



Orange County Fire Authority

Annual Report 2004

Our Vision

You can count on us.....

Every member of the Orange County Fire Authority contributes to the quality of life within our community. We protect and support the needs of our neighbors to the fullest extent possible while helping and supporting ourselves. We believe in our proud traditions and our dynamic future. Our community respects and values our services and we constantly reinforce that the responsibilities for which we are entrusted are well placed.

Our Mission

We proudly serve the changing needs of our communities by providing the highest quality regional emergency, safety, and support services with:

Professionalism

Enthusiasm

Organizational Integrity

Pride

Leadership

Effectiveness

Our people pledge a commitment to preserving the quality of life. We protect lives, property, and the environment with compassion, vigilance, and dedication to excellence.

Orange County Fire Authority Board of Directors

*Ken Blake, La Palma
Chair*

*Tracy Worley Hagen, Tustin
Vice Chair*

*Cynthia Adams, Aliso Viejo
Don McCay, Buena Park
Mike McGill, Cypress
James V. Lacy, Dana Point
Beth Krom, Irvine
R. Craig Scott, Laguna Hills
Joe Brown, Laguna Niguel
Dr. Brenda Ross, Laguna Woods
Richard Dixon, Lake Forest
Fred Freeman, Los Alamitos
Trish Kelley, Mission Viejo*

*Chris Lowe, Placentia
Neil Blais, Rancho Santa Margarita
Susan Ritschel, San Clemente
Sam Allevato, San Juan Capistrano
John Larson, Seal Beach
David Shawver, Stanton
Bob Bell, Villa Park
Russell Paris, Westminster
Keri Lynn Wilson, Yorba Linda
Chris Norby, County of Orange
Tom Wilson, County of Orange*

OCFA FIRE STATIONS

Proudly Serving the Communities of...

ALISO VIEJO, Station 57
ALL OCFA AREAS, Station 52 (crews)
BUENA PARK, Station 61
BUENA PARK, Station 62
BUENA PARK, Station 63
COTO DE CAZA, Station 40
CYPRESS, Station 17
COWAN HEIGHTS, Station 8
DANA POINT, Station 29
DANA POINT, Station 30
EMERALD BAY, Station 11
HELICOPTER @ FULLERTON AIRPORT, Station 41
IRVINE, Station 4
IRVINE, Station 6
IRVINE, Station 26
IRVINE, Station 28
IRVINE, Station 36
IRVINE, Station 38
IRVINE, Station 51
IRVINE, Station 55
JOHN WAYNE AIRPORT, Station 33
LA PALMA, Station 13
LADERA RANCH, Station 58
LAGUNA HILLS/LAGUNA WOODS, Station 22
LAGUNA NIGUEL, Station 5
LAGUNA NIGUEL, Station 39
LAGUNA NIGUEL, Station 49
LAKE FOREST, Station 19
LAKE FOREST, Station 42
LAKE FOREST, Station 54
LOS ALAMITOS, Station 2
MIDWAY CITY, Station 25
MISSION VIEJO, Station 9
MISSION VIEJO, Station 24
MISSION VIEJO, Station 31
MODJESKA CANYON, Station 16
PLACENTIA, 34
PLACENTIA, 35
RANCHO SANTA MARGARITA, Station 45
SAN CLEMENTE, Station 50
SAN CLEMENTE, Station 59
SAN CLEMENTE, Station 60
SAN JUAN CAPISTRANO, Station 7
SEAL BEACH, Station 44
SEAL BEACH, Station 48
SILVERADO CANYON, Station 14
SILVERADO CANYON, Station 15
SUNSET BEACH, Station 3
STANTON, Station 46
TRABUCO CANYON, Station 18
TUSTIN, Station 21
TUSTIN, Station 37
TUSTIN, Station 43
VILLA PARK, Station 23
WESTMINSTER, Station 64
WESTMINSTER, Station 65
WESTMINSTER, Station 66
YORBA LINDA, Station 10
YORBA LINDA, Station 32
YORBA LINDA, Station 53

Message from the Fire Chief

I'm pleased to present the Orange County Fire Authority's 2004 Annual Report. The report provides an overview of the significant accomplishments achieved by our members along with a comprehensive collection of important data ranging from how we spend the taxpayers money to emergency response statistics.

In reviewing this report, you'll see that 2004 was another action packed year for us. During the year, emergency incident responses increased by 4.3% to 79,913, the number of people injured by fire declined by 18%, and property damage grew by 4.23%. Significantly, the number of people who died in building fires increased from 7 in 2003 to 11 this year. In addition to handling our own emergencies, OCFA responded to a large number of calls for help from neighboring communities with 3,544 mutual or automatic aid responses.

We continued to put a considerable effort in to preparing our community and ourselves for the challenges associated with domestic terrorism. For many unfortunate but good reasons, the protective equipment and analytical tools now carried by our field resources has changed in ways never imagined just a few years ago. Additionally, our Urban Search and Rescue Task Force, one of 28 in the nation, continues to enhance its Weapons of Mass Destruction response capabilities, which requires a sizable commitment of people, training, and types of equipment.

We completed our Regional Fire Operations and Training Center (RFOTC) Project and, early in the year, moved from our facilities in the City of Orange that had served as our Headquarters since 1930. We also graduated our first firefighter academy from the RFOTC; and dedicated the OCFA Firefighter Memorial honoring our past, the present, and the future.

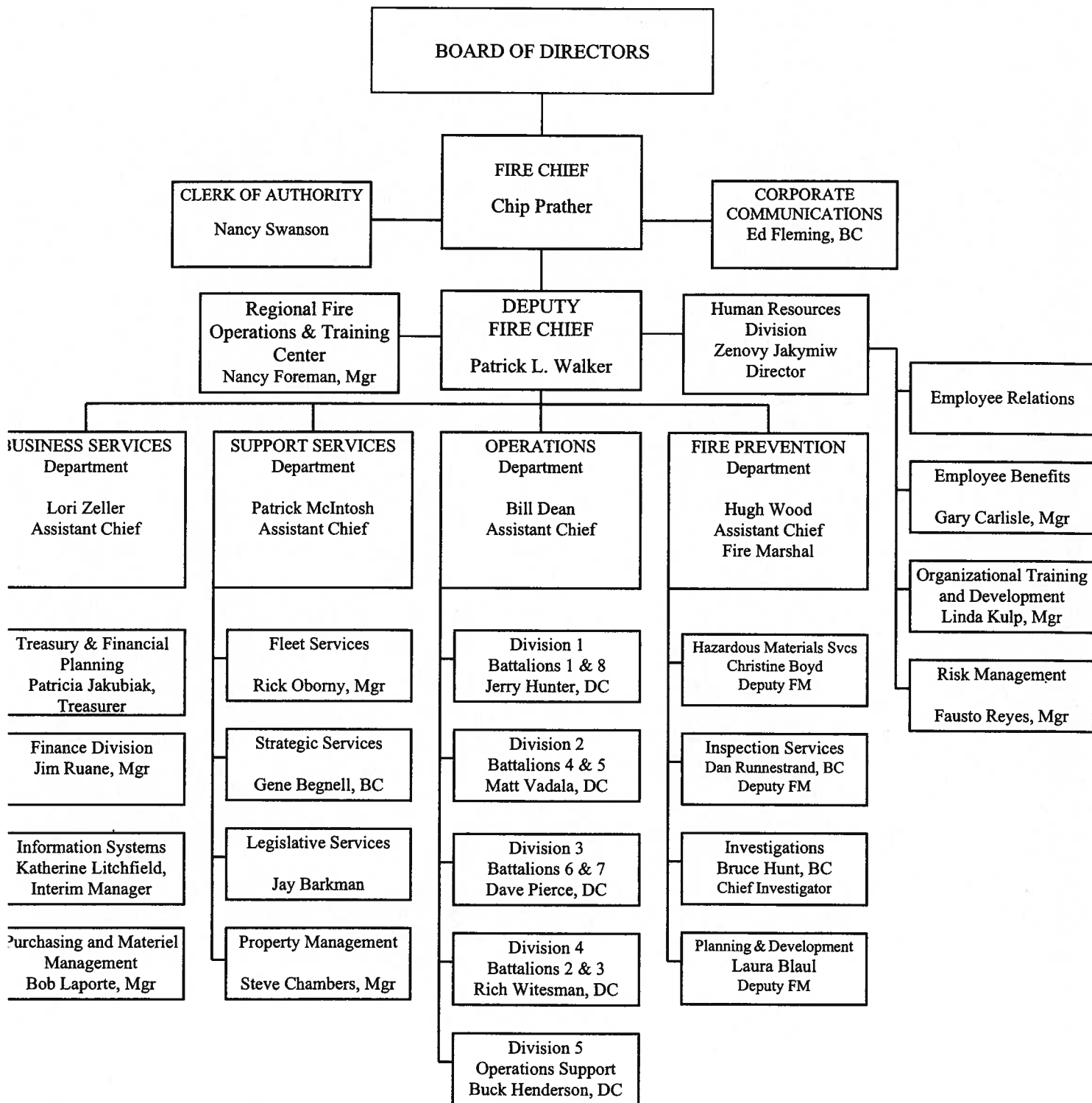
Managing our fiscal resources continued to be a major responsibility and challenge during the year and we were able to reverse last year's alarming condition of operating costs out pacing revenues through a combination of changes in practice, reducing costs, and increasing revenues. Many of the increases, such as workers compensation and retirement costs, were driven by factors beyond our control. In response to this condition, we implemented portions of our Fiscal Health Contingency Plan to make certain that we paid for all ongoing expenses with ongoing revenues and that our budget remained balanced.

Lastly, the members of OCFA continued to make a positive difference in the lives of hundreds of people in our communities through their dedicated commitment to the Orange County Fire Way and our motto "you can count on us". In both traditional and non-traditional ways, our members did their level best to lend a hand to other people. Neighbor helping neighbor is a deeply held value of ours and it represents the essence of what OCFA is all about. We consider it a privilege to serve our community and we're proud of our traditions and excited about our dynamic future.



Chip Prather,
Fire Chief

OCFA Organization Chart



STATISTICAL DATA COMPARISON

	FY 2000/01	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05
Salaries & Benefits	113,051,186	118,465,155	131,992,837	152,063,507	160,712,789
Services & Supplies	14,981,479	16,102,740	17,596,044	18,542,926	19,570,920
Capital Outlay	14,515	218,115	394,480	586,009	232,333
Debt Service	942,345	1,187,135	722,338	525,536	326,370
Operating Transfer Out	14,992,127	20,854,446	14,274,324	9,187,250	8,461,556
TOTAL GENERAL FUND	143,981,652	156,827,591	164,980,023	180,905,228	189,303,968
Facilities Maint & Imps	4,832,101	2,815,506	2,390,104	2,216,029	1,677,363
Capital Projects	288,759	3,887,658	1,388,000	923,563	10,799,187
Comm. & Info Systems	2,203,314	2,205,684	3,149,465	1,392,311	1,375,618
RFOTC	3,041,359	46,970,118	3,355,922	7,652,318	1,205,159
Vehicle Replacement	1,931,063	2,494,093	6,920,771	7,131,946	5,127,112
Self-Insurance				8,526,353	8,921,112
Debt Service		484,850	3,661,750	3,664,175	3,663,700
TOTAL BUDGET *	156,278,248	215,685,500	185,846,035	212,411,923	222,073,219
STAFFING LEVEL					
Firefighters	757	764	764	764	774
Fire Management	38	39	40	40	40
Professional Staff	257	261	274	276	276
TOTAL	1,052	1,064	1,078	1,080	1,090
Reserve Firefighters	391	343	355	357	390

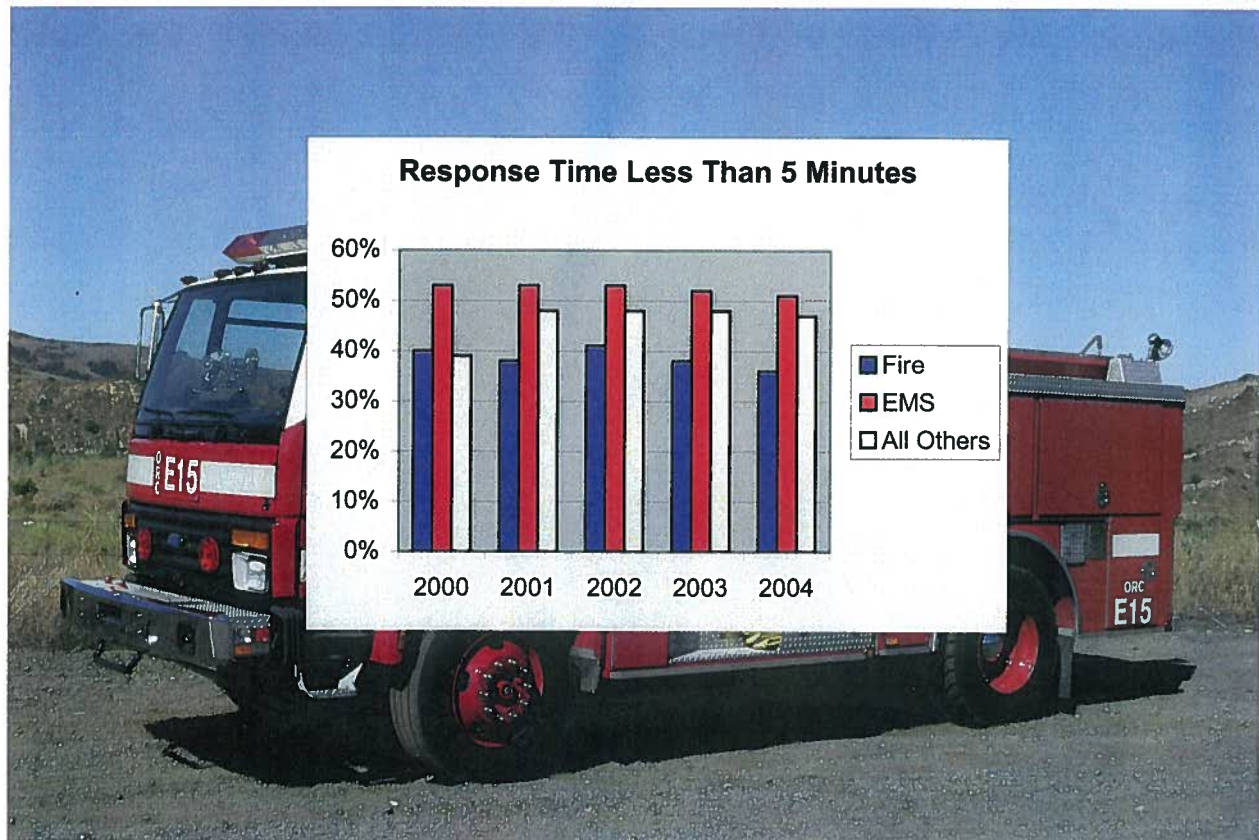
* Budgeted amounts reflect all adjustments approved by the Board of Directors as of the publication date



STATISTICAL SUMMARY

	2001	2002	2003	2004
Population Served	1,256,428	1,274,684	1,289,771	1,308,813
Dwelling Units	449,275	457,246	459,926	464,973
Assessed Values *	122,801,720,245	129,688,965,168	139,892,965,052	152,619,467,815
INCIDENT SUMMARY				
Fires	2,083	2,219	2,517	2,230
EMS	47,617	48,177	52,509	53,463
Ruptures	208	143	183	163
Hazmat	1,823	1,666	1,945	1,563
Service Call	5,069	4,787	5,179	5,063
Good Intent	10,849	10,806	12,360	11,058
False Alarms	5,376	5,613	4,373	4,356
Miscellaneous	102	115	507	2,017
TOTAL ALL INCIDENTS	73,127	73,526	79,573	79,913
9-1-1 Call Volume	118,711	124,777	122,414	129,594
Total Mutual Aid Received	5,097	4,734	4,636	4,629
Total Mutual Aid Provided	3,747	3,657	3,495	3,544
Total Property Loss	\$25,469,880	\$15,549,192	\$20,708,046	\$21,583,401
Total Fire Injuries	34	45	50	41
Total Fire Deaths	5	7	4	11

• Assessed values only for Orange County Fire Authority areas served



TOTAL UNIT RESPONSES BY JURISDICTION
January 1 through December 31, 2004

Jurisdiction	Unit Responses	Jurisdiction	Unit Responses
Aliso Viejo	5,216	Placentia	6,451
Buena Park	11,792	RSM	4,627
Cypress	5,899	San Clemente	8,390
Dana Point	6,538	San Juan Capo	6,748
Irvine	26,177	Seal Beach	8,885
Laguna Hills	6,323	Stanton	5,014
Laguna Niguel	8,306	Tustin	10,880
Laguna Woods	10,551	Villa Park	664
Lake Forest	10,701	Westminster	13,542
La Palma	2,036	Yorba Linda	7,327
Los Alamitos	2,492	Unincorporated	18,741
Mission Viejo	14,584	Out of Area	4,897
		TOTAL	206,781

TOTAL INCIDENTS BY MAJOR CATEGORY

	FIRES	EMS	OTHER	TOTAL
Aliso Viejo	49	1,185	622	1,856
Buena Park	187	3,886	1,387	5,460
Cypress	81	1,518	656	2,255
Dana Point	62	1,675	758	2,495
Irvine	310	5,700	3,874	9,884
Laguna Hills	50	1,657	699	2,406
Laguna Niguel	65	2,012	915	2,992
Laguna Woods	22	3,178	684	3,884
Lake Forest	117	2,770	1,251	4,138
La Palma	32	518	178	728
Los Alamitos	32	574	298	904
Mission Viejo	124	3,985	1,581	5,690
Placentia	81	1,727	772	2,580
Rancho Santa Margarita	40	1,226	560	1,826
San Clemente	84	2,276	1,153	3,513
San Juan Capistrano	61	1,627	621	2,309
Seal Beach	52	2,334	627	3,013
Stanton	89	1,538	706	2,333
Tustin	81	2,472	1,052	3,605
Villa Park	6	185	95	286
Westminster	159	4,277	1,293	5,729
Yorba Linda	82	1,667	866	2,615
Unincorporated	151	3,830	1,887	5,868
Out of Jurisdiction	213	1,646	1,685	3,544
TOTAL	2,230	53,463	24,220	79,913

OCFA ACTIVITY BY UNIT

Air Utilities	# Responses
A30	44
A2	41
Battalion Chiefs	# Responses
B6	459
B4	420
B8	406
B1	369
B3	331
B5	304
B7	287
B2	269
Engines	# Responses
PM E61	3,675 *
PM E222	3,605 *
PM E22	3,554 *
PM E24	3,329
PM E19	3,194
PM E29	3,011
PM E64	2,771
PM E46	2,632
E 21	2,613
E 48	2,567
PM E66	2,491
PM E60	2,399
PM E34	2,398
PM E62	2,286
E 7	2,259
PAU E63	2,161
E26	2,125
PM E65	2,017
PM E36	1,987
E31	1,920
PAU E37	1,869
PAU E28	1,775
PM E51	1,757
E4	1,693
PAU E25	1,649
PAU E13	1,643
PAU E57	1,621
PAU E9	1,593
PAU E39	1,542

Engines	# Responses
PM E58	1,519
PM E45	1,501
PAU E50	1,469
E38	1,465
PAU E30	1,433
PAU E50	1,401
E17	1,390
PAU E35	1,299
PM E6	1,281
PAU E10	1,280
PAU E2	1,519
E5	1,265
PAU E54	1,110
E32	1,080
PM E23	1,046
PAU E44	807
PAU E8	615
PAU E53	520
PAU E42	473
PAU E20	424
PAU E40	395
PAU E18	299
E3	169
PAU E15	113
PAU E55	113
E11	112
E16	57
E14	51
E223	46
E315	42
E332	42
E357	36
E307	30
E326	30
E206	28
E342	28
E245	27
E253	26
E221	25
E210	22
E318	22

E - Engine

PAU – Paramedic Assessment Unit

PM – Paramedic Engine

* Enroutes, not dispatches

OCFA ACTIVITY BY UNIT

Engines	# Responses
E330	26
E205	20
E235	18
E250	18
E240	16
E208	14
E220	7
Relief/Temporary	192
Crews	# Responses
52	70
252	62
352	5
Dozers	# Responses
52	65
252	57
352	9
Waters Tenders	# Responses
W7	57
W40	43
W52	17
W10	38
W16	35
W21	6
John Wayne Airport	# Responses
Crash Unit 2	310
Crash Unit 1	137
Crash Unit 3	151
Crash Unit 33	387
Crash Unit 4	3
Crash Unit 5	23
Helicopters	# Responses
HC41	63
HC241	75
Helicopter Support	# Responses
HT41	17
HT241	8
HS41	9
Service Support	# Responses
Service 1	95
Haz Mat	# Responses
H4	50
H204	19
Ambulances	# Responses
ET64	2,594
ET50	2,490
ET66	2,248

Paramedic Vans	# Responses
M21	3,654
M26	3,167
M4	3,018
M48	2,867
M31	2,828
M5	2,714
M17	2,439
M7	2,350
M38	1,631
M32	1,349
Patrols/Squads	# Responses
P26	412
P7	397
P21	374
P30	235
P10	196
P32	136
P11	113
P18	84
P16	63
P40	61
P14	51
P23	21
S19/S42	626
S24	593
S25	434
S13	307
S2	227
S3	142
S44	60
S23	24
Trucks	# Responses
T22	1,587
T61	1,240
T59	1,080
T46	1,051
T49	994
T43	925
T64	922
T9	873
T34	820
T4	798
T45	670
T6	648
T17	622
Speciality Unit	# Responses
Foam Tender 36	7

Our People On The Move

The following individuals, through hard work and dedication, earned promotions during the year 2004.

ASSISTANT CHIEF – BUSINESS SERVICES

Lori Zeller

FIRE CAPTAIN

Jeff Buckingham
Craig Covey
Dennis Gomez
Marc Stone

Richard Chapman
James Day
Douglas Hanson
Ron Thompson

Michael Contreras
David Ferdig
Christopher Stevens
Kevin Touhy

FIRE APPARATUS ENGINEER

Brian Brown
Dustin Grinstead
Douglas Miller
K James Pruitt

Mark Engstrom
Frank Janicke
Marc Moore
Mark Rodriquez

James Gorski
Lance Low
Billie Nelson
Matthew Truman

PROFESSIONAL STAFF

Brian Samaniego
Senior Fire Equipment Tech

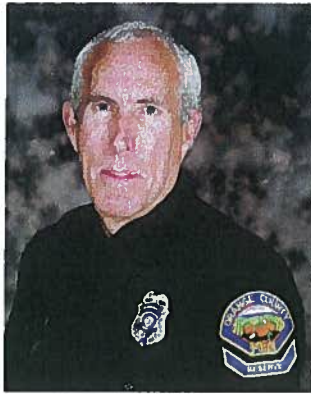
Jan Zamarripa
Office Services Specialist

Our OCFA recognizes the contributions of our members throughout the year with various presentations, certificates, proclamations, and events. Each year OCFA members have the opportunity to nominate their peers for recognition in one of four categories — Career Firefighter of the Year, Reserve Firefighter of the Year, Professional Staff Employee of the Year, and Manager of the Year.

Steve Werth – Career Firefighter of the Year



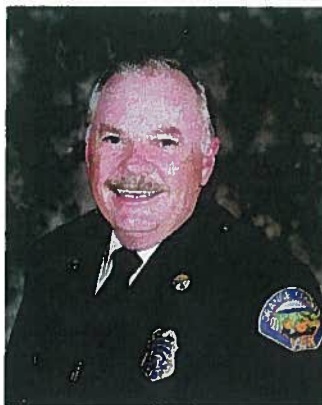
Bruce Newell - Reserve Firefighter of the Year



Judy Penrod - Professional Staff Employee of the Year



John Howlind, EMS Battalion Chief – Manager of the Year



Business Services Department

The Business Services Department, comprised of five sections, provides administrative support; investment services; financial services; purchasing and warehousing functions; and information systems development, repair, and installation.

The roles and accomplishments of each Business Services Section

The **Finance Division** is responsible for providing financial accounting, reporting, planning, and developing procedures and policies to protect and safeguard the financial and material assets of the OCFA. Responsibilities include accounts receivable; cost (grant) accounting; accounts payable; payroll; fixed and controlled assets accounting; and general ledger.



Major Accomplishments

- Submitted the fiscal year 2003-04 Comprehensive Annual Financial Report for the highest awards for excellence in financial reporting from the Government Finance Officers Association and the California Society of Municipal Finance Officers
- Completed the fiscal year 2003-04 annual financial audit and received an unqualified opinion for the ninth year in a row with no audit comments for the sixth consecutive year
- Transitioned all Finance functions to the RFOTC without interruption to customers
- Successfully processed federal grant reimbursements totaling over \$1.6 million for the Wellness and Fitness and the Weapons of Mass Destruction programs
- Implemented a new fixed asset software system, including bar coding to streamline the inventory process, and performed an organization-wide inventory

The **Purchasing** Section processes all purchasing requisitions, develops request for proposals (RFP), manages formal bid processes, and manages surplus property for the Authority.

Major Accomplishments

- Processed 3,996 requisitions and 602 change orders
- Developed and initiated 109 written bids
- Provided support on numerous purchases for annual/maintenance contracts and large dollar purchases

Materials Management (also known as the Service Center) provides shipping, receiving, and warehousing services for the Authority; performs mail processing and delivery services; certifies and maintains breathing apparatus; provides repair and fabrication services on equipment, woodworking, safety garments, and tools; manages the acquisition and distribution of bulk supplies and equipment; and provides logistical support for major emergencies.

Major Accomplishments

- Moved the warehousing operations to the new headquarters
- Processed 5,340 material requisitions; 2,367 service requests; 4,262 doorstep/supply orders; 295 returns to stock orders; 38,644 overall line items; and distributed 307,260 items from stock
- Responded to 85 incidents with Service Support I; providing air support and rehab services
- Upgraded 18 medic vans, outfitted 9 medic vans, outfitted 3 emergency transport units, and one service support vehicle



The **Information Technology (IT)** Section is responsible for the development, operation, and maintenance of the OCFA's computer, network, and information systems. Responsibilities include: IT strategic planning and forecasting; development and monitoring of IT standards and guidelines; analysis, design, and implementation of computer, network, radio, and telecommunications systems and services; and development and coordination of internal and external technical resources.



Major Accomplishments

- Implemented and enhanced numerous Intranet applications including an automated business application Technical Request System, two organizational training courses, an Emergency Medical Services Doorstep Form, and Automated relief Vehicle Status system
 - Completed a redesign of the interface between the Integrated Fire Prevention (IFP) Hazardous Material Services Section program and the Banner system to increase reliability and performance
 - Completed an upgrade and transition of the IFP server to new hardware, operating system, and Oracle Database without interruption of services
 - Completed an upgrade of the Operating System on all servers to Windows 2000
 - Completed the Fire Station Alarm Network upgrade project converting 60 fire station alarm systems from analog to more current and reliable digital technology
- Provided oversight of technology installations on the RFOTC project including placement and design of CAT5E to the workstations and the fiber backbone and network
 - Successfully relocated administrative PCs, printers, application servers, Computer Aided Dispatch systems, and ECC technical equipment to the RFOTC without interruption of administrative or emergency services
 - Received and processed over 3,000 technical services customer calls

Treasury & Financial Planning is responsible for providing a variety of cash management, budgetary services, and administrative support for the Authority. Treasury services include monitoring cash balances; making investments in accordance with OCFA's Investment Policy; issuing and administering long and short-term debt; oversight of the Deferred Compensation program; and accounting support to the Employee Benefits Section. Financial Planning services include preparation of annual budgets; monthly analysis and reporting of revenue and expenditure activities; annual reviews of fiscal health; financial forecasting, and special financial studies. Additional responsibilities include maintenance of lease agreements and various administrative support functions.

Major Accomplishments

- Provided ongoing investment of a portfolio averaging \$120 million in compliance with the Authority's Investment Policy
- Coordinated issuance of the 2004 Tax and Revenue Anticipation Notes and ensured compliance with program requirements
- Developed the FY 2004/05 budget for Board adoption in June 2004, which included operating cost reductions to make funding available for the OCFA's capital improvement plan
- Coordinated the sale of OCFA's Fire Station #12 in the City of Cypress, which was closed and declared surplus when the reserve company was relocated to Fire Station #13
- Developed a comprehensive financial review of the OCFA's past, present, and future finances highlighting historical accomplishments, and outlining future challenges. The Board presentation, titled "Building a Strong Financial Future" also included policy options for improving the Authority's long-term fiscal health



Community Relations and Education Services

In 2004, OCFA members delivered 1,200 high quality fire safety education programs and all-risk community preparedness programs. Topics included fire safety, earthquake and disaster preparedness, childhood injury prevention, drowning prevention, senior safety, wildfire defense preparation, and school programs. Following is a list of the major classes and programs coordinated by the Community Relations and Education Services Section:

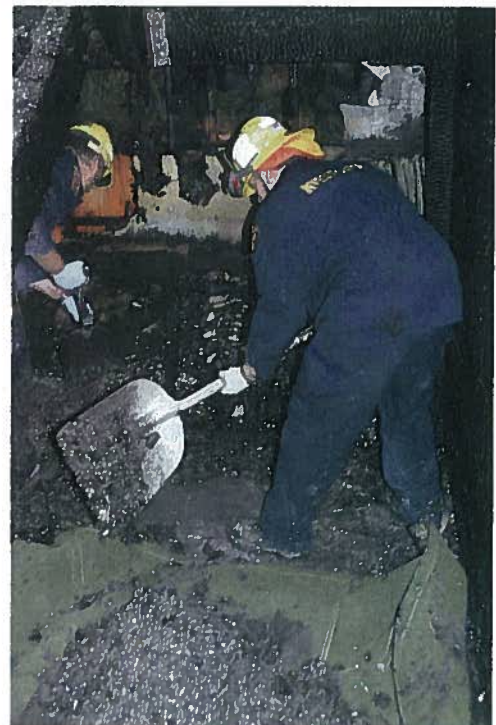
- **All-Risk Community Safety Outreach:** One community safety topic was selected each month. Each topic was featured in flyers, vehicle placards, and was e-mailed to partner cities and businesses for distribution on their web sites and newsletters.
- **Drowning Prevention:** OCFA Sponsored the drowning prevention media day during EMS week at Blue Buoy swimming school in Tustin. *Drown Without a Sound* placards were displayed on all OCFA vehicles. Anti-drowning Public Service Announcements (PSAs) were shown before movies at community theatres.
- **Spark of Love Toy Drive:** The OCFA Community Relations and Education personnel coordinated the Spark of Love Toy Drive that collected 300,000 toys for distribution through more than 350 charitable and non-profit organizations.
- **Orange County Fair:** The OCFA Community Relations and Education Services personnel, Fire Prevention personnel, and firefighters helped staff the Orange County Fire Chiefs' Association booth during the Orange County Fair.
- **Life and Fire Safety (LAFS):** The OCFA participated in 24 Life and Fire Safety (LAFS) classes in 2004. LAFS is a 30-45 minute program that uses clowns, puppets, music, magic, and humor to teach students important fire and life safety lessons.
- **Safe Kids Coalition:** The OCFA participated in the Orange County Safe Kids Coalition—part of a national group of child safety advocates. Programs included: Drowning Prevention, Home Safety, Traffic Safety, and Sports Safety.
- **October Fire Prevention Month:** In addition to traditional fire station open houses in each city, the OCFA also provided fire safety booths and fire escape houses at six harvest festivals throughout Orange County. In October The Register in Education program reached over 300,000 subscribers and elementary school students with a special fire safety newspaper insert.
- **Additional Classes Taught in 2004:**
 - 83 Junior Firefighter Programs for 7,740 fifth grade students
 - 14 CPR classes for 218 residents (OCFA Instructors)
 - 28 community CPR classes for 245 residents (Red Cross Instructors).
 - 9 drowning prevention classes for 387 residents

Fire Prevention Department

The OCFA Fire Prevention Department contributes to community safety and prosperity through the systematic mitigation of risk. This mission is accomplished through the following: identification and analysis of community risk; development, implementation, and enforcement of laws and regulations; education and distribution of information to the community; and a dedication to excellence. The goal is to implement an integrated effort in and outside of the Fire Prevention Department. The department is comprised of four sections: Investigation Services, Inspection Services, Hazardous Materials Services, and Planning and Development.

The roles and accomplishments of each Fire Prevention Section

Investigation Services Section's peace officers are responsible for investigating or reviewing fires and determining appropriate intervention strategies. Criminal cases are investigated and evidence is gathered for the purpose of filing with the District Attorney's Office while juvenile related fires are handled through diversion programs. Cost recovery is pursued on all applicable incidents. Non-criminal fires are reviewed to identify potential fire prevention efforts.



Major Accomplishments

- Opening the new criminal evidence room with over 1,200 items
- Setting up our A/V room (including a multimedia computer) for projects including use for interviews, viewing and transferring some digital data
- Breaking one of the largest serial arson rings in Orange County history in cooperation with Irvine Police Department.

Arrested, Petition, and Diverted	
Adult (Arrest)	16
Juvenile (Petition or Diverted)	47
Cases Handled by Staff	694
Arson Fires (CPC 451) Offences	237
Non-Arson Criminal Fires (Reckless, Careless, Negligent) Offences	223
Cases closed by Arrest or Exception (such as in the interest of justice or diverted)	31
Juvenile (Petition or Diverted by other Law Enforcement Agencies)	2
Cost Recovery	
Cost Recovery cases	33
Cost Recovery dollars billed	\$67,527

Inspection Services conducts fire safety inspections, and enforces applicable fire codes and ordinances. Additionally, this section provides quality assurance coordination and data entry of the annual fire safety inspections.

Major Accomplishments

- Expanded 4th of July Post Action report to a collaborative effort published and distributed by OCFA in conjunction with Orange County Fire Chiefs Association



- Increased Wildland inspection program to approximately 11,731 affected properties.
- Applied for Fire Act Grant funds to enhance inspection program using contemporary GIS technologies
- Began comprehensive community risk evaluation which will include analysis of risk mitigation effectiveness

Inspections Assigned to OCFA	32,132
Annual Inspections by Inspection Services Staff	1,822
July 4 th Fireworks Stands inspected	37
July 4 th Public Displays	22
Special Activity permits issued	146
Fire Hazard Complaints resolved	163
Total Permits issued	11,816
Permits issued by Fire Prevention Staff	3,765
Wildland Inspections	11,731
Total Revenue Collected	\$1,362,942

Planning & Development oversees the design and development/construction of communities, structures, systems, and facilities to ensure they meet State and local safety standards. Staff drafts conditions for development, reviews and approves plans for construction/installation, and conducts field inspections throughout the construction process. The fuel modification program is administered by Section staff who review plans for the vegetative buffer between homes and wildfire areas and conduct inspections during and after installation. Section staff are also responsible for code development for each jurisdiction served and draft amendments to meet identified risks and community safety needs.

Major Accomplishments

- Section staff developed and delivered four different seminars to over 200 customers on the plan review and inspection processes. The outreach efforts, aimed at assisting customers in meeting requirements the first time through, were well received.
- Monthly training seminars in plan processing and inspections were initiated. The one-hour sessions orient new and current customers to the processes and assist them in expediting projects through the system.
- The industry advisory committee met three times during the year and revised two development guidelines (fuel modification and emergency access). This committee provides a venue that allows for open communication between Fire Authority staff and development community representatives.
- Staff conducted a residential fire sprinkler and operational response demonstration utilizing multi-family dwellings located on the former Tustin Marine Base to demonstrate fire sprinkler system performance and fire fighting suppression activities. OCFA directors and partner agency staff, as well as the media, witnessed the burn test which clearly demonstrated the effectiveness of fire sprinklers in protecting lives and property. The video memorializing the event will be used in efforts aimed to increase the number of homes and families protected by this technology. This year, staff reviewed and inspected systems in 1,931 new single family homes.
- Staff was involved in drafting new state regulations for the fire and building codes as well as the implementation plan for the California Hydrogen Highway project submitted to the Governor on January 1, 2005.
- The Section was fully supported by fees generated from services delivered, with no General Fund subsidy other than authorized exemptions (residential sprinkler systems and County/city projects).

Plans reviewed	11,909
% of Plans Reviewed within Target Goal Time Frame	99%
Construction Inspections Completed	18,376
%of Inspections Performed within 48 hours of Request	99%
Operating Permits Issued (high hazard practices)	310
Plans Reviewed at Public Counter	1,264
Customers Served at Public Counters	9,775
Customer Services Surveys Completed	633
% Satisfaction	99%
Total Revenue Collected	\$3,855,929

Hazardous Materials Services gathers and maintains inventories of chemicals stored, handled, and used within the OCFA jurisdiction which is accessible to all emergency response agencies and the public under the Community Right-To-Know program. The staff conduct annual inspections, mitigate risks of high-hazard chemical facilities, coordinate hazardous materials emergency plans, manage the OCFA Fuel Systems program, and research fire incidents involving hazardous chemicals.

Major Accomplishments

- Drafted policies and procedures for implementing Administrative Enforcement Orders, an administrative approach to enforcing the regulations for recalcitrant, non-compliant facilities for OCFA Board consideration
- Upgraded the automated billing system and converted billing from calendar to fiscal year, to increase efficiency of revenue monitoring
- Completed audits and/or inspections in all 39 facilities in the California Risk Management Program for extremely hazardous materials, with both mandatory and voluntary safety system upgrades in every facility
- Initiated Operation Disclosure, in two additional cities, to insure that the chemical inventories of all facilities are provided to OCFA and made available to first responders
- Removed underground fuel storage tanks at Fire Stations 23 and 43; installed aboveground fuel storage tanks at Fire Stations 6, 22 and the Regional Fire Operations and Training Center; and completed contamination clean up at Fire Station 17, where fuel tanks had been removed

Regulated Facilities	4,950
Collection Rate	97%
Annual Inspections by HMSS Staff	467
Permits Issued	3,297
RMP Triennial Audits	23
Enforcement Fines Collected	\$8,200
UST Mitigation Reimbursement	\$97,341
Total Revenue (including RMP program)	\$1,527,205

Human Resources Division

The Human Resources Division provides programs and services designed to support the OCFA and its employees in the achievement of its mission and objectives. Human Resources programs are provided through four sections within the Division: Employee Relations, Organizational Training and Development, Risk Management, and Employee Benefits and Services.

The roles and accomplishments of each Human Resources Section

The **Employee Relations Section** is responsible for administering the compensation and classification program, conducting recruitments, testing candidates, and negotiating, as well as, administering the various Memorandums of Understanding. This section also serves as the advisory unit to managers and supervisors in employee relations matters involving the application of employee performance appraisals, administration of corrective action and application of general employment policies and procedures.

Major Accomplishments

- A total of 20 recruitments were conducted in 2004. These recruitments resulted in 128 new hires and 50 promotions.
- An internal recruitment for Firefighter Trainee was conducted, which involved the testing of over 200 candidates. A symposium on preparing for the Physical Agility test was also presented to those candidates who passed the written test
- An Employees Guide for Developing Career Paths was developed for employees. This document provides guidance to employees who are seeking to advance their careers within the OCFA.

The **Organizational Training & Development Section** is responsible for organizing training and developing programs/activities for supervisors, managers, and general staff. Through the assessment of organizational needs, training is provided in the form of long-term comprehensive training programs, one-day seminar events, or referrals to outside training providers in the case of specialized training needs.

Major Accomplishments

- Last year an on-line Sexual Harassment/Discrimination training program was developed and presented to supervisors and other employees. To date all OCFA employees have completed the training program.
- The Project Excellence Program, which focuses on the development of supervisory skills, was completed by an additional 22 employees, bringing the total participation level to 79 employees.
- The Leadership Institute, offered to all OCFA employees to assist them in building leadership skills, graduated 15 employees, bringing the total participation level to 133 employees.
- A comprehensive manual identifying all work related training offered by the OCFA to its employees was completed as part of the employee career development program.

- A total of 13 employee development classes were conducted in computer skills, business writing, employment law and delivering presentations. Attendance at these classes totaled 119 employees.

The **Employee Benefits and Services Section** is responsible for the administration of employee benefit programs including health, dental, vision, life, disability, and the optional benefit plan for General, Supervisory, and Management employees. This section also administers the Reserve Firefighter Program's dental, vision, and life insurance. In support of all OCFA employees, the Benefits section is responsible for the administration of the Retiree Medical Program, the Employee Assistance Program (EAP), the Dependent Care Assistance Program (DCAO), and Premium Only Plan (POP). This section conducts the New Employee Orientation Program and coordinates and assists employees with the Leave of Absence and Retirement process.

Major Accomplishments

- Four Quarterly Retirement Seminars were conducted for OCFA employees. In addition, the first Retirement Seminar for Headquarters personnel was also presented at the RFOTC facility.
- New Emergency Medical Technician (EMT's) identification cards were issued for 450 employees.
- The first annual RFOTC Health Fair for OCFA employees was held at the facility. This involved all healthcare providers, currently providing or offering healthcare coverage to Authority employees.

The **Risk Management Section** is responsible for managing OCFA's General Liability, Safety & Loss, Self-Insured Workers Compensation, and WEFIT program. This section secures all lines of insurance coverage including, workers compensation excess coverage, general liability, property and auto, aviation, pollution liability, and public official bonds. This section also administers the self-insured workers compensation program and works with general liability insurance pool on general liability claims. Additionally, this section chairs the OCFA Safety & Occupational Health Committee and provides staff support to the WEFIT Oversight Committee.

Major Accomplishments

- Successful completion of the implementation of the first year of the WEFIT pilot program that included, development of fitness center at the RFOTC, providing fitness equipment at all fire stations, and fitness testing and medical evaluation for all firefighter personnel.
- Funds received from the FEMA grant for the WEFIT program were used to offset implementation costs for the program
- The OCFA Injury and Illness, Hazard Communication, Hearing Conservation, and Forklift Safety Programs were implemented and comply with Cal/OSHA requirements.
- A Fire Inspector Safety Guideline Booklet was developed for field inspectors. This document focuses on personal safety procedures while performing inspections in the field.

Operations Department

The Operations Department is comprised of four geographical Divisions and an Operations Support Division.

The Roles and Accomplishments of each Division

Division I is comprised of two Battalions. Battalion 1 serves the cities of Los Alamitos, Seal Beach, Westminster, and the unincorporated communities of Sunset Beach and Midway City. Battalion 8 serves the cities of Cypress, La Palma, Stanton, and Buena Park. Administration of the OCFA Fire Explorer Program, consisting of 10 Fire Explorer Posts throughout the County, is also assigned to Division I.

Major Accomplishments

- Participated in Buena Park Silverado Days, delivering Fire Prevention education to thousands of attendees
- Conducted a joint mass-casualty exercise at Knott's Berry Farm
- Hosted the 6th Annual Explorer Academy for 50 Fire Explorers
- Revised and distributed new OCFA Fire Exploring Handbook



Buena Park Silverado Days

Division II is comprised of two Battalions. Battalion 4 serves the cities of Aliso Viejo, Laguna Hills, Laguna Niguel, Laguna Woods, and Lake Forest. Battalion 5 serves the City of Irvine, the unincorporated communities of Emerald Bay, Santa Ana Heights, the UCI Campus, and John Wayne Airport. The OCFA Hazardous Material Response Team (HMRT) including Weapons of Mass Destruction (WMD) and the Mass Casualty Incident Response Team programs are assigned to Division II.

Major Accomplishments



“Every 15 Minutes” High School Drunk Driving Awareness Program

- Participated in three *Every Fifteen Minutes* drunk driving awareness program for area high schools in Irvine, Lake Forest, and Laguna Hills
- Jointly participated in the *Heroes Wear Helmets* program with the Irvine Police Department
- Conducted emergency preparedness training for community volunteers who make up the *Community Emergency Response Teams (CERT)*
- Conducted Night Club/Public Assembly inspection program for Division II cities
- Participated in Red Ribbon Week Activities that included school assemblies and the Pizza Night fundraiser

Division III is comprised of two Battalions. Battalion 6 serves the cities of Dana Point, San Clemente, San Juan Capistrano, Laguna Niguel, and unincorporated areas of South Orange County. Battalion 7 serves the cities of Lake Forest, Mission Viejo, Rancho Santa Margarita, the unincorporated communities of Coto De Caza, Ladera Ranch, Trabuco Canyon, Modjeska Canyon, and unincorporated areas of South Orange County. Administration of the OCFA Urban Search and Rescue (USAR) and Swift Water Rescue Programs are assigned to Division III.

Major Accomplishments

- USAR Program obtained a Department of Homeland Security/FEMA grant for \$1.1 million dollars, to purchase additional Weapons of Mass Destruction (WMD) equipment and provide additional specialized training for the USAR Task Force
- Began construction on Fire Station 39 in Laguna Niguel and Fire Station 59 in San Clemente
- Developed and administered a Public-Private partnership implementation of the *Community Emergency Response Team (CERT)* in South County
- Enhanced Paramedic service by placing into service a Paramedic Truck Company in San Clemente, and a Paramedic Engine Company in Rancho Santa Margarita



USAR Weapons of Mass Destruction Exercise

Division IV is comprised of two Battalions. Battalion 2 serves the cities of Yorba Linda and Placentia. Battalion 3 serves the cities of Tustin, Villa Park, and the unincorporated communities of Orange Park Acres and Silverado Canyon.



Open Airways for Schools Program

Major Accomplishments

- Conducted *Open Airways for Schools*, an American Lung Association asthma education program for school aged children
- Provided emergency preparedness-training classes to community volunteers that make up the *Community Emergency Response Teams (CERT)* for the cities of Placentia and Villa Park
- Updated the Silverado Fire Plan, a detailed guide that includes aerial photographs for fire and law enforcement in the event of a major wildland fire

Division V (Operations Support Division) is comprised of the following sections: Emergency Command Center, Emergency Medical Services; Operations Training and Safety; Special Operations (Helicopter Program and Crews/Equipment); Emergency Planning and Coordination; and Community Volunteer Services.

The Emergency Command Center is responsible for receipt and dispatch of emergency calls. The dispatcher answering the initial call determines the type of call, jurisdiction, closest unit, and then dispatches units via Computer Aided Dispatch (CAD). The Communication Services unit of this section supports the communications needs of our department through purchase, installation and maintenance of telephones, pagers, radios, data terminals, and station alarm systems.

Major Accomplishments

- Successfully cut over from the Emergency Command Center (ECC) in Orange to the new RFOTC Emergency Command Center
- Provided a second 800MHz portable radio to all career apparatus
- Conducted a Manual Dispatch Mode exercise utilizing the Logistics/Communications Trailer
- Completed communications equipment installation for new apparatus



Emergency Command Center

Community Volunteer Services (CVS) coordinates OCFA volunteer programs. This includes the Reserve Firefighter Program and the volunteer Chaplain Corps. The CVS office serves as the advocate for all OCFA volunteer programs.

The Reserve Firefighter Program augments career personnel and ensures that adequate resources are available to respond to emergencies within their local community. This program improves emergency effectiveness by providing additional EMS coverage and reinforcement of incident support resources and specialty equipment.

The CVS office coordinates the selection, training, and logistical needs for the Reserve Firefighter Program in conjunction with the Human Resource Section, Operations Training and Safety Section, and the Service Center.

Major Accomplishments

- Restructured Reserve Firefighter training delivery method to shorten the time needed for a Reserve Firefighter to be qualified to respond to emergency incidents
- Selected and trained 72 new Reserve Firefighters
- Conducted Reserve Officer Training for 31 Reserve Firefighters
- Selected two new Chaplains to replace Chaplains who left the Chaplain Corps

The ***Emergency Medical Services (EMS)*** section provides management, oversight and direction for the delivery of emergency medical services by first responders and paramedics. This includes: implementation of the continuing quality improvement program; continuing education for all personnel; EMS supply and equipment evaluation and purchasing; monitoring and tracking of paramedic and EMT-I certifications; oversight of compliance to ALS and medical supply fee agreements by the ambulance providers; issuance and evaluation of the ambulance RFP; monitoring of ambulance response time compliance; liaison to applicable regulatory agencies, and other EMS groups; and identification of paramedic staffing needs; and performance of recruitment functions.

Major Accomplishments

- Automated External Defibrillators (AEDs) installed at new Headquarters facility with employee training conducted on CPR/AED and First Aid
- Updated and replaced essential medical supplies throughout the OCFA Weapons of Mass Destruction (WMD) inventory
- Assessment Centers developed to enhance paramedics performance and assist in a more focused direction of training needs



CPR/AED Training for RFOTC Employees

The Emergency Planning and Coordination (EPAC) Section coordinates OCFA emergency planning with federal, state, and local jurisdictions and agencies. The EPAC Battalion Chief represents the Authority on working task forces including the state and federal Terrorism Task Force, Nuclear Power Authority, and Marine Disaster. The EPAC Chief also has responsibility for the administration and coordination of OCFA Vegetation Management Program (VMP/Wildland Defense Program). The goal of this program is to mitigate the negative effects of wildland fires by developing tactical pre-fire plans, control burns to lessen the effects of wildland fires, and community awareness of efforts they can take to prevent property and loss of life in the wildland/urban interface areas.

Major Accomplishments

- Continue to actively participate in the planning and distribution of \$30 million of Urban Area Security Initiative (UASI) and Homeland Security Grant Funds for the Orange County Operational Area. This funding provided Haz Mat units for fire and S.W.A.T. Vehicles for law as well as training, communication technology, detection technology and Personal Protective Equipment for all law, fire, and health first responders in Orange County
- Utilizing Office of Domestic Preparedness (ODP) grant funding, assisted in the facilitation and coordination of a county wide full function terrorist exercise. All law / fire / and health agencies in Orange County participated in this Operation Orange Shield exercise.
- Actively participated in the Inter-Canyon League Fire Safe Council and completed Operation Canyon Cleansweep 2004, which netted approximately 150 tons of cut vegetation removed in Silverado and Modjeska Canyons

The **Special Operations Section** is responsible for coordination of OCFA Air Operations Program and the Crews and Equipment Section. The OCFA currently maintains fire suppression helicopters used for emergency response in wildland fires, swift water and remote rescues, and disaster mitigation. The Crews and Equipment Section is responsible for the firefighting hand crews and bulldozers. This section provides fire road access maintenance and various construction and maintenance projects.

Major Accomplishments

- Developed a comprehensive Large Animal Rescue program for the safe control and removal of trapped large animals (horses)
- Implemented a fire-mapping program
- Installed Global Positioning System units and computer programs in helicopters for aerial mapping
- The Crews and Equipment Section assisted in the transition to the new RFOTC from the old Headquarters facilities

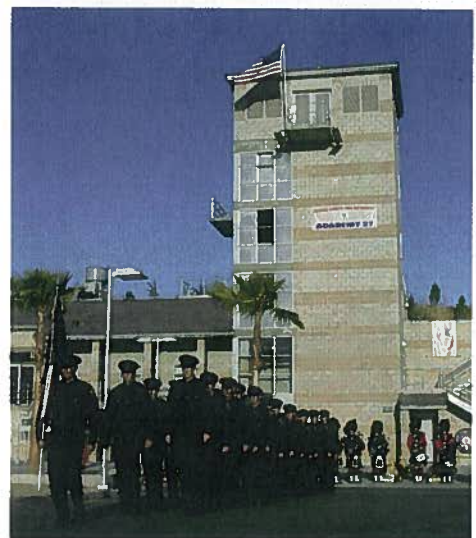


Firefighting Handcrew

The **Operations Training and Safety Section** is responsible for all Operations training activities. This includes research and development of training programs, including basic and advanced firefighter techniques, administrative, and supervisory training. The Training Section coordinates and administers recruit and promotional training academies including training for Reserve Firefighters, lateral entry Paramedics, Engineers, and Fire Officers. The Training Section coordinates the Safety Officer Response Program that provides a Safety Officer on the scene of all major emergency incidents.

Major Accomplishments

- Graduated Basic Fire Academy 27. The first Academy to be held at the new RFOTC training grounds
- Developed and administered the simulator portion of the Fire Captain promotional process
- Conducted the Reserve Firefighter Training process, with over 70 participants, bringing the total number of reserve firefighters to over 250
- Provided quarterly training to 765 career firefighters and 35 Battalion Chiefs



Fire Academy 27 Graduation

Support Services Department

The Support Services Department provides a variety of essential support services to the Orange County Fire Authority in the areas of Fleet Services, Legislative Services, Property Management, and Strategic Services. Support Services provides a backbone in construction, maintenance, and planning for the critical tasks of ongoing emergency services. The Department maintains a key focus on providing specialized services to the Authority in station design and construction, maintenance of facilities and apparatus, future planning in station and equipment needs, legislative issues, and evaluation of changing community demographics.

The roles and accomplishments of each Support Services Section

The **Fleet Services Section** provides a full line of services to meet the needs of all vehicles and fire apparatus operated by the OCFA. The section has responsibility for all scheduled preventative maintenance, major repairs on all vehicles and fire apparatus in the fleet, renovations and upgrades needed to meet the changing equipment outfitting needs, recommending vehicle apparatus rotations in the attempt to meet mileage and life goals, and testing/certifying specialty equipment. This Section also works with users to develop vehicle/apparatus specifications, oversees the procurement, manufacturing and quality assurance of all vehicles/apparatus, and supplies twenty-four hour field repair service and tire repair.

Major Accomplishments

- Completed a seamless transition to the new shop at the RFOTC
- Specifications and RFP's were developed for five different vehicle types resulting in eighteen vehicles placed into service during the year
- Stripped, prepped, and auctioned 19 surplus vehicles with an average age of 19 years and 101,000 miles
- Completed 2,251 work orders on the fleet's vehicles and apparatus
- Conducted 484 preventative maintenance/safety inspections
- Responded to ninety-two after-hour callbacks for emergency vehicle repairs



2004 KME Type I Engine

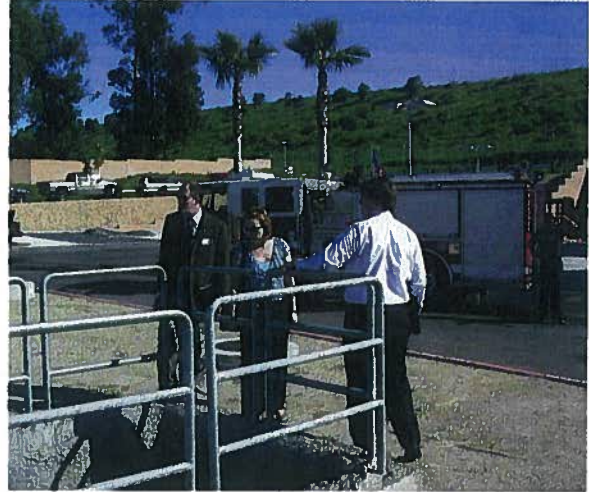


2004 American LaFrance

The **Legislative Services Section** monitors legislation and regulations, and advocates the Authority's position before federal, state, and local governing and regulating agencies. Responsibilities include seeking federal and state appropriations, providing analysis of proposed legislation for consideration by executive staff and Board of Directors, and serving as liaison between OCFA and elected officials at all levels.

Major Accomplishments

- Assisted in obtaining a \$190,000 federal appropriation for the Public Education Center
- Worked with local government coalitions and other fire districts to ensure the future protection of OCFA property tax revenues and passage of constitutional amendment
- Monitored and tracked over 500 bills and provided OCFA positions on approximately 70 bills, while keeping State and Federal legislators informed of OCFA issues and needs



Legislative Staff Members Tour the RFOTC

The **Property Management Section** builds, manages, and maintains all of the real property and durable infrastructure of the OCFA. The Section is divided into three key functions: Construction Management, Facilities Maintenance Management, and Projects and Analysis. Responsibilities include construction design, planning and oversight of all new fire stations, as well as maintenance management of the Regional Fire and Operations Training Center and sixty fire stations throughout Orange County. This Section also conducts essential facility inspections, facility renovations and repairs, and manages energy and water conservation programs.



Fire Station 47 - Irvine

Major Accomplishments

- Updated the OCFA Fire Station Design Guide and Specifications
- Began construction of Fire Station 15 (Silverado) and Fire Station 19 (Lake Forest)
- Completed design planning for Fire Station 29 (Dana Point) and 39 (Laguna Niguel)
- Coordinated site planning and design for Fire Station 38 (Irvine)
- Provided design planning review and construction oversight for Fire Station 47 (Irvine) and Temporary Fire Station 55 (Irvine)
- Provided design and planning coordination for City built Fire Station 59 (San Clemente)
- Completed the headquarters relocation and transition to the RFOTC
- Completed 1342 station repairs using the AFRR system and completed 65 alterations and improvements projects to OCFA fire stations
- Initiated a fire station dormitory privacy project, upgrading the living quarters of 22 fire stations
- Expanded the Preventive Facility Maintenance program focused on major building systems including structure, roofs, mechanical, electrical and plumbing
- Initiated a comprehensive energy conservation program
- Designed and implemented the construction and facility records library

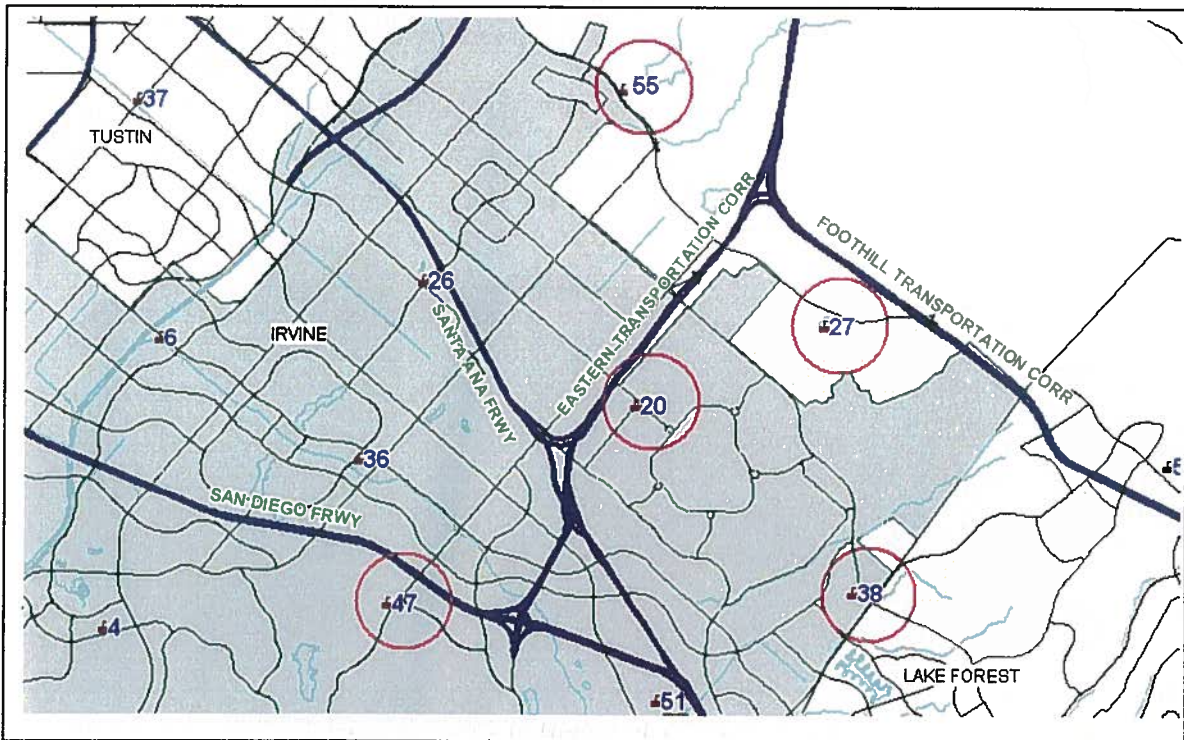


Fire Station 15 - Silverado

The **Strategic Services Section** is responsible for the coordination and management of advance and strategic planning efforts within the Fire Authority. Areas of responsibility include analyzing and monitoring impacts of development, annexation and incorporations, initiating agreements with developers for acquisition of new facilities, and researching demographic issues to determine appropriate service levels and benchmarks. This section also coordinates the OCFA Strategic Plan, responds to requests for parcel information, station locations, ISO ratings and demographic information, and prepares proposals for fire service accreditation and special reports as required.

Major Accomplishments

- Completed and certified California Environmental Quality Act (CEQA) documents for Fire Station 39, and completed CEQA reviews for various city general plans, public, and private projects
- Provided LAFCO annexation research reports, multiple service review input, and coordinated tax pass through agreement for City of Tustin annexation
- Modeled/analyzed “The Ranch Plan” fire station placement, San Clemente, Irvine, and Rancho Santa Margarita paramedic service using advanced deployment software
- Modeled/analyzed call load and unit response area based on density for Irvine Business Complex and Tustin Legacy projects
- Coordinated implementation of Master Agreement with The Irvine Company including the analysis and identification of sites for Fire Stations 20, 27, and 38
- Coordinated a draft agreement with the City of Tustin to replace Fire Station 37
- Researched and made recommendations for OCFA position on Traffic Signal Preemption to improve emergency response
- Provided forecasting and statistics for a fire service comparable study



New Developer Built Fire Stations-Irvine

Special Programs

HONOR GUARD

The OCFA Honor Guard was established for the purposes of promoting pride, honor, and tradition within the OCFA. The Honor Guard proudly represents the OCFA at Fallen Firefighter Memorials in Colorado Springs, Colorado and Emmitsburg, Maryland. The Honor Guard further serves the organization through their participation in parades, retirement/tribute events, badge and promotion ceremonies, funerals and memorials, station dedications, and flag procedures and protocols.

PIPES & DRUMS

The Orange County Fire Authority Pipes & Drums was created in late 1997 and became an official function of the Fire Authority in March 1999. The Pipes & Drums has performed at various functions such as the 2004 Rose Parade, academy graduations, promotional ceremonies, dedications, memorials and funerals for the Fire Authority, neighboring fire departments and colleges. The band's motto "Onior Do Na Marbh", Gaelic for "Honor Our Fallen" is represented in the band's logo to remember those firefighters whom have paid the ultimate sacrifice.

JUST FOR LAFS (LIFE AND FIRE SAFETY)

The Just for LAFS program is a national education program dedicated to the education of children, ages 4 through 8, in all manners of life and fire safety habits and behaviors. Just for LAFS uses characterization (clowning), puppetry, and music as the medium to educate the children. This is a proven educational method that helps children retain the information presented and teaches them how to apply a variety of safety lessons in a practical way. Safety messages include how to call 911, cool-a-burn, seatbelt safety, fire is a tool not a toy, school bus safety, and change the battery in the smoke detector.

Project EXCELLENCE

Project EXCELLENCE consists of twelve classes held over a six-month period. The classes focus on skills that are critical for success in a management and/or supervisory position such as coaching employees and understanding the performance management process. Participants are exposed to many hands-on activities specifically developed to demonstrate the skills that are being taught.

LEADERSHIP INSTITUTE

The OCFA Leadership Institute was established in 1995 in conjunction with Chapman University and is an 112+ hour leadership development program designed to enhance successorship within OCFA. The curriculum includes leadership development, personal growth, communication, problem solving, decision-making, empowerment, delegation, conflict management, team building, and ethics. Participants in this nationally recognized program complete a two-day high ropes trust and confidence building course and conclude the program with a 2-1/2 day session on life-work balance in which spouses and significant others also participate.

FIRE F.R.I.E.N.D.S.

Recognizing that behavior patterns associated with fire setting often starts at a young age, Orange County fire agencies, including OCFA, initiated the Fire F.R.I.E.N.D.S. (Firesetter Regional Intervention Education Network and Delivery System) program. Fire F.R.I.E.N.D.S. coordinates efforts among agencies including the Orange County Probation Department and Orange County's fire departments. The program identifies candidates at the earliest sign of inappropriate interest in fire, with the intent of redirecting children and their families to counseling, education, and assistance in changing potentially destructive behavior patterns.

CHAPLAIN PROGRAM

With the support of Monsignor John Sammon, the Orange County Fire Authority implemented a volunteer Chaplain Corps on May 10, 1997. The Chaplain Corps is administered under the direction and support of the Community Volunteer Services Chief. Chaplains have become a valuable part of our OCFA family. Each Chaplain serves in an assigned Battalion. Senior Chaplain Warren Johnson provides overall coordination of the Chaplain Corps. OCFA Chaplains have donated over 7,775 hours of volunteer service since the establishment of the Chaplain Corps in May 1997. Volunteer services provided by the Chaplain Corps include visiting OCFA members on emergency incidents and at the work place, at promotional ceremonies. Chaplains are requested to perform wedding ceremonies as well as conduct funeral services for our members or family members.

Regional Fire Operations and Training Center

The Regional Fire Operations and Training Center became the proud new home of the Orange County Fire Authority in 2004. The state-of-the-art facilities and training center highlights OCFA's commitment to excellence for the new millennium. It brings the Fire Authority into the future by providing our employees with a modern centralized headquarters work location, more efficient tools, equipment, and resources to work with, and the enhanced capability to pursue our mission to provide the highest level of emergency services to the communities we serve.

The project goals were simple - build it on time and on budget. Both were achieved.

With general authority and direction provided by the Board of Directors, its Executive Committee, and its standing committees for specific areas, and with project review and oversight by Executive Management, the Project Team worked together, providing leadership, planning, organization, direction and control for the highly visible and essential centralized support services and training center project. We have great appreciation for the many people who contributed to and shared in the success of this historical project: employees, regulators, consultants, contractors, and vendors who spent countless hours planning, reviewing, and executing the challenging dreams and vision of the RFOTC.

The Guiding Principles and Assumptions developed for the project are evident in the final form:

- Service is a primary consideration in the design and development of the facilities.
- The RFOTC is an extension of the community in which it is located and residents were involved in the design process.
- The RFOTC has a sense of civic appearance and timelessness that projects pride and promotes trust in public safety.
- All the facilities exemplify OCFA's commitment to design and construction of fire safe and environmentally sound facilities with future flexibility.
- The facilities are reliable and can function at full capacity during periods of disaster.
- Functional requirements of facilities, systems, and operations are inter-dependent.
- The site and building infrastructure was designed to 2050 needs.
- The project site, traffic circulation, parking, and facilities are designed and constructed in a manner that encourages public access.
- Cost efficiency and effectiveness were evaluated and considered at all phases of design and construction.

- Partnerships and other uses of the project site and facilities were explored as evidenced by the inclusion of the Benevolent Association Store, cafeteria vending machines, a Wellness Center, and SCE Showcase and Savings by Design programs that were implemented.
- Major equipment and systems were evaluated for the viability of moving them. Major equipment or systems that were determined to have a maximum useful life of less than two years were considered for replacement prior to or during the project move.
- Office fixtures and furnishings were replaced and good condition items that could be re-used and fit into the plan were relocated.
- Open space design was used for a majority of office functions and modular furniture used.

In the early stages of the project, Chief Prather made the following pledge and commitment:

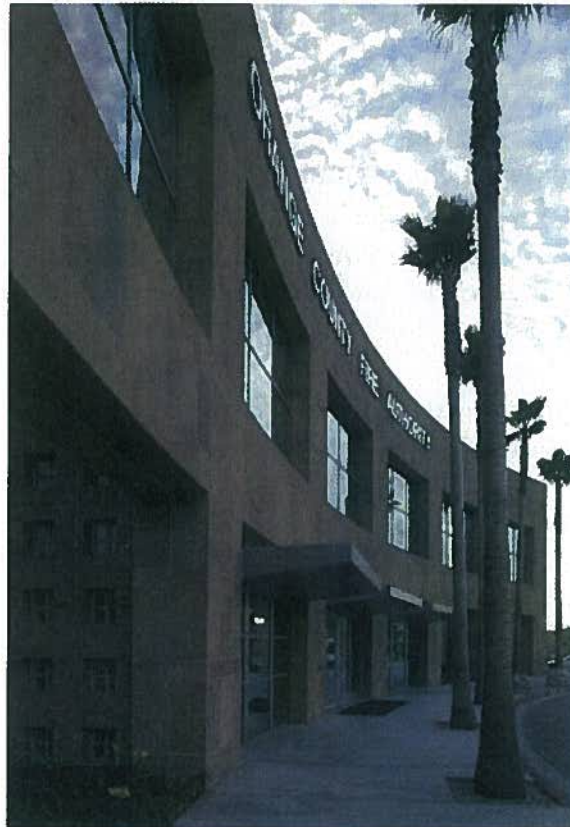
“Over the next five decades or more, the RFOTC will enable the OCFA to pursue its mission to provide the highest level of emergency services to the communities we serve. We pledge to work very hard to see that the money invested in this facility is spent wisely and that its appearance and activities blend in well with its surroundings. The RFOTC is more than just buildings and grounds. It will become the OCFA’s nerve center enabling us to provide our employees with the right tools and resources to do the job they are entrusted to do. The RFOTC’s role will be no less than to help safeguard the future for our firefighters and the citizens we serve.”

After 40 years of waiting.....





..... the dream has become a reality

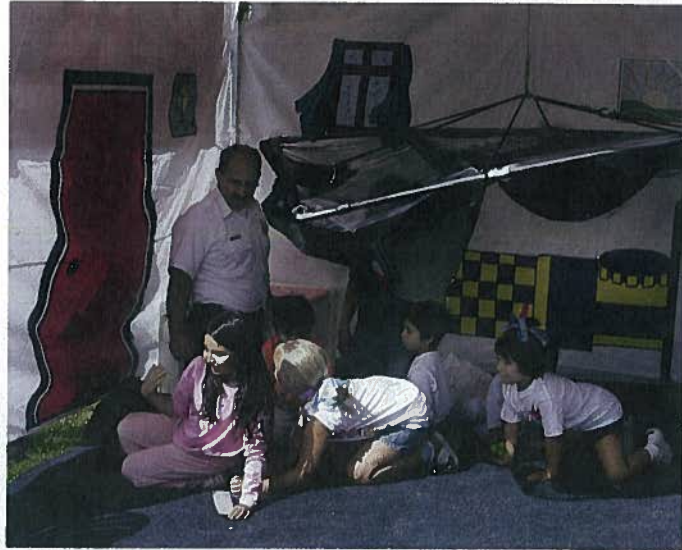


OCFA Participation in Community Events

Throughout the year, members of the OCFA take an active part in the following countywide programs that positively affect the communities they serve.

- **Fire Station Open Houses:**

All fire stations are open for public tours every day. In addition, one or two fire stations were designated in each city on Saturday October 9 for a special, daylong, open house in recognition of Fire Prevention Week.



- **Spark of Love Toy Drive:**

In December, all OCFA fire stations acted as donation sites for the Spark of Love Toy Collaborative. OCFA staff

also assisted the Social Services Agency, Sav-On, Metrolink, and others with toy collection, transportation, and sorting.

- **School Programs:** Most school districts with OCFA jurisdiction participated in the three-phase fifth grade Junior Firefighter program. Major school programs included:

Junior Firefighter

Read Across America (Dr. Seuss)

Friends Against Drinking and Driving (FADD)

- **Community Emergency Response Teams (CERT):** OCFA assisted several communities with fire, rescue, and emergency medical training for citizens who are members of CERT or other similar neighborhood response teams.

- OCFA members also assisted in numerous other specific community events. Listed below are a few selected 2004 examples from each city:

Aliso Viejo

Static Display at South Orange County Chamber of Commerce
Don Juan Avila School Red Ribbon Week

Buena Park

CPR Instruction for Buena Park Little League
Silverado Days and Parade

Cypress	Read Across America at Cawthon School Disaster Preparedness at Trojan Services
Coto de Caza	Special Spark of Love Event Fourth of July Parade
Dana Point	Festival of the Whales Street Fair Dana Point Marine Institute Boat Building Contest
Irvine	Heritage Plaza Harvest Festival Freedom Walk for Epilepsy
La Palma	Read Across America at Los Coyotes School Red Ribbon Week at Miller School
Ladera Ranch	Chaparrel School Safety Days Ladera Ranch Sports and Safety Day
Laguna Niguel	Laguna Niguel Holiday Parade Lifestyle Expo at Plaza de la Paz
Lake Forest	Bunny Blast First Aid Class for Boy Scouts
Laguna Hills	Saddleback Valley Marathon at Laguna Hills Community Center Fire Safety Presentation at The Willows
Laguna Woods	CPR Classes Renaissance at Palm Terrace Event
Los Alamitos	Career Day at Los Alamitos High School Health and Safety Fair at Los Alamitos Joint Forces Training Base
Mission Viejo	4 th of July Street Fair Family Resource Center Prevent Child Abuse Event
Placentia	Tamales Festival Earthquake and Terrorist Preparedness at Placentia Senior Center
Rancho Santa Margarita	Community Information Fair at RSM Library Master Community Association Easter Egg Hunt
San Clemente	Character Counts! Annual Jamboree San Clemente High School Mock DUI Crash
San Juan Capistrano	Swallows Day Parade Kinoshita Elementary School Annual Safety Fair

Seal Beach	Special Make A Wish Foundation Event Girl Scouts Station Tour and Fire Safety Demonstration
Stanton	Stanton Chamber of Commerce Special Event Fire Safety Classes for Stanton Residents
Trabuco Canyon	Women's Club Annual Halloween Costume Event May Town Hall Meeting
Tustin	CPR Classes for residents of Saddleback Mobile Lodge Open Airways Classes at Loma Vista Elementary School
Villa Park	Family Picnic/Villa Park Days Pancake Breakfast at Station 23
Westminster	Fire Extinguisher for employees of Westminster Hospital Fire Safety training for Westminster residents
Yorba Linda	Fire Safety for students of Bryant Ranch Elementary School Spark of Love Toy Drive Event at Ice Palace of Yorba Linda

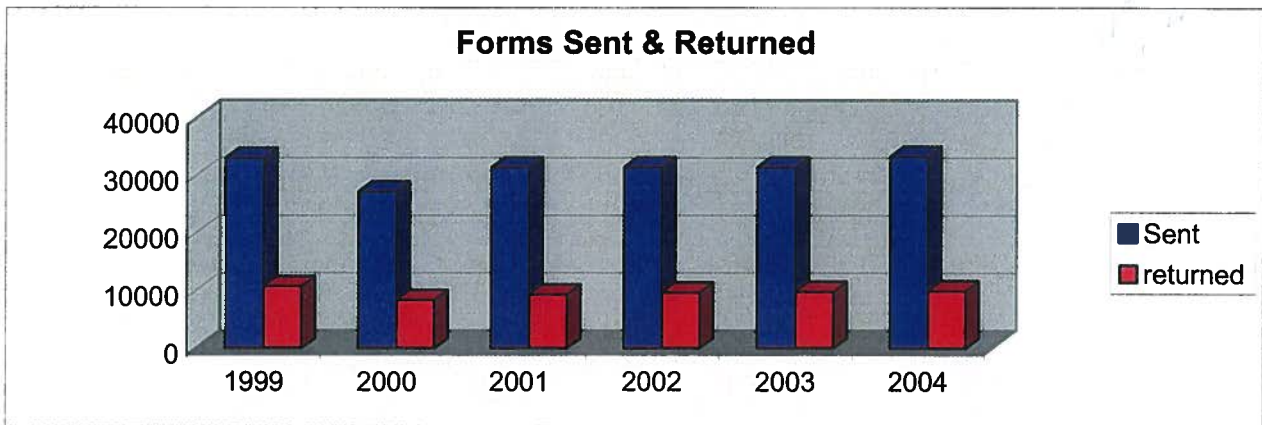
OCFA also participated in a variety of other programs throughout the County:

Alzheimer's Memory Walk	Open Airways
American Cancer Society Daffodil Days	Lupus Foundation Run
American Diabetes Walk America	Make-a-Wish Foundation
Canyon Clean Sweep	Muscular Dystrophy Association
Career Days at high schools	OC Heart Walk
CHOC Walks	Raise Foundation
Every 15 Minutes Program at high schools	Red Ribbon Week
Health and Safety Fairs	Special Olympics Regional Games
High School Job Shadow Programs	Susan Komen—Race for the Cure
Kinder Caminata at Colleges	TIP—Trauma Intervention Program

Customer Satisfaction

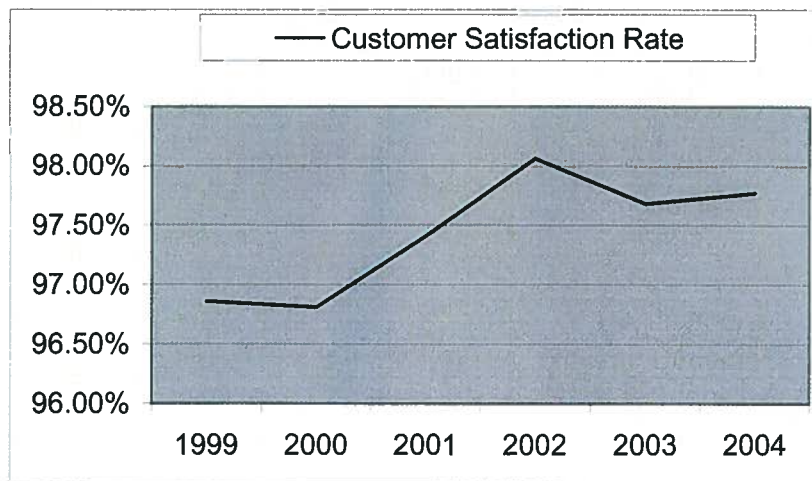
A Customer Satisfaction Survey program was implemented in November 1997. The program is used to determine the degree of customer satisfaction with services rendered by the members of the Operations Department during emergencies. The data compiled from these surveys illustrates superior interpersonal and professional skills, and identifies potential problem areas.

Using information extracted from the Orange County Fire Authority Incident Reporting System, survey forms are mailed to property owners and/or patients on a weekly basis. During the last calendar year 33,221 forms were mailed to fire victims and recipients of emergency medical assistance. 9,894 forms, or 29.78% of all forms mailed, were returned.



Our customers are asked to rate their satisfaction with our service in six different areas, and as an overall experience. Listed below are the questions contained in the survey and the overall satisfaction rating:

- | | |
|---|---------------|
| 1. The 911 system was prompt. | 97.44% |
| 2. The 911 operator was courteous. | 96.97% |
| 3. The fire department responded promptly. | 97.51% |
| 4. Fire department personnel were courteous and helpful. | 98.05% |
| 5. Fire department personnel took time to explain their actions. | 95.85% |
| 6. Fire department personnel were professional in appearance. | 97.88% |
| 7. Overall I was satisfied with the fire department service. | 97.77% |





You can count on us