annually, was \$1,250 for each month in which there is one or no carrier on one of the towers, and \$1,000 per month for each additional carrier occupied on each tower beyond the first carrier. OCFA began collecting base rent commencing July 15, 2012, with rent for a second and third carrier commencing in June and October 2013, respectively. Adjusted monthly base rent as of June 30, 2021, was \$4,082 for the three carriers.

As of June 30, 2021, OCFA reported a lease receivable and a deferred inflow of resources totaling \$873,249, and \$854,202, respectively, in the General Fund and the primary government's governmental activities. The deferred inflow of resources relating to leases will be recognized as a reduction of the lease receivable over the remaining term of the lease agreement. The lease receivable will be reduced as repayments are received. Principal and interest totaling \$34,353 and \$14,608, respectively, were received during the year ended June 30, 2021.

(b) Inflows of Resources

Inflows of resources recognized in Fiscal Year 2020/21 consisted of the following:

<u>Inflows of Resources</u>	<u>Amount</u>
Lease revenue	\$53,400
Interest revenue	<u>14,608</u>
Total	<u>\$68,008</u>

(9) Capital Assets

(a) Changes in Capital Asset Balances by Asset Class

Capital asset activity for the year ended June 30, 2021, was as follows:

<u>Primary Government/ Governmental Activities</u>	<u>Beginning Balances, as Restated</u>	<u>Increases</u>	<u>Decreases</u>	<u>Transfers</u>	<u>Ending Balances</u>
Capital assets not depreciated/amortized:					
Land	\$ 42,757,850	\$ -	\$ -	\$ -	\$ 42,757,850
Construction in progress	338,554	358,595	-	-	697,149
Work in progress	<u>1,462,545</u>	<u>2,852,737</u>	<u>-</u>	<u>(831,237)</u>	<u>3,484,045</u>
Total capital assets not depreciated/amortized	<u>44,558,949</u>	<u>3,211,332</u>	<u>-</u>	<u>(831,237)</u>	<u>46,939,044</u>
Capital assets depreciated/amortized:					
Buildings	153,637,069	-	-	-	153,637,069
Right-to-use leased buildings	238,888	-	-	-	238,888
Equipment	70,486,295	1,239,376	(661,475)	160,138	71,224,334
Right-to-use leased equipment	174,672	-	-	-	174,672
Vehicles	103,566,183	5,317,482	(2,027,184)	671,099	107,527,580
Right-to-use leased vehicles	55,204	-	(55,204)	-	-
Right-to-use leased land	<u>4,679,622</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,679,622</u>
Subtotal	<u>332,837,933</u>	<u>6,556,858</u>	<u>(2,743,863)</u>	<u>831,237</u>	<u>337,482,165</u>
Less accumulated depreciation/amortization:					
Buildings	(53,611,916)	(3,389,225)	-	-	(57,001,141)
Right-to-use leased buildings	-	(21,408)	-	-	(21,408)
Equipment	(44,227,642)	(3,630,194)	654,955	-	(47,202,881)
Right-to-use leased equipment	-	(99,828)	-	-	(99,828)
Vehicles	(57,091,503)	(5,661,347)	2,020,150	-	(60,732,700)
Right-to-use leased vehicles	-	(55,204)	55,204	-	-
Right-to-use leased land	<u>-</u>	<u>(104,016)</u>	<u>-</u>	<u>-</u>	<u>(104,016)</u>
Subtotal	<u>(154,931,061)</u>	<u>(12,961,222)</u>	<u>2,730,309</u>	<u>-</u>	<u>(165,161,974)</u>
Total capital assets depreciated/amortized, net	<u>177,906,872</u>	<u>(6,404,364)</u>	<u>(13,554)</u>	<u>831,237</u>	<u>172,320,191</u>
Capital assets, net	<u>\$222,465,821</u>	<u>\$ (3,193,032)</u>	<u>\$ (13,554)</u>	<u>\$ -</u>	<u>\$219,259,235</u>

FY 2020 / 2021
Comprehensive Annual Financial Report

Component Unit/ OCFA Foundation	Beginning Balances	Increases	Decreases	Transfers	Ending Balances
Capital assets depreciated/amortized:					
Equipment	\$ 15,979	\$ -	\$ -	\$ -	\$ 15,979
Less accumulated depreciation/amortization:					
Equipment	<u>(2,464)</u>	<u>(799)</u>	<u>-</u>	<u>-</u>	<u>(3,263)</u>
Capital assets, net	<u>\$ 13,515</u>	<u>\$ (799)</u>	<u>-</u>	<u>-</u>	<u>\$ 12,716</u>

(b) Net Investment in Capital Assets

The portion of net position that is invested in capital assets as of June 30, 2021, is calculated as follows:

	Primary Government Governmental Activities	Component Unit OCFA Foundation
Capital assets, net of accumulated depreciation/amortization	\$219,259,235	\$12,716
Capital-related debt – lease liabilities	<u>(4,980,351)</u>	<u>-</u>
Net investment in capital assets	<u>\$214,278,884</u>	<u>\$12,716</u>

(c) Depreciation/Amortization Expense

Depreciation/amortization expense in the amounts of \$12,961,222 and \$799 were charged to public safety in the Statement Activities of the primary government and the component unit, respectively, for the year ended June 30, 2021.

(10) Unearned and Unavailable Revenue

Revenue amounts that have been collected but are *unearned* are reported as liabilities of both the governmental activities and the governmental funds. Revenue amounts that have been earned but are considered *unavailable* to finance the expenditures of the current fiscal period are reported as deferred inflows of resources of the governmental funds. Unearned and unavailable revenues consist of the following as of June 30, 2021:

	Governmental Funds	Primary Government Governmental Activities
	General Fund	
Unearned revenue:		
Quick Reaction Force pilot program cash advance	\$6,874,548	\$6,874,548
City of Fullerton proposal fee	80,208	80,208
Cell tower rent – July 2021	4,143	4,143
Miscellaneous cash advances	<u>1,650</u>	<u>1,650</u>
Total	<u>\$6,960,549</u>	<u>\$6,960,549</u>
Unavailable revenue:		
City of Garden Grove start-up costs	<u>\$908,979</u>	
Total	<u>\$908,979</u>	

(11) Due to Other Governments

Amounts due to other governments consist of the following as of June 30, 2021:

	Governmental Funds	Primary Government
	General Fund	Governmental Activities
Pass-through payments for activations and exercises:		
City of Anaheim	\$ 3,751	\$ 3,751
City of Orange	1,278	1,278
Grant overpayment:		
Federal Emergency Management Agency	<u>87,201</u>	<u>87,201</u>
Total	<u>\$92,230</u>	<u>\$92,230</u>

(12) Fund Balance of Governmental Funds – Restricted

Restricted fund balance consists of the following as of June 30, 2021:

	Governmental Funds		
Description	General Fund	Fire Stations and Facilities	Total
Capital improvement program	\$ -	\$434,763	\$ 434,763
Various departments	3,584,469	-	3,584,469
Section 115 pension trust	<u>3,795,815</u>	-	<u>3,795,815</u>
Total	<u>\$7,380,284</u>	<u>\$434,763</u>	<u>\$7,815,047</u>
Type/Source of Restriction			
Encumbrances	\$ 285,774	\$ -	\$ 285,774
CalFire augmentation funding	769,593	-	769,593
CalFire augmentation upstaffing	378,192	-	378,192
CalFire contract revenues	164,385	434,763	599,148
CalFire greenhouse gas reduction funding	1,986,525	-	1,986,525
Section 115 pension trust	<u>3,795,815</u>	-	<u>3,795,815</u>
Total	<u>\$7,380,284</u>	<u>\$434,763</u>	<u>\$7,815,047</u>

Restricted fund balance in the General Fund includes grant-funded or other restricted, unexpended encumbrances outstanding at year-end; unencumbered CalFire funding restricted for certain activities; and amounts set aside in a Section 115 trust for pension obligations. Restricted fund balance in the Fire Stations and Facilities Fund includes CalFire contract revenues that are legally restricted for new fire station development or improvements to existing fire stations. Any related encumbrances that are outstanding at year-end are also reported as restricted fund balance in the applicable fund.

(13) Fund Balance of Governmental Funds – Committed

In July 1999, the Board of Directors authorized that \$4,405,086 be set aside to fund OCFA-related service or resource enhancement projects in certain structural fire fund member agencies. In January 2012 and November 2017, the Board of Directors authorized an additional \$622,106 and \$1,000,000, respectively, to be set aside for the same purpose. As of June 30, 2021, the remaining unspent amount, plus accrued interest earnings, totaling \$1,120,950 was reported as a fund balance commitment in the General Fund. The funds are committed for projects in the following member agencies:

Member Agency	Governmental Funds
	General Fund
County of Orange	\$ 2,283
Dana Point	2,859
Irvine	995,508
Laguna Niguel	96,059
Rancho Santa Margarita	16,008
San Juan Capistrano	953
Villa Park	<u>7,280</u>
Total	<u>\$1,120,950</u>

(14) Fund Balance of Governmental Funds – Assigned

Assigned fund balance includes the following as of June 30, 2021:

Capital Improvement Program	\$ 42,804,373
Workers' compensation	109,770,629
Assigned, unexpended encumbrances	<u>16,400,290</u>
Total	<u>\$168,975,292</u>

The Board of Directors has established a *Fund Balance Assignment Policy* authorizing the assignment of fund balance to the Capital Improvement Program and self-insured workers' compensation claims.

- The assignment to the Capital Improvement Program reflects cumulative amounts transferred from the General Fund to the capital projects funds, net of actual cumulative project expenditures and other revenue sources accounted for in those funds. The assignment may also include net resources accumulated within the General Fund itself to fund purchases and projects that are capital in nature but do not necessarily meet the criteria to be reported in one of OCFA's capital projects funds. The assignment may not exceed the net cost of future identifiable projects. Fund balance assigned for the Capital Improvement Program totaled \$42,804,373 as of June 30, 2021, and is reported in the General Fund (\$7,982,644), Communications and Information Systems Fund (\$5,089,194), Fire Apparatus Fund (\$12,486,395) and Fire Stations and Facilities Fund (\$17,246,140).
- The assignment to workers' compensation reflects the cumulative difference between actual workers' compensation expenditures incurred and budgeted costs, which are based on an annual actuarial valuation prepared by an external actuary and a confidence level set by the Board of Directors. The assignment for workers' compensation is reported in the General Fund and totaled \$109,770,629 as of June 30, 2021.

Assigned fund balance pertaining to unexpended encumbrances outstanding as of June 30, 2021, totaled \$16,400,290 and is summarized below for each governmental fund:

FY 2020 / 2021
Comprehensive Annual Financial Report

Purpose of Encumbrance	Communications and Information Systems Communications/ IT Projects	Fire Apparatus Fire Apparatus and Vehicles	Fire Stations and Facilities Construction Projects
Type 1 engines	\$ -	\$ 8,830,210	\$ -
Hazardous materials vehicles	-	1,941,261	-
Heavy rescue vehicle	-	947,488	-
RFOTC training ground improvements	-	-	703,041
Air utility support vehicle	-	611,628	-
Foam tender	-	537,205	-
Hazardous materials support vehicle	-	456,651	-
Other vehicles, outfitting, and improvements	-	221,074	-
Disaster recovery facility	98,687	-	-
Infrastructure security enhancements	-	-	52,923
Station No. 49 (Laguna Niguel) apparatus bay floor repair	-	-	38,527
Next Generation CAD2CAD project	16,705	-	-
Retrofit fire station life safety systems	-	-	9,624
Enterprise audio visual upgrade	8,358	-	-
Total	<u>\$123,750</u>	<u>\$13,545,517</u>	<u>\$804,115</u>

General Fund					
Purpose of Encumbrance	Various Departments	Facilities Projects	Communications/ IT Projects	Construction Projects	Total
Station bathroom gender compliance projects	\$ -	\$ -	\$ -	\$499,258	\$ 499,258
Portable VHF radios	-	-	444,253	-	444,253
Data network upgrades	-	-	263,306	-	263,306
Weapons of mass destruction (WMD) suits and cases	117,641	-	-	-	117,641
Station dorm privacy projects	-	-	-	110,021	110,021
Station No. 41 (Air Operations) dorm repairs	-	-	-	73,400	73,400
Service level assessment	64,102	-	-	-	64,102
Station phone, alarm, sound systems	-	-	56,515	-	56,515
Consulting services for study of cash contract city charges	45,492	-	-	-	45,492
Station No. 8 (Skyline) apparatus bay door replacement	-	20,892	-	-	20,892
Other	145,067	35,190	49,901	1,870	232,028
Total	<u>\$372,302</u>	<u>\$56,082</u>	<u>\$813,975</u>	<u>\$684,549</u>	<u>\$1,926,908</u>

(15) Fund Balance of Governmental Funds – Unassigned

Unassigned fund balance in the General Fund consists of the following as of June 30, 2021:

10% Operating Contingency	\$20,391,894
All other residual amounts available for any purpose	-
Total	<u>\$20,391,894</u>

The total amount of the 10% Operating Contingency calculation was \$38,806,343 as of June 30, 2021, which exceeded the General Fund's total unassigned fund balance by \$18,414,449.

(16) Commitments and Contingencies

(a) Settlement Agreement

Effective March 28, 2019, OCFA and Irvine entered into a Settlement Agreement, which was amended December 4, 2019, to provide the following provisions benefiting the citizens of Orange County and enhancing services provided throughout OCFA's jurisdiction:

- **Joint Police-Fire Training Facility** – Irvine will plan, develop, construct, operate, and maintain a joint training center, which will include a joint emergency operations center (collectively the Joint Training Facility) for use by the City and OCFA for no less than fifty years from completion of the facility's construction. Irvine will contribute the land and will operate and maintain the real property that comprises the Joint Training Facility. In exchange for its use, OCFA will contribute \$20,500,000 to be used by Irvine toward the Joint Training Facility's design, construction, furnishing, and the provision of fixtures or equipment for facilities. Upon Irvine's execution of design contracts, OCFA will pay Irvine \$1,000,000 for the exclusive use of making payments on the design contracts and for other expenses relating to the design of the Joint Training Facility as mutually agreed upon by Irvine and OCFA. Upon Irvine's execution of a construction contract, OCFA will pay Irvine additional amounts as follows: (1) a combined \$19,500,000 for the construction, furniture, fixtures, and equipment of the training center (\$18,500,000) and the emergency operations center (\$1,000,000); and (2) the cost of any facility enhancements OCFA requested during the design process that would cause OCFA's total financial contributions to collectively exceed \$20,500,000.
- **Drone Program** – Irvine will establish and operate a program under which Irvine personnel will use drones to monitor open space areas in Irvine. Drones will be available to OCFA upon request to monitor open space or active fires or other hazards and disasters throughout OCFA's jurisdictional boundaries. Irvine must certify on or prior to July 1, 2019, that it has established and budgeted for the Drone Program, including anticipated costs of personnel, equipment, space, and other direct costs, totaling at least \$500,000 per year. OCFA will pay Irvine \$500,000 annually on July 15 beginning July 15, 2019, and ending July 15, 2029. If Irvine has not provided the annual certification of program and budget as previously described by June 1 of any year, then OCFA's annual payment will not be due until thirty days after such certification is provided. On or prior to May 1 each fiscal year beginning May 1, 2020, and ending May 1, 2030, Irvine will certify to OCFA the actual fiscal year-to-date costs incurred and anticipated costs to be incurred prior to the close of the fiscal year. If those costs are less than OCFA's annual \$500,000 payment, the difference will be deducted from OCFA's subsequent year payment. OCFA's expenditures for Fiscal Year 2020/21 totaled \$500,000.
- **Bi-Directional Amplifiers** – OCFA will reimburse Irvine \$500,000 for the purchase and installation of bi-directional amplifiers at nine locations within Irvine's municipal boundaries. Reimbursement payments will be made upon documentation that the amplifiers are installed and operating.
- **OCFA Training of Irvine Police Department (IPD) Emergency Medical Technicians (EMT)** – OCFA personnel will provide IPD personnel with EMT training at a cost to OCFA of \$50,000 per fiscal year through June 30, 2030. Training will be provided as requested by IPD personnel and unused training sessions will not carry over to future fiscal years. OCFA's obligation to provide EMT training commences on the latter of July 1, 2019, and the date IPD identifies personnel that are either specifically employed to serve as EMT's for Irvine or that have EMT functions integrated into their job duties.
- **Public Safety Community Emergency Response Team (CERT) Coordinator** – OCFA will pay Irvine \$118,000 per fiscal year toward the cost of one Irvine-employed, full-time CERT Coordinator. Irvine must certify on or prior to July 1, 2019, that it has established and budgeted for a CERT Coordinator position, including anticipated costs of salary, benefit, and other direct costs, totaling at least \$118,000 per year. OCFA will pay Irvine \$118,000 annually on July 15 beginning July 15, 2019, and ending July 15, 2029. If Irvine has not provided the certification of program and budget as previously described by June 1, 2019, then the first payment will not be due to Irvine until thirty days after such certification is provided. On or prior to May 1 each fiscal year beginning May 1, 2020, and ending May 1, 2030, Irvine will certify to OCFA the actual fiscal year-to-date costs incurred and anticipated

costs to be incurred prior to the close of the fiscal year. If those costs are less than OCFA's annual \$118,000 payment, the difference will be deducted from OCFA's subsequent year payment. OCFA's expenditures for Fiscal Year 2020/21 totaled \$77,250.

- Pension Funding Annual Deposits to 115 Trust** – OCFA will pay \$2,000,000 per year into an Internal Revenue Code Section 115 Trust (115 Trust) to be established with the Public Agency Retirement Services (PARS), the Orange County Employees Retirement System (OCERS), or another mutually-agreed upon administrator (Trust Administrator). On or prior to July 1, 2019, OCFA will establish the 115 Trust with the Trust Administrator. The annual \$2,000,000 115 Trust payment will be due on July 15 of each fiscal year beginning July 15, 2019, and ending July 15, 2029; however, if OCFA has not funded 85% of its pension liability as determined by OCERS by June 30, 2020, then the required 115 Trust payment will be reduced to \$1,500,000 per fiscal year until OCFA achieves the targeted 85% funding level. The \$500,000 reduction will instead be contributed to OCERS as an additional employer pension contribution. The first 115 Trust payment due on July 15, 2019, will not be reduced even if the 85% target funding has not been achieved. Sub-accounts will be established within the 115 Trust to attribute on a pro-rata basis portions of each payment to Structural Fire Fund members whose revenues were greater than the cost of providing fire services during the prior fiscal year. If OCFA is dissolved in the manner described in California Government Code Section 6508.2, then as part of the dissolution process OCFA will apportion retirement liabilities among all of its member agencies. The amounts deposited into the 115 Trust and attributed by sub-accounts will not be utilized in making this apportionment calculation. Upon completion of the apportionment calculation, the 115 Trust will be liquidated and the amounts used toward the satisfaction of the portion of liability assigned to such 115 Trust contributing members through the apportionment calculation. OCFA remitted payment(s) to the 115 Trust totaling \$1,500,000 during Fiscal Year 2020/21.

OCFA's remaining financial commitment as of June 30, 2021, under the various provisions of the Settlement Agreement totals approximately \$45,012,000 over the remaining nine-year period July 1, 2021, through June 30, 2030, as summarized in the table below.

Settlement Agreement Service Enhancement	OCFA Financial Commitment	
	Ongoing Annual Costs	One-Time Costs
Joint Police-Fire Training Facility and Emergency Operations Center	\$ -	\$20,500,000
Drone Program	500,000	-
Bidirectional Amplifiers	-	500,000
OCFA Training of Irvine Police Department Emergency Medical Technicians	50,000	-
Public Safety Community Emergency Response Team (CERT) Coordinator	118,000	-
Pension Funding Annual Deposits to 115 Trust	<u>2,000,000</u>	<u>-</u>
Total original financial commitment	<u>\$ 2,668,000</u>	<u>\$21,000,000</u>
Total remaining OCFA financial commitment over nine fiscal years (Fiscal Year 2021/22 through Fiscal Year 2029/30)	\$24,012,000	\$21,000,000

(b) Commitments for Outstanding Encumbrances

As of June 30, 2021, commitments with vendors for outstanding encumbrances (unperformed purchase orders and contracts for goods and services) by major governmental fund are as follows:

General Fund	\$ 2,212,682
Communications and Information Systems	123,750
Fire Apparatus	13,545,517
Fire Stations and Facilities	<u>804,115</u>
Total outstanding encumbrances	<u>\$16,686,064</u>

FY 2020 / 2021
Comprehensive Annual Financial Report

Significant individual commitments with vendors as of June 30, 2021, are identified below.

<u>Fund / Vendor</u>	<u>Description</u>	<u>Original Commitment</u>	<u>Spent-to- Date</u>	<u>Remaining Commitment</u>
<u>General Fund:</u>				
BK Technologies, Inc.	Portable VHF radios	\$444,253	\$ -	\$444,253
Griffin Structures, Inc.	Project and construction management services for bathroom gender compliance and dorm privacy projects	290,602	44,956	245,646
EPlus Technology, Inc.	911 network hardware	\$367,516	139,529	227,987
Los Angeles Freightliner	(1) Freightliner Cascadia	\$217,107	-	217,107
Ready2Go Restroom Trailers Sales, LLC	Portable restroom and shower trailers	269,337	57,382	211,955
Gillis + Panichapan Architects	Pre-construction architectural and engineering support for station renovation projects	441,777	305,570	136,207
LN Curtis & Sons	Weapons of mass destruction (WMD) suits	116,418	-	116,418
<u>Communications and Information Systems:</u>				
Westnet	Alerting system server	164,478	65,791	98,687
<u>Fire Apparatus:</u>				
KME Fire Apparatus	(13) Type 1 engines	8,830,210	-	8,830,210
Rosenbauer Minnesota, LLC	(2) Hazardous materials vehicles	1,941,261	-	1,941,261
Rosenbauer Minnesota, LLC	(1) Heavy rescue vehicle	947,488	-	947,488
Rosenbauer South Dakota, LLC	(1) Air utility vehicle	611,628	-	611,628
Rosenbauer South Dakota, LLC	(1) Foam tender	537,205	-	537,205
Emergency Vehicle Group, Inc.	(1) Hazardous materials support vehicle	456,651	-	456,651
KME Fire Apparatus	Telma retarder add-on for (13) type 1 engines	175,994	-	175,994
<u>Fire Stations and Facilities:</u>				
HMC Group	Architectural engineering and construction support for RFOTC training grounds expansion project	880,400	270,412	609,988

(c) Pending Litigation

OCFA is a defendant in a pending legal matter brought forth by an employee alleging wrongful conduct by OCFA and fourteen of its employees for discrimination, harassment, failure to engage in the interactive process, and failure to provide reasonable accommodation. As of June 30, 2021, OCFA intends to vigorously defend against the claims asserted in the lawsuit; however, an unfavorable outcome is reasonably possible based on discovery completed to-date. Further discovery, including many depositions, will be needed before a more precise liability assessment can be completed. A loss for this contingent legal matter has not been recorded in the accompanying financial statements. OCFA and its employees have management liability insurance coverage in place set at \$1,000,000 per occurrence. During Fiscal Year 2020/21, OCFA paid an insurance deductible totaling \$6,936 relating to this case.

(17) Interfund Transfers

Interfund transfers are used to move revenues from the fund required by statute or budget to collect them to the fund required by statute or budget to expend them. Interfund transfers for the year ended June 30, 2021, are as follows:

Fund	Transfers In	Transfers Out
General Fund	\$ -	\$11,059,336
Fire Apparatus	<u>11,059,336</u>	<u>-</u>
Total	<u>\$11,059,336</u>	<u>\$11,059,336</u>

Transfers totaling \$11,059,336 were made from the General Fund to the Fire Apparatus fund for current and future capital improvement projects identified in the Capital Improvement Plan.

(18) Changes in Long-term Liabilities

Long-term liability activity for the year ended June 30, 2021, is summarized in the table below. All long-term liabilities are normally liquidated by the General Fund.

Primary Government/ Governmental Activities	Beginning Balances, as Restated	Additions	Deletions	Ending Balances	Due Within One Year
Net pension liability:					
OCERS pension plan	\$354,395,457	\$ -	\$(173,273,819)	\$181,121,638	\$ -
Extra Help pension plan	<u>75,851</u>	<u>8,747</u>	<u>-</u>	<u>84,598</u>	<u>-</u>
	354,471,308	8,747	(173,273,819)	181,206,236	-
Net OPEB liability	244,964,263	54,700,171	(6,608,689)	293,055,745	-
Compensated absences	19,523,083	17,933,176	(16,227,795)	21,228,464	4,844,515
Accrued claims and judgments – workers’ compensation	103,945,795	26,145,327	(14,795,847)	115,295,275	16,411,354
Lease liabilities	<u>5,148,386</u>	<u>-</u>	<u>(168,035)</u>	<u>4,980,351</u>	<u>96,322</u>
Total	<u>\$728,052,835</u>	<u>\$98,787,421</u>	<u>\$(211,074,185)</u>	<u>\$615,766,071</u>	<u>\$21,352,191</u>

(19) Compensated Absences

OCFA is obligated to its employees for accumulated earned but unused leave benefits as of June 30, 2021. Sick leave includes only those amounts that OCFA is obligated to reimburse employees at the end of their active service life. Leave balances by employee type are as follows as of June 30, 2021:

FY 2020 / 2021
Comprehensive Annual Financial Report

	<u>Vacation</u>	<u>Comp/Other</u>	<u>Sick Leave</u>	<u>Total</u>
Safety Members	\$12,871,505	\$213,622	\$ 2,445,961	\$15,531,088
General Members	<u>2,909,161</u>	<u>692,393</u>	<u>2,095,822</u>	<u>5,697,376</u>
Total	<u>\$15,780,666</u>	<u>\$906,015</u>	<u>\$4,541,783</u>	<u>\$21,228,464</u>

(20) Insurance and Accrued Claims and Judgments

(a) Insurance Coverage Limits

OCFA has purchased commercial insurance coverage for general and auto liabilities, and excess coverage for the self-insured workers compensation. Coverage limits for Fiscal Year 2020/21 included the following:

Notable Exposure Data:

Total Insured Values	\$351,328,176
Total Reported Fleet Values	\$114,654,776

Liability Limits:

Each Occurrence or Wrongful Act	\$1,000,000
Personal and Advertising Injury	\$1,000,000
Fire Damage Legal Liability	\$1,000,000
Medical Expense (each accident)	\$10,000
General Aggregate	\$10,000,000
Products/Completed Operations Annual Aggregate	\$10,000,000
Management Liability (Employment Practices; D&O)	\$1,000,000
Cyber Liability (Claims Made)	\$1,000,000
Auto Liability (Combined Single Limit)	\$1,000,000
Garage Keepers Legal Liability	\$500,000
Excess Liability	\$10,000,000
Excess Workers Compensation	Statutory Limits

Property Limits:

Buildings and Contents	Not to Exceed Scheduled Value on File
Crime (Employee Dishonesty Coverage)	\$2,000,000

Deductibles:

General, Auto, and Garage Liability	\$0
Management Liability	\$7,500
Auto (Comp and Collision)	\$5,000 (Emergency Vehicles); \$1,000 (Private Passenger)
Garage Keepers	\$250 (Comprehensive); \$500 (Collision)
Property	\$5,000
Crime	\$1,000

There have been no significant changes in insurance coverage as compared to last year. Settlements have not exceeded coverage in each of the past three fiscal years.

(b) Workers' Compensation Self-Insurance

OCFA transitioned its program for workers' compensation insurance from Guaranteed Cost to Self-Insurance effective March 1, 2002. OCFA's self-insurance program covers workers' compensation claims up to \$50,000,000, subject to a \$2,000,000 self-insured retention (SIR) per incident. Workers' compensation claims in excess of the self-insured level are insured by the California State Association of Counties Excess Insurance Authority (CSAC-EIA) at statutory limits. OCFA utilizes the services of a third-party claims administrator for administration of workers' compensation claims.

As of June 30, 2021, accrued claims and judgments for workers' compensation totaled \$115,295,275 and were recorded as a long-term liability in the government-wide financial statements. This liability reflects the present value of estimated outstanding losses at the 50% confidence level, as determined by an actuarial valuation dated December 31, 2020, and

includes claims that have been incurred but not yet reported (IBNR's). A confidence level is the statistical certainty that an actuary believes funding will be sufficient. For example, a 50% confidence level means that the actuary believes funding will be sufficient in five years out of ten. On May 27, 2010, the Board of Directors authorized to change the OCFA's confidence level from 80% to 50%. Changes in accrued claims and judgments relating to workers' compensation self-insurance for the years ended June 30, 2021 and 2020, are as follows:

Primary Government/ Governmental Activities	Fiscal Year Ended	
	June 30, 2021	June 30, 2020
Unpaid claims at beginning of fiscal year	\$103,945,795	\$ 86,616,986
Incurred claims (including IBNR's)	26,145,327	29,668,931
Claim payments	<u>(14,795,847)</u>	<u>(12,340,122)</u>
Unpaid claims at end of fiscal year	<u>\$115,295,275</u>	<u>\$103,945,795</u>
Due within one year	\$ 16,411,354	\$ 14,808,917
Due in more than one year	<u>98,883,921</u>	<u>89,136,878</u>
Unpaid claims at end of fiscal year	<u>\$115,295,275</u>	<u>\$103,945,795</u>
Confidence level at end of fiscal year	50%	50%
Discount rate	2%	1%

Because of the long-term nature of this liability, it is excluded from the OCFA's governmental fund financial statements under the modified accrual basis of accounting. However, OCFA has established a fund balance assignment for workers' compensation in the General Fund in the amount of \$109,770,629. This assignment reflects the cumulative difference for multiple years between actual expenditures and budgeted costs, which are based on the annual actuarial valuation. Actual expenditures for workers' compensation cases often occur over multiple years, attributing to the cumulative difference between budgeted costs and expenditures.

(21) Lessee in Lease Agreements (Lease Liabilities)

(a) General Information about the Leases

OCFA was obligated as a lessee under the following lease agreements during the year ended June 30, 2021:

Lease Terms	Helicopter Tower	Copiers	Utility Pickup Trucks	Land Lease
Lessor	FW Aviation, LLC	Cell Business Equipment	Enterprise Rent a Car of Los Angeles, LLC	City of Fullerton
Purpose	Helicopter tower at Fullerton Airport for training and storage	RFOTC and fire station copiers and accessories	(4) Utility Pickup Trucks for Crew 2 in Irvine	Real property land lease at Fullerton Airport
Major Class of Underlying Assets	Right-to-use leased buildings	Right-to-use leased equipment	Right-to-use leased vehicles	Right-to-use leased land
Lease Date	August 25, 2011	December 22, 2016	March 1, 2019	June 14, 2010
Initial Lease Term	Ten years commencing September 2011 through August 2021	Five years commencing April 2017 through March 2022	One year commencing March 2019 through February 2020	Forty years commencing January 2011 (Eastern Half) and July 2013 (Western Half) through December 2050

Lease Terms	Helicopter Tower	Copiers	Utility Pickup Trucks	Land Lease
Optional Extended Lease Term	Ten-year option to extend for a total of twenty years through August 2031	Continue on a month-to-month basis if OCFA does not return or purchase the equipment thirty days prior to the conclusion of the initial lease term	One-year option to extend for a total of two years through February 2021	Fifteen-year option to extend for a total of fifty-five years through December 2065
Initial Lease Payment	Monthly payments totaling \$1,575 consisting of base rent (\$1,308) and common area (\$267)	Monthly payments totaling \$5,962 (114 copiers) plus a \$75 document fee on the first invoice	Monthly payments totaling \$9,948 for base rent, sales tax, and state vehicle license fees	Monthly payments of \$2,886 (Eastern Half) and \$2,070 (Western Half)
Rent Increases	Base rent increases annually by \$18 for the first ten years. Base rent increases by 3% annually during the optional ten-year period.	Pricing adjusted annually for any additional copiers or accessories added over the term of the lease	None	Increase annually by an amount equal to the change in the consumer price index, for a minimum of 3% to a maximum of 5%
Adjusted Lease Payment as of June 30, 2021	\$1,737 monthly	\$8,991 monthly (139 copiers)	N/A	\$6,683 monthly
Due Date	Monthly on the 1 st	Monthly within 30 days of invoice	N/A	Payable monthly in advance on the 1 st
Implicit Lease Rate	N/A	6.192%	N/A	N/A
Other Variable Payments Not Included in the Measurement of the Lease Liability	None	Per-copy overage fees billed quarterly at rate of \$.0049 (black/white) and \$.0443 (color)	Fees for actual miles driven over monthly allotment; \$0.20 per mile driven beyond 3,000 allotted miles (approximately \$2,232 per month)	None

(b) Right-to-Use Leased Assets

Right-to-use leased assets included the following as of June 30, 2021:

Lease	Major Class of Underlying Assets	Amount of Leased Capital Assets	Accumulated Amortization
Helicopter tower	Right-to-use leased buildings	\$ 238,888	\$ 21,408
Copiers	Right-to-use leased equipment	174,672	99,828
Land lease	Right-to-use leased land	<u>4,679,622</u>	<u>104,016</u>
Total		<u>\$5,093,182</u>	<u>\$225,252</u>

(c) Outflows of Resources for Variable Payments

Outflows of resources recognized in Fiscal Year 2020/21 for variable payments not included in the measurement of the lease liability consisted of the following:

Outflows of Resources	Copiers	Utility Pickup Trucks
Copy overage and relocation fees	\$69,011	\$ -
Mileage overage fees and refueling charges	-	305
Total	<u>\$69,011</u>	<u>\$305</u>

(d) Principal and Interest Requirements

Future principal and interest requirements to maturity for each lease liability as of June 30, 2021, are as follows:

Helicopter Tower			
Fiscal Year(s)	Principal	Interest	Total
2021/22	\$ 17,453	\$3,831	\$ 21,284
2022/23	18,310	3,512	21,822
2023/24	19,206	3,176	22,382
2024/25	20,130	2,826	22,956
2025/26	21,096	2,456	23,552
2026/27 - 2030/31	121,184	6,120	127,304
2031/32 - 2035/36	<u>4,481</u>	<u>5</u>	<u>4,486</u>
Total	<u>\$221,860</u>	<u>\$21,926</u>	<u>\$243,786</u>

Copiers			
Fiscal Year(s)	Principal	Interest	Total
2021/22	<u>\$78,869</u>	<u>\$2,050</u>	<u>\$80,919</u>
Total	<u>\$78,869</u>	<u>\$2,050</u>	<u>\$80,919</u>

Land Lease			
Fiscal Year(s)	Principal	Interest	Total
2021/22	\$ -	\$ 82,608	\$ 82,608
2022/23	1,281	83,799	85,080
2023/24	3,882	83,754	87,636
2024/25	6,613	83,663	90,276
2025/26	9,452	83,524	92,976
2026/27 - 2030/31	94,821	413,571	508,392
2031/32 - 2035/36	188,251	401,117	589,368
2036/37 - 2040/41	303,910	379,346	683,256
2041/42 - 2045/46	446,019	346,089	792,108
2046/47 - 2050/51	619,449	298,755	918,204
2051/52 - 2055/56	830,117	234,307	1,064,424
2056/57 - 2060/61	1,084,880	149,104	1,233,984
2061/62 - 2065/66	<u>1,090,947</u>	<u>36,309</u>	<u>1,127,256</u>
Total	<u>\$4,679,622</u>	<u>\$2,675,946</u>	<u>\$7,355,568</u>

(22) Pension Plans and Other Postemployment Benefits (OPEB)

OCFA participates in two defined benefit pension plans that are administered through a trust or equivalent arrangement. Additional plan information is provided within these notes as Note 23 and Note 24. OCFA also provides other postemployment benefits (OPEB) through the Retiree Medical Plan. Additional plan information is provided within these notes as Note 25. Following is a summary of plan balances as of and for the year ended June 30, 2021:

Description	Net Pension/ OPEB Liability	Deferred Outflows of Resources Related to Pensions/ OPEB	Deferred Inflows of Resources Related to Pensions/ OPEB	Pension/ OPEB Expense (Credit)
OCERS Pension Plan	\$181,121,638	\$130,063,613	\$201,136,247	\$17,590,285
Extra Help Pension Plan	84,598	1,330	-	10,408
Subtotal	181,206,236	130,064,943	201,136,247	17,600,693
OPEB	293,055,745	39,397,554	2,070,925	14,149,239
Total	<u>\$474,261,981</u>	<u>\$169,462,497</u>	<u>\$203,207,172</u>	<u>\$31,749,932</u>

(23) Retirement Plan for Full-Time Employees

(a) General Information about the Plan

Plan Description and Administration

OCFA participates in the Orange County Employees Retirement System (OCERS), a cost-sharing multiple-employer, defined benefit pension plan for the County of Orange, the City of San Juan Capistrano, and thirteen other agencies – Orange County Cemetery District; Orange County Children and Families Commission; Orange County Department of Education; Orange County Employees Retirement System; Orange County Fire Authority (OCFA); Orange County In-Home Supportive Services Public Authority; Orange County Local Agency Formation Commission; Orange County Public Law Library; Orange County Sanitation District; Superior Court of California; Orange County Transportation Authority; Transportation Corridor Agencies; and the University of California, Irvine Medical Center and Campus. The Orange County Department of Education and the University of California, Irvine Medical Center and Campus are closed to new member participation and only the latter has remaining active employees. Capistrano Beach, Cypress Recreation & Parks District, Orange County Vector Control District, and the City of Rancho Santa Margarita are no longer active plan sponsors, but retired members and their beneficiaries, as well as deferred members, remain in the OCERS system. OCERS is legally and fiscally independent of the County of Orange.

OCERS was established in 1945 under the provisions of the County Employees Retirement Law of 1937. OCERS is governed by a ten-member Board of Retirement, including nine voting members and one alternate member. Board membership consists of four members appointed by the County of Orange Board of Supervisors and five members elected by the members of the pension system – two by the general members, two by the safety members (one voting and one alternate), and one by the retired members. The County of Orange Treasurer-Tax Collector, who is elected by the voters registered in the county, serves as an ex-officio member. The OCERS Board of Retirement is responsible for establishing policies governing the administration of the retirement plan; making disability determinations; assuring benefit payments; establishing investment policy for the retirement system; and monitoring execution of its policies. OCERS issues a publicly available financial report that includes financial statements and required supplementary information for the cost-sharing plans that are administered by OCERS. The report can be obtained from OCERS at 2223 Wellington Avenue, Santa Ana, California 92701.

Benefits Provided

OCERS provides retirement, disability, and death benefits to safety and general members. Safety membership includes those members serving in active law enforcement, fire suppression, and as probation officers. General membership applies to all other occupations. Plan retirement benefits are tiered based upon date of OCERS membership. Tier I members were hired prior to September 21, 1979, and use their highest one-year average salary to determine their retirement allowance. Tier II members were hired on or after September 21, 1979, and use their highest three-year

average salary to determine their retirement allowance. Member rate groups are determined by employer, bargaining unit, and benefit plan. The benefit plan represents the benefit formula and tier that will be used in calculating a retirement benefit. All regular employees scheduled to work twenty hours or more per week become members of the plan upon commencing employment with one of OCERS' plan sponsors, with the exception of a provision adopted in 2014 that allows new members over the age of 65 to opt out of the plan. Active members are vested in OCERS upon accumulating five years of accredited service or attaining the age of 70.

On September 12, 2012, California Governor Brown signed Assembly Bill 340, which created the California Public Employees' Pension Reform Act of 2012 (PEPRA) and amended sections of the 1937 Act under which OCERS operates. The law created a benefit tier for new employees entering public agency employment and public retirement system membership, effective January 1, 2013. One of the many changes brought about by PEPRA involved new retirement formulas for newly hired employees who do not establish reciprocity with OCERS. Another change brought about by PEPRA requires employees who do not establish reciprocity to pay 50% of the normal retirement costs from the beginning of their employment.

In general, the retirement benefits received by members are determined by plan formula, age at retirement, years of service, and final average salary. Members are entitled to receive a retirement allowance upon reaching the following years of service and age criteria:

Years of Service Credit	Eligible Age
10 or more	Age 50
5 or more (PEPRA Members)	Age 50
30 or more (General Members)	Any age
20 or more (Safety Members)	Any age
5 or more, and at least 10 years of active employment with a sponsoring agency covered by OCERS (Part-time Members)	Age 55
Any	Age 70

Retired member monthly allowances are adjusted annually in accordance with changes in the cost-of-living, as determined by the average annual change in the Consumer Price Index (CPI) for the prior calendar year. The cost-of-living adjustment is limited to a maximum increase or decrease of three percent per year as established by the OCERS Board of Retirement.

The OCFA's Board establishes and amends benefit plan formulas for active OCFA members through negotiations with its labor bargaining units. The provisions and benefits provided by OCFA to its safety and general members as of June 30, 2021, are summarized below:

Benefits Provided to Safety Members					
Plan	Tier	Benefit Formula	Representation / Bargaining Unit / Employee Hire Date		
			Orange County Professional Firefighters Association	Orange County Fire Authority Chief Officers Association	Unrepresented
			Firefighter Unit	Fire Management Unit	Executive Management in Safety Positions
F	II	3.0% at 50	Prior to 7/1/2012	Prior to 7/1/2012	Prior to 7/1/2011
R	II	3.0% at 55	On or After 7/1/2012 (with reciprocity)	On or After 7/1/2012 (with reciprocity)	On or After 7/1/2011 (with reciprocity)
V	II	2.7% at 57 (PEPRA)	On or After 1/1/2013 (without reciprocity)	On or After 1/1/2013 (without reciprocity)	On or After 1/1/2013 (without reciprocity)

Benefits Provided to General Members					
Plan	Tier	Benefit Formula	Representation / Bargaining Unit / Employee Hire Date		
			Orange County Employees Association	Orange County Fire Authority Managers Association	Unrepresented
			General and Supervisory Management	Administrative Management	Executive Management in General Positions
I	I	2.7% at 55	Prior to 7/1/2011	Prior to 12/1/2012	Prior to 12/1/2012
J	II	2.7% at 55	Prior to 7/1/2011	Prior to 12/1/2012	Prior to 12/1/2012
N	II	2.0% at 55	On or After 7/1/2011 (with reciprocity)	On or After 12/1/2012 (with reciprocity)	On or After 12/1/2012 (with reciprocity)
U	II	2.5% at 67 (PEPRA)	On or After 1/1/2013 (without reciprocity)	On or After 1/1/2013 (without reciprocity)	On or After 1/1/2013 (without reciprocity)

Contributions

Each year, an actuarial valuation is performed for OCERS to determine funding contributions for each agency member within their assigned rate group and plan on an actuarial basis. The actuarially determined rate is the estimated amount necessary to finance the cost of benefits earned by employees during the year, with an additional amount to finance any unfunded actuarial accrued liability (UAAL). The table below summarizes OCFA's required employer contribution rates and employee rates (paid by OCFA) for the year ended June 30, 2021:

Category	Plan	Tier	Benefit Formula	Employer Contribution Rates			Employee Contribution Rates (See Below)
				Normal Cost	UAAL	Total	
Safety	F	II	3.0% at 50	26.97%	23.84%	50.81%	15.03% - 21.24%
Safety	R	II	3.0% at 55	21.83%	23.84%	45.67%	14.24% - 20.12%
Safety	V	II	2.7% at 57 (PEPRA)	15.27%	23.84%	39.11%	12.95% - 20.37%
General	I	I	2.7% at 55	14.71%	14.96%	29.67%	10.52% - 17.77%
General	J	II	2.7% at 55	14.71%	14.96%	29.67%	10.06% - 16.61%
General	N	II	2.0% at 55	13.50%	14.96%	28.46%	7.71% - 13.78%
General	U	II	2.5% at 67 (PEPRA)	10.16%	14.96%	25.12%	7.43% - 14.79%

Employees in each unit have agreed through their respective Memorandums of Understanding or Personnel and Salary Resolution to pay their full employee share of retirement costs. The retirement payment is deducted from the employee's compensation earnable and continues throughout the employee's entire term of employment with OCFA. Employee contribution rates vary depending on the individual employee's hire date and unit and are summarized below for the year ended June 30, 2021.

Employee Hire Date	Benefit Formula	Employee Contribution Rate
Safety – Firefighter Unit		
Prior to 1/1/2011	3.0% at 50	Effective 9/1/2019: 20.53%^ Effective 9/1/2020: 50% of Normal Cost^, Less a 2% Health Care Converted Retirement Contribution (HCRC)
1/1/2011 - 6/30/2012	3.0% at 50	Effective 9/1/2019: 20.53%^
On or After 7/1/2012 (with reciprocity)	3.0% at 55	Effective 9/1/2020: 50% of Normal Cost^
On or After 1/1/2013 (without reciprocity)	2.7% at 57 (PEPRA)	50% of Normal Cost^
Safety – Firefighter Management Unit		
Prior to 7/1/2012	3.0% at 50	50% of Normal Cost^
On or After 7/1/2012 (with reciprocity)	3.0% at 55	
On or After 1/1/2013 (without reciprocity)	2.7% at 57 (PEPRA)	50% of Normal Cost^

Employee Hire Date	Benefit Formula	Employee Contribution Rate
<i>Safety – Executive Management</i>		
Prior to 7/1/2011	3.0% at 50	50% of Normal Cost^
On or After 7/1/2011 (with reciprocity)	3.0% at 55	
On or After 1/1/2013 (without reciprocity)	2.7% at 57 (PEPRA)	50% of Normal Cost^
<i>General – General and Supervisory Management</i>		
Prior to 7/1/2011	2.7% at 55	50% of Normal Cost^
On or After 7/1/2011 (with reciprocity)	2.0% at 55	
On or After 1/1/2013 (without reciprocity)	2.5% at 67 (PEPRA)	50% of Normal Cost^
<i>General – Administrative Management</i>		
Prior to 12/1/2012	2.7% at 55	50% of Normal Cost^
On or After 12/1/2012 (with reciprocity)	2.0% at 55	
On or After 1/1/2013 (without reciprocity)	2.5% at 67 (PEPRA)	50% of Normal Cost^
<i>General – Executive Management</i>		
Prior to 12/1/2012	2.7% at 55	50% of Normal Cost^
On or After 12/1/2012 (with reciprocity)	2.0% at 55	
On or After 1/1/2013 (without reciprocity)	2.5% at 67 (PEPRA)	50% of Normal Cost^

^ Capped at maximum employee contribution as required by OCERS

For the year ended June 30, 2021, employer and employee contributions remitted to OCERS were as follows:

	Employer Contributions	Employee Contributions	Total Contributions
Contributions paid (credited) by OCFA	\$106,715,236	\$ (27,219)	\$106,688,017
Contributions paid by employees	-	27,232,305	27,232,305
Total	<u>\$106,715,236</u>	<u>\$27,205,086</u>	<u>\$133,920,322</u>

(b) Pension Liabilities, Pension Expenses, and Deferred Outflows/Inflows of Resources

OCFA's net pension liability with OCERS is measured as the proportionate share of the net pension liability. The net pension liability of each member agency is measured as of December 31, 2020, and the total pension liability for each member agency used to calculate the net pension liability was determined by an actuarial valuation as of December 31, 2019, rolled forward to December 31, 2020, using standard update procedures. OCFA's proportion of the net pension liability was based on a projection of OCFA's long-term share of contributions to the pension plan relative to the projected contributions of all participating agencies, actuarially determined. OCFA's proportionate share of the total OCERS net pension liability as of June 30, 2021 and 2020 was as follows:

Member Type	OCFA's Proportionate Share of the Total OCERS Net Pension Liability					
	At June 30, 2020		Increase (Decrease)		At June 30, 2021	
	Amount	% of Total	Amount	% of Total	Amount	% of Total
Safety	\$321,941,742	6.4%	\$(160,422,665)	(2.6%)	\$161,519,077	3.8%
General	32,453,715	0.6%	(12,851,154)	(0.1%)	19,602,561	0.5%
Total	<u>\$354,395,457</u>	<u>7.0%</u>	<u>\$(173,273,819)</u>	<u>(2.7%)</u>	<u>\$181,121,638</u>	<u>4.3%</u>

For the year ended June 30, 2021, OCFA recognized pension expense of \$17,590,285. At June 30, 2021, OCFA reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between actual and expected experience in the Total Pension Liability	\$ 42,647,259	\$ (22,151,617)
Changes in assumptions	20,847,354	(51,604,825)
Net differences between projected and actual earnings on plan investments	-	(127,379,805)
	63,494,613	(201,136,247)
Employer contributions subsequent to measurement date	66,569,000	-
Total	<u>\$130,063,613</u>	<u>\$(201,136,247)</u>

Deferred outflows of resources related to contributions subsequent to the measurement date totaling \$66,569,000 will be recognized as a reduction of the net pension liability in the year ended June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will also be recognized as an adjustment to pension expense as follows:

Year Ended June 30	Amount
2022	\$ (42,479,079)
2023	(16,842,534)
2024	(50,346,635)
2025	(23,552,306)
2026	(4,421,080)
Total	<u>\$(137,641,634)</u>

(c) Actuarial Assumptions

The total pension liability in the December 31, 2019, actuarial valuation was determined using the following actuarial assumptions:

Valuation Date	December 31, 2019			
Measurement Date	December 31, 2020, rolled forward on an actuarial basis			
Actuarial Cost Method	Entry age actuarial cost method (normal)			
Discount rate	7.00%			
Inflation	2.75%			
Investment rate of return	7.00%, net of pension plan investment expense, including inflation			
Salary increases	Safety 4.75% to 17.25% and General 4.25% to 12.25% (vary by service, including inflation)			
Date of experience study	Actuarial assumptions were based on the results of an experience study for the period January 1, 2014 through December 31, 2016.			
Mortality:	Safety		General	
• Healthy	Pub-2010 Safety Retiree Amount-Weighted Above-Median Mortality Table (male and female), projected generationally with the two-dimensional mortality improvement scale MP-2019		Pub-2010 General Healthy Retiree Amount-Weighted Above-Median Mortality Table (male and female) with rates increased by 5%, projected generationally with the two-dimensional mortality improvement scale MP-2019	

Mortality:	Safety	General
<ul style="list-style-type: none"> Disabled 	Pub-2010 Safety Disabled Retiree Amount-Weighted Mortality Table (male and female), projected generationally with the two-dimensional mortality improvement scale MP-2019	Pub-2010 Non-Safety Disabled Retiree Amount-Weighted Mortality Table (male and female) with rates decreased by 5%, projected generationally with the two-dimensional mortality improvement scale MP-2019
<ul style="list-style-type: none"> Beneficiaries 	Pub-2010 General Contingent Survivor Amount-Weighted Above-Median Mortality Table (male and female) with rates increased by 5%, projected generationally with the two-dimensional mortality improvement scale MP-2019.	
<ul style="list-style-type: none"> Employee Contribution Rates 	Pub-2010 Safety Healthy Retiree Amount-Weighted Above-Median Mortality Table (male and female), projected 30 years (from 2010) with the two-dimensional mortality improvement scale MP-2019, weighted 80% male and 20% female	Pub-2010 General Healthy Retiree Amount-Weighted Above-Median Mortality Table (male and female) with rates increased by 5%, projected 30 years (from 2010) with the two-dimensional mortality improvement scale MP-2019, weighted 40% male and 60% female

The Pub-2010 mortality tables and adjustments as shown above reflect the mortality experience as of the measurement date. The generational projection is a provision for future mortality improvement.

Discount Rate

The discount rate used to measure the Total Pension Liability was 7.00% and 7.00% as of December 31, 2020, and December 31, 2019, respectively. The projection of cash flows used to determine the discount rate assumed plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the actuarially determined contribution rates. For this purpose, only employer contributions that are intended to fund benefits for current plan members and their beneficiaries are included. Projected employer contributions that are intended to fund the service costs for future plan members and their beneficiaries, as well as projected contributions from future plan members, are not included. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments for current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability as of both December 31, 2020, and December 31, 2019.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which expected future real rates of return (expected returns, net of inflation) are developed for each major asset class. These returns are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage, adding expected inflation, and subtracting expected investment expenses and a risk margin.

The target allocation (approved by the OCERS Retirement Board) and projected arithmetic real rates of return for each major asset class, after deducting inflation but before deducting investment expenses, used in the derivation of the long-term expected investment rate of return assumption are summarized in the following table:

Asset Class	Target Allocation	Long-term Expected Real Rate of Return
Large Cap Equity	23.10%	5.43%
Small Cap Equity	1.90%	6.21%
International Developed Equity	13.00%	6.67%
Emerging Markets Equity	9.00%	8.58%
Core Bonds	9.00%	1.10%
High Yield Bonds	1.50%	2.91%
TIPS	2.00%	0.65%
Emerging Market Debt	2.00%	3.25%
Corporate Credit	1.00%	0.53%
Long Duration Fixed Income	2.50%	1.44%
Real Estate	3.01%	4.42%
Private Equity	13.00%	9.41%
Value Added Real Estate	3.01%	7.42%
Opportunistic Real Estate	0.98%	10.18%
Energy	2.00%	9.68%
Infrastructure (Core Private)	1.50%	5.08%
Infrastructure (Non-Core Private)	1.50%	8.92%
CTA – Trend Following	2.50%	2.38%
Global Macro	2.50%	2.13%
Private Credit	2.50%	5.47%
Alternative Risk Premia	<u>2.50%</u>	2.50%
Total	<u>100.0%</u>	

Sensitivity of the Net Pension Liability to Changes in the Discount Rate

The following presents OCFA's proportionate share of the net pension liability with OCERS, calculated using the discount rate of 7.00%, as well as what OCFA's proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (6.00%) or one percentage point higher (8.00%) than the current rate.

	1% Decrease (6.00%)	Current Discount Rate (7.00%)	1% Increase (8.00%)
Total proportionate share of net pension liability	<u>\$498,882,290</u>	<u>\$181,121,638</u>	<u>\$77,902,060</u>

(d) Pension Plan Fiduciary Net Position

Detailed information about the pension plan's fiduciary net position is available in the separately issued OCERS financial report.

(24) Retirement Plan for Part-Time Employees

(a) General Information About the Plan

Plan Description and Administration

OCFA administers the Extra Help Retirement Plan (Plan), a single-employer defined benefit pension plan that provides retirement benefits for its less than half-time and extra help employees. The Plan was established on January 1, 1997, and is accounted for in the Extra Help Retirement Plan fiduciary fund. The Board establishes and amends all Plan provisions, and has the authority to change contribution rates and investment types. A separate, audited pension plan report is not available. Effective July 1, 2018, the Plan is closed to new entrants and all eligible extra help employees hired by OCFA are enrolled as participants in a 457(OBRA) Deferred Compensation Plan in lieu of the Extra Help Retirement Plan.

Benefits Provided

The Plan provides retirement benefits in the form of a lifetime annuity. Retirement benefits are calculated at the rate of 2% of career earnings during the first thirty years of credited service. Upon retirement, participants are eligible to receive their benefit either as a lump sum payment or as a monthly payment. If employment with OCFA is terminated prior to retirement and the value of the employee's contributions with interest is \$3,500 or less, the employee may receive an immediate lump sum distribution in lieu of any future benefits payable under the Plan. If the value of the terminated employee's contributions with interest exceeds \$3,500, the employee may elect to receive a lump sum distribution or leave the contributions on deposit until he or she reaches retirement age.

During the year ended June 30, 2021, there were no lump sum distributions made to participants. Currently, there are no participants collecting retirement benefits.

Plan Membership

As of June 30, 2021, Plan membership consisted of the following:

Plan Members (or Beneficiaries)	Balance as of June 30, 2021		
	\$3,500 or Less	More than \$3,500	Total
Inactive; currently receiving benefits	-	-	-
Inactive; entitled to but not yet receiving benefits	36	2	38
Active	<u>1</u>	-	<u>1</u>
Total	<u>37</u>	<u>2</u>	<u>39</u>

Contributions

All eligible half-time and extra help employees hired on or after January 1, 1997, are required to contribute a percentage of compensation corresponding to an age-based table included in the Plan. Age is determined as attained age on every January 1. Employee contributions rates range from 2.5% to 7.5% based on age. After 30 years of credited service, OCFA is responsible for the employee's Plan contributions. Employee contributions are credited with 5% interest compounded semi-annually. Any interest earnings credited to the Plan in excess of actual investment earnings are reported as employer contributions. During the year ended June 30, 2021, employee and employer contributions totaled \$579 and \$2,117, respectively.

(b) Investments

Method Used to Value Investments

All Plan assets are invested in the Local Agency Investment Fund (LAIF), which is reported based on OCFA's pro-rata share of the fair value provided by LAIF for the entire LAIF portfolio (in relation to the amortized cost of that portfolio).

Investment Policy

Contributions are deposited into OCFA's Local Agency Investment Fund (LAIF), which is regulated by California Government Code Section 16429 under the oversight of the Treasurer of the State of California and the Pooled Money Investment Board. Additional LAIF information is provided within these notes as Note 4(d).

Concentrations

All Plan assets are invested in the Local Agency Investment Fund (LAIF).

(c) Net Pension Liability

Net pension liability is measured as the total pension liability, less the pension plan's fiduciary net position. The Plan's fiduciary net pension liability is measured as of June 30, 2021, using an actuarial valuation as of January 1, 2021, rolled forward to June 30, 2021, using standard update procedures. A summary of components of the Plan's net pension liability as of June 30, 2021, is shown below, followed by principal assumptions and methods used to determine the net pension liability.

Total pension liability	\$134,494
Plan fiduciary net position	<u>(49,896)</u>
Net pension liability	<u>\$ 84,598</u>

Plan fiduciary net position as a % of the total pension liability	37.10%
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Actuarial Assumptions

Actuarial calculations reflect a long-term perspective. Calculations are based on the benefits provided under the terms of the Plan in effect at the time of each valuation and on the pattern of sharing of costs between the OCFA and plan members to that point. Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Actuarially determined amounts are subject to continual revision as results are compared to past expectations and new estimates are made about the future.

The total pension liability in the January 1, 2021, actuarial valuation was determined using the following actuarial assumptions:

Valuation Date	January 1, 2021
Measurement Date	June 30, 2021, rolled forward on an actuarial basis
Actuarial Cost Method	Entry age normal
Discount rate	2.10% per annum; average (rounded to 5 basis points) of three 20-year municipal bond rate indices as of June 30, 2021: S&P Municipal Bond 20-Year High Grade Rate Index, Bond-Buyer 20-Bond GO Index, and 20-Year Yield of the Fidelity Municipal General Obligation AA Curve
Inflation	2.75%
Investment rate of return	2.10%
Salary increases	3.00%, including merit, seniority, and inflation; annual salary for the current year assumed to be equal to the average annual salary over the last 3 years
Mortality	PubS2010 mortality table with generational improvements based on the MP-2020 scale. As the plan is not large enough to have credible experience, mortality assumptions are set to reflect general population trends.
Experience study	Given the size of the plan, there was not enough data available to conduct a credible experience study. The assumptions are not anticipated to produce significant cumulative actuarial gains or losses over time. Liabilities and data are analyzed each year in order to identify any trends of experience deviating from the actuarial assumptions.
Form of payment	Participants who have 5 years or less of credited service or have a contribution balance less than or equal to \$3,500 are assumed to take an immediate lump sum upon termination or retirement. Participants who have worked more than 5 years or have attained age 55 are assumed to commence a modified cash refund annuity starting at age 65. As the plan is not large enough to have credible experience, forms of payment are based on professional judgment and expectations based on the provisions of the plan.
Retirement	100% retirement at age 65. Due to the size of the plan, use of an assumption more than a single point estimate is not merited.

Termination	Service 0 years, Rate 30%; Service 1-3 years, Rate 50%; Service 4 years, Rate 25%; Service 5+ years, Rate 5%
Plan Assets	The employee contributions are deposited into the Authority's LAIF account. The LAIF account is managed by the State Treasurer's Office and is invested in fixed income securities.

Changes of Assumptions

Following is a comparison of actuarial assumptions for the years ended June 30, 2021 and 2020:

	As of June 30, 2021	As of June 30, 2020	Change
Discount rate	2.10%	2.45%	(0.35)%
Inflation	2.75%	2.75%	n/a
Investment rate of return	2.10%	2.45%	(0.35)%
Salary increases	3.00%	3.00%	n/a

Discount Rate

The discount rate used to measure the total pension liability was 2.10% (a decrease of 0.35% since the prior measurement date). The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rate and that contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. Professional judgment on future contributions has been applied in those cases where contribution patterns deviate from the actuarially determined rates. Based on those assumptions, the Plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Rate of Return

The long-term expected rate of return on pension plan investments was determined using a building-block method in which expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These expected future real rates of return are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class included in the pension plan's target asset allocation as of June 30, 2021, are summarized in the following table:

Asset Class	Target Allocation	Long-term Expected Real Rate of Return
Local Agency Investment Fund	100.00%	2.10%

The annual money-weighted rate of return was 0.55%, and was an estimate based on mid-year timing of contributions and benefit payments. The money rated rate of return expresses investment performance, net of pension plan investment expenses, adjusted for changing amounts actually invested.

(d) Changes in the Net Pension Liability

Changes in the Plan's net pension liability for the year ended June 30, 2021, were as follows:

	Total Pension Liability	Plan Fiduciary Net Position	Net Pension Liability/ (Asset)
Balance at June 30, 2020	<u>\$122,785</u>	<u>\$46,934</u>	<u>\$75,851</u>
Changes in the year:			
Service cost	994	-	994
Interest	3,033	-	3,033
Differences between expected and actual experience	829	-	829
Changes of assumptions	6,853	-	6,853
Contributions – employer	-	2,117	(2,117)
Contributions – plan members	-	579	(579)
Net investment income	-	266	(266)
Benefit payments, including refunds of employee contributions	-	-	-
Net changes	<u>11,709</u>	<u>2,962</u>	<u>8,747</u>
Balance at June 30, 2021	<u>\$134,494</u>	<u>\$49,896</u>	<u>\$84,598</u>

Sensitivity of the Net Pension Liability to Changes in the Discount Rate

The following presents the net pension liability, calculated using the discount rate of 2.10%, as well as what the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (1.10%) or one percentage point higher (3.10%) than the current rate:

	1% Decrease (1.10%)	Current Discount Rate (2.10%)	1% Increase (3.10%)
Net pension liability	<u>\$111,453</u>	<u>\$84,598</u>	<u>\$63,567</u>

(e) Pension Expense and Deferred Outflows/Inflows of Resources

For the year ended June 30, 2021, OCFA recognized pension expense of \$10,408. At June 30, 2021, OCFA reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between actual and expected experience in the Total Pension Liability	\$ -	\$ -
Changes in assumptions	-	-
Net differences between projected and actual earnings on plan investments	<u>1,330</u>	-
Total	<u>\$1,330</u>	<u>\$ -</u>

Amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized as an adjustment to pension expense as follows:

Year Ended June 30	Amount
2022	\$ 536
2023	338
2024	271
2025	<u>185</u>
Total	<u>\$1,330</u>

(f) Pension Plan Fiduciary Net Position

As previously mentioned, the Plan does not issue a separate stand-alone financial report. Below are the Plan's financial statements as of and for the year ending June 30, 2021:

	<u>Extra Help Retirement</u>
Assets:	
Cash and investments:	
Local Agency Investment Fund:	
Domestic fixed income	\$49,896
Total assets	<u>49,896</u>
Net position restricted for pensions	<u>\$49,896</u>
Additions:	
Contributions:	
Employer	\$ 2,117
Plan members	<u>579</u>
Total contributions	<u>2,696</u>
Net investment income:	
Total investment income	<u>266</u>
Total net investment income	<u>266</u>
Total additions	<u>2,962</u>
Deductions:	
Benefits and refunds paid to plan members and beneficiaries	<u>-</u>
Total deductions	<u>-</u>
Change in net position	2,962
Net position, beginning of year	<u>46,934</u>
Net position, end of year	<u>\$49,896</u>

(25) Other Postemployment Benefits (OPEB)

(a) General Information

Plan Description and Administration

OCFA provides other postemployment benefits (OPEB), such as healthcare benefits to eligible retirees and their dependents, through the Retiree Medical Plan (Plan). The purpose of the Plan is to assist employees hired prior to January 1, 2007, in maintaining health insurance coverage following their retirement by providing a monthly grant applied toward the cost of such health insurance coverage. The Plan is intended to qualify for the exclusion from income as an accident or health plan under sections 105(e) and 106 of the Internal Revenue Code. Employee participation is contingent on a contribution of 4% of base salary through payroll deductions to OCFA. OCFA has entered into Memorandum of Understanding with each of its four labor bargaining groups mandating this 4% employee contribution.

The single-employer Plan was established by OCFA's Board of Directors on January 1, 1997, and amended on September 28, 2006. OCFA's Board of Directors is the Plan's Board, establishing and amending all Plan provisions, including benefit terms and contribution requirements, through negotiations with labor bargaining groups. OCFA may terminate the Plan by action of its Board of Directors in its sole discretion. Amendment or termination of the plan is subject to the meet and confer requirement of the Myers-Milias-Brown Act and any other applicable law.

Plan assets are held in an irrevocable trust for the exclusive benefit of Plan participants and are administered by the

Orange County Employees Retirement System (OCERS). Funds are held in a trust account established pursuant to Section 401(h) of the Internal Revenue Code and are held separate from the assets of the OCERS retirement system, except for investment purposes. The trust is presented in accordance with the Plan year, which is on a calendar basis ending December 31, 2020. The Plan's Statement of Fiduciary Net Position and Statement of Changes in Fiduciary Net Position (presented within the Fiduciary Funds of these financial statements) are reported as of the December 31, 2020 plan year-end date. A publicly available OCERS financial report, which includes the Plan's assets, can be obtained at 2223 Wellington Avenue, Santa Ana, California 92701 or online at <http://www.ocers.org/finance/finance.htm>. A separate, audited OPEB Plan report is not available.

All retirees and full-time employees hired on or after January 1, 2007, are not considered Plan participants; however, they are eligible to receive OPEB benefits in the form of employer contributions toward monthly healthcare premiums per the Public Employees' Medical and Hospital Care Act (PEMHCA). OCFA provides health insurance benefits to its employees and retirees through the California Public Employees' Retirement System (CalPers), subject to the legal requirements of the PEMHCA. OCFA contributes toward the monthly payment of healthcare premiums on behalf of eligible retirees at an amount equal to the PEMHCA statutory minimum, which was \$139 for 2020 and \$143 for 2021. In addition, retirees and full-time employees hired on or after January 1, 2007, are eligible to participate in an employer-sponsored defined contribution plan. Additional information regarding the defined contribution benefit is provided within these notes as Note 26.

Eligibility

All full-time or part-time employees who were hired prior to January 1, 2007, and who are credited with at least one year (2,080 hours) of service are eligible to participate in the Plan. An eligible employee, and his or her surviving dependents, will participate in the Plan upon his or her retirement or other termination of employment with OCFA, subject to the terms and conditions contained in the Plan, as applicable for "covered retirees" and "covered former employees."

- A "covered retiree" is a retiree who receives a monthly retirement allowance from the Orange County Employees Retirement System (OCERS) and who meets all coverage and participation requirements.
- A "covered former employee" is an employee who meets the coverage and participation requirements of the Plan at the time of his or her termination of employment with OCFA.

An employee who retires and does not immediately begin receiving a retirement allowance from OCERS will not participate in the Plan until such retirement allowance commences. An employee who terminates employment with OCFA for reasons other than retirement, or who is not eligible to receive a monthly retirement allowance from OCERS, will not be eligible to receive the grant until the age of fifty-five (55) and requests that OCFA commence distribution of the grant. Such requests must be made no later than ninety (90) days from the employee's fifty-fifth birthday.

To be eligible to receive the grant, a participant must be covered under a "qualified health plan" (covered retirees), a "recognized health insurance plan" (covered former employees), or Medicare. A "qualified health plan" is a health insurance plan made available to OCFA's employees and retirees, including an OCFA health plan or a plan administered by an employee organization that the OCFA has agreed will be a "qualified health plan." A "recognized health insurance plan" means a health insurance plan other than a "qualified health plan" covering a former employee or his/her surviving dependents and which is acceptable to OCFA.

Participation of a covered retiree, a covered former employee, or his or her surviving dependents may be terminated as follows:

- Participation of a covered retiree and his or her surviving dependents will cease and eligibility for benefits will be terminated upon the earlier of (a) the failure to elect coverage under a "qualified health plan" or Medicare; (b) failure to make all required contributions or premium payments under a "qualified health plan;" (c) the participant's death; (d) amendment of the Plan to preclude such coverage; or (e) termination of the Plan.

- Participation of a covered former employee and his or her surviving dependents will cease and eligibility for benefits will be terminated upon the earlier of (a) the failure or refusal to maintain and provide proof of coverage under a “recognized health insurance plan” or Medicare; (b) the participant’s death; (c) amendment of the Plan to preclude such coverage; or (d) termination of the Plan.

If participation in the Plan is terminated, eligibility will be extinguished, years of service will be lost, and he or she may not later again participate in the Plan.

Benefit Provisions

The Plan provides a grant toward the cost of retirees’ health insurance coverage. The grant is equal to the product of the monthly grant amount multiplied by years of credited service, up to a maximum of twenty-five years.

- The amount of the monthly grant is adjusted annually by the average increase or decrease in OCFA’s health plan premiums, not to exceed 5% per year. The amount of the monthly grant was as follows for calendar years 2019 through 2021:

<u>Calendar Year</u>	<u>Monthly Grant Amount</u>	<u>% Increase</u>
2021	\$29.13	5.0%
2020	\$27.74	5.0%
2019	\$26.42	1.4%

- The grant is applied as a credit or reimbursement to reduce the cost of the retiree’s or former employee’s monthly medical insurance premium under his or her selected health plan. If the grant amount exceeds the cost of such coverage, it may be used to offset the cost of the Medicare premium. In no case may the grant exceed the actual cost of the combined health plan and Medicare premiums.
- A surviving dependent of an eligible retiree or former employee is eligible to receive a monthly survivor benefit equal to 50% of the grant that the retiree or covered former employee was eligible to receive at the time of his or her death. A surviving dependent is (a) a surviving spouse who was legally married to an employee, retiree, or covered former employee at the time of his or her death; or (b) a dependent child, as defined by an OCFA health plan or health plan of a covered former employee, of a deceased employee, retiree, or covered former employee.

Plan Membership

The Retiree Medical Plan is closed to new entrants. Plan membership consisted of the following at December 31, 2020, the date of the latest actuarial valuation:

<u>Plan Membership Status</u>	<u>Retiree Medical Plan (Hired Prior to January 1, 2007)</u>	<u>PEMHCA Eligible Employees (Hired on or After January 1, 2007)</u>	<u>Total</u>
Inactive plan members or beneficiaries currently receiving benefit payments	826	4	830
Inactive plan members entitled to but not yet receiving benefit payments	37	-	37
Active plan members	<u>406</u>	<u>1,046</u>	<u>1,452</u>
Total	<u>1,269</u>	<u>1,050</u>	<u>2,319</u>

Contributions

Current, active employees who became employed by OCFA prior to January 1, 2007, are required to contribute 4% of their base salary through payroll deductions to OCFA, to be applied as employee contributions to the Plan, per the terms of the Plan, Memorandums of Understanding between OCFA and each of its four labor bargaining groups, and the Personnel and Salary Resolution covering unrepresented employees. Employee participation in the Plan is contingent on this 4% payroll deduction.

At the time the Plan was implemented and subsequently amended in 2006, all OCFA classifications received a salary range adjustment, which was earmarked for the required employee contribution. Employees were not given the option to receive the salary increase as cash payment. Required employee withholdings contributed to the Plan are considered employer contributions for tax purposes, because OCFA as the employer maintains the tax-exempt status for the Plan. However, these contributions are considered employee contributions for financial reporting purposes.

OCFA may also make additional employer contributions to the Plan in amounts authorized to be contributed by the Board of Directors. OCFA's employer contributions to the Plan were as follows:

Type of Employer Contribution	Measurement Period Ending December 31, 2020	Fiscal Year Ending June 30, 2021
Cash contributions	\$ -	\$ -
Implicit subsidy	<u>2,284,326</u>	<u>2,361,738</u>
Total	<u>\$2,284,326</u>	<u>\$2,361,738</u>

(b) Plan Investments

Investment Policy

OCERS serves as trustee for the Plan's assets as established under Internal Revenue Code Section 401(h). Health care assets for the 401(h) trusts are commingled with OCERS' pension trust assets for investment purposes and are used exclusively to pay health benefits to OCFA's eligible Plan members.

State Street Bank and Trust maintains custody of the majority of OCERS' investments. The acquisition of investments is authorized by state statute and OCERS' Investment Policy Statement. The allocation of investment assets is approved by OCERS' Board of Retirement, as outlined in its Investment Policy Statement, and assets are invested solely for the benefit of plan participants and beneficiaries while attempting to minimize employer contributions and investment and administration costs. The Investment Policy Statement calls for an asset allocation plan that seeks to optimize long-term returns for the level of risk that the Board of Retirement considers appropriate. The Board of Retirement conducts a periodic review of the asset allocation plan to maintain an optimal allocation, and may also revise the asset allocation in response to significantly changing market conditions that may affect valuations and forward-looking expected returns of asset classes.

Investments are reported at fair value, in accordance with Governmental Accounting Standards Board (GASB) Statement No. 72 *Fair Value Measurement and Application*. Plan investments consist of domestic, international and global equity securities; domestic fixed income; real estate; diversified credit; emerging markets equity and debt; real return strategies; absolute return strategies; and private equity. OCERS is authorized by its investment policy and state law to lend its investment securities, including global public equities, core fixed income, credit, and real assets to brokers/dealers in exchange for collateral in the form of either cash or securities.

The following was the Board of Retirement's adopted asset allocation plan as of December 31, 2020:

Asset Class	Target Allocation
Global Equities	47.0%
Private Equities	13.0%
Real Assets	12.0%
Fixed Income	11.0%
Risk Mitigation	10.0%
Credit	7.0%
Total	<u>100.0%</u>

Concentrations

Concentration of credit risk is the risk of loss attributed to the magnitude of OCERS' investment in a single issuer. By policy, OCERS did not hold investments in any one issuer that represented five percent (5%) or more of net position and net investments during the year ended December 31, 2020. Investments issued or explicitly guaranteed by the U.S. Government and pooled investments are excluded from this policy requirement.

Rate of Return

For the year ended December 31, 2020, the annual money-weighted rate of return on OCERS' plan assets, net of investment expense, was 11.2%. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the timing of cash flows and the changing amounts actually invested.

(c) Net OPEB Liability

Components of the Net OPEB Liability

Net OPEB liability is measured as the total OPEB liability, less the Plan's fiduciary net position. The Plan's fiduciary net position is measured as of December 31, 2020, using an actuarial valuation as of December 31, 2020, rolled forward to December 31, 2020, using standard update procedures. A summary of components of the Plan's net OPEB liability as of the measurement date is shown below, followed by principal assumptions and methods used to determine the net OPEB liability.

Total OPEB liability	\$335,009,795
Plan fiduciary net position	<u>(41,954,050)</u>
Net OPEB liability	<u>\$293,055,745</u>

Plan fiduciary net position as a % of the total OPEB liability	12.52%
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Actuarial Assumptions

The total OPEB liability in the December 31, 2020, actuarial valuation was determined using the following actuarial assumptions:

Valuation Date	December 31, 2020
Measurement Date	December 31, 2020
Actuarial Cost Method	Entry age normal
Discount Rate	<ul style="list-style-type: none"> 2.20%; Based on the blended rate of return on invested assets available to pay future benefits and a yield for 20-year tax-exempt general obligation municipal bonds with an average rating of AA/Aa or higher (bond index range 1.93% - 2.12%). The 20-year tax-exempt general obligation municipal bond rates as of December 31, 2020, included the Bond Buyer Go 20-Bond Municipal Bond Index (2.12%), the S&P

	Municipal Bond 20-Year High Grade Rate Index (1.93%), and the Fidelity 20-Year Go Municipal Bond Index (2.00%). <ul style="list-style-type: none">The crossover year is 2027 (year that the Trust is expected to be depleted based on the current funding strategy).																					
Inflation	2.75%																					
Investment Rate of Return	7.0%																					
Salary Increases	3.25%																					
Pre and Post-Retirement Mortality	Mortality rates from the SOA Pub-2010 Headcount Weighted Mortality Tables for General, Public Safety, and Continuing Survivor projected fully generational using Scale MP-2020.																					
Healthcare Cost Trend Rates	<table><tr><td><u>Year</u></td><td><u>Trend</u></td></tr><tr><td>2020</td><td>6.5%</td></tr><tr><td>2021</td><td>6.0%</td></tr><tr><td>2022</td><td>5.5%</td></tr><tr><td>2023</td><td>5.0%</td></tr><tr><td>2024</td><td>4.5%</td></tr></table>	<u>Year</u>	<u>Trend</u>	2020	6.5%	2021	6.0%	2022	5.5%	2023	5.0%	2024	4.5%									
<u>Year</u>	<u>Trend</u>																					
2020	6.5%																					
2021	6.0%																					
2022	5.5%																					
2023	5.0%																					
2024	4.5%																					
Funding Policy	Partially prefund benefits through 4% employee contributions through a 401(h) account held in trust with OCERS																					
Pre-Retirement Turnover	0.9% - 11.0% (General) 0.2% - 4.5% (Safety)																					
Retirement Age	<table><tr><td><u>Age</u></td><td><u>General</u></td><td><u>Safety</u></td></tr><tr><td>50-54</td><td>2.0% - 5.5%</td><td>5.0% - 15.0%</td></tr><tr><td>55-59</td><td>10.0% - 15.0%</td><td>18.0% - 28.0%</td></tr><tr><td>60-64</td><td>12.0% - 16.0%</td><td>30.0% - 35.0%</td></tr><tr><td>65-69</td><td>22.0% - 23.0%</td><td>100.0%</td></tr><tr><td>70-74</td><td>25.0%</td><td>100.0%</td></tr><tr><td>75+</td><td>100.0%</td><td>100.0%</td></tr></table>	<u>Age</u>	<u>General</u>	<u>Safety</u>	50-54	2.0% - 5.5%	5.0% - 15.0%	55-59	10.0% - 15.0%	18.0% - 28.0%	60-64	12.0% - 16.0%	30.0% - 35.0%	65-69	22.0% - 23.0%	100.0%	70-74	25.0%	100.0%	75+	100.0%	100.0%
<u>Age</u>	<u>General</u>	<u>Safety</u>																				
50-54	2.0% - 5.5%	5.0% - 15.0%																				
55-59	10.0% - 15.0%	18.0% - 28.0%																				
60-64	12.0% - 16.0%	30.0% - 35.0%																				
65-69	22.0% - 23.0%	100.0%																				
70-74	25.0%	100.0%																				
75+	100.0%	100.0%																				
Future Accruals	Current active employees are assumed to earn one year of service for each future year.																					
Participation Rates	100% of active employees eligible for the Plan grant are assumed to elect medical coverage at retirement. 35% of active employees eligible for the PEMHCA minimum required contribution are assumed to elect to continue coverage through PEMHCA at retirement.																					
Spouse Coverage	For future retirees, 65% of males and 25% females are assumed to be married at retirement or pre-retirement death. For current retirees, spouses are assumed for those enrolled in two-party and family coverage. Male spouses are assumed to be three years older than female spouses.																					
Claim Cost Development	Based on the 2020 and 2021 premiums and funding rates. Safety employees are underwritten with the active and retirees pooled together, thus an implied rate subsidy has been estimated and is included in the valuation. The rate subsidy equals the difference between the estimated cost and the actual premium for coverage. General employees are assumed to participate in a community-rated plan. This valuation includes the liability for the implied subsidy. The expected retiree cost for both Safety and General employees is determined using unisex morbidity rates.																					
Medical Grant Amount	Assumed 5% annual increase																					
Minimum Required Contribution (PEMHCA)	Assumed 4% annual increase																					
Actuarial Value of Assets	Market Value																					

Changes of Assumptions

Following is a comparison of changes in actuarial assumptions as of December 31, 2020 and 2019:

	As of December 31, 2020	As of December 31, 2019	Change
Discount rate	2.20%	3.31%	(1.11%)
Twenty-year bond rate	1.93% – 2.12% Range	2.74% - 3.26% Range	(0.81%) to (1.14%) Range
Crossover year	2027	2025	2 years
Mortality rate scale	MP-2020	MP-2019	n/a
Healthcare trend rates	Initial rate of 6.0% (2021) decreasing by 0.5% annually to an ultimate rate of 4.5% (2024)	Initial rate of 6.5% (2020) decreasing by 0.5% annually to an ultimate rate of 4.5% (2024)	(0.5%) Initial rate

Discount Rate

The discount rate used to measure the total OPEB liability was 2.20% (a decrease of 1.11% since the prior measurement date). The projection of cash flows used to determine the discount rate assumed that plan member contributions were made at the 4.0% required contribution rate. The discount rate incorporates a municipal bond rate range of 1.93 – 2.12% (Bond Buyer Go 20-Bond Municipal Bond Index; S&P Municipal Bond 20-Year High Grade Rate Index; Fidelity 20-Year Go Municipal Bond Index). Based on those assumptions, the Plan's fiduciary net position is projected to be unable to make all projected future benefit payments for its current plan members in the year 2027.

Rate of Return

The long-term expected rate of return on OPEB plan investments was determined using a building-block method in which expected future real rates of returns (expected returns, net of OPEB plan investment expense and inflation) are developed for each major asset class. These expected future real rates of return are then combined to produce the long-term expected rate of return by weighting them based on the target asset allocation percentage and adding in expected inflation (2.75%). The best estimates of arithmetic real rates of return for each major asset class included in the OPEB Plan's target allocation as of December 31, 2020, are summarized in the following table:

Asset Class	Target Allocation	Long-term Expected Real Rate of Return
Global Equities	47.0%	5.0%
Private Equities	13.0%	7.0%
Real Assets	12.0%	5.0%
Fixed Income	11.0%	1.0%
Risk Mitigation	10.0%	4.0%
Credit	7.0%	5.0%
Total	100.0%	7.0%

The annual money-weighted rate of return was 11.2%.

(d) Changes in the Net OPEB Liability

Changes in the Plan's net OPEB liability for the year ended June 30, 2021, were as follows:

	Total OPEB Liability	Plan Fiduciary Net Position	Net OPEB Liability
Balance at June 30, 2020	<u>\$286,369,153</u>	<u>\$41,404,890</u>	<u>\$244,964,263</u>
Changes in the year:			
Service cost	8,510,680	-	8,510,680
Interest on the total OPEB liability	9,632,097	-	9,632,097
Difference between expected and actual experience	1,145,322	-	1,145,322
Changes in assumptions	37,176,101	-	37,176,101
Contributions – employer	-	2,284,326	(2,284,326)
Contributions – plan members	-	1,976,295	(1,976,295)
Net investment income (loss)	-	4,134,537	(4,134,537)
Benefit payments, including refunds of employee contributions	(7,823,558)	(7,823,558)	-
Administrative expense	-	(22,440)	22,440
Net changes	<u>48,640,642</u>	<u>549,160</u>	<u>48,091,482</u>
Balance at June 30, 2021	<u>\$335,009,795</u>	<u>\$41,954,050</u>	<u>\$293,055,745</u>

Sensitivity of the Net OPEB Liability to Changes in the Discount Rate

The following presents the net OPEB liability, calculated using the current discount rate of 2.20%, as well as what the net OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (1.20%) or one percentage point higher (3.20%) than the current discount rate:

	1% Decrease (1.20%)	Current Discount Rate (2.20%)	1% Increase (3.20%)
Net OPEB liability	<u>\$358,828,018</u>	<u>\$293,055,745</u>	<u>\$241,815,304</u>

Sensitivity of the Net OPEB Liability to Changes in the Healthcare Cost Trend Rates

The following presents the net OPEB liability, calculated using the current healthcare cost trend rates (6.5% decreasing to 4.5%), as well as what the net OPEB liability would be if it were calculated using rates that are one percentage point lower (5.5% decreasing to 3.5%) or one percentage point higher (7.5% decreasing to 5.5%) than the current rates:

	1% Decrease (5.5% decreasing to 3.5%)	Current Healthcare Cost Trend Rates (6.5% decreasing to 4.5%)	1% Increase (7.5% decreasing to 5.5%)
Net OPEB liability	<u>\$275,454,029</u>	<u>\$293,055,745</u>	<u>\$302,298,077</u>

(e) OPEB Expense and Deferred Outflows/Inflows of Resources Related to OPEB

For the year ended June 30, 2021, OCFA recognized OPEB expense of \$14,149,239. At June 30, 2021, OCFA reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between actual and expected experience in the total OPEB liability	\$ 858,991	\$ (323,685)
Changes in assumptions	37,318,988	-
Net differences between projected and actual earnings on plan investments	-	(1,747,240)
	38,177,979	(2,070,925)
Contributions subsequent to measurement date	1,219,575	-
Total	<u>\$39,397,554</u>	<u>\$(2,070,925)</u>

Deferred outflows of resources related to contributions subsequent to the measurement date totaling \$1,219,575 will be recognized as a reduction of the net OPEB liability in the year ended June 30, 2022. All other amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will also be recognized as an adjustment to OPEB expense as follows:

Year Ended June 30	Amount
2022	\$13,538,897
2023	14,052,276
2024	8,783,149
2025	<u>(267,268)</u>
Total	<u>\$36,107,054</u>

(f) OPEB Plan Fiduciary Net Position

As previously mentioned, the Plan does not issue a separate stand-alone financial report. Below are the Plan's financial statements as of and for the year ending June 30, 2021:

	Retiree Medical Plan
Assets:	
Cash and investments:	
Pooled amounts held in trust with OCERS	\$42,830,564
Total cash and investments	42,830,564
Receivables:	
Other receivables	9,679
Total assets	<u>\$42,840,243</u>
Liabilities:	
Accrued liabilities	886,193
Total liabilities	<u>886,193</u>
Net position restricted for postemployment benefits other than pensions	<u>\$41,954,050</u>

	<u>Retiree Medical Plan</u>
Additions:	
Contributions:	
Employer	\$ 2,284,326
Plan members	<u>1,976,295</u>
Total contributions	<u>4,260,621</u>
Net investment income:	
Total investment income (loss)	4,371,125
Investment fees and expenses	<u>(236,588)</u>
Total net investment income (loss)	<u>4,134,537</u>
Total additions	<u>8,395,158</u>
Deductions:	
Benefits and refunds paid to plan members and beneficiaries	7,823,558
Administrative expenses	<u>22,440</u>
Total deductions	<u>7,845,998</u>
Change in net position	549,160
Net position, beginning of year	<u>41,404,890</u>
Net position, end of year	<u>\$41,954,050</u>

(26) Retiree Defined Contribution Healthcare Expense Reimbursement Plan

(a) Plan Description and Administration

On September 28, 2006, OCFA's Board of Directors created the Orange County Fire Authority Retiree Defined Contribution Healthcare Expense Reimbursement Plan (Plan), an employer-sponsored defined contribution benefit plan. The Plan became effective January 1, 2007. OCFA's Board of Directors establishes and amends all Plan provisions through negotiations with labor bargaining groups, subject to all applicable requirements of the Myers-Milias-Brown Act and any other applicable law.

Plan assets are held in an irrevocable trust for the exclusive benefit of Plan participants and are administered by Further (formerly Select Account). Funds are held in a Healthcare Reimbursement Account as a "self-insured medical reimbursement plan" pursuant to Sections 105 and 106 of the Internal Revenue Code. All contributions, investment income, and realized and unrealized gains and losses are credited to individual recordkeeping accounts maintained in the name of each Plan participant. Account assets are invested as directed by the participant from among investment funds selected by the OCFA. The Healthcare Reimbursement Account is considered an employer-funded account for tax purposes. An individual employee may not decide to participate or not participate beyond the terms of the applicable agreement.

(b) Benefit Provisions and Eligibility

All full-time employees who were hired on or after January 1, 2007, are eligible to participate in the Plan. The Plan provides for the reimbursement of medical, dental, and other eligible healthcare expenses of retirees, their spouses, and dependents. Participants are eligible to receive Plan benefits upon reaching retirement age, including those who terminate employment with the OCFA for reasons other than retirement.

(c) Contributions

All active, full-time employees who became employed by OCFA on or after January 1, 2007, are required to contribute 4% of their base pay to the Plan through payroll deductions to the OCFA. Employees are not permitted to contribute more or less to the Plan.

At the time the Plan was implemented, all OCFA classifications received a salary range adjustment that was earmarked for the required contribution into the Healthcare Reimbursement Account. Employees were not given the option to

receive the salary increase as cash payment. Required employee withholdings contributed to the Plan are considered employer contributions for tax purposes, because OCFA as the employer maintains the tax-exempt status for the Plan. However, these contributions are considered employee contributions for financial reporting purposes. Contractually required employee contributions for the fiscal year ended June 30, 2021, totaled \$4,027,078.

(d) Public Employees' Medical and Hospital Care Act

All retirees and full-time employees hired on or after January 1, 2007, are eligible for the legally required Public Employees' Medical and Hospital Care Act (PEMHCA) minimum, as stipulated by the California Public Employees' Retirement System (CalPERS). Additional information regarding other postemployment benefits (OPEB) for PEMHCA is provided within these notes as Note 25.

(27) Deferred Compensation Plans

(a) 457(b) and 401(a) Deferred Compensation Plans

All OCFA employees may participate in OCFA's 457(b) Deferred Compensation Plan, a retirement savings plan. The 457(b) Deferred Compensation Plan (457b Plan) is administered by the Nationwide Trust Company. Employees may make voluntary contributions to the 457b Plan, including after-tax Roth 457 contributions, up to the maximum annual amounts permitted by the Internal Revenue Service. Voluntary employee contributions to the 457b Plan for the fiscal year ended June 30, 2021, totaled \$12,280,109.

On February 28, 2019, OCFA's Board of Directors created the Orange County Fire Authority 401(a) Deferred Compensation Plan (401a Plan). The 401a Plan is also administered by Nationwide Trust Company. In accordance with OCFA's Personnel and Salary Resolution, Executive Management employees are eligible to receive deferred compensation contributions from OCFA in an amount equal to 4.5% of base salary. In accordance with OCFA's Memorandum of Understanding with the Administrative Management unit, employees at the maximum of their salary range are eligible to receive a merit-based deferred compensation contribution in the amount of \$500 per year. Contractually required employer contributions to the 401a Plan for the fiscal year ended June 30, 2021, totaled \$113,901 for Executive Management employees and \$8,500 for Administrative Management employees.

OCFA's Board of Directors establishes and amends all deferred compensation plan provisions, including benefit terms and contribution requirements, through negotiations with labor bargaining groups when applicable. Amendment or termination of the plans is subject to the meet and confer requirement of the Myers-Milias-Brown Act and any other applicable law.

(b) 457(OBRA) Deferred Compensation Plan

On January 26, 2017, OCFA's Board of Directors created a 457(OBRA) Deferred Compensation Plan (Plan), a mandatory retirement savings plan, for the participation of all eligible part-time employees pursuant to federal legislation. For Internal Revenue Service (IRS) tax purposes, all OCFA Board Members are considered employees and, as such, OCFA is required to provide a retirement savings plan for mandatory enrollment. The Plan satisfies OCFA's obligation to enroll all employees in a retirement savings plan. Effective July 1, 2018, all eligible extra help employees hired by OCFA are also enrolled as participants in the Plan in lieu of OCFA's Extra Help Retirement Plan, a single-employer defined benefit pension plan described within these notes as Note 24.

Plan participants are required to contribute 7.5% of their earnings to the Plan, subject to maximum annual federal limits, and may immediately receive benefits without penalty upon separation of employment from OCFA. The Plan is administered by NaCoServices, Inc., a subsidiary of the National Association of Counties and Nationwide Retirement Solutions, Inc. Required employee contributions for the fiscal year ended June 30, 2021, totaled \$19,973.

(28) Subsequent Events

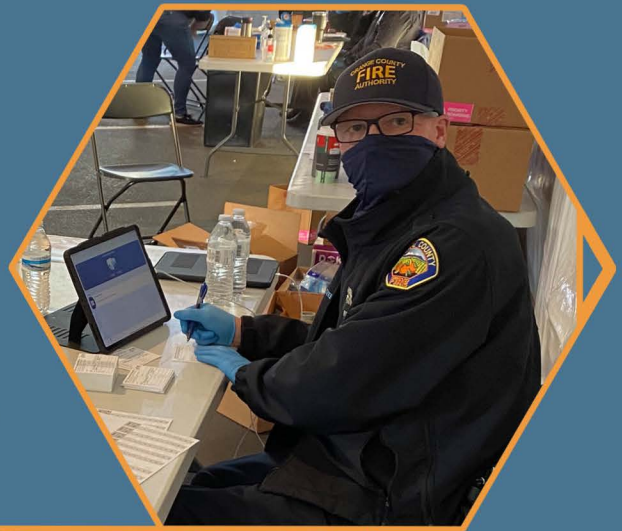
(a) Deposit to 115 Trust

On July 2, 2021, OCFA deposited \$1,500,000 into the Public Agencies Post-Employment Benefits Trust (115 Trust) for the purpose of pre-funding pension and/or other post-employment benefit obligations in accordance with terms of the Settlement Agreement between OCFA and the City of Irvine. Assets of the 115 Trust are held by U.S. Bank National Association (U.S. Bank) and are administered by Public Agency Retirement Services (PARS).

(b) General Liability Insurance Premium Increase

In July 2021, OCFA renewed its Fiscal Year 2021/22 general liability insurance premium at a cost of \$2,151,311. This was an 84% increase over the expiring Fiscal Year 2020/21 premium totaling \$1,169,408. The Fiscal Year 2021/22 premium was paid in two equal installments of \$1,075,656 each on July 23, 2021, and August 13, 2021. The premium increase is primarily due to the FAIRA pool experiencing above-average losses in employment liability claims; the general hardening of the current insurance market; the COVID-19 pandemic; and the increase in the number of OCFA vehicles, fire stations, and employees. In addition, the Fiscal Year 2021/22 deductible for the management liability portion of the policy increased from \$7,500 to \$250,000 per wrongful act.

Required Supplementary Information



COVID-19 Vaccine Clinic
January-March 2021

Required Supplementary Information

OCERS Retirement Plan

OCFA participates in the Orange County Employees Retirement System (OCERS), a cost-sharing multiple-employer, defined benefit pension plan that provides retirement, disability, and death benefits to safety and general members.

Extra Help Retirement Plan

OCFA administers a single-employer, defined benefit pension plan that provides retirement benefits for OCFA's less than half-time and extra help employees hired prior to July 1, 2018. Plan assets are accounted for in the Extra Help Retirement fiduciary fund.

Retiree Medical Plan

OCFA provides a single-employer, defined benefit plan for OCFA's full-time and part-time employees hired prior to January 1, 2007, which provides a monthly grant toward the cost of retirees' health insurance coverage. Plan assets are held in an irrevocable trust for the exclusive benefit of Plan participants and are administered by the Orange County Employees Retirement System (OCERS).

ORANGE COUNTY FIRE AUTHORITY

OCERS Retirement Plan
A Cost-Sharing, Multiple-Employer Defined Benefit Pension Plan
As of June 30, 2021
Last Ten Fiscal Years (A)

Schedule of OCFA's Proportionate Share of the Net Pension Liability

Fiscal Year Ended June 30	OCFA's Proportion of the Collective Net Pension Liability	OCFA's Proportionate Share of the Collective Net Pension Liability	OCFA's Covered Payroll	Proportionate Share of the Collective Net Pension Liability as a Percentage of Covered Payroll	Plan's Fiduciary Net Position	Plan's Fiduciary Net Position as a Percentage of the Total Pension Liability	Applicable Measurement Date (B)
2014	8.366%	\$ 442,651,348	\$ 129,689,221	341.32%	\$ 10,821,318,000	67.16%	12/31/2013
2015	9.188%	\$ 466,968,323	\$ 129,187,729	361.46%	\$ 11,536,106,000	69.42%	12/31/2014
2016	9.056%	\$ 517,669,806	\$ 129,452,647	399.89%	\$ 11,657,318,000	67.10%	12/31/2015
2017	9.043%	\$ 469,430,660	\$ 124,514,004	377.01%	\$ 12,809,208,000	71.16%	12/31/2016
2018	7.485%	\$ 370,674,668	\$ 148,890,685	248.96%	\$ 14,801,895,000	74.93%	12/31/2017
2019	7.531%	\$ 466,731,526	\$ 155,479,486	300.19%	\$ 14,481,680,000	70.03%	12/31/2018
2020	6.982%	\$ 354,395,457	\$ 164,583,742	215.33%	\$ 16,678,581,000	76.67%	12/31/2019
2021	4.299%	\$ 181,121,638	\$ 190,254,989	95.20%	\$ 18,797,203,000	81.69%	12/31/2020

Notes to Schedule:

(A) Fiscal year ended June 30, 2015 was the first year of implementation of GASB Statement No. 68; therefore, only eight years of data are available for presentation. Other years will be added as they become available.

(B) Applicable measurement date reflects the most recent fiscal year-end of the Orange County Employees Retirement System.

ORANGE COUNTY FIRE AUTHORITY

OCERS Retirement Plan
A Cost-Sharing, Multiple-Employer Defined Benefit Pension Plan
As of June 30, 2021
Last Ten Fiscal Years

Schedule of Contributions

Fiscal Year Ended June 30	Required Employer Contributions		Actual Employer		Contribution Excess		Actual Contributions as a Percentage of	
	(Actuarially Determined)		Contributions		(Deficiency)	Covered Payroll	Covered Payroll	
2012	\$ 55,756,764	\$	55,756,764	\$	-	\$ 111,444,130	50.03%	
2013	\$ 61,206,670	\$	61,206,670	\$	-	\$ 128,121,447	47.77%	
2014	\$ 57,795,043	\$	63,030,796	\$	5,235,753	\$ 125,869,628	50.08%	
2015	\$ 61,323,319	\$	82,699,618	\$	21,376,299	\$ 128,215,528	64.50%	(A)
2016	\$ 63,297,103	\$	78,708,605	\$	15,411,502	\$ 132,248,620	59.52%	
2017	\$ 66,284,815	\$	82,880,775	\$	16,595,960	\$ 144,564,215	57.33%	
2018	\$ 67,135,009	\$	90,230,805	\$	23,095,796	\$ 149,170,809	60.49%	
2019	\$ 68,220,529	\$	91,053,475	\$	22,832,946	\$ 153,247,752	59.42%	
2020	\$ 72,228,778	\$	93,232,215	\$	21,003,437	\$ 176,975,377	52.68%	
2021	\$ 79,754,287	\$	106,715,236	\$	26,960,949	\$ 185,441,142	57.55%	

Notes to Schedule:

(A) Beginning in Fiscal Year 2014/15, required and actual contributions presented in the above schedule exclude any employer-paid member contributions. Since it was not practical to obtain data in this format prior to Fiscal Year 2014/15, earlier periods have not been restated. Required and actual contributions presented for Fiscal Year 2013/14 and prior include any employer-paid member contributions.

ORANGE COUNTY FIRE AUTHORITY

Extra Help Retirement Plan
A Single-Employer Defined Benefit Pension Plan
As of June 30, 2021
For the Last Ten Fiscal Years (A)

Schedule of Changes in Net Pension Liability and Related Ratios

	Fiscal Year Ended June 30			
	2014	2015	2016	2017
Total pension liability (TPL):				
Service cost	\$ 8,030	\$ -	\$ 8,331	\$ 6,050
Interest	11,484	-	11,865	6,637
Differences between expected and actual experience	(3,269)	9,728	(131,777)	-
Changes of assumptions	-	-	47,323	(27,593)
Benefit payments, including refunds of member contributions	(8,676)	(6,459)	(10,642)	(31,370)
Net change in total pension liability	7,569	3,269	(74,900)	(46,276)
Total pension liability - beginning	302,551	310,120	313,389	238,489
Total pension liability - ending	310,120	313,389	238,489	192,213
Plan fiduciary net position (FNP):				
Contributions - employer	2,117	2,481	2,267	839
Contributions - plan members	13,542	11,831	8,923	21,080
Net investment income	586	714	1,219	2,407
Benefit payments, including refunds of member contributions	(8,676)	(6,459)	(10,642)	(31,370)
Net change in plan fiduciary net position	7,569	8,567	1,767	(7,044)
Total plan fiduciary net position - beginning	56,895	64,464	73,031	74,798
Total plan fiduciary net position - ending	64,464	73,031	74,798	67,754
Net pension liability (NPL)	<u>\$ 245,656</u>	<u>\$ 240,358</u>	<u>\$ 163,691</u>	<u>\$ 124,459</u>
Plan FNP as a % of the TPL	20.79%	23.30%	31.36%	35.25%
Covered payroll	\$ 205,340	\$ 205,340	\$ 108,526	\$ 108,526
NPL as a % of covered payroll	119.63%	117.05%	150.83%	114.68%

Notes to Schedule:

(A) GASB Statements No. 67 and No. 68 were implemented during Fiscal Year 2013/14 and Fiscal Year 2014/15, respectively. Additional years will be added as they become available in the future.

(B) Change in actuarial assumptions:

Discount rate and investment rate of return	3.75%	3.75%	2.90%	3.40%
Inflation	3.00%	3.00%	2.75%	2.75%
Salary increases	3.00%	3.00%	3.00%	3.00%

2018	2019	2020	2021
\$ 5,386	\$ 2,911	\$ 6,786	\$ 994
6,297	5,007	5,388	3,033
(36,700)	21,397	(63,020)	829
5,961	9,879	16,260	6,853
(24,786)	(16,426)	(13,768)	-
(43,842)	22,768	(48,354)	11,709
192,213	148,371	171,139	122,785
148,371	171,139	122,785	134,494
1,519	876	1,072	2,117
16,641	9,043	891	579
1,196	1,731	1,191	266
(24,786)	(16,426)	(13,768)	-
(5,430)	(4,776)	(10,614)	2,962
67,754	62,324	57,548	46,934
62,324	57,548	46,934	49,896
\$ 86,047	\$ 113,591	\$ 75,851	\$ 84,598
42.01%	33.63%	38.22%	37.10%
\$ 73,747	\$ 160,212	\$ 9,541	\$ 7,744
116.68%	70.90%	795.00%	1092.43%
3.50%	3.15%	2.45%	2.10%
2.75%	2.75%	2.75%	2.75%
3.00%	3.00%	3.00%	3.00%

ORANGE COUNTY FIRE AUTHORITY

Extra Help Retirement Plan
A Single-Employer Defined Benefit Pension Plan
As of June 30, 2021
For the Last Ten Fiscal Years (A)

Schedule of Contributions

	Fiscal Year Ended June 30			
	2014	2015	2016	2017
Required employer contributions (contractually determined)	\$ 2,117	\$ 2,481	\$ 2,267	\$ 839
Actual employer contributions	2,117	2,481	2,267	839
Contribution excess (deficiency)	\$ -	\$ -	\$ -	\$ -
Actual contributions as a % of required contributions	100.00%	100.00%	100.00%	100.00%
Covered payroll	\$ 205,340	\$ 205,340	\$ 108,526	\$ 108,526
Actual contributions as a % of covered payroll	1.03%	1.21%	2.09%	0.77%

Notes to Schedule:

(A) GASB Statements No. 67 and No. 68 were implemented during Fiscal Year 2013/14 and Fiscal Year 2014/15, respectively. Additional years will be added as they become available in the future.

(B) Changes in size or composition of plan members:

Inactive; currently receiving benefits	-	-	-	-
Inactive; entitled to but not yet receiving benefits	10	39	47	46
Active	59	41	17	31
Total plan members as of June 30	69	80	64	77

2018	2019	2020	2021
\$ 1,519	\$ 876	1,072	2,117
1,519	876	1,072	2,117
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
100.00%	100.00%	100.00%	100.00%
\$ 73,747	\$ 160,212	\$ 9,541	\$ 7,744
2.06%	0.55%	11.24%	27.34%
-	-	-	-
37	38	38	38
24	4	1	1
<u>61</u>	<u>42</u>	<u>39</u>	<u>39</u>

ORANGE COUNTY FIRE AUTHORITY

Extra Help Retirement Plan
A Single-Employer Defined Benefit Pension Plan
As of June 30, 2021
For the Last Ten Fiscal Years (A)

Schedule of Money Weighted Rate of Return

Fiscal Year Ended June 30	Annual Money-Weighted Rate of Return, Net of
	Investment Expense
2014	0.97%
2015	1.24%
2016	1.66%
2017	3.43%
2018	1.90%
2019	2.93%
2020	2.30%
2021	0.55%

Notes to Schedule:

(A) GASB Statement No. 67, which requires ten years of history for this schedule, was implemented during Fiscal Year 2013/14. Additional years will be added as they become available in the future.

ORANGE COUNTY FIRE AUTHORITY

Retiree Medical Plan
A Single-Employer Defined Benefit Other Postemployment Benefit (OPEB) Plan
As of June 30, 2021
For the Last Ten Fiscal Years (A)

Schedule of Changes in Net OPEB Liability and Related Ratios

	Fiscal Year Ended June 30			
	2018	2019	2020	2021
Total OPEB liability (TOPEBL):				
Service cost	\$ 7,712,349	\$ 7,989,994	\$ 6,034,031	\$ 8,510,680
Interest	10,007,111	10,432,082	10,878,843	9,632,097
Differences between expected and actual experience	-	(2,909,247)	(647,369)	1,145,322
Changes of assumptions	-	(35,431,920)	18,873,824	37,176,101
Benefit payments, including refunds of member contributions	(5,581,055)	(6,803,645)	(7,239,321)	(7,823,558)
Net change in total pension liability	12,138,405	(26,722,736)	27,900,008	48,640,642
Total OPEB liability - beginning	273,053,476	285,191,881	258,469,145	286,369,153
Total OPEB liability - ending	285,191,881	258,469,145	286,369,153	335,009,795
Plan fiduciary net position (FNP):				
Contributions - employer	1,603,537	4,002,323	2,221,564	2,284,326
Contributions - plan members	2,379,665	2,259,947	2,111,158	1,976,295
Net investment income (loss)	5,116,794	(728,045)	5,301,391	4,134,537
Benefit payments, including refunds of member contributions	(5,581,055)	(6,803,645)	(7,239,321)	(7,823,558)
Administrative expense	(27,068)	(30,304)	(21,240)	(22,440)
Net change in plan fiduciary net position	3,491,873	(1,299,724)	2,373,552	549,160
Total plan fiduciary net position - beginning	36,839,189	40,331,062	39,031,338	41,404,890
Total plan fiduciary net position - ending	40,331,062	39,031,338	41,404,890	41,954,050
Net OPEB liability (NOPEBL)	\$ 244,860,819	\$ 219,437,807	\$ 244,964,263	\$ 293,055,745
Plan FNP as a % of the TOPEBL	14.14%	15.10%	14.46%	12.52%
Covered employee payroll	\$ 68,808,979	\$ 66,697,012	\$ 63,351,188	\$ 58,610,629
NOPEBL as a % of covered employee payroll	355.86%	329.01%	386.68%	500.00%

Notes to Schedule:

(A) GASB Statements No. 74, No. 75, and No. 85 were implemented during Fiscal Year 2017/18. Additional years will be added as they become available in the future.

(B) Applicable measurement date	12/31/2017	12/31/2018	12/31/2019	12/31/2020
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(C) Change in actuarial assumptions:

Discount rate	3.60%	4.17%	3.31%	2.20%
Twenty-year bond rate	3.44%	4.11%	2.76% - 3.26%	1.93% - 2.12%
Crossover year	2028	2025	2025	2027
Mortality rate scale	MP-2015	MP-2018	MP-2019	MP-2020
Pre-retirement turnover	0.00% - 5.00%	0.20% - 11.00%	0.20% - 11.00%	0.20% - 11.00%

ORANGE COUNTY FIRE AUTHORITY

Retiree Medical Plan
A Single-Employer Defined Benefit Other Postemployment Benefit (OPEB) Plan
As of June 30, 2021
For the Last Ten Fiscal Years (A)

Schedule of Contributions

	Fiscal Year Ended June 30			
	2018	2019	2020	2021
Required employer contributions (contractually determined) (B)	\$ 3,941,686	\$ 1,974,029	\$ 2,252,945	\$ 2,361,738
Actual employer contributions	3,941,686	1,974,029	2,252,945	2,361,738
Contribution excess (deficiency)	\$ -	\$ -	\$ -	\$ -
Actual contributions as a % of contractually required contributions	100.00%	100.00%	100.00%	100.00%
Covered employee payroll	\$ 65,955,614	\$ 62,958,049	\$ 59,454,055	\$ 57,043,737
Actual contributions as a % of covered employee payroll	5.98%	3.14%	3.79%	4.14%

Notes to Schedule:

(A) GASB Statements No. 74, No. 75, and No. 85 were implemented during Fiscal Year 2017/18. Additional years will be added as they become available in the future.

(B) Required, contractually determined employer contributions include: (1) cash contributions per Section 5 of the Health Plan Agreement between OCFA and the Orange County Professional Firefighters Association; (2) cash contributions paid directly to retirees outside of the trust per the Retiree Medical Plan; and (3) the implicit subsidy in accordance with Memorandums of Understanding between OCFA and its labor groups requiring that OCFA contribute toward the payment of health care premiums on behalf of eligible retirees.

(C) Changes in size or composition of plan members:

	As of June 30			
	2018	2019	2020	2021
Retiree Medical Plan (Hired Prior to January 1, 2007):				
Inactive; currently receiving benefits	738	781	817	844
Inactive; entitled to but no yet receiving benefits	41	39	36	36
Active	511	457	419	384
Subtotal	1,290	1,277	1,272	1,264
PEMHCA Eligible Employees (Hired on or After January 1, 2007):				
Inactive; currently receiving benefits	1	1	4	4
Active	763	821	1,008	1,102
Subtotal	764	822	1,012	1,106
Total Plan Members as of June 30:				
Inactive; currently receiving benefits	739	782	821	848
Inactive; entitled to but no yet receiving benefits	41	39	36	36
Active	1,274	1,278	1,427	1,486
Total	2,054	2,099	2,284	2,370

ORANGE COUNTY FIRE AUTHORITY

Retiree Medical Plan
A Single-Employer Defined Benefit Other Postemployment Benefit (OPEB) Plan
As of June 30, 2021
For the Last Ten Fiscal Years (A)

Schedule of Money Weighted Rate of Return

	As Related to Plan Year	Annual Money-Weighted Rate of Return, Net of Investment
<u>Fiscal Year Ended June 30</u>	<u>Ended December 31</u>	<u>Expense</u>
2018	2017	14.74%
2019	2018	-1.31%
2020	2019	14.81%
2021	2020	11.22%

Notes to Schedule:

(A) GASB Statement No. 74 was implemented during Fiscal Year 2017/18. Additional years will be added as they become available in the future.



Orange County Fire Authority Safety Message

Vegetation Management



Vegetation Management is controlling plant material to prevent wildfire spread. It requires a constant commitment to follow the 4 R's of Vegetation Management to reduce the threat.

- ✓ Removal:
 - Remove all dead and dying plants within 100 feet of your home
 - Identify and remove plants found on OCFA's Undesirable Plant List
 - Remove dry leaves, bark, and pine needles from the yard, roof, and rain gutters
- ✓ Reduction:
 - Prune and thin plants within 100 feet of your home, including plants within 100 feet of your neighbor's home
 - Provide 4 feet vertical separation between shrub tops and lower tree branches to reduce "ladder fuels"
 - Use Horizontal Separation Guidelines for plants over 2 feet in height (15 feet min. or 3 times the tallest plant)
 - Keep all shrubs within 10 feet of your home trimmed to 2 feet or lower
 - Prune or remove plants near windows
 - Remove all tree branches or plants within 10 feet of chimney outlets
 - Move wood piles at least 30 feet from your home, or to the property line
 - Keep annual grasses and weeds cut to 4 inches or less
- ✓ Replacement:
 - Replace fire-prone plants with fire-resistant and drought tolerant plants. See the OCFA Planting Guide for recommendations.
 - When putting in new plants, leave enough space for them to grow to mature size
- ✓ Resistant:
 - Use fire-resistant plants whenever possible
 - Keep in mind that even plants listed on the Planting Guide must be maintained using Spacing Guidelines for both vertical and horizontal separation. Plant separation is an important part reducing wildfire threat.

Vegetation Management isn't a one-time fix. It's an ongoing commitment.

Supplementary Schedules



Academy 52 Graduation
June 17, 2021

Major Governmental Funds

Capital Projects Funds

Communications and Information Systems

This fund is used to account for the significant acquisition, improvement, or replacement of specialized communications and information technology systems and/or equipment.

Fire Apparatus

This fund is used to account for the significant acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers, and helicopters.

Fire Stations and Facilities

This fund is used to account for the significant acquisition, improvement, replacement, or construction of fire stations and facilities.

ORANGE COUNTY FIRE AUTHORITY
Communications and Information Systems
Budgetary Comparison Schedule
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	2021				2020
	Budget Amounts		Actual	Variance with Final Budget Positive	Actual
	Original	Final	Amounts	(Negative)	Amounts
Budgetary fund balance, July 1	\$ 6,228,913	\$ 6,228,913	\$ 6,228,913	\$ -	\$ 7,907,713
Resources (inflows):					
Use of money and property	17,104	15,562	3,384	(12,178)	132,392
Total resources (inflows)	17,104	15,562	3,384	(12,178)	132,392
Amounts available for appropriations	6,246,017	6,244,475	6,232,297	(12,178)	8,040,105
Charges to appropriation (outflows):					
Services and supplies	524,234	2,386,779	242,213	2,144,566	573,225
Capital outlay	1,552,548	2,638,392	766,349	1,872,043	1,237,967
Total charges to appropriations	2,076,782	5,025,171	1,008,562	4,016,609	1,811,192
Budgetary fund balance, June 30	\$ 4,169,235	\$ 1,219,304	\$ 5,223,735	\$ 4,004,431	\$ 6,228,913

ORANGE COUNTY FIRE AUTHORITY
Fire Apparatus
Budgetary Comparison Schedule
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	2021			2020
	Budget Amounts		Actual	Variance with Final Budget Positive (Negative)
	Original	Final	Amounts	Actual Amounts
Budgetary fund balance, July 1	\$ 18,990,529	\$ 18,990,529	\$ 18,990,529	\$ -
Resources (inflows):				
Charges for services	1,632,441	1,632,441	1,632,441	-
Use of money and property	78,537	54,938	33,178	(21,760)
Transfers in	11,059,336	11,059,336	11,059,336	-
Total resources (inflows)	12,770,314	12,746,715	12,724,955	(21,760)
Amounts available for appropriations	31,760,843	31,737,244	31,715,484	(21,760)
Charges to appropriation (outflows):				
Services and supplies	-	-	1,940	(1,940)
Capital outlay	28,028,241	30,512,771	5,681,632	24,831,139
Total charges to appropriations	28,028,241	30,512,771	5,683,572	24,829,199
Budgetary fund balance, June 30	\$ 3,732,602	\$ 1,224,473	\$ 26,031,912	\$ 24,807,439

ORANGE COUNTY FIRE AUTHORITY
Fire Stations and Facilities
Budgetary Comparison Schedule
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	2021			2020
	Budget Amounts		Actual	Variance with Final Budget Positive (Negative)
	Original	Final	Amounts	Actual Amounts
Budgetary fund balance, July 1	\$ 17,627,926	\$ 17,627,926	\$ 17,627,926	\$ -
Resources (inflows):				
Intergovernmental	-	-	43,286	43,286
Use of money and property	60,212	140,613	10,499	(130,114)
Miscellaneous	540,000	-	-	-
Developer contributions	-	1,148,000	1,317,000	169,000
Total resources (inflows)	600,212	1,288,613	1,370,785	82,172
Amounts available for appropriations	18,228,138	18,916,539	18,998,711	82,172
Charges to appropriation (outflows):				
Services and supplies	34,805	34,805	228,875	(194,070)
Capital outlay	8,177,900	9,143,709	281,354	8,862,355
Transfers out	-	-	-	-
Total charges to appropriations	8,212,705	9,178,514	510,229	8,668,285
Budgetary fund balance, June 30	\$ 10,015,433	\$ 9,738,025	\$ 18,488,482	\$ 8,750,457

Major Governmental Funds

“Sub-Fund” Components of General Fund

The following “sub-funds” are have been combined and consolidated in order to report a single General Fund for financial statement presentation. Descriptions of each “sub-fund” component are identified below.

General Operating Fund

This sub-fund is used to account for all operating activities not accounted for in another sub-fund.

General Fund Capital Improvement Program (CIP)

This sub-fund is used to account for financial activity associated with maintenance and improvement projects that are considered “capital in nature” but do not meet the criteria to be included in a Capital Projects Fund.

Structural Fire Entitlement

This sub-fund is used to account for service enhancement funds of over-funded Structural Fire Fund members.

Self Insurance

This sub-fund is used to account the workers’ compensation self-insurance program.

Settlement Agreement

This sub-fund is used to account for the activities of a Settlement Agreement between OCFA and the City of Irvine to provide various provisions benefiting the citizens of Orange County and enhancing services provided throughout OCFA’s jurisdiction, including a Joint Police-Fire Training Facility, a Drone Program, Bi-Directional Amplifiers, training of Irvine Police Department Emergency Medical Technicians, a Public Safety Community Emergency Response Team Coordinator in the City of Irvine, and pension funding through a Section 115 Trust.

ORANGE COUNTY FIRE AUTHORITY
Components of General Fund
Combining Balance Sheet
June 30, 2021
(With Comparative Data for Prior Year)

	General Operating Fund	General Fund CIP	Structural Fire Entitlement	Self Insurance	Settlement Agreement	Eliminations	Total General Fund	
							2021	2020
Assets:								
Cash and investments	\$ 3,260,143	\$ 10,205,382	\$ 1,262,273	\$ 110,365,471	\$ 21,517,816	\$ -	\$ 146,611,085	\$ 144,154,508
Accounts receivable, net	2,105,913	-	-	-	-	-	2,105,913	2,566,137
Accrued interest receivable	-	-	95	53,371	2	-	53,468	237,707
Prepaid costs and other assets	41,645,330	80,199	-	-	-	-	41,725,529	42,717,727
Due from other governments, net	23,704,580	-	-	-	-	-	23,704,580	16,765,308
Restricted cash and investments	-	-	-	-	3,797,698	-	3,797,698	2,121,417
Lease receivables	873,249	-	-	-	-	-	873,249	-
Total assets	\$ 71,589,215	\$ 10,285,581	\$ 1,262,368	\$ 110,418,842	\$ 25,315,516	\$ -	\$ 218,871,522	\$ 208,562,804
Liabilities:								
Accounts payable	\$ 5,448,389	\$ 606,573	\$ 141,418	\$ 648,213	\$ 1,885	\$ -	\$ 6,846,478	\$ 5,291,818
Accrued liabilities	12,928,630	-	-	-	-	-	12,928,630	10,980,091
Unearned revenue	6,960,549	-	-	-	-	-	6,960,549	574,002
Due to other governments	92,230	-	-	-	-	-	92,230	106,037
Total liabilities	25,429,798	606,573	141,418	648,213	1,885	-	26,827,887	16,951,948
Deferred inflows of resources:								
Unavailable revenue	908,979	-	-	-	-	-	908,979	1,022,603
Related to leases	854,202	-	-	-	-	-	854,202	-
Total deferred inflows of resources	1,763,181	-	-	-	-	-	1,763,181	1,022,603
Fund balances:								
Nonspendable prepaid costs	41,626,946	80,199	-	-	-	-	41,707,145	42,700,572
Restricted:								
Various departments	3,584,469	-	-	-	-	-	3,584,469	4,148,316
Section 115 pension trust	-	-	-	-	3,795,815	-	3,795,815	2,120,383
Committed to SFF cities enhancements	-	-	1,120,950	-	-	-	1,120,950	1,288,272
Assigned:								
Capital improvement program	-	7,982,644	-	-	-	-	7,982,644	5,123,124
Workers' compensation	-	-	-	109,770,629	-	-	109,770,629	98,998,999
Various departments	254,661	117,641	-	-	-	-	372,302	739,400
Facilities projects	56,082	-	-	-	-	-	56,082	83,568
Communications/ IT projects	-	813,975	-	-	-	-	813,975	359,144
Construction projects	-	684,549	-	-	-	-	684,549	672,540
Unassigned	(1,125,922)	-	-	-	21,517,816	-	20,391,894	34,353,935
Total fund balances	44,396,236	9,679,008	1,120,950	109,770,629	25,313,631	-	190,280,454	190,588,253
Total liabilities, deferred inflows of resources, and fund balances	\$ 71,589,215	\$ 10,285,581	\$ 1,262,368	\$ 110,418,842	\$ 25,315,516	\$ -	\$ 218,871,522	\$ 208,562,804

ORANGE COUNTY FIRE AUTHORITY
Components of General Fund
Combining Schedule of Revenues, Expenditures and Changes in Fund Balances
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	General Operating Fund	General Fund CIP	Structural Fire Entitlement	Self Insurance	Settlement Agreement	Eliminations	Total General Fund	
							2021	2020
Revenues:								
Taxes	\$ 290,310,882	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,310,882	\$ 277,721,815
Intergovernmental	58,222,827	-	-	-	-	-	58,222,827	41,258,003
Charges for services	137,177,441	-	-	20,093,346	-	(20,093,346)	137,177,441	136,890,975
Use of money and property	331,031	-	644	76,565	212,885	(169,151)	451,974	2,883,542
Miscellaneous	3,978,404	-	-	-	-	-	3,978,404	6,184,387
Total revenues	<u>490,020,585</u>	<u>-</u>	<u>644</u>	<u>20,169,911</u>	<u>212,885</u>	<u>(20,262,497)</u>	<u>490,141,528</u>	<u>464,938,722</u>
Expenditures:								
Current - public safety:								
Salaries and benefits	427,028,538	-	-	-	-	(20,093,346)	406,935,192	375,032,147
Services and supplies	50,761,775	4,769,586	167,966	14,795,847	599,330	-	71,094,504	65,936,776
Capital outlay	2,208,975	814,880	-	-	-	-	3,023,855	3,242,740
Debt service:								
Interest and fiscal charges	205,397	-	-	-	-	(169,151)	36,246	325,640
Total expenditures	<u>480,204,685</u>	<u>5,584,466</u>	<u>167,966</u>	<u>14,795,847</u>	<u>599,330</u>	<u>(20,262,497)</u>	<u>481,089,797</u>	<u>444,537,303</u>
Excess (deficiency) of revenues over (under) expenditures	<u>9,815,900</u>	<u>(5,584,466)</u>	<u>(167,322)</u>	<u>5,374,064</u>	<u>(386,445)</u>	<u>-</u>	<u>9,051,731</u>	<u>20,401,419</u>
Other financing sources (uses):								
Transfers in	500,000	9,000,000	-	3,949,257	2,668,000	(16,117,257)	-	-
Transfers out	(26,676,593)	-	-	-	(500,000)	16,117,257	(11,059,336)	-
Sale of capital assets	147,194	-	-	-	-	-	147,194	142,044
Insurance recoveries	104,303	-	-	1,448,309	-	-	1,552,612	1,320,164
Total other financing sources (uses)	<u>(25,925,096)</u>	<u>9,000,000</u>	<u>-</u>	<u>5,397,566</u>	<u>2,168,000</u>	<u>-</u>	<u>(9,359,530)</u>	<u>1,462,208</u>
Net change in fund balances	<u>(16,109,196)</u>	<u>3,415,534</u>	<u>(167,322)</u>	<u>10,771,630</u>	<u>1,781,555</u>	<u>-</u>	<u>(307,799)</u>	<u>21,863,627</u>
Fund balances, beginning of year	<u>60,505,432</u>	<u>6,263,474</u>	<u>1,288,272</u>	<u>98,998,999</u>	<u>23,532,076</u>	<u>-</u>	<u>190,588,253</u>	<u>168,724,626</u>
Fund balances, end of year	<u>\$ 44,396,236</u>	<u>\$ 9,679,008</u>	<u>\$ 1,120,950</u>	<u>\$ 109,770,629</u>	<u>\$ 25,313,631</u>	<u>\$ -</u>	<u>\$ 190,280,454</u>	<u>\$ 190,588,253</u>

ORANGE COUNTY FIRE AUTHORITY
Components of General Fund
Combining Original Budget
Year ended June 30, 2021

	General Operating Fund	General Fund CIP	Structural Fire Entitlement	Self Insurance	Settlement Agreement	Eliminations	Total General Fund 2021
Budgetary fund balance, July 1	\$ 60,505,432	\$ 6,263,474	\$ 1,288,272	\$ 98,998,999	\$ 23,532,076	\$ -	\$ 190,588,253
Resources (inflows):							
Taxes	285,647,942	-	-	-	-	-	285,647,942
Intergovernmental	24,986,249	-	-	-	-	-	24,986,249
Charges for services	137,821,137	-	-	20,093,346	-	(20,093,346)	137,821,137
Use of money and property	460,251	-	1,157	583,754	148,770	(28,823)	1,165,109
Miscellaneous	1,018,500	-	-	-	-	-	1,018,500
Transfers in	-	9,000,000	-	-	2,668,000	(11,668,000)	-
Sale of capital assets	75,000	-	-	-	-	-	75,000
Total resources (inflows)	<u>450,009,079</u>	<u>9,000,000</u>	<u>1,157</u>	<u>20,677,100</u>	<u>2,816,770</u>	<u>(31,790,169)</u>	<u>450,713,937</u>
Amounts available for appropriations	<u>510,514,511</u>	<u>15,263,474</u>	<u>1,289,429</u>	<u>119,676,099</u>	<u>26,348,846</u>	<u>(31,790,169)</u>	<u>641,302,190</u>
Charges to appropriation (outflows):							
Salaries and benefits	395,642,544	-	-	-	-	(20,093,346)	375,549,198
Services and supplies	32,843,773	8,255,513	60,238	20,057,235	668,000	-	61,884,759
Capital outlay	1,887,462	853,900	-	-	-	-	2,741,362
Interest and fiscal charges	35,000	-	-	-	-	(28,823)	6,177
Transfers out	22,727,336	-	-	-	-	(11,668,000)	11,059,336
Total charges to appropriations	<u>453,136,115</u>	<u>9,109,413</u>	<u>60,238</u>	<u>20,057,235</u>	<u>668,000</u>	<u>(31,790,169)</u>	<u>451,240,832</u>
Budgetary fund balance, June 30	<u>\$ 57,378,396</u>	<u>\$ 6,154,061</u>	<u>\$ 1,229,191</u>	<u>\$ 99,618,864</u>	<u>\$ 25,680,846</u>	<u>\$ -</u>	<u>\$ 190,061,358</u>

ORANGE COUNTY FIRE AUTHORITY
Components of General Fund
Combining Final Budget
Year ended June 30, 2021

	General Operating Fund	General Fund CIP	Structural Fire Entitlement	Self Insurance	Settlement Agreement	Eliminations	Total General Fund 2021
Budgetary fund balance, July 1	\$ 60,505,432	\$ 6,263,474	\$ 1,288,272	\$ 98,998,999	\$ 23,532,076	\$ -	\$ 190,588,253
Resources (inflows):							
Taxes	287,967,482	-	-	-	-	-	287,967,482
Intergovernmental	66,489,858	-	-	-	-	-	66,489,858
Charges for services	135,497,444	-	-	20,093,346	-	(20,093,346)	135,497,444
Use of money and property	219,571	-	3,194	319,962	135,448	(164,706)	513,469
Miscellaneous	12,803,488	-	-	-	-	-	12,803,488
Transfers in	500,000	9,000,000	-	3,949,257	2,668,000	(16,117,257)	-
Sale of capital assets	95,000	-	-	-	-	-	95,000
Insurance recoveries	66,504	-	-	292,377	-	-	358,881
Total resources (inflows)	<u>503,639,347</u>	<u>9,000,000</u>	<u>3,194</u>	<u>24,654,942</u>	<u>2,803,448</u>	<u>(36,375,309)</u>	<u>503,725,622</u>
Amounts available for appropriations	<u>564,144,779</u>	<u>15,263,474</u>	<u>1,291,466</u>	<u>123,653,941</u>	<u>26,335,524</u>	<u>(36,375,309)</u>	<u>694,313,875</u>
Charges to appropriations (outflows):							
Salaries and benefits	427,395,216	-	-	-	-	(20,093,346)	407,301,870
Services and supplies	67,171,188	9,867,127	1,286,258	20,057,235	2,183,000	-	100,564,808
Capital outlay	4,256,429	3,480,908	-	-	-	-	7,737,337
Interest and fiscal charges	200,000	-	-	-	-	(164,706)	35,294
Transfers out	26,676,593	-	-	-	500,000	(16,117,257)	11,059,336
Total charges to appropriations	<u>525,699,426</u>	<u>13,348,035</u>	<u>1,286,258</u>	<u>20,057,235</u>	<u>2,683,000</u>	<u>(36,375,309)</u>	<u>526,698,645</u>
Budgetary fund balance, June 30	<u>\$ 38,445,353</u>	<u>\$ 1,915,439</u>	<u>\$ 5,208</u>	<u>\$ 103,596,706</u>	<u>\$ 23,652,524</u>	<u>\$ -</u>	<u>\$ 167,615,230</u>



Orange County Fire Authority Safety Message

Disaster Supply Kit



A disaster supply kit should include enough food, water, and other important items to last everyone in your household at least three days. It should also be portable in case you need to evacuate. Be sure to consider individual and family needs, including pets, when building your disaster supply kit.

- ✓ Water (1 gallon per person per day)
- ✓ Non-perishable food and manual can opener
- ✓ Battery powered radio and extra batteries
- ✓ Flashlights (one per person) and extra batteries
- ✓ First aid kit, including manual
- ✓ Prescription medications
- ✓ Spare eyeglasses
- ✓ Whistle to signal for help
- ✓ Dust mask to filter contaminated air
- ✓ Personal sanitation items (soap, shampoo, toothbrushes, etc.)
- ✓ Portable shelter (tent, sheet, or blankets with duct tape)
- ✓ Toilet paper and garbage bags for waste
- ✓ Tool kit, including wrench to turn off utilities
- ✓ Heavy gloves for clearing debris
- ✓ ABC fire extinguisher
- ✓ Cooking/eating necessities, including cups, plates, utensils, and paper towels
- ✓ Local maps
- ✓ Cash (small bills and change)
- ✓ Copies of important family documents
- ✓ Food, water and supplies for pets

It's important to have disaster supply kits at your work, in your car, and in your home. Ready-made kits are available for purchase or you can choose to build your own.

Fiduciary Funds

Pension and Other Employee Benefit Trust Funds

Extra Help Retirement Plan

OCFA administers a single-employer, defined benefit pension plan that provides retirement benefits for OCFA's less than half-time and extra help employees hired prior to July 1, 2018. Plan assets are accounted for in the Extra Help Retirement fiduciary fund.

Retiree Medical Plan

OCFA provides a single-employer, defined benefit plan for OCFA's full-time and part-time employees hired prior to January 1, 2007, which provides a monthly grant toward the cost of retirees' health insurance coverage. Plan assets are held in an irrevocable trust for the exclusive benefit of Plan participants and are administered by the Orange County Employees Retirement System (OCERS).

ORANGE COUNTY FIRE AUTHORITY
Fiduciary Funds
Pension and Other Employee Benefit Trust Funds
Combining Schedule of Fiduciary Net Position
June 30, 2021
(With Comparative Data for Prior Year)

	Extra Help Retirement	Retiree Medical Plan	Total Pension and Other Employee Benefit Trust Funds	
			2021	2020
Assets:				
Cash and investments:				
Local Agency Investment Fund:				
Domestic fixed income	\$ 49,896	\$ -	\$ 49,896	\$ 46,934
Pooled amounts held in trust with OCERS	-	42,830,564	42,830,564	42,242,955
Total cash and investments	49,896	42,830,564	42,880,460	42,289,889
Receivables:				
Other receivables	-	9,679	9,679	12,302
Total assets	49,896	42,840,243	42,890,139	42,302,191
Liabilities:				
Accrued liabilities	-	886,193	886,193	850,367
Total liabilities	-	886,193	886,193	850,367
Net position restricted for:				
Pensions	49,896	-	49,896	46,934
Postemployment benefits other than pensions	-	41,954,050	41,954,050	41,404,890
Total net position	<u>\$ 49,896</u>	<u>\$ 41,954,050</u>	<u>\$ 42,003,946</u>	<u>\$ 41,451,824</u>

ORANGE COUNTY FIRE AUTHORITY
Fiduciary Funds
Pension and Other Employee Benefit Trust Funds
Combining Schedule of Changes in Fiduciary Net Position
Year ended June 30, 2021
(With Comparative Data for Prior Year)

	Extra Help Retirement	Retiree Medical Plan	Total Pension and Other Employee Benefit Trust Funds	
			2021	2020
Additions:				
Contributions:				
Employer	\$ 2,117	\$ 2,284,326	\$ 2,286,443	\$ 2,222,636
Plan members	579	1,976,295	1,976,874	2,112,049
Total contributions	2,696	4,260,621	4,263,317	4,334,685
Net investment income:				
Total investment income (loss)	266	4,371,125	4,371,391	5,566,977
Investment fees and expenses	-	(236,588)	(236,588)	(264,395)
Total net investment income (loss)	266	4,134,537	4,134,803	5,302,582
Total additions	2,962	8,395,158	8,398,120	9,637,267
Deductions:				
Benefits and refunds paid to plan members and beneficiaries	-	7,823,558	7,823,558	7,253,089
Administrative expenses	-	22,440	22,440	21,240
Total deductions	-	7,845,998	7,845,998	7,274,329
Change in net position	2,962	549,160	552,122	2,362,938
Net position, beginning of year	46,934	41,404,890	41,451,824	39,088,886
Net position, end of year	<u>\$ 49,896</u>	<u>\$ 41,954,050</u>	<u>\$ 42,003,946</u>	<u>\$ 41,451,824</u>



Orange County Fire Authority Safety Message

Planning for Disasters



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

- ✓ Make a family disaster plan:
 - Assign individual responsibilities and work together as a team.
 - Choose meeting places outside your home and outside your neighborhood. Discuss what to do in an evacuation and plan multiple exit routes in case of road closures.
 - Visit www.alertoc.com, Orange County's emergency notification system, to register and receive information during and after an emergency.
 - Enroll in safety classes like CERT, First Aid, and CPR.
 - Gather important documentation (insurance, medical documents, or legal documents) and store them in a safe or on a flash drive.
- ✓ Create emergency supply kits:
 - Your emergency supply kits should have enough necessities to last you and your family for a minimum of three days, although its recommended to be prepared for 7-10 days.
 - Make sure your family kit is portable and easily accessible.
 - Consider additional kits for your car and workplace.
- ✓ Prepare your home by identifying home hazards:
 - Bolt and brace major appliances, heavy furniture, electronics, and any overhead fixtures.
 - Use flexible connections where gas lines meet appliances.
 - Identify and have the proper tools available to shut off gas, water, and electricity, if necessary.

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



Statistical Section

ORANGE COUNTY FIRE AUTHORITY

Overview of the Statistical Section

The Statistical Section provides a context for understanding information in the financial statements, note disclosures and required supplementary information and how that information relates to the OCFA's overall financial health. The detailed schedules presented in the Statistical Section are grouped into five sections pertaining to financial trends, revenue capacity, debt capacity, demographic and economic information, and operating information.

Financial Trends Information – These schedules contain trend information to assist the reader in understanding how the OCFA's financial performance and well-being have changed over time.

Revenue Capacity Information – These schedules contain information to assist the reader in assessing property taxes, the OCFA's most significant local revenue source.

Debt Capacity Information – These schedules present information to assist the reader in assessing the affordability of the OCFA's current levels of outstanding debt and its ability to issue additional debt in the future.

Demographic and Economic Information – These schedules offer demographic and economic indicators to assist the reader in understanding the environment within which the OCFA's financial activities take place.

Operating Information – These schedules contain data to assist the reader in understanding how the information in the financial report relates to the services provided by and the activities performed by the OCFA.



Orange County Fire Authority Safety Message

Holiday Cooking Fire Safety



More cooking fires are reported on Thanksgiving Day than any other day of the year, followed by Christmas and Christmas Eve. Help protect your family and your home by practicing cooking safety this holiday season.

- ✓ Holiday cooking safety tips:
 - Stay in the kitchen when frying, grilling, or broiling food. Unattended cooking is the leading cause of home cooking fires.
 - Check food often while cooking. If you are entertaining guests, use a kitchen timer to remind you that the stove or oven is on.
 - Wear short, fitted, or tightly rolled sleeves when cooking.
 - Keep cooking areas clear. Potholders, paper towels, wooden utensils, and even cookbooks can be fire hazards if left too close to the stove, oven, or other kitchen appliances.
 - Clean cooking surfaces regularly to prevent grease buildup.
 - Make sure children and pets stay at least three feet from the oven or stove.
 - Test your smoke alarms and never disable them while cooking.
- ✓ What to do if there is a fire:
 - If the fire is on the stove, cover the pan with a lid and turn off the stove. Never try to move the pan to the sink and NEVER pour water on a grease fire.
 - If the fire is in the oven or microwave, keep the door closed and turn off the appliance.
 - A multipurpose ABC fire extinguisher can also be used on a small cooking fire. An extinguisher should only be used if the fire is not spreading, smoke and heat have not filled the area, and you have a clear escape path.

There are more than 3x as many home cooking fires on Thanksgiving Day, a 250% increase over the daily average.

ORANGE COUNTY FIRE AUTHORITY

Financial Trends Information

Net Position by Component – Presents net position of the OCFA's governmental activities by the three individual components of net position for each of the last ten fiscal years.

Changes in Net Position – Presents the changes in net position of governmental activities for each of the last ten fiscal years.

Fund Balances of Governmental Funds – Presents information on the fund balances of the General Fund and the aggregate of all other governmental funds for each of the last ten fiscal years.

Changes in Fund Balances of Governmental Funds – Presents information on the changes in fund balances for total governmental funds for each of the last ten fiscal years, including the ratio of debt service expenditures to noncapital expenditures.

ORANGE COUNTY FIRE AUTHORITY
Net Position by Component
Last Ten Fiscal Years
(accrual basis of accounting)

	Fiscal Year Ended June 30			
	2012	2013	2014	2015
Governmental activities:				
Net investment in capital assets	\$ 183,584,385	\$ 181,363,364	\$ 180,917,654	\$ 190,800,116
Restricted	3,252,969	1,690,858	1,810,134	1,840,561
Unrestricted	<u>81,450,846</u>	<u>74,510,482</u>	<u>61,026,827</u>	<u>(361,765,050)</u>
				(1)
Total governmental activities net position	<u>\$ 268,288,200</u>	<u>\$ 257,564,704</u>	<u>\$ 243,754,615</u>	<u>\$ (169,124,373)</u>

SOURCE: OCFA Comprehensive Annual Financial Reports

NOTES:

(1) GASB Statement No. 68 was implemented during Fiscal Year 2014/15, which required a \$362 million restatement to beginning net position in order to fully reflect net OCFA's net pension liabilities. This adjustment contributed to an overall negative balance in unrestricted net position as of June 30, 2015 and thereafter.

(2) GASB Statements No. 74, 75, and 85 were implemented during Fiscal Year 2017/18, which required a \$153 million restatement to beginning net position in order to fully reflect net OCFA's net OPEB liabilities. This adjustment contributed to the increased negative balance in unrestricted net position.

2016	2017	2018	2019	2020	2021
\$ 187,910,677	\$ 192,430,467	\$ 207,951,822	\$ 218,642,679	\$ 217,317,435	\$ 214,278,884
2,881,910	3,897,614	3,953,884	4,278,304	6,660,176	7,815,047
<u>(351,456,505)</u>	<u>(373,102,128)</u>	<u>(511,359,152)</u>	<u>(520,991,297)</u>	<u>(498,642,409)</u>	<u>(429,605,880)</u>
		(2)			
<u>\$ (160,663,918)</u>	<u>\$ (176,774,047)</u>	<u>\$ (299,453,446)</u>	<u>\$ (298,070,314)</u>	<u>\$ (274,664,798)</u>	<u>\$ (207,511,949)</u>

ORANGE COUNTY FIRE AUTHORITY
Changes in Net Position
Last Ten Fiscal Years
(accrual basis of accounting)

Governmental Activities	Fiscal Year Ended June 30			
	2012	2013	2014	2015
Expenses - public safety:				
Salaries and benefits	\$ 240,084,607	\$ 264,067,489	\$ 266,764,367	\$ 335,419,737
Services and supplies	37,069,099	45,879,501	47,912,808	46,073,201
Depreciation and amortization	9,300,853	9,793,491	9,612,453	9,050,195
Interest on long-term debt	494,014	367,701	311,327	582,565
Total program expenses	<u>286,948,573</u>	<u>320,108,182</u>	<u>324,600,955</u>	<u>391,125,698</u>
Program revenues - public safety:				
Charges for services	76,347,126	102,875,410	106,874,513	113,150,325
Operating grants and contributions	6,580,681	19,523,853	10,339,966	11,410,019
Capital grants and contributions	3,926,275	2,811,180	1,462,540	9,182,195
Total program revenues	<u>86,854,082</u>	<u>125,210,443</u>	<u>118,677,019</u>	<u>133,742,539</u>
Net program revenues (expenses)	<u>(200,094,491)</u>	<u>(194,897,739)</u>	<u>(205,923,936)</u>	<u>(257,383,159)</u>
General revenues:				
Property taxes	177,728,290	181,720,253	190,873,689	205,141,237
Investment income	524,602	(121,485)	982,541	946,282
Gain on disposal of capital assets	79,705	11,924	21,834	63,953
Miscellaneous	2,420,723	4,314,595	1,040,664	1,128,586
Total general revenues	<u>180,753,320</u>	<u>185,925,287</u>	<u>192,918,728</u>	<u>207,280,058</u>
Changes in net position	<u>\$ (19,341,171)</u>	<u>\$ (8,972,452)</u>	<u>\$ (13,005,208)</u>	<u>\$ (50,103,101)</u>
	(1)			(2)

SOURCE: OCFA Comprehensive Annual Financial Reports

NOTES:

(1) The City of Santa Ana became a member city of OCFA during Fiscal Year 2011/12 (April 2012).

(2) GASB Statement No. 68 was implemented during Fiscal Year 2014/15, which required that pension expense be adjusted annually to fully reflect the accrual-based cost incurred during the year. OCFA recognized an increase to its pension expense totaling \$39.9 million during the year ended June 30, 2015. That amount is included within salaries and benefits.

(3) GASB Statements No. 74, 75 and 85 were implemented during Fiscal Year 2017/18, which required that OPEB expense be adjusted annually to fully reflect the accrual-based cost incurred during the year. During the year ended June 30, 2018, OCFA recognized a decrease to its salary and benefits totaling \$7.2 million due to the implementation of these GASB statements.

(4) The City of Garden Grove became a member city of OCFA during Fiscal Year 2019/20 (August 2019).

(5) Beginning in Fiscal Year 2020/21, lease revenues from the RFOTC cell tower and Fullerton Airport hangar were reported as investment income rather than miscellaneous revenue. Amounts shown on this schedule for previous fiscal years have also been updated to reflect this change and may vary from the amounts originally reported in the financial statements.

2016	2017	2018	2019	2020	2021
\$ 316,292,785	\$ 327,515,166	\$ 323,845,042	\$ 339,249,853	\$ 352,573,221	\$ 331,869,650
35,127,573	52,819,125	57,275,465	62,877,930	84,600,263	82,748,977
9,267,982	9,512,777	10,084,196	10,531,098	12,137,499	12,961,222
917,320	133,239	70,751	11,444	-	-
361,605,660	389,980,307	391,275,454	412,670,325	449,310,983	427,579,849
117,263,679	121,875,157	132,634,280	128,320,646	156,740,363	169,343,205
12,165,015	11,992,438	13,920,686	15,454,060	29,275,482	31,323,104
3,331,088	1,040,129	16,875,139	454,200	3,850,481	1,332,000
132,759,782	134,907,724	163,430,105	144,228,906	189,866,326	201,998,309
(228,845,878)	(255,072,583)	(227,845,349)	(268,441,419)	(259,444,657)	(225,581,540)
219,840,417	232,832,758	250,326,172	264,267,387	277,721,815	290,310,882
1,848,365	1,236,818	2,439,702	4,494,924	3,374,813	462,789 (5)
6,000	657,944	719,372	-	12,641	174,666
2,629,203	4,234,934	4,838,512	1,062,240	1,740,904	1,786,052 (5)
224,323,985	238,962,454	258,323,758	269,824,551	282,850,173	292,734,389
\$ (4,521,893)	\$ (16,110,129)	\$ 30,478,409	\$ 1,383,132	\$ 23,405,516	\$ 67,152,849
		(3)		(4)	

ORANGE COUNTY FIRE AUTHORITY
Fund Balances of Governmental Funds
Last Ten Fiscal Years
(modified accrual basis of accounting)

	Fiscal Year Ended June 30			
	2012	2013	2014	2015
General Fund:				
Nondisposable	\$ 22,756,709	\$ 26,727,849	\$ 30,560,638	\$ 31,127,148
Restricted	1,699,787	137,676	766,094	1,307,329
Committed	1,372,789	1,268,160	784,617	691,265
Assigned	34,715,397	53,668,608	61,236,092	69,282,830
Unassigned	25,751,128	25,782,851	22,156,848	17,864,685
Total General Fund	<u>\$ 86,295,810</u>	<u>\$ 107,585,144</u>	<u>\$ 115,504,289</u>	<u>\$ 120,273,257</u>
All other governmental funds:				
Nondisposable	\$ 405,815	\$ 352,318	\$ 284,349	\$ 32,946
Restricted	1,553,182	1,553,182	1,044,040	533,232
Assigned	74,037,637	67,317,090	64,340,833	56,050,351
Total all other governmental funds	<u>\$ 75,996,634</u>	<u>\$ 69,222,590</u>	<u>\$ 65,669,222</u>	<u>\$ 56,616,529</u>

SOURCE: OCFA Comprehensive Annual Financial Reports

2016	2017	2018	2019	2020	2021
\$ 36,779,845	\$ 33,750,548	\$ 34,800,682	\$ 36,732,385	\$ 42,700,572	\$ 41,707,145
2,348,678	3,364,382	3,420,652	3,886,827	6,268,699	7,380,284
584,464	549,651	1,496,954	1,338,850	1,288,272	1,120,950
78,922,725	78,346,099	83,030,746	94,085,894	105,976,775	119,680,181
34,421,993	31,346,672	35,352,256	32,680,670	34,353,935	20,391,894
<u>\$ 153,057,705</u>	<u>\$ 147,357,352</u>	<u>\$ 158,101,290</u>	<u>\$ 168,724,626</u>	<u>\$ 190,588,253</u>	<u>\$ 190,280,454</u>
\$ -	\$ 4,608	\$ 25,216	\$ 13,725	\$ 4,247	\$ 14,255
533,232	533,232	533,232	391,477	391,477	434,763
55,779,948	65,015,386	59,924,778	45,076,939	42,451,644	49,295,111
<u>\$ 56,313,180</u>	<u>\$ 65,553,226</u>	<u>\$ 60,483,226</u>	<u>\$ 45,482,141</u>	<u>\$ 42,847,368</u>	<u>\$ 49,744,129</u>

ORANGE COUNTY FIRE AUTHORITY
Changes in Fund Balances of Governmental Funds
Last Ten Fiscal Years
(modified accrual basis of accounting)

	Fiscal Year Ended June 30			
	2012	2013	2014	2015
Revenues:				
Taxes	\$ 177,728,290	\$ 181,720,253	\$ 190,873,689	\$ 205,141,237
Intergovernmental	12,894,882	28,883,649	19,111,811	23,565,214
Charges for services	65,556,905	95,904,052	97,705,183	102,000,677
Use of money and property	660,621	(5,548)	1,091,815	947,940
Miscellaneous	2,800,466	5,140,751	1,537,556	1,595,318
Developer contributions	10,140	538,260	1,271,400	8,307,207
Total revenues	<u>259,651,304</u>	<u>312,181,417</u>	<u>311,591,454</u>	<u>341,557,593</u>
Expenditures:				
Current - public safety:				
Salaries and benefits	228,452,010	255,301,913	257,134,030	285,988,997
Services and supplies	30,737,551	32,613,137	40,187,878	40,490,370
Capital outlay	932,034	5,420,102	7,681,418	16,644,798
Debt service:				
Principal retirement	2,139,694	2,162,809	2,219,152	2,276,963
Interest and fiscal charges	635,351	484,851	421,845	585,501
Issuance costs	286,599	-	-	-
Total expenditures	<u>263,183,239</u>	<u>295,982,812</u>	<u>307,644,323</u>	<u>345,986,629</u>
Excess (deficiency) of revenues over (under) expenditures	<u>(3,531,935)</u>	<u>16,198,605</u>	<u>3,947,131</u>	<u>(4,429,036)</u>
Other financing sources (uses):				
Transfers in	-	381,222	5,370,375	6,845,320
Transfers out	-	(381,222)	(5,370,375)	(6,845,320)
Issuance of long-term debt	16,756,078	-	-	-
Refinanced long-term debt	(16,377,093)	-	-	-
Sale of capital assets	99,272	14,200	57,843	112,363
Insurance recoveries	89,095	53,529	360,803	32,948
Total other financing sources (uses)	<u>567,352</u>	<u>67,729</u>	<u>418,646</u>	<u>145,311</u>
Net change in fund balances	<u>\$ (2,964,583)</u>	<u>\$ 16,266,334</u>	<u>\$ 4,365,777</u>	<u>\$ (4,283,725)</u>
Debt service as a percentage of noncapital expenditures	1.1%	0.9%	0.9%	0.9%

SOURCE: OCFA Comprehensive Annual Financial Reports

NOTES:

(1) Beginning in Fiscal Year 2018/19, proceeds from sale of certain non-capital assets were reported as miscellaneous revenue rather than sale of capital assets. Amounts shown on this schedule for previous fiscal years have also been updated to reflect this change and may vary from the amounts originally reported in the financial statements.

(2) Beginning in Fiscal Year 2020/21, lease revenues from the RFOTC cell tower and Fullerton Airport hangar were reported as use of money and property rather than miscellaneous revenue. Amounts shown on this schedule for previous fiscal years have also been updated to reflect this change and may vary from the amounts originally reported in the financial statements.

2016	2017	2018	2019	2020	2021	
\$ 219,840,417	\$ 232,832,758	\$ 250,326,172	\$ 264,267,387	\$ 277,721,815	\$ 290,310,882	
25,978,081	29,069,065	37,063,147	28,521,605	41,258,003	58,266,113	
103,830,436	106,061,060	108,750,420	113,719,047	138,641,512	138,809,882	
1,865,616	1,503,122	2,827,492	4,816,165	3,700,453	499,035	(2)
2,606,413	4,365,243	4,343,194	1,170,010	6,184,387	3,978,404	(1,2)
3,233,082	962,627	3,545,139	454,200	679,800	1,317,000	
357,354,045	374,793,875	406,855,564	412,948,414	468,185,970	493,181,316	
294,414,084	309,507,433	340,720,267	346,953,705	375,032,147	406,935,192	
36,303,618	48,087,618	49,871,973	49,488,301	67,271,454	71,567,532	
3,996,650	12,116,937	9,970,652	20,095,072	7,790,083	9,753,190	
2,336,279	2,397,140	2,459,589	1,253,718	-	-	
935,881	400,887	459,924	333,385	325,640	36,246	
-	-	-	-	-	-	
337,986,512	372,510,015	403,482,405	418,124,181	450,419,324	488,292,160	
19,367,533	2,283,860	3,373,159	(5,175,767)	17,766,646	4,889,156	
78,187	33,724,099	-	2,150,000	8,000,000	11,059,336	
(78,187)	(33,724,099)	-	(2,150,000)	(8,000,000)	(11,059,336)	
-	-	-	-	-	-	
-	-	-	-	-	-	
9,930	37,400	844,512	22,548	142,044	147,194	(1)
121,288	1,218,433	1,456,267	775,470	1,320,164	1,552,612	
131,218	1,255,833	2,300,779	798,018	1,462,208	1,699,806	
\$ 19,498,751	\$ 3,539,693	\$ 5,673,938	\$ (4,377,749)	\$ 19,228,854	\$ 6,588,962	
1.0%	0.8%	0.7%	0.4%	0.1%	0.0%	



Orange County Fire Authority Safety Message

Holiday Fire Safety



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

- ✓ Candles:
 - Consider using flameless candles and flame-resistant candleholders to reduce fire risk.
 - Keep candles at least 12 inches from flammable materials and place them on heat-resistant surfaces.
 - Keep candles out of the reach of children and pets.
 - Extinguish all candles before leaving a room or going to sleep.
- ✓ Lighting and decorations:
 - Check lights for broken or cracked sockets, frayed or bare wires, or loose connections before using.
 - Replace burned-out bulbs promptly with the same wattage bulb.
 - Don't overload electrical outlets with too many lights or decorations and make sure all extension cords are marked for proper use.
 - Plug outdoor electric lights and decorations into circuits protected by ground fault circuit interrupters (GFCIs).
 - Turn off all indoor and outdoor holiday lighting before leaving the house or going to bed.
- ✓ Christmas trees:
 - Place your tree away from fireplaces, radiators, heater vents, air ducts, and other heat sources.
 - Make sure the tree is out of the way of day-to-day traffic and doesn't block doorways.
 - Ornaments and other holiday decorations should be non-combustible or flame-resistant.
 - Remove your tree promptly from your home after the holidays. An ignited tree can be totally consumed by fire in 3-5 seconds and generate over 2,000 degrees of radiant heat.

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

ORANGE COUNTY FIRE AUTHORITY

Revenue Capacity Information

Assessed Value and Estimated Actual Value of Taxable Property – Presents information on the assessed property values of each city and the unincorporated area within the OCFA’s jurisdiction for each of the last ten fiscal years.

Property Tax Rates of Direct and Overlapping Governments – Presents the County of Orange’s direct property tax rate, as well as the rates of any overlapping governments that are applied to the same revenue base.

Principal Property Tax Payers – Presents information about the OCFA’s ten largest property tax payers for the current fiscal year, as compared to nine fiscal years ago.

Property Tax Levies and Collections – Presents information on the levy and subsequent collection of OCFA’s property taxes for each of the last ten fiscal years.

ORANGE COUNTY FIRE AUTHORITY
Assessed Value (1) and Estimated Actual Value of Taxable Property
Last Ten Fiscal Years
(dollars in thousands)

Jurisdiction	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Buena Park	\$ 7,484,717	7,602,927	7,886,342	8,313,496
Garden Grove (4)	n/a	n/a	n/a	n/a
Placentia (5)	5,007,558	5,080,849	5,203,417	5,519,085
San Clemente	12,356,019	12,506,118	12,824,727	13,666,851
Santa Ana	20,100,864	20,339,779	21,119,683	22,075,383
Seal Beach	4,434,345	4,480,557	4,580,472	4,891,060
Stanton	2,063,293	2,073,752	2,144,270	2,297,508
Tustin	9,378,899	9,502,173	9,732,381	10,292,805
Westminster	6,935,762	7,023,383	7,176,141	7,628,669
Total cash contract cities (3)	67,761,457	68,609,538	70,667,433	74,684,857
Aliso Viejo	7,511,408	7,605,524	7,877,812	8,440,740
Cypress	5,560,190	5,666,354	5,854,809	6,104,218
Dana Point	8,735,352	8,844,364	9,126,750	9,787,132
Irvine	47,136,231	48,646,093	51,002,248	55,693,885
Laguna Hills	5,463,649	5,513,066	5,643,545	5,961,947
Laguna Niguel	11,991,939	12,116,601	12,402,919	13,270,851
Laguna Woods	2,186,990	2,193,624	2,237,288	2,424,736
Lake Forest	10,721,083	10,885,724	11,238,775	11,920,081
La Palma	1,698,169	1,718,007	1,744,907	1,829,353
Los Alamitos	1,603,255	1,638,193	1,674,933	1,778,110
Mission Viejo	13,226,115	13,320,574	13,639,460	14,533,544
Rancho Santa Margarita	6,623,819	6,679,191	6,759,144	7,231,597
San Juan Capistrano	5,799,444	5,833,269	6,039,344	6,443,224
Villa Park	1,372,687	1,398,666	1,466,599	1,527,255
Yorba Linda	11,262,427	11,484,958	11,857,840	12,668,130
Unincorporated	21,509,471	21,332,072	21,915,863	23,573,390
Total SFF jurisdictions (2)	162,402,229	164,876,280	170,482,236	183,188,193
Percentage change from prior year	0.76%	1.52%	3.40%	7.45%
Total assessed valuation	\$ 230,163,686	\$ 233,485,818	\$ 241,149,669	\$ 257,873,050
Total direct tax rate	0.11%	0.11%	0.11%	0.11%

SOURCE: County of Orange, Auditor-Controller, Assessed Valuations by Fiscal Year

http://acweb1.ocgov.com/ac/txfdr_Civica/av/

NOTES:

- (1) Assessed value is stated at taxable full cash value. These values may include an increased value over the base year for that portion of the city or district which lies within a redevelopment agency.
- (2) Assessed value for these cities is part of the Structural Fire Fund (SFF).
- (3) Cities pay for services on a cash contract basis. Assessed value is shown for comparison only.
- (4) The City of Garden Grove joined OCFA on August 16, 2019.
- (5) The City of Placentia was no longer a member of the OCFA beginning in Fiscal Year 2020/21.

FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
8,769,022	9,229,491	9,771,180	10,534,143	11,010,946	11,489,594
n/a	n/a	n/a	n/a	17,647,291	18,531,828
5,878,473	6,133,423	6,445,280	6,778,269	7,057,342	n/a
14,447,434	15,269,878	16,078,965	16,904,336	17,783,910	18,559,898
23,013,226	23,886,126	25,232,515	26,520,241	27,943,961	29,080,200
5,081,691	5,167,629	5,428,187	5,625,920	5,981,331	6,200,421
2,433,266	2,569,937	2,679,870	2,836,469	3,015,953	3,303,024
11,004,027	11,577,792	12,399,614	13,043,122	13,658,894	14,373,207
8,279,644	8,410,335	8,907,507	9,391,194	9,801,405	10,290,576
<u>78,906,783</u>	<u>82,244,611</u>	<u>86,943,118</u>	<u>91,633,694</u>	<u>113,901,033</u>	<u>111,828,748</u>
8,765,964	9,262,105	9,757,603	10,320,678	10,706,653	11,057,982
6,463,650	6,751,019	7,049,085	7,492,895	7,865,560	8,175,217
10,513,667	11,209,516	12,184,560	12,716,978	13,330,883	13,901,090
60,912,694	65,754,243	71,898,708	78,439,756	85,045,012	90,058,179
6,256,109	6,506,374	6,744,152	7,169,367	7,360,865	7,648,234
14,015,647	14,571,803	15,341,994	15,925,158	16,566,379	17,211,775
2,620,217	2,772,774	2,949,710	3,141,574	3,308,199	3,655,931
12,672,969	13,710,657	14,701,561	15,968,847	17,239,225	17,826,418
1,904,950	1,998,105	2,042,167	2,137,829	2,218,935	2,294,417
1,887,771	1,961,259	2,068,339	2,165,016	2,279,998	2,430,512
15,262,434	15,835,376	16,538,595	17,362,619	18,087,505	18,749,279
7,572,862	7,810,951	8,247,183	8,640,697	8,947,481	9,238,425
6,828,239	7,190,143	7,600,135	7,959,762	8,336,034	8,820,714
1,596,806	1,674,085	1,755,259	1,836,352	1,912,173	1,993,610
13,488,124	14,098,053	14,862,265	15,623,191	16,292,118	16,933,257
24,999,336	26,380,370	28,230,720	29,526,544	31,132,442	32,498,066
<u>195,761,439</u>	<u>207,486,833</u>	<u>221,972,036</u>	<u>236,427,263</u>	<u>250,629,462</u>	<u>262,493,106</u>
6.86%	5.99%	6.98%	6.51%	6.01%	4.73%
<u>\$ 274,668,222</u>	<u>\$ 289,731,444</u>	<u>\$ 308,915,154</u>	<u>\$ 328,060,957</u>	<u>\$ 364,530,495</u>	<u>\$ 374,321,854</u>
0.11%	0.11%	0.11%	0.11%	0.11%	0.11%

(5) 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
Property Tax Rates of Direct and Overlapping Governments
Last Ten Fiscal Years

Fiscal Year Ended June 30	County of Orange (B)			OCFA (B)
	Overlapping	Direct		Direct
	Basic Operating Levy	Debt Service	Total	Basic Operating Levy
2012	1.00000	0.00000	1.00000	0.0011
2013	1.00000	0.00000	1.00000	0.0011
2014	1.00000	0.00000	1.00000	0.0011
2015	1.00000	0.00000	1.00000	0.0011
2016	1.00000	0.00000	1.00000	0.0011
2017	1.00000	0.00000	1.00000	0.0011
2018	1.00000	0.00000	1.00000	0.0011
2019	1.00000	0.00000	1.00000	0.0011
2020	1.00000	0.00000	1.00000	0.0011
2021	1.00000	0.00000	1.00000	0.0011
	(A)	(A)		(C)

SOURCE:

- (A) County of Orange, Auditor-Controller, Tax Rate Books by Fiscal Year
<http://acdcweb01.ocgov.com/about/central-accounting/property-tax-accounting/tax-rate-book>
- (B) Data for the entire County of Orange is not limited to the cities/unincorporated areas served by the Orange County Fire Authority. Data for OCFA is limited to its member cities that are part of the Structural Fire Fund (SFF).
- (C) Direct tax rate calculation per the "Assessed Value and Estimated Actual Value of Taxable Property" schedule included in this report.

NOTE: This schedule presents tax rates per \$100 of assessed/full cash value.

ORANGE COUNTY FIRE AUTHORITY
Principal Property Tax Payers
Current and Nine Years Ago
(Dollars in Thousands)

Property Tax Payer	Fiscal Year 2011/12 (A)			Fiscal Year 2020/21 (B)		
	Actual Taxes		Percent of	Actual Taxes		Percent
	Levied	Rank	Total Taxes Levied	Levied	Rank	of Total Taxes Levied
Irvine Co.	\$ 60,233	1	1.24%			
The Irvine Company LLC	\$ 15,067	4	0.31%			
Irvine Company LLC	\$ 13,538	5	0.28%			
Irvine Company	\$ 88,838		1.83%	\$ 76,208	1	1.05%
Walt Disney World Co.	\$ 36,701	2	0.76%			
Walt Disney World	\$ 8,446	8	0.17%			
Walt Disney Parks & Resorts U.S. (Walt Disney World Co.)	\$ 45,147		0.93%	\$ 63,999	2	0.89%
Southern California Edison Company (Edison International)	\$ 28,050	3	0.58%	\$ 49,220	3	0.68%
Five Points Holdings, LLC (Lennar)				\$ 20,233	4	0.28%
Sempra Energy (SDG&E, Southern California Gas)				\$ 14,883	5	0.21%
United Laguna Hills Mutual (Laguna Woods)	\$ 7,282	9	0.15%	\$ 11,346	6	0.16%
BEX Portfolio, Inc.				\$ 8,680	7	0.12%
Anbang Insurance Group Company (Ritz-Carlton, Montage)				\$ 7,011	8	0.10%
AT&T (Pacific Bell Telephone Company)	\$ 9,001	7	0.19%	\$ 6,474	9	0.90%
Bella Terra Associates, LLC				\$ 6,431	10	0.90%
Irvine Apartment Communities	\$ 9,744	6	0.20%			
Heritage Fields El Toro LLC	\$ 7,012	10	0.14%			

SOURCE:

(A) OCFA Comprehensive Annual Financial Report for Fiscal Year 2011/12. The information presented here reflects certain corrections to the data, as previously reported, in order to match the County of Orange, Treasurer-Tax Collector's "Top 20 Secured Taxpayer List" for Fiscal Year 2011/12 and for better comparability to the current fiscal year's presentation.

(B) County of Orange, Treasurer-Tax Collector, Top 20 Secured Taxpayer List for Fiscal Year 2019/20 (http://www.ttc.ocgov.com/rptstats/stats). Updated Fiscal Year 2020/21 data is not available from the County of Orange at the time of this report's publication.

NOTE:

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
Property Tax Levies and Collections
Last Ten Fiscal Years
(dollars in thousands)

Fiscal Year Ended June 30	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of Levy		Collection of Prior Year Levies		Collection of Penalties and Interest		Total Collection to Date		Collection of Property Tax Increment Pass-Through (1)	
		Amount	% of Levy	Teeter Plan	Delinquencies and Other	Delinquency Penalties	Interest	Total Amounts Collected	% of Levy	RDA	H&S
2012	\$179,564	\$173,169	96.4%	\$ 2,324	\$ 262	\$ 79	\$ 46	\$175,880	97.9%	\$ 3,468	\$ -
2013	\$184,029	\$178,299	96.9%	\$ 1,674	\$ 157	\$ 30	\$ 37	\$180,197	97.9%	\$ 6,248	\$ 10,269
2014	\$192,876	\$187,828	97.4%	\$ 1,371	\$ 49	\$ 32	\$ 37	\$189,317	98.2%	\$ 6,958	\$ 208
2015	\$207,775	\$202,356	97.4%	\$ 1,336	\$ 50	\$ 32	\$ 38	\$203,812	98.1%	\$ 8,110	\$ 605
2016	\$224,452	\$216,219	96.3%	\$ 1,368	\$ 157	\$ 38	\$ 73	\$217,855	97.1%	\$ 9,180	\$ 639
2017	\$237,082	\$229,934	97.0%	\$ 1,329	\$ 140	\$ 35	\$ 105	\$231,543	97.7%	\$ 9,237	\$ 662
2018	\$253,371	\$246,607	97.3%	\$ 1,461	\$ 156	\$ 36	\$ 189	\$248,449	98.1%	\$ 11,095	\$ 694
2019	\$267,727	\$262,561	98.1%	\$ 1,737	\$ 149	\$ 42	\$ 248	\$264,737	98.9%	\$ 9,627	\$ 732
2020	\$280,282	\$273,453	97.6%	\$ 2,202	\$ 165	\$ 47	\$ 342	\$276,209	98.5%	\$ 13,256	\$ 774
2021	\$292,841	\$286,140	97.7%	\$ 1,825	\$ 257	\$ 68	\$ 206	\$288,496	98.5%	\$ 15,265	\$ 812

SOURCE:

County of Orange, Auditor-Controller, Tax Ledger Detail by Fiscal Year

Tax Ledger Selection C84 Orange County Fire Authority

http://tax.ocgov.com/acledger/choice_eGov.asp

NOTES:

- (1) Upon dissolution of California redevelopment agencies during Fiscal Year 2011/12, property tax increment formerly remitted to OCFA by its member city redevelopment agencies was instead deposited into the newly formed Redevelopment Property Tax Trust Fund (RPTTF) from which the Auditor/Controller made disbursements on behalf of the successor agencies. There is no tax levy associated with these collections; thus, they have been excluded from the "% of levy collected" calculations.

ORANGE COUNTY FIRE AUTHORITY

Debt Capacity Information

Ratios of Outstanding Debt by Type – Presents information on the OCFA’s total outstanding debt for each of the last ten fiscal years, including the ratio of outstanding debt to median family income and the calculation of outstanding debt per capita.

The following schedules are not included in OCFA’s Comprehensive Annual Financial Report:

Computation of Legal Debt Margin – OCFA is not subject to a legal debt margin.

Ratios of General Bonded Debt Outstanding – OCFA has not had any bonded debt outstanding for the last ten fiscal years.

Pledged Revenue Coverage – Debt of OCFA is not secured by a pledged revenue stream.

Computation of Direct and Overlapping Bonded Debt – OCFA is not obligated for any direct, bonded debt.

ORANGE COUNTY FIRE AUTHORITY
Ratios of Outstanding Debt by Type
Last Ten Fiscal Years
(dollars in thousands)

	Governmental Activities (A)		(B)	(C)		
Fiscal Year Ended June 30	Capital Lease Purchase Agreements	Total Outstanding Debt	County of Orange Median Household Income	Debt as a Percentage of Household Income	Population (OCFA Jurisdiction Only)	Debt per Capita
2012	\$ 15,106	\$ 15,106	\$85	17771.8%	1,694	\$9
2013	\$ 12,943	\$ 12,943	\$84	15408.3%	1,712	\$8
2014	\$ 10,724	\$ 10,724	\$85	12616.5%	1,734	\$6
2015	\$ 8,447	\$ 8,447	\$86	9822.1%	1,755	\$5
2016	\$ 6,110	\$ 6,110	\$85	7188.2%	1,784	\$3
2017	\$ 3,713	\$ 3,713	\$88	4219.3%	1,793	\$2
2018	\$ 1,254	\$ 1,254	\$93	1348.4%	1,808	\$1
2019	\$ -	\$ -	\$98	0.0%	1,808	\$0
2020	\$ -	\$ -	\$103	0.0%	1,966	\$0 (1)
2021	\$ -	\$ -	\$107	0.0%	1,891	\$0 (2)

SOURCES:

- (A) Details regarding OCFA's outstanding debt can be found in the notes to the financial statements.
- (B) U.S. Department of Housing and Urban Development, Median Family Income Documentation System by Fiscal Year (estimate) <http://www.huduser.org/portal/datasets/il.html>
- (C) California Department of Finance, Population and Housing Estimates as of January 1 <http://www.dof.ca.gov/forecasting/demographics/estimates>

NOTE:

- (1) The population data presented in this schedule includes only the cities and unincorporated county areas served by the OCFA. Since the City of Garden Grove became a member of the OCFA in August 2019, its population data is included with population totals beginning in Fiscal Year 2019/20. The Fiscal Year 2019/20 population total includes 174,801 for the City of Garden Grove.
- (2) The population data presented in this schedule includes only the cities and unincorporated county areas served by the OCFA. Since the City of City of Placentia is no longer a member of the OCFA effective July 1, 2020, its population data is not included with population totals beginning in Fiscal Year 2020/21. The Fiscal Year 2020/21 population total excludes 51,173 for the City of Placentia.

ORANGE COUNTY FIRE AUTHORITY

Demographic and Economic Information

Demographic and Economic Indicators – Presents information regarding population, personal income, per capita income and the unemployment rate for the County of Orange for each of the last ten fiscal years.

Population and Housing Statistics – Presents information on population and housing units of each city and the unincorporated area within the OCFA's jurisdiction for the current fiscal year, as compared to nine fiscal years ago.

Principal Employers – Presents information about the ten largest employers within the County of Orange's jurisdiction for the current fiscal year, as compared to nine fiscal years ago.

ORANGE COUNTY FIRE AUTHORITY
Demographic and Economic Indicators
Last Ten Fiscal Years
(amounts in thousands)

	(A)	(B)		(C)	
Fiscal Year Ended June	Population (Orange	Total Personal Income	Per Capita Income	Unemployment Rate	
30	County)				
2012	3,056	\$ 169,584,000	\$ 55,492	8.3	
2013	3,082	\$ 166,370,000	\$ 53,981	6.9	
2014	3,114	\$ 179,141,000	\$ 57,528	5.6	
2015	3,147	\$ 193,081,000	\$ 61,354	4.6	
2016	3,183	\$ 200,783,000	\$ 63,080	4.3	
2017	3,194	\$ 209,642,000	\$ 65,636	3.7	
2018	3,221	\$ 218,878,000	\$ 67,953	3.3	
2019	3,222	\$ 227,732,000	\$ 70,680	2.9	
2020	3,194	\$ 242,361,000	\$ 75,880	13.7	
2021	3,154	\$ 258,933,000	\$ 82,097	6.4	

SOURCES:

- (A) California Department of Finance
Population and Housing Estimates Table E-5, As of January 1
<http://www.dof.ca.gov/forecasting/demographics/estimates>
- (B) Chapman University Economic & Business Review
Annual History and Forecasts
Years 2016 - 2020 have been updated as of June 30, 2021.
The most recent year (2021) is a forecasted estimate.
- (C) Bureau of Labor Statistics (<https://www.bls.gov/data/>), Local Area Unemployment Statistics, Anaheim-Santa Ana-Irvine, CA Metropolitan Statistical Area. Figures reflect revised inputs, re-estimation, and new statewide control, if applicable. Unemployment rate is the monthly rate for June of the applicable fiscal year (i.e., June 2021 for FY 2020/21). The amount reported for the most recent fiscal year is based on preliminary BLS data.

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
Population and Housing Statistics
Current and Nine Years Ago

Jurisdiction	Population			Housing Units		
	2012	2021	% Change	2012	2021	% Change
Aliso Viejo	48,988	49,813	1.7%	19,161	20,192	5.4%
Buena Park	81,460	81,626	0.2%	24,691	25,140	1.8%
Cypress	48,273	48,531	0.5%	16,085	16,631	3.4%
Dana Point	33,667	33,189	-1.4%	15,949	16,212	1.6%
Garden Grove (1)	172,648	172,476	-0.1%	47,829	48,504	1.4%
Irvine	223,729	271,564	21.4%	83,792	110,884	32.3%
Laguna Hills	30,618	31,073	1.5%	11,049	11,302	2.3%
Laguna Niguel	63,691	65,168	2.3%	25,374	26,774	5.5%
Laguna Woods	16,334	16,036	-1.8%	13,016	13,079	0.5%
Lake Forest	78,036	84,538	8.3%	27,120	30,567	12.7%
La Palma	15,700	15,442	-1.6%	5,222	5,241	0.4%
Los Alamitos	11,557	11,538	-0.2%	4,358	4,437	1.8%
Mission Viejo	94,196	94,119	-0.1%	34,254	34,961	2.1%
Rancho Santa Margarita	48,278	48,183	-0.2%	17,260	17,346	0.5%
San Clemente	64,208	64,065	-0.2%	26,017	26,665	2.5%
San Juan Capistrano	35,022	35,801	2.2%	11,982	12,596	5.1%
Santa Ana	327,731	331,369	1.1%	76,944	80,285	4.3%
Seal Beach	24,354	24,443	0.4%	14,545	14,552	0.0%
Stanton	38,498	39,573	2.8%	11,276	11,699	3.8%
Tustin	76,567	80,009	4.5%	26,602	28,386	6.7%
Villa Park	5,867	5,759	-1.8%	2,017	2,031	0.7%
Westminster	90,677	91,466	0.9%	27,707	28,163	1.6%
Yorba Linda	65,777	67,846	3.1%	22,641	23,850	5.3%
Unincorporated	119,698	127,787	6.8%	39,319	42,891	9.1%
Total OCFA, adjusted (1)	1,815,574	1,891,414	4.2%	604,210	652,388	8.0%
Total non-OCFA (2)	1,240,218	1,262,350	1.8%	448,151	466,583	4.1%
Total Orange County	<u>3,055,792</u>	<u>3,153,764</u>	3.2%	<u>1,052,361</u>	<u>1,118,971</u>	6.3%
Total OCFA, adjusted	1,815,574			604,210		
Less: Garden Grove totals	(172,648)			(47,829)		
Plus: Placentia totals	51,084			16,907		
Total OCFA, actual as reported nine years ago	<u>1,694,010</u>	<u>1,891,414</u>	11.7%	<u>573,288</u>	<u>652,388</u>	13.8%

SOURCE: California Department of Finance, Population and Housing Estimates Table E-5

As of January 1, 2012 and 2021 <http://www.dof.ca.gov/forecasting/demographics/estimates>

NOTE:

- (1) Before Garden Grove became an OCFA member city in August 2019, the city's data was included in the "non-OCFA" total. However, Garden Grove's 2012 data has been identified separately for comparison purposes.
- (2) Prior to Fiscal Year 2020/21, data for the City of Placentia was presented separately as an OCFA member. Effective July 1, 2020, the city is no longer a member of OCFA and its data is combined in the "non-OCFA" total. Placentia's 2012 data has also been reported in the "non-OCFA" total for comparison purposes.

ORANGE COUNTY FIRE AUTHORITY
Principal Employers
Current and Nine Years Ago

Employer	Fiscal Year 2011/12			Fiscal Year 2020/21		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
Walt Disney Co.	22,000	1	1.37%	32,000	1	2.04%
University of California, Irvine	21,291	2	1.33%	24,174	2	1.54%
County of Orange	17,257	3	1.08%	18,435	3	1.17%
St. Joseph Health System	12,048	4	0.75%	14,000	4	0.89%
Kaiser Permanente	5,968	8	0.37%	8,200	5	0.52%
Albertsons				7,535	6	0.48%
Boeing Co.	7,700	5	0.48%	6,500	7	0.41%
Hoag Memorial Hospital				6,500	8	0.41%
Walmart				6,200	9	0.39%
Target Corporation	5,527	9	0.34%	6,000	10	0.38%
Bank of America Corporation	6,300	6	0.39%			
Yum! Brands Inc.	6,300	7	0.39%			
Cedar Fair LP	5,200	10	0.32%			

SOURCE:

County of Orange Comprehensive Annual Financial Report for Fiscal Year 2019/20

For years ended June 30, 2020 and 2011

Amounts are reported one year in arrears due to availability of data at time of publication of this document.

<http://acdcweb01.ocgov.com/reports/cafrreports/>

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

Operating Information

Authorized Positions by Unit – Presents the number of authorized positions by unit for each of the last ten fiscal years.

Frozen Positions by Unit – Presents the number of frozen positions by unit as of June 30 for each of the last ten fiscal years.

Jurisdiction Information – Presents information on the OCFA's member agencies, square mile area served, population served, and number of fire stations for each of the last ten fiscal years.

Incidents by Major Category Definitions – Provides OCFA's definitions for categories of major incidents.

Incidents by Type – Presents the number of OCFA major incidents by category for each of the last ten fiscal years.

Incidents by Member Agency – Presents the number of OCFA major incidents by member agency for each of the last ten fiscal years.

Capital Equipment by Category – Presents the historical cost and quantity of capital equipment by category for each of the last ten fiscal years.

Capital Vehicles by Category – Presents the historical cost and quantity of capital vehicles by category for each of the last ten fiscal years.

Map of Division/Battalion Boundaries and Station Locations – This Orange county map identifies the areas included within OCFA's jurisdiction, the boundaries of its divisions/battalions, and the locations of all OCFA fire stations.

List of Stations by Member Agency – Presents a list of OCFA fire stations and street addresses by member agency.

Description of the Organization, Programs and Service Delivery – Provides an overview of the activities and responsibilities carried out by each of the OCFA's departments.

ORANGE COUNTY FIRE AUTHORITY
Authorized Positions by Unit
Last Ten Fiscal Years

Unit	As of June 30									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Firefighter	1,010	1,011	1,011	1,011	1,023	1,023	1,048	1,153	1,152	1,151
Fire Management	45	45	45	45	45	45	45	52	53	53
General	203	205	205	205	213	213	211	252	248	248
Supervisory Management	28	28	27	27	27	27	30	32	33	34
Supported Employment	4	4	4	4	4	4	4	4	4	4
Administrative Management	42	43	44	44	43	43	43	41	46	47
Executive Management	7	7	7	8	8	8	7	10	10	10
Subtotal	1,339	1,343	1,343	1,344	1,363	1,363	1,388	1,544	1,546	1,547
Board Director	-	-	-	-	-	-	25	25	25	25
Total authorized positions	<u>1,339</u>	<u>1,343</u>	<u>1,343</u>	<u>1,344</u>	<u>1,363</u>	<u>1,363</u>	<u>1,413</u>	<u>1,569</u>	<u>1,571</u>	<u>1,572</u>
Funded positions:										
General Operating Fund	1,245	1,238	1,240	1,244	1,274	1,284	1,400	1,566	1,541	1,540
Total funded positions	<u>1,245</u>	<u>1,238</u>	<u>1,240</u>	<u>1,244</u>	<u>1,274</u>	<u>1,284</u>	<u>1,400</u>	<u>1,566</u>	<u>1,541</u>	<u>1,540</u>
Unfunded positions:										
Unbudgeted positions	1	3	3	3	3	3	-	-	-	-
Frozen	93	102	100	97	86	76	13	3	30	32
Total unfunded positions	<u>94</u>	<u>105</u>	<u>103</u>	<u>100</u>	<u>89</u>	<u>79</u>	<u>13</u>	<u>3</u>	<u>30</u>	<u>32</u>
Total authorized positions	<u>1,339</u>	<u>1,343</u>	<u>1,343</u>	<u>1,344</u>	<u>1,363</u>	<u>1,363</u>	<u>1,413</u>	<u>1,569</u>	<u>1,571</u>	<u>1,572</u>
Increase (decrease) from prior fiscal year:										
Total funded positions	159	(7)	2	4	30	10	116	166	(25)	(1)
Total unfunded positions	<u>(1)</u>	<u>11</u>	<u>(2)</u>	<u>(3)</u>	<u>(11)</u>	<u>(10)</u>	<u>(66)</u>	<u>(10)</u>	<u>27</u>	<u>2</u>
Total authorized positions	<u>158</u>	<u>4</u>	<u>-</u>	<u>1</u>	<u>19</u>	<u>-</u>	<u>50</u>	<u>156</u>	<u>2</u>	<u>1</u>
	(1)						(2)	(3)		

SOURCE: OCFA Treasury Division, Budget Section

NOTES:

- (1) The net increase of total authorized positions during Fiscal Year 2011/12 included 163 authorized positions for employees transitioning from the City of Santa Ana (147 Firefighter Unit, 4 Fire Management Unit, 11 General Unit, and 1 Supervisory Management Unit).
- (2) During Fiscal Year 2017/18, Board Members were converted into employee positions and added to the authorized position control (25 positions).
- (3) The net increase of total authorized positions during Fiscal Year 2018/19 included 99 authorized positions for employees transitioning from the City of Garden Grove (74 Firefighter Unit, 3 Fire Management Unit, 22 General Unit).

ORANGE COUNTY FIRE AUTHORITY
Frozen Positions by Unit
Last Ten Fiscal Years

Unit / Position	As of June 30									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Firefighter Unit:										
Fire Apparatus Engineer	18	24	24	24	21	20	-	-	6	6
Fire Captain	24	27	27	27	24	22	3	1	7	7
Fire Pilot	-	-	1	1	1	1	-	-	-	-
Firefighter	18	18	18	18	18	18	-	-	15	15
Heavy Fire Equipment Operator	1	1	1	1	1	1	-	-	-	-
Total Firefighter Unit	61	70	71	71	65	62	3	1	28	28
Fire Management Unit:										
Fire Battalion Chief	2	2	2	2	2	1	-	-	-	-
Total Fire Management Unit	2	2	2	2	2	1	-	-	-	-
General Unit:										
Accountant	1	1	1	1	1	-	-	-	-	-
Administrative Assistant	5	5	5	5	4	1	1	-	-	-
Assistant Purchasing Agent	1	1	-	-	-	-	-	-	-	-
Business Analyst	-	-	1	1	1	-	-	-	-	-
Communications Installer	-	-	-	-	-	-	-	-	-	1
Communications Installer (Part-Time)	-	-	-	-	-	-	-	-	-	1
Fire Equipment Technician	1	1	1	1	1	-	-	-	-	-
Fire Prevention Analyst	4	4	4	4	4	4	2	-	-	-
Fire Prevention Specialist	2	2	2	-	-	-	-	-	-	-
Human Resources Analyst	1	1	1	1	-	-	-	-	-	-
Management Assistant	1	1	-	-	-	-	-	-	-	-
Office Services Specialist	2	2	3	3	-	-	-	1	1	1
Senior Fire Equipment Technician	1	-	-	-	-	-	-	-	-	-
Senior Fire Prevention Specialist	3	3	2	2	2	2	2	-	-	-
WEFIT Coordinator	-	1	-	-	-	-	-	-	-	-
Total General Unit	22	22	20	18	13	7	5	1	1	3
Supervisory Management Unit:										
Assistant Fire Marshal	1	1	1	1	1	1	1	-	-	-
Information Technology Supervisor	1	1	1	1	-	-	-	-	-	-
Senior Fire Communications Supervisor	-	-	-	-	-	-	1	-	-	-
Total Supervisory Management Unit	2	2	2	2	1	1	2	-	-	-
Administrative Management Unit:										
Assistant IT Manager	-	-	-	-	1	1	1	-	-	-
Benefits Services Manager	1	1	-	-	-	1	-	-	-	-
Management Analyst	1	1	1	1	1	1	1	-	-	-
ODT Program Manager	1	1	1	-	-	-	-	1	1	1
Senior Accountant	2	2	2	2	2	2	1	-	-	-
Senior Human Resources Analyst	1	1	1	1	1	-	-	-	-	-
Total Administrative Management Unit	6	6	5	4	5	5	3	1	1	1
Total frozen positions	93	102	100	97	86	76	13	3	30	32

SOURCE: Orange County Fire Authority, Treasury Division, Budget Section

ORANGE COUNTY FIRE AUTHORITY
Jurisdiction Information
Last Ten Fiscal Years

Fiscal Year Ended June 30	(A) Number of Member Agencies	(B) Square Mile Area Served	(C) Population Served	(A) Number of Stations	New and Closed Station(s)	
					+/-	Description
2012	24	576	1,694,010	71	10	New Stations 70 through 79 (Santa Ana)
2013	24	571	1,712,234	71	-	
2014	24	571	1,733,563	71	-	
2015	24	571	1,755,436	71	-	
2016	24	576	1,783,505	72	1	New Station 56 (County/Rancho Mission Viejo)
2017	24	576	1,793,040	72	-	
2018	24	576	1,807,862	72	-	
2019	24	576	1,807,560	72	-	
2020	25	593	1,966,019	79	7	New Stations 80 through 86 (Garden Grove)
2021	24	587	1,891,414	77	(2)	Removed Stations 34 and 35 (Placentia)

SOURCES:

- (A) Orange County Fire Authority, Clerk of the Authority
- (B) Orange County Fire Authority, Geographic Information Systems
- (C) California Department of Finance, Population and Housing Estimates as of January 1
<http://www.dof.ca.gov/forecasting/demographics/estimates>

NOTES: The City of Santa Ana became an OCFA member city in Fiscal Year 2011/12.
The City of Garden Grove became an OCFA member city in Fiscal Year 2019/20.
The City of Placentia was no longer an OCFA member city effective Fiscal Year 2020/21.

ORANGE COUNTY FIRE AUTHORITY
Incidents by Major Category Definitions

Fire: This category includes fire responses, even if the fire has been extinguished upon arrival. This category also includes combustion explosions with no resulting fire. Examples of this category include structure fires, rubbish fires, dumpster fires and vehicle fires.

Rupture/Explosion: This category 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.

Rescue/EMS: This category includes all medical aids, illness and heart attacks, as well as traffic accidents and missing persons.

Hazardous Condition: This category includes Hazardous Materials incidents; electrical wire arcing; suspected drug labs; or situations where there is a perceived problem that may prove to be a potential emergency.

Service Call: This category 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.

Good Intent: This category 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.

False Alarm: 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.

Natural Disaster: This category includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, hurricanes and other weather or natural events.

SOURCE: Orange County Fire Authority, Command & Emergency Planning Division

ORANGE COUNTY FIRE AUTHORITY
Incidents by Type
Last Ten Fiscal Years

Fiscal Year Ended June 30 (1)	Fire	Rupture/ Explosion	Rescue/ EMS	Hazardous Condition	Service Call	Good Intent	False Alarm	Natural Disaster	Other	Total	
2012	1,635	157	66,383	965	6,457	12,802	4,065	4	192	92,660	(2)
2013	2,004	219	80,167	1,100	7,753	14,786	5,710	1	149	111,889	(2)
2014	1,936	220	83,762	1,254	6,978	12,411	6,238	6	220	113,025	
2015	1,898	229	94,740	1,220	6,996	12,046	6,515	5	345	123,994	
2016	2,338	197	102,994	1,314	7,921	13,261	6,575	6	9	134,615	
2017	2,372	192	106,679	1,466	7,819	14,207	6,644	37	67	139,483	
2018	2,651	147	110,327	1,163	7,955	14,010	6,060	3	68	142,384	
2019	2,161	154	111,044	1,322	6,948	14,353	7,016	13	589	143,600	
2020	2,313	226	114,758	1,348	7,978	18,532	7,482	12	137	152,786	(3)
2021	2,688	221	113,735	1,317	8,777	18,737	6,616	27	171	152,289	(3,4)

SOURCE:

Orange County Fire Authority, Command & 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) The City of Santa Ana joined the OCFA effective April 20, 2012. Fiscal Year 2011/12 data includes the portion of the fiscal year during which the city was a member of OCFA. Fiscal Year 2012/13 data includes the first full year of Santa Ana activity.

(3) The City of Garden Grove joined the OCFA effective August 16, 2019. Fiscal Year 2019/20 data is reported only for the portion of the fiscal year during which the city was a member of OCFA. Fiscal Year 2020/21 data includes the first full year of Garden Grove activity.

(4) Effective July 1, 2020, the City of Placentia was no longer a member of the OCFA.

ORANGE COUNTY FIRE AUTHORITY
Incidents by Member Agency
Last Ten Fiscal Years

Fiscal Year Ended June 30 (1)

Member	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Aliso Viejo	2,071	2,226	2,194	2,420	2,511	2,654	2,810	2,871	3,022	3,172
Buena Park	5,836	5,849	6,057	6,569	7,016	7,053	7,193	7,242	7,175	7,363
Cypress	2,556	2,699	2,633	2,833	3,013	3,145	3,238	3,292	3,215	3,162
Dana Point	2,772	2,950	2,925	3,297	3,291	3,663	3,717	3,399	3,343	3,334
Garden Grove (3)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	11,288	13,557
Irvine	11,969	12,485	12,896	13,875	14,688	15,967	16,325	16,797	16,481	15,704
La Palma	750	808	925	1,036	1,059	1,212	1,303	1,282	1,224	1,210
Laguna Hills	2,542	2,579	2,584	2,675	2,887	3,078	3,303	3,303	3,122	3,263
Laguna Niguel	3,358	3,476	3,685	3,584	3,861	4,054	3,947	4,192	4,421	4,268
Laguna Woods	4,717	4,748	4,306	4,847	5,319	5,636	5,281	5,342	4,967	5,353
Lake Forest	4,230	4,459	4,297	4,651	4,995	5,474	5,333	5,335	5,378	5,629
Los Alamitos	1,101	1,199	1,123	1,254	1,380	1,360	1,477	1,468	1,405	1,363
Mission Viejo	6,355	6,760	6,791	7,072	7,508	7,777	8,041	7,989	7,718	7,512
Placentia (4)	2,714	2,846	2,806	2,981	3,132	3,325	3,609	3,564	3,616	n/a
Rancho Santa Margarita	2,105	1,983	2,111	2,254	2,415	2,447	2,542	2,366	2,521	2,518
San Clemente	3,999	4,187	4,334	4,668	5,080	5,311	5,239	5,069	4,999	5,168
San Juan Capistrano	2,617	2,701	2,934	3,164	3,629	3,899	3,931	3,786	3,571	3,552
Santa Ana (2)	3,654	18,915	19,303	21,465	23,455	25,074	26,707	27,518	27,335	27,493
Seal Beach	3,617	3,571	3,343	3,783	4,882	4,753	4,591	4,216	4,300	4,276
Stanton	2,660	2,878	2,879	3,113	3,413	3,396	3,284	3,343	3,645	3,701
Tustin	4,196	4,582	4,614	5,205	5,406	5,419	5,470	5,748	5,623	5,780
Villa Park	363	392	338	378	452	475	448	480	469	448
Westminster	6,012	6,486	6,201	6,880	7,442	7,560	7,702	7,772	7,945	8,357
Yorba Linda	3,125	3,277	3,185	3,547	3,716	3,747	4,059	4,146	4,023	4,168
Unincorporated	5,991	6,312	6,073	6,496	6,719	7,390	7,437	7,573	7,788	8,065
	89,310	108,368	108,537	118,047	127,269	133,869	136,987	138,093	148,594	148,416
Auto/Mutual										
Aid Given	3,350	3,521	4,488	5,947	7,346	5,614	5,397	5,507	4,192	3,873
Total	92,660	111,889	113,025	123,994	134,615	139,483	142,384	143,600	152,786	152,289

Orange County Fire Authority, Command & 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) The City of Santa Ana joined the OCFA effective April 20, 2012. Fiscal Year 2011/12 data is reported only for the portion of the fiscal year during which the city was a member of OCFA. Fiscal Year 2012/13 data includes the first full year of Santa Ana activity.

(3) The City of Garden Grove joined the OCFA effective August 16, 2019. Fiscal Year 2019/20 data is reported only for the portion of the fiscal year during which the city was a member of OCFA. Fiscal Year 2020/21 data includes the first full year of Garden Grove activity.

(4) Effective July 1, 2020, the City of Placentia was no longer a member of the OCFA.

ORANGE COUNTY FIRE AUTHORITY
Capital Equipment by Category
Last Ten Fiscal Years

Category	June 30, 2012		June 30, 2013	
	Historical Cost	Quantity	Historical Cost	Quantity
Air fill station	\$ 53,179	2	\$ 53,179	2
Aboveground storage tank	678,014	8	678,014	8
Audio visual equipment	716,800	18	716,800	18
Boat	31,515	4	31,515	4
Breathing Apparatus	-	-	-	-
Camera, thermal imaging	1,251,757	104	1,117,422	97
Camera, other	11,171	1	11,171	1
Communications equipment	1,512,740	42	1,533,009	44
Computer	82,126	5	82,126	5
Defibrillator	1,528,398	105	1,528,398	105
Exercise equipment	35,622	5	35,622	5
Fleet equipment	172,042	16	172,042	16
Forklift	93,177	3	93,177	3
Generator	504,562	22	504,562	22
GPS equipment (AVL regional interoperability projects)	1,391,000	2	1,391,000	2
Hazmat equipment	337,453	24	336,275	23
Helicopters and improvements:				
Helicopter	28,854,977	4	28,854,977	4
Helicopter, rotor blades	319,149	4	319,149	4
Helicopter, fast fin kits	-	-	-	-
Helicopter, flight director	-	-	-	-
Helicopter, multi-band radio upgrade	-	-	-	-
Helicopter equipment	778,885	42	787,062	43
Hydraulic tool	368,216	55	377,287	56
Kitchen equipment	33,403	4	33,403	4
Laptop	44,108	7	29,058	5
Manikin	67,452	11	67,452	11
Miscellaneous equipment	597,167	40	643,040	46
Mobile radio project (FY 2003/04 - FY 2004/05)	2,424,594	1	2,424,594	1
Mobile radio	107,671	17	107,671	17
Mobile radio, mobile data computer (MDC)	-	-	-	-
Network equipment	804,981	27	952,374	30
Office equipment	648,440	8	638,472	7
Portable building	226,348	13	236,843	14
Portable radio	25,640	5	79,452	15
Printer	72,039	7	72,039	6
Projector	10,372	2	10,372	2
Router	37,405	4	37,405	4
Scanner	-	-	-	-
Search equipment	163,944	11	163,944	11
Server	1,027,950	81	1,022,818	81
Software	7,074,050	55	7,117,506	56
Switch	282,393	16	282,393	16
Tablet	-	-	-	-
Tent	122,237	12	122,237	12
Trailer	437,742	16	527,629	18
Workstation	1,641,243	25	1,641,243	25
	<u>\$ 54,569,962</u>	<u>828</u>	<u>\$ 54,832,732</u>	<u>843</u>

SOURCE: Orange County Fire Authority, Finance Division, General Accounting Unit

June 30, 2014		June 30, 2015		June 30, 2016	
Historical Cost	Quantity	Historical Cost	Quantity	Historical Cost	Quantity
53,179	2	\$ 53,179	2	53,179	2
678,014	8	678,014	8	678,014	8
716,800	18	734,581	20	734,581	20
31,515	4	31,515	4	31,515	4
-	-	-	-	-	-
1,214,725	113	1,167,318	107	1,115,772	102
11,171	1	33,713	4	44,264	5
1,458,744	39	1,458,744	39	1,523,812	51
82,126	5	90,386	6	90,386	6
1,526,069	105	1,526,069	105	1,526,069	105
35,622	5	35,622	5	35,622	5
172,042	16	189,888	17	252,867	24
93,177	3	93,177	3	93,177	3
504,562	22	504,562	22	504,562	22
1,391,000	2	1,391,000	2	1,391,000	2
432,282	23	479,786	26	479,786	26
28,854,977	4	28,854,977	4	28,854,977	4
319,149	4	319,149	4	319,149	4
148,104	2	148,104	2	148,104	2
-	-	-	-	-	-
-	-	-	-	-	-
780,245	42	942,245	43	942,245	43
401,133	60	468,400	67	490,913	69
33,403	4	33,403	4	33,403	4
29,058	5	29,058	5	23,832	4
67,452	11	67,452	11	67,452	11
660,496	49	702,500	52	735,503	55
2,424,594	1	2,424,594	1	2,424,594	1
107,671	17	82,659	14	88,700	16
-	-	-	-	-	-
1,321,172	31	1,288,223	29	1,294,452	30
632,865	6	632,865	6	632,865	6
274,656	14	352,872	17	352,872	17
79,452	15	143,605	27	138,477	26
72,039	6	72,039	6	72,039	6
10,372	2	10,372	2	10,372	2
37,405	4	37,405	4	72,745	8
-	-	5,489	1	5,489	1
196,302	13	210,657	14	236,657	16
997,288	79	1,000,858	69	1,211,242	72
7,117,506	56	9,176,979	50	10,502,153	53
312,760	17	312,760	17	349,909	20
-	-	5,455	1	24,882	4
122,237	12	122,237	12	122,237	12
512,761	18	523,455	18	523,455	18
1,641,243	25	1,641,243	25	1,641,243	25
<u>\$ 55,555,368</u>	<u>863</u>	<u>\$ 58,076,609</u>	<u>875</u>	<u>\$ 59,874,567</u>	<u>914</u>

(Continued on next page)

ORANGE COUNTY FIRE AUTHORITY
Capital Equipment by Category
(Continued)

Category	June 30, 2017		June 30, 2018	
	Historical Cost	Quantity	Historical Cost	Quantity
Air fill station	53,179	2	53,179	2
Aboveground storage tank	678,014	8	678,014	8
Audio visual equipment	734,581	20	734,581	20
Boat	64,986	6	80,606	7
Breathing Apparatus	-	-	-	-
Camera, thermal imaging	1,107,655	101	1,198,258	111
Camera, other	44,264	5	44,264	5
Communications equipment	1,702,712	83	1,689,198	81
Computer	25,900	4	25,900	4
Defibrillator	5,312,042	229	3,802,620	121
Exercise equipment	40,790	6	40,790	6
Fleet equipment	284,885	27	261,714	28
Forklift	134,138	4	134,138	4
Generator	504,562	22	504,562	22
GPS equipment (AVL regional interoperability projects)	1,391,000	2	1,391,000	2
Hazmat equipment	479,786	26	479,786	26
Helicopters and improvements:				
Helicopter	28,854,977	4	28,854,977	4
Helicopter, rotor blades	319,149	4	319,149	4
Helicopter, fast fin kits	148,104	2	148,104	2
Helicopter, flight director	-	-	168,804	2
Helicopter, multi-band radio upgrade	-	-	-	-
Helicopter equipment	995,953	46	1,003,199	47
Hydraulic tool	535,309	72	1,108,303	148
Kitchen equipment	26,394	3	26,394	3
Laptop	17,957	3	17,957	3
Manikin	67,452	11	75,129	12
Miscellaneous equipment	798,762	59	891,816	67
Mobile radio project (FY 2003/04 - FY 2004/05)	2,424,594	1	2,424,594	1
Mobile radio	88,700	16	88,700	16
Mobile radio, mobile data computer (MDC)	196,398	30	196,398	30
Network equipment	1,294,452	30	1,294,452	30
Office equipment	632,865	6	642,985	7
Portable building	352,872	17	352,872	17
Portable radio	138,477	26	138,477	26
Printer	68,552	6	68,552	6
Projector	10,372	2	5,153	1
Router	72,745	8	72,745	8
Scanner	5,489	1	5,489	1
Search equipment	258,921	18	258,921	18
Server	936,541	57	1,150,118	72
Software	10,491,277	52	10,491,277	52
Switch	349,909	20	356,521	21
Tablet	24,882	4	24,882	4
Tent	154,551	13	180,849	15
Trailer	465,143	18	572,659	21
Workstation	1,641,243	25	1,641,243	25
	<u>\$ 63,930,534</u>	<u>1,099</u>	<u>\$ 63,699,329</u>	<u>1,110</u>

June 30, 2019		June 30, 2020		June 30, 2021	
Historical Cost	Quantity	Historical Cost	Quantity	Historical Cost	Quantity
53,179	2	53,179	2	79,266	4
678,014	8	678,014	8	678,014	8
734,581	20	734,581	20	240,142	12
80,606	7	80,606	7	80,606	7
20,394	4	20,394	4	20,394	4
1,251,200	117	1,360,096	131	1,360,096	131
44,264	5	44,264	5	44,264	5
1,696,094	82	3,919,452	83	3,919,452	83
25,900	4	34,261	5	28,490	4
4,089,086	130	4,334,152	138	4,334,152	138
40,790	6	40,790	6	40,790	6
294,849	29	292,914	29	292,914	29
134,138	4	134,138	4	222,642	5
504,562	22	504,562	22	463,592	20
1,391,000	2	1,391,000	2	1,391,000	2
500,242	30	801,854	32	828,743	36
28,854,977	4	28,854,977	4	28,854,977	4
319,149	4	319,149	4	319,149	4
213,749	3	213,749	3	213,749	3
168,804	2	168,804	2	168,804	2
183,096	2	366,193	4	366,193	4
1,003,199	47	1,003,199	47	1,020,261	48
905,931	119	882,673	113	849,580	108
20,395	2	20,395	2	20,395	2
17,957	3	12,081	2	12,081	2
32,371	5	109,410	13	109,410	13
978,892	74	2,580,791	197	2,715,740	210
2,424,594	1	2,424,594	1	2,424,594	1
99,592	18	136,527	23	136,527	23
385,726	60	385,726	60	512,370	80
1,294,452	30	1,294,452	23	1,294,452	23
685,053	9	685,053	9	685,053	9
687,025	20	980,837	28	974,765	27
400,892	71	400,892	71	907,709	161
77,501	7	66,101	6	82,274	7
5,153	1	5,153	1	5,153	1
72,745	8	58,132	7	58,132	7
5,489	1	5,489	1	5,489	1
258,921	18	258,921	18	302,246	21
944,725	48	870,201	41	887,375	42
10,538,302	56	10,666,466	50	10,751,591	45
514,813	58	522,347	59	574,594	61
24,882	4	24,882	4	24,882	4
194,207	16	226,055	18	226,055	18
656,551	22	836,564	25	1,024,838	30
1,647,704	26	1,698,204	27	1,687,318	28
<u>\$ 65,155,746</u>	<u>1,211</u>	<u>\$ 70,502,274</u>	<u>1,361</u>	<u>\$ 71,240,313</u>	<u>1,483</u>

ORANGE COUNTY FIRE AUTHORITY
Capital Vehicles by Category
Last Ten Fiscal Years

Category	June 30, 2012		June 30, 2013	
	Historical Cost	Quantity	Historical Cost	Quantity
Air Utility	\$ 820,733	4	820,733	4
Ambulance	776,283	6	674,739	5
Battalion Chief Vehicle	1,518,914	29	1,518,914	29
Brush Chipper	34,289	2	34,289	2
Crew Cab	69,009	2	69,009	2
Crew-Carrying Vehicle	452,373	4	452,373	4
Dump Truck	66,366	1	66,366	1
Fire Command	402,755	2	402,755	2
Fire Dozer	723,403	4	723,403	4
Foam Tender	152,245	1	152,245	1
Fuel Tender	376,164	3	376,164	3
Hazmat Unit	1,077,646	3	1,077,646	3
Heavy Equipment Vehicle	102,396	1	102,396	1
Heavy Rescue Unit	658,107	1	658,107	1
Hose Tender	103,189	1	103,189	1
Lift Truck	71,780	1	71,780	1
Paramedic Van	1,860,604	22	1,860,604	22
Parade Engine	-	-	-	-
Patrol	1,539,901	19	1,539,901	19
Patrol, Compressed Air Foam System (CAFS)	858,456	12	858,456	12
Pickup Truck	1,796,208	49	1,943,905	51
Sedan	61,256	3	61,256	3
Squad	578,998	7	578,998	7
Stakeside	34,289	1	34,289	1
Sport Utility Vehicle (SUV)	2,658,508	98	2,637,875	97
Telesquirt	2,344,077	7	1,995,305	6
Transport Tractor	506,673	5	506,673	5
Truck, 90', 100' and 110' Tractor Drawn Aerials	4,943,110	8	4,938,110	7
Truck, 75' Quint	3,124,257	6	3,124,257	6
Truck, 90' Quint	3,562,035	7	3,562,035	7
Truck, 100' Quint	2,354,146	2	2,354,146	2
Truck, Other	427,538	5	427,538	5
Truck, Compressed Air Foam System (CAFS)	21,649	1	44,058	2
Type 1 Engine	26,638,285	90	26,638,285	90
Type 1 Wildland Urban Interface Engine	2,127,949	5	3,451,627	8
Type 2 Engine	152,610	1	152,610	1
Type 3 Engine	4,105,746	13	3,871,874	11
Utility	145,169	3	145,169	3
Van	623,608	24	623,608	24
Water Tender	753,535	5	753,535	5
	<u>\$ 68,624,259</u>	<u>458</u>	<u>69,408,222</u>	<u>458</u>

SOURCE: Orange County Fire Authority, Finance Division, General Accounting Unit

NOTE: Beginning in Fiscal Year 2020/21, vehicles categorized as "Loader" and "Road Grader" were combined into a single category called "Heavy Equipment Vehicle." Amounts and quantities shown on this schedule for previous fiscal years have also been updated to reflect this change and may vary from the information originally reported in previous reports.

June 30, 2014		June 30, 2015		June 30, 2016	
Historical Cost	Quantity	Historical Cost	Quantity	Historical Cost	Quantity
\$ 820,733	4	\$ 820,733	4	820,733	4
674,739	5	573,194	4	573,194	4
1,518,914	29	1,518,914	29	2,098,087	42
34,289	2	34,289	2	103,545	3
-	-	-	-	-	-
452,373	4	452,373	4	452,373	4
66,366	1	66,366	1	66,366	1
820,829	4	674,655	3	674,655	3
723,403	4	550,978	2	550,978	2
152,245	1	152,245	1	152,245	1
376,164	3	376,164	3	376,164	3
1,077,646	3	1,077,646	3	1,077,646	3
102,396	1	184,392	2	184,392	2
658,107	1	658,107	1	679,608	1
103,189	1	103,189	1	103,189	1
71,780	1	71,780	1	71,780	1
1,860,604	22	1,860,604	22	1,860,604	22
-	-	-	-	-	-
1,539,901	19	1,539,901	19	1,539,901	19
858,456	12	858,456	12	858,456	12
2,081,006	53	2,081,006	53	2,327,501	63
44,994	2	44,994	2	-	-
578,998	7	578,998	7	578,998	7
34,289	1	34,289	1	34,289	1
2,560,913	94	2,505,905	92	2,621,995	93
1,736,407	5	1,736,407	5	1,736,407	5
506,673	5	506,673	5	506,673	5
4,938,110	7	4,938,110	7	4,948,930	8
3,124,257	6	3,124,257	6	3,124,257	6
3,562,035	7	3,062,553	6	3,062,553	6
2,354,146	2	2,354,146	2	2,354,146	2
592,188	7	768,076	11	768,076	11
44,058	2	44,058	2	44,058	2
28,363,285	92	28,442,065	90	30,580,415	94
3,451,627	8	3,451,627	8	3,451,627	8
152,610	1	152,610	1	152,610	1
4,653,221	13	4,653,221	13	4,653,221	13
145,169	3	145,169	3	145,169	3
623,608	24	451,395	19	451,395	19
753,535	5	753,535	5	753,535	5
<u>\$ 72,213,263</u>	<u>461</u>	<u>\$ 71,403,080</u>	<u>452</u>	<u>\$ 74,539,771</u>	<u>480</u>

(Continued on next page)

ORANGE COUNTY FIRE AUTHORITY
Capital Vehicles by Category
(Continued)

Category	June 30, 2017		June 30, 2018	
	Historical Cost	Quantity	Historical Cost	Quantity
Air Utility	820,733	4	820,733	4
Ambulance	573,194	4	573,194	4
Battalion Chief Vehicle	2,161,593	42	2,224,326	42
Brush Chipper	84,438	2	84,438	2
Crew Cab	-	-	-	-
Crew-Carrying Vehicle	452,373	4	447,373	3
Dump Truck	66,366	1	66,366	1
Fire Command	674,655	3	674,655	3
Fire Dozer	550,978	2	550,978	2
Foam Tender	152,245	1	152,245	1
Fuel Tender	376,164	3	376,164	3
Hazmat Unit	939,162	2	939,162	2
Heavy Equipment Vehicle	184,392	2	252,434	3
Heavy Rescue Unit	679,608	1	679,608	1
Hose Tender	103,189	1	-	-
Lift Truck	71,780	1	71,780	1
Paramedic Van	1,860,604	22	1,566,150	19
Parade Engine	-	-	-	-
Patrol	1,539,901	19	1,791,780	20
Patrol, Compressed Air Foam System (CAFS)	858,456	12	858,456	12
Pickup Truck	3,213,233	85	3,275,670	86
Sedan	-	-	-	-
Squad	496,839	6	1,074,089	9
Stakeside	34,289	1	34,289	1
Sport Utility Vehicle (SUV)	2,602,271	92	2,224,726	79
Telesquirt	1,736,407	5	1,387,635	4
Transport Tractor	506,673	5	506,673	5
Truck, 90', 100' and 110' Tractor Drawn Aerials	6,641,223	9	9,236,148	11
Truck, 75' Quint	3,124,257	6	3,124,257	6
Truck, 90' Quint	3,062,553	6	3,062,553	6
Truck, 100' Quint	2,354,146	2	2,354,146	2
Truck, Other	804,028	11	790,798	10
Truck, Compressed Air Foam System (CAFS)	44,058	2	44,058	2
Type 1 Engine	32,151,624	94	32,151,624	94
Type 1 Wildland Urban Interface Engine	3,451,627	8	3,451,627	8
Type 2 Engine	152,610	1	152,610	1
Type 3 Engine	4,653,221	13	4,653,221	13
Utility	145,169	3	145,169	3
Van	435,224	18	435,224	18
Water Tender	753,535	5	753,535	5
	<u>\$ 78,512,818</u>	<u>498</u>	<u>\$ 80,987,894</u>	<u>486</u>

June 30, 2019		June 30, 2020		June 30, 2021	
Historical Cost	Quantity	Historical Cost	Quantity	Historical Cost	Quantity
820,733	4	1,216,732	5	1,216,732	5
573,194	4	-	-	-	-
2,468,254	46	2,603,667	47	2,566,931	46
84,438	2	160,272	3	160,272	3
-	-	-	-	-	-
447,373	3	447,373	3	1,668,656	7
66,366	1	66,366	1	66,366	1
674,655	3	674,655	3	674,655	3
550,978	2	1,112,241	3	1,112,241	3
152,245	1	152,245	1	152,245	1
376,164	3	376,164	3	376,164	3
939,162	2	939,162	2	939,162	2
252,434	3	418,917	5	598,591	6
679,608	1	679,608	1	739,608	2
-	-	-	-	-	-
71,780	1	71,780	1	71,780	1
1,566,150	19	1,468,553	18	1,302,899	16
-	-	-	-	-	-
1,791,780	20	1,791,780	20	1,631,773	18
858,456	12	858,456	12	858,456	12
3,726,138	98	5,190,357	130	5,593,216	143
-	-	-	-	45,800	2
1,465,052	11	1,465,052	11	1,465,052	11
34,289	1	34,289	1	131,961	2
2,186,521	77	1,889,421	59	1,819,287	58
1,038,862	3	-	-	-	-
506,673	5	1,093,171	8	1,093,171	8
17,609,131	17	18,802,835	18	18,734,735	17
3,124,257	6	2,694,556	5	2,694,556	5
3,062,553	6	3,062,553	6	3,062,553	6
2,354,146	2	2,354,146	2	2,354,146	2
790,798	10	1,138,258	12	1,072,345	11
44,058	2	44,058	2	44,058	2
37,752,647	103	43,198,345	113	42,220,704	108
3,451,627	8	3,451,627	8	3,451,627	8
152,610	1	-	-	-	-
4,653,221	13	4,653,221	13	6,238,675	16
145,169	3	145,169	3	944,947	10
649,798	26	557,619	22	785,038	27
753,535	5	753,535	5	1,639,178	7
<u>\$ 95,874,855</u>	<u>524</u>	<u>\$ 103,566,183</u>	<u>546</u>	<u>\$ 107,527,580</u>	<u>572</u>



Orange County Fire Authority Safety Message

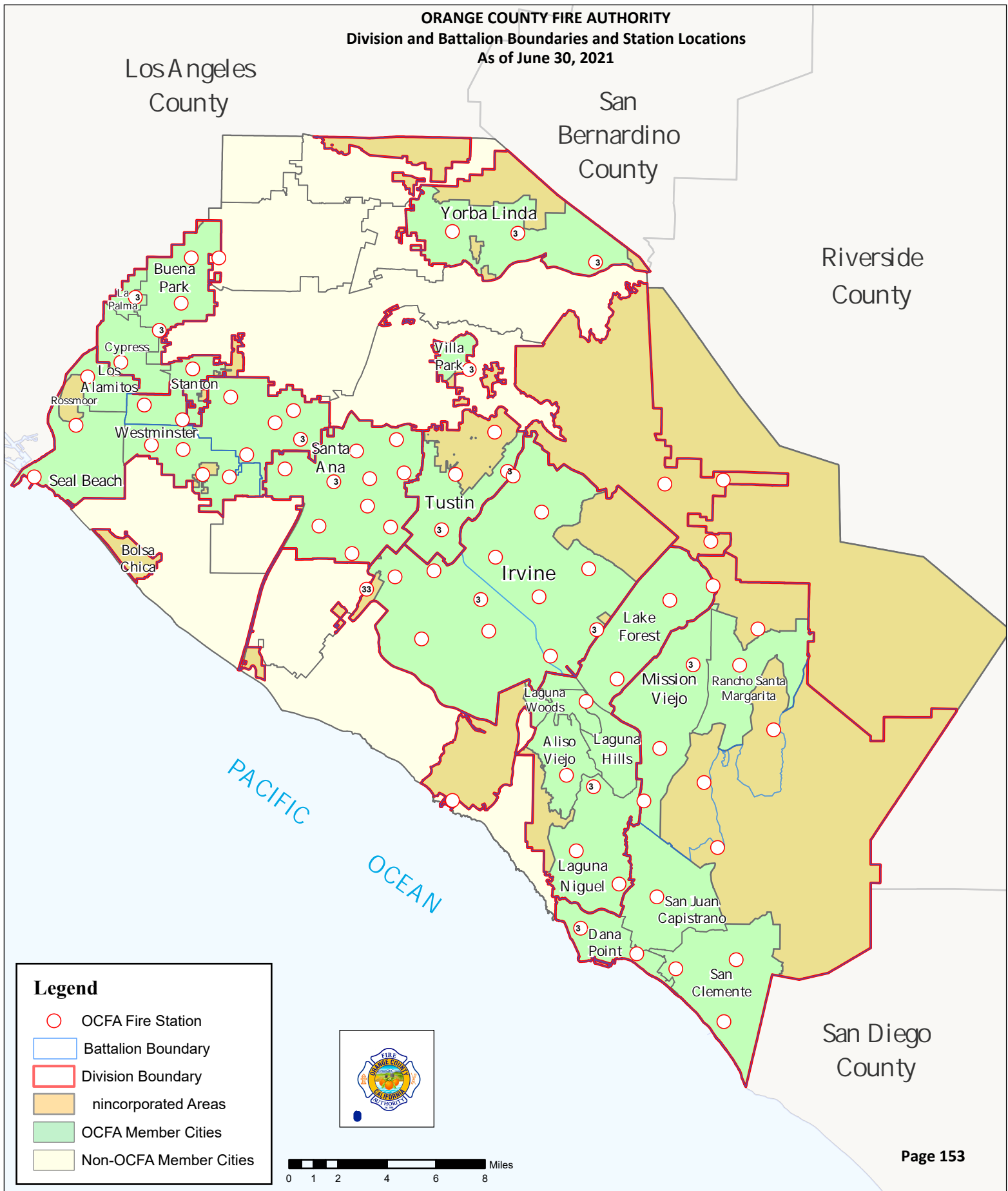
Fireworks



Every year thousands of burns and eye injuries are caused by fireworks. Following these simple tips can help you enjoy fireworks safely.

- ✓ Recommended safety tips:
 - Obey local laws. Safe and Sane fireworks are only legal in the cities of **Anaheim, Buena Park, Costa Mesa, Fullerton, Garden Grove, Huntington Beach, Santa Ana, Stanton, Villa Park, and Westminster.**
 - Buy only Safe and Sane fireworks that are State Fire Marshal approved.
 - Light fireworks outdoors in a clear area and at a safe distance away from people, homes, vehicles, or flammable materials.
 - Light one firework at a time and never relight a dud.
 - Have a bucket of water and a hose nearby to soak fireworks before throwing them in a trash can.
 - Never point or throw fireworks at another person.
- ✓ Fireworks and child safety:
 - Fireworks should only be handled by adults.
 - Sparklers can exceed temperatures up to 1,200 degrees Fahrenheit, which is hot enough to melt gold.
 - Never let children pick up pieces of fireworks after a show as some may still be active.
 - Parents are liable for any damages or injuries caused by their children using fireworks.
- ✓ In case of an accident:
 - Call 9-1-1 and run cool water over any burn.
 - In case of an eye injury, do not rub, touch, or rinse the eye as this can cause more damage to the injury.
- ✓ A city-sponsored fireworks display is a great alternative to lighting your own fireworks. To find a fireworks display near you, please visit our website at **www.ocfa.org**.

*To report illegal fireworks,
please call your local law enforcement non-emergency line.*



ORANGE COUNTY FIRE AUTHORITY
List of Stations by Member Agency
As of June 30, 2021



City of Aliso Viejo
#57, 57 Journey, 92656



City of Buena Park
#61, 7440 La Palma Ave. 90620
#62, 7780 Artesia Blvd. 90621
#63, 9120 Holder St. 90620



City of Cypress
#17, 4991 Cerritos Ave. 90630



City of Dana Point
#29, 26111 Victoria Blvd. 92624
#30, 23831 Stonehill Dr. 92629



City of Garden Grove
#80, 14162 Forsyth Ln. 92844
#81, 112611 Acacia Pkwy. 92840
#82, 11805 Gilbert St. 92841
#83, 12132 Trask Ave. 92843
#84, 12191 Valley View St. 92845
#85, 12751 Western Ave. 92841
#86, 12232 West St. 92840



City of Irvine
#4, 2 California Ave. 92612
#6, 3180 Barranca Pkwy. 92606
#20, 7050 Corsair, 92618
#26, 4691 Walnut Ave. 92604
#27, 12400 Portola Springs 92618
#28, 17862 Gillette Ave. 92614
#36, 301 E. Yale Loop 92604
#38, 26 Parker 92618
#47, 47 Fossil 92603
#51, 18 Cushing 92618
#55, 4955 Portola Pkwy. 92620



City of La Palma
#13, 7822 Walker St. 90623



Cities of Laguna Hills and Laguna Woods
#22, 24001 Paseo de Valencia, Laguna Hills 92653



City of Laguna Niguel
#5, 23600 Pacific Island Dr. 92677
#39, 24241 Avila Rd. 92677
#49, 31461 Golden Lantern St. 92677



City of Lake Forest
#19, 23022 El Toro Rd. 92630
#42, 19150 Ridgeline Rd., 92679
#54, 19811 Pauling Ave., 92610



City of Los Alamitos
#2, 3642 Green Ave. 90720



City of Mission Viejo
#9, #9 Shops at Mission Viejo 92691
#24, 25862 Marguerite Pkwy. 92692
#31, 22426 Olympiad Rd. 92692



City of Rancho Santa Margarita
#45, 30131 Aventura 92688



City of San Clemente
#50, 670 Camino de Los Mares 92672
#59, 48 Avenida La Pata 92673
#60, 100 Avenida Victoria 92672

ORANGE COUNTY FIRE AUTHORITY
List of Stations by Member Agency
As of June 30, 2021, (Continued)



City of San Juan Capistrano
#7, 31865 Del Obispo 92675



City of Santa Ana
#70, 2301 Old Grand 92701
#71, 1029 West 17th St. 92706
#72, 1688 East 4th St. 92701
#73, 419 Franklin 92703
#74, 1427 South Broadway 92707
#75, 120 West Walnut 92701
#76, 950 West MacArthur 92707
#77, 2317 South Greenville 92704
#78, 501 North Newhope 92703
#79, 1320 East Warner 92705



City of Seal Beach
#44, 718 Central Ave. 90740
#48, 3131 N. Gate Rd. 90740



City of Stanton
#46, 7871 Pacific St. 90680



City of Tustin
#37, 15011 Kensington Park Dr. 92780
#43, 11490 Pioneer Way 92782



City of Villa Park
#23, 5020 Santiago Canyon Rd. 92869



City of Westminster
#64, 7351 Westminster Blvd. 92683
#65, 6061 Hefley St. 92683
#66, 15061 Moran St. 92683



City of Yorba Linda
#10, 18422 E. Lemon Dr. 92886
#32, 20990 Yorba Linda Blvd. 92887
#53, 25415 La Palma Ave. 92887



County of Orange, Unincorporated
#8, 10631 Skyline Dr.,
Santa Ana 92705

#11, 259 Emerald Bay,
Laguna Beach 92651

#14, P.O. Box 12,
Silverado 92676

#15, 27172 Silverado Canyon Rd.,
Silverado 92676

#16, 28891 Modjeska Canyon Rd.,
Silverado 92676

#18, 30942 Trabuco Canyon Rd.,
Trabuco Canyon 92679

#21, 1241 Irvine Blvd.,
Tustin 92780

#25, 8171 Bolsa Ave.,
Midway City 92655

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

#56, 56 Sendero Way,
Rancho Mission Viejo 92694

#58, 58 Station Way,
Ladera Ranch 92694

Specialty Stations



Airport Rescue & Firefighting

#33, 374 Paularino,
Costa Mesa 92626



Helicopter Operations

#41, 3900 W. Artesia Ave.,
Fullerton 92633

ORANGE COUNTY FIRE AUTHORITY
Description of the Organization, Programs and Service Delivery
As of June 30, 2021

Orange County Fire Authority (OCFA) is managed by an Executive Management team consisting of an appointed Fire Chief, two Deputy Chiefs, six Assistant Chiefs, and one Director. Assistant Chiefs oversee service activities that are organized into six primary departments – Operations, Emergency Medical Services (EMS) and Training, Business Services, Community Risk Reduction, Human Resources, and Logistics – which are further organized into divisions, battalions, sections, and/or programs to effectively carry out the mission of the OCFA. OCFA’s overall structure is organized and managed as follows:

OCFA	Fire Chief
Bureau.....	Deputy Chief
Department	Assistant Chief
Division	Assistant Chief, Director, Division Chief, or Division Manager
Battalion / Section / Program	Battalion Chief or Section Manager

EXECUTIVE MANAGEMENT

Executive Management provides direction to areas of the organization and ensures that the types and levels of services provided are consistent with Board policy and the adopted budget. OCFA contracts with the firm of Woodruff, Spradlin, & Smart located in Costa Mesa, California for its legal services. General Counsel reports directly to the Board of Directors.

CORPORATE COMMUNICATIONS

Corporate Communications, which is overseen by a Director reporting directly to the Fire Chief, facilitates public information and media relations, and provides support to Executive Management staff on special projects designed to keep the public and other agencies informed about OCFA.

- The **Public Information Officer (PIO)** serves as the spokesperson for OCFA during major incidents and ensures that the public is kept informed through the release of accurate and timely information, news releases, and board advisories.
- **Multimedia** is responsible for meeting all OCFA audio, video, and photographic needs.
- **Community Education** facilitates public safety education and awareness through large-scale educational campaigns and community outreach events.

EMERGENCY OPERATIONS BUREAU

COMMAND & EMERGENCY PLANNING DIVISION

The **Command & Emergency Planning Division**, which is overseen by a Division Chief reporting directly to the Deputy Chief of the Emergency Operations Bureau, provides the following services:

- The **Emergency Command Center (ECC)** serves as a secondary 9-1-1 Public Safety Answering Point (PSAP) and dispatch center for fire and medical emergencies by answering emergency calls, identifying the nature and location of the emergency, and dispatching resources. The ECC also serves as the Operational Area Coordinator for fire and rescue mutual aid for all Orange County fire service agencies.
- **Emergency Planning and Coordination (EPAC)** is primarily responsible for emergency management planning, serving as the OCFA’s representative to the Operational Area Emergency Operations Center (Loma Ridge) and the Operational Area Fire Mutual Aid Representative to the California Office of Emergency Services Region I Office.

SPECIAL OPERATIONS DIVISION

The **Special Operations Division**, which is overseen by a Division Chief reporting directly to the Deputy Chief of the Emergency Operations Bureau, coordinates and facilitates all operational agreements that OCFA maintains with outside entities, including the California Governor's Office of Emergency Services (Cal OES), the California Department of Forestry and Fire Protection (CAL FIRE), and the United States Forest Service (USFS). The division also provides the following services and programs:

- The **Urban Search and Rescue (USAR) Program** provides specialized emergency response capabilities and equipment for the federal USAR task force, the Swift Water Rescue program, and the Mass Casualty Unit.
- The **Hazardous Materials Program** provides administration, oversight, and training for the Hazardous Materials Response Team (HMRT) and the Fire and Law Enforcement Joint Hazard Assessment Team (JHAT).
- **Air Operations** is responsible for coordination and maintenance of OCFA's firefighting helicopters, which are used for emergency responses for wildland and wildland urban interface fires and special rescues such as swift and still water rescues, medical rescue support, and disaster mitigation.
- **Wildland Operations** oversees the coordination of firefighting hand crews and heavy fire equipment.

OPERATIONS DEPARTMENT

The **Operations Department** provides command and control direction regarding daily operations and all fire suppression activities, as well as specialized training programs for safety personnel and overall OCFA-wide staff development. There are seven operational field divisions, each under the command of a Division Chief. Divisions are divided into field battalions, which are under the command of Battalion Chiefs. Within these field battalions are 76 fire stations that provide for regional emergency response to structure fires, medical aids, rescues, hazardous materials incidents, and wildland fires. Activities and additional responsibilities of each Division include the following:

- **Division 1 – Battalion 1** primarily serves the cities of Los Alamitos, Seal Beach, and Westminster, as well as the unincorporated communities of Midway City and Rossmore. **Battalion 11** primarily serves the city of Garden Grove. Division 1 also assists with the provision of emergency services to Seal Beach Naval Weapons Station and the Joint Forces Training Base in Los Alamitos.
- **Division 2 – Battalion 5 and Battalion 10** primarily serve the city of Irvine, as well as the unincorporated community of Santa Ana Heights. Division 2 provides emergency services to the University of California, Irvine (UCI), John Wayne Airport (JWA), and the Orange County Great Park. The division also provides oversight for Airport Rescue Fire Fighting (ARFF) services. The division is also responsible for coordinating all grants received from the Office of Homeland Security.
- **Division 3 – Battalion 6** primarily serves the cities of Dana Point, San Clemente, and San Juan Capistrano, as well as the unincorporated community of Rancho Mission Viejo and areas along Ortega Highway in southern Orange County. **Battalion 7** primarily serves the cities of Mission Viejo and Rancho Santa Margarita, as well as the unincorporated communities of Coto de Caza, Ladera Ranch, Las Flores, and Trabuco Canyon. Division 3 provides oversight for the OCFA Apparatus Committee.
- **Division 4 – Battalion 2** primarily serves the city of Yorba Linda, as well as the unincorporated communities of Carbon Canyon, Chino Hills State Park, and Tonner Canyon. **Battalion 3** primarily serves the cities Tustin and Villa Park, as well as the unincorporated communities of Cowan Heights, El Modena, Lemon Heights, Orange Park Acres, Modjeska Canyon, Santiago Canyon, and Silverado Canyon. **Community Volunteer Services (CVS)** coordinates the Reserve Firefighters (RFF) program, the OCFA Chaplain Program, and the Fire Cadet Program.
- **Division 5 – Battalion 4** primarily serves the cities of Aliso Viejo, Laguna Hills, Laguna Niguel, Laguna Woods, and Lake Forest, as well as the unincorporated community of Emerald Bay. Division 5 oversees the Staffing Program, which ensures 24/7 staffing levels at all stations; the Staffing Committee; the employee transfer process within the Operations Department; and the OCFA Equipment Committee.
- **Division 6 – Battalion 9** primarily serves the city of Santa Ana.

- **Division 7 – Battalion 8** primarily serves the cities of Buena Park, Cypress, La Palma, and Stanton.

EMS AND TRAINING DEPARTMENT

The **EMS and Training Department** provides emergency medical and specialized training programs for safety personnel. Specific activities and responsibilities of the department include the following:

- The **Emergency Medical Services (EMS) Division** manages the delivery of medical services by OCFA's emergency medical technicians (EMT) and paramedics. EMS serves as a liaison to county and state regulatory agencies, hospitals, ambulance providers, and other EMS groups. EMS also oversees the Wellness and Fitness (WEFIT) program, which includes medical and fitness evaluations, behavioral health, cancer awareness and prevention, peer fitness trainers, employee health and fitness education, and physical training for firefighter academy recruits.
- The **Operations Training and Promotions Division** facilitates and coordinates the Fire Apparatus Engineer, Fire Captain, and Fire Battalion Chief academies and assessment centers. The division works collaboratively with the Operations Training & Safety Division on rank-specific, operations-based training. Lastly, the division coordinates with Santa Ana College and the California Joint Apprenticeship Committee (CFFJAC) on various training activities and programs.
- The **Operations Training & Safety Division (Training)** delivers and facilitates all operations personnel training activities and serves in a lead capacity on issues of employee and incident safety. Training Officers double as incident safety officers.

ADMINISTRATION & SUPPORT BUREAU

BUSINESS SERVICES DEPARTMENT

The **Business Services Department** provides the following services:

- The **Clerk Division** administers democratic processes, such as access to OCFA records and all legislative actions ensuring transparency to the public.
- The **Finance Division** oversees the processing, accounting, reporting, and auditing of all OCFA financial records. It is responsible for developing policies and procedures designed to protect and safeguard OCFA's assets. Specific functions include accounts receivable, general accounting, cost accounting, accounts payable, payroll, and timekeeping.
- The **Legislative Division** identifies and tracks local, state, and federal legislation that could impact OCFA; submits legislative analysis to the Board of Directors; sends letters on behalf of the Board of Directors when a position is taken on an item of legislation; and manages the grant application process for all OCFA grants.
- The **Purchasing Division** administers the centralized procurement of all supplies, services, equipment, and construction services through competitive solicitations. The Purchasing Division is also responsible for administering the procurement card program and surplus disposition.
- The **Treasury Division** provides cash management, budgetary, and financial support services. Treasury services include monitoring cash balances; making investments in compliance with OCFA's Investment Policy; issuing and administering long and short-term debt; and providing oversight of the deferred compensation, pension, and retiree medical programs. Financial planning services include preparation of the budget; annual reviews of OCFA's fiscal health; financial forecasting; and special financial studies.

COMMUNITY RISK REDUCTION DEPARTMENT

The **Community Risk Reduction Department** contributes to community safety and prosperity through the systematic mitigation of risk. Specific programs and services include the following:

- **Investigations** conducts fire investigations and evaluations and initiates early intervention strategies. Other responsibilities include administration of the Fire F.R.I.E.N.D.S. diversion program for juvenile-related fires; OCFIRS quality assurance; state and national reporting; and oversight of the Orange County Intelligence and Assessment Center (OCIAC).
- The **Planning and Development Division** interacts with developers, architects, and engineers to meet the fire protection requirements for buildings and developments. This division reviews all architectural development plans and proposals submitted within OCFA's jurisdiction, including tract and parcel maps, permits for conditional use, site development, coastal development, and other items related to the developmental process.
- The **Prevention Field Services Division** assists stakeholders in maintaining and enhancing safe communities by conducting fire safety inspections; enforcing applicable fire codes and ordinances; and assuring that public safety issues are researched and addressed as appropriate.
- **Wildland Pre-Fire Management** takes a proactive approach to wildland fire prevention through the systematic evaluation of risk, fuels mitigation, road maintenance, vegetation management, and home hardening education through ongoing collaboration with partner organizations, land owners, and communities.

HUMAN RESOURCES DEPARTMENT

The **Human Resources Department** provides the following programs and services:

- The **Benefits Division** administers employee benefit programs, including health, accidental death and dismemberment, dental, vision, life, disability, and optional benefit plans; has oversight for human resources information systems; and oversees classification and compensation studies.
- The **Employee Relations Division** oversees performance management; meet and confer, appeal, and grievance processes; and Memorandum of Understanding (MOU) administration. In addition, Employee Relations includes the OCFA accommodation program, which involves scheduling and facilitating interactive process meetings and the identification of reasonable accommodations.
- The **Recruitment Division** oversees recruitment and selection processes.
- The **Risk Management Division** administers OCFA's general liability insurance, self-insured workers' compensation, and environmental health and safety programs.

LOGISTICS DEPARTMENT

The **Logistics Department** provides essential support to all departments of the OCFA in the following areas:

- The **Fleet Services Division** ensures the effective and timely repair, servicing, and maintenance of all vehicles, apparatus, and equipment. Responsibilities include coordinating new vehicle specifications and purchases, maintenance schedules, and replacement prioritization.
- The **Information Technology Division** is responsible for development, operation, maintenance, and security of OCFA's computers, network, and overall technical infrastructure; the development and support of information systems applications and databases; maintenance of centralized enterprise Geographic Information System (GIS) and mapping capabilities; and the acquisition and maintenance of emergency communications equipment.
- The **Property Management Division** builds, maintains, and repairs all OCFA real property and durable infrastructure.

Responsibilities include construction of new fire stations and the maintenance and operations of all fire stations and facilities, including the air operations hangar, the Urban Search and Rescue and Training facility, and the Regional Fire Operations and Training Center (RFOTC).

- The **Service Center Division** provides OCFA's organization-wide logistical support. Responsibilities include shipping, receiving, and warehousing services for a wide variety of organizational supplies; mail processing and delivery; testing and repair of firefighting equipment; providing and maintaining personal protective equipment (PPE) for firefighters; outfitting new fire apparatus with equipment; and providing specialized emergency support on incidents.



COMPREHENSIVE ANNUAL FINANCIAL REPORT 2021

FISCAL YEAR ENDED JUNE 30



ORANGE COUNTY FIRE AUTHORITY

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INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL
OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors
Orange County Fire Authority
Irvine, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of Orange County Fire Authority (the Authority), as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements, and have issued our report thereon dated October 7, 2021.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Authority's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Authority's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.



To the Board of Directors
Orange County Fire Authority
Irvine, California

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Lance, Soll & Lingham, LLP

Brea, California
October 7, 2021



ORANGE COUNTY FIRE AUTHORITY

JUNE 30, 2021

SINGLE AUDIT REPORT

Focused
on YOU



ORANGE COUNTY FIRE AUTHORITY

SINGLE AUDIT REPORT

JUNE 30, 2021

ORANGE COUNTY FIRE AUTHORITY

SINGLE AUDIT REPORT

JUNE 30, 2021

TABLE OF CONTENTS

	<u>Page Number</u>
Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	1
Independent Auditors' Report on Compliance for Each Major Program and on Internal Control Over Compliance; and Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance	3
Schedule of Expenditures of Federal Awards for the Fiscal Year Ended June 30, 2021.....	6
Notes to the Schedule of Expenditures of Federal Awards	7
Schedule of Findings and Questioned Costs for the Fiscal Year Ended June 30, 2021.....	8
Summary Schedule of Prior Year Findings and Questioned Costs for the Fiscal Year Ended June 30, 2020.....	10



INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL
OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors
Orange County Fire Authority
Irvine, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of the Orange County Fire Authority (the Authority), as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements, and have issued our report thereon dated October 7, 2021.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Authority's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Authority's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.





To the Board of Directors
Orange County Fire Authority
Irvine, California

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Lance, Soll & Lingham, LLP

Brea, California
October 7, 2021



INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM
AND ON INTERNAL CONTROL OVER COMPLIANCE AND REPORT ON SCHEDULE OF
EXPENDITURES OF FEDERAL AWARDS REQUIRED BY THE UNIFORM GUIDANCE

To the Board of Directors
Orange County Fire Authority
Irvine, California

Report on Compliance for Each Major Federal Program

We have audited the Orange County Fire Authority's (the Authority) compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of the Authority's major federal programs for the year ended June 30, 2021. The Authority's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the Authority's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Authority's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the Authority's compliance.

Opinion on Each Major Federal Program

In our opinion, the Authority, complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2021.



To the Board of Directors
Orange County Fire Authority
Irvine, California

Report on Internal Control over Compliance

Management of the Authority is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Authority's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the financial statements of the governmental activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of the Authority, as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements. We issued our report thereon dated October 7, 2021, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.



To the Board of Directors
Orange County Fire Authority
Irvine, California

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Lance, Solt & Loughard, LLP

Brea, California
October 7, 2021

ORANGE COUNTY FIRE AUTHORITY

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE FISCAL YEAR ENDED JUNE 30, 2021

Federal Grantor / Pass-through Grantor / Program Title	Federal CFDA Number	Program / Project Identification Number	Pass-Through Entity Identifying Number	Expenditures
U.S. Department of Homeland Security:				
Direct assistance via Federal Emergency Management Agency:				
National Urban Search and Rescue (US&R) Response System:				
2018 Cooperative Agreement	97.025	EMW-2018-CA-00006	N/A	\$ 262,464
2019 Cooperative Agreement	97.025	EMW-2019-CA-00064	N/A	247,148
2020 Cooperative Agreement	97.025	EMW-2020-CA-00025	N/A	801,201
Subtotal - CFDA 97.025 *				1,310,813
Staffing for Adequate Fire and Emergency Response (SAFER)	97.083	EMW-2016-FH-00565	N/A	400,335
Subtotal - CFDA 97.083				400,335
2018 Assistance to Firefighters Grant (AFG) - Fire Ground Survival Training	97.044	EMW-2018-FO-04863	N/A	247,660
Subtotal - CFDA 97.044				247,660
Homeland Security Grant Program:				
Passed through the Orange County Sheriff's Department:				
2019 Orange County Intelligence Assessment Center	97.067	DHS 2019-SS-00035	11-195-0784	175,696
Subtotal - Passed through the Orange County Sheriff's Department				175,696
Passed through the City of Anaheim:				
2018 Urban Areas Security Initiative (UASI) Conference	97.067	DHS 2018-SS-0054	04-432-9993	12,944
Subtotal - Passed through the City of Anaheim				12,944
Passed through the City of Santa Ana:				
2019 Urban Areas Security Initiative (UASI) Conference	97.067	DHS 2019-SS-0035	08-315-3247	9,829
Subtotal - Passed through the City of Santa Ana				9,829
Subtotal - CFDA 97.067				198,469
Total U.S. Department of Homeland Security				2,157,277
Total Federal Expenditures				\$ 2,157,277

* Major Program

Note a: Refer to Note 1 to the Schedule of Expenditures of Federal Awards for a description of significant accounting policies used in preparing this schedule.

Note b: There were no federal awards expended in the form of noncash assistance and insurance in effect during the year.

Note c: Total amount provided to subrecipients during the year was \$0.

ORANGE COUNTY FIRE AUTHORITY

**NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2021**

Note 1: Summary of Significant Accounting Policies Applicable to the Schedule of Expenditures of Federal Awards

a. Scope of Presentation

The accompanying schedule presents only the expenditures incurred by the Orange County Fire Authority (the Authority), that are reimbursable under federal programs of federal financial assistance. For the purposes of this schedule, federal awards include both federal financial assistance received directly from a federal agency, as well as federal funds received indirectly by the Authority from a non-federal agency or other organization. Only the portion of program expenditures reimbursable with such federal funds is reported in the accompanying schedule. Program expenditures in excess of the maximum federal reimbursement authorized or the portion of the program expenditures that were funded with state, local or other non-federal funds are excluded from the accompanying schedule.

b. Basis of Accounting

The expenditures included in the accompanying schedule were reported on the modified accrual basis of accounting. Under the modified accrual basis of accounting, expenditures are incurred when the Authority becomes obligated for payment as a result of the receipt of the related goods and services. Expenditures reported included any property or equipment acquisitions incurred under the federal program. The Authority has elected not to use the 10-percent de minimis indirect cost rate allowed under the Uniform Guidance.

ORANGE COUNTY FIRE AUTHORITY

SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE FISCAL YEAR ENDED JUNE 30, 2021

SECTION I - SUMMARY OF AUDITORS' RESULTS

Financial Statements

Type of auditors' report issued: Unmodified Opinion

Internal control over financial reporting:

- Material weaknesses identified? ☐ yes ☒ no
- Significant deficiencies identified? ☐ yes ☒ none reported

Noncompliance material to financial statements noted? ☐ yes ☒ no

Federal Awards

Internal control over major programs:

- Material weaknesses identified? ☐ yes ☒ no
- Significant deficiencies identified? ☐ yes ☒ none reported

Type of auditors' report issued on compliance for major programs: Unmodified Opinion

Any audit findings disclosed that are required to be reported in accordance with Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance)? ☐ yes ☒ no

Identification of major programs:

CFDA Number(s)

Name of Federal Program or Cluster

97.025

National Urban Search and Rescue (US&R) Response System

Dollar threshold used to distinguish between type A and type B program \$750,000

Auditee qualified as low risk auditee? ☐ yes ☒ no

ORANGE COUNTY FIRE AUTHORITY

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)
FOR THE FISCAL YEAR ENDED JUNE 30, 2021**

SECTION II - FINANCIAL STATEMENT FINDINGS

No matters were reported.

SECTION III - FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

No matters were reported



ORANGE COUNTY FIRE AUTHORITY

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Summary Schedule of Prior Year Findings and Questioned Costs For the Fiscal Year Ended June 30, 2020

Finding: 2020-001

Status: Corrected



October 7, 2021

To the Board of Directors
Orange County Fire Authority
Irvine, California

We have audited the financial statements of the governmental activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of Orange County Fire Authority (the Authority) for the year ended June 30, 2021. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, *Government Auditing Standards* and the Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated March 15, 2021. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Authority are described in the notes to the financial statements. As described in Note 3 to the financial statements, the Authority changed accounting policies related to its accounting for leases by adopting Statement of Governmental Accounting Standards (GASB Statement) No. 87, *Leases*, in fiscal year 2020-2021. Accordingly, the cumulative effect of the accounting change as of the beginning of the year is reported in the statement of activities. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the Authority's financial statements were:

Management's estimates of its claims and judgments liability, net pension liability, and net other post-employment benefits liability are based on actuarial valuation specialist assumptions. We evaluated the key factors and assumptions used to develop the claims and judgments liability, net pension liability, and net other post-employment benefits liability to determine that they are reasonable in relation to the financial statements taken as a whole.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the financial statements were:

The disclosure of Commitments and Contingencies in Note 16 to the financial statements identifies the results of a settlement agreement entered into by the Authority and the City of Irvine which resulted in one-time costs and ongoing annual costs through June 30, 2030, incurred by the Authority. Note 16 also discloses commitments related to outstanding encumbrances, and contingent liabilities related to pending litigation.



To the Board of Directors
Orange County Fire Authority
Irvine, California

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. These differences are described below. In addition, none of the misstatements detected as a result of our audit procedures were material, either individually or in the aggregate, to the financial statements taken as a whole.

Unadjusted Audit Differences	Current Year Over (Under) Revenues and Expenditures/Expenses and Changes in Fund Balance/Equity
Payments made after 6/30/2021 for expenditures incurred prior to 6/30/2021 were not accrued.	\$ 32,257
Cash receipts received after 6/30/2021 for revenues earned prior to 6/30/2021 were not accrued.	(97)
<i>(All items were identified by management, and a decision was made to pass on adjustment due to the immateriality of the items, rather than reopening the books at 6/30/2021 to record)</i>	
Cumulative effect (before effect of prior year differences)	32,160
Effect of unadjusted audit difference - prior year	(295,409)
Cumulative effect (after effect of prior year differences)	\$ (263,249)

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated October 7, 2021.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Authority's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.



To the Board of Directors
Orange County Fire Authority
Irvine, California

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Authority's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Review Procedures for Emergency Purchases

We followed up on the comment made in the prior year's communication letter in the current audit year, and noted that during the year under audit, no changes had been approved by the Board to clarify the language of the emergency purchases policy as it relates to long-duration incidents such as the COVID-19 pandemic in the Roles/Responsibilities/Authorities Matrix. However, management did revise the Procurement Policy Manual for Fiscal Year 2020/21 in May of 2021 to include clarifying language. On July 22, 2021, the Board of Directors approved language stating that for long-duration incidents, review of emergency purchases exceeding management authority will occur on a quarterly basis. This language was incorporated into the Roles/Responsibilities/Authorities Matrix. We believe this resolves the issue and will allow the Board to exercise better oversight over emergency purchases for long-duration incidents.

Other Matters

We applied certain limited procedures to management's discussion and analysis, the schedule of OCFA's proportionate share of the net pension liability, the schedule of changes in net pension liability and related ratios, the schedule of changes in net OPEB liability and related ratios, the schedules of contributions, and the schedules of money weighted rate of return which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the combining and individual fund statements and schedules which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

We were not engaged to report on the introductory and statistical sections which accompany the financial statements but are not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.



To the Board of Directors
Orange County Fire Authority
Irvine, California

New Accounting Standards

The following new Governmental Accounting Standards Board (GASB) pronouncements were effective for fiscal year 2020-2021 audit:

GASB Statement No. 84, *Fiduciary Activities*.

GASB Statement No. 87, *Leases*.

GASB Statement No. 90, *Majority Equity Interests - an Amendment of GASB Statement Nos. 14 and 61*.

The following GASB pronouncements are effective in the following fiscal years' audits and should be reviewed for proper implementation by management:

Fiscal year 2022

GASB Statement No. 89, *Accounting for Interest Cost Incurred before the End of a Construction Period*.

Fiscal year 2023

GASB Statement No. 91, *Conduit Debt Obligations*.

GASB Statement No. 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangement*.

GASB Statement No. 96, *Subscription-Based Information Technology Arrangements*.

Restriction on Use

This information is intended solely for the use of the Board of Directors and management of Orange County Fire Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

A handwritten signature in black ink that reads "Lance, Soll & Loughard, LLP". The signature is written in a cursive, flowing style.

Brea, California

ORANGE COUNTY FIRE AUTHORITY
Fund Balance Assigned for Capital Improvement Program (CIP)
Final Calculation
As of June 30, 2021

Attachment 5A

Description	Source	General Fund CIP Fund 12110	Communications and Information Systems Fund 124	Fire Apparatus Fund 133	Fire Stations and Facilities Fund 123	Total
Actual Fund Balance Available for CIP Assignment						
Total actual fund balance at 6/30/2021	FYE 6/30/2021 CAFR, pages 28, 104	9,679,008	5,223,735	26,031,912	18,488,482	59,423,137
Less nonspendable fund balance - prepaid items	FYE 6/30/2021 CAFR, pages 28, 104	(80,199)	(10,791)	-	(3,464)	(94,454)
Less restricted fund balance	FYE 6/30/2021 CAFR, pages 28, 104				(434,763)	(434,763)
Less outstanding encumbrances:						
Pertaining to restricted resources	FYE 6/30/2021 CAFR, pages 28, 104	-	-	-	-	-
Pertaining to committed resources	FYE 6/30/2021 CAFR, pages 28, 104	-	-	-	-	-
Pertaining to assigned resources	FYE 6/30/2021 CAFR, pages 28, 104	(1,616,165)	(123,750)	(13,545,517)	(804,115)	(16,089,547)
Actual fund balance available for CIP assignment at 6/30/2021 (A)		7,982,644	5,089,194	12,486,395	17,246,140	42,804,373
Possible CIP Expenditures, Net of Offsetting Revenues and Funding Sources						
<u>Appropriations Re-Budgeted to Next Fiscal Year, Net</u>						
Carryover expenditures	Board of Directors approval 9/23/2021, Item #2C	6,025,736	3,741,515	10,414,456	6,818,795	27,000,502
Less: Carryover revenues	Board of Directors approval 9/23/2021, Item #2C	-	-	-	-	-
Net		6,025,736	3,741,515	10,414,456	6,818,795	27,000,502
<u>Five-Year CIP Plan - Budgeted CIP Projects, Net</u>						
Five-year CIP plan expenditures	FY 2021/22 Adopted Budget	36,087,000	9,725,000	50,146,030	48,512,231	144,470,261
Less: Offsetting cash contract/developer/grant/CALFIRE funding:						
Vehicle replacement charges (5 years)	Cash contract annual vehicle charge, as prepared by Finance Division / General Accounting Unit	-	-	(8,435,287)	-	(8,435,287)
Developer-funded projects (cost-reimbursable budgeted costs)	FY 2021/22 Adopted Budget	-	-	(1,000,080)	-	(1,000,080)
Net		36,087,000	9,725,000	40,710,663	48,512,231	135,034,894
Possible CIP expenditures, net of offsetting revenues and funding sources (B)		42,112,736	13,466,515	51,125,119	55,331,026	162,035,396
Over (under) funded as of 6/30/2021 (A-B)		(34,130,092)	(8,377,321)	(38,638,724)	(38,084,886)	(119,231,023)
<u>Final Fund Balance Assignment</u>						
Actual fund balance available for CIP assignment at 6/30/2021		7,982,644	5,089,194	12,486,395	17,246,140	42,804,373
Less: Over funded amount to be transferred back to the General Fund		-	-	-	-	-
Final fund balance assignment at 6/30/2021	FYE 6/30/2021 CAFR, page 28	7,982,644	5,089,194	12,486,395	17,246,140	42,804,373

ORANGE COUNTY FIRE AUTHORITY
Fund Balance Assigned for Workers Compensation
Final Calculation
As of June 30, 2021

Attachment 5B

		Self Insurance Fund		
Description	Source	Final Budget	Positive (Negative) Variance	Actual
Revenues:				
Interest	FYE 6/30/2021 CAFR, pages 105, 107	\$ 319,962	(243,397)	\$ 76,565
Workers' compensation charges	FYE 6/30/2021 CAFR, pages 105, 107	20,093,346	-	20,093,346
Insurance recoveries	FYE 6/30/2021 CAFR, pages 105, 107	292,377	1,155,932	1,448,309
Subtotal - revenues		20,705,685	912,535	21,618,220
Expenditures:				
Workers' compensation claims paid	FYE 6/30/2020 CAFR, pages 103, 105	(20,057,235)	5,261,388	(14,795,847)
Subtotal - expenditures		(20,057,235)	5,261,388	(14,795,847)
Transfers In:				
Transfers in from General Fund 121	FYE 6/30/2021 CAFR, pages 105, 107	3,949,257	-	3,949,257
Subtotal - transfers in		3,949,257	-	3,949,257
Total change in fund balance		\$ 4,597,707	\$ 6,173,923	\$ 10,771,630
		(A)	(B)	
Assignment for Workers' Compensation:				
Actual assignment at 6/30/2020	FYE 6/30/2020 CAFR, page 28		\$ 98,998,999	
Budgeted change in fund balance	(A)		4,597,707	
Budgeted assignment at 6/30/2021			103,596,706	
Variance between final budget and actual amounts	(B)		6,173,923	
Actual assignment at 6/30/2021	FYE 6/30/2021 CAFR, page 28		\$ 109,770,629	

Orange County Fire Authority
Calculation of Unencumbered Fund Balance
General Operating Fund (121-12150)*
Fiscal Year 2020/21

		Final Budget Amounts	Actual Amounts	Variance with Final Budget Positive (Negative)
Property tax revenue (Structural Fire Fund - SFF)		\$ 287,967,482	\$ 290,310,882	\$ 2,343,400
Other revenues		215,171,865	199,961,200	(15,210,665)
Transfers in		500,000	500,000	-
Subtotal revenues and transfers in	(A)	503,639,347	490,772,082	(12,867,265)
Expenditures		499,022,833	480,204,685	18,818,148
Transfers out		26,676,593	26,676,593	-
Subtotal expenditures and transfers out		525,699,426	506,881,278	18,818,148
Less: Prior year encumbrances		(2,644,493)	(2,365,381)	(279,112)
Plus: Current year encumbrances		-	596,517	(596,517)
Subtotal budgetary expenditures	(B)	523,054,933	505,112,414	17,942,519
Total unencumbered fund balance before adjustments	(A+B)	(19,415,586)	(14,340,332)	5,075,254
Reconciling Items:				
Rebudget of FY 2020/21 uncompleted projects:				
Carryover budgeted FY 2020/21 revenues				16,637,547
Carryover budgeted FY 2020/21 appropriations				(17,174,678)
Subtotal				(537,131)
GASB 31 interest adjustment (investment market value)				52,812
Subtotal				52,812
Total reconciling items	(C)			(484,319)
Total unencumbered fund balance with adjustments	(A+B+C)			\$ 4,590,935

FY 2021/22 General Operating Fund budget (expenditures, other uses, and transfers out) \$ 466,099,050

Unencumbered fund balance as a percentage of next year's General Operating Fund budget 0.98%

* In the 2020/21 Financial Statements, the Combined General Fund includes four "sub-funds" as follows: General Fund CIP (12110), Structural Fire Entitlement (171), Workers' Compensation (190), and Settlement Agreement (139) which should not be included in the calculations of unencumbered fund balance. Therefore, activities in these four sub-funds have been eliminated from this calculation. The "General Operating Fund" includes only the General Fund (121) and the Property Management sub-fund (12150), which is identified separately only for internal accounting purposes.



Orange County Fire Authority **AGENDA STAFF REPORT**

**Board of Directors Meeting
November 18, 2021**

**Agenda Item No. 2G
Consent Calendar**

Organizational Service Level Assessment Update

Contact(s) for Further Information

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Business Services Department

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Summary

This agenda item is submitted to provide a progress update on the Service Level Assessments (SLAs) for Field Deployment, Emergency Medical Services, Emergency Command Center, Fleet Services, and Executive Management/Human Resources which were completed by Citygate as part of the first phase of assessments in 2020. In addition, this agenda item provides the results of the SLAs for the Business Services and the Community Risk Reduction Departments completed as part of the second and final phase of the Citygate assessment project.

Prior Board/Committee Action(s)

At its regular November 15, 2018, meeting, the Executive Committee awarded a Master Consulting Agreement with Citygate Associates, LLC, the number one ranked firm in the OCFA's Request for Qualifications (RFQ) process for as-needed organizational service level review consulting services.

At its regular January 9, 2019, meeting, the Budget and Finance Committee reviewed and unanimously recommended approval of Citygate's scope of work, associated costs, and proposed budget.

At its regular January 24, 2019, meeting, the Board of Directors approved Citygate's initial scope of work, associated costs, and necessary budget adjustments for performance of SLAs in five areas of the OCFA during 2019.

At its regular meeting on September 24, 2020, the Board of Directors approved the recommended actions to receive and file the results and final reports for Field Deployment, Emergency Medical Services, Emergency Command Center, Fleet Services and Executive Leadership/Human Resources. Furthermore, the Board of Directors also approved the issuing of Purchase Orders to Citygate Associates, LLC to conduct SLAs for the Business Services Department and the Community Risk Reduction Department and corresponding budget adjustments.

On November 10, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by 4-0 vote (Director Kuo abstained and Directors Bourne, Hasselbrink, O'Neill, and Muller absent).

RECOMMENDED ACTION(S)

1. Receive and file the Citygate Organizational Service Level Assessment (SLA) update for Field Deployment, Emergency Medical Services, Emergency Command Center, Fleet Services, and Executive Leadership/Human Resources.

2. Receive and file the Citygate Organizational Service Level Assessment (SLA) results presentation and final reports for the Business Services Department and the Community Risk Reduction Department.

Impact to Cities/County

Not Applicable.

Fiscal Impact

None.

Background

Following a 2018 RFQ process, Citygate Associates, LLC (Citygate) was selected and ultimately awarded a 3-year term agreement, with two additional one-year options, to perform as-needed organizational service level review consulting services for OCFA. Citygate is a firm that provides management consulting to a full array of local government functions, with particular emphasis on fire protection, law enforcement, community development, public works, animal services, and human resources.

Five organizational SLA areas, also known as cost centers, were identified as part of the first phase of the Citygate SLA project and approved for review by the Budget & Finance Committee and the Board of Directors in 2019. The first phase of the SLAs included: Emergency Command Center (ECC), Emergency Medical Services (EMS), Fleet Services, Field Deployment (Standards of Cover), and Executive Leadership Team/Human Resources. These assessments were intended to accomplish the same objectives as a strategic plan, but in smaller pieces, and allow for progress to be made on identified objectives, while other portions of the organization are still being assessed. Each SLA evaluates, at a forensic data-driven level, the operational performance of the cost centers, not just compared to national and Citygate team best practices, but to the needs of the OCFA, its employees and its agency customers. Each SLA is a stand-alone assessment report, that will cover elements assessed, the operational metrics, and describe strengths and areas of opportunity.

The results of the first phase of the SLA reviews were approved by the Budget & Finance Committee and the Board of Directors at their respective meetings in September of 2020. Since then, staff has been working towards implementing Citygate's recommendations that do not require an increase in costs to the organization. A listing of Citygate SLA recommendations and status updates is provided in Attachment 1.

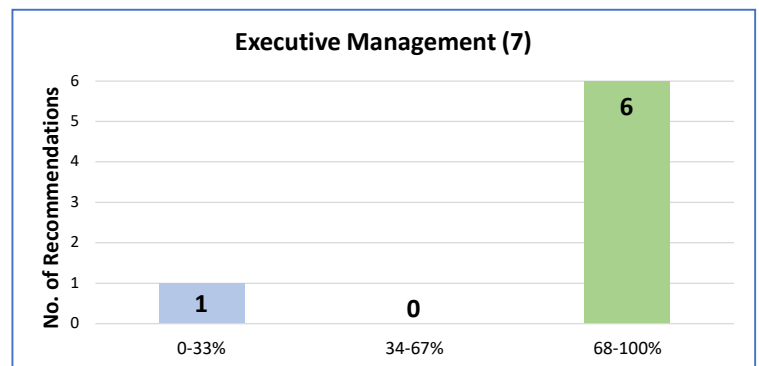
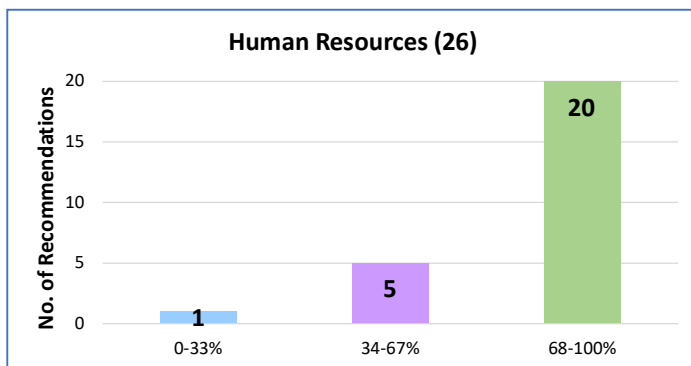
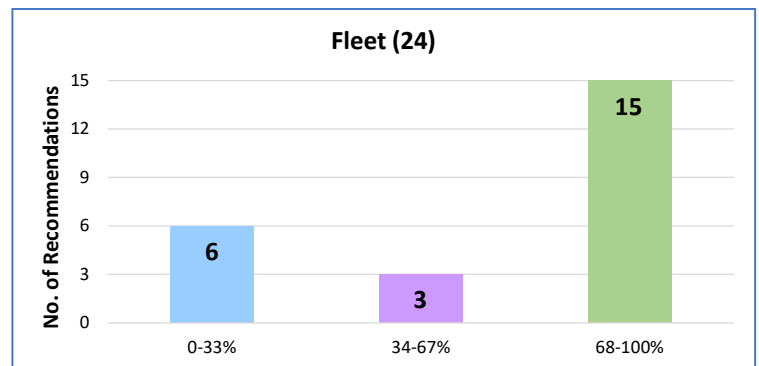
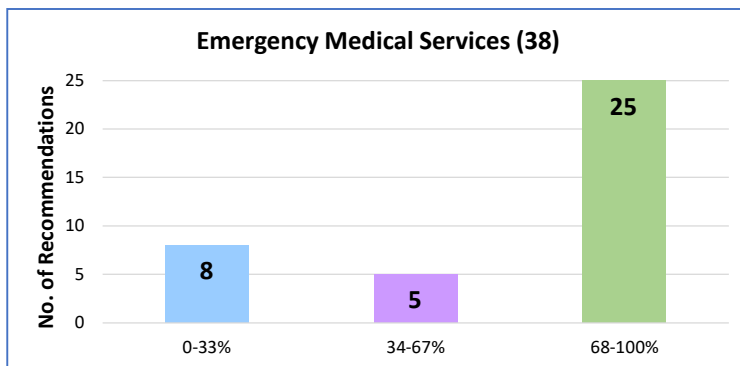
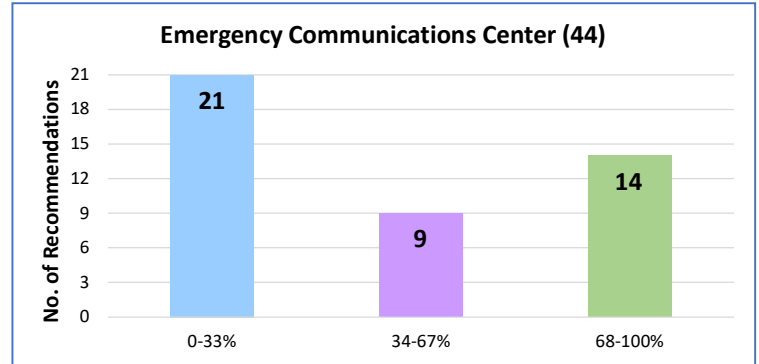
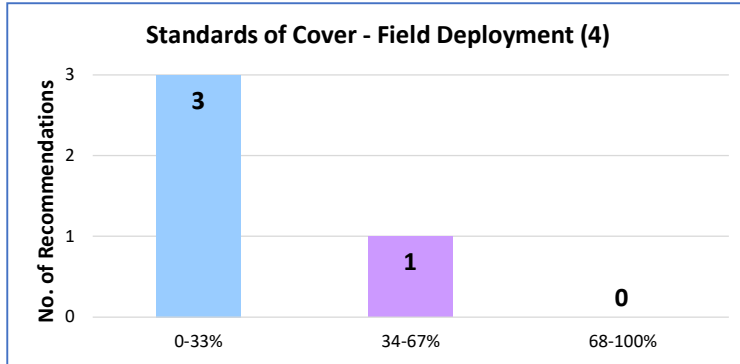
In following with the Chief's recommendation to perform reviews of other areas of the organization, the Fire Chief and Executive Management Team identified the second and final phase of SLAs to be performed by Citygate. The second and final phase includes SLAs for the Business Services Department and the Community Risk Reduction Department which the Board of Directors authorized at its September 24, 2020 meeting. As of October 21, 2021, Citygate has completed the SLA reviews for both the Business Services and Community Risk Reduction Departments. These final reports are included as Attachments 2 and 3.

Attachment(s)




1. Citygate SLA Recommendations and Status Update
2. Business Services Department Final SLA
3. Community Risk Reduction Department Final SLA

**Orange County Fire Authority
Service Level Assessment
Recommendations Status Summary – November 2021**

This summary overview provides the status of recommendations within each Service Level Assessment (SLA). Additional details are included in the attached SLA Recommendations Status Report.



Percentage Completed Color Key:

-  0-33% Steps to carry out the recommendation are in early development.
-  34-67% The recommendation is currently being implemented.
-  68-100% Significant progress has been made towards the completion of the recommendation or recommendation has been fully implemented.



ORANGE COUNTY FIRE AUTHORITY
Citygate Service Level Assessments
Recommendations Status Report - November 2021

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
Standards of Cover – Field Deployment Service Level Assessment							
1.1	Adopt updated Board of Directors deployment measures. (pg. 9)	No	No	Emergency Ops Bureau	While not yet adopted, staff is using the updated deployment measures to evaluate performance.		20%
1.2	Reduce turnout times to 2:00 minutes or less, 90 percent of the time. (pg. 10)	No	No	Field Operations	In progress.		50%
1.3	As soon as finances allow, OCFA should add: • A ladder truck to Station 56 (moving the ladder to Station 32 is a given).	12	Yes	Field Operations	• Completed the improvement of ladder truck coverage for Station 32 July 2020 (non-cost item).		15%
	• Five float engines (or four engines and one ladder truck) 24/7/365 to support peak-hour, high-activity areas, training backfill, and immediate third alarm strike force or special event staffing. (pg. 10)	60	Yes		• Balance of the recommendation is pending future financial feasibility and prioritization.		0%
Additional Field Deployment Service Level Assessment Options							
1.4	Options to Improve Deployment • Relocate Station 10. (pg. 5)				• Station 10, In progress.		10%
	• Add Station 12 to improve capacity and coverage west of Station 22. (pg. 5)	12	Yes		• Station 12, In progress.		10%
	• Add Station 52 to add coverage. (pg. 5)	12	Yes		• Station 52, In-progress.		
	• Improved ladder truck coverage for Stations 19, 24, 48, 56, and 32. (pg. 5)	36	Yes		• Completed the improvement of ladder truck coverage for Station 32 (see 1.3). Other Stations are pending future financial feasibility and prioritization.		5%

Note: The page number referenced in the recommendation description refers to the location of the recommendation within the respective SLA report.

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
	<ul style="list-style-type: none"> Call processing times to 90 percent of the fire and EMS incidents at 1:19 minutes are faster than Citygate's and the National Fire Protection Association's recommendation of 1:30 minutes where no language or location identification barriers exist. (pg.8) 	No	No		<ul style="list-style-type: none"> Completed, call processing times included with monthly compliance reports. efforts will be ongoing. 	7/2019	100%
Emergency Communications Center (ECC) Service Level Assessment							
2.1	Add 10 new dispatch positions to the ECC. (pg.1) Increased authorized FTE FCD count from 32 to 42 FCDs. Overall, the increase in staff may address: <ul style="list-style-type: none"> The ongoing need to backfill shifts and assign overtime. Decrease overtime to allow the 12-hour shift schedule to be fully realized by staff so that this shift configuration can be fully evaluated as to effectiveness, retention, and performance. (pg. 53) 	10	Yes	ECC	Pending future financial feasibility and prioritization.		0%
2.2	Increase supervisor positions from six to seven by eliminating an existing Senior Fire Communication Supervisor classification. (pg. 1)	No	No	ECC	Completed. Reallocation of position is on a temporary basis.	10/2020	100%
2.3	Reconfigure shift days off in the shift rotation in order to provide the opportunity for all ECC to have some weekend time off. (pg. 2, 57)	No	No	ECC	Negotiation of modified MOU terms with OCEA are currently underway.		0%
2.4	Add a management analyst to the ECC structure to effectively develop and facilitate change-management processes. (pg. 2)	1	Yes	ECC	Pending future financial feasibility and prioritization.		0%
2.5	Reconfigure existing personnel, or modify/rotate assignments, to create a more formal CQI Unit. (pg. 3)	No	No	ECC	Completed. However, efforts will be ongoing. ECC Administrative Supervisor assigned to CQI Unit with Nurse Educator and Medical Director.	10/2020	100%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
2.6	OCFA should source and establish a backup location and equip it with ECC equipment that will facilitate continuity of operations and remote connectivity options. (pg. 4)	No	No	IT	This project had already been approved in the 5-year CIP prior to the Citygate recommendation and is in process for build-out of a back-up dispatch location at the OCFA's US&R Warehouse. ECC is currently working with the vendor Kitchell that has been retained to complete a feasibility study for layout and equipment needed. Once feasibility study is complete, Executive Management will review the project for approval to move forward.		50%
2.7	Evaluate the organization and reporting structure for the EPAC unit to identify the need for additional personnel to work under the assigned division chief. (pg. 40)	1	Yes	ECC	Pending future financial feasibility and prioritization. The EPAC position requires significant time commitment. The EPAC position will require (1) Full Time Battalion Chief or higher dedicated to this position.		5%
2.8	Establish a role of each position assigned to the division, as well as their reporting relationship(s) and responsibilities. Ensure that collateral duties assigned-such as CTO, incident dispatcher, and acting supervisor-are included. (pg. 40)	No	No	ECC	Classification specs have been established.		10%
2.9	Develop an ECC orientation program and mentoring guidelines to administer when the Battalion Chiefs rotate. (pg. 40)	No	No	ECC	Duty Officer Handbook and (3) 8-hour observation shifts have been implemented for new duty officers.	4/2021	100%
2.10	Develop a succession plan for future transitions. Include an analysis of retirement thresholds of existing staff and newly created positions or assignments. (pg. 41)	No	No	ECC	Will be evaluated for future direction.		0%
2.11	Develop career paths for the ECC manager and supervisory staff by creating career-development plans for each and research industry-related (e.g., APCO, NENA, and POST ¹⁵) training courses pursuant to each position. (pg. 41)	No	Yes	ECC	Will be evaluated for future direction.		0%

Note: The page number referenced in the recommendation description refers to the location of the recommendation within the respective SLA report.

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
2.12	Develop a data-tracking mechanism, whether it be CAD incidents or other data sources, to capture radio workload per 24x7 console, to determine the increase/decrease of workload over time as jurisdictions are integrated or omitted from the system. Additionally, set workload thresholds for each workstation to assist in the re-balancing of workload, should agencies be added or subtracted for ECC operations. (pg. 43)	No	No	ECC	Will be evaluated for future direction.		0%
2.13	Consider MCP used a mid-point number for attrition, measure if using the mid-point number achieved the needed level of staffing, and operational effectiveness and efficiency. (pg. 53)	No	No	ECC	Will be evaluated for future direction.		0%
2.14	During each shift, ensure that the ECC staff rotates positions so that staff members are not working singular positions for extended periods of time. This wellness provision keeps staff fresh at each position. (pg. 57)	No	No	ECC	This was started but paused for COVID protocols. Staff is rotated on a daily basis.		10%
2.15	Examine vacation time taken so that backfill is minimized and staffing is increased to enable this time to be absorbed in shift numbers. As the ECC staff become more tenured, the amount of vacation time they take will increase. (pg. 57)	No	No	ECC	Will be evaluated for future direction.		0%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
2.16	Develop and institute a Critical Staffing Contingency Plan that is invoked if staffing levels reach critical minimums. This threshold can be identified by the OCFA, but generally, elements include the agency's inability to staff to a minimum level without assigning excessive amounts of overtime (forced or voluntary). Excessive overtime is also agency defined. When manageable staffing levels are reached, which decreases mandatory overtime and backfill, the plan will be discontinued. This plan should include the following, but is not limited to: <ul style="list-style-type: none"> Consider eliminating the overlap shifts and reassign personnel to strictly the 7:00 a.m. or 7:00 p.m. shifts to establish predictable hours of backfill and a predictable pool of people to allocate time to, easing schedule complexity. Assign administrative supervisors to a minimum number of hours on predetermined days to provide meal and break relief. Identify average low-call-volume periods and decrease staffing levels to reduce forced and voluntary overtime (determine if radio positions can be combined or whether a call-taker is needed during certain time of day). 	No	No	ECC	Preliminary evaluation of this contingency plan has been completed and efforts are ongoing to fully develop this plan. Currently ECC does evaluate vacancies in the center that can be managed in manner that do not result in excessive overtime for ECC staff.		60%
					<ul style="list-style-type: none"> Considered and not conducive to peak call volumes. Will be evaluated for further direction. 		0%
					<ul style="list-style-type: none"> Completed. Modified from proposal. 	6/2021	100%
					<ul style="list-style-type: none"> Completed. Modified from proposal. 	6/2021	100%

Note: The page number referenced in the recommendation description refers to the location of the recommendation within the respective SLA report.

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
2.16	<ul style="list-style-type: none">• Determine if a system that allows at least two days on the upcoming month’s schedule where staff will not be forced to work overtime unless it is the last resort. If it is the last resort, a face-to-face explanation needs to be provided to them.• Consult with HR and study the use of earned compensatory time. Under the contingency staffing plan, the ability to earn compensatory time should be suspended in lieu of cash payment to prevent staff from accumulating compensatory time for which it is difficult to provide requisite time off.• Estimate the use of compensatory time and project both staffing and monetary cash-out. Backfilling a position that is earning time-and-a-half that can be banked results in a revolving process that will keep staffing levels low unless staffing strength is increased to fill the vacancy at straight time. (pg. 57, 58)				<ul style="list-style-type: none">• Will be evaluated for future direction.		0%
					<ul style="list-style-type: none">• Will be evaluated for future direction.		0%
					<ul style="list-style-type: none">• Will be evaluated for future direction.		0%

Note: The page number referenced in the recommendation description refers to the location of the recommendation within the respective SLA report.

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
2.17	Initiate discussions with regional ECC leaders to gauge interest and feasibility in developing regional training opportunities. (pg. 67)	No	No	ECC	Region 1 ECC's have reestablished quarterly meetings. Training sessions are currently being discussed.		50%
2.18	Ensure that CTO core competencies are being met through the selection process and offer continuing education to CTOs when available. (pg. 67)	No	No	ECC	Completed. However, efforts will be ongoing. CTO program established with certification class.	1/2020	100%
2.19	Implement formal CTO program oversight and ensure that best practices are being applied in comparison to industry standards. (pg. 67)	No	No	ECC	Completed. However, efforts will be ongoing.	1/2020	100%
2.20	Review CBD or EMD academy time frames and extend them to maximize role-play and scenario-based testing. Continue to use a building-block approach to ensure student retention and understanding of medical terminology and add new content as a QA program and testing. (pg. 67)	No	No	ECC	Completed. However, efforts will be ongoing and re-evaluated after every academy.	7/2019	100%
2.21	Revisit broadcast delivery sequencing to ensure that all information has been received in the field and to measure policy compliance. (pg. 75)	No	No	ECC	Will be evaluated for further direction.		0%
2.22	Ensure SOP development is well vetted, approved, trained upon, formally acknowledged (i.e., employee sign-off) and uniformly enforced, so that compliance can be measured. (pg. 75)	No	No	ECC	Multiple SOP's in ECC have been updated/revised. Training advisories are distributed anytime there has been a change in any operational change in the ECC.	8/2019	100%
2.23	Engage field operations and regional partners to review existing regional and/or countywide response plans (e.g., CAD-to-CAD rules) and develop new plans to further cooperation with allied agencies. (pg. 75)	No	No	ECC/Field Operations	Will be evaluated for further direction.		0%
2.24	Complete review of the Metro Net Fire EMD Plus program in 2020 and choose to start forward with implementation for the OCFA or go out to the national marketplace to review and procure a different solution for CBD that can be integrated into the CAD software for prompt workflow function as well as meeting patient care needs. (pg. 75)	No	Yes	IT/EMS	In progress. Pre-March 2020, OCFA regularly met with MetroNet to receive updates and feedback on their EMD Plus program. OCFA is currently with IT to develop an electronic EMD program tailored to OCFA's operational, IT, and CAD software environment.		50%

Note: The page number referenced in the recommendation description refers to the location of the recommendation within the respective SLA report.

2.25	<p>Review the NHTSA model for EMD programs and construct an in-house program that involves all OCFA stakeholders:</p> <ul style="list-style-type: none"> • Ensure that best practices regarding program administration, duties and responsibilities are detailed and upheld to prevent bad habits from being formed from the start. • Reinforce program administration details with SOPs. • To the best of the OCFA’s ability, ensure countywide alignment to achieve consistent and uniform pre-response patient care. (pg. 75) • When considering a product for EMD delivery, ensure that proper product support for both manual and automated systems is maintained so that the OCFA continually receives updates, enhancements and protocol changes; such e-PCR or other records management systems (RMS). (pg. 75) 	No	No	EMS	<ul style="list-style-type: none"> • Completed. From recruitment of dispatch candidates, during their entire training, while on probation, and during their entire career, dispatchers are given clear duties, expectations, appropriate quality assessment and quality improvement interventions consistent with nationally accepted standards. • Completed. Program details and expectations are delineated in the ECC Handbook on which each dispatcher is trained and tested as part of their academy and continuing education and certification. • OCFA routinely meets with MetroNet dispatching agency to align dispatching procedures, protocols, and pre-arrival instructions. Due to reduced frequency of meetings due to COVID-19, both agencies are working to re-establish previous ongoing collaborative relationships. • Completed. OCFA’s EMD product is continually updated, and protocols are evaluated in order to comply with OCEMSA, state, and national standards. The EMD interfaces with extant record management systems within the organization. 		<p>100%</p> <p>100%</p> <p>90%</p> <p>100%</p>
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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
2.26	MCP recommends two QA/QI specialists, with an evaluation at the six-month mark to determine whether a third person is needed. Ideally, these specialists will provide QZ analysis and feedback to ECC staff on low medical acuity calls and fire dispatch operations. By adding the fire QA processes, low acuity analysis and feedback, and high acuity analysis and feedback from the Nurse Education, these combinations result in the creation of a QA Unit. (pg. 81)	2	Yes	ECC	Pending future financial feasibility and prioritization.		0%
2.27	MCP recommends the newly formed QA Unit include quality performance measurements via a customer satisfaction instrument. (pg. 81)	No	No	ECC	Will be evaluated for further direction.		0%
2.28	Ensure that performance indicators are distinguished from measurements and that adjustments are made in alignment with national and local standards. Include the following at a minimum: <ul style="list-style-type: none"> • Measurement of all fire and medical life-safety call types to indicate PSAP performance. In doing so, develop mechanisms to correlate medical life-safety call types with field-outcome data to identify patient survivability. • Analyze how structure-fire call-processing times are being measured and adjust as needed. • Analyze “call received” benchmarking to determine relevance to total call-processing statistics. • Determine the value of developing qualitative measures for ECC’s PSAP. (pg. 81) 	No	No	ECC	Completed. However, efforts will be ongoing. ECC prepares monthly reports for ECC compliance with national and state standards.	1/2020	100%
2.29	Develop annual master in-service training calendars and publish them well in advance of the start date(s). Establish SOPs related to expectations regarding	No	No	ECC	In progress. Monthly training in place. Working on annual calendar for in service training.	1/2020	75%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
	attendance, conduct and effectiveness measurement. (pg. 85)						
2.30	Reestablish the incident communications program. (pg. 85)	No	No	ECC	Completed. However, efforts will be ongoing. ECC achieved completing qualifications for multiple ECC staff members, and many more are in a trainee status. Multiple ECC staff members have been deployed to assist with Incident Communications.	1/2021	100%
2.31	Refine and maintain an ongoing regular program of positive feedback to the telecommunicators, outside of national Telecommunicators week. (pg. 85)	No	No	ECC	In progress.		50%
2.32	Offer customer-service training three hours each year, at a minimum. (pg. 86)	No	No	ECC	In progress. This is included with updates to CQI program.		50%
2.33	Consider a customer-satisfaction survey or another mechanism for customer input. Collaboratively, develop mechanisms to foster relationships between field personnel and the ECC staff. Extend that effort to ensure that the public can provide input about ECC services. (pg. 86)	No	No	ECC	Completed. However, efforts will be ongoing. Program is managed by Clerk of the Authority.	9/2021	100%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
2.34	Design, collaborate, develop, and implement a strategic technology master plan for: <ul style="list-style-type: none"> Optimizing current ECC equipment, to include the CAD and notification systems, etc. Evaluating current ECC technology for its necessity, applicability and utility. Conducting research and development for emerging fire service and communications technology and include it in the technology master plan. Assessing lifecycles of all technologies used by the OCFA ECC and include a replacement plan for all technologies that impact ECC operations. Include a CAD SME that could be a lateral FCD assignment who reports to a systems supervisor or an external contractor. (pg. 93) 	No	Yes	IT	ECC and IT staff closely collaborate in weekly status meetings on any technology and proposed changes or upgrades are reviewed for applicability and utility. Dedicated IT staff develop technology upgrades and monitor industry changes and advances. A formal strategic technology master plan for ECC will be developed.		0%
2.35	Assess CAD system optimization, maintenance, server capacity and storage, disaster recovery and failover: <ul style="list-style-type: none"> Hire a third-party that is vendor agnostic to assess what is good and working well, and what needs improvement and enhancement. Once completed, determine the level of training the ECC staff will need and identify the ECC SMEs to be trained in a “train-the-trainer” format so that they can be individually train staff and/or conduct training in a group setting. (pg. 93) 	No	No	IT	In progress. 3 rd party not hired for hardware assessment. Internal reviews and upgrades are an on-going best practice. ECC trains and uses internal SMES’s for train-the-trainer. Disaster Recovery sites identified and site improvements in-process to establish DR capability at FS43 and US&R warehouse.		50%
2.36	To maximize funding to the ECC from the state, do not replace the 911 telephony system unless a catastrophic failure is imminent or occurs between now and the implementation of the NG911 network. (pg. 93)	No	No	ECC	In progress. Waiting on Next Generation 911 and loud based CPE approval. OCFA agrees to await NG911 implementation before acquiring NG911 telephony system. NG911 Network hardware and data lines installation by LUMEN (authorized CALOES vendor) in process.		50%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
2.37	Collaborate with relevant stakeholders for the development of governance of the CAD-to-CAD solution. (pg. 93)	No	No	IT	Completed. The CAD2CAD Cost Sharing Agreement was revised Feb 21, 2021 between OCFA, Metronet, Costa Mesa, Laguna Beach for the ongoing licensing and cost sharing.	2/2021	100%
2.38	Consult with CentralSquare regarding creation of a relation table that allows a unit field to accommodate a sub-addressing convention and a feature to enable multiple address points for a single structure. (pg. 97)	No	Yes	IT	Scope of system modifications and project timeline will be developed.		0%
2.39	Discuss with CentralSquare increasing mapping updated to address the inconsistency with local applications. (pg. 97)	No	No	IT	Scope of system modifications and project timeline will be developed.		0%
2.40	Consider a succession plan for the ECC GIS specialist. (pg. 97)	No	No	IT/ECC	Currently ECC has 1 FT dispatch position partnering with GIS staff for address maintenance, new addresses, etc.		0%
2.41	Monitor the utilization of each commercial IT link to identify if there is a sufficient capacity to handle traffic if one link fails. This evaluation will determine if enough bandwidth is available to carry the load without degradation of service. (pg. 101)	No	No	IT	Completed. The OCFA uses COGENT which includes 2 circuits (ATT, COX) rated at 500MB each for aggregate 1GB. Either circuit could support OCFA's needs temporarily if the other fails.	6/2019	100%
2.42	Evaluate specifications and conditions of the existing generator to NFPA 1221, section 4.7.4 and NFPA 70. (pg. 101)	No	Yes	ECC/Property Management	Included in 5 – year capital budget to upgrade generator and add 2 nd / backup generator.		0%
2.43	Conduct a cost/benefit analysis for installing a diverse path for AT&T's network into the ECC when the State IP infrastructure is extended to the Orange County area. (pg. 101)	No	No	IT	CALOES is currently installing Next Generation 911 equipment data lines and equipment in OCFA data center.		20%
2.44	Source and equip a backup location for the ECC to facilitate continuity of operations and remote connectivity options. (pg. 101)	No	No	IT	Alternative Dispatch locations have been established at Fire Station 43 for short term emergency dispatching and US&R warehouse for long-term emergency dispatching. This includes an AT&T connection to transfer 9-1-1 calls.		50%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
Emergency Medical Services (EMS) Service Level Assessment							
3.1	Build a robust quality management program, consistently applied by all CQI reviewers, around three themed: <ul style="list-style-type: none"> • System evaluation • Quality improvement • Patient safety / sentinel events (pg. 22) 	No	No	EMS	Completed. The EMS Department has revised the CQI plan and has developed a standard template for patient care report reviews.	6/2021	100%
3.2	The Department needs to develop core, tertiary, and ad hoc performance indicators to effectively measure performance. These indicators need to be the foundation of OCFA's quality management program. (pg. 22)	No	No	EMS	In progress. The EMS department is identifying measures to assure CQI is being done consistently among staff members.		80%
3.3	Design a quality management program and CQI plan that will drive performance evaluation and use evidence-based empirical data to drive decisions in the department. (pg. 22)	No	No	EMS	Completed. The CQI plan has been revised and updated. It has been approved by OCEMS.	6/2021	100%
3.4	Build a CQI plan based on state model guidelines, recognizing that the ability to do so is dependent on increasing the personnel resources available to the Department: <ul style="list-style-type: none"> • CQI team • Technical Advisory Group • Quality Task Force (pg. 22) 	No	No	EMS	Completed. The CQI plan has been updated to reflect OCEMS and State guidance.	6/2021	100%
3.5	Create a Quality Task Force to design evidence-based quality indicators to: <ul style="list-style-type: none"> • Meet state and local guidelines • Meet best practices using evidence-based indicators • Measure performance (pg. 22) 	No	No	EMS	Completed. The EMS Department has been restructured and a Quality Management Division has been established.	6/2021	100%
3.6	Develop evidence-based indicators that measure the quantity and quality of feedback provided to paramedics. This ensures both positive and	No	No	EMS	In progress.		80%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
	constructive feedback is provided consistently. (pg. 22)						
3.7	<p>Dedicate a data analyst or bio statistician to the quality management program to help build quality indicators and assist in developing presentations of data. This position will assist with root-cause analysis and decision-making models.</p> <ul style="list-style-type: none"> • The quality management program needs to have a full-time data specialist with knowledge and experience with data structure and how to collect and interpret data. • The Department needs to develop a system/flow where performance issues can be addressed in a systematic, objective manner. (pg. 22) 	1	Yes	EMS	Pending future financial feasibility and prioritization.		0%
3.8	The EMS Department, organized labor, and the Human Resources Department need to work together to develop and implement “just culture” policies and doctrine within OCFA, especially for the high-volume EMS incidents. ¹¹ (pg. 23)	No	No	EMS/HR	In progress. The program has been designed and initial meetings with labor have taken place.		50%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
3.9	<p>The CQI team needs a robust CQI electronic data system.</p> <ul style="list-style-type: none"> • OCFA needs to make information technology a priority as it relates to EMS delivery. • The Department needs to bolster its information technology role given its involvement in data-driven decisions. • The Department needs to utilize its ImageTrend electronic patient care report (ePCR) software to maximize its use. • OCFA needs its CQI team to have a full understanding of its ePCR system so it can maximize its use. Include automated functions that audit ePCRs for accuracy and completeness. (pg. 23) 	No	No	EMS	In progress. The EMS Department continues to evaluate IT software which can be utilized to enhance the CQI process.		80%
3.10	The Department needs to revise its standards for documentation. These standards should be based on standards of care, best practices, and County policy where applicable. (pg. 23)	No	No	EMS	In progress. A revision to the Documentation SOP has been submitted into the review process in 9/2021		80%
3.11	The Department needs to develop sound quality indicators to measure patient care documentation to OCFA requirements. Department-wide training and regular publishing the performance data will help personnel comprehend the impacts of their work. (pg. 23)	No	No	EMS	In progress. A revision to the Documentation SOP has been submitted into the review process in 9/2021. This is the first step in developing an accurate measure.		50%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
3.12	<p>The EMS Department quality management program should include:</p> <ul style="list-style-type: none"> • A Quality Manager from suppression with no less than Captain rank, allowing them to communicate and garner trust with the rank-and-file personnel. • The Department should reconfigure the EMS committee to more closely follow state EMS guidelines by utilizing the Quality Task Force Model. The EMS committee should be renamed the EMS Equipment Committee and its role be clearly defined as to its function and its place in the hierarchy. • When input is needed to solve identified issues, the Department needs to utilize the Quality Task Force to make recommendations back to the Technical Advisory Committee. • The Department needs to incorporate field personnel in the CQI process. This can be done through peer review. (pg. 24) 	No	No	EMS	Completed. The EMS Department has been restructured to reflect these changes. A Captain now heads the Quality Management Division within EMS and a CQI team has been established. The team will be complete with the arrival of a newly hired EMS Coordinator in 10/2021.	10/2021	100%
3.13	<p>The Department needs to develop a role for the field providers to play in the implementation of education and training.</p> <ul style="list-style-type: none"> • The use of field personnel will integrate them into the process and allow them to feel more like a provider of EMS that a recipient. • The use of field personnel will reduce the burden on the Nurse Educators and will allow them to focus more on training and education development, as well as any roles they are required to conduct in CQI. (pg. 26) 	No	No	EMS	Completed. An EMS Training Cadre of Paramedics has been established and the cadre is routinely used to support training activities and as evaluators for PM accreditations.	10/2020	100%
3.14	The delivery of training needs to be scheduled in a centralized manner. Schedule training needs to be conducted on a common calendar so both EMS and	No	No	EMS/Field Operations	Completed. Operations training and EMS now reside under one Assistant Chief of EMS and Operations Training. This transition has increased	7/2020	100%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
	Operations can view upcoming and scheduled training. (pg. 26)				the coordination of training between the Departments.		
3.15	The decision to alter the training schedule needs to be priority-based. The priority should be established by the Department, not the individuals conducting the training. (pg. 26)	No	No	EMS	Completed.	7/2020	100%
3.16	The Department quality management program should drive training and education. (pg. 27)	No	No	EMS	Completed. The restructure of the EMS Department has established this as a normal practice.	10/2020	100%
3.17	EMS supply and logistics needs to be an integral part of the EMS strategic plan. It should be identified as its own division in the Department organization plan, and it must be adequately funded. (pg. 28)	No	No	EMS	No additional staffing has been put in place to achieve this recommendation		20%
3.18	OCFA should consider two EMS supply provision options: <ul style="list-style-type: none"> • Complete outsourcing of EMS supply and logistics. The Department should consider utilizing a supplier to manage supply inventory, costs, and caches to provide for just-in-time inventory restocking. • Or, staff EMS logistics with civilian personnel who specialize in logistics delivery and maintenance to ensure that supply best practices are applied and consistently conducted. (pg. 29) 	No	Yes	EMS/Business Services/Service Center	EMS recommends to staff EMS Logistics with civilian personnel. Pending future financial feasibility and prioritization.		20%
3.19	The Department needs to review its current controlled drugs policy and re-design practices to meet current regulations and best practices and to take full advantage of current technology. (pg. 29)	No	No	EMS	The Department continues to seek IT solutions for better narcotic tracking. The current SOP meets or exceeds all requirements.		50%
3.20	Through the EMS reorganization, appropriate staff must be solely dedicated to licensure and certification. (pg. 31)	TBD	Yes	EMS	Pending future financial feasibility and prioritization.		0%
3.21	Department budget/fiscal activities such as billing and expenditures need to be conducted by support staff who have expertise in these areas. (pg. 31)	No	No	EMS	Will be evaluated for further direction.		50%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
3.22	The Department needs an information technology plan that identifies data collection needs and emphasizes the ability to easily extract reports. (pg. 31)	No	No	EMS/IT	A contractor has been hired to conduct a needs assessment of the IT within EMS. The contract was approved by the board 9/2021 and started 10/2021.		20%
3.23	The EMS data system needs to assign each patient a unique identifier. It is critical the Department collect data regarding its patients. (pg. 31)	No	No	EMS	Will be evaluated for further direction.		50%
3.24	Through the OCFA reorganization, an infection control program needs to be created which should be managed by a person who is also responsible for implementing infection control. (pg. 33)	No	No	EMS	Completed. Through the pandemic, infection control program has been enhanced and the infection control policy has been revised.	8/2021	100%
3.25	The Department should consider outsourcing the vaccination of its personnel. Vaccinations could be conducted by an outside vendor that would focus solely on managing, tracking, and administering vaccinations per the scope designed by OCFA. The process would be managed by the designated infection control officer. (pg. 33)	No	No	EMS	An assessment is being conducted for outsourcing all vaccinations.		80%
3.26	OCFA needs to reaffirm a culture emphasizing the importance of the EMS business line. (pg. 38)	No	No	EMS/Executive Management	Ongoing efforts are being made and the pandemic has elevated the importance of EMS within the organization.		80%
3.27	OCFA needs to develop a clear EMS mission and level of service, supported by a strong quality management program that promotes performance. (pg. 55)	No	No	EMS/Executive Management	Completed. A mission statement for the EMS Department has been developed through an inclusive process with the EMS staff.	10/2020	100%
3.28	OCFA needs to promote the culture of EMS being an important business line in new recruits to begin building legacy. Initial hiring and recruit training need to emphasize EMS and its role and importance to the community and OCFA. (pg. 38)	No	No	EMS/Executive Management	Completed. There are ongoing efforts to increase the value of EMS within the organization. A Paramedic Accreditation Academy has been developed which provides more training for PMs.	2/2019	100%
3.29	The Department needs an internal strategic plan. The plan needs to be a living, breathing document designed to drive decision-making. Once completed,	No	No	EMS/Executive Management	Completed. This assessment continues to provide strategic guidance. A new plan will be developed. Efforts will be ongoing.		100%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
	the plan needs to be distributed and regularly identified as the driving force behind decision-making. (pg. 38)						
3.30	In conjunction with labor, OCFA needs to develop stronger incentives to retain staff officers in EMS positions, ideally longer than for the current two-year minimum. (pg. 38)	No	No	EMS/Executive Management	Will be evaluated for further direction.		20%
3.31	When a Battalion Chief or Captain assigned to EMS promotes, OCFA should discuss with the bargaining units if there is any acceptable way to keep that promoted person in EMS until their time commitment is up (without negatively impacting the promotional line). (pg. 38)	No	No	EMS/Executive Management/HR	Completed. Agreements have been established to consider this before a move is made.	1/2021	100%
3.32	The Department needs to implement a revised organizational framework (chart). The Department needs to consist of branches and divisions. Supervisors should be given clear work expectations and should be able to interpret those expectations to the people who report them. The organization structure needs to be program-based so work roles and responsibilities are clearly defined. Clear roles and responsibilities will make it easier for supervisors to monitor the performance of their subordinates. (pg. 39)	No	No	EMS/Executive Management/HR	Completed. The EMS Department has been restructured into three divisions. The divisions are Training, Quality Management and Logistics. Workflow has been established.	10/2020	100%
3.33	The Department should have the existing, capable management analyst work with the team to develop work metrics that will measure where and how work is being performed in the Department. This data will identify gaps in staff hours and can be used to assist in budget preparation for the Department. (pg. 39)	No	No	EMS	Efforts will be ongoing. Will expand the role of the Management Analyst.		70%
3.34	The Department needs to ensure the Nurse Educators are properly placed, understand where they fit in the Department organizational chain of	No	No	EMS	Completed. The EMS Department has been restructured into three divisions. The divisions are	10/2020	100%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
	command, and understand how they function within that structure. (pg. 39)				Training, Quality Management and Logistics. Workflow has been established.		
3.35	The nurses need to be as centralized as possible (even for a portion of the workweek) at a common facility with their leadership and support team. Currently, the nurses decide where their offices are and spend very little time at headquarters. Centralizing the nurses will provide daily interaction with Department personnel, which will help facilitate and create positive relationships and create the sense of being on a team. (pg. 39)	No	No	EMS	Will be evaluated for further direction. The nurses do, however, meet more regularly with their supervisors due to the reorganization. The decentralized offices for the nurse educators have significant value to the organization as a whole.		0%
3.36	OCFA needs to develop a staffing plan based on operational need for hiring paramedics. The plan should project vacancies and the time lag from the hiring process to time on the job. (pg. 39)	No	No	EMS/Executive Management/HR	The OCFA continues to evaluate options for the recruitment and development of paramedics. Efforts will be ongoing.		80%
3.37	OCFA needs to evaluate all aspects of acquiring new paramedics. This includes hiring already licensed and/or accredited paramedics who, once they have completed the hiring process, fore academy, and probation, can be assessed by the Department and placed into a designated paramedic position. (pg. 39)	No	No	EMS/Executive Management/HR	The OCFA continues to evaluate options for the recruitment and development of paramedics. Efforts will be ongoing.	On Going	80%
3.38	The Department should be re-organized as shown in the following figure. An additional 12 FTEs are also recommended. (pg. 42)	12	Yes	EMS	Pending future financial feasibility and prioritization. The reorganization is mostly complete without the necessary additional staffing.		30%
Fleet Service Level Assessment							
4.1	OCFA should research smaller, more fuel efficient or hybrid/electric light-duty sedans, SUVs, and pickup vehicles and implementing using them where feasible. (pg. 66)	No	Yes	Logistics	Complete. As part of the annual CIP budget development for Fleet, Staff will continue to research alternative fuel technologies and vehicle types. Efforts will be ongoing.	6/2020	100%
4.2	OCFA should consider broader use of motor pool vehicles where operationally reasonable by re-assessing individual vehicle assignments pursuant to current agency policy. (pg. 66)	No	No	Logistics	Complete. As part of the 2020/2021 budget development process, staff assessed individual vehicle assignments and will transition these	6/2020	100%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
					individuals into pool vehicles. Efforts will be ongoing.		
4.3	OCFA should consider the use of smaller, more-fuel efficient or electric/hybrid vehicles in the motor pool to the extent practical. (pg. 66)	No	No	Logistics	Complete. See 4.1 above	6/2020	100%
4.4	OCFA should annually evaluate the continued use of vehicles beyond their expected useful service life, particularly those vehicles more than 10 percent beyond expected useful service life. (pg. 67)	No	No	Logistics	Completed. As part of the annual CIP process, all vehicles are reviewed to determine their remaining useful life and when they should be removed from frontline to reserve status. Vehicles 10% beyond their useful life are evaluated to determine if they should be surplus or used by Training or the cadet program. Efforts will be ongoing.	6/2019	100%
4.5	OCFA should budget annual CIP funding sufficient to maintain all frontline response apparatus within expected useful service life and reserve and support apparatus/vehicles to no more than 10 percent past expected useful service life. (pg. 67)	No	No	Logistics	Completed. As part of the annual CIP process, all frontline apparatus (along with reserve / support apparatus) is reviewed to ensure that there is sufficient funding available to replace them based on their useful life.	6/2019	100%
4.6	OCFA should develop a more strategic approach to vehicle procurement to: (1) ensure procurement of budgeted vehicles within the fiscal year cycle and (2) provide sufficient procurement capacity to maintain the frontline/surge capacity response fleet within expected useful service life and as much of the reserve and support fleet to no more than 10 percent past expected useful service life as possible. (pg. 67)	No	No	Logistics	Complete. Fleet staff has worked collaboratively with the Purchasing Department to streamline the fleet procurement process including the purchasing vehicles “off the lot”, purchasing off Cooperative agreements with other agencies, and has initiated use of requests for bids with lease-purchase options. Efforts will be ongoing.		100%
4.7	OCFA should provide 3.0 FTE additional Technician capacity as soon as possible to eliminate the current VRR backlog, maintain preventive service intervals, <i>and</i> provide a modest level of surge capacity; Citygate further suggests that any additional shop staffing be considered in context with suggested alternative service model recommendations. (pg. 67)	3	Yes	Logistics	Pending future financial feasibility and prioritization. Staff is researching alternative options of increasing productivity such as performing more remote work, moving light duty mechanics to the heavy side and extending work hours.		0%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
4.8	The Division should consider a reorganization or redistribution of responsibilities to provide a more equitable span of control among supervisory personnel. (pg. 67)	No	No	Logistics	In progress. With the retirement of the Fleet Coordinator, staff will request that the position be reclassified as a Fleet Supervisor which will create a redistribution of responsibilities and greater depth of supervision. Efforts will remain ongoing.		80%
4.9	The Division should evaluate other potential flexible work schedule alternatives, including swing/night/weekend work shift options, to accommodate employee needs while maintaining or improving shop output. (pg. 67)	No	No	Logistics	Will be evaluated for further direction. Requires additional staff (Equipment Technicians) to accomplish.		50%
4.10	The Division should modify its current fire apparatus inspection interval to ensure a safety inspection at least every 90 days <i>and</i> inspection of all apparatus systems and components at least annually in conformance with industry best practices and recommendations. (pg. 68)	No	No	Logistics	Will be evaluation for further direction. Recommendation would require additional staff (Equipment Technicians) to accomplish.		10%
4.11	The Division should review, validate, and prioritize or cancel all outstanding VRRs and notify the applicable vehicle operator/station of any cancelled VRRs. (pg. 68)	No	No	Logistics	60% Outstanding Vehicle Repair Requests have been completed		65%
4.12	OCFA should provide additional staffing as determined appropriate to improve overall parts room capacity and efficiency to minimize shop workflow interruptions to the degree possible. (pg. 68)	TBD	Yes	Logistics	See 4.8 above		0%
4.13	The Division should accept a vehicle safety inspection by Santa Ana shop personnel, or an OCFA mobile Field Technician, upon completion of any preventive maintenance or repairs performed by the Santa Ana shop in lieu of inspection at the OCFA shop prior to the vehicle being returned to service. (pg. 68)	No	No	Logistics	Completed.	7/1/2020	100%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
4.14	The OCFA Fire Chief and Deputy Chief of Administration & Support Services Bureau should direct the Assistant Chief of Logistics and Fleet Division management to prioritize the recommendations contained in this report, develop a detailed action plan to address each recommendation as part of the upcoming OCFA Strategic Plan, and then report to the Budget and Finance Committee (Audit Committee) on action plan completion. (pg. 68)	No	No	EM/Logistics	Completed.	6/2020	100%
4.15	The Executive Management Team and Fleet Division management should continue to engage with shop staff as a strategic partner in addressing the issues identified in this report though a labor-management task force to facilitate restoration of trust and to enable the Division to move forward as a cohesive business unit. (pg. 68)	No	No	EM/Logistics	Completed. This will be an ongoing effort and has already produced very positive results	7/2020	100%
4.16	The Division should review and update all existing shop policy and procedure documents to conform with appropriate OCFA format and content. (pg. 69)	No	No	Logistics	In progress. Existing Fleet policy and procedures are in the process of being updated to conform to the OCFA format.		50%
4.17	All OCFA policies and procedures, and guidelines should be accessible electronically to all employees via intranet/internet. (pg. 69)	No	No	Logistics	Completed. All OCFA Policies and Procedures are available to employees via the HIVE.	6/2020	100%
4.18	OCFA should provide enhanced technical training and certification of its fleet Technician personnel to include relevant ASE training/certification and CFMA training/certification. (pg. 69)	No	Yes	Logistics	Completed. Additional training courses have been scheduled. A one-week CFMA training course was held the week of November 1, 2021 with five OCFA mechanics attending. Efforts will be ongoing.	7/2020	100%
4.19	OCFA should consider establishing a career path for Assistant Technicians and Technicians desiring to advance to Senior Technician. (pg. 69)	No	No	Logistics	Completed. OCFA competed a Classification and Compensation study of Fleet Services. Included in the study was the restructuring of the current career path to allow Assistant Technicians progress to Senior Technicians without a loss of salary	6/2021	100%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
4.20	The Division should seek additional vendor training to more effectively utilize the available capabilities of AssetWorks. (pg. 69)	No	Yes	Logistics	In progress. AssetWorks training resources being evaluated by Fleet Business Analyst and Management Analyst Aug – Dec 2021. Implementation of additional application functions planned for Jan. 2022 – June 2022, including data extraction for improved fleet CIP status reporting.		30%
4.21	The Division should coordinate with Information Technology to determine the availability and suitability of a car code reader interface for AssetWorks. (pg. 69)	No	No	Logistics	In progress. Funding will be requested as part of the FY 2022/23 CIP Budget		20%
4.22	The Division should coordinate with Information Technology and shop staff to determine whether tablets/iPads are the most suitable technology solution for Technician needs. (pg. 69)	No	No	Logistics	Complete; Tablets issued to shop staff.	9/2021	100%
4.23	OCFA should convert its facility fuel dispensing and management to an automated electronic system with appropriate security features. (pg. 69)	No	Yes	Logistics	In progress. Staff is researching various vendors and technologies. Funding will be requested as part of the FY 2022/23 CIP.		20%
4.24	OCFA should consider upgrading the current Administrative Assistant position to a Business Analyst or other classification appropriate to provide analyst-level administrative support capacity. (pg. 69)	No	No	Logistics	Complete. An analysis of current and future Fleet administrative job duties submitted to Human Resources determined that functions previously performed by the Fleet Services Administrative Assistant position evolved to the job classification of Business Analyst.	6/2021	100%
Human Resources Service Level Assessment							
5.1	Develop a comprehensive HR Policies and Procedures Manual to act as a centralized source for reference. <ul style="list-style-type: none"> The HR Department needs to implement a project that gathers all its information resources, both internal and external, and reviews and assesses them for the purpose of creating a single resource. The use of an outside vendor to complete this task 	No	Yes	HR	70% of Human Resources Department Standard Operating Procedures have been reviewed and updated. The Personnel & Salary Resolution and the Merit and Selection Rules are currently undergoing a thorough review with an expected completion date of October 2021.		70%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
	is highly recommended. The goal should be to complete this project within six months. (pg. 16)						
5.2	Develop an Operations Manual that outlines specific steps to complete a task or program. <ul style="list-style-type: none"> Use the manual as a training tool and resource for HR employees. The Operations Manual will correspond to the HR Policies and Procedures Manual cited in the Recommendation #1. An Operations Manual can be created within 18 months. (pg. 16) 	No	No	HR	Following the update of the Personnel & Salary Resolution and the Merit and Selection Rules, staff may begin the process developing an Operations Manual for each division.		50%
5.3	Independently review each examination process and components to measure potential adverse impact. In those cases where review finds that adverse impact exists, evaluate the exam process to ensure it is valid and job-related. (pg. 17)	No	No	HR	Completed. A process is in place. The Promotional and Recruitment Work Group (JLM) continues to evaluate and restructure all safety promotional/recruitment examination/selection processes accordingly. For non-safety recruitments, all examination/selection processes are reviewed and edited with the hiring manager prior to the opening of recruitment.	9/2021	100%
5.4	Abandon the 80 percent passing score requirement for all examination processes. Independently evaluate each exam process and determine a reasonable cutoff score that minimizes adverse impact. (pg. 17)	No	No	HR	Completed. This has been discussed with the JLM and 80% is the preferred scoring for all safety recruitments. Non-safety score requirements are discussed during the recruitment development phase of each recruitment and the OCFA has remained with the 80% pass point. Exceptions do occur when the examination is pass/fail (Biddle, Dispatcher Select advantage exam, tools assessment exams, etc.) or when a minimum requirement is required (typing speed, memorization, listening skills exam, etc.).	9/2021	100%
5.5	Review performance standards and practices for probationary employees, especially for the Fire Recruit academy. (pg. 17)	No	No	HR	Completed. Probationary Firefighter performance is evaluated based on standardized job-related criteria. Information is in the Probationary Firefighter Task Book which include manipulative	9/2021	100%

Note: The page number referenced in the recommendation description refers to the location of the recommendation within the respective SLA report.

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
					skill evaluation sheets and company evolution sheets, appraisal forms and videos for training.		
5.6	<p>Create a concise mission statement with a vision, core values, and guiding principles, as well as specific and measurable performance objectives that will deliver quality service to OCFA and the public.</p> <ul style="list-style-type: none"> Employee probationary periods are often referred to as the last examination process. Much effort and resources are expended to create an eligible list for Fire Recruits, which annually, established to hire 100 new Fire Recruits. It is critical that <i>as soon as possible</i>, all new sworn and non-sworn probationary employees be evaluated on valid job-related standards. (pg. 20) 	No	No	HR	Will be evaluated for further direction.		30%
5.7	Develop a systematic method of identifying, evaluating, and addressing HR Department issues to minimize disruption in the Department when a crisis does arise. (pg. 20)	No	No	HR	Completed. Bi-weekly meetings take place with all HR Managers and the Assistant Chief/HR Director to discuss projects, issues, goals and objectives that may affect one or more of the divisions. This meeting includes resource identification and management, identifying project leads, and mapping out timelines and goals. These meetings ensure collaboration and minimizes redundant efforts. It also ensures consistent communication to the rest of the department.	9/2021	100%
5.8	Determine the staffing necessary to meet HR service demands by assessing the level of service delivery desired and OCFA priorities. (pg. 20)	No	No	HR	A staffing model was developed that will address service delivery for the Department. This includes hiring the D&I Coordinate, one (1) Senior HR Analyst, and reclassification of two (2) HR Analyst. The first two objectives were accomplished, and the reclassification is expected to be completed by 12/2021. Currently the Department is fully staffed.		80%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
5.9	Build trust and respect with employee associations through collaborative working relationships while ensuring transparency, Recommended actions include: <ul style="list-style-type: none"> The ER Division should take the lead in re-establishing relationships with the employee associations after receiving staffing necessary to support this effort. The Benefits Division should take the lead in developing an agency-wide philosophy and strategy for implementing a comprehensive classification and compensation plan. (pg. 20) 	No	No	HR	The ER Division is fully staffed. The Assistant Chief/HR Director and the ER Manager have spent the better part of the last year strengthening the working relationship with all the bargaining units. Communication is high and many issues are discussed with mutual agreement on how to resolve them. The Benefits Division will begin the process of developing a classification and compensation plan in Winter 2021.		80%
5.10	Re-initiate the study of the classification in the RM Division to create a professional career path. (pg. 20)	No	No	HR	Completed. The RM Division positions were evaluated. Recommendations to reclassify some positions and retitle others was adopted by the Board of Directors. The new organizational structure of the Divisions provides pathways to promotion for staff.	7/2021	100%
5.11	Hire a Behavioral Health professional to relieve the Risk Manager of directly administering the program with safety personnel, under the direction of the Risk Manager. (pg. 20)	1	Yes	HR	The RM Division is working closely with the OCPFA Local 3631 to evaluate the Behavioral Health and Wellness service model to determine was support is needed to properly staff the program. It is expected that any recommendations will be presented as part of the FY 2022/2023 Budget Process.		70%
5.12	Obtain security expertise for protecting facilities and provide the resources necessary to effectively perform the agency's security-related work. Transfer security responsibilities outside of HR. (pg. 21)	No	Yes	HR/Logistics	In progress. Based on the Threat and Vulnerability Assessment of the RFOTC campus prepared by Security Strategies International, and a Physical Security Assessment completed by the Orange County Intelligence Assessment Center (OCIAAC), Logistics has engaged a security systems consultant (Triad), resulting the issuance of an RFB for upgrade/replacement of the RFOTC access control system; bids are due on 11/30/21. Additionally,		90%

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No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
					Logistics has issued an RFP for Physical Security Services, to include security guards and security management services, allowing the transfer of security responsibilities outside of HR. Recommendations for award of a replacement Physical Security Services contract are scheduled for Budget & Finance Committee consideration on 11/10/21.		
5.13	Develop specific and measurable performance objectives for employee performance standards. Prepare an annual HR Department performance report that highlights the Department's accomplishments for the year. (pg. 20)	No	No	HR	<p>A Performance Evaluation Committee was formed with representatives from management and labor to review the employee performance evaluation tool. The focus is to ensure that the standards are measurable, specific, and reflective of the day-to-day duties of each position.</p> <p>Regarding hiring standards, FPSI has reviewed and validated the assessment criteria for recruits in the academy. Furthermore, the OCFA has started the process to have its FFT academy accredited by American Local Academies (ALA)</p>		70%
5.14	Develop an employee recognition program for the HR Department employees, which can be variable as to frequency and type rather than just one annual award. Recognize and celebrate smaller, significant accomplishment, anniversaries, etc. (pg. 20)	No	No	HR	Completed. The HR Teams holds quarterly all-hands staff meetings which highlight positive news in the department including accomplishments, work anniversaries and other celebratory news. In addition, the department holds small get-togethers to celebrate things like birthdays, births, and other life milestones of individual staff members.	9/2021	100%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
5.15	Create and implement a strategy for employing a workforce that reflects the community by: <ul style="list-style-type: none"> Assessing the workforce and labor market to establish a geographic marketing area for recruiting. Designing an aggressive outreach plan that can realistically attract quality and diverse job applicants. This work should be performed in collaboration with management and the employee associations. Creating an outreach recruitment team dedicated to marketing the OCFA as an employer of choice. Funds will be needed to support the recruitment efforts, and employee volunteers will be needed to attend recruitment events. (pg. 22) 	No	No	HR	A Diversity and Inclusion Coordinator was on-boarded in May 2021. Part of his responsibilities is to work in collaboration with Recruitment Division, Corporate Communications and Executive Staff to develop a recruitment strategy that reflects the goal of becoming a more inclusive workplace.		70%
5.16	Develop a strategy and process to increase the completion rate of employee performance evaluations. (pg. 23)	No	No	HR	A HR staff member is responsible for running a regular query of outstanding performance evaluations monthly. For staff that are evaluated using NEOGOV, automatic emails are generated to remind supervisors and managers that evaluations are due. As of September 2021, 77% of all evaluations are up to date. While we strive for 100% completion, the current completion rate is positive for an agency our size.		80%
5.17	Research and develop a plan to expand the use of NEOGOV Perform for all OCFA employees, including new performance evaluation forms, and commit resources for additional staff, if required. (pg. 23)	No	No	HR	The next phase will see the roll-out of the NEOGOV perform module to Chief Officers Associations following the completions of the updates to the COA Performance Appraisal Form		70%
5.18	Develop a required employee performance evaluation training course for supervisors and managers, teaching supervisors and managers how to properly complete the performance evaluation	No	No	HR	A Performance Management module is part of each Academy Curriculum. For non-safety supervisors and managers, a Performance Management Training is currently being developed by the Assistant Chief/Human Resources Director,		65%

Note: The page number referenced in the recommendation description refers to the location of the recommendation within the respective SLA report.

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
	and effectively communicate the ratings in the performance evaluation. (pg. 23)				Employee Relations Manager and the Diversity and Inclusion Coordinator.		
5.19	Develop accountability for completion of performance evaluations through the creation of a job performance standard for supervisors. Include the completion of performance evaluations as a factor in determining merit salary increases for supervisors. (pg. 24)	No	No	HR	In progress.		50%
5.20	Demonstrate strong commitment to the mission and vision of the HR Department by: <ul style="list-style-type: none"> • Strengthening the HR Department's inclusion in major OCFA decisions. • Planning new OCFA programs or assignments in collaboration with the HR Department to minimize the time the HR Department spends operating in a reactionary mode. • Allowing the HR Department to operate within agency policies and values without interference outside of the chain of command and labor relations discussions. • Relying on the HR Department to provide sound and credible advice. (pg. 26) 	No	No	HR	Completed. HR Department staff are key stakeholders in committees engaged in evaluated OCFA operations including the Training and Promotions JLM, Personnel Evaluations Committee,	9/2021	100%
5.21	Consider studying the transfer of major and sensitive alleged employee misconduct investigations from the Employee Relations Division to a new and separate unit that is accountable to and reports directly to the Fire Chief or a Deputy Chief. (pg. 26)	No	No	HR	Completed. Under the direction of the Assistant Chief/Human Resources Director, major or sensitive alleged employee misconduct investigations may be conducted by an independent 3 rd -party investigator to mitigate any conflicts and ensure a fair and unbiased investigation. The Assistant Chief/Human Resources Director reports to the Deputy Chief/Administration and Support Bureau	9/2021	100%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
5.22	Reinstitute the Organization Development Division and place it under the HR Department. Allow the Division to: <ul style="list-style-type: none"> • Perform a thorough study of the OCFA's professional training needs and desires. (pg. 27) • Develop a comprehensive training program that supports employee professional development, leadership development, and succession planning. (pg. 27) 	No	No	HR	The Training Division under the direction of the Assistant Chief/EMS oversees training and preparation for safety promotions. For non-safety personnel, funds have been set aside for the development of a leadership development program for managers, supervisors and front-line employees. A training and needs assessment it expected to be completed in Spring 2022.		40%
5.23	Work with the IT Division within the Logistics Department to develop enhanced protection of employee personnel files so that data can be shared with Risk Management and third-party secure sites to complete required reports in a timely manner. (pg. 28)	No	No	HR/Logistics	Discussions have started to evaluate the use of LaserFiche Document Management System as a secure method for storing personnel files. This would allow for secure access by all HR divisions. IT will be prepared to support HR/Risk Management with implementation.		40%
5.24	Research and implement an automated signature program that will electronically send documents under a secure system to internal parties required to sign any document. (pg. 28)	No	No	HR/Logistics/Business Services	In progress.		70%
5.25	Support the July 2019 implementation of electronic employee time sheets for non-safety personnel. (pg. 28)	No	No	HR/Business Services	Business Services is piloting a program that would allow for digital entry of time and electronic approval. It is expected to be implemented for non-safety personnel in Spring 2022.		70%
5.26	Study the feasibility of providing exam raters with tablet computers (e.g., iPads) to record exam performance, leading directly to more effectively tabulating scores and retaining examinations records. (pg. 28)	No	No	HR	Completed. iPads are used on a case-by-case basis. We have utilized "iPads" for use during oral interviews and the reviews are mixed. For large scale recruitment (FF), raters prefer the paper copy method as during these interviews candidates are asked to submit additional information and paper score sheets and additional candidate material is easier for multiple interview panels to maintain. Since allowing for Zoom interviews, raters who are participating in Zoom interviews while off site have	9/2021	100%

Note: The page number referenced in the recommendation description refers to the location of the recommendation within the respective SLA report.

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
					utilized electronic material with some success. Issues are typically with the rater's ability to utilize electronic technology and in some cases inability to access documents (applications and rating sheets). We have found some success in utilizing electronic testing for candidates and we will continue to utilize when appropriate as the electronic testing has become more prevalent		
5.27	Revise the office configuration to house the HR Director within the HR Department. (pg. 29)	No	No	HR	Completed. It was determined that the HR Director would continue to be housed in the Executive Offices to facilitate necessary collaboration and communication with the other Executive Managers.	9/2021	N/A
Executive Management Service Level Assessment							
6.1	Executive-level coaching by experienced members of an outside consultant with executive-level experience is needed. Team-building exercises and off-site workshops are very valuable in filling the gaps and building trust between Executive Management Team members. (pg. 11)	No	No	EM	Completed. At the time of this review, the Executive Team had been experiencing turnover among team members and was in the process of rebuilding. Bob Roper (former Fire Chief with executive level experience) was retained for development and coaching services. The team has now established stable processes with (1) recurring weekly meetings among the Deputy Chiefs and Fire Chief; (2) weekly meetings of the full Executive Management Team; (3) monthly offsite lunches for the Executive Team; and (4) monthly expanded meetings to include all Executive Management and the Division Chiefs.	1/2021	100%
6.2	Continue to work on team-building practices and strengthen communication avenues through Executive Management Team members. Consider building a Team interaction agreement to maintain a culture of unified communication and decision-making processes. (pg. 12)	No	No	EM	Completed. See 6.1 above	1/2021	100%

No.	Recommendation	# New Positions	New Cost Increase?	Responsible Dept/Bureau	Status / Results	Date Completed	% of Completion
6.3	Continue to recruit, train, and hire qualified Public Information Officers (PIOs) who will handle routine and emergency communications for OCFA. Ensure there is a qualified pool of PIOs to spread the commitment and reduce burnout. (pg. 12)	No	No	EM/Corporate Communications	Completed. Effective January 2020, PIO staffing was materially modified and enhanced to transition from a single 40-hour workweek PIO, to three shift PIOs for coverage 24-hours per day, 7 days per week. In addition, a pool of relief PIOs are available to provide relief for the three shift PIOs when needed.	1/2020	100%
6.4	Where appropriate, include the Fire Marshal and other non-field operations managers in executive-level policy change discussions and encourage the Field Operations Assistant Chief and Fire Marshal / Assistant Chief to regularly meet. (pg. 12)	No	No	EM/Community Risk	Completed. The Fire Marshal participates in weekly Executive Team meetings, which are also attended by the Operations Assistant Chief for mutual vetting of potential policy or process changes impacting both departments.	1/2020	100%
6.5	Consider holding the Executive Leadership Team meeting every two weeks. (pg. 13)	No	No	EM	Completed. See 6.1 above	1/2021	100%
6.6	Develop a process by which non-time-sensitive executive-level issues are vetted through affected Executive Management Team members (pg. 13)	No	No	EM	Completed. See 6.1 above	1/2021	100%
6.7	Create a Strategic Planning team/process/unit to provide planning expertise and establish sound planning practices throughout the organization. (pg. 13)	No	Yes	EM	Pending future financial feasibility and prioritization.		20%



BUSINESS SERVICES DEPARTMENT SERVICE LEVEL ASSESSMENT

ORANGE COUNTY FIRE AUTHORITY

AUGUST 20, 2021

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TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
Executive Summary.....	1
Section 1—Introduction and Background.....	3
1.1 Purpose of the Assessment	3
1.2 Scope of Work and Project Approach	3
1.2.1 Theme #1	4
1.2.2 Theme #2	5
1.2.3 Theme #3	5
1.2.4 Theme #4	5
1.2.5 Theme #5	6
1.3 Report Organization	6
Section 2—Overview of Applicable Divisions	9
2.1 Business Services Division Overview	9
2.1.1 Finance Division	9
2.1.2 Purchasing Division	10
2.1.3 Treasury and Financial Planning Division	10
2.2 Budget and FTE Summary for Applicable Divisions	11
Section 3—Review of Structure, Operations, and Management Practices.....	13
3.1 Structure	13
3.2 Operations and Management Practices	13
3.3 Findings	16
3.4 Recommendations	16
Section 4—Review of Formal and Informal Policies and Procedures.....	19
4.1 Policies and Procedures Review	19
4.1.1 Policy and/or Procedure Areas That Are Already Strong	20
4.1.2 Policy and/or Procedure Areas That Need Strengthening	20
4.2 Findings	21
4.3 Recommendations	22
Section 5—Identification of Manual or Redundant Processes and Workflow Challenges	23
5.1 Workflow Process Review	23
5.1.1 Accounts Receivable	23
5.1.2 Payroll	23
5.1.3 Purchasing and Accounts Payable	24
5.1.4 Budget	25
5.2 Findings	25
5.3 Recommendations	26
Section 6—Examination of Current Use of Technology and Systems.....	27
6.1 Department Software Systems Review	27
6.2 Findings	28
6.3 Recommendations	29

Orange County Fire Authority
Business Services Department Service Level Assessment

Section 7—Examination of Professional Development and Training Practices	31
7.1 Department Employee Professional Development and Training	31
7.2 Findings	32
7.3 Recommendations	32
Section 8—Summary of Findings and Recommendations and Recommendation Priority Plan	33
8.1 Findings and Recommendations	33
8.1.1 Findings	33
8.1.2 Recommendations	35
8.2 Recommendations Priority Plan	38

Table of Tables

Table 1—OCFA Business Services Department SLA Budget Summary	11
Table 2—OCFA Business Services Department SLA FTE Summary	12
Table 3—Recommendation Priority Plan	38

Table of Figures

Figure 1—OCFA Business Services Department Organization Chart (as of July 2021)	9
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EXECUTIVE SUMMARY

Citygate Associates, LLC (Citygate) is pleased to present the next Service Level Assessment (SLA) conducted as part of a larger organizational strategic plan for the Orange County Fire Authority (OCFA). This SLA reviews the Business Services Department (Department), which consists of five individual divisions. Per OCFA, the scope of this SLA only included three of the five: Finance, Purchasing, and Treasury and Financial Planning. These are the divisions associated with the financial component of OCFA operations within the Department. These divisions have a Fiscal Year (FY) 20–21 combined net operating budget of approximately \$7.8 million supported by 37 authorized employees after exclusion of approximately \$14.4 million for agency-wide retirement liability pay-down (\$12.4 million) and property tax administrative fees paid to the County (\$2 million), which are budgeted in the Finance and Treasury and Financial Planning divisions.

Essential to any well-functioning financial operation are comprehensive and well-written financial policies and procedures. Citygate found that the Department has well-written policies and procedures that conform to best practice. Equally important as having comprehensive and written policies and procedures is employee compliance with those policies and procedures. Due to the current COVID-19 pandemic, Citygate was unable to conduct on-site observations and interviews, but was provided with policy and procedures audits conducted in prior years. Although these audits were dated, based on review of these audits, combined with virtual interviews with relevant Department staff and review of the large volume of documents provided by the Department staff, Citygate believes that the policies and procedures are generally followed by Department staff.

In completing the scope of this review Citygate reviewed the following areas relating to the Department:

- ◆ Structure and operational and management practices
- ◆ Formal and informal policies and procedures
- ◆ Manual or redundant processes and workflow challenges
- ◆ Current use of technology and systems
- ◆ Professional development and training practices.

Also reviewed were other areas of interest identified by the Department Assistant Chief.

Based on the review, Citygate identified five common themes that resonated throughout the various divisions being reviewed. These themes are summarized as follows:

1. The Department is staffed with talented, experienced, and knowledgeable employees.

2. Department staff are supported by thoroughly written financial and administrative policies and procedures.
3. Staff talent, time, accuracy, and adherence to policy and procedures appear to be undermined by significant manual processes, data system workarounds, and use of supplemental data systems required to adapt financial software to current reporting and transparency needs. This contributes to staff inefficiencies and increased workloads.
4. Lack of a formal process for adopting more specific Department goals and objectives has created confusion in defining Department priorities.
5. Communication, although provided, appears to be ineffective in some areas, which has caused some Department staff to be unaware and unprepared for additional workload impacts tied to unanticipated or special projects.

These themes are discussed in more detail in **Section 1** of this report.

Citygate also identified 21 findings and developed 21 recommendations to enhance or improve overall operations of the three applicable divisions of the Department. The findings and recommendations are reported throughout this report in the applicable sections. A summary of findings and recommendations, as well as a priority listing of the recommendations, is included in **Section 8** of this report.

SECTION 1—INTRODUCTION AND BACKGROUND

1.1 PURPOSE OF THE ASSESSMENT

As part of the development of an overall strategic plan for the Orange County Fire Authority (OCFA), it was decided that conducting individual Service Level Assessments (SLAs) of the various operational areas of OCFA would be the best methodology to ensure that the overall strategic plan provided a comprehensive and accurate strategy going forward. The SLA for the Business Services Department (Department) is the next area to be reviewed.

1.2 SCOPE OF WORK AND PROJECT APPROACH

Although the Department consists of five individual divisions, per OCFA, the scope of this SLA only included three of the five: Finance, Purchasing, and Treasury and Financial Planning. These three divisions have a FY 20–21 combined net operating budget of approximately \$7.8 million with 37 authorized positions, as previously discussed. The primary scope of this assessment included:

- ◆ Assessment of structure and operational and management practices
- ◆ Review of formal and informal policies and procedures
- ◆ Identification of manual or redundant processes and workflow challenges
- ◆ Examination of current use of technology and systems
- ◆ Examination of professional development and training practices.

Additional areas of interest to the Department Assistant Chief included:

- ◆ Assessment of the current Enterprise Resource Planning functionality and use by key stakeholders (Business Services, Human Resources, Logistics, Community Risk Reduction, etc.)
- ◆ Review of payroll systems, processes, and workflow
- ◆ Identification of areas with a single point of failure (systems and staff)
- ◆ Review of budget development processes
- ◆ Evaluation of CAL-Card and accounts payable processes and identification of areas of improvement or concern
- ◆ Assessment of investment reconciliation, reporting, and separation of duties

- ◆ Review of procurement processes related to large-scale fleet, equipment, and public works projects
- ◆ Identification of procurement opportunities (efficiencies) not already identified or implemented
- ◆ Automation of the delivery and communication of financial information (i.e., dashboards, self-serve, reporting, etc.)
- ◆ Development of performance metrics specific to the Department
- ◆ Assessment of business continuity of the Department
- ◆ Review of organizational structure, succession planning, and job classification.

The project scope, as validated by OCFA management, does not include a detailed analysis of the financial activity related to the Department. Consequently, financial activity detail and trend analysis was not conducted by Citygate for this SLA. To complete the review, the following steps were completed by Citygate.

- ◆ Staff interviews – Citygate completed 14 interviews with OCFA staff via Zoom videoconference. One Zoom videoconference included pertinent OCFA management staff, including the Department Assistant Chief. The additional 13 individual Department staff Zoom videoconferences were based on mutual agreement between the Department Assistant Chief and Citygate. Citygate also completed several follow-up/clarification calls with various Department staff.
- ◆ Documentation review – Citygate reviewed extensive documentation initially requested by Citygate and provided by Department staff, as well as subsequent follow-up clarification documentation required by Citygate.
- ◆ External review and analysis – Citygate reviewed various information provided on the OCFA website and other websites pertinent to the review. Examples of these include other fire authorities and agencies; financial operational best practice agencies, such as the Government Finance Officers Association (GFOA) and the California Society of Municipal Finance Officers; and information resulting from Citygate’s internal expertise and experience.

Based on the review process outlined earlier, Citygate identified five overall reoccurring themes.

1.2.1 Theme #1

The Department is staffed with talented, experienced, and knowledgeable staff, exhibiting a strong work ethic and dedication to “getting the job done” in support of the critical fire and emergency mission of OCFA.

1.2.2 Theme #2

Department staff are supported by thoroughly written financial and administrative policies and procedures, which clarify and define complex processes the Department must follow to ensure the integrity of financial expenditures for OCFA.

1.2.3 Theme #3

Staff talent, time, accuracy, and ability to adhere to policy and procedures adopted by OCFA appear to be undermined by:

- ◆ Significant manual processes, data system workarounds, and use of supplemental data systems required to adapt financial software to current report and transparency needs.
- ◆ Increased workloads associated with the additional manual processes and data system workarounds for existing and new service areas and personnel.

1.2.4 Theme #4

Changes in staff and the lack of a formal Department process for adopting more specific Department goals and objectives have created confusion and inefficiencies as to how to best provide the Department's services. For example, per the FY 20–21 information provided by Department staff, out of the three OCFA strategic goals and objectives, the Department has lead responsibility for two objectives of one goal.

These objectives include:

- ◆ Continue policy efforts and Board action to recognize and respond to changing budgetary conditions, and to reduce unfunded liabilities, thereby improving sustainability of services.
- ◆ Continue to pursue OCFA priorities through the implementation of the Board-adopted legislative platform and through pursuit of grant funding opportunities.

The general performance measures listed to monitor achievement of these objectives are:

- ◆ OCFA's pension plan achieves an 85 percent funding level, accelerated funds redirect to Retiree Medical, and OCFA's financial forecast is balanced with Capital Improvement Program funds.
- ◆ Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.

Separate goals and objectives and specific performance measures for each of the applicable Department divisions that support these overall OCFA objectives would help each applicable

Department division to better understand its role in achieving these objectives and the performance measures that will be used for each applicable division.

1.2.5 Theme #5

Communication taking place within the Department pertaining to actions outside of the Department appears to be ineffective and has caused some Department staff to be unaware of and unprepared for the workload impacts accompanying new OCFA initiatives or special projects, such as impacts related to the addition of new service areas. Per Department management, communication for projects outside of the Department include intranet (nicknamed the “HIVE”) updates, communication during staff report development, and normal staff update meetings. However, per Citygate’s interviews, there remains a general staff feeling of being hurried.

1.3 REPORT ORGANIZATION

The remainder of this report consists of seven additional sections, beginning with **Section 2**. Each of the sections will also discuss and examine the applicable Department Assistant Chief’s additional areas of interest identified earlier in this report. Citygate’s review has identified 21 findings and developed 21 recommendations relating to this SLA. These findings and recommendations are detailed throughout the pertinent sections of this report and are summarized in **Section 8**. **Section 8** also includes a recommendation priority action plan. Following is a description of each section.

Section 2—Overview of Applicable Divisions – provides an overview of the divisions of Finance, Purchasing, and Treasury and Financial Planning, including personnel, budget, and general responsibilities.

Section 3—Review of Structure, Operations, and Management Practices – reviews the structure of the three divisions reviewed and the operations and management practices currently used.

Section 4—Review of Formal and Informal Policies and Procedures – reviews the Department’s current policies and procedures.

Section 5—Identification of Manual or Redundant Processes and Workflow Challenges – reviews the Department’s current processes that are manual and/or redundant, leading to general workflow challenges.

Section 6—Examination of Current Use of Technology and Systems – reviews the Department’s current technology and other automation used by the Department to accomplish the responsibilities assigned to the three divisions reviewed.

Section 7—Examination of Professional Development and Training Practices – reviews the Department’s current practices used to professionally develop staff and provide necessary staff training to help ensure staff effectiveness and efficiency.

Section 8—Summary of Findings and Recommendations and Recommendation Priority Plan – provides a summary of the report’s findings and recommendations and a suggested prioritization of the recommendations identified.

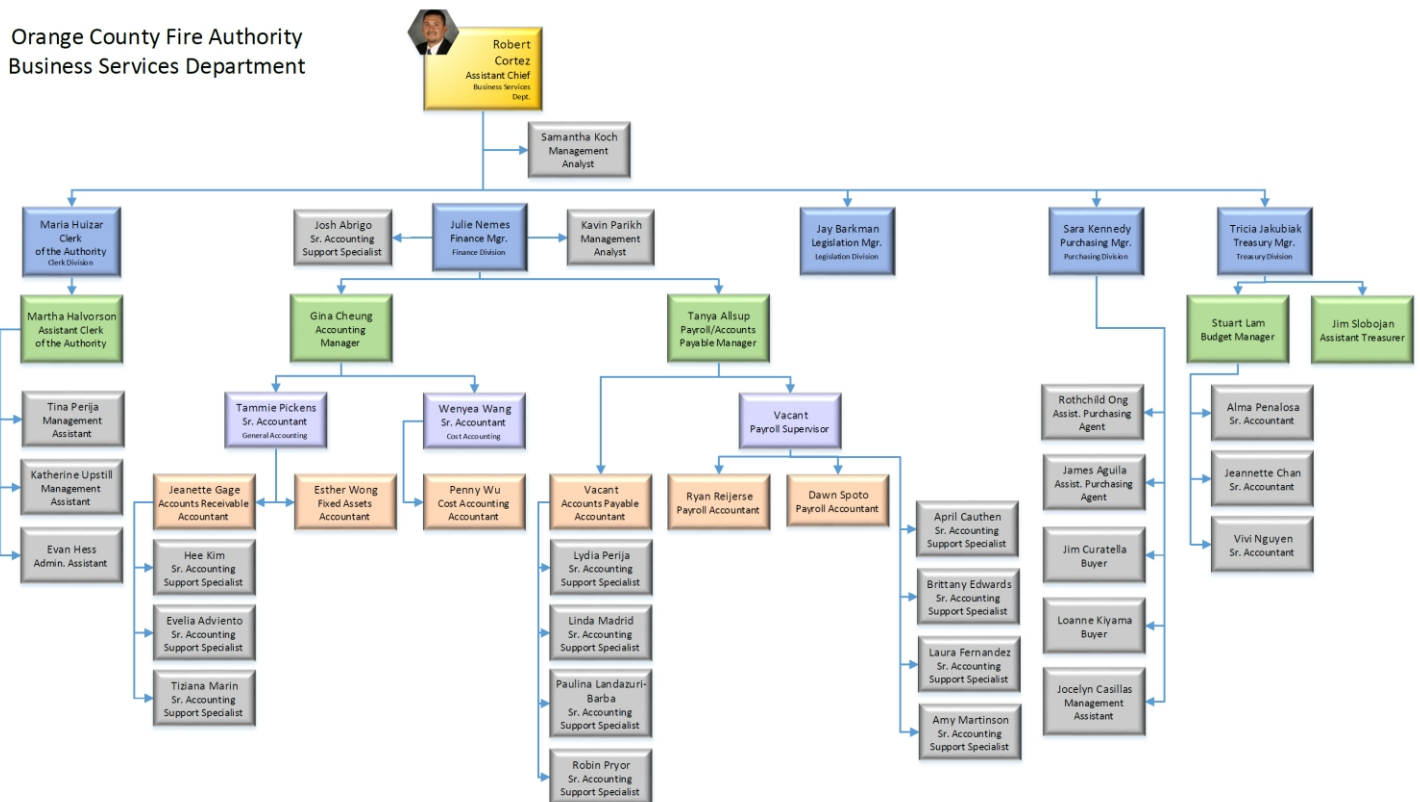
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SECTION 2—OVERVIEW OF APPLICABLE DIVISIONS

2.1 BUSINESS SERVICES DIVISION OVERVIEW

The Business Services Department, under the direction of the Department Assistant Chief, consists of five divisions: Clerk of the Authority; Finance; Purchasing; Legislative Affairs; and Treasury and Financial Planning. The following is an organizational chart of the Department as of July 2021.

Figure 1—OCFA Business Services Department Organization Chart (as of July 2021)



The scope of this SLA, however, only required a review of the Finance, Purchasing, and Treasury and Financial Planning Divisions, as discussed in the following subsections. All these divisions have staff administration and reporting responsibilities to the OCFA Board and its applicable subcommittees, such as the Budget and Finance Committee.

The following division-specific discussion excludes the positions of Department Assistant Chief and Management Analyst, which provide Department-wide management and support.

2.1.1 Finance Division

The Finance Division consists of 25 full-time equivalents (FTEs), including the Finance Manager, with a FY 20–21 budget of approximately \$7 million. Approximately \$2 million of this amount

represents property tax administration fee payments paid to the County as authorized by state law. The Finance Division has the most diverse set of responsibilities and the most assigned positions. Consequently, the Finance Division has two FTEs reporting to the Finance Division Manager who perform non-section-specific duties throughout Finance, in addition to two Section Managers who also each report to the Finance Division Manager. The support sections include Accounting as well as Payroll and Accounts Payable.

Accounting Section (9 FTEs)

The Accounting Section handles all general accounting areas, including maintaining accurate records of all financial transactions of OCFA in the general ledger for preparation of the various reports provided to the various OCFA departments and the public. The Accounting Section also has specific responsibility for accounts receivable billing and collection in conjunction with other OCFA departments; grant report administration post award; preparation of the OCFA Comprehensive Annual Financial Report; preparation of cost reimbursement claims for fire-related incidents and other audit and cost accounting reports required by the County, state, and federal agencies; and fixed asset and inventory administration.

Payroll and Accounts Payable Section (13 FTEs)

The Payroll and Accounts Payable Section handles all payroll-related activity for the OCFA's 1,571 FTEs, including biweekly payroll processing; quarterly and annual payroll reports required by local, state, and federal agencies; and all accounts payable payments related to other operational activities, including weekly processing (verification and payments) of approximately 10,400 checks annually. The Payroll and Accounts Payable Section processes over 2,400 CAL-Card statements, 600–800 travel requests, and approximately 20,600 invoices per year.

2.1.2 Purchasing Division

The Purchasing Division consists of six FTEs, including the Purchasing and Materials Manager, with a FY 20–21 budget of approximately \$1.1 million. This Division handles procurement for all OCFA departments as outlined in the OCFA procurement resolution and policy manual. Procurements are accomplished through a centralized process administered by the Purchasing Division. This includes maintenance of a vendor base of approximately 4,000 vendors with some level of interaction with OCFA; issuance and monitoring of the OCFA purchasing card (CAL-Card Program) to increase procurement efficiency; and creation of reports required by OCFA and other local, state, and federal agencies.

2.1.3 Treasury and Financial Planning Division

The Treasury and Financial Planning Division consists of six FTEs, including the Treasurer, with a FY 20–21 budget of approximately \$14.1 million. Approximately \$12.4 million of this amount represents the planned pay-down of the OCFA unfunded pension liability with the Orange County

Employees Retirement System. Adjusting for this, the Treasury and Financial Planning operating budget would be approximately \$1.7 million. The primary responsibilities of the Treasury and Financial Planning Division include cash portfolio management and investing, debt management, budget administration, and the creation of reports required by OCFA and other local, state, and federal agencies.

2.2 BUDGET AND FTE SUMMARY FOR APPLICABLE DIVISIONS

The following tables summarize the financial information previously discussed relating to the applicable divisions of this SLA and the position titles currently authorized for the applicable SLA divisions.¹

Table 1—OCFA Business Services Department SLA Budget Summary

Division	FTEs	FY 20–21 Budget	FY 19–20 Budget
Finance	25	\$7,040,924	\$6,998,478
Purchasing	6	\$1,078,811	\$976,562
Treasury and Financial Planning	6	\$14,093,027	\$11,186,480
Gross Total	37	\$22,212,762	\$19,161,520
Unfunded Pension Liability Pay-Down (Estimated)	N/A	\$12,368,959	\$9,648,658
Property Tax Admin Fee	N/A	\$2,000,000	\$2,000,000
Adjusted Net Operating Total	37	\$7,843,803	\$7,512,862

¹ This financial information in Table 1 is per adopted OCFA budget documents.

Orange County Fire Authority
Business Services Department Service Level Assessment

Table 2—OCFA Business Services Department SLA FTE Summary

Position	Total Authorized FTEs
Accountant	4
Accounting Manager	1
Accounts Payable Accountant	1
Assistant Treasurer	1
Assistant Purchasing Agent	2
Budget Manager	1
Buyer	2
Finance Manager	1
Fixed Asset Accountant	1
Information Technology Support Management Analyst	1
Management Assistant	1
Payroll Supervisor	1
Payroll/Accounts Payable Manager	1
Purchasing and Materials Manager (Purchasing Manager)	1
Senior Accountant	5
Senior Accounting Support Specialist	12
Treasurer	1
Total	37

SECTION 3—REVIEW OF STRUCTURE, OPERATIONS, AND MANAGEMENT PRACTICES

3.1 STRUCTURE

The operational structure of the divisions reviewed as a part of this SLA is generally typical of finance department-related operations found in similar agencies. Given the unique nature of OCFA in relation to its size and other operational coverage activities, identifying an equally comparable model to the Department and its functions is difficult. Under the Department’s current structure, each of the division managers are direct reports to the Department Assistant Chief, who serves as the Department Head. Each division manager is supported by various subordinate positions to accomplish the responsibilities assigned to that specific division, which is a typical structure for finance-related municipal operations. This structure seems appropriate given the current level of manual and workaround processes being used. For example, due to the operational process within the OCFA which constantly changes, extensive and ongoing customization is necessary. These workaround processes are discussed in **Section 5** of this report. Citygate was informed by Department staff that OCFA is currently having a job classification study conducted by an outside consultant which includes reviews of the management classification in the Orange County Fire Authority Management Association labor group. The completion of the study is anticipated later this calendar year.

3.2 OPERATIONS AND MANAGEMENT PRACTICES

Based on the interviews conducted by Citygate, Department staff are experienced with and knowledgeable of municipal finance operations and, more specifically, the operations and requirements laid out in the various well-documented policies and procedures which currently exist in the Department. The staff exhibit a strong work ethic and dedication to getting the job done to support the critical fire and emergency mission of OCFA. The financial policies and procedures are well-written and, based on Citygate interviews and review of external procedures audits prepared in prior years, seem to be generally understood and followed in the Department. Citygate did note, however, that in some cases, the external procedures audits were conducted over a decade ago.

Management strives to meet regularly with support staff to share information to improve overall Department operations. Per Department management, these meetings include:

- ◆ Bi-weekly one-on-ones with division managers
- ◆ Bi-weekly Department Manager Team meetings
- ◆ Quarterly “all hands” meetings with each division.

This process of meetings has been affected by the COVID-19 pandemic which has resulted in more one-on-one socially distanced meetings, as opposed to general open staff meetings. Management also utilizes SharePoint software (nicknamed the “HIVE”) to help disseminate relevant information to Department staff. Department staff also provide training to other departments related to various operational policies and procedures as needed. Although the stated communication methods are good measures, more general meetings including entire teams, such as all division management staff or all Department staff, do not happen frequently. The low frequency of meetings has been deepened by COVID-19. A group setting allows information to be heard by all and provides an opportunity to comment and interact by all concerned. A lack of group work could result in a communication gap that could impact the effectiveness of the team.

Citygate also noticed that the Department has not, at least in the last 15 or 20 years, conducted an externally facilitated team building exercise to identify staff concerns and share information to develop a strategic goals and objectives action plan for the Department. Conducting an external professionally facilitated team building exercise will allow the Assistant Chief as well as all other Department staff to fully participate in the sharing of information and the development of strategic goals and objectives to help increase the operational effectiveness and efficiency of the Department. This process will also help in the development of more useful performance measures for each of the various divisions of the Department.

Citygate noted that the current performance measures identified in the FY 20–21 budget document did not contain specifically identified performance measures for all the divisions and sections of the Department. Department staff did provide performance measures for the accounting and accounts payable sections, but not the other Department sections. Consequently, not all divisions and sections of the Department have clearly articulated performance measures which would help gauge achievement of goals and objectives that align with Department and OCFA overall goals and objectives. This can lead to uncertainty regarding performance and goal/objective alignment. The Government Finance Officers Association (GFOA) identifies creation of performance measures as a best practice. Nine criteria are outlined by the GFOA for identifying effective performance measures which include relevancy, reliability, adequateness, consistency, collectability, usefulness, environment-related impacts, responsibility, and system-leveraging. Some examples of typical finance department-related performance measures are:

- ◆ Accounts payable/purchasing:
 - Number of employees with open procurement cards
 - Average procurement card purchase amount
 - Total dollar value of purchasing conducted with procurement cards
 - Total number of invoices processed for payment

- Average number of invoices processed for payment
- Average calendar days from approved requisition to purchase order issued
- Number of vendors
- ◆ Budget:
 - Ratio of General Fund Finance Department budget to total General Fund budget
 - Ratio of General Fund budget to the overall agency budget
 - Number of residents per authorized salaried positions
 - Percent accuracy in budget revenue to actual revenue in General Fund (annually)
- ◆ Internal audit:
 - Audits completed
 - Audit comment issues close-out rate
 - Average number of open audit issues
- ◆ Payroll:
 - Payroll checks processed annually
 - Average number of retro-pay or other adjustments required per pay period
- ◆ Accounts receivable:
 - Average age of miscellaneous accounts receivable
 - Average amount of monthly miscellaneous accounts receivable.

Citygate found, in addition to the well-written financial policies and procedures previously discussed, several operational best practices during the review. These include:

- ◆ Regularly updated five-year financial forecasts for not just the General Fund but for all funds of OCFA.
- ◆ Department written policies require a clear separation of duties, which is a best practice and is stressed by the Department staff.
- ◆ Cash handling and bank reconciliations were also stressed as important. Citygate reviewed the latest summary bank reconciliation, which was produced in a standard format and was current.

The following findings and recommendations were identified relating to the Department structure, operations, and management practices per Citygate's review.

3.3 FINDINGS

Finding #1: The Department has experienced and knowledgeable staff and well-documented policies/procedures.

Finding #2: The Department performance measures are only generally worded.

Finding #3: Although Department management uses several methods to communicate OCFA initiatives to staff, and noting that it is important in the efficient operations of any agency for staff to be somewhat flexible to address the everchanging fire service environment, a general staff feeling remains that communication timeliness relating to actions impacting staff workloads causes some staff to feel hurried to implement.

Finding #4: The Department has not conducted an externally facilitated team building exercise to identify staff concerns and develop a goals and objectives action plan.

3.4 RECOMMENDATIONS

Recommendation #1: Conduct an externally facilitated team building and goals and objectives development session to improve Department cohesiveness, communication, and morale.

Recommendation #2: Implement team-wide meeting schedules throughout the Department, involving division management and team members to maximize communication effectiveness. This would include establishing set times during the week or month so employees can plan around existing work schedules.

Recommendation #3: A Department second-in-command should be identified to ensure business continuity if the Assistant Chief cannot be reached to provide direction (while out of the office, on vacation, sick, etc.). This recommendation relates to the assignment of an existing management staff member to this responsibility. This responsibility could also be rotated between the applicable management staff to assist in succession development.

Recommendation #4: Expand performance measures to include measures specific to all sections of the Department.

- Recommendation #5:** Build a more supportive, integrated, recognized, and valued business unit by:
1. Acknowledging staff concerns and issues when they are raised.
 2. Using scheduled Department meetings and one-on-ones to engage staff in problem solving, including concerns and issues raised as well as on OCFA-wide issues to which the Department can be of service internally.
 3. Combining listening and problem-solving components into team building efforts, allowing Department members to be engaged in solutions for business operations issues including those that may touch on improving services to other OCFA departments and services.

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SECTION 4—REVIEW OF FORMAL AND INFORMAL POLICIES AND PROCEDURES

4.1 POLICIES AND PROCEDURES REVIEW

Citygate found that the Department has extensive and generally well-written financial operational policies and procedures. Per information provided by Department staff, there are approximately 25 written policies and procedures which outline the various Department and OCFA financial-related operations. Formal written financial policies and procedures are considered a best practice by the GFOA to provide a strategic, long-term approach to financial management. Some examples of the benefits of formal financial policies include:

- ◆ Clarification of strategic intent for financial management
- ◆ Definition of financial boundaries
- ◆ Management of risks to financial condition
- ◆ Compliance with established public management best practices.

Per the policy and procedure documentation provided by Department staff and reviewed by Citygate, the Department addresses most of the applicable financial policies recommended by the GFOA, which is very commendable.

A key component of effective financial policies is systematic monitoring, reviewing, and updating. Financial policies and procedures should be monitored to ensure compliance; reviewed to ensure the policies are still relevant and meet the goals, objectives, and legal requirements of the agency; and updated, when necessary. Per interviews with Department staff, financial policies are understood and followed.

It should be noted, however, that the SLA scope did not include a detailed review of policy compliance. Citygate was provided information relating to external audits conducted of financial policy compliance, but these audits are dated; the latest was conducted in 2014. The process used by the auditors in previous and current reviews included independent, random sample selection and testing, which is an auditing industry standard based on Citygate's experience. The Department should update these external detailed procedural audits when possible. In the interim, Citygate recommends that the Department establish an internal process to randomly test selected financial policies and procedures compliance. This process could be as simple as having someone not associated with the areas being addressed by the policy review a sampling of transactions through the process to ensure all policies and procedures were followed.

4.1.1 Policy and/or Procedure Areas That Are Already Strong

Review of the capital procurement procedures developed by OCFA reveals the procedures are comprehensive and well documented through the OCFA's purchasing ordinance and fine-tuned by the OCFA's procurement policy manual, all of which conforms with best practice. The documentation establishes procedures, processes, and thresholds for standard procurement and public works-related procurement consistent with the local, state, and federal laws, in addition to requirements set forth in the OCFA purchasing ordinance.

The process used by OCFA to determine when large-scale procurements—such as fleet or public works projects—are needed consists of a collaborative, multi-department evaluation to ensure the procurement need is valid. This collaborative process minimizes the unnecessary purchase of large-scale items and helps maintain fiscal accountability and stability. In some instances, such as the procurement of large fire vehicles, available vendors are limited, which can limit the benefits normally gained through a competitive process. However, Citygate believes the Purchasing Division is taking advantage of any procurement opportunities and efficiencies currently available.

4.1.2 Policy and/or Procedure Areas That Need Strengthening

Some financial policy and/or procedural areas which could be strengthened per Citygate's review include:

- ◆ **Late fee assessment and fee waiver policy** – allows unilateral authority for the Fire Marshal to waive or reduce fees and the Accounts Receivable Supervisor under certain conditions to waive late fees. This policy should contain some requirement to document the reason for all fee adjustments and periodic independent review of waivers should occur to minimize inappropriate adjustments.
- ◆ **CAL-Card policy/procedure** – currently purchasing cards are provided to specific positions and ranks such as Fire Captain and Division Manager even though certain personnel may not utilize their CAL-Card often. Although purchasing cards have several operational benefits which include convenience, efficiency, rebates, and lower transaction costs, there are several risks which include misuse caused by user error or fraud, negative press associated with misuse or fraud, potential of duplicate payments, and reconciliation delays due to high number of cards or card transactions compared to monitoring staff. Per information provided by Department staff, OCFA currently has approximately 517 CAL-Cards open. This is compared to approximately 132 CAL-Cards opened in 2010, with no change in the CAL-Card program monitoring staff in the Department. The current CAL-Card policy is very comprehensive and well-written but should be revised to strengthen and clarify consequences for repeat violators of the policy.

Additionally, although Department staff indicate that the necessary CAL-Card transactional reviews are being addressed, the current card issuance procedures without increasing monitoring staff in the Department could cause issues in the future. Review of CAL-Card activity for policy compliance should remain in the accounts payable section to ensure separation of duties from the Purchasing Division, which is responsible for CAL-Card issuance. The current procedure of issuing CAL-Cards based on position or rank should be reviewed and the use activity for the existing CAL-Cards should be reviewed to determine if the current card numbers are necessary. It should be noted this was also a recommendation which resulted from an external audit conducted on the CAL-Card program in 2013. Citygate was informed by Department management that the issuance policy is in the process of being reviewed.

- ◆ **Audits of ambulance company reimbursements** – currently consists of a review of the form documentation supplied by the ambulance companies with their reimbursement payment submissions. The documentation is reviewed by the Emergency Medical Services (EMS) Department staff against the formal agreements for accuracy to incident records. This level of review is deemed sufficient by the EMS Department given the complexities of ambulance billing to third party payors. Therefore, Department staff do not periodically audit the ambulance company payments.
- ◆ **Improved timeliness of fraud prevention process reporting** – In 2011, OCFA implemented a fraud hotline process, administered by a third party vendor (Ethics Point), which requires an annual report of the reported items and their respective disposition to be provided to the Human Resources Committee. The latest report found by Citygate, using a key word search of the OCFA website, was for the 2017 calendar year. OCFA should ensure the fraud review and disposition process is timely to ensure effectiveness of the process.

The following findings and recommendations were identified relating to the Department's formal and informal policies and procedures, per Citygate's review.

4.2 FINDINGS

- Finding #5:** The Department has thoroughly written financial administrative policies and procedures.
- Finding #6:** Over 500 CAL-Cards are currently open.
- Finding #7:** The Fire Marshal has unilateral authority to adjust or waive fees and the Accounts Receivable Supervisor can waive late fees under certain conditions.

Finding #8: Written policies and procedures seem to be largely followed by Department and OCFA staff.

4.3 RECOMMENDATIONS

- Recommendation #6:** The fee waiver/revision policy should be amended to set parameters for oversight when it is within policy to waive or revise the collection of fees.
- Recommendation #7:** Update the CAL-Card policy to ensure effective allocation procedures and more specifically identified disciplinary consequences of CAL-Card misuse.
- Recommendation #8:** Complete the current review of CAL-Cards use history and necessity for current cardholders to determine if all cards distributed are necessary.
- Recommendation #9:** Consolidate the various fund balance policies into a single policy to minimize confusion.
- Recommendation #10:** Establish a process to randomly test the adherence to policies within the Department.
- Recommendation #11:** Ensure timely reporting of fraud items and disposition to the appropriate body as required by the fraud hotline program.

SECTION 5—IDENTIFICATION OF MANUAL OR REDUNDANT PROCESSES AND WORKFLOW CHALLENGES

5.1 WORKFLOW PROCESS REVIEW

In Citygate’s review of the various Department financial processes several manual and redundant processes were identified. In most cases, this is due to inadequate or ineffective software technology. The following examples were identified.

5.1.1 Accounts Receivable

There is no standardized input format for information such as addresses in the Integrated Fire Prevention system, which results in extra staff effort when researching billing information. Varying research iterations are sometimes needed to find account information related to a specific invoice. This is not a technology issue, but a process issue which could be addressed through the creation of a standardized information format input procedure, which would dictate format for billing information to be input into this system and other applicable systems.

5.1.2 Payroll

Not all staff have access to the automated timesheet process. Currently only safety field staff have automated timesheets. Although the payroll system is on an exception basis, which means that only exceptions to a normal work pay period are entered into the system, it still requires that Department staff enter these exceptions manually from a hard-copy timesheet for non-safety staff. This increases the risk of human error and the need to spend extra staff time to correct these errors. It must be stressed that OCFA is not alone in the way it currently handles payroll. Many agencies use a similar system. However, fully automating timesheet entry will increase overall productivity and reduce human error. Citygate was informed by staff that OCFA is currently in the process of implementing automated timesheets for all professional staff and will be completed by 2022, which represents the remaining approximately 20 percent of the workforce.

Some responsibilities typical to human resources are administered by Department staff. For example, in typical agencies, employee setup information which includes employee information, salary rates, titles, pertinent dates, deductions, existing employee revision, new and separating employees, and related information is created and revised in human resources. Then, once information is received from human resources, payroll administers the pay-related activity that generates a paycheck (hours, special pay, deductions as directed by human resources or legally required, etc.). Per staff interviews, some of these areas are duplicated by Business Services Department payroll staff and Human Resources Department staff. Citygate encourages the Business Services Department to continue discussing these issues between the two departments to determine how best to address them.

5.1.3 Purchasing and Accounts Payable

The purchasing and accounts payable functions are supervised by two different division managers. The following is a discussion of each section.

The processes used for both purchasing and accounts payable are, largely, manual processes. Although the purchasing module with Banner does have the capability to produce automated requisitions, the additional applications required to upload supporting documentation for the requisitions have not been purchased. As the system is currently configured, any supporting documentation would not be automated and would need to be manually submitted to the Department. This negates some of the benefits of having automated requisitions since submitting the full requisition package to complete a purchase order or contract would require a department to submit a hard-copy package that is routed to the Department through the regular inter-office mail. Doing so would increase the risk of lost or incomplete documentation, resulting in processing delays and overall inefficiency.

The accounts payable process is completely manual, resulting in multiple touch points for documents prior to payment being processed, which again increases risk of lost or incomplete documents, human error, and general processing inefficiencies. Citygate was informed that the Department is currently working on an automation solution for these processes through Laserfiche workflow process software. This is a good step, but unfortunately the Department experienced several implementation delays. Given the implementation delays, the Department should review the Laserfiche workflow process solution to ensure it still meets the Department's needs. Additionally, a review will allow the new Department management staff to provide input as to the solution's potential effectiveness, given their respective experience with other jurisdictions.

Another accounts payable process issue identified was the amount of time allowed for the Department accounts payable staff to receive, review, and process payment requests. Per current policy, check request information must be received in the Department by Wednesday at noon to make the weekly check run which is Thursday of the same week. This seems to be a short period for Department accounts payable staff to provide the necessary review of the information received. Per staff, they are making the process work and if they do not have time to perform the appropriate review, the payment is delayed until the following week. This can result in uncertainty of requesting departments as to when a request will be processed, and places added pressure on the Department accounts payable staff which could result in missed review steps. Citygate recommends the check request deadline be pushed back one or two days to provide an increased level of certainty to the departments and provide extra time for Department accounts payable staff to complete an accurate review of all check request documentation. Department management has indicated to Citygate that this timeline process is currently being reviewed.

5.1.4 Budget

The budget for OCFA is produced entirely in Microsoft Excel. Although the financial system (Banner) currently used by OCFA has a budget module, it is not being used. Staff was unsure what the Banner budget module entailed or why it did not meet the needs of the Department. This current process seems to be working at this point due to the Department's existing Excel power users. Even with these power users, the budget information is not automatically downloaded but must be manually input into the Banner system, increasing the risk of human error. Additionally, budget analytical reports are not produced in the Banner system. The current process is to download the actual activity from the Banner system into an Access database, which is then used by Excel to complete required analytical reports. These workarounds and manual processes cause productivity inefficiencies resulting in additional staff time that could be used to address other issues caused by staff unavailability. Citygate was informed by staff that the Banner budget model was previously researched and was found to have limited functionality and was cumbersome. Although the current workarounds seem to be meeting the needs of OCFA because of the expertise of the current staff, a more consistent and less vulnerable option should be developed.

Workflow processes of the other sections of the Department seemed to be working relatively well and, although impacted by the software limitations previously discussed, the impact seems to be less than the sections specifically discussed.

The following findings and recommendations were identified relating to the Department manual and redundant processes and workflow challenges, per Citygate's review.

5.2 FINDINGS

Finding #9: The budget system is produced entirely in Microsoft Excel, which is working due to expertise of current personnel; the budget information developed in Excel is manually input into the Banner system.

Finding #10: Accounts payable processing time seems inadequate to allow for thorough review of payment requests.

Finding #11: Procurement and accounts payable processes are mostly manual, resulting in increased use of staff resources due to increased potential of misplaced or lost documents, manual delivery of documents, and manual hard-copy document research. An Accounts Payable Laserfiche workflow project is currently being implemented.

Finding #12: No procedure exists for identifying a standardized information input format for invoice billing or other applicable systems.

5.3 RECOMMENDATIONS

- Recommendation #12:** Explore expanding the processing time for payroll after the end of the pay period to reduce need for staff duplication of effort to correct errors.
- Recommendation #13:** Complete the current review for expansion of the processing time for accounts payable to three days prior to the processing of accounts payable checks.
- Recommendation #14:** Continue to work with the Human Resources Department to formalize roles and responsibilities between the two departments and eliminate duplication of effort related to payroll and Human Resources employee service.
- Recommendation #15:** Develop a procedure to standardize billing information input.

SECTION 6—EXAMINATION OF CURRENT USE OF TECHNOLOGY AND SYSTEMS

6.1 DEPARTMENT SOFTWARE SYSTEMS REVIEW

Staff interviews revealed to Citygate that there are several issues surrounding the current technology and the use of that technology in the Department. The primary focus and technology tool of any finance department is its financial system. A good financial system increases overall efficiency and reduces the need to add staff as an organization grows. The need for staff is not eliminated, but a good financial system coupled with effective policies and procedures allow an organization to do more with fewer staff. A good financial system also helps to minimize financial information creation and dissemination frustration. On the other hand, a bad or ineffective financial system can adversely impact staff morale, efficiency, customer confidence, and overall effectiveness of the organization.

The current financial system used by the Department is the Banner system by Ellucian, which was founded in 1968. The system caters to higher education organizations and provides, per its website, a fully integrated set of financial modules. This has been the only financial system used by the Department since the inception of OCFA in 1996. Department staff, for the most part, have issues with the capabilities and functionality of the current Banner system. Citygate was informed that the current system used by the Department is the latest available version. However, even the Department staff most familiar with the system have developed workarounds to address the shortcomings of the Banner system.

Given the current COVID-19 restrictions, Citygate did not conduct an on-site review of the current Banner system and its use by the Department staff. However, most of the staff interviewed would like to see the Banner system replaced with a system with increased functionality. Although it is possible that other issues could contribute to employees disliking the Banner system (e.g., preference for a system used in another jurisdiction or an inability to comprehend and use the capabilities of the system), both legacy and new employees, experienced with various financial systems interviewed by Citygate, would like to see the system replaced due to its lack of functionality. Because of the current financial system's shortcomings, numerous workarounds and manual processes are currently being conducted by Department staff. Specific examples of shortcomings include:

- ◆ The inability to produce useful information queries without significant extra steps
- ◆ The inability to produce comprehensive financial reports and merge them into a single document

- ◆ Automated payroll, procurement, and accounts payable process capabilities are insufficient.

To address the report-writing issues, Department staff uses three different report-writing software products (Access, Argos, and Crystal Reports) to develop the financial reports needed. Although the use of report-writing products as a supplement to a financial system is not unusual, it is typically supplemental and not primary, which is the case with the Department.

The custom systems created to handle payroll (timekeeping and staffing) and billing (Integrated Fire Prevention, or IFP) were also revealed as issues to Citygate. The timekeeping and staffing systems seem to have limited levels of support, although Citygate was informed that the Information Technology (IT) Department has been provided with the source code of the two payroll-related systems. It is uncertain as to the level of expertise and understanding the IT Department has regarding these systems. There is one external creator of both timekeeping and staffing systems. Consequently, if something happens to the sole creator and the IT Department does not understand the source code, other outside expertise will have to be utilized. This could take an extended amount of time and cause a single point of failure relating to paying OCFA staff. Even absent a total system shut down, payroll systems require annual updating for local, state, and federal payroll-related adjustments, which also impact pay to OCFA staff. Citygate's understanding is that there is not a plan to allow for the potential of a disruption in the current updating process. The billing system (IFP) issue is not nearly as large as the payroll system's issue, but as with the payroll system, there is only one creator of the software and limited backup plan to address potential necessary changes in the system. Citygate was informed by staff that a replacement for the billing system is currently being developed.

The other eight financial technology software products used by the Department are typical of other municipal agencies.

The following findings and recommendations were identified relating to the Department's current use of technology and systems, per Citygate's review.

6.2 FINDINGS

Finding #13: Key payroll systems (staffing and timekeeping) were developed and are currently maintained by one person (resulting in a single point of failure).

Finding #14: Banner reports seem to be limited and difficult to obtain, requiring Department staff to use several report-writing software systems to develop needed reports.

Finding #15: The Banner system is the latest available version.

Finding #16: Information Technology Department support for the Banner system could be enhanced.

Finding #17: Several custom systems have limited support, including staffing and timekeeping (payroll) and the Integrated Fire Prevention system (inspection fee billing).

6.3 RECOMMENDATIONS

Recommendation #16: Determination should be made as to the Information Technology Department staff's understanding of the source code relating to the current staffing and timekeeping systems. Training should be conducted, as necessary, to ensure the systems have multiple levels of support to ensure that, in the case of a major system failure, payroll operations can continue.

Recommendation #17: Automate the procurement and accounts payable processes within the two separate purchasing and accounts payable functions. The current project relating to the use of the Laserfiche program in the accounts payable function should be revisited to ensure it meets the needs of OCFA.

Recommendation #18: Repeat training on the Banner system for all applicable staff. This training should include instruction on the modules available on the most recent upgrade of the Banner system.

Recommendation #19: Explore options for implementation of a fully integrated Enterprise Resource Planning system that meets the needs of the Department and OCFA. This would provide the best solution to not only address workload issues caused by the numerous workarounds currently used but would also increase staff efficiency while providing other positives to benefit the organization such as strengthening internal controls, improving policies and procedures, providing comprehensive training programs for staff, increasing staff morale, and reducing overtime to minimize staff burnout.

Recommendation #20: Review the Department system's support capabilities in the Information Technology Department to ensure they are adequate.

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SECTION 7—EXAMINATION OF PROFESSIONAL DEVELOPMENT AND TRAINING PRACTICES

7.1 DEPARTMENT EMPLOYEE PROFESSIONAL DEVELOPMENT AND TRAINING

The Department has had several new hires in recent years, and professional development and training areas are currently being reviewed. Ensuring that the professional development and training path is documented and understood by staff is a critical factor in maintaining good staff morale. Establishing effective professional development and training practices requires strong understanding of the Department and OCFA strategic goals and objectives. This, in turn, requires that staff understand how they are performing relative to department goals and objectives applicable to them; where they are doing well, what is needed for them to move to the next level, which areas need improvement, how they can improve, and acknowledgement of when improvement has been accomplished. Key to this is the staff evaluation process. Evaluations should be clear, understandable, and reflective of the individual staff member's role regarding the overall goals and objectives of the department. Citygate was informed by Department staff that, although emphasis has been placed on timely completion of evaluations, some evaluations remain outstanding.

Adequate staffing to accomplish the required tasks is also important to provide opportunities for professional development and to complete appropriate training, as necessary. There is a delicate balance in having too few staff, which can cause low morale and burnout issues, and too many staff, which can lead to inefficiency, low productivity, and complacency. The Department currently has two vacancies, but as discussed earlier in this report, the Department also has several manual and redundant finance practices that result in staff inefficiencies which, if addressed, could provide an opportunity to reassess the number and/or level of positions needed into the future.

The Department has recently established an informal professional development and training program allowing staff to voluntarily participate (which is highly encouraged), as opposed to an approach necessitating that staff are proactively selected. Citygate was also informed by Department management of plans to include funding in the FY 21–22 budget for a leadership development program which would be specific to professional staff (non-sworn safety personnel). Professional development and training are important to provide opportunities for internal succession planning, which can help boost morale and provide encouragement to staff. The Department should evaluate the staff inefficiencies caused by the manual and redundant processes, caused in large part by the current finance system functionality issues.

Cross-training is another important component of effective professional development and training practices. Although it can be difficult to accomplish, cross-training will allow the Department to address unexpected staff absences and other emergencies without significant decreases in service

levels. Citygate was informed during the interviews with Department staff that training and cross-training is being implemented and encouraged. Examples include:

- ◆ Accountants are provided membership into either California Society of Municipal Finance Officers or Government Finance Officers Association (GFOA) annually and are enrolled into at least one conference per year (pre-COVID).
- ◆ Finance managers register all staff for relevant online trainings annually, such as customer service training, Excel classes, American Payroll Association classes, and GFOA Accounting courses.

As part of both cross-training and succession planning efforts, the Treasury and Financial Planning Division rotates key duties among the budget analysts every two years. This reinforces an understanding of the subject matter which prepares the individuals for future promotional opportunities and also readies the division in the event of a leave of absence (temporary or permanent). The cross-training includes serving as a backup to some of the Assistant Treasurer duties as well. However, the interviews also reflected some uncertainty concerning what is required for professional development, what training is necessary, and how interested staff can take advantage of what is available.

The following findings and recommendations were identified relating to the Department professional development and training practices, per Citygate's review.

7.2 FINDINGS

Finding #18: The professional development process is mostly based on voluntary participation or word-of-mouth referrals from staff. General coordination occurs with the Human Resources Department, but no formal procedure exists.

Finding #19: Cross-training is encouraged and implemented in some areas per previous examples, but no formal written Department-wide process or procedure exists.

Finding #20: There is uncertainty among staff regarding how to develop their careers.

Finding #21: There have been several new hires and promotions within the Department, which has caused some uncertainty regarding the process for professional advancement.

7.3 RECOMMENDATIONS

Recommendation #21: Department management should continue to work with the Human Resources Department to develop formal professional development and training programs. Once developed, the programs should be presented to Department staff for feedback and revised as appropriate.

SECTION 8—SUMMARY OF FINDINGS AND RECOMMENDATIONS AND RECOMMENDATION PRIORITY PLAN

8.1 FINDINGS AND RECOMMENDATIONS

The following is a summary of the findings and recommendations discussed throughout this report.

8.1.1 Findings

Structure, Operations, and Management Practices

Finding #1: The Department has experienced and knowledgeable staff and well-documented policies/procedures.

Finding #2: The Department performance measures are only generally worded.

Finding #3: Although Department management uses several methods to communicate OCFA initiatives to staff, and noting that it is important in the efficient operations of any agency for staff to be somewhat flexible to address the everchanging fire service environment, a general staff feeling remains that communication timeliness relating to actions impacting staff workloads causes some staff to feel hurried to implement.

Finding #4: The Department has not conducted an externally facilitated team building exercise to identify staff concerns and develop a goals and objectives action plan.

Formal and Informal Policies and Procedures

Finding #5: The Department has thoroughly written financial administrative policies and procedures.

Finding #6: Over 500 CAL-Cards are currently open.

Finding #7: The Fire Marshal has unilateral authority to adjust or waive fees and the Accounts Receivable Supervisor can waive late fees under certain conditions.

Finding #8: Written policies and procedures seem to be largely followed by Department and OCFA staff.

Manual or Redundant Processes and Workflow Challenges

Finding #9: The budget system is produced entirely in Microsoft Excel, which is working due to expertise of current personnel; the budget information developed in Excel is manually input into the Banner system.

Finding #10: Accounts payable processing time seems inadequate to allow for thorough review of payment requests.

Finding #11: Procurement and accounts payable processes are mostly manual, resulting in increased use of staff resources due to increased potential of misplaced or lost documents, manual delivery of documents, and manual hard-copy document research. An Accounts Payable Laserfiche workflow project is currently being implemented.

Finding #12: No procedure exists for identifying a standardized information input format for invoice billing or other applicable systems.

Current Use of Technology and Systems

Finding #13: Key payroll systems (staffing and timekeeping) were developed and are currently maintained by one person (resulting in a single point of failure).

Finding #14: Banner reports seem to be limited and difficult to obtain, requiring Department staff to use several report-writing software systems to develop needed reports.

Finding #15: The Banner system is the latest available version.

Finding #16: Information Technology Department support for the Banner system could be enhanced.

Finding #17: Several custom systems have limited support, including staffing and timekeeping (payroll) and the Integrated Fire Prevention system (inspection fee billing).

Professional Development and Training Practices

Finding #18: The professional development process is mostly based on voluntary participation or word-of-mouth referrals from staff. General coordination occurs with the Human Resources Department, but no formal procedure exists.

Finding #19: Cross-training is encouraged and implemented in some areas per previous examples, but no formal written Department-wide process or procedure exists.

Finding #20: There is uncertainty among staff regarding how to develop their careers.

Finding #21: There have been several new hires and promotions within the Department, which has caused some uncertainty regarding the process for professional advancement.

8.1.2 Recommendations

Structure, Operations, and Management Practices

- Recommendation #1:** Conduct an externally facilitated team building and goals and objectives development session to improve Department cohesiveness, communication, and morale.
- Recommendation #2:** Implement team-wide meeting schedules throughout the Department, involving division management and team members to maximize communication effectiveness. This would include establishing set times during the week or month so employees can plan around existing work schedules.
- Recommendation #3:** A Department second-in-command should be identified to ensure business continuity if the Assistant Chief cannot be reached to provide direction (while out of the office, on vacation, sick, etc.). This recommendation relates to the assignment of an existing management staff member to this responsibility. This responsibility could also be rotated between the applicable management staff to assist in succession development.
- Recommendation #4:** Expand performance measures to include measures specific to all sections of the Department.
- Recommendation #5:** Build a more supportive, integrated, recognized, and valued business unit by:
1. Acknowledging staff concerns and issues when they are raised.
 2. Using scheduled Department meetings and one-on-ones to engage staff in problem solving, including concerns and issues raised as well as on OCFA-wide issues to which the Department can be of service internally.
 3. Combining listening and problem-solving components into team building efforts, allowing Department members to be engaged in solutions for business operations issues including those that may touch on improving services to other OCFA departments and services.

Formal and Informal Policies and Procedures

- Recommendation #6:** The fee waiver/revision policy should be amended to set parameters for oversight when it is within policy to waive or revise the collection of fees.
- Recommendation #7:** Update the CAL-Card policy to ensure effective allocation procedures and more specifically identified disciplinary consequences of CAL-Card misuse.
- Recommendation #8:** Complete the current review of CAL-Cards use history and necessity for current cardholders to determine if all cards distributed are necessary.
- Recommendation #9:** Consolidate the various fund balance policies into a single policy to minimize confusion.
- Recommendation #10:** Establish a process to randomly test the adherence to policies within the Department.
- Recommendation #11:** Ensure timely reporting of fraud items and disposition to the appropriate body as required by the fraud hotline program.

Manual or Redundant Processes and Workflow Challenges

- Recommendation #12:** Explore expanding the processing time for payroll after the end of the pay period to reduce need for staff duplication of effort to correct errors.
- Recommendation #13:** Complete the current review for expansion of the processing time for accounts payable to three days prior to the processing of accounts payable checks.
- Recommendation #14:** Continue to work with the Human Resources Department to formalize roles and responsibilities between the two departments and eliminate duplication of effort related to payroll and Human Resources employee service.
- Recommendation #15:** Develop a procedure to standardize billing information input.

Current Use of Technology and Systems

- Recommendation #16:** Determination should be made as to the Information Technology Department staff's understanding of the source code relating to the current staffing and timekeeping systems. Training should be conducted, as necessary, to ensure the systems have multiple levels of support to ensure that, in the case of a major system failure, payroll operations can continue.
- Recommendation #17:** Automate the procurement and accounts payable processes within the two separate purchasing and accounts payable functions. The current project relating to the use of the Laserfiche program in the accounts payable function should be revisited to ensure it meets the needs of OCFA.
- Recommendation #18:** Repeat training on the Banner system for all applicable staff. This training should include instruction on the modules available on the most recent upgrade of the Banner system.
- Recommendation #19:** Explore options for implementation of a fully integrated Enterprise Resource Planning system that meets the needs of the Department and OCFA. This would provide the best solution to not only address workload issues caused by the numerous workarounds currently used but would also increase staff efficiency while providing other positives to benefit the organization such as strengthening internal controls, improving policies and procedures, providing comprehensive training programs for staff, increasing staff morale, and reducing overtime to minimize staff burnout.
- Recommendation #20:** Review the Department system's support capabilities in the Information Technology Department to ensure they are adequate.

Professional Development and Training Practices

- Recommendation #21:** Department management should continue to work with the Human Resources Department to develop formal professional development and training programs. Once developed, the programs should be presented to Department staff for feedback and revised as appropriate.

8.2 RECOMMENDATIONS PRIORITY PLAN

The following is a priority table of Citygate's recommendations contained in this report. The priorities indicated are (A) to indicate urgent items which should be initiated or completed as soon as possible; (B) to indicate those items which are not urgent, but Citygate would strongly recommend that they be accomplished within the next six months to one year; and (C) to indicate items which are not critical but recommended over the next couple years.

Table 3—Recommendation Priority Plan

Priority Legend: A – Urgent | B – Strongly recommended | C – Non-critical but would improve operations

Recommendation	Responsible Party	Priority	Benefits
Recommendation #1: Conduct an externally facilitated team building and goals and objectives development session to improve Department cohesiveness, communication, and morale.	Department Assistant Chief	B	Implementation of this recommendation will provide the Assistant Chief and Department staff with valuable information to identify issues and solutions in the Department to help maintain good morale and communication among the staff.
Recommendation #2: Implement team-wide meeting schedules throughout the Department, involving division management and team members to maximize communication effectiveness. This would include establishing set times during the week or month so employees can plan around existing work schedules.	Department Assistant Chief / All Division Managers	C	This will help with overall information sharing throughout the Department and assist with staff calendar scheduling. This may not be an issue when the team building exercise is accomplished.
Recommendation #3: A Department second-in-command should be identified to ensure business continuity if the Assistant Chief cannot be reached to provide direction (while out of the office, on vacation, sick, etc.). This recommendation relates to the assignment of an existing management staff member to this responsibility. This responsibility could also be rotated between the applicable management staff to assist in succession development.	Department Assistant Chief	C	This will assist in succession development.
Recommendation #4: Expand performance measures to include measures specific to all sections of the Department.	Department Assistant Chief / All Division Managers	B	This will help bring focus to what is expected of staff to meet the goals and objectives of the Department.

Orange County Fire Authority
Business Services Department Service Level Assessment

Priority Legend: A – Urgent | B – Strongly recommended | C – Non-critical but would improve operations

Recommendation	Responsible Party	Priority	Benefits
Recommendation #5: Build a more supportive, integrated, recognized, and valued business unit by: <ol style="list-style-type: none"> 1. Acknowledging staff concerns and issues when they are raised. 2. Using scheduled Department meetings and one-on-ones to engage staff in problem solving, including concerns and issues raised as well as on OCFA-wide issues to which the Department can be of service internally. 3. Combining listening and problem-solving components into team building efforts, allowing Department members to be engaged in solutions for business operations issues including those that may touch on improving services to other OCFA departments and services. 	Department Assistant Chief / All Division Managers	B	This will improve engagement and ultimately “buy-in” on various Department initiatives. This could also help to improve Department overall morale.
Recommendation #6: The fee waiver/revision policy should be amended to set parameters for oversight when it is within policy to waive or revise the collection of fees.	Finance Manager	B	This will tighten the open-ended authority to adjust fees and improve internal control.
Recommendation #7: Update the CAL-Card policy to ensure effective allocation procedures and more specifically identified disciplinary consequences of CAL-Card misuse.	Purchasing Manager	C	This will strengthen the internal control of the program.
Recommendation #8: Complete the current review of CAL-Cards use history and necessity for current cardholders to determine if all cards distributed are necessary.	Purchasing Manager	C	This will strengthen the internal control of program.
Recommendation #9: Consolidate the various fund balance policies into a single policy to minimize confusion.	Finance Manager	C	Although minor, this will simplify the policy documentation relating to fund balance.
Recommendation #10: Establish a process to randomly test the adherence to policies within the Department.	Department Assistant Chief / All Division Managers	B	This will strengthen financial internal control.
Recommendation #11: Ensure timely reporting of fraud items and disposition to the appropriate body as required by the fraud hotline program.	Department Assistant Chief / Finance Manager / Treasury Manager	B	This will strengthen financial internal control.

Orange County Fire Authority
Business Services Department Service Level Assessment

Priority Legend: A – Urgent | B – Strongly recommended | C – Non-critical but would improve operations

Recommendation	Responsible Party	Priority	Benefits
Recommendation #12: Explore expanding the processing time for payroll after the end of the pay period to reduce need for staff duplication of effort to correct errors.	Department Assistant Chief / Finance Manager / Payroll and Accounts Payable Manager	C	This will help minimize errors to be corrected in the future.
Recommendation #13: Complete the current review for expansion of the processing time for accounts payable to three days prior to the processing of accounts payable checks.	Payroll and Accounts Payable Manager	B	This will strengthen internal control by increasing the ability to review documentation prior to check production.
Recommendation #14: Continue to work with the Human Resources Department to formalize roles and responsibilities between the two departments and eliminate duplication of effort related to payroll and Human Resources employee service.	Finance Manager / Payroll and Accounts Payable Manager	C	This will help minimize errors to be corrected in the future.
Recommendation #15: Develop a procedure to standardize billing information input.	Finance Manager	C	This will help minimize errors to be corrected in the future.
Recommendation #16: Determination should be made as to the Information Technology Department staff's understanding of the source code relating to the current staffing and timekeeping systems. Training should be conducted, as necessary, to ensure the systems have multiple levels of support to ensure that, in the case of a major system failure, payroll operations can continue.	Finance Manager / Payroll and Accounts Payable Manager	A	This is needed to prevent a major issue that would impact payroll processing to almost 1,600 OCFA staff.
Recommendation #17: Automate the procurement and accounts payable processes within the two separate purchasing and accounts payable functions. The current project relating to the use of the Laserfiche program in the accounts payable function should be revisited to ensure it meets the needs of OCFA.	Purchasing Manager / Finance Manager / Payroll and Accounts Payable Manager	B	This will improve operational efficiency and provide a review of the delayed solution to ensure it still addresses the needs of the Department.
Recommendation #18: Repeat training on the Banner system for all applicable staff. This training should include instruction on the modules available on the most recent upgrade of the Banner system.	Department Assistant Chief / All Division Managers	A	This will help identify system issues which are causing several manual processes, as opposed to lack of understanding by applicable staff of the system capabilities.

Orange County Fire Authority
Business Services Department Service Level Assessment

Priority Legend: A – Urgent | B – Strongly recommended | C – Non-critical but would improve operations

Recommendation	Responsible Party	Priority	Benefits
Recommendation #19: Explore options for implementation of a fully integrated Enterprise Resource Planning system that meets the needs of the Department and OCFA. This would provide the best solution to not only address workload issues caused by the numerous workarounds currently used but would also increase staff efficiency while providing other positives to benefit the organization such as strengthening internal controls, improving policies and procedures, providing comprehensive training programs for staff, increasing staff morale, and reducing overtime to minimize staff burnout.	Department Assistant Chief / All Division Managers	C	Although difficult, costly, and time-consuming, implementation of this recommendation should be considered as a strategic priority to improve the Department and OCFA.
Recommendation #20: Review the Department system's support capabilities in the Information Technology Department to ensure they are adequate.	Department Assistant Chief / All Division Managers	A	This will help identify system issues which are causing several manual processes, as opposed to lack of understanding by applicable staff of the system capabilities.
Recommendation #21: Department management should continue to work with the Human Resources Department to develop formal professional development and training programs. Once developed, the programs should be presented to Department staff for feedback and revised as appropriate.	Department Assistant Chief / All Division Managers	B	This will help provide Department staff with a clearer understanding of what is needed to advance professionally and access any needed training.



COMMUNITY RISK REDUCTION SERVICE LEVEL ASSESSMENT

ORANGE COUNTY FIRE AUTHORITY

OCTOBER 21, 2021



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TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
Executive Summary.....	1
Section 1—Introduction and Background.....	3
1.1 Purpose of the Assessment	3
1.2 Scope of Assessment	3
1.3 Project Approach and Methodology	3
1.3.1 Project Approach.....	3
1.3.2 Methodology	3
1.3.3 Best Practice References	4
1.4 Overall Themes	4
1.4.1 Well Organized	4
1.4.2 Strong Leadership	4
1.4.3 Highly Committed Staff.....	5
1.4.4 Strong Cultural Focus	5
1.4.5 Meeting Best Practices.....	5
1.4.6 Minimal Single Points of Failure	5
1.4.7 Some Staffing Capacity Gaps	6
1.5 Report Organization	7
Section 2—Community Risk Reduction Department Overview	9
2.1 Community Risk Reduction Department.....	9
2.1.1 Planning and Development Division.....	10
2.1.2 Prevention Field Services Division	14
2.1.3 Wildland Pre-Fire Management Division	16
2.2 Department Budget and FTE Summary.....	19
Section 3—Service Level Review	20
3.1 Internal Structure, Operational and Management Practices, and Controls	20
3.2 External Partner Interactions and Workflow Challenges.....	21
3.3 Use of Professional Resources and Technology	23
3.3.1 Use of Professional Resources	23
3.3.2 Use of Technology	24
3.4 Professional Development and Training.....	27
3.5 Staffing and Deployment Levels	29
3.6 Cost Recovery Strategies	31
3.7 Risk-Based Program Approach for Volume and Priority of Workload	33
Section 4—Findings and Recommendations	35
4.1 Findings	35
4.2 Recommendations	37
4.3 Recommendations Priority Plan	38
Appendix A—CRR Department SWOT Survey Summary Results.....	39
SWOT Survey Results – Assistant Chief / Fire Marshal.....	39
SWOT Survey Results – Planning & Development Division	40

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

SWOT Survey Results – Prevention Field Services Division	41
SWOT Survey Results – Wildland Pre-Fire Management Division	42
Appendix B—External Partner Agency Feedback Survey and Summary Results.....	43
2021 OCFA CRR Feedback Survey.....	43
2021 OCFA CRR Feedback Survey – Summary Results (Planning and Development).....	45
2021 OCFA CRR Feedback Survey – Summary Results (Prevention Field Services)	46
2021 OCFA CRR Feedback Survey – Summary Results (Wildland Pre-Fire Management).....	47

Table of Tables

Table 1—CRR Staffing Capacity Gap / Single Points of Failure Analysis (From Table 11)	2
Table 2—CRR Staffing Capacity Gap / Single Points of Failure Analysis (From Table 11).....	6
Table 3—Front Counter Section Performance Summary	10
Table 4—Plan Review Section Workload Summary.....	11
Table 5—Plan Review Section Performance Summary	12
Table 6—New Construction Section Performance Summary	13
Table 7—Prevention Field Services Section Performance Summary	15
Table 8—Community Wildfire Mitigation Section Performance Summary	18
Table 9—OCFA Community Risk Reduction Department Budget Summary	19
Table 10—OCFA Community Risk Reduction Department FTE Summary.....	19
Table 11—CRR Staffing Capacity Gap / Single Points of Failure Analysis Summary.....	31
Table 12—Recommendation Priority Plan	38

Table of Figures

Figure 1—OCFA CRR Department Organization Chart.....	9
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C T I V S M M R

Citygate Associates, LLC (Citygate) is pleased to present this final Service Level Assessment (SLA) as part of a larger organizational strategic plan initiative for the Orange County Fire Authority (OCFA). This SLA reviews the Community Risk Reduction (CRR) Department (Department), which consists of three divisions and 11 sections with a Fiscal Year (FY) 20/21 operating budget of \$15.8 million supported by 73 personnel.

Essential to any effective fire agency is a focus on reducing or eliminating the incidence and impacts of hazard occurrences within the community or jurisdiction, including fires, medical emergencies, hazardous materials releases, and other related hazards. Historically referred to as fire prevention, a more appropriate emerging contemporary term for this function is community risk reduction.

Citygate's review of the OCFA CRR Department included extensive review of Department data and documentation, including budget, performance, policies, procedures, operating guidelines, and position descriptions. Citygate also administered an internal Strengths, Weaknesses, Opportunities, and Threats (SWOT) survey in all CRR divisions and sections, as well as a feedback survey questionnaire of external OCFA partner agency building and planning officials. Citygate also administered a workload analysis survey and conducted one-on-one and focus group interviews of Department management and staff to identify any current or near future workload capacity gaps and single points of failure in critical business functions, processes, or services.

As requested by OCFA executive management, this assessment focused on review and evaluation of the following seven specific Departmental functions and practices.

1. Internal structure, operational and management practices, and controls
2. External partner interactions and workflow challenges
3. Use of professional resources and technology
4. Professional development and training practices
5. Staffing and deployment levels
6. Cost recovery strategies
7. Risk-based program approach for volume and priority of workload.

From this comprehensive review, Citygate identified the following five recurring themes across all three divisions and 11 sections:

1. The Department is very well organized with strong, effective leadership and a staff committed to "getting the job done."

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

2. There is a strong cultural focus on customer service, teamwork, and continuous improvement.
3. Department staff are supported with good written policies and procedures.
4. The Department is meeting all but one recognized industry best practice.
5. There are minimal single points of failure and some staffing capacity gaps.

This assessment identified 25 findings and 9 actionable recommendations to enhance or improve overall CRR Department operations. One key recommendation is to provide 6.6 to 13.25 additional FTE staffing capacity as funding permits to resolve identified staffing capacity gaps and single points of failure, as summarized in the following table.

Table 1—CRR Staffing Capacity Gap / Single Points of Failure Analysis (From Table 11)

Staffing Capacity Gap / Single Point of Failure	Estimated Capacity Needed	
	Annual Hours	Equivalent FTE ¹
Early Development Project Coordination	490–980	0.25–0.5
Wildland Pre-Fire Planning	980–1,960	0.5–1.0
Community Wildfire Mitigation	7,840–15,680	4.0–8.0
Business/Management Analyst	1,960–3,920	1.0–2.0
Dedicated IT/GIS Support	980–1,960	0.5–1.0
Internal Training Coordination	653–1,470	0.33–0.75
Total	12,903 25,970	6.6 13.25

¹ FTE = full-time equivalent capacity assuming 1 FTE = 1,960 annual hours.

A summary of all findings and recommendations, as well as a priority list of the recommendations, is included in **Section 4**.

S CTIO —I TROD CTIO D C RO D

1.1 PURPOSE OF THE ASSESSMENT

Preparatory to development of a strategic plan, the Orange County Fire Authority (OCFA) tasked Citygate Associates, LLC (Citygate) to conduct a Service Level Assessment (SLA) of each business unit to ensure the overall strategic plan provided a comprehensive and accurate strategy going forward. This Community Risk Reduction (CRR) Department (Department) SLA is the final of eight SLAs conducted.

1.2 SCOPE OF ASSESSMENT

As requested by OCFA executive management, the scope of this SLA included review and evaluation of the following seven specific areas:

1. Internal structure, operational and management practices, and controls
2. External partner interactions and workflow challenges
3. Use of professional resources and technology
4. Professional development and training practices
5. Staffing and deployment levels
6. Cost recovery strategies
7. Risk-based program approach for volume and priority of workload.

1.3 PROJECT APPROACH AND METHODOLOGY

1.3.1 Project Approach

Citygate utilized multiple sources to gather and understand information about the CRR Department, including requesting and reviewing relevant data and documentation related to organizational structure, budgets, staffing levels, services provided, policies and procedures, performance measures, management practices, and prior studies to better understand how the Department currently operates relative to the specific areas of focus.

1.3.2 Methodology

For this assessment, Citygate reviewed the Department organizational chart; position descriptions; policies, procedures, and operating guidelines; budget; and performance measures. Citygate subsequently interviewed the Department management team and Assistant Fire Marshals and conducted individual interviews with representative personnel from each division and section.

Citygate also administered a Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment to each division and section, as well as a stakeholder feedback survey questionnaire of external partner agency building and planning officials. Citygate also administered a workload analysis survey of selected representative personnel and conducted follow-up interviews as needed to identify any current or near future workload capacity gaps and single points of failure in critical business functions, processes, or services.

1.3.3 Best Practice References

Citygate utilized the following best practice references for this assessment:

- ◆ **NFPA 1031** Standard for Professional Qualifications for Fire Inspector and Plan Examiner (2014 Edition)
- ◆ **NFPA 1037** Standard on Fire Marshal Professional Qualifications (2016 Edition)
- ◆ **NFPA 1300** Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition)
- ◆ **NFPA 1730** Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations (2019 Edition)

1.4 OVERALL THEMES

From this comprehensive assessment, Citygate identified the following seven recurring themes across all three divisions.

1.4.1 Well Organized

The Department is very well organized into three appropriate functional divisions and 11 subsections, with appropriate supervisory span of control in all sections except New Construction, as identified in **Section 3.1**.

1.4.2 Strong Leadership

The Department has excellent leadership at all levels, as evidenced by SWOT survey results and individual and focus group interviews. Citygate consistently heard high job satisfaction expressed, which is ultimately a reflection of leadership. Citygate also found very minimal staff turnover, other than retirements or relocation out of the area, which is also a reflection of good leadership. In addition, all Department supervisors and managers meet best practice minimum qualifications.¹

¹ NFPA 1031 and NFPA 1037.

1.4.3 Highly Committed Staff

From the Assistant Chief / Fire Marshal down through all levels of management and supervision, Citygate consistently heard of staff's strong work ethic and dedication to "getting the job done." In Citygate's experience, this reflects very good recruitment, leadership, support, training, delegation, accountability, and employee appreciation.

1.4.4 Strong Cultural Focus

This review of the CRR Department revealed a very strong cultural focus on customer service through teamwork and continuous improvement. In Citygate's experience and opinion, this is a reflection not only of excellent leadership but also one of continuous team-building and individual employee and team appreciation of each other's contributions.

1.4.5 Meeting Best Practices

With the exception of not having a Community Risk Reduction Plan, the CRR Department is meeting the following recognized industry best practices:

- ◆ **NFPA 1031** Standard for Professional Qualifications for Fire Inspector and Plan Examiner (2014 Edition)
- ◆ **NFPA 1037** Standard on Fire Marshal Professional Qualifications (2016 Edition)
- ◆ **NFPA 1300** Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition)
- ◆ **NFPA 1730** Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations (2019 Edition)

1.4.6 Minimal Single Points of Failure

Only three potential single points of failure were identified from this assessment:

1. A single person is performing all wildland pre-fire planning functions, with no redundant capacity, cross-training, or succession plan.
2. There is no analyst-level capacity to provide critical support of all divisions and sections, including grant coordination, contract administration, systems integration support, data analytics, and special projects and studies.
3. There is no dedicated internal management/oversight of the final development, testing, implementation, and ongoing management of the Department's new Orion Record Management System.

1.4.7 Some Staffing Capacity Gaps

In addition to the three single points of failure, this assessment identified the following staffing capacity gaps:

- ◆ Insufficient Wildland Pre-Fire Management Community Wildfire Prevention capacity to meet annual state wildland safety inspection demand
- ◆ Lack of dedicated CRR Information Technology (IT) / Geographic Information System (GIS) support
- ◆ Lack of dedicated early development planning project coordination with OCFA member jurisdictions
- ◆ Lack of dedicated internal CRR training coordination.

The following table summarizes Citygate’s estimate of annual hours and equivalent full-time equivalents (FTEs) needed to eliminate the identified staffing capacity gaps and single points of failure.

Table 2—CRR Staffing Capacity Gap / Single Points of Failure Analysis (From Table 11)

Staffing Capacity Gap / Single Point of Failure	Estimated Capacity Needed	
	Annual Hours	Equivalent FTE ¹
Early Development Project Coordination	490–980	0.25–0.5
Wildland Pre-Fire Planning	980–1,960	0.5–1.0
Community Wildfire Mitigation	7,840–15,680	4.0–8.0
Business/Management Analyst	1,960–3,920	1.0–2.0
Dedicated IT/GIS Support	980–1,960	0.5–1.0
Internal Training Coordination	653–1,470	0.33–0.75
Total	12,903 25,970	6.6 13.25

¹ FTE = full-time equivalent capacity assuming 1 FTE = 1,960 annual hours.

1.5 REPORT ORGANIZATION

This report is organized into the following sections.

- Executive Summary**—Summarizes the scope of work, key recurring project themes, staffing capacity needs, and recommended staffing increases.
- Section 1 Introduction and Background**—Summarizes assessment purpose and scope, project approach and methodology, best-practice references, and overall themes of the assessment.
- Section 2 Community Risk Reduction Department Overview**—Provides an overview of the CRR Department and its three divisions and summarizes budget and personnel allocation.
- Section 3 Service Level Review**—Provides Citygate’s detailed review and assessment of the seven specific focus areas, including findings and recommendations.
- Section 4 Findings and Recommendations**—Provides a sequential list of all of the findings and recommendations contained in **Section 3**, including a suggested prioritization of recommendations.
- Appendix A CRR Department SWOT Survey Summary Results**—Summary tables of SWOT surveys from each CRR division.
- Appendix B External Partner Agency Feedback Survey and Summary Results**—OCFA member agency CRR feedback questionnaire and summary results tables.

Overall, this assessment provides 25 findings and 9 actionable recommendations.

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Orange County Fire Authority
Community Risk Reduction Service Level Assessment

SECTION — COMMUNITY RISK REDUCTION DEPARTMENT OVERVIEW

2.1 COMMUNITY RISK REDUCTION DEPARTMENT

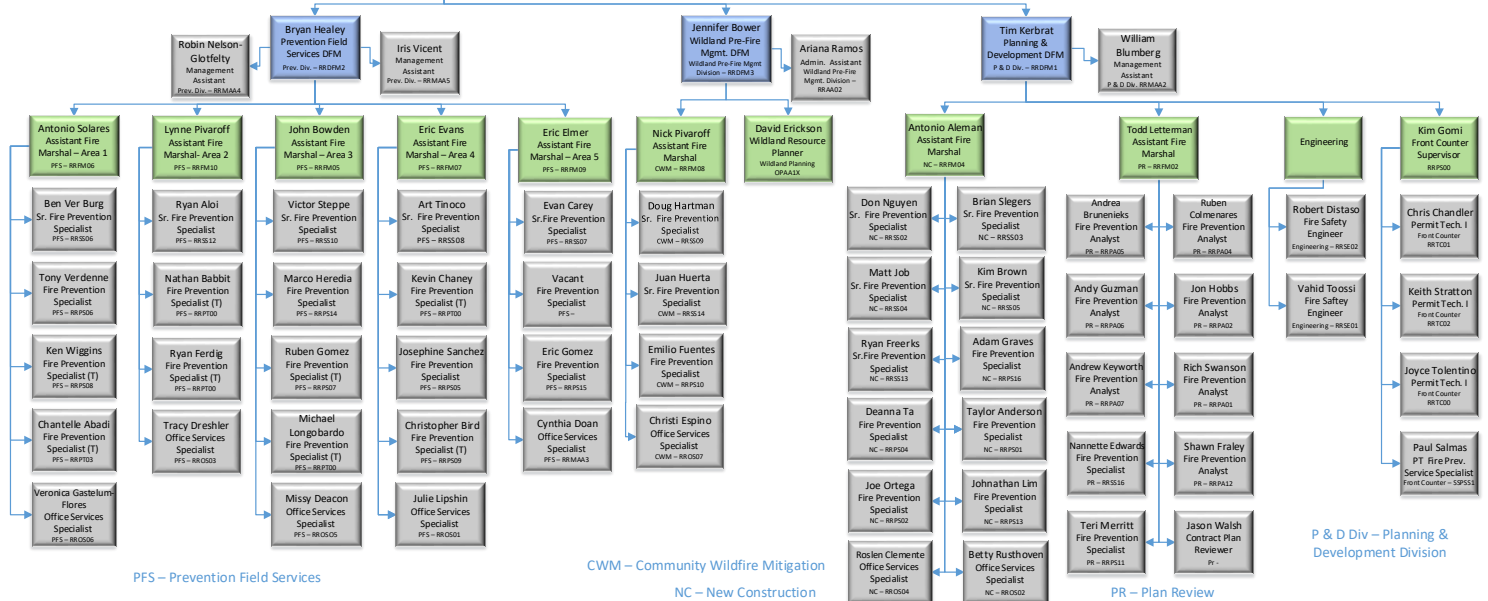
The CRR Department works with the development community and partner agencies to build safer communities through the systematic mitigation of risk; with community stakeholders and residents to maintain and enhance safety at the neighborhood level; and with other agencies and stakeholders to evaluate loss and improve mitigation through education, engineering, and enforcement. Under the direction of an Assistant Chief / Fire Marshal, the Department consists of 72 personnel and one contract plan reviewer organized into three divisions, each headed by a Deputy Fire Marshal, as follows:

- ◆ Planning and Development
- ◆ Prevention Field Services
- ◆ Wildland Pre-Fire Management

The following is an organizational chart of the Department as of the time of this assessment.

Figure 1—OCFA CRR Department Organization Chart

Orange County Fire Authority
Community Risk Reduction
Department



Note: All trainees—indicated by "(T)" in position title—were all promoted before completion of this report.

2.1.1 Planning and Development Division

The Planning and Development Division consists of 31 full-time personnel, one part-time employee, and one contract employee, all led by a Deputy Fire Marshal. The Division's Fiscal Year (FY) 20/21 budget is \$5.97 million, 96 percent of which is for salaries and benefits with the remaining \$216,000 for services and supplies.

The Planning and Development Division interacts with developers, architects, engineers, the public, and other stakeholders to ensure new buildings and developments conform with applicable fire protection and public safety requirements. The Division is organized into four sections as follows.

Front Counter Section (4.5 FTE)

The Front Counter Section interacts with developers, contractors, partner agencies, and the public to receive plan submittals, coordinate plan processing, and provide general CRR customer assistance with three full-time Permit Technicians and one part-time Fire Prevention Services Specialist under the supervision of a Permit Supervisor.

Front Counter Section performance goals include:

- ◆ Customer wait time less than five minutes 90 percent of the time
- ◆ Fire plan same-day pickup notification 90 percent of the time
- ◆ Partner agency next-day plan pickup/delivery 90 percent of the time.

Although all OCFA offices have been closed to the public since approximately March 13, 2020, due to COVID-19, the Front Counter Section has continued to provide “drive-through” services and limited office access. The following table summarizes Front Counter Section performance from FY 19/20.

Table 3—Front Counter Section Performance Summary

Performance Measure	FY 19/20		
	Total Number	Number Meeting Goal	Performance Goal Percent
Customer Wait Time Less Than Five Minutes	7,067	6,007	85.0%
Same-Day Fire Plan Pickup Notification	8,667	8,637	99.7%
Partner Agency Next-Day Plan Pickup/Delivery	542	540	99.6%

Front Counter Section performance standards established in FY 19/20.

Finding #1: Except for COVID-19 impacts in FY 19/20, Planning and Development Front Counter Section performance exceeds established goals.

Plan Review Section (10 FTE Plus 1 Contractor)

The Plan Review Section reviews all development and building permit applications for conformance with applicable fire protection and life safety codes, ordinances, and regulations with seven Fire Prevention Analysts, two Fire Prevention Specialists, and one contract Plan Reviewer under an Assistant Fire Marshal.

Over the previous three years, the Plan Review Section has reviewed 20 to 25 Environmental Impact Reports and conducted an average of approximately 8,100 plan reviews annually, as summarized in the following table.

Table 4—Plan Review Section Workload Summary

Service	Year			Total
	2018	2019	2020	
Plan Review	7,684	9,021	7,910	24,615
EIR Review	20	25	25	70
Total	7,704	9,046	7,935	24,685

Plan Review performance goals include:

- ◆ Completion of less complex plan reviews within five days at 90 percent or better reliability
- ◆ Completion of more complex plan reviews within 10 days at 90 percent or better reliability.

The following table summarizes Plan Review Section performance over the three previous fiscal years.

Table 5—Plan Review Section Performance Summary

Performance Measure	FY 18/19			FY 19/20			FY 20/21		
	Total Number	Number Meeting Goal	Performance Goal Percent	Total Number	Number Meeting Goal	Performance Goal Percent	Total Number	Number Meeting Goal	Performance Goal Percent
5-Day Plan Review	1,626	1,484	91.3%	1,531	1,351	88.2%	1,530	1,439	94.6%
10-Day Plan Review	4,230	3,211	75.9%	4,462	2,999	67.2%	4,274	3,682	86.1%

As the previous table shows, except for five-day plan reviews in FY18/19 and FY 20/21, Planning and Development Plan Review Section performance is not meeting established goals. Staff interviews suggest this was due to plan reviews not being assigned to individual plan reviewers and plan reviewers randomly selecting plans from a list based on due date. This resulted in many plans not being reviewed until the 9th day. Ten-day plan review performance was further impacted in FY 19/20 with elimination of “over-the-counter” plan reviews, priority given to five-day plan reviews, and closure of CRR offices to the public due to COVID-19. This procedure was changed in FY 19/20, and plan reviews are now assigned to each plan reviewer with a goal of developing better performance accountability and broader plan review proficiency. Citygate’s subsequent review of more recent performance in FY 20/21 shows significant improvement nearly meeting the 90 percent performance goal. Citygate finds this to be a noteworthy improvement in process, accountability, and resultant performance.

Finding #2: Except for five-day plan reviews in FY 18/19 and FY 20/21, Planning and Development Plan Review Section performance did not meet established goals over the three-year study.

Finding #3: Subsequent to implementation of revised plan review procedures in FY 19/20, plan review performance has improved significantly, with five-day plan reviews meeting or exceeding performance goals since July 2020 and 10-day reviews improving to 80th percentile or better performance since August 2020.

New Construction Section (13 FTE)

The New Construction Section inspects all new construction and developments for appropriate installation and operation of all required fire and life safety systems and devices with five Senior Fire Prevention Specialists, five Fire Prevention Specialists, and two Office Services Specialists under an Assistant Fire Marshal.

New Construction performance goals include:

- ◆ NFPA 13D residential fire sprinkler system inspections completed by next day 90 percent of the time
- ◆ Fire and life safety inspections completed within three days 90 percent of the time.

The following table summarizes New Construction Section performance over the three previous fiscal years.

Table 6—New Construction Section Performance Summary

Performance Measure	FY 18/19			FY 19/20			FY 20/21		
	Total Number	Number Meeting Goal	Performance Goal Percent	Total Number	Number Meeting Goal	Performance Goal Percent	Total Number	Number Meeting Goal	Performance Goal Percent
NFPA 13D Inspections	5,866	5,866	100.0%	3,887	3,862	99.4%	3,699	3,657	98.9%
Fire/Life Safety Inspections	17,106	17,012	99.5%	15,185	15,071	99.2%	11,477	11,461	99.9%

As the previous table shows, the New Construction Section met established performance goals for both NFPA 13D inspections and fire and life safety inspections over the three-year study period.

Finding #4: Planning and Development New Construction Section performance exceeded established performance goals for both NFPA 13D inspections and fire and life safety inspections over the three-year study period.

Engineering Section (2 FTE)

The Engineering Section supports the entire Division as needed and in particular reviews and approves any proposed Alternate Means or Methods to achieve fire and life safety code conformance with two Fire Safety Engineers working directly under the Planning and Development Deputy Fire Marshal.

Through November 2020, the Engineering Section provided an estimated \$103,800 of direct service value to CRR customers and an estimated \$1.65 million in indirect cost savings. The Section is also expected to exert 70 percent of its work effort on direct customer-related workload and the remaining 30 percent on administrative work, including research, code development, collaboration with cities, and related activities. Through November of FY 20/21, the Section met or exceeded this goal, except for the first three months where direct customer-related workload fell into the 60th percentile.

2.1.2 Prevention Field Services Division

The Prevention Field Services (PFS) Division includes 31 full-time personnel and is led by a Deputy Fire Marshal. The Division's FY 20/21 budget is \$5.01 million, 99 percent of which is for salaries and benefits, with the remaining \$45,000 for services and supplies.

The PFS Division provides the following services:

- ◆ Annual inspection of mandated and high-risk occupancies²
- ◆ Annual inspection of business occupancies including those with a dust collection, spray booth, or high-piled storage permit
- ◆ Inspection of state-licensed care facilities
- ◆ Inspection of other facilities as identified by the PFS Assistant Fire Marshals
- ◆ Inspection of special events
- ◆ Referrals to/from other agencies
- ◆ Referrals and complaints from operations personnel.

The PFS Division also coordinates with the Operations Department for fire station crews to conduct the following inspections:

- ◆ Annual inspection of other Assembly, Education, Hotel/Motel, and Business occupancies with a hood/duct system
- ◆ Inspection of Mercantile, Business, Utility, some Factory, and some Storage occupancies
- ◆ Inspection of designated Low Frequency / Low Consequence occupancies as assigned.

PFS performance metrics include:

- ◆ Completion of mandated annual inspections
- ◆ Completion of 90 percent of targeted non-mandated higher risk occupancy inspections
- ◆ Completion of state-licensed care facility inspections
- ◆ Completion of special event inspections

² Multi-family residential, schools, jails, and high-rise occupancies.

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

◆ Completion of referral inspections.

PFS workload is prioritized with the highest life safety risk occupancies inspected first, followed by occupancy classifications with lower life safety risk. The following table summarizes PFS performance from FY 17/18 through FY 19/20.

Table 7—Prevention Field Services Section Performance Summary

Inspection Type	FY 17/18			FY 18/19			FY 19/20		
	Total Number	Number Completed	Percent Completed	Total Number	Number Completed	Percent Completed	Total Number	Number Completed	Percent Completed
Mandated Annual	6,526	6,526	100.00%	6,773	6,773	100.00%	7,085	7,085	100.00%
High-Rise	212	212	100.00%	218	218	100.00%	232	232	100.00%
Incarceration (Ops)	14	14	100.00%	19	19	100.00%	20	20	100.00%
School (Ops)	873	873	100.00%	1,097	1,097	100.00%	1,213	1,213	100.00%
Multi-Family Residential (Ops)	5,427	5,427	100.00%	5,439	5,439	100.00%	5,620	5,620	100.00%
Non-Mandated Annual	7,943	7,238	91.12%	8,241	7,811	94.78%	10,229	1,271	12.43%
State-Licensed Care Facility	366	366	100.00%	340	340	100.00%	394	394	100.00%
Business/Other Occupancy ¹	6,475	5,770	89.11%	6,733	6,303	93.61%	8,958	0	0.00%
Special Event	831	831	100.00%	780	780	100.00%	510	510	100.00%
Complaint	212	212	100.00%	338	338	100.00%	307	307	100.00%
Referral	59	59	100.00%	50	50	100.00%	60	60	100.00%
Total	14,469	13,764	95.13%	15,014	14,584	97.14%	17,314	8,356	48.26%

¹ No inspections performed in FY 19/20 due to COVID-19.

Finding #5: With exception of non-mandatory business and other lower-risk occupancy inspections in FY 19/20 due to COVID-19, Prevention Field Services Section performance meets or exceeds established goals.

The PFS Division is organized into five field offices as follows.

Area 1 Field Office (6 FTE) – West and North Orange County

The Area 1 field office serves Buena Park, Cypress, La Palma, Seal Beach, Stanton, Westminster, and Yorba with one Senior Fire Prevention Specialist, three Fire Prevention Specialists, and one Office Services Specialist under the supervision of an Assistant Fire Marshal.

Area 2 Field Office (5 FTE) – Central Orange County

The Area 2 field office serves Irvine, Tustin, and Villa Park with one Senior Fire Prevention Specialist, two Fire Prevention Specialists, and one Office Services Specialist under the supervision of an Assistant Fire Marshal.

Area 3 Field Office (6 FTE) – South Orange County

The Area 3 field office serves Aliso Viejo, Dana Point, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, and San Juan Capistrano with one Senior Fire Prevention Specialist, three Fire Prevention Specialists, and one Office Services Specialist under the supervision of an Assistant Fire Marshal.

Area 4 Field Office (6 FTE) – Santa Ana

The Area 4 field office serves the City of Santa Ana with one Senior Fire Prevention Specialist, three Fire Prevention Specialists, and one Office Services Specialist under the supervision of an Assistant Fire Marshal.

Area 5 Field Office (5 FTE) – Garden Grove

The Area 5 field office serves the City of Garden Grove with one Senior Fire Prevention Specialist, two Fire Prevention Specialists, and one Office Services Specialist under the supervision of an Assistant Fire Marshal.

2.1.3 Wildland Pre-Fire Management Division

The Wildland Pre-Fire Management (WPFM) Division consists of eight full-time personnel and is led by a Deputy Fire Marshal. The Division's FY 20/21 budget is \$1.43 million, 89 percent of which is for salaries and benefits, with the remaining \$152,000 for services and supplies.

The WPFM Division interacts with communities and stakeholders to reduce the occurrence and impacts of wildfire by:

- ◆ Encouraging the planting and maintenance of drought-tolerant and fire-resistive landscaping
- ◆ Ensuring maintenance of defensible space
- ◆ Creating and maintaining fuel breaks and fire access roads
- ◆ Effectively managing the County's State Responsibility Areas (SRAs) and open space lands.

The Division is organized into two sections as follows.

Community Wildfire Mitigation Section (5 FTE)

The Community Wildfire Mitigation (CWM) Section reviews and inspects wildland development and fuel modification projects, conducts wildland fire inspections,³ conducts training of operations personnel for performing wildland residential fire inspections, provides Firewise community coaching, conducts outreach and provides coordination for the Orange County Community Wildfire Protection Plan, coordinates and communicates with Homeowner Associations and other stakeholders on wildland fire safety-related issues, and conducts wildland fire damage inspections as assigned with two Senior Fire Prevention Specialists, one Fire Prevention Specialist, and one Office Services Specialist under the supervision of an Assistant Fire Marshal. The Section also employs two extra-help Inspectors during the wildland fire season.

Performance measures for the CWM Section include:

- ◆ Completion of less complex wildland development landscape/fuel modification plan reviews within five days at 90 percent or better reliability
- ◆ Completion of more complex wildland development landscape/fuel modification plan reviews within 10 days at 90 percent or better reliability
- ◆ Inspection of every SRA parcel at least once every three years for compliance with California Public Resources Code clearance requirements
- ◆ Inspection of all perimeter Local Responsibility Area (LRA) Wildland Urban Interface parcels each year for compliance with Assembly Bill 38 wildland fire protection standards
- ◆ Inspection of interior LRA Wildland Urban Interface parcels as requested for compliance with Assembly Bill 38 wildland fire protection standards
- ◆ Completion of all wildland fire hazard complaint inspections
- ◆ Referral of other hazard complaints to appropriate local agency for follow-up.

In addition, CAL FIRE is in the process of updating the LRA Fire Hazard Severity Zone (FHSZ) maps for Orange County, which is expected to reclassify up to 100,000 parcels from a HIGH FHSZ rating to a VERY HIGH FHSZ rating, triggering an inspection requirement at least every three years. If implemented as anticipated, this will add *significant* annual CWM inspection workload. The additional FTE needed for this is discussed in more detail in **Section 3.5**.

³ California Public Resources Code Section 4291 defensible space, and Assembly Bill 38 inspections.

Finding #6: CAL FIRE's pending update of Orange County Fire Hazard Severity Zone maps is anticipated to add *significant* additional annual Community Wildfire Mitigation Section inspection workload.

The following table summarizes Community Wildfire Mitigation Section performance over the previous three calendar years.

Table 8—Community Wildfire Mitigation Section Performance Summary

Performance Measure	2018			2019			2020		
	Total Number	Number Completed	Percent Completed	Total Number	Number Completed	Percent Completed	Total Number	Number Completed	Percent Completed
10-Day Plan Review	411	411	100.00%	479	479	100.00%	460	460	100.00%
Annual SRA Parcel Inspections	8,870	8,870	100.00%	10,924	10,924	100.00%	10,982	10,982	100.00%
SRA Parcel Inspections (Operations Dept.)	1,200	1,200	100.00%	1,200	1,200	100.00%	1,200	1,200	100.00%
Annual LRA VERY HIGH FHSZ Inspections (Perimeter Parcels Only)	N/A ¹	N/A ¹	N/A ¹	8,387	8,387	100.00%	11,878	11,878	100.00%
Power Pole Inspections	584	584	100.00%	584	584	100.00%	584	584	100.00%
Complaint Inspections ²	65	65	100.00%	65	65	100.00%	67	67	100.00%
Complaint Referrals ²	40	40	100.00%	40	40	100.00%	40	40	100.00%
Total	11,170	11,170	100.00%	21,679	21,679	100.00%	25,211	25,211	100.00%

¹ LRA inspection program data not available for 2018.

² Quantities estimated for 2018 and 2019.

Finding #7: Community Wildfire Mitigation Section performance meets or exceeds established goals.

Wildland Planning Section (1 FTE)

The Wildland Planning Section reviews and approves all wildland land use applications, fuels mitigation plans, and prescribed burns; updates the annual CAL FIRE Orange County Strategic Wildfire Plan; installs and maintains weather stations and wildland fire detection cameras; applies for and administers wildland fire mitigation grants; performs meteorological and wildland fuels testing; and provides OCFA wildland fire coordination with state and County parks and Southern California Edison with one Wildland Resource Planner under the supervision of the WPFM Deputy Fire Marshal. There are no defined performance measures for this Section.

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

2.2 DEPARTMENT BUDGET AND FTE SUMMARY

The following table summarizes the current and previous fiscal year CRR Department budget by division.

Table 9—OCFA Community Risk Reduction Department Budget Summary

Division	FY 19/20		FY 20/21		FY 20/21 Change	
	Authorized FTE	Budget	Authorized FTE	Budget	Authorized FTE	Budget
Planning and Development	33	\$5,629,986	32.5 ¹	\$5,965,822	-.5	5.97%
Prevention Field Services	37	\$5,882,063	31	\$5,008,034	-6	-14.86%
Wildland Pre-Fire Management	N/A ¹	N/A ¹	8	\$1,434,475	+8	N/A ²
Total	70	\$11,512,049	71.5	\$12,408,331	+1.5	7.79%

¹This staffing of 32.5 FTE includes one contractor.

²The Wildland Pre-Fire Management Division was re-established in CRR in FY 20/21 following a two-year term in Special Operations.

Table 10—OCFA Community Risk Reduction Department FTE Summary

Position Classification	Authorized FTE
Deputy Fire Marshal	3
Assistant Fire Marshal	8
Management Assistant	3
Administrative Assistant	1
Fire Safety Engineer	2
Fire Prevention Analyst	7
Senior Fire Prevention Specialist	12
Fire Prevention Specialist	21
Contract Plan Reviewer	1
Permit Supervisor	1
Permit Technician I	3
Office Services Specialist	8
Fire Prevention Services Specialist	0.5
Wildland Resource Planner	1
Total	71.5

SECTION 3—SERVICE LEVEL REVIEW

3.1 INTERNAL STRUCTURE, OPERATIONAL AND MANAGEMENT PRACTICES, AND CONTROLS

From review of Department documentation, individual and focus group interviews, and SWOT surveys conducted for this assessment, Citygate finds that the CRR Department is appropriately organized under an Assistant Chief / Fire Marshal into three functional divisions, each managed by a Deputy Fire Marshal as shown in Figure 1 in **Section 2.1**. Each division is further organized into sections to provide an adequate level of supervisory control, with only the Planning and Development New Construction Section exceeding a recommended maximum 1:8 ratio of supervisors to subordinates.

- Finding #8:** The CRR Department is appropriately organized into three functional divisions, each managed by a Deputy Fire Marshal.
- Finding #9:** Each division is appropriately organized into functional or geographic sections.
- Finding #10:** Each division and section is organized to provide an appropriate level of supervisory control, *except* the Planning and Development New Construction Section, which has one Assistant Fire Marshal supervising 12 personnel.

Recommendation #1: Consider reorganization of the Planning and Development New Construction Section to provide a better ratio of supervisors to subordinates.

The Department also has appropriate operational and management practices in place to facilitate internal communications and coordination, continuity of effort and process, product/service quality, cost recovery, and performance monitoring. Management practices to share information, monitor performance, troubleshoot, and improve systems and processes include:

- ◆ Daily Fire Marshal visits of each division and section
- ◆ Weekly Fire Marshal one-on-one meetings with each Deputy Fire Marshal
- ◆ Biweekly Fire Marshal meeting with all three Deputy Fire Marshals

- ◆ Weekly one-on-one meetings between Deputy Fire Marshals and Assistant Fire Marshals
- ◆ Monthly Prevention Field Services Division “all hands” staff meetings
- ◆ Monthly Fire Marshal meeting with all Deputy and Assistant Fire Marshals
- ◆ Annual Department “all hands” meeting
- ◆ Frequent Department-wide email communication updates.

The Department also has well-written policies, procedures, guidelines, and informational bulletins in place that are reviewed and updated every three years concurrent with the Building and Fire Code adoption cycle. Based on Citygate’s interviews and internal assessment, they appear to be understood and well followed by Department staff.

The Department also has clear performance goals for each division and section, except the Wildland Pre-Fire Management Division Planning Section. Performance metrics are reviewed by the Fire Marshal at least monthly for each division and section, with each respective Deputy Fire Marshal. Citygate’s review of these performance measures found them to be relevant and appropriate for each division and section.

Operational controls in place include regular supervisory review of plan reviews, inspections, complex projects, special events, complaints, referrals, and cost recovery. Citygate found this to be an appropriate control to ensure continuity of effort, product/service quality, and conformance with procedural guidelines.

Finding #11: The CRR Department has appropriate operational and management systems and controls in place to ensure effective internal communications and coordination, continuity of effort and processes, product/service quality, cost recovery, and performance monitoring.

Recommendation #2: Develop clear performance goals for the Wildland Pre-Fire Management Division Planning Section.

3.2 EXTERNAL PARTNER INTERACTIONS AND WORKFLOW CHALLENGES

To evaluate external partner interactions, in collaboration with the CRR Department senior management team Citygate developed and distributed a stakeholder feedback survey questionnaire

to 47 partner city and County Planning and Building Department officials in March 2021. Although only 10 responses were received by the close of the survey on April 30, only one survey included two “not well” responses to the 11 performance-related questions, while the remainder were mostly “very well” or “acceptable,” with some “not sure” or no question response provided, as summarized at the end of **Appendix B**. In addition, no negative comments were received in the answers to open-ended questions. Comparable results were also obtained from a similar prior Department-initiated feedback survey in 2017. From these results, it is reasonable to infer that the OCFA partner cities and County Building and Planning staff are satisfied with CRR communications, coordination, and field services.

Finding #12: OCFA partner member agency building and planning staff appear satisfied with CRR communications, coordination, and field services.

From the CRR individual and group interviews, Citygate identified the following external partner workflow challenges:

- ◆ There are differing technology platforms across OCFA member jurisdictions
- ◆ Not all OCFA member cities have a formal Development Review Committee, and even in those with such a committee, CRR staff is not always involved in early development discussions
- ◆ No single CRR position is dedicated to reviewing Environmental Impact Reports (EIRs).

While the differing technology platforms are unavoidable, CRR staff is able to work within those constraints, although not as efficiently or effectively as possible if those platforms were integrated with those used by the CRR Department. Further, since some cities do not have a formal Development Review Committee, and even those that do have one do not always include CRR staff in early development discussions, it would be beneficial to ensure that CRR Planning and Development Section staff are involved in all early development discussions, regardless of jurisdiction, to provide early awareness of any CRR concerns or prospective conditions. In addition, no CRR Planning and Development Section staff currently review EIRs as received and assigned; they are currently reviewed by a different OCFA department. In Citygate’s opinion, it would be more effective and beneficial overall to have one or two staff positions assigned to review all EIRs to ensure consistency of response and conditioning while preventing creation of a potential single point of failure.

Recommendation #3: Collaborate with all OCFA member jurisdictions to ensure early CRR involvement in all development discussions to provide early awareness of any CRR concerns or prospective conditions.

Recommendation #4: Consider assigning all Environmental Impact Report reviews to a single Planning and Development Section position, with appropriate redundant capacity and skill to ensure consistency of review and response.

3.3 USE OF PROFESSIONAL RESOURCES AND TECHNOLOGY

From interviews and review of Department documentation, including policies, procedures, guidelines, and informational bulletins, Citygate found that the Department extensively uses professional and technology resources, but it would benefit greatly from some improvements.

3.3.1 Use of Professional Resources

The Department has two very experienced multiple-license professional Engineers on staff in the Planning and Development Division who review all large, complex, and special projects and review and approve all Alternate Means and Methods proposals, in addition to providing education and technical assistance to all CRR staff as needed or requested. The Wildland Pre-Fire Management Section also has a registered professional forester on staff who, in addition to other responsibilities, maintains the geographic information system (GIS) fire database, manages all CAL FIRE wildland pre-fire management grants, and ensures California Environmental Quality Act compliance for all Wildland Pre-Fire Management projects.

In addition, the Department has an extensive technical reference library that includes current and prior Building, Fire, and Life Safety codes, regulations, and local ordinances; all NFPA standards; and other best practice references, with most available in digital and hard-copy versions. As a CAL FIRE contract county, the Department also has access to and utilizes CAL FIRE resources and expertise as needed, particularly in the Wildland Pre-Fire Management Section. The Department further utilizes local, regional, and state-level peers and professional technical group peer resources, as needed.

Finding #13: The CRR Department makes extensive use of available professional resources to carry out its responsibilities, including having two multiple-license professional engineers and a registered professional forester on staff, an extensive reference library, access to CAL FIRE resources and technical expertise, and access to other local, regional, and state-level peers and professional technical groups/members as needed.

3.3.2 Use of Technology

Staff interviews revealed extensive use of technology, with several issues surrounding much of that technology. The Department's current records management system (RMS), Integrated Fire Prevention (IFP), is a series of custom SQL databases created by the OCFA Information Technology (IT) Division in the mid-1990s to create planning and development service requests, maintain a master inspection schedule, track project time, create reports, and other then-related CRR functions. While state-of-the-art at the time, it lacked flexibility and expansion capability to accommodate new or revised CRR programs, practices, and processes. While data is still entered into this system, it cannot be queried for many current data needs. IFP has many other shortcomings, including the inability to track Prevention Field Services projects and the database not including many current business occupancies.

Development of a successor RMS began in 2006 as part of a single proposal to update many OCFA systems, including IFP, computer-aided dispatch, and emergency incident reporting (OCFIRS). Due to scale, the project was subsequently divided into three separate efforts, with the computer-aided dispatch and OCFIRS updates receiving priority. In FY 18/19, the OCFA Board of Directors Executive Committee authorized the IT Division to develop the new CRR RMS (Orion), with supplemental consultant assistance from Computer Aid, Inc. as needed. The project is currently underway, with the Planning and Development components scheduled for implementation in 2021 and the full system by 2022. Interviews with CRR senior staff reveal concerns surrounding implementation, de-bugging, user manual creation/maintenance, staff training, and ongoing system integration and maintenance coordination with IT support staff. In Citygate's experience and opinion, these concerns would be best addressed with appropriate internal CRR analyst-level capacity to manage the implementation, training, and ongoing coordination of the new Orion RMS.

The Department also lacks appropriate analyst-level capacity to provide needed data analytics for all divisions and sections. In Citygate's experience, failure to utilize appropriate data analytics to evaluate program efficacy is a critical gap.

In addition to IFP, the CRR Department utilizes many other software and technology applications as follows. The Department also uses multiple approved mobile applications to support field operations and integration with other CRR software systems.

- ◆ **ArcGIS Collector App** – A product from Esri used by Wildland Pre-Fire Management for state-mandated data collection and reporting and completion of utility pole inspections; also used by Prevention Field Services for collecting information on structures (building inventory).
- ◆ **Bluebeam** – Industry standard software by Revu used to review fire and life safety plans.
- ◆ **Microsoft SharePoint (theHIVE)** – Used for building list to track annual inspections and a variety of special inspections (i.e., complaints, special activities, etc.); also used by project teams to share documents, for the online plan submittal process, and as a central location for projects and Department-wide briefings.
- ◆ **MSB Payments Solution** – A full-service payment processing and reporting system.
- ◆ **Banner** – An administrative suite of application for human resource and financial information; financial data from both IFP and MSB Payments Solution integrate with Banner.
- ◆ **My Finance Query** – Dashboard creation software by Banner Finance Self Service for tracking and reporting on financial data.
- ◆ **Microsoft OneDrive** – Used for storing and sharing documents.
- ◆ **Microsoft Office Suite** – Used for work productivity.
- ◆ **Crystal Reports** – A business intelligence reporting tool.
- ◆ **Home Assessment** – An online tool providing information for homeowners regarding things they can do to improve their homes survivability in a wildland fire.
- ◆ **Wildland App** – A proprietary app built to maintain GIS layers needed for the WPFM and Wildland Operations as needed.
- ◆ **Avenza Maps** – Utilized for “all trails” and visual tracking of location. Also provides topographical maps of the County.
- ◆ **Paper Maps** – Another way to share different map types (Operations/Wildland Planner).
- ◆ **QuickCapture** – An ArcGIS-based tool that loads individual tracks into ArcGIS for replication in maps.
- ◆ **RealQuest** – Parcel/property owner information.
- ◆ **IRIS** – An incident reporting system.

- ◆ **Google Earth** – Used to show/track change in property over time, find locations, reference rooftop information during progression of fires, etc.
- ◆ **Zoom / Microsoft Teams / GoToWebinar** – Used for education, interviews, networking, meetings, etc.
- ◆ **Google Search** – An internet search engine.
- ◆ **Sentera FieldAgent** – Flights for the Normalized Difference Vegetation Index (NDVI) Drone; analysis and mosaic of model.
- ◆ **FireFamilyPlus** – A fire behavior software.
- ◆ **BEHAVE** – A fire behavior software.
- ◆ **GPSBabel** – Converts different kinds of GIS data for use or conversion from differing programs, software, etc.
- ◆ **ESRI ArcGIS** – Used by the Wildland Planning Section.
- ◆ **DJI Pilot** – Used with wildland drones.
- ◆ **DJI GO** – Used with wildland drones.
- ◆ **NDVI** – A drone camera.
- ◆ **B4UFly** – Used with drones to provide Federal Aviation Administration (FAA) situational awareness.
- ◆ **Google Docs** – Used for Incident Command Post and incident support documents.
- ◆ **FlightRadar24** – Global flight tracking service used when flying drones to coordinate with the FAA.

Hardware technology utilized includes cellular telephones, portable radios (field staff), desktop computers, laptop computer/tablet (some personnel), Global Positioning System (GPS) receivers, and Unmanned Aerial Vehicles (UAVs/drones).

CRR staff interviews yielded a consistent criticism of lack of use of available technology, particularly to support field services, including having the ability to view building/fire protection system plans digitally and to complete and integrate all field work electronically without any manual or duplicate work required in the office. It is Citygate's understanding that the Orion RMS project will resolve these concerns.

Staff interviews and SWOT surveys further yielded that the CRR Department previously had a full-time GIS Analyst and current IT Division capacity is only able to provide very limited support to the CRR Department. This has resulted in significant challenges throughout the Department,

particularly for the Wildland Pre-Fire Management Division, and also relative to integrating data into the new GIS-based Orion RMS. Citygate finds this to be a critical capacity gap and recommends that OCFA consider providing additional CRR IT support capacity.

Finding #14: The CRR Department makes extensive use of technology, although some technologies are outdated and other technologies are available that could improve Department efficiency.

Finding #15: The new Orion Record Management System is being developed with input from CRR staff and is being designed to provide desired and needed capacity, flexibility, and features.

Finding #16: The CRR Department lacks critical technical capacity needed to manage implementation, training, and ongoing overall Department coordination of the Orion RMS program.

Finding #17: The CRR Department receives limited support from the Information Technology Division for day-to-day process needs.

Finding #18: The CRR Department lacks critical analyst-level capacity to provide needed data analytics for all divisions and sections.

Recommendation #5: Consider adding appropriate internal analyst-level capacity to manage implementation, training, and ongoing overall Orion program coordination and Department-wide data analysis.

Recommendation #6: Consider providing additional critical IT/GIS support capacity for the CRR Department.

3.4 PROFESSIONAL DEVELOPMENT AND TRAINING

With 40 percent of the CRR Department staff having less than five years of service, and approximately 15 percent with more than 20 years of service and approaching retirement, the Department has made a considerable investment in and a very intentional focus on staff training and professional career development. Except for front counter and wildland resource planning, newly hired Fire Prevention Specialist Trainees are assigned to one of the five Prevention Field Services offices. During their one-year probationary period, Fire Prevention Specialist Trainees

complete a new employee training academy consisting of one to two half-day in-house classes per week, for a total of 20 classes. New employees are also coached and mentored by their assigned Senior Fire Prevention Specialist and Assistant Fire Marshal throughout their first year to ensure successful completion of their probationary requirements.

Upon successful completion of probation, Fire Prevention Specialist Trainees are promoted to Fire Prevention Specialist and continue to work in one of the three CRR divisions under the supervision and mentoring of a Senior Fire Prevention Specialist and Assistant Fire Marshal. During the first five years, Fire Prevention Specialists are required to work in at least two of the three divisions; complete an Inspector Staff Development Workbook; and obtain professional certification(s), work in special duty assignment(s), complete specialized training, and/or perform approved community service to qualify for promotion to Senior Fire Prevention Specialist.

OCFA supports ongoing training and professional development of CRR staff with an appropriate annual training budget, allowing the Department to support external training opportunities and professional conference participation. The Department also has developed and implemented formal written task books for all Planning and Development, Prevention Field Services, and Wildland Pre-Fire Management technical positions, as well as a CRR Career Development Guide, a CRR Staff Development Workbook, an optional apprenticeship program pathway for Fire Prevention Specialists to advance to Senior Fire Prevention Specialist, and training programs specific to front counter and Fire Prevention Analyst positions. In addition, Fire Prevention Specialists assigned as inspectors are regularly rotated to new assignments, and Assistant Fire Marshal assignments are rotated every two years to facilitate cross-training and program and career development.

While staff interviews and SWOT surveys revealed very high morale throughout the Department, they also identified that discretionary training is left to each employee with no overall coordination. In Citygate's experience, dedicated training coordination is an important tool to facilitate effective utilization of available training resources to maximize benefit to both the Department and its employees. Citygate finds this to be a significant capacity gap and recommends that OCFA provide appropriate internal CRR capacity to provide overall planning and coordination of all Department training.

Finding #19: The CRR Department has made a considerable investment in and a very intentional focus on staff training and professional career development.

Finding #20: The CRR Department has developed and implemented multiple formal training and development tools to ensure successful performance and facilitate cross-training and career development.

Finding #21: The CRR Department lacks coordination and monitoring for completion of available training and professional technical development opportunities.

Finding #22: Dedicated internal CRR training coordination capacity is highly desirable to ensure effective use of the Department training budget to develop enhanced technical knowledge and skills and facilitate professional career development.

Recommendation #7: Provide appropriate internal CRR capacity to provide overall planning and coordination of all Department training.

3.5 STAFFING AND DEPLOYMENT LEVELS

Citygate’s comprehensive review of CRR Department workflow processes, policies, procedures, guidelines, and bulletins, as well as staff interviews and SWOT survey results, all indicate that the Department is appropriately staffed and deployed to meet current and anticipated near-future workload demands, with the following exceptions:

1. **Early Development Project Coordination** – The Planning and Development Division lacks sufficient capacity to participate in early development project discussions in all member jurisdictions. This capacity is highly desirable to ensure early CRR awareness of prospective significant development projects, as well as early CRR input into project approval conditions. Citygate estimates an additional 0.25 to 0.50 FTE capacity is needed to mitigate this capacity gap.
2. **Wildland Pre-Fire Management Wildland Planning** – This function is currently the responsibility of a single person with registered professional forester credentials who is working 50 to 60 hours per week to meet workload demands as identified in **Section 2.1.3**. Because he is the only person on staff with the requisite education, skills, and knowledge of the Wildland Planning Section’s programs, Citygate also considers this a single point of failure in the event of a significant absence or position vacancy. Citygate recommends 0.5 to 1.0 additional FTE capacity to resolve this capacity gap and eliminate the single point of failure.
3. **Community Wildfire Mitigation** – While the Wildland Pre-Fire Mitigation Community Wildfire Mitigation Section currently inspects *perimeter* parcels in Local Responsibility Area (LRA) residential developments, it lacks sufficient

staffing capacity to inspect the estimated nearly 12,000 *interior* development parcels. This capacity is highly desirable to ensure that individual residential parcels and open space/greenbelt areas meet current wildland fire safety standards and fire-resistant landscaping guidelines pursuant to Assembly Bill 38 adopted by the state legislature in 2019 to address community wildfire resiliency subsequent to numerous large destructive fires.⁴ Citygate estimates an additional 3.0 to 5.0 FTE inspection capacity would be needed to resolve this gap.

In addition, the Community Wildfire Mitigation Section currently inspects approximately 11,000 State Responsibility Area (SRA) parcels and 600 power poles annually for compliance with state wildland fire safety clearance requirements. This annual workload is anticipated to increase by up to approximately 25 percent as CAL FIRE reclassifies formerly HIGH SRA Fire Hazard Severity Zones as VERY HIGH Fire Hazard Severity Zones requiring annual inspection. Citygate estimates an additional 1.0 to 3.0 FTE inspection capacity would be needed to address this prospective additional mandated annual workload. Due to potential liability associated with failure to conduct mandated inspections, Citygate also considers this a single point of failure.

4. **Business/Management Analyst Capacity** – As discussed in **Section 3.3.2**, the Department lacks appropriate analyst-level capacity to provide needed data analytics for all divisions and sections. This level of capacity is also highly desirable to provide internal CRR management and oversight of implementation, training, and ongoing coordination of the new Orion RMS. Citygate estimates an additional 1.0 to 2.0 FTE capacity is needed to close these two gaps.
5. **IT/GIS Support** – As also discussed in **Section 3.3.2**, current Information Technology Division capacity provides very limited CRR Department support, resulting in significant challenges, particularly in the Wildland Pre-Fire Management Division and also relative to anticipated data integration needs for the new GIS-based Orion RMS. Citygate finds this to be a critical capacity gap and recommends OCFA consider restoring previously CRR-dedicated IT/GIS capacity of 0.5 to 1.0 FTE.
6. **Training Coordination** – As discussed in **Section 3.4**, the Department lacks coordination of available training and professional technical development opportunities. In Citygate’s experience and opinion, this is an important and highly

⁴ Adds language to Section 1102.6f and 1102.19 of the California Civil Code, adds to Article 16.5 of Chapter 7 of Division 1 of Title 2 of the California Government Code, and adds Section 4123.7 to the California Public Resources Code relating to fire safety.

desired need and would require an estimated additional 0.33 to 0.75 FTE capacity to resolve.

The Department also has one contract plan reviewer and three consultants on retainer for surge capacity or special technical assistance as needed. The following table summarizes Citygate's estimate of annual hours and equivalent FTE needed to resolve identified staffing capacity gaps and single points of failure.

Table 11—CRR Staffing Capacity Gap / Single Points of Failure Analysis Summary

Staffing Capacity Gap / Single Point of Failure	Estimated Capacity Needed	
	Annual Hours	Equivalent FTE ¹
Early Development Project Coordination	490–980	0.25–0.5
Wildland Pre-Fire Planning	980–1,960	0.5–1.0
Community Wildfire Mitigation	7,840–15,680	4.0–8.0
Business/Management Analyst	1,960–3,920	1.0–2.0
Dedicated IT/GIS Support	980–1,960	0.5–1.0
Internal Training Coordination	653–1,470	0.33–0.75
Total	12,903 25,970	6.6 13.25

¹ FTE = full-time equivalent capacity assuming 1 FTE = 1,960 annual hours.

Recommendation #8: Provide 6.6 to 13.25 additional estimated FTE staffing capacity as funding permits to resolve identified staffing capacity gaps and single points of failure.

3.6 COST RECOVERY STRATEGIES

OCFA has charged fees for Community Risk Reduction services since 1991. Fees for government services are authorized by the California Government Code but cannot exceed the estimated reasonable cost of providing the service for which the fee is charged. The initial CRR fee schedule was adopted by the County Board of Supervisors in July 1991 and updated in 1997. Pursuant to direction from the OCFA Board of Directors in 1996 to pursue action to establish new cost recovery methods, a more comprehensive fee study was conducted by staff in 2002, and the Board subsequently adopted a policy of full cost recovery, with certain exceptions, for all fee-funded CRR services as follows:

- ◆ Plan reviews and inspections associated with initial construction or improvement of facilities

- ◆ Issuance of operating or special event permits as required by the California Fire Code.

The fee schedule was updated by the Board again in 2007, 2012, 2014, and 2015. The most recent fee study was conducted in 2017 by Revenue and Cost Specialists, a fee consulting firm. Public agency fiscal best practices recommend that fee studies be updated every five years, which means the OCFA should consider an updated fee study in 2022.

Citygate's review of the 2017 fee study showed that 92.66 percent of the Planning and Development Division's total costs were fee-funded activity, 1.3 percent of which was fee exempt. For Prevention Field Services, 44.5 percent of total costs were fee-funded activity, with 5.87 percent fee exempt.

Review of the OCFA FY 18/19 adopted budget estimated \$5,004,412 in fee revenue for the Planning and Development Division, or 97.4 percent of its \$5,135,835 total adopted operating budget. For Prevention Field Services, estimated fee revenue was \$1,742,323, or 38.8 percent of its \$4,488,375 total adopted operating budget. These fee revenue estimates closely align with the Board of Directors fee recovery policy and 2017 fee study targets.

However, review of the OCFA FY 20/21 adopted budget shows \$4,200,000 in fee revenue for the Planning and Development Division, or 70.4 percent of its \$5,965,822 authorized operating budget. For Prevention Field Services, estimated FY 20/21 fee revenue was \$1,742,323, or 34.8 percent of its \$5,008,034 authorized operating budget. For Planning and Development, estimated FY 20/21 fee revenue was *22.3 percent less* than the 91.36 percent authorized in the 2017 fee study, and for Prevention Field Services, estimated fee revenue was 3.8 percent less than the 38.63 percent authorized in the 2017 fee study. From interviews with the CRR executive management team, the significant reduction in FY 20/21 Planning and Development fee revenue was due to COVID-19 impacts on the building and development industry in Orange County, while Prevention Field Services fee revenues were not impacted.

From this review, Citygate finds that CRR cost recovery strategies conform with OCFA Board of Directors policy, with 2020 and 2021 anomaly years due to the economic impacts of COVID-19. Citygate recommends the Department conduct a fee update study in 2022.

Finding #23: CRR cost recovery strategies conform with OCFA Board policy to recover costs for all fee-funded activities.

Finding #24: Fiscal Year 20/21 fee revenue was approximately 21 percent less than estimated in the adopted budget due to COVID-19 economic impacts on the building and development industries.

Recommendation #9: Conduct an updated fee study in 2022.

3.7 RISK-BASED PROGRAM APPROACH FOR VOLUME AND PRIORITY OF WORKLOAD

Citygate's evaluation of Department workload priority revealed that while there is a very strong corporate culture of customer service, teamwork, and continuous improvement, even a highly motivated staff such as that found at the Department cannot always get all the required or requested work accomplished. To address this, the Department has established the following risk-based workload priorities:

1. Firefighter and community safety
2. Economic stability
3. Regulatory requirements
4. Business practice equality

From Citygate interviews with Department staff and review of recent performance measures, it is evident Department managers and supervisors are aware of and employ these priorities. As an example, because the Wildland Pre-Fire Management Section lacks sufficient staffing capacity to inspect all buildings each year within the VERY HIGH Fire Hazard Severity Zone of the SRAs of the County for conformance with required wildland fire clearances, the inspections start in the most severe wildland fire risk areas to improve firefighter safety, facilitate safe evacuations, and give firefighters the best chance to save property should a wildfire occur in those areas (priority #1). In Citygate's experience and opinion, these are very appropriate risk-based workload priorities that appear from this review to be employed in all divisions and sections.

Finding #25: The CRR Department has established very appropriate workload priorities emphasizing firefighter and community safety over economic stability, regulatory requirements, and business practice equality, a priority that appears to be employed in all divisions and sections.

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S E C T I O N — I D E N T I F I C A T I O N S

4.1 FINDINGS

- Finding #1:** Except for COVID-19 impacts in FY 19/20, Planning and Development Front Counter Section performance exceeds established goals.
- Finding #2:** Except for five-day plan reviews in FY 18/19 and FY 20/21, Planning and Development Plan Review Section performance did not meet established goals over the three-year study.
- Finding #3:** Subsequent to implementation of revised plan review procedures in FY 19/20, plan review performance has improved significantly, with five-day plan reviews meeting or exceeding performance goals since July 2020 and 10-day reviews improving to 80th percentile or better performance since August 2020.
- Finding #4:** Planning and Development New Construction Section performance exceeded established performance goals for both NFPA 13D inspections and fire and life safety inspections over the three-year study period.
- Finding #5:** With exception of non-mandatory business and other lower-risk occupancy inspections in FY 19/20 due to COVID-19, Prevention Field Services Section performance meets or exceeds established goals.
- Finding #6:** CAL FIRE's pending update of Orange County Fire Hazard Severity Zone maps is anticipated to add *significant* additional annual Community Wildfire Mitigation Section inspection workload.
- Finding #7:** Community Wildfire Mitigation Section performance meets or exceeds established goals.
- Finding #8:** The CRR Department is appropriately organized into three functional divisions, each managed by a Deputy Fire Marshal.
- Finding #9:** Each division is appropriately organized into functional or geographic sections.
- Finding #10:** Each division and section is organized to provide an appropriate level of supervisory control, *except* the Planning and Development New Construction Section, which has one Assistant Fire Marshal supervising 12 personnel.
- Finding #11:** The CRR Department has appropriate operational and management systems and controls in place to ensure effective internal communications and coordination, continuity of effort and processes, product/service quality, cost recovery, and performance monitoring.

- Finding #12:** OCFA partner member agency building and planning staff appear satisfied with CRR communications, coordination, and field services.
- Finding #13:** The CRR Department makes extensive use of available professional resources to carry out its responsibilities, including having two multiple-license professional engineers and a registered professional forester on staff, an extensive reference library, access to CAL FIRE resources and technical expertise, and access to other local, regional, and state-level peers and professional technical groups/members as needed.
- Finding #14:** The CRR Department makes extensive use of technology, although some technologies are outdated and other technologies are available that could improve Department efficiency.
- Finding #15:** The new Orion Record Management System is being developed with input from CRR staff and is being designed to provide desired and needed capacity, flexibility, and features.
- Finding #16:** The CRR Department lacks critical technical capacity needed to manage implementation, training, and ongoing overall Department coordination of the Orion RMS program.
- Finding #17:** The CRR Department receives limited support from the Information Technology Division for day-to-day process needs.
- Finding #18:** The CRR Department lacks critical analyst-level capacity to provide needed data analytics for all divisions and sections.
- Finding #19:** The CRR Department has made a considerable investment in and a very intentional focus on staff training and professional career development.
- Finding #20:** The CRR Department has developed and implemented multiple formal training and development tools to ensure successful performance and facilitate cross-training and career development.
- Finding #21:** The CRR Department lacks coordination and monitoring for completion of available training and professional technical development opportunities.
- Finding #22:** Dedicated internal CRR training coordination capacity is highly desirable to ensure effective use of the Department training budget to develop enhanced technical knowledge and skills and facilitate professional career development.
- Finding #23:** CRR cost recovery strategies conform with OCFA Board policy to recover costs for all fee-funded activities.

- Finding #24:** Fiscal Year 20/21 fee revenue was approximately 21 percent less than estimated in the adopted budget due to COVID-19 economic impacts on the building and development industries.
- Finding #25:** The CRR Department has established very appropriate workload priorities emphasizing firefighter and community safety over economic stability, regulatory requirements, and business practice equality, a priority that appears to be employed in all divisions and sections.

4.2 RECOMMENDATIONS

- Recommendation #1:** Consider reorganization of the Planning and Development New Construction Section to provide a better ratio of supervisors to subordinates.
- Recommendation #2:** Develop clear performance goals for the Wildland Pre-Fire Management Division Planning Section.
- Recommendation #3:** Collaborate with all OCFA member jurisdictions to ensure early CRR involvement in all development discussions to provide early awareness of any CRR concerns or prospective conditions.
- Recommendation #4:** Consider assigning all Environmental Impact Report reviews to a single Planning and Development Section position, with appropriate redundant capacity and skill to ensure consistency of review and response.
- Recommendation #5:** Consider adding appropriate internal analyst-level capacity to manage implementation, training, and ongoing overall Orion program coordination and Department-wide data analysis.
- Recommendation #6:** Consider providing additional critical IT/GIS support capacity for the CRR Department.
- Recommendation #7:** Provide appropriate internal CRR capacity to provide overall planning and coordination of all Department training.
- Recommendation #8:** Provide 6.6 to 13.25 additional estimated FTE staffing capacity as funding permits to resolve identified staffing capacity gaps and single points of failure.
- Recommendation #9:** Conduct an updated fee study in 2022.

4.3 RECOMMENDATIONS PRIORITY PLAN

The following is a priority table of Citygate’s recommendations contained in this report. The priorities indicated are (A) to indicate urgent items that should be initiated or completed as soon as possible, and (B) to indicate those items that are not urgent but Citygate would strongly recommend they be accomplished within the next six months to one year.

Table 12—Recommendation Priority Plan

Priority Legend: A Urgent | B Strongly recommended

Recommendation	Priority	Responsible Party
Recommendation #5: Consider adding appropriate internal analyst-level capacity to manage implementation, training, and ongoing overall Orion program coordination and Department-wide data analysis.	A	Fire Chief
Recommendation #6: Consider providing additional critical IT/GIS support capacity for the CRR Department.	A	Fire Chief / Logistics Assistant Chief
Recommendation #8: Provide 6.6 to 13.25 additional estimated FTE staffing capacity as funding permits to resolve identified staffing capacity gaps and single points of failure.	A/B	Fire Chief
Recommendation #1: Consider reorganization of the Planning and Development New Construction Section to provide a better ratio of supervisors to subordinates.	B	P&D Deputy Fire Marshal
Recommendation #2: Develop clear performance goals for the Wildland Pre-Fire Management Division Planning Section.	B	WPFM Deputy Fire Marshal
Recommendation #3: Collaborate with all OCFA member jurisdictions to ensure early CRR involvement in all development discussions to provide early awareness of any CRR concerns or prospective conditions.	B	P&D Deputy Fire Marshal
Recommendation #4: Consider assigning all Environmental Impact Report reviews to a single Planning and Development Section position, with appropriate redundant capacity and skill to ensure consistency of review and response.	B	P&D Deputy Fire Marshal
Recommendation #7: Provide appropriate internal CRR capacity to provide overall planning and coordination of all Department training.	B	Fire Chief / Fire Marshal
Recommendation #9: Conduct an updated fee study in 2022.	B	Fire Marshal

DI —CRR D RTM T SWOT S RV S MM R R S LTS

SWOT Survey Results Assistant Chief / Fire Marshal

Strengths	Weaknesses (Gaps)
<ul style="list-style-type: none"> • Good organizational structure by function • Positive/productive culture • Adequate cross-training/succession planning • Career development/succession plan in place for technical positions • Centralized planning and development services • Establishment of Wildland Pre-Fire Management Division with permanent FTE • Well-defined programs for each section driven by policies, procedures, guidelines, and legal mandates • Good fiscal support • Codes and other reference materials kept current • Guidelines and Information Bulletins updated every three years • Code amendments updated and adopted on time for all 24 jurisdictions • Operational procedures regularly maintained and updated • Established goals and objectives for each section • Discussed at weekly one-on-one meetings • Engineering team focused on big-picture issues, projects, code challenges, and development • Internal controls • Fee studies conducted approximately every five years • Quality control measures • Good training budget • Good internal communications/coordination 	<ul style="list-style-type: none"> • Communications with PFS area offices • Lack of dedicated IT support • Predominantly younger workforce • Future retirements/succession • Wildland Pre-Fire Management staffing capacity for workload • Current RMS • Lack of dedicated IT and GIS support • Lack of Management-Analyst-level capacity • Informal goals/objectives • Fire-station-level CRR data entry and record keeping • CRR HIVE team site needs major overhaul • Lack of a dedicated internal training coordinator • Prevention Field Offices communications are challenged
Opportunities	Threats
<ul style="list-style-type: none"> • Permit Technician apprenticeship program • Assistant Fire Marshal training/development program • Testing of private fire hydrants • Communicating hazardous material data to emergency responders • New RMS • Better organization of code library • More streamlined goals/objectives • Complete assimilation of Garden Grove • Conduct updated fee study • Improve training program/opportunities • Internal Department training coordinator 	<ul style="list-style-type: none"> • Continued growth/expansion of OCFA • Failure to meet state requirements for wildland inspections • Legal liability if unable to retrieve/find records • Younger, inexperienced workforce

SWOT Survey Results Planning & Development Division

Strengths	Weaknesses (Gaps)
<ul style="list-style-type: none"> • High customer service standards • Goals, objectives, and performance tracked monthly • Positive/productive culture • Staff teamwork/flexibility • Good internal communication/coordination • Daily peer mentoring • Effective collaboration with Operations staff • Effective collaboration with building officials, planning directors, and building industry • Staff participation in regional professional organizations • Position task books • Cross-training • Performance measures tracked daily and evaluated monthly • Internal quality assurance controls • Weekly staff meetings 	<ul style="list-style-type: none"> • Potential goal/objective conflict with other CRR divisions/sections • Meeting frequency with building/development officials in smaller cities • CRR library availability to all staff • Communication/coordination with partner jurisdictions' planning departments • Insufficient IT support • Current RMS • Lack of Management-Analyst-level capacity • Lack of internal Department training coordinator • Advance planning tracking of larger development projects • Plan submittal process • Smaller teams impacted by absences • Lack of clear career path • Knowledge gaps – internal processes/systems • Alternate Means and Methods not easily tracked • Relatively younger, less-experienced staff • Lack of use of available technology tools for field work • Outdated technology tools and systems • Office closed every other Friday
Opportunities	Threats
<ul style="list-style-type: none"> • Improve partner agency communications and coordination • Permit Technician Apprentice program • Assistant Fire Marshal career development plan • Improved plan submittal process • Automated inspection scheduling • More streamlined goals and objectives tracking and reporting tool • New RMS • Central repository for approved Alternate Means and Methods tracking • Enhanced staff training • Improved quality assurance / quality control • Improved internal communications 	<ul style="list-style-type: none"> • Complex developments in multiple jurisdictions without OCFA input • Predominantly younger, inexperienced CRR staff • Economic disruption impacting housing and commercial real estate markets • Insufficient IT support • Staffing shortage • Any internal systems failure • Concurrence/validation of Alternate Means and Methods with other agencies • Significant change to local, regional, or state-level economic condition • Rising construction and land costs impacting new development and building activity • Change in section leadership

SWOT Survey Results Prevention Field Services Division

Strengths	Weaknesses (Gaps)
<ul style="list-style-type: none"> • Staff • Adaptability and flexibility / team dynamics • Customer service • Communication (internal and external) • High morale • Accountability tools • Secondary staff skills • Succession planning • Cross-training • Onboarding trainee academy • Technical knowledge/skills • All annual inspections completed (Area 3) • Area office rotations 	<ul style="list-style-type: none"> • Predominantly newer, less experienced staff • Antiquated RMS • Thousands of new State-mandated and permitted occupancy inspections add to workload • Challenges managing, exchanging information, and monitoring processes in area offices • Inefficient tools and processes • Lack of administrative training • Outdated technology systems/tools • Effort does not always yield a product or result • COVID-related challenges • Inconsistent CRR work capacity due to COVID-related project impacts • New Assistant Fire Marshal • Organizational workflow • Lack of succession planning/opportunities hinders internal promotions
Opportunities	Threats
<ul style="list-style-type: none"> • Improved communication with internal and external stakeholders • Cross-training; particularly wildland-related • Trainee academy • Collector data use in future projects • Improved training and education opportunities • Assistant Fire Marshal leadership development • Continued mentoring • New RMS • New cities joining OCFA • More collaboration with partner cities • Better collaboration with Operations staff • Improved staff familiarity with all CRR assets and capabilities • Clean-up files • Longer period between area office rotations • Improved use of available technology and tools 	<ul style="list-style-type: none"> • Billing of businesses impacted by COVID-19 • Near-term CRR retirements • New RMS if not properly supported • Staff attrition • Job security • Cities leaving OCFA • Recurrent or new pandemic • Non-mandated occupancies not inspected • Lack of communication with Operations • Staff rotations between area offices • Pending Office Services Specialist retirement • High frequency / high consequence occupancy inspections • Failure to follow-up on non-compliant inspections • Some occupancies not inspected since 2018 (Area 6) • Past expectations/relationships (Area 6) • Lack of access to / use of remote work tools • Insufficient IT support

SWOT Survey Results Wildland Pre-Fire Management Division

Strengths	Weaknesses (Gaps)
<ul style="list-style-type: none">• Staff• Customer service• Developing accountability• Stakeholder relationships	<ul style="list-style-type: none">• Inspector/inspection rotations• Insufficient staff capacity for workload• Poor communications/coordination with CAL FIRE• Outdated tools and technology
Opportunities	Threats
<ul style="list-style-type: none">• Improved internal OCFA relationships• Improved external stakeholder relationships• Better management of agreements, contracts, and grants• Develop Office Services Specialist role and responsibilities• Develop Deputy Fire Marshal role / responsibilities• Develop forester's role• Damage inspection team / use of drones• Work with OCFA Public Information Officer and media• Improve quality of inspections	<ul style="list-style-type: none">• Lack of dedicated GIS capacity• Insufficient IT support• Inability to complete all education and inspections• Additional state mandates• Climate change impacts on wildland habitat• Regulatory restrictions on wildland urban interface land management

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

DI — T R L RT R C D C S RV
D S MM R R S LTS

2021 OCFA CRR Feedback Survey

Planning and Development				
1. How well do we coordinate and communicate with your planning and development team in the following areas?				
	Very Well	Acceptable	Not Well	Not Sure
1A. New development review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B. Plan review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C. Addressing identified challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. How well are your development review expectation being met in the following areas?				
	Very Well	Acceptable	Not Well	Not Sure
2A. Preliminary meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B. Clear and concise written responses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C. Appropriate follow through on plan review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. How are we doing with our turn-around time?				
	Very Well	Acceptable	Not Well	Not Sure
3A. General plan review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3B. Construction inspection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Please list major development projects that you anticipate approving for the 2021/2022				
5. Please add any comments about Planning and Development				

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

Prevention Field Services (Annual Fire Inspections)				
6. How well do we coordinate and communicate with your building and code enforcement team in the following areas?				
	Very Well	Acceptable	Not Well	Not Sure
6A. Partnering on shared code enforcement efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6B. Early communication on identified code enforcement challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6C. Follow-up communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. What is your awareness level of the types of maintenance inspection we conduct in your City? (check all that apply)				
<input type="checkbox"/>	7A. Aware of OCFA inspection taking place, not sure how they are defined			
<input type="checkbox"/>	7B. State mandates, not sure of others			
<input type="checkbox"/>	7C. Would like additional information			
8. How do you prefer OCFA follow-up on legal enforcement referrals?				
9. Please add any comments about Prevention Field Services				

Wildland Pre-Fire Management
10. Are you aware of any functions/projects that Wildland Pre-Fire Management is participating in within your city?
Yes/No
11. Would you like additional information about the kinds of projects we are involved in or services Wildland Pre-Fire Management may be able to assist you with?
Yes/No

Please note in the survey results that follow, responses of Very Well, Acceptable, and Not Well are shown as scores of 3, 2, and 1, respectively, so the average score per agency and question can be calculated. Also, results are not presented for questions 4 and 8 as those are not relevant to Citygate's assessment.

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

2021 OCFA CRR Feedback Survey Summary Results (Planning and Development)

Respondent City	Cypress	Irvine	Laguna Niguel	Lake Forest	Mission Viejo	Mission Viejo	San Juan Capistrano	Santa Ana	Tustin	Yorba Linda	Average
Respondent Title	Building Official	Chief Building Official	Development Services Manager	Building Official	Planning & Economic Development Mgr.	Building Official	Development Services Director	Building Official	Principal Planner	Building Official	
1. How well do we coordinate and communicate with your planning and development team in the following areas?											
1A. New development review	2	3	2	3	2	3	3	3	3	2	2.60
1B. Plan review	2	3	2	2	2	3	3	3	3	2	2.50
1C. Addressing identified challenges	2	3	2	3	3	2	2	3	3	3	2.60
2. How well are your development review expectation being met in the following areas?											
2A. Preliminary meetings	2	3	3	3	2	2	3	3	3	3	2.70
2B. Clear and concise written responses	2	2	2	2	2	3	3	3	3	1	2.30
2C. Appropriate follow through on plan review	2	2	2	3	2	3	3	3	3	1	2.40
3. How are we doing with our turn-around time?											
3A. General plan review	2	2	NS	3	3	3	3	2	3	2	2.56
3B. Construction inspection	2	NS	2	3	3	3	NS	3	3	3	2.75
5. Please add any comments about Planning and Development											
Open-ended responses	NR	*1*	NR	*2*	NR	NR	*3*	*4*	NR	*5*	-
Average	2.00	2.57	2.14	2.75	2.38	2.75	2.86	2.88	3.00	2.13	

3 Very Well

2 Acceptable

1 Not Well

NS Not Sure

NR No response

1 OCFA team is always available to discuss projects being reviewed in concurrence with Building and Safety.

2 OCFA provides great information that need to pay attention with respect to fuel modification zone or severe fire hazard zone.

3 Rich Swanson is doing a great job. He is very thorough, reasonable, and responsive.

4 OCFA's Planning and Development is a pleasure to work with.

5 Would like to have one or two consistent points of contact.

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

2021 OCFA CRR Feedback Survey Summary Results (Prevention Field Services)

Respondent City	Cypress	Irvine	Laguna Niguel	Lake Forest	Mission Viejo	Mission Viejo	San Juan Capistrano	Santa Ana	Tustin	Yorba Linda	Average
Respondent Title	Building Official	Chief Building Official	Development Services Manager	Building Official	Planning & Economic Development Mgr.	Building Official	Development Services Director	Building Official	Principal Planner	Building Official	
6. How well do we coordinate and communicate with your building and code enforcement team in the following areas?											
6A. Partnering on shared code enforcement efforts	2	3	3	3	3	2	3	3	3	NS	2.78
6B. Early communication on identified code enforcement challenges	2	2	NS	3	3	2	NS	3	3	NS	2.57
6C. Follow-up communications	2	2	3	2	2	2	NS	3	3	NS	2.38
7. What is your awareness level of the types of maintenance inspection we conduct in your City? (check all that apply)											
7A. Aware of OCFA inspection taking place, not sure how they are defined	✓			✓	✓	✓	✓	✓		✓	-
7B. State mandates, not sure of others				✓				✓		✓	-
7C. Would like additional information			✓	✓						✓	-
9. Please add any comments about Prevention Field Services											
Open-ended responses	NR	NR	NR	*1*	NR	NR	NR	*2*	NR	NR	-
Average	2.00	2.33	3.00	2.67	2.67	2.00	3.00	3.00	3.00	-	

3 Very Well

2 Acceptable

1 Not Well

NS Not Sure

NR No response

1 We need more direct communication about these types of services.

2 AFM Antonio Solares was a great asset; smooth transition to AFM Eric Evans.

Orange County Fire Authority
Community Risk Reduction Service Level Assessment

2021 OCFA CRR Feedback Survey Summary Results (Wildland Pre-Fire Management)

Respondent City	Cypress	Irvine	Laguna Niguel	Lake Forest	Mission Viejo	Mission Viejo	San Juan Capistrano	Santa Ana	Tustin	Yorba Linda
Respondent Title	Building Official	Chief Building Official	Development Services Manager	Building Official	Planning & Economic Development Mgr.	Building Official	Development Services Director	Building Official	Principal Planner	Building Official
10. Are you aware of any functions/projects that Wildland Pre-Fire Management is participating in within your city?										
Yes/No	No	Yes	No	No	No	Yes	No	No	No	No
11. Would you like additional information about the kinds of projects we are involved in or services Wildland Pre-Fire Management may be able to assist you with?										
Yes/No	No	Yes	No	No	No	No	No	No	No	No



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 3A
Discussion Calendar

Results of the Ad Hoc Committee - Study of Cash Contract Charge Provisions

Contact(s) for Further Information

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Robert Cortez, Assistant Chief
Business Services Department

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Summary

This item is the culmination of the Ad Hoc Committee's work effort from the approved 2021 Work Plan and is presented to the Board of Directors at the direction of the Ad Hoc Committee.

Prior Board/Committee Action

At its June 24, 2020 Board of Directors meeting, the Board Chair, following recommendations from members of the Board of Directors, created an Ad Hoc Committee to study the provisions for setting annual charges for OCFA's cash contract cities in search of long-term cost-saving solutions.

At its November 3, 2021 meeting, the Ad Hoc Committee directed staff to continue to research and/or take necessary steps to implement recommendations provided by the Ad Hoc Committee as part of the 2021 Work Plan, including approval by the Board of Directors, where applicable. In addition, the Ad Hoc Committee also directed staff to present to the full Board of Directors the results and recommendations of the Ad Hoc Committee.

RECOMMENDED ACTION(S)

Receive and file.

Impact to Cities/County

N/A

Fiscal Impact

N/A

Background

The Ad Hoc Committee was created by the Board Chair following recommendations from members of the Board of Directors in June 2020. In recommending this Committee, Board members requested that the provisions for setting annual charges for OCFA's cash contract cities be studied in search of long-term cost-saving solutions.

At the Ad Hoc Committee's March 3, 2021 meeting, the Committee approved a 2021 Work Plan outlining the timing for discussion of a variety of topics that the Committee wishes to explore as it seeks long-term solutions relative to cash contract charge provisions.

At its April 7, 2021 meeting, the Ad Hoc Committee established the following guiding principles to narrow focus and keep the Committee and staff working towards common goals as various concepts were considered:

- Explore opportunities for cost recovery to assist in reducing member and overall agency costs for service.
- Explore opportunities for cost savings to assist in reducing member and overall agency costs for service.
- Ensure all member cities have identical service levels.

From April 2021 through September 2021, the Ad Hoc Committee discussed the following topics from the 2021 Work Plan:

- Explore conversion of cash contract cities to structural fire fund
- Explore alternative service models as a means to lower costs
- Consider options to enhance revenues
- Explore options to reduce expenses
- Revisit "Options to Mitigate Escalating Charges" presented in 2020

Following is a summary of recommendations provided by the Ad Hoc Committee from the 2021 Work Plan.

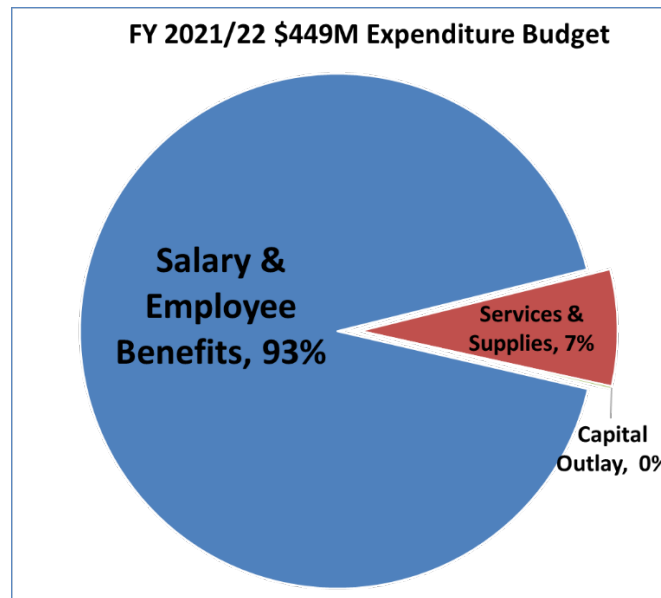
Recommendations Provided by the Ad Hoc Committee

- Cash contract city conversion to structural fire fund is an extensive and costly process that may be pursued by cash contract cities, and there is no guarantee that such an effort will result in a successful property tax exchange agreement. However, cash contract cities should bear the full cost of the analysis and conversion costs.
- Explore the outsourcing of administration of health insurance for non-safety personnel
- Follow-up on analysis of fleet maintenance as it pertains to leasing of vehicles
- Conduct a Workers Compensation Actuarial RFP process with an updated scope of work that may provide for potential cost saving opportunities
- Update cost recovery studies for:
 - Community Risk Reduction – Planning & Development, False Alarm, etc.
 - Emergency Medical Services – Advance Life Support and Basic Life Support
- Conduct full-cost recovery studies every three-years and increase fee schedules based on Consumer Price Index between cost studies
- Explore new revenue opportunities and legislative efforts that may provide for enhanced cost recovery such as:
 - First responder fees
 - Accessory Dwelling Unit (ADU) impacts
 - Response costs to illegal activity (such as DUI, etc.)
 - Raising the statutory cap of \$12K reimbursement to OCFA for restitution in criminal cases to reflect actual cost
 - Impacts of tax exempt institutions (i.e. UCI university campus)
- The Ad Hoc Committee supports continuing to include the Accelerated Pension Paydown contributions as part of the cash contract city charge calculations.

- Operational guideline – Staff is to inform the Board regarding impacts to cash contract cities when presenting successor MOU’s or recommending new programs and services.
- Operational guideline – Staff is to inform the Board regarding cost savings to cash contract cities when implementing cost saving measures.

Conclusion Reached by the Ad Hoc Committee

Salaries and benefits comprise 93% of OCFA’s operating expenses. Therefore, the Ad Hoc Committee concluded that cash contract city cost mitigating efforts should focus primarily on salary and benefit category of expenses.



Update on Ad Hoc Recommendations

Staff has begun to implement some of the recommendations as provided by the Ad Hoc Committee as well as initiated discussions regarding items that require further research and analysis. Following is a summary of efforts already underway:

- Completed the Basic Life Support Medical Supply Reimbursement rate updated study. The updated rate was approved by the Board of Directors at its July 2021 meeting. Discussions are on-going with ambulance service providers regarding cost recovery.
- Presented the Fleet replacement, maintenance and lease analysis to the Budget & Finance Committee at its September 2021 meeting.
- Completed the Workers Compensation Actuarial Analysis RFP process with an updated scope of work. An actuarial firm was selected in October 2021.
- Selected a third party firm to update our cost recovery fee schedule. Updated fee schedule is anticipated to be completed in time to be adopted along with the FY 2022-23 budget.

Continuing Actions Post Ad-Hoc Committee

At its November 3, 2021 meeting, the Ad Hoc Committee directed staff to continue to research and/or take necessary steps to implement recommendations provided by the Ad Hoc Committee from the 2021 Work Plan, including approval by the Board of Directors, where applicable. Future agenda items will seek further refinement and consideration by the Budget & Finance Committee and the Board of Directors at their respective meetings.

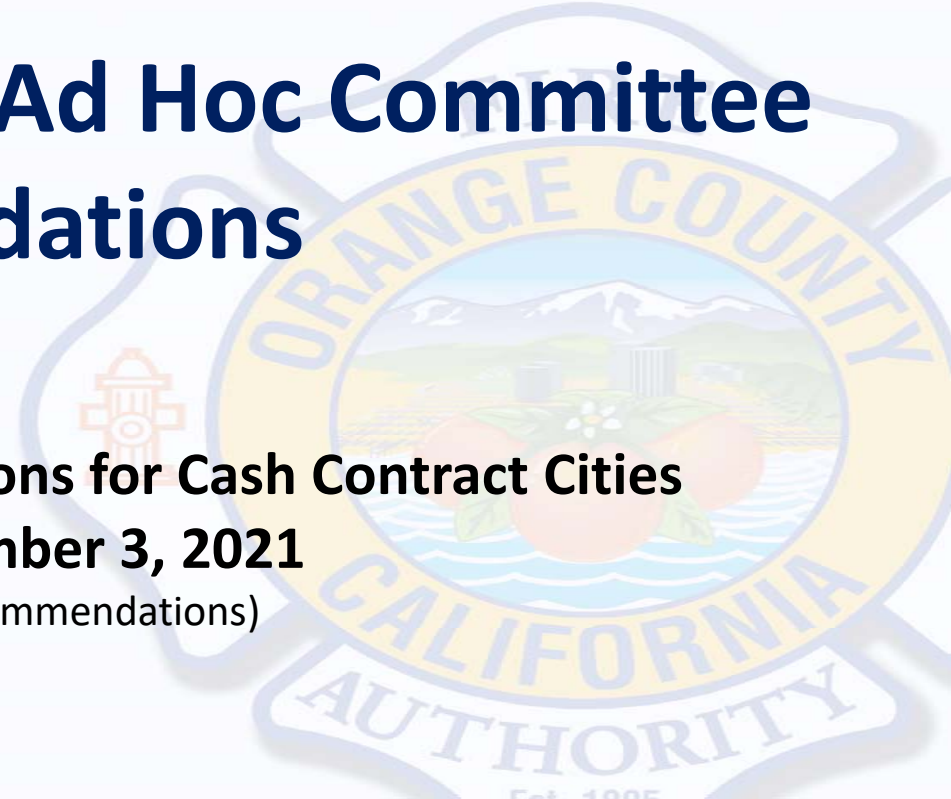
Attachment(s)

November 3, 2021 Ad Hoc Committee Presentation (revised)

Orange County Fire Authority

Follow-up Discussions; Ad Hoc Committee Recommendations

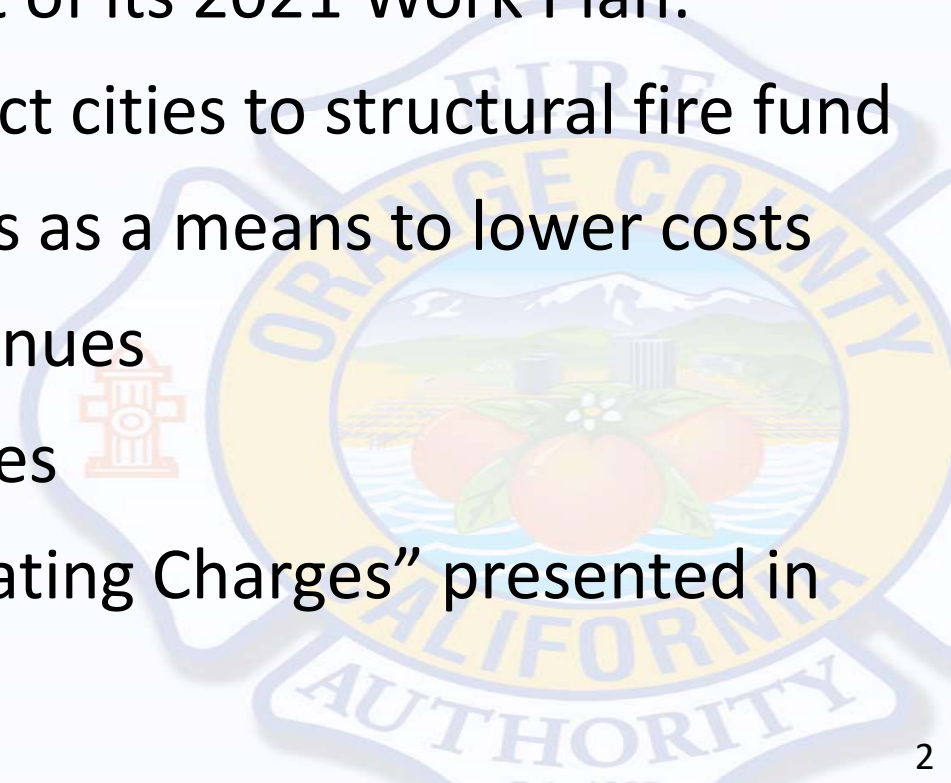
Ad Hoc Committee – Study of Options for Cash Contract Cities
Presented on November 3, 2021
(modified per Ad Hoc recommendations)



Ad Hoc Committee 2021 Work Plan

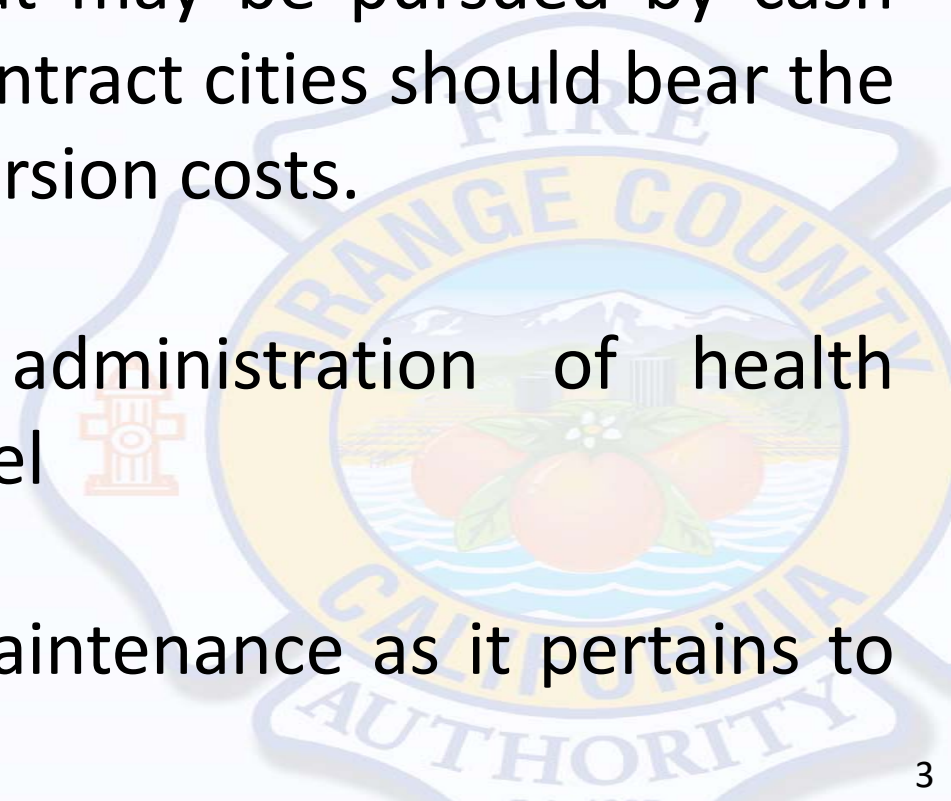
From April 2021 through September 2021, the Ad Hoc Committee discussed the following topics as part of its 2021 Work Plan:

- Explore conversion of cash contract cities to structural fire fund
- Explore alternative service models as a means to lower costs
- Consider options to enhance revenues
- Explore options to reduce expenses
- Revisit “Options to Mitigate Escalating Charges” presented in 2020



Recommendations Provided by the Ad Hoc Committee

- Cash contract city conversion to structural fire fund is an extensive and costly process that may be pursued by cash contract cities. However, cash contract cities should bear the full cost of the analysis and conversion costs.
- Explore the outsourcing of administration of health insurance for non-safety personnel
- Follow-up on analysis of fleet maintenance as it pertains to leasing of vehicles



Recommendations Provided by the Ad Hoc Committee

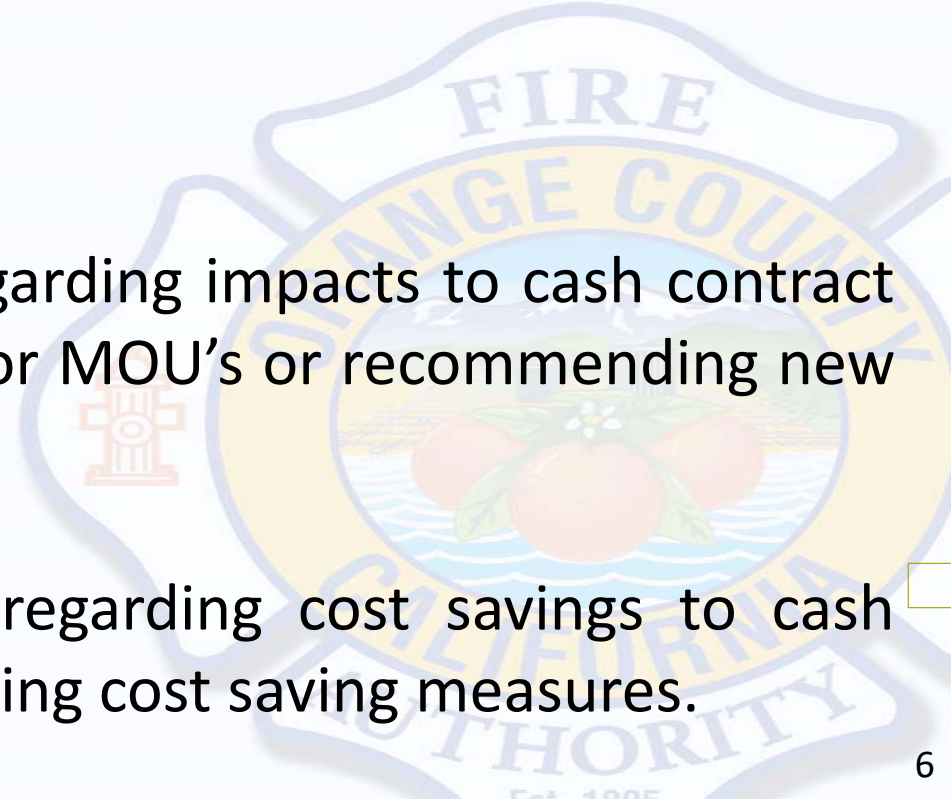
- Conduct a Workers Compensation Actuarial RFP process with an updated scope of work that may provide for potential cost saving opportunities
- Update cost recovery studies for:
 - Community Risk Reduction (P&D, False Alarms, etc.)
 - Emergency Medical Services (ALS & BLS)
- Conduct full-cost recovery studies every three-years and increase fee schedules based on Consumer Price Index between cost studies

Recommendations Provided by the Ad Hoc Committee

- Explore new revenue opportunities and legislative efforts that may provide for enhanced cost recovery such as:
 - First responder fees
 - Accessory Dwelling Unit (ADU) impacts
 - Response costs to illegal activity (such as DUI, etc.)
 - Raising the statutory cap of \$12K reimbursement to OCFA for restitution in criminal cases to reflect actual cost
 - Impacts of tax exempt institutions (i.e. UCI university campus)

Recommendations Provided by the Ad Hoc Committee

- The Ad Hoc Committee supports continuing to include the Accelerated Pension Paydown contributions as part of the cash contract city charge calculations.
- Operational guidelines –
 - Staff is to inform the Board regarding impacts to cash contract cities when presenting successor MOU's or recommending new programs and services
 - Staff is to inform the Board regarding cost savings to cash contract cities when implementing cost saving measures.

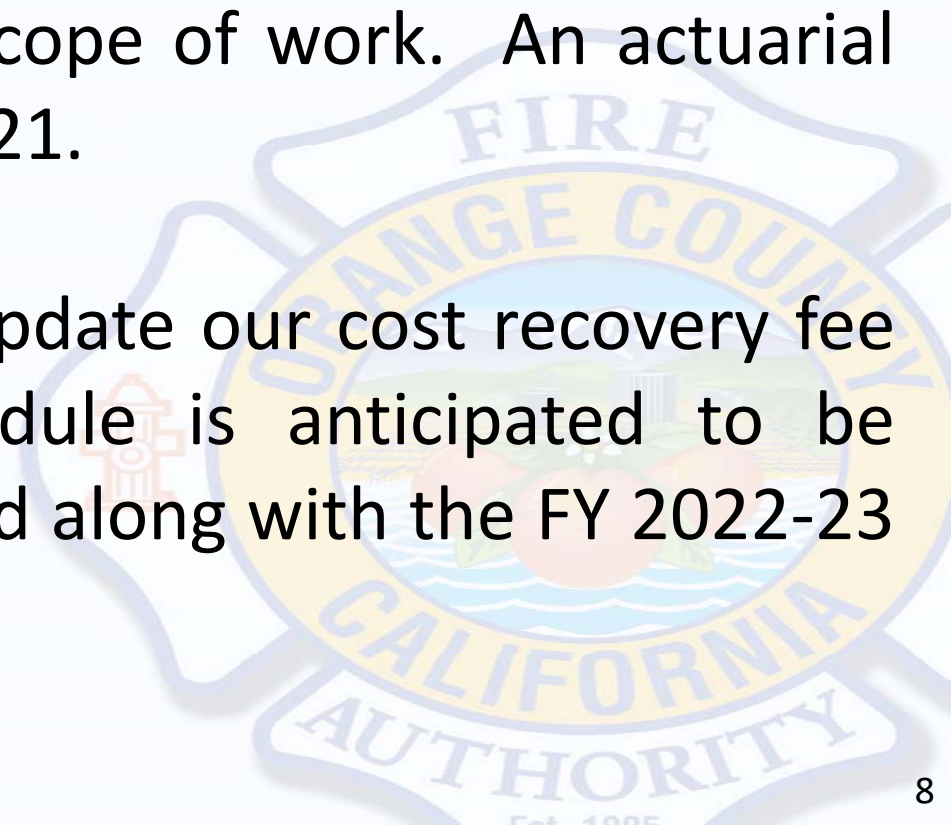


Update on Ad Hoc Committee Recommendations

- ✓ Completed the Basic Life Support Medical Supply Reimbursement rate updated study. The updated rate was approved by the Board of Directors at its July 2021 meeting. Discussions are on-going with ambulance service providers regarding cost recovery.
- ✓ Presented the Fleet replacement, maintenance and lease analysis to the Budget & Finance Committee at its September 2021 meeting.

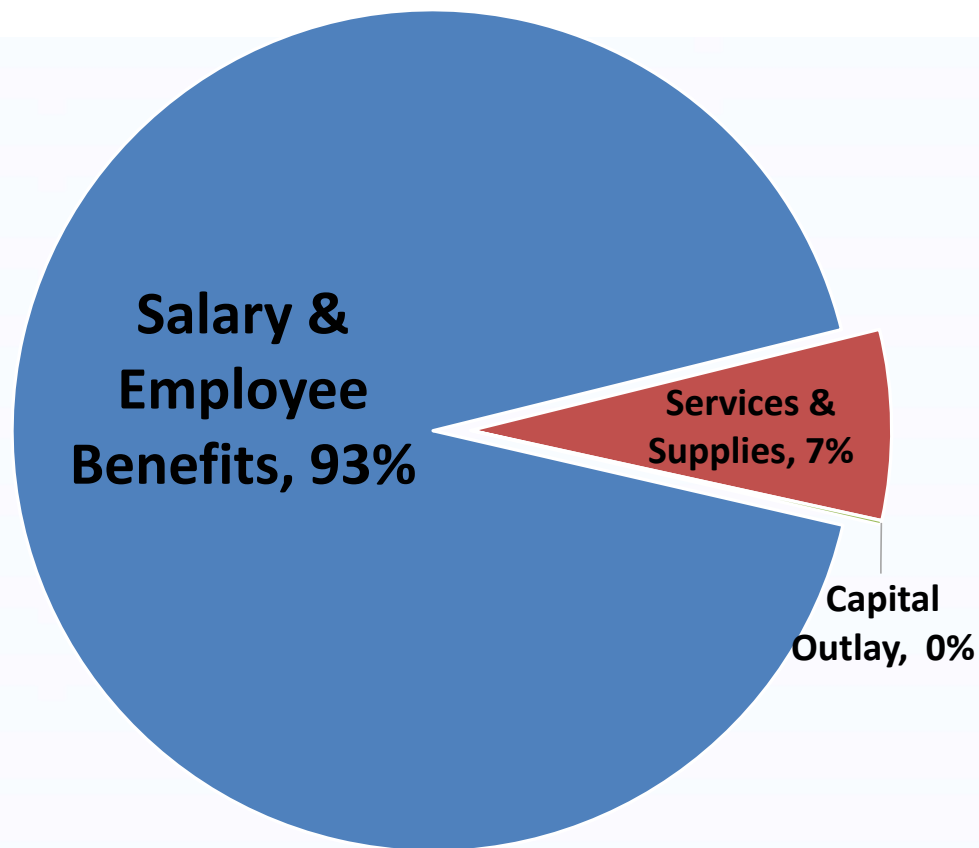
Update on Ad Hoc Committee Recommendations

- ✓ Completed the Workers Compensation Actuarial Analysis RFP process with an updated scope of work. An actuarial firm was selected in October 2021.
- ✓ Selected a third party firm to update our cost recovery fee schedule. Updated fee schedule is anticipated to be completed in time to be adopted along with the FY 2022-23 budget.



Conclusion Reached by the Ad Hoc Committee

FY 2021/22 \$449M Expenditure Budget

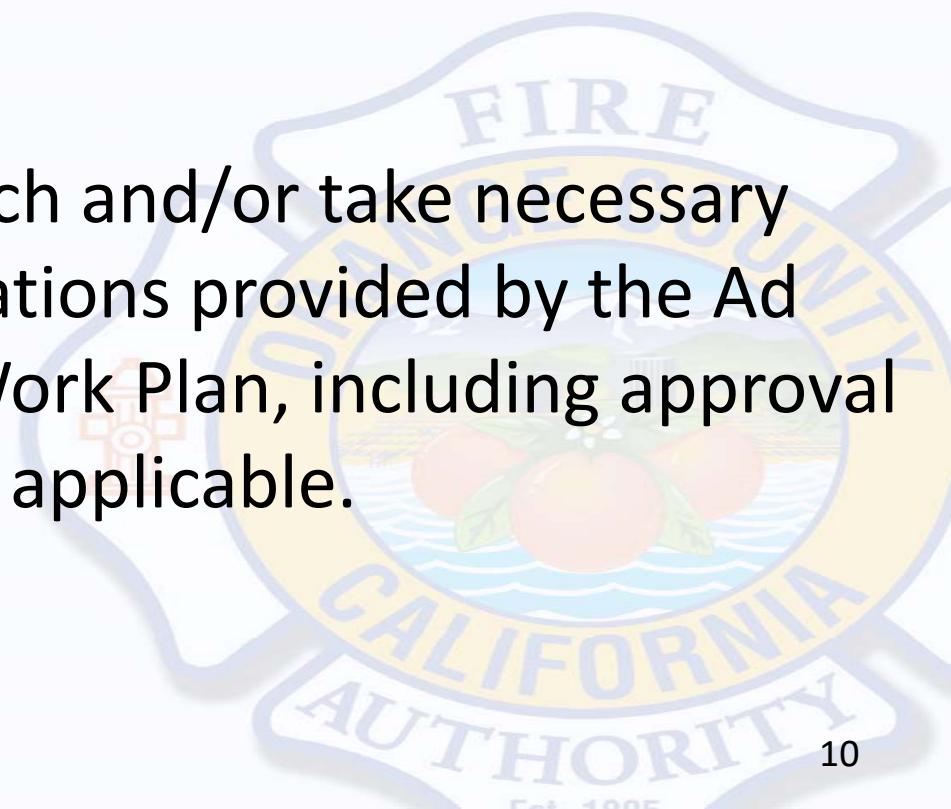


“Cash contract city costs mitigating efforts should focus primarily on salary and benefit category of expenses.”

Continuing Actions Post-Ad Hoc Committee

Recommended Action:

Direct staff to continue to research and/or take necessary steps to implement recommendations provided by the Ad Hoc Committee from the 2021 Work Plan, including approval by the Board of Directors, where applicable.



Questions/Comments





Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 3B
Discussion Calendar

**Board of Directors Requested Item - Amendment of Board Rules Regarding
Board Member Requests to Agendize Matters & Meeting Curfew**

Contact(s) for Further Information

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Summary

This item is prepared at the direction of Chair Shawver to present possible amendments to Board Rule of Procedure 2(b) regarding individual Board member requests to place items on future agendas of the Board of Directors, and Rule of Procedure 3(b) and 3(c) regarding the 9:30 p.m. pause and 10:30 p.m. Curfew.

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

1. Adopt Resolution to amend Board Rule of Procedure 2(b), as shown in Attachment 2.
2. Adopt Resolution to amend Board Rule of Procedure 3(b) and 3(c) as shown in Attachment 3.

Impact to Cities/County

Not Applicable.

Fiscal Impact

None

Background

The OCFA Board Rules of Procedure¹ contain a number of parliamentary rules that the OCFA Board has adopted that establish parameters for the Board's normal operations and meetings. Board Chair Shawver has requested that this item be prepared for the Board to discuss possible updates to the Board's Rules of Procedure relating to Board members requests to agendize items (Board Rule 2(b)) and the 9:30 pm Rule and 10:30 p.m. Curfew (Rules 3(b) and (c)). Information and staff recommendations on each are set forth below.

Background – Board Rule 2(b)

The OCFA Board Rule of Procedure Rule 2(b) currently provides as follows:

During the Board Member Comments portion of a Board meeting, any member may request that an item be placed on a future agenda of the Board of Directors. Staff will

¹ The current version of the Board Rules of Procedure are attached as **Attachment 1**.

prepare reports as appropriate and place the item on the agenda for the next meeting of the Board of Directors. At any other time, any Board Member may contact the Chair to request that an item be placed on the agenda of the next meeting of the Board of Directors. This item will be placed on the Board Discussion Calendar portion of the agenda for concurrence by the Board. No staff reports or materials will be prepared until the full Board directs that the item be placed on an agenda.

A recent request by Board member Bartlett to place an item on a future Board agenda to discuss the Special Procurement provisions in the OCFA's Purchasing Ordinance gave rise to a number of questions that were not clearly addressed in Board Rule 2(b). In particular, the Rule does not provide clear guidance about the following issues:

(1) Board Committee Review

- a. Should a requested item be reviewed by a Board committee if the item pertains the committee's established subject matter jurisdiction?
- b. If the answer to a. will vary depending on the nature of the item, who decides whether committee review will occur?

(2) Timing of Board Review:

- a. When must a requested item be presented to the Board?
 - i. At the Board's next meeting?
 - ii. At the next Board meeting that allows sufficient time for staff to prepare agenda materials?
- b. Who has authority to approve a postponement of the requested item, if one may be warranted?
 - i. The requesting Board member?
 - ii. A reviewing Board committee?
 - iii. The Board Chair?

Recommendations and Alternatives re Rule 2(b)

Recommended Amendment:

Staff recommends that Board Rule 2(b) be amended as shown in the proposed Resolution in Attachment 2. In summary, the recommended amendments would, if approved:

- Continue to allow any Board member, during Board Member Comments, to require an item be placed on the next Board agenda; and
- Clarify that the requested item will be added to the agenda for the next scheduled regular meeting of the Board of Directors (requested topic only, not yet researched by staff), at which time the Board will (a) determine whether to direct OCFA staff to prepare an agenda report for a future Board meeting, and (b) provide direction whether the matter should be reviewed by a Board committee prior to presentation to the Board.

- Clarify that a request may be revoked by the requesting Board member at any time prior to circulation to the Board of the first meeting agenda containing the item.

Under the recommended approach outlined above, individual Board members could:

- Between meetings, request that the Board Chair or Fire Chief add an item to a future agenda, which the Board Chair and Chief always have the authority to add;² or
- During the Board Member Comments section of a meeting, require an item to be placed on a future agenda per the recommended amendments in the attached Resolution.

Other Options:

Alternatively, the Board could direct that the proposed Resolution be revised in one or more of the following ways:

- (1) Direct that requested items will not be referred for Board committee review prior to Board review; or
- (2) Direct that requested items will not be referred for Board committee review except with approval of the requesting Board member; or
- (3) Direct that a requesting Board member may agree to postpone a requested item but that a reviewing committee may not;
- (4) Retain the existing rule, notwithstanding the issues identified above.

Background – Board Rule 3(b) and 3(c)

The OCFA Board Rules of Procedure Rule 3(b) and 3(c) currently provide as follows:

(b) 9:30 p.m. Rule: At the hour of 9:30 p.m. the meeting will take a brief moment from the agenda at hand and make a determination as to which items will be considered and those that may be continued to the next regular meeting.

(c) 10:30 p.m. Curfew: All meetings will end business at 10:30 p.m. unless the hearing body elects to extend the curfew by a three-fifths vote of all members present.

Recent discussions revealed that some Board members interpret the latter rule to invalidate actions taken by the Board after 10:30 p.m. if the Board does not expressly extend the Curfew prior to 10:30 p.m. While General Counsel does not believe the Board intended to divest itself of its authority to act after 10:30 p.m., nevertheless, it would benefit the Board and the public to amend the Rules to eliminate any such confusion.

² Pursuant to existing Board Rule 2(a): “Items for the agenda for any regular meeting of the Board may be included on the agenda only with the approval of the Fire Chief or the Chair of the Board.”

The Board has jurisdiction over the full range of policy matters and labor negotiations, among many other topics, and when several such matters are on the Board's agenda, it's likely that the Board will be called upon to discuss some matters after 10:30 p.m. Halting one discussion of a substantive topic in advance of 10:30 p.m. in order to engage in a Board debate about whether to extend the curfew is likely to interrupt or derail the Board's consideration of important items during some meetings. And, if a 3/5 super-majority of the Board does not agree to continue Board discussions after 10:30 p.m., the existing Rule could have the counterproductive effect of shutting down a meeting even if a regular majority of the Board wishes to discuss and decide important matters.

Recommendations and Alternatives re Rule 3(b) and Rule 3(c)

Recommended Amendments:

For the reasons articulated above, Staff recommends that Rule 3 be amended to remove the timing inflexibility reflected in the current Rule, while preserving the inherent authority of a majority of the Board to discuss or to continue agenda matters in the event a particular meeting lasts late into an evening.

Specifically, it is recommended that the Board amend Board Rule 3(b) and 3(c) to read as follows:

(b) Lengthy Meeting Rule: During the transition between the Board's consideration of agenda items, any member of the Board may request that the Chair take a brief moment from the agenda at hand to discuss which items will be considered during the meeting and those that may be continued to the next meeting.

(c) Decisions under subsection (b) to continue items to a future meeting shall be approved by majority vote of the Board members present.

Other Options:

Alternatively, the Board could direct that the proposed Resolution be revised in one or more of the following ways:

- (1) Direct that the Resolution be revised to repeal current Rule 3(b) and Rule 3(c) entirely.
- (2) Direct that the Resolution be revised to provide that a request to discuss which items will be considered and which items will be continued to the next meeting may only be requested after 9:30 p.m.
- (3) Direct that the Resolution be revised to maintain the existing Rule except to replace the requirement that three-fifths of those Board members present must vote to continue past 10:30 p.m. with a requirement that simple majority of those present must do so.
- (4) Keep the current Rule 3(b) and Rule 3(c).

Attachment(s)

1. Current Board Rules of Procedure
2. Proposed Resolution - Revising Board Rule 2(b),
3. Proposed Resolution - Revising Board Rules 3(b) and 3(c)

OCEA BOARD OF DIRECTORS



ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS RULES OF PROCEDURE (Last Revision: 1/25/2021)

- Rule 1 Time and Place of Meetings of the Board of Directors and the Executive Committee
- Rule 2 Agendas/Minutes for Meetings of the Board of Directors
- Rule 3 Order of Business for Meetings of the Board of Directors
- Rule 4 Motions During Meetings of the Board of Directors
- Rule 5 Decorum for Public Meetings
- Rule 6 Election of Chair and Vice Chair of the Board of Directors/
Absence of Presiding Officer
- Rule 7 Retention of Exhibits and Documentary Material received in
Hearings Before the Board of Directors
- Rule 8 Ceremonial Functions and Proclamations
- Rule 9 The Executive Committee
- Rule 10 The Standing Committees
- Rule 11 Designated Labor Negotiators
- Rule 12 Provision of Requested Materials by Board Members
- Rule 13 Compensation/Reimbursement for Expenses
- Rule 14 Disclosure of Closed Session Information
- Rule 15 Amendment of Rules of Procedure

RULE 1. TIME AND PLACE OF MEETINGS OF THE BOARD OF DIRECTORS AND THE EXECUTIVE COMMITTEE

- (a) Except as otherwise provided in this Rule or by Resolution of the Board, a regular meeting of the Board of Directors shall be held on the fourth Thursday of each odd-numbered month, commencing at the hour of 6:00 p.m. in the Board Meeting Room, Regional Fire Operation and Training Center (RFOTC), One Fire Authority Road, Irvine. The meeting for the month of November shall be scheduled for the third Thursday, commencing at the hour of 5:30 p.m. in the Board Meeting Room, RFOTC, One Fire Authority Road, Irvine. Special meetings may occur on other dates, times, and/or locations as noticed.

- (b) Except as otherwise provided in this Rule, a regular meeting of the Executive Committee shall be held on the fourth Thursday of each month, with the exception of August and December, commencing at the hour of 5:30 p.m. in the Board Meeting Room, RFOTC, One Fire Authority Road, Irvine. Due to the Thanksgiving holiday, the regular November Executive Committee meeting business will be combined with the Board of Director's meeting. Special meetings may occur on other dates, times, and/or locations as noticed.
- (c) The Clerk of the Authority shall maintain the official meeting calendar, and shall post same in the display case located in the lobby of the Board Meeting Room and posting case outside main entry gate, RFOTC, One Fire Authority Road, Irvine.
- (d) Any meeting of the Board may be adjourned to any other date and time when necessary for the transaction of business. Any adjourned meeting of the Board is part of a regular meeting.
- (e) Special meetings of the Board may be called pursuant to and in accordance with Section 54956 of the Government Code. The Clerk shall prepare the notice and call of any special meeting. The notice shall specify the time and place of the special meeting and the business to be transacted. No other business shall be considered at such special meeting. A copy of the notice of the special meeting shall also be posted at the places designated in subsection (c) of Rule 1.
- (f) In the event the Board or Executive Committee, or their respective Chairs, determine it advisable to hold a regular meeting at a location other than the Board Meeting Room, RFOTC, One Fire Authority Road, Irvine, a notice specifying the location of such meeting shall be posted in the display case in the lobby of the Board Meeting Room and posting case outside main entry gate, RFOTC, One Fire Authority Road, Irvine. Additional notices shall be posted and maintained as set forth in (c) above.

RULE 2. AGENDAS/MINUTES FOR MEETINGS OF THE BOARD OF DIRECTORS

- (a) Items for the agenda for any regular meeting of the Board may be included on the agenda only with the approval of the Fire Chief or the Chair of the Board.
- (b) During the Board Member Comments portion of a Board meeting, any member may request that an item be placed on a future agenda of the Board of Directors. Staff will prepare reports as appropriate and place the item on the agenda for the next meeting of the Board of Directors. At any other time, any Board Member may contact the Chair to request that an item be placed on the agenda of the next meeting of the Board of Directors. This item will be placed on the Board Discussion Calendar portion of the agenda for concurrence by the Board. No staff reports or materials will be prepared until the full Board directs that the item be placed on an agenda.
- (c) As required by the Ralph M. Brown Act, items not on the posted agenda for a meeting shall not be considered by the Board except as follows:

- (1) Upon determination by a majority vote of the Board that an emergency situation exists. The determination shall be made prior to Board consideration of the emergency item. An emergency situation is limited to:
 - (a) Work stoppage or other activity which severely impairs public health, safety or both.
 - (b) Crippling disaster which severely impairs public health, safety or both.
- (2) Upon determination by a two-thirds vote of the Board Members present, or a unanimous vote if less than two-thirds of the Members are present, that there is a need to take immediate action and that the need came to the attention of the Authority subsequent to the agenda being posted. The determination shall be made prior to Board consideration of the item.
- (3) The item was posted for a prior meeting occurring not more than five calendar days prior to the date action is taken on the item and at which prior meeting, the item was continued to the meeting at which action is being taken.
- (d) The OCFA Board has adopted the use of Robert's Rules of Order as its official guideline in the creation of minutes. All Board/Committee meeting will be documented using action-type minutes. Minutes will document the record of what actions were taken by the governing body, not what was said. The minutes will not contain personal comments or someone's opinion about what happened.
 - (1) The minutes shall document the items identified in Rule 3 in the Board's Order of Business.
 - (2) Public comments will identify the name of the speaker, their city of residences/or organization they represent (if provided by the speaker), and identify the subject to which their comments are being submitted. If commenting on a specific agenda item, the minutes will record the speaker's name, their city of residences/or organization they represent (if provided), and identify if they are speaking in support or opposition of that item.
- (e) "Notwithstanding any provision in these Rules to the contrary, no Memorandum of Understanding, or amendment, codicil, side letter, or any other modification to a Memorandum of Understanding, including any such documents negotiated pursuant to a reopener clause, between the Orange County Fire Authority and any employee bargaining unit ("proposed labor agreement"), shall be heard as an item on a Board agenda until and unless, at the time of the meeting during which the matter is heard by the Board, seven days has passed since the later of the following to occur: (1) the Clerk of the Authority has published a copy of the proposed document on the OCFA public website; and (2) the members of the employee bargaining unit have ratified the proposed labor agreement."

RULE 3. ORDER OF BUSINESS FOR MEETINGS OF THE BOARD OF DIRECTORS

- (a) The business for regular meetings of the Board shall include:

Invocation
Pledge of Allegiance
Roll Call
Presentations
Committee Reports
Fire Chief's Report
Public Comments
Minutes
Consent Calendar

(1) Agenda review at call of the Chair to identify those items on the Consent Calendar which a member of the Board or public requests the opportunity to discuss.

(2) Approval at the call of the Chair of those items for which there is no request for discussion.

(3) Discussion of items that the public has requested an opportunity to discuss shall be taken in sequential order.

Public Hearing(s)
Discussion Calendar
Closed Session
Closed Session Report
Adjournment

The Chair may alter or deviate the order of business.

- (b) 9:30 p.m. Rule: At the hour of 9:30 p.m. the meeting will take a brief moment from the agenda at hand and make a determination as to which items will be considered and those that may be continued to the next regular meeting.
- (c) 10:30 p.m. Curfew: All meetings will end business at 10:30 p.m. unless the hearing body elects to extend the curfew by a three-fifths vote of all members present.

RULE 4. MOTIONS DURING MEETINGS OF THE BOARD OF DIRECTORS

- (a) Action of the Board shall be taken by motion. Any action of the Board may be proposed by the motion of any Member. Such a motion, if seconded by any member, shall be on the floor and must be considered, unless a substitute motion has been made, seconded, and adopted. If a motion is not seconded, the motion fails for lack of a second, and shall be so declared by the Chair.
- (b) A motion may be withdrawn or amended by its maker at any time before adoption or rejection, with the consent of the second. Absent the consent of the second, the original motion shall remain on the floor. The second to a motion may be withdrawn by the seconder at any time before adoption or rejection of the motion. Upon withdrawal of the second, the motion will be lost for lack of a second and so declared by the Chair unless seconded by another Member.

- (c) After a motion has been seconded, any Member may discuss the subject of the motion. The Chair may, on any motion, call for the vote if it appears that further discussion will be repetitious or that a majority of the Members present concur in the call.
- (d) A motion to reconsider the vote on an agenda item may be made at the meeting at which the item was acted upon, or any adjourned session of the same meeting.

RULE 5. DECORUM FOR PUBLIC MEETINGS

- (a) Members of the Board shall conduct themselves in an orderly and business-like manner to ensure that the business of the Authority shall be attended to efficiently and thoroughly and to ensure that the integrity of the deliberative process of the Board is maintained at all times. Members of the Board shall maintain a polite, respectful, and courteous manner when addressing one another, Authority staff, and members of the public during the meetings.
- (b) Subject to direction by a majority of the Board, the Chair, or in the Chair's absence the Vice Chair, or in their absence any other member designated by the Board, shall be responsible for resolving all procedural issues and for maintaining the orderly conduct and decorum of meetings. It shall be the duty of the Chair to ensure that the rules of decorum contained herein are observed. The Chair shall maintain control of communication among Board Members, and between Board Members and the public.
- (c) Communication by Board Members
 1. Board Members should be recognized by the Chair before speaking.
 2. A Board Member who is speaking shall remember that the purpose of the meeting is to attend to and resolve Authority business. Board Members shall avoid repetition and shall endeavor to limit their comments to the subject matter at hand. Board Members shall endeavor to express their views without engaging in lengthy debates.
 3. When one Board Member is speaking, other Board Members shall not interrupt or otherwise disturb the speaker.
- (d) Communication with members of the public addressing the Board.
 1. Board Members may question the person addressing the Board at the conclusion of the person's comments. A Board Member wishing to ask questions of a member of the public should first be recognized by the Chair.
 2. Board Members shall not engage the person addressing the Board in a dialogue, but shall confine communication to a question and answer format.
 3. If a member of the audience has addressed the Board on matters which are not on the agenda, Board Members shall refrain from extended discussions of the matter. If a Board Member so wishes, he/she may, during the Board Member Comments portion of the meeting, request that the matter be placed on a future agenda.

- (e) Authority Staff shall not engage in a dialogue with members of the public during Board meetings. When addressed by the Board, staff shall respond in a polite and respectful manner.
- (f) Members of the Audience shall not engage in disorderly or boisterous conduct, including the utterance of loud, threatening or abusive language, clapping, whistling, and stamping of feet or other acts which disturb, disrupt, impede or otherwise render the orderly conduct of the Board meeting unfeasible. A member of the audience engaging in any such conduct shall, at the discretion of the Chair or a majority of the Board Members, be subject to removal from that meeting.
- (g) Members of the public may address the Board of Directors during the Public Comment Period and prior to the consideration of any agenda item. Any person wishing to speak, whether during the Public Comment Period or on an agenda item, shall first complete a request to speak form slip and submit the form to the Authority Clerk prior to the calling to order of the meeting or as soon as possible thereafter.
- (h) No person shall address the Board of Directors without first being recognized by the Chair.
- (i) The purpose of addressing the Board of Directors is to formally communicate to the Board on matters relating to Authority business or citizen concerns within the subject matter jurisdiction of the Board. Persons addressing the Board on an agenda item shall confine the subject matter of their remarks to the particular matter before the Board.
- (j) Each person addressing the Board of Directors shall do so in an orderly manner and shall not engage in any conduct, which disrupts, disturbs, or otherwise impedes the orderly conduct of the Board meeting. Any person, who so disrupts the meeting shall, at the discretion of the Chair or a majority of the Board Members, be subject to removal from that meeting.
- (k) Persons addressing the Board of Directors shall address the Board as a whole and shall not engage in a dialogue with individual Board Members, Authority staff, or members of the audience.
- (l) A time limit of approximately three minutes per person shall be allocated to all persons addressing the Board of Directors, however, at the discretion of the Chair, an individual speaking on behalf of a group sharing common concerns or opinions may be allocated additional time to speak for the group. A total of approximately thirty minutes will be allocated at the beginning of the meeting for Public Comments, with additional time granted at the discretion of the Chair. If needed, additional time for Public Comments will be provided at the conclusion of the normal business of the Board.
- (m) Upon a violation of the rules of decorum established herein, the procedure to enforce the rules is as follows:
 - 1. Warning The Chair shall first request that a person who is violating the rules cease such conduct. If, after receiving a request from the Chair, the person persists in violating these rules, the Chair shall order a recess. Any representative of the local assigned law enforcement personnel who is present

at the meeting when the violation occurred shall be authorized to warn the person that his/her conduct is violating the rules and that he/she is requested to cease such conduct. If upon resumption of the meeting the violation persists, the Chair shall order another recess, whereupon the local assigned law enforcement personnel shall have the authority to order the person removed from the meeting and/or cited in violation of Penal Code Section 403.

2. Motion to Enforce If the Chair of the Board fails to enforce the rules of decorum set forth herein, any Board Member may move to require the Chair to do so, and an affirmative vote of a majority of the Board shall require the Chair to do so. If the Chair fails to carry out the will of the majority of the Board, the majority may designate another Board Member to act as Chair for the limited purpose of enforcing the rules of decorum established herein.
3. Clearing the Room Pursuant to Government Code Section 54957.9, in the event that any meeting is willfully interrupted by a person or groups of persons so as to render the orderly conduct of such meeting unfeasible and order cannot be restored by the removal of the individuals who are willfully interrupting the meeting, by a majority vote of the Board Members the meeting room may be ordered cleared and the meeting shall continue in session. Only matters appearing on the agenda may be considered in such a session. Representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this Section 54957.9.
4. Violation of the California Penal Code A person or persons who substantially impair(s) the conduct of a Board meeting by knowingly and intentionally violating these rules of decorum may be prosecuted under Penal Code Section 403 for disturbing a public meeting. Every person who violates Penal Code Section 403 is guilty of a misdemeanor.

RULE 6. ELECTION OF CHAIR AND VICE CHAIR OF THE BOARD OF DIRECTORS/ABSENCE OF PRESIDING OFFICER

- (a) The officers of the Board are the Chair and Vice Chair.
- (b) Elections for Chair and Vice Chair shall be held at the first meeting of each calendar year.

The method of nomination and election of the Chair and Vice Chair will be at the discretion of the Board.

- (c) The Presiding Officer of the Board shall be the Chair, or in the Chair's absence the Vice Chair, followed by the Immediate Past Chair, then the Budget and Finance Committee Chair.

RULE 7. RETENTION OF EXHIBITS AND DOCUMENTARY MATERIAL RECEIVED IN HEARINGS BEFORE THE BOARD OF DIRECTORS

All exhibits, including documentary materials such as photographs, drawings, maps, letters, petitions, and other physical evidence received by the Board at hearings shall be retained by the Clerk as part of the record of the hearings. To the extent possible, the

Clerk may furnish copies of such materials to persons requesting them upon payment of the fee prescribed for copies of public records.

RULE 8. CEREMONIAL FUNCTIONS AND PROCLAMATIONS

The Chair is authorized to represent the Authority at ceremonial functions, proclamation ceremonies, and other similar events when the Board has not otherwise designated one of its Members to represent the Authority.

RULE 9. THE EXECUTIVE COMMITTEE

- (a) The Executive Committee shall conduct all business of the Authority, with the exception of policy issues, including labor relations, budget issues, and other matters specifically retained by the Board of Directors.
- (b) The Executive Committee shall consist of no more than nine members of the Board of Directors. Members of the Executive Committee shall serve until a new member is seated in their stead by virtue of appointment or assumption of one of the designated positions. The Executive Committee membership is comprised of the following designated positions: the Chair and Vice Chair of the Board of Directors, the immediate past Chair of the Board, and the Chair of the Budget and Finance Committee. In addition, membership as constituted, shall include at least one member of the County Board of Supervisors. The Chair shall appoint the remaining at-large members, who shall serve subject to approval by majority vote of the Directors present at a subsequent meeting. Said members are authorized to serve pending such vote of the Board. In the selection of at-large members, appointments shall be made in such a manner as to achieve approximately the ratio of cash contract cities to total member agencies of the Authority. The Chair of the City Managers Technical Advisory Committee shall serve as the ex officio non-voting member of the Executive Committee and shall not be included in the determination of a quorum for any meeting.
- (c) The Chair shall appoint a three-member panel of structural fire fund Alternate Directors and a three-member panel of cash contract city Alternate Directors. If an at-large member of the Executive Committee notifies the Clerk of the Authority that he or she cannot attend an Executive Committee meeting, the Clerk shall call, on a rotating basis, Alternate Directors from the respective panels in an attempt to replace a structural fire fund Director with a structural fire fund Alternate and/or a cash contract city Director with a cash contract city Alternate, as the case may be.

In the absence of the member of the Executive Committee representing the County Board of Supervisors, the Alternate voting member shall be the second regular member of the Board of Directors representing the County Board of Supervisors.

In the absence of the Budget and Finance Chair, the Alternate voting member shall be the Vice Chair of the Budget and Finance Committee.

Should the position of Immediate Past Chair on the Executive Committee become vacant, the most recent past Chair, who is a Director and who is not currently seated on the Executive Committee, shall serve in that capacity. Should there be no prior Board Chair on the Board of Directors, the current Director with the most tenure

and not currently seated as a member of the Executive Committee will be seated on the Executive Committee and shall serve in the interim until there is an Immediate Past Chair.

There shall be no Alternate Directors appointed in the absence of the Chair, Vice Chair, or immediate past Chair.

Should the Board Chair or Vice Chair be unable to officiate over a Board and/or Executive Committee meeting that the Immediate Past Chair followed by the Budget and Finance Committee Chair assume the duty of presiding over the meeting.

RULE 10. THE STANDING COMMITTEES

- (a) Standing Committees may be established by the Board of Directors for the purpose of facilitating a thorough review of various issues before presentation to and action by the full Board. Alternate Directors shall not act as alternates for Directors on standing committees.
- (b) The Budget and Finance Committee shall be established as a standing committee. The regular meetings of the Budget and Finance Committee will be on the second Wednesday of each month, with the exception of August and December, at 12 noon located in Classroom 1 (Board Breakout Room) at the RFOTC. Special meetings may occur on other dates, times, and/or locations as noticed.
 - (1) The Chair shall make all appointments to the Budget and Finance Committee. Appointments to the Budget and Finance Committee shall be made 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.
 - (2) At the first meeting of the Budget and Finance Committee following the annual election of the Chair and Vice Chair of the Board of Directors, the Directors assigned to the Budget and Finance Committee shall elect from their members a Chair and Vice Chair of the Committee.
 - (3) The Chair, or in his/her absence, the Vice Chair, of the Budget and Finance Committee shall serve as a member of the Executive Committee.
 - (4) Items for the agenda for any regular meeting of the Budget and Finance Committee shall be included on the agenda only with the approval of the Committee Chair or the Staff Liaison.
 - (5) The Board of Directors, through the Chair, shall appoint 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. As an ex officio member, the City Manager shall not be included in the determination of a quorum for any meeting.
- (c) The Human Resources Committee shall be established as a standing committee. The regular meetings of the Human Resources Committee will be established by the Committee. The date and time selected by the Human Resources Committee is to meet on a quarterly basis on the first Tuesday during the months of February, May, August, and November at 12 noon. The Human Resources Committee will

meet in Classroom 1 (Board Breakout Room) at the RFOTC. Special meetings may occur on other dates, times, and/or locations as noticed.

- (1) The Human Resources Committee shall not exceed seven members of the Board of Directors. The Chair shall make all appointments to the Human Resources Committee. Appointments to the Human Resources Committee shall be made 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.
- (2) At the first meeting of the Human Resources Committee following the annual election of the Chair and Vice Chair of the Board of Directors, the Directors assigned to the Human Resources Committee shall elect from its members a Chair and Vice Chair of the Committee.
- (3) Staff to the Committee will be the Human Resources Director or his or her designee. Additional subject matter experts may attend Committees as necessary.
- (4) The Human Resources Committee shall advise OCFA staff and make recommendations to the Board of Directors on matters regarding human resources policies; job class specifications, compensation programs; benefit changes and renewals; employment-related matters that present a significant exposure to litigation to the Authority; labor negotiations; staff training, development and recognition programs; succession planning; risk management and workers' compensation policies; and development of management/performance evaluation and information systems.

RULE 11. DESIGNATED LABOR NEGOTIATORS

- (a) For purposes of holding a closed session concerning compensation and benefits for the Fire Chief, the Board of Directors' designated representatives shall be the Chair, the Vice Chair, the Immediate Past Chair, and the Budget and Finance Committee Chair. Should the Board and/or Budget and Finance Committee reorganize prior to the completion of the Fire Chief's evaluation process the negotiators that began the process will complete the evaluation.
- (b) For purposes of holding a closed session concerning compensation and benefits for all other represented and unrepresented employees, the Board of Directors' designated representatives shall be the Fire Chief's designee, the Human Resources Director and any other representative so designated at a meeting of the Board of Directors.

RULE 12. PROVISION OF REQUESTED MATERIALS BY BOARD MEMBERS

- (a) Should an individual Board Member request information or materials that: (i) are not currently maintained by the OCFA in its normal course of business, and (ii) would require significant staff resources for research or analysis to create a document or to prepare or compile the information, then the requesting Board Member shall seek approval from the Board Chair who shall either approve the request or agendaize the consideration to authorize the request at the next Board meeting.

(b) Should a Board Member or a member agency make a Public Records Act request for official business purposes, in keeping with the current fee schedule, the Board Member or its member agency will not be charged a fee for this service. This privilege is not to be used as a means for members of the public to circumvent the fees approved by the Board of Directors associated with records requests. Any records produced in response to a Board Member or member agency official business requests shall be made available to all Board Members along with a summary of the hard and soft costs involved in the provision of the requested records.

(c) Any Board Member requesting records for purposes other than official use will be charged any applicable fees approved by the Board of Directors that are associated with the request.

RULE 13. COMPENSATION/REIMBURSEMENT FOR EXPENSES

(a) Compensation: Members of the Board of Directors are entitled to receive \$100 per meeting per day, with a maximum of \$300 per month, for voting member attendance at OCFA publicly noticed (Brown Act compliant) meetings and the monthly Chair/Chief meeting.

(b) Authorized Expenses: OCFA funds, equipment, supplies (including letterhead), titles, and staff time must only be used for authorized OCFA business. The following types of occurrences qualify a Board Member to receive payment and/or reimbursement of expenses relating to travel, meals, lodging, and other actual and necessary expenses, and generally constitute authorized expenses, as long as the other requirements of this policy are met:

- 1) Communicating with representatives of regional, state and national government on OCFA adopted policy positions;
- 2) Attending conferences designed to improve Board Member's expertise and information levels, including, but not limited to, ethics training required pursuant to California Government Code Section 53234;
- 3) Participating in regional, state and national organizations whose activities affect OCFA's interests;
- 4) Recognizing service to OCFA (for example, acknowledging a longtime employee with a retirement gift or celebration of nominal value and cost);
- 5) Attending OCFA events.

All other expenditures require prior approval by the OCFA Board of Directors at a public meeting. The following expenses also require prior Board of Directors' approval:

- 1) International travel;
- 2) Expenses exceeding \$2,500 per person, per trip.

Examples of personal expenses that OCFA will not reimburse include, but are not limited to:

- 1) The personal portion of any trip;
- 2) Political contributions or events;

- 3) Family expenses, including partner's expenses when accompanying a Board Member on OCFA-related business, as well as children or pet-related expenses;
- 4) Charitable contributions or events, unless the event has a direct relationship to OCFA business, (for example, acknowledging extraordinary deeds by OCFA personnel) is approved by the Fire Chief and does not exceed \$250;
- 5) Entertainment expenses, including theater, movies (either in-room or at the theater), sporting events (including gym, massage and/or golf related expenses), or other cultural events;
- 6) Non-mileage personal automobile expenses, including repairs, traffic citations, insurance or gasoline;
- 7) Personal losses incurred while on OCFA business.

Any questions regarding the propriety of a particular type of expense should be resolved before the expense is incurred.

- (c) Expense and Reimbursement Guidelines: To conserve OCFA resources and keep expenses within appropriate standards for public officials, expenditures, whether paid directly by OCFA or reimbursed to a Board Member, Members should adhere to the following guidelines. Unless otherwise specifically provided, reimbursement for travel, meals, lodging, and other actual and necessary expenses shall be at the Internal Revenue Service rates presently in effect as established in Publication 463 or any successor publication.

Transportation: The most economical mode and class of transportation reasonably consistent with scheduling needs and space requirements must be used, using the most direct and time-efficient route. In the event that a more expensive transportation form or route is used, the cost borne by OCFA will be limited to the cost of the most economical, direct, efficient and reasonable transportation form. Government and group rates offered by a provider of transportation services shall be used when available.

Automobile mileage is reimbursable at Internal Revenue Service rates in effect at the time of travel (see www.irs.gov). These rates are designed to compensate the driver for gasoline, insurance, maintenance, and other expenses associated with operating the vehicle. This amount does not include bridge and road tolls, which are also reimbursable.

Reasonable and necessary charges for public transportation, taxi, or shuttle service are reimbursable at actual cost with receipts.

Rental vehicles may be used during out-of-county travel and will be reimbursed at actual cost. Rental vehicles may be used when the efficient conduct of OCFA business precludes the use of other means of transportation or when car rental is the most economical mode available. Itemized original receipts must be submitted with vehicle rental claims.

Lodging: Actual lodging costs will be reimbursed or paid for when travel on official OCFA business reasonably requires an overnight stay. If such lodging is in connection with a conference or organized educational activity, lodging costs shall not exceed the group rate published by the conference or activity sponsor for

the meeting in question, provided that the group rate is available at the time of booking. Government and group rates offered by a provider of lodging services shall be used when available.

Non-reimbursable lodging-related expenses include, but are not limited to, costs for an extra person staying in the room, costs related to late checkout or uncanceled reservations, in-room pay-per-view movie rentals, and non-OCFA business related phone calls. Itemized receipts must accompany claims for lodging reimbursements.

Meals: Meal expenses and associated gratuities should be moderate, taking into account community standards and the prevailing restaurant costs of the area. OCFA will pay the actual cost of the meals, but will not pay for alcohol/personal bar expenses.

Telephone/Fax/ Cellular: Board Members will be reimbursed for actual telephone and fax expenses incurred on OCFA business. Telephone bills should identify which calls were made on OCFA business. For cellular calls when the Board Member has a particular number of minutes included in the Board Member's plan, the Board Member can identify the percentage of calls made on OCFA business.

Airport Parking: Long-term parking should be used for travel exceeding 24-hours. OCFA will pay the actual cost of long-term parking.

Other: Baggage handling at then current airport baggage rates per bag and gratuities of up to 15 percent will be reimbursed.

Miscellaneous: Actual expenses for registration, tuition, and parking are reimbursable for OCFA authorized business. Miscellaneous expenses must be supported with itemized receipts.

Expenses for which Board Members receive reimbursement from another agency are not reimbursable.

- (d) Expense Report Content and Submission Deadline: Expense reports must document that the expense in question meet the requirements of the policy. For example, if the meeting is with a legislator, the Board Member should explain whose meals were purchased, what issues were discussed and how those relate to the Authority's adopted legislative positions and priorities.

Board Members must submit their expense reports within 30 days of an expense being incurred, accompanied by receipts documenting each expense. Restaurant receipts, in addition to any credit card receipts, are also part of the necessary documentation. Receipts for gratuities and tolls under \$5 are not required.

- (e) Audits of Expense Reports: All expenses are subject to verification of compliance with this policy.
- (f) Reports to Governing Board: At the following Board of Directors' meeting, each Board Member shall briefly report on meetings attended at OCFA expense. If multiple Board Members attended, a joint report may be made.
- (g) Compliance with Laws: Board Members should keep in mind that some expenditures may be subject to reporting under the Political Reform Act and other

laws. All documents related to reimbursable agency expenditures are public records subject to disclosure under the California Public Records Act.

- (h) Violation of this Policy: Misuse of public resources or falsifying expense reports in violation of this policy may result in any or all of the following: 1) loss of reimbursement privileges, 2) a demand for restitution to OCFA, 3) OCFA's reporting the expenses as income to the elected official to state and federal tax authorities, and 4) prosecution for misuse of public resources.

RULE 14. DISCLOSURE OF CLOSED SESSION INFORMATION

All information presented to the Board in closed session shall be confidential. However, a Board Member may disclose information obtained in a closed session that has direct financial or liability implications for the Board Member's local agency to the following individuals:

- (a) Legal counsel of the Board Member's local agency for purposes of obtaining advice on whether the matter has direct financial or liability implications for that local agency; and/or
- (b) Other members of the legislative body of the Board Member's local agency present in a closed session of that local agency.

Prior to disclosing any information obtained in a closed session to legal counsel of the Board Member's local agency or other members of the legislative body of the Board Member's local agency, the Board Member shall notify OCFA General Counsel of the intention to discuss the matter with their local agency's legal counsel or other members of the legislative body in order to afford General Counsel the opportunity to discuss with their local agency's legal counsel whether the matter has direct financial or liability implications for the Board Member's local agency.

RULE 15. AMENDMENT OF RULES OF PROCEDURE

No rule of the Board shall be adopted or amended except by resolution adopted by the Board.

RESOLUTION NO. 2021-XX

**A RESOLUTION OF THE ORANGE COUNTY FIRE
AUTHORITY AMENDING THE BOARD OF DIRECTORS
RULES OF PROCEDURE REGARDING BOARD MEMBER
REQUESTS TO PLACE ITEMS ON FUTURE AGENDAS**

WHEREAS, the Orange County Fire Authority Board of Directors adopted Resolution No. 99-04, on January 28, 1999, establishing the Board of Directors Rules of Procedure, and

WHEREAS, the Board of Directors has periodically amended said Rules, the most recent amendment occurring on January 25, 2021; and

WHEREAS, the Board has considered and decided to amend the Rules regarding Board member requests to place items on future agendas as set forth hereinbelow.

NOW, THEREFORE, BE IT RESOLVED as follows:

The Board of Directors Rules of Procedures Rule 2(b) is deleted and replaced with the following:

“(b)(i) During the Board Member Comments portion of a Board meeting, any member may direct that an item be placed on the next agenda of the Board of Directors. The item will be placed on the next regular meeting of the Board of Directors with a brief description of the item (not yet researched by staff), unless the request is revoked by the requesting Board Member prior to public circulation of the Board meeting agenda containing the item. The Board will then (i) determine whether to direct OCFA staff to prepare a full agenda report for a future Board meeting, and (b) provide direction whether the matter should be reviewed by a Board committee prior to presentation to the full Board.

“(ii) At any time other than during Board Member Comments, any Board Member may contact the Chair to request that an item be placed on the agenda of a future meeting of the Board of Directors and, if the Chair concurs in the request, the item will be placed on the agenda for a future meeting of the Board of Directors as the Chair directs with a full staff report, and subject to any prior review by a Board Committee review that the Board Chair may direct.”

PASSED, APPROVED and ADOPTED this 18th day of November 2021.

DAVID J. SHAWVER, CHAIR
Board of Directors

ATTEST:

MARIA D. HUIZAR, CMC
Clerk of the Authority

RESOLUTION NO. 2021-XX

**A RESOLUTION OF THE ORANGE COUNTY FIRE
AUTHORITY AMENDING THE BOARD OF DIRECTORS
RULES OF PROCEDURE TO DELETE THE BOARD
CURFEW RULE AND AMEND THE RULES REGARDING
LENGTHY MEETINGS**

WHEREAS, the Orange County Fire Authority Board of Directors adopted Resolution No. 99-04, on January 28, 1999, establishing the Board of Directors Rules of Procedure, and

WHEREAS, the Board of Directors has periodically amended said Rules, the most recent amendment occurring on January 25, 2021; and

WHEREAS, the Board has considered and decided to revise the “9:30 Rule” contained in current Rule 3(b) and to repeal the “10:30 p.m. Curfew” rule contained in current Rule 3(c) by superseding Rules 3(b) and 3(c) as set forth hereinbelow.

NOW, THEREFORE, BE IT RESOLVED as follows:

The Board of Directors Rules of Procedures Rule 3(b) and Rule 3(c) are repealed and replaced with the following:

“(b) Lengthy Meeting Rule: During the transition between the Board’s consideration of agenda items, any member of the Board may request that the Chair take a brief moment from the agenda at hand to discuss which items will be considered during the meeting and those that may be continued to the next meeting.

“(c) Decisions to continue items to a future meeting shall be approved by majority vote of the Board members present.”

PASSED, APPROVED and ADOPTED this 18th day of November 2021.

DAVID J. SHAWVER, CHAIR
Board of Directors

ATTEST:

MARIA D. HUIZAR, CMC
Clerk of the Authority



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 3C
Discussion Calendar

**Consider the 9:30 p.m. Rule in Board Rules of Procedure Rule 3(b) and
Waive the 10:30 p.m. Curfew Set Forth in Rule 3(c)**

Contact(s) for Further Information

David Kendig, General Counsel

dkendig@wss-law.com

714-415-1083

Summary

This item is on this agenda in the event the Board does not revise Board Rule 3b and 3C.

If the Board meeting will continue past 9:30 p.m., the Board Rules of Procedure call for the meeting to pause a moment to determine which items will be considered at the meeting and which may be continued to the next meeting. In the event the Board's meeting appears likely to continue past 10:30 p.m., it is recommended that the Board waive the 10:30 p.m. curfew set forth in Board Rules of Procedure Rules 3(c).

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

1. At 9:30 p.m. determine which remaining agenda items will be considered and which may be continued to the next regular meeting; and
2. In the event the Board's meeting appears likely to continue past 10:30 p.m., waive the 10:30 p.m. curfew set forth in Board Rule of Procedure 3(c). (Waiver of the 10:30 curfew requires approval from three-fifths (3/5ths) of the Board members present for the meeting.)

Impact to Cities/County

Not Applicable.

Fiscal Impact

None

Background

The OCFA Board Rules of Procedure contain a number of parliamentary rules that the OCFA Board has adopted that establish parameters for the Board's normal operations and meetings. The OCFA Board Rules of Procedure Rule 3(b) and 3(c) currently provide as follows:

- (b) 9:30 p.m. Rule: At the hour of 9:30 p.m. the meeting will take a brief moment from the agenda at hand and make a determination as to which items will be considered and those that may be continued to the next regular meeting.
- (c) 10:30 p.m. Curfew: All meetings will end business at 10:30 p.m. unless the hearing body elects to extend the curfew by a three-fifths vote of all members present.

Attachment(s)

None.



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
November 18, 2021

Agenda Item No. 3D
Discussion Calendar

Amended and Restated Employment Agreement with the Fire Chief

Contact(s) for Further Information

Stephanie Holloman, Assistant Chief
Human Resources Department

stephanieholloman@ocfa.org

714.573.6353

David Kendig, General Counsel

dkendig@wss-law.com

714.415.1083

Summary

This agenda item is submitted to request approval of a successor Employment Agreement with the Fire Chief.

Prior Board/Committee Action

Pursuant to Board Rule 11, negotiations with the Fire Chief were conducted by the Board's designated representatives following the Board's closed session direction.

RECOMMENDED ACTION(S)

Approve and authorize the Board Chair to execute a successor Employment Agreement with the Fire Chief (Attachment 5).

Impact to Cities/County

Not Applicable.

Fiscal Impact

The Fire Chief employment agreement is funded by appropriations in the FY 2021/22 budget for salaries and benefits for the Fire Chief position.

Background

On April 16, 2018, Brian Fennessy was appointed the Authority's Fire Chief and an initial employment agreement was approved by the Board (Attachment 1). On July 26, 2018, the Board approved Amendment No. 1 to the Fire Chief's employment agreement (Attachment 2). On May 23, 2019, the Board approved Amendment No. 2 to the employment agreement (Attachment 3) and on July 23, 2020 approved Amendment No. 3 (Attachment 4).

The proposed employment agreement is intended to supersede all prior versions of the Fire Chief's employment agreement and amendments. The proposed agreement establishes a base salary of \$311,159 which is five percent (5%) above the maximum salary range of the Fire Chief's highest paid subordinate, exclusive of overtime. Subject to OCFA's right to terminate Fire Chief's at-will employment at any time with or without cause, the Term of this Agreement is one year from the effective date of the agreement.

Further, the proposed employment agreement provides that, except as otherwise provided in the agreement, the Fire Chief shall receive all benefits provided to Executive Management employees as set forth in the Personnel and Salary Resolution (and any changes thereto adopted by the Board of Directors) and provided consistent with the Public Employment Pension Reform Act.

Attachment(s)

1. 2018 Fire Chief Employment Agreement
2. First Amendment to Employment Agreement
3. Second Amendment to the Employment Agreement
4. Third Amendment to the Employment Agreement
5. Proposed Employment Agreement

**AGREEMENT BETWEEN
ORANGE COUNTY FIRE AUTHORITY
AND
BRIAN FENNESSY
FOR EMPLOYMENT AS FIRE CHIEF**

THIS EMPLOYMENT AGREEMENT (the "Agreement") is made, entered into, and effective this 16th day of April 2018 ("Effective Date"), by and between the Orange County Fire Authority ("OCFA"), a California Joint Powers Authority and Brian Fennessy, an individual (hereinafter referred to as "Fire Chief"). OCFA and Fire Chief are sometimes hereinafter individually referred to as "party" and are hereinafter collectively referred to as the "parties."

RECITALS

WHEREAS, OCFA desires to appoint Brian Fennessy as its Fire Chief effective April 16, 2018; and

WHEREAS, Brian Fennessy, by virtue of his training, education, and experience, is fully qualified to fill the position and desires to serve as OCFA's Fire Chief; and

WHEREAS OCFA and Brian Fennessy therefore desire to enter into this Agreement to specify the terms and conditions of Fire Chief's employment with the OCFA.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

AGREEMENT

Section 1: Term

- A. Brian Fennessy's date of appointment as Fire Chief shall be April 16, 2018. Fire Chief shall serve at the sole pleasure of OCFA. OCFA, acting through the Board of Directors, may terminate Fire Chief's employment at any time and without cause or reason by giving him written notice of that termination at least thirty (30) days in advance of the date of termination. Subject to OCFA's right to terminate Fire Chief's at-will employment at any time with or without cause, the Term of this Agreement is two years from the Effective Date, and shall automatically be extended for one additional twelve month period on each annual anniversary of the Effective Date of the Agreement (commencing with April 16, 2019), unless OCFA notifies Fire Chief of its intent not to extend the Agreement at least seven (7) months prior to expiration of the original Term or any subsequent automatic extensions of the Term.

- B. Fire Chief may resign from his employment at any time upon thirty (30) days written notice to the Board of Directors; provided, however, that notice shall not be required in the event Fire Chief resigns pursuant to a request for resignation by the Board of Directors.

Section 2: General Duties

Fire Chief shall perform the duties of Fire Chief as set forth in the job description for the position and in compliance with all applicable state and federal laws. Fire Chief shall also perform such other functions and duties, not inconsistent with the terms of this Agreement, as the OCFA, by and through its Board of Directors, may legally assign.

Section 3: Devotion to OCFA Business and Hours of Work

- A. Brian Fennessy's position as Fire Chief is considered a full-time position. Fire Chief shall devote his time, ability, and attention to the business of OCFA during the term of this Agreement.
- B. Fire Chief shall not engage in any other business, educational, or professional pursuits whatsoever, or directly or indirectly render any service of a business, commercial, or professional nature to any other person or organization, whether for compensation or otherwise, without the prior consent of the Board of Directors. However, the expenditure of reasonable amounts of time for educational, charitable, or personal, activities shall not be deemed a breach of this Agreement if those activities do not conflict or interfere with the professional services required under this Agreement; such limited activities shall not require the prior consent of the Board of Directors.
- C. Nothing in this Agreement prohibits Fire Chief from making passive personal investments or conducting private business affairs if those activities are not deemed to be a conflict of interest under local, state or Federal law or conflict or materially interfere with the professional services required under this Agreement.
- D. Fire Chief's duties may involve expenditures of time in excess of the regularly established workday or in excess of a forty-hour workweek and may also include time outside normal office hours (including but not limited to attendance at Board meetings). Fire Chief is classified as an exempt employee under the Fair Labor Standards Act ("FLSA") and shall not be entitled to any additional compensation for hours worked in excess of forty (40) in a work week.

Section 4: Performance Evaluation

The Board of Directors, in closed session, shall review and evaluate the performance of Fire Chief at least once each year during the term of this Agreement. Upon execution of this Agreement by both parties, the Board shall schedule time, and allocate the funds if necessary, to develop mutually agreeable goals, objectives, and performance standards which will be applied during such annual performance evaluations. The review and evaluation are to be completed in

accordance with criteria developed jointly by the Board of Directors and Fire Chief. Such review is to include a written statement of the findings provided to Fire Chief, and an adequate opportunity for Fire Chief to discuss this evaluation with the Board of Directors. The Board of Directors may retain, at its sole discretion, the services of a professional facilitator or qualified labor negotiator to assist the Board in completing this annual performance evaluation process. Failure of the Board to review and evaluate the performance of Fire Chief pursuant to this section shall not affect the right of the OCFA to terminate Fire Chief's employment and shall not be considered a breach of this Agreement.

Section 5: Salary

- A. As compensation for the services to be performed hereunder, effective April 16, 2018, OCFA agrees to provide Fire Chief an annual base salary of \$240,000 payable in equal installments at the same time and in the same manner that OCFA employees are paid. The OCFA shall also deduct from his annual base salary any applicable sums that Fire Chief is obligated to pay because of participation in plans or programs described in Section 6 of this Agreement.
- B. After completion of Fire Chief's first full year of service, Fire Chief will receive a non-base building increase equal to \$20,000, which must be approved by Resolution of the Board.
- C. After the first year, future annual non-base building increases will be awarded automatically to ensure that the Fire Chief's salary when combined with this increase will equal five percent (5%) above the salary of Fire Chief's highest paid subordinate, excluding overtime. Such increases will be subject to deductions and withholdings of any and all sums required for federal or state income tax, and other deductions or withholdings required by then-current state, federal or local law.
- D. Any increases in the annual base salary of Fire Chief, to the extent provided, may be made effective at any time and shall be made at the sole discretion of the Board of Directors. Increases in Fire Chief's annual base salary approved by the Board of Directors shall not require an amendment to this Agreement to be effective. Such increases may be set forth in an annual personnel and salary resolution or other Resolution approved by the Board.
- E. Fire Chief's compensation as discussed under this Section 5 is not tied to the compensation of any other OCFA employee or group of OCFA employees, except as expressly provided in this Agreement.

Section 6: Benefits and Leaves of Absence

A. Executive Management Benefits

Except as otherwise provided herein, Fire Chief shall receive all benefits provided to Executive Management employees as set forth in the Personnel and Salary Resolution (and any

changes thereto adopted by the Board of Directors) and provided consistent with the Public Employment Pension Reform Act. This provision shall be automatically amended whenever the Board of Directors adopts a new resolution or takes action to modify these benefits for Executive Management employees.

Sick Leave. Fire Chief shall be advanced forty (40) hours of sick leave upon commencement of employment. Fire Chief will not begin to accrue sick leave until such time as the advanced forty (40) hours would have been earned according to the Personnel and Salary Resolution for Executive Management. At that time, sick leave accrual will resume at the rate specified in the Personnel and Salary Resolution for Executive Management Employees.

Paid Annual Leave. In the pay period which includes April 16, 2018, Fire Chief shall receive the pro-rated equivalent of Paid Annual Leave based on a calendar year allotment of one hundred sixty (160) hours. In the first pay period of each subsequent calendar year, Fire Chief will receive Paid Annual Leave hours in an amount which will bring his total hours to no more than one hundred sixty (160). Paid Annual Leave may not be cashed-out during employment, but any remaining hours will be cashed out upon separation of employment.

Vacation. Fire Chief shall not accrue vacation time.

B. Retirement Benefits

The Board of Directors has authorized enrollment in the Orange County Employment Retirement System ("OCERS") in the retirement safety plan of 2.7% at age 57 for safety employees hired after January 1, 2013. OCFA is responsible for paying the entire employer cost of Fire Chief's benefit in accordance with the rate determined by OCERS. Fire Chief is responsible for paying the employee/member contribution toward his OCERS retirement benefit (currently based on age of entry). Fire Chief shall always be responsible for full payment of the employee/member contribution as may be amended from time to time by OCERS.

C. Personal Vehicle Business Mileage Reimbursement

Employee shall be entitled to the use of an OCFA vehicle primarily for OCFA purposes. Any limited personal use shall conform with Part 3, Section 8 of the OCFA Personnel and Salary Resolution. Where the term "Fire Chief" is used in that provision, for purposes of this Agreement only, it shall be replaced with Board of Directors.

D. Professional Development

OCFA acknowledges its interest in the continuing professional development of Fire Chief and agrees to pay all reasonable and appropriate expenses associated with professional dues and subscriptions and/or attendance at conferences, training opportunities, and meetings of organizations concerned with Fire Chief /fire-rescue services profession. Such expenses shall be approved in advance by the Board of Directors during its annual budget process.

E. General Business Expenses

The OCFA recognizes that Fire Chief may incur expenses of a non-personal, job-related nature that are reasonably necessary to Fire Chief's service to the OCFA. The OCFA agrees to either pay such expenses in advance or to reimburse the expenses, so long as the expenses are incurred and submitted according to the OCFA's normal expense reimbursement procedures or such other procedure as may be designated by the Board of Directors. To be eligible for reimbursement, all expenses must be supported by documentation meeting the OCFA's normal requirements and must be submitted within time limits established by the OCFA.

F. Relocation Costs

The OCFA agrees to reimburse Fire Chief in an amount not to exceed seven thousand five dollars (\$7,500.00) for costs and expenses associated with relocating to Orange County.

G. Administrative Leave Pending an Investigation

Because Fire Chief is an "at-will" employee, the OCFA is not obligated to pay Fire Chief pending an investigation into any alleged misconduct by Fire Chief. Notwithstanding the foregoing, in the event that the Authority determines, in its sole discretion, that it is in the best interest of the OCFA for Fire Chief to be placed on paid administrative leave pending such an investigation, Fire Chief shall fully reimburse any salary provided for that purpose if the misconduct for which Fire Chief was under investigation results in Fire Chief being convicted of a crime involving an abuse of his office or position as defined in Section 7.A.2 of this Agreement. Fire Chief shall fully reimburse such salary no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

Section 7: Termination and Separation Pay

A. Termination by OCFA for Reasons Other Than "Cause"

1. If OCFA terminates this Agreement (thereby terminating Fire Chief's employment) without cause or for reasons other than "cause" as defined in Paragraph B below, and if Fire Chief timely executes and delivers to OCFA an original "Separation Agreement and General Release" in the form attached hereto as Attachment 1, and does not thereafter timely exercise his right to revoke said Separation Agreement and General Release, the OCFA shall pay Fire Chief a lump sum severance benefit equal to the monthly salary of Fire Chief at the time of separation multiplied by six (6).

2. Such Separation Pay is considered a cash settlement related to the termination of Fire Chief and shall therefore be fully reimbursed to the OCFA by Fire Chief if Fire Chief is convicted of a crime involving an abuse of his office or position. Abuse of office or position shall have the meaning set forth in Government Code section 53243.4, as may be amended, of either (1) an abuse of public authority, including, but not limited to, waste, fraud, and violation of the law under color of authority, or (2) a crime against

public justice, including, but, not limited to, a crime described in Title 7 (commencing with Section 92 of Part 1 of the Penal Code). Fire Chief shall fully reimburse such Separation Pay no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

B. Termination by OCFA With Cause

If the OCFA terminates this Agreement (thereby terminating Fire Chief's employment) with cause, Fire Chief shall not be entitled to any Separation Pay. As used in this Agreement, "cause" shall mean any of the following:

1. Conviction of a felony; or
2. Conviction of a misdemeanor arising out of Fire Chief's duties or performance under this Agreement; or
3. Misappropriation of public funds; or
4. Willful abandonment of duties consisting of the failure to report to work for five (5) consecutive working days (for reasons not medically related) and not notifying staff or the Board of Directors of his leave status; or
5. A willful and intentional failure to carry out materially significant and legally constituted policy decisions made by the Board of Directors; or
6. Any other intentional or grossly negligent action or inaction by Fire Chief that: (a) materially and substantially impedes or disrupts the operations of the OCFA or its organizational units; (b) is materially detrimental to employees or public safety; (c) violates properly established rules or procedures of the OCFA causing a material and substantial adverse impact on the OCFA; or (d) has a material and substantial adverse effect on the OCFA's interests as clearly delineated by properly established Board of Directors action, policy, regulations, ordinances, or OCFA Code provisions.

C. Termination by Fire Chief

Fire Chief may resign from his employment as Fire Chief and terminate this Agreement at any time upon giving at least thirty (30) days advance written notice to the Board of Directors during the term of this Agreement. Fire Chief shall not be entitled to any Separation Pay if he resigns.

Section 8: Confidential Information

Fire Chief acknowledges that in the course of his employment contemplated herein, Fire Chief will be given or will have access to confidential and proprietary documents and information relating to the OCFA, its residents, businesses, employees, and customers ("Confidential Information"). Such Confidential Information may include, but is not limited to, all information

given to or otherwise accessible to Fire Chief that is not public information or would be exempt from public disclosure as confidential, protected, exempt, or privileged information. Fire Chief shall hold the Confidential Information in trust for the OCFA's benefit and shall not disclose the Confidential Information to others not otherwise entitled to receive it without the express written consent of the OCFA. All Confidential Information shall be promptly returned to the OCFA immediately upon the effective date of any termination or resignation.

Section 9: Indemnification

A. Except for an act of misappropriation of public funds, or an indictment, the filing of an information, a plea of guilty or a plea of *nolo contendere* for a crime involving moral turpitude, OCFA shall defend, hold harmless and indemnify Fire Chief against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring within the scope of his employment as Fire Chief, using legal counsel of the OCFA's choosing in its sole discretion, in accordance with the provisions of California Government Code section 825, applicable provisions of the Tort Claims Act, and other applicable law. In the event there is a conflict of interest between the OCFA and Fire Chief in such a case such that independent counsel is required for Fire Chief, the OCFA shall pay the reasonable fees of such independent counsel as determined in the sole discretion of the Board of Directors. OCFA may compromise and settle any such claim or suit and pay the amount of any settlement or judgment rendered therefrom.

B. In the event that the OCFA provides funds for the legal criminal defense of Fire Chief, Fire Chief shall fully reimburse said funds to the OCFA if Fire Chief is convicted of a crime involving an abuse of his office or position as defined in Section 7.A.2 of this Agreement. Fire Chief shall fully reimburse to OCFA such criminal legal defense fees no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

Section 10: Notices

Any notices to be given hereunder by either party to the other shall be in writing and may be transmitted by personal delivery or by registered or certified mail, return receipt requested. Notices delivered personally shall be deemed communicated as of the date of actual receipt. Mailed notices shall be deemed communicated as of the date they are delivered.

Any notices required by this Agreement shall be addressed as follows:

IF TO OCFA:

Orange County Fire Authority
ATTN: Board of Directors
1 Fire Authority Road
Irvine, California 92602

IF TO FIRE CHIEF:

Brian Fennessy
[Address on File with Human Resources Department]

Section 11: Entire Agreement

This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the employment of Fire Chief by OCFA and contains all of the covenants and agreements between the parties with respect to that employment in any manner whatsoever. Each party to this Agreement acknowledges that no representation, inducement, promise, or agreement, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which is not embodied herein, and that no other agreement, statement, or promise not contained in this Agreement shall be valid or binding on either party.

Section 12: Modifications

Any modification of this Agreement shall be effective only if it is in writing and signed by the parties.

Section 13: Effect of Waiver

The failure of either party to insist on strict compliance with any of the terms, covenants, or conditions of this Agreement by the other party shall not be deemed a waiver of that term, covenant, or condition, nor shall any waiver or relinquishment of any right or power at any one time or times be deemed a waiver or relinquishment of that right or power for all or any other times.

Section 14: Partial Invalidity

If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions shall nevertheless continue in full force without being impaired or invalidated in anyway.

Section 15: Governing Law

This Agreement shall be governed by and construed in accordance with the laws of the State of California and all applicable OCFA Codes, Ordinances, Policies and Resolutions.

Section 16: Bonding

OCFA shall bear the full cost of any fidelity or other bonds required of Fire Chief under any law or ordinance, or any insurance policies in lieu thereof.

Section 17: OCFA's Policies and Procedures

The terms and conditions of Fire Chief's employment, including additional employment benefits of Fire Chief not specifically provided for in this Agreement, shall be governed by

OCFA's personnel policies and procedures and administrative regulations, to the extent not inconsistent with the provisions of this Agreement. In the event of any such inconsistency or conflict, the provisions of this Agreement shall govern.

Section 18: Fire Chief's Independent Review

Fire Chief acknowledges that he has had the opportunity to conduct, and has conducted, an independent review of the financial and legal effects of this Agreement. Fire Chief acknowledges that he has made an independent judgment upon the financial and legal effects of the Agreement and has not relied upon any representation of the OCFA, its elected or appointed officers and officials, agents or employees other than those expressly set forth in this Agreement. Fire Chief acknowledges that he has been advised to obtain, and has to the full extent of his choosing, availed himself of, legal counsel of his choosing with respect to the terms and provisions of this Agreement.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the date reflected above.

"OCFA"

Orange County Fire Authority,
a California Joint Powers Authority

By: _____


Ed Sachs

Chairman, OCFA Board of Directors

ATTEST:


Sherry A.F. Wentz
Clerk of the Authority

APPROVED AS TO FORM:

WOODRUFF, SPRADLIN & SMART, APC


David E. Kendig
OCFA General Counsel

"FIRE CHIEF"


Brian Fennessy

ATTACHMENT 1
Separation Agreement and General Release

This Separation Agreement and General Release ("Separation Agreement") is entered into by Brian Fennessy ("Fire Chief") and Orange County Fire Authority ("Employer"), in light of the following facts:

RECITALS

- A. Fire Chief's employment by Employer, and the Employment Agreement under which he was employed, have been terminated effective _____, 20__.
- B. Fire Chief is hereby informed that he has twenty-one (21) days from the effective date of the termination when he received this Agreement to consider it. Employer hereby advises Fire Chief to consult with an attorney before signing this Agreement.
- C. Fire Chief acknowledges that for a period of seven (7) days following the signing of this Separation Agreement ("Revocation Period"), he may revoke this Separation Agreement. This Separation Agreement shall not become effective or enforceable until the Revocation Period has expired.
- D. Fire Chief acknowledges that the Salary Payment referenced in paragraph 1 of this Separation Agreement represents all compensation due and payable to him through his termination. Fire Chief also acknowledges that Employer has made this Salary Payment without regard to whether he signs this Separation Agreement. The Salary Payment does not constitute consideration for this Separation Agreement.
- E. Fire Chief acknowledges that the Separation Pay referenced in paragraph 2 of this Separation Agreement is in excess of all amounts that are due and owing to him as a result of his employment by Employer.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

AGREEMENT

- 1. Receipt of Salary Payment. Fire Chief hereby acknowledges receipt of a check for all salary owing ("Salary Payment") from Employer.
- 2. Separation Pay. Following return to Employer of this Separation Agreement signed by Fire Chief and expiration of the Revocation Period, not having been revoked by Fire Chief, Employer shall make the applicable Separation Pay provided for under his Employment Agreement with Employer.

3. General Release. In consideration of the Separation Pay to be given to Fire Chief, and other good and valuable consideration, Fire Chief hereby releases and discharges Employer and its past and present elected and appointed officials and officers, employees, representatives, agents and attorneys, from all rights, claims, causes of action, and damages, both known and unknown, in law or in equity, concerning and/or arising out of his employment with Employer which he now has, or ever had, including but not limited to any rights, claims, causes of action, or damages arising under Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, the Fair Labor Standards Act of 1938, the Americans with Disabilities Act, the Meyers-Milias Brown Act, the Vocational Rehabilitation Act of 1973, the Family and Medical Leave Act of 1993, the California Moore-Brown-Roberti Family Rights Act, the California Unruh Civil Rights Act, the California Fair Employment and Housing Act, the California Labor Code, under any other federal, state, or local employment practice legislation, or under federal or state common law, including wrongful discharge, express or implied contract, breach of public policy, or violation of due process rights.

Fire Chief hereby waives and relinquishes all rights and benefits afforded by Section 1542 of the Civil Code of California. Fire Chief understands and acknowledges the significance and consequences of this specific waiver of Section 1542. Section 1542 of the Civil Code of California states as follows:

"A general release does not extend to claims which the creditor does not know or suspect to exist in his favor at the time of executing the release, which if known by him must have materially affected his settlement with the debtor."

Notwithstanding the provisions of Section 1542, and for the purpose of implementing a full and complete release and discharge of Employer and its past and present elected and appointed officials and officers, employees, representatives, agents and attorneys, Fire Chief expressly acknowledges that this General Release is intended to include in its effect, without limitation, all claims which he does not know or suspect to exist in his favor.

Fire Chief further acknowledges that he has read this General Release, that he understands that this is a general release, and that he intends to be legally bound by the same.

4. Complete Agreement. Except for the applicable provisions of the parties' Employment Agreement, which are referenced herein, this is the entire agreement between Fire Chief and Employer with respect to the subject matter hereof and this Separation Agreement supersedes all prior and contemporaneous oral and written agreements and discussions. It may only be amended in writing.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the dates reflected below.

"FIRE CHIEF"

Dated: _____

By: _____

ORANGE COUNTY FIRE AUTHORITY

Dated: _____

By: _____

**FIRST AMENDMENT TO THE EMPLOYMENT AGREEMENT
BETWEEN ORANGE COUNTY FIRE AUTHORITY AND BRIAN FENNESSY**

This First Amendment ("Amendment") to the Agreement for Appointment of Brian Fennessy to the Position of Fire Chief ("Agreement") is entered into this 26th day of July, 2018, by and between Brian Fennessy and the Orange County Fire Authority ("Authority").

RECITALS

WHEREAS, the Authority's Board of Directors (the "Board") has appointed Chief Fennessy to the position of Fire Chief in accordance with the terms and conditions set forth in the Agreement which was entered into and effective April 16, 2018, and Chief Fennessy desires to continue to serve in this capacity and under the terms set forth therein;

WHEREAS, the parties desire to amend the Agreement on the terms and conditions set forth in this Addendum;

NOW, THEREFORE, in consideration of the mutual covenants specified herein, the parties agree as follows:

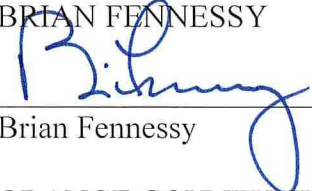
1. The parties hereby replace Section 5.C. in its entirety which states the following: "After the first year, future annual non-base building increases will be awarded automatically to ensure that the Fire Chief's salary when combined with this increase will equal five percent (5%) above the salary of Fire Chief's highest paid subordinate, excluding overtime. Such increases will be subject to deductions and withholdings of any and all sums required for federal or state income tax, and other deductions or withholdings required by then-current state, federal, or local law."

2. Section 5.C. is amended to read as follows: "After the first year increase set forth in Section 5.B., future adjustments to compensation or benefits, if any, shall be negotiated after or concurrently with the performance evaluations conducted pursuant to Section 4. Both parties acknowledge that any such compensation or benefit adjustments shall be discretionary with the Board of Directors."

3. Except as otherwise expressly provided in this Amendment, all of the terms and conditions of the Agreement remain in full force and effect.

Dated this 26th day of July, 2018.

BRIAN FENNESSY

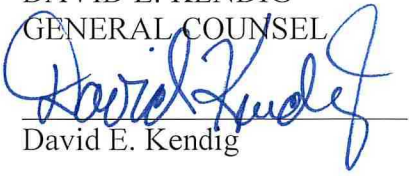


Brian Fennessy

APPROVED AS TO FORM:

ORANGE COUNTY FIRE AUTHORITY

DAVID E. KENDIG
GENERAL COUNSEL



David E. Kendig



Ed Sachs
Chairman, OCFA Board of Directors

**SECOND AMENDMENT TO THE EMPLOYMENT AGREEMENT
BETWEEN ORANGE COUNTY FIRE AUTHORITY AND BRIAN FENNESSY**

This Second Amendment ("Second Amendment") to the Agreement for appointment of Brian Fennessy to the position of Fire Chief ("Agreement") is entered into this 23rd day of May, 2019, by and between Brian Fennessy and the Orange County Fire Authority ("OCFA") (collectively referred to as "the Parties")

RECITALS

WHEREAS, the Board of Directors (the "Board") of OCFA has appointed Chief Fennessy to the position of Fire Chief in accordance with the terms and conditions set forth in the Agreement which was entered into and made effective April 16, 2018,

WHEREAS, the Parties entered into a First Amendment of the Agreement on July 26, 2018;

WHEREAS, Chief Fennessy desires to continue to serve in this capacity and under the terms set forth therein;

WHEREAS, the Parties desire to further amend the Agreement on the terms and conditions set forth in this Second Amendment;

NOW, THEREFORE, in consideration of the mutual covenants specified in the Agreement, the parties agree as follows:

1. Section 5.A. of the Agreement is hereby replaced in its entirety with the following: "As compensation for the services to be performed hereunder, effective May 23, 2019, OCFA agrees to provide Fire Chief an annual base salary of \$264,000 payable in equal installments at the same time and in the same manner that OCFA employees are paid. The OCFA shall also deduct from his annual base salary any applicable sums that Fire Chief is obligated to pay because of participation in plans or programs described in Section 6 of this Agreement."
2. Section 5.B of the Agreement is hereby amended to include the following provision: "After completion of Fire Chief's second full year of service, Fire Chief will receive a non-base building merit increase equal to \$20,000, which must be approved by Resolution of the Board."

[Continued on next page]

3. Except as otherwise expressly provided in the First Amendment and this Second Amendment, all of the terms and conditions of the Agreement remain in full force and effect.

Dated this 23rd day of May, 2019.

BRIAN FENNESSY



Brian Fennessy

APPROVED AS TO FORM:
DAVID E. KENDIG
GENERAL COUNSEL



David E. Kendig

ORANGE COUNTY FIRE AUTHORITY



Joseph Muller
Chairman, OCFA Board of Directors

**THIRD AMENDMENT TO THE EMPLOYMENT AGREEMENT
BETWEEN ORANGE COUNTY FIRE AUTHORITY AND BRIAN FENNESSY**

This Third Amendment ("Third Amendment") to the Agreement for appointment of Brian Fennessy to the position of Fire Chief ("Agreement") is entered into this 23rd day of July, 2020, by and between Brian Fennessy and the Orange County Fire Authority ("OCFA") (collectively referred to as "the Parties")

RECITALS

WHEREAS, the Board of Directors (the "Board") of OCFA has appointed Chief Fennessy to the position of Fire Chief in accordance with the terms and conditions set forth in the Agreement which was entered into and made effective April 16, 2018,

WHEREAS, the Parties entered into a First Amendment of the Agreement on July 26, 2018 (the "First Amendment");

WHEREAS, the Parties entered into a Second Amendment of the Agreement on May 23rd, 2019 (the "Second Amendment"). For ease of reference, the Agreement as modified by the First Amendment as further modified by the Second Amendment shall be collectively referred to herein as the "Amended Agreement".

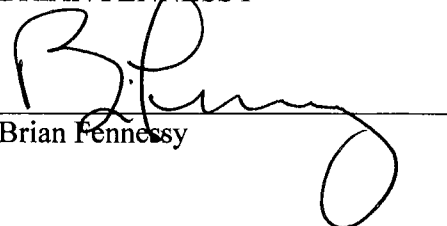
WHEREAS, the Parties desire to further amend the Amended Agreement on the terms and conditions set forth in this Third Amendment.

NOW, THEREFORE, in consideration of the mutual covenants specified in the Amended Agreement and herein, the parties agree as follows:

1. Section 5.B of the Agreement is hereby replaced in its entirety with the following: "Commencing after completion of Fire Chief's third full year of service, and after completion of each full year of service thereafter, the Board shall determine in its sole discretion whether the Fire Chief will receive a non-base building bonus of \$20,000 (the "Discretionary Bonus"). The final determination whether to approve any Discretionary Bonus shall occur in an open session meeting of the Board."
2. Except as otherwise expressly provided in herein, all of the terms and conditions of the Amended Agreement remain in full force and effect.

Dated this 23rd day of July, 2020.

BRIAN FENNESSY



Brian Fennessy

ORANGE COUNTY FIRE AUTHORITY

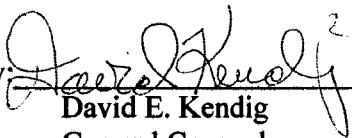
By: _____
Shelley Hasselbrink
Chair, Board of Directors

Attest:

By: _____
Maria D. Huizar, CMC
Clerk of the Authority

Approved as to form:

WOODRUFF, SPRADLIN & SMART, APC

By:  _____
David E. Kendig
General Counsel

**AGREEMENT BETWEEN
ORANGE COUNTY FIRE AUTHORITY
AND
BRIAN FENNESSY
FOR EMPLOYMENT AS FIRE CHIEF**

THIS EMPLOYMENT AGREEMENT (the "Agreement") is made, entered into, and effective this __ day of November 2021 ("Effective Date"), by and between the Orange County Fire Authority ("OCFA"), a California Joint Powers Authority and Brian Fennessy, an individual (hereinafter referred to as "Fire Chief"). OCFA and Fire Chief are sometimes hereinafter individually referred to as "party" and are hereinafter collectively referred to as the "parties."

RECITALS

WHEREAS, OCFA desires to continue the appointment of Brian Fennessy as its Fire Chief; and

WHEREAS, Brian Fennessy, by virtue of his training, education, and experience, is fully qualified to continue serving in the position and desires to continue serving as OCFA's Fire Chief; and

WHEREAS OCFA and Brian Fennessy therefore desire to enter into this Agreement to specify the terms and conditions of Fire Chief's employment with the OCFA.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

AGREEMENT

Section 1: Term

- A. Fire Chief shall serve at the sole pleasure of OCFA. OCFA, acting through the Board of Directors, may terminate Fire Chief's employment at any time and without cause or reason by giving him written notice of that termination at least thirty (30) days in advance of the date of termination. Subject to OCFA's right to terminate Fire Chief's at-will employment at any time with or without cause, the Term of this Agreement is one year from the Effective Date, and shall automatically be extended for one additional twelve month period on each annual anniversary of the Effective Date of the Agreement (commencing with November __, 2021), unless OCFA notifies Fire Chief of its intent not to extend the Agreement at least seven months prior to expiration of the original Term or any subsequent automatic extensions of the Term.

- B. Fire Chief may resign from his employment at any time upon thirty (30) days written notice to the Board of Directors; provided, however, that notice shall not be required in the event Fire Chief resigns pursuant to a request for resignation by the Board of Directors.

Section 2: General Duties

Fire Chief shall perform the duties of Fire Chief as set forth in the job description for the position and in compliance with all applicable state and federal laws. Fire Chief shall also perform such other functions and duties, not inconsistent with the terms of this Agreement, as the OCFA, by and through its Board of Directors, may legally assign.

Section 3: Devotion to OCFA Business and Hours of Work

- A. Brian Fennessy's position as Fire Chief is considered a full-time position. Fire Chief shall devote his time, ability, and attention to the business of OCFA during the term of this Agreement.
- B. Fire Chief shall not engage in any other business, educational, or professional pursuits whatsoever, or directly or indirectly render any service of a business, commercial, or professional nature to any other person or organization, whether for compensation or otherwise, without the prior consent of the Board of Directors. However, the expenditure of reasonable amounts of time for educational, charitable, or personal, activities shall not be deemed a breach of this Agreement if those activities do not conflict or interfere with the professional services required under this Agreement; such limited activities shall not require the prior consent of the Board of Directors.
- C. Nothing in this Agreement prohibits Fire Chief from making passive personal investments or conducting private business affairs if those activities are not deemed to be a conflict of interest under local, state or Federal law or conflict or materially interfere with the professional services required under this Agreement.
- D. Fire Chief's duties may involve expenditures of time in excess of the regularly established workday or in excess of a forty-hour workweek and may also include time outside normal office hours (including but not limited to attendance at Board meetings). Fire Chief is classified as an exempt employee under the Fair Labor Standards Act ("FLSA") and shall not be entitled to any additional compensation for hours worked in excess of forty (40) in a work week.

Section 4: Performance Evaluation

The Board of Directors, in closed session, shall review and evaluate the performance of Fire Chief at least once each year during the term of this Agreement. Upon execution of this Agreement by both parties, the Board shall schedule time, and allocate the funds if necessary, to develop mutually agreeable goals, objectives, and performance standards which will be applied during such annual performance evaluations. The review and evaluation are to be completed in

accordance with criteria developed jointly by the Board of Directors and Fire Chief. Such review is to include a written statement of the findings provided to Fire Chief, and an adequate opportunity for Fire Chief to discuss this evaluation with the Board of Directors. The Board of Directors may retain, at its sole discretion, the services of a professional facilitator or qualified labor negotiator to assist the Board in completing this annual performance evaluation process. Failure of the Board to review and evaluate the performance of Fire Chief pursuant to this section shall not affect the right of the OCFA to terminate Fire Chief's employment and shall not be considered a breach of this Agreement.

Section 5: Salary

- A. As compensation for the services to be performed hereunder, effective November __, 2021, OCFA agrees to provide Fire Chief an annual base salary of \$311,159.00 payable in equal installments at the same time and in the same manner that OCFA employees are paid. The OCFA shall also deduct from his annual base salary any applicable sums that Fire Chief is obligated to pay because of participation in plans or programs described in Section 6 of this Agreement.
- B. After the conclusion of the first year of this Agreement, future annual merit increases will be awarded to ensure that the Fire Chief's salary when combined with this increase will equal no less than five percent (5%) above the salary of Fire Chief's highest paid subordinate, exclusive of overtime. Such merit increases will be subject to deductions and withholdings of any and all sums required for federal or state income tax, and other deductions or withholdings required by then-current state, federal or local law.
- C. Any increases in the annual base salary of Fire Chief, to the extent provided, may be made effective at any time and shall be made at the sole discretion of the Board of Directors. Increases in Fire Chief's annual base salary approved by the Board of Directors shall not require an amendment to this Agreement to be effective. Such increases may be set forth in an annual personnel and salary resolution or other Resolution approved by the Board.
- D. Fire Chief's compensation as discussed under this Section 5 is not tied to the compensation of any other OCFA employee or group of OCFA employees, except as expressly provided in this Agreement.

Section 6: Benefits and Leaves of Absence

A. Executive Management Benefits

Except as otherwise provided herein, Fire Chief shall receive all benefits provided to Executive Management employees as set forth in the Personnel and Salary Resolution (and any changes thereto adopted by the Board of Directors) and provided consistent with the Public Employment Pension Reform Act. This provision shall be automatically amended whenever the Board of Directors adopts a new resolution or takes action to modify these benefits for Executive Management employees.

Sick Leave. Fire Chief shall be entitled to the same sick leave accrual at the rate specified in the Personnel and Salary Resolution for Executive Management Employees. Any cash out provisions applicable in the Personnel and Salary Resolution for Executive Management Employees shall also apply in equal manner to the Fire Chief.

Paid Annual Leave. Fire Chief shall be entitled to the same paid annual leave in the amount specified in the Personnel and Salary Resolution for Executive Management Employees. Any cash out provisions applicable in the Personnel and Salary Resolution for Executive Management Employees shall also apply in equal manner to the Fire Chief.

Vacation. Fire Chief shall be entitled to the same vacation leave accrual at the rate specified in the Personnel and Salary Resolution for Executive Management Employees. Any cash out provisions applicable in the Personnel and Salary Resolution for Executive Management Employees shall also apply in equal manner to the Fire Chief.

B. Retirement Benefits

The Board of Directors has authorized enrollment in the Orange County Employment Retirement System (“OCERS”) in the retirement safety plan of 2.7% at age 57 for safety employees hired after January 1, 2013. OCFA is responsible for paying the entire employer cost of Fire Chief’s benefit in accordance with the rate determined by OCERS. Fire Chief is responsible for paying the employee/member contribution toward his OCERS retirement benefit (currently based on age of entry). Fire Chief shall always be responsible for full payment of the employee/member contribution as may be amended from time to time by OCERS.

C. Personal Vehicle Business Mileage Reimbursement

Employee shall be entitled to the use of an OCFA vehicle primarily for OCFA purposes. Any limited personal use shall conform with Part 3, Section 8 of the OCFA Personnel and Salary Resolution. Where the term “Fire Chief” is used in that provision, for purposes of this Agreement only, it shall be replaced with Board of Directors.

D. Professional Development

OCFA acknowledges its interest in the continuing professional development of Fire Chief and agrees to pay all reasonable and appropriate expenses associated with professional dues and subscriptions and/or attendance at conferences, training opportunities, and meetings of organizations concerned with Fire Chief /fire-rescue services profession. Such expenses shall be approved in advance by the Board of Directors during its annual budget process.

E. General Business Expenses

The OCFA recognizes that Fire Chief may incur expenses of a non-personal, job-related nature that are reasonably necessary to Fire Chief’s service to the OCFA. The OCFA agrees to either pay such expenses in advance or to reimburse the expenses, so long as the expenses are

incurred and submitted according to the OCFA's normal expense reimbursement procedures or such other procedure as may be designated by the Board of Directors. To be eligible for reimbursement, all expenses must be supported by documentation meeting the OCFA's normal requirements and must be submitted within time limits established by the OCFA.

F. Administrative Leave Pending an Investigation

Because Fire Chief is an "at-will" employee, the OCFA is not obligated to pay Fire Chief pending an investigation into any alleged misconduct by Fire Chief. Notwithstanding the foregoing, in the event that the Board of Directors determines, in its sole discretion, that it is in the best interest of the OCFA for Fire Chief to be placed on paid administrative leave pending such an investigation, Fire Chief shall fully reimburse any salary provided for that purpose if the misconduct for which Fire Chief was under investigation results in Fire Chief being convicted of a crime involving an abuse of his office or position as defined in Section 7.A.2 of this Agreement. Fire Chief shall fully reimburse such salary no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

Section 7: Termination and Separation Pay

A. Termination by OCFA for Reasons Other Than "Cause"

1. If OCFA terminates this Agreement (thereby terminating Fire Chief's employment) without cause or for reasons other than "cause" as defined in Paragraph B below, and if Fire Chief timely executes and delivers to OCFA an original "Separation Agreement and General Release" in the form attached hereto as Attachment 1, and does not thereafter timely exercise his right to revoke said Separation Agreement and General Release, the OCFA shall pay Fire Chief a lump sum severance benefit equal to the monthly salary of Fire Chief at the time of separation multiplied by six (6).

2. Such Separation Pay is considered a cash settlement related to the termination of Fire Chief and shall therefore be fully reimbursed to the OCFA by Fire Chief if Fire Chief is convicted of a crime involving an abuse of his office or position. Abuse of office or position shall have the meaning set forth in Government Code section 53243.4, as may be amended, of either (1) an abuse of public authority, including, but not limited to, waste, fraud, and violation of the law under color of authority, or (2) a crime against public justice, including, but, not limited to, a crime described in Title 7 (commencing with Section 92 of Part 1 of the Penal Code). Fire Chief shall fully reimburse such Separation Pay no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

B. Termination by OCFA With Cause

If the OCFA terminates this Agreement (thereby terminating Fire Chief's employment) with cause, Fire Chief shall not be entitled to any Separation Pay. As used in this Agreement, "cause" shall mean any of the following:

1. Conviction of a felony; or
2. Conviction of a misdemeanor arising out of Fire Chief's duties or performance under this Agreement; or
3. Misappropriation of public funds; or
4. Willful abandonment of duties consisting of the failure to report to work for five (5) consecutive working days (for reasons not medically related) and not notifying staff or the Board of Directors of his leave status; or
5. A willful and intentional failure to carry out materially significant and legally constituted policy decisions made by the Board of Directors; or
6. Any other intentional or grossly negligent action or inaction by Fire Chief that: (a) materially and substantially impedes or disrupts the operations of the OCFA or its organizational units; (b) is materially detrimental to employees or public safety; (c) violates properly established rules or procedures of the OCFA causing a material and substantial adverse impact on the OCFA; or (d) has a material and substantial adverse effect on the OCFA's interests as clearly delineated by properly established Board of Directors action, policy, regulations, ordinances, or OCFA Code provisions.

C. Termination by Fire Chief

Fire Chief may resign from his employment as Fire Chief and terminate this Agreement at any time upon giving at least thirty (30) days advance written notice to the Board of Directors during the term of this Agreement. Fire Chief shall not be entitled to any Separation Pay if he resigns.

Section 8: Confidential Information

Fire Chief acknowledges that in the course of his employment contemplated herein, Fire Chief will be given or will have access to confidential and proprietary documents and information relating to the OCFA, its residents, businesses, employees, and customers ("Confidential Information"). Such Confidential Information may include, but is not limited to, all information given to or otherwise accessible to Fire Chief that is not public information or would be exempt from public disclosure as confidential, protected, exempt, or privileged information. Fire Chief shall hold the Confidential Information in trust for the OCFA's benefit and shall not disclose the Confidential Information to others not otherwise entitled to receive it without the express written consent of the OCFA. All Confidential Information shall be promptly returned to the OCFA immediately upon the effective date of any termination or resignation.

Section 9: Indemnification

A. Except for an act of misappropriation of public funds, or an indictment, the filing of an information, a plea of guilty or a plea of *nolo contendere* for a crime involving moral turpitude,

OCFA shall defend, hold harmless and indemnify Fire Chief against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring within the scope of his employment as Fire Chief, using legal counsel of the OCFA's choosing in its sole discretion, in accordance with the provisions of California Government Code section 825, applicable provisions of the Tort Claims Act, and other applicable law. In the event there is a conflict of interest between the OCFA and Fire Chief in such a case such that independent counsel is required for Fire Chief, the OCFA shall pay the reasonable fees of such independent counsel as determined in the sole discretion of the Board of Directors. OCFA may compromise and settle any such claim or suit and pay the amount of any settlement or judgment rendered therefrom.

B. In the event that the OCFA provides funds for the legal criminal defense of Fire Chief, Fire Chief shall fully reimburse said funds to the OCFA if Fire Chief is convicted of a crime involving an abuse of his office or position as defined in Section 7.A.2 of this Agreement. Fire Chief shall fully reimburse to OCFA such criminal legal defense fees no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

Section 10: Notices

Any notices to be given hereunder by either party to the other shall be in writing and may be transmitted by personal delivery or by registered or certified mail, return receipt requested. Notices delivered personally shall be deemed communicated as of the date of actual receipt. Mailed notices shall be deemed communicated as of the date they are delivered.

Any notices required by this Agreement shall be addressed as follows:

IF TO OCFA:

Orange County Fire Authority
ATTN: Board of Directors
1 Fire Authority Road
Irvine, California 92602

IF TO FIRE CHIEF:

Brian Fennessy
[Address on File with Human Resources Department]

Section 11: Entire Agreement

This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the employment of Fire Chief by OCFA and contains all of the covenants and agreements between the parties with respect to that employment in any manner whatsoever. Each party to this Agreement acknowledges that no representation, inducement, promise, or agreement, orally or otherwise, have been made by any party, or anyone acting on

behalf of any party, which is not embodied herein, and that no other agreement, statement, or promise not contained in this Agreement shall be valid or binding on either party.

Section 12: Modifications

Any modification of this Agreement shall be effective only if it is in writing and signed by the parties.

Section 13: Effect of Waiver

The failure of either party to insist on strict compliance with any of the terms, covenants, or conditions of this Agreement by the other party shall not be deemed a waiver of that term, covenant, or condition, nor shall any waiver or relinquishment of any right or power at any one time or times be deemed a waiver or relinquishment of that right or power for all or any other times.

Section 14: Partial Invalidity

If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions shall nevertheless continue in full force without being impaired or invalidated in anyway.

Section 15: Governing Law

This Agreement shall be governed by and construed in accordance with the laws of the State of California and all applicable OCFA Codes, Ordinances, Policies and Resolutions.

Section 16: Bonding

OCFA shall bear the full cost of any fidelity or other bonds required of Fire Chief under any law or ordinance, or any insurance policies in lieu thereof.

Section 17: OCFA's Policies and Procedures

The terms and conditions of Fire Chief's employment, including additional employment benefits of Fire Chief not specifically provided for in this Agreement, shall be governed by OCFA's personnel policies and procedures and administrative regulations, to the extent not inconsistent with the provisions of this Agreement. In the event of any such inconsistency or conflict, the provisions of this Agreement shall govern.

Section 18: Fire Chief's Independent Review

Fire Chief acknowledges that he has had the opportunity to conduct, and has conducted, an independent review of the financial and legal effects of this Agreement. Fire Chief acknowledges that he has made an independent judgment upon the financial and legal effects of the Agreement and has not relied upon any representation of the OCFA, its elected or appointed officers and

officials, agents or employees other than those expressly set forth in this Agreement. Fire Chief acknowledges that he has been advised to obtain, and has to the full extent of his choosing, availed himself of, legal counsel of his choosing with respect to the terms and provisions of this Agreement.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the date reflected above.

“OCFA”

Orange County Fire Authority,
a California Joint Powers Authority

By: _____
David Shawver
Chairman, OCFA Board of Directors

ATTEST:

Maria Huizar
Clerk of the Authority

APPROVED AS TO FORM:

WOODRUFF, SPRADLIN & SMART, APC

David E. Kendig
OCFA General Counsel

“FIRE CHIEF”

Brian Fennessy

ATTACHMENT 1
Separation Agreement and General Release

This Separation Agreement and General Release ("Separation Agreement") is entered into by Brian Fennessy ("Fire Chief") and Orange County Fire Authority ("Employer"), in light of the following facts:

RECITALS

- A. Fire Chief's employment by Employer, and the Employment Agreement under which he was employed, have been terminated effective _____, 20__.
- B. Fire Chief is hereby informed that he has twenty-one (21) days from the effective date of the termination when he received this Agreement to consider it. Employer hereby advises Fire Chief to consult with an attorney before signing this Agreement.
- C. Fire Chief acknowledges that for a period of seven (7) days following the signing of this Separation Agreement ("Revocation Period"), he may revoke this Separation Agreement. This Separation Agreement shall not become effective or enforceable until the Revocation Period has expired.
- D. Fire Chief acknowledges that the Salary Payment referenced in paragraph 1 of this Separation Agreement represents all compensation due and payable to him through his termination. Fire Chief also acknowledges that Employer has made this Salary Payment without regard to whether he signs this Separation Agreement. The Salary Payment does not constitute consideration for this Separation Agreement.
- E. Fire Chief acknowledges that the Separation Pay referenced in paragraph 2 of this Separation Agreement is in excess of all amounts that are due and owing to him as a result of his employment by Employer.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

AGREEMENT

- 1. Receipt of Salary Payment. Fire Chief hereby acknowledges receipt of a check for all salary owing ("Salary Payment") from Employer.
- 2. Separation Pay. Following return to Employer of this Separation Agreement signed by Fire Chief and expiration of the Revocation Period, not having been revoked by Fire Chief, Employer shall make the applicable Separation Pay provided for under his Employment Agreement with Employer.

3. General Release. In consideration of the Separation Pay to be given to Fire Chief, and other good and valuable consideration, Fire Chief hereby releases and discharges Employer and its past and present elected and appointed officials and officers, employees, representatives, agents and attorneys, from all rights, claims, causes of action, and damages, both known and unknown, in law or in equity, concerning and/or arising out of his employment with Employer which he now has, or ever had, including but not limited to any rights, claims, causes of action, or damages arising under Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, the Fair Labor Standards Act of 1938, the Americans with Disabilities Act, the Meyers-Milias Brown Act, the Vocational Rehabilitation Act of 1973, the Family and Medical Leave Act of 1993, the California Moore-Brown-Roberti Family Rights Act, the California Unruh Civil Rights Act, the California Fair Employment and Housing Act, the California Labor Code, under any other federal, state, or local employment practice legislation, or under federal or state common law, including wrongful discharge, express or implied contract, breach of public policy, or violation of due process rights.

Fire Chief hereby waives and relinquishes all rights and benefits afforded by Section 1542 of the Civil Code of California. Fire Chief understands and acknowledges the significance and consequences of this specific waiver of Section 1542. Section 1542 of the Civil Code of California states as follows:

"A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release and that, if known by him or her, would have materially affected his or her settlement with the debtor or released party."

Notwithstanding the provisions of Section 1542, and for the purpose of implementing a full and complete release and discharge of Employer and its past and present elected and appointed officials and officers, employees, representatives, agents and attorneys, Fire Chief expressly acknowledges that this General Release is intended to include in its effect, without limitation, all claims which he does not know or suspect to exist in his favor.

Fire Chief further acknowledges that he has read this General Release, that he understands that this is a general release, and that he intends to be legally bound by the same.

4. Complete Agreement. Except for the applicable provisions of the parties' Employment Agreement, which are referenced herein, this is the entire agreement between Fire Chief and Employer with respect to the subject matter hereof and this Separation Agreement supersedes all prior and contemporaneous oral and written agreements and discussions. It may only be amended in writing.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the dates reflected below.

"FIRE CHIEF"

Dated: _____

By: _____

ORANGE COUNTY FIRE AUTHORITY

Dated: _____

By: _____



Orange County Fire Authority
AGENDA STAFF REPORT

Concurrent Special Joint Meetings
November 18, 2021

Agenda Item No. 4
Discussion Calendar

Findings Required by AB361 for the Continued Use of
Teleconferencing for Meetings

Contact(s) for Further Information

David E. Kendig, General Counsel

Dkendig@wss-law.com

714.415-1083

Summary

In order for the Board of Directors and Committees to continue meeting via teleconference during the pandemic, AB 361 requires the local legislative bodies to make specified findings at least every thirty (30) days.

Prior Board/Committee Action

At the October 28, 2021 meeting, the Board of Directors approved the legally required findings and directed staff to schedule concurrent Special Joint Meetings of the Board of Directors, Executive Committee, Budget and Finance Committee, and Human Resources Committee with regular or special meetings of the Board of Directors whenever necessary to address the requirement to make the required findings at least every thirty (30) days, and to minimize the need for separate Board or committee meetings to address this new requirement of the Brown Act.

RECOMMENDED ACTION(S)

Make the following findings by majority votes of the Board of Directors, Executive Committee, Budget and Finance Committee and Human Resource Committee:

- a. A state of emergency has been proclaimed by California's Governor due to the COVID-19 pandemic and continues in effect; and
- b. The Board of Directors and each Committees has reconsidered the circumstances of the emergency; and
- c. State and local officials continue to recommend measures to promote social distancing to slow the spread of COVID-19.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Nominal software licensing costs to continue to use Zoom Webinar to stream meetings in a manner that allows online public comments.

Background

Assembly Bill 361 was signed into law by the Governor on September 16, 2021. A portion of AB 361 enacted amendments to California Government Code section 54953 regarding teleconference meetings.

Those amendments authorize local agencies like the Fire Authority to continue to conduct meetings by teleconference during a Governor-proclaimed state of emergency¹ provided that certain findings are made by the legislative body, and provided that certain procedural requirements are met regarding public access to the meetings.

A new requirement in AB 361 requires particular findings be made by the Board of Directors and each of the OCFA's legislative bodies and requires that the new findings must be reaffirmed at least every thirty (30) days thereafter in order for the legislative body to continue to use teleconferencing.

The Required Findings

The teleconference provisions in AB 361 may only be utilized as long as a Governor-proclaimed state of emergency remains active, or while state or local officials have recommended measures to promote social distancing.

When either of those is the case (both are true at this time), then in order to continue to teleconference using the new provisions of AB 361, each legislative body must make the following findings by majority vote at least every 30 days:

- (A) The legislative body has reconsidered the circumstances of the state of emergency; and
- (B) Either of the following circumstances exist:
 - (i) The state of emergency continues to directly impact the ability of the members to meet safely in person; or
 - (ii) State or local officials continue to impose or recommend measures to promote social distancing.²

To comply with that requirement, the recommended action would have the Board of Directors and each Committee find each of the following:

- a. A state of emergency has been proclaimed by California's Governor due to the COVID-19 pandemic and continues in effect; and
- b. The Board of Directors and each Committee has reconsidered the circumstances of the emergency; and
- c. State and local officials continue to recommend measures to promote social distancing to slow the spread of COVID-19.

¹ For purposes of AB 361 "...state of emergency" means a state of emergency proclaimed pursuant to Section 8625 of the California Emergency Services Act..." Cal. Gov't Code sec. 54953(e)(4). Section 8625 of CESA in turn refers to a state of emergency proclaimed by the Governor.

² Cal. Gov't Code sec. 54953(e)(3).

Potential Consequence of Not Making the Findings Every 30 Days

AB 361 does not expressly state what happens if a legislative body fails to make the required findings “every 30 days.” However, it expressly requires the timely reapproval of the findings “in order to continue to teleconference” in the manner that AB 361 authorizes.

As a result, if a legislative body does not adopt the required findings every 30 days, then it could be precluded from continuing to teleconference thereafter, perhaps even if it were later willing to adopt the findings at a later date. For this reason, General Counsel recommends that the Board of Directors and Committees adopt the required findings at this time and at least every 30 days thereafter, unless the Board of Directors and Committees decide as a *permanent* matter that it will no longer permit teleconferencing at all (e.g., regardless of whether the state of emergency worsens).

[Attachment\(s\)](#)

None