



ORANGE COUNTY FIRE AUTHORITY

AGENDA

Pursuant to the Brown Act, this meeting also constitutes a meeting of the Board of Directors.

EXECUTIVE COMMITTEE REGULAR MEETING

Thursday, October 24, 2019
5:30 P.M.

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

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

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



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, you should contact the Clerk of the Authority at (714) 573-6040.

CALL TO ORDER

INVOCATION by Chaplain Robert Benoun

PLEDGE OF ALLEGIANCE by Director Hatch

ROLL CALL

1. PRESENTATIONS

No items.

REPORTS

REPORT FROM THE BUDGET AND FINANCE COMMITTEE CHAIR

PUBLIC COMMENTS

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

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

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

2. MINUTES

A. Minutes from the September 26, 2019, Regular Executive Committee Meeting

Submitted by: Sherry Wentz, Clerk of the Authority

Recommended Action:
Approve as submitted.

3. CONSENT CALENDAR

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

A. Monthly Investment Reports

Submitted by: Tricia Jakubiak, Treasurer

Budget and Finance Committee Recommendation: APPROVE

Recommended Action:
Receive and file the reports.

B. Citygate Service Level Assessment Update and Adjustment to Purchase Orders

Submitted by: Lori Zeller, Deputy Chief/ Administration & Support Bureau

Budget and Finance Committee Recommendation: APPROVE

Recommended Actions:

1. Receive and file the Service Level Assessments update for the period covering June through August 2019.
2. Approve and authorize the Purchasing Manager to reallocate funding from the Purchase Orders issued for the Executive Leadership Team and Fleet Services into the Field Deployment Service with the total contract amount remaining unchanged (\$700,725).

C. Special Procurement Contract for Ground Tree Surveys for Invasive Tree Pests

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

Recommended Action:

Approve and authorize the Purchasing Manager to execute the proposed service agreement with The Regents of the University of California/Division of Agriculture and Natural Resources for ground survey monitoring services and to provide additional advisory services related to the grant project in an amount not to exceed \$85,729.

D. Blanket Order Contract Extension for Communications Equipment Installation Services

Submitted by: Jim Ruane, Assistant Chief/Logistics Department

Recommended Action:

Approve Amendment Number One to the Professional Services Agreement with 911 Vehicle to extend the contract for up to three months through January 31, 2020.

E. Award of Invitation for Bid #JA2391 Purchase of One Dozer Transport Trailer

Submitted by: Jim Ruane, Assistant Chief/Logistics Department

Recommended Action:

Approve and authorize the Purchasing Manager to issue a purchase order to Cozad Trailer Sales, LLC, for the purchase of one dozer transport trailer in a total amount of \$168,507.

F. Purchase of an Air Utility Support Vehicle

Submitted by: Jim Ruane, Assistant Chief/Logistics Department

Recommended Action:

Approve and authorize the Purchasing Manager to issue a purchase order to Rosenbauer South Dakota, LLC, for the purchase of one air utility support vehicle in an amount not to exceed \$611,628.

END OF CONSENT CALENDAR**4. DISCUSSION CALENDAR**

No items.

CLOSED SESSION

No items.

COMMITTEE MEMBER COMMENTS

ADJOURNMENT – The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, November 21, 2019, at 5:30 p.m.

AFFIDAVIT OF POSTING

I hereby certify under penalty of perjury under the laws of the State of California, that the foregoing Agenda was posted in the lobby, front gate public display case, and website of the Orange County Fire Authority, Regional Fire Operations and Training Center, 1 Fire Authority Road, Irvine, CA, not less than 72 hours prior to the meeting. Dated this 17th day of October 2019.

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

UPCOMING MEETINGS:

Human Resources Committee Meeting	Tuesday, November 5, 2019, 12 noon
Budget and Finance Committee Meeting	Wednesday, November 13, 2019, 12 noon
Executive Committee Meeting	Thursday, November 21*, 2019, 5:30 p.m.
Board of Directors Meeting	Thursday, November 21*, 2019, 6:00 p.m.

*Date of meeting moved forward, due to Thanksgiving holiday.

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Executive Committee Regular Meeting
Thursday, September 26, 2019
5:30 P.M.**

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

CALL TO ORDER

Chair Muller called the regular meeting of the Orange County Fire Authority Executive Committee to order at 5:30 p.m. on September 26, 2019.

INVOCATION

Chaplain Jeff Hetschel offered the invocation.

PLEDGE OF ALLEGIANCE

Vice Chair Hasselbrink led the assembly in the Pledge of Allegiance to our Flag.

ROLL CALL

Present: Shelley Hasselbrink, Los Alamitos
Noel Hatch, Laguna Woods
Gene Hernandez, Yorba Linda
Joe Muller, Dana Point
Don Sedgwick, Laguna Hills
Dave Shawver, Stanton
Tri Ta, Westminster

Absent: Lisa Bartlett, County of Orange
Ed Sachs, Mission Viejo

Also present were:

Fire Chief Brian Fennessy
Assistant Chief Randy Black
Assistant Chief Jim Ruane
Assistant Chief Nina Collins
Legal Counsel David DeBerry

Deputy Chief Lori Zeller
Assistant Chief Robert Cortez
Assistant Chief Lori Smith
Communications Director Colleen Windsor
Clerk of the Authority Sherry Wentz

1. PRESENTATIONS

No items.

REPORTS

REPORT FROM THE BUDGET AND FINANCE COMMITTEE CHAIR (F: 12.02A6)

Budget and Finance Committee Chair Hasselbrink reported at the September 11, 2019, meeting, the Committee voted unanimously to send the Monthly Investment Reports, Fourth Quarter Financial Newsletter, and Annual Investment Report to the Executive Committee for its approval; voted unanimously to send the Carryover of FY 2018/19 Uncompleted Projects and Use of Unexpended Fund Balance, Appointment of Auditor for the Orange County Fire Authority, and Acceptance of 2019 Department of Homeland Security/Federal Emergency Management Agency's Urban Search & Rescue Preparedness Cooperative Agreement Funding, to the Board of Directors for approval of the recommended actions.

REPORT FROM THE HUMAN RESOURCES COMMITTEE CHAIR (F: 12.02A6)

Human Resources Committee Member Hatch reported at the September 17, 2019, special meeting, the Committee received and filed the report of the Organizational Service Level Assessment Human Resources Department; discussed and voted unanimously to send the Classification and Compensation Recommendations for Service Center Occupational Series, and the Contract Adjustment Third Party Workers' Compensation Administration to the Executive Committee for its approval of the recommended actions; and welcomed newly appointed Assistant Chief/Human Resources Director Nina Collins.

PUBLIC COMMENTS (F: 12.02A3)

Chair Muller opened the Public Comments portion of the meeting. Chair Muller closed the Public Comments portion of the meeting without any comments from the general public.

2. MINUTES

A. Minutes from the August 22, 2019, Regular Executive Committee Meeting (F: 12.02A2)

On motion of Director Hernandez and second by Director Ta, the Executive Committee voted unanimously by those present to approve the August 22, 2019, Minutes as submitted. Directors Hasselbrink, Sachs, and Shawver were recorded as abstentions, due to their absence from the August 22, 2019, meeting.

3. CONSENT CALENDAR

A. Monthly Investment Reports (F: 11.10D2)

On motion of Director Ta and second by Director Hernandez, the Executive Committee voted unanimously by those present to receive and file the reports.

B. Annual Investment Report (F: 11.10D1)

On motion of Director Ta and second by Director Hernandez, the Executive Committee voted unanimously by those present to receive and file the report.

C. Fourth Quarter Financial Newsletter (F: 15.07)

On motion of Director Ta and second by Director Hernandez, the Executive Committee voted unanimously by those present to receive and file the report.

D. Contract Adjustment for Third Party Workers' Compensation Administration (F: 18.10A2)

On motion of Director Ta and second by Director Hernandez, the Executive Committee voted unanimously by those present to approve and authorize the Purchasing Manager to increase the Professional Services Agreement with CorVel for Workers' Compensation Third Party Administration for the remaining three years of the contract, at an annual increase of \$71,250 for 2019/20 (partial year) and \$95,000 per year for 2020/21 and 2021/22.

E. Classification and Compensation Recommendations for Service Center Occupational Series (F: 17.18A)

On motion of Director Ta and second by Director Hernandez, the Executive Committee voted unanimously by those present to:

1. Approve elimination of the Fire Equipment Technician classification.
2. Approve the establishment of the Supply Services Specialist, Urban Search and Rescue Warehouse and Logistics Specialist, Service Center Technician I and Service Center Technician II classifications, with corresponding salary ranges.
3. Approve the retitling and adoption of the revised classification specification for Fire Delivery Driver and Senior Fire Equipment Technician to Fleet Assistant and Senior Service Center Technician respectively, with corresponding salary ranges.
4. Approve the revised classification specifications for Service Center Lead and Service Center Supervisor with corresponding salary ranges.

F. Contract Increase for Intterra for the Fire Integrated Real-time Intelligence System Pilot Program (F: 18.09D)

On motion of Director Ta and second by Director Hernandez, the Executive Committee voted unanimously by those present to approve and authorize the Purchasing Manager to execute Amendment One to increase the Professional Services Agreement with Intterra, using the special procurement provision in the Purchasing Ordinance, for additional consulting and wildfire simulation services for an additional increase of \$116,300 with a cumulative total amount not to exceed \$158,550.

END OF CONSENT CALENDAR

4. DISCUSSION CALENDAR

No items.

CLOSED SESSION

No items.

COMMITTEE MEMBER COMMENTS

The Committee Members offered no comments.

ADJOURNMENT – Chair Muller adjourned the meeting at 5:33 p.m. The next regular meeting of the Executive Committee is scheduled for Thursday, October 24, 2019, at 5:30 p.m.

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



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
October 24, 2019

Agenda Item No. 3A
Consent Calendar

Monthly Investment Reports

Contact(s) for Further Information

Tricia Jakubiak, Treasurer Treasury & Financial Planning	triciajakubiak@ocfa.org	714.573.6301
Jane Wong, Assistant Treasurer	jane Wong@ocfa.org	714.573.6305

Summary

This agenda item is a routine transmittal of the monthly investment reports submitted to the Committee in compliance with the investment policy of the Orange County Fire Authority and with Government Code Section 53646.

Prior Board/Committee Action

Budget and Finance Committee Recommendation: *APPROVE*

At its regular October 9, 2019, meeting, the Budget and Finance Committee reviewed and unanimously recommended approval of this item.

RECOMMENDED ACTION(S)

Receive and file the reports.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Not Applicable.

Background

Attached is the final monthly investment report for the month ended August 31, 2019. A preliminary investment report as of September 20, 2019, is also provided as the most complete report that was available at the time this agenda item was prepared.

Attachment(s)

Final Investment Report – August 2019/Preliminary Report – September 2019

Orange County Fire Authority Monthly Investment Report



Final Report – August 2019

Preliminary Report – September 2019



Monthly Investment Report Table of Contents

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Orange County Fire Authority

Final Investment Report

August 31, 2019



EXECUTIVE SUMMARY

Portfolio Activity & Earnings

During the month of August 2019, the size of the portfolio decreased by \$15.1 million to \$146.7 million. Significant receipts for the month included cash contract payments, an apportionment of property taxes, intergovernmental agency contract and grant payments and charges for current services totaling \$16 million. Significant disbursements for the month included primarily two biweekly payrolls which were approximately \$12.1 million each with related benefits. Total August cash outflows amounted to approximately \$32.1 million. The portfolio's balance is expected to decline further in the following month as there are no major receipts scheduled for September.

In August, the portfolio's yield to maturity (365-day equivalent) decreased by 2 basis points to 2.26%. The effective rate of return edged down by 1 basis point to 2.25% for the month but stayed unchanged at 2.26% for the fiscal year to date. The average maturity of the portfolio shortened further by 13 days to 27 days to maturity.

Economic News

In August 2019, overall U.S. economic growth remained stable, despite continued signs of a global slowdown and the pending trade negotiations with China. Employment conditions continued to be strong. There were a total of 130,000 new jobs created in August, slightly less than expected, but the unemployment rate, again, remained unchanged at a historically low rate of 3.7%. Consumer confidence measures fell but still remain at relatively high levels. Retail sales came in strong, performing better than expected. On the other hand, the Manufacturing ISM (Institute for Supply Management) Index showed a slight contraction in August while the Non-manufacturing ISM Index reflected increased expansion. The CPI (Consumer Price Index) edged up slightly and overall inflation remained low. Industrial production reversed and increased better than expected in August. Both new and existing home sales rose for the month. On September 18, 2019, the Federal Open Market Committee met and voted to lower the federal funds rate by another quarter percentage point to a range of 1.75% - 2.00.



BENCHMARK COMPARISON AS OF AUGUST 31, 2019

<i>3 Month T-Bill:</i> 1.99%	<i>1 Year T-Bill:</i> 1.77%
<i>6 Month T-Bill:</i> 1.93%	<i>LAIF:</i> 2.34%
<i>OCFA Portfolio:</i> 2.25%	

PORTFOLIO SIZE, YIELD, & DURATION

	<u><i>Current Month</i></u>	<u><i>Prior Month</i></u>	<u><i>Prior Year</i></u>
<i>Book Value-</i>	\$146,709,174	\$161,787,962	\$140,483,274
<i>Yield to Maturity (365 day)</i>	2.26%	2.28%	1.84%
<i>Effective Rate of Return</i>	2.25%	2.26%	1.84%
<i>Days to Maturity</i>	27	40	63



ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Summary
August 31, 2019

Orange County Fire Authority
 1 Fire Authority Road
 Irvine, Irvine, CA 92602
 (714)573-6301

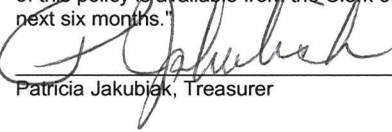
(See Note 1 on page 9)

(See Note 2 on page 9)

Investments	Par Value	Market Value	Book Value	% of Portfolio	Term	Days to Call/ Maturity	YTM/Call 360 Equiv.	YTM/C 365 Equiv.
Money Mkt Mutual Funds/Cash	10,693,321.03	10,693,321.03	10,693,321.03	7.30	1	1	1.618	1.640
Federal Agency Coupon Securities	18,000,000.00	18,002,160.00	18,000,000.00	12.29	912	51	1.991	2.019
Federal Agency Disc. -Amortizing	27,000,000.00	26,927,910.00	26,909,440.00	18.37	187	51	2.437	2.471
Treasury Discounts -Amortizing	29,000,000.00	28,913,500.00	28,902,814.59	19.73	150	57	2.213	2.244
Local Agency Investment Funds	62,000,000.00	62,106,130.98	62,000,000.00	42.32	1	1	2.309	2.341
Investments	146,693,321.03	146,643,022.01	146,505,575.62	100.00%	176	27	2.224	2.255
Cash								
Passbook/Checking (not included in yield calculations)	61,783.64	61,783.64	61,783.64		1	1	0.000	0.000
Total Cash and Investments	146,755,104.67	146,704,805.65	146,567,359.26		176	27	2.224	2.255

Total Earnings	August 31 Month Ending	Fiscal Year To Date
Current Year	291,109.18	620,426.22
Average Daily Balance	152,002,487.65	161,753,954.60
Effective Rate of Return	2.25%	2.26%

"I certify that this investment report accurately reflects all pooled investments and is in compliance with the investment policy adopted by the Board of Directors to be effective on January 1, 2019. A copy of this policy is available from the Clerk of the Authority. Sufficient investment liquidity and anticipated revenues are available to meet budgeted expenditure requirements for the next thirty days and the next six months."


 Patricia Jakubiak, Treasurer 9/6/19

Cash and Investments with GASB 31 Adjustment:

Book Value of Cash & Investments before GASB 31 (Above)	\$ 146,567,359.26
GASB 31 Adjustment to Books (See Note 3 on page 9)	\$ 141,814.96
Total	\$ 146,709,174.22

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ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Details - Investments
August 31, 2019

(See Note 1 on page 9)

(See Note 2 on page 9)

CUSIP	Investment #	Issuer	Average Balance	Purchase Date	Par Value	Market Value	Book Value	Stated Rate	YTM/C 365	Days to Call/ Maturity	Maturity Date
Money Mkt Mutual Funds/Cash											
SYS528	528	Federated Treasury Obligations			10,693,321.03	10,693,321.03	10,693,321.03	1.640	1.640	1	
Subtotal and Average			8,667,335.17		10,693,321.03	10,693,321.03	10,693,321.03		1.640	1	
Federal Agency Coupon Securities											
3134GBHT2	922	Fed Home Loan Mtg Corp		04/25/2017	9,000,000.00	8,993,430.00	9,000,000.00	1.625	1.518	54	10/25/2019
3134GTJX20	976	Fed Home Loan Mtg Corp (Callable 10-18-19)		04/22/2019	9,000,000.00	9,008,730.00	9,000,000.00	2.520	2.520	47	10/18/2021
Subtotal and Average			18,000,000.00		18,000,000.00	18,002,160.00	18,000,000.00		2.019	51	
Federal Agency Disc. -Amortizing											
313312QH6	977	Federal Farm Credit Bank		04/18/2019	9,000,000.00	8,952,480.00	8,940,250.00	2.390	2.489	100	12/10/2019
313384LY3	974	Fed Home Loan Bank		04/18/2019	9,000,000.00	8,991,180.00	8,988,742.50	2.370	2.461	19	09/20/2019
313384MN6	975	Fed Home Loan Bank		04/18/2019	9,000,000.00	8,984,250.00	8,980,447.50	2.370	2.464	33	10/04/2019
Subtotal and Average			33,781,356.04		27,000,000.00	26,927,910.00	26,909,440.00		2.471	51	
Treasury Discounts -Amortizing											
912796SG5	973	US Treasury Bill		04/18/2019	9,000,000.00	8,999,100.00	8,997,625.00	2.375	2.430	4	09/05/2019
912796SS9	978	US Treasury Bill		06/03/2019	10,000,000.00	9,961,400.00	9,954,572.22	2.210	2.263	74	11/14/2019
912796SU4	979	US Treasury Bill		06/27/2019	5,000,000.00	4,976,500.00	4,975,030.56	2.020	2.066	89	11/29/2019
912796SU4	980	US Treasury Bill		07/18/2019	5,000,000.00	4,976,500.00	4,975,586.81	1.975	2.045	89	11/29/2019
Subtotal and Average			28,876,377.09		29,000,000.00	28,913,500.00	28,902,814.59		2.244	57	
Local Agency Investment Funds											
SYS336	336	Local Agency Invstmt Fund			62,000,000.00	62,106,130.98	62,000,000.00	2.341	2.341	1	
Subtotal and Average			62,677,419.35		62,000,000.00	62,106,130.98	62,000,000.00		2.341	1	
Total and Average			152,002,487.65		146,693,321.03	146,643,022.01	146,505,575.62		2.255	27	

ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Details - Cash
August 31, 2019

CUSIP	Investment #	Issuer	Average Balance	Purchase Date	Par Value	Market Value	Book Value	Stated Rate	YTM/C 365	Days to Maturity
Money Mkt Mutual Funds/Cash										
SYS10033	10033	Revolving Fund		07/01/2019	20,000.00	20,000.00	20,000.00		0.000	1
SYS4	4	Union Bank		07/01/2019	41,783.64	41,783.64	41,783.64		0.000	1
		Average Balance	0.00							1
Total Cash and Investments			152,002,487.65		146,755,104.67	146,704,805.65	146,567,359.26		2.255	27

“We visualize problems and solutions through the eyes of those we serve.”



ORANGE COUNTY FIRE AUTHORITY
Aging Report
By Maturity Date
As of September 1, 2019

Orange County Fire Authority
 1 Fire Authority Road
 Irvine, Irvine, CA 92602
 (714)573-6301

				Maturity Par Value	Percent of Portfolio	Current Book Value	Current Market Value
Aging Interval:	0 days	(09/01/2019 - 09/01/2019)	4 Maturities 0 Payments	72,755,104.67	49.64%	72,755,104.67	72,861,235.65
Aging Interval:	1 - 30 days	(09/02/2019 - 10/01/2019)	2 Maturities 0 Payments	18,000,000.00	12.27%	17,986,367.50	17,990,280.00
Aging Interval:	31 - 60 days	(10/02/2019 - 10/31/2019)	2 Maturities 0 Payments	18,000,000.00	12.27%	17,980,447.50	17,977,680.00
Aging Interval:	61 - 91 days	(11/01/2019 - 12/01/2019)	3 Maturities 0 Payments	20,000,000.00	13.58%	19,905,189.59	19,914,400.00
Aging Interval:	92 - 121 days	(12/02/2019 - 12/31/2019)	1 Maturities 0 Payments	9,000,000.00	6.10%	8,940,250.00	8,952,480.00
Aging Interval:	122 - 152 days	(01/01/2020 - 01/31/2020)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	153 - 183 days	(02/01/2020 - 03/02/2020)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	184 - 274 days	(03/03/2020 - 06/01/2020)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	275 - 365 days	(06/02/2020 - 08/31/2020)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	366 - 1095 days	(09/01/2020 - 08/31/2022)	1 Maturities 0 Payments	9,000,000.00	6.14%	9,000,000.00	9,008,730.00
Aging Interval:	1096 days and after	(09/01/2022 -)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Total for			13 Investments 0 Payments		100.00	146,567,359.26	146,704,805.65



NOTES TO PORTFOLIO MANAGEMENT REPORT

- Note 1: Market value of the LAIF investment is calculated using a fair value factor provided by LAIF. The MUFG Union Bank (formerly Union Bank) Trust Department provides market values of the remaining investments.
- Note 2: Book value reflects the cost or amortized cost before the GASB 31 accounting adjustment.
- Note 3: GASB 31 requires governmental entities to report investments at fair value in the financial statements and to reflect the corresponding unrealized gains/ (losses) as a component of investment income. The GASB 31 adjustment is recorded only at fiscal year end. The adjustment for June 30, 2019 includes an increase of \$111,266 to the LAIF investment and an increase of \$30,549 to the remaining investments.
- Note 4: The Federated Treasury Obligations money market mutual fund functions as the Authority's sweep account. Funds are transferred to and from the sweep account to/from OCFA's checking account in order to maintain a target balance of \$1,000,000 in checking. Since this transfer occurs at the beginning of each banking day, the checking account sometimes reflects a negative balance at the close of the banking day. The negative closing balance is not considered an overdraft since funds are available in the money market mutual fund. The purpose of the sweep arrangement is to provide sufficient liquidity to cover outstanding checks, yet allow that liquidity to be invested while payment of the outstanding checks is pending.



Local Agency Investment Fund (LAIF)

As of August 31, 2019, OCFA has \$62,000,000 invested in LAIF. The fair value of OCFA's LAIF investment is calculated using a participant fair value factor provided by LAIF on a quarterly basis. The fair value factor as of June 30, 2019 is 1.001711790. When applied to OCFA's LAIF investment, the fair value is \$62,106,131 or \$106,131 above cost. Although the fair value of the LAIF investment is higher than cost, OCFA can withdraw the actual amount invested at any time.

LAIF is included in the State Treasurer's Pooled Money Investment Account (PMIA) for investment purposes. The PMIA market valuation at August 31, 2019 is included on the following page.



State of California Pooled Money Investment Account Market Valuation 8/31/2019

Description	Carrying Cost Plus		Fair Value	Accrued Interest
	Accrued Interest	Purch.		
United States Treasury:				
Bills	\$ 20,153,936,719.75	\$	20,368,920,500.00	NA
Notes	\$ 27,608,393,421.47	\$	27,762,310,000.00	\$ 109,710,896.50
Federal Agency:				
SBA	\$ 630,099,855.38	\$	628,200,553.33	\$ 1,449,498.45
MBS-REMICs	\$ 20,748,102.99	\$	21,432,096.41	\$ 96,913.77
Debentures	\$ 2,444,114,627.41	\$	2,460,212,950.00	\$ 14,170,862.00
Debentures FR	\$ -	\$	-	\$ -
Debentures CL	\$ 300,000,000.00	\$	301,084,000.00	\$ 1,816,292.00
Discount Notes	\$ 13,818,967,513.96	\$	13,902,786,500.00	NA
Supranational Debentures	\$ 538,905,703.78	\$	544,289,200.00	\$ 4,767,586.00
Supranational Debentures FR	\$ 200,251,812.61	\$	200,371,065.53	\$ 721,657.61
CDs and YCDs FR	\$ 400,000,000.00	\$	400,000,000.00	\$ 2,159,404.39
Bank Notes	\$ 450,000,000.00	\$	450,057,415.90	\$ 2,894,124.99
CDs and YCDs	\$ 16,275,000,000.00	\$	16,282,120,009.35	\$ 116,228,708.37
Commercial Paper	\$ 6,293,357,930.56	\$	6,325,915,805.53	NA
Corporate:				
Bonds FR	\$ -	\$	-	\$ -
Bonds	\$ -	\$	-	\$ -
Repurchase Agreements	\$ -	\$	-	\$ -
Reverse Repurchase	\$ -	\$	-	\$ -
Time Deposits	\$ 4,869,740,000.00	\$	4,869,740,000.00	NA
AB 55 & GF Loans	\$ 780,748,000.00	\$	780,748,000.00	NA
TOTAL	\$ 94,784,263,687.91	\$	95,298,188,096.05	\$ 254,015,944.08

Fair Value Including Accrued Interest \$ 95,552,204,040.13

Repurchase Agreements, Time Deposits, AB 55 & General Fund loans, and Reverse Repurchase agreements are carried at portfolio book value (carrying cost).



Orange County Fire Authority

Preliminary Investment Report

September 20, 2019



ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Summary
September 20, 2019

Orange County Fire Authority
 1 Fire Authority Road
 Irvine, Irvine, CA 92602
 (714)573-6301

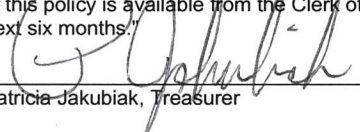
(See Note 1 on page 18)

(See Note 2 on page 18)

Investments	Par Value	Market Value	Book Value	% of Portfolio	Term	Days to Call/ Maturity	YTM/C 360 Equiv.	YTM/C 365 Equiv.
Money Mkt Mutual Funds/Cash	7,077,622.33	7,077,622.33	7,077,622.33	5.32	1	1	1.618	1.640
Federal Agency Coupon Securities	18,000,000.00	17,999,640.00	18,000,000.00	13.54	912	31	1.991	2.019
Federal Agency Disc. -Amortizing	18,000,000.00	17,956,980.00	17,944,497.50	13.50	202	46	2.442	2.476
Treasury Discounts -Amortizing	25,000,000.00	24,910,400.00	24,899,995.15	18.73	146	71	2.086	2.115
Local Agency Investment Funds	65,000,000.00	65,111,266.35	65,000,000.00	48.90	1	1	2.309	2.341
Investments	133,077,622.33	133,055,908.68	132,922,114.98	100.00%	179	24	2.205	2.236
Cash								
Passbook/Checking (not included in yield calculations)	445,420.89	445,420.89	445,420.89		1	1	0.000	0.000
Total Cash and Investments	133,523,043.22	133,501,329.57	133,367,535.87		179	24	2.205	2.236

Total Earnings	September 20 Month Ending	Fiscal Year To Date
Current Year	172,856.44	793,282.66
Average Daily Balance	141,178,337.94	156,735,511.51
Effective Rate of Return	2.23%	2.25%

"I certify that this investment report accurately reflects all pooled investments and is in compliance with the investment policy adopted by the Board of Directors to be effective on January 1, 2019. A copy of this policy is available from the Clerk of the Authority. Sufficient investment liquidity and anticipated revenues are available to meet budgeted expenditure requirements for the next thirty days and the next six months."


 Patricia Jakubiak, Treasurer

9/27/19

Cash and Investments with GASB 31 Adjustment:

Book Value of Cash & Investments before GASB 31 (Above)	\$ 133,367,535.87
GASB 31 Adjustment to Books (See Note 3 on page 18)	\$ 141,814.96
Total	\$ 133,509,350.83

ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Details - Investments
September 20, 2019

(See Note 1 on page 18) (See Note 2 on page 18)

CUSIP	Investment #	Issuer	Average Balance	Purchase Date	Par Value	Market Value	Book Value	Stated Rate	YTM/C 365	Days to Call/ Maturity	Maturity Date
Money Mkt Mutual Funds/Cash											
SYS528	528	Federated Treasury Obligations			7,077,622.33	7,077,622.33	7,077,622.33	1.640	1.640	1	
Subtotal and Average			9,288,719.78		7,077,622.33	7,077,622.33	7,077,622.33		1.640	1	
Federal Agency Coupon Securities											
3134GBHT2	922	Fed Home Loan Mtg Corp		04/25/2017	9,000,000.00	8,996,130.00	9,000,000.00	1.625	1.518	34	10/25/2019
3134GTJX20	976	Fed Home Loan Mtg Corp (Callable 10-18-19)		04/22/2019	9,000,000.00	9,003,510.00	9,000,000.00	2.520	2.520	27	10/18/2021
Subtotal and Average			18,000,000.00		18,000,000.00	17,999,640.00	18,000,000.00		2.019	31	
Federal Agency Disc. -Amortizing											
313312QH6	977	Federal Farm Credit Bank		04/18/2019	9,000,000.00	8,962,380.00	8,952,200.00	2.390	2.489	80	12/10/2019
313384MN6	975	Fed Home Loan Bank		04/18/2019	9,000,000.00	8,994,600.00	8,992,297.50	2.370	2.464	13	10/04/2019
Subtotal and Average			26,478,126.63		18,000,000.00	17,956,980.00	17,944,497.50		2.476	46	
Treasury Discounts -Amortizing											
912796SS9	978	US Treasury Bill		06/03/2019	10,000,000.00	9,973,100.00	9,966,850.00	2.210	2.263	54	11/14/2019
912796SU4	979	US Treasury Bill		06/27/2019	5,000,000.00	4,982,600.00	4,980,641.67	2.020	2.066	69	11/29/2019
912796SU4	980	US Treasury Bill		07/18/2019	5,000,000.00	4,982,600.00	4,981,072.92	1.975	2.045	69	11/29/2019
912796TA7	981	US Treasury Bill		09/17/2019	5,000,000.00	4,972,100.00	4,971,430.56	1.870	1.934	110	01/09/2020
Subtotal and Average			22,711,491.53		25,000,000.00	24,910,400.00	24,899,995.15		2.115	71	
Local Agency Investment Funds											
SYS336	336	Local Agency Invstmt Fund			65,000,000.00	65,111,266.35	65,000,000.00	2.341	2.341	1	
Subtotal and Average			64,700,000.00		65,000,000.00	65,111,266.35	65,000,000.00		2.341	1	
Total and Average			141,178,337.94		133,077,622.33	133,055,908.68	132,922,114.98		2.236	24	

ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Details - Cash
September 20, 2019

CUSIP	Investment #	Issuer	Average Balance	Purchase Date	Par Value	Market Value	Book Value	Stated Rate	YTM/C 365	Days to Maturity
Money Mkt Mutual Funds/Cash										
SYS10033	10033	Revolving Fund		07/01/2019	20,000.00	20,000.00	20,000.00		0.000	1
SYS4	4	Union Bank		07/01/2019	425,420.89	425,420.89	425,420.89		0.000	1
		Average Balance	0.00							1
Total Cash and Investments			141,178,337.94		133,523,043.22	133,501,329.57	133,367,535.87		2.236	24

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ORANGE COUNTY FIRE AUTHORITY
Aging Report
By Maturity Date
As of September 21, 2019

Orange County Fire Authority
 1 Fire Authority Road
 Irvine, CA 92602
 (714)573-6301

				Maturity Par Value	Percent of Portfolio	Current Book Value	Current Market Value
Aging Interval:	0 days	(09/21/2019 - 09/21/2019)	4 Maturities 0 Payments	72,523,043.22	54.38%	72,523,043.22	72,634,309.57
Aging Interval:	1 - 30 days	(09/22/2019 - 10/21/2019)	1 Maturities 0 Payments	9,000,000.00	6.74%	8,992,297.50	8,994,600.00
Aging Interval:	31 - 60 days	(10/22/2019 - 11/20/2019)	2 Maturities 0 Payments	19,000,000.00	14.22%	18,966,850.00	18,969,230.00
Aging Interval:	61 - 91 days	(11/21/2019 - 12/21/2019)	3 Maturities 0 Payments	19,000,000.00	14.18%	18,913,914.59	18,927,580.00
Aging Interval:	92 - 121 days	(12/22/2019 - 01/20/2020)	1 Maturities 0 Payments	5,000,000.00	3.73%	4,971,430.56	4,972,100.00
Aging Interval:	122 - 152 days	(01/21/2020 - 02/20/2020)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	153 - 183 days	(02/21/2020 - 03/22/2020)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	184 - 274 days	(03/23/2020 - 06/21/2020)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	275 - 365 days	(06/22/2020 - 09/20/2020)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	366 - 1095 days	(09/21/2020 - 09/20/2022)	1 Maturities 0 Payments	9,000,000.00	6.75%	9,000,000.00	9,003,510.00
Aging Interval:	1096 days and after	(09/21/2022 -)	0 Maturities 0 Payments	0.00	0.00%	0.00	0.00
Total for			12 Investments 0 Payments		100.00	133,367,535.87	133,501,329.57



NOTES TO PORTFOLIO MANAGEMENT REPORT

- Note 1: Market value of the LAIF investment is calculated using a fair value factor provided by LAIF. The MUFG Union Bank Trust Department provides market values of the remaining investments.
- Note 2: Book value reflects the cost or amortized cost before the GASB 31 accounting adjustment.
- Note 3: GASB 31 requires governmental entities to report investments at fair value in the financial statements and to reflect the corresponding unrealized gains/ (losses) as a component of investment income. The GASB 31 adjustment is recorded only at fiscal year end. The adjustment for June 30, 2019 includes an increase of \$111,266 to the LAIF investment and an increase of \$30,549 to the remaining investments.
- Note 4: The Federated Treasury Obligations money market mutual fund functions as the Authority's sweep account. Funds are transferred to and from the sweep account to/from OCFA's checking account in order to maintain a target balance of \$1,000,000 in checking. Since this transfer occurs at the beginning of each banking day, the checking account sometimes reflects a negative balance at the close of the banking day. The negative closing balance is not considered an overdraft since funds are available in the money market mutual fund. The purpose of the sweep arrangement is to provide sufficient liquidity to cover outstanding checks, yet allow that liquidity to be invested while payment of the outstanding checks is pending.

GLOSSARY

INVESTMENT TERMS

Basis Point. Measure used in quoting yields on bonds and notes. One basis point is .01% of yield.

Book Value. This value may be the original cost of acquisition of the security, or original cost adjusted by the amortization of a premium or accretion of a discount. The book value may differ significantly from the security's current value in the market.

Commercial Paper. Unsecured short-term promissory notes issued by corporations, with maturities ranging from 2 to 270 days; may be sold on a discount basis or may bear interest.

Coupon Rate. Interest rate, expressed as a percentage of par or face value, that issuer promises to pay over lifetime of debt security.

Discount. The amount by which a bond sells under its par (face) value.

Discount Securities. Securities that do not pay periodic interest. Investors earn the difference between the discount issue price and the full face value paid at maturity. Treasury bills, bankers' acceptances and most commercial paper are issued at a discount.

Effective Rate of Return. Rate of return on a security, based on its purchase price, coupon rate, maturity date, and the period between interest payments.

Federal Agency Securities. Securities issued by agencies such as the Federal National Mortgage Association and the Federal Farm Credit Bank. Though not general obligations of the US Treasury, such securities are sponsored by the government and therefore have high credit ratings. Some are issued on a discount basis and some are issued with coupons.

Federal Funds. Funds placed in Federal Reserve banks by depository institutions in excess of current reserve requirements. These depository institutions may lend fed funds to each other overnight or on a longer basis. They may also transfer funds among each other on a same-day basis through the Federal Reserve banking system. Fed Funds are considered to be immediately available funds.

Fed Funds Rate. The interest rate charged by one institution lending federal funds to another.

Federal Open Market Committee. The branch of the Federal Reserve Board that determines the direction of monetary policy.

Local Agency Investment Fund (LAIF). A California State Treasury fund which local agencies may use to deposit funds for investment and for reinvestment with a maximum of \$50 million for any agency (*excluding bond funds, which have no maximum*). It offers high liquidity because

deposits can be converted to cash in 24 hours and no interest is lost. Interest is paid quarterly and the State's administrative fee cannot to exceed 1/4 of a percent of the earnings.

Market value. The price at which the security is trading and could presumably be purchased or sold.

Maturity Date. The specified day on which the issuer of a debt security is obligated to repay the principal amount or face value of security.

Money Market Mutual Fund. Mutual funds that invest solely in money market instruments (short-term debt instruments, such as Treasury bills, commercial paper, bankers' acceptances, repurchase agreements and federal funds).

Par. Face value or principal value of a bond typically \$1,000 per bond.

Rate of Return. The amount of income received from an investment, expressed as a percentage. A *market rate of return* is the yield that an investor can expect to receive in the current interest-rate environment utilizing a buy-and-hold to maturity investment strategy.

Treasury Bills. Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.

Treasury Notes. Intermediate U.S. government debt securities with maturities of one to 10 years.

Treasury bonds. Long-term U.S. government debt securities with maturities of 10 years or longer.

Yield. Rate of return on a bond.

Yield-to-maturity. Rate of return on a bond taking into account the total annual interest payments, the purchase price, the redemption value and the amount of time remaining until maturity.

ECONOMIC TERMS

Conference Board Consumer Confidence Index A survey that measures how optimistic or pessimistic consumers are with respect to the economy in the near future.

Consumer Price Index (CPI). A measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food and medical care. Changes in CPI are used to assess price changes associated with the cost of living.

Durable Goods Orders. An economic indicator released monthly that reflects new orders placed with domestic manufacturers for delivery of factory durable goods such as autos and appliances in the near term or future.

Gross Domestic Product. The monetary value of all the finished goods and services produced within a country's borders in a specific time period. It includes all of private and public consumption, government outlays, investments and exports less imports that occur within a defined territory.

Industrial Production. An economic indicator that is released monthly by the Federal Reserve Board. The indicator measures the amount of output from the manufacturing, mining, electric and gas industries.

ISM Institute for Supply Management (ISM) Manufacturing Index. A monthly index that monitors employment, production inventories, new orders and supplier deliveries.

ISM Non-manufacturing Index. An index based on surveys of non-manufacturing firms' purchasing and supply executives. It tracks economic data for the service sector.

Leading Economic Index. A monthly index used to predict the direction of the economy's movements in the months to come. The index is made up of 10 economic components, whose changes tend to precede changes in the overall economy.

National Federation of Independent Business Small Business Optimism Index. An index based on surveys of small business owners' plans and expectations regarding employment, capital, inventories, economic improvement, credit conditions, expansion, and earnings trends in the near term or future.

Producer Price Index. An index that measures the average change over time in the selling prices received by domestic producers for their output.

University of Michigan Consumer Sentiment Index. An index that measures the overall health of the economy as determined by consumer opinion. It takes into account an individual's feelings toward his or her own current financial health, the health of the economy in the short term and the prospects for longer term economic growth.



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
October 24, 2019

Agenda Item No. 3B
Consent Calendar

**Citygate Service Level Assessment Update and
Adjustment to Purchase Orders**

Contact(s) for Further Information

Lori Zeller, Deputy Chief lorizeller@ocfa.org 714.573.6020
Administration & Support Bureau

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

Summary

This agenda item is submitted to provide an update of the Citygate Service Level Assessments (SLAs) for the period covering June through August 2019, and to seek approval to reallocate funding from the approved Purchase Orders (POs) issued for the Executive Leadership Team and Fleet Services SLAs into the Field Deployment Services SLA. The combined Citygate contract amount will remain unchanged for a total not to exceed \$700,725.

Prior Board/Committee Action

Budget and Finance Committee Recommendation: *APPROVE*

At its meeting of November 15, 2018, the Executive Committee awarded a Master Consulting Agreement to Citygate Associates, LLC, as a result of a competitive solicitation for as-needed organizational service level assessment services.

At its regular January 24, 2019, meeting, the Board of Directors approved an increase to the FY 2018/19 budget for \$700,725 and issuance of individual POs for the five identified SLAs (listed in the staff report).

At its regular July 10, 2019, meeting, the Budget and Finance Committee approved an update of the Citygate SLAs for the period covering March through May 2019.

At its regular October 9, 2019, meeting, the Budget and Finance Committee reviewed and unanimously recommended approval of this item.

RECOMMENDED ACTION(S)

1. Receive and file the Service Level Assessments update for the period covering June through August 2019.
2. Approve and authorize the Purchasing Manager to reallocate funding from the Purchase Orders issued for the Executive Leadership Team and Fleet Services into the Field Deployment Service with the total contract amount remaining unchanged (\$700,725).

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funding will remain the same.

Background

Following the 2018 Request for Qualifications (RFQ) process, Citygate Associates, LLC (Citygate) was selected and ultimately awarded a 3-year term agreement, with two additional one-year renewals, to perform as-needed organizational service level review consulting services for OCFA. Citygate is a firm specializing in public sector management consulting for a full array of local government functions, with particular emphasis on fire protection, law enforcement, community development, public works, animal services, and human resources.

Five organizational SLA areas, also known as cost centers, were identified and approved for review during CY 2019. The five SLA areas include Emergency Command Center, Emergency Medical Services, Fleet Services, Field Deployment, and Executive Leadership Team/Human Resources. Each SLA evaluates, at a forensic, data-driven level, the operational performance of the cost centers, not just compared to national and Citygate team best practices, but to the needs of the OCFA, its employees, and its agency customers. Each SLA will be a stand-alone assessment report, that will cover elements assessed, the operational metrics, and describe strengths and areas of opportunity.

The SLA process began with a series of kickoff meetings during February and March of 2019. All five SLAs follow the same project process flow that begins with information requests and start up meetings and progressively move thru data gathering, analysis, mid-project meetings, development of a draft report and final report and briefings. Project completion dates differ for each SLA and are subject to change; however, most are scheduled to be completed by November - December of 2019.

Since the kickoff meetings, Citygate has met with OCFA staff to gather the necessary data to perform the assessment. Currently all five SLA areas are at various stages of the assessment, as illustrated in the most recent monthly organizational updated provided for the month of August. These monthly SLA updates (Attachment 1) are provided to OCFA employees and shared with labor in an effort inform the organization of the progress made. The Human Resources SLA, which is a subset of the Executive Leadership SLA, has been completed and presented to the Human Resources Committee at its September 17, 2019, meeting (Attachment 2).

Regarding funding status, the Board approved a budget of \$700,725 to complete the 2019 Citygate SLA reviews. As of the date this staff report was prepared, OCFA has expended approximately 66.4% of the contract amount, and the project is within budget.

As the SLAs have progressed, OCFA staff requested a review of the countywide auto aide balancing as part of Field Deployment Services SLA, which now requires additional resources. The table below details the recommended PO adjustments to complete the Field Deployment Services SLA:

SLA Areas	Original PO Amount	Requested Adjustment	Revised PO Amount
<i>Emergency Command Center</i> - P0012007	\$192,029		\$192,029
<i>Emergency Medical Services</i> - P0012008	106,842		106,842
<i>Fleet Services</i> - P0012009	92,922	(12,000)	80,922
<i>Field Deployment Services</i> - P0012010	122,061	22,000	144,061
<i>Executive Leadership Team/Human Resources</i> P0012011	186,874	(10,000)	176,874
SLA Total Contract Amount	\$700,725	-	\$700,725

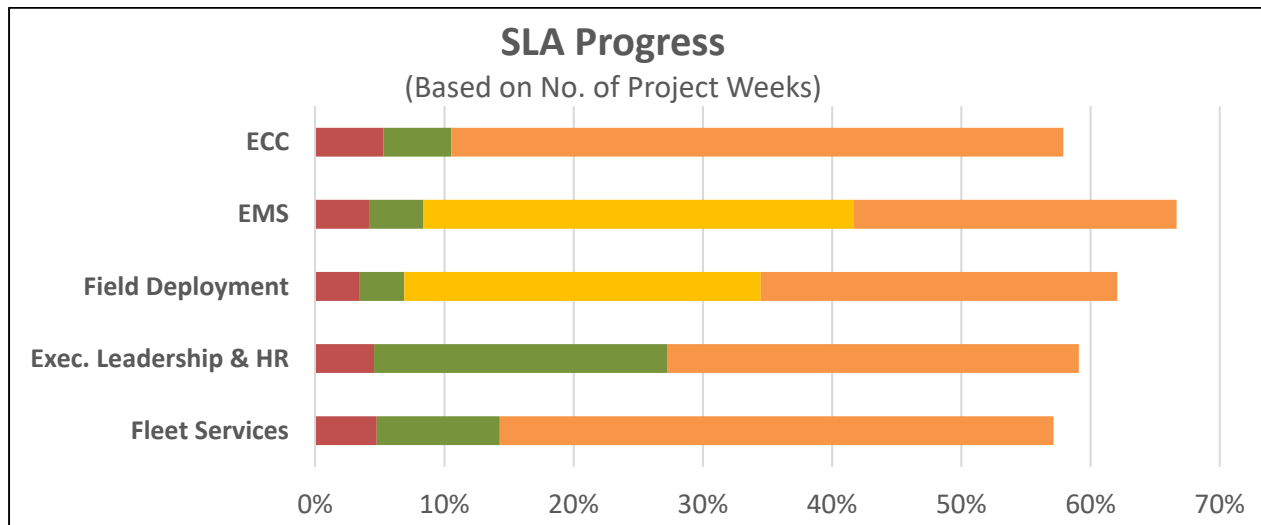
Attachment(s)

1. SLA Monthly Updates – June through August 2019
2. Human Resources SLA



Organizational Service Level Assessment (SLA) Update

As of June 30, 2019



Emergency Command Center (ECC)

Work Completed in June – Citygate provided analytical support on trending ECC issues, in particular on medical dispatching. Mission Critical Partners (MCP) worked on their Mid-Project Report.

Work Scheduled in the Next Reporting Period – In July, Citygate will look to schedule the MCP Mid-Project draft findings and recommendations meeting.

Emergency Medical Services (EMS)

Work Completed in June – Citygate conducted the first on-site listening interviews with EMS staff and continued working on emergency medical dispatching including two on-site meetings on this issue.

Work Scheduled in the Next Reporting Period – In July, Citygate will conduct the second on-site listening interviews with EMS staff and continue the emergency medical dispatch support work.

Field Deployment

Work Completed in June – Citygate continued to build incident statistics and GIS travel time coverage models by obtaining further GPS based in-route time technical data. Citygate’s GIS partner began to build the GIS and traffic congestion model. Worked with staff and Metro Net on the auto aid balancing project data. Waiting on regional data.

Work Scheduled in the Next Reporting Period – In July, Citygate will complete the incident statistics and GIS travel time coverage models, conduct the auto aid balancing analysis and may conduct the Mid-Project meeting.

Executive Leadership Team & Human Resources

Work Completed in June – Citygate conducted the onsite HR Mid-Project review and completed Exec. Team reviews.

Work Scheduled in the Next Reporting Period – In July, Citygate will observe other Exec. Management meetings and will begin preparing the HR draft report.

Fleet Services

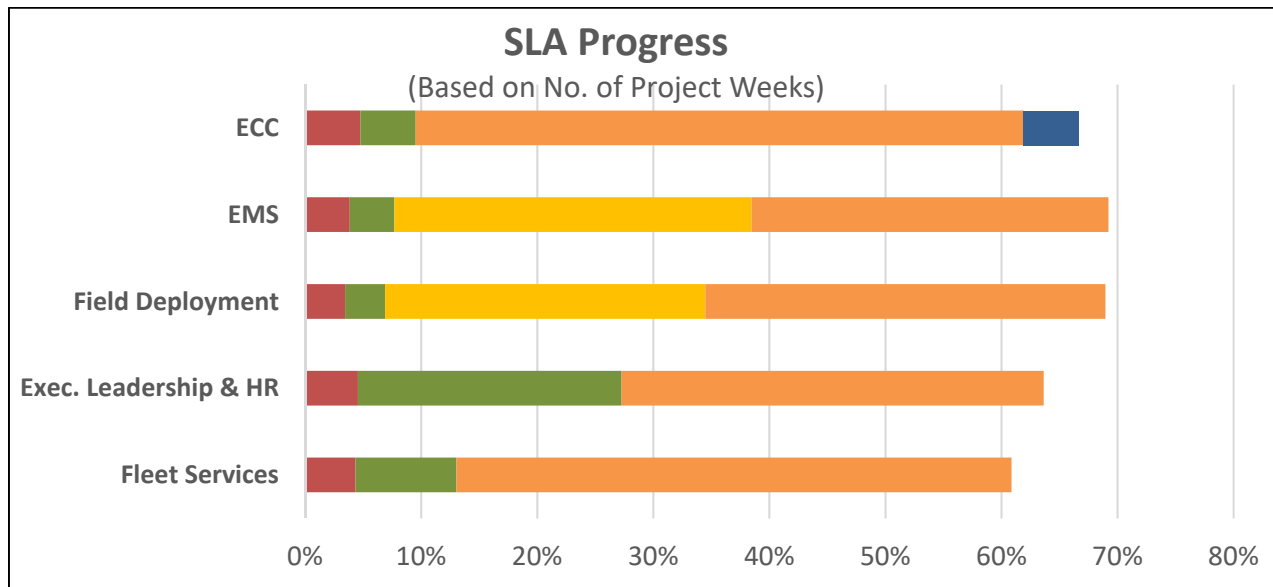
Work Completed in June – Citygate continues to collect data from other similar-size fire agencies and to analyze the data received.

Work Scheduled in the Next Reporting Period – In July, Citygate will complete the survey of comparably-sized fire agency fleet services and schedule a Fleet Services preliminary findings meeting.



Organizational Service Level Assessment (SLA) Update

As of July 31, 2019



Emergency Command Center (ECC)

Work Completed in July – Citygate and MCP conducted the mid-project meeting to review draft findings and recommendations.

Work Scheduled in the Next Reporting Period – In August, Citygate and MCP will deliver the draft report for review.

Emergency Medical Services (EMS)

Work Completed in July – Citygate conducted second on-site listening interviews with staff and continued the emergency medical dispatch support work.

Work Scheduled in the Next Reporting Period – In August, Citygate will work with staff on a more in-depth workload analysis and other issues.

Field Deployment

Work Completed in July – Citygate completed incident statistics and GIS travel time coverage models, conducted mid-project briefing and worked on the auto aid balancing analysis project.

Work Scheduled in the Next Reporting Period – In August, Citygate will begin to verify materials provided and begin a risk assessment. Regarding the regional auto aide project, will investigate use of business rules by each agency.

Executive Leadership Team & Human Resources

Work Completed in July - Citygate observed the Executive Management meeting and responded to fact-check edits on the draft HR briefing. Started to prepare the HR draft report.

Work Scheduled in the Next Reporting Period – In August, Citygate will deliver the draft HR report for review and conduct a mid-project executive management team review discussion.

Fleet Services

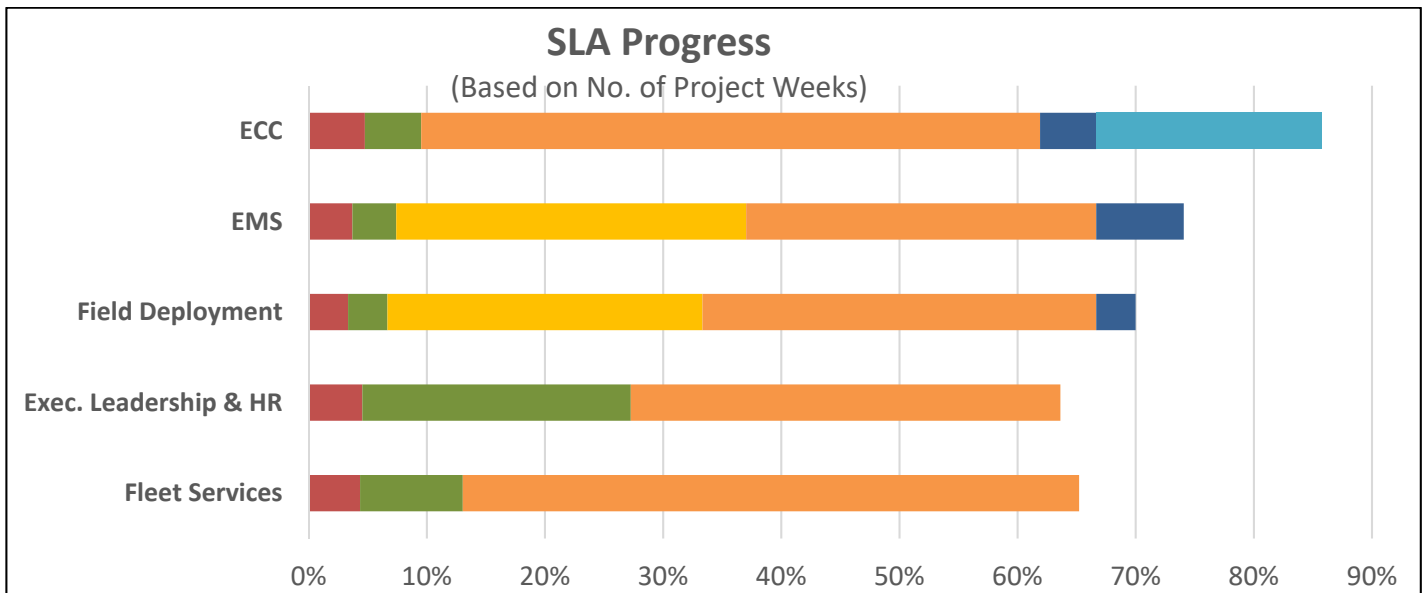
Work Completed in July – Citygate completed the analysis of the data and information received to date. Also, requested supplemental data and information for further analysis.

Work Scheduled in the Next Reporting Period – In August, Citygate will complete analysis and coordinate with OCFA executive staff to schedule a Fleet preliminary findings briefing.



Organizational Service Level Assessment (SLA) Update

As of August 31, 2019



Emergency Command Center (ECC)

Work Completed in August – Citygate and MCP worked on the draft report and received mid-project briefing feedback.

Work Scheduled in the Next Reporting Period – In September, Citygate will deliver the draft report for fact checking.

Emergency Medical Services (EMS)

Work Completed in August – Citygate conducted its second on-site listening interviews and continued emergency medical dispatch support work. Also, Citygate gathered additional workload data.

Work Scheduled in the Next Reporting Period – In September, Citygate expects to complete workload analysis and prepare draft findings and recommendations for mid-project briefing.

Field Deployment

Work Completed in August – Citygate requested staff comments regarding draft incident statistics and geographic models. In addition, continued work on auto aid balancing project.

Work Scheduled in the Next Reporting Period – In September, Citygate will proceed with the SLA once OCFA staff provides comments.

Executive Leadership Team & Human Resources

Work Completed in August – Citygate completed the HR draft report and provided for fact checking. Citygate received Chief's schedule workload data and began preparing draft findings and recommendations for Exec. Mgmt.

Work Scheduled in the Next Reporting Period – In September, Citygate will prepare final HR report and brief the HR Committee. Citygate will look to schedule Executive Management team meeting to discuss draft opinions.

Fleet Services

Work Completed in August – Citygate completed its analysis and worked on preparing draft findings and recommendations briefing.

Work Scheduled in the Next Reporting Period – In September, Citygate will deliver preliminary findings briefing.

A photograph of the Orange County Fire Authority building, a modern multi-story structure with large windows and palm trees in front. The image is overlaid with a semi-transparent red filter. The text "ORANGE COUNTY FIRE AUTHORITY" is visible on the building's facade.

HUMAN RESOURCES SERVICE LEVEL ASSESSMENT

ORANGE COUNTY FIRE AUTHORITY

SEPTEMBER 11, 2019



600 COOLIDGE DR., STE. 150 FOLSOM, CA 95630
PHONE: (916) 458-5100
FAX: (916) 983-2090



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EXECUTIVE SUMMARY

Citygate Associates, LLC (Citygate) is pleased to present one of the first Service Level Assessments (SLA) issued as part of a larger organizational strategic plan for the Orange County Fire Authority (OCFA). For this assessment, Citygate was requested to provide the Human Resources (HR) Department (Department) and OCFA Board of Directors and management with a series of recommendations for multiple-step and/or by-the-year phasing for improvements as needed, a list of staff resources and/or ongoing performance metrics needed for the HR services, and a list of ongoing operational best practices/metrics within which the Department can operate.

Originally founded by a group of cities to be a regional fire services provider, the OCFA has been a forerunner in fire and public safety services, providing contract services under an appointed governance board model to grow into an agency serving more than 1.9 million people across 24 cities and the unincorporated areas of Orange County from 80 stations throughout Orange County. Coverage provided by OCFA includes a geographic area containing many Southern California beach communities, business towers and complexes for global and national corporations, expansive shopping centers, worldwide vacation destinations, and numerous major freeway and arterial road systems, in addition to many variations on multiple- and single-family residential developments built in the hillsides and flatland areas of this densely populated region between the cities and suburbs of Los Angeles and San Diego.

For OCFA to become a dynamic, leading-edge organization that delivers the best services in the region, it needs support from a highly effective and professional HR Department. Citygate has identified three important positioning objectives for the HR Department at OCFA in the future:

- ◆ Becoming an organizational strategic partner
- ◆ Improving organizational support
- ◆ Achieving recognition as an employer of choice.

Citygate has based its findings and recommendations for this assessment on these three important positioning objectives for OCFA that can be used to guide OCFA's efforts.

This assessment focused on the OCFA HR Department, examining operations and staffing in place to deliver services both internally to this large and complex organization and externally to the public served by OCFA.

The success of any public agency in providing quality services depends on the support and effectiveness of its HR department. Often an HR department is referred to as the conscience of an organization. HR is responsible for overseeing the most valuable resource of any organization, its employees. HR departments follow and support employees from the time they are job applicants through their careers until retirement.

HR departments are a valuable resource in guiding supervisors and managers through the multiple and complex rules, regulations, and laws that regulate personnel actions.

At OCFA, HR services include:

- ◆ Delivery of recruitment and selection services
- ◆ Delivery of employee benefits
- ◆ Delivery of employee relations services
- ◆ Delivery of risk management services.

After conducting extensive interviews and background information reviews, Citygate's HR SLA provides OCFA, its leaders, and staff with 23 findings and 27 recommendations. The recommendations are presented in an Action Plan, found in **Section 6**, that is complete with an identified responsible party, a time frame for completion, and a statement of benefits that can occur with implementation of each recommended action. Time frames for completion are also described after each recommendation is shown in the body of this report.

The Action Plan is accompanied by recommendations for OCFA leadership and staff to use near term as they address the changes and improvements outlined in this SLA report for HR staffing and performance measures which are expanded into eight strategic best practices and metrics. These are also contained in **Section 6**.

The proposed staffing and performance measures speak to specific staff additions and/or changes that are recommended as a result of the information studied and interviews conducted for this assessment. The staff positions recommended represent Citygate's evaluation of gaps and inefficiencies noted over the course of this assessment, as well as Citygate's estimates of what is needed to move OCFA forward.

The list of eight governing operational best practices and metrics is foundational to good, modern HR practices and should become integral to OCFA's *strategic* operations in the future.

SECTION 1—INTRODUCTION AND BACKGROUND

1.1 GOALS OF THE ASSESSMENT

This Service Level Assessment is one of eight to 10 internal business/service unit assessments to be provided as part of an overall Strategic Plan in mid-2020, and as such, is presented as a standalone report ready for presentation to the Board of Directors, partner agencies, and OCFA employees.

Over and above OCFA's stated outcome requests for this assessment, Citygate has identified three positioning objectives, discussed in **Section 3**, to help guide this large and complex organization as it seeks to refine its strategic direction. Citygate has used these objectives as background for the 23 findings and 27 recommendations made in this report. Findings and recommendations are grouped together into two sections: one focused on internal HR Department operations (**Section 4**) and one focused on cultural and organization-wide impacts (**Section 5**). In addition, in **Section 6**, Citygate has provided three separate tables and/or lists of valuable performance goals and metrics for policy makers and staff to implement.

1.2 PROJECT APPROACH AND SCOPE OF WORK

Citygate conducted 22 initial on-site interviews. These interviews were followed by additional telephone and conference calls, extensive review and study of the documentation provided by the HR Department and OCFA, and additional on-site reviews and briefings. This work took place during the months of April, May, and June of 2019.

The breadth and depth of the employees interviewed for this report is shown in the following list. At the time of the on-site visits, OCFA was experiencing turnover in the ranks of HR personnel. The people interviewed by Citygate staff during this assessment may no longer be the current occupants of any given positions in the following list. Regardless of personnel changes that may have occurred over the course of this assessment, Citygate is confident that the findings and recommendations for future staffing, operations, and resources needed by the Department will be of service not only to HR staff but to OCFA overall.

Citygate's interviews were conducted with:

1.2.1 Employee Associations

- ◆ President, Orange County Professional Firefighters Association (OCPFA), International Association of Fire Fighters (IAFF) Local 3631
- ◆ General Accounting Manager, OCFA Management Association (OCFAMA)
- ◆ Management Analyst, OCFAMA

- ◆ Labor Relations Specialist, Orange County Employee Association (OCEA)
- ◆ Assistant Fire Marshal, OCEA
- ◆ Vice President, OCFA Chief Officers Association (COA)

1.2.2 Executive Management

- ◆ Deputy Chief, Administration and Support Bureau
- ◆ Deputy Chief, Emergency Operations Bureau

1.2.3 HR Department

- ◆ HR Manager, Benefits Division
- ◆ Senior HR Specialist, Benefits Division
- ◆ HR Manager, Recruitment and Selection Division (and Employee Relations Division)
- ◆ Senior HR Analyst, Recruitment and Selection Division
- ◆ HR Analyst, Recruitment and Selection Division
- ◆ Risk Manager, Risk Management Division
- ◆ Risk Management Analyst, Workers' Compensation, Risk Management Division
- ◆ Risk Management Specialist, Workers' Compensation (transferred to Recruitment and Selection Division as an HR Analyst), Risk Management Division
- ◆ Risk Management Specialist, General Liability and Insurance, Risk Management Division
- ◆ Fire Captain, Cancer Awareness and Prevention Program, Risk Management Division
- ◆ Fire Captain, Wellness and Fitness (WEFIT) Coordinator, Risk Management Division

1.2.4 Logistics Department

- ◆ Assistant Chief
- ◆ Manager, Information Technology (IT) Division
- ◆ Management Analyst, IT Division Banner System

1.3 REPORT ORGANIZATION

Section 2—OCFA Human Resources Role, Structure, and Services first describes the purposes behind a modern HR department and its importance to the success of modern agencies. The section also includes an HR Department organizational chart, current at the time it was provided to Citygate, and a brief description of the work assigned and accomplished to each of the four HR Department divisions existing at the time Citygate undertook this assessment.

Section 3—New Horizons for OCFA Human Resources Department examines three positioning objectives that can be used to guide OCFA’s efforts and provides a basis upon which the 23 findings and 27 recommendations were made.

Section 4—Needed Department Operational Changes is focused on internal operational changes needed in HR, presenting findings and recommendations grouped into the distinct areas of:

- ◆ Department operations, practices, and resources
- ◆ Foundation, structure, and planning
- ◆ Outreach recruitment and diversity
- ◆ Employee performance evaluations.

Section 5—Needed Department Cultural Change Initiatives presents cultural changes benefitting HR and all of OCFA in a series of findings and recommendations grouped by:

- ◆ Human Resources as a strategic partner
- ◆ Enhance training and employee development
- ◆ Embrace technology to enhance service delivery
- ◆ Consider relocating offices of the Director of Human Resources.

Section 6—Recommendations Plan contains the Strategic Step Planning (SSP) for the Department and, where it pertains, the organization. Table 1 in this section is the series of recommendations for multiple-step and/or by-the-year phasing for changes needed. This table represents the Action Plan the Department can use to address the recommendations made in **Sections 4** and **5** of the report. It contains the assignment of the responsible party, the timing, and the benefits for each of the recommendations made by Citygate.

Table 2 is a list of staff resources and/or metrics that, in Citygate’s opinion, OCFA and the Department need to procure and/or implement, as itemized by Department division. This table corresponds to recommendations in Table 1 but more specifically addresses staffing needs and/or practice metrics the HR Department needs to achieve.

Finally, a list of eight governing operational best practices and metrics is provided. These are ongoing planning and operational best practices/metrics that OCFA and the Department should institute to achieve state-of-the-art delivery of high-quality human resource services for a modern public organization. Suggestions for the timing of implementation of these broad-range plans and efforts are included.

SECTION 2—OCFA HUMAN RESOURCES ROLE, STRUCTURE, AND SERVICES

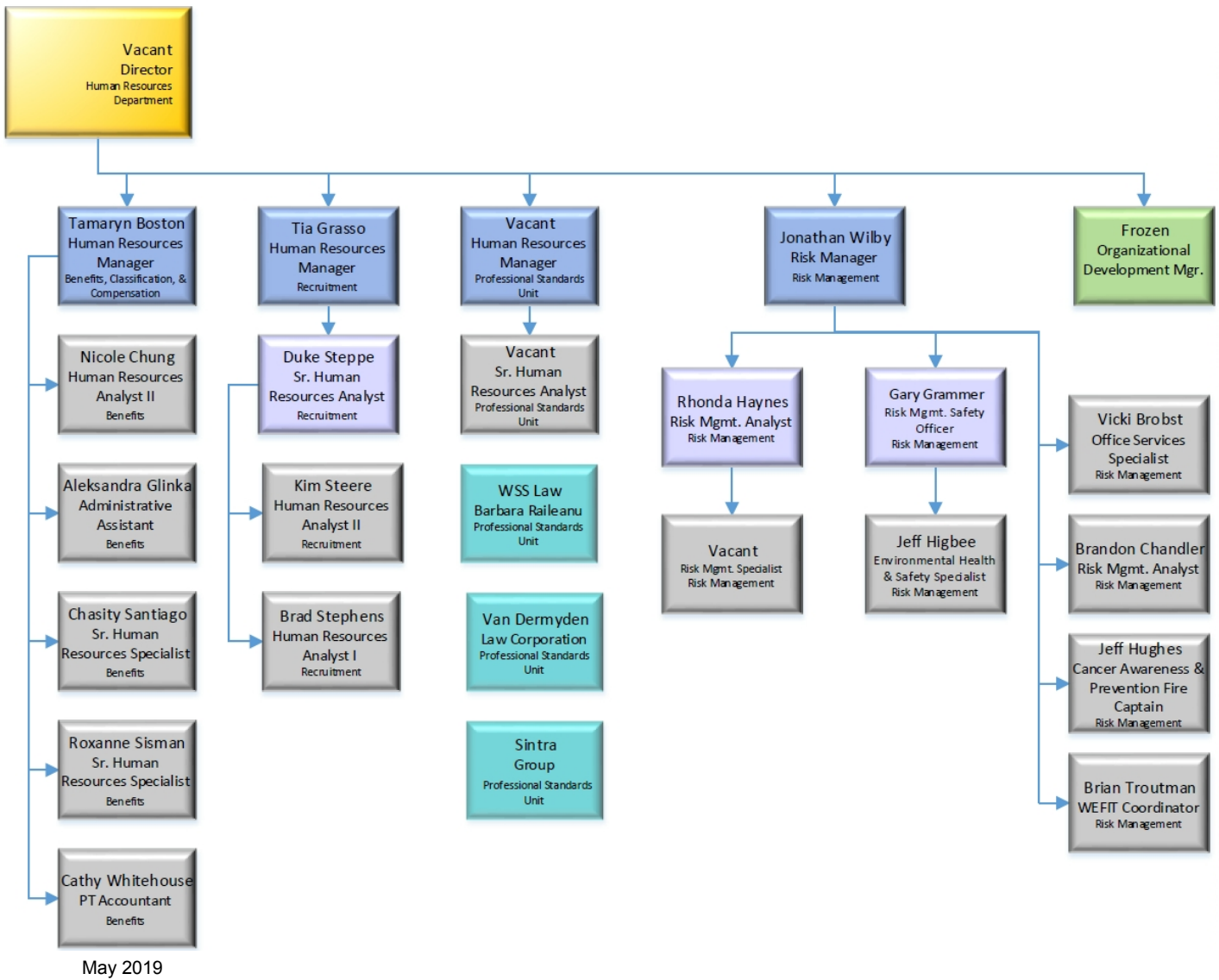
The success of any public agency in providing quality services depends on the support and effectiveness in its HR department. Often the HR department is referred to as the conscience of an organization. HR is responsible for overseeing the most valuable resource of any organization, its employees. HR departments follow and support employees from the time they are job applicants through their careers until retirement.

HR departments are a valuable resource in guiding supervisors and managers through the multiple and complex rules, regulations, and laws that govern personnel actions. They play a critical role in making an agency an employer of choice by effectively recruiting and retaining quality employees, and it is responsible for developing skilled employees who can perform at a high level. To be effective, the HR department must be a strategic partner with the agency's leadership.

At OCFA, the HR Department is a full-service operation with what Citygate observed to be a highly competent staff, producing a high volume of work while serving OCFA's management staff, 1,410 employees, and the public.

The HR Department consists of 24 employees working in four areas: Recruitment and Selection, Employee Benefits, Employee Relations (Professional Standards Unit), and Risk Management.

Figure 1—Existing OCFA HR Organization Chart



2.1 RECRUITMENT AND SELECTION

The HR Department operates under a merit system for the OCFA recruitment and examination employment processes. The HR Department strives to provide OCFA with a highly qualified and diverse workforce.

In the past two years, there were 140 examinations completed by two HR Analysts. This highly professional staff is under constant pressure to complete examination processes in a timely manner. In addition, many of the examination processes are highly sensitive, highly competitive, and exceptionally complex. Amongst those exams, some have attracted large applicant pools.

Following a prior independent review of the OCFA’s firefighter recruitment and selection process, the Recruitment and Selection (RS) Division staff began using a guideline that requires firefighter job candidates to achieve a natural score of at least 80 percent to be placed on an eligible list (hiring list).

The RS Division makes efforts to recruit quality and diverse jobs applicants. To accomplish this, it uses online recruiting sources and services to market OCFA job opportunities. RS Division staff also attend a limited number of recruitment events. However, the same HR Analysts responsible for conducting examinations also attend recruitment events. The heavy examination workload limits the amount of time HR Analysts can dedicate to attending outreach activities.

At the end of the examination processes and the creation of eligible lists, the Division arranges pre-employment medical examinations for selected job candidates.

2.2 EMPLOYEE BENEFITS

The HR Department manages the classification, salary and wages, benefits, onboarding programs, and employee performance evaluations for employees and retirees. Citygate was told that the goal of employee benefits is to ensure employees have a positive work experience.

In the area of classification and compensation administration, Citygate could not find clear direction. Absent established policy or structure on how OCFA as an organization will maintain updated classification specifications, most classification studies and salary surveys at OCFA are completed through agreements with employee associations through memorandum of understanding (MOU) agreements. In addition, Citygate did not find an agency-wide directive regarding salaries and benefits in comparison to an established labor market. Citygate could not discern an established frequency for how often OCFA studies its salaries and benefits; however, the Employee Benefits Division has created a classification specification tracking system to follow and document the progress of classification revisions and adoptions.

The Employee Benefits Division is making gradual progress towards improving the process and tracking of annually evaluating employee performance. Over the past two years, it has implemented automated employee performance evaluations for management employees. However, there are no immediate plans to automate the evaluations of Fire safety personnel and non-safety, line employees, which represent over 1,200 employees.

The Employee Benefits Division has automated the onboarding process for new employees. This new tool has streamlined the hiring process by reducing the completion time and ensuring that all required documents are completed before new employees begin work.

2.3 EMPLOYEE RELATIONS (PROFESSIONAL STANDARDS UNIT)

The HR Department is responsible for maintaining productive labor and employee relations with the four employee associations.

Over the past year, it was difficult for the HR Department to coordinate labor relations policies with Executive Management. Feedback provided by some that Citygate interviewed indicated that the HR Department took “siloed” positions on contentious issues, which caused some friction with employee associations. The lack of wide collaboration and perceived misinformation created mistrust between the parties, which strained the relationships with some particular members of HR Management. The turnover of the HR Director and the Employee Relations Manager created a further void in growing a healthy working relationship with the employee associations. Efforts by existing HR management staff temporarily assigned to Employee Relations are making positive contributions to relationships between the parties. Currently, there is no full-time staff in the Employee Relations Division. The Recruitment and Selection Manager has been temporarily handling employee appeals/grievances and investigations, with support from contract attorneys who assist with the more complex investigations, as assigned. The lack of full-time dedicated staff limits the Employee Relations Division’s efforts to proactively address employee relations issues.

2.4 RISK MANAGEMENT

The HR Department administers a comprehensive Risk Management operation that includes a highly successful workers’ compensation program, quality liability and insurance services, and valued employee wellness programs, such as WEFIT, Cancer Prevention Awareness, and Behavioral Health. In 2018, under the workers’ compensation program, 87.3 percent of eligible employees returned to work on light duty, and 85.7 percent of them returned within four days. In 2018/19, the WEFIT program coordinated 648 wellness exams on safety field personnel, or 62.7 percent of the Department. During the same time, the Behavioral Health Program conducted 841 counseling sessions in 23 different counseling topics. The Cancer Prevention Awareness program provided new training to reduce exposure to potential cancer-causing substances.

SECTION 3—NEW HORIZONS FOR OCFA HUMAN RESOURCES DEPARTMENT

3.1 CHALLENGES FACING HR

The HR Department is routinely challenged to deliver services on a timely manner. However, there are multiple competing parties with unique priorities that influence the direction of the Department and thus impact the timely completion of service delivery. HR-based requirements and mandates are constantly evolving, and the HR Department consistently reviews and implements new regulations to ensure compliance.

Citygate’s review of services administered by the HR Department revealed that the Department at times does not meet the services/pace needs of OCFA operations; however, the Department does adhere to regulatory requirements. The OCFA HR Department is a full-service department that manages multiple HR functions. The HR industry is highly regulated with numerous federal, state, and court statutes and mandates that dictate how HR functions and responsibilities are performed. Keeping track of all the different rules and regulations is a challenge. In addition, the HR Department routinely gives advice on HR issues and mandates that are drawn from multiple sources.

For OCFA to become a dynamic, leading-edge organization that delivers the best services in the region, it needs the support from a highly effective and professional HR Department. Currently, the HR Department completes a high volume of work and quality services with a competent and dedicated staff. Citygate has identified three positioning objectives for guiding OCFA and the Department to improvements needed to ensure high quality services for all stakeholders served by OCFA:

- ◆ Becoming an organizational strategic partner
- ◆ Improving organizational support
- ◆ Achieving recognition as an employer of choice.

Citygate based our findings and recommendations for this assessment on these three important positioning objectives for OCFA that can be used to guide OCFA’s efforts.

- ◆ **Section 4** is focused on internal operational findings and recommendations central to the HR Department. The findings and recommendations are grouped under four key areas of the internal HR Department operations.
- ◆ **Section 5** is focused on findings and recommendations that apply and/or affect the overall OCFA organization and culture. The findings and recommendations are grouped under four key areas of the culture and overall OCFA organization.

What follows is a brief description of what it means for OCFA and its HR Department to pursue these three big-picture objectives in the near- and longer-term future.

3.2 BECOMING AN ORGANIZATIONAL STRATEGIC PARTNER

Although the HR Director is a member of the executive team, the HR Department is not a strategic partner to top management. The HR Department has very little influence or input in major organizational decisions. The perception in the HR Department is that it is routinely called upon to address unplanned urgent issues that could be avoided with advanced planning and sound decision-making. As a result, it regularly finds itself in crisis mode. Further, it is assigned additional tasks and responsibilities with little or no input or discussion. To better serve OCFA, the HR Department needs to become a strategic partner.

3.3 IMPROVING ORGANIZATIONAL SUPPORT

A review of HR Department staffing levels found that there is an imbalance in distribution of staff that causes inefficiency. Most of the HR Department divisions have minimal clerical support. To complete work, some clerical staff must rotate into other divisions. In addition, to complete work in a timely manner, professional Analysts and Division Managers routinely perform clerical tasks. Further, Division Managers are given additional responsibilities without additional resources or staff. For example, the Risk Manager is managing a Behavioral Health program, with an external contracted firm (The Counseling Team International), but does not have any internal dedicated support staff for this area. A Behavioral Health professional, on OCFA staff, would be beneficial to fully implement the program. When the Benefits Division implements agency-wide automated employee performance evaluations, it will need an additional HR Specialist to complete the work. To help OCFA move forward in better serving the public, the HR Department must have the appropriate level of staffing in each Division to address the needs of OCFA.

The HR Department is responsible for many rules and regulations and the processes that carry them out. OCFA general orders, standard operating procedures, regulations, policies, and procedures are found in different locations and sources. There is no formal policies and procedures document or manual that can be used as a resource. In addition, the Department completes some functions with unwritten policies and practices. To improve the effectiveness of the HR Department and respond to the demands of the organization, more policies and practices must be written into a thorough policies and procedures manual, which shall include existing policies and procedures.

3.4 ACHIEVING RECOGNITION AS AN EMPLOYER OF CHOICE

OCFA strives to become the best agency possible. Reaching that goal begins with becoming an employer of choice through the recruitment and hiring of the best job candidates. This involves

OCFA marketing itself as an employer of choice through an aggressive outreach recruitment plan. The plan should stress the goal to recruit a highly qualified and diverse applicant pool. Recruitment activities should expand to non-traditional venues and events. Support from the employee associations will be critical to the success of these efforts. A more diverse applicant pool will improve the quality of job applicants.

To ensure that OCFA is offering competitive wages and benefits, it needs to develop a strategy for the periodic study of classification specifications and for conducting salary surveys. Further, it must establish policy concerning where it wishes to rank its employee classifications in the labor market regarding salary and benefits.

To retain quality employees, OCFA must develop an Organization Development Division to support employees with their professional growth. The efforts should include succession planning to identify and develop future leaders. In the current competitive job market, quality employees will not hesitate to leave an employer that does not make a commitment in their professional development.

All the components stated above are necessary for OCFA to become an employer of choice that attracts and retains quality employees who will, in turn, deliver a higher quality of service and help OCFA reach its goal of being the best agency possible.

As it seeks new horizons for its HR Department services and operations, agency leaders, managers, staff, and sworn and non-sworn employees alike can work together toward the goal of positioning OCFA as a local and regional leader, demonstrating an effective role for its HR staff, developing strong organizational support systems, and becoming an employer of choice amongst public and private agencies in Orange County and the entire Southern California region.

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SECTION 4—NEEDED DEPARTMENT OPERATIONAL CHANGES

The OCFA HR Department has four broad areas of its current operations in which to address future improvements. These are:

- ◆ Operations, practices, and resources
- ◆ Foundation, structure, and planning
- ◆ Outreach recruitment and diversity
- ◆ Employee performance evaluations.

4.1 OPERATIONS, PRACTICES, AND RESOURCES

4.1.1 Findings

Finding #1: The HR Department operates with antiquated tools and practices.

- ◆ Policies and procedures related to the OCFA HR Department are found in different sources, such as Employee Relations Resolution, Personnel and Salary Resolution, MOUs, standard operating procedures, and memorandums. For the purpose of reference or research, there is not a single source available that collects all HR information.
- ◆ The HR Department completes many responsibilities with policies and processes that are routinely used but not found in any written document.

Finding #2: OCFA is limiting its access to a larger pool of quality and more diverse job candidates by using an 80 percent passing score for safety examination processes.

The intent of the OCFA in setting an 80 percent pass score was presented to Citygate as an effort to limit the applicant pool for exam processes that attract large numbers of job applicants (a common occurrence within the firefighting profession). Also, Recruitment and Selection (RS) Division staff stated that they have not received any complaints from job applicants regarding the pass score requirement. The practice of limiting job applicants or the fact that no applicants have complained are not legitimate reasons to support business necessity. In fact, OCFA's argument that setting a high passing score ensures higher quality candidates accomplishes the opposite.

The HR Department RS Division completes a high volume of examination and selection processes with minimal staff. Examination and selection processes are highly professional, but the evaluation of candidates is restrictive and potentially could adversely impact minority and women job candidates. One of the basic standards of conducting examination processes is that employers take measures to ensure that the employment examination processes be valid and job-related.

Evaluating examination processes for potential adverse impact is a required practice to determine if they are valid. Adverse impact is defined as a low passing rate of group(s) of job applicants when compared to another, more successful group of applicants (e.g., a comparison of white job applicants to minority applicants). The Uniform Guidelines on Employee Selection Procedure requires the use of a standard formula for measuring potential adverse impact. It takes the average score of one group (e.g., white applicants) and compares to the average score of another group (e.g., Hispanic applicants). If the average score of the Hispanic applicants is less than 80 percent of the white applicants, then the exam has, on first impression, adverse impact. This is commonly referred to as the four-fifths rule. In response, the employer must prove that the examination process is valid and job-related or that there is a rational business necessity for a given practice.

The HR Department regularly uses content criterion to validate most of its examinations. For the Fire Recruit examination and other complex exams, HR uses outside vendors to provide valid examination instruments. However, HR does not use the four-fifths rule to measure any of its examination processes. In fact, HR uses a score of 80 percent as a standard pass score for all safety examination processes regardless of the potential adverse impact on any specific group. HR argues that it uses the 80 percent pass score to ensure that it hires only highly qualified job candidates. For non-safety examinations, HR uses an 80 percent passing only for oral interviews. This 80 percent passing score requirement is an arbitrary number that is simply indefensible.

A standard industry practice is to independently evaluate each examination process and component for potential adverse impact. It should be the goal of any examination process to assess the probability of success on the job. Thus, determining an appropriate pass score should include flexibility as each applicant pool in any examination process is unique. The use of any arbitrary passing score is indefensible and not consistent with the Uniform Guidelines.

4.1.2 Recommendations

Recommendation #1: Develop a comprehensive HR Policies and Procedures Manual to act as a centralized source for reference.

The HR Department needs to implement a project that gathers all its information resources, both internal and external, and reviews and assesses them for the purpose of creating a single resource. The use of an outside vendor to complete this task is highly recommended. The goal should be to complete this project within six months.

Recommendation #2: Develop an Operations Manual that outlines specific steps to complete a task or program.

Use the manual as a training tool and resource for HR employees. The Operations Manual will correspond to the HR Policies and Procedures Manual cited in Recommendation #1. An Operations Manual can be created within 18 months.

- Recommendation #3:** Independently review each examination process and components to measure potential adverse impact. In those cases where review finds that adverse impact exists, evaluate the exam process to ensure it is valid and job-related.
- Recommendation #4:** Abandon the 80 percent passing score requirement for all examination processes. Independently evaluate each exam process and determine a reasonable cutoff score that minimizes adverse impact.
- Recommendation #5:** Review performance standards and practices for probationary employees, especially for the Fire Recruit academy.

Employee probationary periods are often referred to as the last examination process. Much effort and resources are expended to create an eligible list for Fire Recruits, which is annually established to hire 100 new Fire Recruits. It is critical that *as soon as possible*, all new sworn and non-sworn probationary employees be evaluated on valid job-related standards.

4.2 FOUNDATION, STRUCTURE, AND PLANNING

4.2.1 Findings

Finding #3: The HR Department is a full-service HR operation that completes a wide range of HR functions in a highly demanding environment, with very active board and influential employee associations.

The HR Department performs a highly delicate balancing act as an internal and external service department, an advisor to management, a collaboration builder, and a compliance overseer for the organization. To be effective in such an environment, the HR Department requires a clear vision or purpose, a strong commitment from top management and the Board, and sufficient resources to complete its responsibilities. HR Department staff are competent and dedicated professionals as evidenced by:

- ◆ The Employee Relations (ER) Division has initiated collaborative efforts with the employee associations and has engaged them in early discussions when issues arise.
- ◆ The two HR Analysts in the RS Division are highly productive, but overwhelmed. Over the past two years, they completed 140 examination processes, including lengthy fire safety entry-level and promotional exam processes. In addition, they attend an average of five outreach recruitment job/career fairs per month.
- ◆ In 2002, the Risk Management (RM) Division initiated a workers' compensation program. Today, the program is fully operational, and it effectively handles

employees injured on the job. In 2018, 87.3 percent of eligible employees returned to work on light duty, and 85.7 percent of them returned within four days.

- ◆ In 2018/19, the WEFIT program coordinated 648 wellness exams on safety field personnel, or 62.7 percent of the Department.
- ◆ In 2018/19, the Behavioral Health Program conducted 841 counseling sessions in 23 different counseling topics.
- ◆ Since the inception of the Fire Agencies Insurance Risk Authority (FAIRA), a general liability insurance program, in 2015, OCFA has handled 91 FAIRA claims in five service categories at a cost of \$1,208,100.
- ◆ The Benefits Division manages the OCFA classification and compensation programs. Recently it created a classification and salary adjustment tracking program to accurately account for all such changes and adjustments. The Benefits Division also manages employee performance evaluations for all employees. The Benefits Division initiated automated programs to improve service delivery and increase efficiency. In 2017, it started an electronic employee performance program for management personnel (NEOGOV Perform). In September 2018, the Division installed an automated onboarding system (NEOGOV Onboarding) for processing new employees into the workforce.

Finding #4: The HR Department lacks vision, core values, or principals to guide staff toward a desired mission.

The Department constantly responds to crisis after crisis, and it is always in a reactionary mode. When the HR Department is directed to initiate a new program or service, it is regularly accomplished without additional resources or any consideration to the impact on the Department. There are no core values or principles to guide the staff toward a desired mission. There are no meaningful objectives, performance measures, metrics, or goals to accomplish. This lack of performance measures and metrics limits HR's ability to measure its work product, demonstrate its value to OCFA, and effectively evaluate the performance of its employees.

Finding #5: The HR Department lacks a coherent plan to fulfill OCFA staffing and HR-related needs.

To be effective, any HR Department should have a coherent written plan that guides the organization, a clear direction with specific measurable objectives, and action items that complements its mission statement for the delivery of quality service.

Finding #6: Imbalance in the HR staffing structure and increasing demands for services creates instability in the Department.

Due to recent resignations/vacancies, the ER Division does not have any full-time staff. Currently, the RS Human Resources Manager is the only person performing employee relations work. In addition, the ER Division does not have any dedicated administrative staff support.

- ◆ At times, the HR Department managers are given new programs to administer without any additional staffing resources. When the RM Division was assigned the WEFIT program and Cancer Prevention Awareness program, sworn fire personnel were assigned to manage the programs. However, the Behavioral Health Program (which has an external contract with The Counseling Team International) did not come with any internal support and it is administered by the Risk Manager. Currently, the Risk Manager spends 21 percent of his time on the Behavioral Health Program. To ensure the timely completion of projects and assignments, support staff regularly cross between divisions to assist colleagues. Due to the demands of other divisions, the Benefits Division routinely rotates administrative support staff to the other divisions to assist with completing tasks.
- ◆ The Risk Manager administers security activities for all OCFA facilities and stations, without any staffing assistance or plan and without access to expertise necessary to conduct this work. Currently the Risk Manager spends 10 percent of his time addressing security-related matters. Security activities do not belong with Risk Management. OCFA needs to find a permanent solution.
- ◆ Although there is support staff in the HR Department, it is minimal, which requires the professional and management employees to routinely perform clerical tasks.

A productive HR Department operates with a clear understanding of the services it is mandated to provide and the priorities its leadership has given with an organization structure and resources that fulfill those demands.

Finding #7: The HR Department completes classification and compensation activities without a strategy or direction.

Most classification and compensation activities are generated through specific actions agreed upon through MOUs with employee associations. There is no established schedule to conduct classification specification reviews throughout the organization, no plan on how often classifications should be studied, no clear direction that prioritizes which classifications need to be studied, and no strategy on where OCFA desires to be ranked in compensation among its established salary survey agencies. Classification and compensation studies are conducted by outside vendors.

Finding #8: The HR Department conducted a classification study in three of the four Divisions to revise classifications to create a career path for Department employees. The RM Division was not included in this initial classification study. The RM Division was

included in a subsequent phase; however, the study remained incomplete at the time Citygate conducted its on-site interviews.

Finding #9: The HR Department plays a key role in maintaining harmony between agency leadership and the employee associations.

An HR department must clearly communicate an agency's direction in employee relations and effectively listen to, and address, employee associations' concerns. To develop a strong working relationship with employee associations, the HR Department must do its part to gain trust and respect. For many months, the relationship between some members of the HR Department and employee associations has been confrontational and strained; nevertheless, positive inroads are being made through collaborative efforts by the current HR managers.

Finding #10: Although OCFA has a robust agency-wide recognition program, there is no such employee recognition program designed specifically for the HR Department.

4.2.2 Recommendations

Recommendation #6: Create a concise mission statement with a vision, core values, and guiding principles, as well as specific and measurable performance objectives that will deliver quality service to OCFA and the public.

This exercise will require six months to complete.

Recommendation #7: Develop a systematic method of identifying, evaluating, and addressing HR Department issues to minimize disruption in the Department when a crisis does arise.

It will require nine months to develop a systematic method for addressing HR issues.

Recommendation #8: Determine the staffing necessary to meet HR service demands by assessing the level of service delivery desired and OCFA priorities.

This project can be completed in six to nine months.

Recommendation #9: Build trust and respect with employee associations through collaborative working relationships while ensuring transparency. Recommended actions include:

- ◆ The ER Division should take the lead in re-establishing relationships with the employee associations after receiving staffing necessary to support this effort.

- ◆ The Benefits Division should take the lead in developing an agency-wide philosophy and strategy for implementing a comprehensive classification and compensation plan.

The development of a salary survey master plan can be created within 12 months. The creation of a comprehensive classification review schedule can be completed within six months.

Recommendation #10: Re-initiate the study of the classifications in the RM Division to create a professional career path.

The study of classifications in the RM Division can be completed within six months.

Recommendation #11: Hire a Behavioral Health professional to relieve the Risk Manager of directly administering the program while continuing to support the WEFIT and Cancer Awareness programs with safety personnel, under the direction of the Risk Manager.

The creation of a Behavioral Health Professional classification will take nine months after funding is identified and prioritized.

Recommendation #12: Obtain security expertise for protecting facilities and provide the resources necessary to effectively perform the agency's security-related work. Transfer security responsibilities outside of HR.

Assess where best to assign the security-related function outside of HR. The review of security needs and the transition of the duties outside of HR will require 12 months to complete.

Recommendation #13: Develop specific and measurable performance objectives for employee performance standards. Prepare an annual HR Department performance report that highlights the Department's accomplishments for the year.

The study of all duties of HR staff members and subsequent development of measurable performance objectives will take 12 months. The annual HR report can be completed within two months after the end of the fiscal year.

Recommendation #14: Develop an employee recognition program for the HR Department employees, which can be variable as to frequency and type rather than just one annual award. Recognize and celebrate smaller, significant accomplishments, anniversaries, etc.

The research and creation of an employee recognition program tailored for HR employees will take six months.

4.3 OUTREACH RECRUITMENT EFFORTS AND DIVERSITY

4.3.1 Findings

Finding #11: Recruitment and Selection Division HR Analysts produce a high volume of examination processes with minimal staff.

The limited number of recruitment-related events HR Analysts attend are insufficient to effectively attract a quality and diverse applicant pool and takes valuable time away from the HR Analysts to complete the high demand of examination processes. Given the current staffing levels, the best solution is for the HR Analysts to stop attending recruitment events and focus on timely completion of examination processes.

Finding #12: A comparison of demographic data shows that the OCFA workforce falls short in reflecting the community it serves.

Demographic data reveals that Orange County’s population is changing and becoming more diverse. The last U.S. Census revealed that the Orange County demographic profile is as follows: White (42 percent), Hispanic (33.9 percent), African American (1.6 percent), Asian (19.2 percent), and Other (3.3 percent). The current OCFA ethnic workforce composition is as follows: White (69 percent), Hispanic (20 percent), African American (1 percent), Asian (7 percent), and Other (3 percent).

The current OCFA gender workforce composition is 11 percent women and 89 percent men.

4.3.2 Recommendation

Recommendation #15: Create and implement a strategy for employing a workforce that reflects the community by:

- ◆ Assessing the workforce and labor market to establish a geographic marketing area for recruiting.
- ◆ Designing an aggressive outreach plan that can realistically attract quality and diverse job applicants. This work should be performed in collaboration with management and the employee associations.
- ◆ Creating an outreach recruitment team dedicated to marketing the OCFA as an employer of choice. Funds will be needed to support the recruitment efforts, and employee volunteers will be needed to attend recruitment events.

It will take six months to develop an outreach recruitment program.

4.4 EMPLOYEE PERFORMANCE EVALUATIONS

4.4.1 Finding

Finding #13: Over the past year, only 67.36 percent of OCFA employees received an employee performance evaluation; 29.53 percent of employee evaluations are past due (as of the writing of this report), and 3 percent are incomplete.

There is no consistent accountability to encourage or mandate a higher completion of evaluations.

There is no employee performance evaluation training for supervisors to learn how to properly complete an employee evaluation or how to effectively communicate the contents of an employee performance evaluation given to an employee.

There are no written guidelines on how to complete an employee performance evaluation form.

The Benefits Division implemented electronic employee performance evaluations through NEOGOV Perform for executive management, fire management, and non-sworn managers. However, this represents only a small percentage of the total workforce.

Employee performance evaluations for fire line personnel and OCEA employees are completed manually. There is a need to revise and update employee performance evaluation forms and develop a guide for performance standards.

There are no plans to implement NEOGOV Perform for 207 OCEA employees or 1,036 sworn fire personnel. It is the opinion of HR staff that one additional staff person would be required if the OCFA implemented NEOGOV Perform for the OCEA and sworn fire personnel.

4.4.2 Recommendations

Recommendation #16: Develop a strategy and process to increase the completion rate of employee performance evaluations.

The development of a strategy and process to increase the completion rate of employee performance evaluations will require 12 months to complete.

Recommendation #17: Research and develop a plan to expand the use of NEOGOV Perform for all OCFA employees, including new performance evaluation forms, and commit resources for additional staff, if required.

The expansion of NEOGOV Perform for all employees will require 12 months to complete.

Recommendation #18: Develop a required employee performance evaluation training course for supervisors and managers, teaching supervisors and managers how

to properly complete the performance evaluation and effectively communicate the ratings in the performance evaluation.

The development and implementation of a new training course can be completed within 17 months.

Recommendation #19: Develop accountability for completion of performance evaluations through the creation of a job performance standard for supervisors. Include the completion of performance evaluations as a factor in determining merit salary increases for supervisors.

The implementation of this concept will require six months to complete.

SECTION 5—NEEDED DEPARTMENT CULTURAL CHANGE INITIATIVES

There are four cultural change initiatives needed to move OCFA forward into the future. These are:

- ◆ Human Resources as a strategic partner
- ◆ Enhance training and employee development
- ◆ Embrace technology to enhance service delivery
- ◆ Consider relocating offices of the Director of Human Resources.

5.1 HUMAN RESOURCES AS A STRATEGIC PARTNER

5.1.1 Findings

Finding #14: There is not a clear understanding of the role that the HR Department should play in OCFA, and significant competing and influential parties seek to direct the HR Department in different ways, including the OCFA Board Human Resources Committee, top OCFA management, and OCFA employee associations.

Often these competing parties have different agendas, which makes it difficult for HR to prioritize its service delivery. These parties need to understand the unique role HR plays as a service department with regulatory responsibilities, serving operating departments, employees, and the public. This circumstance requires that HR operate independently and free of political influence. Often, HR makes a decision that requires consideration of the affect it will have on multiple parties and may be unpopular. Critiquing a critical decision should be done within the chain of command and labor relations framework. HR staff also need to know the Board of Directors and Executive Management policy/values directions for decisions in gray areas.

Finding #15: Based on interviews with HR Department staff, they are consistently asked to resolve significant problems or complaints with no advanced notice. The perception is that the HR Department regularly finds itself in a crisis mode, but the in-house expertise of the HR staff is not fully utilized when an issue first emerges.

To be effective, the HR Department should be involved in the initial discussions and early planning stages of any significant initiative. Often, new policies and programs will have an impact on staffing needs and costs, regulatory statues, or existing contacts, such as MOUs. The HR Department would be in a much better position to offer sound counsel and support if given ample advance notice of proposed policies or programs that are under consideration.

5.1.2 Recommendations

Recommendation #20: Demonstrate a strong commitment to the mission and vision of the HR Department by:

- ◆ Strengthening the HR Department’s inclusion in major OCFA decisions.
- ◆ Planning new OCFA programs or assignments in collaboration with the HR Department to minimize the time the HR Department spends operating in a reactionary mode.
- ◆ Allowing the HR Department to operate within agency policies and values without interference outside of the chain of command and labor relations discussions.
- ◆ Relying on the HR Department to provide sound and credible advice.

These steps to demonstrate a commitment to HR can be supported immediately.

Recommendation #21: Consider studying the transfer of major and sensitive alleged employee misconduct investigations from the Employee Relations Division to a new and separate unit that is accountable to and reports directly to the Fire Chief or a Deputy Chief.

The study can be completed in 12 months.

5.2 ENHANCE TRAINING AND EMPLOYEE DEVELOPMENT

5.2.1 Findings

Finding #16: OCFA provides required technical training for its fire personnel. New Fire Recruits receive 16 weeks of academy training before they are promoted to Firefighter. Other Fire personnel receive remedial training to ensure a high level of skill is retained.

Professional development and growth of employees is essential to success in any organization. Employee professional development and growth, or organizational development, has become a core HR function. The main purpose of organizational development is to enhance employees’ skill sets and to minimize employee turnover. Conducting a selection examination process to hire new employees is costly. Maintaining higher employee retention levels is more cost-effective than conducting a selection process to hire someone, and it is an excellent employee morale builder.

OCFA defunded the Organizational Development (OD) Division and abandoned critical employee development for all employees. It moved the funds from the discontinued OD Division to Emergency Medical Services (EMS) operations training and initiated the L380 Leadership training class, which now represents the only professional training in the OCFA.

Finding #17: Within OCFA, para-professional employees at the professional, technical, and support staff levels are promoting into supervisory classifications without any formal training.

The transition from a staff-level position into a supervisory role requires many new skill sets. Formal training in supervisory and leadership skills helps future supervisors prepare for new job demands in this role.

Succession planning to prepare an agency for future position vacancies is a critical component to maintain a high employee retention rate. Succession planning demonstrates an agency's commitment to its employees' professional growth by identifying and assessing employees for potential future growth. There is no discernable succession planning at OCFA.

5.2.2 Recommendation

Recommendation #22: Reinstitute the Organization Development Division and place it under the HR Department. Allow the Division to:

- ◆ Perform a thorough study of the OCFA's professional training needs and desires.

This item can be completed within 12 months after funding is identified and prioritized.

- ◆ Develop a comprehensive training program that supports employee professional development, leadership development, and succession planning.

This item can be completed within 12 to 18 months.

5.3 EMBRACE TECHNOLOGY TO ENHANCE SERVICE DELIVERY

5.3.1 Findings

Finding #18: OCFA has not consistently embraced available technology to improve the quality of service, which results in delays in service delivery.

Finding #19: The HR Department has increased the use of technology to enhance service delivery. However, some of its efforts to acquire automated systems or upgrade programs have not been supported and or resourced to completion.

For example, employees' electronic files are not easily accessible, and not easy to use. For the workers' compensation program, the RM Division requested access to employee data to complete injury reports for injured employees in a timely matter. The data needed is in the Banner system. The request was denied because of a concern for breaching employee personal and confidential data. The RM Division is initiating an electronic system (Velocity) to engage safety programs.

Finding #20: Internal communication systems are outdated, cumbersome, and ineffective, which results in more workload and delay in service delivery. The approval routing system is performed via interoffice mail. At times it can take several days to complete a routed approval document.

Finding #21: Some management systems and processes are antiquated, such as the use of paper timesheets to record non-sworn personnel work hours. The time sheets for non-safety employees are entered manually.

Finding #22: Interview panelists and performance exam raters use paper and pens to take notes when evaluating and rating job candidates, a work-intensive practice.

The collection and recording of candidates' performance would be more accurate and more quickly tabulated using computer devices, such as tablets, to document the performance of job applicants.

5.3.2 Recommendations

Recommendation #23: Work with the IT Division within the Logistics Department to develop enhanced protection of employee personnel files so that data can be shared with Risk Management and third-party secure sites to complete required reports in a timely manner.

The initial discussion on this item can begin immediately.

Recommendation #24: Research and implement an automated signature program that will electronically send documents under a secure system to internal parties required to sign any document.

The research and implementation of an automated signature program will take six months.

Recommendation #25: Support the July 2019 implementation of electronic employee time sheets for non-safety personnel.

Full implementation of a new program shall be completed by December 2019.

Recommendation #26: Study the feasibility of providing exam raters with tablet computers (e.g., iPads) to record exam performance, leading directly to more effectively tabulating scores and retaining examination records.

The study and implementation of tablet computers for examination scoring can be completed within nine months.

5.4 CONSIDER RELOCATING OFFICES OF THE DIRECTOR OF HUMAN RESOURCES

5.4.1 Finding

Finding #23: The HR Department needs strong leadership to build a team and a strong Department foundation and become a strategic partner in OCFA to provide quality service to the agency and to the public. The working relationship and trust between the HR Director and staff are essential to the success of the Department.

Currently the office of the Human Resources Director is located with the Executive Offices of the OCFA, across the hall from the HR Department, which separates HR staff from their leader and funnels the primary interaction with staff through division managers. The separation of the HR Director from staff weakens the interconnection, communications, and potentially the trust within the HR Department.

5.4.2 Recommendation

Recommendation #27: Revise the office configuration to house the HR Director within the HR Department.

Initiate discussion of HR office configuration upon the arrival of the new HR Director.

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SECTION 6—RECOMMENDATIONS PLAN

This section contains an Action Plan outlining, for each recommendation presented in this report, the responsible party, time frame for completion, and a statement of benefits that can occur with implementation of each recommended action.

The Action Plan is accompanied in this section by two additional instruments for OCFA leadership and staff to use as they address the changes and improvements outlined in this report: proposed HR staffing and performance measures and a list of eight governing operational best practices and metrics. These metrics for ongoing performance will also be inserted into the overall OCFA Strategic Plan following the completion of multiple Service Level Assessments.

Table 1—Multiple-Step/Year Recommendation Action Plan

Recommendation	Responsible Party	Timing	Benefit
Recommendation #1: Develop a comprehensive HR Policies and Procedures Manual to act as a centralized source for reference.	HR Department	The use of an outside vendor to complete this task is highly recommended. The goal should be to complete this project within six months.	Create a reliable reference document for the HR Department to perform its duties and eliminate completing tasks without clear written policies and procedures.
Recommendation #2: Develop an Operations Manual that outlines specific steps to complete a task or program.	HR Department	An Operations Manual can be created within 18 months.	Develop a useful tool to ensure the correct method or practice to complete tasks.
Recommendation #3: Independently review each examination process and components to measure potential adverse impact. In those cases where review finds that adverse impact exists, evaluate the exam process to ensure it is valid and job-related.	Recruitment and Selection Division (HR)	This can begin immediately and shall be a continuous effort.	Ensure job relatedness with examination processes and reduce adverse impact in examination processes.
Recommendation #4: Abandon the 80 percent passing score requirement for all examination processes. Independently evaluate each exam process and determine a reasonable cutoff score that minimizes adverse impact.	HR Department, with support from Executive Management	This effort should begin immediately.	Achieve standard industry practice of independently evaluating each examination process and component for potential adverse impact, with the goal of any examination process sufficiently assessing the probability of success on the job.

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Recommendation	Responsible Party	Timing	Benefit
Recommendation #5: Review performance standards and practices for probationary employees, especially for the Fire Recruit academy.	HR Department, with support from Executive Management	This effort should begin immediately.	Achieve assurance that probationary employees are evaluated on valid job-related standards.
Recommendation #6: Create a concise mission statement with a vision, core values, and guiding principles, as well as specific and measurable performance objectives that will deliver quality service to OCFA and the public.	HR Department, with support from Executive Management	This exercise will require six months to complete.	Provide the HR Department with a clear vision on how to complete its responsibilities. Enhance the quality of service delivery.
Recommendation #7: Develop a systematic method of identifying, evaluating, and addressing HR Department issues to minimize disruption in the Department when a crisis does arise.	HR Department, with strong support from Executive Management	This development will require nine months.	Help develop the HR Department as a strategic partner and minimize the crisis mode in which the Department operates.
Recommendation #8: Determine the staffing necessary to meet HR service demands by assessing the level of service delivery desired and OCFA priorities.	HR Department	This project can be completed in six to nine months.	Enhance service delivery with more efficient use of staff.
Recommendation #9: Build trust and respect with employee associations through collaborative working relationships while ensuring transparency. Recommended actions include: <ul style="list-style-type: none"> ◆ The ER Division should take the lead in re-establishing relationships with the employee associations after receiving staffing necessary to support this effort. ◆ The Benefits Division should take the lead in developing an agency-wide philosophy and strategy for implementing a comprehensive classification and compensation plan. 	HR Director, Employee Relations Division, and Benefits Division	The development of a salary survey master plan can be created within 12 months. The creation of a comprehensive classification review schedule can be completed within six months.	Develop a collaborative and productive working relationship with the employee associations. Create an effective strategy to evaluate classifications and properly compensate OCFA employees.
Recommendation #10: Re-initiate the study of the classifications in the RM Division to create a professional career path.	Benefits Division and Risk Manager	The study can be completed within six months.	Complete the assessment of all HR Department classifications.

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Recommendation	Responsible Party	Timing	Benefit
Recommendation #11: Hire a Behavioral Health professional to relieve the Risk Manager of directly administering the program while continuing to support the WEFIT and Cancer Awareness programs with safety personnel, under the direction of the Risk Manager.	Risk Management Division	This effort will take nine months.	Relieve the Risk Manager of performing Behavioral Health duties and improve service delivery with professionally trained Behavioral Health staff.
Recommendation #12: Obtain security expertise for protecting facilities and provide the resources necessary to effectively perform the agency's security-related work. Transfer security responsibilities outside of HR.	Risk Manager, with support from Executive Management	This review will require 12 months to complete.	Enhance the quality of security protection services and relieve the Risk Manager of such duties.
Recommendation #13: Develop specific and measurable performance objectives for employee performance standards. Prepare an annual HR Department performance report that highlights the Department's accomplishments for the year.	HR Department	The development of specific and measurable performance objectives will require 12 months to complete. The HR report shall be completed annually.	Enhance the quality of service delivery by creating accountability for HR employees. The HR Department report will highlight the valuable contribution that the HR Department makes to OCFA.
Recommendation #14: Develop an employee recognition program for the HR Department employees, which can be variable as to frequency and type rather than just one annual award. Recognize and celebrate smaller, significant accomplishments, anniversaries, etc.	Proposed Organizational Development Division and HR Director	Program development will require six months to complete.	Increase the work productivity and morale of HR employees.

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Recommendation	Responsible Party	Timing	Benefit
<p>Recommendation #15: Create and implement a strategy for employing a workforce that reflects the community by:</p> <ul style="list-style-type: none"> ◆ Assessing the workforce and labor market to establish a geographic marketing area for recruiting. ◆ Designing an aggressive outreach plan that can realistically attract quality and diverse job applicants. This work should be performed in collaboration with management and the employee associations. ◆ Creating an outreach recruitment team dedicated to marketing the OCFA as an employer of choice. Funds will be needed to support the recruitment efforts, and employee volunteers will be needed to attend recruitment events. 	Recruitment and Selection Division	It will take six months to develop an outreach recruitment program.	Enhance the quality of service delivery by OCFA through the employment of a more skilled and diverse workforce.
<p>Recommendation #16: Develop a strategy and process to increase the completion rate of employee performance evaluations.</p>	HR Director and Benefits Division	The development will require 12 months to complete.	Improve the work performance of OCFA employees.
<p>Recommendation #17: Research and develop a plan to expand the use of NEOGOV Perform for all OCFA employees, including new performance evaluation forms, and commit resources for additional staff, if required.</p>	Benefits Division	The expansion will require 12 months to complete.	Increase the efficiency and timely completion of employee performance evaluations. More accurately evaluate the performance of OCFA employees.
<p>Recommendation #18: Develop a required employee performance evaluation training course for supervisors and managers, teaching supervisors and managers how to properly complete the performance evaluation and effectively communicate the ratings in the performance evaluation.</p>	Proposed Organizational Development Division	The development and implementation of a new training course can be completed within 17 months.	Teach supervisors and managers how to correctly complete an employee performance evaluation. Enhance the quality of employee performance evaluations.
<p>Recommendation #19: Develop accountability for completion of performance evaluations through the creation of a job performance standard for supervisors. Include the completion of performance evaluations as a factor in determining merit salary increases for supervisors.</p>	Benefits Division with support from Executive Management	The implementation of this concept will require six months to complete.	Develop accountability for the proper completion of employee performance evaluations.

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Recommendation	Responsible Party	Timing	Benefit
<p>Recommendation #20: Demonstrate a strong commitment to the mission and vision of the HR Department by:</p> <ul style="list-style-type: none"> ◆ Strengthening the HR Department's inclusion in major OCFA decisions. ◆ Planning new OCFA programs or assignments in collaboration with the HR Department to minimize the time the HR Department spends operating in a reactionary mode. ◆ Allowing the HR Department to operate within agency policies and values without interference outside of the chain of command and labor relations discussions. ◆ Relying on the HR Department to provide sound and credible advice. 	Executive Management and HR Department	These steps can be supported immediately.	Improve the effectiveness of the HR Department. Upon receiving urgent requests, enhance the responsiveness of the HR Department.
<p>Recommendation #21: Consider studying the transfer of major and sensitive alleged employee misconduct investigations from the Employee Relations Division to a new and separate unit that is accountable to and reports directly to the Fire Chief or a Deputy Chief.</p>	Employee Relations Division	The study can be completed in 12 months.	Improve the efficiency in completing timely investigations. Improve acceptance by employees of investigation results.
<p>Recommendation #22: Reinststitute the Organization Development Division and place it under the HR Department. Allow the Division to:</p> <ul style="list-style-type: none"> ◆ Perform a thorough study of the OCFA's professional training needs and desires. ◆ Develop a comprehensive training program that supports employee professional development, leadership development, and succession planning. 	Executive Management and HR Director	Study of professional training needs can be completed within 12 months after funding is identified and prioritized. Comprehensive training program development can be completed within 12 to 18 months.	Enhance employees' professional development and growth and prepare OCFA for future staffing and leadership needs.
<p>Recommendation #23: Work with the IT Division within the Logistics Department to develop enhanced protection of employee personnel files so that data can be shared with Risk Management and third-party secure sites to complete required reports in a timely manner.</p>	IT Division and Risk Manager	The initial discussion on this item can begin immediately.	Improve the efficiency in completing timely and accurate injured employee reports.

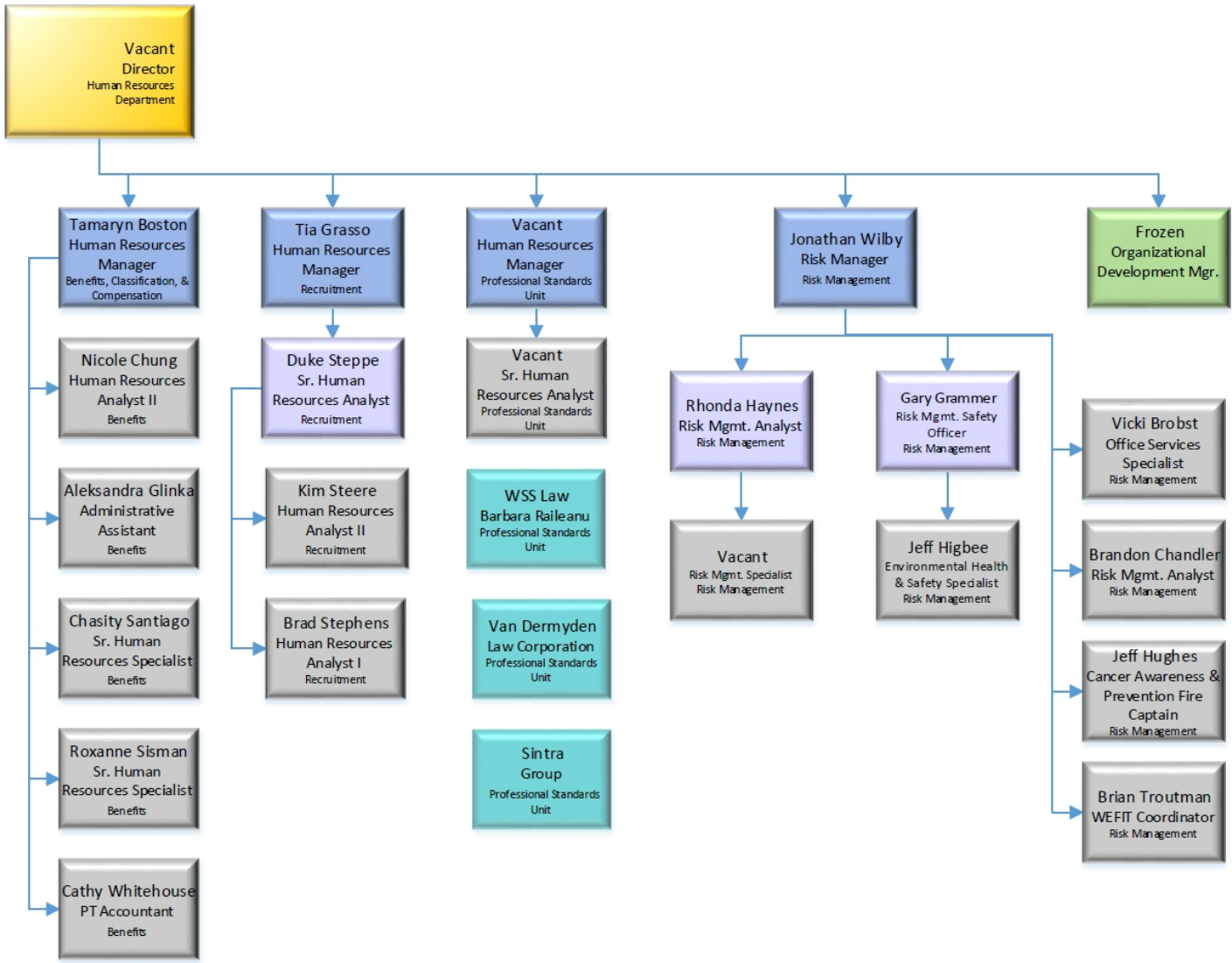
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Recommendation	Responsible Party	Timing	Benefit
Recommendation #24: Research and implement an automated signature program that will electronically send documents under a secure system to internal parties required to sign any document.	IT Division and HR Director	Research and implementation will take six months.	Reduce the time required to sign and deliver important documents and improve the security of their delivery.
Recommendation #25: Support the July 2019 implementation of electronic employee time sheets for non-safety personnel.	Logistics Department, Finance Department, and affected Departments	Full implementation shall be completed by December 2019.	Reduce wasted time on completing time sheets and create a more accurate account of employees' work hours.
Recommendation #26: Study the feasibility of providing exam raters with tablet computers (e.g., iPads) to record exam performance, leading directly to more effectively tabulating scores and retaining examination records.	Recruitment and Selection Division and IT Division	The study and implementation can be completed within nine months.	Enhance the quality of evaluating job candidates and more accurately document those assessments.
Recommendation #27: Revise the office configuration to house the HR Director within the HR Department.	Executive Management and HR Director	Initiate discussion upon the arrival of the new HR Director.	Improve communications with HR staff and greater clarification of Department priorities. Improve employee morale.

6.1 PROPOSED STAFFING AND DRAFT PERFORMANCE MEASURES

The following is the HR Department organizational chart from **Section 2**, as a reference for the table that follows, which outlines proposed staffing and draft performance measures for each division within the HR Department.

Figure 2—Existing OCFA HR Organization Chart



May 2019

The proposed staffing and performance measures in the following table identify specific staff additions and/or changes that are recommended as a result of the information studied and interviews conducted for this assessment. The staff positions recommended represent Citygate’s

evaluation of gaps and inefficiencies noted over the course of this assessment, as well as Citygate’s estimates of what is needed to move OCFA forward.

Table 2—Proposed HR Department Staffing and Performance Measures

HR Division	Staff Positions	Performance/Workload Measures to Initiate
Benefits, Classification, and Compensation	<p>Citygate recommends NEOGOV Perform be implemented for OCEA and sworn fire employees.</p> <p>Add 1.0 FTE HR Specialist to implement this program organization-wide.</p>	<p>Currently 67 percent of employee performance evaluations (EPE) are completed on a timely basis. After the EPE training is completed (see Organizational Development row at bottom of table), it is recommended that OCFA set a goal of achieving an 85 percent rate of completion within 12 months and 100 percent within two years, to be maintained thereafter.</p>
Recruitment: Selection and Exams	<p>A third Analyst has recently been added. There is a need to separate selection and exams from recruitment activities to allow three Analysts to focus only on selection and exams.</p> <p>This Division needs 0.5 FTE administrative support.</p>	<p>Recruitment and Selection completed 140 selections/examination processes in last two years. This represents roughly 70 processes per Analyst (two Analysts), or 35 each per year over that period. It is more reasonable to expect 25 per Analyst per year. With three Analysts, it is anticipated 75 total processes per year could be completed.</p>
Recruitment: Outreach Recruitment	<p>Add 1.0 FTE Recruitment Officer position to focus on outreach recruitment strategy.</p> <p>This section needs 0.5 FTE administrative support.</p>	<p>Instead of the current five outreach efforts per month, set a standard of 12 to 15 per month, accomplishing 120 to 150 outreach efforts per year (over a 10-month recruitment period).</p>
Professional Standards Unit (Employee Relations)	<p>This Division needs 1.0 FTE administrative support.</p>	<p>No applicable workload/performance measures.</p>
Risk Management	<p>Add one in-house Behavioral Health professional to relieve the Risk Manager of directly administering the Behavioral Health program. Retain WEFIT and Cancer Prevention Awareness under Risk Manager.</p> <p>Add contracted technical support for IT and facilities emergency/security planning and breach prevention. Transfer security-related responsibilities outside of HR. This Division needs 1.0 FTE administrative support.</p>	<p>No applicable workload/performance measures.</p>

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HR Division	Staff Positions	Performance/Workload Measures to Initiate
Organizational Development	Re-instate the Division to oversee training for employee performance evaluations and ensure development of a comprehensive training program supporting employee professional development, leadership development, and succession planning. Add 1.0 FTE Division Manager. This Division needs 1.0 FTE administrative support.	There are about 375 managers and supervisors giving evaluations, currently with no training. About 140 of these are Battalion Chiefs. Undertake a year-long program to provide training for giving employee evaluations. About 18 classes over 11 months, 20 persons per class, will accomplish this goal.

These recommendations result in the following new staff positions:

- ◆ One HR Specialist to Benefits, Classification, and Compensation (for NEOGOV organization-wide)
- ◆ One Analyst-level position (Recruitment Officer) who answers to current Recruitment and Selection Manager
- ◆ One HR management position to Organizational Development
- ◆ One to four administrative support personnel:
 - Recommendations include adding up to four additional administrative support personnel, depending upon the actual support workloads once the HR Department has been brought up to date with current technology and business practices.
 - Proceed first by hiring one (possibly two) administrative support personnel and assign to the division(s) with most need for administrative support. Later, once technical/operational barriers to efficiency have been removed, evaluate need for additional administrative support.

These recommendations also result in adding:

- ◆ One in-house and/or contracted Behavioral Health professional to relieve the Risk Manager of directly administering the Behavioral Health program.
- ◆ Contracted technical support for facilities emergency/security planning and breach prevention and transferring the function outside of the HR Department.

6.2 STRATEGIC ONGOING BEST PRACTICES AND METRICS

This section covers best practices for governing documents and/or metrics guiding the activities of a first-class HR department. This section expands upon the near-term SLA recommendations to include permanent strategies for:

- ◆ How OCFA determines its position amongst agencies competing for talent
- ◆ How OCFA establishes the scope and type of job classifications it is going to employ
- ◆ How OCFA onboards its new employees
- ◆ How OCFA selects new talent
- ◆ What type of ongoing training and career succession planning OCFA offers to its workforce
- ◆ How OCFA builds relationships among the various departments within the organization.

Within the following outline, presented by each responsible HR Department division, are eight strategies for the establishment of governing documents and/or metrics that will help OCFA reach high standards for competing for talent, establishing job classifications, helping its new employees enter into the OCFA mission, selecting the best and the brightest, and ensuring a strong workforce into the future. The list is foundational to good, modern HR practices and should become integral to OCFA's *strategic* operations in the future.

6.2.1 Benefits Division

1) Classification Specifications

- ◆ Assess the existing status of all classification specifications.
- ◆ Determine which classification specifications require an update or revision, including which classifications take priority to complete.
- ◆ Evaluate which classifications can be studied in-house and which classifications will require study by an outside consultant.
- ◆ Develop a comprehensive schedule to study the classification specifications.
- ◆ Create a permanent rotating schedule for evaluating classification specifications that ensures that they remain updated.

Completion of the initial assessment of classification specifications and development of a comprehensive schedule can be completed within six months. Complete all classification specifications studies within three to five years.

2) *Salary Surveys*

- ◆ Review the salary history of all classifications. Assess the current salary survey agencies to determine if any update or revision is needed.
- ◆ Develop a strategy regarding OCFA’s desired placement within its survey agencies, specifically how high a ranking OCFA wishes to be placed.
- ◆ Determine how often salaries shall be reviewed, which salary surveys can be completed by OCFA HR staff, and which shall be contracted out. Create a master schedule for conducting salary surveys.

Completion of the initial review of salary history can be accomplished in six months. Development of a master plan for the salary surveys can be completed within 12 months. Completion of salary surveys on all classifications can be accomplished within three years.

3) *Onboarding*

Every new OCFA employee requires data processing to become employed with OCFA. It is the goal of OCFA to complete all the data processing before the employee starts work. A performance measure is to complete the onboarding of new employees before they start work 100 percent of the time.

6.2.2 Recruitment and Selection Division

4) *Outreach Recruitment Plan*

To employ a workforce that reflects the community it serves, OCFA needs to create a comprehensive outreach recruitment plan. The plan will increase the diversity and enhance the quality of job candidates. The plan will make OCFA an employer of choice.

An outreach recruitment plan can be developed within six months.

6.2.3 Organizational Development Division

5) *Succession Plan*

Much of the future success of the OCFA will depend on the quality of its leadership. An effective succession plan prepares an organization for the future through the development and growth of future leaders in the organization.

A strong succession plan requires a review of the workforce, an analysis of projected employee turnover, and organizational growth. It also assesses the professional development of existing

employees and identifies employees with potential leadership qualities. These employees are given to opportunity to further develop skills through assignments, projects, formal training, and mentoring.

An assessment of the organization, an analysis of the workforce, and identification of potential leaders will take nine months to complete. The development of a succession plan will take additional nine months.

6) *Leadership Academy*

A critical component of a successful succession plan is to train employees to become effective and productive supervisors.

- ◆ Create a leadership academy to help OCFA staff transition from staff or technical positions to a supervisory role.

A leadership academy will consist of a series of training classes on multiple supervisory and leadership topics conducted within a 9- to 12-month period.

- ◆ Hire professional trainers and use in-house leadership staff to conduct the training.

The development of an academy will take 12 months.

7) *Training Needs*

A thorough assessment of the training needs of an organization requires surveys of services and skills needed by departments and a survey of employees' skills and abilities. The key is to match the skills an organization needs to deliver services with the skills and abilities of its workforce.

It is estimated that completing a survey of each Department's skills needed would take six months. Completion of a survey of employees' skills and abilities can be accomplished within six months.

6.2.4 Employee Relations Division

8) *Meetings with Employee Associations*

To develop and maintain a collaborative and productive working relationship, the HR Department must consistently reach out the employee associations in good faith to discuss labor and employee relations issues.

There is a need to create a master calendar with pre-established meet-and-confer dates with all employee associations. Additional meet-and-confer meetings with employee associations will occur as unplanned issues arise.

The creation of a master meeting schedule with employee associations is estimated to take six months.



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
October 24, 2019

Agenda Item No. 3C
Consent Calendar

**Special Procurement Contract for
Ground Tree Surveys for Invasive Tree Pests**

Contact(s) for Further Information

Lori Smith, Assistant Chief
Community Risk Reduction

lorismith@ocfa.org

714.573.6016

Brian Norton, Division Chief
Special Operations

briannorton@ocfa.org

714.573.6761

Summary

This agenda item is submitted for approval to utilize the special procurement provision under Article III (Section 1-23) in the Purchasing Ordinance to award a special procurement contract with The Regents of the University of California/Division of Agriculture and Natural Resources (ANR) in the amount of \$85,729 to conduct ground tree surveys for Invasive Shot-Hole Borers (ISHB) and Gold Spotted Oak Borers (GSOB) in Orange County, monitor ISHB and GSOB presence in selected areas, and to provide additional expertise and support to OCFA for the duration of the grant project.

Prior Board/Committee Action(s)

At its October 25, 2018, meeting, the Board of Directors accepted a 2017 CAL FIRE ORC Invasive Tree Pest Mitigation and Fuels Reduction Grant.

RECOMMENDED ACTION(S)

Approve and authorize the Purchasing Manager to execute the proposed service agreement with The Regents of the University of California/Division of Agriculture and Natural Resources for ground survey monitoring services and to provide additional advisory services related to the grant project in an amount not to exceed \$85,729.

Impact to Cities/County

Benefits are provided to all Orange County State Responsibility Area (SRA) Threat Zone communities with invasive tree pest infestations.

Fiscal Impact

Funding for this contract is available in the existing FY 2019/20 Wildland Budget from CAL FIRE ORC Invasive Tree Pest Mitigation and Fuels Reduction Grant.

Background

OCFA received a CAL FIRE grant to reduce the spread of invasive tree pests, reduce the accumulation of dead and dying materials caused by the tree pests, limit the spread of pests into currently non-infested areas, and reduce the related wildfire and life safety risks from invasive tree pests. The ground tree surveys and monitoring will be used to define the extent of the beetle infestation on a County-wide scale.

Special Procurement Justification

As a part of ANR, UC Cooperative Extension (UCCE) currently provides on the ground tree surveys for ISHB and GSOB throughout Orange County and is the premier agency for surveys of shot hole borers in Southern California. UCCE currently has contracts with other agencies, is familiar with the level of infestation within the county, and will provide the most up to date reporting and research needed to control the infestation of shot hole borers.

UCCE also currently works with a number of OCFA partners, such as OC Parks, State Parks, and the Natural Communities Coalition to provide monitoring and trapping reports that track and validate the infestation levels within OC. Since 2016, the OCFA has been in partnership with UCCE through the OCFA led Emerging Tree Pest of Orange County Task Force. The relationship built between OCFA and UCCE will maximize the efficiency of this effort and provide the best results for a successful project.

Recommendation

Staff is recommending approval and authorization for the Purchasing Manager to execute the proposed agreement with ANR to conduct ground tree surveys for ISHB and GSOB in Orange County, monitor ISHB and GSOB presence in selected areas, provide additional expertise and support related to the grant project in the amount of \$85,729.

The proposed agreement has been reviewed and approved by legal counsel.

Attachment(s)

1. Proposed Service Agreement
2. Special Procurement Justification Form

AGREEMENT NO. Y19-4806

**AGREEMENT BETWEEN
ORANGE COUNTY FIRE AUTHORITY
and
THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, ANR**

THIS AGREEMENT is entered into by and between Orange County Fire Authority, hereinafter called "Sponsor", and The Regents of the University of California, for the Division of Agriculture and Natural Resources, hereinafter called "ANR".

Whereas, Sponsor has received grant funds from CalFire;

Whereas, Sponsor and UCANR agree to enter into this Agreement to carry out the Scope of Work identified in Attachment A;

The parties agree to the following terms and conditions:

1. Statement of Work. In support of the project entitled "*Survey and monitoring of Invasive Shot-Borers and Gold-Spotted Oak Borer in Orange County*" and led by Beatriz Nobua-Behrman, ANR shall provide services in accordance with the proposal attached herewith as Exhibit A, which is incorporated herein and made a part of this agreement.
2. Term of Agreement. The term of this contract shall be from November 1, 2019 to March 15, 2022.
3. Allowable Costs. Sponsor will reimburse ANR for the performance of work under this agreement in the amount of \$85,729 which is based on the budget incorporated into this agreement as Exhibit B.
4. Payments. Sponsor shall reimburse ANR upon receipt of invoices submitted no more than quarterly referencing the agreement number and itemizing expenses incurred by major budget category. Invoices will be mailed to: Rothchild Ong, Orange County Fire Authority, 1 Fire Authority Rd., Irvine, CA 92602. Please see Exhibit B for invoicing details.
5. Termination. Either party may terminate this agreement for any reason by providing the other party with thirty (30) days advance notice in writing. In the event of termination, ANR shall take all reasonable measures to prevent further costs to the Sponsor under this agreement, and the Sponsor shall reimburse ANR for all costs and uncancellable obligations incurred by ANR in the performance of this agreement prior to the date of

termination but only up to the undisbursed balance of funding authorized in this agreement.

6. Principal Contacts.

For Sponsor: Rothchild Ong, Orange County Fire Authority, 1 Fire Authority Road, Irvine, CA 92602; rothchildong@ocfa.org.

For ANR:

Technical: Beatriz Nobua-Behrman, Advisor, UCCE Orange County, 7601 Irvine Boulevard, Irvine, CA; 92618 Tel: 949-301-9182. Email: benobua@ucanr.edu

Administrative: Heidi von Geldern, Sr. Contracts and Grants Analyst, UC Division of Agriculture and Natural Resources, Office of Contracts & Grants, 2801 Second Street, Davis, CA 95618-7774. Email: ocg@ucanr.edu.

7. Reporting requirements: Beatriz Nobua-Behrman shall submit quarterly updates and a Final Report 30 days after project completion and shall submit to Rothchild Ong at rothchildong@ocfa.org.

8. Publication. ANR agrees that all publications that result from work under this agreement will acknowledge that the project was supported by "Grant No. Y19-4806" under a grant from Sponsor.

9. Copyright. ANR may assert copyright on materials that it produces in the performance of the work of this agreement. Sponsor shall have the right to a non-transferable, irrevocable, worldwide, royalty-free, non-exclusive license to use, reproduce, publish or re-publish, or otherwise disseminate such copyrighted materials.

10. Independent Capacity. ANR, and the agents and employees of ANR, in the performance of this agreement, shall act in an independent capacity and not as officers or agents of Sponsor.

11. Indemnity. Sponsor shall defend, indemnify and hold ANR, its officers, employees and agents harmless from and against any and all liability, loss, expense (including reasonable attorney's fees), or claims for injury or damages arising out of the performance of this agreement but only in proportion to and to the extent such liability, loss, expense, attorney's fees or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of Sponsor, its officers, agents or employees.

ANR shall defend, indemnify and hold Sponsor, its officers, employees and agents harmless from and against any and all liability, loss, expense (including reasonable attorney's fees), or claims for injury or damages arising out of the performance of this agreement but only in proportion to and to the extent such liability, loss, expense,

attorney's fees or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of ANR, its officers, agents or employees.

12. Audit. ANR shall maintain all books, documents, papers, accounting records and other evidence pertaining to costs and disbursements incurred relative to this agreement. ANR shall make these materials available for inspection at ANR's offices at reasonable times during the performance period of this agreement and for three (3) years from the date of respective disbursements.
13. In addition ANR certifies that:
 1. It is not delinquent on the repayment of any federal debt
 2. It is presently not debarred, suspended, proposed for debarment, declared ineligible, nor voluntarily excluded from covered transactions by any federal department or Sponsor
 3. It is in compliance with the Drug-Free Work Place Act of 1988 (7 CFR part 3021)
 4. It is in compliance with Public Law 101-122, Section 1352 which covers restrictions regarding lobbying (7 CFR part 3018)
14. Amendment. This agreement constitutes the entire agreement between the parties regarding the subject matter herein. Any modification to this agreement shall be made in writing and must be signed by the authorized representatives of both parties.

IN WITNESS WHEREOF, the parties have executed this agreement on the day and year first written.

FOR: OCFA

**FOR: THE REGENTS OF THE
UNIVERSITY OF CALIFORNIA, ANR**

Debbie Casper, C.P.M., CPPB Date 10/24/19
Purchasing & Materials Manager

Kimberly Lamar Date
Associate Director, Office of Contracts &
Grants

Survey and monitoring of Invasive Shot-Borers and Gold-Spotted Oak Borer in Orange County

Scope of Work

Background

The Polyphagous and Kuroshio Shot-Hole Borers (collectively known as Invasive Shot-Hole Borers, ISHB) are invasive ambrosia beetles, native to Southeast Asia that are responsible for the death of thousands of trees in Southern California. These beetles bore into trees and create a network of tunnels in which to breed, lay eggs, and feed on the fungi that they carry with them. These fungi cause Fusarium Dieback (FD), a disease that damages a tree's ability to transport water and nutrients. The vascular stress caused by the fungal disease, combined with physical damage from the extensive beetle galleries, leads to general tree decline, and, eventually, tree death. ISHBs have been observed attacking native species, common landscape trees, and important agricultural crops like avocado. Among the most severely impacted hosts are sycamore, box elder, willows, oaks and cottonwoods.

The Gold-Spotted Oak Borer (GSOB), is another invasive beetle that is currently affecting Southern California oak trees, both in urban areas and natural oak woodlands. GSOB is native to southeastern Arizona and was likely introduced via infested firewood into Southern California. GSOB preferentially attacks and kills largediameter coast live oaks (*Quercus agrifolia*), California black oaks (*Q. kellogii*), canyon live oak (*Q. chrysolepis*) and, on rare occasions, Engelmann oak (*Q. engelmannii*). Other oak species commonly planted in southern California may also be at risk.

Current strategies for management of PSHB/FD and GSOB include extensive monitoring, chemical treatment of low and moderately infested trees, and removal of heavily infested trees that are source of new infestations. Removals should always be followed by the correct disposal of the infested plant material to prevent the spread of these dangerous pests. More information about ISHB and GSOB, including management practices and options for correct wood disposal can be found at www.pshb.org and www.gsob.org.

The University of California Cooperative Extension (UCCE) and Orange County Fire Authority (OCFA) already have an ongoing collaborative relationship regarding management of tree-killing pests. UCCE has been actively participating in the bimonthly Emerging Tree Pests of OC Task Force Meeting organized and moderated by OCFA. During these meetings, UCCE experts present the latest discoveries regarding the biology and management of tree pests and provide advice to the various stakeholders that participate on this Task Force.

OCFA recently acquired funding to identify ISHB or GSOB infested trees within

Orange County SRA lands and surrounding buffer zone, remove heavily infested trees, and dispose of the infested plant material. UCCE-Orange will be assisting OCFA in the fulfillment of this project. This scope of work describes how UCCE will utilize funds provided by OCFA to perform on the ground surveys of trees infested with ISHB and GSOB, maintain a monitoring program for ISHB and/or GSOB in selected areas, and provide their expertise to advise OCFA and other OCFA contractors regarding the biology and management of these pests.

Ground surveys of infested trees

UCCE staff will perform ground surveys in areas where OCFA has identified a known or suspected ISHB or GSOB infestation. The goal of these surveys is to corroborate the infestation, geo-reference the infested trees, and evaluate the severity of the infestation in each individual tree.

A team of two people from UCCE staff with training and expertise in performing tree surveys and recognizing ISHB and GSOB infestation symptoms will inspect every suspect tree in the area of interest. UCCE personnel will collect information about the presence of ISHB or GSOB in the area, the overall infestation rate, as well as the location of each individual tree and its level of infestation. Data will be collected in GPS devices and shared with OCFA.

ISHB and GSOB monitoring programs

Removal of trees that are heavily infested with ISHB or GSOB not only reduces the fire hazard and fuel load in the area, but also serves as a pest management tool. Heavily infested trees harbor thousands of beetles inside of them and act as the source of infestation for the neighboring trees. Monitoring the presence of ISHB or GSOB before and after the removal process will provide evidence of the effectiveness of heavily-infested-tree removals as a management tool for these pests.

Upon inspecting the target areas assigned by OCFA and confirming an ISHB or GSOB infestation, UCCE trained personnel will deploy traps to monitor beetle populations. Ten specific traps (either for ISHB or GSOB, depending on the type of infestation) will be installed in strategic points throughout the area of interest and monitored once a month for six months. UCCE will collaborate with OCFA to determine the best location for the traps in each site.

UCCE's personnel trained in ISHB and GSOB specimen identification will inspect the traps and record the number of beetles captured before and after the removal of heavily infested trees. The information collected will be shared with OCFA and used to evaluate the effectiveness of tree removal and to identify the presence of other close-by sources of beetles in the area of interest.

Expertise advice regarding ISHB and GSOB

UCCE's Urban Forestry and Natural Resources Advisor, Beatriz Nobua-Behrmann,

and Emeritus Environmental Horticulture Advisor, John Kabashima, will participate in regular meetings with OCFA and their contractors and provide expert advice regarding the biology and management of ISHB and GSOB. Both Advisors are currently engaged in research and extension programs regarding the management these specific pests and are considered experts in these topics.

Exhibit B – Budget / Budget Narrative

Budget:

BUDGET CATEGORY	10/1/2019	TOTAL
	9/30/2020 Year 1	
PERSONNEL: <i>Salary and fringe benefits.</i>	\$58,682	\$58,682
TRAVEL	\$3,299	\$3,299
MATERIALS & SUPPLIES	\$6,154	\$6,154
EQUIPMENT	\$0	\$0
CONSULTANT	\$0	\$0
SUBRECIPIENT	\$0	\$0
OTHER DIRECT COSTS (ODC)		
GAEL	\$448	\$448
OTHER DIRECT COSTS (ODC) Not Subject to Indirect Costs		
Off-Campus Rent	\$0	\$0
Tuition Remission	\$0	\$0
Participant Support Costs	\$0	\$0
TOTAL DIRECT COSTS	\$68,583	\$68,583
Indirect (F&A) Costs		
<i>Other Sponsored Activity - Off Campus</i>	F&A Base	\$68,583
<i>MTDC</i>	25.00%	
Indirect (F&A) Costs	\$17,146	\$17,146
TOTAL ESTIMATED COSTS PER YEAR	\$85,729	
TOTAL ESTIMATED COSTS FOR PROPOSED PROJECT PERIOD		

Task Budget (for reference only):

Ground Surveys	Two SRAs will identify infested trees and determine their level of infestation. Appx 24 hours per site.	\$28,400
Expertise Support	PI and co-PI will provide expertise support; meet with contractors, and conduct outreach support. Appx 2 hours/month per site.	\$4,974
Trapping for 6 months at each site	Costs cover personnel to install and monitor traps, count beetles in traps; conduct data entry; transportation costs and supplies: traps, lures, rebar, pvc pipe, zip ties, etc.	\$52,355
*above costs include 25% indirect costs		\$85,729

OCFA Special Procurement Justification Form

The Purchasing Ordinance of the Orange County Fire Authority requires competitive bids and proposals for service and commodity contracts. A special procurement is defined as a purchase, where due to unusual or special circumstances, it would be in the best interest of the OCFA to accomplish the procurement without compliance with the competitive bidding requirements. Special Procurements are not applicable to construction services. The using department requesting a special procurement shall provide written evidence to support a special procurement determination. This form is to be submitted with the purchase requisition to Purchasing with any special procurement requests.

SECTION I - INSTRUCTIONS

1. Written justification on this form will be completed by the requesting department and submitted with the purchase requisition.
2. The request must be approved by the section manager and assistant chief prior to submitting the request to the purchasing manager.
3. All special procurement forms must be submitted to the Purchasing Manager and then reviewed and approved by the Assistance Chief, Business Services.
4. All special procurements exceeding \$50,000 (life of contract) require Executive Committee approval. In this case, the special procurement form must be submitted to the Executive Committee as an attachment to the staff report.
5. The approved special procurement justification form will be included in the contract file.

SECTION II – REQUEST INFORMATION

Department/Section: Wildland Operations	Requested By: David Erickson	Date: 10/7/19
Recommended Vendor: University of California Cooperative Extension (UCCE)	Vendor Contact: Beatriz Nobua-Behrmann	Vendor's E-mail Address: benobua@ucanr.edu
Vendor Address: 7601 Irvine Blvd., Irvine, CA 92618	Vendor's Telephone #: 949-301-9182 x 1006	
Type of Contract: <input checked="" type="checkbox"/> One-time <input checked="" type="checkbox"/> Multi-Year <input type="checkbox"/> Renewal <input type="checkbox"/> Amendment <input type="checkbox"/> Increase	Contract Term (Dates): Oct 2019 to Mar 2022	Contract Amount: \$85,729
If the contract type is a Renewal, Amendment or Increase, please provide previous contract information with this request (PO, BO, previous approval date, Chief approval or EC approval, and dollar amount).		Attachments: <input type="checkbox"/> Yes <input type="checkbox"/> No

SECTION III – JUSTIFICATION

1. **Provide a detailed description of the product or service requested. Describe what it is. Attach additional sheet if necessary.**

UCCE Division of Agriculture & Natural Resources provides (on the ground) tree surveys for the location of invasive shot hole borers / gold spotted oak borers throughout OC. Through continued research, education and data collection, UCCE continues to working on solutions for pest control in affected areas throughout the state. Additional information on services is available in the scope of work agreement Y19-4806.

2. **Please state the reasoning for the special procurement and the special circumstances of why it would be in the best interest of OCFA to accomplish the procurement without a competitive bidding process. Provide a summary of findings (research and analysis) including any supporting documentation which validates your recommendation and demonstrates the nature of this request. Attach additional sheet if necessary.**

UCCE is the premier agency for the tree surveys providing services to the County and the southern region of the state. The UCCE provides the same services to other agencies dealing with similar levels of infestation. UCCE provides the most up to date reports and research. UCCE is working with a number of OCFA partners, including OC Parks, California State Parks, and the Natural Communities Coalition. UCCE provides monitoring and

SECTION III – JUSTIFICATION (continued)

trapping reports that validate the infestation levels in the County. OCFA began a partnership with UCCE through the OCFA led Emerging Tree Pest of OC Taskforce since 2016. The existing relationship will maximize the efficiency and results of this project and ensure that the data collection methods and analysis used are consistent throughout the entire county for the duration of the project.

3. Pricing - What efforts were made to get the best pricing (e.g., did you simply request a quote, negotiate a better price with the vendor, did the vendor provide a discount)? Please provide the quote with your special procurement request.

OCFA staff coordinated the scope of the project and service needs with the UCCE to ensure an accurate quote for services to be provided.

The Agreement as provided includes a detailed scope of work and pricing breakdown.

4. Will this purchase obligate the OCFA to future purchases (maintenance, licensing or continuing needs)? (If yes, please explain how and what the future costs will be.)

No, this work should be completed before the grant ends in March of 2022. Staff confirmed with the grantor (CALFIRE) that

OCFA contracting requirements supercede any State requirements for this grant. The University of California is qualified to provide these services.

Special Procurement Request Submitted by:

REQUESTORS NAME	SIGNATURE	DATE
David Erickson		10-10-19
DIVISION CHIEF/SECTION MANAGER NAME	SIGNATURE	DATE
Brian Norton		10-10-19
ASSISTANT CHIEF NAME	SIGNATURE	DATE
Jim Ruane		10-10-19

Purchasing Manager's Comments:

PURCHASING MANAGER'S APPROVAL	DATE
	10/9/19
ASSISTANT CHIEF BUSINESS SERVICES APPROVAL	DATE
	10/10/19

Executive Committee Approval Required Yes No Special Procurement over \$50,000

Executive Committee Approved: Yes No Date approved _____



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
October 24, 2019

Agenda Item No. 3D
Consent Calendar

**Blanket Order Contract Extension for
Communications Equipment Installation Services**

Contact(s) for Further Information

Jim Ruane, Assistant Chief Logistics Department	jimruane@ocfa.org	714.573.6801
Joel Brodowski, IT Manager	joelbrodowski@ocfa.org	714.573.6421

Summary

This agenda item is submitted for approval to extend the blanket order contract with 911 Vehicle for communications equipment installation services in OCFA emergency apparatus and vehicles. The extension will allow adequate time to complete the Request for Proposal (RFP) process to establish new contracts, while allowing the department continued use of the vendor to provide for the high volume of ongoing and anticipated installations during this period of time.

Prior Board/Committee Action

At its October 16, 2014, meeting, the Executive Committee approved a contract with 911 Vehicle for a three-year term with up to two additional one-year extensions at an amount not to exceed \$959,300 for the initial three-year term.

At its August 23, 2018, meeting, the Executive Committee approved an increase and one-year optional renewal extension to the blanket order contract with 911 Vehicle for an annual amount not to exceed \$240,000.

RECOMMENDED ACTION(S)

Approve Amendment Number One to the Professional Services Agreement with 911 Vehicle to extend the contract for up to three months through January 31, 2020.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funds are included in the General Fund budget, specifically in the Information Technology Division's budget for services and supplies.

Background

The Information Technology Communications section is responsible for the installation of communication equipment in all vehicles and apparatus in the OCFA Fleet. A contract with 911 Vehicle is maintained for as-needed communications equipment installation services to assist beyond staff capacity. Currently, the OCFA has a high volume of new emergency apparatus and vehicles, including 30 plus new Type-1 Fire Engines, new light duty Battalion pickups, and other emergency apparatus, heavy duty transports, and light duty vehicles that have been delivered or

will be delivered soon. In the past year, 17 – Type-1 Fire Engine technology installations have been completed by 911 Vehicle.

With the expiration of the contract with 911 Vehicle for communications outfitting, staff issued RFP JA2397 seeking proposals from qualified firms to establish successor contracts. Staff anticipates completion of the RFP evaluation process and contract award/s within the next two to three months. The proposed amendment to the 911 Vehicle contract is requested for a three month extension to allow adequate time to complete the RFP evaluations and contract award. Extending the current contract will provide continued support to staff for the high volume of installations anticipated during the next three months.

Attachment(s)

Proposed Amendment

**ORANGE COUNTY FIRE AUTHORITY
AMENDMENT NUMBER ONE
PROFESSIONAL SERVICES AGREEMENT**

THIS AMENDMENT NUMBER ONE TO PROFESSIONAL SERVICES AGREEMENT ("First Amendment") is made and entered into this 9th day of October 2019, by and between the Orange County Fire Authority, a public agency, hereinafter referred to as "OCFA", and 911 Vehicle Com, Inc., a Corporation, hereinafter referred to as "Firm". OCFA and Firm are sometimes individually referred to herein as a "Party" and collectively as the "Parties".

RECITALS

WHEREAS, OCFA and Firm entered into that certain Professional Services Agreement on the 23rd day of August, 2018, for vehicle communications installation services ("Original Agreement"), which is incorporated herein by this reference; and

WHEREAS, the Parties desire to enter into this Amendment for purposes of extending the term of the Agreement in order to provide for continued professional services through January 31, 2020; and

WHEREAS, OCFA and Firm agree to extend the term of the Agreement, subject to the terms and provisions of this Amendment.

NOW, THEREFORE, OCFA and the Firm mutually agree as follows:

1) Section 4.4 of the Agreement is hereby amended and restated in its entirety to read as follows:

4.4 Term.

Unless earlier terminated in accordance with Sections 8.5 or 8.6 of this Agreement, this Agreement shall continue in full force and effect until satisfactory completion of the services but not exceeding January 31, 2020, unless extended by mutual agreement of the parties."

2) Except as modified above, all terms and conditions of the Agreement, as amended by the First Amendment, shall remain unchanged and in full force and effect.

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

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

“OCFA”

ORANGE COUNTY FIRE AUTHORITY

Date: _____

By: _____

Debbie Casper, C.P.M., CPPB
Purchasing & Materials Manager

“FIRM”

911 VEHICLE COM, INC.

Date: 10/9/19

By: 

Dan Walters
President

Date: 10/9/19

By: 

Mark Attaway
Chief Executive Officer



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
October 24, 2019

Agenda Item No. 3E
Consent Calendar

Award of IFB #JA2391 Purchase of One Dozer Transport Trailer

Contact(s) for Further Information

Jim Ruane, Assistant Chief Logistics Department	jimruane@ocfa.org	714.573.6801
Kevin Bergaus, Fleet Services Manager	kevinberghaus@ocfa.org	714.573.6651

Summary

This agenda item is submitted for the approval to award Invitation for Bid (IFB) # JA2391 to Cozad Trailer Sales, LLC, (Cozad) for the purchase of one dozer transport trailer.

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

Approve and authorize the Purchasing Manager to issue a purchase order to Cozad Trailer Sales, LLC, for the purchase of one dozer transport trailer in a total amount of \$168,507.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funding in the amount of \$92,564 is included in the FY 2019/20 Fire Apparatus Fund (133) for this trailer. Staff expects to review and adjust project timelines and funding requests before the Mid-Year Budget Adjustment process begins in January. If these adjustments do not generate sufficient savings to cover the additional funding of \$75,943 that is needed to supplement the cost of this purchase, then the funding will either be requested in the Mid-Year Budget Adjustment, or staff will defer some of the remaining lower priority fiscal year projects.

Background

On September 12, 2019, IFB JA2391 was issued requesting bids for the purchase of one dozer transport trailer. On September 26, 2019, only one bid was received from Cozad in the amount of \$168,507. This purchase is being brought to the Executive Committee for approval, as required by the Roles/Responsibilities/Authorities Matrix, because the actual purchase price exceeds the budgeted amount by over fifteen percent. The difference in the budgeted amount and actual price is due largely to a change in specification of the trailer from an 8'6" wide trailer to a 10-foot wide trailer that will support OCFA's newest dozer which is 9'10" wide. The current model year for the trailer is 2020.

Recommendation for Award

Based on the results of the IFB, staff is recommending the award to Cozad Trailer Sales, LLC, for the purchase of one dozer transport trailer in the amount of \$168,507.

Attachment(s)

Cozad Trailer Sales Bid Response

Bid Results

Bidder Details

Vendor Name Cozad Trailer Sales, LLC
Address 4907 E. Waterloo Road
 Stockton, CA , CA 95215
 United States
Respondee CURT WEEKS
Respondee Title SALES MGR
Phone 209-931-3093 Ext.
Email BECKYH@COZAD.NET
Vendor Type
License #
CA DIR

Bid Detail

Bid Format Electronic
Submitted September 26, 2019 9:50:09 AM (Pacific)
Delivery Method
Bid Responsive
Bid Status Submitted
Confirmation # 190605
Ranking 0

Respondee Comment

Buyer Comment

Attachments

File Title	File Name	File Type
Bid Response Forms	2019091216082422 Bid Required Response Forms.pdf	Bid Required Response Forms
AutoCAD Drawing	16-ft deck CAD dwg JA2391.pdf	General Attachment

Line Items

Type	Item Code	UOM	Qty	Unit Price	Line Total	Comment
2020 Cozad Lowbed Trailer						
1	2020 Cozad 44/60 Ton, Fixed 10FT wide, 16 Tire, 2 Axle, 4 Frame Lowbed Trailer per IFB specifications	EACH	1	\$154,670.00	\$154,670.00	base trailer + required options
2	Sales Tax - 7.75%	EACH	1	\$11,991.96	\$11,991.96	
3	CA Tire Fees (Total Cost Per Trailer)	EACH	1	\$29.75	\$29.75	1.75 each x 17 tires; 16+1 spare
4	Documentation Fees	EACH	1	\$65.00	\$65.00	this item is sales taxable
5	Registration/Licensing Fees - Exempt	EACH	1	0	0	no fees charged by DMV

Bid Results

Type	Item Code	UOM	Qty	Unit Price	Line Total	Comment
6	Delivery Charge to 1 Fire Authority Road, Irvine, CA 92602	LOT	1	\$1,750.00	\$1,750.00	
				Subtotal	\$168,506.71	
				Total	\$168,506.71	



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
October 24, 2019

Agenda Item No. 3F
Consent Calendar

Purchase of an Air Utility Support Vehicle

Contact(s) for Further Information

Jim Ruane, Assistant Chief
Logistics Department

jimruane@ocfa.org

714.573.6801

Kevin Berghaus, Fleet Services Manager

kevinberghaus@ocfa.org

714.573.6651

Summary

This agenda item is submitted for the approval to purchase one Air Utility Support Vehicle from Rosenbauer South Dakota, LLC, utilizing the Houston-Galveston Area Council Cooperative Purchasing Program, known as HGACBuy, Contract # FS12-17.

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

Approve and authorize the Purchasing Manager to issue a purchase order to Rosenbauer South Dakota, LLC, for the purchase of one air utility support vehicle in an amount not to exceed \$611,628.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funding in the amount of \$483,084 is included in the FY 2019/20 Fire Apparatus Fund (133). Staff expects to review and adjust project timelines and funding requests before the Mid-Year Budget Adjustment process begins in January. If these adjustments do not generate sufficient savings to cover the additional funding of \$128,544 that is needed to supplement the cost of this purchase, then the funding will either be requested in the Mid-Year Budget Adjustment, or staff will defer some of the remaining lower priority fiscal year projects.

Background

Each year, the Fleet Services Manager reviews the vehicles identified for replacement in the Fire Authority's vehicle replacement plan. This evaluation considers the vehicle's mileage, current age and actual years of operation compared to expected years, mechanical condition, and repair history. Based on the review, one air utility vehicle was approved for replacement.

The air utility vehicle is a support vehicle that is used on all large structure fires, extended rescue incidents, and occasionally wildland incidents. The main purpose is to provide Occupational Safety and Health Administration mandated rest and rehabilitation options for extended work cycles for on scene fire crews. The air utility vehicle transports a cache of self-contained breathing apparatus (SCBA) air cylinders and provides on-scene lighting. Rehabilitation includes cooling options for crews and nutrition for extended incidents. This apparatus has a built-in compressor

that can fill the SCBA cylinders at the emergency scene and has the ability to provide high- and low-pressure air to support high rise and extended confined space entries.

This unit also supports safety gear exchange and thereby reduces contaminated protective clothing on scene and at the fire stations. The air utility vehicle scheduled for replacement is an older frontline air utility that has been in service for over 15 years.

Unit #	Year/Make	Mileage
5415	2003 International DT530	134,374

Once unit 5415 is replaced with a new vehicle, the unit will be utilized within our training academies and as a reserve unit available when the new rig is in for maintenance. This will also allow a reserve firefighter staffed unit to be upgraded.

Houston-Galveston Area Council (HGAC) Cooperative Purchasing Program (HGACBuy)

The HGAC is a regional council of governments operating under the laws of the State of Texas that competitively and publicly conducts solicitations for a wide variety of local government equipment. HGAC establishes contracts for goods and services through a competitive bid or competitive proposal process. Other government entities, such as OCFA, may purchase from the HGAC cooperative by executing an Interlocal Contract. Staff from the Apparatus Committee contacted vendors that were awarded HGAC contracts. Rosenbauer submitted a proposal that best met OCFA’s overall dimensions and performance requirements. The proposed compartmentation, placement of necessary supplies, and overall build proposed by Rosenbauer closely matches our current apparatus. The delivery lead time for this unit is 365-395 calendar days after receipt of purchase order. The pricing proposed by Rosenbauer is from HGACBuy contract FS12-17. Rosenbauer is an authorized manufacturer on the contract as a result of HGAC bid no. FS12-17-Fire Service Apparatus (All Types).

Recommendation

Staff recommends approval of \$483,084 in the FY 2019/20 adopted budget for the purchase of one air utility vehicle. The difference in the estimated budgeted amount and actual price is due largely to a change in specification increasing the size of the generator to power the larger air compressor needed to support our field operations. Since the procurement of the original unit where the budget was derived, field practices have been updated and require longer durations and demand on air supply including suppression, overhaul and decontamination stages. This unit will double the speed at which air bottles are currently filled. Staff is recommending award of a purchase order to Rosenbauer South Dakota, LLC, for the purchase of one air utility support vehicle in an amount not to exceed \$611,628. Since the purchase price exceeds the budgeted amount by more than \$100,000, this purchase is being brought to the Executive Committee for approval as required by the Board adopted Roles/Responsibilities/Authorities Matrix.

Attachment(s)

Rosenbauer Proposal and Pricing



September 27, 2019

Orange County Fire Authority
1 Fire Authority Road
Irvine, CA 92602
James Aguila, Assistant Purchasing Agent

Mr. Aguila,

On behalf of Velocity Fire Equipment and Rosenbauer South Dakota LLC, I am pleased to provide this bid proposal to the Orange County Fire Authority for one (1) 2020 Rosenbauer custom Light & Air Utility per the attached Rosenbauer proposal specifications. The proposed apparatus has been designed and configured after meeting with OCFA Apparatus Committee members and will be constructed with the highest quality materials and workmanship available in the industry. This apparatus will provide the utmost in firefighter safety and efficiency on the fire ground coupled with a long service life and low maintenance cost throughout the life of the vehicle.

Contract Amount:

- \$611,628.00
- See attached OCFA pricing information page for details
- The HGAC pricing is included for your reference

This offer shall remain valid for sixty, (60) calendar days from the quotation submittal date of September 27, 2019.

The Rosenbauer proposal includes the following:

- One (1) Light & Air Utility fire apparatus as per the attached specification
- USSC Valor cab seating upgrade for all seating positions
- Freightliner five (5) year extended chassis warranty

- HGAC Cooperative Purchase Program administration
 - Administration fees are included in the unit price of the apparatus and will be paid by Rosenbauer to HGAC
- Travel for four (4) OCFA representatives to the Rosenbauer manufacturing facility in Lyons South Dakota for a pre-construction conference, mid-point apparatus inspection and final apparatus inspection
- Apparatus delivery to OCFA Fleet Services after final acceptance by the customer
- One (1) day of new apparatus orientation
- California sales tax at 7.75%

Delivery:

The proposed apparatus shall be completed and delivered to the OCFA within 365-395 calendar days after receipt of a signed purchase order by Rosenbauer South Dakota LLC.

Payment:

Upon receipt of invoice by the Fire Authority, payment of one-hundred percent (100%) of the final contract amount shall be paid within thirty (30) calendar days.

Please feel free to call on me should you have any questions regarding this proposal or any portion of the cooperative purchase process. I can be reached by phone at 951-642-1291 or email at jarocca@vvgtruck.com

Regards,

Joe LaRocca

Joe LaRocca; Sales Engineer

Velocity Fire Equipment/Rosenbauer America
13800 Valley Blvd.
Fontana, CA 92335
951-642-1291

PRICING PAGE

**PRICING FOR ONE (1) LIGHT & AIR UTILITY PER AGREED UPON ROSENBAUER
AND OCFA SPECIFICATION**

Item	Description	Unit of Measure	Qty	Unit Price	Ext. Total
1	LIGHT & AIR UTILITY Per Provided Specification YEAR: <u>2020</u> MAKE: <u>Rosenbauer</u> MODEL: <u>Light & Air Utility</u>	Each	1	\$ 541,385.00	\$ 541,385.00
Sales Tax (7.75%)					\$ 41,957.00
Subtotal					\$ 583,342.00
2	Tire Fee per apparatus, non-taxable	Each	1	\$ 11.00	\$ 11.00
3	Exact transportation charges, if any, non-taxable	Each	1	\$ 3,975.00	\$ 3,975.00
4	Documentation Fees	Each	1	\$ 300.00	\$ 300.00
5	Pre-Inspection Trip cost per person	Each	4	\$ 2,000.00	\$ 8,000.00
6	Mid Inspection Trip cost per person	Each	4	\$ 2,000.00	\$ 8,000.00
7	Final Inspection Trip cost per person	Each	4	\$ 2,000.00	\$ 8,000.00
Total					\$ 611,628.00