



# ORANGE COUNTY FIRE AUTHORITY

## AGENDA

### BOARD OF DIRECTORS REGULAR MEETING

Thursday, July 24, 2014

6:00 P.M.

**Regional Fire Operations and Training Center**

**Board Room**

1 Fire Authority Road

Irvine, CA 92602

*Unless legally privileged, all supporting documentation and any writings or documents provided to a majority of the Board of Directors after the posting of this agenda, which relate to any item on this agenda will be made available for public review in the office of the Clerk of the Authority located on the 2<sup>nd</sup> floor of the OCFA Regional Fire Operations & Training Center, 1 Fire Authority Road, Irvine, CA 92602, during regular business hours, 8:00 a.m. - 5:00 p.m., Monday through Thursday, and every other Friday, (714) 573-6040. In addition, unless legally privileged, all supporting documentation and any such writings or documents will be available online at <http://www.ocfa.org>.*

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, supporting documents, including staff reports, 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 Sherry A.F. Wentz, Clerk of the Authority, at (714) 573-6040 Monday through Friday from 8 A.M. to 5 P.M.

If you wish to speak before the Fire Authority Board, please complete a Speaker Form identifying which item(s) you wish to address. Please return the completed form to the Clerk of the Authority prior to being heard before the Board. Speaker Forms are available at the counters of both entryways of the Board Room.



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.

**CALL TO ORDER**

**INVOCATION** by OCFA Chaplain Ken Krikac

**PLEDGE OF ALLEGIANCE** by Chair Weinberg

**ROLL CALL**

**PRESENTATIONS**

No items.

**PUBLIC COMMENTS**

Resolution No. 97-024 established rules of decorum for public meetings held by the Orange County Fire Authority. Resolution No. 97-024 is available from the Clerk of the Authority.

Any member of the public may address the Board on items within the Board's subject matter jurisdiction but which are not listed on this agenda during PUBLIC COMMENTS. However, no action may be taken on matters that are not part of the posted agenda. We request comments made on the agenda be made at the time the item is considered and that comments be limited to three minutes per person. Please address your comments to the Board as a whole, and do not engage in dialogue with individual Board Members, Authority staff, or members of the audience

The Agenda and Minutes are now available through the Internet at [www.ocfa.org](http://www.ocfa.org). You can access upcoming agendas on the Monday before the meeting. The minutes are the official record of the meeting and are scheduled for approval at the next regular Board of Directors meeting.

**REPORT FROM THE BUDGET AND FINANCE COMMITTEE CHAIR****MINUTES****1. Minutes from June 26, 2014, Regular Board of Directors Meeting**

Submitted by: Sherry Wentz, Clerk of the Authority

Recommended Action:

Approve as submitted.

**CLOSED SESSION****CS1. CONFERENCE WITH LABOR NEGOTIATOR**

Agency Designated Representative: Peter Brown, Liebert Cassidy Whitmore

Employee Organizations: Orange County Professional Firefighters' Association,

Local 3631 and Orange County Employees Association

Authority: Government Code Section 54957.6

**CLOSED SESSION REPORT****CONSENT CALENDAR****2. Proclamations – Fire Prevention Week**

Submitted by: Lori Smith, Assistant Chief/Fire Marshal/Community Risk Reduction Department

Recommended Action:

Approve the Fire Prevention Week Proclamation, and direct the Clerk to transmit the item to all member agencies.

3. **FY 2013/14 Annual Progress Report on Planning and Development Activity**  
Submitted by: Lori Smith, Assistant Chief/Fire Marshal/Community Risk Reduction Department

Recommended Action:

Receive and file the report.

4. **Approval of Amendment No. 3 to Secured Fire Protection Agreement with The Irvine Company for Entitlements for Irvine Development**  
Submitted by: Brian Stephens, Assistant Chief/Support Services Department

Recommended Action:

Approve and authorize the Fire Chief to enter into an amendment to the Secured Fire Protection Agreement with The Irvine Company (TIC) for the purpose of changing the site location for construction of permanent Fire Station 20.

5. **Final Update: Santiago and Freeway Complex Fire After Action Reports**  
Submitted by: Brian Stephens, Assistant Chief/Support Services Department

Recommended Action:

Receive and file the final reports.

6. **Purchase Approval - Modular Shower and Bathroom Trailer for Fire Station 18 (Trabuco Canyon)**  
Submitted by: Brian Stephens, Assistant Chief/Support Services Department

Recommended Actions:

1. Approve the purchase of the 12'x 60' shower and bathroom trailer unit currently located at Fire Station 18, for the OCFA Hand Crew for a total amount of \$66,477.90.
2. Authorize a budget adjustment increasing appropriation in Fund 122 in the amount of \$66,477.90 for the purchase of the shower and bathroom trailer.

7. **Grant Purchase Approval - Generator and Backup Power for Fire Station 41 (Fullerton Airport)**  
Submitted by: Brian Stephens, Assistant Chief/Support Services Department

Recommended Actions:

1. Approve a CIP budget adjustment to Fund 122 (Facilities Maintenance and Improvement) for FY 2014/15 to increase appropriations by \$437,000.
2. Increase FY 2014/15 revenue in Fund 122 (Facilities Maintenance and Improvement) by \$252,000.

**8. Approval of Extension to 911 Ambulance Service Contracts**  
Submitted by: Lori Zeller, Assistant Chief/Business Services Department

Recommended Action:

Approve and authorize the Chair to execute the submitted contract extensions for the provision of 911 emergency medical transportation and related services.

**9. Request for Proposal No. DC1954 – Executive Search Services – Fire Chief**  
Submitted by: Jeremy Hammond, Human Resources Director

Recommended Actions:

1. Approve and authorize the Fire Chief to sign the Professional Services Agreement for Executive Search Services with Ralph Andersen & Associates for an amount not to exceed \$35,000.
2. Authorize an adjustment to the FY 2013/14 Budget to increase appropriations in the General Fund (Fund 121) by \$35,000 to provide funding for the Fire Chief recruitment.

## **PUBLIC HEARING**

Public Hearings are scheduled for a time certain of 6:30 p.m. or as soon thereafter as possible. The Board of Directors when considering the matter scheduled for hearing, will take the following actions: 1. Receive staff report. 2. Open the Public Hearing. 3. Accept public testimony. 4. Close the Public portion of the Public Hearing. 5. Receive Board Member comments and questions. 6. Take appropriate action. Those wishing to address the Board during the Public Hearing must complete a "Speaker's Form" (available on public counters in Board Room) and provide it to the Clerk of the Authority prior to the hearing.

**10. Community Risk Reduction Fee Study and Adoption of Associated Fee Schedules**  
Submitted by: Lori Zeller, Assistant Chief/Business Services Department

Recommended Actions:

1. Conduct a Public Hearing.
2. Find that, in accordance with California Government Code Section 66014, the proposed fees do not exceed the cost of providing services and are only for the purpose of meeting operational expenses and are, therefore, exempt from compliance with the California Environmental Quality Act pursuant to Public Resources Code Section 21080.
3. Approve and adopt the proposed Resolution and Exemption Policy approving changes in Community Risk Reduction and Miscellaneous Fees and effective date of no later than September 29, 2014.

**DISCUSSION CALENDAR****11. Communications LAB – Short & Long Term Communication Plans**

Submitted by: Keith Richter, Fire Chief

Recommended Action:

Receive and file the submitted Short & Long Term Communication Plans and direct staff to provide monthly progress reports to the Executive Committee and Board of Directors identifying the steps taken each month to address the recommendations.

**12. OCFA Recommended Action Plan - Management Partners Report**

Submitted by: Keith Richter, Deputy Fire Chief

Recommended Actions:

1. Approve the OCFA's Recommended Action Plan to address the recommendations contained in the Management Partners final report.
2. Direct staff to provide monthly progress reports to the Executive Committee and Board of Directors identifying steps taken to carry out the Recommended Action Plan.

**REPORTS****13. Chief's Report****BOARD MEMBER COMMENTS****CLOSED SESSION****CS2. CONFERENCE WITH LEGAL COUNSEL–ANTICIPATED LITIGATION**

Authority: Government Code Section 54956.9(b) – Significant Exposure to Litigation (1 case)

**CS3. PUBLIC EMPLOYEE APPOINTMENT/EMPLOYMENT**

Title: Interim Fire Chief

Authority: Government Code Section 54957(b)

**CS4. PUBLIC EMPLOYEE APPOINTMENT/EMPLOYMENT**

Title: Director of Communications

Authority: Government Code Section 54957(b)

**CLOSED SESSION REPORT**

**ADJOURNMENT** - The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for August 28, 2014, at 6:00 p.m.

**AFFIDAVIT OF POSTING**

I hereby certify under penalty of perjury under the laws of the State of California, that the foregoing Agenda was posted in the lobby and front gate public display case of the Orange County Fire Authority, Regional Training and Operations Center, 1 Fire Authority Road, Irvine, CA, not less than 72 hours prior to the meeting. Dated this 17<sup>th</sup> day of July 2014.

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Sherry A.F. Wentz, CMC  
Clerk of the Authority

**UPCOMING MEETINGS:**

Budget and Finance Committee Meeting	Wednesday, August 13, 2014, 12 noon
Executive Committee Meeting	Thursday, August 21, 2014, 6:00 p.m.
Claims Settlement Committee Meeting	Thursday, August 28, 2014, 5:30 p.m.
Board of Directors Meeting	Thursday, August 28, 2014, 6:00 p.m.

# MINUTES ORANGE COUNTY FIRE AUTHORITY

**Board of Directors Regular Meeting  
Thursday, June 26, 2014  
6:30 P.M.**

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

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## **CALL TO ORDER**

A regular meeting of the Orange County Fire Authority Board of Directors was called to order on June 26, 2014, at 6:30 p.m. by Chair Steven Weinberg.

## **INVOCATION**

Chaplain Warren Johnson offered the invocation.

## **PLEDGE OF ALLEGIANCE**

Director Kelley led the assembly in the Pledge of Allegiance to our Flag.

## **ROLL CALL**

<b>Present:</b> Joseph Aguirre, Alternate, Placentia	Angelica Amezcua, Alternate, Santa Ana
Bob Baker, San Clemente	Rick Barnett, Villa Park
Pat Bates, County of Orange	Randal Bressette, Laguna Hills
Carol Gamble, Rancho Santa Margarita	Gerard Goedhart, La Palma
Noel Hatch, Laguna Woods	Gene Hernandez, Yorba Linda
Robert Johnson, Cypress	Trish Kelley, Mission Viejo
Warren Kusumoto, Los Alamitos	Jeffrey Lalloway, Irvine
Jerry McCloskey, Laguna Niguel	Kathryn McCullough, Lake Forest
Al Murray, Tustin	Gordon Shanks, Alternate, Seal Beach
David Shawver, Stanton	David Sloan, Seal Beach
Todd Spitzer, County of Orange	Elizabeth Swift, Buena Park
Tri Ta, Westminster	Phillip Tsunoda, Aliso Viejo
Steven Weinberg, Dana Point	

<b>Absent:</b> Sam Allevato, San Juan Capistrano	Roman Reyna, Santa Ana
Chad Wanke, Placentia	

## **Also present were:**

Fire Chief Keith Richter	General Counsel Dave Kendig
Deputy Chief Craig Kinoshita	Assistant Chief Lori Smith
Assistant Chief Brian Stephens	Assistant Chief Dave Thomas
Assistant Chief Lori Zeller	Clerk of the Authority Sherry Wentz
Assistant Clerk Lydia Slivkoff	

## **PRESENTATIONS**

### **1. Canine Badge Ceremony (X: 11.09)**

By unanimously concurrence, the Board approved the presentation to those present.

Chair Weinberg and Fire Chief Richter presented badges to California Task Force Five's newest canine search team, Ollie and Winnie, and their respective trainers Firefighters, Donovan George and Alex Van, after completing a year-long training program to become "Live Find" search and rescue canines. (F: 21.15)

## **PUBLIC COMMENTS (F: 11.11)**

No comments were received.

## **CLOSED SESSION (F: 11.15)**

General Counsel David Kendig reported the Board would be convening to Closed Session to consider the matters on the Agenda identified as CS1, Conference with Labor Negotiator and CS2, Conference with Legal Counsel-Existing Litigation.

Chair Weinberg recessed the meeting to Closed Session at 7:08 p.m.

Director Tsunoda arrived at this point (7:08 p.m.)

Director Amezcua arrived at this point (7:10 p.m.)

### **CS1. CONFERENCE WITH LABOR NEGOTIATOR**

Agency Designated Representative: Peter Brown, Liebert Cassidy Whitmore  
Employee Organizations: Orange County Professional Firefighters' Association,  
Local 3631 and Orange County Employees Association  
Authority: Government Code Section 54957.6

### **CS2. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION**

Name of Case: Orange County Fire Authority and City of Irvine v All Persons  
Interested in the Matter of the Validity of that Second Amendment to  
Amended Joint Powers Authority  
Case No.: OC Superior Court Case No. 30-2013-006945527  
Authority: Government Code Section 54956.9(d)(1)

Directors Barnett and Lalloway left at this point (8:27 p.m.)

Chair Weinberg reconvened the meeting at 8:27 p.m.

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## **CLOSED SESSION REPORT (F: 11.15)**

General Counsel David Kendig reported the Board of Directors approved a Side Letter of Agreement with the Orange County Professional Firefighters Association, Local 3631 on April 24, 2014, and indicated Local 3631 approved the same agreement on May 28, 2014, noting copies of the agreement were available upon request. General Counsel Kendig also reported the Board unanimously directed General Counsel prepare a staff report regarding Civil Openness in Negotiations (COIN).

## **REPORT FROM THE BUDGET AND FINANCE COMMITTEE CHAIR (F: 11.12)**

Budget and Finance Committee (BFC) Chair Beth Swift indicated she would provide reports at the beginning of each agenda item on the discussion calendar.

## **MINUTES (F: 11.06)**

### **2. Minutes from May 22, 2014, Regular Board of Directors Meeting**

On motion of Vice Chair Murray and second by Director Bressette, the Board voted to approve the Minutes from the May 22, 2014, Board of Directors Regular meeting. Directors Kelley, McCloskey, and Sloan noted abstentions.

## **CONSENT CALENDAR**

Agenda Item No. 3 was pulled for separate considerations.

### **3. Amendments to the Board Rules of Procedure (F: 11.03) (X: 12:02A) (X: 12:02)**

Director Bressette pulled the item to indicate the Executive Committee approved and is requesting to move its regular meeting day to the third Thursday of the month to avoid future interference with regular Board meetings.

On motion of Director Bressette and second by Vice Chair Murray, the Board voted unanimously to adopt the proposed Resolution to amend the Board Rules of Procedure to change the regular meeting times of the Executive Committee to the third Thursday of the month at 6:00 p.m., the regular meeting time of the Claims Settlement Committee to 5:30 p.m., and the regular meeting time of the Board of Directors to 6:00 p.m., and amend the number of members for the Human Resources Committee.

**4. Secured Fire Protection Agreement with Kelvin and Jamboree Properties, LLC, a Delaware Limited Liability Company, for Entitlements in the 2801 Kelvin Apartments Development, Tract 17616, in the City of Irvine (F: 18.14)**

On motion of Director Bressette and second by Director Johnson, the Board voted unanimously to:

1. Approve and authorize the Fire Chief to enter into a Secured Fire Protection Agreement with Kelvin and Jamboree Properties, LLC, a Delaware Limited Liability Company, for Entitlements in the 2801 Kelvin Apartments Development, Tract 17616, in the City of Irvine.
2. Direct the Clerk of the Authority to record the Secured Fire Protection Agreement in the Official Records of the County of Orange and furnish to Kelvin and Jamboree Properties, LLC, a copy of the conformed document within fifteen (15) days of recordation.

**5. Approval of Assignment to Orange County Fire Authority of Cooperative Fire Protection Agreement #7CA02358 between the State of California Department of Forestry and Fire Protection and County of Orange (F: 21.13A)**

On motion of Director Bressette and second by Director Johnson, the Board voted unanimously to approve and authorize the Board Chair to sign the Assignment of three-year Cooperative Fire Protection Agreement #7CA02358 between the State of California Department of Forestry and Fire Protection and the County of Orange to OCFA.

**6. Approval of the Resolution Authorizing Fire Chief to Execute an Agreement to Transfer Property or Funds for 2011 Homeland Security Grant Program Purposes between the County of Orange Sheriff-Coroner Department and the Orange County Fire Authority (F: 16.02A)**

On motion of Director Bressette and second by Director Johnson, the Board voted unanimously to:

1. Adopt the proposed Resolution authorizing the Fire Chief, or his designee, to execute the Agreement to Transfer Property or Funds for 2011 Homeland Security Grant Program Purposes.
2. Increase revenue and appropriations in the FY 2014/15 General Fund by \$12,000 for the purchase of gas monitors.

**PUBLIC HEARING**

**7. Approval of the Updated OCFA Advanced Life Support (ALS) Paramedic and Basic Life Support (BLS) Medical Supplies Reimbursement Rates (F: 15.12)**

Budget and Finance Committee Chair Beth Swift indicated at its June 11, 2014, meeting the Committee voted unanimously to recommend that the Board approve the agenda item.

Fire Chief Richter introduced Finance Manager Jim Ruane who provided a report on the OCFA Advanced Life Support (ALS) Paramedic and Basic Life Support (BLS) Medical Supplies Reimbursement Rates.

On motion of Director Bressette and second by Director Hernandez, the Board voted that upon approval of the proposed increase to the maximum BLS emergency 9-1-1 transportation billing rate by the Orange County Board of Supervisors, to authorize staff to increase OCFA's Advanced Life Support (ALS) and Basic Life Support (BLS) Medical Supply reimbursement rates by the same percentage increase effective on or after July 1, 2014.

The motion carried with Director Ta voting in opposition, and Directors Bates and Spitzer noting abstentions.

## **DISCUSSION CALENDAR**

### **8. Updated Cost Reimbursement Rates (F: 15.12)**

Budget and Finance Committee Chair Beth Swift indicated at its June 11, 2014, meeting the Committee voted unanimously to recommend the Board adopt the proposed Cost Reimbursement Rate schedules effective July 1, 2014.

Finance Manager Jim Ruane provided a presentation on the updated cost reimbursement rates.

On motion of Director Bressette and second by Director Johnson, the Board voted unanimously to approve and adopt the proposed Cost Reimbursement Rate schedules effective July 1, 2014.

### **9. Request from City of Santa Ana for Release of Escrow (F: 10.03 Santa Ana)**

Budget and Finance Committee Chair Beth Swift indicated at its June 11, 2014, meeting the Committee had a lengthy and productive discussion, and recommended the Board authorize the release of escrow.

Assistant Chief Zeller provided a report on the financial analysis of the request from City of Santa Ana for release of its escrow funds, and indicated staff was confident the City's financial position has improved.

City Manager David Cavazos provided a PowerPoint presentation on the financial status of the City of Santa Ana.

On motion of Director Shawver and second by Director Kelley, the Board voted unanimously to:

1. Find that the City of Santa Ana's financial condition has improved such that the need for Security has changed and that the Security should be eliminated.
2. Authorize the release of \$2.9 million held in escrow as Security for the City of Santa Ana's financial obligations under the Fire Services and Emergency Medical Services Agreement.

**10. Executive Recruiting Firm - Fire Chief Recruitment (F: 17.10A1)**

Fire Chief Richter introduced the Human Resources Director Jeremy Hammond who provided an update on the Fire Chief recruitment process.

A lengthy discussion ensued.

On motion of Director Spitzer and second by Vice Chair Murray, the Board voted to:

1. Direct staff to pursue an open recruitment using the services of an external Executive Recruiting Firm for completion of the OCFA Fire Chief recruitment.
2. Direct staff to complete a Request for Proposals (RFP) process to facilitate selection of an Executive Recruiting Firm.
3. Direct the Fire Chief Recruitment Ad Hoc Committee to conduct interviews with the top firms, following evaluation of proposals by staff, and to make a recommendation to the Executive Committee and Board of Directors for final contract award.

The motion passed with Director Goedhart voting in opposition.

**11. Director of Communications Recruitment Process (F: 17.10C)**

Assistant Chief Zeller provided a report on the status of the Director of Communications recruitment process.

A lengthy discussion ensued.

On motion of Director Spitzer and second by Vice Chair Murray, the Board voted to:

1. Delegate responsibility to the Executive Committee to conduct closed session interviews with the top Director of Communications candidates and recommend final candidates to the Board of Directors, as proposed.
2. Authorize this Director of Communication recruitment process for a one-time basis, with subsequent recruitments conducted by the Fire Chief.

The motion passed with Chair Weinberg and Directors Goedhart, McCullough, and Swift voting in opposition.

**12. Supplemental Agenda Item - Legislation Update (F: 11.17E)**

Management Analyst Jay Barkman provided a report on the Pension Obligation Legislation update.

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Public comments were received from Mission Viejo resident Stephen Wontrobski requesting the Board direct General Counsel prepare a legal opinion regarding member agency's pension obligation liability should there be a collapse of the OCFA.

On motion of Director Spitzer and second by Vice Chair Murray, the Board voted unanimously to allow the public release of General Counsel's legal opinion regarding Pension Obligation Legislation. Legal Counsel indicated the opinion would be available upon request.

## **REPORTS**

### **13. Chief's Report (F: 11.14)**

Fire Chief Richter reported the California Governor requested emergency funds be available to up-staff fire units as needed during the wildfire season. He also reported 11 employees had graduated from the Fire Apparatus Engineers (FAE) Academy, and would be promoting to their new FAE assignments.

## **BOARD MEMBER COMMENTS (F: 11. 13)**

Director Kelley thanked OCFA staff, Fire Communications Relations/Education Supervisor Lynnette Round, and Battalion Chief Mike Ferdig for conducting a drowning prevention program and simulation in the City of Mission Viejo. She also indicated she recorded a 30-minute Mayor's City Talk Program with a mother of a near drowning child and that the video was available to view on the city's website.

Director McCullough wished everyone a safe 4<sup>th</sup> of July.

Director Amezcua thanked OCFA staff and Board Members for supporting the release of escrow funds for the City of Santa Ana.

Director Baker asked for an update on the voting system. Clerk of the Authority Sherry Wentz indicated staff is in the process of replacing the entire audio and voting system.

Director Shawver asked what OCFA's position was on the tax for firework providers. Management Analyst Jay Barkman indicated OCFA took a support on the position. Director Shawver reported he and others contacted legislators in Sacramento to oppose the bill.

Vice Chair Murray thanked Division Chief Kris Concepcion for conducting a drowning prevention program and video at the Tustin City Council meeting. He also indicated the Orange County Bomb Squad provided a well-received media presentation. He wished everyone a good and safe July 4<sup>th</sup>.

Chair Weinberg encouraged Board Members to attend the Fire Station 41 (Fullerton Airport) Open House Dinner on June 27, 2014, and indicated tickets were still available.

Minutes

OCFA Board of Directors Regular Meeting

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**ADJOURNMENT** - Chair Weinberg adjourned the meetings at 9:49 p.m. The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for July 24, 2014, at 6:00 p.m.

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Sherry A.F. Wentz, CMC  
Clerk of the Authority

**FIRE PREVENTION WEEK  
PROCLAMATION**

*WHEREAS*, fire is a serious public safety concern both locally and nationally, and homes are the locations where people are at greatest risk from fire; and

*WHEREAS*, working smoke alarms cut the risk of dying in reported home fires in half; and

*WHEREAS*, three out of five home fire deaths result from fires in properties without working smoke alarms; and

*WHEREAS*, in one-fifth of all homes with smoke alarms, none were working because the smoke alarm batteries were missing, disconnected, or dead; and

*WHEREAS*, Orange County residents should install smoke alarms in every sleeping room, outside each separate sleeping area, and on every level of the home; and

*WHEREAS*, Orange County residents should install smoke alarms and alert devices that meet the needs of people who are deaf or hard of hearing; and

*WHEREAS*, Orange County residents are responsive to public education and outreach measures and are able to take personal steps to increase their safety from fire, especially in their homes; and

*WHEREAS*, the 2014 Fire Prevention Week theme, “Working Smoke Alarms Save Lives: Test Yours Every Month!” effectively serves to remind us that we need working smoke alarms to give us the time to get out safely.

*NOW, THEREFORE BE IT RESOLVED*, that the Orange County Fire Authority Board of Directors does hereby declare October 5-11, 2014, as “Fire Prevention Week” and urge Orange County residents to test their smoke alarms once a month by pushing the test button, and to support the many public safety activities and efforts of OCFA during Fire Prevention Week 2014.

*PASSED, APPROVED and ADOPTED* this 24<sup>th</sup> day of July 2014.

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STEVEN WEINBERG, CHAIR  
OCFA Board of Directors

ATTEST:

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

**CONSENT CALENDAR – AGENDA ITEM NO. 3**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Lori Smith, Assistant Chief/Fire Marshal  
Community Risk Reduction Department

SUBJECT: **FY 2013/14 Annual Progress Report on Planning and Development Activity**

Summary:

This agenda item is submitted to provide a year-end summary of activities in the Planning and Development Services Section. The Attachment summarizes plan review activities by volume, average turnaround time, success in meeting turnaround time target goals during fiscal year, and summarizes inspection activity during the same time period, and includes qualitative information in the form of reasons for inspection failure.

Recommended Action:

Receive and file the report.

Background:

The Planning and Development Services Section continues working to improve customer service, section efficiency and impact on community risk. This agenda item highlights major issues and accomplishments during the past fiscal year.

***Reduce injuries, loss of life and loss of property***

Planning and Development Section staff continues active participation in Community Risk Reduction projects improving our ability to link resources with targeted community risks. Highlighting a few major community projects that staff worked on this year include a new Marriott Hotel and the Great Park, with surrounding communities, both located in Irvine; The Ranch off of Ortega Highway, which when fully built out will include 14,000 homes with retail, office, and commercial space; the Tustin Legacy Project at the Tustin airbase site; the Mark, a high density apartment community in Santa Ana; and the Source in Buena Park, which will eventually include two new high rise buildings and a new mall.

***Provide effective, efficient and quality service***

We continue to experience a robust increase in plan review and construction inspection activities. Over the past two years, Planning and Development activities have increased by 35% for plan reviews and 85% for construction inspections. For Fiscal Year 2013/14, plan reviews increased 14% and construction inspections increased 41% over the previous fiscal year.

Our turnaround times for plan reviews decreased to 76% from 87% the previous year, and construction inspection turnaround times decreased to 88% from 92% the previous year (see Attachment 1). Planning and Development currently relies heavily on the use of consultants, overtime, and more recently borrowing inspectors from the Safety and Environmental Services

Section to keep up with demand. However, Planning and Development was able to increase plan review and inspection staffing by 3 positions going into this next fiscal year. Although it is anticipated that we will continue to experience increased building activity over this next year, these positions should result in improved turnaround time.

***Create and maintain effective working relationships with customers***

Planning and Development staff attended all partner agencies council/board meetings, assisting Community Development staff with the adoption of the 2013 California Fire and Building codes.

Additionally, staff continues working with several strong partnerships with the Irvine Company, Heritage Fields, Rancho Mission Viejo Project, the Great Park, the Building Industry Association, the National Association of Industrial and Office Properties, and City and County officials, to name a few. These partnerships provide for immediate feedback and flow of information concerning new development, and provide opportunity for input on future projects.

**Impact to Cities/County:**

Not Applicable.

**Fiscal Impact:**

Not Applicable.

**Staff Contact for Further Information:**

Pete Bonano, Deputy Fire Marshal  
Planning and Development Services Section  
[petebonano@ocfa.org](mailto:petebonano@ocfa.org)  
(714) 573-6101

**Attachment:**

FY 2013/14 Plan Review and Construction Inspection Summaries

## Plan Review and Construction Inspection Summaries

### PLAN REVIEW

The performance indicator is to maintain a 90% return for 5 and 10 day submittals

		Total Plans	Total Plans	Plans Within	% of Plans Within
FY Quarter		Received	Reviewed	Target Goals	Target Goals
Jul - Sept	2013/14	1,864	1,955	1,451	74%
Oct - Dec	2013/14	1,832	1,813	1,413	78%
Jan - Mar	2013/14	1,662	1,677	1,280	76%
Apr - Jun	2013/14	2,192	2,183	1,685	77%
<b>Totals</b>		<b>7,550</b>	<b>7,628</b>	<b>5,829</b>	<b>76%</b>

### CONSTRUCTION INSPECTIONS

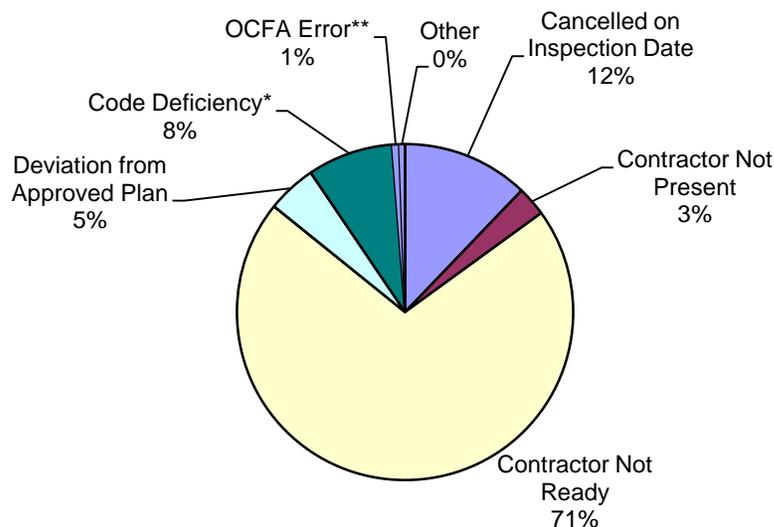
The performance indicator for construction inspections is to schedule an inspector on the job site within 48 hours of the request for an inspection 90% of the time

Quarter		Total Inspections*	Reinspections		Within 48 Hour Goal or At Customer's Request		Late	
			Number	Percent	Number	Percent	Number	Percent
Jul - Sept	2013/14	4,030	190	5.5	2,321	67.6	1112	32.4
Oct - Dec	2013/14	3,785	253	6.7	3,326	87.9	459	12.1
Jan - Mar	2013/14	3,475	254	7.3	3,433	98.8	42	1.2
Apr - Jun	2013/14	4,204	376	8.5	4,204	94.6	238	5.4
<b>Totals</b>		<b>15,494</b>	<b>1,073</b>	<b>7.1%</b>	<b>13,284</b>	<b>88%</b>	<b>1,851</b>	<b>12.2%</b>

\*Total Inspections may exceed the total volume of On-Time and Late Inspections due to completion of unscheduled and administrative inspections.

### REASONS FOR REINSPECTIONS

July 2013 - June 2014



\*Code Deficiency - Not shown on plan and not in compliance with code requirement.

\*\*OCFA Error - Deficiency not identified during plan review and caught in field, or inspector concurred with something not installed correctly.

**CONSENT CALENDAR - AGENDA ITEM NO. 4**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Brian Stephens, Assistant Chief  
Support Services Department

SUBJECT: **Approval of Amendment No. 3 to Secured Fire Protection Agreement with The Irvine Company for Entitlements for Irvine Development**

Summary:

This item is submitted to authorize the Fire Chief to enter into an amendment to the Secured Fire Protection Agreement with The Irvine Company for its remaining entitlements in the City of Irvine. This amendment will revise the ultimate location of the permanent Fire Station 20 (1/2 mile south) and is required to allow for the sale of land owned by the Orange County Great Park to The Irvine Company for the construction of a new Fire Station that will replace a temporary station opened in 2008.

Recommended Action:

Approve and authorize the Fire Chief to enter into an amendment to the Secured Fire Protection Agreement with The Irvine Company (TIC) for the purpose of changing the site location for construction of permanent Fire Station 20.

Background:

The OCFA and The Irvine Company previously entered into a Secured Fire Protection Agreement on February 11, 2003, regarding the provision of fire safety and emergency medical services for the benefit of residents who will reside within future development areas of property owned by The Irvine Company in the City of Irvine and other portions of unincorporated Orange County as described in the agreement.

The agreement contemplated the development of one temporary fire station (FS55) and five permanent fire stations. Fire Station 20 was planned to provide fire services to future Irvine Company developments in Planning Areas (PA) 9 and 40 within the City of Irvine. No temporary site for Fire Station 20 was contemplated or provided for in the agreement because no infrastructure installation schedule or land use approvals were present at that time. In the first amendment to the original agreement, dated July 16, 2007, temporary Fire Station 20 was added to meet the service demands of the area. The second amendment, dated March 26, 2009, delayed the timing of the purchase of additional fire apparatus by The Irvine Company, as required in the original agreement.

The two prior amendments dealt with the economic slowdown and phased construction plans of The Irvine Company. The third amendment is now needed to adjust the agreed upon location and timing of the design and construction for the permanent Fire Station 20, allowing The Irvine

Company to fulfill its obligations required by the original agreement. The new location is within 1/2 mile of the existing temporary station location at a site that will allow the OCFA to be good neighbors and continue to provide excellent service to the area. The cost for the land and construction of a fully outfitted Fire Station is the financial responsibility of The Irvine Company.

Impact to Cities/County:

Generates land sale revenue to the City of Irvine.

Fiscal Impact:

No Impact.

Staff Contact for Further Information:

Brian Stephens, Assistant Chief  
Support Services Department  
[brianstephens@ocfa.org](mailto:brianstephens@ocfa.org)  
(714) 573-6008

Attachment:

Proposed Amendment No. 3 to Secured Fire Protection Agreement with The Irvine Company for Entitlements for Irvine Development

### **Amendment No. 3 to Secured Fire Protection Agreement**

This Amendment No. 3 to Secured Fire Protection Agreement ("**Amendment**") is entered into as of July 24, 2014, by and between the Orange County Fire Authority, a California joint powers authority ("**Authority**"), and The Irvine Company LLC, a Delaware limited liability company ("**Company**"), successor in interest to The Irvine Company, a Delaware corporation. Company and Authority are sometimes referred to herein individually as a "**Party**" and collectively as the "**Parties**."

Whereas, Authority and The Irvine Company previously entered into that certain "Secured Fire Protection Agreement" dated as of February 11, 2003 (the "**Original Agreement**"), regarding the provision of fire safety and emergency medical services (collectively, "**Fire Services**") for the benefit of residents who will reside within future development areas of property owned by Company and its affiliates in the City of Irvine and other portions of unincorporated Orange County as described in the Original Agreement.

Whereas, Company and Authority subsequently entered into that certain Amendment to Secured Fire Protection Agreement dated as of May 24, 2007 (the "**First Amendment**"), under which the Parties addressed various issues relating to the construction of temporary and permanent Fire Station 20 to provide Fire Services to future Company developments in Planning Areas 9 and 40 within the City of Irvine. Temporary Station 20 has been completed and is currently open and operating. Company has paid for the Fire Engine and the Paramedic Van currently in use at Temporary Station 20.

Whereas, due to economic conditions and uncertainty as to timing of development by Company and its affiliates of land within Planning Areas 9 and 40, Company and Authority entered into that certain Amendment No. 2 to Secured Fire Protection Agreement dated as of March 26, 2009 (the "**Second Amendment**"), under which the Parties revised the timing of Authority's order of the other Fire Unit for Fire Station 20 (i.e., the large truck defined as the "Quint" in the First Amendment). The Original Agreement, as amended by the First Amendment and the Second Amendment, is referred to herein as the "**Agreement**."

Whereas, due to the development of the Great Park property adjacent to Planning Area 40 and discussions among the City of Irvine ("**City**"), Authority and Company regarding the ultimate location of Permanent Station 20, the Parties now desire to amend the Agreement as provided in this Amendment to identify a new location for Permanent Station 20 and to update the Parties' respective obligations regarding the timing of design and construction of said station.

**NOW, THEREFORE**, in consideration of the above, Authority and Company agree as follows:

1. Recitals; Definitions. The foregoing recitals are true and correct and incorporated herein by this reference. Unless otherwise defined herein, capitalized terms contained in this Amendment shall have the same meanings as given to them in the Original Agreement, the First Amendment and the Second Amendment.
2. Amendment of Permanent Fire Station Location. The Parties agree that the narrative description of the location of permanent Fire Station 20 contained in Exhibit C to the Original Agreement is hereby changed to read as follows:

"Within approximately one-half (1/2) mile of the intersection of Trabuco Road and future Ridge Valley (formerly referred to in various planning documents as "'O' Street"), within the boundaries of the Great Park as depicted on Exhibit 1 to Amendment No. 3 to Secured Fire Protection Agreement."

The foregoing provisions of this Section shall supersede any information relating to permanent Fire Station 20 contained in Exhibit C to the Original Agreement and in Section 2.H(6) of the First Amendment.

3. Amendment of Sections 2.H.(7)-(11) of Agreement. All references to and requirements regarding Permanent Station 20 contained in Sections 2.H.(7) – Section 2.H.(10) of the Agreement are hereby deleted in their entirety, and the following Sections 2.H.(7) – Section 2.H.(12) are hereby inserted in place of the deleted provisions regarding Company's obligations for the design and construction of Permanent Station 20 (and the paragraph number for existing Section 2.H.(11) of the Agreement is hereby changed to Section 2.H.(13)):

H. Fire Station 20

(7) Permanent Station 20 Responsibilities and Requirements. The respective responsibilities of Company and Authority with respect to the development of Permanent Station 20, as well as the other requirements for the Permanent Station 20 Site, shall be the same as specified in Exhibit B to the Agreement, except that the design, construction and acceptance of Permanent Station 20 shall be changed as provided in Sections 2.H.(8) through 2.H.(12) below.

(8) Design of Permanent Station 20. The following provisions shall govern the obligations of the Parties regarding the design of Permanent Station 20:

a. Commencement of Design: Company shall cause the design of Permanent Station 20 to be commenced within ninety (90) days after Authority approval of (i) the final site plan for Permanent Station 20, including width of driveways, and (ii) the extent of 8<sup>th</sup> Street construction required for access to Permanent Station 20. (The date that the design work commences within such ninety-day period is hereinafter referred to as the "**Design Commencement Date**"). Prior to commencement of design, Company shall submit the name of its proposed design professional to the Fire Chief for approval, which approval shall not be unreasonably withheld and shall be provided within fifteen (15) business days of Fire Chief's receipt of Company's request for approval. In the event of disapproval, the Parties shall meet and confer to agree upon a design professional who is reasonably acceptable to the Fire Chief. The design of Permanent Station 20 and the plans and specifications therefor (collectively, the "**Design Plans**") shall be prepared in accordance with the most recent OCFA Design Guidelines and any related criteria of Authority.

b. Completion of Design. Within one hundred and eighty (180) days of the Design Commencement Date, Company shall (i) complete the Design Plans for Permanent Station 20 and (ii) submit the Design Plans to the Fire Chief for review and approval. The Fire Chief shall either approve or disapprove the Design Plans within sixty (60) days of receipt of such plans. In the event of disapproval, the Parties shall meet and confer on the necessary changes to obtain the Fire Chief's approval until agreement is reached on the Design Plans.

(9) Deed for Permanent Station 20 Site. The Parties acknowledge that Company is acquiring the Permanent Station 20 Site from the City. Pursuant to its site acquisition agreement with the City, Company shall obtain from the City a grant deed or other instrument (the "**Conveyance Deed**") for conveyance of the Permanent Station 20 Site to Authority. The form of the Conveyance Deed shall be subject to approval by the Fire Chief, who shall, within fifteen (15) business days after receipt of same from Company, review the draft Conveyance Deed and provide his approval of such form or comments thereon to Company. The foregoing process shall continue until the Fire Chief approves of the form of the Conveyance Deed. After receipt of the signed and acknowledged Conveyance Deed from the City, Company shall deliver the Deed to Authority. Authority shall sign the Certificate of Acceptance to the Conveyance Deed and cause the same to be recorded in the Official Records of Orange County, California, at the time provided in Section 12 below.

(10) Condition of Permanent Station 20 Site. Authority acknowledges and understands that the Permanent Station 20 Site is located on land that is owned by the City within the boundaries

of the closed Marine Corps Air Station El Toro, and that Company makes no representations or warranties of any nature regarding the physical condition of the site. Company shall, however, on or before the Design Commencement Date referenced above, deliver to Authority (at no cost to Authority) a Phase 1 hazardous materials assessment of the Permanent Station 20 Site for review and approval by Authority. Authority shall review such assessment and provide its approval or disapproval of same within thirty (30) days of receipt thereof from Company. The Parties agree that Authority will not accept the site if the site assessment concludes that the site contains any hazardous materials at levels that would interfere with the construction and use of the site as a fire station or would otherwise subject Authority to liability under state or federal law. In the event that the site fails to meet the requirements of the preceding sentence, the Parties will meet and determine (a) whether Company should pursue cleanup of the site by the City, or (b) whether they should identify a different location for the Permanent Station 20 Site that is mutually acceptable to the Parties.

(11) Construction of Permanent Station 20. Company shall construct (or cause to be constructed) Permanent Station 20 on the Permanent Station 20 Site within one year of the last to occur of (a) the Fire Chief's approval of the Design Plans, (b) acceptance by City of the completed segment of Ridge Valley between Trabuco Road and Marine Way, and (c) acceptance by City of the completed segment of 8<sup>th</sup> Street between Ridge Valley and the easterly boundary of the Permanent Station 20 Site as necessary for access to and operation of Permanent Station 20.

(12) Acceptance of Completed Station. Within sixty (60) days of Authority's final inspection of the completed Permanent Station 20 and completion of all punch list work by Company, Authority shall (a) sign the Certificate of Acceptance attached to the Conveyance Deed and record the Conveyance Deed in the Official Records of Orange County, California, (b) occupy Permanent Station 20, and (c) vacate and remove all of its apparatus, equipment, furniture, supplies and other property from Temporary Station 20 and the Temporary Site so that Temporary Station 20 may be demolished and the Temporary Site cleared for Company's development or other use.

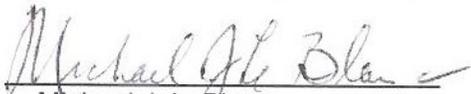
4. Effective Date. This Amendment shall be effective as of the date first set forth above (the "**Effective Date**").

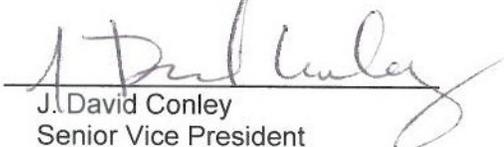
5. Counterparts. This Amendment may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

6. Conflicts. In the event of any conflicts between this Amendment and the Agreement regarding requirements for Fire Station 20, the terms and provisions of this Amendment shall control.

7. No Other Changes. Except as expressly set forth in this Amendment, all other terms and conditions of the Agreement shall remain unchanged and in full force and effect.

**THE IRVINE COMPANY LLC,**  
**a Delaware limited liability company**

By:   
Michael J. LeBlanc  
Senior Vice President

By:   
J. David Conley  
Senior Vice President

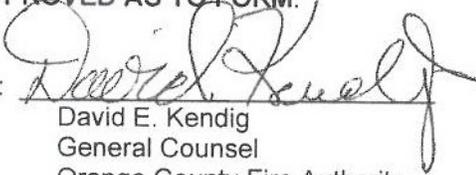
**ORANGE COUNTY FIRE AUTHORITY,  
a California joint powers authority**

By: \_\_\_\_\_  
Keith Richter  
Fire Chief

**ATTEST:**

By: \_\_\_\_\_  
Sherry A. F. Wentz  
Clerk of the Fire Authority

**APPROVED AS TO FORM:**

By:   
David E. Kendig  
General Counsel  
Orange County Fire Authority

Date: 7/14/14 \_\_\_\_\_

**Exhibit 1**

**Depiction of Permanent Station 20 Location**



**Orange County  
Great Park**

**8TH STREET**

**PA-40  
(TIC)**

**"O" STREET**

**"C" STREET**

 **Fire Station #20**

**Exhibit 1: Depiction of Great Park Station Location**

**CONSENT CALENDAR - AGENDA ITEM NO. 5**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Brian Stephens, Assistant Chief  
Support Services Department

SUBJECT: **Final Update: Santiago and Freeway Complex Fire After Action Reports**

Summary:

This item is submitted as the last and final annual update on the actions being taken as a result of the Santiago and Freeway Complex Fire After Action Reports (AAR) and associated recommendations adopted by the Board of Directors on March 27, 2008, and April 23, 2009.

Recommended Action:

Receive and file the final reports.

Background:

On March 27, 2008, the OCFA Board of Directors adopted a series of recommendations as a result of the Santiago Fire AAR. The Board also adopted a series of recommendations from the Freeway Complex Fire AAR at its April 23, 2009, Board of Directors meeting. At its July 22, 2010, meeting the Board directed staff to provide an annual update to the Executive Committee on the progress of implementation. The two reports have a combined total of 152 recommendations broken down into one of three categories: Mitigation and Preparation, Prevention and Public Education, and Operations and Response.

The Board of Directors adopted several of the key recommendations then directed staff to work towards specific task accomplishments, and continue developing strategies to meet the intent of the AAR through the short and long term strategic planning processes. Recommendations will continue to be assessed and put into practice when and where appropriate. Past and present noted accomplishments include:

- Purchasing of two new wildland fire and rescue helicopters
- Program scope and implementation of a full-time handcrew
- Work with local water agencies to evaluate potential threats and weaknesses to the water distribution systems
- Night vision goggles for the helicopters
- Targeted assistance to homeowners in the form of the Ready, Set, Go! Program
- Enhancements to OCFA's media center and dignitary escort policy
- Purchasing and outfitting of patrols with Compressed Air Foam System (CAFS)
- Incorporation of eleven new Type 3 wildland engines into the fleet
- Augmented staffing Standard Operating Procedure (SOP) has been developed to address staffing during major events
- Creation of an internal type 3 Incident Management Team (IMT) Program

- Trained and certified OCFA members as military helicopter coordinators
- Adoption of Very High, High, and Moderate Fire severity zones
- Development of the Volunteer Fire Corp Program
- Fire Watch/Red Flag patrol program
- Full time heavy equipment program – pre-fire and suppression

The completion of the following recommendations requires financial or resource support that is currently not available. OCFA is monitoring these remaining recommendations and continues to evaluate the viability and impact on public safety. Noted outstanding recommendations include:

- Increased staffing from three to four persons at 12 stations with Type-3 wildland engines
- Enhance efforts with Fire Safe Councils to make them more effective (underway)
- Acquire USAR facility to free space in Fire Stations (underway)
- Refine website information for major emergencies (underway)

Impact to Cities/County:

None.

Fiscal Impact:

Not Applicable.

Staff Contact for Further Information:

Brian Stephens, Assistant Chief/Support Services Department

[brianstephens@ocfa.org](mailto:brianstephens@ocfa.org)

(714) 573-6008

Attachments: (Links to Website Documents)

1. Santiago Fire After Action Report
2. Freeway Complex Fire After Action Report

**CONSENT CALENDAR AGENDA ITEM NO. 6**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Brian Stephens, Assistant Chief  
Support Services Department

SUBJECT: **Purchase Approval - Modular Shower and Bathroom Trailer for Fire Station 18 (Trabuco Canyon)**

Summary

This item is submitted for approval to purchase the 12'x 60' modular shower and bathroom trailer located at Fire Station 18, Trabuco Canyon, which is currently leased from Mobile Modular Management Corporation (MMMC).

Recommended Actions:

1. Approve the purchase of the 12'x 60' shower and bathroom trailer unit currently located at Fire Station 18, for the OCFA Hand Crew for a total amount of \$66,477.90.
2. Authorize a budget adjustment increasing appropriation in Fund 122 in the amount of \$66,477.90 for the purchase of the shower and bathroom trailer.

Background

In March 2010, responding to an immediate need for shower and bathroom facilities for up to 20 members of the OCFA Hand Crew and Equipment team located at Fire Station 18, Trabuco Canyon, the Fire Chief authorized a sole source lease of a 12'x 60' trailer mounted shower and bathroom facility from MMMC. This was the only firm who had a suitable unit available within the southern California region, at the time. The unit has leased on an annual basis for \$14,904 per year (\$1,242/month).

At the time of the initial lease, design planning was in process to replace Fire Station 18 with a facility that would manage all combined unit needs, including Crews and Equipment. Initially, the duration of the trailer lease was not contemplated to be long term. Budget issues halted replacement plans and Fire Station 18 was deferred in budget planning for further consideration as budget conditions permitted. The Crews and Equipment staff has continued and the annual lease of the trailer unit was extended. To date, the lease payments total \$64,725. Since the Crews and Equipment is included in the five year budget, it will be prudent to purchase the unit. The requirement for the unit continues to be valid. The unit has been offered for sale by MMMC, at a total cost, including tax, license, and registration of \$66,477.90. A regional search for a similar unit did not find a similar unit available at any cost. A 40 foot unit, less capable than the current, was available at a cost of \$78,000. A new unit would also require permitting, transport, and shower and bathroom modifications, all at additional costs.

During the term of the lease, the shower and bathroom trailer has been maintained in excellent condition and the unit is expected to be in service for 20 years. Fire Station 18 is currently a deferred budget project in the Capital Improvement Plan, with no specific time frame established for replacement. It is unlikely that the replacement will occur within five years.

Purchase of the existing unit is the most cost effective means for providing the facilities needed. The pricing offered by Mobile Modular compared with the purchase of a new trailer represents a significant savings. The unit is operating precisely as needed, and requires no modification or repair prior to the purchase.

Impact to Cities/County:

None

Fiscal Impact:

Sufficient funds are available in the FY 2014/15 Budget.

Staff Contact for Further Information:

Steve Chambers, Property Manager

[stevechambers@ocfa.org](mailto:stevechambers@ocfa.org)

(714) 573-6471

Attachment:

Mobile Modular Management Corporation Quotation – Purchase of Trailer



**Mobile Modular Management Corporation**  
 11450 Mission Blvd.  
 Mira Loma, CA 91752  
 Phone: (951) 360-6600 Fax: (951) 360-6622  
 www.mobilemodularrents.com

### Purchase Off Rent

Quotation Reference: 120029842.1  
 Date of Quote: 07/03/2014

Customer & Site Information		Mobile Modular Contact
<b>Customer Information:</b> Orange County Fire Authority PO Box 57115 Irvine, CA 92619 Steve Chambers stevechambers@ocfa.org 714-720-4499	<b>Site Information:</b> Orange County Fire Authority 30942 Trabuco Canyon Rd. CS: Live Oak Cyn & Trabuco Cyn Trabuco Canyon, CA 92678 Steve Chambers stevechambers@ocfa.org 714-720-4499	Questions?  Please Contact: Open - Mira Loma Direct Phone: (951) 360-6600 Fax: (951) 360-6622

Product Information				
	Qty	Purchase Price	Extended Purchase Price	Taxable
Restroom, 12x60 HCD (NonStd)	1	\$59,890.00	\$59,890.00	Y
<i>Restroom Building. Non-Standard Configuration. Size excludes 3' towbar.</i>				
<i>Current lease #220001834, building ID #35408.</i>				

	Qty	Charge Each	Total One Time	Taxable
<b>Charges Upon Delivery:</b>				
Restroom, 12x60 HCD (NonStd)	1	\$1,796.70	\$1,796.70	N
Fee, License or Registration for Sale			\$1,796.70	

#### Special Notes

**POR- Rent Due Until Paid in Full:** Please be aware that rent is due until the purchase price quoted above and all open balances are paid in full.

#### Floor Plans

*All drawings and specifications are nominal*

#### Additional Information

- Quote is valid for 30 days
- A minimum cleaning charge per floor will apply for modular buildings and for containers with offices, no minimum cleaning charge applies for storage containers.
- Customer's site must be dry, compacted, level and accessible by normal truck delivery. Costs to dolly, crane, forklift, etc. will be paid by customer. Unless noted, prices do not include permits, ramp removal, stairs, foundation systems, foundation system removal, temporary power, skirting, skirting removal, engineering, taxes or utility hookups.
- Subject to equipment availability. Unless noted, equipment and related furnishings, finishes, accessories and appliances provided are previously leased and materials, dimensions, and specifications vary. Detailed specifications may be available upon request. For lease transactions, Mobile Modular reserves the right to substitute equal or better equipment prior to delivery without notice.
- This transaction is subject to prior credit approval and all terms, conditions, and attachments of MMMC's standard contract. Security deposit and payment in advance may be required.
- **Prices do not include applicable tax.**
- **Unless otherwise noted, prices do not include prevailing wages, Davis-Bacon wages, or other special or certified wages.**

**CONSENT CALENDAR - AGENDA ITEM NO. 7**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Brian Stephens, Assistant Chief  
Support Services Department

SUBJECT: **Grant Purchase Approval - Generator and Backup Power for Fire Station 41  
(Fullerton Airport)**

Summary:

This item is submitted for approval to purchase a generator along with design, engineering, and installation costs in a total amount of \$437,000. The OCFA is seeking \$252,000 in grant funds to offset the cost.

Committee Action:

At its July 9, 2014, meeting, the Budget and Finance Committee reviewed and unanimously recommended approval of this item.

Recommended Actions:

1. Approve a CIP budget adjustment to Fund 122 (Facilities Maintenance and Improvement) for FY 2014/15 to increase appropriations by \$437,000.
2. Increase FY 2014/15 revenue in Fund 122 (Facilities Maintenance and Improvement) by \$252,000.

Background:

In 2009, the OCFA submitted a Federal Earmark request to purchase equipment for the Hand Crew. The earmark was supported by Congressman Calvert and located in the Pre-Disaster Mitigation (PDM) Grant Program under the Federal Emergency Management Agency (FEMA). Unfortunately, this subjected OCFA to PDM grant guidelines that restrict the use of funds for equipment. Instead, the PDM grant is designed to fund activities that mitigate risk to hazards such as earthquake, tsunami, flood, tornado, wind, or wildfire. This typically involves construction, retrofit, relocation, or the removal of material contributing to the hazard.

Prior to receipt of this earmark, the OCFA, in our after action reviews of the 2007 Santiago and 2008 Freeway Complex Fires, identified the community of Cowan Heights as one at risk from a wind driven wildfire. The decision was made in 2009 to apply PDM grant funds to mitigating this risk through fuel removal and education. However, FEMA's interpretation has been that the use of federal dollars requires a full Environmental Assessment (EA) requiring OCFA to hire a consultant in 2013. A draft EA was completed, but FEMA is requiring additional analysis.

The OCFA does not have funds budgeted to conduct an ongoing environmental review. In addition, the draft review completed to date has placed significant restrictions on the project area. We had sought to address a 20-acre area but have now been limited to an area under 4 acres. The use of other local agreements, State funds, and in some cases Federal funding resources, does not impose the same environmental restrictions.

At the February Budget and Finance Committee meeting, staff provided an update regarding the grant award including the restrictions impeding the project, and the Committee expressed a desire that further efforts be made to research alternative projects. In discussions with FEMA and the California Office of Emergency Services, we were informed that projects to ensure continued operation of essential facilities are viewed as eligible under the PDM grant.

***Fire Station 41***

Fire Station 41, located on Fullerton Airport, currently serves as OCFA's Air Operations facility. The facility was purchased in 2011 to accommodate the 2008 purchase of two Bell 412EP helicopters. The station does not have a permanent generator to provide backup power and ensure continued operation, including lights, phones, radios, computers and alarms during an emergency. If power was lost during a high wind event, earthquake, or other disasters, the hangar doors would also not be able to open and aircraft inside would not be able to respond. A mobile generator is in place that allows the hangar doors to be opened, but not without the increased time delay of opening each door individually. Staff submitted a project justification for Fire Station 41 to FEMA and was informed that the project is viable for application. Below is a detailed and more current project budget:

<b>Site Development &amp; Construction Plans</b> Architectural, Civil, Structural, and Electrical Engineering	\$30,000
<b>Building &amp; SCAQMD Permits</b>	\$7,500
<b>Construction</b> Grading, Foundation & Containment, Security, Testing & Commissioning	\$80,000
<b>Equipment Purchase</b> Generator	\$320,000
<b>Total</b>	<b>\$437,500</b>

Impact to Cities/County:

None.

Fiscal Impact:

- One-time net cost to Fund 122 (Facilities Maintenance and Improvement) of \$185,500.
- Ongoing Fund 121 (General Fund) permit cost of \$1,140 annually.

Staff Contact for Further Information:

Jay Barkman, Grants Administrator

[jaybarkman@ocfa.org](mailto:jaybarkman@ocfa.org)

(714) 573-6048

Attachments:

None.

**CONSENT CALENDAR – AGENDA ITEM NO. 8**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Lori Zeller, Assistant Chief  
Business Services Department

SUBJECT: **Approval of Extension to 911 Ambulance Service Contracts**

Summary:

This item is submitted for approval of a six-month extension to the existing 911 ambulance contracts serving the cities of Cypress, Irvine, Laguna Hills, La Palma, Los Alamitos, Seal Beach, Stanton and Villa Park.

Recommended Action:

Approve and authorize the Chair to execute the submitted contract extensions for the provision of 911 emergency medical transportation and related services.

Background:

***2004 Request for Proposal and Contract Awards***

During the summer of 2004, the OCFA and its partner jurisdictions awarded 911 Emergency Ambulance Contracts for the 19 Exclusive Operating Areas (EOAs) located within the OCFA's jurisdiction. The EOAs excluded the City of Buena Park (which handles its own contract RFP process) and at the time, the cities of San Clemente and Westminster (which provide their own transport service). The new contracts were effective September 1, 2004, for an initial term of five years (through 2009) and with an option to extend the agreements for an additional five years (through 2014).

***2007 Board Actions***

At its meeting on August 2, 2007, the Board of Directors directed staff to initiate steps to extend the existing Emergency Ambulance Contracts that were awarded by the OCFA Board of Directors with all providers that were willing to renew. Contracts were to be renewed for an additional five-year term (through 2014) under the same terms and conditions as the existing contracts. The Board also directed staff to assist the cities that awarded their own Ambulance Service Area Contracts in extending their existing agreements or, if the city or the provider desired otherwise, assist them in conducting a new contract process.

**2008 RFP process**

Based on discussions with the cities, the following 10 EOA’s were included in the 2008 RFP process.

<i>EOA #</i>	<i>City</i>	<i>Included County Areas</i>
5	Cypress	
13	La Palma	
14	Los Alamitos	Rossmoor
19	San Juan Capistrano	Ortega Hwy
21	Seal Beach	Sunset Beach, Bolsa Chica
22	Stanton	Midway City
24	Villa Park	Orange/Olive, Orange Park, Silverado Canyon
29	Rancho Santa Margarita	Trabuco, O’Neill Park, Las Flores, Coto de Caza
30	Laguna Niguel	
42	Lake Forest	Modjeska, upper Trabuco/Cooks

All contracts were awarded for five years. This allowed for all 19 contracts to be competitively bid at the same time in 2014.

**2014 Competitive RFP Process**

In February 2014, the State Emergency Medical Services Authority (EMSA) notified the Orange County Emergency Medical Services Agency (OCEMSA) that based on the Butte County decision, the OCEMS could not delegate the 911 Emergency Ambulance RFP process or contract administration to OCFA. At the time the notification was received from the State EMSA, OCFA staff had completed a significant amount of work on the RFP and was prepared to issue phase 1 of the RFP pending approval from OCEMS. With the transition of responsibility from OCFA to OCEMS, OCEMS took immediate action to continue with the process and acquire the additional staff needed to conduct the RFP process and administer the contracts.

All 19 existing agreements are scheduled to automatically terminate no later than August 31, 2014. Due to the transition of the RFP responsibilities from OCFA to OCEMS, the final selection and award of new ambulance agreements will not be completed in time for successful bidders to take over and commence services by September 1, 2014. The RFP was released in May; proposals are due July 14, 2014, with final selections anticipated to occur in January 2015.

To ensure system wide consistency, OCFA staff, member cities and OCEMS staff requested an extension of the existing contracts, under the same terms and conditions, from the State EMSA. On May 1, 2014, the State EMSA approved a six-month extension to the contracts beginning September 1, 2014, and ending March 1, 2015. The six-month extension, including retention of the exclusivity provision, is unprecedented. Historically when the State EMSA has granted an extension, it has generally been for no more than three months based on strong justification.

**Summary**

Staff is requesting that the OCFA Board of Directors take action to extend the ambulance contracts (September 1, 2014, to March 1, 2015) for the following Exclusive Operating Areas (EOA's) that were awarded by the OCFA Board of Directors, under the same terms and conditions.

<b>EOA</b>	<b>AREA</b>	<b>Current Provider</b>
5	Cypress	Care
10	Irvine (JWA)	Doctor's
28	Laguna Hill's	Doctor's
13	La Palma	Care
14	Los Alamitos (Rossmoor)	Care
21	Seal Beach (Bolsa Chica)	Care
22	Stanton (Midway City)	Care
24	Villa Park (Orange/Olive, Orange Park, Silverado Canyon)	Americare

A separate staff report will be prepared for the cities that retained contract award authority and will be presented to the respective city council.

Impact to Cities/County:

None

Fiscal Impact:

None

Staff Contacts for Further Information:

Jim Ruane, Finance Manager/Auditor  
Finance Division/Business Services Department  
[jimruane@ocfa.org](mailto:jimruane@ocfa.org)  
(714) 573-6304

Bill Lockhart, EMS Battalion Chief  
Operations Department  
[billlockhart@ocfa.org](mailto:billlockhart@ocfa.org)  
(714) 573-6071

Lori Zeller, Assistant Chief  
Business Services Department  
[lorizeller@ocfa.org](mailto:lorizeller@ocfa.org)  
(714) 573-6018

Attachments:

1. Letter dated May 1, 2014, from the State EMSA granting a six-month extension of the contracts.
2. Amendments to the agreements for the provision of 911 emergency medical transportation and related services for the following:
  - a. EOA 5 Cypress
  - b. EOA 10 Irvine
  - c. EOA 28 Laguna Hills
  - d. EOA 13 La Palma
  - e. EOA 14 Los Alamitos
  - f. EOA 21 Seal Beach
  - g. EOA 22 Stanton
  - h. EOA 24 Villa Park

**EMERGENCY MEDICAL SERVICES AUTHORITY**

10901 GOID CENTER DRIVE, SUITE 400  
RANCHO CORDOVA, CA 96670  
(916) 322-4336 FAX (916) 324-2875



May 1, 2014

Tammi McConnell, RN, MSN  
Orange County EMS Administrator  
Health Disaster Management  
Emergency Medical Services  
405 West Fifth St., Suite 301A  
Santa Ana, CA 92701

Dear Ms. McConnell:

This correspondence is replying to two (2) separate letters submitted by Orange County with respect to a deadline extension request for exclusive operating areas. The first letter of April 15, 2014, from Board Chairman Shawn Nelson and Health Care Agency Director Mark Refowitz, requested a one (1) year extension, and a subsequent justification letter of May 1, 2014, was submitted as requested by the California Emergency Medical Services Authority (EMSA) in our meeting on April 23, 2014.

We appreciated the opportunity to meet on April 23 to clarify your request, and our potential responses, with the County Executive Office, Health Care Agency, County Counsel, and the Local EMS agency (LEMSA). EMSA understands the strong arguments made by the Chief Operating Officer and the Health Care Agency Director in support of a full one (1) year extension; however, as we indicated, granting an extension for that period of time would be unprecedented. As we also said during that meeting, EMSA rarely grants extensions for exclusive operating areas that are selected via a competitive process (RFP). When EMSA has provided extensions in the past, they have been generally for no more than three (3) months based upon a strong justification from the LEMSA.

EMSA is fully cognizant that the changes required by us as a result of the *Butte County* appellate decision creates complexity in making system design changes. As a result, we verbally indicated that we would be amenable to considering a six (6) month extension provided sufficient justification and an implementation timeline was submitted, and there was a full commitment from the LEMSA, and the County, to adhere to that schedule.

EMSA has reviewed the extension request consistent with our discussions pertaining to the Orange County Emergency Ambulance RFP #OC2014-01, and is granting a six (6) month extension, beginning on September 1, 2014 and ending on March 1, 2015, at 11:59 pm, to the Orange County EMS Agency (OCEMS), to complete the RFP process for the areas indicated in the EMS plan, which were formerly configured as nineteen

T. McConnell  
May 1, 2014  
Page 2 of 2

(19) separate exclusive operating areas. This extension allows those current exclusive operating areas to remain exclusive during this time period.

The extension is being given pursuant to the specifics contained in the May 1, 2014, letter from OCEMS and is based on the following criteria:

1. The need to complete prequalification of potential RFP bidders and to perform physical inspections of bidder resources and sites;
2. Selection of an evaluation committee and *allow* sufficient time to address any bid protests and appeals;
3. Data management system module purchase and testing, developing policies, procedures and guidelines, and hiring staff to monitor contracts;
4. Allow potential bidders adequate time to phase-in resources and prepare to cover the newly designed EOAs that are being bid upon;
5. Conduct field audits on each of the winning bidders in the five (5) new EOAs before implementation of contracts.

Any deviation from the proposed timeline must be approved by EMSA, prior to implementation, with clear justification as to why the deviation is necessary.

If you have any questions, please feel free to contact Laura Little, Transportation Coordinator, by email at [Laura.little@emsa.ca.gov](mailto:Laura.little@emsa.ca.gov) or by phone at (916) 431-3677.

Sincerely,

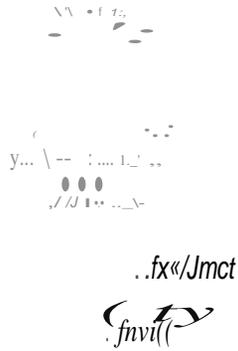
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Howard Backer, MD H, FAJP  
Director

HB:U

cc:

Sam J. Stratton, MD, MPH, Orange County EMS Medical Director  
Shawn Nelson, Chairman, Board of Supervisors, 4<sup>th</sup> District  
Mark Refowitz, Director, Health Care Agency  
Mark Denny, Chief Operating Officer, Orange County Chief Executive Office  
James C. Harman, Supervising Deputy County Counsel



COUNTY OF ORANGE

MARK REFOwftZ
DIRECTOR

HEALTH CARE AGENCY
HEALTH DISASTER MANAGEMENT
EMERGENCY MEDICAL SERVICES

RICHARD SANCHEZ
ASSISTANT DIRECTOR

HOUY A. VEALE
OEPVTY AGEICf DIRECTOR
UEDICAt. SERVtCeS

LVDIA MIOWI... M8A
OMSJON WAHAGER
HEALTH DISASTER

TAMMI McCOHNIU IUI, MS1
EUS AADMINISTRATOR

405 W FIFTIi .SUFFE IOIA
SANTA N<A. CALJFORHIA 82701

TELEPHOHE: 714-
FAJL: 714- a\$4-3125

DATE: May 2, 2014

TO: EMS SYSTEM DISTRIBUTiVON

FROM: SAM J. STRAITON, MD, M
T IMcCONNELL, RN, M
ORANGE COUN1Y EMS AGENCY

SUBJECT: EXTENSION OF TIME FOR CONDUCT OF ORANGE COUN1Y EMERGENCY
AMBULANCE RFP #OC2014-0t

This memorandum is to alert Orange County EMS System participants that the California EMS
Authority has granted an extension for completion of the Request for Proposal (RFP) and contracting
process for the current 19 operating areas listed in attachment 1. March 2, 2015 will be the date that
newly contracted 9-1-1 emergency ambulance transport services must be in place for those operating
areas listed in the attachment. The state approved extension includes on-going exclusivity up to the
March 2, 2015 date.

Planned release for the RFPs is May 19, 2014. Ambulance providers interested in submitting a bid for
an RFP should register on BidSync and follow instructions provided in the attached February 6, 2014,
announcement

Orange County EMS appreciates the Orange County Board of Supervisors taking community input and
providing written support to extend time to conduct the RFP process. The suppon of the Supervisors
was vital for obtaining the unprecedented RFP extension granted by the California EMS Authority.

SJS1\*202t



COUNTY OF ORANGE  
HEALTH CARE AGENCY

HEALTH DISASTER MANAGEMENT  
EMERGENCY MEDICAL SERVICES

wUmct  
j/ttgnry  
Snvia

MARK R. FOWLER  
DIRECTOR

RICHARD SANCHEZ  
ASSISTANT DIRECTOR

HOU. y A. VEALE  
DEPUTY CHIEF OF STAFF  
EMERGENCY MEDICAL SERVICES

LVOIA MIIOWL, USA  
OMISION  
HEALTH DISASTER

TAMMI McCONNELL, RN  
ADMINISTRATOR

401 W FIFTH STREET, SUITE 301,  
SANTA ANA, CALIFORNIA 92701

TEL: 714-311-0000  
FAX: 714-434-3125

May 23, 2014

To: EMS SYSTEM DISTRIBUTION )  
From: Tammi McConnell RN, \ \f . v  
EMS Administrator  
Subject: EVALUATION COMMITTEE-REQUEST FOR MEMBERS  
Emergency Ambulance Transport Request for Proposal (RFP)

Orange County Emergency Medical Services (OCEMS) is seeking members of the community to participate on an evaluation committee pool for the upcoming 9-1-1 Emergency Ambulance Request for Proposal (RFP). Individuals with direct medical and emergency transport job knowledge and expertise are highly encouraged to volunteer as well as community representatives from other EMS systems; Hospitals; First Responders; EMS Educators; and Emergency Managers.

Candidates will be considered based on qualifications, expertise and must attest that they have no financial or other conflicts of interest with the process. Final members will be notified late July of their placement onto individual evaluation panels. The time commitment is variable and it is anticipated that the evaluation will occur between August 11- August 22nd 2014.

If you or your organization is interested in participating in this process, please complete and return the qualification form with a copy of your Curriculum Vitae to Eriq Moolen via email at emoolen@ochca.com by July 10, 2014. Once received, an acknowledgement via email will be sent to confirm receipt.

cc: HCA Procurement Administrator

Attachment: Qualification Form

TCM:em#2048

**EVALUATION COMMITTEE MEMBER  
QUALIFICATION FORM  
FOR  
9-1-1 Emergency Ambulance RFP**

Name:

**E-Mail Address:**

*\*will be used as primary mode of contact unless otherwise specified on this form*

Phone:

Address:

**\*\*\*\*\*Please attach Curriculum Vitae/Resume \*\*\*\*\***

Current/Former Job Title: Current/Former

Organization/Program: Number of Years at

Organization/Program: Professional

Credentials:

**FIRST AMENDMENT  
TO  
AGREEMENT FOR PROVISION OF  
FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION  
AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA  
BETWEEN  
THE ORANGE COUNTY FIRE AUTHORITY  
AND  
CARE AMBULANCE SERVICE, INC.**

**(EOA No. 5 - Cypress)**

THIS FIRST AMENDMENT TO THE AGREEMENT FOR PROVISION OF FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA (the "Amendment") is made and effective as of September 1, 2014, by and between the ORANGE COUNTY FIRE AUTHORITY, a Joint Powers Agency ("JPA") organized pursuant to the provisions of Article 1, Chapter 5, Division 7, Title 1 (commencing with Section 6500) of the California Government Code, hereinafter referred to as "OCFA", and CARE AMBULANCE SERVICE, INC., a California corporation, hereinafter referred to as "Contractor."

**RECITALS**

A. On July 16, 2009, the OCFA and Contractor entered into that certain agreement entitled "Agreement for Provision of Fire/EMS Emergency Ambulance Transportation and Related Services Within Exclusive Operating Area," concerning the provision and administration of exclusive emergency ambulance transportation services within Exclusive Operating Area No. 5 – Cypress (the "2009 Agreement").

B. The term of the 2009 Agreement will expire on August 31, 2014.

C. On February 3, 2014, the California Emergency Medical Services Authority ("EMSA") directed Orange County Emergency Medical Services ("OCEMS") to issue Requests for Proposals ("RFPs") and award contracts for nineteen Orange County Exclusive Operating Areas ("EOAs"), inclusive of EOA No. 5 – Cypress.

D. On May 1, 2014, the EMSA granted a six-month extension, beginning on September 1, 2014 and ending on March 1, 2015, to the OCEMS, to complete the RFP process and award contracts for the areas formerly configured as nineteen separate EOAs, inclusive of EOA No. 5 – Cypress.

E. Therefore, for purposes of protecting public health and safety, the OCFA and Contractor now desire to extend the 2009 Agreement, under the same terms and conditions, for a period of six months, ending on March 1, 2015, in order to ensure that there is no interruption of services while the OCEMS completes its RFP process and awards new EOA ambulance transportation services contracts.

NOW, THEREFORE, for valuable consideration, receipt of which is hereby acknowledged, and in consideration of the foregoing recitals, which are hereby incorporated by reference into the agreement below, the OCFA and Contractor agree as follows:

**AGREEMENT**

1.0 First Amendment to the 2009 Agreement.

1.1 Section 7.1 of the 2009 Agreement is hereby amended to read as follows:

"7.1. Pursuant to the First Amendment to this Agreement, this Agreement shall remain in effect, past the former termination date of August 31, 2014, until March 1, 2015 at 11:59 pm, or such earlier time that OCEMS awards a new EOA ambulance transportation services contract for the area formerly configured as EOA No. 5 – Cypress."

2.0 No Other Amendments.

2.1 All other terms and conditions of the 2009 Agreement shall remain in full force and effect, unless amended herein.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as follows, to be effective on September 1, 2014.

**CARE AMBULANCE SERVICE, INC.**

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ORANGE COUNTY FIRE AUTHORITY**

By: \_\_\_\_\_

Date: \_\_\_\_\_

Steven Weinberg, Chairman  
Orange County Fire Authority  
Board of Directors

APPROVED AS TO FORM:

David E. Kendig  
General Counsel

By:  \_\_\_\_\_

ATTEST:

By: \_\_\_\_\_  
Sherry A.F. Wentz, Clerk of the Authority

**FIRST AMENDMENT  
TO  
AGREEMENT FOR PROVISION OF  
FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION  
AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA NO. 10  
BETWEEN  
THE ORANGE COUNTY FIRE AUTHORITY  
AND  
AMERICAN MEDICAL RESPONSE AMBULANCE SERVICE, INC., DBA AS  
DOCTOR'S AMBULANCE SERVICE**

**(EOA No. 10 – Irvine)**

THIS FIRST AMENDMENT TO THE AGREEMENT FOR PROVISION OF FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA NO. 10 (the "Amendment") is made and effective as of September 1, 2014, by and between the ORANGE COUNTY FIRE AUTHORITY, a Joint Powers Agency ("JPA") organized pursuant to the provisions of Article 1, Chapter 5, Division 7, Title 1 (commencing with Section 6500) of the California Government Code, hereinafter referred to as "OCFA", and AMERICAN MEDICAL RESPONSE AMBULANCE SERVICE, INC., a Delaware corporation, dba as DOCTOR'S AMBULANCE SERVICE, hereinafter referred to as "Contractor."

**RECITALS**

A. On September 1, 2004, the OCFA and Herren Enterprises, Inc., dba as Doctor's Ambulance Service entered into that certain agreement entitled "Agreement for Provision of Fire/EMS Emergency Ambulance Transportation and Related Services Within Exclusive Operating Area No. 10," concerning the provision and administration of exclusive emergency ambulance transportation services within Exclusive Operating Area No. 10 – Irvine (the "2004 Agreement").

B. On September 1, 2009, the OCFA and Herren Enterprises, Inc., dba as Doctor's Ambulance Service entered into that certain agreement entitled "Renewal Agreement for Provision of Emergency Medical Transportation and Related Services," renewing the 2004 Agreement for an additional five-year term, effective from September 1, 2009 to August 31, 2014 (the "Renewal Agreement").

C. On January 13, 2011, the OCFA approved and executed that certain agreement entitled "Consent to Transfer Agreement," providing for the transfer from Herren Enterprises, Inc., as Transferor to American Medical Response Ambulance Service, Inc., as Transferee of 100% of Transferor's outstanding stock.

D. On February 3, 2014, the California Emergency Medical Services Authority ("EMSA") directed Orange County Emergency Medical Services ("OCEMS") to issue Requests for Proposals ("RFPs") and award contracts for nineteen Orange County Exclusive Operating Areas ("EOAs"), inclusive of EOA No. 10 – Irvine.

E. On May 1, 2014, the EMSA granted a six-month extension, beginning on September 1, 2014 and ending on March 1, 2015, to the OCEMS, to complete the RFP process and award contracts for the areas formerly configured as nineteen separate EOAs, inclusive of EOA No. 10 – Irvine.

F. Therefore, for purposes of protecting public health and safety, the OCFA and Contractor now desire to extend the 2004 Agreement, as modified by the Renewal Agreement, under the same terms and conditions, for a period of six months, ending on March 1, 2015, in order to ensure that there is no interruption of services while the OCEMS completes its RFP process and awards new EOA ambulance transportation services contracts.

NOW, THEREFORE, for valuable consideration, receipt of which is hereby acknowledged, and in consideration of the foregoing recitals, which are hereby incorporated by reference into the agreement below, the OCFA and Contractor agree as follows:

### **AGREEMENT**

1.0 First Amendment to the 2004 Agreement.

1.1 Section 7.1 of the 2004 Agreement is hereby amended to read as follows:

“7.1. Pursuant to the First Amendment to this Agreement, this Agreement shall remain in effect until March 1, 2015 at 11:59 pm, or such earlier time that OCEMS awards a new EOA ambulance transportation services contract for the area formerly configured as EOA No. 10 – Irvine.”

2.0 No Other Amendments.

2.1 All other terms and conditions of the 2004 Agreement shall remain in full force and effect, unless amended herein.

**[Signatures on Following Page]**

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as follows,  
to be effective on September 1, 2014.

**AMERICAN MEDICAL RESPONSE AMBULANCE  
SERVICE INC.,  
dba DOCTOR'S AMBULANCE SERVICE**

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ORANGE COUNTY FIRE AUTHORITY**

By: \_\_\_\_\_

Date: \_\_\_\_\_

Steven Weinberg, Chairman  
Orange County Fire Authority  
Board of Directors

APPROVED AS TO FORM:

David E. Kendig  
General Counsel

By:  \_\_\_\_\_

ATTEST:

By: \_\_\_\_\_  
Sherry A.F. Wentz, Clerk of the Authority

**FIRST AMENDMENT  
TO  
AGREEMENT FOR PROVISION OF  
FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION  
AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA NO. 28  
BETWEEN  
THE ORANGE COUNTY FIRE AUTHORITY  
AND  
AMERICAN MEDICAL RESPONSE AMBULANCE SERVICE, INC., DBA AS  
DOCTOR'S AMBULANCE SERVICE**

**(EOA No. 28 – Laguna Hills)**

THIS FIRST AMENDMENT TO THE AGREEMENT FOR PROVISION OF FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA NO. 28 (the "Amendment") is made and effective as of September 1, 2014, by and between the ORANGE COUNTY FIRE AUTHORITY, a Joint Powers Agency ("JPA") organized pursuant to the provisions of Article 1, Chapter 5, Division 7, Title 1 (commencing with Section 6500) of the California Government Code, hereinafter referred to as "OCFA", and AMERICAN MEDICAL RESPONSE AMBULANCE SERVICE, INC., a Delaware corporation, dba as DOCTOR'S AMBULANCE SERVICE, hereinafter referred to as "Contractor."

**RECITALS**

A. On September 1, 2004, the OCFA and Herren Enterprises, Inc., dba as Doctor's Ambulance Service entered into that certain agreement entitled "Agreement for Provision of Fire/EMS Emergency Ambulance Transportation and Related Services Within Exclusive Operating Area No. 28," concerning the provision and administration of exclusive emergency ambulance transportation services within Exclusive Operating Area No. 28 – Laguna Hills (the "2004 Agreement").

B. On September 1, 2009, the OCFA and Herren Enterprises, Inc., dba as Doctor's Ambulance Service entered into that certain agreement entitled "Renewal Agreement for Provision of Emergency Medical Transportation and Related Services," renewing the 2004 Agreement for an additional five-year term, effective from September 1, 2009 to August 31, 2014 (the "Renewal Agreement").

C. On January 13, 2011, the OCFA approved and executed that certain agreement entitled "Consent to Transfer Agreement," providing for the transfer from Herren Enterprises, Inc., as Transferor to American Medical Response Ambulance Service, Inc., as Transferee of 100% of the stock issued by Transferor.

D. On February 3, 2014, the California Emergency Medical Services Authority ("EMSA") directed Orange County Emergency Medical Services ("OCEMS") to issue Requests for Proposals ("RFPs") and award contracts for nineteen Orange County Exclusive Operating Areas ("EOAs"), inclusive of EOA No. 28 – Laguna Hills.

E. On May 1, 2014, the EMSA granted a six-month extension, beginning on September 1, 2014 and ending on March 1, 2015, to the OCEMS, to complete the RFP process and award contracts for the areas formerly configured as nineteen separate EOAs, inclusive of EOA No. 28 – Laguna Hills.

F. Therefore, for purposes of protecting public health and safety, the OCFA and Contractor now desire to extend the 2004 Agreement, as modified by the Renewal Agreement, under the same terms and conditions, for a period of six months, ending on March 1, 2015, in order to ensure that there is no interruption of services while the OCEMS completes its RFP process and awards new EOA ambulance transportation services contracts.

NOW, THEREFORE, for valuable consideration, receipt of which is hereby acknowledged, and in consideration of the foregoing recitals, which are hereby incorporated by reference into the agreement below, the OCFA and Contractor agree as follows:

### **AGREEMENT**

1.0 First Amendment to the 2004 Agreement.

1.1 Section 7.1 of the 2004 Agreement is hereby amended to read as follows:

“7.1. Pursuant to the First Amendment to this Agreement, this Agreement shall remain in effect until March 1, 2015 at 11:59 pm, or such earlier time that OCEMS awards a new EOA ambulance transportation services contract for the area formerly configured as EOA No. 28 – Laguna Hills.”

2.0 No Other Amendments.

2.1 All other terms and conditions of the 2004 Agreement shall remain in full force and effect, unless amended herein.

**[Signatures on Following Page]**

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as follows,  
to be effective on September 1, 2014.

**AMERICAN MEDICAL RESPONSE AMBULANCE  
SERVICE INC.,  
dba DOCTOR'S AMBULANCE SERVICE**

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ORANGE COUNTY FIRE AUTHORITY**

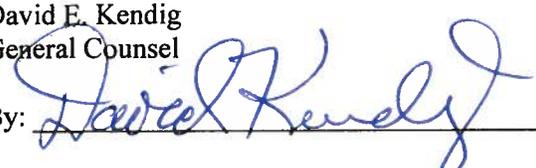
By: \_\_\_\_\_

Date: \_\_\_\_\_

Steven Weinberg, Chairman  
Orange County Fire Authority  
Board of Directors

**APPROVED AS TO FORM:**

David E. Kendig  
General Counsel

By:  \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_

Sherry A.F. Wentz, Clerk of the Authority

**FIRST AMENDMENT  
TO  
AGREEMENT FOR PROVISION OF  
FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION  
AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA  
BETWEEN  
THE ORANGE COUNTY FIRE AUTHORITY  
AND  
CARE AMBULANCE SERVICE, INC.**

**(EOA No. 13 – La Palma)**

THIS FIRST AMENDMENT TO THE AGREEMENT FOR PROVISION OF FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA (the "Amendment") is made and effective as of September 1, 2014, by and between the ORANGE COUNTY FIRE AUTHORITY, a Joint Powers Agency ("JPA") organized pursuant to the provisions of Article 1, Chapter 5, Division 7, Title 1 (commencing with Section 6500) of the California Government Code, hereinafter referred to as "OCFA", and CARE AMBULANCE SERVICE, INC., a California corporation, hereinafter referred to as "Contractor."

**RECITALS**

A. On July 16, 2009, the OCFA and Contractor entered into that certain agreement entitled "Agreement for Provision of Fire/EMS Emergency Ambulance Transportation and Related Services Within Exclusive Operating Area," concerning the provision and administration of exclusive emergency ambulance transportation services within Exclusive Operating Area No. 13 – La Palma (the "2009 Agreement").

B. The term of the 2009 Agreement will expire on August 31, 2014.

C. On February 3, 2014, the California Emergency Medical Services Authority ("EMSA") directed Orange County Emergency Medical Services ("OCEMS") to issue Requests for Proposals ("RFPs") and award contracts for nineteen Orange County Exclusive Operating Areas ("EOAs"), inclusive of EOA No. 13 – La Palma.

D. On May 1, 2014, the EMSA granted a six-month extension, beginning on September 1, 2014 and ending on March 1, 2015, to the OCEMS, to complete the RFP process and award contracts for the areas formerly configured as nineteen separate EOAs, inclusive of EOA No. 13 – La Palma.

E. Therefore, for purposes of protecting public health and safety, the OCFA and Contractor now desire to extend the 2009 Agreement, under the same terms and conditions, for a period of six months, ending on March 1, 2015, in order to ensure that there is no interruption of services while the OCEMS completes its RFP process and awards new EOA ambulance transportation services contracts.

NOW, THEREFORE, for valuable consideration, receipt of which is hereby acknowledged, and in consideration of the foregoing recitals, which are hereby incorporated by reference into the agreement below, the OCFA and Contractor agree as follows:

**AGREEMENT**

1.0 First Amendment to the 2009 Agreement.

1.1 Section 7.1 of the 2009 Agreement is hereby amended to read as follows:

“7.1. Pursuant to the First Amendment to this Agreement, this Agreement shall remain in effect, past the former termination date of August 31, 2014, until March 1, 2015 at 11:59 pm, or such earlier time that OCEMS awards a new EOA ambulance transportation services contract for the area formerly configured as EOA No. 13 – La Palma.”

2.0 No Other Amendments.

2.1 All other terms and conditions of the 2009 Agreement shall remain in full force and effect, unless amended herein.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as follows, to be effective on September 1, 2014.

**CARE AMBULANCE SERVICE, INC.**

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ORANGE COUNTY FIRE AUTHORITY**

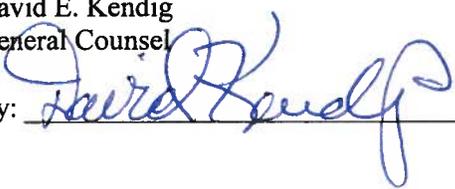
By: \_\_\_\_\_

Date: \_\_\_\_\_

Steven Weinberg, Chairman  
Orange County Fire Authority  
Board of Directors

**APPROVED AS TO FORM:**

David E. Kendig  
General Counsel

By:  \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_

Sherry A.F. Wentz, Clerk of the Authority

**FIRST AMENDMENT  
TO  
AGREEMENT FOR PROVISION OF  
FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION  
AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA  
BETWEEN  
THE ORANGE COUNTY FIRE AUTHORITY  
AND  
CARE AMBULANCE SERVICE, INC.**

**(EOA No. 14 – Los Alamitos)**

THIS FIRST AMENDMENT TO THE AGREEMENT FOR PROVISION OF FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA (the "Amendment") is made and effective as of September 1, 2014, by and between the ORANGE COUNTY FIRE AUTHORITY, a Joint Powers Agency ("JPA") organized pursuant to the provisions of Article 1, Chapter 5, Division 7, Title 1 (commencing with Section 6500) of the California Government Code, hereinafter referred to as "OCFA", and CARE AMBULANCE SERVICE, INC., a California corporation, hereinafter referred to as "Contractor."

**RECITALS**

A. On July 16, 2009, the OCFA and Contractor entered into that certain agreement entitled "Agreement for Provision of Fire/EMS Emergency Ambulance Transportation and Related Services Within Exclusive Operating Area," concerning the provision and administration of exclusive emergency ambulance transportation services within Exclusive Operating Area No. 14 – Los Alamitos (the "2009 Agreement").

B. The term of the 2009 Agreement will expire on August 31, 2014.

C. On February 3, 2014, the California Emergency Medical Services Authority ("EMSA") directed Orange County Emergency Medical Services ("OCEMS") to issue Requests for Proposals ("RFPs") and award contracts for nineteen Orange County Exclusive Operating Areas ("EOAs"), inclusive of EOA No. 14 – Los Alamitos.

D. On May 1, 2014, the EMSA granted a six-month extension, beginning on September 1, 2014 and ending on March 1, 2015, to the OCEMS, to complete the RFP process and award contracts for the areas formerly configured as nineteen separate EOAs, inclusive of EOA No. 14 – Los Alamitos.

E. Therefore, for purposes of protecting public health and safety, the OCFA and Contractor now desire to extend the 2009 Agreement, under the same terms and conditions, for a period of six months, ending on March 1, 2015, in order to ensure that there is no interruption of services while the OCEMS completes its RFP process and awards new EOA ambulance transportation services contracts.

NOW, THEREFORE, for valuable consideration, receipt of which is hereby acknowledged, and in consideration of the foregoing recitals, which are hereby incorporated by reference into the agreement below, the OCFA and Contractor agree as follows:

**AGREEMENT**

1.0 First Amendment to the 2009 Agreement.

1.1 Section 7.1 of the 2009 Agreement is hereby amended to read as follows:

“7.1. Pursuant to the First Amendment to this Agreement, this Agreement shall remain in effect, past the former termination date of August 31, 2014, until March 1, 2015 at 11:59 pm, or such earlier time that OCEMS awards a new EOA ambulance transportation services contract for the area formerly configured as EOA No. 14 – Los Alamitos.”

2.0 No Other Amendments.

2.1 All other terms and conditions of the 2009 Agreement shall remain in full force and effect, unless amended herein.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as follows, to be effective on September 1, 2014.

**CARE AMBULANCE SERVICE, INC.**

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ORANGE COUNTY FIRE AUTHORITY**

By: \_\_\_\_\_

Date: \_\_\_\_\_

Steven Weinberg, Chairman  
Orange County Fire Authority  
Board of Directors

**APPROVED AS TO FORM:**

David E. Kendig  
General Counsel

By:  \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_

Sherry A.F. Wentz, Clerk of the Authority

**FIRST AMENDMENT  
TO  
AGREEMENT FOR PROVISION OF  
FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION  
AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA  
BETWEEN  
THE ORANGE COUNTY FIRE AUTHORITY  
AND  
CARE AMBULANCE SERVICE, INC.**

**(EOA No. 21 – Seal Beach)**

THIS FIRST AMENDMENT TO THE AGREEMENT FOR PROVISION OF FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA (the “Amendment”) is made and effective as of September 1, 2014, by and between the ORANGE COUNTY FIRE AUTHORITY, a Joint Powers Agency (“JPA”) organized pursuant to the provisions of Article 1, Chapter 5, Division 7, Title 1 (commencing with Section 6500) of the California Government Code, hereinafter referred to as “OCFA”, and CARE AMBULANCE SERVICE, INC., a California corporation, hereinafter referred to as “Contractor.”

**RECITALS**

A. On July 16, 2009, the OCFA and Contractor entered into that certain agreement entitled “Agreement for Provision of Fire/EMS Emergency Ambulance Transportation and Related Services Within Exclusive Operating Area,” concerning the provision and administration of exclusive emergency ambulance transportation services within Exclusive Operating Area No. 21 – Seal Beach (the “2009 Agreement”).

B. The term of the 2009 Agreement will expire on August 31, 2014.

C. On February 3, 2014, the California Emergency Medical Services Authority (“EMSA”) directed Orange County Emergency Medical Services (“OCEMS”) to issue Requests for Proposals (“RFPs”) and award contracts for nineteen Orange County Exclusive Operating Areas (“EOAs”), inclusive of EOA No. 21 – Seal Beach.

D. On May 1, 2014, the EMSA granted a six-month extension, beginning on September 1, 2014 and ending on March 1, 2015, to the OCEMS, to complete the RFP process and award contracts for the areas formerly configured as nineteen separate EOAs, inclusive of EOA No. 21 – Seal Beach.

E. Therefore, for purposes of protecting public health and safety, the OCFA and Contractor now desire to extend the 2009 Agreement, under the same terms and conditions, for a period of six months, ending on March 1, 2015, in order to ensure that there is no interruption of services while the OCEMS completes its RFP process and awards new EOA ambulance transportation services contracts.

NOW, THEREFORE, for valuable consideration, receipt of which is hereby acknowledged, and in consideration of the foregoing recitals, which are hereby incorporated by reference into the agreement below, the OCFA and Contractor agree as follows:

**AGREEMENT**

1.0 First Amendment to the 2009 Agreement.

1.1 Section 7.1 of the 2009 Agreement is hereby amended to read as follows:

“7.1. Pursuant to the First Amendment to this Agreement, this Agreement shall remain in effect, past the former termination date of August 31, 2014, until March 1, 2015 at 11:59 pm, or such earlier time that OCEMS awards a new EOA ambulance transportation services contract for the area formerly configured as EOA No. 21 – Seal Beach.”

2.0 No Other Amendments.

2.1 All other terms and conditions of the 2009 Agreement shall remain in full force and effect, unless amended herein.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as follows, to be effective on September 1, 2014.

**CARE AMBULANCE SERVICE, INC.**

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ORANGE COUNTY FIRE AUTHORITY**

By: \_\_\_\_\_

Date: \_\_\_\_\_

Steven Weinberg, Chairman  
Orange County Fire Authority  
Board of Directors

**APPROVED AS TO FORM:**

David E. Kendig  
General Counsel

By:  \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_  
Sherry A.F. Wentz, Clerk of the Authority

**FIRST AMENDMENT  
TO  
AGREEMENT FOR PROVISION OF  
FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION  
AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA  
BETWEEN  
THE ORANGE COUNTY FIRE AUTHORITY  
AND  
CARE AMBULANCE SERVICE, INC.**

**(EOA No. 22 – Stanton)**

THIS FIRST AMENDMENT TO THE AGREEMENT FOR PROVISION OF FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA (the "Amendment") is made and effective as of September 1, 2014, by and between the ORANGE COUNTY FIRE AUTHORITY, a Joint Powers Agency ("JPA") organized pursuant to the provisions of Article 1, Chapter 5, Division 7, Title 1 (commencing with Section 6500) of the California Government Code, hereinafter referred to as "OCFA", and CARE AMBULANCE SERVICE, INC., a California corporation, hereinafter referred to as "Contractor."

**RECITALS**

A. On July 16, 2009, the OCFA and Contractor entered into that certain agreement entitled "Agreement for Provision of Fire/EMS Emergency Ambulance Transportation and Related Services Within Exclusive Operating Area," concerning the provision and administration of exclusive emergency ambulance transportation services within Exclusive Operating Area No. 22 – Stanton (the "2009 Agreement").

B. The term of the 2009 Agreement will expire on August 31, 2014.

C. On February 3, 2014, the California Emergency Medical Services Authority ("EMSA") directed Orange County Emergency Medical Services ("OCEMS") to issue Requests for Proposals ("RFPs") and award contracts for nineteen Orange County Exclusive Operating Areas ("EOAs"), inclusive of EOA No. 22 – Stanton.

D. On May 1, 2014, the EMSA granted a six-month extension, beginning on September 1, 2014 and ending on March 1, 2015, to the OCEMS, to complete the RFP process and award contracts for the areas formerly configured as nineteen separate EOAs, inclusive of EOA No. 22 – Stanton.

E. Therefore, for purposes of protecting public health and safety, the OCFA and Contractor now desire to extend the 2009 Agreement, under the same terms and conditions, for a period of six months, ending on March 1, 2015, in order to ensure that there is no interruption of services while the OCEMS completes its RFP process and awards new EOA ambulance transportation services contracts.

NOW, THEREFORE, for valuable consideration, receipt of which is hereby acknowledged, and in consideration of the foregoing recitals, which are hereby incorporated by reference into the agreement below, the OCFA and Contractor agree as follows:

**AGREEMENT**

1.0 First Amendment to the 2009 Agreement.

1.1 Section 7.1 of the 2009 Agreement is hereby amended to read as follows:

"7.1. Pursuant to the First Amendment to this Agreement, this Agreement shall remain in effect, past the former termination date of August 31, 2014, until March 1, 2015 at 11:59 pm, or such earlier time that OCEMS awards a new EOA ambulance transportation services contract for the area formerly configured as EOA No. 22 – Stanton."

2.0 No Other Amendments.

2.1 All other terms and conditions of the 2009 Agreement shall remain in full force and effect, unless amended herein.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as follows, to be effective on September 1, 2014.

**CARE AMBULANCE SERVICE, INC.**

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ORANGE COUNTY FIRE AUTHORITY**

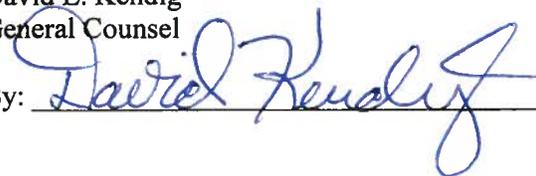
By: \_\_\_\_\_

Date: \_\_\_\_\_

Steven Weinberg, Chairman  
Orange County Fire Authority  
Board of Directors

**APPROVED AS TO FORM:**

David E. Kendig  
General Counsel

By:  \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_  
Sherry A.F. Wentz, Clerk of the Authority

**FIRST AMENDMENT  
TO  
AGREEMENT FOR PROVISION OF  
FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION  
AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA  
BETWEEN  
THE ORANGE COUNTY FIRE AUTHORITY  
AND  
AMERICARE AMBULANCE SERVICE, LLC.**

**(EOA No. 24 – Villa Park)**

THIS FIRST AMENDMENT TO THE AGREEMENT FOR PROVISION OF FIRE/EMS EMERGENCY AMBULANCE TRANSPORTATION AND RELATED SERVICES WITHIN EXCLUSIVE OPERATING AREA (the "Amendment") is made and effective as of September 1, 2014, by and between the ORANGE COUNTY FIRE AUTHORITY, a Joint Powers Agency ("JPA") organized pursuant to the provisions of Article 1, Chapter 5, Division 7, Title 1 (commencing with Section 6500) of the California Government Code, hereinafter referred to as "OCFA", and AMERICARE AMBULANCE SERVICE, INC., a California corporation, hereinafter referred to as "Contractor."

**RECITALS**

A. On September 1, 2009, the OCFA and Contractor entered into that certain agreement entitled "Agreement for Provision of Fire/EMS Emergency Ambulance Transportation and Related Services Within Exclusive Operating Area," concerning the provision and administration of exclusive emergency ambulance transportation services within Exclusive Operating Area No. 24 – Villa Park (the "2009 Agreement").

B. The term of the 2009 Agreement will expire on August 31, 2014.

C. On February 3, 2014, the California Emergency Medical Services Authority ("EMSA") directed Orange County Emergency Medical Services ("OCEMS") to issue Requests for Proposals ("RFPs") and award contracts for nineteen Orange County Exclusive Operating Areas ("EOAs"), inclusive of EOA No. 24 – Villa Park.

D. On May 1, 2014, the EMSA granted a six-month extension, beginning on September 1, 2014 and ending on March 1, 2015, to the OCEMS, to complete the RFP process and award contracts for the areas formerly configured as nineteen separate EOAs, inclusive of EOA No. 24 – Villa Park.

E. Therefore, for purposes of protecting public health and safety, the OCFA and Contractor now desire to extend the 2009 Agreement, under the same terms and conditions, for a period of six months, ending on March 1, 2015, in order to ensure that there is no interruption of services while the OCEMS completes its RFP process and awards new EOA ambulance transportation services contracts.

NOW, THEREFORE, for valuable consideration, receipt of which is hereby acknowledged, and in consideration of the foregoing recitals, which are hereby incorporated by reference into the agreement below, the OCFA and Contractor agree as follows:

**AGREEMENT**

1.0 First Amendment to the 2009 Agreement.

1.1 Section 7.1 of the 2009 Agreement is hereby amended to read as follows:

"7.1. Pursuant to the First Amendment to this Agreement, this Agreement shall remain in effect, past the former termination date of August 31, 2014, until March 1, 2015 at 11:59 pm, or such earlier time that OCEMS awards a new EOA ambulance transportation services contract for the area formerly configured as EOA No. 24 – Villa Park."

2.0 No Other Amendments.

2.1 All other terms and conditions of the 2009 Agreement shall remain in full force and effect, unless amended herein.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment as follows, to be effective on September 1, 2014.

**AMERICARE AMBULANCE SERVICE, LLC.**

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ORANGE COUNTY FIRE AUTHORITY**

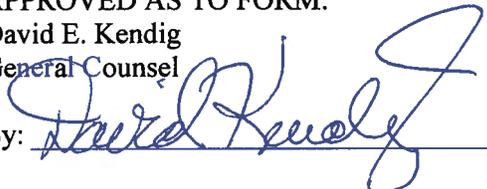
By: \_\_\_\_\_

Date: \_\_\_\_\_

Steven Weinberg, Chairman  
Orange County Fire Authority  
Board of Directors

**APPROVED AS TO FORM:**

David E. Kendig  
General Counsel

By:  \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_  
Sherry A.F. Wentz, Clerk of the Authority

**CONSENT CALENDAR - AGENDA ITEM NO. 9**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Jeremy Hammond  
Human Resources Director

SUBJECT: **Request for Proposal No. DC1954 – Executive Search Services – Fire Chief**

Summary:

This agenda item is submitted for approval of a contract for Executive Search Services with Ralph Andersen & Associates, the number one ranked firm in the Request for Proposal (RFP) process.

Committee Action:

At its July 17, 2014, meeting, the Executive Committee was requested to review the proposed selection of Ralph Andersen & Associates, prior to submission of the contract to the Board of Directors. Due to the timing for distribution of this Board agenda, any actions recommended by the Executive Committee will be shared with the Board verbally at its July 17 meeting.

Recommended Actions:

1. Approve and authorize the Fire Chief to sign the Professional Services Agreement for Executive Search Services with Ralph Andersen & Associates for an amount not to exceed \$35,000.
2. Authorize an adjustment to the FY 2013/14 Budget to increase appropriations in the General Fund (Fund 121) by \$35,000 to provide funding for the Fire Chief recruitment.

Background:

At the June 26, 2014, meeting, the Board directed staff to complete a RFP process for selecting an executive search firm for the upcoming Fire Chief recruitment.

***RFP Preparation***

On June 19, 2014, an RFP was issued to solicit competitive proposals from executive search firms for the upcoming Fire Chief recruitment. A non-mandatory pre-proposal meeting was held at the RFOTC on July 1, 2014. Two firms participated in the non-mandatory meeting.

***RFP Facts & Figures***

Department/Section: Human Resources  
Date RFP Issued: 06/19/14  
Pre-Proposal Date: 07/01/14  
Proposal Due Date: 07/09/14

Number Vendors Notified: 385  
Number of Firms Attending Pre-Bid: 2  
Total Number of Proposals Received: 3  
Number of Firms Invited for Interview: 2

***Proposal Evaluations***

A committee was formed to evaluate the proposals based upon the grading/selection criteria set forth in the RFP. The committee was comprised of the following members, and signed Committee Member Statements were received from all.

Assistant Chief/Business Services, OCFA  
Assistant Chief/Support Services, OCFA  
Human Resources Director, OCFA

On July 9, 2014, proposals were received from the following firms:

- CPS HR Consulting
- GVP Ventures Inc.
- Ralph Andersen & Associates

The criteria and weighting used in evaluating proposals was as follows:

- Method of Approach (30 points)
- Qualifications & Experience (40 points)
- Proposed Costs (30 points)

The evaluation committee conducted its individual scoring of the proposals based on the criteria established in the RFP. As a result of the proposal evaluations, the two top-ranked firms were invited for an interview, including CPS HR Consulting and Ralph Andersen & Associates.

The members of the *Fire Chief Recruitment Ad Hoc Committee* served as the evaluation committee for conducting final interviews. Based on the results of the interviews, the committee recommended award of contract to Ralph Andersen & Associates, the number one ranked firm. The proposed Professional Services Agreement is attached.

Impact to Cities/County:

Not Applicable.

Fiscal Impact:

The \$35,000 cost for an Executive Recruiting Firm was not anticipated in the FY 2014/15 Adopted Budget; therefore, a budget adjustment is requested for award of contract.

Staff Contacts for Further Information:

Jeremy Hammond, Human Resources Director  
Human Resources Department  
[jeremyhammond@ocfa.org](mailto:jeremyhammond@ocfa.org)  
(714) 573-6018

Lori Zeller, Assistant Chief  
Business Services Department  
[lorizeller@ocfa.org](mailto:lorizeller@ocfa.org)  
(714) 573-6020

Attachment:

Professional Services Agreement

**ORANGE COUNTY FIRE AUTHORITY  
PROFESSIONAL SERVICES AGREEMENT**

THIS AGREEMENT FOR PROFESSIONAL SERVICES ("Agreement") is made and entered into this 24th day of July, 2014, by and between the Orange County Fire Authority, a public agency, hereinafter referred to as "OCFA", and Ralph Andersen & Associates, a California corporation, hereinafter referred to as "Firm".

**RECITALS**

WHEREAS, OCFA requires the services of a firm to perform Executive Recruiting Services for the Fire Chief, hereinafter referred to as "Project"; and

WHEREAS, Firm has submitted to OCFA a proposal dated June 25, 2014 in response to RFP DC1954, a copy of which is attached hereto as Exhibit "A" and is incorporated herein by this reference; and

WHEREAS, based on its experience and reputation, Firm is qualified to provide the necessary services for the Project and desires to provide such services; and

WHEREAS, OCFA desires to retain the services of Firm for the Project.

NOW, THEREFORE, in consideration of the promises and mutual agreements contained herein, OCFA agrees to employ and does hereby employ Firm and Firm agrees to provide professional services as follows:

**AGREEMENT**

**1. PROFESSIONAL SERVICES**

**1.1 Scope of Services.**

In compliance with all terms and conditions of this Agreement, Firm shall provide those services specified in the "Proposal" attached hereto as Exhibit "A." Firm warrants that all services shall be performed in a competent, professional and satisfactory manner in accordance with all standards prevalent in the industry. In the event of any inconsistency between the terms contained in Exhibit "A" and the terms set forth in the main body of this Agreement, the terms set forth in the main body of this Agreement shall govern.

**1.2 Compliance with Law.**

All services rendered hereunder shall be provided in accordance with all laws, ordinances, resolutions, statutes, rules, and regulations of OCFA and any federal, state or local governmental agency of competent jurisdiction.

### **1.3 Licenses and Permits.**

Firm shall obtain at its sole cost and expense such licenses, permits and approvals as may be required by law for the performance of the services required by this Agreement.

### **1.4 Familiarity with Work.**

By executing this Agreement, Firm warrants that Firm (a) has thoroughly investigated and considered the work to be performed, (b) has investigated the site of the work and become fully acquainted with the conditions there existing, (c) has carefully considered how the work should be performed, and (d) fully understands the requirements of the work under this Agreement. Should the Firm discover any latent or unknown conditions materially differing from those inherent in the work or as represented by OCFA, Firm shall immediately inform OCFA of such fact and shall not proceed with any work except at Firm's risk until written instructions are received from the Contract Manager.

### **1.5 Care of Work.**

Firm shall adopt and follow reasonable procedures and methods during the term of the Agreement to prevent loss or damage to materials, papers or other components of the work, and shall be responsible for all such damage until acceptance of the work by OCFA, except such loss or damages as may be caused by OCFA's own negligence.

### **1.6 Additional Services.**

Firm shall perform services in addition to those specified in the Proposal when directed to do so in writing by the Contract Manager, provided that Firm shall not be required to perform any additional services without compensation. Any additional compensation not exceeding ten percent (10%) of the original Agreement sum must be approved in writing by the Purchasing and Materials Manager. Any greater increase must be approved by in writing by the Executive Committee.

## **2. TIME FOR COMPLETION**

The time for completion of the services to be performed by Firm is an essential condition of this Agreement. Firm shall prosecute regularly and diligently the work of this Agreement according to the schedules set forth in Firm's proposal. Firm shall not be accountable for delays in the progress of its work caused by any condition beyond its control and without the fault or negligence of Firm. Delays shall not entitle Firm to any additional compensation regardless of the party responsible for the delay.

### **3. COMPENSATION OF FIRM**

#### **3.1 Compensation of Firm.**

For the services rendered pursuant to this Agreement, Firm shall be compensated and reimbursed, in accordance with the terms set forth in Exhibit "A," in an amount not to exceed \$35,000, which includes \$1,600 for travel and miscellaneous costs of \$5,000 for advertising, clerical, graphic design, research, printing and binding, postage and delivery. Firm guarantee's that if within a one-year period after the appointment, the Fire Chief, resigns or is dismissed for cause, the firm will perform an additional recruitment at the cost of expenses only to perform the additional recruitment.

#### **3.2 Method of Payment.**

In any month in which Firm wishes to receive payment, Firm shall no later than the first working day of such month, submit to OCFA in the form approved by OCFA's Director of Finance, an invoice for services rendered prior to the date of the invoice. OCFA shall pay Firm for all expenses stated thereon which are approved by OCFA consistent with this Agreement, upon receipt of Firm's invoice. The first invoice of \$8,750 will be generated by Firm and submitted to OCFA upon the execution of this Agreement by both parties. The remaining invoices will be billed in accordance with the terms set forth in Exhibit "A", page 28.

#### **3.3 Changes.**

In the event any change or changes in the work is requested by OCFA, the parties hereto shall execute an addendum to this Agreement, setting forth with particularity all terms of such addendum, including, but not limited to, any additional fees. Addenda may be entered into:

A. To provide for revisions or modifications to documents or other work product or work when documents or other work product or work is required by the enactment or revision of law subsequent to the preparation of any documents, other work product or work;

B. To provide for additional services not included in this Agreement or not customarily furnished in accordance with generally accepted practice in Firm's profession.

#### **3.4 Appropriations.**

This Agreement is subject to and contingent upon funds being appropriated therefore by the OCFA Board of Directors for each fiscal year covered by the Agreement. If such appropriations are not made, this Agreement shall automatically terminate without penalty to OCFA.

#### **4. PERFORMANCE SCHEDULE**

##### **4.1 Time of Essence.**

Time is of the essence in the performance of this Agreement.

##### **4.2 Schedule of Performance.**

All services rendered pursuant to this Agreement shall be performed within the time periods prescribed in Firm's proposal, attached hereto as Exhibit "A". The extension of any time period specified in Exhibit "A" must be approved in writing by the Contract Manager.

##### **4.3 Force Majeure.**

The time for performance of services to be rendered pursuant to this Agreement may be extended because of any delays due to unforeseeable causes beyond the control and without the fault or negligence of the Firm, including, but not restricted to, acts of God or of a public enemy, acts of the government, fires, earthquakes, floods, epidemic, quarantine restrictions, riots, strikes, freight embargoes, and unusually severe weather if the Firm shall within ten (10) days of the commencement of such condition notify the Contract Manager who shall thereupon ascertain the facts and the extent of any necessary delay, and extend the time for performing the services for the period of the enforced delay when and if in the Contract Manager's judgment such delay is justified, and the Contract Manager's determination shall be final and conclusive upon the parties to this Agreement.

##### **4.4 Term.**

Unless earlier terminated in accordance with Section 8.5 of this Agreement, this Agreement shall continue in full force and effect until satisfactory completion of the services but not exceeding 240 days from the date hereof, unless extended by mutual written agreement of the parties.

#### **5. COORDINATION OF WORK**

##### **5.1 Representative of Firm.**

The following principal of the Firm is hereby designated as being the principal and representative of Firm authorized to act in its behalf with respect to the work specified herein and make all decisions in connection therewith: Robert Burg, Executive Vice President.

It is expressly understood that the experience, knowledge, capability and reputation of the foregoing principal is a substantial inducement for OCFA to enter into

this Agreement. Therefore, the foregoing principal shall be responsible during the term of this Agreement for directing all activities of Firm and devoting sufficient time to personally supervise the services hereunder. The foregoing principal may not be changed by Firm without the express written approval of OCFA.

## **5.2 Contract Manager.**

The Contract Manager shall be Jeremy Hammond, unless otherwise designated in writing by OCFA. It shall be the Firm's responsibility to keep the Contract Manager fully informed of the progress of the performance of the services and Firm shall refer any decisions that must be made by OCFA to the Contract Manager. Unless otherwise specified herein, any approval of OCFA required hereunder shall mean the approval of the Contract Manager.

## **5.3 Prohibition Against Subcontracting or Assignment.**

The experience, knowledge, capability and reputation of Firm, its principals and employees, were a substantial inducement for OCFA to enter into this Agreement. Therefore, Firm shall not contract with any other entity to perform in whole or in part the services required hereunder without the express written approval of OCFA. In addition, neither this Agreement nor any interest herein may be assigned or transferred, voluntarily or by operation of law, without the prior written approval of OCFA.

## **5.4 Independent Contractor.**

Neither OCFA nor any of its employees shall have any control over the manner, mode or means by which Firm, its agents or employees, perform the services required herein, except as otherwise set forth herein. Firm shall perform all services required herein as an independent Firm of OCFA and shall remain at all times as to OCFA a wholly independent contractor with only such obligations as are consistent with that role. Firm shall not at any time or in any manner represent that it or any of its agents or employees are agents or employees of OCFA.

# **6. INSURANCE AND INDEMNIFICATION**

## **6.1 Insurance.**

Firm shall procure and maintain, at its cost, and submit concurrently with its execution of this Agreement, general liability insurance including operations, products, and completed operations insurance in the amount of \$1,000,000 combined single limit for bodily injury, personal injury and property damage/\$2,000,000 aggregate; automobile insurance in the amount of \$1,000,000 each accident/\$1,000,000 uninsured motorist; professional liability insurance in the amount of \$1,000,000 each occurrence/\$2,000,000 aggregate. The general aggregate limit shall apply separately to this contract or the general aggregate limit shall be twice the required occurrence

limit. An endorsement to the General Liability Policy naming OCFA, its officers, officials, employees and volunteers as additional insureds is required to be submitted with the certificate of insurance. Firm shall also carry workers' compensation insurance in accordance with California workers' compensation laws. Such insurance shall be kept in effect during the term of this Agreement. The procuring of such insurance and the delivery of policies or certificates evidencing the same shall not be construed as a limitation of Firm's obligation to indemnify OCFA, its Firms, officers and employees. Coverage shall be provided by admitted insurers with an A.M. Best's Key Rating of at least A-VII. If Firm provides claims made professional liability insurance, Firm shall also agree in writing either (1) to purchase tail insurance in the amount required by this Agreement to cover claims made within three years of the completion of Firm's services under this Agreement, or (2) to maintain professional liability insurance coverage with the same carrier in the amount required by this Agreement for at least three years after completion of Firm's services under this Agreement. The Firm shall also be required to provide evidence to OCFA of the purchase of the required tail insurance or continuation of the professional liability policy if the service requires such coverage.

## **6.2 Indemnification.**

The Firm shall defend, indemnify and hold harmless OCFA, its officers, officials, employees and agents, from and against any and all actions, suits, proceedings, claims, demands, losses, costs, and expenses, including legal costs and attorneys' fees, for injury to or death of person or persons, for damage to property, including property owned by OCFA, and for errors and omissions committed by Firm, its officers, employees and agents, arising out of or in any way related to Firm's performance under this Agreement, except for such loss as may be caused by OCFA's sole negligence or willful misconduct or that of its officers, officials, employees or agents.

## **7. RECORDS AND REPORTS**

### **7.1 Reports.**

Firm shall periodically prepare and submit to the Contract Manager such reports concerning the performance of the services required by this Agreement as the Contract Manager shall require.

### **7.2 Records.**

Firm shall keep such books and records as shall be necessary to properly perform the services required by this Agreement and enable the Contract Manager to evaluate the performance of such services. The Contract Manager shall have full and free access to such books and records at all reasonable times, including the right to inspect, copy, audit and make records and transcripts from such records.

### **7.3 Ownership of Documents.**

All specifications, reports, records, documents and other materials prepared by Firm in the performance of this Agreement shall be the property of OCFA and shall be delivered to OCFA upon request of the Contract Manager or upon the termination of this Agreement, and Firm shall have no claim for further employment or additional compensation as a result of the exercise by OCFA of its full rights or ownership of the documents and materials hereunder. Firm may retain copies of such documents for its own use. Firm shall have an unrestricted right to use the concepts embodied therein.

### **7.4 Release of Documents.**

All drawings, specifications, reports, records, documents and other materials prepared by Firm in the performance of services under this Agreement shall not be released publicly without the prior written approval of the Contract Manager.

## **8. ENFORCEMENT OF AGREEMENT**

### **8.1 California Law.**

This Agreement shall be construed and interpreted both as to validity and to performance of the parties in accordance with the laws of the State of California. Legal actions concerning any dispute, claim or matter arising out of or in relation to this Agreement shall be instituted in the Superior Court of the County of Orange, State of California, or any other appropriate court in such county, and Firm covenants and agrees to submit to the personal jurisdiction of such court in the event of such action.

### **8.2 Waiver.**

No delay or omission in the exercise of any right or remedy of a non-defaulting party on any default shall impair such right or remedy or be construed as a waiver. No consent or approval of OCFA shall be deemed to waiver or render unnecessary OCFA's consent to or approval of any subsequent act of Firm. Any waiver by either party of any default must be in writing and shall not be a waiver of any other default concerning the same or any other provision of this Agreement.

### **8.3 Rights and Remedies are Cumulative.**

Except with respect to rights and remedies expressly declared to be exclusive in this Agreement, the rights and remedies of the parties are cumulative and the exercise by either party of one or more of such rights or remedies shall not preclude the exercise by it, at the same or different times, of any other rights or remedies for the same default or any other default by the other party.

#### **8.4 Legal Action.**

In addition to any other rights or remedies, either party may take legal action, in law or in equity, to cure, correct or remedy any default, to recover damages for any default, to compel specific performance of this Agreement, to obtain injunctive relief, a declaratory judgment, or any other remedy consistent with the purposes of this Agreement.

#### **8.5 Termination Prior to Expiration of Term.**

OCFA reserves the right to terminate this Agreement at any time, with or without cause, upon thirty (30) days written notice to Firm, except that where termination is due to the fault of the Firm and constitutes an immediate danger to health, safety and general welfare, the period of notice shall be such shorter time as may be appropriate. Upon receipt of the notice of termination, Firm shall immediately cease all services hereunder except such as may be specifically approved by the Contract m. Firm shall be entitled to compensation for all services rendered prior to receipt of the notice of termination and for any services authorized by the Contract Manager thereafter.

Firm may terminate this Agreement, with or without cause, upon thirty (30) days written notice to OCFA.

#### **8.6 Termination for Default of Firm.**

If termination is due to the failure of the Firm to fulfill its obligations under this Agreement, OCFA may take over the work and prosecute the same to completion by contract or otherwise, and the Firm shall be liable to the extent that the total cost for completion of the services required hereunder exceeds the compensation herein stipulated, provided that OCFA shall use reasonable efforts to mitigate damages, and OCFA may withhold any payments to the Firm for the purpose of set-off or partial payment of the amounts owed to OCFA.

#### **8.7 Attorneys' Fees.**

If either party commences an action against the other party arising out of or in connection with this Agreement or its subject matter, the prevailing party shall be entitled to recover reasonable attorneys' fees and costs of suit from the losing party.

### **9. OCFA OFFICERS AND EMPLOYEES; NON-DISCRIMINATION**

#### **9.1 Non-Liability of OCFA Officers and Employees.**

No officer or employee of OCFA shall be personally liable to the Firm, or any successor-in-interest, in the event of any default or breach by OCFA or for any

amount which may become due to the Firm or its successor, or for breach of any obligation of the terms of this Agreement.

**9.2 Covenant Against Discrimination.**

Firm covenants that, by and for itself, its heirs, executors, assigns, and all persons claiming under or through them, that there shall be no discrimination or segregation in the performance of or in connection with this Agreement regarding any person or group of persons on account of race, color, creed, religion, sex, sexual orientation, marital status, national origin, or ancestry. Firm shall take affirmative action to insure that applicants and employees are treated without regard to their race, color, creed, religion, sex, sexual orientation, marital status, national origin, or ancestry.

**10. MISCELLANEOUS PROVISIONS**

**10.1 Confidentiality.**

Information obtained by Firm in the performance of this Agreement shall be treated as strictly confidential and shall not be used by Firm for any purpose other than the performance of this Agreement without the written consent of OCFA.

**10.2 Notice.**

Any notice, demand, request, consent, approval, or communication either party desires or is required to give to the other party or any other person shall be in writing and either served personally or sent by pre-paid, first-class mail to the address set forth below. Either party may change its address by notifying the other party of the change of address in writing. Notice shall be deemed communicated forty-eight (48) hours from the time of mailing if mailed as provided in this Section.

Orange County Fire Authority  
Attention: Jeremy Hammond  
1 Fire Authority Road  
Irvine, CA 92602

**WITH COPY TO:**  
David E. Kendig, General Counsel  
Woodruff, Spradlin & Smart  
555 Anton Blvd. Suite 1200  
Costa Mesa, CA 92626

To Firm:

Ralph Andersen & Associates  
Attention: Robert Burg  
5800 Stanford Ranch Road, Suite 410  
Rocklin, CA 95765

**10.2 Integrated Agreement.**

This Agreement contains all of the agreements of the parties and cannot be amended or modified except by written agreement.

**10.3 Amendment.**

This Agreement may be amended at any time by the mutual consent of the parties by an instrument in writing.

**10.4 Severability.**

In the event that any one or more of the phrases, sentences, clauses, paragraphs, or sections contained in this Agreement shall be declared invalid or unenforceable by valid judgment or decree of a court of competent jurisdiction, such invalidity or unenforceability shall not affect any of the remaining phrases, sentences, clauses, paragraphs, or sections of this Agreement, which shall be interpreted to carry out the intent of the parties hereunder.

**10.5 Corporate Authority.**

The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by so executing this Agreement the parties hereto are formally bound to the provisions of this Agreement.

**[Signatures on Following Page]**

IN WITNESS WHEREOF, the parties have executed this Agreement as of the dates stated below.

**“OCFA”**

**ORANGE COUNTY FIRE AUTHORITY**

Date: \_\_\_\_\_

By: \_\_\_\_\_

Keith Richter, Fire Chief

**APPROVED AS TO FORM.**

**ATTEST:**

By: \_\_\_\_\_

DAVID E. KENDIG  
GENERAL COUNSEL

\_\_\_\_\_

Sherry A.F. Wentz  
Clerk of the Board

Date: \_\_\_\_\_

**“FIRM”**

**RALPH ANDERSEN & ASSOCIATES**

Date: \_\_\_\_\_

By: \_\_\_\_\_

Robert Burg, Executive Vice President

EXHIBIT "A"

(Response to RFP DC1954 – Executive Recruiting Services – Fire Chief)

Submitted June 25, 2014

Proposal to Provide  
Executive Search Services  
for the position of  
**Fire Chief**

For the  
**Orange County  
Fire Authority**



Prepared by Ralph Andersen & Associates  
[www.RalphAndersen.com](http://www.RalphAndersen.com)





5800 Stanford Ranch Road  
Suite 410  
Rocklin, California 95765  
916.630.4900

June 25, 2014

Ms. Debbie Casper, C.P.M., CPPB  
Purchasing & Materials Manager  
Orange County Fire Authority  
1 Fire Authority Road Bldg. C  
Irvine, California 92602

Dear Ms. Casper:

Ralph Andersen & Associates is pleased to submit our proposal to provide executive search services to the Orange County Fire Authority (OCFA) for the recruitment of the position of Fire Chief. We look forward to your favorable consideration and the opportunity to work with the Orange County Fire Authority on this important assignment.

We feel strongly that our past client relationships will attest to the professionalism of our services. For your further review and consideration, we have included sample brochures for current and recently completed fire related recruitments for the Menlo Park Fire Protection District Fire Marshal search, City of Los Angeles Fire Chief search, City of Riverside, California Fire Chief; Ross Valley Fire Department Fire Chief; City of Oakland, California Chief of Fire; and City of Kansas City, Missouri Fire Chief. Additionally, in 2014 Ralph Andersen & Associates conducted the Director of Human Resources search the Assistant Chief/Fire Marshal search for the OCFA.

The Orange County Fire Authority will have Mr. Robert Burg as the Project Director on this search for a new Fire Chief. We believe this engagement will be best served under his leadership. Mr. Burg was the Project Director of the Authority's recently completed recruitments for Assistant Chief/Fire Marshal and Director of Human Resources.

## Our Understanding of the Assignment

The Orange County Fire Authority has requested a proposal to assist in the identification and recruitment of a highly qualified group of candidates for the position of Fire Chief. In particular, OCFA is seeking a firm with the professional experience to clearly assess OCFA's needs and formulate a strategy to *deliver quality results*.

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We therefore begin each search by working closely with your leadership, stakeholders, staff, and when appropriate, your community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach matched with this 360 degree perspective means we ensure that a complete understanding of the organization's mission and culture translates into

those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We understand that OCFA expects aggressive, personalized outreach to identify a diverse and highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with fully detailed profiles of the desired candidate's characteristics and build a recruitment strategy that is tailored to meet OCFA's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a diverse and highly qualified group of candidates.

## Our Professional Competency in Local Government

Ralph Andersen & Associates has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 42 years. As a national search firm, our client list includes a wide range of municipalities including some of the largest and fastest growing cities in the country. Our firm has significant recruiting and consulting experience in California. As a highly qualified and experienced executive search firm, Ralph Andersen & Associates brings an extensive network of contacts in the area of local government that will prove invaluable in quickly identifying a pool of outstanding candidates for the Orange County Fire Authority.

**With Ralph Andersen & Associates, there is an entire team behind every recruitment.** Our firm takes a multi-disciplined, team approach to executive search. Successful outreach relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. By drawing on the combined expertise of our associates and our network of professional contacts, we address outreach from a wide variety of perspectives and find unique ways to identify and recruit the best and brightest.

## Project Staffing

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. **The Orange County Fire Authority will have Mr. Robert Burg, Executive Vice President of Ralph Andersen & Associates, as the Project Director.**

### *Mr. Robert Burg, Executive Vice President*

Mr. Robert Burg is the Executive Vice President of Ralph Andersen & Associates and the Managing Director of Healthcare, Emergency Management and Human Services. As a senior executive, his area of concentration is on executive search and management consulting. His client base, as a retained consultant and high-level advisor, is focused on all facets of government, non-profit and private enterprise. Mr. Burg has a total of 35 years of experience in the area of healthcare operations, emergency management, human services and public



health. From 1979–94 he served as a Commissioned Naval Officer in a variety of high profile assignments.

Mr. Burg has extensive leadership and consulting experience in both the public and private sectors. He served as the Interim Director for Bio-Defense and the Cities Readiness Initiative in Phoenix, Arizona which is the 4<sup>th</sup> largest county in the United States. He has substantial experience with writing and evaluating Public Health Disaster Plans in accordance with ICS/NIMS compliance. He was directly responsible for completing a gap analysis and writing the Hospital Disaster Preparedness Plan for 16 Sacramento Hospitals including 4 healthcare systems and 4 counties. While *Administrator of the Attending Physician's Office, United States Capitol* he managed the healthcare delivery system serving the Members of Congress, Justices of the Supreme Court, all staff and visiting dignitaries. ***Mr. Burg is board certified in healthcare administration and holds the high-level credential of achieving Fellow status with the American College of Healthcare Executives (ACHE).*** Additionally, he was responsible for the 911 emergency response system and ensuring the medical safety of visitors. During his decade long tenure he was directly responsible for the design and implementation for medical planning of three Presidential Inaugurations, and multiple State of the Union Addresses. Additionally he held a Top Secret clearance and was part of the continuity of government planning for both the legislative and judicial branches of the Federal government. He has held senior administrative positions in organizations ranging in size from less than 100 employees to over 1,000.

Mr. Burg's consulting activities have been extremely diverse. He is senior faculty for the Department of Homeland Security/FEMA and other specialties include healthcare executive decision making for Weapons of Mass Destruction (WMD), organizational development, organizational diagnosis, labor management relations, leadership development, strategic planning, team building, conflict resolution, and emergency management/recovery planning.

International consulting activities include healthcare organizational design for the Knesset in Israel, Ministry of Health, China, South Korea, and the British Parliament. Specific projects include disaster preparedness/recovery planning and designing special healthcare operations at the highest level of governments.

Mr. Burg has a Bachelor of Arts degree in Economics and a Masters of Business Administration with a specialty in Healthcare. He has taught business management courses and lectured at several prestigious organizations.

### ***Jeff Bowman, Fire Chief (Ret.) (Technical Assistance, if needed)***

Based in San Diego California, Chief Bowman is a Senior Associate and Executive Search Consultant with Ralph Andersen & Associates. Chief Bowman has had an expansive career in the public sector having served 33 years in local government. Twenty-nine years were spent serving the City of Anaheim, California Fire Department where he ultimately obtained the rank of Fire Chief in 1986 and served until 2002. Chief Bowman was selected as the Fire Chief for San Diego, California in 2002 where he served with distinction for four years until retiring. Chief Bowman received his Bachelor of Science degree in Organizational Behavior from the University of San Francisco. He also holds an Associate of Science in Fire Technology and Paramedic Science from Santa Ana College.

## *Paraprofessional and Support Staff*

Paraprofessional, graphics and support staff will provide administrative support to the consultant team on recruitment assignments. These may include: Ms. Brianna Ham, Mr. Jeff McMurdo, Ms. Diana Haussmann, Ms. Teresa Heple, Ms. Tiffany Taylor, Ms. Hillari Bynum, and Mr. John Taylor.

## How the Firm Meets the Minimum Qualifications

Ralph Andersen & Associates meets and exceeds the minimum qualifications as outlined on page 3 of the RFP.

- Ralph Andersen & Associates has over 42 years of experience conducting executive recruitments for a wide variety of public sector agencies.
- Our references are provided, as requested in the RFP, on the form titled "Appendix B – References." We would be happy to provide additional references upon request.
- Ralph Andersen & Associates has never been under suspension or debarred by any state or federal government agency.



We would be happy to meet to discuss the services we offer or to further refine this work plan to meet OCFA's specific needs. Please call Robert Burg at 916/630-4900 for more information.

Respectfully Submitted,

A handwritten signature in dark ink that reads "Robert Burg". The signature is fluid and cursive, with the first letter of each name being capitalized and prominent.

Robert Burg  
Executive Vice President

# Firm's Detailed Information

## History of the Firm

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

Ralph Andersen & Associates is a California Corporation and is not a subsidiary nor does it have any subsidiaries. Contact information for the Corporate Office is 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; telephone: (916) 630-4900; fax: (916) 630-4911; website: [www.ralphandersen.com](http://www.ralphandersen.com); email: [info@ralphandersen.com](mailto:info@ralphandersen.com). Ralph Andersen & Associates has more than 42 years of experience conducting executive recruitments for a variety of public sector agencies. The firm currently has 14 employees.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in Sacramento (Rocklin), California. Through its network of professionals associated with the firm, Ralph Andersen & Associates also provides services to municipal clients throughout the United States.

Our staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior executives all have personal, hands-on executive experience in the operation of public agencies and private businesses.

## Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: management consulting, human resources consulting, public safety, and executive search.

- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation assessments, specialized financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.
- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have

proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by proven methods, extensive data collection, accurate analysis, and effective communication and messaging.

- **Public Safety** – Working closely with our clients to implement innovative emergency management solutions, Ralph Andersen & Associates helps organizations plan, protect and serve people better than ever before. We bring together practical solutions, plans, and processes that are operationally deployable to help our clients achieve their critical objectives. The firm's consultants have extensive, hands-on experience in planning and disaster preparedness training for private and public institutions including healthcare, public health, human services, and local, state and federal government agencies.
- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you actually get an entire team's worth of support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for Fire Chief and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.

## Number of Current Recruitments

Ralph Andersen & Associates is currently conducting 29 recruitments. Recruitments are at various stages in the recruitment process.

## APPENDIX A OFFEROR’S INFORMATION

Please complete and/or provide all requested information. If the proposal is submitted by a corporation, please provide an additional attachment that states the names of the officers who can sign an agreement on behalf of the corporation and whether more than one officer must sign. If the proposal is by a partnership or a joint venture, state the names and addresses of all general partners and joint venture parties. If the respondent is a sole proprietorship or another entity that does business under a fictitious name, the proposal shall be in the real name of the respondent with a designation following showing “DBA (the fictitious name),” provided however, that no fictitious name shall be used unless there is a current registration with the Orange County Recorder.

The undersigned, as respondent, declares that all documents regarding this proposal have been examined and accepted and that, if awarded, will enter into a contract with the Orange County Fire Authority.

Firm's Legal Name: Ralph Andersen & Associates	
Firm Parent or Ownership: N/A	
Address: 5800 Stanford Ranch Road, Suite 410, Rocklin, CA 95765	
Firm Telephone No. (916) 630-4900	Firm Fax No. (916) 630-4911
Firm's Tax I.D. Number: 94-2299383	Incorporated: YES <input checked="" type="checkbox"/> _____ NO _____
Legal form of company: (partnership, corporation, joint venture) Corporation	
Length of time your firm has been in business: 42 years	Length of time at current location: 10 years (42 years in Sacramento)
Number of employees, number of current clients Employees: 14; Number of Clients (Current Recruitments): 29	

**Management person responsible for direct contact with the Orange County Fire Authority and service required for this Request for Proposal (RFP).**

Name and Address: Robert Burg 5800 Stanford Ranch Road, Suite 410 Rocklin, CA 95765	Title: Executive Vice President
Telephone No.: (916) 630-4900	E-mail: robert@ralphandersen.com

**Person responsible for the day-to-day servicing of the account:**

Name and Address: Robert Burg 5800 Stanford Ranch Road, Suite 410 Rocklin, CA 95765	Title: Executive Vice President
Telephone No.: (916) 630-4900	E-mail: robert@ralphandersen.com

# Work Plan & Methodology

## Our Approach to the Recruitment Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. Our approach includes:

- Extensive *personal outreach*, in-person and via telephone, to qualified candidates within California, the Western Region, and across the Nation.
- A *marketing strategy* that uses selected advertising to supplement the extensive candidate identification process using the Internet and using the firm's vast network of professional contacts.
- A *screening process that narrows the field of candidates* to those who most closely match the needs of the OCFA and is based on *preliminary reference checks and telephone interviews* with the top candidates.
- *Delivering a product in the form of a search report that recommends the top group* of candidates and provides the decision-makers with detailed information about their backgrounds and experiences.
- Assistance during the final interview and the selection process that will be held in closed session.
- Being available as needed to assist with the negotiation and development of an employment agreement during the final stages of process.

## Search Work Plan

We approach every search with a sense of excitement and urgency and we always “hit the ground running.” That means that when the OCFA gives us notice to proceed, we kickoff the process immediately – working closely with the OCFA, and others as requested to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries.

### *Task 1 – Review Project Management Approach*

Mr. Burg will meet with the Board of Directors and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

## *Task 2 – Develop Position Profile*

The position profile for the Fire Chief is the guide for the entire search process. *Please refer to the attached samples submitted with this Proposal.* The development of the profile includes the collection of technical information and recruitment criteria.

### *Technical Information*

Mr. Burg will attend a half-day Visioning Workshop with the Board of Directors to assist with the development of the candidate profile. Additionally, the Project Director will meet with others as appropriate to gain an understanding of the experience and professional background requirements desired in the Fire Chief. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the Orange County Fire Authority.

### *Recruitment Criteria*

The recruitment criteria are those personal and professional characteristics and experiences desired in the Fire Chief. The criteria should reflect the goals and priorities of the OCFA. The Project Director will meet with key staff in the OCFA, and others as appropriate, to facilitate the identification and articulation of that criteria.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by the Project Director. The brochure will be reviewed by the OCFA in draft format, revised as appropriate, and published for use throughout the search.

## *Task 3 – Outreach and Recruiting*

This task is among the most important of the entire search. It is the focus of the activities of the Project Director and includes specific outreach and recruiting activities briefly described below.

### *Outreach*

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as Fire Chief Magazine, California Fire Chiefs Association, *Jobs Available*, and other professional publications. Specific Internet sites related to government will be used, including *Careers In Government*, as a method of extending the specific outreach in a short period of time.

The recruitment strategy and advertising campaign will be submitted to the OCFA for approval prior to the commencement of the outreach activities.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' home page, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

### *Candidate Identification*

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the OCFA. Each of the candidates identified through the recruiting

efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

#### *Task 4 – Candidate Evaluation*

This task will be conducted following the application closing date. It includes the following specific activities:

##### *Screening*

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

##### *Preliminary Reference Review*

The Project Director will conduct preliminary reference reviews for those candidates identified as the most qualified as a result of the screening process. Direct contact will be made with a limited number of references to learn more about the candidates' experience, past performance, and management style.

##### *Preliminary Interviews via Skype*

Mr. Burg, as the Project Director, will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary reference review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using Skype or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five (5) to six (6) individuals. Those individuals will be reviewed with the OCFA prior to proceeding with the individual interviews.

#### *Task 5 – Search Report*

After completing Task 4, the Project Director will meet with the OCFA, or others as appropriate, to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed in-person by the OCFA; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes. The results of preliminary reference reviews and interviews will be reviewed with the OCFA.

The results of the Search Report will be a confirmed group of finalist candidates (typically 3 to 4) that the Board of Directors will interview in-person.

## *Task 6 – Selection*

The final selection process will vary depending upon the desires of the OCFA. Typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- The Project Director will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the OCFA.
- Ralph Andersen & Associates will prepare an interview booklet that includes the resumes and candidate report (with interview comments, reference checks, and other relevant information about the candidates). In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.
- The Project Director will attend the interviews to assist the OCFA through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.
- Verifications will be made on the top two (2) to three (3) candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the OCFA at the appropriate time.
- Additional reference checks will be conducted on the top two (2) to three (3) candidates. The results of these reference checks will be discussed with the OCFA at the appropriate time.
- As needed, the Project Director is available to provide assistance to the OCFA in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

## *Task 7 – Negotiation*

The Project Director is available to assist the OCFA in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

## *Task 8 – Close Out*

After the OCFA has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

## **Project Team**

The Orange County Fire Authority will have Mr. Robert Burg, Executive Vice President of Ralph Andersen & Associates, as the Project Director. Assisting Mr. Burg (if needed) will be Jeff Bowman, Fire Chief (Ret.).

As requested in the OCFA's RFP, resumes for Mr. Burg and Chief Bowman have been provided in our Transmittal Letter.

# References

At Ralph Andersen & Associates, we feel strongly that our past client relationships will attest to the professionalism of our services.

References are provided on the following page on the RFP form "Appendix B – References".

We would be pleased to provide additional references upon the OCFA's request.

## APPENDIX B REFERENCES

Describe fully at least three contracts performed by your firm that demonstrate your ability to provide the services included with the scope of the specifications. Attach additional pages if needed. OCFA reserves the right to contact each of the references listed for additional information regarding their experience with your company.

Customer Agency Name	Ross Valley Fire Department
Contact Individual & Title	Debra Stutsman, Town Manager, Town of San Anselmo
E-mail/Telephone number	dstutsman@townofsananselmo.org; (415) 258-4652
Date of Project & Description of services provided including contract amount	Fire Chief Recruitment October 2013 to March 2014 \$25,000
Customer Agency Name	City of Riverside, California
Contact Individual & Title	Scott Barber, City Manager
E-mail/Telephone number	sbarber@riversideca.gov; (951) 826-5771
Date of Project & Description of services provided including contract amount	Fire Chief Recruitment Current Recruitment \$30,000
Customer Agency Name	Orange County Fire Authority
Contact Individual & Title	David Thomas, Assistant Chief - Operations
E-mail/Telephone number	davidthomas@ocfa.org; (714) 573-6012
Date of Project & Description of services provided including contract amount	Assistant Chief/Fire Marshal March 2014 to May 2014 \$25,000
Customer Agency Name	Union County, North Carolina
Contact Individual & Title	Mark Watson, Personnel Director
E-mail/Telephone number	watson@co.union.nc.us; (704) 283-3869
Date of Project & Description of services provided including contract amount	Executive Director of the Emergency Services Agency October 2013 to February 2014 \$27,000
Customer Agency Name	Hillsborough County, Florida
Contact Individual & Title	William Nesmith, Fire Chief (Retired)
E-mail/Telephone number	wnesmith@tampabay.rr.com; (813) 363-5480 (cell)
Date of Project & Description of services provided including contract amount	Fire Marshal July 2008 to September 2008 \$24,500

# Proposal Questionnaire

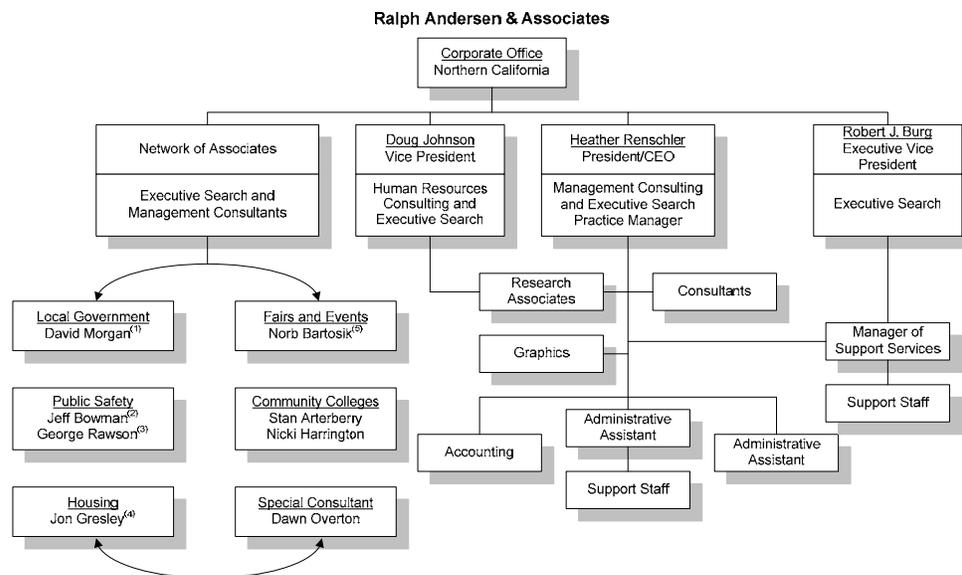
As requested in the OCFA's RFP, below are our responses to Appendix C – Proposal Questionnaire.

## Method of Approach

- 1) Provide relevant information demonstrating competence in the services to be provided; including supporting evidence of strength and stability of the firm; staffing capability; and current work load.

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

Our staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior executives all have personal, hands-on executive experience in the operation of public agencies and private businesses. Resumes for the proposed project team are provided in the Transmittal Letter for this proposal. Additionally, below is the firm's organization chart.



<sup>(1)</sup>Experienced City Manager  
<sup>(2)</sup>Former Fire Chief  
<sup>(3)</sup>Former Police Chief  
<sup>(4)</sup>Former Housing Executive  
<sup>(5)</sup>Former Fair CEO

Updated May 2014

Ralph Andersen & Associates is currently conducting 29 recruitments. Recruitments are at various stages in the recruitment process.

2) Provide details of significant recruitment efforts of this type during the past few years, and success of these recruitments.

Ralph Andersen & Associates has conducted recruitments for a variety of clients and projects that support our experience and network in the field of public sector recruitments. Ralph Andersen & Associates is very experienced in the area of executive search for fire and public safety related recruitments. Examples of recent fire-related searches include:

- Arlington, TX
  - Fire Chief and Director of Emergency Services (2010)
- Heartland Communications Facility Authority (El Cajon), CA
  - Executive Director (2008)
- Hillsborough County, FL
  - Fire Marshal (2008)
- Kansas City, MO
  - Fire Chief (2012) *(Brochure Attached)*
- La Habra Heights, CA
  - Fire Chief (Backgrounds) (2010 & 2011)
- Los Angeles, CA
  - Fire Chief (Current Search) *(Brochure Attached)*
- Menlo Park Fire Protection District, CA
  - Fire Marshal (Current Search) *(Brochure Attached)*
- NORCOM (Bellevue), WA
  - Executive Director (2012)
- Oakland, CA
  - Fire Chief (2012) *(Brochure Attached)*
- Orange County, FL
  - Fire Chief (Partial Recruitment) (2012)
- Orange County Fire Authority, CA
  - Director of Human Resources (2014)
  - Assistant Chief/Fire Marshal (Current Search) *(Brochure Attached)*
- Riverside, CA
  - Fire Chief (Current Search) *(Brochure Attached)*
- Ross Valley Fire Department, CA
  - Fire Chief (2013) *(Brochure Attached)*

Each of the completed recruitments listed above ended successfully with the hiring of a highly qualified individual for the position.

- 3) **Provide information on any innovative or unique methods used that distinguish your Firm from other recruiting firms.**

### *Proposed Innovations*

The final selection process will vary depending upon the desires of the OCFA. From the RFP, it is understood that the OCFA desires an innovative way to assess the candidates and our process will be tailored to the needs of the OCFA.

#### **Candidate Identification and Outreach**

Currently, Ralph Andersen & Associates utilizes a number of social networking tools and technologies to enhance and complement our outreach potential. These search tools are typically customized to reflect our unique client needs and are optimized for the specific search we are conducting. We believe our approach goes beyond the normal approach used by most firms and we are continually refining these methods to stay abreast of current trends and best practices in the industry. Throughout this engagement, we will continue to safeguard the confidentiality and integrity of the recruitment and selection process. Our current efforts, although not completely in place, will allow us to pursue the inclusion of “cloud connections” to assist both candidates and clients in a more cost effective method that uses cutting edge technology.

More specifically, these tools include:

- Targeted candidate identification and outreach using our internet contact databases, extensive web searches, and data mining (searching for highly skilled individuals resumes).
- Candidate mining and passive candidate sourcing using our recruitment optimized social media dashboards, Google and Yahoo groups, Linked-In, FaceBook, Twitter, and custom job feeds.
- Extensive marketing and engagement using targeted segmented groups and established relationships with industry specific peers.
- Comprehensive candidate research using LexisNexis, web searches, and social media profile searches.
- Initial screening of candidates using Skype and other internet proprietary software.

#### **Candidate Assessment**

Ralph Andersen & Associates has various methods to include an assessment or “right fit” with the OCFA. These assessment tools are tailored specifically to the position and are internet based. Cost for doing these assessments and the contractual agreement will be handled supplemental to this project. Depending on the choice of assessment tools used, Ralph Andersen & Associates may perform the services in-house (provided by members of our team) or outsource to another professional organization that has more depth in this field.

4) Describe your firm's resources and contacts in fire service field.

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector, including the field of fire service, since 1972. As a national search firm, our client list includes a wide range of municipalities. As a highly qualified and experienced executive search firm, Ralph Andersen & Associates brings an extensive network of contacts in the area of fire service that will prove invaluable in quickly identifying a pool of outstanding candidates for the Orange County Fire Authority. With each new recruitment, our previous experience is brought to bear on behalf of our client. We will draw upon contacts in organizations that serve the field of fire service, which we have developed through previous projects.

5) Describe your method of recruiting to fill a position of this type. Include your method of locating and screening candidates and your method of coordinating the search and selection process with the OCFA.

We approach every search with a sense of excitement and urgency and we always "hit the ground running." That means that when the OCFA gives us notice to proceed, we kickoff the process immediately – working closely with the OCFA, and others as requested, to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries. As detailed above under Search Work Plan, our method of recruiting includes the following steps:

**Kick-Off/Review Project Management Approach**

- Mr. Burg will meet with the Board of Directors and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

**Develop Position Profile**

- The position profile for the Fire Chief is the guide for the entire search process. *Please refer to the attached samples submitted with this Proposal.* The development of the profile includes the collection of technical information and recruitment criteria.
- The Project Director will meet with the Board of Directors and others as appropriate to gain an understanding of the experience and professional background requirements desired in the Fire Chief. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the Orange County Fire Authority.
- The recruitment criteria are those personal and professional characteristics and experiences desired in the Fire Chief. The criteria should reflect the goals and priorities of the OCFA. The Project Director will meet with the Board of Directors, key staff in the OCFA, and others as appropriate, to facilitate the identification and articulation of that criteria.
- Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by the Project Director. The brochure will be reviewed by the OCFA in draft format, revised as appropriate, and published for use throughout the search.

## Outreach and Recruiting

- An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as Fire Chief Magazine, California Fire Chiefs Association, and other professional publications. Specific Internet sites related to government will be used, including *Careers In Government*, as a method of extending the specific outreach in a short period of time.
- Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' home page, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.
- Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the OCFA. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.
- Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

## Candidate Evaluation

- All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.
- Mr. Burg, as the Project Director, will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary reference review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using Skype or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.
- The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five (5) to six (6) individuals. Those individuals will be reviewed with the OCFA prior to proceeding with the individual interviews.

## Search Report

- After completing the review of resumes, the Project Director will meet with the Board of Directors, or others as appropriate, to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed in-person by the OCFA; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes. The results of preliminary reference reviews and interviews will be reviewed with the OCFA.

- The results of the Search Report will be a confirmed group of finalist candidates (typically 3 to 4) that the OCFA will interview in-person.

### **Final Selection Process/Interviews**

- The final selection process will vary depending upon the desires of the OCFA. Typically, the process will involve the Project Director coordinating the interviews of finalist candidates with OCFA. Ralph Andersen & Associates will prepare an interview booklet that includes the resumes, suggested questions, and areas for discussion based upon the recruitment criteria. The Project Director will attend the interviews to assist the OCFA in the selection process.
- Verifications will be made on the top two (2) to three (3) candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the OCFA at the appropriate time.
- Reference checks will be conducted on the top two (2) to three (3) candidates. The results of these reference checks will be discussed with the OCFA at the appropriate time.
- As needed, the Project Director is available to provide assistance to the OCFA in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

### **Negotiation**

- The Project Director is available to assist the OCFA in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

### **Close Out**

- After the OCFA has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

### **6) Submit your proposed schedule and time frame for completing this project including deadlines for preparing all project deliverables (Complete Appendix F – Fire Chief Recruitment Tentative Timeline).**

For purposes of the proposed timeline on the following page, it is assumed that contract award will be July 30, 2014. Appendix F is provided on the following page.

### **7) Indicate your firm's policy in the event the candidate selected for the position does not for any reason complete six to twelve months of service in this position.**

Ralph Andersen & Associates offers the industry-standard guarantee on our search services. If within a six to twelve month period after appointment, the Fire Chief resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The OCFA would be expected to pay for the reimbursement of all incurred costs.

**APPENDIX F  
FIRE CHIEF RECRUITMENT  
Tentative Timeline**

Please complete tentative timeline information below:

<u>Timeline</u>	<u>Activity</u>	<u>Responsibility</u>
<b>July 30, 2014</b>	Issue purchase order/contract to Executive Recruiting Firm	Purchasing
July 31 to August 11	Develop desired candidate profile	Executive Recruiter with input from OCFA Board of Directors
July 31 to August 11	Create recruitment brochure and place advertisements in trade journals to attract qualified candidates; open recruitment in NeoGov*	Executive Recruiter *Human Resources Division
August 11 to September 12	Active recruitment period in which candidates submit application materials	Executive Recruiter
September 12 to September 26	Screening of applicants and preliminary interviews to identify top eight to ten qualified candidates	Executive Recruiter
September 26 to October 10	Interviews with top eight to ten qualified candidates to identify between two to three finalists	Composition of Interview Panel to be determine by Board of Directors, with interviews coordinated by Recruiter
October 13 to October 17	Final selection interviews	Composition of Interview Panel to be Board of Directors, with interviews coordinated by Recruiter
Following final selection interviews and decision by OCFA	Job offer, background check, salary negotiation, medical, etc.	Executive Recruiter
<b>End of December or early January</b>	Fire Chief begins with OCFA	

8) Describe the sequential work tasks you plan to carry out in accomplishing this recruitment. Indicate all key deliverables and contents.

A detailed work plan is provided in this proposal under the chapter titled "Work Plan & Methodology."

**Task 1 – Review Project Management Approach**

Content: Meet with OCFA to discuss the project management and timeline of search.

**Task 2 – Develop Position Profile**

Deliverable: Completed recruitment brochure for use throughout the search.

**Task 3 – Outreach and Recruiting**

Deliverable: Ads placed.

Content: Personalized outreach to highly qualified individuals identified in our research.

**Task 4 – Candidate Evaluation**

Content: Review and evaluate each application, conducting preliminary interviews with highly qualified candidates.

**Task 5 – Search Report**

Deliverable: Resumes received throughout the search are given to OCFA with the Project Director's recommendations.

Content: Meet with OCFA to review the resumes and determine finalist candidates.

**Task 6 – Selection**

Content: Finalist interviews tailored to meet OCFA's needs and coordinated by Ralph Andersen & Associates.

Deliverable: Interview booklets with the resumes of finalist candidates, plus suggested interview questions and other interview material.

**Task 7 – Negotiation**

Content: Ralph Andersen & Associates provides assistance as needed during the negotiation phase.

**Task 8 – Close Out**

Deliverable: Notify all applicants of the status of the search.

## Qualifications & Experience

- 9) Include resumes for each member of the search team including specific knowledge, expertise and experience in providing Executive Recruiting Services for a Fire Chief and other Managerial and Executive positions.

### *Mr. Robert Burg, Executive Vice President*

Mr. Robert Burg is the Executive Vice President of Ralph Andersen & Associates and the Managing Director of Healthcare, Emergency Management and Human Services. As a senior executive, his area of concentration is on executive search and management consulting. His client base, as a retained consultant and high-level advisor, is focused on all facets of government, non-profit and private enterprise. Mr. Burg has a total of 35 years of experience in the area of healthcare operations, emergency management, human services and public health. From 1979–94 he served as a Commissioned Naval Officer in a variety of high profile assignments.



Mr. Burg has extensive leadership and consulting experience in both the public and private sectors. He served as the Interim Director for Bio-Defense and the Cities Readiness Initiative in Phoenix, Arizona which is the 4<sup>th</sup> largest county in the United States. He has substantial experience with writing and evaluating Public Health Disaster Plans in accordance with ICS/NIMS compliance. He was directly responsible for completing a gap analysis and writing the Hospital Disaster Preparedness Plan for 16 Sacramento Hospitals including 4 healthcare systems and 4 counties. While *Administrator of the Attending Physician's Office, United States Capitol* he managed the healthcare delivery system serving the Members of Congress, Justices of the Supreme Court, all staff and visiting dignitaries. ***Mr. Burg is board certified in healthcare administration and holds the high-level credential of achieving Fellow status with the American College of Healthcare Executives (ACHE).*** Additionally, he was responsible for the 911 emergency response system and ensuring the medical safety of visitors. During his decade long tenure he was directly responsible for the design and implementation for medical planning of three Presidential Inaugurations, and multiple State of the Union Addresses. Additionally he held a Top Secret clearance and was part of the continuity of government planning for both the legislative and judicial branches of the Federal government. He has held senior administrative positions in organizations ranging in size from less than 100 employees to over 1,000.

Mr. Burg's consulting activities have been extremely diverse. **He is senior faculty for the Department of Homeland Security/FEMA and other specialties include healthcare executive decision making for Weapons of Mass Destruction (WMD), organizational development, organizational diagnosis, labor management relations, leadership development, strategic planning, team building, conflict resolution, and emergency management/recovery planning.**

International consulting activities include healthcare organizational design for the Knesset in Israel, Ministry of Health, China, South Korea, and the British Parliament. Specific projects include disaster preparedness/recovery planning and designing special healthcare operations at the highest level of governments.

Mr. Burg has a Bachelor of Arts degree in Economics and a Masters of Business Administration with a specialty in Healthcare. He has taught business management courses and lectured at several prestigious organizations.

His specific experience in providing Executive Recruiting Services for Fire Chief and other Managerial and Executive positions includes the:

### **Fire Related Recruitments**

- Arlington, TX
  - Fire Chief and Director of Emergency Services (2010)
- Heartland Communications Facility Authority (El Cajon), CA
  - Executive Director (2008)
- Hillsborough County, FL
  - Fire Marshal (2008)
- La Habra Heights, CA
  - Fire Chief (Backgrounds) (2010 & 2011)
- NORCOM (Bellevue), WA
  - Executive Director (2012)
- Oakland, California
  - Fire Chief
- Orange County, FL
  - Fire Chief (Partial Recruitment) (2012)
- Orange County Fire Authority, CA
  - Assistant Chief / Fire Marshal (2014)
  - Director of Human Resources (2014)
- Riverside, CA
  - Fire Chief (Current Search)
- Ross Valley Fire Department, CA
  - Fire Chief (2013)

### **Managerial and Executive Recruitments**

- Albuquerque, New Mexico
  - Chief of Police

- Alexandria, Virginia
  - City Manager
  - Human Resources Director
- Alpine County, California
  - County Administrative Officer
  - Health & Human Services Director
- Arlington, Texas
  - Deputy City Manager
  - Director of Workforce Services
- Association of Regional Center Agencies, California
  - Executive Director
- Baltimore, Maryland
  - Assistant Director of Finance
  - Chief Information Officer
  - Director of Department of Social Services
  - Director of Finance
- Bay Area Water Supply & Conservation Agency (BAWSCA)
  - Chief Executive Officer/General Manager
- Berkeley, California
  - Assistant to the City Manager (Office of Customer Service)
- Brisbane, California
  - Harbormaster
- Broward County, Florida
  - Aviation Director of Planning
  - Chief Medical Examiner
  - Director of Economic and Small Business Development
- Calaveras County, California
  - Chief Administrative Officer

- ▶ Deputy Director Public Works for Engineering
  - ▶ Public Works Director
- State of California, Department of General Services
  - ▶ Deputy Director, Procurement Division
- Cincinnati, Ohio
  - ▶ City Manager
- Corpus Christi Housing Authority, Texas
  - ▶ President/Chief Executive Officer
- El Campo, Texas
  - ▶ City Manager
- El Dorado County Transportation Commission, California
  - ▶ Executive Director (Background)
- El Paso, Texas
  - ▶ Director of Economic and International Development
  - ▶ Public Health Director
  - ▶ Redevelopment Manager
  - ▶ Transportation Director
- Elsinore Valley Municipal Water District
  - ▶ General Manager
- Fairfax County, Virginia
  - ▶ County Executive
- Flagstaff, Arizona
  - ▶ City Attorney
  - ▶ City Manager
- Greater Los Angeles County Vector Control District, California
  - ▶ General Manager
- Green River, Wyoming
  - ▶ City Administrator

- Greensboro, North Carolina
  - City Manager
- Heartland Communications Facility Authority
  - Communications Director
- Hamilton, Ohio
  - Finance Director
- Hillsborough County, Florida
  - County Attorney
  - Fire Marshal
- Housing Authority of the County of San Bernardino, California
  - President and CEO
- Housing Authority of the County of Santa Clara, California
  - Assistant Director of Housing Programs
  - Housing Programs Manager
  - Senior Project Manager
- Judicial Council of California – Administrative Office of the Courts
  - Administrative Director of the Courts
- La Habra Heights, California
  - Finance Manager (Backgrounds)
  - Fire Chief (Backgrounds)
- Las Vegas Valley Water District, Nevada
  - Finance Director
- Los Angeles, California
  - Nurse Manager
  - Hyperion Treatment Manager (Bureau of Sanitation)
- Los Angeles County, California
  - Deputy Chief Executive Officer (Children and Families' Wellbeing Cluster) (Partial Recruitment)

- Los Angeles County Metropolitan Transportation Authority
  - Executive Officer Highway Project Management
- Los Angeles Unified School District, California
  - Deputy Chief Facilities Executive – New Construction
  - Director of Facilities Contracts
  - Director of Materiel Management (Partial Recruitment)
  - Director of New Construction
  - Director of Operations, New Construction
- Maricopa County, Arizona
  - Assistant County Manager for Criminal Justice
  - Chief Juvenile Probation Officer (Partial Search)
  - Director of Correctional Health Services
- Mendocino County, California
  - Chief Executive Officer
- Metro Gold Line Foothill Extension Construction Authority, California
  - Chief Project Officer
  - Director of Public Affairs
- Modesto, California
  - Director of Public Works
  - Director of Utilities
- Monterey County, California
  - Health Officer
- New Mexico Finance Authority
  - Chief Executive Officer
- NORCOM, Washington
  - Executive Director

- Norfolk, Virginia
  - Executive Director, Nauticus
  - Human Services Director
- Norfolk Airport Authority, Virginia
  - Deputy Executive Director
- Oakland, California
  - Chief of Police
- Orange County Vector Control District, California
  - District Manager
- Orange County Fire Authority, California
  - Director of Human Resources
- Orange County Government, Florida
  - Fire Chief (Resume Review)
- Pasadena, California
  - Director of Public Works
- Philadelphia Housing Authority, Pennsylvania
  - Director of Audit & Compliance
  - Senior Labor and Employee Relations Specialist/EEO Officer
  - Director of Human Resources
- Port of Los Angeles, California
  - Director of Public Relations and Legislative Affairs
- Port of San Francisco, California
  - Chief Harbor Engineer
- Queen Creek, Arizona
  - Horseshoe Park & Equestrian Centre General Manager
- Riverside, California
  - Chief Innovations Officer
  - Community Development Director

- ▶ Parks, Recreation and Community Services Director
- ▶ Public Works Director
- ▶ Utilities General Manager
- Riverside County Transportation and Land Management Agency, California
  - ▶ Planning Director
- Ross Valley Fire Department
  - ▶ Fire Chief
- Sacramento County, California
  - ▶ Administrator, Countywide Services Agency
- Sacramento Municipal Utility District (SMUD), California
  - ▶ Manager, Protection, Safety & Emergency Services \*
- City and County of San Francisco, California
  - ▶ Chief Information Officer (CIO)
  - ▶ Chief Medical Examiner
  - ▶ Deputy Director for Engineering
  - ▶ Director of Project Management Office, Department of Technology
  - ▶ Executive Director of 311 Call Center
  - ▶ IT Director – Human Services Agency
  - ▶ Manager Bureau of Building Repair
  - ▶ Senior Program Manager (2), Department of Technology
- San Francisco International Airport, California
  - ▶ Associate Deputy Airport Director, Safety & Security
- SeaTac, Washington
  - ▶ Community and Economic Development Director
- Seattle City Light Department, City of Seattle, Washington
  - ▶ EDO Engineering Director

- Superior Court of Arizona in Maricopa County
  - Chief Juvenile Probation Officer
  - Court Administrator (Backgrounds)
  - Deputy Court Administrator (Backgrounds)
- Sutter County, California
  - Assistant County Administrator
  - County Administrator
  - Personnel Director
  - Public Works Director
- Turlock Irrigation District
  - Chief Dam Safety Engineer
  - General Manager
  - Power Plant Engineering Department Manager
- Union County, North Carolina
  - Assistant Director of Public Works
  - Human Services Director
  - Executive Director of the Emergency Services Agency
- Union Sanitary District, California
  - General Manager
- Vacaville, California
  - Community Development Director
  - Director of Public Works
- Valley Sanitation District
  - District Engineer (Backgrounds)
  - Finance & Administration Manager (Backgrounds)
- Water Employee Services Authority (WESA), California
  - Director of Engineering
  - Director of Operations

- Windsor, California
  - Finance Director
  - Planning and Building Director
  - Town Manager

**10) Provide information and the staff support that will be required from OCFA personnel for your firm to complete this recruitment.**

Ralph Andersen & Associates requests that the OCFA appoint a staff member to serve as the point of contact for communication of information about the recruitment. Additionally, Ralph Andersen & Associates will request information about the OCFA needed for the recruitment brochure, like staff size, budget, etc.; as well as input on the desired characteristics and qualifications of the ideal candidate. Photographs for the brochure are the responsibility of the OCFA.

## **Additional Information**

**11) Include any other information you consider to be relevant to the proposal.**

Ralph Andersen & Associates is happy to answer any questions the OCFA may have regarding the proposed executive recruiting services. Our work plan will be tailored to fit the OCFA's needs.

**12) State any exceptions to or deviations from the standard Professional Services Agreement (PSA) provided in Exhibit 3. For each exception and/or suggested change, the respondent must include:**

- a) The suggested change in the PSA or rewording of the contractual obligations
- b) Reasons for submitting the proposed exception or change
- c) Any impact the change or exception may have on project costs, scheduling or other considerations.

Ralph Andersen & Associates has no exceptions to or deviations from the requirements of this RFP.

# Offer/Cost Proposal

The recruitment effort for a new Fire Chief will be a comprehensive search process, giving the OCFA the ability to select from a broad field of qualified candidates. ***The fee to perform this search will be a fixed fee of \$35,000 for professional services and all related expenses.***

Expenses include such items as advertising, consultant trips (maximum of two trips), clerical, graphic design, research, printing and binding, postage and delivery, and long-distance telephone charges.

This pricing structure assumes the following:

- Verifications and Backgrounds on the top two (2) to three (3) candidates including reference checks. Should the OCFA desire to conduct verifications on more than two (2) to three (3) candidates, professional costs and expenses will be billed in addition to the above stated amount.
- Brochure – A full color brochure similar to OCFA's Assistant Chief/Fire Marshal search (sample attached) will be developed for this search. Any needed pictures will be the responsibility of the OCFA.

Ralph Andersen & Associates will bill the OCFA in four installments. Upon a signed agreement, a \$8,750 invoice will be submitted to the Orange County Fire Authority for processing. Additional progress payments (in the amounts of \$8,750, \$8,750, and \$8,750) will be due upon receipt. **The OCFA will be responsible for all candidate expenses related to on-site interviews.**

As requested in the RFP, "Appendix D – Pricing Page" is provided on the following page.

## Ralph Andersen & Associates' Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our search services. If within a six to twelve month period after appointment, the Fire Chief resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The OCFA would be expected to pay for the reimbursement of all incurred costs.

## APPENDIX D PRICING PAGE

**Proposal Costs** - The fee information is relevant to a determination of whether the fee is fair and reasonable in light of the services to be provided. This section shall include the proposed costs to provide the services that your firm is able to provide. The pricing provided below should include all administrative and support costs to complete the Executive Recruitment.

Description	Cost
Phase I – Attend ½ day Visioning Workshop with Board of Directors and Develop a written recruitment strategy plan and desired candidate profile	\$ 2,275
Phase II – Create recruitment brochure and place advertisements in trade journals	\$ 2,275
Phase III – Screen applicants and conduct preliminary interviews	\$ 9,850
Phase IV – Coordinate interviews with top candidates to determine finalists	\$ 7,550
Phase V – Provide oral briefings and/or written summaries of candidates and coordinate final selection interviews. Conduct reference checks on the final candidates	\$ 4,500
Phase VI – Perform job offer, background check, salary negotiations, medical, etc.	\$ 1,950
*Travel Costs	\$ 1,600
Miscellaneous Costs	\$ 5,000
<b>Total Cost</b>	<b>\$ 35,000</b>

***\*Provide details of what is included in the travel cost listed above, including the number of face-to-face visits. Additional pages may be attached if necessary to fully explain the costs.***

Also identify additional costs should the Board of Directors or Ad-Hoc Selection Committee determine additional face-to-face meeting with Executive Recruiter is necessary. Travel and incidentals should be included in the total cost.

\$1,500 per day plus the actual costs of expenses (i.e., airfare, car rental, etc.)

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Any additional information you would like OCFA to consider.

Ralph Andersen & Associates is an experienced executive search firm well-versed in public safety searches and related issues.

Estimated time to complete project: (Provide details in Appendix F) 75 to 90 days

\*Travel Costs include 2 trips to OCFA estimated at \$800 per trip for a total of \$1,600

## APPENDIX E CERTIFICATION OF PROPOSAL

In responding to RFP DC1954, the undersigned Offeror(s) agrees to provide services for OCFA per the specifications. Offeror further agrees to the terms and conditions specified herein the following terms and conditions that are a part of this proposal and any resulting contract. If there are any exceptions they must be stated in an attachment included with the offer.

- A. The Offeror hereby certifies that the individual signing the submittal is an authorized agent for the Offeror and has the authority to legally bind the Offeror to the Contract. Signature below verifies that the Offeror has read, understands, and agrees to the conditions contained herein and on all of the attachments and agenda.
- B. The submission of the offer did not involve collusion or other anti-competitive practices.
- C. The Offeror has not given, offered to give, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, meal or service to a public servant in connection with the submitted offer.
- D. The Offeror shall not discriminate against any employee or applicant for employment in violation of Federal or State law.
- E. The Offeror complies fully with the Federal Debarment Certification regarding debarment suspension, ineligibility and voluntary exclusion.

**Independent Price Determination:** I certify that this offer is made without prior understanding, arrangement, agreement, or connection with any corporation, firm or person submitting an offer for the same services, and is in all respects fair and without collusion or fraud. I certify that I have not entered into any arrangement or agreement with any Orange County Fire Authority public officer. I understand collusive bidding is a violation of State and Federal law and can result in fines, prison sentences, and civil damage awards. I agree to abide by all conditions of this offer and certify that I am authorized to sign this agreement for the Offeror.

**TO THE ORANGE COUNTY FIRE AUTHORITY:**

The Undersigned hereby offers and shall furnish the services in compliance with all terms, scope of work, conditions, specifications, and amendments in the Request for Proposal which is incorporated by reference as fully set forth herein. The representations herein are made under penalty of perjury.

Ralph Andersen & Associates

Name of Firm

5800 Stanford Ranch Road, Suite 410

Address

Rocklin

CA

95765

City

State

Zip



June 25, 2014

Signature of Person Authorized to Sign

Date

Robert Burg

Executive Vice President

Printed Name

Title

**PUBLIC HEARING - AGENDA ITEM NO. 10**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Lori Zeller, Assistant Chief  
Business Services Department

SUBJECT: **Community Risk Reduction Fee Study and Adoption of Associated Fee Schedules**

Summary:

This agenda item is submitted for approval of the proposed Community Risk Reduction (formerly Fire Prevention) and Miscellaneous fees (Attachment 1).

Committee Action:

At its July 9, 2014, meeting, the Budget and Finance Committee reviewed and recommended approval of this item.

Recommended Action:

1. Conduct a Public Hearing.
2. Find that, in accordance with California Government Code Section 66014, the proposed fees do not exceed the cost of providing services and are only for the purpose of meeting operational expenses and are, therefore, exempt from compliance with the California Environmental Quality Act pursuant to Public Resources Code Section 21080.
3. Approve and adopt the proposed Resolution and Exemption Policy approving changes in Community Risk Reduction and Miscellaneous Fees and effective date of no later than September 29, 2014.

Background:

Fee-related Community Risk Reduction activities, which are generally completed by the OCFA staff in the Planning and Development Services Section (P&D), the Safety and Environmental Services Section (S&ES) and the Operations Department, include the following:

- Plan reviews and inspections for initial construction or improvement of facilities
- Issuance of operating and special event permits as required by the Fire Code

The OCFA's Community Risk Reduction fees were first adopted by the County effective July 1, 1991, and were subsequently updated in 1997, 2002, 2007, and 2012. As a result of direction from the OCFA Board of Directors in 1996 to pursue action to establish new cost recovery methods, staff conducted a more comprehensive study in 2002 and the Board subsequently adopted a policy of full cost recovery, with certain exceptions, for fee funded Community Risk Reduction services.

The last comprehensive fee study occurred in 2012 and concluded that some changes in the fee structure should be made to ensure that the fees do not exceed the cost of providing services and are only for the purpose of meeting operational expenses. The study resulted in some fees being decreased and some increased. The changes took place in two phases, the fee decreases were implemented on October 26, 2012, and the fee increases were implemented on May 1, 2013.

***2014 Community Risk Reduction Fee Study***

In February 2014, OCFA issued a Request for Quotes (RFQ) to solicit quotes from qualified consulting firms to provide fee study consulting services. Quotes were received from two consulting firms and Revenue & Cost Specialists (RCS) was selected as our fee consultant to oversee the process for the 2014 fee study. The significant activities performed by the RCS consultant included the following:

- Prior to the start of the fee study, reviewed the proposed costing *methodology* for reasonableness. OCFA staff (Community Risk Reduction and Finance staff) applied the approved methodology to the most current data to calculate the updated fees.
- Reviewed the indirect cost rate/overhead calculation for reasonableness.
- Reviewed the reasonableness and supporting detail for 10% of the highest volume fees or 20 fees, whichever is greater, for the P&D and S&ES programs.
- Reviewed fees with significant changes for reasonableness.
- Met or talked with various staff members who were involved in the fee study and who actually perform the work outlined in the fee study.
- Reviewed, for reasonableness, the fees that would be applied to the top 20 businesses impacted by any proposed fee changes. This provided a service recipient's perspective of the proposed fee changes.
- Finally, the consultant issued an opinion letter summarizing their review and will attend the Budget and Finance Committee and Board of Directors July meetings to address any questions.

***What were the Goals of the Fee Study?***

The goals of the fee study were as follows:

- Determine OCFA's cost to perform various fee-related and non-fee related services.
- Identify any additional services for which fees should be charged.
- Assess the current exemption policy.
- Develop revenue projections based on the proposed revisions to the fee schedule.
- Simplify the fee schedule, where possible.

In addition, the proposed fee schedule was designed to meet the following objectives:

- Conform to OCFA's policy of full cost recovery for fee funded activity.
- Be easily understood by employees and the public.
- Be easy to implement and administer.
- Have a process by which fees can be updated annually to continue full cost recovery where applicable.
- Incorporate recent and planned changes in the Community Risk Reduction service delivery and staffing model to realize process and cost efficiencies.

***What Fees are Involved?***

Consistent with prior fee studies, the following Community Risk Reduction Programs were included in the fee study:

*Planning and Development (P&D) Services Section*

P&D works with the development community and member jurisdictions to ensure that new and existing facilities undergoing modifications meet adopted fire and life safety requirements. The process is highly integrated with local partner agency planning and building permitting processes. Generally, the types of fees that P&D collects are for plan reviews, inspections and re-inspections. The OCFA currently collects the fees up-front as plans are submitted for review and subsequent site inspections are scheduled. Customers who return and inform OCFA that the project has been cancelled prior to performance of a site inspection receive a refund for the portion of fees.

*Safety and Environmental Services (S&ES) Section*

S&ES works to maintain and enhance safety in the built environment or during special events. Fees are not charged for routine fire safety inspections or investigation of complaints. The types of fees that S&ES collects include issuance of annual permits and performing inspections of potentially hazardous operations as prescribed by the California Fire Code or for special events, false alarm penalties, or other fire code violations.

***What was Involved in the Fee Study?***

OCFA staff worked with Revenue & Cost Specialists to conduct the fee study and identify the costs associated with the services provided. Attachment 2 to the staff report is a letter from RSC confirming that the methodology utilized is reasonable and the proposed fees do not exceed the cost of providing services.

***What were the Findings of the Fee Study?***

Staff anticipates the proposed fee schedules will decrease overall Community Risk Reduction revenues by approximately **\$891,556** annually based on estimated costs for each service activity. The estimated changes are summarized in the table below:

<u>Section</u>	<u>FY 2014/15 Proposed Revenue Based on New Fees *</u>	<u>FY 2014/15 Adopted Revenue</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
<b>Planning &amp; Development</b>	\$4,036,602	\$5,118,060	(\$1,081,458)	(21.13%)
<b>Safety &amp; Environmental Services</b>	<u>\$2,253,602</u>	<u>\$2,063,700</u>	<u>\$189,902</u>	<u>9.20%</u>
<b>Total Community Risk Reduction Program Revenue</b>	<u>\$6,290,204</u>	<u>\$7,181,760</u>	<u>(\$891,556)</u>	<u>(12.41%)</u>

\* For illustrative purposes, the proposed revenue incorporates the recommended exemption policy (Attachment 1A) for P&D and S&ES and is based on a July 1<sup>st</sup> implementation. Actual revenue will vary depending on actual fee activity and implementation date.

**What are the Cost Recovery Levels?**

Listed below are the cost recovery levels by program:

**Planning and Development**

	<u>Prog Costs</u>	<u>% of Total Prog Cost</u>
Fee Funded Activities <i>(Based on the proposed fee schedule)</i>	\$4,167,209	92.48%*
Exemptions	(\$130,608)	(2.90%)
<i>Total Fee Funded Activities - net</i>	\$4,036,601	89.58%
 <i>Non Fee Funded Activities</i>		
1. Annual Inspections	\$29,626	0.66%
Primarily includes assisting S&ES inspectors in researching of existing occupancies construction requirements. Examples of this include speed humps within gated communities, JWA requirements, fire pump installations, exiting and sprinkler system requirements.		
2. Two Dedicated Community Risk Reduction Positions	\$309,151	6.86%
These positions were included as part of the Service Level Agreement with the City of Irvine high volume demands from the development community to enhance service levels.		
 <i>Subtotal of Non-Fee Funded Activities</i>	 \$338,777	 7.52%
<b>Total Program Costs</b> (including exemptions)	<b><u>\$4,505,986</u></b>	<b><u>100.00%</u></b>

\* As noted above, the Planning & Development Section is 92.48% fee funded including exemptions that represent 2.90% of the total program costs. The non-fee funded activities represent 7.52% of the total Planning and Development program costs.

**Safety & Environmental Services**

	<u>Prog Costs</u>	<u>% of Total Prog Cost</u>
Fee Funded Activities <i>(Based on the proposed fee schedule)</i>	\$2,608,832	57.40%*
Exemptions	(\$355,230)	(7.82%)
<i>Total Fee Funded Activities - net</i>	\$2,253,602	49.58%
 <i>Non Fee Funded Activities</i>		
1. Ready, Set, Go!	\$474,141	10.43%
Ready, Set, Go! is the organizations vegetation management and home hardening program. The goal of the program is to improve the survivability of structures when threatened by a wildfire in the interface areas of the County. The annual efforts include education, inspections and home assessment activities		

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Board of Directors Meeting

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2. Malfunctioning Alarms The goal of the program is to improve community safety by requiring business and property owners to maintain their fire alarm systems and repair systems that are not functioning properly. The annual efforts include monitoring multiple false alarm incidents at any given location and working with the owner to render systems functional.	\$101,602	2.24%
3. Customer Inquiries This activity includes responding to Fire and Building Code inquiries in residential and commercial occupancies. Additionally, responding to customer questions concerning California Fire and Building Code requirements for businesses.	\$372,540	8.20%
4. Station Liaison The Liaison Program is designed to enhance communication and provide an environment for open and collaborative relationships between Community Risk Reduction and Operations by providing Operations with area-wide training and support.	\$162,562	3.58%
5. Property Public Records Act Request This program is a State mandate that requires facilitating public records requests as they pertain to property.	\$17,787	0.39%
6. Operations' Referrals This activity provides annual inspection assistance to the Operation department. The efforts include assisting with complex inspections and/or accepting referrals due to the complex nature of the inspection and resulting compliance.	\$203,203	4.47%
7. Collaborations/Partner with cities building industry This activity is focused on our relationships with the communities we serve. The efforts include collaborative inspections, task force assistance, project meetings, development meetings and program development.	\$284,486	6.26%
8. Hoarding Task Force This activity focuses on reported hoarding situations throughout the communities that we serve. The efforts are focused on working with the Orange County Hoarding Task Force, providing inspections to establish dangerous fire and life safety hazards to the tenant or property as they pertain to hoarding conditions. These cases are generally referred to us through our City's code enforcement or through Operations emergency calls.	\$13,548	0.30%
9. Non-Permitted Inspections This inspection activity is the same as the permitted inspection activity. The exception is that no operational permit is required by code. These are generally selected inspections throughout our communities that have been identified as having potential for high risk fire and life safety loss.	\$306,162	6.74%
<b><i>Subtotal of Non-Fee Funded Activities</i></b>	<b><u>\$1,936,031</u></b>	<b><u>42.60%</u></b>
<b>Total Program Costs</b> (including exemptions)	<b><u>\$4,544,863</u></b>	<b><u>100.00%</u></b>

\*As noted above, S&ES is 57.40% fee funded including exemptions that represent 7.82% total program costs. The non-fee funded activities represent 42.60% of the total Safety and Environmental Services program costs.

***Planning & Development Services Fees***

A total of 165 P&D fees are included in the attached fee schedule (Attachment 1B). Highlights from the P&D fee study include:

1. Number of fee increases – 4 with an average increase amount of \$62 or 25%
2. Number of fee decreases – 132 with an average decrease amount of \$131 or 14%
3. Number of fees exempt or hourly charges – 20
4. Number of exempt fees converted to flat fees - 4
5. Number of new fees – 5
6. Number of fees deleted – 2

***Safety and Environmental Services Fees***

164 S&ES fees related to permit issuance are included in the attached fee schedule (Attachment 1B). Highlights from this portion of the fee study include:

1. Number of fee increases – 6 with an average increase amount of \$48 or 12%
2. Number of fee decreases – 89 with an average decrease amount of \$215 or 49%
3. Number of fees unchanged - 4
4. Number of hourly rate fees – 26
5. Number of hourly rate fees converted to flat fees - 1
6. Number of fees deleted - 20

***Miscellaneous Fees***

The Miscellaneous Fees Schedule (Attachment 1C) was updated to reflect current allowable cost consistent with the Government Code. These fees are charged when staff responds to a Public Records Request that requires specialized information or reports and/or copies of existing documents.

***Why did the fees drop?***

The changes to the various fees are attributable to the following:

***Overall:***

***Indirect Cost Rate Proposal (ICRP)/Overhead Rate***

The OCFA indirect cost rate or overhead rate was calculated based on Federal OMB guidelines used for grants and Assist-by-Hire claims with modifications. The updated ICRP rate is 11.88% which is a 3.00% decrease from the 2012 Fee Study rate of 14.88%. The reduction is primarily due to the cost containment measures that were implemented over the past five years and the addition of Santa Ana, which resulted in existing support personnel serving a larger pool of frontline personnel.

***Programs:***

***Under-filling Positions***

OCFA has seen a continued growth in the building industry and the demands for Planning and Development activities are a direct reflection of the rising market. To address the increased workload, OCFA has filled or is in the process of filling some of the previously frozen positions.

It is anticipated that some of these positions will be hired at the entry or lower classification and will be promoted to the next classification level after completing one year of successful performance. As a result, the personnel costs are lowered this year and will increase once the positions are promoted.

#### Planning and Development Services

The Planning and Development workload volume that the administrative and supervisory time was allocated across increased from approximately 6,200 to 9,600. In order to meet the higher workload demand, two previously frozen positions will be filled in 2014-15 to ensure the ability to continue to be responsive to the building community and meeting plan submittal turnaround time.

#### Safety and Environmental Services

Our data collection continues to improve with this Fee Study. It allows us to produce more reliable data and incorporates the Department's efforts in focusing on high risk facilities and reducing life/property loss. The non-fee funded programs are better defined than in the 2012 Fee Study and now include staff time estimates along with administrative and supervisory time allocations.

#### New Fees

Included in the proposed fee schedule are the following new fees:

1. Photovoltaic System for Residential Customers - Plan review and inspection for 1 or 2 family dwellings solar systems. This service was previously exempt.
2. 13D Re-inspection Fee - Re-inspection for 1 or 2 family dwellings fire sprinkler systems.
3. Penalty for Failure to Cancel Scheduled Inspection - Failure to cancel an inspection by 1:00pm the day prior to the inspection.

#### Revisions to the Existing Exemption Policy

Staff is recommending that the Board remove the exemption on the residential fire sprinklers system. The current building code requires sprinkler system to be installed at all single-family homes. Therefore, the exemption should be lifted.

#### ***Outreach Activities:***

Orange County Building Industry Association (OC BIA) was given preliminary notice of the fee study project on March 31, 2014. In addition, staff have met with the OC BIA Executive Director and shared the fee study preliminary results. OC BIA comments and input will be shared verbally at the time of the meeting.

#### Impact to Cities/Counties:

None.

#### Fiscal Impact:

The proposed fee schedule (including the exemptions policy) and depending upon volume of activity, is estimated to result in an approximate \$891,556 decrease in Fiscal Year 2014/15 revenue from the current projection of \$7.1 million.

Staff Contacts for Further Information:

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Lori Zeller, Assistant Chief  
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Attachments:

1. Proposed Resolution approving changes in Community Risk Reduction Fees
  - a. Proposed Exemption Policy
  - b. Proposed Fee Schedule with comparisons
  - c. Miscellaneous Fee Schedule
2. Revenue & Cost Specialists' Opinion Letter
3. Proposed fee schedule – Public version without comparisons
4. The detail analysis schedules from the 2014 Fee Study (On file at the Office of the Clerk of the Authority)

**RESOLUTION NO. 2014-XX**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE ORANGE COUNTY FIRE AUTHORITY SUPERSEDING RESOLUTION NOS. 2007-17, 2008-26, 2009-10, 2011-04, AND 2012-09, 2013-05 AND APPROVING CHANGES IN COMMUNITY RISK REDUCTION AND MISCELLANEOUS (FORMERLY FIRE PREVENTION) FEES**

*WHEREAS*, the Joint Powers Agreement establishing the Orange County Fire Authority authorizes the Authority to levy and collect fees for services; and

*WHEREAS*, a 2014 study has been recently completed to update the cost of each individual Community Risk Reduction service provided by the Orange County Fire Authority; and

*WHEREAS*, the Board of Directors finds that in accordance with California Government Code Section 66014, the proposed Community Risk Reduction (formerly Fire Prevention) fees do not exceed the cost of providing services and are only for the purpose of meeting operational expenses and are, therefore, exempt from compliance with the California Environmental Quality Act pursuant to Public Resources Code Section 21080; and

*NOW THEREFORE, BE IT RESOLVED* that the Board of Directors of the Orange County Fire Authority does hereby adopt the Exemption Policy and approve the fees set forth in Attachment 1A, 1B, and 1C attached hereto, effective no later than September 29, 2014.

*BE IT FURTHER RESOLVED* that said Community Risk Reduction Fees and Charges Schedules shall be adjusted July 1 of each succeeding year. The fee adjustments will be the same as the percentage adjustments in the Authority salary and employee benefits provided for in the Memoranda of Understanding for the General and Supervisory Units. The adjustments will not exceed the cost of providing these services.

*PASSED, APPROVED, AND ADOPTED* this 24<sup>th</sup> day of July 2014.

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STEVEN WEINBERG, CHAIR  
Board of Directors

ATTEST:

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

**Orange County Fire Authority**  
**ORANGE COUNTY FIRE AUTHORITY**  
**EXEMPTIONS AND EXCEPTIONS POLICY**  
**COMMUNITY RISK REDUCTION**  
Effective July 25, 2014

The following activities and/or entities shall be exempt from fees charged for Community Risk Reduction services on the attached fee schedules:

1. Facilities owned and operated by OCFA Partner Agencies (including the County of Orange) and funded from the Partner Authority's general fund. Enterprise funded departments of Partner Agencies (such as Orange County Integrated Waste Management) are not exempt.
2. Day-care facilities owned and operated by public schools and unified school districts.
3. Official Services to include all plan checking, fire permits and inspection activities at public schools, unified school districts, community colleges and universities whose policy-making body is subject to the Brown Act. Special events funded by an entity other than the policy-making body, false alarms, and additional services not described herein are subject to fees.
4. Construction of unenclosed accessory structure within a wildland interface area (e.g. patio cover, fire pit, gazebo, etc.)
5. Automotive Compressed Natural Gas refueling stations installed within a residential structure. (added in 2008)
6. Fire false alarm response at single-family homes.
7. Projects and activities related to the Orange County Fire Authority Nonprofit Foundation.
8. Businesses storing propane in quantities less than or equal to 125 gallons.

The Fire Marshal may exempt any Community Risk Reduction fee when, in the opinion of the Fire Marshal, the fee is determined to be a minimal risk to the community or environment and a single issuance permit/penalty. The request must be submitted and approved in writing.

**ORANGE COUNTY FIRE AUTHORITY**

**PROPOSED FEE SCHEDULE  
PLANNING AND DEVELOPMENT SERVICES  
Effective Date - no later than September 29, 2014**

Fee Code	Service Name	2012-13 Adopted Fee	2014-15 Proposed Fee (a)	\$ Change	% Change
PR100	California Environmental Quality Act (CEQA), Environmental Impact Report (EIR), Notice of Preparation (NOP), and Advance Planning	\$471	\$400	(\$71)	-15.03%
PR105	Development Plan/Site Review	\$471	\$400	(\$71)	-15.03%
PR110	Map review (A map) -- tentative tract map/screen check	\$561	\$480	(\$80)	-14.35%
PR115	Final map review (B Map) and/or clearance letter for print of linen	\$404	\$340	(\$64)	-15.74%
PR120	Conceptual fuel modification (inspection not included)	\$910	\$868	(\$42)	-4.58%
PR124	Precise fuel modification (includes vegetation clearance inspection for lumber drop, final, and HOA turnover inspections)	\$1,283	\$1,142	(\$141)	-11.02%
PR124i	Precise fuel modification – INSP ONLY	\$539	\$498	(\$41)	-7.63%
PR127i	Fuel Modification Maintenance Inspection -Customer requested or complaint initiated for Tract Development	\$868	\$774	(\$94)	-10.78%
PR140	Infrastructure plan – multiple tracts – review of street standards, road lengths, and vehicle entry points, cul-de-sac design, etc. for multi-tract developments	\$1,130	\$978	(\$153)	-13.50%
PR145	Fire master plan – Emergency access and fire hydrant location, fire lane markings, or vehicle gates across emergency access drives	\$1,029	\$849	(\$180)	-17.52%
PR145i	Fire master plan – Emergency access and fire hydrant location, fire lane markings, or vehicle gates - INSP ONLY	\$362	\$315	(\$48)	-13.13%
PR146	Fire protection plan – an alternative to CBC Chapter 7A construction requirements for development in a fire hazard severity zone. Must be used in conjunction with PR910 - Alternate method and materials request	Exempt	Exempt	N/A	N/A
PR150	Fire master plan – public school	Exempt	Exempt	N/A	N/A
PR155	Temporary fire master plan - proposed emergency access these roads will not remain once the project is complete.	\$783	\$845	\$62	7.93%
PR155i	Temporary fire master plan - proposed emergency access these roads will not remain once the project is complete. INSP	\$305	\$265	(\$40)	-13.13%
PR160	Residential site review for single family dwelling consisting of one or two units	\$580	\$650	\$70	12.15%
PR160i	Residential site review for single family dwelling – INSP ONLY	\$134	\$116	(\$18)	-13.13%
PR170	Methane work plan	\$292	\$240	(\$51)	-17.65%
PR172	Methane findings & recommendations (Currently included with the Methane work plan)	\$336	\$280	(\$56)	-16.73%
PR174	Methane mitigation plan	\$426	\$360	(\$66)	-15.48%
PR176	Methane final letter (Currently included with the Methane mitigation plan)	\$269	\$220	(\$49)	-18.22%
PR180	Vehicle or pedestrian gates across emergency access roads	\$527	\$446	(\$81)	-15.43%
PR180i	Vehicle or pedestrian gates across emergency access roads- INSP ONLY	\$191	\$166	(\$25)	-13.13%
PR182	Unenclosed accessory structure/outdoor fire place/fire pit in special fire areas. Inspection not required	Exempt	Exempt	N/A	N/A
PR184	Speed hump review and drive test	\$834	\$719	(\$115)	-13.82%
PR186	Operations pre-planning automation. Fee waived if criteria on handout are satisfied	\$789	\$684	(\$105)	-13.32%
PR192	Addressing Layout Developments - Commercial/Residential	Hourly Rate	Hourly Rate	N/A	N/A
PR200	All A Occupancy > 10,000 square feet aggregate	\$1,942	\$1,697	(\$246)	-12.64%
PR200i	All A Occupancy > 10,000 square feet aggregate INSP ONLY	\$687	\$597	(\$90)	-13.13%
PR204	All A Occupancy ≤ 10,000 square feet aggregate area)	\$1,428	\$1,241	(\$187)	-13.09%
PR204i	All A Occupancy ≤ 10,000 square feet aggregate area) INSP ONLY	\$553	\$481	(\$73)	-13.13%
PR208	All A ≤ 1500 square feet	\$1,252	\$1,084	(\$167)	-13.38%
PR208i	All A ≤ 1500 sq. ft. INSP ONLY	\$534	\$464	(\$70)	-13.13%
PR212	Educational other than day care	\$1,061	\$918	(\$142)	-13.43%
PR212i	Educational other than day care - INSP ONLY	\$343	\$298	(\$45)	-13.13%
PR216	Day Care E or I-4 (Portable or re-locatable < 1000 sq. ft.) aggregate	\$847	\$729	(\$118)	-13.94%
PR216i	Day Care E or I-4 (Portable or re-locatable < 1000 sq. ft.) INSP ONLY	\$286	\$249	(\$38)	-13.13%
PR220	E Day Care or I-4, E3 Daycare (see PR212 for any combination of E occupancies sharing common egress)	\$1,378	\$1,202	(\$176)	-12.79%
PR220i	E Day Care or I-4 - INSP ONLY	\$324	\$282	(\$43)	-13.13%
PR224	F: ≤10,000 sq. ft. (also used for B,M,S occupancies when required by Permit Screening Form or Building Official)	\$1,228	\$1,030	(\$198)	-16.12%
PR224i	F ≤ 10,000 sq. ft. - INSP ONLY	\$439	\$381	(\$58)	-13.13%
PR228	F: >10,000 sq. ft. (also used for B,M,S occupancies when required by Permit Screening Form or Building Official)	\$1,866	\$1,593	(\$272)	-14.60%
PR228i	F: >10,000 sq. ft. - INSP ONLY	\$687	\$597	(\$90)	-13.13%
PR232	H1, H2, H3, H4 or L Occupancy - Chemical classification fee (PR320-PR328) also required	\$2,231	\$1,953	(\$277)	-12.42%
PR232i	H1, H2, H3, H4, or L Occupancy Chemical classification fee (PR320-PR328) INSP ONLY	\$706	\$613	(\$93)	-13.13%
PR236	S1 - Motor Vehicle Repair Garages (Chem class fee included for above ground hazardous materials)	\$1,325	\$1,147	(\$178)	-13.41%
PR236i	S1 - Motor Vehicle Repair Garages INSP ONLY	\$629	\$547	(\$83)	-13.13%
PR240	S1 -Aircraft Repair Hanger (Chem class fee, (PR320-PR328) also required)	\$1,656	\$1,448	(\$208)	-12.56%
PR240i	S1 -Aircraft Repair Hanger INSP ONLY	\$401	\$348	(\$53)	-13.13%
PR244	H5 Occupancy (Chem class fee (PR320-PR328), also required)	Hourly Rate	Hourly Rate	N/A	N/A
PR244i	H5 Occupancy INSP ONLY	Hourly Rate	Hourly Rate	N/A	N/A
PR248	Structures with non-ambulatory or incapacitated occupants (I-1, I-2, I-2.1, R-2.1 occupancies)	Hourly Rate	Hourly Rate	N/A	N/A
PR248i	Structures with non-ambulatory or incapacitated occupants. (I-1, I-2, I-2.1, R-2.1 occupancies) INSP ONLY	Hourly Rate	Hourly Rate	N/A	N/A
PR256	I3: Structures with restrained occupants, 3 cells or less	\$677	\$579	(\$98)	-14.53%

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

**ORANGE COUNTY FIRE AUTHORITY**

**PROPOSED FEE SCHEDULE  
PLANNING AND DEVELOPMENT SERVICES**

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2012-13 Adopted Fee	2014-15 Proposed Fee (a)	\$ Change	% Change
PR256i	I3: Structures with restrained occupants, 3 cells or less - INSP ONLY	\$229	\$199	(\$30)	-13.13%
PR260	I3: Structures with restrained occupants, more than 3 cells	\$2,960	\$2,603	(\$357)	-12.06%
PR260i	I3: Structures with restrained occupants, more than 3 cells INSP ONLY	\$763	\$663	(\$100)	-13.13%
PR264	R1 or R2 Hotels, motels, apartments, condominiums with ≤ 50 dwelling units per building	\$835	\$725	(\$110)	-13.18%
PR268	R1 or R2 Hotels, motels, apartments, condominiums with 51 to 150 dwelling units per building.	\$1,895	\$1,657	(\$238)	-12.55%
PR272	R1 or R2 Hotels, motels, apartments, condominiums with > 150 dwelling units per building.	Hourly Rate	Hourly Rate	N/A	N/A
PR276	R4 licensed residential care/ assisted living facilities and similar uses serving 7-19 clients. Facilities serving 6 or less clients, submit only to S&ES.	\$1,377	\$1,198	(\$179)	-13.02%
PR276i	R4 licensed residential care/ assisted living facilities and similar uses serving 7-19 clients. INSP ONLY	\$458	\$398	(\$60)	-13.13%
PR280	R4 licensed residential care/ assisted living facilities and similar uses serving ≥ 20 clients.	\$2,348	\$2,056	(\$292)	-12.43%
PR280i	R4 licensed residential care/ assisted living facilities and similar uses serving ≥ 20 clients. INSP ONLY	\$801	\$696	(\$105)	-13.13%
PR285	Hi-Rise: Structures that are 55 ft or higher measured from lowest point of fire department access	\$6,420	\$5,661	(\$759)	-11.83%
PR285i	High-rise: Structures that are 55' or higher in height - INSP ONLY	\$2,003	\$1,740	(\$263)	-13.13%
PR300	Above-ground storage tank, including equipment (see PR625 for temporary above-ground storage tanks)	\$1,053	\$908	(\$146)	-13.83%
PR300i	Above-ground storage tank, including equipment -INSP ONLY	\$515	\$447	(\$68)	-13.13%
PR305	Dispensing from underground storage tank: New installation (Single fee for all tanks at a single location) (Aboveground safety/components only)	\$837	\$718	(\$118)	-14.14%
PR305i	Dispensing from underground storage tank: New Installation, INSP ONLY (Aboveground safety/components only)	\$343	\$298	(\$45)	-13.13%
PR310	Dispensing from Underground storage tank: Repair, alteration, abandonment (Aboveground safety/components only)	\$555	\$469	(\$87)	-15.59%
PR315	Hazardous Material Process/Storage for Non - H Occupancies. Use with PR320-PR328. Also for outdoor LPG exchange stations; separate chemical classification review not required.	\$1,027	\$884	(\$143)	-13.95%
PR315i	Hazardous Material Process/Storage for Non - H Occupancies - INSP ONLY	\$534	\$464	(\$70)	-13.13%
PR320	Chemical Classification Review. Category I: 1-15 chemicals	\$841	\$657	(\$184)	-21.85%
PR322	Chemical Classification Review. Category II: 16-50 chemicals	\$1,523	\$1,019	(\$504)	-33.07%
PR324	Chemical Classification Review. Category III: 51-100 chemicals	\$1,754	\$1,188	(\$566)	-32.29%
PR326	Chemical Classification Review. Category IV: > 100 chemicals	\$2,325	\$1,577	(\$748)	-32.18%
PR328	Chemical Classification Review. Unusual chemicals/quantities as determined by the Hazardous Material Section	Hourly Rate	Hourly Rate	N/A	N/A
PR330	High-piled storage: code/commodity compliance	\$1,433	\$1,244	(\$190)	-13.24%
PR330i	High-piled storage - INSP ONLY	\$648	\$563	(\$85)	-13.13%
PR335	Commercial cooking hood and duct system (per system)	\$501	\$419	(\$82)	-16.44%
PR335i	Commercial cooking hood and duct system (per system) - INSP ONLY	\$210	\$182	(\$28)	-13.13%
PR340	Refrigeration unit and system: having a refrigerant circuit containing more than 220 pounds of Group A1 or 30 pounds of any other refrigerant	\$1,514	\$1,142	(\$373)	-24.61%
PR340i	Refrigeration unit and system - INSP ONLY	\$689	\$566	(\$123)	-17.84%
PR345	Spray booth, spraying area: mechanically ventilated appliance provided to enclose or accommodate a spraying operation (Spraying room see H2)	\$1,175	\$1,018	(\$157)	-13.40%
PR345i	Spray booth, spraying area - INSP ONLY	\$458	\$398	(\$60)	-13.13%
PR350	Gas systems: medical gas, industrial gas (including piping and manifolds)	\$1,363	\$1,180	(\$183)	-13.40%
PR350i	Gas systems: medical gas, industrial gas - INSP ONLY	\$668	\$580	(\$88)	-13.13%
PR355	Dry Cleaning (cleaning solution) - Quantity must exceed 330 or 660 gals)	\$837	\$718	(\$118)	-14.14%
PR360	Special equipment: industrial ovens, vapor recovery, dust collection	\$821	\$637	(\$184)	-22.45%
PR360i	Special equipment: industrial ovens, vapor recovery, dust collection - INSP ONLY	\$629	\$547	(\$83)	-13.13%
PR362	Photovoltaic System - Residential	\$0	\$249	N/A	N/A
PR362i	Photovoltaic System - Residential INSP ONLY	\$0	\$99	N/A	N/A
PR363	Photovoltaic System - Commercial (Requested by Building Official)	Exempt	Exempt	N/A	N/A
PR363i	Photovoltaic System - Commercial (Requested by Building Official) - INSP ONLY	Exempt	Exempt	N/A	N/A
PR365	Special extinguishing system: dry chemical, CO2, FM 200, foam liquid systems, inert gas (Halon, Inergen etc.)	\$505	\$426	(\$79)	-15.63%
PR365i	Special extinguishing system - INSP ONLY	\$191	\$166	(\$25)	-13.13%
PR375	Battery Systems, stationary storage and cell sites (chemical quantities require application of CFC Art 64 or 2007 IFC Section 608)	\$996	\$858	(\$138)	-13.87%
PR375i	Battery systems INSP ONLY	\$458	\$398	(\$60)	-13.13%
PR380	Smoke control systems; review of rational analysis	\$1,352	\$1,187	(\$166)	-12.26%
PR382	Smoke control systems: design/testing - inc. 1 submittal meeting w/customer	\$5,326	\$4,686	(\$640)	-12.01%
PR382i	Smoke control systems: design/testing INSP ONLY	\$1,945	\$1,690	(\$255)	-13.13%
PR400	NFPA 13D fire sprinkler system: One or two family dwelling - custom home (single lot)	\$648	\$638	(\$10)	-1.53%
PR400i	NFPA 13D fire sprinkler system: One or two family dwelling - custom home (single lot) - INSP ONLY	\$158	\$239	\$81	51.23%
PR401	NFPA 13D fire sprinkler system: One or two family dwelling - existing home (single lot)	Exempt	\$569	N/A	N/A
PR401i	NFPA 13D fire sprinkler system: One or two family dwelling - existing home (single lot) - INSP ONLY	Exempt	\$272	N/A	N/A
PR402	TI to NFPA 13D fire sprinkler system: ≤ 25 heads without calculations	Exempt	\$382	N/A	N/A
PR402i	TI to NFPA 13D fire sprinkler system: ≤ 25 heads without calculations - INSP ONLY	Exempt	\$222	N/A	N/A
PR405	NFPA 13D fire sprinkler system: One or two family dwelling - within new tract developments	\$545	\$472	(\$73)	-13.36%

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

# ORANGE COUNTY FIRE AUTHORITY

## PROPOSED FEE SCHEDULE PLANNING AND DEVELOPMENT SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2012-13 Adopted Fee	2014-15 Proposed Fee (a)	\$ Change	% Change
PR405i	NFPA 13D fire sprinkler system: One or two family dwelling - INSP ONLY	\$215	\$272	\$57	26.41%
PR406	NFPA 13D Multi-purpose fire sprinkler system (tract, custom or existing home) (FOR INTERNAL TRACKING PURPOSE)	\$0	\$0	\$0	0.00%
PR406i	NFPA 13D Multi-purpose fire sprinkler system (tract, custom or existing home) – INSP ONLY (FOR INTERNAL TRACKING PURPOSE)	\$0	\$0	\$0	0.00%
PR401	NFPA 13D fire sprinkler system: One or two family dwelling - existing home (single lot)	\$1,096	\$941	(\$154)	-14.09%
PR401i	NFPA 13D fire sprinkler system: One or two family dwelling - existing home (single lot) - INSP ONLY	\$445	\$388	(\$57)	-12.89%
PR415	NFPA 13R fire sprinkler system >16 units	\$1,219	\$1,054	(\$165)	-13.56%
PR415i	NFPA 13R fire sprinkler system >16 units INSP ONLY	\$636	\$554	(\$82)	-12.96%
PR420	New NFPA 13 fire sprinkler system: ≤ 100 heads with 1 riser	\$971	\$832	(\$140)	-14.38%
PR420i	New NFPA 13 fire sprinkler system: ≤ 100 heads with 1 riser – INSP ONLY	\$388	\$338	(\$50)	-12.86%
PR425	New NFPA 13 fire sprinkler system:>100 fire sprinkler heads w/1 riser	\$1,175	\$1,011	(\$164)	-13.98%
PR425i	New NFPA 13 fire sprinkler system: each additional riser OR per floor in buildings >3 stories. - INSP ONLY	\$484	\$421	(\$62)	-12.91%
PR430	TI to NFPA 13, 13R fire sprinkler system: ≤ 25 heads without calculations	\$396	\$329	(\$67)	-16.85%
PR430i	TI to NFPA 13, 13R fire sprinkler system: ≤ 25 heads without calculations - INSP ONLY	\$217	\$189	(\$27)	-12.64%
PR435	TI to NFPA 13, 13R fire sprinkler system: 26 - 99 heads without calculations	\$683	\$578	(\$105)	-15.33%
PR435i	TI to NFPA 13, 13R fire sprinkler system: 26 - 99 heads without calculations - INSP ONLY	\$369	\$322	(\$47)	-12.84%
PR440	TI to NFPA 13, 13R fire sprinkler system: ≥ 100 heads OR other TIs requiring calculation review	\$984	\$841	(\$142)	-14.47%
PR440i	TI to NFPA 13, 13R fire sprinkler system: ≥ 100 heads OR other TIs requiring calculation review - INSP	\$445	\$388	(\$57)	-12.89%
PR445	Pre-action fire sprinkler system: Includes the fire alarm system when submitted together	\$932	\$801	(\$131)	-14.03%
PR445i	Pre-action fire sprinkler system: INSP ONLY	\$484	\$421	(\$62)	-12.91%
PR450	New or TI to NFPA 13 in-rack fire sprinkler systems	\$1,087	\$932	(\$155)	-14.27%
PR450i	New or TI to NFPA 13 in-rack sprinkler fire sprinkler systems - INSP ONLY	\$369	\$322	(\$47)	-12.84%
PR455	NFPA 13 small hose stations	\$527	\$446	(\$81)	-15.43%
PR455i	NFPA 13 small hose stations – INSP ONLY	\$236	\$206	(\$30)	-12.68%
PR460	NFPA 14 Class I, II or III standpipes (includes all standpipes within a single building)	\$1,200	\$1,030	(\$170)	-14.14%
PR460i	NFPA 14 standpipes INSP ONLY	\$617	\$537	(\$80)	-12.96%
PR465	Fire pump installation	\$1,163	\$1,008	(\$155)	-13.31%
PR465i	Fire pump installation - INSP ONLY	\$401	\$348	(\$53)	-13.13%
PR470	Underground fire protection system: single hydrant OR single riser connection	\$939	\$746	(\$193)	-20.54%
PR470i	Underground fire protection system: single hydrant or riser. INSP ONLY	\$515	\$447	(\$68)	-13.13%
PR475	Underground fire protection: ≤ 4 additional connections for hydrants or risers - use with PR470	\$889	\$757	(\$132)	-14.88%
PR475i	Underground fire protection system: use with PR475 - INSP ONLY	\$553	\$481	(\$73)	-13.13%
PR480	Underground repair	\$583	\$491	(\$92)	-15.75%
PR480i	Underground repair – INSP ONLY	\$381	\$331	(\$50)	-13.13%
PR500	Fire sprinkler monitoring system (Unlimited water flow & tamper switches), & Fire alarm system with≤ 10 devices.	\$415	\$342	(\$73)	-17.51%
PR500i	Fire sprinkler monitoring system – INSP ONLY	\$191	\$166	(\$25)	-13.13%
PR510	Fire alarm system: 11-20 initiating devices and/or ≤ 40 notification devices	\$694	\$590	(\$104)	-15.00%
PR510i	Fire alarm system: 11-20 initiating devices and/or ≤ 40 notification devices, INSP ONLY	\$248	\$215	(\$33)	-13.13%
PR520	Fire alarm system: >20 initiating and/or >40 notification devices	\$1,178	\$1,047	(\$131)	-11.13%
PR520i	Fire alarm system: >20 initiating and/or >40 notification devices, INSP ONLY	\$420	\$365	(\$55)	-13.13%
PR610	Field review/inspection – Underground repair	\$467	\$404	(\$62)	-13.38%
PR615	Field Plan Review / Inspection Private CNG refueling appliance within a single family residence. (no permit required)	Exempt	Exempt	N/A	N/A
PR625	Field Review/ Inspection -Temporary above-ground storage tanks, including equipment	\$276	\$239	(\$37)	-13.56%
PR630	Field review/inspection TI to NFPA 13, 13R sprinkler systems: ≤ 25 heads without calculations	\$352	\$305	(\$47)	-13.47%
PR635	Field review/inspection TI to NFPA 13, 13R sprinkler systems: 26-99 heads without calculations	\$390	\$338	(\$52)	-13.43%
PR900	Coordination/Pre-submittal Meetings: (Initial 2 hours)	\$566	\$504	(\$62)	-11.03%
PR905	Written response to inquiry	\$565	\$534	(\$32)	-5.57%
PR910	Alternate Method and Material Request	\$1,026	\$747	(\$279)	-27.17%
PR920	Plan resubmittal: fee charged on 3rd and each subsequent submittal	Hourly Rate	Hourly Rate	N/A	N/A
PR922	Plan revision	Hourly Rate	Hourly Rate	N/A	N/A
PR924	Re-stamp of plans with wet stamp when submitted with approved plans	Hourly Rate	Hourly Rate	N/A	N/A
PR926	Accelerated plan review (fee is in addition to base fee assessed for plan review)	Hourly Rate	Hourly Rate	N/A	N/A
PR928	Plan Review time and materials fee: Charged for miscellaneous applications such as unusual time intensive projects, research, travel time, etc.	Hourly Rate	Hourly Rate	N/A	N/A
PR938i	13D Reinspection 1-10	\$0	\$146	N/A	N/A
PR939i	13D Reinspection 11+	\$0	\$195	N/A	N/A
PR940i	Inspection time and materials fee: Charged for miscellaneous applications such as Time Intensive projects, research, travel time, etc.	Hourly Rate	Hourly Rate	N/A	N/A
PR942i	Re-inspection fee: Charged when project is not completed or cannot be approved during regular inspection	\$226	\$195	(\$31)	-13.57%
PR943	Penalty for Failure to Cancel Scheduled Inspection	\$0	50%	N/A	N/A
PR944i	Accelerated Inspection Request (fee is in addition to base fee assessed for inspection)	Hourly Rate	50% of Hourly Rate	N/A	N/A

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

# ORANGE COUNTY FIRE AUTHORITY

## PROPOSED FEE SCHEDULE

### SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2012-13 Adopted Fee	2014-15 Proposed Fee (a) (b)	\$ Change	% Change
AA1	Aerosol – Issuance	\$402	\$225	(\$177)	-44.03%
AA1R	Aerosol - Reissuance	\$322	\$138	(\$184)	-57.14%
AA2	Aircraft Refueling – Issuance	\$417	\$451	\$34	8.15%
AA2R	Aircraft Refueling – Reissuance	\$274	\$295	(\$122)	-29.26%
AA3	Aviation Facility – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AA3R	Aviation Facility – Reissuance	Hourly Rate	Hourly Rate	N/A	N/A
AA4	Asbestos Removal - Issuance - Delete	Hourly Rate	Delete	N/A	N/A
AA5	Waste Handling – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AA5R	Waste Handling – Reissuance	Hourly Rate	Hourly Rate	N/A	N/A
AA6	Amusement Building – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AA6R	Amusement Building – Reissuance	Hourly Rate	Hourly Rate	N/A	N/A
AB1	Battery System – Issuance, not an annual permit, one time charge - Delete	Hourly Rate	Delete	N/A	N/A
AB2	Floor Finishing – Issuance/Reissuance - Delete	Hourly Rate	Delete	N/A	N/A
AC1	Candles/Open flame – Issuance	\$338	\$156	(\$182)	-53.85%
AC1R	Candles/Open flame – Reissuance	\$322	\$138	(\$184)	-57.14%
AC2	Carnival or Fair – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AC5	Combustible Fiber Storage – Issuance - Delete	Hourly Rate	Delete	N/A	N/A
AC5R	Combustible Fiber Storage – Reissuance - Delete	Hourly Rate	Delete	N/A	N/A
AC6	Combustible Material Storage – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AC6R	Combustible Material Storage – Reissuance	Hourly Rate	Hourly Rate	N/A	N/A
AC71	Compressed Gas – Corrosive Issuance	\$418	\$243	(\$175)	-41.87%
AC71R	Compressed Gas – Corrosive Reissuance	\$338	\$156	(\$182)	-53.85%
AC710	Compressed Gas-Toxic - Issuance	\$418	\$243	(\$175)	-41.87%
AC710R	Compressed Gas-Toxic - Reissuance	\$338	\$156	(\$182)	-53.85%
AC72	Compressed Gas – Flammable Gas Issuance	\$418	\$243	(\$95)	-28.11%
AC72R	Compressed Gas – Flammable Gas Reissuance	\$338	\$156	(\$182)	-53.85%
AC73	Compressed Gas-Highly Toxic - Issuance	\$418	\$243	(\$175)	-41.87%
AC73R	Compressed Gas-Highly Toxic - Reissuance	\$338	\$156	(\$182)	-53.85%
AC74	Compressed Gas – Inert Gas Issuance	\$370	\$190	(\$180)	-48.65%
AC74R	Compressed Gas – Inert Gas Reissuance	\$322	\$138	(\$184)	-57.14%
AC76	Compressed Gas-Oxidizer - Issuance	\$418	\$243	(\$175)	-41.87%
AC76R	Compressed Gas-Oxidizer - Reissuance	\$338	\$156	(\$182)	-53.85%
AC77	Compressed Gas – Pyrophoric - Issuance	\$402	\$225	(\$177)	-44.03%
AC77R	Compressed Gas – Pyrophoric - Reissuance	\$338	\$156	(\$182)	-53.85%
AC91	Cryogen – Physical or Health Hazard - Issuance	\$338	\$156	(\$182)	-53.85%
AC91R	Cryogen – Physical or Health Hazard - Reissuance	\$306	\$138	(\$168)	-54.90%
AC92	Cryogen – Flammable Issuance	\$402	\$225	(\$177)	-44.03%
AC92R	Cryogen – Flammable Reissuance	\$338	\$156	(\$182)	-53.85%
AC94	Cryogen – Inert Issuance	\$338	\$156	(\$182)	-53.85%
AC94R	Cryogen – Inert Reissuance	\$306	\$138	(\$168)	-54.90%
AC95	Cryogen – Oxidizer Issuance	\$354	\$173	(\$181)	-51.13%
AC95R	Cryogen – Oxidizer Reissuance	\$322	\$138	(\$184)	-57.14%

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

(b) Include M150 Admin Drive Time Fee

# ORANGE COUNTY FIRE AUTHORITY

## PROPOSED FEE SCHEDULE

### SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2012-13 Adopted Fee	2014-15 Proposed Fee (a) (b)	\$ Change	% Change
AD1	Dry Cleaning Plants – Issuance - Delete	\$338	Delete	(\$338)	-100.00%
AD11	Dry Cleaning Plants - Package Issuance	\$338	\$156	(\$182)	-53.85%
AD11R	Dry Cleaning Plants – Package Reissuance	\$322	\$138	(\$184)	-57.14%
AD1R	Dry Cleaning Plants - Reissuance - Delete	\$322	Delete	(\$322)	-100.00%
AD2	Dust Producing Operations - Issuance	\$418	\$243	(\$175)	-41.87%
AD2R	Dust Producing Operations - Reissuance	\$354	\$173	(\$181)	-51.13%
AE1	Explosives/Blasting Agents/Fireworks/Rocketry – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AE2	Explosives – Model Rockets (Retailers and Use)/ Small Arms Ammunition (Retailers) – Issuance	\$418	\$243	(\$175)	-41.87%
AE2R	Explosives – Model Rockets (Retailers and Use)/ Small Arms Ammunition (Retailers) – Reissuance	\$354	\$173	(\$181)	-51.13%
AF1	Firework Stands	\$416	\$183	(\$171)	-48.31%
AF2	Outdoor Fireworks Display, such as July 4th displays	\$3,427	\$1,304	(\$2,123)	-61.95%
AF21	Outdoor Fireworks Display, such as home coming & barge display	\$657	\$536	(\$121)	-18.42%
AF22	Pyrotechnics/Special Effects Materials	\$1,041	\$921	(\$120)	-11.53%
AF31	Flammable Combustible Liquids – Issuance to use or operate a pipeline	Hourly Rate	Hourly Rate	N/A	N/A
AF31R	Flammable Combustible Liquids - Reissuance	Hourly Rate	Hourly Rate	N/A	N/A
AF32	Flammable Liquids – Issuance Class I liquids (5 gallons inside/10 gallons outside)	\$418	\$243	(\$175)	-41.87%
AF32R	Flammable Combustible Liquids – Reissuance	\$338	\$156	(\$182)	-53.85%
AF33	Combustible Liquids – Issuance. To store, use or handle Class II or IIIA liquids in excess of 25 gallons inside or 60 gallons outside.	\$418	\$243	(\$175)	-41.87%
AF33R	Combustible Liquids – Reissuance	\$338	\$156	(\$182)	-53.85%
AF34	Flammable Combustible Liquids – Issuance/Reissuance. Removal of liquid without approved pumps - Delete	Hourly Rate	Delete	N/A	N/A
AF35	Flammable Combustible Liquids – Issuance. To operate tank vehicles, equipment, tanks, plants, terminals, wells, etc.	\$418	\$243	(\$175)	-41.87%
AF35R	Flammable Combustible Liquids – Reissuance	\$338	\$156	(\$182)	-53.85%
AF36	Flammable Combustible Liquids – Issuance. Tank removal or installation (AST/UST)	\$338	\$243	(\$95)	-28.11%
AF361	Flammable Combustible Liquids – Each additional tank (AST/UST)	\$322	\$173	(\$149)	-46.27%
AF37	Flammable Combustible Liquids – Issuance. Change in content of tank to a more hazardous product - Delete	\$418	Delete	(\$418)	-100.00%
AF4	Fruit Ripening – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AF4R	Fruit Ripening – IReissuance	Hourly Rate	Hourly Rate	N/A	N/A
AH11	Hazardous Materials – Oxidizing Issuance	\$418	\$243	(\$175)	-41.87%
AH110	Hazardous Materials – Water Reactive Issuance	\$418	\$156	(\$262)	-62.68%
AH110R	Hazardous Materials – Water Reactive Reissuance	\$338	\$156	(\$182)	-53.85%
AH11R	Hazardous Materials – Oxidizing Reissuance	\$338	\$156	(\$182)	-53.85%
AH12	Hazardous Materials – Corrosive Issuance	\$418	\$243	(\$175)	-41.87%
AH12R	Hazardous Materials – Corrosive Reissuance	\$338	\$156	(\$182)	-53.85%
AH13	Hazardous Materials – Flammable Solids Issuance	\$418	\$243	(\$175)	-41.87%
AH13R	Hazardous Materials – Flammable Solids Reissuance	\$338	\$156	(\$182)	-53.85%
AH14	Hazardous Materials – Highly Toxic Issuance	\$466	\$236	(\$230)	-49.36%
AH14R	Hazardous Materials – Highly Toxic Reissuance	\$370	\$149	(\$221)	-59.73%
AH15	Hazardous Materials – Organic Peroxide Issuance	\$466	\$236	(\$230)	-49.36%
AH15R	Hazardous Materials – Organic Peroxide Reissuance	\$370	\$149	(\$221)	-59.73%
AH16	Hazardous Materials – Pyrophoric Issuance	\$466	\$236	(\$230)	-49.36%
AH16R	Hazardous Materials – Pyrophoric Reissuance	\$370	\$149	(\$221)	-59.73%
AH18	Hazardous Materials – Toxic Issuance	\$418	\$243	(\$175)	-41.87%
AH18R	Hazardous Materials – Toxic Reissuance	\$338	\$156	(\$182)	-53.85%

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

(b) Include M150 Admin Drive Time Fee

# ORANGE COUNTY FIRE AUTHORITY

## PROPOSED FEE SCHEDULE

### SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2012-13 Adopted Fee	2014-15 Proposed Fee (a) (b)	\$ Change	% Change
AH19	Hazardous Materials – Unstable Reactive Issuance	\$418	\$243	(\$175)	-41.87%
AH19R	Hazardous Materials – Unstable Reactive Reissuance	\$338	\$156	(\$182)	-53.85%
AH2	Hazardous Production Material Issuance - Delete	Hourly Rate	Delete	N/A	N/A
AH2R	Hazardous Production Material Reissuance - Delete	Hourly Rate	Delete	N/A	N/A
AH3	High Piled Combustible - Issuance	\$578	\$416	(\$162)	-28.03%
AH3R	High Piled Combustible Reissuance	\$418	\$243	(\$175)	-41.87%
AL1	Liquefied Petroleum Gas – Issuance	\$402	\$149	(\$253)	-62.94%
AL1R	Liquefied Petroleum Gas - Reissuance	\$338	\$138	(\$200)	-59.17%
AL2	Liquid- or Gas-Fueled Vehicles or Equipment in Assembly Buildings – Issuance/Reissuance	Hourly Rate	Hourly Rate	N/A	N/A
AL3	Lumber Yards and Woodworking Plants – Issuance	\$513	\$347	(\$166)	-32.36%
AL3R	Lumber Yards and Woodworking Plants - Reissuance	\$322	\$243	(\$79)	-24.53%
AM1	Magnesium Working – Issuance/Reissuance	Hourly Rate	Hourly Rate	N/A	N/A
AM3	Motor Vehicle Fuel Dispensing – Issuance	\$338	\$156	(\$182)	-53.85%
AM31	Motor Vehicle Fuel Dispensing – Package Issuance	\$322	\$138	(\$184)	-57.14%
AM31R	Motor Vehicle Fuel Dispensing – Package Reissuance	\$322	\$138	(\$184)	-57.14%
AM3R	Motor Vehicle Fuel Dispensing - Reissuance	\$322	\$138	(\$184)	-57.14%
AO1	Open Burning – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AO2	Organic Coating – Issuance - Delete	Hourly Rate	Delete	N/A	N/A
AO2R	Organic Coating – Reissuance - Delete	Hourly Rate	Delete	N/A	N/A
AO3	Industrial Ovens – Issuance	\$338	\$156	(\$182)	-53.85%
AO3R	Industrial Ovens - Reissuance	\$306	\$138	(\$168)	-54.90%
AP21 to AP22	Assembly, <300 occupants - Issuance	\$488	\$600	\$112	22.95%
AP21R to AP22R	Assembly, <300 occupants - Reissuance	\$353	\$429	\$76	21.53%
AP23 to AP25	Assembly, >300 occupants - Issuance	\$691	\$925	\$234	33.86%
AP23R to AP25R	Assembly, >300 occupants - Reissuance	\$421	\$514	\$93	22.09%
AP26	Exhibits and Trade Shows - Issuance - Delete	Hourly Rate	Delete	N/A	N/A
AR2	Refrigeration Equipment – Issuance	\$514	\$347	(\$167)	-32.49%
AR2R	Refrigeration Equipment – Reissuance	\$370	\$190	(\$180)	-48.65%
AR3	Repair and Service Garage – Issuance	\$274	\$295	\$21	7.66%
AR31	Repair and Service Garage < 5000 sq ft – Package Issuance	\$226	\$277	\$51	22.57%
AR31R	Repair and Service Garage < 5000 sq ft – Package Reissuance	\$178	\$225	\$47	26.40%
AR3R	Repair and Service Garage – Reissuance	\$210	\$225	\$15	7.14%
AS1	Spraying or Dipping Operation – Issuance	\$562	\$399	(\$163)	-29.00%
AS1R	Spraying or Dipping Operation - Reissuance	\$370	\$138	(\$232)	-62.70%
AT1	Tent/Membrane Structure – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AT1.1	Canopy Structure – Issuance	Hourly Rate	Hourly Rate	N/A	N/A

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour  
 (b) Include M150 Admin Drive Time Fee

# ORANGE COUNTY FIRE AUTHORITY

## PROPOSED FEE SCHEDULE

### SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2012-13 Adopted Fee	2014-15 Proposed Fee (a) (b)	\$ Change	% Change
AT2	Storage of Scrap Tires and Tire Byproducts – Issuance	Hourly Rate	Hourly Rate	N/A	N/A
AT2R	Storage of Scrap Tires and Tire Byproducts – Reissuance	Hourly Rate	Hourly Rate	N/A	N/A
AW1	Hot Work - Issuance.	\$657	\$190	(\$467)	-71.08%
AW11	Welding Carts Flammable gas up to 1000 cuft and Oxidizing gas up to 1500 cuft - Package Issuance	\$370	\$190	(\$180)	-48.65%
AW11R	Welding Carts Flammable gas up to 1000 cuft and Oxidizing gas up to 1500 cuft - Package Reissuance	\$322	\$138	(\$184)	-57.14%
AW1R	Hot Work - Reissuance.	\$466	\$138	(\$328)	-70.39%
AW2	Wood Product - Issuance - Delete	Hourly Rate	Delete	N/A	N/A
AW2R	Wood Product - Reissuance - Delete	Hourly Rate	Delete	N/A	N/A
J200	Reinspection – Flat rate for any inspection after the 1st.	Hourly Rate	Hourly Rate	N/A	N/A
J201	Penalty \$250 – Failure to comply with 1st orders, tags or notices (Applies to all S&ES, HMS, & CalARP fees)	\$250	\$250	N/A	N/A
J202	Penalty \$500 – Failure to comply with 2nd orders, tags or notices (Applies to all S&ES, HMS, & CalARP fees)	\$500	\$500	N/A	N/A
J203	Penalty \$1000 – Failure to comply with 3rd or more orders, tags or notices (Applies to all S&ES, HMS, & CalARP fees)	\$1,000	\$1,000	\$0	0.00%
M100	Correctional or Detentional Facility – Large (i.e. full scale jails, prisons, and places of detention)	\$546	\$592	\$46	8.42%
M101	Correctional or Detentional Facility – Small (i.e. holding cells)	\$259	\$279	\$20	7.72%
M102	High Rise Facility > 55 Feet	\$1,120	\$1,133	\$13	1.16%
M121	Care Facility for more than 6 ambulatory & non-ambulatory clients	\$354	\$358	\$4	1.13%
M122	Care Facility for more than 6 non ambulatory clients as defined in the CBC - Delete	\$450	Delete	(\$450)	-100.00%
M123	Hospitals, Nursing homes, Mental hospitals, Detoxification and Surgery Centers	\$881	\$957	\$76	8.63%
M124	Commercial Care Facility (i.e. Child, Drug & Alcohol, Juvenile, & etc.)	\$211	\$227	\$16	7.58%
M125	Pre-Inspection Residential Care Facility (i.e. Single Family Residences)	Hourly Rate	\$240	N/A	N/A
M126	Pre-Inspection of Community care, residential care & child day care facilities serving 26 or more persons - Delete	Hourly Rate	Delete	N/A	N/A
M130	Miscellaneous Special Events – Events that may impact emergency operations equipment or access and may only require an over the counter submittal	\$115	\$48	(\$67)	-58.26%
M131	Minor Special Events – Events that may impact emergency operations equipment or access and have attendance or participation by less than 1500 persons.	\$158	\$174	\$16	10.13%
M132	Major Special Events – Events that impact emergency operations equipment or access or have attendance or participation by 1500 or more persons.	\$306	\$331	\$25	8.17%
M133	Special Event Expedite Fee for <10 days submittal	50%	50%	\$0	0.00%
M140	Fire Watch - Requested	Hourly Rate	Hourly Rate	N/A	N/A
M141	Standby – Engine Company – Board approved cost recovery rate	Hourly Rate	Hourly Rate	N/A	N/A
M148	Building Safety Inspection <10,000 sq ft facilities - Delete	\$96	Delete	(\$96)	-100.00%
M149	Building Safety Inspection >10,000 sq ft facilities - Delete	\$192	Delete	(\$192)	-100.00%
M150	Administrative Drive Time	\$67	\$70	\$3	4.48%
M151	Alternate Means & Methods	Hourly Rate	Hourly Rate	N/A	N/A
M152	All other time to be charged as Time and Materials	Hourly Rate	Hourly Rate	N/A	N/A

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

(b) Include M150 Admin Drive Time Fee

# ORANGE COUNTY FIRE AUTHORITY

## PROPOSED FEE SCHEDULE

### SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2012-13 Adopted Fee	2014-15 Proposed Fee (a) (b)	\$ Change	% Change
<b>False Alarm</b>					
0	False Alarm - 2nd within 6 months (Penalty fees are not included with the annual S&EB increase)	\$100	\$100	\$0	0.00%
0	Failure to comply with orders, tags or notices - 3rd false alarm within 6 months (Penalty fees are not included with the annual S&EB increase)	\$250	\$250	\$0	0.00%
0	Failure to comply with orders, tags or notices - 4th false alarm within 6 months (Penalty fees are not included with the annual S&EB increase)	\$500	\$500	\$0	0.00%
0	Failure to comply with orders, tags or notices - 5th and subsequent false alarm within 6 months (Penalty fees are not included with the annual S&EB increase)	\$1,000	\$1,000	\$0	0.00%

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

(b) Include M150 Admin Drive Time Fee

**ORANGE COUNTY FIRE AUTHORITY**  
**Schedule of Public Record Request Fees and Charges**

<b>SERVICES</b>	<b>AMOUNT</b>
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**DUPLICATION FEES**Duplication General:

Copy Rate.....	<b>\$0.10 per page</b>
CD/DVD Disks .....	\$4.00 per disk
Microfilm Copies .....	\$0.15 per page
Photographs.....	actual cost

Fair Political Practices Commission (FPPC) Filings (Fees per California Government Code § 81008):

Filings/Statements .....	\$ 0.10 per page or current FPPC rate
Retrieval Fee .....	Not to exceed \$5.00 for copies/reports 5+ years old or current FPPC rate

Report s/Maps:

After Action Reports.....	actual cost/posted reports available on-line at no charge
Annual Financial Report.....	actual cost/current fiscal year available on-line at no charge
Budget .....	actual cost/current fiscal year available on-line at no charge
Property Related Records (Community Right to Know Reports).....	\$2.50 per address
Fire Incident/Fire Investigation/Paramedic Reports.....	<b>\$7.50 per address/incident</b>
Reports prepared by Consultants .....	actual cost
Geographic Information System (GIS)/Battalion/Division Maps.....	actual cost@

Specialized Reports/Maps:

Creation of special computer-generated reports/Maps .....	Actual cost per hour based on OCFA Cost Reimbursement Rates, minimum one hour@ <b>\$52.00 per hour</b>
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Requiring research of records, analysis, compilation .....	Actual cost per hour for the first hour, thereafter billed in ¼ hour increments + \$0.10 per page@
--	--

**911 Audio Recording..... \$25 per incident**

Subscriptions(Via US Mail):

Minutes.....	\$35.00 per year/per body
Agendas.....	\$35.00 per year/per body
Agenda Packet.....	\$25.00 per packet plus postage, if applicable

*Note: All agenda items are available on-line at no charge*

**MISCELLANEOUS SERVICES FEES**

Certification .....\$2.00 per document  
Delivery Service.....actual cost  
**Email Server Search .....actual cost@ \$69.00 per hour/ 2 hour minimum**  
Fax Transmissions ..... **\$0.10 per page**/paid prior to transmission in-lieu of duplication fee  
Notary Fees (per CA Government Code § 8211 and 8223) ..... \$10.00 per signature or current rate  
Postage .....current US Postage Rates  
Record Retrieval – Offsite Storage .....\$20 per box (actual cost)

**SUBPOENA FEES** (per California Government Code §68096.1 & 68097.2)

Subpoena for Records .....\$15.00 deposit applied toward actual costs or current State rate  
Subpoena for Witness ..\$275.00 deposit applied toward actual witness expenses or current State rate

**WAIVER OF FEES**

The above fees may be waived at the discretion of the Section Manager concerned when it is clear that the general public and/or OCFA will benefit by providing the service at no cost.

- (a) Examples of the types of service for which the above fees may be waived are as follows:
  - (1) Requests from City Officials, Board Members, etc. for business purposes
  - (2) Requests from individuals or firms directly concerned with pending actions of the Board of Directors or Executive Committee, which require their attendance at a Public Hearing or when legal notice is required.
  - (3) Requests from other Public agencies, including law enforcement agencies and the District Attorney, in cases of cooperative exchange of information.
- (b) Decisions on questionable items shall be made by the Fire Chief or designee.

**LATE FEES**

A 10% late fee may be assessed on past due accounts if payment is not received by the original due date. Late fee assessments applicable to this policy include, but are not limited to

- Ambulance
- Fire Prevention
- Special Activities
- And any other OCFA miscellaneous billings



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June 27, 2014

Mr. Jim Ruane, Finance Manager/Auditor  
Orange County Fire Authority  
1 Fire Authority Road  
Irvine, CA 92602

Jim,

Per our contract with the Orange County Fire Authority to review the Authority's fee costing process and the resulting proposed fees, I have completed the following steps:

- Reviewed the costing methodology and model.
- Reviewed the overhead calculations.
- Reviewed the time detail and resulting costs for every proposed fee service. This step in the process included meeting or talking with various staff members who were involved in the process, and more importantly, who actually perform the work that we are studying. For those services that I had specific questions, we identified the steps involved so that I could better understand what was included in the time allocations. We also met with the staff from each section as a whole to answer any questions about the process.
- Reviewed a sample of proposed fees which have significant increases or decreases for reasonableness.
- Reviewed a sample of businesses which are impacted by proposed fee changes.

During the above review process, staff discussed how the time allocations were calculated. It involved a look backward at historical data, but also took into account the feedback from the people actually doing the work to come up with these time allocations. I feel comfortable that the resulting time allocations, cost details, and fee recommendations are reasonable reflections of what is involved in providing these services to the Authority's customers and do not exceed the costs reasonably borne as defined in Article XIII B of the State Constitution.

We also met with the entire staff in each section to answer questions about the process and how the time and cost information was applied. There was a good discussion not only about this process, but also how the results would be applied in the field and at the counter.

Some services had changes in the fees that reflect changes in the sectional administrative costs for each section. Also, the Safety & Environmental Services section discontinued the Building

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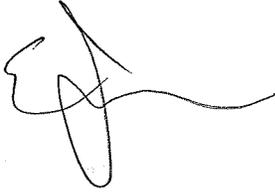
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Fax 714.992.9021

Safety Inspection fee which, since it was applied on top of many other fees, was responsible for most S&ES fees decreasing.

I would like to thank staff for their help in this review.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'Eric Johnson', with a long horizontal flourish extending to the right.

Eric Johnson  
Vice President

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE PLANNING AND DEVELOPMENT SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a)
PR100	California Environmental Quality Act (CEQA), Environmental Impact Report (EIR), Notice of Preparation (NOP), and Advance Planning	\$400
PR105	Development Plan/Site Review	\$400
PR110	Map review (A map) -- tentative tract map/screen check	\$480
PR115	Final map review (B Map) and/or clearance letter for print of linen	\$340
PR120	Conceptual fuel modification (inspection not included)	\$868
PR124	Precise fuel modification (includes vegetation clearance inspection for lumber drop, final, and HOA turnover inspections)	\$1,142
PR124i	Precise fuel modification – INSP ONLY	\$498
PR127i	Fuel Modification Maintenance Inspection -Customer requested or complaint initiated for Tract Development	\$774
PR140	Infrastructure plan – multiple tracts – review of street standards, road lengths, and vehicle entry points, cul-de-sac design, etc. for multi-tract developments	\$978
PR145	Fire master plan – Emergency access and fire hydrant location, fire lane markings, or vehicle gates across emergency access drives	\$849
PR145i	Fire master plan – Emergency access and fire hydrant location, fire lane markings, or vehicle gates - INSP ONLY	\$315
PR146	Fire protection plan – an alternative to CBC Chapter 7A construction requirements for development in a fire hazard severity zone. Must be used in conjunction with PR910 - Alternate method and materials request	Exempt
PR150	Fire master plan – public school	Exempt
PR155	Temporary fire master plan - proposed emergency access these roads will not remain once the project is complete.	\$845
PR155i	Temporary fire master plan - proposed emergency access these roads will not remain once the project is complete. INSP	\$265
PR160	Residential site review for single family dwelling consisting of one or two units	\$650
PR160i	Residential site review for single family dwelling – INSP ONLY	\$116
PR170	Methane work plan	\$240
PR172	Methane findings & recommendations (Currently included with the Methane work plan)	\$280
PR174	Methane mitigation plan	\$360
PR176	Methane final letter (Currently included with the Methane mitigation plan)	\$220
PR180	Vehicle or pedestrian gates across emergency access roads	\$446
PR180i	Vehicle or pedestrian gates across emergency access roads- INSP ONLY	\$166
PR182	Unenclosed accessory structure/outdoor fire place/fire pit in special fire areas. Inspection not required	Exempt
PR184	Speed hump review and drive test	\$719
PR186	Operations pre-planning automation. Fee waived if criteria on handout are satisfied	\$684
PR192	Addressing Layout Developments - Commercial/Residential	Hourly Rate
PR200	All A Occupancy > 10,000 square feet aggregate	\$1,697
PR200i	All A Occupancy > 10,000 square feet aggregate INSP ONLY	\$597
PR204	All A Occupancy ≤ 10,000 square feet aggregate area)	\$1,241
PR204i	All A Occupancy ≤ 10,000 square feet aggregate area) INSP ONLY	\$481
PR208	All A ≤ 1500 square feet	\$1,084
PR208i	All A ≤ 1500 sq. ft. INSP ONLY	\$464
PR212	Educational other than day care	\$918
PR212i	Educational other than day care - INSP ONLY	\$298
PR216	Day Care E or I-4 (Portable or re-locatable < 1000 sq. ft.) aggregate	\$729
PR216i	Day Care E or I-4 (Portable or re-locatable < 1000 sq. ft.) INSP ONLY	\$249
PR220	E Day Care or I-4, E3 Daycare (see PR212 for any combination of E occupancies sharing common egress)	\$1,202
PR220i	E Day Care or I-4 - INSP ONLY	\$282

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE PLANNING AND DEVELOPMENT SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a)
PR224	F: ≤10,000 sq. ft. (also used for B,M,S occupancies when required by Permit Screening Form or Building Official)	\$1,030
PR224i	F ≤ 10,000 sq. ft. - INSP ONLY	\$381
PR228	F: >10,000 sq. ft. (also used for B,M,S occupancies when required by Permit Screening Form or Building Official)	\$1,593
PR228i	F: >10,000 sq. ft. - INSP ONLY	\$597
PR232	H1, H2, H3, H4 or L Occupancy - Chemical classification fee (PR320-PR328) also required	\$1,953
PR232i	H1, H2, H3, H4, or L Occupancy Chemical classification fee (PR320-PR328) INSP ONLY	\$613
PR236	S1 - Motor Vehicle Repair Garages (Chem class fee included for above ground hazardous materials)	\$1,147
PR236i	S1 - Motor Vehicle Repair Garages INSP ONLY	\$547
PR240	S1 -Aircraft Repair Hanger (Chem class fee, (PR320-PR328) also required)	\$1,448
PR240i	S1 -Aircraft Repair Hanger INSP ONLY	\$348
PR244	H5 Occupancy (Chem class fee (PR320-PR328), also required)	Hourly Rate
PR244i	H5 Occupancy INSP ONLY	Hourly Rate
PR248	Structures with non-ambulatory or incapacitated occupants (I-1, I-2, I-2.1, R-2.1 occupancies)	Hourly Rate
PR248i	Structures with non-ambulatory or incapacitated occupants. (I-1, I-2, I-2.1, R-2.1 occupancies) INSP ONLY	Hourly Rate
PR256	I3: Structures with restrained occupants, 3 cells or less	\$579
PR256i	I3: Structures with restrained occupants, 3 cells or less - INSP ONLY	\$199
PR260	I3: Structures with restrained occupants, more than 3 cells	\$2,603
PR260i	I3: Structures with restrained occupants, more than 3 cells INSP ONLY	\$663
PR264	R1 or R2 Hotels, motels, apartments, condominiums with ≤ 50 dwelling units per building	\$725
PR268	R1 or R2 Hotels, motels, apartments, condominiums with 51 to 150 dwelling units per building.	\$1,657
PR272	R1 or R2 Hotels, motels, apartments, condominiums with > 150 dwelling units per building.	Hourly Rate
PR276	R4 licensed residential care/ assisted living facilities and similar uses serving 7-19 clients. Facilities serving 6 or less clients, submit only to S&ES.	\$1,198
PR276i	R4 licensed residential care/ assisted living facilities and similar uses serving 7-19 clients. INSP ONLY	\$398
PR280	R4 licensed residential care/ assisted living facilities and similar uses serving ≥ 20 clients.	\$2,056
PR280i	R4 licensed residential care/ assisted living facilities and similar uses serving ≥ 20 clients. INSP ONLY	\$696
PR285	Hi-Rise: Structures that are 55 ft or higher measured from lowest point of fire department access	\$5,661
PR285i	High-rise: Structures that are 55' or higher in height - INSP ONLY	\$1,740
PR300	Above-ground storage tank, including equipment (see PR625 for temporary above-ground storage tanks)	\$908
PR300i	Above-ground storage tank, including equipment -INSP ONLY	\$447
PR305	Dispensing from underground storage tank: New installation (Single fee for all tanks at a single location) (Aboveground safety/components only)	\$718
PR305i	Dispensing from underground storage tank: New Installation, INSP ONLY (Aboveground safety/components only)	\$298
PR310	Dispensing from Underground storage tank: Repair, alteration, abandonment (Aboveground safety/components only)	\$469
PR315	Hazardous Material Process/Storage for Non - H Occupancies. Use with PR320-PR328. Also for outdoor LPG exchange stations; separate chemical classification review not required.	\$884
PR315i	Hazardous Material Process/Storage for Non - H Occupancies – INSP ONLY	\$464
PR320	Chemical Classification Review. Category I: 1-15 chemicals	\$657
PR322	Chemical Classification Review. Category II: 16-50 chemicals	\$1,019
PR324	Chemical Classification Review. Category III: 51-100 chemicals	\$1,188
PR326	Chemical Classification Review. Category IV: > 100 chemicals	\$1,577
PR328	Chemical Classification Review. Unusual chemicals/quantities as determined by the Hazardous Material Section	Hourly Rate
PR330	High-piled storage: code/commodity compliance	\$1,244
PR330i	High-piled storage - INSP ONLY	\$563

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE PLANNING AND DEVELOPMENT SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a)
PR335	Commercial cooking hood and duct system (per system)	\$419
PR335i	Commercial cooking hood and duct system (per system) - INSP ONLY	\$182
PR340	Refrigeration unit and system: having a refrigerant circuit containing more than 220 pounds of Group A1 or 30 pounds of any other refrigerant	\$1,142
PR340i	Refrigeration unit and system – INSP ONLY	\$566
PR345	Spray booth, spraying area: mechanically ventilated appliance provided to enclose or accommodate a spraying operation (Spraying room see H2)	\$1,018
PR345i	Spray booth, spraying area - INSP ONLY	\$398
PR350	Gas systems: medical gas, industrial gas (including piping and manifolds)	\$1,180
PR350i	Gas systems: medical gas, industrial gas – INSP ONLY	\$580
PR355	Dry Cleaning (cleaning solution) - Quantity must exceeds 330 or 660 gals)	\$718
PR360	Special equipment: industrial ovens, vapor recovery, dust collection	\$637
PR360i	Special equipment: industrial ovens, vapor recovery, dust collection - INSP ONLY	\$547
PR362	Photovoltaic System - Residential	\$249
PR362i	Photovoltaic System - Residential INSP ONLY	\$99
PR363	Photovoltaic System - Commercial (Requested by Building Official)	Exempt
PR363i	Photovoltaic System - Commercial (Requested by Building Official) - INSP ONLY	Exempt
PR365	Special extinguishing system: dry chemical, CO2, FM 200, foam liquid systems, inert gas (Halon, Inergen, etc.)	\$426
PR365i	Special extinguishing system – INSP ONLY	\$166
PR375	Battery Systems, stationary storage and cell sites (chemical quantities require application of CFC Art 64 or 2007 IFC Section 608)	\$858
PR375i	Battery systems INSP ONLY	\$398
PR380	Smoke control systems; review of rational analysis	\$1,187
PR382	Smoke control systems: design/testing – inc. 1 submittal meeting w/customer	\$4,686
PR382i	Smoke control systems: design/testing INSP ONLY	\$1,690
PR400	NFPA 13D fire sprinkler system: One or two family dwelling - custom home (single lot)	\$638
PR400i	NFPA 13D fire sprinkler system: One or two family dwelling - custom home (single lot) - INSP ONLY	\$239
PR401	NFPA 13D fire sprinkler system: One or two family dwelling - existing home (single lot)	\$569
PR401i	NFPA 13D fire sprinkler system: One or two family dwelling - existing home (single lot) - INSP ONLY	\$272
PR402	TI to NFPA 13D fire sprinkler system: ≤ 25 heads without calculations	\$382
PR402i	TI to NFPA 13D fire sprinkler system: ≤ 25 heads without calculations - INSP ONLY	\$222
PR405	NFPA 13D fire sprinkler system: One or two family dwelling - within new tract developments	\$472
PR405i	NFPA 13D fire sprinkler system: One or two family dwelling - INSP ONLY	\$272
PR406	NFPA 13D Multi-purpose fire sprinkler system (tract, custom or existing home) (FOR INTERNAL TRACKING PURPOSE)	\$0
PR406i	NFPA 13D Multi-purpose fire sprinkler system (tract, custom or existing home) – INSP ONLY (FOR INTERNAL TRACKING PURPOSE)	\$0
PR401	NFPA 13D fire sprinkler system: One or two family dwelling - existing home (single lot)	\$941
PR401i	NFPA 13D fire sprinkler system: One or two family dwelling - existing home (single lot) - INSP ONLY	\$388
PR415	NFPA 13R fire sprinkler system >16 units	\$1,054
PR415i	NFPA 13R fire sprinkler system >16 units INSP ONLY	\$554
PR420	New NFPA 13 fire sprinkler system: ≤ 100 heads with 1 riser	\$832
PR420i	New NFPA 13 fire sprinkler system: ≤ 100 heads with 1 riser – INSP ONLY	\$338
PR425	New NFPA 13 fire sprinkler system:>100 fire sprinkler heads w/1 riser	\$1,011
PR425i	New NFPA 13 fire sprinkler system: each additional riser OR per floor in buildings >3 stories. - INSP ONLY	\$421
PR430	TI to NFPA 13, 13R fire sprinkler system: ≤ 25 heads without calculations	\$329
PR430i	TI to NFPA 13, 13R fire sprinkler system: ≤ 25 heads without calculations - INSP ONLY	\$189
PR435	TI to NFPA 13, 13R fire sprinkler system: 26 - 99 heads without calculations	\$578

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE PLANNING AND DEVELOPMENT SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a)
PR435I	TI to NFPA 13, 13R fire sprinkler system: 26 - 99 heads without calculations - INSP ONLY	\$322
PR440	TI to NFPA 13, 13R fire sprinkler system: ≥ 100 heads OR other TIs requiring calculation review	\$841
PR440i	TI to NFPA 13, 13R fire sprinkler system: ≥ 100 heads OR other TIs requiring calculation review - INSP	\$388
PR445	Pre-action fire sprinkler system: Includes the fire alarm system when submitted together	\$801
PR445i	Pre-action fire sprinkler system: INSP ONLY	\$421
PR450	New or TI to NFPA 13 in-rack fire sprinkler systems	\$932
PR450i	New or TI to NFPA 13 in-rack sprinkler fire sprinkler systems - INSP ONLY	\$322
PR455	NFPA 13 small hose stations	\$446
PR455i	NFPA 13 small hose stations – INSP ONLY	\$206
PR460	NFPA 14 Class I, II or III standpipes (includes all standpipes within a single building)	\$1,030
PR460i	NFPA 14 standpipes INSP ONLY	\$537
PR465	Fire pump installation	\$1,008
PR465I	Fire pump installation - INSP ONLY	\$348
PR470	Underground fire protection system: single hydrant OR single riser connection	\$746
PR470I	Underground fire protection system: single hydrant or riser. INSP ONLY	\$447
PR475	Underground fire protection: ≤ 4 additional connections for hydrants or risers - use with PR470	\$757
PR475i	Underground fire protection system: use with PR475 - INSP ONLY	\$481
PR480	Underground repair	\$491
PR480I	Underground repair – INSP ONLY	\$331
PR500	Fire sprinkler monitoring system (Unlimited water flow & tamper switches), & Fire alarm system with ≤ 10 devices.	\$342
PR500i	Fire sprinkler monitoring system – INSP ONLY	\$166
PR510	Fire alarm system: 11-20 initiating devices and/or ≤ 40 notification devices	\$590
PR510i	Fire alarm system: 11-20 initiating devices and/or ≤ 40 notification devices, INSP ONLY	\$215
PR520	Fire alarm system: >20 initiating and/or >40 notification devices	\$1,047
PR520i	Fire alarm system: >20 initiating and/or >40 notification devices, INSP ONLY	\$365
PR610	Field review/inspection – Underground repair	\$404
PR615	Field Plan Review / Inspection Private CNG refueling appliance within a single family residence. (no permit required)	Exempt
PR625	Field Review/ Inspection -Temporary above-ground storage tanks, including equipment	\$239
PR630	Field review/inspection TI to NFPA 13, 13R sprinkler systems: ≤ 25 heads without calculations	\$305
PR635	Field review/inspection TI to NFPA 13, 13R sprinkler systems: 26-99 heads without calculations	\$338
PR900	Coordination/Pre-submittal Meetings: (Initial 2 hours)	\$504
PR905	Written response to inquiry	\$534
PR910	Alternate Method and Material Request	\$747
PR920	Plan resubmittal: fee charged on 3rd and each subsequent submittal	Hourly Rate
PR922	Plan revision	Hourly Rate
PR924	Re-stamp of plans with wet stamp when submitted with approved plans	Hourly Rate
PR926	Accelerated plan review (fee is in addition to base fee assessed for plan review)	Hourly Rate
PR928	Plan Review time and materials fee: Charged for miscellaneous applications such as unusual time intensive projects, research, travel time, etc.	Hourly Rate
PR938i	13D Reinspection 1-10	\$146
PR939i	13D Reinspection 11+	\$195
PR940i	Inspection time and materials fee: Charged for miscellaneous applications such as Time Intensive projects, research, travel time, etc.	Hourly Rate
PR942i	Re-inspection fee: Charged when project is not completed or cannot be approved during regular inspection	\$195
PR943	Penalty for Failure to Cancel Scheduled Inspection	50%
PR944i	Accelerated Inspection Request (fee is in addition to base fee assessed for inspection)	50% of Hourly Rate

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE

### SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a) (b)
AA1	Aerosol – Issuance	\$225
AA1R	Aerosol - Reissuance	\$138
AA2	Aircraft Refueling – Issuance	\$451
AA2R	Aircraft Refueling – Reissuance	\$295
AA3	Aviation Facility – Issuance	Hourly Rate
AA3R	Aviation Facility – Reissuance	Hourly Rate
AA4	Asbestos Removal - Issuance - Delete	Delete
AA5	Waste Handling – Issuance	Hourly Rate
AA5R	Waste Handling – Reissuance	Hourly Rate
AA6	Amusement Building – Issuance	Hourly Rate
AA6R	Amusement Building – Reissuance	Hourly Rate
AB1	Battery System – Issuance, not an annual permit, one time charge - Delete	Delete
AB2	Floor Finishing – Issuance/Reissuance - Delete	Delete
AC1	Candles/Open flame – Issuance	\$156
AC1R	Candles/Open flame – Reissuance	\$138
AC2	Carnival or Fair – Issuance	Hourly Rate
AC5	Combustible Fiber Storage – Issuance - Delete	Delete
AC5R	Combustible Fiber Storage – Reissuance - Delete	Delete
AC6	Combustible Material Storage – Issuance	Hourly Rate
AC6R	Combustible Material Storage – Reissuance	Hourly Rate
AC71	Compressed Gas – Corrosive Issuance	\$243
AC71R	Compressed Gas – Corrosive Reissuance	\$156
AC710	Compressed Gas-Toxic - Issuance	\$243
AC710R	Compressed Gas-Toxic - Reissuance	\$156
AC72	Compressed Gas – Flammable Gas Issuance	\$243
AC72R	Compressed Gas – Flammable Gas Reissuance	\$156
AC73	Compressed Gas-Highly Toxic - Issuance	\$243
AC73R	Compressed Gas-Highly Toxic - Reissuance	\$156
AC74	Compressed Gas – Inert Gas Issuance	\$190
AC74R	Compressed Gas – Inert Gas Reissuance	\$138
AC76	Compressed Gas-Oxidizer - Issuance	\$243
AC76R	Compressed Gas-Oxidizer - Reissuance	\$156
AC77	Compressed Gas – Pyrophoric - Issuance	\$225
AC77R	Compressed Gas – Pyrophoric - Reissuance	\$156
AC91	Cryogenics – Physical or Health Hazard - Issuance	\$156
AC91R	Cryogenics – Physical or Health Hazard - Reissuance	\$138
AC92	Cryogen – Flammable Issuance	\$225
AC92R	Cryogen – Flammable Reissuance	\$156
AC94	Cryogen – Inert Issuance	\$156
AC94R	Cryogen – Inert Reissuance	\$138
AC95	Cryogen – Oxidizer Issuance	\$173
AC95R	Cryogen – Oxidizer Reissuance	\$138
AD1	Dry Cleaning Plants – Issuance - Delete	Delete
AD11	Dry Cleaning Plants - Package Issuance	\$156
AD11R	Dry Cleaning Plants – Package Reissuance	\$138
AD1R	Dry Cleaning Plants - Reissuance - Delete	Delete
AD2	Dust Producing Operations - Issuance	\$243

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

(b) Include M150 Admin Drive Time Fee

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE

### SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a) (b)
AD2R	Dust Producing Operations - Reissuance	\$173
AE1	Explosives/Blasting Agents/Fireworks/Rocketry – Issuance	Hourly Rate
AE2	Explosives – Model Rockets (Retailers and Use)/ Small Arms Ammunition (Retailers) – Issuance	\$243
AE2R	Explosives – Model Rockets (Retailers and Use)/ Small Arms Ammunition (Retailers) – Reissuance	\$173
AF1	Firework Stands	\$183
AF2	Outdoor Fireworks Display, such as July 4th displays	\$1,304
AF21	Outdoor Fireworks Display, such as home coming & barge display	\$536
AF22	Pyrotechnics/Special Effects Materials	\$921
AF31	Flammable Combustible Liquids – Issuance to use or operate a pipeline	Hourly Rate
AF31R	Flammable Combustible Liquids - Reissuance	Hourly Rate
AF32	Flammable Liquids – Issuance Class I liquids (5 gallons inside/10 gallons outside)	\$243
AF32R	Flammable Combustible Liquids – Reissuance	\$156
AF33	Combustible Liquids – Issuance. To store, use or handle Class II or IIIA liquids in excess of 25 gallons inside or 60 gallons outside.	\$243
AF33R	Combustible Liquids – Reissuance	\$156
AF34	Flammable Combustible Liquids – Issuance/Reissuance. Removal of liquid without approved pumps - Delete	Delete
AF35	Flammable Combustible Liquids – Issuance. To operate tank vehicles, equipment, tanks, plants, terminals, wells, etc.	\$243
AF35R	Flammable Combustible Liquids – Reissuance	\$156
AF36	Flammable Combustible Liquids – Issuance. Tank removal or installation (AST/UST)	\$243
AF361	Flammable Combustible Liquids – Each additional tank (AST/UST)	\$173
AF37	Flammable Combustible Liquids – Issuance. Change in content of tank to a more hazardous product - Delete	Delete
AF4	Fruit Ripening – Issuance	Hourly Rate
AF4R	Fruit Ripening – Reissuance	Hourly Rate
AH11	Hazardous Materials – Oxidizing Issuance	\$243
AH110	Hazardous Materials – Water Reactive Issuance	\$156
AH110R	Hazardous Materials – Water Reactive Reissuance	\$156
AH11R	Hazardous Materials – Oxidizing Reissuance	\$156
AH12	Hazardous Materials – Corrosive Issuance	\$243
AH12R	Hazardous Materials – Corrosive Reissuance	\$156
AH13	Hazardous Materials – Flammable Solids Issuance	\$243
AH13R	Hazardous Materials – Flammable Solids Reissuance	\$156
AH14	Hazardous Materials – Highly Toxic Issuance	\$236
AH14R	Hazardous Materials – Highly Toxic Reissuance	\$149
AH15	Hazardous Materials – Organic Peroxide Issuance	\$236
AH15R	Hazardous Materials – Organic Peroxide Reissuance	\$149
AH16	Hazardous Materials – Pyrophoric Issuance	\$236
AH16R	Hazardous Materials – Pyrophoric Reissuance	\$149
AH18	Hazardous Materials – Toxic Issuance	\$243
AH18R	Hazardous Materials – Toxic Reissuance	\$156
AH19	Hazardous Materials – Unstable Reactive Issuance	\$243
AH19R	Hazardous Materials – Unstable Reactive Reissuance	\$156

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

(b) Include M150 Admin Drive Time Fee

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a) (b)
AH2	Hazardous Production Material Issuance - Delete	Delete
AH2R	Hazardous Production Material Reissuance - Delete	Delete
AH3	High Piled Combustible - Issuance	\$416
AH3R	High Piled Combustible Reissuance	\$243
AL1	Liquefied Petroleum Gas – Issuance	\$149
AL1R	Liquefied Petroleum Gas - Reissuance	\$138
AL2	Liquid- or Gas-Fueled Vehicles or Equipment in Assembly Buildings – Issuance/Reissuance	Hourly Rate
AL3	Lumber Yards and Woodworking Plants – Issuance	\$347
AL3R	Lumber Yards and Woodworking Plants - Reissuance	\$243
AM1	Magnesium Working – Issuance/Reissuance	Hourly Rate
AM3	Motor Vehicle Fuel Dispensing – Issuance	\$156
AM31	Motor Vehicle Fuel Dispensing – Package Issuance	\$138
AM31R	Motor Vehicle Fuel Dispensing – Package Reissuance	\$138
AM3R	Motor Vehicle Fuel Dispensing - Reissuance	\$138
AO1	Open Burning – Issuance	Hourly Rate
AO2	Organic Coating – Issuance - Delete	Delete
AO2R	Organic Coating – Reissuance - Delete	Delete
AO3	Industrial Ovens – Issuance	\$156
AO3R	Industrial Ovens - Reissuance	\$138
AP21 to AP22	Assembly, <300 occupants - Issuance	\$600
AP21R to AP22R	Assembly, <300 occupants - Reissuance	\$429
AP23 to AP25	Assembly, >300 occupants - Issuance	\$925
AP23R to AP25R	Assembly, >300 occupants - Reissuance	\$514
AP26	Exhibits and Trade Shows - Issuance - Delete	Delete
AR2	Refrigeration Equipment – Issuance	\$347
AR2R	Refrigeration Equipment – Reissuance	\$190
AR3	Repair and Service Garage – Issuance	\$295
AR31	Repair and Service Garage < 5000 sq ft – Package Issuance	\$277
AR31R	Repair and Service Garage < 5000 sq ft – Package Reissuance	\$225
AR3R	Repair and Service Garage – Reissuance	\$225
AS1	Spraying or Dipping Operation – Issuance	\$399
AS1R	Spraying or Dipping Operation - Reissuance	\$138
AT1	Tent/Membrane Structure – Issuance	Hourly Rate
AT1.1	Canopy Structure – Issuance	Hourly Rate
AT2	Storage of Scrap Tires and Tire Byproducts – Issuance	Hourly Rate

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

(b) Include M150 Admin Drive Time Fee

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a) (b)
AT2R	Storage of Scrap Tires and Tire Byproducts – Reissuance	Hourly Rate
AW1	Hot Work - Issuance.	\$190
AW11	Welding Carts Flammable gas up to 1000 cuft and Oxidizing gas up to 1500 cuft - Package Issuance	\$190
AW11R	Welding Carts Flammable gas up to 1000 cuft and Oxidizing gas up to 1500 cuft - Package Reissuance	\$138
AW1R	Hot Work - Reissuance.	\$138
AW2	Wood Product - Issuance - Delete	Delete
AW2R	Wood Product - Reissuance - Delete	Delete
J200	Reinspection – Flat rate for any inspection after the 1st.	Hourly Rate
J201	Penalty \$250 – Failure to comply with 1st orders, tags or notices (Applies to all S&ES, HMS, & CalARP fees)	\$250
J202	Penalty \$500 – Failure to comply with 2nd orders, tags or notices (Applies to all S&ES, HMS, & CalARP fees)	\$500
J203	Penalty \$1000 – Failure to comply with 3rd or more orders, tags or notices (Applies to all S&ES, HMS, & CalARP fees)	\$1,000
M100	Correctional or Detentional Facility – Large (i.e. full scale jails, prisons, and places of detention)	\$592
M101	Correctional or Detentional Facility – Small (i.e. holding cells)	\$279
M102	High Rise Facility > 55 Feet	\$1,133
M121	Care Facility for more than 6 ambulatory & non-ambulatory clients	\$358
M122	Care Facility for more than 6 non ambulatory clients as defined in the CBC - Delete	Delete
M123	Hospitals, Nursing homes, Mental hospitals, Detoxification and Surgery Centers	\$957
M124	Commercial Care Facility (i.e. Child, Drug & Alchol, Juvenile, & etc.)	\$227
M125	Pre-Inspection Residential Care Facility (i.e. Single Family Residences)	\$240
M126	Pre-Inspection of Community care, residential care & child day care facilities serving 26 or more persons - Delete	Delete
M130	Miscellaneous Special Events – Events that may impact emergency operations equipment or access and may only require an over the counter submittal	\$48
M131	Minor Special Events – Events that may impact emergency operations equipment or access and have attendance or participation by less than 1500 persons.	\$174
M132	Major Special Events – Events that impact emergency operations equipment or access or have attendance or participation by 1500 or more persons.	\$331
M133	Special Event Expedite Fee for <10 days submittal	50%
M140	Fire Watch - Requested	Hourly Rate
M141	Standby – Engine Company – Board approved cost recovery rate	Hourly Rate
M148	Building Safety Inspection <10,000 sq ft facilities - Delete	Delete
M149	Building Safety Inspection >10,000 sq ft facilities - Delete	Delete
M150	Administrative Drive Time	\$70
M151	Alternate Means & Methods	Hourly Rate
M152	All other time to be charged as Time and Materials	Hourly Rate

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour

(b) Include M150 Admin Drive Time Fee

# ORANGE COUNTY FIRE AUTHORITY

## ADOPTED FEE SCHEDULE

### SAFETY AND ENVIRONMENTAL SERVICES

Effective Date - no later than September 29, 2014

Fee Code	Service Name	2014-15 Adopted Fee (a) (b)
<b>False Alarm</b>		
0	False Alarm - 2nd within 6 months (Penalty fees are not included with the annual S&EB increase)	\$100
0	Failure to comply with orders, tags or notices - 3rd false alarm within 6 months (Penalty fees are not included with the annual S&EB increase)	\$250
0	Failure to comply with orders, tags or notices - 4th false alarm within 6 months (Penalty fees are not included with the annual S&EB increase)	\$500
0	Failure to comply with orders, tags or notices - 5th and subsequent false alarm within 6 months (Penalty fees are not included with the annual S&EB increase)	\$1,000

(a) 2014-15 Hourly Rate decreased by \$10 to \$195 per hour  
 (b) Include M150 Admin Drive Time Fee

**DISCUSSION CALENDAR - AGENDA ITEM NO. 11**  
**BOARD OF DIRECTORS**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Keith Richter, Fire Chief

SUBJECT: **Communications LAB – Short & Long Term Communication Plans**

Summary:

This item is submitted to provide the OCFA Short & Long Term Communication Plans developed by Communications LAB.

Committee Action:

At its July 17, 2014, meeting, the Executive Committee was requested to review the Short & Long Term Communication Plans, prior to submission of the Plans to the Board of Directors. Due to the timing for distribution of this Board agenda, any actions recommended by the Executive Committee will be shared with the Board verbally at its July 17 meeting.

Recommended Action:

Receive and file the submitted Short & Long Term Communication Plans and direct staff to provide monthly progress reports to the Executive Committee and Board of Directors identifying the steps taken each month to address the recommendations.

Background:

In our efforts to improve communications with a variety of audiences, Communications LAB was awarded a contract in March 2014 following a competitive RFP process. At the April 24, 2014, meeting of the Board of Directors, a revised scope of work was approved by the Board, including a provision for Communications LAB to assist in restructuring the Corporate Communications Section, developing written policies and procedures, and standardizing notification protocols.

***Short & Long Term Communication Plans***

Based on its preliminary assessment of the OCFA Corporate Communications Section and communications practices and protocols throughout the agency, Communications LAB developed the attached Short Term & Long Term Communication Plans. The Short Term Plan (Attachment 1) is intended to ensure that the Corporate Communications Section has the fundamental components it needs to be successful. This Plan is meant to be implemented concurrently with the recommendations outlined in the Management Partners Study. As currently drafted, the Plan assumes that Communications LAB would serve as project managers and work in partnership with OCFA staff to complete the outlined tasks.

Completion of the Short Term Communications Plan would then be followed by work on the Long Term Communications Plan (Attachment 2), which is designed to conduct strategic communications and public affairs/relations activities with key audiences and stakeholders.

Many of the items outlined in the Long Term Plan are based upon the initial strategy called for by OCFA's previous consultant, SAE, and directly referenced in the recommendations that were contained in the Management Partners Study.

***Review with Labor Groups***

The attached Communication Plan documents were shared with OCFA's labor groups in order to be transparent and consider their input, prior to presenting final recommendations and implementation steps to the Board. An initial meeting was held with all three labor groups on June 25, 2014, and feedback was received resulting in the addition of another recommendation to the Short Term Plan to conduct a survey of our employees to determine communication preferences. A second meeting was held on July 8, 2014, for review of the revised plan and to obtain any additional input. The labor groups had no additional questions at this second meeting.

Upon approval by the Board of Directors, staff will immediately begin work on the tasks outlined in the Plans and will provide monthly progress reports to the Executive Committee and Board of Directors identifying the steps taken each month to address the recommendations.

Impact to Cities/County:

Not Applicable.

Fiscal Impact

None

Staff Contacts for Further Information:

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Mike Petro, Corporate Communications

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(714) 573-6028

Attachments:

1. OCFA Short Term Communications Plan
2. OCFA Long Term Communications Plan



# Orange County Fire Authority Short Term Communications Plan

Developed and Presented by



&



## OCFA Short Term Communications Plan– Draft

Based on our preliminary assessment of the OCFA Corporate Communications department and communications practices and protocols throughout the agency, Communications LAB and Thomas Communications Group have developed the following Short Term Communications Plan to ensure that the department has the fundamental components it needs to be successful. This plan is meant to be implemented concurrently with the recommendations outlined in the Management Partners Study, several of which the Communications Lab team will play an active role.

Several assumptions were made in building this plan. These include:

- Communications Lab team will serve as project managers;
- Communications Lab team will work in partnership with OCFA staff to achieve the outlined tasks;
- All necessary resources will be made available to the Communications Lab team;
- Plan will be governed under a phased approach with iterative cycles to allow for periodic reviews and course corrections;
- A project timeline with an interactive Gantt chart will be created with objectives, milestones, deliverables and deadlines to effectively monitor progress and measure success.

The implementation steps identify actionable items or deliverables necessary to establish an effective communications department or program. The plan is divided into a Short Term Communications Plan outlined below designed to organize the department with necessary personnel, tools, policies, procedures and governance; and followed up by a Long Term Communications plan designed to conduct strategic communications and public affairs/relations activities with key audiences and stakeholders.

### Organization

Priority	Category	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
1	Internal	Reorganize Corp Communications Office	<ul style="list-style-type: none"> <li>· Assist agency with recruitment and hiring of civilian communications professional (Dir. Of Comm.)</li> <li>· Assist with training Corp Comm. support staffs</li> <li>· Assist with transitioning all communications functions and personnel into single office</li> <li>· Support new Dir. of Comm. as needed/requested</li> </ul>	September 2014	A. Barrios B. Thomas M. Petro	In Progress
2	Internal	Conduct a full communications audit for OCFA	<ul style="list-style-type: none"> <li>· Explore/Assess all current OCFA Communications tools, policies, procedures, protocols</li> <li>· Define what is working and what is not</li> <li>· Define what is missing</li> <li>· Create comprehensive Communications Matrix for review, assessment, consolidation and further action as needed</li> </ul>	June-July 2014	M. Murphy J. Glover M. Petro	

Priority	Category	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
3	Internal	Conduct Employee Survey on Communications Preferences	<ul style="list-style-type: none"> <li>Provide sample questions to JLM for review</li> <li>Send survey to all staff members</li> <li>Compile results</li> <li>Publish results internally with stakeholder groups</li> <li>Utilize results and preferences to guide communications activities and strategy.</li> </ul>	July 2014	A. Barrios J. Hammond	
4	Internal	Establish Departmental Roles and Responsibilities	<ul style="list-style-type: none"> <li>Director of Communications</li> <li>Battalion Chief</li> <li>PIO</li> <li>Education and Outreach</li> <li>Multimedia/AV Staff</li> <li>Revise Department Org Chart</li> <li>Present Recommendation(s) to OCFA Board</li> </ul>	July 2014	A. Barrios M. Murphy J. Glover M. Petro	
5	Internal	Refresh OCFA Identity & Style Guides	<ul style="list-style-type: none"> <li>Revise OCFA Standard Format Guideline</li> <li>Review Processes and Procedures for use of OCFA Identity</li> <li>Comm. Templates: Develop new or update existing</li> <li>Promote revised Guide, provide Intranet for access</li> </ul>	August 2014	M. Murphy J. Glover M. Petro Dir. Of Comm.	
6	Internal/External	Review / Assess new OCFA Website	<ul style="list-style-type: none"> <li>Ensure consistency of branding and identity</li> <li>Meet with OCFA IT / Test for Functionality</li> <li>Provide content edits as needed</li> <li>Develop content policies and procedures and Editorial Calendar specifically for website</li> <li>Launch to public with appropriate media support</li> </ul>	August 2014	A. Barrios M. Petro M. Murphy Dir. Of Comm.	
7	Internal	Review / Assess new OCFA Intranet	<ul style="list-style-type: none"> <li>Ensure consistency of branding and identity</li> <li>Meet with OCFA IT / Test for Functionality</li> <li>Provide content edits as needed</li> <li>Launch internally with support &amp; training</li> </ul>	September 2014	A. Barrios M. Petro Dir. Of Comm.	
8	Internal/External	Establish Social Media Standards	<ul style="list-style-type: none"> <li>Review Social Media Use/Strategy</li> <li>Ensure consistency of branding and identity</li> <li>Meet with current admins to determine roles</li> <li>Provide content edits as needed</li> <li>Develop Web/Social Media Editorial Calendar</li> <li>Provide training to designated admins</li> <li>Dev. Policies &amp; Protocols for ongoing use</li> </ul>	August 2014	A. Barrios M. Petro J. Glover Dir. Of Comm.	

Priority	Category	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
9	Internal	Develop OCFA Communications Outreach Calendar	<ul style="list-style-type: none"> <li>Establish best practice method for implementation</li> <li>Create event/editorial calendar</li> <li>Train staff &amp; board on use and protocols</li> <li>Monitor for effectiveness</li> <li>Assess development of smartphone app to better communicate with directly with Board Members</li> </ul>	August 2014	J. Glover M. Petro Dir. Of Comm.	
10	All	Create Comprehensive Agency Communications Manual	<ul style="list-style-type: none"> <li>Establish "look and feel" for OCFA</li> <li>Establish library of logos and common images for use in all hard copy and electronic mediums</li> <li>Standardized common "look and feel" of all documents, website, social media, flyers, brochures, posters, educational materials, etc.</li> <li>Create OCFA marketing and presentation materials</li> <li>Communicate role &amp; function of public relations/public affairs and its impact</li> <li>Educate leadership and Board of Directors about importance of showing a common, unified front</li> <li>Educate groups on reputation management</li> <li>Educate groups on the importance of crisis communications</li> </ul>	August 2014	A. Barrios B. Thomas M. Murphy J. Glover M. Petro Dir. Of Comm. Corp Comm. Staff	Manual to include: Format Guideline Incident Guide Crisis/Issue Comm. Templates Brand Identity Policies & Procedures
11	Board of Directors and Key OCFA Leadership	Media training	<ul style="list-style-type: none"> <li>Establish spokesperson criteria</li> <li>Establish chain of command for information release</li> <li>Conduct individual media training</li> <li>Hold workshop for group training to include mock interviews, crisis communications, role play</li> </ul>	September 2014	PIOs A. Barrios M. Murphy M. Petro Dir. Of Comm.	May include DCs/BCs
12	Internal	Visioning Session (BOD & Exec Team)	<ul style="list-style-type: none"> <li>Facilitate workshop for BOD</li> <li>Prepare Exec Team to present</li> <li>Assist group in setting short term goals/priorities for Agency</li> <li>Facilitate development of search criteria for future Fire Chief</li> </ul>	August 2014	A. Barrios B. Thomas	



# Orange County Fire Authority Long Term Communications Plan

Developed and Presented by



## **OCFA Long Term Communications Plan – Draft**

Based on our preliminary assessment of the OCFA Corporate Communications department and communications practices and protocols throughout the agency, Communications LAB and Thomas Communications Group have developed the following Strategic Communications Plan as a complementary document to the SHORT TERM COMMUNICATIONS PLAN we have presented. This plan is meant to be implemented following the completion of the tasks outlined in the SHORT TERM COMMUNICATIONS PLAN. Until that foundation work is completed, many of the items outlined here will not be successful.

Many of the items outlined in this document are based upon the initial strategy called for by the agency's previous consultant, SAE, and directly referenced in the recommendations put forth in the Management Partners Study. The Communications LAB team has determined these to be more strategic in nature and under the purview of the Agency's yet-to-be-named Director of Communications.

Several assumptions were made in building this plan. These include:

- Following recommendations are Strategic Communications goals and should be addressed following completion of the SHORT TERM COMMUNICATIONS PLAN;
- Communications Lab team will work in partnership with the new Director of Communications to achieve the outlined tasks;
- Plan will be governed under a phased approach with iterative cycles to allow for periodic reviews and course corrections;
- A project timeline with an interactive Gantt chart will be created with objectives, milestones, deliverables and deadlines to effectively monitor progress and measure success.

As stated in the SHORT TERM COMMUNICATIONS PLAN, the implementation steps identify actionable items or deliverables necessary to establish an effective communications department or program. The plan submitted in two, distinct phases: 1) Organize the department with necessary personnel, tools, policies, procedures and governance; 2) Conduct strategic communications and public affairs/relations activities with key audiences and stakeholders.

### **Strategic Goals**

Communications Lab team will work closely with OCFA personnel to strategize, plan, and execute the following activities. Additional or alternate OFCA personnel may be assigned to each activity following the communications audit and with the input of the new Director of Communications.

Priority	Category	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
1.	Internal	Institutionalize role and Importance of key messages throughout organization.	<ul style="list-style-type: none"> <li>Conduct key message development/delivery training</li> <li>Build key message development into every project/issue</li> <li>Conduct strategic communications processes training for management staff</li> </ul>		Comm. Lab and TCG M. Petro OCFA Comm. Dir	
2.	Internal Communications	Involve labor representatives in communications efforts as possible.	<ul style="list-style-type: none"> <li>Partner with labor to deliver consistent and credible messages about the work of the entire OCFA.</li> </ul>		Comm. Lab and TCG M. Petro OCFA Com. Dir	
3.	Board of Directors	Ensure Board members and member agencies are fully informed of management/organizational issues as well as breaking incident and business information	<ul style="list-style-type: none"> <li>Provide new Board member orientation; recognition</li> <li>Develop criteria for each type of Board communication and frequency.</li> <li>Conduct ride-alongs on rigs, Communications Center sit-alongs, as well as facility tours</li> </ul>		Comm. Lab and TCG M. Petro OCFA Comm. Dir	
4.	Board of Directors	Generate broader understanding between OCFA and member cities via increased face-to-face interaction.	<ul style="list-style-type: none"> <li>Conduct annual chief presentation to Board of Supervisors and each member city</li> <li>Conduct annual chief meeting with each member agency, including board member, city manager, and key departmental staff</li> <li>Ensure division chiefs and direct reports participate in their city's council and department meetings.</li> <li>Speakers bureau to place division chiefs and above into community gatherings.</li> </ul>		Comm. Lab and TCG M. Petro OCFA Comm. Dir	
5.	External Communications	Formalize Agency Partner City Outreach	<ul style="list-style-type: none"> <li>Schedule annual, formal appearances at all Agency Partner City Council meetings – "State of OCFA" appearances</li> <li>Prepare tailored communications that can be presented to, and in turned used by partner.</li> </ul>		Comm. Lab and TCG M. Petro OCFA Comm. Dir	

Priority	Category	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
6.	Board of Directors	Establish set criteria, schedule, and tools for communicating Board of Directors	<ul style="list-style-type: none"> <li>Prepare summary of Board agenda items and actions.</li> </ul>		Comm. Lab and TCG M. Petro OCFA Comm. Dir	
7.	Electronic Communications	Increase awareness of the OCFA and take advantage of interest in public safety by creating a robust electronic community based on the Authority's website.	<ul style="list-style-type: none"> <li>Conduct user survey of website.</li> <li>Ensure current website redesign project represents the views of end users.</li> <li>Frequently update the website to include new initiatives and other stories that convey key messages.</li> <li>Update the website regularly with new and different content.</li> <li>Create an "electronic community relations" program.</li> <li>Drive traffic to redesigned website.</li> </ul>		Comm. Lab and TCG M. Petro OCFA Comm. Dir	
8.	Media Relations	Adopt a disciplined, strategic media relations orientation for all OCFA efforts.	<ul style="list-style-type: none"> <li>Establish a closer working relationship with local media representatives</li> <li>Conduct a Media Fracture session to match story ideas with key media targets</li> <li>Implement a media pitching program</li> <li>Build a more positive atmosphere within the OCFA for the needs of the news media</li> <li>Conduct editorial board meetings with media decision makers</li> <li>Brief all reporters on major projects</li> <li>Aggressively correct inaccurate coverage</li> <li>Create direct communications tools to correct media inaccuracies</li> <li>Prepare guest opinion stories</li> <li>Use news releases appropriately</li> <li>Implement a written media policy</li> </ul>		Comm. Lab and TCG M. Petro OCFA Comm. Dir	

### **SAE Recommendations Not Included**

The following SAE recommendations were not included in the current plan, but may be added if necessary or desired at a later date once they are better defined and provide a clear benefit to the OCFA. A brief explanation as to why they were not included is in the comments section below.

Priority	Category	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
	Board of Directors	Establish set criteria, schedule, and tools for communicating Board of Director's decisions/information to the media and to opinion leaders.	<ul style="list-style-type: none"> <li>• Develop main news value/angles of Board decisions/actions.</li> <li>• Ensure all communications tools include reference to key Board decisions</li> </ul>			Incorporated into other points:  Action Plan #1 Action Plan #2 Strategic Comm. #1
	Electronic Communications	Generate greater awareness of all OCFA initiatives and stories by driving traffic to expanded information on the newly-built website.	<ul style="list-style-type: none"> <li>• Make use of shorter videos to match shortened attention span of residents.</li> <li>• Make use of blogs prepared by a variety of individuals to delve into complex subjects.</li> </ul>			Unnecessary and extremely high risk
	Internal Communications	Implement an internal communications program focused on OCFA goals and program progress/successes that relies heavily on face-to-face interaction with the fire chief as well as appropriate technology.	<ul style="list-style-type: none"> <li>• Schedule regular visits by the fire chief to all stations.</li> <li>• Stream video to each station with messages from the chief.</li> <li>• Arm troops with messages on a consistent basis by ensuring all message documents and Board Advisories are distributed to each station.</li> </ul>			With the exception of Fire Chiefs visits which is already included above, these recommendations are delivered by other means such as Intranet
	Community Relation	Ensure the various communities served are aware of the extremely high level of service provided by the OCFA and the benefits of a regional fire authority.	<ul style="list-style-type: none"> <li>• Large employer targeted outreach.</li> </ul>			Needs clarity

**DISCUSSION CALENDAR - AGENDA ITEM NO. 12**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

TO: Board of Directors, Orange County Fire Authority

FROM: Keith Richter, Fire Chief

SUBJECT: **OCFA Recommended Action Plan - Management Partners Report**

Summary:

This item is submitted to provide the OCFA's Recommended Action Plan to address the recommendations contained in the Management Partners Report.

Recommended Actions:

1. Approve the OCFA's Recommended Action Plan to address the recommendations contained in the Management Partners final report.
2. Direct staff to provide monthly progress reports to the Executive Committee and Board of Directors identifying steps taken to carry out the Recommended Action Plan.

Background:

Management Partners was retained by the OCFA in November 2013, to review the current leadership structure and internal management systems and identify opportunities to improve oversight, accountability, communication, and performance. Its review involved analyzing documents, conducting interviews with OCFA staff, Executive Committee members (and other Board members who requested interviews), conducting two online surveys (one with Board members and one with OCFA employees), and conducting seven focus groups.

Management Partners' analysis identified opportunities for improvement in the following areas:

- Management Systems and Accountability,
- Organizational Structure,
- Labor/Management Relations,
- Leadership Development and Succession Planning, and
- Board Development.

Specifically, its final report contained 29 recommendations for improvement.

***Initial Action Plan – Submitted to the Board in May 2014***

OCFA's Executive Management team, working jointly with Management Partners, initially developed an Action Plan to address the 29 recommendations (Attachment 1). The Action Plan included steps for each recommendation, planned completion dates, and assigned responsibility for completion of each action item. Prior to submitting the Plan to the Board in May, OCFA's Executive Management team had met with one of the three labor groups and had scheduled a date to meet with the other two groups, but had not completed those meetings. All three labor groups were requesting more opportunity for discussion of the Action Plan with the Executive

Management team, prior to adoption of the Plan by the Board. Therefore, at the May 22, 2014, meeting of the OCFA Board of Directors, staff was directed to meet with the various labor groups to develop consensus towards the Action Plan.

***Review Process with Labor Groups***

To date, the Executive Management team has met with labor as follows:

- Orange County Employees Association (OCEA) – May 22, 2014
- Chief Officers’ Association (COA) – May 28, 2014
- Orange County Professional Firefighters’ Assoc., Local 3631 (OCPFA) – May 28, 2014
- All 3 Labor Groups Combined – June 25, 2014
- All 3 Labor Groups Combined – July 8, 2014

The initial meetings with each individual labor group included a representative of Management Partners, Cathy Standiford, who walked through the 29 recommendations to explain intent. In addition, Executive Management explained the proposed implementation steps for various recommendations, as requested by labor. Feedback was provided by each individual labor group regarding areas of the Plan that they were unable to support, as currently drafted.

During our all-hands meeting on June 25, 2014, labor and management worked jointly to identify the specific elements of the Plan that required adjustment in order to gain consensus. The meeting was highly-interactive; all three groups provided detailed recommendations for action plan steps that might be taken to both address the recommendations, and which could be supported by labor. This feedback was used to produce a revised Recommended Action Plan, which became the subject of our last combined labor group meeting on July 8, 2014.

During our all-hands meeting on July 8, 2014, labor and management reviewed the revised action plan steps, and made a few final adjustments to the Plan. At the conclusion of the meeting, all three labor groups reported that we had consensus, and that they were able to support the Recommended Action Plan.

Most importantly, labor indicated that it was very important to them that we keep this Action Plan, and the commitments contained in the Plan, “front and center” in priority with the Executive Management team, the Board of Directors, labor, and throughout the organization. In other words, as our people change due to retirements and promotions, and as our Board changes due to elections and city reorganizations, we need to ensure that this process, the collaboration, the commitments, and the Plan are not forgotten or lost in the shuffle of new emerging priorities.

***Final Recommended Action Plan – July 2014***

The final Recommended Action Plan is now submitted for review and approval by the Board of Directors. We have provided a red-lined version to highlight the tracked changes that were made in collaboration with labor (Attachment 2) and a clean version reflecting the final Recommended Action Plan (Attachment 3).

The Recommended Action Plan is intended to guide OCFA staff in addressing Management Partners' 29 recommendations. In addition, the Action Plan contains two important additional recommendations developed jointly by OCFA management and OCFA's represented labor groups. These additional recommendations are intended to strengthen foundational relationships between management, labor, and all OCFA employees, thereby contributing to improved opportunities for success with the Action Plan steps identified for the 29 Management Partners' recommendations. These added recommendations are noted at the beginning of the Action Plan and marked as joint-labor-management (JLM) #A and #B.

The work involved in implementing measures to address the recommendations must be integrated into the other work of the organization, with appropriate assignments of responsibility for action and with the identification of specific planned completion dates. The Action Plan should be considered a living document, with planned completion dates being subject to change as we find that particular tasks may take longer than anticipated, or may require more JLM meetings, or other elements that may come into play. However, the Plan provides guidance about the length of time that might be required to complete each individual step in addressing the recommendations, and will be used for us to hold each other accountable for progress and outcomes.

### ***Summary and Conclusion***

In summary, we are proud of the collaboration that occurred in jointly developing this final work product, and we hope this can be viewed as a first step in building improved relationships and performance for OCFA.

Upon approval of the Recommended Action Plan by the Board of Directors, staff will provide monthly progress reports to the Executive Committee and Board of Directors outlining the steps taken each month to address the recommendations.

### **Impact to Cities/County:**

Not Applicable.

### **Fiscal Impact**

None

### **Staff Contacts for Further Information:**

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Lori Zeller, Assistant Chief/Business Services Department  
[lorizeller@ocfa.org](mailto:lorizeller@ocfa.org)  
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Attachments:

1. Initial Action Plan – May 2014 (draft)
2. Final Recommended Action Plan – July 2014 (red-lined)
3. Final Recommended Action Plan – July 2014 (clean version)

# Orange County Fire Authority Implementation Action Plan

May 2014



## **Making the Most of the Implementation Action Plan**

This Implementation Action Plan is intended to guide the implementation by OCFA staff of Management Partners' 29 recommendations. The work involved in implementing the recommendations must be integrated into the other work of the organization, with appropriate assignments of responsibility for implementation and with the identification of specific planned completion dates. The Action Plan begins that process with guidance about the length of time that might be required to complete an individual recommendation (estimated total task time).

Prudent implementation of most recommendations requires "circling back" after implementation and fine-tuning the result based on experience. The step to do that is not spelled out for each recommendation in this document on the assumption that it would be part of our normal management system for any newly implemented change.

Orange County Fire Authority  
Implementation Action Plan

Rec#	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
1	Develop clear expectations for accountability as well as the consequences if individuals do not fulfill expectations.	<ul style="list-style-type: none"> <li>Draft an outline of core expectations for employee accountability, including consequences</li> <li>Develop and execute strategy for communicating expectations and consequences throughout the organization (i.e., Chief's video chat, blast emails, station visits)</li> <li>Establish a process to reinforce expectations through training, corrective action and if necessary, discipline</li> </ul>	<p>June 30, 2014</p> <p>June 30, 2014</p> <p>June 30, 2014</p>	<p>Deputy Chief</p> <p>Fire Chief</p> <p>Deputy Chief</p>	<p>Assistance from Communications Lab</p> <p>Includes reinforcement by managers and supervisors in the organization</p>
2	Establish a professional standards unit for investigating complaints (and reviewing chain-of-command investigations), reports of rule violations and employee misconduct, including complaints by residents.	<ul style="list-style-type: none"> <li>Obtain information about how existing units in Los Angeles and Sacramento were established</li> <li>Confer with legal counsel about meet and confer requirements, if any</li> <li>Determine whether unit could be staffed with existing personnel or if new resources are required</li> <li>Obtain approvals to establish unit</li> <li>Recruit and/or train staff for unit</li> <li>Communicate full implementation</li> </ul>	<p>June 30, 2014</p> <p>June 30, 2014</p> <p>July 31, 2014</p> <p>Aug. 28, 2014</p> <p>Oct. 31, 2014</p> <p>Nov. 30, 2014</p>	<p>Human Resources (HR) Director</p> <p>HR Director</p> <p>HR Director</p> <p>HR Director</p> <p>HR Director</p> <p>HR Director</p>	
3	Ensure investigations are conducted expediently and consistent with the California Firefighters Procedural Bill of Rights (FFBOR).	<ul style="list-style-type: none"> <li>Review established protocols for handling investigations and modify as needed</li> <li>Establish a reporting process to monitor status of each investigation to ensure compliance</li> </ul>	<p>June 30, 2014</p> <p>July 31, 2014</p>	<p>Deputy Chief</p> <p>Deputy Chief</p>	<p>Support from HR Director</p> <p>Support from HR Director</p>
4	Establish a database to track investigations, recommendations, and actions taken.	<ul style="list-style-type: none"> <li>Work with Information Technology Division to establish database</li> <li>Provide training on the use of the</li> </ul>	<p>Completed</p> <p>June 30, 2014</p>	<p>HR Director</p> <p>HR Director</p>	<p>Support from IT as needed</p>

Orange County Fire Authority  
Implementation Action Plan

Rec#	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
		database			
5	Provide training to all supervisors about how to give positive and negative feedback to employees.	<ul style="list-style-type: none"> <li>Review training modules for delivering positive and negative feedback in Battalion Chief and Fire Captain academies and update as needed</li> <li>Develop refresher training for supervisors to coincide with rollout of new performance evaluation system</li> <li>Communicate the importance of providing regular verbal feedback to all supervisors, along with simple tips for doing so through video chats, email blasts and station visits</li> </ul>	Sept. 2014  Nov. 30, 2014  July 31, 2015	HR Director  HR Director  Fire Chief	Assistance from Communications Lab
6	Develop a timeline for choosing and implementing a new performance evaluation system.	<ul style="list-style-type: none"> <li>Confirm the current schedule for procuring and implementing the system</li> <li>Complete the RFP evaluation</li> <li>Award contract</li> <li>Customize, populate and test system</li> <li>Train supervisors on the use of the system</li> <li>Meet with labor associations to preview system.</li> <li>Announce system implementation and how it will affect the delivery of performance-related feedback to employees</li> </ul>	June 30, 2014  July 31, 2014 Aug. 21, 2014 Nov. 30, 2014 Dec. 31, 2014  Jan. 1, 2015	HR Director  HR Director Board of Directors IT Manager HR Director  HR Director  Fire Chief	Assistance from IT Division  Assistance from vendor Assistance from vendor  Assistance from Communications Lab

Orange County Fire Authority  
Implementation Action Plan

Rec#	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
7	Provide training on the importance and use of organizational performance measures so that everyone in the organization understands their function and purpose.	<ul style="list-style-type: none"> <li>Develop training on what organizational performance measurement is, how to effectively monitor and report performance data, and how to use results to aid decision making and continuous improvement</li> <li>Identify participants for training</li> <li>Conduct training</li> </ul>	<p>Jan. 31, 2015</p> <p>Jan. 31, 2015 Mar. 30, 2015</p>	<p>Asst. Chief of Strategic Services (SS)</p> <p>Deputy Chief Asst. Chief of SS</p>	May require outside help to develop and execute training
8	Hold regular monthly one-on-one meetings with Executive Committee members and with other Board members at their request.	<ul style="list-style-type: none"> <li>Establish a standing meeting schedule for each Executive Committee member</li> <li>Identify other Board members desiring monthly one-on-one meetings</li> <li>Establish a standing meeting schedule for each Board member wanting a monthly meeting</li> </ul>	<p>June 19, 2014</p> <p>June 19, 2014</p> <p>June 30, 2014</p>	<p>Fire Chief</p> <p>Fire Chief</p> <p>Fire Chief</p>	
9	Utilize video chats from the chief on a regular basis to convey important information.	<ul style="list-style-type: none"> <li>Continue the monthly video newsletter</li> <li>Evaluate opportunities to expand the use of video chats and/or videoconferencing to share information in real time</li> </ul>	<p>Ongoing</p> <p>Sept. 30, 2014</p>	<p>Fire Chief</p> <p>Communications Director</p>	Assistance from Communications Lab Implement once new director is hired
10	Develop a written list of key messages to be shared following executive staff meetings, so all division chiefs and battalion chiefs have the same talking points and deliver the same message.	<ul style="list-style-type: none"> <li>Establish format and protocols for writing and conveying key messages from executive staff meetings</li> <li>Meet with Division and Battalion Chiefs to communicate expectations for consistent delivery of key messages</li> </ul>	<p>June 30, 2014</p> <p>July 31, 2014</p>	<p>Deputy Chief</p> <p>Fire Chief</p>	Assistance from Communications Lab, Communications Director (once hired)

Orange County Fire Authority  
Implementation Action Plan

Rec#	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
11	Clarify the roles and responsibilities of the division chiefs.	<ul style="list-style-type: none"> <li>Meet with each Board member and city manager to discuss the desired role of division chiefs in their community and confirm OCFA's abilities to meet expectations</li> <li>Document and communicate critical tasks, core responsibilities, and expectations to Division Chiefs</li> </ul>	<p>Mar. 31, 2015</p> <p>July 31, 2014</p>	<p>Fire Chief</p> <p>Asst. Chief Ops.</p>	<p>Assistance from Deputy Chief and Asst. Chief Ops.</p> <p>Potential change in Board members in Jan. 2015</p>
12	When a division chief serves more than one jurisdiction, assign a battalion chief as an additional liaison for each jurisdiction.	<ul style="list-style-type: none"> <li>Designate a battalion chief from each division to serve as the back-up liaison</li> <li>Introduce back up liaison to Board member and city manager from each jurisdiction</li> </ul>	<p>Completed</p> <p>June 30, 2014</p>	<p>Asst. Chief Operations (Ops.)</p> <p>Fire Chief</p>	<p>Assistance from Division Chiefs</p>
13	Establish or make more explicit the procedures for rotating staff battalion chief positions.	<ul style="list-style-type: none"> <li>Document procedures for rotating staff battalion chief positions</li> <li>Confer with legal counsel on meet and confer obligations as needed</li> <li>Meet with Chief Officer Association to review procedures and their implementation</li> </ul>	<p>Sept. 30, 2014</p> <p>Sept. 30, 2014</p> <p>Sept. 30, 2014</p>	<p>Asst. Chief Ops.</p> <p>Asst. Chief Ops.</p> <p>Asst. Chief Ops.</p>	
14	Hire a communications professional to head the corporate communications function.	<ul style="list-style-type: none"> <li>Obtain Board authorization for position</li> <li>Recruit and hire position</li> </ul>	<p>Complete</p> <p>June 30, 2014</p>	<p>HR Director</p> <p>Fire Chief</p>	<p>Assistance from Communications Lab</p>
15	Assign and train three captains (one per shift) with good communication skills to assist the head of corporate communications as PIOs when needed.	<ul style="list-style-type: none"> <li>Document list of existing trained captains</li> <li>Identify whether additional personnel need training</li> <li>Develop formal protocols for assigning PIO responsibility to trained captains</li> </ul>	<p>June 30, 2014</p> <p>July 31, 2014</p> <p>Aug. 28, 2014</p>	<p>HR Director</p> <p>Asst. Chief Ops.</p> <p>Communications Director</p>	<p>Assistance from Communications Lab</p>

Orange County Fire Authority  
Implementation Action Plan

Rec#	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
16	Assign the community relations/education specialists to the Corporate Communications Division.	<ul style="list-style-type: none"> <li>Transfer community relations/education specialist positions from the Community Risk Reduction Department to the Corporate Communications Division</li> </ul>	Complete	Deputy Chief	Completed in April 2014 with Community Risk Reduction department reorganization
17	Develop a corporate communications calendar that details the community risk reduction strategy of the department.	<ul style="list-style-type: none"> <li>Complete recruitments for Fire Marshal and Communications Director</li> <li>Develop community risk reduction goals, objectives and communication strategies</li> <li>Develop annual calendar of community risk reduction activities, events and public information messages to be delivered to the community</li> <li>Establish a process to evaluate effectiveness of community risk reduction communication strategies at six month intervals</li> </ul>	June 30, 2014 Nov. 21, 2014 Dec. 19, 2014 Jan. 1, 2015	HR Director Fire Marshal Communications Director Communications Director	Assistance of Communications Director/Communications Lab
18	Fill the vacant captain positions as soon as possible.	<ul style="list-style-type: none"> <li>Establish promotional list for captain positions</li> <li>Fill vacant positions from list</li> </ul>	Oct. 21, 2014 Nov. 28, 2014	Asst. Chief Ops Asst. Chief Ops	Support from HR Director Support from HR Director
19	Negotiate a more cost-effective shift schedule for employees in the Emergency Command Center. Clarify language in the MOU.	<ul style="list-style-type: none"> <li>Evaluate impacts of alternative shift schedules on staffing, overtime and associated costs</li> <li>Develop and present recommendations to Board (closed session)</li> <li>Meet and confer with OCEA on proposed shift changes</li> </ul>	Oct. 31, 2014 Nov. 20, 2014 Dec. 31, 2014	Asst. Chief Bus. Services Asst. Chief Support Services HR Director	Involve Asst. Chief Support Services and HR Director Assistance of HR Director Assistance of Asst. Chief Business Services, Asst. Chief Support Services

Orange County Fire Authority  
Implementation Action Plan

Rec#	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
20	Establish joint labor-management committees for each labor association.	<ul style="list-style-type: none"> <li>• Invite each labor associations to participate in a joint-labor committee</li> <li>• Establish protocols for referring issues to joint-labor committees</li> </ul>	July 31, 2014	Deputy Chief	Support from HR Director
			August 29, 2014	Deputy Chief	Support from HR Director
21	Evaluate the selection and promotion process to ensure all hiring practices are nondiscriminatory and fair.	<ul style="list-style-type: none"> <li>• Review and evaluate existing selection and promotion policies, procedures and practices</li> <li>• Report results of the evaluation to the Chief, with recommendations for improvement</li> <li>• Communicate results of the evaluation to labor association leaders</li> </ul>	Mar. 31, 2015	HR Director	
			April 30, 2015	HR Director	
			April 30, 2015	Fire Chief	
22	Establish an Advisory Promotional Process Review Committee to develop recommendations for improving the promotional selection process for safety positions.	<ul style="list-style-type: none"> <li>• Invite Local 3631 and Chief Officers Association to participate on Committee</li> <li>• Meet to develop recommendations for improving the process</li> <li>• Present recommendations to the Fire Chief</li> </ul>	Dec. 31, 2014	HR Director	May delay until completion of labor negotiations
			Feb. 28, 2015	HR Director	
			Mar. 31, 2015	Chair of Advisory Committee	Support from HR Director
23	Develop a formal succession plan for executive and senior management positions.	<ul style="list-style-type: none"> <li>• Create a succession plan including the following components: <ul style="list-style-type: none"> <li>○ Additional workforce analysis to forecast future leadership needs</li> <li>○ Identification of core competencies and job requirements for each position</li> <li>○ Identification of training and professional development opportunities</li> <li>○ Mechanisms for identifying and mentoring talent</li> <li>○ Processes for documenting institutional knowledge</li> </ul> </li> </ul>	Oct. 31, 2015	HR Director	Involve the executive management team, division chiefs and Board Human Resources Committee

Orange County Fire Authority  
Implementation Action Plan

Rec#	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
		<ul style="list-style-type: none"> <li>○ Implementation strategies and resources required</li> <li>● Communicate the succession plan to the Board and OCFA organization once developed</li> </ul>	Nov. 30, 2015	Fire Chief	
24	Create opportunities for cross-training, job shadowing, officer training, professional development, and mentoring.	<ul style="list-style-type: none"> <li>● Provide information on effective mentoring and encourage employees to find a mentor and to mentor others</li> <li>● Enlist the help of managers and supervisors to identify and implement cross training and/or job shadowing opportunities</li> <li>● Establish a process for tracking and documenting the results of cross training and job shadowing activities</li> </ul>	May 31, 2015  Oct. 31, 2015  Nov. 30, 2015	HR Director  HR Director  HR Director	
25	Explore the feasibility of providing additional leadership development.	<ul style="list-style-type: none"> <li>● Develop recommendations for expanding leadership training opportunities beyond the current program and identify the required resources</li> <li>● Present recommendations for funding as part of the FY 2015-16 budget</li> </ul>	April 30, 2015  May, 30, 2015	HR Director  Fire Chief	
26	Review information with Board members on an annual basis that stresses their roles and responsibilities, including Board norms for behavior.	<ul style="list-style-type: none"> <li>● Schedule a special Board meeting to discuss roles, responsibilities, and other areas to enhance Board member effectiveness</li> <li>● Review and update Board handbook materials to ensure clarity of roles, responsibilities and norms for behavior</li> </ul>	Feb. 28, 2015 and annually thereafter  Jan. 31, 2015	Fire Chief  Deputy Chief	Also general counsel  Also general counsel
27	Provide an in-depth orientation for new Board members within 30 days of appointment.	<ul style="list-style-type: none"> <li>● Establish a process to invite new Board members for an orientation as soon as they have been appointed</li> </ul>	Nov. 28, 2014	Fire Chief	Have executive team participate in orientation

Orange County Fire Authority  
Implementation Action Plan

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Rec#	Recommendation	Implementation Steps	Planned Completion	Person Responsible	Comments
		<ul style="list-style-type: none"> <li>Review and update Board orientation materials</li> </ul>	Dec. 28, 2014	Asst. Chief Bus. Services	Include input from executive team and general counsel
28	Authorize the Chair to make recommendations to Committee appointments, with ratification by the full Board.	<ul style="list-style-type: none"> <li>Schedule discussion of a change in policy regarding Committee appointments for a Board meeting</li> </ul>	Aug. 28, 2014	Board Chair	
29	Establish Board norms for behavior.	<ul style="list-style-type: none"> <li>Incorporate into special Board meeting referenced in Recommendation 26.</li> <li>Establish a process to periodically review Board norms for behavior</li> </ul>	Feb. 28, 2015 Feb. 28, 2015	Fire Chief Executive Committee	

## Orange County Fire Authority

# Implementation-Recommended Action Plan Management Partners Report

May July 24, 2014



## Making the Most of the ~~Implementation~~ Action Plan

This ~~Implementation~~-Action Plan is intended to guide ~~the implementation by~~ OCFA staff ~~in addressing of~~ Management Partners' 29 recommendations. The Action Plan also contains two important additional recommendations developed jointly by OCFA management and OCFA's represented labor groups. These additional recommendations are intended to strengthen foundational relationships between management, labor, and all OCFA employees, thereby contributing to improved opportunities for success with the action plan steps identified for the 29 Management Partners' recommendations. These added recommendations are noted at the beginning of the Action Plan and marked as joint-labor-management (JLM) #A and #B.

The work involved in implementing measures to address the recommendations must be integrated into the other work of the organization, with appropriate assignments of responsibility for ~~actionimplementation~~ and with the identification of specific planned completion dates. The Action Plan begins that process with guidance about the length of time that might be required to complete ~~eachan~~ individual step in addressing the recommendations (estimated total task time).

Prudent implementation of actions to address most recommendations requires "circling back" after ~~completionimplementation~~ and fine-tuning the result based on experience. The step to do that is not spelled out for each recommendation in this document on the assumption that it would be part of our normal management system for any newly implemented change.

Rec#	Management Partners' Recommendation	Implementation Steps OCFA Action Plan	Planned Completion	Person Responsible	Comments
JLM #A		<p><b><u>Reestablish trust within the OCFA, both with internal and external stakeholders.</u></b></p> <ul style="list-style-type: none"> <li><u>Clearly communicate to all employees the issues identified within the Management Study and the steps in this Action Plan to resolve these issues.</u></li> <li><u>Further communicate with employees on progress and accountability with the Action Plan to resolve these issues.</u></li> <li><u>Schedule routine and frequent joint labor-management (JLM) meetings with each labor group and unrepresented managers (see also #20).</u></li> <li><u>Seek commitments from both management and labor to engage in open dialogue, while remaining courteous and respectful of differing opinions that may exist.</u></li> <li><u>Hold candid discussions at initial JLM meetings regarding behaviors by both sides (management and labor) that contributed to lack of trust, for purposes of avoiding repeat of those behaviors.</u></li> <li><u>Seek early input from labor regarding new policy initiatives prior to seeking approval through the policy makers or external partners to better understand the impacts.</u></li> <li><u>Identify areas of common agreement that can be built upon to improve collaboration, and when there is</u></li> </ul>	<p><u>Dec. 31, 2015</u></p> <p><u>Sept. 30, 2014</u></p> <p><u>Quarterly Updates</u></p> <p><u>July 31, 2014</u></p> <p><u>Sept. 30, 2014</u></p> <p><u>Sept. 30, 2014</u></p> <p><u>Dec. 31, 2014</u></p> <p><u>Dec. 31, 2014</u></p>	<p><u>Fire Chief</u></p> <p><u>Comm. Director, Exec. Mgmt. Team</u></p> <p><u>Comm. Director Exec. Mgmt. Team</u></p> <p><u>HR Director</u></p> <p><u>Comm. Director</u></p> <p><u>Comm. Director HR Director</u></p> <p><u>Dep. &amp; Asst. Chiefs</u></p> <p><u>Dep. &amp; Asst. Chiefs, Labor Groups</u></p>	<p><u>The overall completion date established for this objective is designed to allow time to develop routine processes, begin producing results, and then work for one full year under leadership of the new Fire Chief. At the end of 2015, the JLM Committees will look back and determine the effectiveness of our efforts.</u></p> <p><u>Comm Director and HR Director to serve as facilitators for these discussions.</u></p> <p><u>The following steps shall begin immediately; however, as of December 2014, we will look back and assess progress.</u></p>

Rec#	Management Partners' Recommendation	Implementation Steps OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<p><u>disagreement, bring alternative recommendations forward.</u></p> <ul style="list-style-type: none"> <li>• <u>Consider developing internal advisory committees of OCFA employees with working knowledge of the OCFA and the impacts that changes may have on internal and external services:</u> <ul style="list-style-type: none"> <li>○ <u>Operational Committees might consider topics such as EMS, Training, Equipment, Safety, Service Delivery</u></li> <li>○ <u>Non-operational Committees might consider topics such as Human Resources, Budget, Facilities, IT</u></li> </ul> </li> </ul>	<p><u>Dec. 31, 2014</u></p>	<p><u>Comm. Director</u> <u>Exec. Mgmt. Team</u></p>	
<p><u>JLM</u> <u>#B</u></p>		<p><b><u>Take actions to make it clear to all employees that harassment and retaliation will not be tolerated at OCFA.</u></b></p> <ul style="list-style-type: none"> <li>• <u>Work with the JLM Committees to agree on a consistent process for investigating allegations of harassment or retaliation (see also #2).</u></li> <li>• <u>Work with the JLM Committees to explore options for sharing results of these investigations without compromising confidentiality.</u></li> <li>• <u>Provide training to all employees regarding actions that constitute harassment or retaliation.</u></li> <li>• <u>Use a variety of communication tools to</u></li> </ul>	<p><u>July 31, 2015</u></p> <p><u>Dec. 31, 2014</u></p> <p><u>Mar. 31, 2015</u></p> <p><u>July 31, 2015</u></p> <p><u>July 31, 2015</u></p>	<p><u>HR Director</u></p> <p><u>HR Director</u></p> <p><u>HR Director</u></p> <p><u>HR Director</u></p> <p><u>Comm. Director</u></p>	<p><u>Action is intended to begin immediately, with a check-in date in one year at July 31, 2015 to assess results and employee perceptions of progress.</u></p>

Orange County Fire Authority

~~Implementation~~ Action Plan to Address Management Partners' Recommendations

Rec#	<u>Management Partners' Recommendation</u>	<u>Implementation Steps</u> <del>OCFA Action Plan</del>	Planned Completion	Person Responsible	Comments
		<u>ensure our message is received frequently throughout OCFA that harassment and retaliation will not be tolerated at OCFA.</u>			
1	Develop clear expectations for accountability as well as the consequences if individuals do not fulfill expectations.	<ul style="list-style-type: none"> <li>• Draft an outline of core expectations for employee accountability, <del>including consequences</del></li> <li>• Develop and execute <u>a strategy for communicating expectations and consequences throughout the organization</u> (i.e., Chief's video chat, blast emails, station visits)               <ul style="list-style-type: none"> <li>• <u>Establish a process to reinforce expectations</u></li> <li>• <u>Educate supervisors and managers on appropriate/consistent application of progressive-corrective actions, as consequences when individuals do not fulfill expectations</u></li> </ul> </li> </ul>	June 30, 2015 <del>4</del>  June 30, 2015 <del>4</del>  June 30, 2015 <del>4</del>  <u>June 30, 2015</u>	Deputy Chief  Fire Chief  Deputy Chief  <u>HR Director</u>	Includes reinforcement by managers and supervisors in the organization
2	Establish a professional standards unit for investigating complaints (and reviewing chain-of-command investigations), reports of rule violations and employee misconduct, including complaints by residents.	<ul style="list-style-type: none"> <li>• Obtain information about how existing units in Los Angeles and Sacramento were established</li> <li>• <u>Research how other Fire Departments address internal complaints and investigations</u></li> <li>• <u>If a professional standards unit is considered, Determine whether unit could be staffed with existing personnel or if new resources are required</u></li> <li>• <u>Discuss research and options with the JLM and internal advisory committees</u></li> <li>• <del>Confer with legal counsel about</del> <u>Ensure</u></li> </ul>	<u>Dec. 31, 2014</u>  <u>Dec. 31, 2014</u>  <u>Dec. 31, 2014</u>  <u>Mar. 31, 2015</u>  <u>June 30, 2015</u>	HR Director  HR Director  HR Director  HR Director  HR Director	

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Rec#	Management Partners' Recommendation	Implementation Steps OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<ul style="list-style-type: none"> <li>meet and confer requirements <u>are met if changes are proposed, if any</u></li> <li><del>Obtain approvals to establish unit</del></li> <li><del>Recruit and/or train staff for unit</del></li> <li>Communicate full implementation</li> </ul>			
3	Ensure investigations are conducted expeditiously and consistent with the California Firefighters Procedural Bill of Rights (FFBOR).	<ul style="list-style-type: none"> <li>Review established protocols for handling investigations <u>on behalf of all labor groups</u> and modify as needed</li> <li>Consider <u>extending similar protections as FFBOR for all employees</u></li> <li>Establish a reporting process to monitor status of each investigation to ensure compliance</li> </ul>	<p><u>June 30, 2015</u></p> <p><u>June 30, 2015</u></p> <p><u>June 30, 2015</u></p>	<p>Deputy Chief</p> <p>Deputy Chief</p> <p><u>HR Director</u></p>	<p>Support from HR Director</p> <p>Support from HR Director</p>
4	Establish a database to track investigations, recommendations, and actions taken.	<ul style="list-style-type: none"> <li>Work with Information Technology Division to establish database</li> <li>Provide training on the use of the database</li> </ul>	<p>Completed</p> <p><u>Sept. 30, 2014</u></p>	<p>HR Director</p> <p>HR Director</p>	<p>Support from IT as needed</p>
5	Provide training to all supervisors about how to give positive and negative feedback to employees.	<ul style="list-style-type: none"> <li>Review training modules for delivering positive and negative feedback in Battalion Chief and Fire Captain academies and update as needed</li> <li><u>Ensure training covers FFBOR and Weingarten rights</u></li> <li><u>Review proposed training modules with JLM committees</u></li> <li>Develop refresher training for supervisors to coincide with rollout of new performance evaluation system</li> <li>Communicate the importance of providing regular verbal feedback to all supervisors, along with simple tips for</li> </ul>	<p><u>Dec. 31, 2014</u></p> <p><u>Dec. 31, 2014</u></p> <p><u>Dec. 31, 2014</u></p> <p><u>Mar. 31, 2015</u></p> <p>July 31, 2015</p>	<p>HR Director</p> <p>HR Director</p> <p>Fire Chief</p>	

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~~Implementation~~ Action Plan to Address Management Partners' Recommendations

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		<p>doing so through video chats, email blasts and station visits</p>			
6	<p>Develop a timeline for choosing and implementing a new performance evaluation system.</p>	<ul style="list-style-type: none"> <li>Confirm the current schedule for procuring/implementing <u>an automated performance evaluation</u> system</li> <li>Complete the RFP evaluation, <u>with input from a cross-section of OCFA employees and labor reps</u></li> <li>Meet with JLMs to preview systems</li> <li>Award contract</li> <li>Meet with labor to discuss any proposed changes to evaluation processes that require meet and confer</li> <li>Customize, populate and test system</li> <li>Train supervisors on use of the system</li> <li>Announce system implementation and how it will affect delivery of performance feedback to employees</li> </ul>	<p><u>Aug. 31, 2014</u></p> <p><u>Oct. 31, 2014</u></p> <p><u>Dec. 31, 2014</u> <u>Jan. 31, 2015</u> <u>Mar. 31, 2015</u></p> <p><u>Mar. 31, 2015</u> <u>May 30, 2015</u> <u>June 30, 2015</u></p>	<p>HR Director</p> <p>HR Director</p> <p>HR Director Board of Directors HR Director</p> <p>HR Dir. &amp; IT Mgr. HR Director Fire Chief</p>	<p>Assistance from IT Division</p> <p>Assistance from vendor Assistance from vendor</p>
7	<p>Provide training on the importance and use of organizational performance measures so that everyone in the organization understands their function and purpose.</p>	<ul style="list-style-type: none"> <li><u>Collaborate with JLM and internal advisory committees for development of performance measures</u></li> <li><u>Include use of data inputs for performance measures, but also consider inclusion of other factors that are not always evident in the data</u></li> <li><u>Develop training on what organizational performance measurement is, how to effectively monitor and report performance <u>measures</u> data, and how to use results to aid decision making and continuous improvement</u></li> <li>Identify participants for training</li> </ul>	<p><u>June 30, 2015</u></p> <p><u>June 30, 2015</u></p> <p><u>Sept. 30, 2015</u></p> <p><u>Sept. 30, 2015</u></p>	<p>Asst. Chief/Support Services (SS)</p> <p>Asst. Chief/SS</p> <p>Asst. Chief/SS</p> <p>Exec. Mgmt. Team</p>	<p>May require outside help to develop and execute training</p>

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~~Implementation~~ Action Plan to Address Management Partners' Recommendations

Rec#	<u>Management Partners' Recommendation</u>	<u>Implementation Steps</u> <u>OCFA Action Plan</u>	Planned Completion	Person Responsible	Comments
		<ul style="list-style-type: none"> <li>• <u>Conduct training</u></li> <li>• <u>Communicate to all employees "what, why, and how" performance measures will be used at OCFA</u></li> </ul>	<u>Dec. 31, 2015</u> <u>Dec. 31, 2015</u>	Asst. Chief/SS Comm. Director Asst. Chief/SS	
8	Hold regular monthly one-on-one meetings with Executive Committee members and with other Board members at their request.	<ul style="list-style-type: none"> <li>• Establish a standing meeting schedule for each Executive Committee member</li> <li>• Identify other Board members desiring monthly one-on-one meetings</li> <li>• Establish a standing meeting schedule for each Board member wanting a monthly meeting</li> </ul>	June 19, 2014 June 19, 2014 June 30, 2014	Fire Chief Fire Chief Fire Chief	
9	Utilize video chats from the chief on a regular basis to convey important information.	<ul style="list-style-type: none"> <li>• <u>Survey employees to determine the best methods for communicating different types of messages, understanding that the same protocol won't be best for communicating all types of messages</u></li> <li>• Continue the monthly video newsletter</li> <li>• Evaluate opportunities to expand the use of video chats and/or videoconferencing to share information in real time, <u>depending upon the feedback obtained from the survey</u></li> </ul>	<u>Sept. 30, 2014</u>  Ongoing <u>Dec. 31, 2014</u>	Fire Chief Comm. Director	
10	Develop a written list of key messages to be shared following executive staff meetings, so all division chiefs and battalion chiefs have the same talking points and deliver the same message.	<ul style="list-style-type: none"> <li>• <u>Establish format and protocols for writing and conveying key messages from executive staff meetings (see also steps outlined for rec. #9 above)</u></li> <li>• <u>Use JLM committees to gain input prior to finalizing messages on policy initiatives</u></li> <li>• <u>Communicate by face-to-face dialogue,</u></li> </ul>	<u>Sept. 30, 2014</u>  <u>Sept. 30, 2014</u>  <u>Sept. 30, 2014</u>	Deputy Chief <u>Comm. Director</u>  <u>Exec. Mgmt. Team</u>  <u>Exec. Mgmt. Team</u>	

Orange County Fire Authority

Implementation Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	Implementation Steps OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<p><u>where feasible, rather than communicating all messages through written speaking points (see also #9)</u></p> <ul style="list-style-type: none"> <li>Meet with Division and Battalion Chiefs to communicate expectations for consistent delivery of key messages</li> </ul>	<p><u>Sept. 30, 2014</u></p>	<p><u>Exec. Mgmt. Team</u> <u>Comm. Director</u></p>	
11	<p>Clarify the roles and responsibilities of the division chiefs.</p>	<ul style="list-style-type: none"> <li>Meet with each Board member and city manager to discuss the desired role of division chiefs in their community and confirm OCFA's abilities to meet expectations</li> <li><u>Gain consistency of expectations among various divisions</u></li> <li><u>Meet with labor to discuss any proposed changes that require meet and confer</u></li> <li>Document and communicate critical tasks, core responsibilities, and expectations to Division Chiefs</li> </ul>	<p><u>July 31, 2015</u></p> <p><u>July 31, 2015</u></p> <p><u>July 31, 2015</u></p> <p>July 31, 2015<sup>54</sup></p>	<p>Fire Chief</p> <p><u>Fire Chief</u></p> <p><u>HR Director</u> <u>Asst. Chief Ops.</u></p> <p>Asst. Chief Ops.</p>	<p>Assistance from Deputy Chief and Asst. Chief Ops. Potential change in Board members in Jan. 2015</p>
12	<p>When a division chief serves more than one jurisdiction, assign a battalion chief as an additional liaison for each jurisdiction.</p>	<ul style="list-style-type: none"> <li>Designate an <u>on-duty</u> battalion chief from each division to serve as the back-up liaison</li> <li>Introduce back up liaison to Board member and city manager from each jurisdiction</li> </ul>	<p>Completed</p> <p><u>Aug. 31, 2014</u></p>	<p>Asst. Chief Ops.</p> <p>Fire Chief Asst. Chief Ops.</p>	<p>Assistance from Division Chiefs</p>
13	<p>Establish or make more explicit the procedures for rotating staff battalion chief positions.</p>	<ul style="list-style-type: none"> <li><u>Meet with Chief Officers' Association (COA) to discuss proposed rotation procedures, building on the succession plan previously proposed by the COA</u></li> <li><u>Meet and confer, as required</u></li> </ul>	<p>Sept. 30, 2014</p> <p><u>Oct. 31, 2014</u> <u>Nov. 30, 2014</u></p>	<p>Asst. Chief Ops.</p> <p><u>HR Director</u> Asst. Chief Ops.</p>	

Orange County Fire Authority

~~Implementation~~ Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	Implementation Steps OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<ul style="list-style-type: none"> <li>Document procedures for rotating staff battalion chief positions</li> </ul>		Asst. Chief Ops.	
14	Hire a communications professional to head the corporate communications function.	<ul style="list-style-type: none"> <li>Obtain Board authorization for position</li> <li>Recruit and hire position</li> </ul>	Complete <u>Aug. 31, 2014</u>	HR Director Fire Chief	
15	Assign and train three captains (one per shift) with good communication skills to assist the head of corporate communications as PIOs when needed.	<ul style="list-style-type: none"> <li>Document list of existing trained captains</li> <li>Identify whether additional personnel need training</li> <li><del>Develop formal</del> <u>proposed</u> protocols for assigning PIO responsibility to trained captains</li> <li><u>Meet with labor to discuss any proposed changes that require meet and confer</u></li> </ul>	<u>Aug. 31, 2014</u> <u>Aug. 31, 2014</u> <u>Sept. 30, 2014</u> <u>Dec. 31, 2014</u>	Corp. Comm BC Corp. Comm BC Comm. Director HR Director Comm. Director	
16	Assign the community relations/education specialists to the Corporate Communications Division.	<ul style="list-style-type: none"> <li>Transfer community relations/education specialist positions from the Community Risk Reduction Department to the Corporate Communications Division</li> </ul>	Complete	Deputy Chief	Completed in April 2014 with Community Risk Reduction department reorganization
17	Develop a corporate communications calendar that details the community risk reduction strategy of the department.	<ul style="list-style-type: none"> <li>Complete recruitments for Fire Marshal and Communications Director</li> <li>Develop community risk reduction goals, objectives and communication strategies</li> <li>Develop annual calendar of community risk reduction activities, events and public information messages to be delivered to the community</li> <li>Establish a process to evaluate effectiveness of community risk</li> </ul>	<u>Aug. 31, 2014</u> Nov. 30, 2014 Dec. 31, 2014 <u>June 30, 2015</u>	HR Director Fire Marshal Comm. Director Comm. Director	<u>Fire Marshal appointed in May 2014</u> Assistance of Comm. Director

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Rec#	<u>Management Partners' Recommendation</u>	<del>Implementation Steps</del> <u>OCFA Action Plan</u>	Planned Completion	Person Responsible	Comments
		reduction communication strategies at six month intervals			
18	Fill the vacant captain positions as soon as possible.	<ul style="list-style-type: none"> <li>Establish promotional list for captain positions</li> <li><del>Fill vacant positions from list</del></li> </ul>	Oct. 31, 2014 <del>Oct. 31, 2014</del>	Asst. Chief Ops <del>Asst. Chief Ops</del>	Support from HR Director
19	Negotiate a more cost-effective shift schedule for employees in the Emergency Command Center. Clarify language in the MOU.	<ul style="list-style-type: none"> <li><del>Identify and evaluate costs and benefits of the current shift schedule for OCFA</del></li> <li><del>Research other agencies currently using the same shift as OCFA to determine why the current shift benefits those agencies</del></li> <li>Evaluate impacts of alternative shift schedules on staffing, overtime and associated costs</li> <li><del>Develop and present recommendations to Board (closed session)</del></li> <li>Meet and confer with OCEA on <del>proposed shift changes</del> during upcoming negotiations</li> </ul>	Oct. 31, 2014 <del>Oct. 31, 2014</del>  Oct. 31, 2014  Nov. 20, 2014  Dec. 31, 2014	Asst. Chief Support Services <del>Asst. Chief Support Services</del>  Asst. Chief Bus. Services  <del>Asst. Chief Support Services</del>  HR Director	Involve Asst. Chief Support Services and HR Director  <del>Assistance of HR Director</del>  Assistance of Asst. Chief Business Services, Asst. Chief Support Services
20	Establish joint labor-management committees for each labor association.	<ul style="list-style-type: none"> <li>Invite each labor associations to participate in a joint-labor committee</li> <li>Establish protocols for referring issues to joint-labor committees</li> </ul>	Aug. 31, 2014  Aug. 31, 2014	<del>Deputy Fire</del> Chief  <del>Deputy Fire</del> Chief	Support from HR Director  Support from HR Director
21	Evaluate the selection and promotion process to ensure all hiring practices are nondiscriminatory and fair.	<ul style="list-style-type: none"> <li>Review and evaluate existing selection and promotion policies, procedures and practices</li> <li><del>Review and evaluate procedures for providing constructive feedback to candidates participating in promotion processes</del></li> <li>Report results of the evaluation to the</li> </ul>	Mar. 31, 2015  <del>Mar. 31, 2015</del>  April 30, 2015	HR Director  <del>HR Director</del>  HR Director	



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~~Implementation~~ Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	Implementation Steps OCFA Action Plan	Planned Completion	Person Responsible	Comments
		developed			
24	Create opportunities for cross-training, job shadowing, officer training, professional development, and mentoring.	<ul style="list-style-type: none"> <li>Provide information on effective mentoring and encourage employees to find a mentor and to mentor others</li> <li>Enlist the help of managers and supervisors to identify and implement cross training and/or job shadowing opportunities</li> <li><u>Seek input through JLM and internal advisory committees</u></li> <li><u>Ensure meet and confer processes with labor, if applicable</u></li> <li>Establish a process for tracking and documenting the results of cross training and job shadowing activities</li> </ul>	<p>May 31, 2015</p> <p>Oct. 31, 2015</p> <p><u>Oct. 31, 2015</u></p> <p><u>Oct. 31, 2015</u></p> <p>Nov. 30, 2015</p>	<p>HR Director</p> <p>HR Director</p> <p>HR Director</p> <p><u>HR Director</u></p> <p><u>HR Director</u></p>	
25	Explore the feasibility of providing additional leadership development.	<ul style="list-style-type: none"> <li>Develop recommendations for expanding leadership training opportunities beyond the current program and identify the required resources</li> <li>Present recommendations for funding as part of the FY 2015-16 budget</li> </ul>	<p>April 30, 2015</p> <p>May, 30, 2015</p>	<p>HR Director</p> <p>Fire Chief</p>	
26	Review information with Board members on an annual basis that stresses their roles and responsibilities, including Board norms for behavior.	<ul style="list-style-type: none"> <li>Schedule a special Board meeting to discuss roles, responsibilities, and other areas to enhance Board member effectiveness</li> <li>Review and update Board handbook materials to ensure clarity of roles, responsibilities and norms for behavior</li> </ul>	<p>Feb. 28, 2015 and annually thereafter</p> <p>Jan. 31, 2015</p>	<p>Fire Chief</p> <p>Deputy Chief</p>	<p>Also general counsel</p> <p>Also general counsel</p>
27	Provide an in-depth orientation for new Board members within 30 days of	<ul style="list-style-type: none"> <li>Establish a process to invite new Board members for an orientation as soon as</li> </ul>	Nov. 30, 2014	Fire Chief	Have executive team participate in orientation

Orange County Fire Authority

~~Implementation~~ Action Plan to Address Management Partners' Recommendations

Rec#	<del>Management Partners'</del> Recommendation	<del>Implementation</del> Steps OCFA Action Plan	Planned Completion	Person Responsible	Comments
	appointment.	they have been appointed <ul style="list-style-type: none"> <li>Review and update Board orientation materials</li> </ul>	Dec. 31, 2014	Asst. Chief Bus. Services	Include input from executive team and general counsel
28	Authorize the Chair to make recommendations to Committee appointments, with ratification by the full Board.	<ul style="list-style-type: none"> <li>Schedule discussion of a change in policy regarding Committee appointments for a Board meeting</li> </ul>	Nov. 30, 2014	Board Chair	
29	Establish Board norms for behavior.	<ul style="list-style-type: none"> <li>Incorporate into special Board meeting referenced in Recommendation 26.</li> <li>Establish a process to periodically review Board norms for behavior</li> </ul>	Feb. 28, 2015 Feb. 28, 2015	Fire Chief Executive Committee	

# Orange County Fire Authority Recommended Action Plan Management Partners Report

July 24, 2014



## **Making the Most of the Action Plan**

This Action Plan is intended to guide OCFA staff in addressing Management Partners' 29 recommendations. The Action Plan also contains two important additional recommendations developed jointly by OCFA management and OCFA's represented labor groups. These additional recommendations are intended to strengthen foundational relationships between management, labor, and all OCFA employees, thereby contributing to improved opportunities for success with the action plan steps identified for the 29 Management Partners' recommendations. These added recommendations are noted at the beginning of the Action Plan and marked as joint-labor-management (JLM) #A and #B.

The work involved in implementing measures to address the recommendations must be integrated into the other work of the organization, with appropriate assignments of responsibility for action and with the identification of specific planned completion dates. The Action Plan begins that process with guidance about the length of time that might be required to complete each individual step in addressing the recommendations (estimated total task time).

Prudent implementation of actions to address most recommendations requires "circling back" after completion and fine-tuning the result based on experience. The step to do that is not spelled out for each recommendation in this document on the assumption that it would be part of our normal management system for any newly implemented change.

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
JLM #A		<p><b><i>Reestablish trust within the OCFA, both with internal and external stakeholders.</i></b></p> <ul style="list-style-type: none"> <li>Clearly communicate to all employees the issues identified within the Management Study and the steps in this Action Plan to resolve these issues.</li> <li>Further communicate with employees on progress and accountability with the Action Plan to resolve these issues.</li> <li>Schedule routine and frequent joint labor-management (JLM) meetings with each labor group and unrepresented managers (see also #20).</li> <li>Seek commitments from both management and labor to engage in open dialogue, while remaining courteous and respectful of differing opinions that may exist.</li> <li>Hold candid discussions at initial JLM meetings regarding behaviors by both sides (management and labor) that contributed to lack of trust, for purposes of avoiding repeat of those behaviors.</li> <li>Seek early input from labor regarding new policy initiatives prior to seeking approval through the policy makers or external partners to better understand the impacts.</li> <li>Identify areas of common agreement that can be built upon to improve collaboration, and when there is disagreement, bring alternative recommendations forward.</li> </ul>	<p>Dec. 31, 2015</p> <p>Sept. 30, 2014</p> <p>Quarterly Updates</p> <p>July 31, 2014</p> <p>Sept. 30, 2014</p> <p>Sept. 30, 2014</p> <p>Dec. 31, 2014</p> <p>Dec. 31, 2014</p>	<p>Fire Chief</p> <p>Comm. Director, Exec. Mgmt. Team</p> <p>Comm. Director Exec. Mgmt. Team</p> <p>HR Director</p> <p>Comm. Director</p> <p>Comm. Director HR Director</p> <p>Dep. &amp; Asst. Chiefs</p> <p>Dep. &amp; Asst. Chiefs, Labor Groups</p>	<p>The overall completion date established for this objective is designed to allow time to develop routine processes, begin producing results, and then work for one full year under leadership of the new Fire Chief. At the end of 2015, the JLM Committees will look back and determine the effectiveness of our efforts.</p> <p>Comm Director and HR Director to serve as facilitators for these discussions.</p> <p>The following steps shall begin immediately; however, as of December 2014, we will look back and assess progress.</p>

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

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		<ul style="list-style-type: none"> <li>• Consider developing internal advisory committees of OCFA employees with working knowledge of the OCFA and the impacts that changes may have on internal and external services:               <ul style="list-style-type: none"> <li>○ Operational Committees might consider topics such as EMS, Training, Equipment, Safety, Service Delivery</li> <li>○ Non-operational Committees might consider topics such as Human Resources, Budget, Facilities, IT</li> </ul> </li> </ul>	Dec. 31, 2014	Comm. Director Exec. Mgmt. Team	
JLM #B		<p><b><i>Take actions to make it clear to all employees that harassment and retaliation will not be tolerated at OCFA.</i></b></p> <ul style="list-style-type: none"> <li>• Work with the JLM Committees to agree on a consistent process for investigating allegations of harassment or retaliation (see also #2).</li> <li>• Work with the JLM Committees to explore options for sharing results of these investigations without compromising confidentiality.</li> <li>• Provide training to all employees regarding actions that constitute harassment or retaliation.</li> <li>• Use a variety of communication tools to ensure our message is received frequently throughout OCFA that harassment and retaliation will not be tolerated at OCFA.</li> </ul>	July 31, 2015  Dec. 31, 2014  Mar. 31, 2015  July 31, 2015  July 31, 2015	HR Director  HR Director  HR Director  Comm. Director	Action is intended to begin immediately, with a check-in date in one year at July 31, 2015 to assess results and employee perceptions of progress.

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
1	Develop clear expectations for accountability as well as the consequences if individuals do not fulfill expectations.	<ul style="list-style-type: none"> <li>Draft an outline of core expectations for employee accountability</li> <li>Develop and execute a strategy for communicating expectations (i.e., Chief's video chat, blast emails, station visits)</li> <li>Establish a process to reinforce expectations</li> <li>Educate supervisors and managers on appropriate/consistent application of progressive-corrective actions, as consequences when individuals do not fulfill expectations</li> </ul>	June 30, 2015 June 30, 2015 June 30, 2015 June 30, 2015	Deputy Chief Fire Chief Deputy Chief HR Director	Includes reinforcement by managers and supervisors in the organization
2	Establish a professional standards unit for investigating complaints (and reviewing chain-of-command investigations), reports of rule violations and employee misconduct, including complaints by residents.	<ul style="list-style-type: none"> <li>Obtain information about how existing units in Los Angeles and Sacramento were established</li> <li>Research how other Fire Departments address internal complaints and investigations</li> <li>If a professional standards unit is considered, determine whether unit could be staffed with existing personnel or if new resources are required</li> <li>Discuss research and options with the JLM and internal advisory committees</li> <li>Ensure meet and confer requirements are met if changes are proposed</li> </ul>	Dec. 31, 2014 Dec. 31, 2014 Dec. 31, 2014 Mar. 31, 2015 June 30, 2015	HR Director HR Director HR Director HR Director HR Director	
3	Ensure investigations are conducted expediently and consistent with the California Firefighters Procedural Bill of Rights (FFBOR).	<ul style="list-style-type: none"> <li>Review established protocols for handling investigations on behalf of all labor groups and modify as needed</li> <li>Consider extending similar protections as FFBOR for all employees</li> <li>Establish a reporting process to monitor status of each investigation to ensure</li> </ul>	June 30, 2015 June 30, 2015 June 30, 2015	Deputy Chief Deputy Chief HR Director	Support from HR Director Support from HR Director

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
		compliance			
4	Establish a database to track investigations, recommendations, and actions taken.	<ul style="list-style-type: none"> <li>Work with Information Technology Division to establish database</li> <li>Provide training on the use of the database</li> </ul>	Completed Sept. 30, 2014	HR Director HR Director	Support from IT as needed
5	Provide training to all supervisors about how to give positive and negative feedback to employees.	<ul style="list-style-type: none"> <li>Review training modules for delivering positive and negative feedback in Battalion Chief and Fire Captain academies and update as needed</li> <li>Ensure training covers FFBOR and Weingarten rights</li> <li>Review proposed training modules with JLM committees</li> <li>Develop refresher training for supervisors to coincide with rollout of new performance evaluation system</li> <li>Communicate the importance of providing regular verbal feedback to all supervisors, along with simple tips for doing so through video chats, email blasts and station visits</li> </ul>	Dec. 31, 2014 Dec. 31, 2014 Dec. 31, 2014 Mar. 31, 2015 July 31, 2015	HR Director HR Director HR Director HR Director Fire Chief	
6	Develop a timeline for choosing and implementing a new performance evaluation system.	<ul style="list-style-type: none"> <li>Confirm the current schedule for procuring/implementing an automated performance evaluation system</li> <li>Complete the RFP evaluation, with input from a cross-section of OCFA employees and labor reps</li> <li>Meet with JLMs to preview systems</li> <li>Award contract</li> <li>Meet with labor to discuss any proposed changes to evaluation processes that require meet and confer</li> <li>Customize, populate and test system</li> </ul>	Aug. 31, 2014 Oct. 31, 2014 Dec. 31, 2014 Jan. 31, 2015 Mar. 31, 2015 Mar. 31, 2015 May 30, 2015	HR Director HR Director HR Director Board of Directors HR Director HR Dir. & IT Mgr.	Assistance from IT Division Assistance from vendor Assistance from vendor

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<ul style="list-style-type: none"> <li>Train supervisors on use of the system</li> <li>Announce system implementation and how it will affect delivery of performance feedback to employees</li> </ul>	June 30, 2015	HR Director Fire Chief	
7	Provide training on the importance and use of organizational performance measures so that everyone in the organization understands their function and purpose.	<ul style="list-style-type: none"> <li>Collaborate with JLM and internal advisory committees for development of performance measures</li> <li>Include use of data inputs for performance measures, but also consider inclusion of other factors that are not always evident in the data</li> <li>Develop training on what organizational performance measurement is, how to effectively monitor and report performance measures, and how to use results to aid decision making and continuous improvement</li> <li>Identify participants for training</li> <li>Conduct training</li> <li>Communicate to all employees "what, why, and how" performance measures will be used at OCFA</li> </ul>	June 30, 2015  June 30, 2015  Sept. 30, 2015  Sept. 30, 2015 Dec. 31, 2015 Dec. 31, 2015	Asst. Chief/Support Services (SS)  Asst. Chief/SS  Asst. Chief/SS  Exec. Mgmt. Team Asst. Chief/SS Comm. Director Asst. Chief/SS	May require outside help to develop and execute training
8	Hold regular monthly one-on-one meetings with Executive Committee members and with other Board members at their request.	<ul style="list-style-type: none"> <li>Establish a standing meeting schedule for each Executive Committee member</li> <li>Identify other Board members desiring monthly one-on-one meetings</li> <li>Establish a standing meeting schedule for each Board member wanting a monthly meeting</li> </ul>	June 19, 2014  June 19, 2014  June 30, 2014	Fire Chief  Fire Chief  Fire Chief	
9	Utilize video chats from the chief on a regular basis to convey important information.	<ul style="list-style-type: none"> <li>Survey employees to determine the best methods for communicating different types of messages, understanding that the same protocol</li> </ul>	Sept. 30, 2014	Comm. Director	

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<p>won't be best for communicating all types of messages</p> <ul style="list-style-type: none"> <li>Continue the monthly video newsletter</li> <li>Evaluate opportunities to expand the use of video chats and/or videoconferencing to share information in real time, depending upon the feedback obtained from the survey</li> </ul>	Ongoing Dec. 31, 2014	Fire Chief Comm. Director	
10	Develop a written list of key messages to be shared following executive staff meetings, so all division chiefs and battalion chiefs have the same talking points and deliver the same message.	<ul style="list-style-type: none"> <li>Establish format and protocols for writing and conveying key messages from executive staff meetings (see also steps outlined for rec. #9 above)</li> <li>Use JLM committees to gain input prior to finalizing messages on policy initiatives</li> <li>Communicate by face-to-face dialogue, where feasible, rather than communicating all messages through written speaking points (see also #9)</li> <li>Meet with Division and Battalion Chiefs to communicate expectations for consistent delivery of key messages</li> </ul>	Sept. 30, 2014  Sept. 30, 2014  Sept. 30, 2014  Sept. 30, 2014	Deputy Chief Comm. Director  Exec. Mgmt. Team  Exec. Mgmt. Team  Exec. Mgmt. Team Comm. Director	
11	Clarify the roles and responsibilities of the division chiefs.	<ul style="list-style-type: none"> <li>Meet with each Board member and city manager to discuss the desired role of division chiefs in their community and confirm OCFA's abilities to meet expectations</li> <li>Gain consistency of expectations among various divisions</li> <li>Meet with labor to discuss any proposed changes that require meet and confer</li> <li>Document and communicate critical tasks, core responsibilities, and</li> </ul>	July 31, 2015  July 31, 2015  July 31, 2015  July 31, 2015	Fire Chief  Fire Chief  HR Director Asst. Chief Ops.  Asst. Chief Ops.	Assistance from Deputy Chief and Asst. Chief Ops. Potential change in Board members in Jan. 2015

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
		expectations to Division Chiefs			
12	When a division chief serves more than one jurisdiction, assign a battalion chief as an additional liaison for each jurisdiction.	<ul style="list-style-type: none"> <li>Designate an on-duty battalion chief from each division to serve as the back-up liaison</li> <li>Introduce back up liaison to Board member and city manager from each jurisdiction</li> </ul>	Completed Aug. 31, 2014	Asst. Chief Ops. Fire Chief Asst. Chief Ops.	Assistance from Division Chiefs
13	Establish or make more explicit the procedures for rotating staff battalion chief positions.	<ul style="list-style-type: none"> <li>Meet with Chief Officers' Association (COA) to discuss proposed rotation procedures, building on the succession plan previously proposed by the COA</li> <li>Meet and confer, as required</li> <li>Document procedures for rotating staff battalion chief positions</li> </ul>	Sept. 30, 2014 Oct. 31, 2014 Nov. 30, 2014	Asst. Chief Ops. HR Director Asst. Chief Ops.	
14	Hire a communications professional to head the corporate communications function.	<ul style="list-style-type: none"> <li>Obtain Board authorization for position</li> <li>Recruit and hire position</li> </ul>	Complete Aug. 31, 2014	HR Director Fire Chief	
15	Assign and train three captains (one per shift) with good communication skills to assist the head of corporate communications as PIOs when needed.	<ul style="list-style-type: none"> <li>Document list of existing trained captains</li> <li>Identify whether additional personnel need training</li> <li>Develop proposed protocols for assigning PIO responsibility to trained captains</li> <li>Meet with labor to discuss any proposed changes that require meet and confer</li> </ul>	Aug. 31, 2014 Aug. 31, 2014 Sept. 30, 2014 Dec. 31, 2014	Corp. Comm BC Corp. Comm BC Comm. Director HR Director Comm. Director	
16	Assign the community relations/education specialists to the Corporate Communications Division.	<ul style="list-style-type: none"> <li>Transfer community relations/education specialist positions from the Community Risk Reduction Department to the Corporate Communications Division</li> </ul>	Complete	Deputy Chief	Completed in April 2014 with Community Risk Reduction department reorganization

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
17	Develop a corporate communications calendar that details the community risk reduction strategy of the department.	<ul style="list-style-type: none"> <li>Complete recruitments for Fire Marshal and Communications Director</li> <li>Develop community risk reduction goals, objectives and communication strategies</li> <li>Develop annual calendar of community risk reduction activities, events and public information messages to be delivered to the community</li> <li>Establish a process to evaluate effectiveness of community risk reduction communication strategies at six month intervals</li> </ul>	Aug. 31, 2014 Nov. 30, 2014 Dec. 31, 2014 June 30, 2015	HR Director Fire Marshal Comm. Director Comm. Director	Fire Marshal appointed in May 2014 Assistance of Comm. Director
18	Fill the vacant captain positions as soon as possible.	<ul style="list-style-type: none"> <li>Establish promotional list for captain positions</li> </ul>	Oct. 31, 2014	Asst. Chief Ops	Support from HR Director
19	Negotiate a more cost-effective shift schedule for employees in the Emergency Command Center. Clarify language in the MOU.	<ul style="list-style-type: none"> <li>Identify and evaluate costs and benefits of the current shift schedule for OCFA</li> <li>Research other agencies using the same shift as OCFA to determine why the current shift benefits those agencies</li> <li>Evaluate impacts of alternative shift schedules on staffing, overtime and associated costs</li> <li>Meet and confer with OCEA during upcoming negotiations</li> </ul>	Oct. 31, 2014 Oct. 31, 2014 Oct. 31, 2014 Dec. 31, 2014	Asst. Chief Support Services Asst. Chief Support Services Asst. Chief Bus. Services HR Director	Involve Asst. Chief Support Services and HR Director Assistance of Asst. Chief Business Svcs & Support Svcs
20	Establish joint labor-management committees for each labor association.	<ul style="list-style-type: none"> <li>Invite each labor associations to participate in a joint-labor committee</li> <li>Establish protocols for referring issues to joint-labor committees</li> </ul>	Aug. 31, 2014 Aug. 31, 2014	Fire Chief Fire Chief	Support from HR Director Support from HR Director
21	Evaluate the selection and promotion process to ensure all hiring practices are nondiscriminatory and fair.	<ul style="list-style-type: none"> <li>Review and evaluate existing selection and promotion policies, procedures and practices</li> <li>Review and evaluate procedures for</li> </ul>	Mar. 31, 2015 Mar. 31, 2015	HR Director HR Director	

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<p>providing constructive feedback to candidates participating in promotion processes</p> <ul style="list-style-type: none"> <li>Report results of the evaluation to the Chief, with recommendations for improvement</li> <li>Communicate results of the evaluation to labor association leaders</li> </ul>	<p>April 30, 2015</p> <p>April 30, 2015</p>	<p>HR Director</p> <p>Fire Chief</p>	
22	Establish an Advisory Promotional Process Review Committee to develop recommendations for improving the promotional selection process for safety positions.	<ul style="list-style-type: none"> <li>Invite Local 3631 and Chief Officers Association to participate on Committee</li> <li>Reestablish the former OCEA Committee for promotional processes</li> <li>Meet to develop recommendations for improving the process</li> <li>Present recommendations to the Fire Chief</li> </ul>	<p>Dec. 31, 2014</p> <p>Dec. 31, 2014</p> <p>Feb. 28, 2015</p> <p>Mar. 31, 2015</p>	<p>HR Director</p> <p>HR Director</p> <p>HR Director</p> <p>Chair of Advisory Committee</p>	<p>May delay until completion of labor negotiations</p> <p>Support from HR Director</p>
23	Develop a formal succession plan for executive and senior management positions.	<ul style="list-style-type: none"> <li>Create a succession plan including the following components:               <ul style="list-style-type: none"> <li>Additional workforce analysis to forecast future leadership needs, crossing over all 3 labor groups and all levels of employees</li> <li>Identification of core competencies and job requirements for each position</li> <li>Identification of training and professional development opportunities</li> <li>Mechanisms for identifying and mentoring talent</li> <li>Processes for documenting institutional knowledge</li> <li>Implementation strategies and resources required</li> </ul> </li> </ul>	<p>Oct. 31, 2015</p>	<p>HR Director</p>	<p>Involve the executive management team, division chiefs, JLM and internal advisory committees and Board Human Resources Committee</p>

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<ul style="list-style-type: none"> <li>Communicate the succession plan to the Board and OCFA organization once developed</li> </ul>	Nov. 30, 2015	Fire Chief	
24	Create opportunities for cross-training, job shadowing, officer training, professional development, and mentoring.	<ul style="list-style-type: none"> <li>Provide information on effective mentoring and encourage employees to find a mentor and to mentor others</li> <li>Enlist the help of managers and supervisors to identify and implement cross training and/or job shadowing opportunities</li> <li>Seek input through JLM and internal advisory committees</li> <li>Ensure meet and confer processes with labor, if applicable</li> <li>Establish a process for tracking and documenting the results of cross training and job shadowing activities</li> </ul>	May 31, 2015  Oct. 31, 2015  Oct. 31, 2015  Oct. 31, 2015  Nov. 30, 2015	HR Director  HR Director  HR Director  HR Director  HR Director	
25	Explore the feasibility of providing additional leadership development.	<ul style="list-style-type: none"> <li>Develop recommendations for expanding leadership training opportunities beyond the current program; identify required resources</li> <li>Present recommendations for funding as part of the FY 2015-16 budget</li> </ul>	April 30, 2015  May, 30, 2015	HR Director  Fire Chief	
26	Review information with Board members on an annual basis that stresses their roles and responsibilities, including Board norms for behavior.	<ul style="list-style-type: none"> <li>Schedule a special Board meeting to discuss roles, responsibilities, and other areas to enhance Board member effectiveness</li> <li>Review and update Board handbook materials to ensure clarity of roles, responsibilities and norms for behavior</li> </ul>	Feb. 28, 2015 and annually thereafter  Jan. 31, 2015	Fire Chief  Deputy Chief	Also general counsel  Also general counsel
27	Provide an in-depth orientation for new Board members within 30 days of appointment.	<ul style="list-style-type: none"> <li>Establish a process to invite new Board members for an orientation as soon as they have been appointed</li> </ul>	Nov. 30, 2014	Fire Chief	Have executive team participate in orientation

Orange County Fire Authority  
 Action Plan to Address Management Partners' Recommendations

Rec#	Management Partners' Recommendation	OCFA Action Plan	Planned Completion	Person Responsible	Comments
		<ul style="list-style-type: none"> <li>Review and update Board orientation materials</li> </ul>	Dec. 31, 2014	Asst. Chief Bus. Services	Include input from executive team and general counsel
28	Authorize the Chair to make recommendations to Committee appointments, with ratification by the full Board.	<ul style="list-style-type: none"> <li>Schedule discussion of a change in policy regarding Committee appointments for a Board meeting</li> </ul>	Nov. 30, 2014	Board Chair	
29	Establish Board norms for behavior.	<ul style="list-style-type: none"> <li>Incorporate into special Board meeting referenced in Recommendation 26.</li> <li>Establish a process to periodically review Board norms for behavior</li> </ul>	Feb. 28, 2015 Feb. 28, 2015	Fire Chief Executive Committee	

**REPORTS – AGENDA ITEM NO. 13**  
**BOARD OF DIRECTORS MEETING**  
**July 24, 2014**

**CHIEF'S REPORT**

1. Customer Satisfaction Survey Results by City - June 2014
2. Chief's Monthly Update – July 17, 2014

**CUSTOMER SATISFACTION SURVEY**

Attachment 1

**Data by City for June 1 - 30, 2014**

<b>CITY/AREA</b>	<b>FORMS SENT</b>	<b>FORMS RETURNED *</b>	<b>PERCENT RETURNED *</b>	<b>AVERAGE RATING</b>
Aliso Viejo	93	15	16.13%	96.39%
Buena Park	234	42	17.95%	98.25%
Coto de Caza	14	4	28.57%	96.43%
Cypress	108	33	30.56%	98.00%
Dana Point	113	46	40.71%	97.26%
El Modena	0	0		
Emerald Bay	0	0		
Irvine	510	91	17.84%	96.85%
La Palma	35	7	20.00%	98.98%
Ladera Ranch	21	4	19.05%	90.18%
Laguna Hills	93	23	24.73%	98.40%
Laguna Niguel	191	46	24.08%	97.67%
Laguna Woods	202	78	38.61%	97.98%
Lake Forest	195	37	18.97%	97.90%
Los Alamitos	60	18	30.00%	97.76%
Las Flores	11	1	9.09%	75.00%
Midway City	38	3	7.89%	91.67%
Mission Viejo	318	75	23.58%	97.46%
Modjeska Canyon	3	0		
Orange Park Acres	2	1	50.00%	100.00%
Placentia	127	29	22.83%	92.26%
Portola Hills	0	0		
Rancho Santa Margarita	96	33	34.38%	97.29%
Rossmoor	22	10	45.45%	100.00%
San Clemente	173	39	22.54%	97.19%
San Juan Capistrano	144	35	24.31%	97.71%
Santa Ana	707	79	11.17%	96.89%
Santa Ana Heights	21	3	14.29%	91.67%
Santiago Canyon	5	0		
Seal Beach	151	54	35.76%	95.83%
Silverado Canyon	2	0		
Stanton	143	20	13.99%	96.25%
Trabuco Canyon	14	3	21.43%	100.00%
Tustin	289	46	15.92%	97.79%
Villa Park	11	4	36.36%	100.00%
Westminster	255	54	21.18%	95.08%
Yorba Linda	154	40	25.97%	98.45%
Non-OCFA cities	81	20	24.69%	94.94%
<b>TOTALS/AVERAGE</b>	4,636	993	21.42%	96.17%

\* Forms Returned and Percent Returned include forms sent in prior months, received this month.

**Orange County Fire Authority**  
*Executive Management*

# MEMO

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DATE: July 17, 2014  
TO: OCFA Board of Directors  
FROM: Keith Richter, Fire Chief  
SUBJECT: **Chief's Monthly Report**

## **Communications**

- The selection of the new Director of Communications is expected by early August with a start date by the end of August.
- Communications LAB has worked with staff in developing both short and long term communications plans. The plans will be submitted to the Board for review.
- Communications LAB has also been tasked with developing a Visioning Session for Board members and stakeholders to discuss the agency needs prior to recruiting a new Fire Chief.
- CAD system transition is on track to go live September 9. Testing of the new system will take place during August to ensure that the new system is operational.
- Mobile data computers are being updated to work with new CAD system.

## **Awareness**

- Assistant and Division Chiefs will be developing briefing documents for their areas to be used in the transition of the new Fire Chief, as well as for information for Board members.
- Two sessions of joint labor-management meetings to discuss Management Partners recommendations were completed. Significant progress was made in developing action steps going forward.

## **Structure**

- The Corporate Communications Section will be reorganized under the new Director of Communications and Community Affairs. Our Legislative Analyst will be reporting to the new Director when the reorganization occurs.
- The daily routine Standard Operating Procedure (SOP) for field battalions is complete after receiving feedback from Local 3631 and Chief Officer Association. This SOP outlines critical tasks and timelines to be performed daily by each rank. Implementation was delayed to allow time to address questions raised by labor.

### **Accountability**

- The responsive bids for a new performance appraisal system have been evaluated. The award of bid is forthcoming.
- Human Resources Department has conducted an agency-wide review for timely submission of employee performance appraisals. Department heads are following up to ensure that annual feedback to employees is completed when due.

### **Change Management**

- Strategic Plan Objectives have been reviewed by Executive Management and short term priorities for this calendar year will be our focus.
- Contract negotiations with Local 3631 continue.
- Preliminary review of the OCEA contract has begun in anticipation of beginning negotiation discussions in September.