

# City of Santa Ana Fire Services Proposal



## ORANGE COUNTY FIRE AUTHORITY

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## Foreword

The Orange County Fire Authority (OCFA) evaluated the feasibility of providing contract services to the City of Santa Ana. This proposal is presenting OCFA's method of providing the highest quality services to the residents of Santa Ana. I welcome this opportunity to describe our regional fire service delivery system.

The principle benefits of a regional system are reduced costs, increased effectiveness, and a depth of resources unmatched within the county. The consolidation of resources, the streamlining of overhead and a partnership in a regional protection system is beneficial for all parties.

The results the OCFA achieves every day in providing protection to our communities occur through individual and team dedication, commitment, and organizational values. I am proud of the men and women of the Orange County Fire Authority, and I am confident the residents of Santa Ana will feel similar pride if we become your City's fire service provider.

OCFA is one of only 12 fire agencies that are accredited by the Commission of Fire Accreditation International (CFAI) in California. We are proud of this certification and work towards maintaining the high performance standards that CFAI requires members to achieve.

The cost provided herein represents the cost of our services including our basic service charge, station maintenance, and equipment and vehicle replacement costs. I have included a brief description of each of OCFA's departments and sections to provide you with an overview of the services available from us as a regional provider.

Our commitment is proclaimed in our Mission Statement:

We enhance public safety and meet the evolving needs of our communities through education, prevention, and emergency response.



**Keith Richter**  
Fire Chief

## Summary of Proposal

The Orange County Fire Authority (OCFA) deploys resources based on a regional service delivery system, assigning personnel and equipment to emergency incidents without regard to jurisdictional boundaries. Regional fire protection offers the citizens a wide range of services that translates into quality and strength extending well beyond the fire station. It enables the use of existing administrative resources on a broader scale, increases purchasing power for major expenditures, and maximizes the use of all emergency and support resources within the OCFA, regardless of jurisdictional boundaries or physical location.

The Orange County Fire Authority presents this service proposal based on countywide response standards for structure fires of three engines, one truck, one paramedic unit, and one Battalion Chief. OCFA developed this option utilizing computer GIS programs, data analysis and OCFA's standards of coverage. Santa Ana's geographical size and population warrant the creation of a new Division within OCFA and, therefore, OCFA will be offering a Division Chief position to the current Santa Ana Fire Chief, who will be instrumental in the transition process for the City. The Division Chief provides a level of local control for the City Council and staff by participation on relevant public safety committees, participation at city staff meetings and attendance at city council meetings. The option also includes the transition of 192 sworn personnel and 14<sup>1</sup> non-sworn personnel\*.

OCFA's Emergency Medical Service model is three faceted. The first is Emergency Medical Dispatch, where a caller is provided life-saving instructions while fire department units respond. The second is to front load paramedic service, allowing the first arriving units to provide paramedic level care upon arrival. To ensure only the highest level of service for the City of Santa Ana, OCFA has positioned a paramedic capable of delivering advanced life support, at every station and on every unit. Transportation of patients is the third facet of EMS delivery. OCFA's service option does not include a firefighter based transportation component. OCFA can assist the city in developing a public-private partnership to deliver this service.

All of our partner communities have unique characteristics and demographics and OCFA strives to meet the diverse needs of each. OCFA recognizes the need for bilingual, Spanish speaking personnel in Santa Ana, and therefore our proposal for fire and emergency services includes a component to maximize the number of bilingual, Spanish speaking personnel working within the City. Creating a diverse workforce that matches our services areas is an OCFA value. Adapting to this need in Santa Ana will benefit the service level provided to the entire OCFA system.

The proposed option includes the service cost, facilities maintenance charge, and vehicle replacement cost. Total personnel indicates a per shift and total personnel count. Not included in the option cost is the one time start up costs or costs associated with facilities issues listed on page 44. Costs quoted are valid for the current fiscal year ending in July 2012.

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<sup>1</sup> 1 Asst Fire Marshal, 5 Fire Prevention, 1 Clerical\* subject to MMRS grant, 6 dispatcher, 1 EMS positions

**Santa Ana Proposal for Emergency Services**

*Table 1: Proposed Service Option*

<b>Station 1</b>	<b>Station 2</b>	<b>Station 3</b>	<b>Station 4</b>	<b>Station 5</b>	<b>Station 6</b>	<b>Station 7</b>	<b>Station 8</b>	<b>Station 9</b>	<b>Station 10</b>	<b>Daily Staffing</b>
Medic Engine (4) Medic Truck (4)	Medic Engine (4)	Medic Engine (4)	Medic Engine (4) Division Chief	Medic Engine (4) Medic Truck (4) Battalion Chief	Quint Truck PAU (4)	Engine PAU (3) Medic Van (2)	Engine PAU (3) Medic Van (2)	Engine PAU (3)	Engine PAU (3)	48

PAU=Paramedic Assessment Unit with 1 Paramedic Firefighter

The Battalion Chiefs and Division Chief are included in the proposed contract cost, and are not included in the daily staff total.

**Cost                    \$33,709,270                    Savings                    \$10,583,870\***

\*First year net savings

***Start Up Cost Summary***

In addition to the annual contract price, a one-time startup cost will be charged to facilitate hiring, standardization of equipment, and facilities. One-time costs assume 192 sworn personnel 14 non sworn personnel and can be adjusted for variations in transitioning staff. OCFA is willing to discuss amortizing the startup costs over multiple years rather than incurring a large cash outlay in a single budget year.

*Table 2: Start Up Costs-Summary*

	Range	
<b>Communications</b>	\$646,327	\$843,727
<b>Facilities</b>		\$27,000
<b>Personnel</b>		\$220,764
<b>Service Center</b>		\$395,963
<b>Fleet Services</b>	\$52,435	\$92,985
<b>Total:</b>	<b>\$1,342,489</b>	<b>\$ 1,580,439</b>
^Range of cost variables; see Table 6 cost details and explanations		

***Long Term Savings***

Over the past 10 years, the City of Santa Ana’s Fire Department budget has grown at an average rate of 5% per year. For comparative purposes, we have used a conservative growth rate of 1% annually for the Santa Ana Fire Department’s budget and we used OCFA’s projected yearly cash contract increase, to demonstrate the advantage OCFA brings with contract service.

## Santa Ana Proposal for Emergency Services

The City retains the obligation for their current Unfunded Actuarial Accrued Liability (UAAL) for the fire employees. The City has options relating to the payment of their responsibility for the UAAL, which include plan termination or inactivate status. OCFA has received information from the city indicating the current yearly cost for the termination of the fire plan, that figure is reflected in the long term savings table below. It should be noted that the termination plan has even greater savings after the ten year payment option is met. Again, this table does not factor in savings associated with workers compensation and other departmental efficiencies.

*Table 3: Long Term Savings*

	2011/12	2012/13	2013/14	2014/15	2015/16	Cumulative Savings
<b>Service Charge</b>	\$33,709,270	\$34,225,022	\$35,173,055	\$35,834,308	\$36,210,569	
<b>% Inc.</b>		1.53%	2.77%	1.88%	1.05%	
<b>City's Annual UAAL Payment to PERS</b>	\$3,860,000	\$3,860,000	\$3,860,000	\$3,860,000	\$3,860,000	
<b>Santa Ana City Fire Dept. Budget</b>	\$48,153,140	\$48,634,671	\$49,121,018	\$49,612,228	\$50,108,351	
<b>Annual Savings</b>	<b>\$10,583,870</b>	<b>\$10,549,649</b>	<b>\$10,087,963</b>	<b>\$9,917,920</b>	<b>\$10,037,782</b>	<b>\$ 51,177,184</b>

### *Transition of Santa Ana City's Fire Department*

As a fire service contractor Orange County Fire Authority (OCFA) has the capability and resources to meet the City of Santa Ana's needs to transition the city's fire service resources and public safety responsibilities. It is OCFA's intent to complete a transition in a methodical, time efficient approach that is seamless without interruption or incident. The OCFA is confident that it will be able to begin providing service to the City of Santa Ana by March, 2012, if a contract for emergency service is completed in January, 2012.

The Orange County Fire Authority is committed to making the transition of the Santa Ana Fire Department operations and personnel to the OCFA as smooth as possible for the present Santa Ana employees, as well for the employees of the OCFA. The OCFA would offer employment to current Santa Ana Fire Department operations safety employees, and 14 Fire Department professional staff<sup>2</sup>, subject to the conditions noted in this proposal and final contract negotiations.

### *Management Partners Report*

Santa Ana's budget stabilization plan identified numerous solutions for achieving financial stability for the City. The contracting of fire service was one of 47 recommendations by

<sup>2</sup> 1 Assist Fire Marshal, 5 Fire Prevention, 1 Clerical\* subject to MMRS grant, 6 Dispatchers, 1 EMS Position

## Santa Ana Proposal for Emergency Services

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Management Partners; contracting with OCFA addresses 16 of those suggestions. The list below outlines how OCFA assists the City with their budget stabilization:

- **Recommendation 2.** Initiate significant immediate changes to the expenditure and revenue base, with major reductions in spending taking effect in FY 2011/12 increasing into FY 2012/13.
  - **OCFA reduces the City's expenditures related to fire service**
- **Recommendation 13.** Determine the fee level required to recover all City costs associated with false alarm response and increase fees accordingly.
  - **OCFA has a false alarm fee program and a program to decrease or eliminate false alarms**
- **Recommendation 15.** Negotiate payment of the full employee share of PERS costs at 9% for public safety and 8% for non-safety.
  - **OCFA renegotiated contracts with the labor groups and employees will be contributing 9%**
- **Recommendation 16.** Negotiate a two-tier retirement benefit, returning to the benefit levels in place prior to the existing benefits.
  - **OCFA has instituted a third tier retirement of 3% at 55 for those employees hired after July 1, 2012. Additionally, OCERS is the average of the three highest years, not single year**
- **Recommendation 17.** Renegotiate labor contracts to provide only those premium pays required for sound business purposes and eliminate premium pay for employees who are not performing the work on a regular basis.
  - **OCFA's premium pay structure is centered on those positions actually performing specialty functions**
- **Recommendation 19.** Analyze employee and retiree health benefits to determine the appropriate level of contribution by all parties.
  - **OCFA has a defined contribution plan for its new hire employees retiree medical**
- **Recommendation 20.** Provide vehicles only to those individuals who are responding to City business after hours on a regular basis and to those who must have access to specialized equipment when called out.
  - **OCFA has a vehicle use policy that identifies those positions requiring vehicles for business purposes**
- **Recommendation 23.** Initiate negotiations with the Fire Benevolent Association to enable the City to make policy level decisions to match staffing to workload.
  - **Resolved by contracting with the OCFA, this no longer becomes an issue for the City**
- **Recommendation 24.** Eliminate automatic overtime to maintain any staffing level not determined by the City to be required.
  - **Resolved by contracting with the OCFA, this no longer becomes an issue for the City**
- **Recommendation 25.** Develop and implement a flexible brown-out schedule for engine and truck companies that matches staffing to workload demand rather than the existing constant staffing model.

## Santa Ana Proposal for Emergency Services

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- **Resolved by contracting with the OCFA, this no longer becomes an issue for the City**
- **Recommendation 26.** Change the emergency medical service delivery system to use non-sworn EMTs or a private ambulance company rather than sworn personnel for basic life support and transport services.
  - **OCFA partners with the City to develop a public-private partnership for transport services**
- **Recommendation 27.** Obtain proposals from MetroNet and OCFA for fire dispatch services, including any technology costs and evaluate the costs and benefits of the proposals compared with moving to the Santa Ana Police Department dispatch.
  - **Resolved by contracting with the OCFA, this no longer becomes an issue for the City**
- **Recommendation 28.** Convert four staff captain positions into non-sworn positions and return sworn personnel from these positions to emergency response operations.
  - **Resolved by contracting with the OCFA, this no longer becomes an issue for the City**
- **Recommendation 29.** Examine existing IT staff within the City to determine whether capacity and skill exist to perform the work now being done by a private contractor (for fire only).
  - **OCFA's full service contract provides in house IT support for the Fire Authority**
- **Recommendation 30.** Initiate discussions with Orange County Fire Authority and other fire departments in the area about a regionalized approach.
  - **The City addresses this through contracting**
- **Recommendation 38.** Conduct three types of analysis to ascertain specific ways to reduce costs on an on-going basis in fleet maintenance: 1) fleet utilization analysis, 2) breakeven analysis and 3) fleet replacement analysis.
  - **OCFA's full service contract provides in house fleet support for the Fire Authority**

## Santa Ana Proposal for Emergency Services

### ***Service Charge Relative to Regional Costs***

The proposed annual service charge would fund fire suppression, hazardous materials, fire prevention, emergency medical services, and support functions, such as dispatching, equipment maintenance, supply, and procurement, risk management and all other services required in the City of Santa Ana for the effective operation of a modern fire department.

The charge would be prorated on a monthly basis, and payment would be due monthly in advance. In addition, to secure future payments to OCFA for services rendered, OCFA will negotiate with the City to either provide a payment security bond securing the value of one monthly payment, or a secured cash collateral account containing the same value. Terms relating to periodic increases to the payment bond or collateral account will be negotiated with the City during contract negotiations, as well as terms that would trigger payment on the bond or drawdown from and replenishment to the collateral account.

During the twenty year contract period, each March the OCFA would provide the City of Santa Ana with notification of estimated changes in contract costs for the next fiscal year. Each June, the OCFA would provide the final annual contract service charge amount to the City.

The term of the JPA is twenty years (expiring in 2030) with an option to withdraw at each ten-year interval. Article IV, Section 3.F. of the JPA agreement provides the detailed methodology for this review. The new service agreement will run concurrent with the twenty-year JPA agreement.

### ***Cost Control***

A common concern of cities interested in contracting with the OCFA is the ability to control costs. Orange County Fire Authority's cash contract cities enjoy the financial protection of a cap on annual increases not-to-exceed 4.5%. The cap includes recapture provisions, wherein increases above the cap are banked for future recapture in subsequent years when cost increases are less than the cap. The functionality of the recapture bank is illustrated below.

<b>Hypothetical Recapture Bank</b>			
<b>Contract Year</b>	<b>Increase to OCFA Budget</b>	<b>Increase to Cash Contract Charge</b>	<b>Recapture Bank</b>
FY 2010/11	2%	2%	n/a
FY 2011/12	4%	4%	n/a
FY 2012/13	5.5%	4.5%	+1%
FY 2013/14	3.5%	4.5%	-1%
FY 2014/15	2.5%	2.5%	n/a

The cap and recapture provisions are intended to ensure that the City is protected from the volatility of large cost increases during any single year, while also ensuring that OCFA's costs for providing the services are covered over time. Administrative reviews will be conducted every five years to review actual cost increases compared to the cap. Automatic triggers are included to ensure that any future cash contract city payment shortfalls that may develop can be addressed through the administrative reviews every five years. In discussing the recapture

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bank and five-year administrative reviews, it is important to note that the OCFA's current five-year financial forecast does not anticipate *any* activity to occur in either the recapture bank or the five-year administrative review for cash contract cities. This is because current projected annual increases are expected to be well below the annual cap of 4.5%. The term of the JPA is twenty years with an option to withdraw at each ten-year interval. Article IV, Section 3.F. of the JPA agreement provides detailed methodology for this review.

Contributions to vehicle replacement and station maintenance are relatively stable cost elements of the proposal, and are added to cash contract city charges outside of the cap calculation. Vehicle replacement contributions are calculated using the current replacement cost for the emergency vehicles assigned to the City, divided by the years of expected service for the vehicles (i.e., useful life).

Station maintenance contributions are handled as a revolving fund, requiring an initial deposit of \$15,000 per station, and then requiring annual replenishment only if/when funds are used for improvement projects or maintenance projects.

### ***Associated Savings***

The City of Santa Ana will realize significant savings to several City departments should OCFA assume the management, support, and service expenses relative to the fire department. The City will also achieve savings from the reduction of its insurance premiums and workers compensation. The following are some of the services that will be provided by OCFA's management and staff professionals:

- Human Resources services including recruitment, testing, selection, employee records, labor negotiation, discipline, grievances, ADA compliance, OSHA, benefits management, etc
- Information System Management including emergency and administrative computer hardware and software systems
- Facility and Property Management/Maintenance
- Compliance Training for FMLA, FLSA, Sexual Harassment and EEOC
- Risk Management & Worker's Compensation Management
- Legislative Analyst & Lobbying Services
- Contract Administration
- Vehicle Purchasing and Maintenance
- Equipment and Supplies purchase, inventory management, repair and delivery
- Processing of subpoenas and information records requests
- Media Relations
- Community education including school programs
- Trained Public Information Staff
- Community risk identification, prevention and mitigation programs
- Dispatching

## **Santa Ana Proposal for Emergency Services**

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- Communications Equipment purchase, repair, maintenance
- Emergency response mapping (GIS, AVL)
- Paramedic continuing education services including a Medical Director
- Quality Assurance Programs
- Community Survey Programs
- Disaster Planning and Coordination
- Financial Management, Budgeting and Payroll

### ***Benefits of Contracting with OCFA***

The Orange County Fire Authority enhances services to the citizens of Santa Ana and increases efficiencies within the City. OCFA's full service education, prevention and emergency response brings with it a full support network and eliminates the workload for other city departments that currently support Santa Ana Fire. The support network includes Training/Safety and EMS Sections that provide in-house certifications and enhancement, skills maintenance, and safety officer coverage during incidents. These support functions ensure that a high level of service is provided to our residents. Other service enhancements include our depth of resources, specialized resources, a dedicated fire prevention program, a hazardous materials program, dedicated fire dispatchers, and a comprehensive public education program. These are standard in our regional system and are included in the contract price.

Additional benefits include:

- City Council Member on OCFA Board – participation in public policy decisions
- City Council Member on Executive Committee based on position or appointment
- City Council Member on Budget & Finance Committee by appointment
- City Manager participation on Technical Advisory Committee on rotational basis
- City Manager participation on City Manager Budget and Finance Committee on a rotational basis
- Cost Control – Contract increases are capped at 4.5% per year
- Active participation in Community Events
- Ambulance Exclusive Operating Area's (EOAs): Significant experience in administering, preparing the request for proposal, evaluating bids, and awarding ambulance contracts through the competitive bid process.
- Training and certification programs developed and presented in-house
- Paramedic nurse educators, training staff, and associated training facilities
- Dedicated Fire/EMS Emergency Dispatch including Emergency Medical Dispatch
- Risk Management program including the "WEFIT" health and wellness program
- Central recruitment and hiring, personnel management, and benefit coordination
- Common Radio System within Orange County

## Santa Ana Proposal for Emergency Services

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- Response compatibility with other Orange County Fire Departments
- Active participation and coordination with all Orange County city fire agencies
- Alternate regional coordinator for CAL EMA area 1

### ***Service Option Overview***

Contract estimates provided reflect the cost of each piece of equipment assigned to the City of Santa Ana. These costs include all the equipment, personnel, vehicle and equipment depreciation, station maintenance; as well as services available through OCFA as a regional provider such as urban search and rescue, helicopter, fire mechanics, fire prevention and education professionals, handcrews, dozers, dispatch and all administrative staff. The added benefit to the City of Santa Ana of this regional approach is that it enables the use of existing administrative resources such as Planning and Development, Inspection and Investigation Services, as well as Public Education on a broader scale. In addition, the City will have a dedicated fire prevention officer with the primary fire prevention responsibility for the City with support from the complete OCFA Fire Prevention Department. This fire prevention service will be offset with the fire prevention fees collected by the Fire Authority or the City on behalf of the Fire Authority. By contracting with OCFA the administrative functions for the fire department will be administered by the Fire Authority. These administrative functions include, Human Resources, Finance/Payroll, Information Technology and Purchasing.

*Table 5: Annual Cost –Proposed Service Option, Maintenance and Vehicle Depreciation*

<b>Annual Cost</b>				
<b>Vehicles/ Staffing</b>	<b>Service Charge</b>	<b>Facilities Maintenance</b>	<b>Vehicle Depreciation</b>	<b>Total</b>
<b>3 Trucks</b>				
<b>5 Medic Engines</b>	\$ 33,084,214	\$ 150,000*	\$ 475,056	<b>\$ 33,709,270</b>
<b>4 PAU Engines</b>				
<b>2 Medic Vans</b>				
48 Positions				
144 Personnel				
^The Battalion Chiefs and Division Chief are included in the proposed contract cost and not included in daily staffing totals				
* Station maintenance contributions are handled as a revolving fund				

## Governance Structure

In March of 1995, members of a newly formed joint powers authority—the Orange County Fire Authority—met for the first time. The outcome was the formation of an organizational structure that shares decision-making among the participants while retaining the economies of scale and depth of service of the regional system. The member cities each selected a council member and alternate council member to sit on the OCFA governing board along with two members of the Board of Supervisors (Attachment A).

It is the collaboration of multiple city council members and city managers, each providing their individual perspectives and experiences that assist in setting policy and providing oversight to the OCFA. It is these valuable perspectives and experiences that have translated into positioning the OCFA into a fiscally sound organization.

### ***Board of Directors***

Unique to OCFA's governance system will be Santa Ana's representation on the Board of Directors and its equitable share in the decision-making authority with other participants in the regional system. Members of the Santa Ana City Council and the City Manager will have direct access to the Fire Chief for matters relating to service in their city, and the Santa Ana City Council will select one of its Members to sit on the OCFA Board of Directors. All authority rests with the Board of Directors unless it is delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. Today, the Orange County Fire Authority serves 22 of Orange County's 34 cities; member cities now comprise approximately 90 percent of our service population.

In addition to Santa Ana's participation on the full Board of Directors, the opportunity to contribute on the Executive Committee, Budget and Finance Committee, City Managers' Technical Advisory Committee and City Managers' Budget and Finance Committee exist to assist in managing the proceedings of the Fire Authority. The City of Santa Ana will provide representation on these committees on a positional or appointment basis.

### ***Executive Committee***

The Executive Committee conducts all business of the OCFA, with the exception of policy issues, including labor relations, budget issues and other matters specifically retained by the Board of Directors. The Executive Committee consists of no more than nine members of the Board of Directors. The committee membership is comprised of the following designated positions: the Chair and Vice Chair of the Board of Directors, the immediate past Chair of the Board and the Chair of the Budget and Finance Committee. In addition, the Chair appoints five at-large members. At least one member of the Board of Supervisors serves on this committee. The ratio of committee members representing cash contract cities to the total committee membership will be as close as reasonably possible to the ratio of the number of cash contract cities to total member agencies. The Chair of the City Managers' Technical Advisory Committee serves as an ex officio non-voting member of the Executive Committee.

***Budget and Finance Committee***

The Budget and Finance Committee advises staff and makes recommendations to the Board of Directors on matters related to financial and budget policies, development of budgets for the General Fund and capital expenditures, designations of reserves, budget balancing measures, evaluation and development of plans to meet long-term financing needs, investment oversight and purchasing policies. The Chair of the City Manager Budget and Finance Committee serves as an ex officio non-voting member of this committee. Effective beginning the year ended June 30, 2006 the Budget and Finance Committee was also designated to serve as the OCFA's audit oversight committee.

***City Managers' Technical Advisory Committee***

The City Managers' Technical Advisory Committee (TAC) is comprised of 8 City Managers whom advise the Fire Chief and make recommendations on major policy decisions, prior to submittal to the Board. The OCFA believes it is essential that there be harmonious and collaborative working relationships between the Fire Chief and City Managers; therefore, the TAC provides an effective means of building and facilitating that collaborative working environment. Upon joining OCFA, the Santa Ana City Manager would be placed in the rotation for the Committee to provide additional participation in OCFA management.

***City Managers' Budget & Finance Committee***

The City Managers' Budget & Finance Committee (B&FC) is comprised of 6 City Managers whom meet annually to review the proposed budget. This Committee also meets, when needed, to review significant changes in OCFA's financial condition and to discuss proposed policy decisions which may have financial ramifications for OCFA and/or its member agencies. The Committee provides input to OCFA's financial staff, the Chief, and the Board of Directors regarding changes that they recommend to proposed financial policies, budget priorities, uses of available fund balance, and/or steps they believe OCFA should take to reduce the budget.

## Fiscal Considerations

### *OCFA's Fiscal Strength*

The Orange County Fire Authority, funded much like a fire district, derives the majority of its funds from property taxes and service charges from OCFA's cash contract cities. Currently the Fire Authority has cash and investments of approximately \$108 million and has high quality credit ratings by Standard and Poor's (AA) and Moody's Investor Service (A1). Both rating agencies indicated that the primary factors for assigning positive ratings were OCFA's strong financial management and a solid record of fiscal discipline.

Further demonstrating OCFA's fiscal strength is the fact that OCFA's Business Services Department has received national awards for its fiscal management. In fiscal years 1998 through 2010, OCFA produced a Comprehensive Annual Financial Report (known as CAFR) for which they received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

The Municipal Treasurer's Association of United States and Canada has certified OCFA's investment policy three times. In addition, OCFA has received a total of four Budget awards from California Society of Municipal Finance Officers (CSMFO) for the 2001 through 2009 biennial budgets and GFOA's Distinguished Budget Presentation Award for the 1999 through 2009 biennial budgets. The Distinguished Budget Award is the highest form of recognition bestowed by the GFOA for governmental budgeting.

In addition to awards for financial reporting, budgeting, and treasury functions, the OCFA's Business Services Department–Purchasing Division earned the Excellence in Procurement Award by the National Purchasing Institute, Inc. (NPI) in 2007, 2008, and 2011. This award recognizes organizational excellence in procurement.

The OCFA views these award programs as important components to our continuous pursuit of professional growth, improvement, and financial sustainability. Our ongoing participation ensures that we stay abreast of new developments in these areas, and that we persistently work to establish and achieve professional standards of excellence.

### *Structural Fire Fund Cities*

The Structural Fire Fund (SFF) is a separate allocation of property taxes for fire protection services and is mandated by Revenue and Taxation Code Section 95. Property taxes based on calculated tax factors are allocated to the SFF from the cities of Aliso Viejo, Cypress, Dana Point, Irvine, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, La Palma, Los Alamitos, Mission Viejo, Rancho Santa Margarita, San Juan Capistrano, Villa Park, Yorba Linda, and the unincorporated areas of the county.

### *Cash Contract Cities*

The cities of Buena Park, Placentia, San Clemente, Seal Beach, Stanton, Tustin, and Westminster receive services on a cash contract basis. A base charge was established for each city at time of entry. This charge is updated annually based on the percentage increase in the

## **Santa Ana Proposal for Emergency Services**

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General Fund budget subject to a cap on the cost of annual adjustments. These costs represent the cost of providing service within a contract city and include:

- Direct Labor Costs – Labor, Service and Supplies
- Indirect Support Costs – Emergency Management and Support Staff
- Station Maintenance
- Vehicle and Equipment Replacement

The proposed contract with Santa Ana would be a cash contract.

### ***Future Options for Withdrawal from OCFA***

A common question from cities considering joining OCFA is regarding how they can withdraw from OCFA, in the event they wish to return to their own City Fire Department, and what will happen with their Fire Department assets upon withdrawal. The term of the OCFA's JPA is twenty years (expiring in 2030) with an option to withdraw at each ten-year interval (June 30, 2020 and June 30, 2030).

Upon withdrawal from the OCFA, the OCFA's lease-interest in the stations would be terminated and the fire station facilities would be returned to the City for their future use and maintenance. In regards to the City's fire department vehicles, the OCFA will monitor and track the value of the vehicles that are transitioned to OCFA, and maintain an ongoing accounting of "vehicle value" assigned to the City of Santa Ana. During the duration of the contract, we will add the City's ongoing contributions to vehicle replacement, and deduct the cost of new vehicles purchased for the City. Upon withdrawal, the tracked "vehicle value", if positive, would be returned to the City.

In addition to transition of assets upon withdrawal, the contract negotiated at the outset will establish a transition plan for pay-down of any unfunded pension liability that may have accumulated during the contract period for the number of employees serving the City of Santa Ana.

To date, the OCFA has never had an agency withdraw from JPA membership. In fact, at the last window for withdrawal on June 30, 2010, all 23 member agencies renewed the JPA with OCFA for a new twenty year term.

## Overview of OCFA

The Orange County Fire Authority (OCFA) is one of the largest regional fire service providers in California. The Authority responded to 87,519 emergency incidents throughout its fire protection area during the 2010 calendar year. The Fire Authority's staffings including 843 firefighters and 41 fire management personnel, 299 non-safety staff, and 280 reserve positions. The OCFA currently serves 1.4 million residents in an area of 550 square miles. This service area consists of twenty-three political jurisdictions including the unincorporated county areas and twenty-two member cities with real property having an assessed valuation in excess of 213 billion dollars.

### *Communities Proudly Served:*

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

The OCFA operates out of fire department headquarters in the City of Irvine and 60 fire stations in eight battalions, providing fire suppression, emergency medical, rescue, hazardous materials response, and fire prevention services. The department's service area, which is non-contiguous and includes all parts of the county, is organized into five major geographical divisions. The equipment used by the department has the versatility to respond to both urban and wildland emergency conditions. The OCFA's inventory includes structural engines, brush engines, trucks/quints, paramedic vans, and other specialized equipment, including a hazardous materials unit, urban search and rescue units, command units, water tenders, crew-carrying vehicles, air utility units, foam tender, hose tender unit a fuel tender, dozers, and helicopters.

The OCFA has twenty automatic and mutual aid agreements with other fire departments for use and assignment of resources for daily operations and in the event of major emergencies. Under contract to the state, the OCFA protects approximately 175,000 acres of wildland in state and federal responsibility areas located within the county. The OCFA also provides aircraft rescue firefighting services by contract to John Wayne Airport.

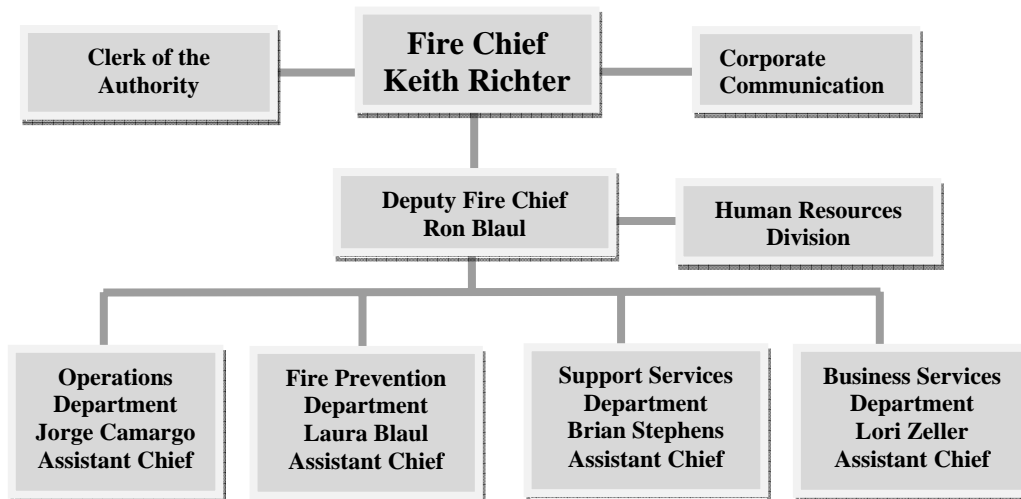
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<sup>3</sup> Authorized positions, not all are filled.

## Organizational Structure

### *Executive Management*

An appointed Fire Chief, a Deputy Fire Chief, four Assistant Fire Chiefs, and a combination of safety and non-safety managers provide leadership for the OCFA. Service activities are organized into four departments: Operations, Fire Prevention, Support Services, and Business Services.



### *Clerk of the Authority*

The Clerk of the Authority is responsible for attending and taking minutes of all public meetings of the Board of Directors, executing orders of the Board as directed, preparing legal notices for publication, distributing copies of Board orders, and performing records management functions for the Authority.

### *Corporate Communications*

Corporate Communications is responsible for a wide variety of services including multi-media services and community relations. The Corporate Communications Chief ensures the city board director and appropriate city staff are immediately notified of all significant incidents within the city. Notifications are customized for each city to ensure the needs of our partners are met. Other responsibilities in support of the Fire Chief and executive management team include customer service follow-up, special studies as required by the Fire Chief, and liaison to various constituencies including OCFA member cities.

## **Santa Ana Proposal for Emergency Services**

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### ***Community Relations***

Community Relations is comprised of the Public Information Office and is responsible for providing both internal and external communications; keeping members of the OCFA, and the public apprised of current events and issues regarding the OCFA through the use of various media.

### ***Multi-Media Services***

The Multi-Media Services Section produces award-winning media. Productions may be in video format, in still format, or computer generated, providing support programs in all areas of the Orange County Fire Authority.

### ***Human Resources***

The Human Resources Division administers the employee relations program, the employee benefit programs, the risk management program, and organizational training and development.

### ***Employee Relations***

The employee relations programs involve classification and compensation administration, recruitment and selection processes, labor negotiations, grievance administration, and Memorandum of Understanding administration. Employee relations staff also serves as consultants to supervisors and managers in employee relations matters.

### ***Organizational Training and Development***

The Organizational Training and Development Section is responsible for providing non-safety statute mandated training programs. The section also facilitates career development training programs such as the Leadership Institute, which is open to employees aspiring to advance their careers in management positions. In addition, the section administers programs involving hands-on supervisory training for employees in current supervisory and management positions, as well as, general and job specific training programs for all employees. The section administers the Bilingual testing process, Tuition Reimbursement Program, Educational Incentive Pay eligibility process and Internship Program.

### ***Risk Management***

The Risk Management Section administers the general liability and worker's compensation insurance programs, the safety and occupational health programs and the Wellness and Fitness program (WEFIT). The section secures insurance coverage for the Authority's insurance needs, responds to general liability losses and claims, designs and implements safety compliance programs, conducts health/safety and ergonomic assessments and is responsible for maintaining CalOSHA and NFPA health and safety records. With a 90% participation level the WEFIT program has maximized efficiencies within OCFA. The WEFIT Program Coordinator is responsible for administering the WEFIT exam process, fitness facilities and maintaining the Peer Fitness Trainer program for the career firefighter workforce.

## Santa Ana Proposal for Emergency Services

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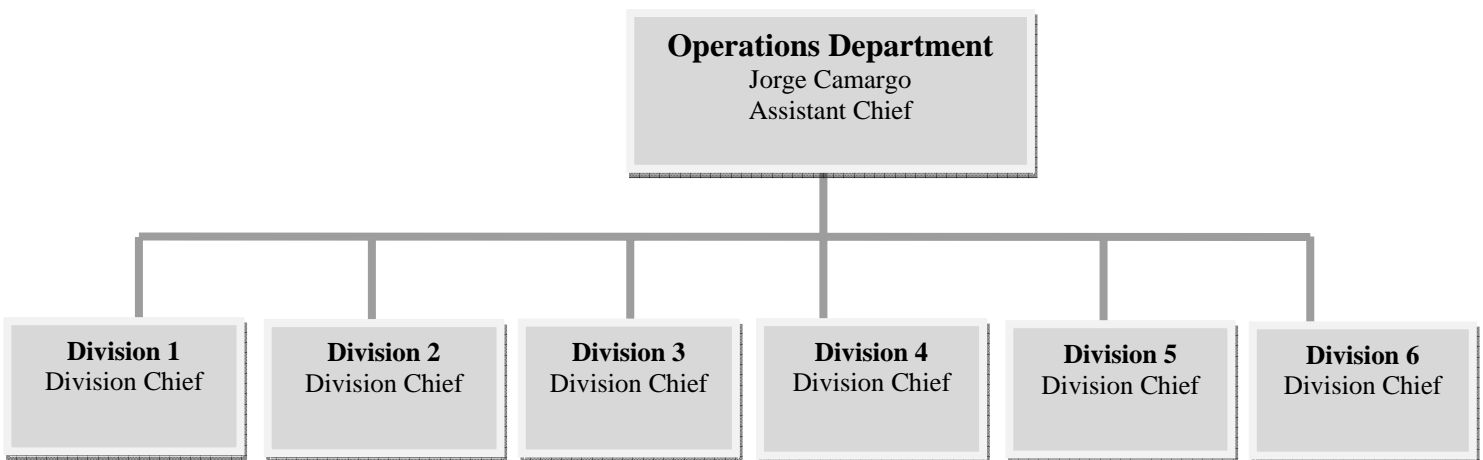
This program, which is a joint Labor-Management initiative, emphasizes the prevention of injuries to the employee and since its inception the WEFIT program has decreased the costs associated with lost work days, workers compensation and reduced the potential for re-injury.

### *Employee Benefits and Services*

This section is responsible for the administration of a variety of benefit programs including CalPERS Medical Plans (for non Firefighter Unit employees), Employee Assistance Program, Retiree Medical Program, and Dependent Care Assistance Program. The benefits section is also responsible for the administration of the dental, vision and life insurance programs for non Firefighter Unit employees, and serves as a liaison to the Orange County Employees Retirement system. The benefits section is responsible for transmitting the Authority's contribution to the Orange County Professional Firefighters Association Medical Benefit Trust Fund, which is administered by the Association, and coordinates these benefits with Section 125 Premium-Only Plan program.

### *Operations Department*

The Operations Department, under the command of an Assistant Chief, is responsible for the delivery of fire, hazardous materials, emergency medical, and rescue services and is most recognizable to the citizens protected by the Orange County Fire Authority. The department is composed of six divisions, each under the command of a Division Chief. One of the six Division Chiefs is responsible for the Fire Authority’s operational support sections: Emergency Medical Services, Special Operations, Community Volunteer Services, Emergency Planning & Coordination, and Training & Safety. The other five divisions are based on geographical areas and are divided into battalions under the command of Battalion Chiefs. Each battalion contains five to ten stations. Stations are staffed with captains who are responsible for supervising the fire and emergency medical services for that station on a day-to-day basis. Like fire station personnel positions, Battalion Chief positions are staffed on a shift basis (A, B, and C shift) twenty-four hours per day.



The varied nature of emergency response requirements in Orange County dictates that the OCFA’s emergency response system be an all risk/multi-function system. OCFA firefighters provide a diverse range of services to Orange County residents, including:

- Structural Firefighting
- Technical Rescue
- Wildland Firefighting
- Public Education
- Urban Search and Rescue
- Hazardous Materials Response
- Aircraft Firefighting
- Helicopter Response
- Fire Prevention Inspections
- Emergency Medical Response
- Swift Water Rescue

## Santa Ana Proposal for Emergency Services

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### ***Fire Suppression***

The Operations Department is responsible for controlling and suppressing all hostile fires in the Authority's jurisdiction. This service is enhanced by mutual and automatic aid agreements with surrounding jurisdictions.

### ***Emergency Medical Services (EMS)***

All career suppression personnel are certified emergency medical technicians (EMTs) trained in the use of early cardiac defibrillators, which are carried on all department apparatus. In addition, 335 career personnel are certified paramedics. EMS services are provided to the communities served by the Orange County Fire Authority through a combination of paramedic vans, paramedic engines, paramedic trucks, and paramedic assessment units—a “front loaded” advanced life support system. The term “front loading” relates to a method of providing paramedic response whereby the first arriving OCFA career-staffed company is capable of delivering advanced life support.

### ***Fire Prevention Activities***

Operations Department field personnel, located in stations throughout the county, also devote considerable time each day to fire prevention and education activities. To maximize resources, engine, truck, and paramedic companies perform most fire safety inspections of businesses and multi-tenant occupancies. Personnel are trained in fire prevention and controlled-activity permit procedures. In addition, field companies provide safety education and familiarization programs to schools, community groups, and interested citizens as part of the Authority's efforts to prevent fires and the associated injuries and losses. OCFA's “Ready, Set, Go!” program is one example of Operations department personnel actively engaging with the communities at risk.

### ***Hazardous Materials Emergency Response Team***

The Haz-Mat Team responds to hazardous materials spills and leaks, providing expertise in the safe handling, abatement, and documentation of the emergency. The OCFA participated in the inception, and is a member, of the Orange County-City Hazardous Materials Emergency Response Authority, a joint powers response and cost recovery system.

### ***Aircraft Rescue and Firefighting***

The OCFA provides aircraft rescue and firefighting (ARFF) services through a contract with John Wayne Airport. The ARFF crews also provide aircraft refueling safety classes.

### ***Urban Search and Rescue***

The Orange County Fire Authority is capable of providing Urban Search and Rescue (USAR) services, utilizing four USAR truck companies strategically placed within Orange County. One of these truck companies is within close proximity to the City of Santa Ana in Irvine. In addition, OCFA and the Federal Emergency

## **Santa Ana Proposal for Emergency Services**

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Management Agency (FEMA) jointly sponsor one of the twenty-eight national Urban Search and Rescue Teams. California Task Force Five (CATF-5) based in Orange County, has an extensive array of equipment and provides advanced search and rescue services to communities in need. CATF-5 is available to respond to local, state, and national emergencies within six hours of notification.

### ***Operations Department's Support Sections***

#### ***Emergency Medical Services (EMS) Section***

The EMS Section provides continuous quality improvement, administrative and liaison services, and continuing education related to the Authority's EMS program. This includes tracking records, certification, and licensure of all emergency medical technicians and paramedics employed by the Authority. EMS staff review new pre-hospital equipment and procedures and administer the maintenance contracts for medical equipment and the request-for-proposal process to select ambulance companies. Using records management systems and data analysis, EMS staff monitors and reviews all reported exposures of personnel to communicable diseases and medical trends in Orange County.

There are six dedicated Nurse Educators (RN's) for field training, review and certification in addition to the Paramedic Coordinator (RN), and Firefighter/Paramedic field support liaison who report to the EMS Battalion Chief. OCFA employs a medical director for oversight of quality control of pre-hospital care. Dr. Ken Miller is actively involved with OC/EMSA and participates in numerous local, state, and federal EMS and Urban Search and Rescue (USAR) task forces and decision making commissions. Our EMS section is dedicated to quality control, training, and tracking the latest emergency medical trends and health care to best serve the citizens in our communities.

#### ***Operations Training and Safety Section***

This section delivers and facilitates all organization-wide training activities for emergency response personnel. This includes research, development, and implementation of a variety of training courses to meet local needs as well as state and federal mandates, such as basic firefighter, driver/operator, hand crew, and officer academies for career and reserve firefighters. The section also serves in a lead capacity on issues of employee and incident safety, with training officers also serving as safety officers on major incidents.

#### ***Special Operations Section***

The Special Operations Section is responsible for coordination of the Authority's helicopter program, handcrews, and dozers. The Authority currently maintains firefighting helicopters at Fullerton Airport which are 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 dozers,

## Santa Ana Proposal for Emergency Services

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fire road maintenance, fuels reduction program, and various construction and maintenance projects.

### ***Emergency Planning and Coordination Section***

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's liaison to any agency requiring information regarding 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 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, and the Orange County Fire Chief Association's Mutual Aid Operational Area Plan.

### ***Community Volunteer Services***

The Community Volunteer Services (CVS) office coordinates all volunteer programs within the OCFA. This includes the Reserve Firefighter Program, the Fire Exploring Program, and the Fire Chaplain Program. The office is staffed by a Battalion Chief as the program manager, and the Division 6 Administrative Assistant. The Fire Exploring Program, in conjunction with Boy Scouts of America and Learning for Life, provides opportunities for youth between the ages of 14 and 21 to develop leadership, management, and accountability skills at an early age.

### *Fire Prevention Department*

The Fire Prevention Department, under the leadership of an Assistant Chief, contributes to community safety and prosperity through the systematic mitigation of risk. Staff works with the development community and partner agency staff to help build safe communities; with community stakeholders and residents to maintain and enhance safety at the neighborhood level; and with several other agencies and stakeholders to evaluate losses and improve mitigation through engineering, education and enforcement.



#### *Planning and Development*

The Planning and Development Section works with the development community and jurisdiction planning and building staff to ensure new tracts and projects meet state and local fire and life safety requirements. Staff review design and construction plans, working closely with architects, engineers, and consultants following the planning process to ensure that the California and International Fire Code requirements are met prior to issuance of grading and/or building permits. They also conduct inspections of all construction projects.

#### *Safety and Environmental Services*

The Safety and Environmental Services Section assists stakeholders such as businesses, partner agency staff, first responders, environmental regulatory agencies, and the general public in maintaining and enhancing safe communities. Each division office provides a high level of life safety by: (1) ensuring that minimum state and local codes are met, (2) responding in a timely manner to citizen complaints regarding fire hazards, (3) working closely with local civic groups to ensure code compliance with the special events they sponsor, and (4) providing training and assistance with fire prevention issues to Operations Department personnel and (5) implementing the Hazardous Materials Business Emergency Plan, and the California Accidental Release Prevention (formerly RMPP) Programs.

## Santa Ana Proposal for Emergency Services

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### ***Pre-Fire Management***

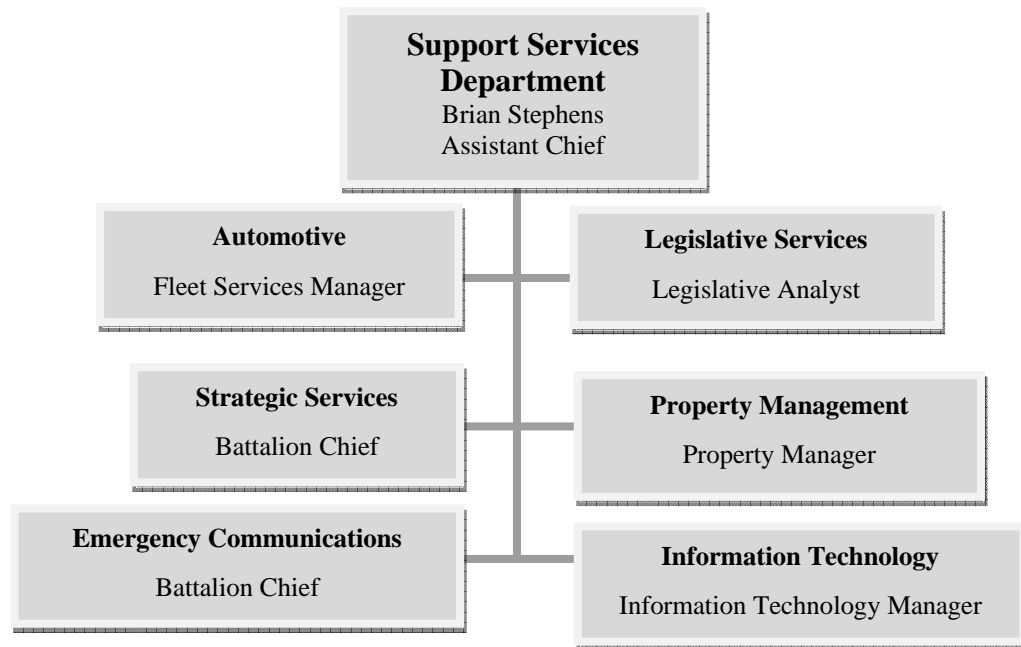
The Pre-Fire Management Section takes a proactive approach to fire prevention through the systematic mitigation of risk in our communities. Pre-Fire Management is comprised of four units: Risk Analysis and Mitigation Evaluation, Wildland Fire Prevention, Community Education and Automation Support. Risk Analysis and Mitigation Evaluation identifies and profiles our fire risks in order to develop and/or modify and target effective risk intervention programs. Wildland Fire Prevention oversees OCFA's "Ready, Set, Go!" Program which includes the mitigation of wildfire risks through a formalized vegetation management, community education and outreach, and agency/public partnership program. The unit also drafts and updates the County wildfire plan. Through the utilization of technology, Automation Support creates and maintains efficiencies in all Fire Prevention processes and procedures. Our all-risk educators support our approach to ensuring safe communities by providing an array of programs to meet the needs of the community, from school requests, community events, business needs, and service organization functions. The focus of these efforts is to reduce accidental and fire related deaths, injuries, and property loss through the delivery of high quality fire safety education programs as well as all-risk preparedness programs.

### ***Investigation Services***

The Investigation Services Section's investigators review all fires to determine and document fire cause providing the data necessary for effective decision making. A thorough and accurate investigation provides the foundation for current and future prevention, education and emergency services. Criminal cases are investigated through law enforcement partnerships and are followed up by filing with the District Attorney's Office, while juvenile-related fires are handled through the Fire FRIENDS (Fire Regional Intervention Education and Delivery System) Program. Cost recovery is pursued on all applicable incidents.

***Support Services Department***

The Support Services Department is managed by an Assistant Chief and provides support to all departments of the Authority. Department responsibilities include receipt and dispatch of emergency calls; coordinating all facility maintenance, repairs, and construction; automotive and fleet maintenance, repairs, and acquisition; development, operation, maintenance, and security of the Authority’s computers, networks, information systems, and communication systems; and government liaison services including legislative activities. Also included are all activities associated with analysis of development and demographic shifts on service delivery, annexations, incorporations, developer agreements for future fire station construction, and management of the OCFA Strategic Plan.



***Automotive Section***

The Automotive Section manages a fleet of more than 500 vehicles and fire apparatus; performs preventive maintenance, major and minor 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.

***Information Technology***

The Information Technology Section is responsible for the development, operation, maintenance, and security of the Authority’s computers, networks, information systems, and communication systems. Responsibilities include strategic planning and forecasting of technology needs; development and monitoring of technology standards and guidelines; systems analysis, design, and implementation; software and

## **Santa Ana Proposal for Emergency Services**

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hardware evaluation; selection and deployment of all IT related purchases, upgrades, and replacements; and maintenance of a centralized enterprise Geographic Information System (GIS).

OCFA's IT Section has been designated the lead agency by the Orange County Fire Chiefs Association to oversee and implement several grant-funded initiatives to improve Fire Service through Technology and Interoperability. Countywide technology projects lead by OCFA have included CAD-to-CAD Interoperability, Wireless Mobile Data Network, Countywide GIS Repository & Mapping Standards, and an Automatic Vehicle Location program.

### ***Emergency Communications Center***

The Emergency Communications Center 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 dispatches units via computer-aided-dispatch (CAD). In the event of a medical emergency, a dispatcher remains on the phone and utilizes OCFA's Emergency Medical Dispatch (EMD) procedures to render life-saving instructions while apparatus are responding.

### ***Legislative Services Section***

The Legislative Services Section monitors legislation and regulations and advocates the Authority's position before federal, state, and local governing and regulatory agencies. The OCFA takes an active role in state and federal legislation and regularly interacts with statewide groups such as the League of Cities, California State Association of Counties and California Fire Chiefs Association. Most recently OCFA has communicated directly to state legislators on the potential impacts of State Budget cuts or borrowing from local governments. In addition, the Legislative Services Section assists on fire service grant requests and works with our Orange County Congressional delegation to seek support and funding for fire agency specific projects. As a stakeholder in Orange County, the OCFA has a strong understanding of the political issues affecting not only the OCFA, but all of our partner cities. Efforts at the local, state and federal level are often on issues that affect our cities as well as the fire service.

### ***Property Management***

The Property Management Section manages the needs assessment, design, engineering, and construction of new facilities; structural and cosmetic remodeling of existing facilities; and other extensive upgrades through a comprehensive Capital Improvement Program.

This section coordinates all requests for repairs to facilities and oversees scheduled maintenance for over a half million square feet of facilities space owned or operated by the OCFA. These activities are accomplished primarily through contracted vendors and technicians. Service areas include fuel and power sources, heating and ventilation systems, air quality such as diesel exhaust systems, landscape and

## **Santa Ana Proposal for Emergency Services**

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irrigation, utilities, and systems required to ensure that facilities are ready, safe, and habitable. In addition, this section also services building systems, including repair and replacement of furnishings, fixtures and household equipment.

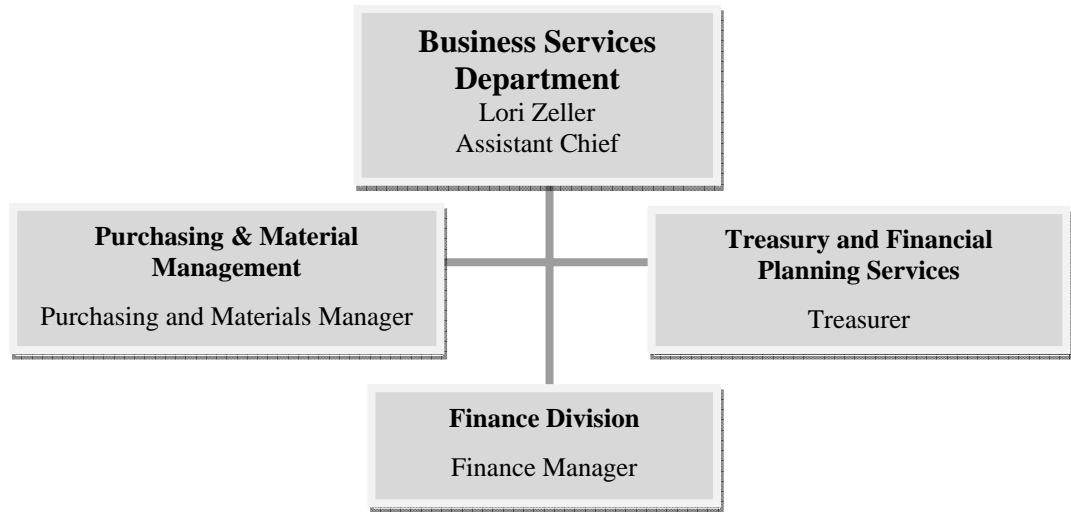
The Property Management Section oversees the acquisition of land and facilities for use by the OCFA through a variety of service agreements. The section also provides space planning and needs assessment studies for all space requests. Staff also coordinates relocations of safety and non-safety personnel.

### ***Strategic Services***

The Strategic Services Section, in conjunction with city/county and Local Agency Formation Commission (LAFCO) planning staff, reviews and responds to major development proposals for public safety and fire protection impacts. Other responsibilities include analyzing and monitoring impacts of development projects, annexations, and incorporations of fire resources, and initiating agreements with developers for acquisition, design, construction, and dedication of fire facilities and equipment. This section also coordinates all CEQA related reviews and processes of the agencies. Also included are all activities associated with analysis of demographic shifts on service delivery, Authority performance standards, management of the OCFA Strategic Plan, and proposal coordination for new partner cities.

***Business Services***

The Business Services Department, under the direction of an Assistant Chief, manages all financial, purchasing and information systems activities. The department coordinates and prepares all budget, payroll, accounting, and administrative support to the Authority; monitors cash balances, makes investments, coordinates issuance and administration of long and short term debt; provides warehouse, purchasing, shipping and receiving, and mail operations; and provides information systems development, repairs, and installations.



***Finance***

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

***Treasury and Financial Planning Services***

The Treasury and Financial Planning Services section 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, monitoring and reporting of budget variances, financial forecasting, and special financial studies.

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### *Purchasing and Material Management*

The Purchasing Section processes all purchasing requisitions, develops requests for proposals (RFP), manages formal bid processes, and manages surplus property for the Authority. The Material Management Section (also known as the Service Center) provides shipping, receiving, and warehousing services for the Authority; performs mail processing and delivery services; certifies and maintains 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. Based upon the OCFA's strong purchasing practices and policies, the Section has received an award for Achievement of Excellence in Procurement in 2007 and 2008.

## Overview of Santa Ana Fire Department

The Santa Ana Fire Department serves approximately 357,754 residents within its geographical boundaries of 27.2 square miles. The City's real property's assessed value is in excess of \$20 billion. Santa Ana's fire department provides fire protection, emergency medical services, and public assistance services within the City of Santa Ana and responded to approximately 17,600 emergency calls in the 2010 calendar year.

Santa Ana's fire department consists of 214 employees. The department has 192 sworn career firefighters who provide administrative services as well as staffing for the ten fire stations. Of the 192 suppression personnel, 56 are licensed firefighter-paramedics.

### *Current Staffing*

**Fire Station #1 – 1029 West 17th Street**

Type I Engine (4 personnel)  
Medic Van Transport (2 personnel)  
Tiller Truck (3 personnel)

**Fire Station #2 – 1668 East 4th Street**

Type I Engine (4 personnel)

**Fire Station #3 – 419 South Franklin Street**

Type I Engine (4 personnel)  
Medic Van Transport (2 personnel)

**Fire Station #4 – 1427 South Broadway**

Type I Engine (4 personnel)  
Medic Van Transport (2 personnel)  
Battalion Chief

**Fire Station #5 – 120 West Walnut**

Type I Engine (4 personnel)  
Medic Van Transport (2 personnel)  
Tiller Truck (3 personnel)

**Fire Station #6 – 950 West MacArthur**

Type I Engine (4 personnel)  
Tiller Truck (3 personnel)

**Fire Station #7 – 2317 South Greenville**

Type I Engine (4 personnel)  
Medic Van Transport (2 personnel)

**Fire Station #8 – 501 North Newhope**

Type I Engine (4 personnel)  
Medic Van Transport (2 personnel)

**Fire Station #9 – 1320 East Warner**

Type I Engine (4 personnel)  
HazMat Unit (1 personnel)

**Fire Station #10 – 2301 Old Grande Street North**

Type I Engine (4 personnel)

**Santa Ana Proposal for Emergency Services**

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***Dispatching***

Emergency communications services are provided by the Santa Ana Communications Division whose public safety dispatchers are trained in fire and medical emergencies. Dispatch operates on the county-wide 800 MHz system for police, fire, and public works, and use the Pro QA System for pre-arrival instructions. Current Computer Aided Dispatch (CAD) is TriTech VisiCAD which is interfaced to paging, station terminals, alerting, and RMS.

***Dispatch Comparative***

<b>Santa Ana</b>	<b>OCFA</b>
800 Mhz Radio System	800 Mhz Radio System
OC 900 Mhz Paging	OC 900 Mhz Paging
Tritech CAD	Northrup Gruman CAD
MDC Terminals-Broad Band	MDC Terminals – 800 Mhz
Pro QA-national standard	Emergency Medical Dispatch – OCEMS approved
Structure Fire Response 3 Engines 2 Trucks 2 Medic 2 Batt Chief 1 Air Utility	Working Structure Fire Response 4 Engines 2 Truck 1 Medic 1 Batt Chief 1 Div/Duty Chief 1 Investigator 1 Service Support Unit (Bottles and REHAB)
Structure Fire/High Rise 5 Engines 2 Trucks 2 Medics 2 Batt Chief 1 Air Utility	Structure Fire/High Rise 6 Engines 2 Trucks 1 Medic 2 Batt Chief 1 Div/Duty Chief 1 Air Utility 1 Safety Officer 1 Service Support Unit (Bottles and REHAB) 1 Patrol Public Information Officer
Medical Aid Response 1 Engine or Truck 1 Medic	Medical Aid Response 1 Eng or Truck 1 Medic 1 Private Ambulance
Traffic Accident/Person Trapped 1 Engine 1 Truck 1 Medic 1 Batt Chief	Traffic Accident/Person Trapped 1 Engine 1 Truck 1 Medic 1 Batt Chief

## Resource and Strategic Decisions

### *Resource Decisions*

Fire department resources are controlled by a fire agency for City coverage and emergency situations through three methods: direct control, automatic aid, and mutual aid. OCFA would utilize direct control of regional resources on a day to day basis to ensure that emergency units will be available in Santa Ana. Some jurisdictions may feel that mutual aid and automatic aid are substitutes for a regional approach, this is a common misconception.

Mutual aid and automatic aid agreements cannot substitute for direct control of the request for resources. Mutual aid and automatic aid, although beneficial for major emergencies, relies on another agency's resources. If those resources are not available, response may be delayed or not forthcoming. OCFA's regional approach will ensure that the OCFA's great depth of resources will be available when Santa Ana needs them.

OCFA provides a depth of resources which allows for an aggressive move-up and cover program. This allows for rapid coverage of Santa Ana if resources are committed to incidents in the City. Automatic Vehicle Location (AVL) enables OCFA to utilize the closest resources, including automatic aid for rapid response to emergencies. OCFA continues to implement modern technology such as a resource status system called MUM, or Move-Up Module, which tracks incidents and commitment of resources and recommends coverage; and the new Public Safety Project which will be a multifunctional state of the art GIS/AVL based dispatch system, a records management system and an integrated Fire Prevention and Inspection system. These new technological improvement will supplement our existing multi-agency 800mhz radio system and inter-agency dispatch link.

### *Local Control and the OCFA Liaison*

While the City will have a representative on the Board of Directors, OCFA recognizes that ongoing liaison between the City and its' fire department is essential; the OCFA assigns a Division Chief and a Battalion Chief to maintain a day-to-day working relationship with the City Manager, and through him/her, the City Council. If the City of Santa Ana is to transition to the Fire Authority the division headquarters will be located at the current Santa Ana fire station 4. The battalion headquarters would ideally be at the current Santa Ana Station 5; however, the option chosen and space allocation would be reviewed prior to final assignment.

The Division Chief is responsible for representation at meetings called by the City Manager, city council meetings, and other city staff meetings where fire department input is needed. The Division Chief or Battalion Chief represents the fire department at community events, meetings, or other functions upon request of the City Manager or designated city staff.

The Corporate Communications Chief ensures the board director and appropriate city staff are immediately notified of all significant incidents within the city. Notifications are customized for each city to ensure the needs of our partners are met. Local control is

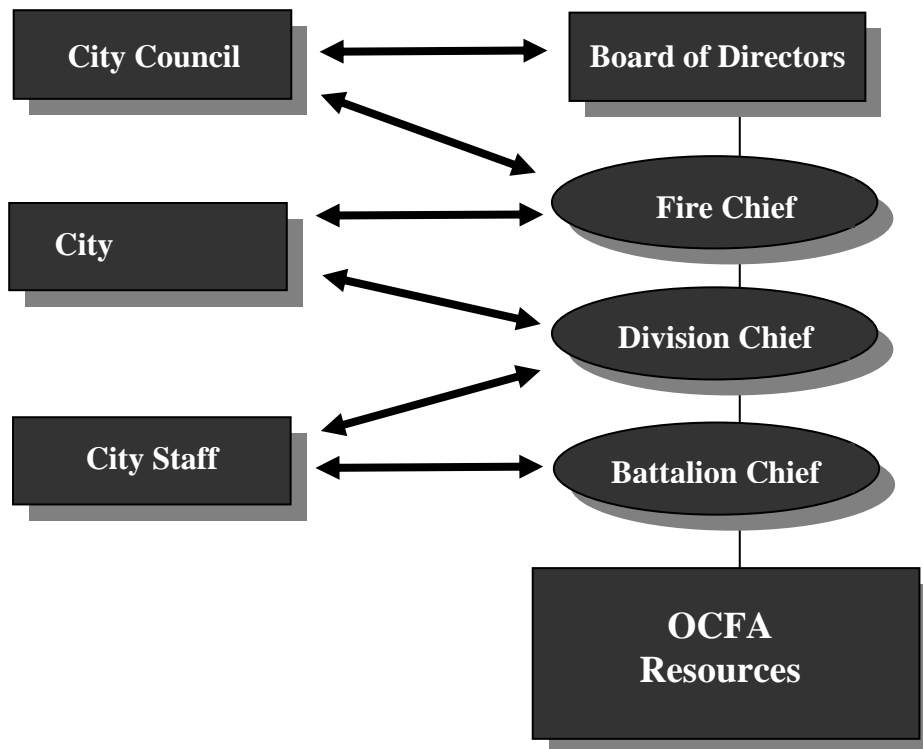
## Santa Ana Proposal for Emergency Services

maintained as OCFA, through the Corporate Communications Chief, will work collaboratively with city staff in developing strategic communications plans regarding issues and incidents affecting the OCFA and our partner cities. The Public Information Officer will be on scene of significant incidents to handle media relations to ensure strategic communication plans are implemented and timely and accurate information is disseminated.

Understanding that the City and the Orange County Fire Authority would be responsible to the citizens for fire protection and emergency services, both parties will discuss changes to fees, staffing, and permanent placement of equipment and companies prior to implementation; however, the final decision-making authority lies with the OCFA for staffing and equipment. As changes in the staffing and placement of equipment in adjacent communities serviced by the OCFA could affect service to the City, the OCFA will advise the City prior to implementation if such changes should occur.

Both parties will also discuss changes in fire codes and ordinances relating to the Fire Authority's prevention operations; final fire code adoption decision-making authority is with the City of Santa Ana.

### *City of Santa Ana Access to OCFA Resources*



## Apparatus

In order for the Orange County Fire Authority to provide fire and emergency medical service protection to the City of Santa Ana, the following apparatus will transition to the OCFA:

- (8) Type I Engines (29539, 59533, 29540, 29523, 59365, 58696, 59502, 58695)
- (1) TeleSquirt (59318)
- (3) Tractor Drawn Aerials (58415, 59520, 57567)
- (2) Command Suburbans (29501, 29500)
- (5) Chevy Colorado's (59799, 59800, 59802, 59712, 59713)
- (1) Deputy Chief (59820)
- (1) Air Light Unit (59534)
- (1) Hazardous Materials Unit (29518)

The City will lease to the OCFA at no cost all current fire department vehicles and apparatus necessary to maintain service within the City of Santa Ana as outlined above. The apparatus will be incorporated into the Fire Authority's vehicle rotation and replacement plans and preventative maintenance program. Currently, an engine is expected to obtain approximately 120,000 miles during a life span of approximately fifteen (15) years. Throughout the engine or truck's service life, it will be rotated between busy and slow stations to allow the maximum life expectancy to be reached. OCFA acknowledges the restriction of moving specific special funded units outside of the City. The replacement cost of each vehicle is based on the anticipated price in the year of purchase divided by the years of expected service.

Each of the fleet's more than 500 vehicles is scheduled for preventative maintenance, based on mileage and use to ensure safety and response capability. The Automotive Section tracks each vehicle's mileage, use, performance, and repairs. If a trend develops due to increased vehicle failure or need for repair, maintenance schedules are adjusted as necessary to correct any problems or potential problems. If any apparatus develops ongoing issues, the vehicle's use and life span are re-evaluated and adjusted accordingly.

The routine fleet maintenance of Fire Authority vehicles is normally performed at our headquarters facility in Irvine, and relief equipment is placed in service while the unit is out for maintenance. All Santa Ana units have been reviewed and evaluated by our Fleet Services Section.

Equipment currently assigned to the Fire Department and not requested by OCFA will return to the City, or, the City may choose to have OCFA sell the equipment on Public Auction with the monies gained from the sale applied to the contract.

## Facilities

OCFA Property Management completed a cursory review of the ten (10) Santa Ana fire stations and the training facility to evaluate the overall condition. Supporting Santa Ana documents were provided by SAFD. The inspection included the following areas:

- Electrical
- Plumbing
- HVAC
- Emergency generators
- Roof
- Apparatus Bay Doors
- Diesel Exhaust Collection
- Underground Storage Tanks
- Dorm, bath, and storage configuration

The inspection revealed all stations to be in clean, serviceable condition, with no major deficiencies apparent outside of identified roof and kitchen remodel needs. Each of the facilities will require additional upgrades to meet OCFA station standards. These upgrades require discussion on items listed in the Facilities Issues list on page 44. The facility issues will require separate discussion for action items and are not included in the startup cost options.

OCFA will require inspection certification of asbestos mitigation or a management plan for each facility. All current permits and certifications for generators, elevators, fuel station, underground tanks, and any other machinery requiring permits or certification will be required to be provided to OCFA for transfer of the facilities responsibility. The City will ensure all permits/certifications are current at time of transition. OCFA will continue compliance and permit renewals

### ***OCFA Leasing of Facilities***

The City of Santa Ana will lease the fire stations to the Orange County Fire Authority for the nominal fee of \$1.00 per year for each station. OCFA will use the premises for public safety purposes. The City shall be responsible for insurance protection of improvements against fire and other risks. OCFA will provide normal, daily operations and maintenance for the leased facilities consistent with established OCFA standards. OCFA will be responsible for all utilities, including gas, electricity, water, and trash removal except those facilities shared by other entities.

Normal daily operations and maintenance services include janitorial supplies, cleaning, maintenance of interior and exterior surfaces; service and repair of plumbing and electrical systems; trash pickup; and other minor repairs. Repairs of major items—such as air conditioning, apparatus doors, heating systems, and exterior coverings—are covered by participation in the station maintenance plan. Alterations and improvements in excess of \$15,000 will be the responsibility of the City of Santa Ana and would be submitted to the City by the Division Chief for consideration. It is assumed that all stations will be in operational order at time of transition and that the identified repairs to the roofs at all stations will be complete.

The City shall be responsible for all maintenance, repair, and alterations considered a capital improvement. (Capital improvement or any single project that exceed a cost of \$15,000). Capital projects may include seismic repair, major remodel, renovation / relocation of stations and new fire station construction including structural upgrade required by law.

### ***Hazard Issues***

The City will maintain all responsibility for current underground fuel storage tanks (UST) and associated above and underground piping and any other previously existing hazards including asbestos, asbestos containing materials and mitigation. Associated costs will be the responsibility of the City of Santa Ana and will be addressed expeditiously at the earliest convenience of both the City of Santa Ana and OCFA. A list of additional facilities issues for discussion is located on page 44.

## Personnel

If the City of Santa Ana decides to contract with the Orange County Fire Authority for emergency services, the OCFA is committed to making the transition of the Santa Ana Fire Department's operations and personnel to the OCFA as smooth as possible. The positions filled are those created by the contract between the City of Santa Ana and the OCFA. Therefore, the considerations rendered regarding personnel are based on any new positions added to the OCFA by this contract.

The OCFA will hire all sworn safety personnel that are current Santa Ana Fire Department employees based on their rank held on October 21, 2011, subject to the conditions noted in this section and the following:

Proposed current employees for hiring (192 safety personnel, and 14 non sworn personnel)

- 1 Division Chief
- 3 Battalion Chiefs
- 38 Fire Captains
- 36 Fire Apparatus Engineers
- 72 Firefighter/Firefighter-Paramedics
- 1 Assistant Fire Marshal
- 5 Fire Prevention Staff
- 1 Office Service Specialists (subject to MMRS grant)
- 6 Dispatchers
- 1 EMS – Nurse (civilian paramedic/RN)

The policy of the OCFA is that only positions of rank (Division Chief, Battalion Chief, Captain, Engineer) created by the addition of a new contract are available to the new transitioning personnel. If the transitioning city has more positions of rank than the option selected, those individuals in excess will be transitioned as Firefighters. The Santa Ana Fire Chief will be offered a Division Chief position. The Santa Ana Fire Marshal shall be offered an Assistant Fire Marshal position. Two additional Fire Captain positions will be required in administration, which will allow for the transition of two Santa Ana Fire Captain positions to be transitioned at that rank. The city will determine which individuals will fill the positions of rank, prior to the transition.

The dispatch and fire prevention civilian position offers will be based upon available assignments and are at the discretion of OCFA. The city will determine based on its process the individuals that will be offered positions.

If the City of Santa Ana elects to allow OCFA to manage the Metropolitan Medical Response System (MMRS) grant the OCFA would offer the current clerical employee managing this program a position within the OCFA; the employee's salary and benefits being offset by this grant. OCFA does not "transition" civilian staff. Civilian staff are hired

## **Santa Ana Proposal for Emergency Services**

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as new employees and are subject to all probationary restrictions and salary rates are based upon job assignment, not parity.

### ***Compensation***

Transitioning Santa Ana employees will receive the top step base salary for the rank that the employee transitioned into. If the Santa Ana employee is not currently at the top step of the City's salary range, the OCFA Human Resources Section will prepare calculations to match the Santa Ana employees' net salary with the closest comparable base pay on OCFA's salary schedule for the rank in which the employee will transition. If the employee base salary falls between two steps, the employee will receive the higher step increase. Non-safety compensation is based on the position they are offered. The safety employees' will receive retirement and medical benefits as outlined in the current Firefighter MOU.<sup>4</sup> OCFA is open to negotiations with the City of Santa Ana to help transitioning employees receive a total compensation package that is as close as possible to their current salary, benefits and retirement.

It is OCFA's intent to provide bilingual pay of \$135 per month to firefighters assigned to the City of Santa Ana that speak Spanish. This provision is a modification to the current firefighter MOU and requires meet and confer before implementation.

### ***Seniority***

Within the limits of the number of safety (sworn suppression) employees required by the service option, continuous employment as a full-time firefighter with Santa Ana shall be considered the same as continuous employment with the OCFA for transitioning safety employees only for the purposes of:

- Layoff seniority
- Bid assignment seniority preference
- Promotional opportunities
- Accrual of vacation and sick leave

### ***Probation***

Current regular sworn safety Santa Ana Fire Department employees hired by the OCFA will be considered to have passed their probation period with the Fire Authority, except for the following:

- Any employee who has not completed probation with the City of Santa Ana;
- Any employee who has been suspended within the last year;
- Any employee who has disciplinary action pending or is under investigation for possible disciplinary action at the time of transition, and disciplinary action has been sustained.

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<sup>4</sup>Non-safety employee(s) will follow the OCEA General/Supervisory Unit MOU for new hires , serving a probationary period

## **Santa Ana Proposal for Emergency Services**

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If an employee meets any of the above exceptions, the employee will serve a new probation period of twelve months. Civilian non sworn employees serve a probationary period as per the OCEA MOU for general and supervisory management.

### ***Medical/Physicals/Fingerprint/DMV***

All Santa Ana Fire Department employees offered employment with the OCFA would be required to pass a medical/physical examination, Lifescan, and California Department of Motor Vehicles (DMV) check. If a Santa Ana Fire Department employee fails to meet the medical requirements or the OCFA determines their fingerprint records or DMV record eliminates them from consideration, the City of Santa Ana will be responsible for the employee. The City may provide the DMV check or may require the employees to provide the DMV check to OCFA.

### ***Sick Bank***

OCFA does not provide any sick leave balance for the transitioning employees. All sick leave accrued by transitioning employees during their employment with the City of Santa Ana shall be the responsibility of the City of Santa Ana. OCFA suggests a sick leave bank for the City of Santa Ana employees of five shifts (120 hours). If the City of Santa Ana establishes a sick leave bank for the use of transitioning employees whose accrual with the Fire Authority is insufficient to cover an absence due to a non-occupational illness or injury, the Fire Authority will continue to pay the employee to the extent the employee has time available from such City-maintained sick leave bank provided the City of Santa Ana reimburses the Fire Authority for all salary and benefit costs related to such a paid absence subject to final contract negotiations.

### ***Vacation Accrual***

OCFA does not provide any vacation leave balance for the transitioning employees. All vacation accrued by transitioning employees during their employment with the City of Santa Ana shall be the responsibility of the City of Santa Ana. OCFA is agreeable to establishing a vacation leave bank for the use of transitioning employees provided the City of Santa Ana reimburses the Fire Authority for all salary and benefit costs related to such a paid time subject to final contract negotiations.

## Transition

As stated earlier in this document the purpose of the transition tasks is to complete transition in a methodical, time efficient approach that is seamless without interruption or incident.

Due to the short timeframes of this transition and the number of personnel that will be assimilated, the OCFA will need to segregate both departments while some transition tasks are accomplished. One exception to this segregation will be the Santa Ana Fire Department (SAFD) employees in excess of the contract staffing. Following an OCFA orientation these individuals will be transferred into open firefighter positions within the OCFA and receive on the job training at the engine and battalion level. Once the SAFD employees' initial training is completed the positions required to staff the contract will be open to a bid process; SAFD personnel will be allowed to bid to open positions within the OCFA and OCFA personnel will be allowed to bid to open SAFD positions.

Prior to providing emergency services to the City of Santa Ana the OCFA has several tasks that are required for an initial transition. Regardless of the size of the contracting city the tasks are essentially the same; however, the time to complete the tasks are based on the complexity of the department and the geographical size of the city. Some tasks are crucial prior to servicing the city's fire service needs, while other non-essential tasks can be completed weeks or months after the initial transition. Tasks necessary for a transition are separated into three categories:

- Priority Tasks
- Essential Tasks
- Non-Essential Tasks

### ***Priority Tasks***

There are three priority tasks paramount to beginning service to a contract city and although there may be the ability to condense the timeframes for some of these tasks each must be completed. It should be recognized that there may be alternatives to a priority task that could accelerate the initial transition. The first priority task is to complete negotiations and sign a contract for emergency services. Until this is completed the OCFA cannot begin the other two.

## Santa Ana Proposal for Emergency Services

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### *Employee Transition*

The second priority task is associated with the transfer of personnel. After a contract is signed the OCFA Human Resource Department will begin the necessary transition processing for Santa Ana Fire personnel. The process will begin with presenting job offers to the current Santa Ana employees; once accepted by the employees they will begin medical evaluations. OCFA's Human Resource (HR) Department routinely processes new employees through UCI medical center and completes between ten (10) to eleven (11) medical exams a day; however, at that rate it could take at least one month to provide Santa Ana Fire personnel with a medical evaluation. Once the employee completes their medical evaluation it may take a week or two for OCFA to be provided the results. As this priority task is the most time consuming of the tasks OCFA's HR Department has been working with UCI to increase the rate of medical evaluations to reduce these timeframes.

### *Dispatch Transition*

Another priority task for transition is the ability for the Orange County Fire Authority to dispatch Santa Ana resources. Unlike many tasks necessary for a complete transition an error or mistake in dispatching could result in extended response times; which could have grave consequences. Therefore, the tasks associated with transition of Dispatch centers require deliberate and accurate transfer of information. However, in contrast to the transition of personnel there may be alternative methods for the OCFA to dispatch Santa Ana resources. Our option for a rapid transition is for OCFA to assume dispatching from Santa Ana's existing dispatch center with newly hired OCFA dispatchers, hired from the current Santa Ana Fire Dispatchers. This option will continue emergency response without interruption while the priority tasks are completed.

### ***Essential Tasks***

There are several essential tasks that are necessary prior to OCFA providing emergency service within the City of Santa Ana. Although an essential task is important it can be accomplished with minimal effort and normally within a couple of days. Failure to complete an essential task may not affect OCFA's ability to provide service but could place an unnecessary liability on either the City of Santa Ana or the OCFA; therefore, essential task should be completed prior to providing service.

An example of an essential task is the DMV transfer of the emergency vehicles. Without a transfer of ownership OCFA's insurance is unable to cover the vehicles exposing the City of Santa Ana to an unnecessary liability.

### ***Non-Essential Tasks***

Non-essential tasks are those tasks that can be completed after OCFA begins providing emergency service. Some non-essential tasks will need to be completed within the first (30) thirty days, while others may not be complete until several months later. Where it might be important to some that all Santa Ana personnel be dressed in OCFA uniforms the first day of the contract having all personnel in OCFA uniforms is not essential to providing a quality service to the City of Santa Ana.

# Start-Up Costs Details

**Table 6: Start Up Costs-Details**

Start up cost based on 192 Sworn		Cost	
Service Center			
	Helmet Shields		
	Station Equipment		
	Brush Helmets		
	Wildland PPE		
	Fire Shelters		
	Goggles		
	Rain Gear		
	Apparatus Complement		
	Uniforms		
	Wildland T-shirts		
	<b>Total:</b>		<b>\$395,953</b>
Personnel Costs			
	Physicals		
	Lifescan		
	<b>Total:</b>		<b>\$220,764</b>
Fleet Services			
	Repairs		
	Add hose covers		
	Remove rear hose reels		
	<b>Total:</b>	<b>\$52,435</b>	<b>\$92,985</b>
Communications/IT			
	Fire Station Alarm and Cabling		
	Data network: T1 and station network		
	OCFA Telecom		
	OCFA Systems: Interface to CAAD,		
	Staffing, payroll		
	Independent LAN for SAFD dispatch		
	Radio consoles, programming^		
	Voice recording system		
	Fire Station Equip: phones, printers, pagers		
	Computers		
	Apparatus mobile VHF radios		
	Personnel equipment: personal 800, VHF, radios, and Cell phones		
	MDC Broadband Integration (all Vehicles)		
	Radio Reprogramming		
	<b>Total</b>	<b>\$646,327</b>	<b>\$843,727</b>
Facilities			
	Signage		
	<b>Total</b>		<b>\$27,000</b>
	<b>Total Startup Costs:</b>	<b>\$1,342,479</b>	<b>\$1,580,429</b>

The list of one-time only basic expenses is necessary for implementation of services (start-up costs) and will be the responsibility of the City of Santa Ana.

### ***Communications Services/Information Technology***

Computer charges are for adapting the stations to OCFA's computer aided dispatch (CAD), software and hardware to allow access to the OCFA Fire Incident Reporting system, and modifications to the main OCFA computer room to support the additional systems. The charges for computers can be placed in two categories, computer room equipment and station equipment. The computer room equipment is located at the Orange County Fire Authority's Emergency Communication Center and is necessary for dispatching emergency response units within the City of Santa Ana.

Adaptability to the network, standardization of radio and telephone systems are also included in the startup costs. The cost range provided is as a result of possible compatibility and integration issues. OCFA shall attempt to use existing equipment and integrate where practical.

### ***Personnel & Safety Equipment***

*Hiring:* Personnel costs reflect charges incurred during the hiring process for physicals and life scans.

*Safety Equipment:* Charges include the cost of basic safety equipment and protective clothing for wildland and structural emergency incidents. Santa Ana's safety equipment standards are similar to those of the OCFA and the majority of the equipment meets and/or exceeds OCFA requirements; therefore the only items that will require purchase are items that are not currently issued by the Santa Ana Fire Department or identification changes to safety equipment.

*Uniforms:* Charges are for uniforms for the fire department sworn personnel.

### ***Facilities & Equipment***

Facility start-up costs include signage. Equipment charges are to fully perform preventative maintenance repairs at transition and to fix minor issues.

## Adoption of Codes and Ordinances

Upon the City of Santa Ana entering into a contract with the Orange County Fire Authority, the City would agree to:

- Consider adoption of OCFA amendments to the 2010 California Fire and Building Codes.
- Adopt a resolution designating OCFA as the Participating Agency for the Business Plan and Fire Code portions of the Orange County Certified Unified Program Agency.
- Adopt a resolution authorizing the Hazardous Materials JPA to seek cost recovery from responsible parties within the City of Santa Ana.
- Designate the Orange County Fire Authority's Fire Chief as the City of Santa Ana's Fire Chief.
- Designate an OCEMS approved ambulance provider and work with OCFA in preparing and selecting an ambulance provider to serve the ambulance Service Area following local and state guidelines

## Documents for City Council Approval

- JPA Service Agreement (19 year term through June 30, 2030 with an option to exit at the 10-year interval/2020)
- Fire Services Agreement
- Letter of Understanding on the transition of personnel
- Facility and Vehicle lease agreement
- Sample ordinances and codes for City adoption

## Facility Issues

The Orange County Fire Authority inspected ten fire station facilities and identified issues that may not require immediate correction, but should be agreed upon for funding and repair responsibilities. System replacements currently in the Santa Ana CIP budget for fire stations will remain in place at the timeline currently established by the budget. OCFA may coordinate and schedule the below listed work at the request of the City, but the replacement cost will remain with the City. These issues are not included in the contract or startup cost in this proposal.

*Table 7: Facilities Issues for Discussion*

Issues to be discussed:	
	Asbestos Management Plan and Mitigation Reports
	All required certifications and permits up to date
FS01	
	Connect station fire alarm for monitoring
	Dorm Privacy Upgrades
	Bathroom privacy upgrade
FS02	
	Dorm privacy upgrades
	Bathroom privacy upgrade
	Remodel Kitchen (SA CIP)
	Roof repair/replacement
	Bathroom ceiling repair
FS03	
	Upgrade manual rear apparatus door
	Roof-repair/replacement
	Dorm privacy upgrade
	Bathroom privacy upgrade
	Upgrade security gate (powered)
FS04	
	Dorm privacy upgrade
	Kitchen upgrade (SA CIP)
	Bathroom privacy upgrade
FS05	
	Connect station fire alarm for monitoring
	Roof-repair/replacement
	Repair interior leak damage
	Bathroom privacy upgrade
	Dorm privacy upgrade
	Upgrade rear apparatus door (powered)

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FS06	
	Privacy Dorms Dorm privacy upgrade
	Bathroom privacy upgrade
	Gear Grids
	Remodel Kitchen upgrade (SA CIP)
	Roof -repair/replacement
FS07	
	Upgrade rear apparatus door (powered)
	Upgrade security gate (powered)
	Bathroom privacy upgrade
FS08	
	Roof-repair/replacement
	Dorm privacy upgrade
	Bathroom privacy upgrade
	Upgrade security gate (powered)
FS09	
	Roof repair/replace -leaks at skylights and seams
	Remove leaking solar water panels
	Connect station fire alarm for monitoring
	Bathroom privacy upgrade
FS10	
	Upgrade security gate (powered)
	Roof -repair/replacement
	Upgrade emergency power generator
	Remodel Kitchen upgrade (SA CIP)
	Bathroom privacy upgrade
	Dorm privacy upgrade

## Glossary

### **Automatic Aid Response Agreement**

An agreement between two or more agencies under which designated fire companies are automatically dispatched into predetermined areas for fire protection and medical emergencies.

### **Battalion**

A geographic protection area of the Orange County Fire Authority with 6 to 10 stations.

### **CAD**

Computer-aided dispatch, state of the art communication.

### **City**

The City of Santa Ana.

### **City Council**

The City Council of the City of Santa Ana

### **Company**

Suppression staff assigned to staff a particular piece of firefighting equipment.

### **Contract City**

A city that has chosen to contract with the Orange County Fire Authority for fire protection and emergency medical services.

### **Cross-Staffing**

Personnel assigned to a station's Engine or Truck Company will staff a specialized piece of equipment as necessary.

### **ECC**

Emergency Communications Center of the Orange County Fire Authority located at Orange County Fire Authority headquarters in Orange.

### **Emergency Medical Service**

Include pre-hospital paramedic services, but not ambulance transport.

### **Engine**

A mobile piece of fire equipment which carries hose, water, and a pump (750 gpm or larger).

## **Santa Ana Proposal for Emergency Services**

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### **First Alarm**

The initial emergency response force. Number and type of equipment is dependent on type of emergency. Standard first alarm for fire includes: 3 Engines, 1 Truck, 1 Medic Unit, 1 Battalion Chief.

### **Master Mutual Aid Agreement**

An agreement between all fire agencies in Orange County to provide resources to handle large or unusual emergencies. Net 1 (Orange County Fire Authority) serves as the area coordinator.

### **OCFA**

The Orange County Fire Authority.

### **Paramedic Assessment Unit**

A first-out engine/truck company staffed by full-time career personnel, including a certified paramedic. Authorized to initiate advanced life support care if deemed necessary.

### **Platoon**

Personnel assigned to work the same 24-hour shifts; normally one third of the total suppression work force.

### **Quint/Truck**

A mobile piece of fire equipment which carries hose, water, a pump, ladders, and an aerial ladder.

### **Second Alarm**

Additional equipment dispatched when the emergency exceeds the capability of the first alarm assignment. Standard second alarm for fires includes: 6 Engines, 2 Trucks, 1 Medic Unit, 2 Battalion Chiefs, 1 Division Chief, 1 Safety Officer and additional support units.

### **Shift**

24-hour work period used by the suppression force.

### **Structure Fire**

A fire in a building or other structure of value.

### **Third Alarm**

Additional equipment dispatched when the emergency exceeds the capability of the second alarm assignment. Standard third alarm for fires includes: 9 Engines, 3 Trucks, 1 Medic Unit, 3 Battalion Chiefs, 1 Duty Officer, 1 Division Chief, 2 Safety Officer and additional support units.

### **Working Structure Fire**

A report of an incident with detail supporting active fire in a building. A standard working structure fire includes: 4 Engines, 2 Trucks, 1 Medic Unit, 1 Battalion Chief, 1 Division Chief, 1 Safety Officer.

### **800 MHz**

An advanced high frequency radio transmission band. Also referred to as 800 radio frequency.

## Attachment A-2011 Board of Directors

### CHAIR



Name: **Mark Tettemer**  
Representing: Lake Forest  
Board Member Since: 2005  
Alternate: Peter Herzog



Name: Phillip Tsunoda Representing:  
Aliso Viejo  
Board Member Since: 2011  
Alternate: Donald Garcia



Name: **Todd Seymore**  
Representing: Cypress  
Board Member Since: 2007  
Alternate: Doug Bailey



Name: Larry Agran  
Representing: Irvine  
Board Member Since: 2010  
Alternate: Sukhee Kang



Name: **Gary Capata**  
Representing: Laguna Niguel  
Board Member Since: 2008  
Alternate: Joe Brown



Name: Ralph Rodriguez  
Representing: La Palma  
Board Member Since: 2008  
Alternate: Henry Charoen



Name: Jeremy Yamaguchi  
Representing: Placentia  
Board Member Since: 2010  
Alternate: Chad Wanke



Name: Jim Dahl  
Representing: San Clemente  
Board Member Since: 2007  
Alternate: Bob Baker



Name: David Sloan  
Representing: Seal Beach  
Board Member Since: 2010  
Alternate: Gordon A. Shanks

### VICE CHAIR

Name: **Trish Kelley**  
Representing: Mission Viejo  
Board Member Since: 2005  
Alternate: Dave Leckness



Name: Elizabeth Swift  
Representing: Buena Park  
Board Member Since:  
Alternate: Miller Oh



Name: **Steven Weinberg**  
Representing: Dana Point  
Board Member Since: 2008  
Alternate: William Brough



Name: Randal Bressette  
Representing: Laguna Hills  
Board Member Since: 2011  
Alternate: Barbara Kogerman



Name: Martin Rhodes  
Representing: Laguna Woods  
Board Member Since: 2009  
Alternate: Cynthia Conners



Name: Ken Stephens  
Representing: Los Alamitos  
Board Member Since: 2010  
Alternate: Gerri Graham-Mejia



Name: Jerry Holloway  
Representing: Rancho Santa Margarita  
Board Member Since: 2011  
Alternate: Carol Gamble



Name: Sam Allevato  
Representing: San Juan Capistrano  
Board Member Since: 2010  
Alternate: John Taylor



Name: **David John Shawver**  
Representing: Stanton  
Board Member Since: 1995  
Alternate: Carol Warren



## Santa Ana Proposal for Emergency Services

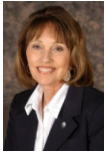
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Name: John Nielsen  
Representing: Tustin  
Board Member Since: 2011  
Alternate: Al Murray



Name: ***Tyler Diep***  
Representing: Westminster  
Board Member Since: 2009  
Alternate: Tri Ta



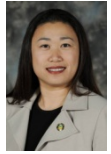
Name: ***Pat Bates***  
Representing: County of Orange  
Board Member Since: 2007  
Alternate: Bill Campbell



Name: ***Brad Reese***  
Representing: Villa Park  
Board Member Since: 2007  
Alternate: Robert Fauteux



Name: Nancy Rikel  
Representing: Yorba Linda  
Board Member Since: 2009  
Alternate: Mark Schwing



Name: Janet Nguyen  
Representing: County of Orange  
Board Member Since: 2010  
Alternate: Bill Campbell

Executive Committee Members names are in ***Bold Italics***

# Attachment B-OCFA Service Area Map

