CALL TO ORDER

INVOCATION by OCFA Chaplain Emily McColl

PLEDGE OF ALLEGIANCE by Chair Hasselbrink

ROLL CALL

1. PRESENTATIONS
   No items.
PUBLIC COMMENTS

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

Any member of the public may address the Board on items within the Board’s subject matter jurisdiction, but which are not listed on this agenda during PUBLIC COMMENTS. However, no action may be taken on matters that are not part of the posted agenda. We request comments made on the agenda be made at the time the item is considered and that comments be limited to three minutes per person. Please address your comments to the Board 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.

COVID-19 Accommodations: Public Comments will be accepted via email at March26PublicComments@ocfa.org. Comments may be submitted in reference to a specific item on the agenda or on items within the Board’s subject matter jurisdiction, but which are not listed on the agenda. All written comments will be distributed in writing via email to the Board Members. Only those that are designed “TO BE READ ALOUD” in the subject line will be read aloud, and then will be read aloud for up to three minutes each, then reading will stop, and the balance will be distributed via email to the Board Members. The time allotted to reading of comments aloud may be reduced by the Board Chair depending on the volume of comments received.

REPORTS

REPORT FROM THE BUDGET AND FINANCE COMMITTEE CHAIR

REPORT FROM THE FIRE CHIEF

- Girls Empowerment Camp
- Introduction of new Division Chief
- Purchasing Manager Retirement
- COVID-19 Update

2. CONSENT CALENDAR

A. Minutes from the February 27, 2020, Regular Meeting of the Board of Directors
   Submitted by: Sherry Wentz, Clerk of the Authority

   Recommended Action:
   Approve as submitted. (The Clerk will record abstentions for those Directors who were not in attendance at this meeting.)

B. Wildfire Awareness and Prevention Proclamation
   Submitted by: Colleen Windsor, Director of Communications

   Recommended Action:
   Approve as submitted.
C. FY 2019/20 Mid-Year Budget Adjustment
Submitted by: Robert Cortez, Assistant Chief/Business Services Department
Budget and Finance Committee Recommendation: APPROVE
Recommended Action:
Authorize the proposed mid-year budget adjustments and transfers.

D. Fiscal Year 2018/19 Backfill/Overtime and Calendar Year 2019 Total Earnings/Compensation Analysis
Submitted by: Robert Cortez, Assistant Chief/Business Services Department
Budget and Finance Committee Recommendation: APPROVE
Recommended Actions:
1. Direct staff to continue pursuing reductions in overtime by filling permanent vacancies as quickly as possible after the positions become vacant.
2. Authorize staff to temporarily exceed the number of authorized firefighter positions on the Master Position Control to maximize the number of firefighters hired into each academy, pending attrition/promotions that occur during and following academy graduations.
3. Authorize staff to temporarily exceed the number of authorized Handcrew firefighter positions on the Master Position Control to maximize the number of Handcrew firefighters hired from each Handcrew firefighter recruitment process, pending attrition/promotions that occur as Handcrew firefighters promote to the firefighter rank.
4. Direct staff to continue using overtime to fill temporary vacancies rather than hiring additional personnel recognizing this as a cost-effective practice for temporary needs.

E. Quarterly Status Report Placentia Fire and Emergency Medical Services
Submitted by: Brian Fennessy, Fire Chief

Recommended Action:
Receive and file the report.

END OF CONSENT CALENDAR

3. PUBLIC HEARING(S)
No items.

4. DISCUSSION CALENDAR
No items.

BOARD MEMBER COMMENTS
CLOSED SESSION

CS1. PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Position: Fire Chief
Authority: Government Code Section 54954.5

CS2. CONFERENCE WITH LABOR NEGOTIATOR
Chief Negotiators: Board Chair Hasselbrink, Vice Chair Rossini, and Immediate Past Board Chair Muller
Position: Fire Chief
Authority: Government Code Section 54957.6

CS3. CONFERENCE WITH LABOR NEGOTIATOR
Chief Negotiator: Peter Brown, Liebert Cassidy Whitmore
Employee Organizations: Orange County Professional Firefighters’ Association, Local 3631 and Chief Officers Association
Authority: Government Code Section 54957.6

CS4. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION
Significant exposure to litigation pursuant to subdivision (b) of Section 54956.9 (1 Case)

CS5. THREAT TO PUBLIC SERVICES OR FACILITIES
Authority: Government Code Section 54957(a)
Consultation with Fire Chief Brian Fennessy, General Counsel David Kendig, and Assistant Chief Randy Black

CLOSED SESSION REPORT

ADJOURNMENT – The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, April 23, 2020, at 6:00 p.m.

AFFIDAVIT OF POSTING

I hereby certify under penalty of perjury under the laws of the State of California, that the foregoing Agenda was posted in the lobby, 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 19th day of March 2020.

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

UPCOMING MEETINGS:

Budget and Finance Committee Meeting Wednesday, April 8, 2020, 12 noon
Executive Committee Meeting Thursday, April 23, 2020, 5:30 p.m.
Board of Directors Meeting Thursday, April 23, 2020, 6:00 p.m.
CALL TO ORDER
A regular meeting of the Orange County Fire Authority Board of Directors was called to order on February 27, 2020, at 6:00 p.m. by Chair Hasselbrink.

INVOCATION
Senior Chaplain Dave Keehn offered the invocation.

PLEDGE OF ALLEGIANCE
Director Tettemer led the Assembly in the Pledge of Allegiance to the Flag.

ROLL CALL

| Letitia Clark, Tustin                        | Sergio Farias, San Juan Capistrano |
| Carol Gamble, Rancho Santa Margarita        | Dave Harrington, Aliso Viejo       |
| Shelley Hasselbrink, Los Alamitos           | Noel Hatch, Laguna Woods           |
| Robert Johnson, Cypress                     | Anthony Kuo, Irvine                |
| Thomas Moore, Seal Beach                    | Joseph Muller, Dana Point          |
| John R. O’Neill, Garden Grove               | Vince Rossini, Villa Park          |
| Ed Sachs, Mission Viejo                     | Dave Shawver, Stanton              |
| Michele Steggell, La Palma                  | Elizabeth Swift, Buena Park        |
| Mark Tettemer, Lake Forest                  | Juan Villegas, Santa Ana           |
| Donald P. Wagner, County of Orange          | Kathleen Ward, San Clemente        |

Absent:  Lisa Bartlett, County of Orange
Sandy Rains, Laguna Niguel
Tri Ta, Westminster

Also present were:

| Fire Chief Brian Fennessy                   | Deputy Chief Pokey Sanchez         |
| Assistant Chief Randy Black                 | Deputy Chief Lori Zeller            |
| Assistant Chief Robert Cortez               | Assistant Chief Kenny Dossey        |
| General Counsel David Kendig                | Assistant Chief Lori Smith          |
| Assistant Chief Nina Collins                 | Communications Director Colleen Windsor |
| Clerk of the Authority Sherry Wentz         |                                          |
1. PRESENTATIONS

A. Requests for Commendations and Proclamations (F: 11.09)

Chair Hasselbrink announced that both former Directors Melissa Fox and Neeki Moatazedi were unable to attend, and their presentations will be rescheduled to a future meeting.

Director Harrington arrived at this point (6:01 p.m.).

On motion of Director Johnson and second by Director Sachs, The Board of Directors voted by those present to approve the request as submitted and make presentations to those present.

Fire Chief Brian Fennessy and Chair Shelley Hasselbrink recognized and presented a plaque to former Chair Joe Muller, thanking him for his service as Board Chair.

Director Farias arrived at this point (6:04 p.m.).

PUBLIC COMMENTS (F: 11.11)

Doctor Claus Hecht, OCFA Emergency Medical Services Director, provided an update on the Coronavirus 19 virus, and OCFA’s tactical service protocols.

REPORTS

REPORT FROM THE HUMAN RESOURCES COMMITTEE CHAIR (F: 11.12)

Human Resources Committee Chair Rossini reported at the February 4, 2020, meeting, the Committee received oral presentation updates on the Behavioral Health Program and Cancer Awareness Prevention Program. Additionally, the Committee received and filed updates on the Recruitment & Selection Unit, and the Annual Workers’ Compensation Program. Lastly, the Committee held elections for the Chair and Vice Chair positions, electing unanimously Michelle Steggell as Vice Chair and himself as Chair for the ensuing term.

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

Budget and Finance Committee Vice Chair Swift reported at the February 11, 2020, special meeting, the Committee voted unanimously to send the Second Quarter Financial Newsletter and Monthly Investment Reports to the Executive Committee for its approval; and voted unanimously to send the Options to Mitigate Escalating Charges to Cash Contract Cities Beginning FY 2020/21, to the Board of Directors for approval of modified recommended actions. Staff is now gathering additional input to thoroughly vet the options, and to vet details associated with the Budget & Finance Committee’s modified recommended options. Upon completion, the item will be brought through the Budget & Finance Committee again, prior to forwarding the agenda item to the Board of Directors for consideration at a future date. Lastly, the Committee held elections for the Chair and Vice Chair positions, electing unanimously Gene Hernandez as Chair and herself as Vice Chair for the ensuing term.
REPORT FROM THE FIRE CHIEF (F: 11.14)

Fire Chief Fennessy reported on the success of the Best and Bravest event, highlighting and congratulating all of the honorees; introduced newly promoted Division Chief Baryic Hunter, who addressed the Board; and reminded everyone of the upcoming Girls Empowerment Camp in March.

Fire Chief Fennessy and Chair Hasselbrink recognized outgoing Clerk of the Authority Sherry Wentz for her achievements over the course of her tenure and introduced the City Clerk Association’s District 10 representative Molly Perry who presented a plaque acknowledging the Clerk Wentz’s professional contributions.

2. MINUTES
   A. Minutes from the January 23, 2020, Regular Meeting of the Board of Directors (F: 11.06)

      On motion of Director Johnson and second by Director Harrington, the Board of Directors voted by those present to approve the January 23, 2020, minutes as submitted. Directors Sachs, Shawver, and Ward were recorded as abstentions, due to their absence from the January 23, 2020, meeting.

3. CONSENT CALENDAR (Agenda Item No. 3A was pulled for separate consideration)
   A. Ratify Appointments to Executive Committee (F: 12.02A1)

      Chair Hasselbrink pulled this item from the Consent Calendar to recommended adding Director Mark Tettemer (Lake Forest). She noted there was one remaining Executive Committee Structural Fire Fund Alternate and solicited interest from the Board. Director Anthony Kuo (Irvine) volunteered his services.

      On motion of Director Tettemer and second by Director Johnson, the Board of Directors voted by those present to ratify the appointments of Directors Ed Sachs (Mission Viejo) and Elizabeth Swift (Buena Park) as At-Large Members; Director Donald P. Wagner (County of Orange) as the Board of Supervisor’s At-Large Member, with Director Lisa Bartlett (County of Orange) as its Alternate; Director Tri Ta (Westminster) as a Cash Contract Alternate to the Executive Committee; and Directors Mark Tettemer (Lake Forest) and Anthony Kuo (Irvine) as Structural Fire Fund Alternates.

END OF CONSENT CALENDAR

4. PUBLIC HEARING(S)
   No items.
5. DISCUSSION CALENDAR
   No items.

BOARD MEMBER COMMENTS (F: 11.13)

Director Clark expressed thanks to the firefighters who assisted with the recent apartment fire in Tustin.

Director Muller thanked the Board Members and staff for their assistance during his tenure.

Vice Chair Rossini offered regrets that Division Chief Phil Johnson will no longer be serving the City of Villa Park.

Director Kuo thanked OCFA for the gallant firefight on the Working Wardrobe Headquarters in Irvine and thanked the handcrews who participated in a demonstration in fuel modification with goats prior to Irvine’s State of the City event.

Chair Hasselbrink reported attending the Best and Bravest event.

CLOSED SESSION

CS1. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION
   Significant exposure to litigation pursuant to subdivision (b) of Section 54956.9
   (1 Case)

CS2. PUBLIC EMPLOYEE PERFORMANCE EVALUATION
   Position: General Counsel
   Authority: Government Code Section 54954.5

General Counsel David Kendig reported the Board of Directors would convene to Closed Session to consider the matter on the agenda identified as CS1, Conference with Legal Counsel – Anticipated Litigation, and CS2, Public Employee Performance Evaluation.

Chair Hasselbrink recessed the meeting to Closed Session at 6:35 p.m.

Chair Hasselbrink reconvened the meeting from Closed Session at 6:46 p.m.

CLOSED SESSION REPORT (F: 11.15)

General Counsel David Kendig stated there were no reportable actions.
ADJOURNMENT – Chair Hasselbrink adjourned the meeting in memory of Porterville Fire Captain Raymond Figueroa and Firefighter Patrick Jones who perished in the recent Porterville Public Library Fire. The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, March 26, 2020, at 6:00 p.m.

Sherry A.F. Wentz, CMC
Clerk of the Authority
WILDFIRE AWARENESS AND PREVENTION PROCLAMATION

WHEREAS, in the last four years, California has experienced 8 of the most destructive wildfires and 5 of the deadliest wildfires in the state’s history. In 2019, wildfires burned more than 259,823 acres, destroyed over 732 structures and tragically claimed 3 lives; and

WHEREAS, climate change has created a new wildfire reality in California. Persistent drought, warmer temperatures and more severe winds have created conditions that will lead to more frequent and catastrophic fires. To meet this challenge, California must adopt an all-of-the-above approach to protecting public safety and maintaining the health of our forests; and

WHEREAS, eleven million people – approximately a quarter of the state’s population – live in high fire risk areas, including the Wildland-Urban Interface. Public education and up-to-date regional emergency planning will be key to making our communities more resilient to the impacts of wildfire and other extreme weather events. Orange County residents can learn about Ready, Set, Go! to prepare for wildfire season and help prevent loss of life and property at www.OCFA.org/RSG; and

WHEREAS, we must also recognize that a robust wildfire response by firefighters alone cannot protect us, and every citizen has a key role in preventing destructive wildfires from occurring.

NOW, THEREFORE BE IT RESOLVED, that the Orange County Fire Authority Board of Directors does hereby proclaim the height of wildfire season beginning in mid-summer and running through early autumn as “Wildfire Awareness and Prevention Season” and encourages everyone to do their part to raise public awareness, take steps to protect our homes and businesses, and to prevent sparking a wildfire. One less spark means one less wildfire.
AGENDA STAFF REPORT

Board of Directors Meeting
March 26, 2020

FY 2019/20 Mid-Year Budget Adjustment

Contact(s) for Further Information
Robert Cortez, Assistant Chief  robertcortez@ocfa.org  714.573.6012
Business Services Department
Tricia Jakubiak, Treasurer  tricijakubiak@ocfa.org  714.573.6301

Summary
This item is submitted to request approval to adjust revenues, expenditures and transfers to reflect changes identified after adoption of the FY 2019/20 budget.

Prior Board/Committee Action
Budget and Finance Committee Recommendation: APPROVE
A comprehensive mid-year financial review was presented to the Budget and Finance Committee and the Board of Directors in January, highlighting proposed mid-year changes that are needed to the FY 2019/20 budget based on events that have occurred since the budget was adopted last May. The Board directed staff to return in March with the technical budget adjustments required to implement the proposed changes.

At its regular March 11, 2020, meeting, the Budget and Finance Committee reviewed and unanimously recommended approval of this item.

RECOMMENDED ACTION(S)
Authorize the proposed mid-year budget adjustments and transfers.

Impact to Cities/County
The proposed mid-year adjustments to the FY 2019/20 budget will have no impact to cash contract city charges in the current fiscal year. Future increases for cash contract cities are currently estimated at 4.5% per year for FYs 2020/21 and 2021/22 based on the Five-Year Financial Forecast.

Fiscal Impact
Financial impact is detailed in the report.

Background
This report is submitted to request approval of the technical budget adjustments following the January mid-year financial review. The following is a summary of the significant changes being requested (See Attachment 1 for the total proposed adjustment for each Fund).

The following are estimated changes to the General Fund budget that are needed, since the adoption of the FY 2019/20 budget in May 2019. Overall the currently proposed changes in the General Fund result in an estimated total revenue increase of approximately $10.7 million and an estimated
total expenditure increase of $11.4 million. Of the $11.4 million in expenditure increases, $5.3 million are cost neutral as they are offset by corresponding sources of revenue. These adjustments are further described below:

**FY 2019/20 Potential Revenue Adjustments - $10.7 million**

**Property Taxes:** Based on secured tax billings provided by the Auditor/Controller, preliminary projections indicate an approximate $2,265,000 increase over budget. $2,265,000

**Assistance by Hire (ABH):** ABH is the term used when OCFA responds to requests for assistance to incidents outside our area of responsibility, on a reimbursement basis. Current year activity is $4.4 million greater than budget due to various out-of-county responses. Staff will be monitoring this source of revenue for additional reimbursements. An expenditure adjustment is also proposed to the overtime/backfill category to cover the costs associated with providing the ABH services. $4,431,475

**Grant/Other Reimbursements:** This category represents reimbursements for grants or other programs, such as California Fire Fighter Joint Apprenticeship Committee (CFFJAC), where expenditures are reimbursed once incurred. $605,040

**Miscellaneous:** This category of revenue adjustments includes the following: re-categorization of CAL FIRE contract revenues, updates to cash contract city maintenance charges; witness fees, miscellaneous revenue, revenue from SCE, and restitution. $3,440,042

**FY 2019/20 Potential Expenditure Adjustments - $10.2 million**

**Assistance by Hire/Emergency Incident Costs:** As mentioned under Revenue for Assistance by Hire, an adjustment of approximately $4.7 million is needed for out-of-county responses, primarily in the overtime/backfill category, but also for response-related supplies. This category also comprises the expenditures for up-staffing of Strike Teams that occurred during the wind events in the first half of the fiscal year. Of this $4.7 million expenditure increase for ABH and up staffing of strike teams, the offsetting revenue reimbursement is currently estimated at $4.4 million. An additional portion of these expenditures may still be determined to be reimbursable, as staff continues the process of reviewing cost details and submitting eligible costs for reimbursement. $4,699,835(1)

**Adjustment for Workers’ Compensation Updated Actuarial:** The latest Workers’ Compensation Actuarial Study was completed end of February and includes payroll and claim data through December 31, 2019. A $1.7 million adjustment is needed to augment the required funding level for the present value of ultimate limited losses. $1,718,921

**Supplies/Equipment/Professional Services:** This category captures one-time costs which have increased since budget development, or were unknown at budget development, including fuel ($300,000), incident management team costs ($150,000), suppression personal protective equipment ($500,000), phone lines/data circuits ($272,700), communication installations in vehicles ($250,000), and Irvine reimbursement using Maruchan funds ($507,495). $2,431,574
**CAL FIRE Augmentation Funds:** This expenditure category represents the final appropriation of CAL FIRE restricted funds already received from CAL FIRE (the restricted revenue was previously recognized in the budget, but the associated expenditures were not yet included in the budget). The funds are restricted to purposes determined by CAL FIRE to be supportive of the mission related to drought augmentation.

**Expenditures with Revenue Offset:** These expenditure items are completely offset by a corresponding revenue adjustment and include CFFJAC, US&R 2018 Grant supplement and CAL FIRE defensible space inspection tablets.

**Interfund Borrowing:** At the time of budget development, staff was in the process of analyzing if OCFA’s cash flow needs could be met with interfund borrowing in lieu of issuing a Tax and Revenue Anticipation Note. When the budget was adopted in May, the analysis had been completed and the Board approved interfund borrowing as our temporary cash flow management mechanism in FY 2019/20. For interfund borrowing, money is borrowed from the Capital Improvement Program (CIP) and Workers’ Compensation (W/C) Self-Insurance funds, temporarily loaned to the General Fund, then repaid back with interest once property tax revenues are received. The interest is reflected as a cost to the General Fund. This adjustment funds the interest owed from the General Fund to the CIP and W/C funds associated with the borrowing.

1 This expenditure increase is cost neutral, offset by a corresponding revenue source.

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**General Fund and Capital Improvement Program Funds—and Budget Transfer Adjustments**

- **Budgeted beginning fund balances:** As part of the annual mid-year adjustment, budgeted beginning fund balances will be adjusted in accordance with the FY 2018/19 year-end audit. These increases resulted primarily from additional revenue received in the fiscal year, as well as salary savings and S&S savings in the General Fund. The beginning fund balance adjustments for Capital Improvement Program (CIP) Funds largely result from the timing for completion of projects. Funds for projects that did not get completed were carried-over to FY 2019/20.

  Following the review of the Workers’ Compensation Actuarial Study provided in February 2020, staff will hold off on making the $5.5 million transfer from Self-Insurance Fund 190 to the General Fund CIP Fund 12110 and the Fire Stations and Facilities Fund 123 in the amount of $2.75 million each. The purpose of the transfer is to provide funding for modifying existing fire stations to enhance gender accommodations. The possibility of the transfer will be reevaluated as part of year end.

- **Fund 12110 – General Fund CIP:** An adjustment increasing expenditures in the amount of $377,878 is needed for the following projects: Fire Station (FS) 32 requires new security fencing and a gate, bathroom improvements at FS 14, 16 and 32, and Dormitory Privacy at FS 53.

- **Fund 123 – Fire Stations and Facilities:** An adjustment increasing revenue by $578,000 is needed to reflect developer contributions.

- **Fund 124 – Communications and Information Systems:** An adjustment to increase revenue by $40,000 is needed to reflect interest earnings and an adjustment decreasing expenditures in the amount of $180,000 is needed in the Fund. The OCFA Enterprise Audio Video Improvements Project is being deferred to subsequent fiscal years, while a new Emergency Medical Services (EMS) Immunization Tracking Program is being initiated.
• **Fund 139 – Settlement Agreement:** An adjustment of $55,000 is needed to increase revenue from interest earnings and an adjustment increasing expenditures in the amount of $10,000 is needed to accommodate Trustee and Public Agency Retirement Services (PARS) fees for administering the 115 Trust. In addition, $507,495 of Maruchan Funds are being transferred back to the General Fund.

• **Fund 190 - Self Insurance:** A net revenue adjustment of $2,492,104 is needed to reflect the workers’ compensation payroll adjustment, described above, as well as an adjustment to expected earnings in the fund.

The attached Combined Budget Summary (Attachment 2) represents the total adjusted budget for the OCFA and details the revenue and expenditure budgets in each fund assuming these proposed adjustments are approved.

**Attachment(s)**
1. FY 2019/20 Mid-Year Budget Adjustments
2. Combined Budget Summary
FY 2019/2020 Mid-Year Budget Adjustments

The following adjustments to the FY 2019/20 budget are requested:

**General Fund (Fund 121)**  
Revenues: $10,741,557 increase  
Expenditures: $11,392,727 increase

**General Fund CIP (Fund 12110)**  
Expenditures: $377,878 increase

**Fire Stations and Facilities Fund (Fund 123)**  
Revenues: $578,000 increase

**Communications and Information Systems Fund (Fund 124)**  
Revenues: $40,000 increase  
Expenditures: $180,000 decrease

**Fire Apparatus Fund (Fund 133)**  
Revenues: $98,000 decrease

**Irvine Settlement Agreement Fund (Fund 139)**  
Revenues: $55,000 increase  
Expenditures: $497,495 decrease

**Structural Fire Fund Entitlement Fund (Fund 171)**  
Revenues: $4,000 increase

**Self-Insurance Fund (Fund 190)**  
Revenues: $2,492,104 increase
## ORANGE COUNTY FIRE AUTHORITY
### COMBINED BUDGET SUMMARY
#### FY 2019/20

### CIP Funds

<table>
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<tr>
<th>CIP Funds</th>
<th>FY 2019/20</th>
<th>Other Funds</th>
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<tr>
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<tr>
<td>190 Self Insurance</td>
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<tr>
<td>Total</td>
<td>$459,655,925</td>
<td>$39,619,205</td>
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</table>

### FUNDING SOURCES

- **Property Taxes**: 274,312,362
- **Intergovernmental**
  - State Reimbursements: 21,422,173
  - Federal Reimbursements: 4,210,140
  - Community Redevelopment Pass-thru: 15,267,155
- **Charges for Current Services**
  - Cash Contract Cities: 126,036,048
  - HMS Revenue: -
  - Fees - Community Risk Reduction: 6,111,323
  - Other Charges for Services: 145,459
  - ALS Reimbursements, Supplies: 4,547,600
  - Charges for Workers’ Comp: -
- **Use of Money and Property**
  - Interest: 1,256,026
  - Developer contributions: -
  - Miscellaneous: 6,361,784

### Other Funding Sources

- Total Revenues & Other Financing Sources: 459,670,070
- Operating Transfer In: 507,495
- Beginning Fund Balance: 72,180,602

### TOTAL AVAILABLE RESOURCES

- $532,358,167

### EXPENDITURES

- Salaries & Emp Benefits: $398,125,878
- Services & Supplies: 57,691,176
- Capital Outlay/Equipment: 3,838,871
- Total Expenditures: $459,655,925
- Appropriation for Contingencies: 3,000,000
- Operating Transfer Out: 30,083,037
- Ending Fund Balance: $39,619,205

### TOTAL FUND COMMITMENTS & FUND BALANCE

- $532,358,167

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(1) Project related budgets segregated for operational budget clarity purposes. As a sub-fund of the General Fund, revenues and expenditures are accounted for as the General Fund in the CAFR, however for cash-flow purposes the expenditures are tracked outside of the General Fund. Therefore 12110 requires cash-flow transfers in the same manner as the other CIP Funds.
Summary

This annual agenda item is submitted to provide an overview and analysis of the Fiscal Year 2018/19 backfill and overtime earnings along with employee total compensation for Calendar Year 2019, and to reaffirm current direction regarding filling permanent and temporary vacancies.

Prior Board/Committee Action

Budget and Finance Committee Recommendation: APPROVE

At its regular March 11, 2020, meeting, the Budget and Finance Committee reviewed and unanimously recommended approval of this item.

RECOMMENDED ACTION(S)

1. Direct staff to continue pursuing reductions in overtime by filling permanent vacancies as quickly as possible after the positions become vacant.
2. Authorize staff to temporarily exceed the number of authorized firefighter positions on the Master Position Control to maximize the number of firefighters hired into each academy, pending attrition/promotions that occur during and following academy graduations.
3. Authorize staff to temporarily exceed the number of authorized Handcrew firefighter positions on the Master Position Control to maximize the number of Handcrew firefighters hired from each Handcrew firefighter recruitment process, pending attrition/promotions that occur as Handcrew firefighters promote to the firefighter rank.
4. Direct staff to continue using overtime to fill temporary vacancies rather than hiring additional personnel, recognizing this as a cost-effective practice for temporary needs.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Backfill/overtime costs are included in the annual budget.

Background

See extended background.

Attachment

1. Frequently Asked Questions & Responses
2. FY 18/19 Backfill/Overtime & Calendar Year 2019 Total Earnings/Compensation Analysis (PowerPoint Slides)
**Background**

The OCFA’s General Fund budget consists primarily of labor costs, with approximately 91.8% of final Fiscal Year (FY) 2018/19 expenditures allocated to salaries and employee benefits. For FY 2018/19, final backfill/overtime expenditures were $63,886,060 or 17.5% of total salary and employee benefit costs. The primary factors driving OCFA’s backfill/overtime costs are:

- OCFA’s Constant Staffing Policy - $51.8M
- Major Emergency Incident Response - $4.6M
- Training Requirements - $4.1M
- Discretionary - $3.4M

Backfill and overtime costs can either be non-discretionary or discretionary, as explained in the following paragraphs.

**Constant Staffing Backfill/Overtime (Non-Discretionary)**

The OCFA maintains constant staffing levels, which means that every day, all authorized Operations post-positions are staffed. Constant staffing enables delivery of emergency services 24-hours per day, 7-days per week. A post-position is a seat on a fire or Emergency Medical Services (EMS) response unit (including engines, trucks, and paramedic vehicles) that must be filled to meet the staffing requirements of that unit.

- Backfill occurs when there is a vacancy in a position that requires constant staffing and another employee works overtime to fill the vacancy. Examples include:
  - Positions temporarily vacant, due to personnel on leave (sick, vacation, jury duty, military leave, bereavement, workers’ compensation, etc.)
  - Positions vacant due to cost control measures (open positions per the labor agreement)
  - Positions vacant as a result of retirements, promotions, or the addition of new positions to staff a new station or convert Basic Life Support engines to Advance Life Support engines
  - Positions temporarily vacant, due to personnel responding to major in/out-of-county emergency incidents

- Overtime is used for work performed above and beyond the constant staffing requirements. Examples include strike teams, overhead assignments, or emergency incidents, either in- or out-of-county, and mandatory training classes that occur on a day other than the employee’s regularly assigned shift.

**Major Emergency Incident Response (Non-Discretionary)**

Another form of non-discretionary overtime incurred by OCFA is for major emergency incident response. OCFA responds to emergency incidents at the request of surrounding fire agencies (Mutual Aid), California Department of Forestry (CAL FIRE), Cleveland National Forest Service (CNF), and the California Office of Emergency Services (Cal OES). Backfill/overtime costs for responding to major emergency incidents in FY 2018/19 totaled $4.6 million and represented approximately 7.2% of total backfill/overtime expenditures. Approximately 75-100% of these emergency related incident response costs (except Mutual Aid) are reimbursable.

**Backfill/Overtime costs for constant staffing and major emergency incident response are considered non-discretionary and represent 88.25% of FY 2018/19 Backfill/Overtime costs.**
Training Requirements (Discretionary & Non-Discretionary)
OCFA incurs additional backfill/overtime costs related to various training requirements for suppression personnel. Examples include mandatory training requirements for federal, state, and local programs including Urban Search and Rescue (US&R), Airport Rescue Firefighting (ARFF), Weapons of Mass Destruction (WMD), and Incident Command (IC). Additionally, the OCFA historically incurs overtime and backfill costs to provide training academies for new and/or promoted dispatchers, firefighters, engineers, captains, battalion chiefs, and reserve firefighters. Backfill/overtime costs as a result of training activities in FY 2018/19 totaled $4.1 million and represented 6.4% of the total backfill/overtime expenditures.

Backfill/Overtime/Discretionary
For FY 2018/19, total discretionary backfill/overtime was $3.4 million or 5.3% and is attributable to the following:

- Employees staffing special events, participating on project teams, and Fire Explorer Program activities
- Information systems including the Geographic Information System (GIS), automotive, communications services, and fire prevention personnel requested to work outside their normal work schedule

Regular vs. Overtime Analysis
Similar to prior years, backfill/overtime continues to be approximately 27% more cost effective than hiring a full-time benefited employee for filling temporary vacancies. For FY 2018/19, the estimated cost savings to OCFA by using overtime rather than full time employees to fill vacancies was $19.9 million.

Total Employee Compensation Reporting
Effective in CY 2018, employers were required to only report the normal employer paid retirement costs and not report the Unfunded Actuarial Accrued Liability (UAAL) as part of an individual employee’s compensation. Currently, the UAAL comprises 43-60% of the employer retirement costs.

Compensation Cost Transparency
Annual employee compensation costs are posted and readily available on the OCFA website dating back to CY 2009. Since 2012, the format of the report includes all earnings segregated by base salary, overtime, unused leave payouts, and other/special pay. Employer paid retirement and benefits are also included in the employee compensation report. This year’s report will be posted to the OCFA website and submitted to the State Controller on or before April 30, 2020, in compliance with the due date.

Filling Vacant Positions
To help reduce the number of vacancies that are open pending hiring and promotions, OCFA has conducted, and plans to conduct, the following academies:

<table>
<thead>
<tr>
<th>Academies to be held in FY 2019/20</th>
<th>Academies planned for FY 2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Firefighter Academies</td>
<td>2 Firefighter Academies</td>
</tr>
<tr>
<td>3 Fire Apparatus Engineer Academies</td>
<td>2 Fire Apparatus Engineer Academies</td>
</tr>
<tr>
<td>3 Fire Captain Academies</td>
<td>2 Fire Captain Academies</td>
</tr>
</tbody>
</table>
We have reached nearly full staffing at the firefighter rank immediately following Firefighter Academy 48 and 49’s graduations. Currently, we are conducting Firefighter Academy 50 and Firefighter Academy 51 will begin in August 2020. Firefighter vacancies have continued to accumulate quickly as we promote firefighters into the engineer and captain ranks, and also experience retirement activity among all ranks. As a result, staff is seeking continued Board authorization for the hiring of approximately 50 firefighters per academy for all academies during the next two fiscal years (FY 2020/21 and 21/22), due to attrition/promotions that will occur during and following academy graduations. This may result in total firefighter positions temporarily exceeding total permanent authorized firefighter positions pending promotions and retirements/other separations.

In addition, the Handcrew Firefighter rank will be impacted due to promotions that will occur during and following academy graduations. Handcrew Firefighter vacancies will accumulate quickly as we promote hand crew firefighters into the firefighter ranks. As a result, staff is seeking continued Board authorization for the hiring of approximately 16 Handcrew Firefighters during the fiscal year, due to attrition/promotions that will occur during and following academy graduations. This may result in total Handcrew Firefighter positions temporarily exceeding total permanent authorized Handcrew Firefighter positions pending promotions and retirements/other separations.

**Backfill/Overtime Monitoring & Analysis**

OCFA finance staff prepares monthly reports to track and monitor backfill/overtime activity. Reports are provided internally to management to show expenditures by section and by cause (reason), so that operations and support departments can monitor and, if required, adjust activities as needed in their respective areas.

The OCFA also has policies, procedures, and systems in place that monitor and report overtime usage. Due to the long fire season, combined with open positions and vacancies, and promotions and retirements during CY 2019, the OCFA was required to force many employees that possessed specialty skills to work extended hours. As stated earlier, the OCFA has aggressively been conducting various academies to help reduce the distribution of overtime and impact on employees. OCFA staff has also been working with the Orange County Professional Firefighters Association, Local 3631, to enhance existing policies and make modifications to the Staffing System to reduce the amount of forced overtime.

As discussed in this report, the majority of backfill/overtime incurred by the OCFA is non-discretionary and emergency response activity is generally 75-100% reimbursable. The small portion of overtime considered discretionary (5.3% of total backfill/overtime expenditures) is carefully managed and closely monitored.
FY 2018/19 BACKFILL/OVERTIME ANALYSIS FREQUENTLY ASKED QUESTIONS

1. **What is a firefighter’s standard work schedule?**

   Firefighters assigned to suppression positions work 24-hour shifts which equate to a 56-hour average work week or 2,912 hours per year. When firefighters are assigned to staff positions on a 40-hour work week, they average 2,080 regular hours per year.

2. **What does “maintaining constant staffing levels” mean? What is the difference between backfill and overtime?**

   This means that every day, all authorized Operations post-positions are staffed. A post-position is a seat on a fire or Emergency Medical Services (EMS) response unit (including engines, trucks and paramedic vans) that must be filled to meet the staffing requirement of that unit. Backfill occurs when there is a vacancy in a position that requires constant staffing and the employee either volunteers or is forced to work to fill the vacancy. Overtime is also used for work done above and beyond the constant staffing requirements. Examples of overtime include strike teams, overhead assignments to emergency incidents, either in- or out-of-county, and mandatory training classes that occur on days other than the employee’s regularly assigned shift.

3. **Because OCFA’s backfill/overtime budget is significant, does that mean we are understaffed?**

   OCFA’s backfill/overtime budget is significant, due to the reasons outlined in #2 above. Due to retirements and promotions, there are positions that have gone unfilled. In addition, a labor agreement includes provisions to hold 5 positions open for each rank in the firefighter labor group. This will be phased out over the next fiscal year ending as of September 2020. For FY 2018/19, vacant positions reached a high of 169, which required constant staffing on an overtime/backfill basis. Recent and planned academies along with promotional exams are expected to continue reducing the number of vacancies and open positions.

4. **How many continuous hours may a firefighter work?**

   Currently, the maximum number of continuous hours (regular and backfill/overtime) an employee may work is 96. The Assistant Chief of Operations may suspend the 96-hour rule to ensure sufficient incident response capability and adequate station coverage. Employees enter their availability to work into the OCFA’s Staffing System. The system hires employees based upon the premise of an equal distribution of overtime and agreed upon hiring list procedures. Personnel assigned to out-of-county strike teams or to overhead positions are often deployed for periods of 14-21 days. When assigned to these extended incidents, employees work within established work/rest cycles.

5. **Is the OCFA concerned about employee fatigue as the result of the continuous work hour rules?**

   The OCFA recognizes employee fatigue is a factor that impacts employee performance. Severe fatigue may increase the dangers inherent in the performance of emergency operations. The OCFA takes steps to protect employees from these dangers and ensures that firefighters are trained, equipped and supervised to work as safely as possible. There is an additional emphasis on employee health and wellness provided through the WEFIT (Wellness) Program. Supervisors have the means by which to ensure employees are either adequately rested or relieved of duty where appropriate. Firefighters on extended incidents adhere to specified work/rest cycles.
Fiscal Year 2018/19 Backfill/Overtime & Calendar Year 2019 Total Earnings/Compensation Analysis

Board of Directors Meeting
March 26, 2020
• Backfill and overtime earnings for Fiscal Year 2018/19
• Detail employee compensation for Calendar Year 2019
• Backfill/overtime:
  – Cost effective option to meeting staffing needs on a temporary basis
  – Provides for consistent emergency response
• Recommendations
FY 2018/19 Backfill/Overtime Categories

• **Non-Discretionary Categories:**
  – Constant Staffing Policy (vacation, sick, workers’ comp, new positions, promotions, retirements)
  – Major emergency incident response
  – Training (mandatory federal/state/local)

• **Discretionary Categories:**
  – Special events/assignments, project teams
  – Department personnel requested to work outside normal work schedules
  – Training (new hire/promotional academies)
FY 2018/19 Backfill/Overtime by Category

<table>
<thead>
<tr>
<th>Categories of Backfill/OT</th>
<th>FY 2018/19 (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant Staffing (ND)</td>
<td>$51.8</td>
</tr>
<tr>
<td>Emergency Response* (ND)</td>
<td>$4.6</td>
</tr>
<tr>
<td>Training (Discretionary &amp; Non-Discretionary)</td>
<td>$4.1</td>
</tr>
<tr>
<td>Projects/Discretionary</td>
<td>$3.4</td>
</tr>
<tr>
<td><strong>FY 2018/19 Total</strong></td>
<td><strong>$63.9</strong></td>
</tr>
</tbody>
</table>

ND: Non-Discretionary

* Emergency response overtime is generally 75-100% reimbursable
### Overtime Cost Effectiveness

**Firefighter Position Example**

<table>
<thead>
<tr>
<th>Top Step Hourly Rate</th>
<th>Hourly Regular Rate</th>
<th>Hourly OT Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regular Full-Time</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Salaries:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base Hourly Rate</td>
<td>$32.97</td>
<td>$49.46</td>
</tr>
<tr>
<td>Other Pays (Holiday, Educ. Inc., EMT)</td>
<td>$7.93</td>
<td>$0.15</td>
</tr>
<tr>
<td><strong>Total Salaries</strong></td>
<td>$40.90</td>
<td>$49.61</td>
</tr>
<tr>
<td><strong>Benefits:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement</td>
<td>$19.65</td>
<td></td>
</tr>
<tr>
<td>Workers’ Compensation/Medicare</td>
<td>$1.64</td>
<td>$1.88</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>$8.18</td>
<td></td>
</tr>
<tr>
<td><strong>Total Benefits</strong></td>
<td>$29.47</td>
<td>$1.88</td>
</tr>
<tr>
<td><strong>Total Hourly Salaries &amp; Benefits</strong></td>
<td>$70.37</td>
<td>$51.49</td>
</tr>
</tbody>
</table>

- **$ Difference:** $18.88
- **% Difference:** 26.83%

It is approximately **27%** more cost effective to use overtime to backfill temporary firefighter vacancies compared to hiring a regular full-time firefighter to fill floating temporary vacancies.
FY 2018/19 Regular vs. Overtime Analysis

Firefighter Ranks Estimated Cost Savings

<table>
<thead>
<tr>
<th></th>
<th>Actual Overtime Hours Worked</th>
<th>FTE Equivalent</th>
<th>Estimated * FTE Cost</th>
<th>Estimated * Overtime Cost</th>
<th>Estimated * Cost Savings by Utilizing Backfill/Overtime</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Captain</td>
<td>311,513</td>
<td>107.0</td>
<td>$27,669,967</td>
<td>$21,026,332</td>
<td>$6,643,635</td>
</tr>
<tr>
<td>Engineer</td>
<td>266,119</td>
<td>91.4</td>
<td>$20,418,548</td>
<td>$15,722,538</td>
<td>$4,696,010</td>
</tr>
<tr>
<td>Firefighter</td>
<td>455,594</td>
<td>156.5</td>
<td>$32,058,535</td>
<td>$23,453,282</td>
<td>$8,605,253</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>354.9</td>
<td></td>
<td><strong>$80,147,050</strong></td>
<td><strong>$60,202,152</strong></td>
<td><strong>$19,944,898</strong></td>
</tr>
</tbody>
</table>

The estimated $19.9 million savings is a direct result of utilizing overtime/backfill rather than full-time employees at a blended savings of 23-27%

* Utilizes estimated hourly rates for top step within a classification.
Firefighter Ranks Earnings Analysis

Calendar Year 2019 Firefighter Ranks Earnings* (excluding trainees, minimum 2,000 hours)

- Median $167,615
- Average $193,032

* Excludes benefits
# Calendar Year 2019 Total Employee Compensation

<table>
<thead>
<tr>
<th>Bargaining Group</th>
<th>Average Base Earnings</th>
<th>Average Total Earnings</th>
<th>Average Total Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHIEF OFFICERS ASSOCIATION</td>
<td>$173,643</td>
<td>$306,236</td>
<td>$386,877</td>
</tr>
<tr>
<td>EXECUTIVE MANAGEMENT</td>
<td>$254,730</td>
<td>$293,285</td>
<td>$360,069</td>
</tr>
<tr>
<td>OC PROFESSIONAL FIREFIGHTERS ASSOCIATION</td>
<td>$103,730</td>
<td>$193,032</td>
<td>$249,822</td>
</tr>
<tr>
<td>ADMINISTRATIVE MANAGEMENT</td>
<td>$123,672</td>
<td>$148,904</td>
<td>$179,665</td>
</tr>
<tr>
<td>ORANGE COUNTY EMPLOYEE’S ASSOC.</td>
<td>$81,684</td>
<td>$99,023</td>
<td>$121,325</td>
</tr>
</tbody>
</table>

## Average Employee Total Compensation*

* Employees working a minimum of 2,000 hours
Calendar Year 2019 Total Compensation – Average Hourly Rate

<table>
<thead>
<tr>
<th>Bargaining Group</th>
<th>BASE EARNINGS</th>
<th>TOTAL EARNINGS</th>
<th>TOTAL COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Average Base Earnings</td>
<td>Regularly Scheduled Hours</td>
<td>Average Hourly Rate</td>
</tr>
<tr>
<td>CHIEF OFFICERS ASSOCIATION</td>
<td>$173,643</td>
<td>2,912</td>
<td>$59.63</td>
</tr>
<tr>
<td>EXECUTIVE MANAGEMENT</td>
<td>$254,730</td>
<td>2,080</td>
<td>$122.47</td>
</tr>
<tr>
<td>OC PROFESSIONAL FIREFIGHTERS ASSOCIATION</td>
<td>$103,730</td>
<td>2,912</td>
<td>$35.62</td>
</tr>
<tr>
<td>ADMINISTRATIVE MANAGEMENT</td>
<td>$123,672</td>
<td>2,080</td>
<td>$59.46</td>
</tr>
<tr>
<td>ORANGE COUNTY EMPLOYEE'S ASSOC.</td>
<td>$81,684</td>
<td>2,080</td>
<td>$39.27</td>
</tr>
</tbody>
</table>

**Employee Total Compensation – Average Hourly Rate**

*Employees working a minimum of 2,000 hours*
Calendar Year 2019 Top 10 Employees: Compensation Pensionable vs. Non-Pensionable Costs

<table>
<thead>
<tr>
<th>Title/Assignment</th>
<th>Total Compensation</th>
<th>Compensation Pensionable</th>
<th>Compensation Non-Pensionable</th>
<th>Employer Paid Pension (Non-Pensionable)</th>
<th>Employer Paid Health (Non-Pensionable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Fire Captain/PM</td>
<td>$551,502</td>
<td>$180,434</td>
<td>$371,068</td>
<td>$50,595</td>
<td>$24,040</td>
</tr>
<tr>
<td>2 Chief Officer</td>
<td>$511,460</td>
<td>$198,255</td>
<td>$313,205</td>
<td>$57,983</td>
<td>$23,526</td>
</tr>
<tr>
<td>3 Chief Officer</td>
<td>$504,516</td>
<td>$207,647</td>
<td>$296,869</td>
<td>$62,045</td>
<td>$23,761</td>
</tr>
<tr>
<td>4 Chief Officer</td>
<td>$483,273</td>
<td>$187,004</td>
<td>$296,269</td>
<td>$58,196</td>
<td>$23,768</td>
</tr>
<tr>
<td>5 Chief Officer</td>
<td>$471,340</td>
<td>$187,004</td>
<td>$284,336</td>
<td>$58,114</td>
<td>$22,783</td>
</tr>
<tr>
<td>6 Fire Captain/PM</td>
<td>$461,341</td>
<td>$163,021</td>
<td>$298,320</td>
<td>$49,688</td>
<td>$24,040</td>
</tr>
<tr>
<td>7 Fire Captain/PM</td>
<td>$458,915</td>
<td>$167,380</td>
<td>$291,535</td>
<td>$48,094</td>
<td>$24,040</td>
</tr>
<tr>
<td>8 Chief Officer</td>
<td>$456,750</td>
<td>$177,199</td>
<td>$279,551</td>
<td>$54,729</td>
<td>$23,454</td>
</tr>
<tr>
<td>9 Chief Officer</td>
<td>$454,640</td>
<td>$207,419</td>
<td>$247,221</td>
<td>$61,184</td>
<td>$19,907</td>
</tr>
<tr>
<td>10 Fire Captain</td>
<td>$451,874</td>
<td>$138,967</td>
<td>$312,907</td>
<td>$44,589</td>
<td>$24,040</td>
</tr>
</tbody>
</table>
Calendar Year 2019 Top 10 Employees: Compensation Average Hourly Rate

<table>
<thead>
<tr>
<th>Title/Assignment</th>
<th>Total Compensation</th>
<th>Base Hours</th>
<th>Backfill/ Overtime Hours</th>
<th>Total Hours</th>
<th>Average Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Fire Captain/PM</td>
<td>$551,502</td>
<td>2,720</td>
<td>3,859</td>
<td>6,579</td>
<td>$83.83</td>
</tr>
<tr>
<td>2 Chief Officer</td>
<td>$511,460</td>
<td>2,912</td>
<td>2,536</td>
<td>5,448</td>
<td>$93.89</td>
</tr>
<tr>
<td>3 Chief Officer</td>
<td>$504,516</td>
<td>2,144</td>
<td>1,554</td>
<td>3,698</td>
<td>$136.41</td>
</tr>
<tr>
<td>4 Chief Officer</td>
<td>$483,273</td>
<td>2,912</td>
<td>1,998</td>
<td>4,910</td>
<td>$98.42</td>
</tr>
<tr>
<td>5 Chief Officer</td>
<td>$471,340</td>
<td>2,912</td>
<td>1,875</td>
<td>4,787</td>
<td>$98.46</td>
</tr>
<tr>
<td>6 Fire Captain/PM</td>
<td>$461,341</td>
<td>2,912</td>
<td>3,124</td>
<td>6,036</td>
<td>$76.44</td>
</tr>
<tr>
<td>7 Fire Captain/PM</td>
<td>$458,915</td>
<td>2,912</td>
<td>3,004</td>
<td>5,916</td>
<td>$77.57</td>
</tr>
<tr>
<td>8 Chief Officer</td>
<td>$456,750</td>
<td>2,912</td>
<td>2,104</td>
<td>5,016</td>
<td>$91.06</td>
</tr>
<tr>
<td>9 Chief Officer</td>
<td>$454,640</td>
<td>2,080</td>
<td>1,180</td>
<td>3,260</td>
<td>$139.46</td>
</tr>
<tr>
<td>10 Fire Captain</td>
<td>$451,874</td>
<td>2,912</td>
<td>3,506</td>
<td>6,418</td>
<td>$70.40</td>
</tr>
</tbody>
</table>
## Calendar Year 2019 Top 10 Employees: Hours by Backfill/Overtime*

<table>
<thead>
<tr>
<th>Title/Assignment</th>
<th>Base Hours Worked</th>
<th>Backfill for Constant Staffing</th>
<th>Overtime for Emergency Incidents (1)</th>
<th>Overtime to Attend Training</th>
<th>Other (2)</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Fire Captain/PM</td>
<td>2,720</td>
<td>2,983</td>
<td>250</td>
<td>322</td>
<td>304</td>
<td>6,579</td>
</tr>
<tr>
<td>2 Chief Officer</td>
<td>2,912</td>
<td>2,126</td>
<td>136</td>
<td>180</td>
<td>94</td>
<td>5,448</td>
</tr>
<tr>
<td>3 Chief Officer</td>
<td>2,144</td>
<td>1,237</td>
<td>176</td>
<td>129</td>
<td>12</td>
<td>3,698</td>
</tr>
<tr>
<td>4 Chief Officer</td>
<td>2,912</td>
<td>1,599</td>
<td>57</td>
<td>218</td>
<td>124</td>
<td>4,910</td>
</tr>
<tr>
<td>5 Chief Officer</td>
<td>2,912</td>
<td>1,539</td>
<td>49</td>
<td>223</td>
<td>64</td>
<td>4,787</td>
</tr>
<tr>
<td>6 Fire Captain/PM</td>
<td>2,912</td>
<td>2,554</td>
<td>37</td>
<td>381</td>
<td>152</td>
<td>6,036</td>
</tr>
<tr>
<td>7 Fire Captain/PM</td>
<td>2,912</td>
<td>2,600</td>
<td>-</td>
<td>78</td>
<td>326</td>
<td>5,916</td>
</tr>
<tr>
<td>8 Chief Officer</td>
<td>2,912</td>
<td>1,841</td>
<td>179</td>
<td>72</td>
<td>12</td>
<td>5,016</td>
</tr>
<tr>
<td>9 Chief Officer</td>
<td>2,080</td>
<td>766</td>
<td>137</td>
<td>207</td>
<td>70</td>
<td>3,260</td>
</tr>
<tr>
<td>10 Fire Captain</td>
<td>2,912</td>
<td>3,098</td>
<td>48</td>
<td>171</td>
<td>189</td>
<td>6,418</td>
</tr>
</tbody>
</table>

* Per Cause Code
(1) Reimbursable
(2) Special Activities, Other Discretionary/Non-Discretionary, Administrative
Summary

• Approximately 88% of the backfill/overtime costs are non-discretionary (81% constant staffing and 7% emergency activity)

• OCFA staff has conducted and anticipates the following academies over the next two fiscal years:

<table>
<thead>
<tr>
<th>FY 2019/20</th>
<th>FY 2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Firefighter Academies</td>
<td>2 Firefighter Academies</td>
</tr>
<tr>
<td>3 Fire Apparatus Engineer Academies</td>
<td>2 Fire Apparatus Engineer Academies</td>
</tr>
<tr>
<td>3 Fire Captain Academies</td>
<td>2 Fire Captain Academies</td>
</tr>
</tbody>
</table>

• When backfill/overtime is required, it is approximately 27% more cost effective than hiring a full-time benefited employee for filling temporary vacancies
Recommended Action

Review the proposed agenda item and:

1. Direct staff to continue pursuing reductions in overtime by filling permanent vacancies as quickly as possible after the positions become vacant.

2. Authorize staff to temporarily exceed the number of authorized firefighter positions on the Master Position Control to maximize the number of firefighters hired into each academy, pending attrition/promotions that occur following academy graduations.

3. Authorize staff to temporarily exceed the number of authorized Hand Crew firefighter positions on the Master Position Control to maximize the number of Hand Crew firefighters hired from each Hand Crew firefighter recruitment process, pending attrition/promotions that occur as Hand Crew firefighters promote to the firefighter rank.

4. Direct staff to continue using overtime to fill temporary vacancies rather than hiring additional personnel, recognizing this as a cost-effective practice for temporary needs.
Questions/Comments?
Quarterly Status Report
Placentia Fire and Emergency Medical Services

Contact(s) for Further Information
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Summary
This agenda item is submitted to provide a quarterly status briefing regarding the transition of Fire and Emergency Medical Services (EMS) from the Orange County Fire Authority (OCFA) to the City of Placentia.

Prior Board/Committee Action
At its June 27, 2019, meeting the Board of Directors was presented an overview of the City of Placentia’s Fire/Emergency Medical Services (EMS) Transition Plan. Staff was directed to provide quarterly status updates regarding the transition of services. Prior updates were provided on September 26, 2019 and January 23, 2020.

RECOMMENDED ACTION(S)
Receive and file the report.

Impact to Cities/County
Not Applicable.

Fiscal Impact
The City of Placentia’s withdrawal from OCFA effective July 1, 2020, will result in a $7.1 million reduction to annual cash contract revenue, with a corresponding $6.1 million reduction to expenditures. Note that the expenditure reduction is less than the revenue reduction since a portion of the operational resources currently within the City (Truck 34) will be relocated to a neighboring OCFA city and continue to serve other areas of OCFA’s jurisdiction.

Background
On June 4, 2019, the Placentia City Council voted to proceed in establishing a Placentia Citywide Fire Protection & EMS Department, effective July 1, 2020. At the OCFA Board of Directors June 27, 2019, meeting, staff was directed to provide quarterly reports on the transition, including any policy matters that may require Board action. Below are topics that staff identified for the Board’s awareness:

1) Movement of Truck 34: Truck 34 is currently positioned at Fire Station 34 in Placentia, with a previously identified plan to move the Truck into the neighboring City of Yorba Linda at Fire Station 10. Movement of Truck 34 to Fire Station 10 remains dependent on identification of a new site to build a replacement/larger station within Yorba Linda; however, a viable site available for OCFA to purchase has not yet been found.
As an interim solution, staff is planning to move Truck 34 to Fire Station 32 in the City of Yorba Linda, where it will continue serving OCFA’s regional jurisdiction following Placentia’s withdrawal. Preparation for this move has begun, with a target completion date of May 15, 2020.

2) **Movement of Battalion 2 Headquarters:** The headquarters for OCFA’s Battalion 2 will be moved from Fire Station 34/Placentia to Fire Station 53/Yorba Linda. Preparation for this move has begun, with a target completion date of May 15, 2020.

3) **Absorption of Personnel:** In addition to Truck 34, OCFA currently has an additional 24 full-time positions assigned to staffing of Engine 34 and Engine 35 in Placentia. The labor association which represents the employees assigned to these positions (the Orange County Professional Firefighters Association/Local 3631, or OCPFA) has requested to meet and confer with OCFA management regarding the impact to these employees as a result of Placentia’s withdrawal from OCFA. We are in the process of scheduling the “impact bargaining” with the OCPFA and will provide future updates, including potential scheduling of confidential closed session discussions with the Board, if needed.

Notwithstanding any alternative courses of action recommended per the “impact bargaining”, OCFA management has made preliminary plans to absorb the employees currently assigned to these 24 Placentia positions by providing the employees an opportunity to bid into other vacant positions within OCFA’s service jurisdiction. We have established a target completion date of May 30, 2020 for incumbent employees to complete the process of bidding available positions that they wish to transition to through the OCFA’s routine transfer cycle.

4) **Five-Year Shortfall Payment Obligation at Withdrawal:** Pursuant to Article VII, Section 1.F of the OCFA’s Joint Powers Authority Agreement, “the balance of any shortfall that may have accumulated during a City’s ten-year period of membership shall be paid upon withdrawal.” Staff calculated Placentia’s shortfall value at $312,537 and obtained concurrence with the calculation by City Administrator Damien Arrula. OCFA billed the City for this obligation in late-February, with a due date of June 30, 2020.

5) **Fire Station Transition:** OCFA staff is continuing to meet with Placentia personnel regularly to develop a facilities, communications, and information technology transition plan in preparing to transfer Fire Stations 34 and 35 back to the City. These meetings are occurring at least monthly until the July 1, 2020, transition date.

6) **Future OCFA Aid to and from Placentia:** Local government fire departments routinely and voluntarily aid and assist each other when emergencies exist within their respective jurisdictions. There are primarily two methods of attaining emergency aid: Mutual Aid and Automatic Aid. Reciprocity of resource exchange is the basis for determining which type of aid may be voluntarily provided to a requestor.

**Mutual Aid**

In organization theory, Mutual Aid is a voluntary reciprocal exchange of resources and services for mutual benefit. In Mutual Aid, the fire departments have basically agreed to give each other assistance across jurisdictional boundaries during incidents where the local department’s resources are insufficient.
In emergency services, Mutual Aid is an agreement among emergency responders to lend assistance across jurisdictional boundaries. This may occur due to an emergency response that exceeds available local resources, such as a disaster or a multiple-alarm fire. This occurs only if the requested agencies have enough resources to help others at the time. Mutual Aid is voluntary and may not occur if the requested agencies are dealing with incidents of their own and/or do not have enough equipment or firefighters to share at the time. The closest available fire department resources are usually requested, and the circle of requests gets larger until enough help can be found.

Mutual Aid may be ad hoc, requested only when such an emergency occurs. Mutual Aid must be requested through the Orange County Operational Area Fire Coordinator’s Emergency Command Center. Fire agencies are able to charge other jurisdictions its actual costs for the provision of Mutual Aid.

**Automatic Aid**

A more formal agreement to send the resources automatically would be known as “Automatic Aid.” A standing agreement for cooperative emergency management on a continuing basis, such as ensuring that resources are dispatched from the nearest fire station, regardless of which side of the jurisdictional boundary the incident is on.

Reciprocity of resource exchange is the basis for determining which type of aid may be voluntarily provided to a requestor. Reciprocity has nothing to do with equity in number of incident exchange between jurisdictions. Emergency aid that is not reciprocal, either due to the type or number of resources being requested, or the type of resource needs the requesting agency is unable to provide, is considered Mutual Aid.

Since Placentia’s proposed Fire and Emergency Medical Services (EMS) delivery model will not be able to provide the number of reciprocal or like services, the OCFA and other neighboring fire departments have been considering the following decision factors listed below. While these decision factors/questions were included in prior updates that staff provided to the Board, we have now also added our preliminary responses to each factor:

- **How requests for aid to Placentia will be processed?**
  
  *During our January 2020 discussion with the OCFA Board of Directors, staff indicated its operational intent to respond to Placentia’s requests for aid, when feasible based on OCFA resource availability. Staff also indicated that, depending on the circumstances, OCFA may respond with more resources than requested by Placentia in order to meet OCFA’s standards for firefighter safety.*

- **Will aid into Placentia be considered Mutual Aid with associated charges?**
  
  *Lacking further information from Placentia to justify otherwise, staff’s current intent is to consider the aid that OCFA provides into Placentia to be Mutual Aid. Further, staff’s preliminary plan is to apply associated charges using the Assistance-by-Hire (ABH) rates that are routinely approved by the OCFA Board of Directors for billing other agencies whenever OCFA provides ABH.*

- **Can aid be reasonably expected or acceptable from Placentia back to the OCFA and neighboring agencies, given the significantly lower level of skills/training possessed by contract and reserve personnel, and the unknown number of skilled firefighters staffing the Placentia units?** The EMS personnel used by Placentia will not be dual function
firefighter/paramedics; therefore, will not possess the same training and will be unable to safely operate on many of the incidents when needed.

*Given the increased number of emergency response units and firefighters being relocated to the City of Yorba Linda, the need for aid from Placentia back to the OCFA may not be necessary. Response maps indicate that OCFA emergency response units meet minimum emergency response performance measures without the assistance of mutual or auto aid units. Expectations of utilizing Placentia Fire units, if any, may be better determined as we learn more about the level of skills possessed by, and the type of training provided to, the new Placentia Fire Department personnel; this topic remains an outstanding matter.*

7) **Recap of Unresolved Concerns Outlined in Prior Quarterly Updates**

OCFA staff last met with Mr. Scott Ferguson (the current contract consultant serving the City of Placentia) in October 2019 and at his request, primarily for discussion of how aid will be provided among the neighboring fire departments. Since that time, he has met individually and jointly with the Fire Chiefs from Anaheim and Fullerton/Brea. These meetings have not been productive and have led to even more questions and concerns. The priority concerns are listed below and have been shared with Mr. Ferguson:

1. **Firefighter Safety**
   a. No information has been provided as to the initial full alarm assignment capability expectations for: single-family dwellings, apartments, open-air strip shopping centers, and high-rise structure fires in Placentia
      i. Expectation by OCFA is that the initial alarm assignments will be compliant with NFPA 1710 2020 Edition
      ii. Based on a formal community risk assessment, fire suppression operations shall be organized to ensure that the fire department's fire suppression capability encompasses deployment of personnel, equipment, and resources for an initial arriving company, the initial full alarm assignment, and additional alarm assignments
   b. No plan or procedures have been provided that ensure consistency and best business practice in how a mayday situation (lost, disoriented, trapped firefighter) will be handled by the Placentia Police Department Dispatch Center Dispatchers and its backup Public Safety Answering Point (PSAP) agency

2. **Increased Risk to Neighboring Communities**
   a. If Mutual Aid is provided to Placentia, neighboring communities will experience a significantly longer duration drawdown of their community fire station resources, and on a more frequent basis than experienced now, due to service level reductions (staffing & deployment) in Placentia
      i. The proposed Placentia Fire Department will **NOT** be able to ensure firefighter or citizen safety without neighboring fire agencies significantly subsidizing emergency response to structure fires in Placentia
      ii. The proposed Placentia Fire Department will **NOT** be able to ensure citizen safety without neighboring fire agencies significantly subsidizing emergency Advanced Life Support (ALS) medical response
3. **Firefighter Training**
   a. Absent OCFA review and validation that the below has been accomplished, OCFA resources will respond to requests for Mutual Aid with the minimum number of trained OCFA firefighters (per NFPA 1710 staffing & deployment), and will enter into unified command with Placentia, in an effort to control the emergency incident and ensure firefighter safety
      i. No information has been provided that ensures that Placentia response personnel shall be trained in their assigned positions in accordance with Sections 5.2 and 5.3 of NFPA 1500
      
      ii. No information has been provided that per NFPA 1710, Placentia shall have a training program and policy that ensure that members are trained, and competency is maintained to execute all responsibilities consistent with the department’s organization and deployment
      
      iii. No information has been provided that ensures that per NFPA 1710, Placentia shall adopt training standards based on the cited hazards and risks, set performance objectives to achieve those standards, and demonstrate training and competency by meeting the performance objectives
      
      iv. No information has been provided that ensures that procedures and training of Placentia personnel in Mutual Aid, Automatic Aid, and fire protection agreement plans shall be comprehensive to produce an effective fire force and to ensure uniform operations

4. **Dispatch Agency Staffing**
   a. No plan or procedures have been shared that demonstrates Placentia Police Department’s commitment to adhering to NFPA 1221 standards

5. **Transfer of 9-1-1 Calls**
   a. Cal OES requires all PSAP’s to meet mandatory standards from the CA 9-1-1 Operations Manual that could be affected by additional call volume. No plan or procedures have been shared that demonstrates Placentia Police Department’s commitment to adhering to Cal OES requirements

6. **HIPAA**
   a. Unlike any other government agency in Orange County, Placentia has entered into a contract with a private/for-profit company (non-governmental agency) to provide ALS services
      i. As such, there are legally protected HIPAA law compliance/privacy concerns that will need to be addressed by internal and external legal counsel

7. **Fire Marshal Recommended Code Adoption**
   a. Last minute change at November 12, 2019, Placentia City Council Meeting resulted in the elimination of OCFA Fire Marshal recommended amendments pertaining to the addition of fire sprinklers in commercial buildings at 5,000 square feet due to perceived conflict with the California Building Code
i. OCFA provides all of its cities with coordinated and recommended California Building Code (CBC) and California Residential Code (CRC) amendments to match Fire Marshal recommended amendments

b. Placentia has made a decision that no longer will existing buildings need to be retrofitted during tenant improvement unless code specifically dictates it for occupancy type

c. The outcome of this decision is that most new commercial buildings will be sprinkled at 12,000 square feet or more

d. This is inconsistent with best business practices throughout the county and represents an unnecessary hazard to citizens and firefighters, if these buildings are on fire

Attachment(s)
None.