



The Orange County Fire Authority

Annual Report 2002

Our Vision

You can count on us.....

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

Our Mission

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

Professionalism

Enthusiasm

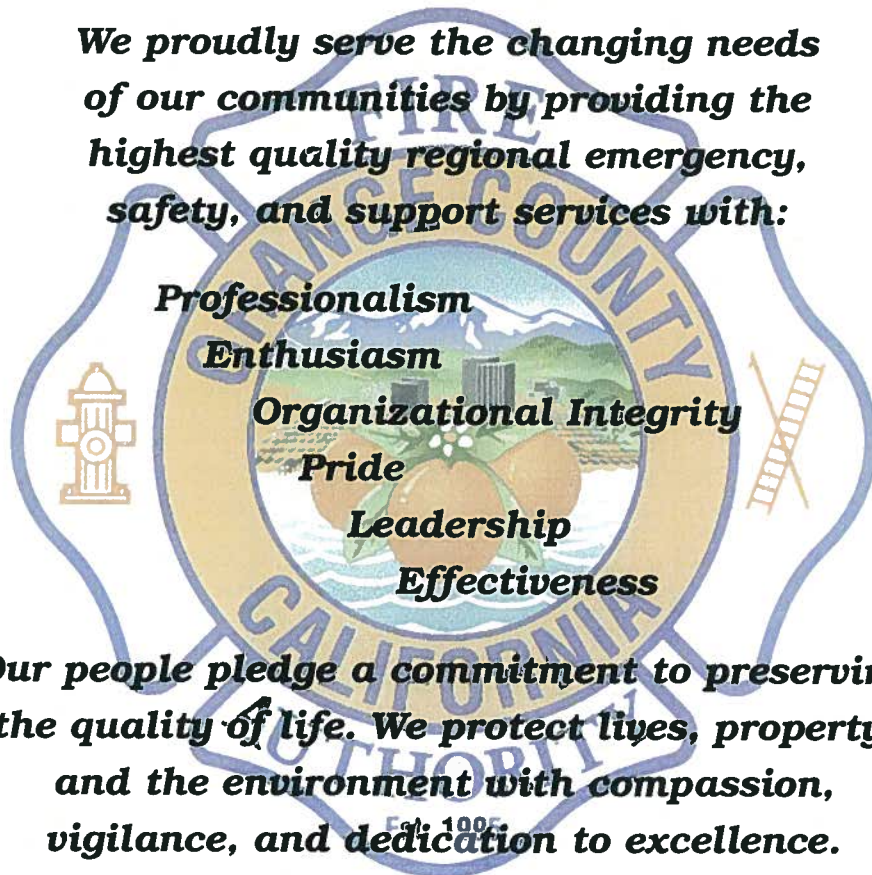
Organizational Integrity

Pride

Leadership

Effectiveness

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



**Orange County Fire Authority
Board of Directors**

*Chris Lowe, Placentia
Chair*

*Ken Blake, La Palma
Vice Chair*

*Cynthia Pickett Adams, Aliso Viejo
Don McCay, Buena Park
Mike McGill, Cypress
James V. Lacy, Dana Point
Chris Mears, Irvine
R. Craig Scott, Laguna Hills
Joe Brown, Laguna Niguel
Dr. Brenda Ross, Laguna Woods
Richard Dixon, Lake Forest
Marilynn Poe, Los Alamitos
Gail Reavis, Mission Viejo*

*Carol Gamble, Rancho Santa Margarita
Susan Ritschel, San Clemente
John Gelff, San Juan Capistrano
John Larson, Seal Beach
David Shawver, Stanton
Tracy Wills Worley, Tustin
Bob Bell, Villa Park
Russell Paris, Westminster
Keri Lynn Wilson, Yorba Linda
Chris Norby, County of Orange
Tom Wilson, County of Orange*

MESSAGE FROM THE FIRE CHIEF

After the incredible trauma of the year previous, 2002 was the year in which the new realities of the world really began to sink in. It was a year highlighted by some wonderful triumphs here at the OCFA as well as by several new challenges.

For much of the year we have been dealing with the emotional effects of Sept. 11, 2001. Throughout the year, various memorial services and commemorations continued to occur to honor our fallen comrades in New York City. Over time, these gave way to the development of new procedures, organizations, equipment and requirements related to the threat of domestic terrorist attacks on our Nation.

One beneficial consequence of the necessity to confront the threat of domestic terrorism has been the enhanced relationships that have evolved between the fire service and law enforcement community. We now receive intelligence reports that were never routinely provided to us in the past, sharing this vital information and communicating its content better at every level.

As first responders, our firefighters must be trained in areas we never considered only a few years ago. In preparing against the threat of domestic terrorism, additional training and equipment that accompany this responsibility will require extraordinary financial support from all levels of government. This, against the backdrop of the State budget crisis that will ultimately impact local governments, threatens vital funding that is critical in support of local emergency services.

Although we do not know exactly how the budget shortfalls will affect the OCFA in 2003, we will continue to examine many of our business practices and work hard to find ways to save money. Additionally, OCFA will continue to aggressively pursue a Board approved Legislative agenda both on a State and Federal level to ensure that we continue to receive the funding necessary to meet and sustain the level of emergency services that our communities have come to expect.

By no means was all the news of 2002 grim. Our Regional Fire Operations & Training Center began rising out of the ground, and by year's end was more than half completed. As this important project gets closer to becoming reality, transition planning will be underway to move our headquarters, communications, and other operations into our new facility as well taking full advantage of the first training facility this agency has ever owned. By the time I write this letter next year, I expect to be able to report on our move into the RFOTC and to welcome you to visit our new home.

Because the 2002 fire season was so dry, we were fully braced for the outbreaks of major wildland fires during the summer and fall months. Although nearly 6,000 acres of watershed were consumed by wildfire, remarkably, we escaped without losing any homes.

In large part this was due to the aggressive initial attack efforts of our firefighters on the ground and in the air, combined with OCFA's intensive community-wide public education effort that led more homeowners to clear combustibles away from their houses. Make no mistake about it, the efforts and skills of our firefighters combined with a prepared community is truly a force multiplier.

In summary, this past year was one of coming to understand new realities: The reality that we will soon have a wonderful new headquarters and training facility; the reality that we must deal with the threat of domestic terrorism from now on; the reality that we face some lean financial times. All these realities will combine with others as yet known to us to create our future -A future that promises to be bright, as the people of the OCFA take advantage of opportunities, and respond rigorously together to meet those challenges, today, tomorrow, and well into the future.

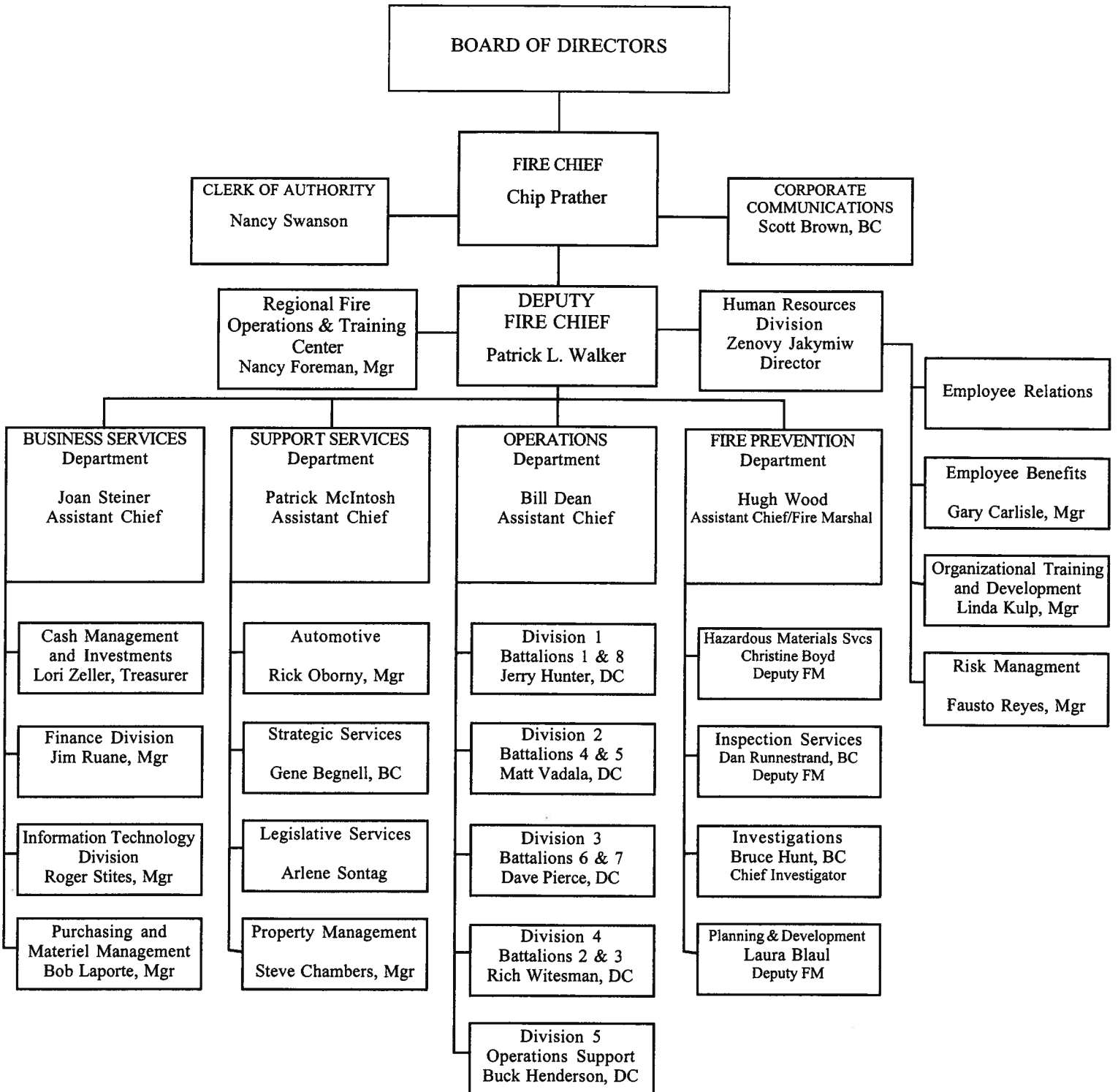
Be Safe!



Fire Chief Chip Prather



OCFA ORGANIZATION CHART



STATISTICAL SUMMARY

	1999	2000	2001	2002
Population Served	1,193,638	1,226,465	1,226,465	1,274,684
Dwelling Units	431,193	439,906	439,906	457,246
Assessed Values *	90,329,671,042	99,786,360,105	99,786,360,105	122,801,720,245
INCIDENT SUMMARY				
Fires	2,320	2,334	2,083	2,219
EMS	41,452	44,733	47,617	48,177
Other Incident Types:				
Ruptures	234	231	208	143
Hazmat	1,439	1,780	1,823	1,666
Service Call	4,295	4,582	5,069	4,787
Good Intent	11,982	9,435	10,849	10,806
False Alarms	4,330	5,561	5,376	5,613
Miscellaneous	343	142	102	115
TOTAL ALL INCIDENTS	66,395	68,798	73,127	73,526
TOTAL UNIT RESPONSES**	152,876	161,241	160,043	158,042
9-1-1 Call Volume		109,798	118,711	124,777
Total Mutual Aid Received	4,156	5,225	5,097	4,734
Total Mutual Aid Provided	4,550	3,597	3,747	3,657
Total Property Loss	13,238,363	20,653,436	25,469,880	15,549,192
Total Fire Injuries	43	45	34	45
Total Fire Deaths	4	1	5	7
RESPONSE TIMES				
	AVERAGE	# LESS THAN 5 MINUTES	% LESS THAN 5 MINUTES	Total Dispatches
Fires	05:55	883	41	2,219
EMS	05:13	25,235	53	48,169
Average - All Call Types	05:31	33,637	48	73,508

* Assessed values only for Orange County Fire Authority areas served

** Unit responses including out-of-jurisdiction calls



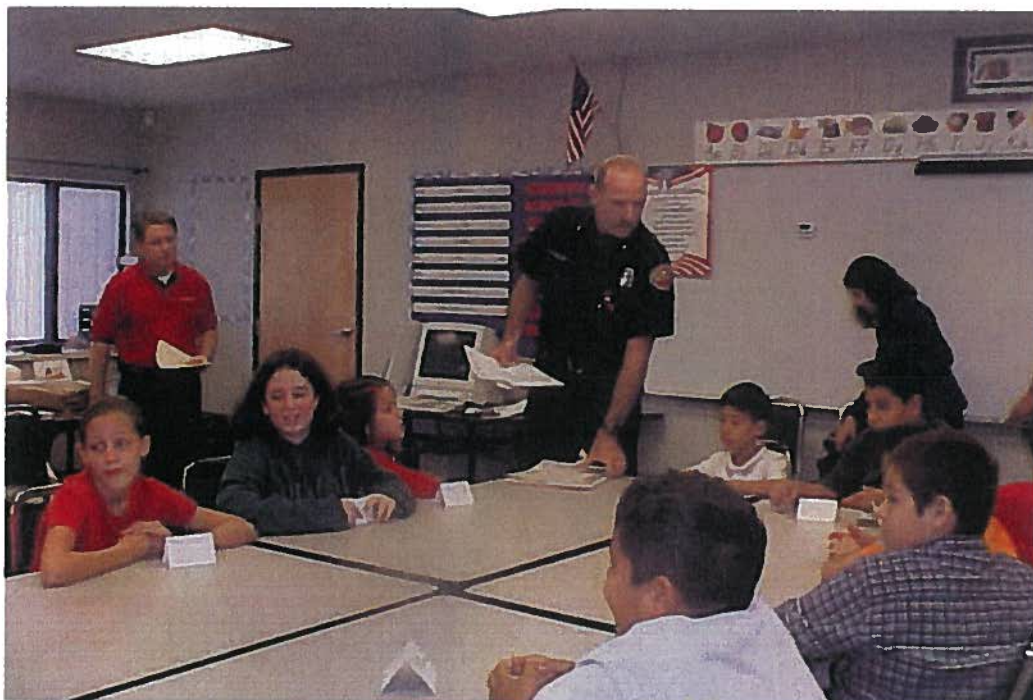
STATISTICAL DATA COMPARISON *

	FY 1998/99	FY 1999/00	FY 2000/01	FY 2001/02	FY 2002/03
Salaries & Benefits	99,593,124	106,890,012	112,517,986	118,465,155	127,544,218
Services & Supplies	13,615,536	14,340,627	16,179,100	17,281,875	18,176,238
Taxes & Assessment	4,000	4,000	8,000	8,000	8,200
Equipment	324,270	8,000	284,438	218,115	394,480
Operating Transfer Out	4,443,292	12,903,815	14,992,127	20,854,446	14,165,447
TOTAL GENERAL FUND	117,980,222	134,146,454	143,981,651	156,827,591	160,288,583
Capital Projects	4,729,449	2,349,045	288,759	3,887,658	3,280,000
Facilities Maint & Imps	1,795,850	2,619,500	483,210	2,815,506	2,612,562
RFOTC		1,008,548	3,041,359	46,970,118	4,771,096
Vehicle Replacement	2,829,631	3,225,094	1,931,063	2,494,093	6,920,771
Sta. Development Fees					
Comm. & Info Systems	2,160,850	2,833,668	2,203,314	2,205,684	5,425,853
Debt Service				484,850	3,661,750
TOTAL BUDGET	129,496,002	146,182,309	156,278,247	215,685,500	186,960,615

STAFFING LEVEL

Firefighters	744	745	757	764	764
Fire Management	37	39	38	39	39
Non-safety Staff	241	251	257	261	274
TOTAL	1,022	1,035	1,052	1,064	1,077
Reserve Firefighters	465	560	391	343	355

- *Budgeted amounts reflect all adjustments approved by the Board of Directors*



TOTAL UNIT RESPONSES BY JURISDICTION
January 1 through December 31, 2002

Jurisdiction	Unit Responses	Jurisdiction	Unit Responses
Aliso Viejo	3,659	Placentia	4,079
Buena Park	8,434	RSM	3,691
Cypress	5,193	San Clemente	7,363
Dana Point	4,545	San Juan Capo	5,048
Irvine	19,588	Seal Beach	6,649
Laguna Hills	4,158	Stanton	3,417
Laguna Niguel	6,000	Tustin	7,798
Laguna Woods	6,825	Villa Park	512
Lake Forest	7,857	Westminster	13,174
La Palma	1,422	Yorba Linda	5,639
Los Alamitos	2,179	Unincorporated	14,588
Mission Viejo	10,443	TOTAL	152,261

TOTAL INCIDENTS BY MAJOR CATEGORY

	FIRES	EMS	OTHER	TOTAL
Aliso Viejo	39	1,049	659	1,747
Buena Park	200	3,475	1,688	5,363
Cypress	91	1,544	705	2,340
Dana Point	55	1,562	792	2,409
Irvine	311	5,109	3,594	9,014
Laguna Hills	50	1,482	670	2,202
Laguna Niguel	92	1,843	809	2,744
Laguna Woods	24	3,210	590	3,824
Lake Forest	140	2,657	1,259	4,056
La Palma	19	424	190	633
Los Alamitos	36	588	315	939
Mission Viejo	130	3,838	1,599	5,567
Placentia	72	1,556	696	2,324
Rancho Santa Margarita	48	1,144	570	1,762
San Clemente	104	1,897	1,131	3,132
San Juan Capistrano	82	1,455	666	2,203
Seal Beach	60	2,126	719	2,905
Stanton	88	1,680	666	2,434
Tustin	114	2,200	1,198	3,512
Villa Park	10	156	106	272
Westminster	201	4,005	1,291	5,497
Yorba Linda	87	1,531	893	2,511
Unincorporated	166	3,646	2,324	6,136
TOTAL	2,219	48,177	23,130	73,526

OCFA ACTIVITY BY UNIT

Air Utilities	# Responses
A30	56
A23	49
A2	44
Battalion Chiefs	# Responses
B8	610
B4	533
B6	531
B1	462
B5	422
B3	400
B7	321
B2	270
Engines	# Responses
PME 222	5,583
PME 22	5,448
PME 61	3,466
PME 24	3,350
PME 19	3,248
PME 29	2,974
PME 46	2,797
PME 64	2,603
PME 21	2,560
PME 62	2,518
BLS E48	2,515
PME 66	2,406
PME 60	2,325
PME 34	2,280
PAU E63	2,167
BLS E7	2,136
PAU E36	2,013
PME 65	2,006
BLS E26	1,969
PAU E37	1,872
BLS E31	1,831
PAU E28	1,820
BLS E4	1,816
PME 51	1,680
PAU E39	1,594
PAU E9	1,560
BLS E17	1,537
PAU E57	1,494
PAU E30	1,473

BLS - Basic Life Support
 PAU - Paramedic Assessment Unit
 PME - Paramedic Engine

Engines	# Responses
PAU E13	1,458
PAU E25	1,437
BLS E38	1,406
PME 58	1,379
BLS E45	1,358
PAU E35	1,349
PAU E2	1,297
PAU E50	1,246
PME 23	1,240
PAU E6	1,240
PAU E10	1,224
BLS E5	1,192
PAU E54	1,087
BLS E32	1,083
PAU E228	773
PAU E44	755
PAU E8	616
PAU E53	519
E226	484
E219	471
BLS E207	442
PAU E20	434
PAU E40	427
E12	415
PAU E42	395
E224	324
E213	276
PAU E18	262
E230	257
E210	208
E232	183
E3	177
PAU E225	158
E229	155
PAU E15	153
BLS E202	144
BLS E11	142
PAU E315	129
E1	95
E223	84
E240	71
E14	68
E244	68
E16	67
PAU E318	60

OCFA ACTIVITY BY UNIT

Engines	# Responses
BLS E307	59
PAU E357	58
PAU E253	46
PAU E330	46
BLS E332	45
PAU E342	45
PAU E208	44
PAU E250	40
E218	38
BLS E326	35
PAU E220	9
Relief/Temporary	289
Crews	# Responses
G28	94
G57	88
G54	61
G252	3
G52	2
Dozers	# Responses
K19	66
K10	59
K53	15
K52/252	3
Waters Tenders	# Responses
W7	60
W40	53
W10	36
W16	28
W41	2
W52	2
W252	1
John Wayne Airport	# Responses
F2	358
F1	129
F3	89
F36	4
F4	1
C2	9
Helicopters	# Responses
HC41	102
HC241	63
Helicopter Support	# Responses
HT41	20
HT241	14
HS41	13

Ambulances	# Responses
S64	2,519
S50	2,218
S66	2,020
Relief/Temporary	1,114
Paramedic Vans	# Responses
M21	3,535
M26	3,314
M4	3,186
M31	2,788
M48	2,747
M17	2,487
M5	2,480
M7	2,259
M38	1,642
M32	1,282
M22	10
M1	1
Haz Mat	# Responses
H4	52
Patrols	# Responses
P11	41
P16	30
P14	17
P18	11
P3	9
P34	4
P17	2
P1, 6,9,10 & 25	1 each
Trucks	# Responses
T22	1,651
T61	1,197
T64	1,115
T46	1,050
T59	948
T49	942
T9	922
T43	909
T34	765
T17	676
T6	653
T4	639
T45	628
T44	32

Our People On The Move

The following individuals, through hard work and dedication, earned promotions during the year 2002.

FIRE BATTALION CHIEF

Kirk Summers

FIRE CAPTAIN

<i>John Abel</i>	<i>Bryan Brice</i>	<i>Brian Norton</i>
<i>David Anderson</i>	<i>Paul Guns</i>	<i>Stephen Pardi</i>
<i>Gina Aubrey</i>	<i>Mitchell Kahn</i>	<i>Darren Purcell</i>
<i>Michael Blawn</i>	<i>Gregory McKeown</i>	<i>Steven Rovano</i>
<i>Dana Bowler</i>	<i>Doug Mitchell</i>	<i>Mark Sanchez</i>
		<i>Karl Schmutz</i>

FIRE APPARATUS ENGINEER

<i>Christopher Brown</i>	<i>James Forrester</i>	<i>Lloyd Pinel</i>
<i>Evan Erickson</i>	<i>John Gray</i>	<i>James Stark</i>
		<i>Andrew Weissenberger</i>

FIREFIGHTER

<i>Gregory Chrisman</i>	<i>Bruce Hale</i>	<i>Jeffrey Lantello</i>
<i>Curt Corbin</i>	<i>Robert Hays</i>	<i>Shaun Miller</i>
<i>Peter Crary</i>	<i>Michael Heddlesten</i>	<i>Scott Randall</i>
<i>Christopher Demateis</i>	<i>Christopher Jaime</i>	<i>Jay Sellars</i>
<i>Davis Doty</i>	<i>Brent La Bonte</i>	<i>Michael Sheehan</i>
<i>Josh Frisby</i>	<i>Scott Lake</i>	<i>John Zubas</i>

PROFESSIONAL STAFF

Michael Baker, Senior Fire Apparatus Technician
Elaine Dees, Fire Prevention Analyst
Eric Elmer, Fire Prevention Specialist
Dennis Grubb, Fire Prevention Analyst
Michele Hernandez, Management Analyst
Judy Hutain, Fire Prevention Analyst
Stellamarie Inta, Senior Accounting Support Specialist

Andrew Keyworth, Fire Prevention Analyst
Andrea Lamb, Fire Prevention Analyst
Stacy Lambeth, Assistant Fire Marshal
Jeri Mahood, Senior Accountant
Cindy Moore, Fire Prevention Analyst
Susan Morris, Service Center Lead
Lynne Pivaroff, Fire Prevention Analyst
James Ruane, Finance Manager
Rebecca Schade, Fire Prevention Analyst
Lisa Shoemaker, Senior Accountant Auditor II
Martha Soldan, Executive Assistant
Steve Trachta, Senior Fire Prevention Specialist

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

2002 Firefighters of the Year

	Battalion One	Battalion Five
Career	<i>Paul Ravize</i>	<i>Bill Ryan</i>
Reserve	<i>Craig Sample</i>	<i>Nick Pivaroff</i>
	Battalion Two	Battalion Six
Career	<i>Cliff Schnack</i>	<i>John McGregor</i>
Reserve	<i>John Zubas</i>	<i>Mike Rice</i>
	Battalion Three	Battalion Seven
Career	<i>Kelly Zimmerman</i>	<i>Blake Garlin</i>
Reserve	<i>Chad Selk</i>	<i>Bob Scheibel</i>
	Battalion Four	Battalion Eight
Career	<i>Dave Anderson</i>	<i>David Steffan</i>
Reserve	<i>Gino Fossati</i>	<i>Scott Lake</i>

Staff Employee of the Year

Andy Kovacs (EMS)

Highlights of Business Services

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

The Roles and accomplishments of each Business Services Section

The Finance Division is responsible for providing financial and treasury accounting, reporting, planning, and developing procedures and policies to protect and safeguard the financial and material assets of the Authority. Responsibilities include accounts receivable, cost (grant) accounting, accounts payable, and payroll; general accounting of fixed assets and general accounting; support budget preparation and monitoring, and special financial studies.

Accomplishments

- Received the highest award for excellence on the financial reporting from the Government Finance Officers Association for the 2nd Comprehensive Annual Financial Report
- Implemented new Government Accounting Standards Board (GASB) 34 Financial Reporting requirements
- Completed and implemented the Fire Prevention fee study.
- Obtained Board approval and implemented a new policy for the write-off of bad debts.

The Information Technology Division includes Computer and Network Operations, Applications and Database Development & Support, and Communications Services. These sections are responsible for the development, operation, maintenance, and security of the Authority's computers, network, applications, telephones, mobile radios/pagers/terminals/devices, and alarm systems. Activities include: IT planning, forecasting, and budgeting; development and monitoring of IT standards and guidelines; systems analysis, design, and implementation; internal and external development and coordination; and evaluation, selection, and deployment for all information and communications services and related purchases, upgrades, and replacements.

Accomplishments

- Improved internal communication by implementing the expansion of e-mail to all employees
- Implemented a web-based OCFA intranet system
- Improved internal and external customer service by implementing on-line access to forms, reports, and public information
- Increased efficiencies throughout OCFA by technology upgrades to: 911 CAD dispatch system; network upgrades; Finance/HR/Payroll Banner system; OCFA's radio network, 800MHz radios, and full text pagers; Investigations records imaging
- Implemented an on-line property management work order system

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

Accomplishments

- Processed 5,550 material requisitions, 4,508 service requests, 3,780 doorstep/supply orders, 51,672 line items, and distributed 413,163 items from stock
- Upgraded Type II engines
- Started a CD library to document all vehicles in our inventory and decal replacement
- Produced a Service Center catalog
- Responded to 151 incidents with Service Support I and II

Purchasing processes all purchasing requisitions, develops request for proposals, manages formal bid processes, and manages surplus property for the Authority.

Accomplishments

- Processed 6,352 requisitions and 1,058 change orders during this period
- Developed and initiated 278 written bids during this period

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

- Provided ongoing investment of a portfolio averaging \$125 million in compliance with the Authority's Investment Policy
- Received the Distinguished Budget Presentation Award by the Government Finance Officers Association for our second biennium budget (2001-2003)
- Received the Meritorious Award in Budgeting from the California Society of Municipal Finance Officers
- Developed a policy, adopted by the Board of Directors, to establish designated reserve fund levels and annual funding targets for the Authority's General Fund and Capital Improvement Program funds
- Implemented enhanced fiscal monitoring in compliance with the Fiscal Health Contingency Plan including monthly and quarterly financial newsletters, in-depth quarterly CIP reviews with the Chief, and an extensive mid-year financial analysis and reporting process

Highlights of Support Services

The Mission Statement of the Orange County Fire Authority begins: “ We proudly serve the changing needs of our communities” , and the Support Services Department provides essential services to meet those changing needs.

The **Automotive Section** is responsible for managing the automotive support fleet and fire apparatus; performs preventative maintenance (PM), major repairs, and renovations on the Authority’s apparatus and vehicles; tests and certifies specialty equipment; designs and develops specifications; and oversees acquisition and manufacturing quality assurance of all vehicles and apparatus.

The **Legislative Services Section** monitors legislation and regulations, and advocates the Authority’s position before federal, state, and local governing and regulating agencies.

The **Property Management Section** constructs, manages, and maintains the real property and durable infrastructure of the OCFA. Responsibilities include acquisition of real property, planning, design, construction of new fire stations, space management, renovation, maintenance, and repair of existing facilities.

The **Strategic Services Section** is responsible for the coordination and management of advance and strategic planning efforts within the Fire Authority. Areas of responsibility include: analyze and monitor impacts of development, annexation and incorporations; initiate agreements with developers for acquisition of new facilities; research demographic issues in order to determine appropriate service levels and benchmark; coordinate the OCFA Strategic Plan; and respond to requests for parcel, station locations, ISO ratings and demographic information.

Major Accomplishments in 2002

AUTOMOTIVE SECTION

- Automotive Section completed several unique installations:
- 60 traffic preemption devices
 - 50 vehicle flagpoles
 - 147 exhaust tip modifications (EVAC) for the diesel exhaust system project
 - 3 waterous fire pumps and pump testing on an additional 35 apparatus.



LEGISLATIVE SECTION

- Legislative Section assisted in the defeat of legislation that sought to change the OCFA governance structure; sponsored AB 2193, which identified appropriate public safety subjects for OCFA expenditures, and became law on January 1, 2003; provided

legislative workshop for the Authority's section managers; and kept management and Board of Directors informed of legislative initiatives affecting the Authority and advocated their positions.

PROPERTY MANAGEMENT SECTION



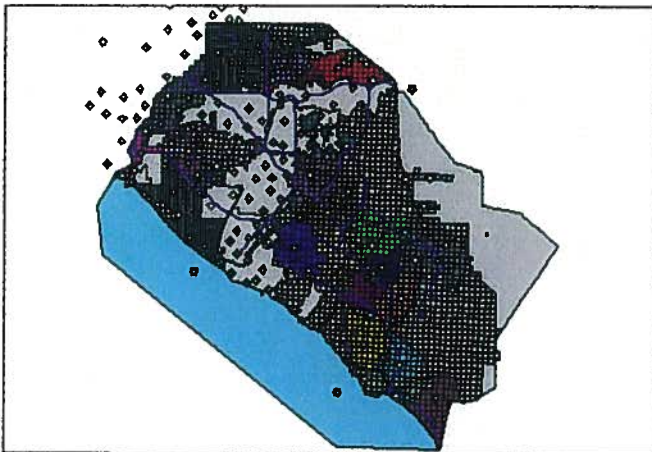
- Property Management Section implemented the OCFA Intranet Automated Facilities Repair Request System (AFRRS) and customer feed back/quality assurance program.
- Planning, design and project management was initiated for the reconstruction of Fire Stations 15, 19, 29, and 38. Initiation of the planning and design process for Fire Stations 38, 47 and 55 were also undertaken.

- Construction projects included: converting Fire Station 25 from a Reserve to a Career facility; construction of Fire Station 58 (Ladera) with occupancy anticipated April 30, 2003 and completed Fire Station 51-post construction process.
- Property Management also completed the VIRON Energy Conservation Project and the revision the OCFA Fire Station Development Guide.



STRATEGIC SERVICES SECTION

- Advance Planning and Strategic Planning functions were merged into the new Strategic Services Section, which is now responsible for the Strategic Plan, and modeling/forecast functions within the OCFA.
- Strategic Services completed a master agreement with the Irvine Company for construction of 5 new fire stations.



- Completed review and comment on CEQA/NEPA documents for various proposed projects including: the On-trac rail corridor project in Placentia; response modeling/impact studies for projects in La Habra, Irvine, San Clemente, Ladera and Battalion Chief coverage.

Highlights of the Operations Department

The Operations Department is divided into four geographical operational divisions and an Operations Support Division.

Division I is comprised of two Battalions. Battalion 1 serves the cities of Los Alamitos, Seal Beach, Westminster, and the unincorporated communities of Sunset Beach and Midway City. Battalion 8 serves the cities of Cypress, La Palma, Stanton, and Buena Park. Administration of the OCFA Fire Explorer Program, consisting of 11 Fire Explorer Posts throughout the County, is also assigned to Division I.

Division II is comprised of two Battalions. Battalion 4 serves the cities of Aliso Viejo, Laguna Woods, Laguna Hills, Lake Forest, and the unincorporated area of the former El Toro Marine Base. Battalion 5 serves the city of Irvine, the unincorporated communities of Emerald Bay, Newport Coast, Santa Ana Heights, and John Wayne Airport. The Authority also provides Crash Fire Rescue (ARFF) services at John Wayne Airport. Administration training of OCFA Hazardous Material Response Team (HMRT) is also assigned to Division II.

Division III is comprised of two Battalions. Battalion 6 serves the cities of Dana Point, San Clemente, San Juan Capistrano, Laguna Niguel, and the unincorporated areas of South County. Battalion 7 serves the cities of Mission Viejo, Rancho Santa Margarita, the unincorporated communities of Coto De Caza, Trabuco Canyon, Modjeska Canyon, and the unincorporated areas of South County. Administration and training of OCFA Urban Search and Rescue (USAR National Task Force 5) and Swift Water Rescue Programs are also assigned to Division III.



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

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

The Communications Section is responsible for receipt and dispatch of emergency calls. The dispatcher answering the initial call determines the type of call, jurisdiction and closest unit, and then dispatches units via Computer Aided Dispatch (CAD). The Communication Services unit of this section is responsible for the installation of telephones, mobile radios, and data terminals; provides research, development of specifications, acquisition of all telecommunications and emergency communications equipment; and performs installation, maintenance and repairs on communications equipment.

Community Volunteer Services (CVS) coordinates the Authority's volunteer programs. This includes the Reserve Firefighter Program and the Chaplain Program. The CVS office serves as the advocate for the department's volunteer programs.

The Reserve Firefighter Program supplements response resources and ensures adequate resources are available to effectively staff and equip emergency events within the community. This Program improves emergency effectiveness by providing additional EMS coverage and reinforcement of incident support resources and specialty equipment.

The OCFA Chaplain Program provides crisis intervention, counseling, spiritual guidance and assistance to our employees and immediate families. There are currently eight chaplains assigned to serve each of the OCFA Battalions and Headquarters.

The CVS office coordinates all the selection, training, and logistical needs for the Authority's Volunteer Programs with the Human Resource Section, the Training and Safety Section, and the Service Center.

Emergency Medical Services (EMS) provides continuous quality improvement, administrative, liaison services, and continuing education related to the Authority's EMS program. This includes tracking of records certification, and licensure of all Emergency Medical Technicians (EMT) and Paramedics employed by the Authority. Additionally, this section monitors service delivery of first responders and paramedics employed by the Authority.



The Emergency Planning and Coordination (EPAC) section coordinates the Authority's emergency planning with Federal, State, and local jurisdictions and agencies, manages the Department's Operations Center (DOC) during major emergencies, and serves as the Authority liaison to any agency requiring information on emergency response or planning. The EPAC Battalion Chief represents the Authority on working task forces such as the state and federal Terrorism Task Force, Nuclear Power Authority, and Marine Disaster. This section coordinates all California Department of Forestry (CDF) Gray Book issues, contract counties review, and automatic aid issues. This section also maintains and updates all City and County Emergency Plans, the multi-agency Mutual Aid Plan, Office of Emergency Services (OES) Mutual Aid Plan, Supplement Response Guidebook, OCFA Mutual Aid Operational Area Plan, etc. The Chief also has responsibility for the administration and coordination of OCFA Vegetation Management Program (VMP/Wildland Defense Program). The goal of this program is to mitigate the negative effects of wildland fires by developing tactical pre-fire plans, control burns to lessen the effects of wildland fires, and community awareness of efforts the community can take to prevent property and life loss in the wildland/urban interface.

Special Operations is responsible for coordination of the Authority's Helicopter Program, fire crews, and heavy fire equipment. The Authority currently maintains firefighting helicopters used for emergency responses throughout the year for wildland and wildland-urban interface fires, swift water and still-water rescues, medical rescue support, and disaster mitigation. The Crews and Equipment unit is responsible for coordinating firefighting handcrews and heavy fire equipment, fire road maintenance, and various construction and maintenance projects.

Training and Safety delivers and facilitates all operations personnel training activities. This includes research, development, and implementation of a variety of training courses, including basic and advanced firefighter techniques, administrative and supervisory training. The Training Section coordinates and administrates recruit and promotional training academies including Reserve Firefighters, firefighters, lateral paramedics, engineers, and officer academies. This section maintains a strong working relationship with Santa Ana College and the California Joint Apprentice Commission (JAC). The OCFA Training Section is a leader in training research and development on the Orange County Training Officers board locally, and Training Resources and Data Exchange (TRADE) nationally. This section also serves in a lead capacity on issues of employee and incident safety, with training officers doubling as incident safety officers.

Community Education

The Orange County Fire Authority provides a wide variety of community based education programs that raise public awareness through education. The focus of this effort is to deliver high quality fire safety education programs along with the delivery of all-risk preparedness programs such as earthquake preparedness and programs focused on reducing childhood injuries and deaths like the highly successful drowning prevention program. OCFA firefighters also participated in hundreds of community events throughout the year.

In 2002, the following programs were conducted:

- 164 Junior Firefighter Programs for 15,788 fifth grade students and teachers throughout OCFA's jurisdiction
- 921 Community Events, Disaster Preparedness and Fire Safety Programs for 196,633 residents
- 12 CPR Classes for 224 residents
- 19 Drowning Prevention Classes that reached 1,378 residents



Highlights of Fire Prevention

2002 marked a new chapter in the OCFA's efforts to illustrate the results of fire prevention activities: it was the year the Fire Prevention Department took the effort community-wide. With a far-ranging series of outreach and coordination efforts, Fire Prevention personnel engaged city staff, the business and development communities, State and even Federal government agencies, and most importantly, our own citizens to accomplish strategic objectives.

The OCFA Strategic Plan lists several tasks designed to assess the objectives of fire prevention efforts and analyze the impacts of current activities. In addition, the Fire Prevention Department has been working on opportunities to reduce hazards and improve services. A recurring theme in the strategic effort has been the need to bring in the entire community to participate in the task of lowering community risk. Some examples are illustrated here.

Wildfire Hazards Increase and Communities Respond in 2002

2002 proved to be one of the most catastrophic fire seasons on record for the entire Western United States. As early as winter of 2002, Orange County began experiencing a higher than usual number of vegetation fires. Over 5,000 acres had burned by late spring. Observing these indicators early, Chief Chip Prather directed that a Wildland Task Force (WTF) be assembled in early May to develop a program to increase public awareness of the fire danger, assess current threat areas, and undertake inspection and compliance action where fire hazard reduction measures were not being maintained.

As residential development has intruded into the wildland interface areas of Orange County, OCFA has implemented a "fuel modification" program that was incorporated into community design during the development process. Homeowners and homeowners' associations have been tasked with the requirement to maintain these fuel modification areas by irrigating, cutting back and removing brush not conforming with an accepted "plant pallet" of materials that are less prone to promote a fire. In 2002, the WTF coordinated with OCFA Corporate Communications to produce a Defensible Space brochure that was provided to the public, with specific information about how to create a protective zone around homes. Cities such as San Clemente, Mission Viejo, Dana Point, Laguna Niguel, and Yorba Linda participated in an outreach program to homeowners' associations, and Corporate Communications assisted in taking the message to cable TV, utility company mailings, and garden centers. The California Coastal Commission, U.S. Fish and Wildlife, and the California Department of Fish and Game joined OCFA in a coordinated effort to streamline the process for brush clearance in areas those agencies regulate, so as to mitigate any adverse effects to native vegetation and wildlife habitat. In addition, a GIS system was employed to map wildland interface and coastal canyon areas.

Despite the efforts that individual homeowners and associations had to undertake to achieve improved fuel clearance, community members have been overwhelmingly supportive of the WTF mission. The project serves to illustrate that when risks are understood and the efforts are undertaken jointly, positive results will be achieved.

Using Technology to Arrest Arson

Like the use of GPS to map fuel mod zones, the Fire Prevention Department is applying new technology in never-before-seen ways. Activities in the area of fire investigations yielded good results in 2002. For example, electronic surveillance was used in two cases to arrest arsonists on a total of 10 felony counts. In one case, Investigations Services staff monitored a series of fires, and based on their investigations, developed a scenario of likely sites the arsonist might strike again. By anticipating the behavior and setting up electronic surveillance, staff taped an arsonist in the act of setting a fire, resulting in a felony conviction. Other cases of tactical analysis of crime patterns and use of electronic surveillance resulted in arrests of other arsonists, with local police agencies joining in task force efforts.

Even DNA evidence is now employed in the effort to arrest arsonists. Using a blood sample found by an OCFA investigator at a broken window, DNA matching resulted in an arrest for felony arson and attempted murder. This may be the first example in the United States of the use of DNA evidence by a fire agency, and is illustrative of the meticulous attention to detail that Investigations staff brings to their work.

In the OCFA jurisdiction in 2002, 526 fires were identified as incendiary (essentially, arson) or recklessly caused criminal fires. 2002 saw a five-fold increase in cost recovery dollars collected, to \$85,587. Environmental crimes, too, occur in our jurisdiction. When some businesses fail to meet environmental regulations, they not only endanger lives, property, and the environment, they also receive an unfair business advantage by operating at a lower cost than their law-abiding competitors. Fire Prevention inspection staff were the first regulators involved in a case leading to a multi-agency strike force that eventually included the Orange County District Attorney, County Environmental Health, the Sanitation District, and the U.S. Environmental Protection Agency. A business that had failed to meet fire code was monitored by regulatory staff and caught while illegally discharging hazardous materials into storm drains and the sanitation system, resulting in \$32,000 in cost recovery for the hazardous materials program in OCFA (with further criminal charges in process). The funds will be used to support the Haz Mat Response Team based at Fire Station 4 in Irvine, by purchasing equipment and materiel to support their mission.

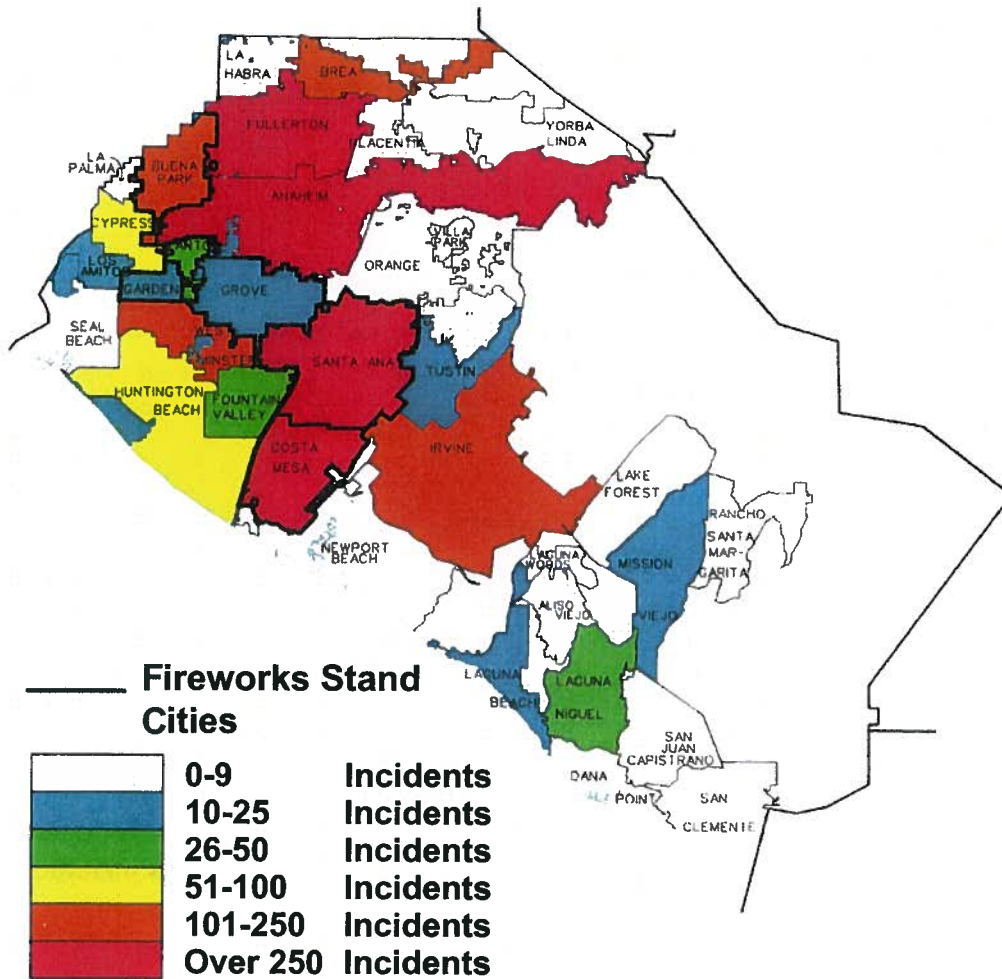
Fireworks are Festive, but Dangerous

While the OCFA strongly supports the use of fireworks in controlled public displays, some of our partner cities do continue to allow the sale of State Registered (so-called Safe and Sane) Fireworks. (OCFA and fire officials in most cities in Southern California do not believe these fireworks are either safe or sane.) That makes OCFA a very busy agency on and around July 4 every year.

In 2002, 31 public fireworks displays were approved throughout Orange County. OCFA issues permits for each stand that sells fireworks in our partner cities, as well as permits for public displays. OCFA also dispatches for added patrols, investigators, and emergency resources to fires and injuries caused by both State Approved and illegal fireworks.

Experience has confirmed that the cities that allow the sale of fireworks, as well as the cities immediately surrounding them, experience a markedly higher number of emergency incidents, as well as a higher incidence of the use and confiscation of illegal fireworks. In addition, OCFA and other agencies observed many examples in 2002 of State Approved Fireworks that are dangerously modified to enhance the effect or make them propel and become airborne.

INCIDENTS INVOLVING STATE APPROVED, ILLEGAL AND UNKNOWN FIREWORKS



Turning Fire Losses into Lessons Learned

Every illegal or unwanted fire can be regarded as a failure: an education message that wasn't properly delivered, an engineering problem that never yielded to regulation, or a behavior that hadn't been identified as problematic. No matter how swiftly our emergency responders arrive on-scene, or how efficiently they "put the wet stuff on the red stuff," the real mission is to prevent the emergency from ever occurring. But once an incident has occurred, OCFA has resolved to learn how to improve our prevention efforts to avoid or mitigate a recurrence of the problem. In 2002, several events illustrate how we practice prevention on a daily basis.

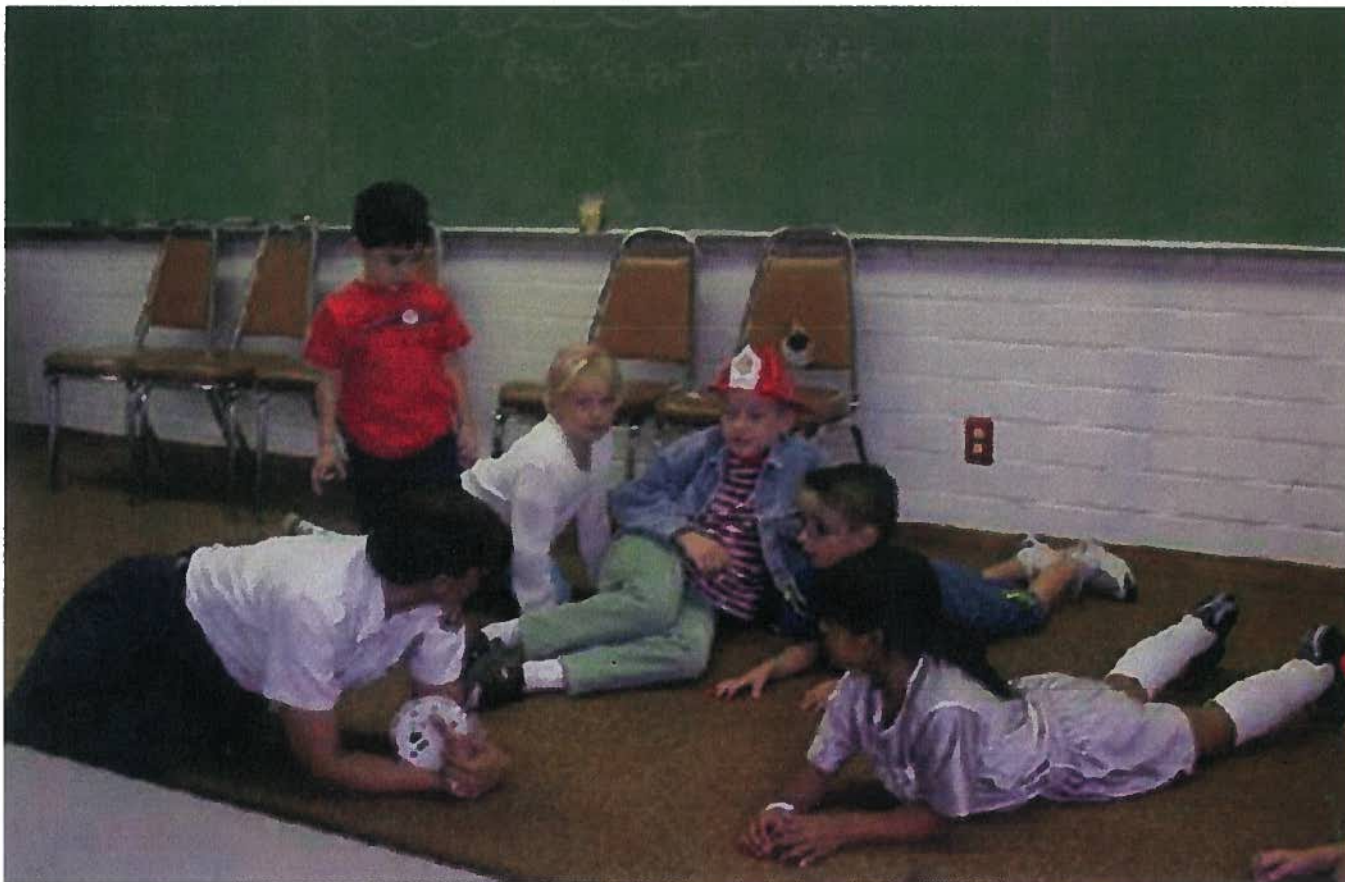
First, every fire or hazardous materials incident is individually evaluated to determine origin and cause, from arson to accident, sprinkler activation to chemical spill. Did construction problems or equipment failure contribute to cause or damage? Did fire sprinklers activate and eliminate the spread of an incipient fire? Is there a new fire safety message that OCFA can prepare for media release?

A good example was the analysis of ongoing fires in chimneys, leading to identification of an improper construction practice. Fire Prevention staff worked directly with city building departments to develop a new program requiring special inspection of certain types of chimneys during the construction process.

Failure to maintain fuel modification zones, as noted in the loss of one illegally constructed gazebo in a fuel mod zone, led to the Wildland Task Force and all the activities associated with that project. Likewise, hazardous materials incidents are all reviewed relative to the Business Emergency Plans required of facilities that store or use chemicals, to ensure that these businesses both disclose their chemicals to OCFA and implement the safety plans required by both state and federal law. Risk management plans for Extremely Hazardous Substances are also being audited, with a dozen audits completed in 2002 leading to enhanced safety practices in each facility.

New construction plan review and inspections, totaling 11,985 and 10,661 respectively in 2002, go a long way toward ensuring that new and altered building stock meet all current codes. Ongoing annual inspections of existing occupancies, performed by staff in suppression companies and in Fire Prevention, serve to provide review of permitted, hazardous operations, as well as public education in fire and life safety delivered on site by our uniformed personnel

Behavioral change comes more slowly, with OCFA searching for creative ways to project safety messages broadly and cost-effectively. In an effort to re-energize national Fire Prevention Week in October and reach a new audience, Suppression and Fire Prevention staff united with Corporate Communications to take a model outreach program to Fire Station 61 in Buena Park. Using a combination of equipment displays, an interactive children's practice in how to crawl out of a burning room, lecture, and demonstration, OCFA engaged hundreds of community members of all ages who visited the fire station.



Human Resources Division

The Human Resources Division provides several programs and services designed to support the OCFA and its employees in the achievement of its mission and objectives. Human Resources administers the employee relations program involving classification and compensation, recruitment and selection, labor negotiations and Memorandum of Understanding (MOU) administration, risk management, performance management, salary administration, health and wellness, organizational development/training, employee benefits, and other areas essential to the management of the OCFA's human resources. These services and programs are provided through the four sections within the Division which are Employee Relations, Organizational Training and Development, Risk Management, and Employee Benefits and Services.

The Roles of Each Human Resources Section

Employee Relations Section is responsible for administering the compensation and classification program, conducting recruitments and testing candidates to fill vacant positions, and administering the various memoranda of understanding for represented employees. This section also serves as an advisory unit to managers and supervisors in employee relations matters such as the application of employee performance appraisals, administration of corrective action and application of general employment policies and procedures.

Organizational Training & Development Section is responsible for organizing training and development programs/activities for supervisors, managers, and general staff. This section reviews the training needs of the organization through surveys of the workforce and consultation with managers. Through this assessment of needs, training may be provided in the form of a long-term comprehensive training program, a one day seminar event or referrals to outside training providers for specialized skills training. This section also administers the Internship Program. This program provides the opportunity for college students to gain experience in the work environment by actively participating in various OCFA projects, as a contributing member. The OCFA benefits from the students' participation as they apply their knowledge and skills obtained through their studies within the higher education system.

Risk Management Section administers the workers' compensation program, general liability, and occupational safety and health programs. This section is responsible for administering the OCFA Injury and Illness Prevention Plan, which includes the Hazard Communication Program, Respiratory Protection Plan and Hearing Conservation program. Risk Management assists OCFA employees through the workers' compensation process, and manages general liability for both auto and property losses and claims. This section also secures insurance coverage for all of OCFA's insurance needs, responds and reviews occupational risks and exposures through loss control and safety measures, and co-chairs the OCFA's Safety and Occupational Health Committee.

Employee Benefits and Services Section is responsible for the administration of employee benefit programs including health and accidental death and dismemberment for employees, exclusive of the firefighter unit, as well as dental, vision, life, disability, and the optional benefit plan for management employees. This section also administers the Firefighter Reserve Program's dental, vision, and life insurance. In support of all OCFA employees, the Benefits section is responsible for the administration of the Retiree Medical Program, the Employee Assistance Program (EAP), the Dependent Care Assistance

Program (DCAP) and the Premium Only Plan (POP). This section conducts the New Employee Orientation Program, coordinates and assists employees with the retirement process and is responsible for all types of leaves. Other activities involve new employee sign-ups, performance evaluation tracking and due date notifications to supervisors/managers, payroll processing of new hires, merit increases, promotions, reductions, and separations. This section is also responsible for tracking positions and providing status reports through the master position control process.

Major Accomplishments in Year 2002

The following are highlights of accomplishments achieved by the Human Resources Division during the past year:

- Successfully implemented re-opener provisions of the MOU's for the Firefighter Unit and the Fire Management Unit. Implemented provisions of successor MOU's for General Employees Unit, and Supervisory Unit.
- Conducted 26 recruitments including recruitments for Lateral Firefighter/Paramedic and Firefighter Trainee positions.
- Completed a comprehensive classification and compensation review of all non-safety positions. Updated classification specifications and standardized salary tables.
- Redrafted and standardized the Personnel and Salary Resolution to be consistent with the negotiated MOU's.
- Completed recruitments for Fire Captain and Battalion Chief.
- Completed a corrective action process that insures consistent application of due process for all employees.
- Developed and implemented a college student internship program. This program is based on partnerships with local colleges and universities and offers meaningful work to college students, serves as an excellent recruiting source and allows OCFA staff to mentor and coach highly motivated pre-professionals.
- Developed training programs for supervisors and other employees. Programs involved four separate classes offered to employees responsible for writing and delivering reports and presentations. Considerable emphasis was placed on developing computer skills in the employee population.
- Completed two Project Excellence programs, which is a supervisory training program focusing on current and potential managers and supervisors. Enrollment consisted of 44 employees.
- Developed two online learning classes that were placed on the Intranet for general employee information and development. Classes included instruction in the proper interview methods, and interactive classes, allowing employees to gain a better understanding of the OCFA's performance management system.
- Utilizing the Fire Service Joint Labor Management Wellness/Fitness Initiative provided a recommended plan for the development of a wellness and fitness program.
- Expanded the use of the OCFA Intranet as a resource for news, information, and instruction in risk management, workers' compensation, occupational safety & health, and wellness & fitness.
- Implemented a self-insurance workers compensation program.
- Completed the revision and implementation of a new Employee Reporting of Exposure reporting process.
- Implemented a new "Get Moving Program" to encourage employee fitness and health.
- Implemented a new Employee Orientation program.
- Developed an OCFA Employee Handbook.
- Developed Human Resources Employee Newsletter.

Major Incidents

January 23—A vegetation fire burned 100 acres in Holy Jim Canyon. A total of 20 engines and 250 firefighters battled the blaze, which forced the evacuation of 50 families in the area.

January 28—A father and his three children perished in a fire in Placentia. Extreme fire conditions in the two-story, single-family residence made rescue attempts impossible.

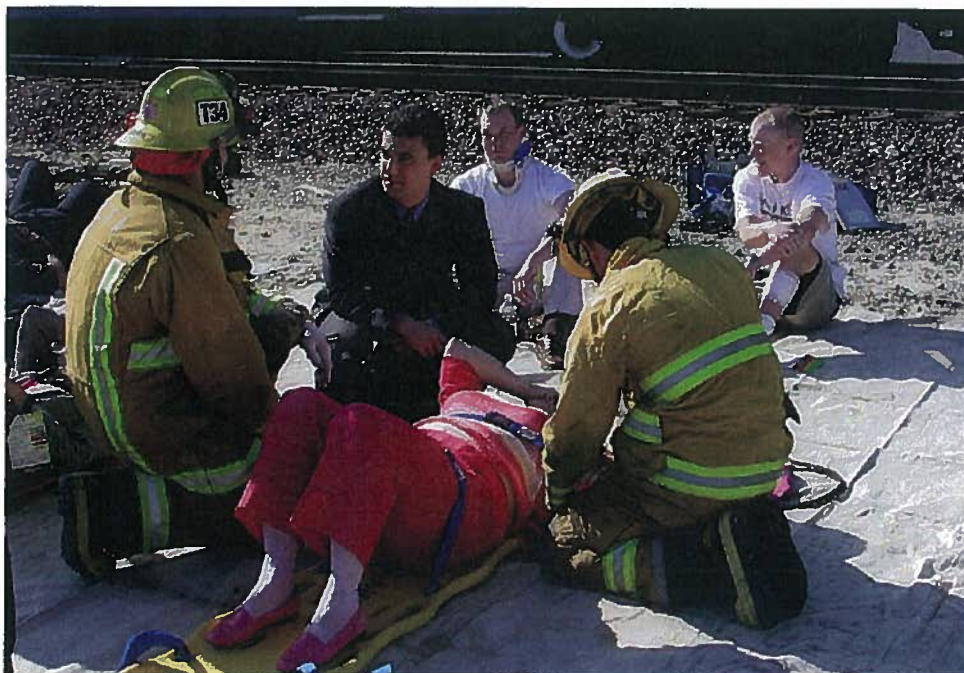
February 9—Heavy Santa Ana winds drove a vegetation fire, which started at the 91 Freeway and Coal Canyon Road and burned 2,400 acres. More than 1,000 firefighters, 80 engines, 13 dozers and 25 hands crews fought this fire.

March 16—Malfunctioning cooking equipment caused a structure fire at the Ranch Market in Irvine that caused \$350,000 in damage.

April 2—A bicycle shop located in a strip mall in Lake Forest was destroyed in a three-alarm fire. Damage was \$400,000 to structure and \$200,000 to contents.

April 21—A vegetation fire in Yorba Linda moved up a hill at a high rate of speed, but it was stopped before reaching homes. The fire burned 892 acres and was fought by 479 firefighter, 56 engines, 14 hand crews and five dozers.

April 24—A Metrolink and Burlington Northern Santa Fe freight train collided at Orangethorpe Avenue and Richfield Road in Placentia. Two people were killed and 162 injured. The OCFA responded with 14 engines, six trucks and 90 firefighters.



May 13—Between 500-1,500 homes were threatened by a fast-moving brush fire that started near Antonio Parkway and Meandering Trail in the unincorporated area of Las Flores. The OCFA and cooperating agencies responded with 100 engines and 649 firefighters and kept this fire from reaching any structures. A total of 1,462 acres burned.



June 26—A vegetation fire burned 82 acres near Laguna Canyon Road, just south of El Toro Road. A total of 27 engines and 141 firefighters responded.

July 8—A chemical response was dispatched to the movie theaters at the Irvine Spectrum. All of the theaters are evacuated after multiple victims complained of irritation to the eyes and throat due to an unknown substance. The crew from Haz-Mat 4 made an entry, but the substance had dissipated and all units were released.

September 3—A vegetation fire burned three acres near Aliso Niguel High School. A total of 20 firefighters and Helicopter 41 responded and quickly extinguished the blaze.

September 14—A structure fire caused \$250,000 in damage in one unit of a four-plex in Irvine.

September 21—A structure fire in Mission Viejo caused \$250,000 in damage.

September 23—A total of 70 firefighters responded to the vegetation fire in Featherly Regional Park in Yorba Linda. The fire burned 10 acres.

November 4—OCFA crews rescued two men who were dangling over the side of a the California Bank and Trust Building in Irvine, after their scaffold plunged to the ground.

November 12—A structure fire caused heavy damage to the garage, roof, and attic of a home in Coto de Caza. Damage was estimated at \$250,000 to structure and \$150,000 to contents.

November 26—An augmented staffing plan helped the OCFA contain a vegetation fire to only three acres in Coto de Caza. Seventy-five firefighters, 20 engines and Helicopter 241 were quickly deployed and homes in the area were saved despite heavy and dry winds.

Community Events

Members of the OCFA take an active part in the communities in which they serve, including participation in the following events:

ALISO VIEJO	Bunny Blast Flour Daniels Corporation- "Bring Your Kid to Work Day" Pool Safety at Wood Canyon Homeowners Association
BUENA PARK	Bobby Sox Opening Day Ceremonies Carnivals at Buena Terra, Dickerson, Holder & Dysinger Schools Chamber of Commerce Business Expo Child Safety Fair Senior Center- Aloha Fest Silverado Days and Parade
CYPRESS	Carnivals at Landell and Arnold Elementary Schools Holiday Bizarre/Arts and Crafts Octoberfest Tree Lighting/City Hall
DANA POINT	A Taste of Three Cities Tall Ships Festival Festival of the Whales
IRVINE	American Cancer Society- Relay for Life Pediatric Cancer Research Foundation Community Safety Day MADD Summer Safety City of Irvine—A Day at the Park Irvine Harvest Festival Juvenile Diabetes Walk- UCI/Aldrich Park Prayer Vigil in Turtle Rock Summer Day Camp Carnival- Bethel Korean Church City of Irvine Embraces Education
LA PALMA	Carnivals for Girls Softball and Boys Basketball La Palma Fiesta Days and Parade Safety Day at La Palma Park
LAGUNA HILLS	City of Laguna Hills Health and Safety Fair Mickey Jones CHOC Run Kid Safe Event- Saddleback Hospital

LAGUNA NIGUEL	Crown Valley Pool Drowning Prevention Program Laguna Niguel Holiday Parade Lifestyle Expo at City of Laguna Niguel Mervyn's California Annual Child Spree Event San Joaquin Hills HOA Community Safety Day Santa's Arrival at Crown Valley Community Park Tree Lighting Child Safety Fair-First Bank and Trust
LAGUNA WOODS	American Legion Community Safety Day
LAKE FOREST	Lake Forest Little League Opening Ceremonies El Toro Water District Annual Open House Lake Forest Snow Fest
LOS FLORES	Santa Margarita Water District Water Awareness Month
LOS ALAMITOS	Chamber of Commerce Summer Fest Christmas Sing-A-Long Cotton Wood Park Carnivals at St. Hedwig and Weaver Elementary Schools 5K/10K Run Los Alamitos Park and Recreation Department
MISSION VIEJO	Orange County Sheriff's Mission Viejo Walk Against Drugs
NEWPORT COAST	Halloween Fire Safety at Ridge Park Clubhouse Harvest Community Social- Newport Coast Community Assoc.
PLACENTIA	Placentia/Yorba Linda School District Health & Safety Fair Heritage Days/Parade and Festival Canning Hunger Fundraising Event
PORTOLA HILLS	Portola Hills Annual Easter Egg Hunt
RANCHO SANTA MARGARITA	Boo Blast Drowning Prevention Awareness and Safety Day Easter Egg Hunt Plaza Antonio Sport and Safety Spectacular
SAN CLEMENTE	Kids Care Fair at San Clemente Hospital Character Counts

SAN JUAN CAPISTRANO	Family Support Center Kid Care Fair at Mission San Juan Feria del Sol Health and Safety Fair at San Juan School
SEAL BEACH	Fire Safety for the College Park Home Owners Picnic Seal Beach Sand Castle Contest
SUNSET BEACH	Sunset Beach Art Festival and Pancake Breakfast Sunset Beach Halloween Haunt
STANTON	Safety Fair Sam's Club Summerfest
TUSTIN	Open House/Make A Wish Pancake Breakfast Dinosaur Dash- Tustin Public Schools Foundation Business Evacuation Drill at Ricoh Corporation Senior Health Fair- Tustin Area Senior Center Health and Safety Fair at Toys-R-Us Tustin Tiller Days
VILLA PARK	Family Picnic/Villa Park Days Little League Parade Santa Claus Holiday Parade Pancake Breakfast at Fire Station 23
WAGON WHEEL	Wagon Wheel Easter Egg Hunt
WESTMINSTER	Carnivals at Eastwood and Fryberger Elementary Schools City Safety Day Halloween at the Mall, Community Services & Recreation Dept. Spring Festival/Open House Summer Safety Day
YORBA LINDA	Yorba Linda Fiesta Days Parade Yorba Linda Old Fashioned Christmas Earthquake Preparedness & Safety Fair Harvest Festival Yorba Linda Health and Safety Fair

...and these events throughout the County

American Cancer Society Daffodil Days
Career Days at high schools
CHOC Walk
Drowning Prevention Campaign
Every 15 Minutes Program at high schools
FDNY Fundraisers
Fire Prevention Week
Fire Service Recognition Day
Fire Station Open Houses
Fourth of July Parades, Street Fairs and Fire Works Shows
Health and Safety Fairs
High School Job Shadow Programs
Kinder Caminata at Colleges
Lupus Foundation Run
Muscular Dystrophy Association
Orange County Employees Association Annual Health & Safety Fair
Prevent Child Abuse Orange County
Read Across America
Red Ribbon Week
Susan Komen Foundation – Race for the Cure



Regional Fire Operations & Training Center

On February 28, 2002 there was much excitement at the RFOTC site as a construction kick-off meeting was held with over 30 major participants in attendance. Armed with plans, regulations, and a positive team spirit, OCFA, DMJMH+N (project management), HOK (architect), and S.J. Amoroso (contractor) laid out the groundwork and parameters for an eventual 18 month journey. City of Irvine and other regulatory representatives provided the contractor with expectations and requirements for the work ahead.

Grading took place between March and May which resulted in over 8100 truckloads of dirt being hauled off the site. This equates to over 5 million cubic feet of earth that was removed in order to level the site down to Jamboree. Most of the earth was transported and used at other sites in Southern California. Several Eucalyptus windrow trees as well as a large portion of the site's lemon and avocado grove have been preserved as a reminder of the site's previous history.

Site grading was followed by foundation construction. Concrete slabs were placed for the first floors of each of the 6 buildings on site so that the steel skeleton of each building could be erected. There is approximately 2,600,000 pounds of structural steel used at the site. Enough steel to build more than 33 fire trucks.



Masons then began placement of more than 300,000 individual concrete blocks to frame up the outer shells of the buildings. Electricians will eventually complete the installation of more than 46 miles of electrical conduit throughout the site. At the end of December, the project was approximately 60% complete.

The beginning of the rainy season has caused work to slow down due to site access issues, however the project remains on schedule.

In the months to come the enclosure of the buildings will be the major goal so that interior finishes may commence. This includes completion of the roof, installation of doors, windows, and skylights.

The continued efforts of the entire project team have kept this project on schedule and within the project construction budget.

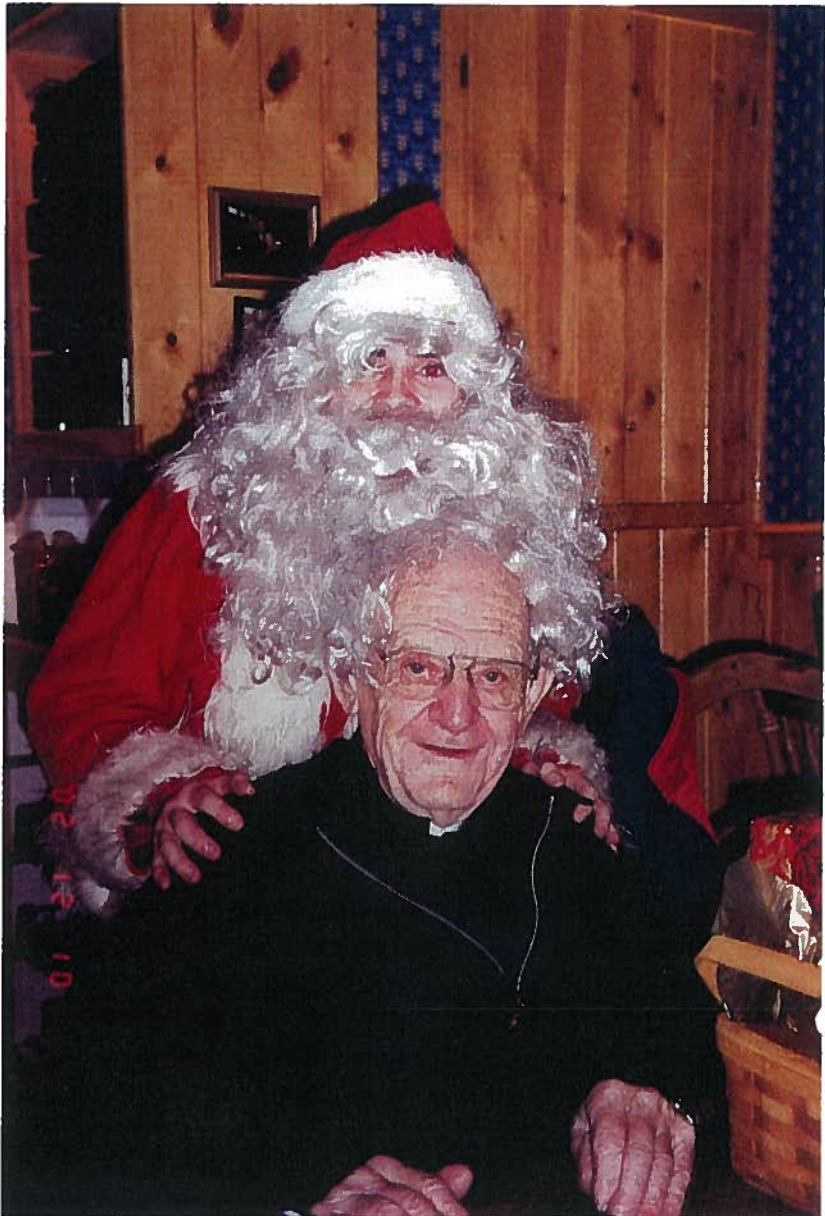
OCFA Chaplain Program

With the support of Monsignor John Sammon, the OCFA implemented a Chaplain Program on May 10, 1997. At that time, four chaplains were selected to support the OCFA family and the communities that we serve.

Since that time, the Chaplains have become a vital part of the OCFA family and have grown to eight members to effectively meet the needs of our personnel and our communities. Each Chaplain serves in an assigned Battalion. They are:

Battalion 1 - Tom Bousman
Battalion 2 - Greg Anderson
Battalion 3 and Headquarters –
Warren Johnson
Battalion 4 – Mark Bagley
Battalion 5 – Steve Willis
Battalion 6 – John McKeague
Battalion 7 – Dave Keehn
Battalion 8 – Bob George

The chaplains have demonstrated their selfless dedication by donating over 5,155 hours of their time for such things as weddings and funerals for OCFA members, or assisting trauma victims throughout our community, providing spiritual support during their times of crisis. We are proud to have the Chaplains as a part of the OCFA family.



The Chaplains gathered together to celebrate the Christmas Season. Santa Claus stopped by to spread some holiday cheer and wish Monsignor Sammon a very Happy Birthday.

Special Programs

HONOR GUARD

The OCFA Honor Guard was established for the purposes of promoting pride, honor and tradition within the OCFA by honoring deserving members of the OCFA and by presenting the colors at OCFA events and associated functions.

The Honor Guard proudly represents the OCFA at Fallen Firefighter Memorials in Colorado Springs, Colorado and Emmitsburg, Maryland. The Honor Guard further serves the organization through their participation in Parades, Retirement/Tribute events, Badge and promotion ceremonies, Funerals and memorials, Station Dedications, and Flag procedures and protocols.



The Honor Guard operates at a strength of 25 members. Membership is open to all professional firefighters of the Orange County Fire Authority.

The Honor Guard contributes to the community by preserving and promoting fire service tradition, honoring those deserving of recognition and providing inspiration to OCFA members and the public.

PIPES & DRUMS

The Orange County Fire Authority Pipes & Drums was created in late 1997 and became an official function of the Fire Authority in March 1999. Today, the group has twelve members and others that have a desire to learn. The Pipes & Drums has performed at various functions such as academy graduations, promotional ceremonies, dedications, memorials and funerals for the Fire Authority, neighboring fire departments and colleges.

The band hopes to grow in size and perfect it's ability to perform, bringing Fire Department tradition to its events. The band's motto "Onior Do Na Marbh", Gaelic for "Honor Our Fallen" is represented in the band's logo to remember those firefighters whom have paid the ultimate sacrifice.

Currently, The Orange County Fire Authority Pipes & Drums is the only Fire Department Pipe Band in California where its membership comes from one organization.

The Pipes & Drums contribute to the community by promoting Honor and Pride within the OCFA and the Fire Service as a whole.

By following the long-standing history of Scottish heritage and fire department tradition, The Pipes & Drums is able to honor the courage, pride, and commitment of the Fire Service and its members.



Project EXCELLENCE

In 2002 Organizational Training & Development/Human Resources conducted its second management and supervisory skills development program, Project EXCELLENCE II. Twenty-one employees graduated from the program in June. The decision to continue the program was based on the positive results from the original pilot program conducted in 2001 that graduated eighteen students. The program consists of twelve classes held over a six-month period. The classes focus on skills that are critical for success in a management and/or supervisory position such as coaching employees and understanding the performance management process. Participants are exposed to many hands-on activities specifically developed to demonstrate the skills that are being taught. At this time the program is run January through June with classes held twice each month. Employees who are in supervisory positions or are seeking to promote to such positions are encouraged to apply during open enrollment.

Project EXCELLENCE contributes to Community Safety by providing greater management expertise throughout the OCFA.



LEADERSHIP INSTITUTE

Assistant Chief Patrick McIntosh and Battalion Chief Kevin Brame, in cooperation with Chapman University, established the OCFA Leadership Institute in 1995. The Institute is a 112+ hour leadership development program designed to enhance successorship within OCFA. Participation is open to all members and all ranks of the OCFA. Applicants are required to submit a written application, which is rated by an outside panel of leadership development experts. Twenty-four members are selected to attend the Institute each year.

The Institute is an innovative approach to leadership and successorship development that focuses on the concept that personal and professional growth is an outcome of a

partnership between the individual and the organization. It encompasses the philosophy that leadership is a reflection of action and not position within the organization.

The curriculum includes leadership development, personal growth, communication, problem solving, decision-making, empowerment, delegation, conflict management, team building and ethics. Participants complete a two-day high ropes trust and confidence building course and conclude the program with a 2-1/2 day session on life-work balance in which spouses and significant others also participate.

The Leadership Institute contributes to Community Safety by providing for an organizational and academically sound process to develop OCFA's leaders for tomorrow. Graduates have become actively involved in redesigning OCFA's approach to customer service programs and many have joined committees or programs to help enhance and sustain the OCFA.



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

Behavior resulting in the crime of arson often starts in very young people, and it was with the goal of providing intervention for this type of juvenile crime that Orange County fire agencies, including OCFA, initiated the Fire FRIENDS program several years ago. Fire FRIENDS (Firesetter Regional Intervention Education Network and Delivery System) has since 1999 provided services to 350 children and their families. The program identifies candidates at the earliest sign of inappropriate interest in fire, with the intent of redirecting children and their families to counseling, education, and assistance in changing potentially destructive behavior patterns. It is important to note that there has been no recidivism identified in any of the children who have completed the Fire FRIENDS program.

In a joint effort led by the Children's Hospital of Orange County (CHOC), Fire FRIENDS coordinates efforts among agencies including the Orange County Probation Department and Orange County's fire departments. The program includes volunteer OCFA employees

from all sections of our agency. Fire FRIENDS has garnered attention nationwide, even at the headquarters of the Federal Emergency Management Agency (FEMA) in Washington, D.C. On behalf of the coalition of Fire FRIENDS agencies, OCFA has filed for a grant from FEMA to procure materiel and coordinate training for the partner agencies. On the strength of that grant application, FEMA offered a \$10,000 initial grant to begin the procurement of training materials such as videos and CDs. If the larger grant is also approved, Fire FRIENDS should be well on the way toward County-wide and regional implementation.

JUST FOR LAFS (LIFE AND FIRE SAFETY)

The Just for LAFS program is a national education program dedicated to the education of children, ages 4 through 8, in all manners of life and fire safety habits and behaviors. Just for LAFS uses characterization (clowning), puppetry, and music as the medium to educate the children. This is a proven educational method that helps children retain the information presented. Last year the group contacted over 6,500 children and 500 adults.

The OCFA supports Just for LAFS by allowing members to meet and practice at local fire stations. They have made available a surplus vehicle that allows the Just for LAFS team to transport equipment to the school sites. Just for LAFS members also received support in attending training seminars and have been supplied surplus equipment to use as costumes and stage props.

LAFS contributes to Community Safety by teaching children how to apply a variety of safety lessons in a practical way. Safety messages include: how to call 911, cool-a-burn, seatbelt safety, fire is a tool not a toy, school bus safety, change the battery in the smoke detector.



CUSTOMER SATISFACTION DATA BY CITY/AREA
January 1 – December 31, 2002

CITY/AREA	TOTAL SENT	TOTAL RETURNED	% RETURNED	OVERALL SATISFACTION
Aliso Viejo	463	133	28.73%	97.00%
Buena Park	2,479	575	23.19%	97.39%
Coto de Caza	110	30	27.27%	97.45%
Cypress	980	327	33.37%	97.06%
Dana Point	996	311	31.22%	97.62%
El Modena	50	8	16.00%	99.49%
Emerald Bay	12	6	50.00%	100.00%
Irvine	3,369	857	25.44%	97.78%
La Palma	477	179	37.53%	98.03%
Ladera Ranch	60	19	31.67%	98.31%
Laguna Hills	1,094	284	25.96%	97.00%
Laguna Niguel	1,249	384	30.74%	97.90%
Laguna Woods	2,641	1,189	45.02%	98.39%
Lake Forest	1,986	635	31.97%	97.69%
Los Alamitos	445	148	33.26%	97.85%
Los Flores	59	18	30.51%	99.64%
Midway City	184	46	25.00%	97.45%
Mission Viejo	2,563	863	33.67%	97.35%
Modjeska Canyon	13	3	23.08%	100.00%
Orange Park Acres	33	8	24.24%	100.00%
Placentia	1,124	360	32.03%	97.62%
Portola Hills	8	2	25.00%	100.00%
Rancho Santa Margarita	804	220	27.36%	97.16%
Rossmoor	166	69	41.57%	97.83%
San Clemente	896	306	34.15%	98.06%
San Juan Capistrano	945	307	32.49%	98.23%
Santa Ana Heights	12	3	25.00%	100.00%
Santiago Canyon	63	10	15.87%	97.96%
Seal Beach/Sunset Beach	1,115	427	38.30%	97.42%
Silverado Canyon	23	5	21.74%	98.00%
Stanton	898	146	16.26%	97.21%
Trabuco Canyon	48	13	27.08%	97.38%
Tustin	2,047	578	28.24%	97.18%
Villa Park	115	40	34.78%	97.94%
Westminster	2,372	662	27.91%	97.20%
Yorba Linda	964	350	36.31%	97.49%
Non-OCFA cities	474	95	20.04%	98.09%
TOTALS/AVERAGE	31,337	9,616	30.69%	98.06%

OCFA FIRE STATIONS

Proudly Serving the Communities of...

- ALISO VIEJO, Station 57*
- ALL OCFA AREAS, Station 52 (crews)*
- BUENA PARK, Station 61*
- BUENA PARK, Station 62*
- BUENA PARK, Station 63*
- COTO DE CAZA, Station 40*
- CYPRESS, Station 17*
- COWAN HEIGHTS, Station 8*
- DANA POINT, Station 29*
- DANA POINT, Station 30*
- EMERALD BAY, Station 11*
- HELICOPTER @ FULLERTON AIRPORT, Station 41*
 - IRVINE, Station 4*
 - IRVINE, Station 6*
 - IRVINE, Station 20*
 - IRVINE, Station 26*
 - IRVINE, Station 28*
 - IRVINE, Station 36*
 - IRVINE, Station 38*
 - IRVINE, Station 51*
- JOHN WAYNE AIRPORT, Station 33*
- LA PALMA, Station 13*
- LADERA RANCH, Station 58*
- LAGUNA HILLS/LAGUNA WOODS, Station 22*
 - LAGUNA NIGUEL, Station 5*
 - LAGUNA NIGUEL, Station 39*
 - LAGUNA NIGUEL, Station 49*
 - LAKE FOREST, Station 19*
 - LAKE FOREST, Station 42*
 - LAKE FOREST, Station 54*
- LOS ALAMITOS, Station 2*
- MIDWAY CITY, Station 25*
- MISSION VIEJO, Station 9*
- MISSION VIEJO, Station 24*
- MISSION VIEJO, Station 31*
- MODJESKA, Station 16*
- PLACENTIA, 34*
- PLACENTIA, 35*
- RANCHO SANTA MARGARITA, Station 45*
- SAN CLEMENTE, Station 50*
- SAN CLEMENTE, Station 59*
- SAN CLEMENTE, Station 60*
- SAN JUAN CAPISTRANO, Station 7*
- SEAL BEACH, Station 44*
- SEAL BEACH, Station 48*
- SILVERADO, Station 14*
- SILVERADO, Station 15*
- SUNSET BEACH, Station 3*
- STANTON, Station 46*
- TRABUCO CANYON, Station 18*
- TUSTIN, Station 21*
- TUSTIN, Station 37*
- TUSTIN, Station 43*
- VILLA PARK, Station 23*
- WESTMINSTER, Station 64*
- WESTMINSTER, Station 65*
- WESTMINSTER, Station 66*
- YORBA LINDA, Station 10*
- YORBA LINDA, Station 32*
- YORBA LINDA, Station 53*



*The Orange County Firefighter Memorial
By artist De L'Esprie*