



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
June 27, 2019

Agenda Item No. 5A
Discussion Calendar

Placentia Fire and Emergency Medical Services

Contact(s) for Further Information

Brian Fennessy, Fire Chief

brianfennessy@ocfa.org

714.573.6010

Summary

This agenda item is submitted to provide a briefing regarding staff's observations and findings from review of the City of Placentia's "Citywide Fire Protection & EMS" plan, and to begin discussion of policy matters associated with the City's plans which require Board direction.

Prior Board/Committee Action

None.

RECOMMENDED ACTION(S)

Direct staff to report back to the Board of Directors quarterly in Fiscal Year 2019/20 to provide updates and receive Board direction regarding the transition of Placentia's Fire and Emergency Medical Services.

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 reduction to expenditures.

Background

On June 19, 2018, the Placentia City Council voted to give the OCFA Notice of Withdrawal, indicating that the action was due to city finances, OCFA's rising costs, and to "cancel the evergreen component to the agreement." At that time, Placentia's City Administrator Damien Arrula indicated that the City did not wish to engage in discussions with OCFA until after the November elections; therefore, OCFA was on standby pending additional feedback from the City.

On December 19, 2018, the City issued two separate Request for Proposals (RFPs), with one soliciting proposals for Fire Protection Services and the other for 9-1-1 Advanced Life Support Emergency Medical Services (EMS). The City also provided a transmittal letter to OCFA Fire Chief Fennessy in which they stated, "it is our hope and expectation the OCFA will submit competitive proposals on both RFPs."

On February 27, 2019, staff submitted OCFA responses to Placentia's RFPs, respectfully declining to submit proposals to the City's RFPs, but offering to continue to provide service on the same terms currently provided to all of the OCFA's cash contract cities (Attachment 1).

On June 4, 2019, the Placentia City Council affirmatively voted to proceed in establishing a Placentia Citywide Fire Protection & EMS Department, effective July 1, 2020. Following are the concepts of the proposed Placentia Citywide Fire Protection & EMS Department:

- Fire suppression services will be bifurcated from Emergency Medical Services.
 - Fire suppression is planned to be provided with fewer full-time firefighters than the City currently receives from OCFA, and will also be reliant on lesser-trained reserve firefighters.
 - The City's planned service model is heavily reliant on Automatic Aid and Mutual Aid from neighboring jurisdictions (further discussion is provided below and summarized in Attachments 2 and 3).
- Emergency Medical Services will be contracted out to Lynch EMS, Inc.
 - Lynch has no 9-1-1 Advanced Life Support (ALS) paramedic experience.
 - In comparison, well over half of OCFA's 520 paramedics have more than five years of 9-1-1 ALS paramedic experience and 180 have over ten years of experience.
 - We noted that Lynch did not submit a proposal in response to the County's current RFP process for 9-1-1 emergency transport providers.
- Fire & EMS Dispatching may be provided by the City's Police Department dispatch center.
 - For police dispatchers to now start taking medical emergency calls, they'll need to be trained and certified as Emergency Medical Dispatchers and the City will have to purchase an Emergency Medical Dispatch (EMD) software program.
 - EMS calls require a question/answer triage process, which means a dispatcher remains on the phone with callers to provide life-saving pre-arrival instructions based on the emergency, and these calls take more time than typical calls currently being handled by the Placentia Police Department's dispatch center. Currently, they just send these calls to OCFA.
 - EMD takes significant training, annual on-going training, and may even require additional dispatchers to handle the call volume. This added cost is not noted in the City's proposal.

OCFA staff has reviewed the City's proposal documents that were submitted to the City Council, and identified a number of factual inaccuracies, questionable assumptions, and noteworthy observations. Our initial summary of these findings was submitted to the Placentia City Council on June 4, 2019 (Attachment 2). Staff has since completed a more thorough review of the documents, including the presentation materials used by City Administrator Arrula and shared with the public and OCFA for the first time only after public input was concluded. Staff has and prepared a supplemental review outlining the additional findings (Attachment 3).

Although many of these issues were brought forward to the Placentia City Council prior to its vote, the Council appears steadfast in its commitment to proceed in establishing a City Fire Department, with a separately operated and privatized EMS delivery system. Therefore, staff would like to begin a discussion with the OCFA Board of Directors regarding upcoming action items and policy matters that will require Board awareness and/or Board approval. Staff is only seeking to provide an introduction of these topics at this point, and will not seek final Board direction or policy adoption until later in the fiscal year. Below are the initial topics that staff has 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. The Board approved this plan in 2016 and authorized an immediate reduction to Placentia's cash contract charge, understanding that the move would not occur for a few years; therefore, Placentia is receiving this Truck service for free. Movement of Truck 34 to Station 10 was dependent on identification of a new site to build a replacement/larger station within Yorba Linda; however, a viable site available for OCFA purchase has not yet been found. As a result, staff will be working to develop an interim solution for the movement of Truck 34 out of Placentia as early in the fiscal year as feasible.
- 2) **Absorption of Personnel:** Aside from Truck 34, OCFA has an additional 24 full-time, professional employees staffing Engine 34 and Engine 35 in Placentia. Upon transition of services to the City in July 2020, OCFA will absorb these 24 employees into other existing positions within OCFA's service jurisdiction which are vacant.
- 3) **Five-Year Shortfall Payment Obligation at Withdrawal:** The First Amendment to the OCFA's Joint Powers Authority Agreement added Section 1.F to Article VII as follows:

“F. Negotiation of Terms Upon Notice of Withdrawal: Upon providing notice of withdrawal, a cash contract City may negotiate with the Authority regarding modifications to its payment obligation. If the City and the Authority are unable to reach agreement regarding modified payment terms, the balance of any shortfall that may have accumulated during a City's ten-year period of membership shall be paid upon withdrawal.”

Staff has calculated the payment shortfall, which compares what the service charge would be if there was no cap on annual increases, to the actual service charge being billed to the City during the year of the Five-Year review (FY 2019/20), and identified a shortfall value of \$312,537. This Five-Year Shortfall of \$312,537 represents a payment obligation for the City of Placentia to OCFA on, or prior to, June 30, 2020.

- 4) **Future OCFA Aid into 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: Automatic Aid and Mutual Aid. Reciprocity of resource exchange is the basis for determining which type of aid may be voluntarily provided to a requestor. When neighboring agency resources are closer to an emergency in another jurisdiction, automatic aid is typically provided. This occurs many times a day.

Emergency aid that is not reciprocal either due to the type of number of resources being requested or the type of resource needs the requesting agency is unable to provide is called Mutual Aid. Mutual aid must be requested through the Orange County Operational Area Fire Coordinator's Emergency Command Center. Fire agencies are able charge other jurisdictions its actual costs for the provision of mutual aid.

Since Placentia's proposed Fire and EMS delivery model will not be able to provide the number of reciprocal or like services, the OCFA and other neighboring Fire Departments will need to make policy decisions as to:

- How requests for aid will be provided to Placentia?
- Will aid into Placentia be considered mutual aid with associated charges?

- Can aid be reasonably expected or acceptable from Placentia back to OCFA and neighboring agencies, given the significantly lower level of skills/training possessed by reserve personnel and the lack of adequate 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.
- 5) **What if Placentia Requests an Extension from OCFA?:** If Placentia finds that the City cannot be ready for transition of fire services on July 1, 2020, OCFA should be anticipating how it will respond to a request for extension. Staff will develop options for the Board's consideration at a future meeting for how the OCFA might respond to such a request, including duration of extension and charges during an extension.
- 6) **What if Placentia Requests to Rejoin OCFA Post-Transition?:** If Placentia completes its transition to a City Fire Department on July 1, 2020, and post-transition, the City requests to rejoin OCFA, how will OCFA respond to such a request? This is an area that requires no decision in advance, it is simply provided to initiate thought and consideration for future options, such as handling the request as a new city proposal versus re-establishing the contract as it previously existed.

Staff would like feedback from the Board regarding the above topics, including any additional direction to staff that the Board may desire. Staff will then work on proposed policy options and report back to the Board of Directors quarterly in Fiscal Year 2019/20 to provide updates and receive Board direction regarding the transition of Placentia's Fire and Emergency Medical Services.

Attachment(s)

1. OCFA Response to Placentia RFP for Fire Protection Services 02/26/19
2. Review of Placentia "Citywide Fire Protection & EMS" Documents 06/04/19
3. Supplemental Review of Placentia "Citywide Fire Protection & EMS" Documents 06/19/19
 - a. Placentia PowerPoint re Fire Emergency Medical Services 06/04/19
 - b. Amendment to Service Configuration, Contract Charge, Fire Services Agmt May 2016
 - c. OCFA Summary of Services Document Mailed to City Administrator Arrula June 2018
 - d. OCFA Response to Placentia RFP February 2019
 - e. E-mail Correspondence re: Mutual/Automatic Aid June 2019
 - f. OCFA vs. Placentia Service Elements



ORANGE COUNTY FIRE AUTHORITY

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Brian Fennessy, Fire Chief

(714) 573-6000

www.ocfa.org

February 26, 2019

Jeannette Ortega (via email: fireemsinfo@placentia.org)
Assistant to the City Manager
City of Placentia

Greetings Ms. Ortega:

RE: City of Placentia - Proposals for Fire & Emergency Medical Services

The Orange County Fire Authority (OCFA) has carefully considered the City's Request for Proposals for 9-1-1 Advanced Life Support Emergency Medical Services, RFP 2018-01 and Request for Proposals for Fire Protection Services, RFP 2018-02, both dated December 20, 2018 (collectively, the "RFPs").

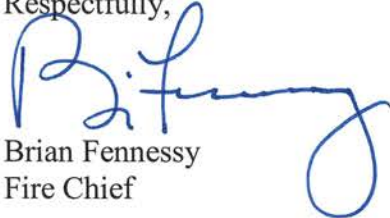
As you know, the OCFA is a regional fire and emergency medical services provider, governed by the Amended Joint Powers Authority Agreement (JPA) and Board-established policies. Pursuant to the JPA, the OCFA has entered into Fire & Emergency Medical Services Agreements with each of its member agencies committing that "The level of service provided shall be the same as the general level of similar services provided by OCFA elsewhere within its boundaries." In reviewing the City of Placentia's RFP specifications, we found that several of the requirements in the RFPs conflict with the OCFA's JPA, Fire & Emergency Medical Services Agreements, and Board-established policies (see Attachment 1 for examples). As a result, we must respectfully decline to submit proposals specific to both RFPs.

As an alternative to the form of services suggested by the City in its RFPs, I would be pleased to propose and recommend that the OCFA Board of Directors reinstate the City of Placentia as a full member agency, with all the protections and services that accompany OCFA membership under the terms of the OCFA's JPA and Fire & Emergency Medical Services Agreements, including but not limited to voting representation on the OCFA Board. Should the City pursue our proposal to remain a member of the Fire Authority, the City could benefit from continued high-caliber and comprehensive fire and emergency medical services. Placentia has enjoyed the professional and regional services provided by OCFA for the past 39 years, starting its contractual partnership with the Orange County Fire Department in May 1980 (prior to formation of the OCFA as a successor agency). Details relating to OCFA's services to Placentia, along with the cost-benefits the City currently enjoys by being in partnership with the OCFA, are provided in Attachment 2.

Jeannette Ortega
City of Placentia
February 26, 2019
Page 2 of 2

The OCFA stands ready to serve the City of Placentia, with professionalism and seamless continuity of services, should the City conclude that its fire and emergency medical services are best fulfilled by the Orange County Fire Authority. If you have any questions, please contact me at (714) 573-6010.

Respectfully,

A handwritten signature in blue ink, appearing to read "B. Fennessy", with a large, stylized loop at the end.

Brian Fennessy
Fire Chief

Attachments

cc: OCFA Board of Directors
OCFA Executive Management
David Kendig, OCFA General Counsel

Attachment 1

Orange County Fire Authority Placentia RFP Specifications & OCFA JPA Requirements

Several of the requirements in the City of Placentia's RFPs are inconsistent with the OCFA's Amended Joint Powers Authority Agreement and Board-established policies as detailed below:

1. The following examples reference the Fire Services RFP:
 - a. Page 22: The proposal must provide for "the professional management and operational control of the fire department following the level of service and policies established by the City." Individual authority for cities to direct Fire Authority policies or level of service is inconsistent with:
 - i. The OCFA JPA Agreement, that vests in the OCFA Board the policy decision authority; and
 - ii. The Fire Services and Emergency Medical Services Agreement OCFA has entered with each of its member agencies committing that "The level of service provided shall be the same as the general level of similar services provided by OCFA elsewhere within its boundaries," and
 - iii. The OCFA policy that the Fire Chief and Authority Management develop and implement the OCFA level of service, and the full Board approves the OCFA level of service. (OCFA Board Resolution 2017-02, approving "Roles/Responsibilities/ Authorities" matrix, p. 1 of 9.)
 - b. Page 23 – Designation of the Bradford Fire Station as a "Must cover" station requiring a cover engine to be dispatched to the station or off-duty personnel to be called back to cover the station, or volunteers to be activated, "any time the staffed apparatus is committed to an emergency or activity." This is inconsistent with the level of service provisions identified above, which vest such control in the OCFA Board and Chief, not individual cities.
 - c. Page 24 – "The City's fire protection service provider will not be a first responder to medical emergencies." This is inconsistent with the Fire Services and Emergency Medical Services Agreement OCFA has entered with each of its member agencies committing that OCFA "shall provide ... emergency medical, rescue and related services". (Agreement, §3 (a).) As a regional service provider committed to each of its agencies to deliver the same general level of service to all of its members, such a gap in emergency medical services could indirectly have adverse effects on the OCFA's commitments to neighboring city members.
 - d. Page 27: "At no time shall the Proposer's existing work rules or memorandums of understanding with its employees impede the Proposer's ability to deliver the services in the manner and cost structure required by the City and as determined by the City." This section is inconsistent with MOUs between OCFA and its labor associations. Furthermore, it is inconsistent with the JPA Agreement to the extent it:
 - i. purports to limit the OCFA Board's authority to "determine compensation and working conditions and negotiate contracts with employees and employee organizations." (Amended JPA Agreement, § 4.D.) Or
 - ii. is inconsistent with the service charge provisions (including the provisions regarding changes in services charges and cap on annual increases). (Amended JPA Agreement, Art. IV, §§ 3.B., 3.E., 3.F.)

Attachment 1

Orange County Fire Authority Placentia RFP Specifications & OCFA JPA Requirements

- e. Page 27: "Proposers shall also offer in their proposals recommended criteria for the establishment of financial penalties when service delivery criteria are not being met." As summarized above, service levels are determined by, and subject to adjustment at the discretion of, the Board, not individual members.
 - f. Page 28: The annual cost proposal "shall be a fixed amount for the first three (3) years..." and capped thereafter based on a local CPI. The OCFA Amended JPA Agreement contains binding provisions about the determination of service cost increases, caps, and spreading amounts that exceed those caps over a number of years. Fixing the costs for three years for one member would be inconsistent with the agreed-upon service-charge provisions by which all other OCFA members are governed.
 - g. Page 29: "All such initial service fee schedules and any future adjustments to such fees, shall be contingent on formal approval and act of the [Placentia] City Council." Requiring approval of fees (other than paramedic or ambulance fees) by an individual member agency's City Council is inconsistent with the grant of authority to the OCFA and its Board to "levy and collect payments and fees for services, provided that paramedic or ambulance user fees shall be approved by the member(s) affected." (Amended JPA Agreement, Art. I, § 4.N.)
2. The following example references the RFP for Emergency Medical Services:
- a. Page 16: Section 9, titled "City's intent for a Zero City-Subsidy EMS Service Model" indicates that "the City has incorporated several revenue generating models into this RFP with the intent to mitigate or minimize the need for the City's 9-1-1 ALS service provider to receive an annual operating subsidy to fully fund the required operations performed by the service provider under a resultant agreement." This section is inconsistent with the Amended JPA Agreement terms discussed above.

Attachment 2

ORANGE COUNTY FIRE AUTHORITY



Summary of Services & Partnership City of Placentia

February 26, 2019

The OCFA provides comprehensive services to the City of Placentia, which extend well beyond the basic frontline staffing of stations. We are proud of our partnership with Placentia and remain ready to assist the City with specialty needs, upon request. Details of our comprehensive services are provided below.

Primary OCFA Stations Serving the City of Placentia

The City of Placentia receives regional fire and emergency services from all OCFA stations and resources; however, the primary stations routinely serving the City include two stations within city jurisdictional boundaries (Stations 34 and 35).

The OCFA calculates staffing costs per truck or engine in an all-inclusive manner. Calculated costs include all elements required to provide comprehensive fire services, including salary, employee benefits, services, supplies, operational support, and administrative overhead. Since the City already enjoys its partnership with the OCFA, there are no start-up costs to be incurred by the City remaining a member with OCFA. The costing methodology (termed "Truck & Engine Company Costs") includes the following components:

- **Direct Labor** – Includes direct salary and benefit costs for frontline positions, which include captains, engineers, and firefighters assigned in the City.
- **Direct Support** – Includes a proportional share of salary and benefit costs associated with direct operational support. Examples of direct operational support include Dispatchers, Battalion Chiefs, Division Chiefs, Training and EMS personnel.
- **Services & Supplies** – Includes a proportional share of costs for services and supplies such as uniforms, turnout gear, hoses, foam, and breathing apparatus.
- **Overhead/Indirect Support** – Includes a proportional share of salary, benefits, services and supplies associated with indirect administrative support, such as Human Resources, Purchasing, Finance, and Information Technology.
- **Station Maintenance** – Includes funding to make minor improvements to stations per year, with a goal of reducing long-term capital costs for the City through proactive maintenance.
- **Vehicle Depreciation/Replacement** – Includes funding for annual depreciation of emergency apparatus assigned within the City. *These emergency vehicles are replaced by OCFA whenever needed, based on mileage and useful life, without regard to how much funding has been received from the City through the annual contract charge. To date, costs incurred by the OCFA for emergency apparatus serving the City have exceeded payments that OCFA has collected from the City by \$832,310.*

Below are details for the primary stations and staffing serving Placentia, along with Truck and Engine Cost allocations for these resources, compared to the current contract price being charged to the City.

Fire Stations and Frontline Staffing

Below is the current staffing being provided to the City of Placentia, which includes two paramedic engines and one truck. During FY 2016/17 and 2017/18, the price charged to the City was reduced (per agreement with the City) based on a future planned movement of the truck to Yorba Linda. The future movement of the truck is dependent upon OCFA locating a site to build a new/replacement Fire Station #10 in Yorba Linda which can accommodate the truck. Site selection remains underway, and as a result, the City of Placentia is receiving the benefit of the truck being located within city boundaries, without inclusion of the cost in the city's service charge. Responsibility to make this change happen is wholly upon OCFA, but in the meantime, Placentia is benefitting. If Placentia were a new city coming to OCFA for a service proposal, below is the cost that would be quoted to the City, compared to the actual price that the City is paying.

Fire Station	Apparatus	FF	FF/PM	FAE	FC	FC/PM	Total Staff	Total Truck & Engine Costs, Station Maintenance, and Vehicle Replacement per Station
34	Truck	6		3	3		12	3,652,044
	Paramedic Engine	3	3	3		3	12	3,759,133
35	Paramedic Engine		6	3	3		12	3,759,133
2 Stations	3 Apparatus	9	9	9	6	3	36	\$11,170,310
Contract Price Charged to Placentia								\$6,428,409
Annual Cost Savings to Placentia (funded by OCFA)								(\$4,741,901)

Below is the same cost comparison, updated to reflect the future service configuration for the City once the truck is moved to Yorba Linda Fire Station #10.

Fire Station	Apparatus	FF	FF/PM	FAE	FC	FC/PM	Total Staff	Total Truck & Engine Costs, Station Maintenance, and Vehicle Replacement per Station
34	Paramedic Engine	3	3	3		3	12	3,759,133
35	Paramedic Engine		6	3	3		12	3,759,133
2 Stations	2 Apparatus	3	9	6	3	3	24	\$7,518,266
Contract Price Charged to Placentia								\$6,428,409
Annual Cost Savings to Placentia (funded by OCFA)								(\$1,089,857)

For higher-level management of the City's fire services and station personnel, an assigned Division Chief serves as the local Chief to the City. In addition, three Battalion Chiefs (one BC for each of three 24-hour shift schedules) provide daily management of station personnel and activities.

Premier Specialty Operations w/ Premier Staff

The OCFA has premier specialty equipment, funded by regional property tax dollars with no charge to contract cities such as Placentia, yet these resources always remain available to serve all OCFA members when needed. The personnel assigned must maintain specialized certifications to enable them to operate the specialty equipment. Premier emergency response equipment and training within OCFA's regional system includes:

- Hazardous Material Response Team (HMRT)
- Heavy Rescue Vehicle
- Swift Water Rescue Team
- Urban Search and Rescue Trucks
- Water Tenders
- Special Event Paramedic Van
- Firefighting Foam Tender
- Mass Casualty Unit
- Bull Dozers
- Light and Air Units
- Designated Safety Officers

Community Risk Reduction (CRR) Services

Community Risk Reduction is a full service fire prevention department that provides plan review, development review, annual inspections, special activities, state mandate inspections, community education (including school programs and drowning prevention) and handles citizen complaints. The City also has Planning and Development plans analyst liaison with the backing of eight additional plan reviewers. Our plan review turnaround times are a guaranteed 10 days or sooner, 90% of the time.

Per OCFA Board policy, the majority of CRR services are funded through cost recovery fees. Since CRR services are primarily directed to businesses, developers, architects, and contractors, the fees are charged to the business community and not to individual homeowners and residents. The CRR fees charged to the business community qualify as a business expense.

Additional Services Provided to the City of Placentia

- Human Resources services including recruitment, testing, selection, employee records, labor negotiation, discipline, grievances, ADA compliance, OSHA, benefits management
- Compliance Training for FMLA, FLSA, Sexual Harassment and EEOC
- Risk Management & Worker's Compensation Management
- Information Technology management including emergency and administrative computer hardware and software systems
- Communications Equipment purchase, repair, maintenance
- Facility and Property Management/Maintenance
- Legislative Analyst & Lobbying Services
- Contract Administration
- Vehicle Purchasing and Maintenance
- Equipment and Supplies purchase, inventory management, repair and delivery
- Processing of subpoenas and information records requests
- Media Relations and trained Public Information Staff
- Full service Fire Investigations Section

- Emergency Dispatching
- Emergency response mapping (GIS, AVL)
- Paramedic continuing education services, including a Medical Director on staff
- Quality Assurance Programs
- Community Survey Programs
- Disaster Planning and Coordination
- Financial Management, Budgeting and Payroll

Benefits of Partnership with OCFA

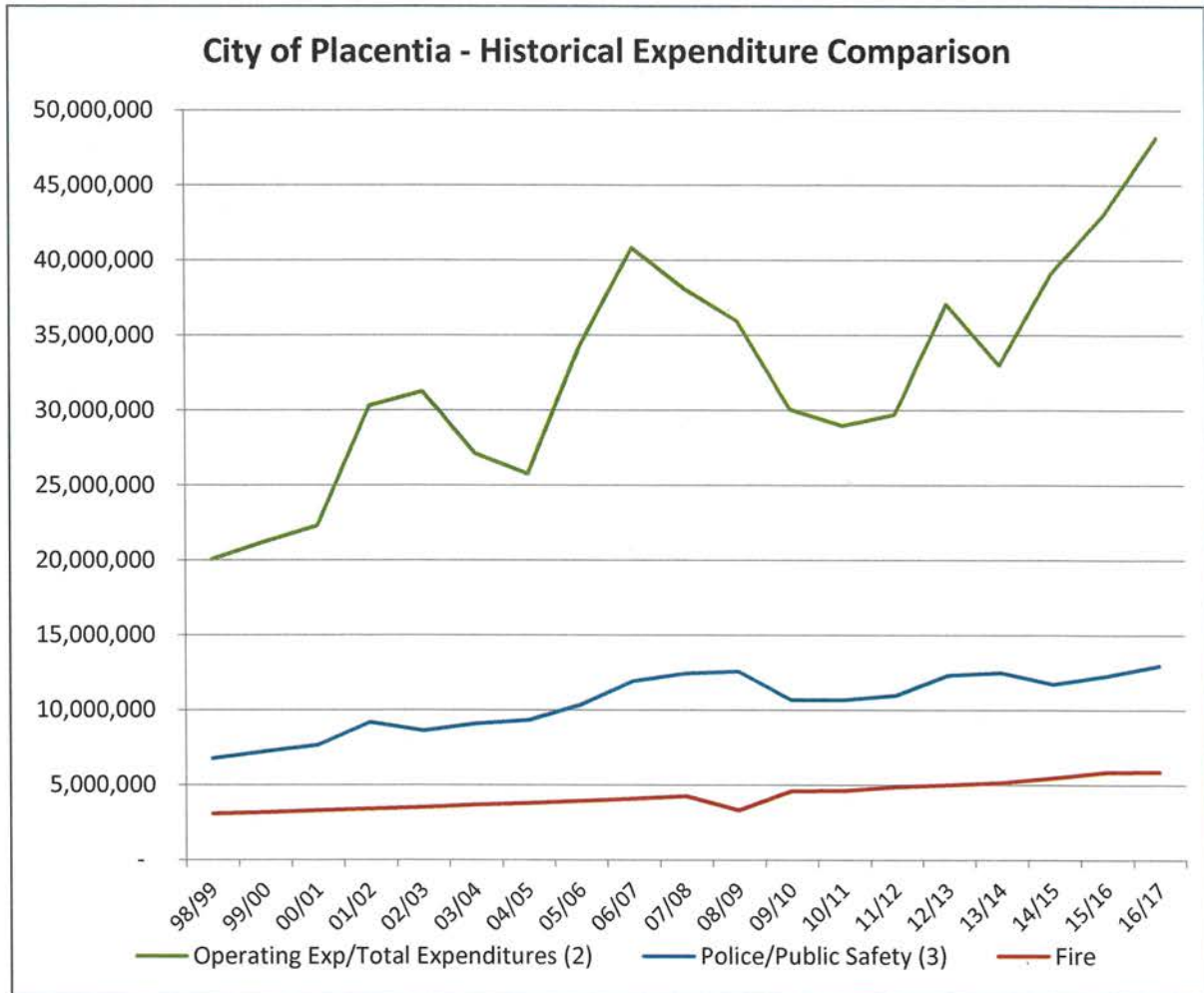
The Orange County Fire Authority enhances services to the citizens of Placentia and increases efficiencies within the City. OCFA's full service fire education, prevention and emergency response brings with it a full support network and eliminates the workload for other city departments that would otherwise require support. The support network includes Training/Safety and EMS Sections that provide in-house certifications and enhancement, skills maintenance, and 24/7 safety officer coverage during incidents. These support functions ensure that a high level of service is provided to our residents. Other service enhancements include our depth of resources, specialized resources, a dedicated fire prevention program, dedicated fire dispatchers, and a comprehensive public education program. These are standard in our regional system and are included in the contract price.

Additional benefits include:

- City Council Member on OCFA Board – participation in public policy decisions
- City Council Member on Executive Committee based on position or appointment
- City Council Member on Budget & Finance Committee by appointment
- City Manager participation on Technical Advisory Committee
- City Manager participation on City Manager Budget and Finance Committee (rotational)
- Cost Control – Contract increases are capped at 4.5% per year
- Active participation in Community Events
- Training and certification programs developed and presented in-house
- Paramedic nurse educators, training staff, and associated training facilities
- Dedicated Fire/EMS Emergency Dispatch including Emergency Medical Dispatch
- Risk Management program including the "WEFIT" health and wellness program to help reduce Workers Compensation Costs
- Central recruitment and hiring, personnel management, and benefit coordination
- Common Radio System within Orange County
- Response compatibility with other Orange County Fire Departments
- Active participation and coordination with all Orange County city fire agencies
- Alternate regional coordinator for OES Area 1

Historical Expenditure Comparison

The chart below provides an illustration of the historical expenditures for the City of Placentia from FY 1998/99 to FY 2016/17, based on the data that the City files each year with the State Controller. As illustrated, the cost for fire protection and emergency medical services (EMS) remains relatively constant throughout the years.



Note:

Data is from the City's Annual Reports filed with the State Controller's Office, Statement of Expenditures – data is currently only available thru FY 2016/17.

History of Annual Increase

The following table show the 24-year average increase in Placentia's cash contract city charge, including annual catch-up payments that began in 2010/11 and which will no longer be included after FY 2019/20. Although the cap on annual increases is 4.5% *plus* catch-up payments, the actual experience shows that the average annual increase since formation of the OCFA has been 3.51%.

Fiscal Year	% Increase
1995-96	2.33%
1996-97	0.56%
1997-98	2.50%
1998-99	3.43%
1999-00	3.00%
2000-01	3.50%
2001-02	3.50%
2002-03	3.50%
2003-04	3.50%
2004-05	3.50%
2005-06	4.00%
2006-07	4.00%
2007-08	4.00%
2008-09	4.00%
2009-10	4.00%
2010-11	2.95%
2011-12	5.44%
2012-13	3.65%
2013-14	3.02%
2014-15	6.22%
2015-16	3.80%
2016-17	0.32%
2017-18	4.05%
2018-19	5.51%
24-Yr. Avg.	3.51%

Cost Exposures Associated with a Change in Fire Service Structure

It may be helpful to the City to consider the costs the City might face in the event of a transition back to a City Fire Department (FD) structure or other fire service structure. While not an exhaustive list, the following are some key areas of consideration:

Ownership of Emergency Apparatus

Under the OCFA Amended Joint Powers Agreement (JPA) and Fire Services Agreement (FSA) with the City, OCFA owns the emergency apparatus and support vehicles serving the City. If Placentia were to withdraw from OCFA and return to a City FD structure or other fire service structure, the FSA calls for OCFA to perform an accounting of vehicle replacement contributions received from the City vs. the cost of funds spent by OCFA to maintain and replace vehicles serving the City. If that accounting shows an excess of contributions over costs, the amount will be refunded to the City;

however, OCFA will still own the vehicles. Prior to the 2010 JPA renewal, there were years in which Placentia (and other contract cities) were not paying contributions towards vehicle replacement, due to the structure of the cap on contract increases at the time. During those years, OCFA continued to replace and maintain vehicles assigned to Placentia, without regard to collection of vehicle contributions. As a result, costs incurred by the OCFA for emergency apparatus serving the City have exceeded payments that OCFA has collected from the City by \$832,310.

Communications and Other Equipment

OCFA owns all of the Communications and Information Technology equipment and systems installed in Placentia fire stations and vehicles, as well as all safety gear, firefighting equipment, rescue equipment, carried on the fire apparatus.

Pension Obligations

As a member of OCFA, the City benefits from the Fire Authority's Accelerated Pension Paydown Plan. This Plan was implemented in 2013, and in the five years since implementation, funding of OCFA's pension plan has improved from 65.00% to 78.67%. Voluntary dollars paid to reduce the unfunded pension liability have generated over \$18 million in savings during this five-year period. As a contract partner with OCFA, the City benefits from the interest savings that have been generated, as well as the benefits of a secure and well-funded pension plan for fire personnel. Furthermore, the City is able to avoid cost exposures that might otherwise be faced if its fire personnel were in PERS.



Orange County Fire Authority
Review of Placentia “Citywide Fire Protection & EMS” Documents
June 4, 2019

A review of the documents published by the City of Placentia for the proposed “Citywide Fire Protection and Emergency Medical Services” revealed the following factual inaccuracies, questionable assumptions, and noteworthy observations:

1. Incorrectly states that OCFA has increased costs to the City since 2009 **while providing no change in service level, no service enhancements, or improved quality.**
 - In a direct effort to assist Placentia with financial relief, OCFA agreed to reduce contract costs to the City by \$232,000 in FY 2016/17, **while increasing the level of service.**
 - The financial relief was premised on the concept of future movement of Truck 34 to the neighboring City of Yorba Linda, where the Truck would continue serving Placentia but enable OCFA to lower the cost to Placentia. To date, OCFA has left the Truck in place at Fire Station 34. The City receives this very beneficial service and resource for free.
 - With this agreement, **OCFA also funded the addition of a 4th Firefighter/Paramedic position in Placentia (three employees to cover three shifts for 24/7 coverage)** to convert Engine 35 into an Advanced Life Support engine. As with Fire Truck 34, Placentia receives this very beneficial service and resource for free.
2. Incorrectly states that the City has limited or no control over OCFA costs or the level/quality of services provided, unlike traditional City departments and other contracted services.
 - As a member of the OCFA Board of Directors, the City of Placentia has the ability to participate, influence, and vote on all factors that drive OCFA costs, as well as factors that drive the level and quality of services provided.
3. Incorrectly states that the City proposal achieves the goal of improving upon the level of fire protection and life safety services the community currently receives.
 - The City is proposing lesser quantity of personnel, more reserve personnel of lesser training and skill, and lesser depth and breadth of services than the community currently receives from OCFA (See Attachment 1).



Orange County Fire Authority
Review of Placentia “Citywide Fire Protection & EMS” Documents
June 4, 2019

4. Incorrectly states that, per the City’s existing agreement with OCFA, the City’s Fire and EMS needs are currently covered by a **3-person engine company staffed with one paramedic** (Paramedic Assessment Unit) at Station 35 in Old Town.
 - As described under #1 above, OCFA enhanced the service configuration for Engine 35 in 2016 to convert the unit to a 4-person Advanced Life Support Paramedic Engine, while simultaneously reducing the costs charged to the City.
 - City Manager Damien Arrula worked with OCFA on these changes and signed the formal Amendment memorializing these changes (See Attachment 2). However, the City’s staff report and all documents regarding this Fire and EMS review inaccurately characterize Engine 35 as a 3-person resource instead of the 4-person resource that it has been for three years.
5. Incorrectly states that the City is currently covered by three paramedics on duty each shift.
 - The City is currently covered by four paramedics on duty each shift, including one Fire Captain/Paramedic and one Firefighter/Paramedic on Engine 34 on each shift, plus two Firefighter/Paramedics on Engine 35 on each shift.
6. In the City’s projected cost comparison (page 24 of the staff report), the City assumes it can limit annual growth factors to 2% per year for 10 years.
 - This may be highly unrealistic to assume that this growth factor can be sustained for an extended period of time, given inflationary pressures and impacts that influence salary, benefits, fire personal protective equipment (PPE), and fire/EMS capital equipment.
 - The City seems to be assuming it will be insulated from inflationary factors above 2%, which is a respectable goal, but not necessarily a realistic goal.
 - If inflationary factors in the economy and environment are ignored, this use of City “control” will likely render the City unable to retain skilled and trained personnel, resulting in a high rate of turnover and increased recruitment and training costs.



Orange County Fire Authority
Review of Placentia “Citywide Fire Protection & EMS” Documents
June 4, 2019

7. Page 41 of the City’s response to the RFP for Fire Services says that automatic aid agreements will need to be established with the Cities of Anaheim, Brea, Fullerton, Orange, **and Yorba Linda**. It further states that Placentia has received letters of intent to enter into these agreements from these cities.
 - This implies that a letter of intent was provided by Yorba Linda; however, Yorba Linda is served by the OCFA; therefore, it is unlikely that the City of Yorba Linda provided the implied letter of intent.
 - OCFA was not asked, nor did OCFA provide a letter of intent on behalf of Yorba Linda.
8. For EMS, the proposed Agreement with Lynch provides for substantial investment by Lynch, with minimal profit to be allegedly gained by its Agreement with the City, which raises questions as to the reliability of the numbers.
 - Per the staff report, Lynch will invest \$400,000 in start-up costs for equipment and \$500,000 to be set-aside in reserves, for a total \$900,000 outlay/investment.
 - This financial investment would be compensated back to Lynch, according to the staff report, with an annual profit margin of only \$80,670.
 - With a \$900,000 initial investment, repaid at a profit margin of only \$80,670 per year, it will require over 11 years of contract *just to break even*.
9. The proposed Agreement with Lynch requires the provider to enter into an agreement with the Orange County Health Care Agency (OCHCA), which raises questions as to how the City can impose **requirement** for such an agreement.
 - The OCHCA is currently administering a competitive Request for Proposal (RFP) process for selection of 9-1-1 emergency transport providers to serve each of the five Exclusive Operating Areas (EOAs) throughout the County, one of which includes Placentia AND other city/county unincorporated areas (Area A).
 - The County has the ability to either extend the current County-administered contracts serving the five EOAs (which were originally awarded based on the County’s prior competitive RFP process), or to award new contracts based on the outcome of the current RFP process.
 - The current provider serving the EOA for Area A (including the City of Placentia) is Emergency Ambulance Service.



Orange County Fire Authority
Review of Placentia “Citywide Fire Protection & EMS” Documents
June 4, 2019

10. The proposal submitted by Lynch does not propose to handle the Emergency Medical Dispatch (EMD) function for the City.
 - o If the current Placentia Police Department dispatch center is going to take on this new EMD responsibility (in addition to taking on fire dispatch), the need for extensive training of all dispatchers will be required, oversight needs to be provided by a medical director (such as the OCHCA medical director) and a continuous quality improvement (CQI) process for ongoing monitoring of EMD will be necessary.
11. There are dozens of Advanced Life Support (ALS) ambulance companies in the Orange County/Los Angeles area, including two of the largest providers in the Country, ***yet Placentia only received one EMS proposal.*** This should raise questions as to what other ALS providers observed in the RFP structure and requirements that caused them to opt out of competing.

Attachments

1. Comparison of Service Elements – OCFA Service Model vs. Proposed Placentia Citywide Fire Protection & EMS Model
2. Amendment to Placentia’s Service Configuration, Cash Contract Charge, and Fire Services Agreement – May 2016



Orange County Fire Authority
Review of Placentia “Citywide Fire Protection & EMS” Documents
June 4, 2019

Service Element	OCFA	Placentia Fire & EMS
Total Staffing to Cover Three Shifts – Frontline Career Fire Personnel	36	18
Dedicated, Specialty-Trained Professional Fire Training Officers	Included	None
Dedicated, Specialty-Trained Community Educators	Included	None
Dedicated, Specialty-Trained Nurse Educators	Included	None
Dedicated Medical Doctor -Oversight of Paramedic Services & EMD	Included	Additional/unquantified cost
Dedicated, Specialty-Trained Professional Fire Prevention Personnel	Included	None
Fire Protection Engineering Services	Included	Additional/unquantified cost
Dedicated, Specialty-Trained Arson Investigators	Included	Additional/unquantified cost
Hazmat Response	Included	Additional/unquantified cost
Contract for Fire Chief	Included	Additional/unquantified cost
Contract for New Firefighter Recruit Academies	Included	Additional/unquantified cost
Automatic/Mutual Aid Agreements (Imposition of fees for service will need to be considered since reciprocal services from Placentia are unlikely)	Included	Additional/unquantified cost
Specialty Resources (Mass Casualty Unit, Water Tenders, Firefighting Foam Tender, Light and Air Units, Designated Safety Officers)	Included	Not addressed
Hazardous Substance Reporting, Community Right to Know (EPCRA)	Included	Not addressed
State Mandated Inspection Services (Care Facilities, Schools, Assemblies, Housing, Detention)	Included	Additional/unquantified cost
Disaster Planning and Coordination	Included	Not addressed
Compliance Training (FMLA, FLSA, EEOC, Harrassment)	Included	Not addressed
Risk Management & Workers Compensation Management	Included	Not addressed
Ongoing Purchasing, Maintenance, Repairs, Replacement, Inventory Management - Fire/Emergency Vehicles, Uniforms, Personal Protective Equipment, Emergency Communications Equipment, Station Supplies	Included	Not addressed
OCFA Cost for Comprehensive, All-Inclusive Services (FY 2021/22, the 1st year which eliminates city start-up costs)	\$7,429,487	
Placentia Fire/EMS – <u>Partial</u> Costs (FY 2021/22, excluding numerous services with unquantified costs)		\$5,706,131
Placentia Fire/EMS Cost for Comparable, All-Inclusive Services (FY 2021/22, including all services for proper comparison to OCFA)		Unquantified & Undisclosed Cost Exposure



ORANGE COUNTY FIRE AUTHORITY

P.O. Box 57115, Irvine, CA 92619-7115 • 1 Fire Authority Road, Irvine, CA 92602

Jeff Bowman, Fire Chief

(714) 573-6000

www.ocfa.org

May 14, 2016

Damien R. Arrula, City Administrator
City of Placentia
401 East Chapman Avenue
Placentia, CA 92870

RE: *Amendment to City of Placentia's Service Configuration, Cash Contract Charge, and Fire Services Agreement*

Dear Mr. Arrula:

This letter is to memorialize future service configuration changes in the City of Placentia, as approved by the OCFA Board of Directors on March 24, 2016. Specifically, the changes include the future movement of Truck 34 from Fire Station 34 in Placentia to neighboring Fire Station 10 in Yorba Linda. In addition, Engine 35 (Fire Station 35) will be converted from a three-person Paramedic Assessment Unit to a four-person Paramedic Engine. These changes will enhance services to the region by providing for a single unit response for the majority of the emergency medical service calls. As observed in past service enhancements, it is anticipated there will be a decrease in advanced life support response times with the single unit response.

As a result of these approved changes, Placentia's cash contract service charge with OCFA will be reduced over two fiscal years, with the first reduction of \$116,000 applied to the FY 2016/17 service charge, and an additional reduction of another \$116,000 applied to the FY 2017/18 service charge.

Attachment A of Placentia's Fire Services and Emergency Medical Services Agreement specifies the number, location, apparatus, and staffing for the fire stations within the City. With the service configuration changes approved by the Board of Directors, this Attachment has been updated to reflect the new service configuration that will be in place upon completion of the two year phased-in implementation (see Attachment).

Please review these proposed changes and indicate your concurrence by signing below. Please return a signed copy to me at your earliest convenience, or let me know if you have any questions.

Sincerely,

Jeff Bowman, OCFA Fire Chief

Agreed and Accepted by Placentia:

Damien R. Arrula, City Administrator

Attachment

**Engine and Truck Companies Located Within the City of Placentia
(Stations Owned by the City)**

Current Service Configuration – April 2016:

Station	Location	Engine/Truck	Staffing
34	1530 N. Valencia, 92870	Engine Company Truck Company	4 4
35	110 S. Bradford, 92870	Engine Company	3

Future Service Configuration following two-year phase-in period:

Station	Location	Engine/Truck	Staffing
34	1530 N. Valencia, 92870	Engine Company	4
35	110 S. Bradford, 92870	Engine Company	4

Note: This listing does not detail other specialty assignments which are deployed on a regional basis to meet City (County) needs pursuant to Sections 3. (a) and 3. (b).



**Orange County Fire Authority
Supplemental Review
Placentia “Citywide Fire Protection & EMS” Documents
June 19, 2019**

A review of the documents published by the City of Placentia for the proposed “Citywide Fire Protection and Emergency Medical Services” revealed our initial findings (numbered 1 through 11) of factual inaccuracies, questionable assumptions, and noteworthy observations detailed in our Review Outline dated June 4, 2019.

Staff has since completed a more thorough review of the Placentia documents, including the presentation materials used by City Administrator Arrula during the June 4, 2019, City Council meeting and shared with the OCFA and the public for the first time during that evening’s meeting, only after public comments had already concluded. Following are additional findings from our Supplemental Review (slide numbers detailed below refer to slides from Mr. Arrula’s June 4 PowerPoint presentation, which is attached to this Supplemental Review as Exhibit A):

12. Slide #8 indicates that Placentia has retained its .201 Rights.

- There has not been evidence provided to support the assertion that Placentia has 1797.201 rights. It is more likely that Placentia relinquished those rights in 1975 when they joined the larger Emergency Medical Services (EMS) system with the Orange County Fire Department.
- It would be beneficial for the public, and the transition process, for the City to produce an authoritative document specifically citing retention of its .201 rights.

13. Slides #11-12 indicate that only two counties in California do NOT use private paramedics in the 9-1-1 Advanced Life Support (ALS) EMS system, and that the majority of other cities/counties currently use private paramedics.

- Most other agencies using private paramedics do so in a manner that integrates private 9-1-1 ALS paramedics into a fire-based EMS delivery system, which includes Firefighter/EMTs and Firefighter/Paramedics on either vans, engines, and/or trucks. That integrated public-private partnership is a significant contrast to what the City has proposed, which is a completely bifurcated fire and EMS structure.

14. Slide #45 indicates that Placentia will join the Orange County Cities Hazardous Materials (HazMat) Response Joint Powers Authority, overseen by the cities of Anaheim and Huntington Beach.

- Membership in the HazMat JPA will result in additional costs to the City, which are not referenced in the City’s proposal documents.

15. Slides #55-56 describe qualifications held by Lynch Ambulance.

- **It should be noted that Lynch has NO 9-1-1 ALS EMS experience.** Its personnel might have limited individual experience; however, the company has none.



**Orange County Fire Authority
Supplemental Review
Placentia “Citywide Fire Protection & EMS” Documents
June 19, 2019**

16. Slide #57 indicates that Lynch’s proposal includes faster than the national average response times, posting units closer to needs, with calls based upon heat maps.

- The assertion that response times will be faster is questionable, given that the location of EMS calls are random. Use of a heat map can be deceiving, with call data based upon calls over years of cumulative data.

17. Slide #61 incorrectly indicates that OCFA currently provides Placentia with one paramedic unit (staffed with two paramedics) and one paramedic assessment unit (staffed with one paramedic) for a total of three paramedics.

- This is simply untrue! Both OCFA Engine 34 and Engine 35 are paramedic units, each staffed with two paramedics, for a total of four OCFA paramedics serving the City at any given time. This staffing level was communicated to the City in May 2016 (Concurrence Letter Amending Fire Services Agreement – See Exhibit B), again in June 2018 (Summary of Services document mailed to City Administrator Arrula – See Exhibit C), yet again in February 2019 (OCFA Response to Placentia RFP – See Exhibit D), and most recently on June 4, 2019, as outlined in our Initial Review Findings Outline.
- Slide #61 further indicates that Lynch’s model (two paramedic units, each staffed with two paramedics, for a total of four paramedics) will result in a 25% increase in paramedics dedicated to Placentia. **This is not true, four paramedics is the level of staffing that the City is currently receiving from OCFA, it is NOT a 25% increase.**

18. Slide #62 asserts that Mutual/Automatic Aid to Placentia and its neighbors is enhanced because of Lynch’s infrastructure and surge capacity.

- It is questionable that Aid will be enhanced. If Lynch’s inter-facility (IFT) units are on calls, they cannot drop those calls to cover a 9-1-1 call in Placentia. Keep in mind, those IFT’s can be anywhere in Orange County.
- Furthermore, using the City of Placentia’s own numbers, the City of Placentia is tied as the third busiest city per capita in OCFA’s jurisdiction for EMS call volume.

19. Slide #66 summarizes Placentia’s plans for 9-1-1 Dispatching

- Fire and EMS Dispatching will be provided by the City’s Police Department dispatch center.
- For police dispatchers to now start taking medical emergency calls, they’ll need to be trained and certified as Emergency Medical Dispatchers and the City will have to purchase an Emergency Medical Dispatch (EMD) software program.



**Orange County Fire Authority
Supplemental Review
Placentia “Citywide Fire Protection & EMS” Documents
June 19, 2019**

- EMS calls require a question/answer triage process, which means a dispatcher remains on the phone with callers to provide life-saving pre-arrival instructions based on the emergency and these calls take more time than typical calls currently being handled by the Placentia Police Department dispatch center. Currently, they just send these calls to OCFA.
- EMD takes significant training, annual on-going training, and may require additional dispatchers to handle the call volume. This added cost is not noted in the City’s proposal.

20. Slide #75 summarize plans for Fire Department Training.

- Not all costs relevant to the training of firefighters and this aspect of the service model have been captured in the City’s costing model. There is significant expense tied to the use of the North Net Training facility or to join the North Net Fire Training Joint Powers Authority.

21. Slide #91 indicates that surrounding cities have committed Letters of Intent to provide Mutual/Automatic Aid to the City of Placentia, and the slide depicts small images of four letters. City Administrator Arrula stated during his Council presentation that these were four letters from the City Managers of Brea, Fullerton, Orange, and Anaheim.

- In reviewing this slide closely, we noted that two of the four letters depicted are letters from the City of Placentia to the cities of Brea and Fullerton, and not letters from those City Managers to Placentia. On June 5, 2019, we requested the Placentia Deputy City Clerk provide us with copies of these four letters depicted on Slide #91, as well as other documents relevant to Mutual/Automatic Aid that had been referenced as attachments to the June 4 agenda yet were not made available to the public.
- On June 7, the Deputy City Clerk acknowledged receipt of the OCFA’s request as a “Public Records Request,” and asserted the 10-day allowable period for responding, in fact, the Brow Act requires all matter provided to Council be provided “without delay” when requested. On June 17, another City representative provided an update indicating that the City required additional time to produce disclosable records and that a determination would be provided by July 1.
- We responded to the City on June 18 that our request was for documents which should be made immediately available, since they were part of the June 4 Council agenda materials; however, we did not receive a response, as of this writing the referenced “Letters of Intent” have still not be provided.
- The above email correspondence is provided as Exhibit E.

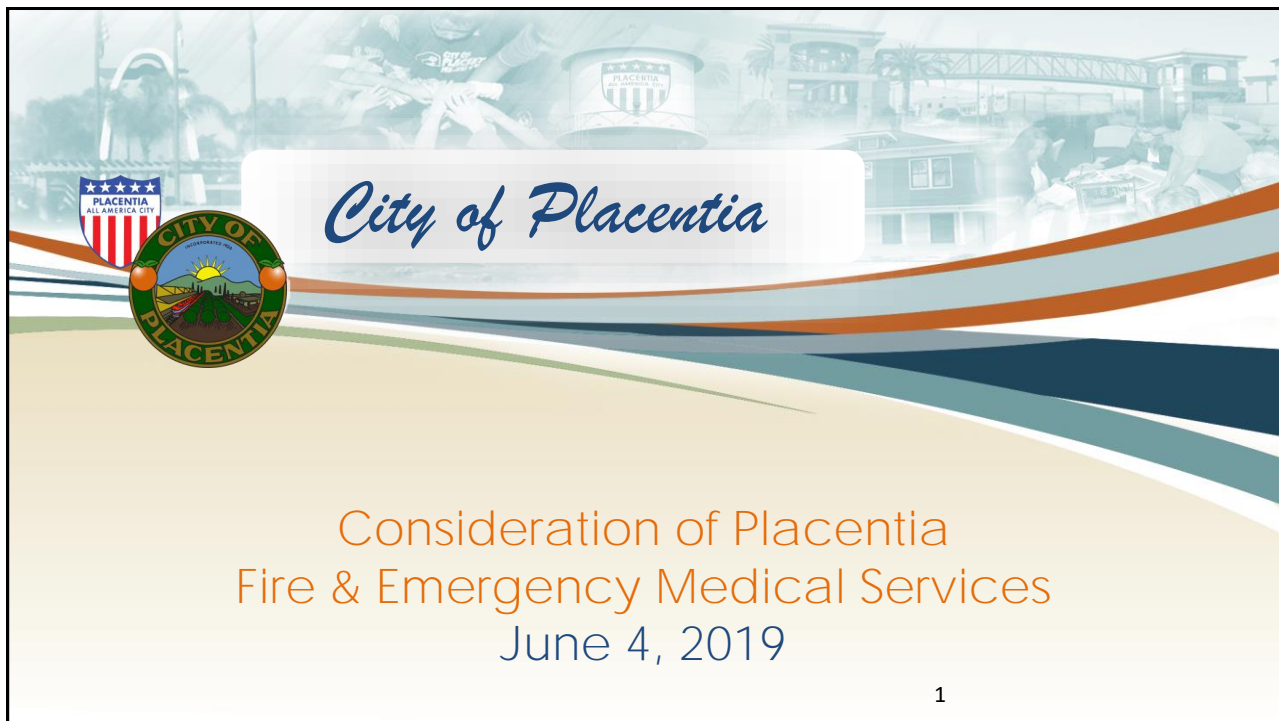




**Orange County Fire Authority
Supplemental Review
Placentia “Citywide Fire Protection & EMS” Documents
June 19, 2019**

22. OCFA’s prior June 4 Review Outline included an attachment highlighting OCFA service elements compared to the City’s proposed service model, and associated cost exposures. We have updated that document with additional service elements that may not be addressed in the City’s proposal (Exhibit F).

Exhibits

- A.** Placentia’s City Council Power-Point Presentation - June 4, 2019
- B.** Concurrence Letter Amending Fire Services Agreement – May 14, 2016
- C.** Summary of Services Document mailed to City Administrator Arrula – June 18, 2018
- D.** OCFA Response to Placentia RFP – February 26, 2019
- E.** E-mail Correspondence re: Request for Agenda Materials – June 2019
- F.** OCFA vs. Placentia Service Elements – June 4, 2019

A collage of images representing the City of Placentia, including a person on a bicycle, a fire truck, a bridge, and a house. The text "City of Placentia" is written in a blue script font. Below the title, the text "Consideration of Placentia Fire & Emergency Medical Services" is written in orange, and "June 4, 2019" is written in blue. The page number "1" is in the bottom right corner.

City of Placentia

Consideration of Placentia
Fire & Emergency Medical Services
June 4, 2019

1

Mission and Vision Statement

- Mission Statement
 - The City Council is committed to keeping Placentia a pleasant place by providing a safe family atmosphere, superior public services and policies that promote the highest standards of community life
- Vision Statement
 - The City of Placentia will maintain an open, honest, responsive and innovative government that delivers quality services in a fair and equitable manner while optimizing available resources



Background Fire and Emergency Medical Services

3



Definitions - Emergency Medical Services

- Emergency Medical Services (EMS)
- Basic Life Support (BLS)
 - Emergency first aid provided by an Emergency Medical Technician (EMT). BLS maintains life without invasive techniques
 - BLS = EMT
- Advanced Life Support (ALS)
 - Special life-saving services designed to provide prehospital emergency medical care by a Paramedic. Services include, but not limited to, use of cardiac monitor, intravenous therapy, administration of specified drugs
 - ALS = Paramedic

4



Definitions - Fire & Life Safety

- **Firefighting**
 - Act of attempting to prevent the spread of and extinguish significant unwanted fires in buildings, vehicles, woodlands, etc.
 - May include Urban Search and Rescue (USAR), Hazmat, specialty wildfire, apparatus (helicopter). Only if needed or via Mutual Aid
- **Automatic Aid**
 - When another agency automatically dispatches Fire/EMS units based on what resource is closest to an emergency
- **Mutual Aid**
 - When another agency requests Fire/EMS units, typically for major incidents such as natural disasters, mass casualty incidents, or other events that overwhelm an Agency's ability to respond on their own

5



Background - Automatic Aid/Mutual Aid

TABLE 2: Overview of Calls, by Grand Call Type and Location (Top 5 Cities)

Call Type	Anaheim	Brea	Fullerton	PLU	Yorba Linda	Other	Total
EMS	89	53	187	50	515	22	916
Fire	39	23	37	6	130	14	249
Other	85	38	105	0	57	11	296
Total	213	114	329	56	702	47	1,461

Note: Table 2 shows the five most frequent call locations to which units from the contracted stations responded by grand call type. The sixth location, "Other", encompasses the call locations whose cumulative sum frequency was less than 3.2 percent.

FY 17/18 Data provided by CAD/RMS data from Fire Services Workload Analysis Report

6



Background - History of National Fire & Emergency Medical Services

- Previously, Fire and EMS were separate divisions, entities or service providers (Public-Fire and Private-EMS)
- Expansion of the national freeway interstate system lead to increased cars on the road and an increase in traffic fatalities
- Necessity to dispatch emergency care in the field to apply emergency medicals services and get the patient to the hospital alive for treatment
- National Law placeholder
- Began merging Fire & EMS (BLS) and in some cities, ALS



7

Background - History of California Emergency Medical Services

- EMS Act of 1980
 - Regulates and coordinates emergency medical care procedures, protocols, and certification throughout California to ensure “a comprehensive system governing virtually every aspect of prehospital emergency medical services.”*
 - Includes “Section 201” Rights for services in existence prior to 1980 to grandfather “existing emergency medical service operations until such time as these services are integrated into the larger EMS system...”**
- Placentia has retained its 201 Rights

*County of San Bernardino, *supra*, 15 Cal.4th at p. 915

**Valley Medical, *supra*, 17 Cal.4th at p. 758



8

Background - History of Southern California Fire Services

- 1971 Sylmar Earthquake lead to rewrite in building code including fire sprinklers, smoke detectors, which lead to safer buildings and a decrease in fires
- Subsequent building code changes required additional fire safety and building enhancements, significantly reducing fires
- At the same time, costs to municipalities for Fire Departments were increasing without available revenue sources
- Funds were available in medical reimbursement
- With reduced fires and the opportunity for revenue, many Fire Departments began assuming EMS duties



9

Background - Statewide Fire & Emergency Services Background

- 80% of EMTs and paramedics work for private service providers*

Numbers and Types of EMS Providers in California	
EMS ambulances operated by private providers:	81%
EMS ambulances operated by public providers:	19 %
Calls fielded by public providers:	24 %
Calls fielded by private:	76%
Source: California Emergency Medical Services Authority, 2016a, 2016c	

*UCLA Labor Center & UC Berkeley Labor Center February 2017 Emergency Medical Services in California: Wages, Working Conditions, and Industry Profile



10

Background - Statewide Fire & Emergency Services Background

- Private 911 ALS service is the predominant service model throughout the state of California
 - 56 of 58 counties currently provide Private 911 ALS Paramedic Service Providers
 - In the 337 ambulance service zones in California, 220 (65.3%) are currently being serviced by private ambulance companies*
- Only two counties in California do NOT currently use Private 911 ALS Paramedic Services
 - Orange County
 - Los Angeles County

*California Ambulance Association

11



Background - Countywide Fire & Emergency Services

- The Orange County model differs from the traditional ALS model offered throughout California
 - Orange County is fire-based EMS
 - Majority of other cities/counties currently use private paramedic 911 ALS (two-tiered EMS delivery system)
 - 911 Ambulance transport providers are typically private
- Despite this predominant service model throughout the nation and state and offered by adjacent counties to their residents, Orange County Cities do not currently offer this high-quality service model to their residents

12



Background - Countywide 2011-2012 Orange County Grand Jury: Operations

- A Grand Jury was established to evaluate OCFA operations and finances in 2012
- The City of Placentia is complying with the Grand Jury major findings:
 - Response models should be studied by independent, outside consultants
 - Evaluate alternative models including “separating the fire response from the medical response”
 - Review finances
 - “...provide and make public both a short-term and long-term plan that brings the labor agreements in line with the living cost of the citizens they serve rather than solely upon the revenues derived from secured property tax of the property and city fees in their realm.”



13

Background - Countywide 2011-2012 Orange County Grand Jury: OCFA Wages

Appendix A
Table of Data for the OCFA

Year	OCFA Budget		OCFA Wages		OCFA Staff		CPI-Urban		Orange County Staff		Orange County Budget	
	OCFA Budget, \$ Millions	Annual % Increase	OCFA Wages, \$ Millions	Annual % Increase	OCFA Staff	Annual % Increase	CPE-U	Annual % Increase	Orange County Staff	Annual % Increase	Orange County Budget, \$ Billions	Annual % Increase
	Cumulative Budget Increase, %		Cumulative Wage Increase, %		Cumulative Staff Increase, %		Cumulative CPI-U growth, %		Cumulative Staff Increase, %		Cumulative Budget Increase, %	
1995	115	0	86	0	1008	0%	152.4	0%				
1996	110	-4%	90	5%	1022	1%	156.9	3%				
1997	118	7%	94	4%	1032	1%	160.5	2%				
1998	129	9%	100	6%	1022	-1%	163	2%				
1999	146	13%	107	7%	1035	1%	166.6	2%				
2000	156	7%	113	6%	1052	2%	172.2	3%				
2001	216	38%	118	4%	1064	1%	177.1	3%	16416	0.0%	1.005	0.0%
2002	172	-20%	132	12%	1064	0%	179.9	2%	17290	5.3%	1.123	11.7%
2003	203	18%	152	15%	1078	1%	184	2%	17741	2.6%	1.222	8.8%
2004	212	4%	160	5%	1090	1%	186.9	2%	17751	0.1%	1.306	6.9%
2005	229	8%	177	11%	1091	0%	196.3	5%	17597	-0.9%	1.343	2.9%
2006	252	10%	194	10%	1111	2%	201.6	3%	18029	2.5%	1.399	4.2%
2007	258	2%	202	4%	1127	1%	207.3	3%	18301	1.5%	1.537	9.9%
2008	298	16%	212	5%	1160	3%	215.3	4%	18748	2.4%	1.691	10.0%
2009	277	-7%	213	0%	1160	0%	214.5	0%	18668	-0.4%	1.729	2.2%
2010	263	-5%	217	2%	1180	2%	218	2%	17895	-4.1%	1.671	-3.4%
2011	263	8%	229	6%	1176	0%	224.9	3%	17655	-1.3%	1.712	2.5%
2012		6.1%		6.0%		0.9%		2.3%		0.7%		5.1%



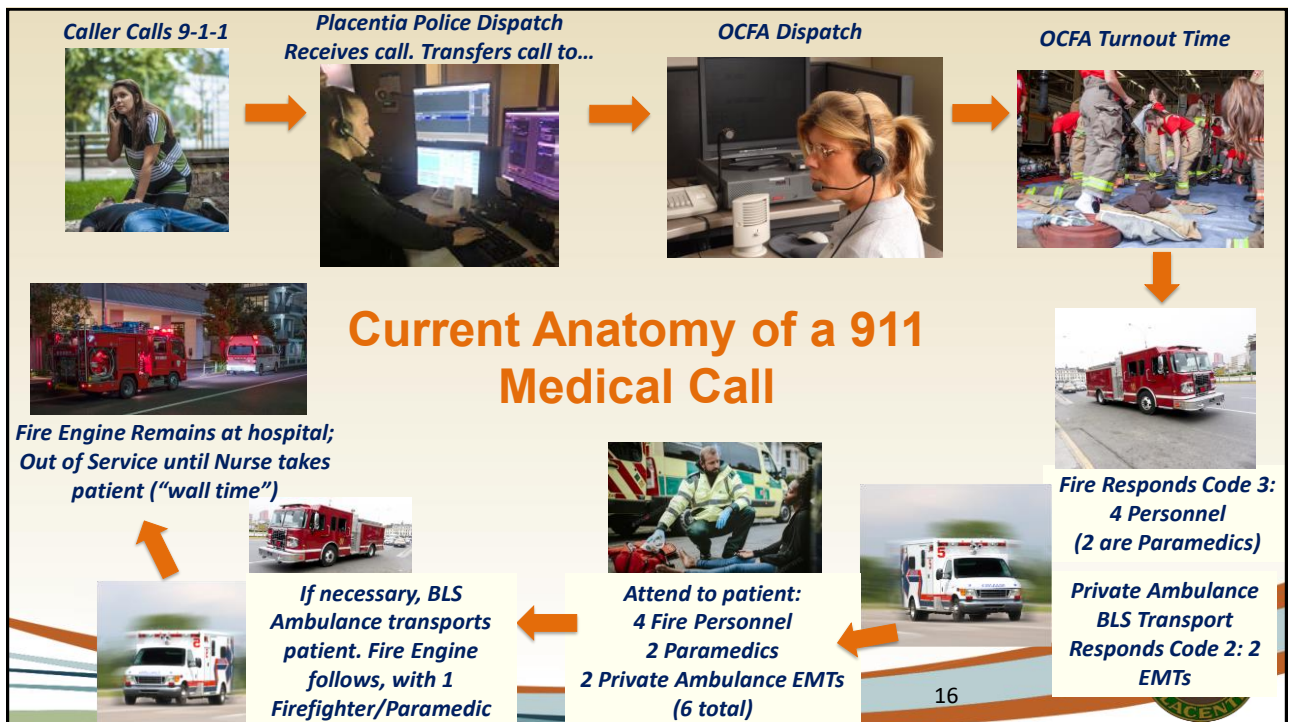
14

Background - History of Placentia's Fire & Emergency Services

- Placentia Fire Department provided fire protection and paramedic services until 1975
- In 1975, the City contracted with County of Orange for separate fire and paramedic services
- Due to County bankruptcy, Orange County Fire Department became Orange County Fire Authority (OCFA) in 1995 and has provided local fire and emergency medical services to residents with the same service model (fire-based ALS)



15



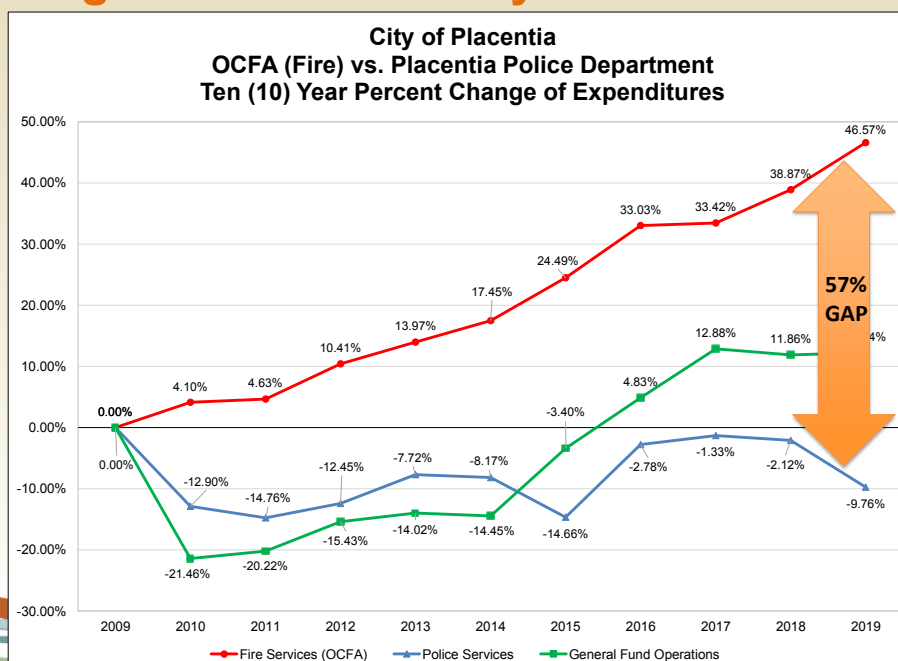
Background - History of Placentia's Fire & Emergency Services

- The cost to Placentia taxpayers for these contract services has increased by 47% since 2009
- These costs were not in the City's control
- During the same period, the City's General Fund budget increased by only 12%
- Over that ten-year period, the Placentia Police Department's budget experienced a 9% decrease in its operating budget
- This represents a 57% disparity gap between the Police Department and OCFA



17

Background - Cost Analysis Fire & EMS



18

Background - CPSM Staff Member Highlight City Manager Thomas Wieczorek, Retired

- Former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International)
- Former Police Officer and Fire Chief
- Taught several programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), and Grand Rapids Junior College
- Testifies frequently for the Michigan Municipal League before the legislature and in several courts as an expert in police and fire department management
- Served as the vice-chairperson of the Commission on Fire Officer Designation and served as vice chairperson of the Commission on Fire Accreditation International
- Worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials"



19

Background - OCFA Workload Statistics

- OCFA Workload Analysis conducted by Center for Public Safety Management
- Subject matter experts in fire and emergency services operations
- CPSM staff is comprised of former Fire Chiefs and industry professionals
- CPSM has consulted on over 125 Fire and EMS studies
- Workload analysis report available on City's website and attached to Council staff report

FY 17/18 Data provided by CAD/RMS data from OCFA Workload Analysis Report



20

Background - CPSM Staff Member Highlight Fire Chief Mike Iacona, Retired

- 38 years of fire service experience; 17 years as Fire Chief
- Retired Fire Chief/Director Flagstaff Fire Department, Flagstaff Arizona
- Former Director and Fire Chief, Orange County, Florida Fire & Rescue Department
- Oversight of Countywide emergency management functions
- Served in various capacities, rising through the ranks from fire fighter/paramedic to chief fire officer
- Significant experience in EMS operations and management
- Led fire training division
- Supervised the development of several fire master plans
- CPSM has consulted on over 125 Fire and EMS studies nationwide

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Background - OCFA Workload Statistics

- In 2018, there were 3,318 calls for services
- 7.1 EMS calls, 9.1 total calls daily
- Nearly 80% of 911 emergency calls made by Placentia residents are for medical emergencies and not fires
- Only 0.8% (26 calls) were for structure fires
- Only 8 fires had a loss that exceeded \$20,000
- 90% of calls were handled with 1 engine
- Average call duration 23.2 minutes

FY 17/18 Data provided by CAD/RMS data from OCFA Workload Analysis Report

22



Background - OCFA Workload Statistics

- 9.1 calls for service every day. Approx. 3.9 hours of total response
- On most calls, one-unit response
- 94.3% of all hours in the year, one call or less occurring in Placentia.
- Average call duration of 23.2 minutes including dispatch, travel, and on-scene time.

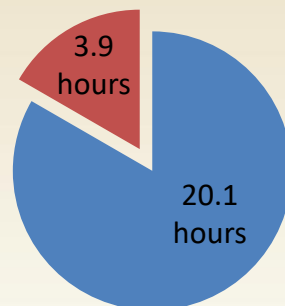
FY 17/18 Data provided by CAD/RMS data from OCFA Workload Analysis Report

23



Background – OCFA Workload Statistics Average 24-Hour Shift Breakdown

24 Hour Work Shift



■ Non-calls/Down Time/Training ■ Calls

Average calculated from FY 17/18 Data provided by CAD/RMS data from OCFA Workload Analysis Report

24



Background - OCFA Contract

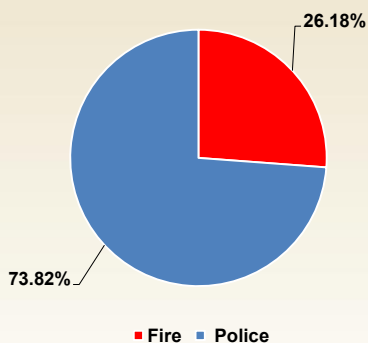
- OCFA is allowed to increase costs as much as 4.5% annually
- If estimated increase is greater than 4.5%, the remaining can be “banked” and added onto another year’s total, even during a Recession
- OCFA costs have increased approx. 4% each year, even during the Great Recession (when the City conducted layoffs)
- After exercising the City’s right to give notice of intent to withdraw, OCFA issued the City a 5.69% or \$365,826 cost increase over FY 2018/19 with no change in service level or quality of services

25

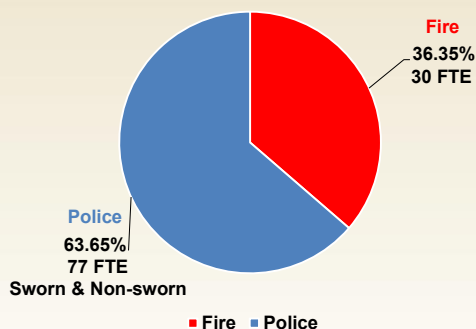


Background - Cost Analysis Fire & Emergency Services (Past & Present)

Public Safety Expenditures: FY 2009
(Actuals)



Public Safety Expenditures: FY 2019
(Budgeted)

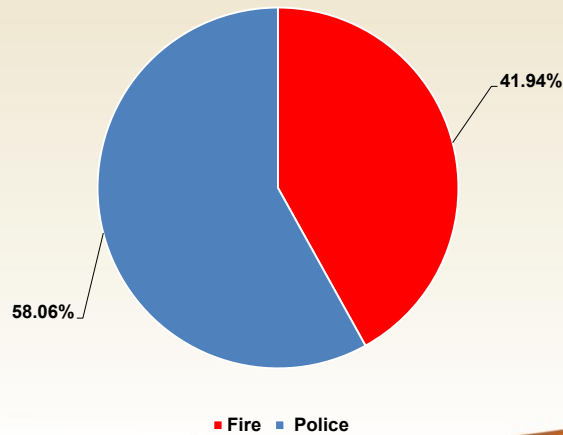


26



Background - Cost Analysis Fire & Emergency Services (Future)

Public Safety Expenditures: FY 2030 (Projected)



27



Placentia Police Department & EMS

- 90% of the time, Placentia Police Department is first to arrive
- Based upon trends, Placentia equipped all cars with AED units and trained officers
- Further examining, taking Department to EMT 1 certified
- Jointly train Police, Fire and EMS as a holistic approach to response

28



Background - Difficult Decision

- Over the course of our current contract, OCFA and the City of Placentia have maintained an excellent relationship to provide these critical services to residents
- However, the current agreement with OCFA, required notice of withdrawal prior to July 1, 2018
 - Otherwise the agreement will automatically renew for another 12 years at the same terms without the ability to control increasingly expensive contract costs to residents, or improve the overall quality of services
 - No local control

29



Background - Difficult Decision

- To protect the City's ability to improve emergency response times and medical services, and protect taxpayers from rate hikes, the City chose to provide a notice of intent to withdraw from OCFA

30



Comprehensive Request for Proposals - Fire & EMS

31



Goals of RFP Process

- The City's goals throughout this process:
 - To solicit competitive proposals for high-quality Fire and Emergency Medical Services to the community
 - Improve response times throughout the City
 - Improve quality of emergency medical care
 - Improve fire prevention/protection and education to the community
 - Ensure that service delivery model is efficient and fiscally sustainable over the long-term
 - Ensure local control for providing quality services

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RFP Process Timeline

- City of Placentia published two Request for Proposals: Fire Protection Services and 911/Advanced Life Support

Event	Date
RFP Issued	December 20, 2018
City Hall Holiday Closure Dates	December 21, 2018 - January 6, 2019
Final Requests for Information Due	February 15, 2019
Final RFP Addendums Due (City)	February 22, 2019
Proposals Due	5 p.m. PST, February 28, 2019
Proposal Evaluation Period	March 2019 - May 2019
City Council Award of Contract (TBD)	June 4, 2019
Contract Service Period Begins	12:00 a.m., July 1, 2020



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RFP and Procurement Procedures

- The City posted two separate RFPs for service: Fire Services and 911 Advanced Life Support EMS
- The RFPs were publicly noticed in the newspaper and online Bid/RFP procurement websites
- City created a webpage dedicated to the process including the RFPs, details of the proposals, and supplementals
 - RFP webpage received 467 hits
- Created dedicated email to receive any requests for information
- To ensure transparency, all addendums and requests for information (RFI's) were posted to the City's website so any interested proposer could review equitably



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Proposal Review Panel

- Proposal Review Panel comprised of nationally-renowned experts in Fire and Emergency Medical Services, local leaders, community members and City officials

Name	Experience
Fire Chief Mike Iacona, MPA (RET.)	38 years experience in fire service
Matt Zavadsky, B.A., M.S.	37 years experience in EMS
Mayor Pro Tem Ward Smith	35 years experience law enforcement, former Chief of Police
Councilmember Craig Green	4 years as an OCFA Board Director
Director of Finance Kim Krause	30 years Municipal Finance Expert, experience with budgeting 6 Fire Departments
Chief of Police Darin Lenyi	30 years experience in law enforcement. Former PFMA President
Emergency Services Coordinator Steven Torrence	5 years Emergency services expert, Fire code/inspection specialist
Community Member and Citizen's Fiscal Sustainability Task Force Member Glenn Casterline	27 years as a Municipal Finance Advisor and 2 years on Fiscal Sustainability Task Force
IN TOTAL 208 YEARS OF EXPERIENCE	
35	

Panel Member Highlight Matt Zavadsky

- 37 years experience in Emergency Medical Services
- Chief Strategic Integration Officer at MedStar Mobile Healthcare: the EMS agency that provides Healthcare services to 15 cities in North Texas
- Provides advanced life support ambulance service to 436 square miles and more than 936,000 residents
- Responds to over 140,000 calls a year with a fleet of 57 ambulances
- Co-author of the book "Mobile Integrated Healthcare - Approach to Implementation"
- President of the National Association of EMTs
- Chairs Nationwide EMS Transformation Committee
- CPSM has consulted on over 125 Fire/EMS studies nationwide



Proposal Review Process

- All proposals and/or responses received prior to due date
- Proposals/responses compiled and distributed to each Proposal Review Panelist for independent and objective review using an established scoring rubric
- Scores were compiled by the City's RFP consultant The Acer Group
- Two follow-up meetings were held with the panel to discuss the panels' scoring results and recommendations to the City Council

37



Fire Protective Services RFP

38



RFP Work Scope Details

- RFP encouraged proposers to be creative and innovative in their approach to provide these services
- Work scope recommended proposers to demonstrate how their proposals meet and/or exceed current service levels and quality of service
- RFP notes that the City would be submitting a proposal for a City fire department to compete with other proposals received
- RFP Work Scope focused on fire suppression, prevention, investigation, hazmat, response and Urban Search and Rescue
- Fire Department to support ALS/EMS service provider in a BLS capacity



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Scoring and Highlights

Proposer	Total Score from all Raters
Anaheim Fire and Rescue	5,744
Fullerton/Brea Fire Department	5,250
Orange County Fire Authority	1,300
Placentia Fire and Life Safety	19,163



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Other Fire Proposals Received

Agency	Item Submitted
Anaheim	Fire protection services proposal - 2 submittals
Fullerton/Brea	Shared command staff proposal (where Placentia would provide its own line firefighters) but contingent upon adopting a fire-based ALS system
OCFA	Not a proposal; however submitted a letter indicating Placentia could return to OCFA at same contract terms



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Placentia Fire & Life Safety Department



42

Background - Deputy Fire Chief Ken Riddle, Retired

- 28 years with Las Vegas Fire and Rescue
- 15 years executive level
- 20 Fire & EMS consulting
- Executive Fire Officer Graduate
- Executive Director Nevada Fire Chief's Association
- 16 years International Association of Fire Chiefs, EMS Section
- Original member of National Fire Protection Association 1710 Committee (Standards for career fire departments)

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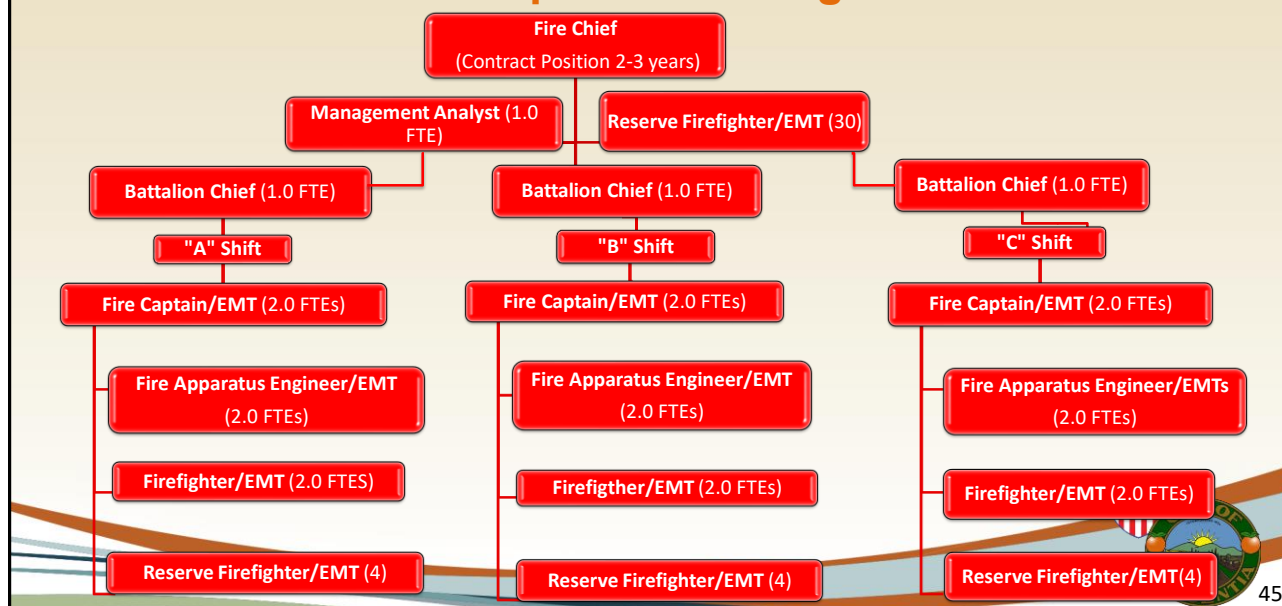
Highlights - Placentia Fire & Life Safety Department Proposal

- Proposal includes:
 - Fire Department focused on community risk reduction through robust public education programs, inspections
 - Proposed staffing (1 additional staff) and equipment (mini pumper) levels exceed what is currently provided to City
 - Fire and EMS dispatching would be handled in-house by existing and additional dispatch staff
 - Career Fire Department with comprehensive supplemental reserve program
 - Plan check services
 - Improved response times

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Highlights - Placentia Fire & Life Safety Department Proposal: Staffing



45

Placentia Fire Proposal Details - Hazmat

- During FY17-18, only one Hazmat incident occurred (gas leak)
 - On the Placentia/Anaheim border
 - Anaheim Fire was lead agency on response
- All Placentia firefighters will be certified at the Hazmat Responder level
- Placentia will join the Orange County Cities Hazardous Materials Response Joint Powers Authority, overseen by the cities of Anaheim and Huntington Beach

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Placentia Fire Proposal Details - Urban Search and Rescue (USAR)

- In FY 17/18, there were 0 swift water rescues or heavy/medium urban search and rescue deployments occurring within the City of Placentia
- All Placentia Fire & Life Safety Department staff will be USAR trained
- Truck #2 will be used to provide low and high angle rescues

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Placentia Fire Proposal Details - Specialty Support Apparatus

- In FY 17/18, Placentia did not use OCFA specialized equipment, including water dropping helicopters, bulldozers, drone cameras, hazmat equipment, water tenders, brush trucks, or swift water boats

FY 17/18 Data provided by OCFA CAD/RMS data

48



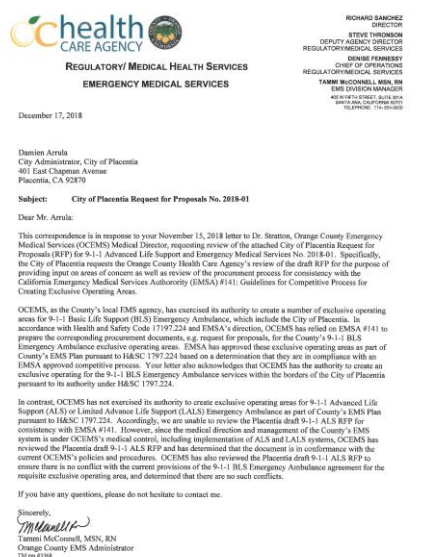
911 Advanced Life Support EMS RFP

49



Review & Analysis - Private Paramedic Authorization

- The Orange County EMS Administrator reviewed the City's RFP for 911 ALS services and found the City's RFP document and process to be "in conformance with the current OCEMS's policy and procedures."



50

911 ALS RFP Consultant Background Jim Karras - The Acer Group

- 37 years experience in Emergency Medical Services
- Vice President and Chief Operating Officer of AmbuServe, Inc.
- Vice President and Chief Operating Officer of Rescue International, Ltd
- Director of Ambulance Association of Orange County
- Collectively, the Acer Group has 50 years of experience in Emergency Medical Services

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RFP Details

- Proposers encouraged to submit innovative proposals that enhance quality of care and improved response times
- Work scope requires 4 paramedics on duty 24/7 with one designated as a supervisor (County standard only requires 1 paramedic)
- 911 ALS service provider shall be designated as first responder to EMS Emergencies
- City maintains local discretionary decision making over the provision of these services
- Proposers advised that the City's expectation is that the service provider will participate in 2 EMS pilot programs developed by the County Medical Director
- In-kind and direct payment costs for these services. Explore at the conclusion of initial contract term

52



Proposals Received

Proposer	Total Score from all Raters
Lynch EMS	15,348

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Lynch Ambulance

54



Lynch Ambulance Qualifications

- Providing Emergency Medical Care and Transport since 1986
- Headquarters located 700 feet from the City limits of Placentia, allowing additional surge capacity resources (mutual aid, automatic aid)
- First, and today is the largest, private ALS paramedic provider in Orange County
- Exclusive medical transport provider for Children's Hospital Orange County (CHOC) for 18 years
- Total ALS patients received, cared for, and transported in 2018: 5,644
- Greater scope of practice than standard ALS paramedics including transporting patients on IV pumps with critical care infusions and responding to patients under hospice care to reduce need for ER transport



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Lynch Ambulance Qualifications

- First medics to become certified in the use of Automated Transport Ventilators and only medics in Orange County to use improved technology
- Investing \$318,220 in new capital equipment and \$119,749 in operational costs (\$437,969 total) and an additional \$500,000 in reserve contingencies to launch Placentia 9-1-1/ALS Program
- Will purchase two new Type II ambulances with state-of-the-art technology to serve Placentia
- One of 12 ambulance providers in the state with a Disaster Medical Support Unit (DMSU) issued by the California Emergency Medical Services Authority
- Participates in annual regional disaster drills and maintains a disaster response trailer



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Lynch Highlights - 911 Advanced Life Support EMS RFP

- Proposal includes:
 - Faster than the national average response times
 - Posting units closer to needs (calls based upon heat maps)
 - Existing ALS/EMS infrastructure on City's border allows for surge capacity and constant coverage
 - Participation in County medical pilot programs
 - County EMS Mutual Aid
 - Ability to establish effective dispatch protocols to ensure resources match need
 - 100% compliance to response time standards

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Lynch Ambulance Added Value

- Use traffic signal preemption devices to reduce drive times, improving overall response times
- Lynch paramedics highly regarded by County EMS authorities
- Lynch paramedics have earned expanded scopes of practice due to diligent training and real world experience
 - Lynch Paramedics are IFT-ALS paramedic service providers, a higher scope of practice than 911 ALS
- Created first successful private ALS-IFT program in County
- 24/7 Paramedic Supervisor
- One additional paramedic per shift beyond current service model (25% increase)

58



Lynch Experience - Calls for Service Comparison

- Placentia OCFA TOTAL emergency medical calls for service FY 17/18 - **3,318**
- Placentia OCFA TOTAL ALS-level calls for service FY 17/18 - **1,008***
- Lynch ALS-level calls for service in 2018 throughout Orange County - **5,644**

*Orange Health Care Agency

59



Lynch Ambulance Proposal Details Mutual/Automatic Aid Improvement - Model

- The City's proposed service model, used throughout California and the rest of the country, will result in fewer automatic aid calls into Placentia
 - Fire engine not always assisting with transport to hospital, will eliminate "wall time"
 - This leaves the on-duty fire apparatus available for fire related mutual/automatic aid calls
 - The proposed Fire Department will be able to focus on fire-related needs and community risk reduction

60



Lynch Ambulance Proposal Details

Mutual/Automatic Aid Improvement - Staffing

- There are two types of paramedic units:
 - Paramedic Unit: requires 2 paramedics
 - Paramedic Assessment Unit: requires 1 paramedic
- OCFA currently provides Placentia 1 paramedic unit and 1 paramedic assessment unit - 3 paramedics (24/7)
- Lynch will provide 2 dedicated paramedic units - 4 higher accredited and licensed paramedics (24/7)
- 25% increase in paramedics dedicated to Placentia

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Lynch Ambulance Proposal Details

Mutual/Automatic Aid Improvement - Surge Capacity

- 700 feet off of Placentia border
- Mutual/Automatic Aid to Placentia and our neighbors is enhanced because of Lynch infrastructure and surge capacity.
 - Lynch Ambulance is on the Placentia border and maintains 12-14 paramedics on duty throughout the County 24/7 and those resources can respond to Placentia within 15 minutes (included in contract)
 - Placentia's low EMS call volume means call overlaps are minimal and guarantees available units can respond on automatic aid into neighboring cities to provide the same high-quality medical care and rapid response time
 - This also means our neighboring jurisdictions will need to respond into Placentia less often

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Lynch Professional References - Children's Hospital Orange County (CHOC)

- Frank Maas, RN, BAN, MBA, Director of Emergency Trauma and Transport Services

63



Lynch Professional References - Vitas Healthcare

- Dr. Chalat Rajaran, Senior medical Director, Vitas Hospice

64



Lynch Professional References - Orange County Healthcare Agency

- Dr. Carl Schultz, Orange County Medical Director

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911 Dispatch

- Placentia Police currently serves as public service answering point
 - Placentia dispatchers already answer OCFA calls (approx. 60 second delay)
 - Average of 9.1 fire/EMS calls per day. Adding these services will not negatively impact workload of dispatchers, but allow for seamless dispatch between police and EMS
- Cross-training dispatchers to serve as police and fire/EMS dispatchers increases skill set and diversity of skills, allowing Placentia dispatchers to be amongst the best in Orange County
- Maintains local control
- Keeping fire/EMS dispatching allows City to participate in innovative EMS pilot programs that add value to the community

66



Potential Future Investments

- Potential funds to invest in a new fire station
- Cost savings achieved by separating from OCFA will be significant and allows the City to invest in much-needed services including policing

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Review & Analysis

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Response Time - Improvements to EMS 90th Percentile Response Time

CURRENT*

Placentia PD Dispatch**	OCFA Dispatch	Turn Out Time	Drive Time	TOTAL TIME
60 sec	24 sec	1 min 54 sec	6 min 12 sec	9 MIN 30 SEC

PROPOSED**

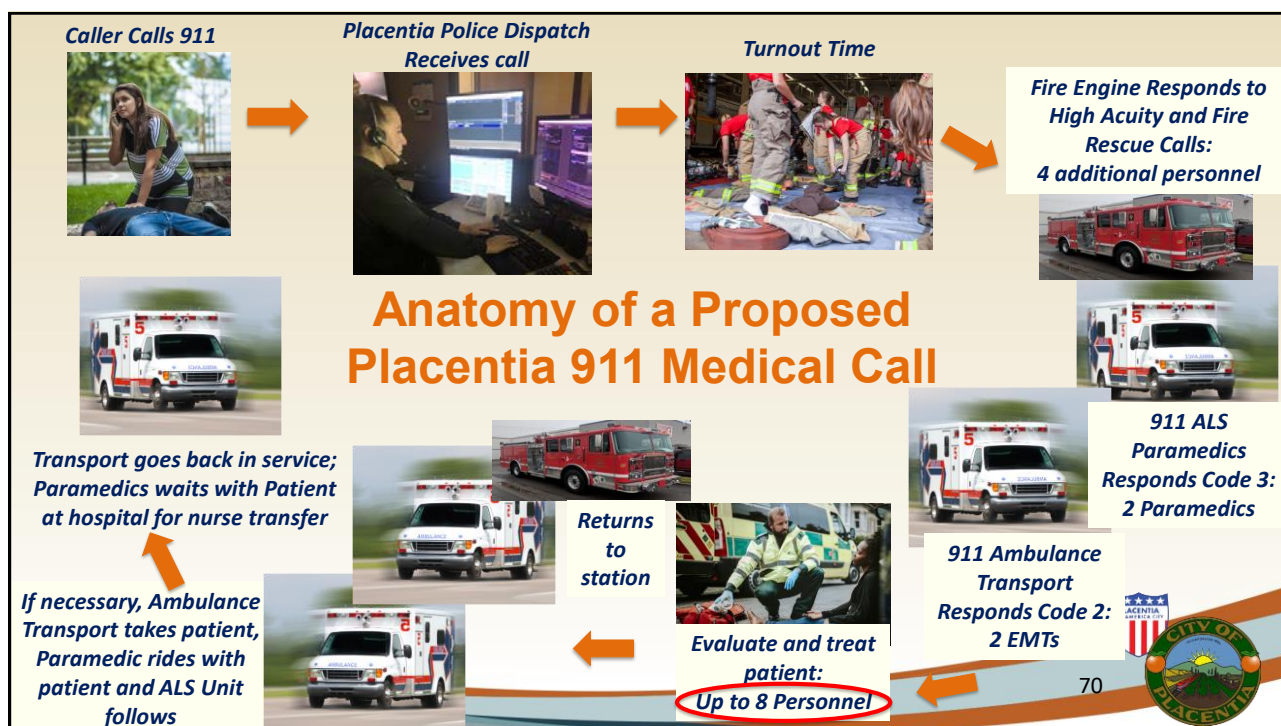
Placentia PD/ Fire/EMS Dispatch	Turn Out Time	Drive Time	TOTAL TIME
60 sec	1 min 14 sec	4 min 33 sec	6 MIN 47 SEC

**ALMOST
3 MINUTES
SAVED**

* OCFA reports total response time without Placentia PSAP in Workload Analysis Report. Placentia PSAP added for complete picture of total and actual response time

**Avg call time in Placentia PSAP is 60-90 seconds to hand off 9-1-1 call to OCFA Dispatch; As reported by Placentia PD

***Proposed response time reduced as a result of eliminating OCFA Dispatch handoff, reduced turn out time (as reported by Lynch's proposal; Avg 1 min 14 sec in 2018), and utilization of traffic signal preemption device (25% reduction in drive time) 69



Review & Analysis - OCEMS Paramedic Accreditation Policy #430.10

- Orange County Emergency Medical Services (OCEMS) has legal oversight of all paramedic service in Orange County, regardless of service provider
- OCEMS provides paramedic accreditation for 911 ALS paramedics, IFT ALS paramedics, and Air medical paramedics

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Review & Analysis - Levels of Medical Accreditation

- A paramedic is only allowed to practice up to the level of their accreditation. Those at the top of this list can practice the widest scope of medical care
- The Levels:
 - Air Medical paramedics (Mercy Air)
 - IFT ALS paramedics - Lynch is accredited at this level
 - Highest trained in Orange County
 - 911 ALS - All Orange County Fire Departments are accredited at this level
 - OCFA paramedics are restricted to this skill level

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Cont. Review & Analysis - OCEMS Paramedic Accreditation Policy #430.10

- To be eligible for accreditation to practice in Orange County, all paramedics (public and private) must meet all of the following:
 - Posses a valid, current State of California paramedic license
 - Not be precluded from accreditation to practice as a paramedic for reasons defined in Section 1798.200 of the Health and Safety Code
 - Be affiliated with an OCEMS approved Advanced Life Support (ALS) service provider (Lynch is already an OCEMS approved advanced life support service provider)
 - Paramedics applying for local accreditation, publicly employed and privately employed, must complete the requirements per OCEMS policy #430.10 "Accreditation to Practice ALS Personnel Criteria"
- All Lynch paramedics are accredited at the IFT ALS level

73



Review & Analysis - Fire Department Training Programs

- The City will adhere to California State Fire Training (SFT) mandatory training requirements for California fire service personnel
- The City will also participate in the California Firefighters Joint Apprenticeship Committee (CFJAC) that will provide additional training funds for the department because of its participation

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Review & Analysis - Fire Department Training Programs

- All Fire Department personnel will meet and exceed the fire training standards developed by the CA Fire Marshal's Office
- All personnel will meet NFPA firefighter, fire inspector, and fire officer standards
- In addition to training for emergency response, on-duty fire personnel will receive training in fire prevention, fire inspections, fire code enforcement, public fire education and customer service
- For fire ground training that cannot be conducted within the City of Placentia, the City will contract with a regional fire training center
- All Fire Department personnel will receive continuing education for Emergency Medical Technicians (EMT) to maintain certification as required by the Orange County EMS Agency



75

Review & Analysis - Fire Department Emergency Operations Staff Certifications

- The following is an outline of the number of personnel and certifications that will be required as part of the proposed staffing levels for Emergency Operations:
 - Fire Captain/EMT:
 - Will obtain NFPA Fire Officer II certification
 - Will obtain NFPA Fire Instructor and NFPA Fire Inspector certifications
 - Will be certified at the Hazardous Materials Operations level
 - Will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication



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Review & Analysis - Fire Department Emergency Operations Staff Certifications

- Fire Apparatus Engineer/EMT:
 - Will obtain NFPA Driver Operator certification
 - Will obtain NFPA Fire Inspector certification
 - Will be certified at the Hazardous Materials Operations level
 - Will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication
- Firefighter/EMT
 - Will obtain NFPA Firefighter II certification
 - Will obtain NFPA Fire Inspector certification
 - Will be certified at the Hazardous Materials Operation level
 - Will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication

77



Review & Analysis - Fire Department Emergency Operations Staff Certifications

- Reserve Firefighter/EMT:
 - Will have completed a California State Fire Marshal approved fire academy
 - Will participate in department training and work towards NFPA Firefighter I and II certifications

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Review & Analysis - Current Training: Paramedics

- All paramedics are required to go to a State accredited Paramedic Program
- Statewide standardized curriculum ensures equivalent training amongst all paramedic in California
- Lynch paramedics must be certified in Advanced Cardiac Life Support and Pediatric Advanced Life Support, they must be certified IV Pumps and Advanced Ventilatory Medicine
 - Advanced Ventilatory Medicine is unique to Lynch service provider
 - No other provider does this
- These are certifications not currently maintained by OCFA paramedics

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Review & Analysis - Ongoing Training: Paramedics

- In addition to maintaining their license and accreditations, Lynch paramedics must demonstrate proficiency in all of their advanced skills annually
- Lynch paramedics only focus on providing advanced life support, therefore all training is medical in nature

80



Review & Analysis - Experience of Lynch Paramedics

- On average, Lynch paramedics have 9 years paramedic experience
- 75% of Lynch paramedics have 911 ALS experience
- Specialize in hospice care, which is especially important for the aging population in Placentia

81



Review & Analysis - Fire Staffing

OCFA	City of Placentia
E35 - 3 person Engine (per 2016 Agreement)	E1 - 4 person Engine
E34 - 4 person Engine	T2 - 4 person Quint
	P2 - 2 person Mini-Pumper (Cross-staffed or Reserves when available)
	E2 - Reserve Engine (Unstaffed)

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Review & Analysis - Fire Staffing

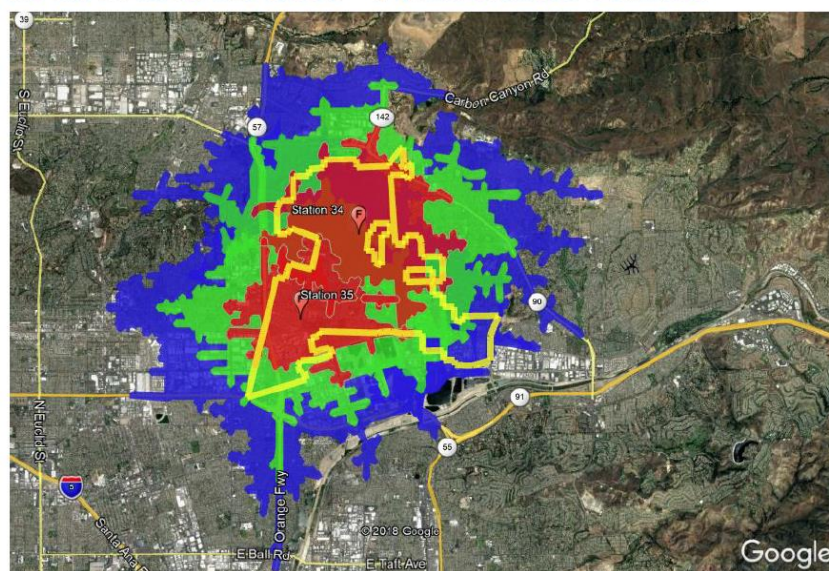
- Comprehensive survey of fire staffing in Los Angeles, Orange and Riverside Counties
- Out of 43 fire departments surveyed, 27 utilize 3-person staffing per engine (63%)
- The City of La Habra (LA County Fire) utilizes a 3-person engine standard
- 3-person engine most common standard tri-county wide
- Fourth person on engine will supplement/augment 3-person engine, which exceeds the aforementioned standard

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Review & Analysis – Technology and Data (Heat Map)

FIGURE 17: Travel Time Bleeds - 4, 6, and 8 Minutes Combined



Travel times:
 ■ = 4 minutes
 ■ = 6 minutes
 ■ = 8 minutes

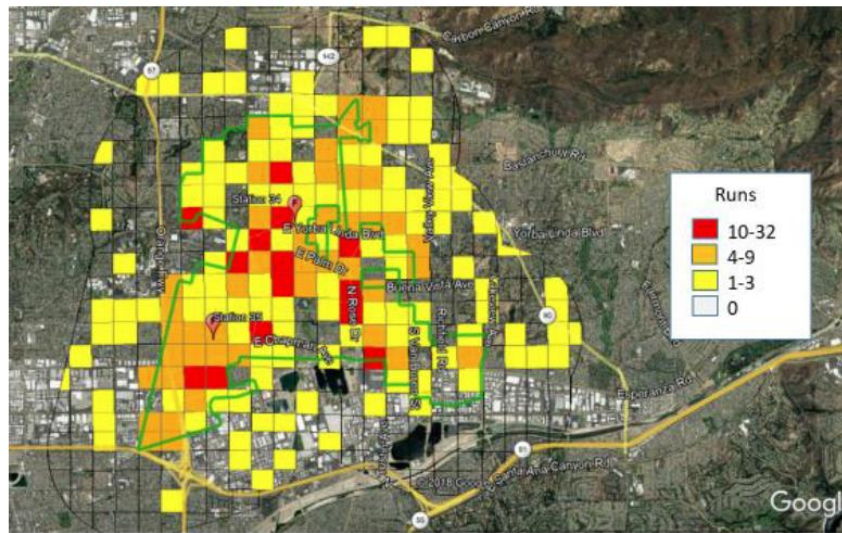
FY 17/18 Data
 provided by
 CAD/RMS data
 from Fire Services
 Workload Analysis
 Report



84

Review & Analysis – Technology and Data (EMS Call Density Map)

FIGURE 18: Fire Call Density Map

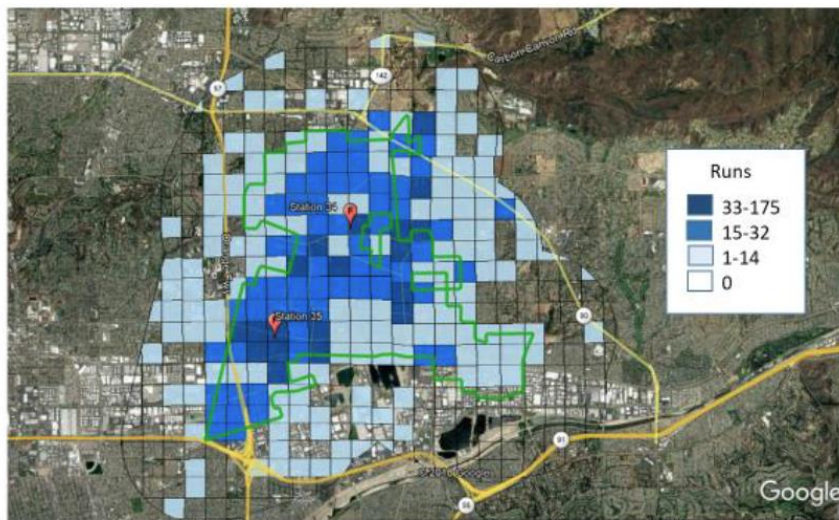


FY 17/18 Data
provided by
CAD/RMS data
from Fire
Services
Workload
Analysis Report



Review & Analysis – Technology and Data (EMS Call Density Map)

FIGURE 20: EMS Call Density Map



FY 17/18 Data
provided by
CAD/RMS data
from Fire
Services
Workload
Analysis Report



Review & Analysis – Technology and Data (Opticom)



Review & Analysis - Technology and Data (Opticom)

- Using coded infrastructure, the Opticom system is put into emergency vehicles and communicates with traffic signals to give temporary right of way to emergency responders
- Improves response times by up to 25%
- Reduces intersection crash rates by up to 70%
- Eliminates priority conflicts

Review & Analysis - Mutual/Automatic Aid

- City's new service model reduces automatic aid requests into Placentia by our neighbors
- The fire engines will not be required to go to the hospital with patients and be "off-line" while waiting for a nurse to take the patient
- The fire engine will return to service after the on-scene needs are completed. An ambulance will transport the patient to hospital
- Mutual/Automatic Aid to Placentia and our neighbors is enhanced because of Lynch infrastructure and surge capacity
 - Lynch Ambulance is on the Placentia border and maintain 12-14 paramedics on duty throughout the County 24/7 and those resources can respond to Placentia within 15 minutes
- Withholding Mutual Aid is against the law

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Review & Analysis – Paramedic Wait Time at Hospital

- Average transport time of 14.2 minutes to hospital
- Average of 14.1 minutes "holding the wall" at the hospital waiting for patient handoff to nurse
- Placentia model will not require fire unit and its personnel to "hold the wall" at the hospital"
 - Back on line immediately for Fire and EMS automatic/mutual aid requests

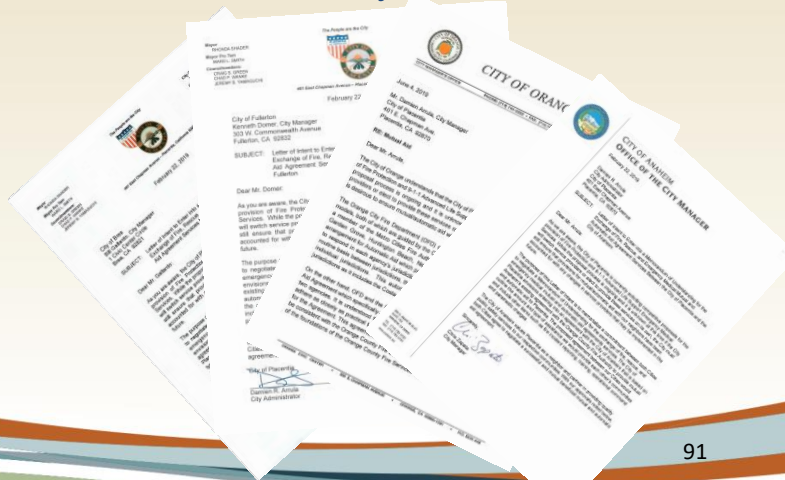
FY 17/18 Data provided by CAD/RMS data from Fire Services Workload Analysis Report

90



Review & Analysis - Mutual/Automatic Aid

- Surrounding cities have committed Letters of Intent to provide Mutual/Automatic Aid to the City of Placentia



91



Review & Analysis - Deployment Model

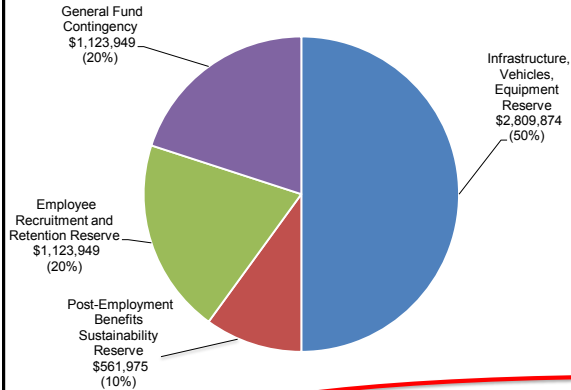
- Three cities in adjacent counties surveyed
- Two City Managers confirmed that the Review Committee's recommended deployment model is consistent with the standard they have utilized in their cities
- Fire Chief confirmed that the Review Committee's recommended deployment model is consistent with the standard his City uses
- This is the most widely used model in California and the nation



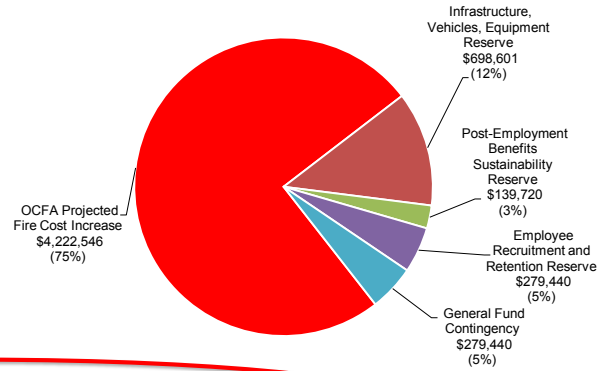
92

Review & Analysis - Measure U

FY 2029-30 Measure U Allocation Chart



FY 2029-30 Measure U Allocation Post-OCFA Increase



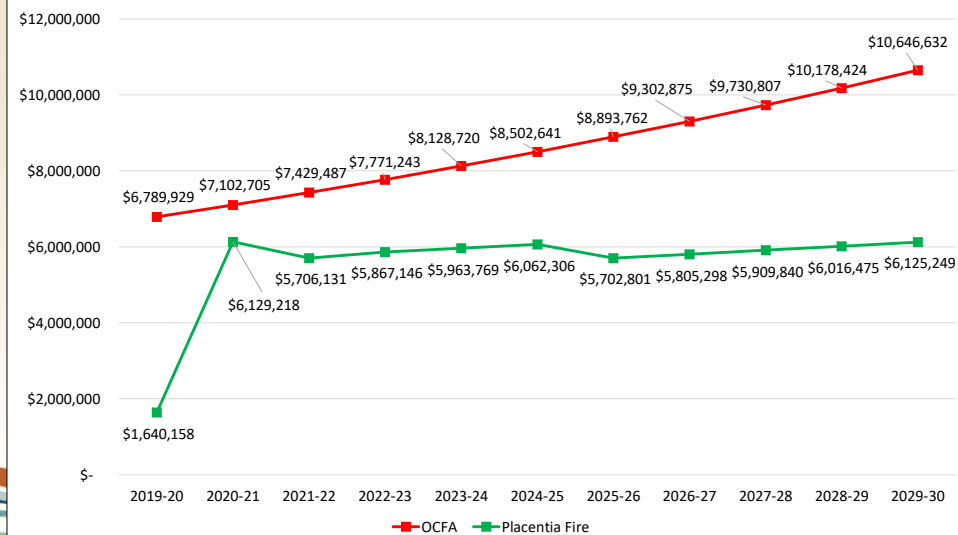
*These funds would not be able to be used in this way, as it is in violation of the City's Reserve Policy. Hypothetical chart for illustration only.

93



Background - Cost Review and Analysis

**City of Placentia
Fire Service Comparison: OCFA vs Placentia Fire
Projections From FY 2020 to FY 2030**



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Review Committee & Staff Recommendation:

It is recommended that the City Council take the following actions:

1. Receive and file this report and presentation by Staff; and
2. Consider the RFP Review Committee recommendations to the City Council and the options available to the community for Fire Protection and Emergency Medical Services; and
3. Accept the recommendation made by the RFP Review Committee and Award a Professional Services Agreement to Lynch EMS, Inc., for the provision of 9-1-1/Advanced Life Support Emergency Medical Services in the amount of \$975,000 for the first year of the service period, and for a contract term of five (5) years with the option to extend the term for an additional five (5) years based on Service Provider performance and at the discretion of the City; and



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Review Committee & Staff Recommendation Cont.:

It is recommended that the City Council take the following actions:

4. Authorize the City Administrator and/or his designee to execute all necessary documents, in a form approved by the City Attorney; and
5. Accept the recommendation of the RFP Review Committee and direct Staff to take the necessary measures and specific actions to staff, equip, and fully operationalize the Placentia Fire and Life Safety Department by Midnight, July 1, 2020



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Benefits of Proposed Service Model and Panel Recommendation

- Reduced response times
- Higher quality of medical care
- Places more emphasis on medical calls (80% of call volume)
- Redundancy for fire services & BLS (Mutual Aid)
- Redundancy for 911 ALS paramedic (Mutual Aid)
- Shorter drive time technology
- Newer medical technology
- Less than public firefighter paramedic or civilian paramedic cost
- Consistent with most California and nationwide fire department & EMS service delivery

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Benefits of Proposed Service Model and Panel Recommendation Cont.

- Hometown, homegrown model
- Reserve model (built in recruitment strategy)
- Reinvest in other public safety departments/areas (Police)
- More integration with Placentia Police Department when responding
- Savings for taxpayers
- Sustainable long-term
- Consistent with Orange County Grand Jury findings
- Local control & more accountable to taxpayers

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ORANGE COUNTY FIRE AUTHORITY

P.O. Box 57115, Irvine, CA 92619-7115 • 1 Fire Authority Road, Irvine, CA 92602

Jeff Bowman, Fire Chief

(714) 573-6000

www.ocfa.org

May 14, 2016

Damien R. Arrula, City Administrator
City of Placentia
401 East Chapman Avenue
Placentia, CA 92870

RE: *Amendment to City of Placentia's Service Configuration, Cash Contract Charge, and Fire Services Agreement*

Dear Mr. Arrula:

This letter is to memorialize future service configuration changes in the City of Placentia, as approved by the OCFA Board of Directors on March 24, 2016. Specifically, the changes include the future movement of Truck 34 from Fire Station 34 in Placentia to neighboring Fire Station 10 in Yorba Linda. In addition, Engine 35 (Fire Station 35) will be converted from a three-person Paramedic Assessment Unit to a four-person Paramedic Engine. These changes will enhance services to the region by providing for a single unit response for the majority of the emergency medical service calls. As observed in past service enhancements, it is anticipated there will be a decrease in advanced life support response times with the single unit response.

As a result of these approved changes, Placentia's cash contract service charge with OCFA will be reduced over two fiscal years, with the first reduction of \$116,000 applied to the FY 2016/17 service charge, and an additional reduction of another \$116,000 applied to the FY 2017/18 service charge.


Attachment A of Placentia's Fire Services and Emergency Medical Services Agreement specifies the number, location, apparatus, and staffing for the fire stations within the City. With the service configuration changes approved by the Board of Directors, this Attachment has been updated to reflect the new service configuration that will be in place upon completion of the two year phased-in implementation (see Attachment).

Please review these proposed changes and indicate your concurrence by signing below. Please return a signed copy to me at your earliest convenience, or let me know if you have any questions.

Sincerely,


Jeff Bowman, OCFA Fire Chief

Agreed and Accepted by Placentia:


Damien R. Arrula, City Administrator

Attachment

ATTACHMENT A

Engine and Truck Companies Located Within the City of Placentia (Stations Owned by the City)

Current Service Configuration – April 2016:

Station	Location	Engine/Truck	Staffing
34	1530 N. Valencia, 92870	Engine Company Truck Company	4 4
35	110 S. Bradford, 92870	Engine Company	3

Future Service Configuration following two-year phase-in period:

Station	Location	Engine/Truck	Staffing
34	1530 N. Valencia, 92870	Engine Company	4
35	110 S. Bradford, 92870	Engine Company	4

Note: This listing does not detail other specialty assignments which are deployed on a regional basis to meet City (County) needs pursuant to Sections 3. (a) and 3. (b).



ORANGE COUNTY FIRE AUTHORITY

P.O. Box 57115, Irvine, CA 92619-7115 • 1 Fire Authority Road, Irvine, CA 92602

Brian Fennessy, Fire Chief

(714) 573-6000

www.ocfa.org

June 18, 2018

Damien Arrula, City Administrator
City of Placentia
401 E. Chapman
Placentia, CA 92870

Dear Damien:

RE: City of Placentia's June 19, 2018 Agenda titled "Notice of Withdrawal from Agreement and Automatic Term Renewal: Amended Joint Powers Authority Agreement with the OCFA"

We have had an opportunity to review the City of Placentia's agenda item, as referenced above, and wanted to provide additional information that we believe important for the City Council's consideration.

Enclosed is a Summary of Services which summarizes the services provided by OCFA to the City of Placentia, along with full costs incurred by OCFA to provide the services compared to the price being charged to the City. In addition, we summarize potential cost exposures associated with returning to a City Fire Department.

Of immediate importance, I wanted to ensure you and your city council members are informed of applicable OCFA governance provisions. Under Article VII, Section C of the OCFA Amended JPA Agreement, a city's representative is removed from the Board of Directors when the city delivers notice of withdrawal. Removal from the Board would occur upon delivery of the notice, e.g., before the withdrawal notice becomes effective in 2020:

"C. Removal from Board After Notice of Withdrawal. In the event a notice of withdrawal is given by a city, or deemed to be given, that city's representative shall be removed from the Board of Directors." (Amended JPA Agreement, Art. VII. Section C.)

In addition, the Amended JPA Agreement provides that, if a withdrawing city later wishes to rescind its withdrawal notice, the rescission would require the approval of the OCFA Board. (See Amended JPA Agreement, Art. VII. Section D.)

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

RESIDENTIAL SPRINKLERS AND SMOKE ALARMS SAVE LIVES

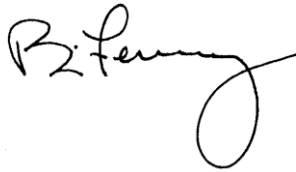
Damien Arrula, City Manager
June 18, 2018
Page 2 of 2

The provisions in the JPA requiring a member to provide notice of withdrawal to OCFA two years in advance of the effective date were intended to allow time for a methodical transition for a member that has decided to withdraw. From our review of the staff report, it appears the City may be looking to exercise the Notice of Withdrawal option in order to use the two years to complete further analysis and potentially negotiate with OCFA. However, there are other significant JPA implications associated with a Notice of Withdrawal which we wanted to ensure are conveyed to you, as summarized in the enclosed Summary of Services.

We hope the enclosed information is useful to your discussion, and we remain committed to working with Placentia to seek resolution to your concerns, as we did in 2016/17 when we agreed to a price reduction in advance of a change in service configuration.

If you have any questions, please contact me at (714) 573-6010 or Lori Zeller at (714) 573-6020.

Respectfully,

A handwritten signature in black ink, appearing to read "B. Fennessy", with a large, stylized loop at the end.

Brian Fennessy
Fire Chief

Attachment

cc: Members of the Placentia City Council
OCFA Board of Directors
Andy Kovacs, OCFA Division Chief

ORANGE COUNTY FIRE AUTHORITY



Summary of Services & Partnership City of Placentia

June 2018

The OCFA provides comprehensive services to the City of Placentia, which extend well beyond the basic frontline staffing of stations. We are proud of our partnership with Placentia, and remain ready to assist the City with specialty needs, upon request. Details of our comprehensive services are provided below.

Primary OCFA Stations Serving the City of Placentia

The City of Placentia receives regional fire and emergency services from all OCFA stations and resources; however, the primary stations routinely serving the City include two stations within city jurisdictional boundaries (Stations 34 and 35).

The OCFA calculates staffing costs per truck or engine in an all-inclusive manner. Calculated costs include all elements required to provide comprehensive fire services, including salary, employee benefits, services, supplies, operational support, and administrative overhead. The costing methodology (termed “Truck & Engine Company Costs”) includes the following components:

- **Direct Labor** – Includes direct salary and benefit costs for frontline positions, which include captains, engineers, and firefighters assigned in the City.
- **Direct Support** – Includes a proportional share of salary and benefit costs associated with direct operational support. Examples of direct operational support include Dispatchers, Battalion Chiefs, Division Chiefs, Training and EMS personnel.
- **Services & Supplies** – Includes a proportional share of costs for services and supplies such as uniforms, turnout gear, hoses, foam, and breathing apparatus.
- **Overhead/Indirect Support** – Includes a proportional share of salary, benefits, services and supplies associated with indirect administrative support, such as Human Resources, Purchasing, Finance, and Information Technology.
- **Station Maintenance** – Includes funding to make minor improvements to stations per year, with a goal of reducing long-term capital costs for the City through proactive maintenance.
- **Vehicle Depreciation/Replacement** – Includes funding for annual depreciation of emergency apparatus assigned within the City. These emergency vehicles are replaced by OCFA whenever needed, based on mileage and useful life, without regard to how much funding has been received from the City through the annual contract charge.

Below are details for the primary stations and staffing serving Placentia, along with Truck and Engine Cost allocations for these resources, compared to the current contract price being charged to the City.

Fire Stations and Frontline Staffing

Below is the current staffing being provided to the City of Placentia, which includes two paramedic engines and one truck. During FY 2016/17 and 2017/18, the price charged to the City was reduced (per agreement with the City) based on a future planned movement of the truck to Yorba Linda. The future movement of the truck is dependent upon OCFA locating a site to build a new/replacement Fire Station #10 in Yorba Linda which can accommodate the truck. Site selection remains underway, and as a result, the City of Placentia is receiving the benefit of the truck being located within city boundaries, without inclusion of the cost in the city’s service charge. Responsibility to make this change happen is wholly upon OCFA, but in the meantime, Placentia is benefitting. If Placentia were a new city coming to OCFA

for a service proposal (much like the City of Garden Grove), below is the cost that would be quoted to the City, compared to the actual price that the City is paying.

Fire Station	Apparatus	FF	FF/PM	FAE	FC	FC/PM	Total Staff	Station Maint.	Vehicle Repl.	Total Truck & Engine Costs, Stn Maint. and Vehicle Repl. per Station
34	Truck	6		3	3		12	15,000	73,466	3,496,414
	Paramedic Engine	3	3	3		3	12		35,861	3,556,383
35	Paramedic Engine		6	3	3		12	15,000	35,861	3,556,383
2 Stations	3 Apparatus	9	9	9	6	3	36	30,000	145,188	\$10,609,180
Contract Price Charged to Placentia										\$6,086,613
Annual Cost Savings to Placentia (funded by OCFA)										(\$4,522,567)

Below is the same cost comparison, updated to reflect the future service configuration for the City once the truck is moved to Yorba Linda Fire Station #10.

Fire Station	Apparatus	FF	FF/PM	FAE	FC	FC/PM	Total Staff	Station Maint.	Vehicle Repl.	Total Truck & Engine Costs, Stn Maint. and Vehicle Repl. per Station
34	Paramedic Engine	3	3	3		3	12	15,000	35,861	3,556,383
35	Paramedic Engine		6	3	3		12	15,000	35,861	3,556,383
2 Stations	2 Apparatus	3	9	6	3	3	24	30,000	71,722	\$7,112,766
Contract Price Charged to Placentia										\$6,086,613
Annual Cost Savings to Placentia (funded by OCFA)										(\$1,026,153)

For higher-level management of the City's fire services and station personnel, an assigned Division Chief serves as the local Fire Chief to the City. In addition, three Battalion Chiefs (one BC for each of three 24-hour shift schedules) provide daily management of station personnel and activities.

Premier Specialty Operations w/ Premier Staff

The OCFA has premier specialty equipment, funded by regional property tax dollars with no charge to contract cities such as Placentia, yet these resources always remain available to serve all OCFA members when needed. The personnel assigned must maintain specialized certifications to enable them to operate the specialty equipment. Premier emergency response equipment and training within OCFA's regional system includes:

- Hazardous Material Response Team (HMRT)
- Heavy Rescue Vehicle

- Swift Water Rescue Team
- Urban Search and Rescue Trucks
- Water Tenders
- Special Event Paramedic Van
- Firefighting Foam Tender
- Mass Casualty Unit
- Bull Dozers
- Light and Air Units
- Designated Safety Officers

Community Risk Reduction (CRR) Services

Community Risk Reduction is a full-service fire prevention department that provides plan review, development review, annual inspections, special activities, state mandate inspections and handles citizen complaints. The City also has Planning and Development plans analyst liaison with the backing of eight additional plan reviewers. Our plan review turnaround times are a guaranteed 10 days or sooner, 90% of the time.

In addition to prevention services, OCFA provides a full-service Fire Investigations section, with 7 investigators and 1 police officer. The team enjoys a great working relationship with the Placentia Police Department.

Per OCFA Board policy, the majority of CRR services are funded through cost recovery fees. Since CRR services are primarily directed to businesses, developers, architects, and contractors, the fees are charged to the business community and not to individual homeowners and residents. The CRR fees charged to the business community qualify as a business expense.

Additional Services Provided to the City of Placentia

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

- Quality Assurance Programs
- Community Survey Programs
- Disaster Planning and Coordination
- Financial Management, Budgeting, and Payroll

Benefits of Partnership with OCFA

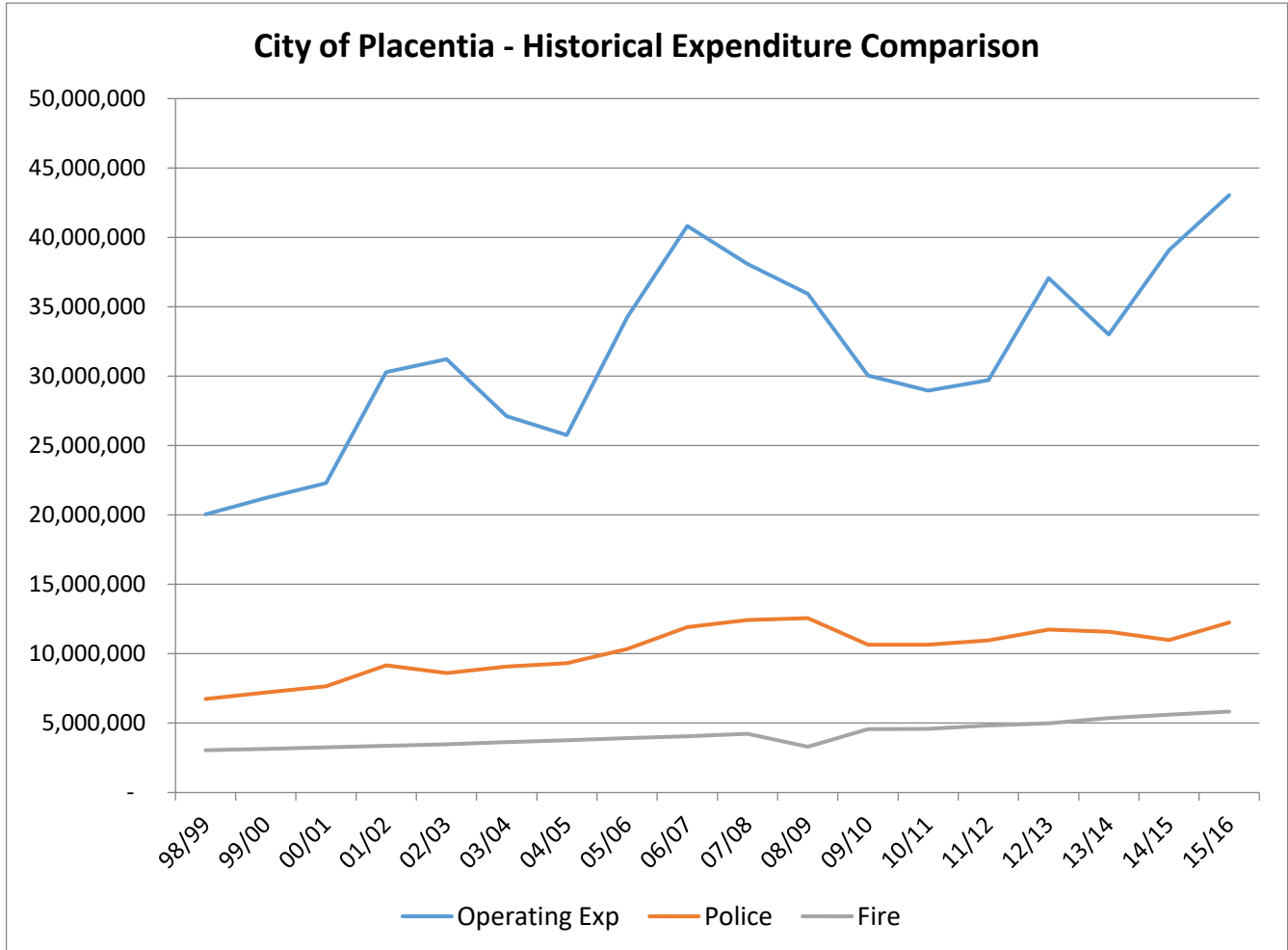
The Orange County Fire Authority enhances services to the citizens of Placentia and increases efficiencies within the City. OCFA's full service fire education, prevention and emergency response brings with it a full support network and eliminates the workload for other city departments that would otherwise require support. The support network includes Training/Safety and EMS Sections that provide in-house certifications and enhancement, skills maintenance, and 24/7 safety officer coverage during incidents. These support functions ensure that a high level of service is provided to our residents. Other service enhancements include our depth of resources, specialized resources, a dedicated fire prevention program, dedicated fire dispatchers, and a comprehensive public education program. These are standard in our regional system and are included in the contract price.

Additional benefits include:

- City Council Member on OCFA Board – participation in public policy decisions
- City Council Member on Executive Committee based on position or appointment
- City Council Member on Budget and Finance Committee by appointment
- City Council Member on Human Resources Committee by appointment
- City Manager participation on Technical Advisory Committee
- City Manager participation on City Manager Budget and Finance Committee (rotational)
- Cost Control – Contract increases are capped at 4.5% per year
- Active participation in Community Events
- Training and certification programs developed and presented in-house
- Paramedic nurse educators, training staff, and associated training facilities
- Dedicated Fire/EMS Emergency Dispatch including Emergency Medical Dispatch
- Risk Management program including the “WEFIT” health and wellness program to help reduce Workers Compensation Costs
- Central recruitment and hiring, personnel management, and benefit coordination
- Common Radio System within Orange County
- Response compatibility with other Orange County Fire Departments
- Active participation and coordination with all Orange County city fire agencies
- Alternate regional coordinator for OES Area 1

Historical Expenditure Comparison

The chart below provides an illustration of the historical expenditures for the City of Placentia from FY 1998/99 to FY 2015/16, based on the data that the City files each year with the State Controller. As illustrated, the cost for fire protection and emergency medical services (EMS) remains relatively constant throughout the years.



Note: Data is from the City's Annual Reports filed with the State Controller's Office, Statement of Expenditures - available thru FY 2015/16 only as of 06/18/18.

History of Annual Increase

The following table show the 10-year average increase in Placentia's cash contract city charge, including annual catch-up payments which will no longer be included after FY 2019/20. Although the cap on annual increases is 4.5% *plus* catch-up payments, the actual experience shows that the average annual increase, including the catch-up payments, has been 3.88%.

Fiscal Year	% Increase
2009/10	4.00%
2010/11	2.95%
2011/12	5.44%
2012/13	3.65%
2013/14	3.02%
2014/15	6.10%
2015/16	3.80%
2016/17	0.32%
2017/18	4.05%
2018/19	5.51%
10-Yr. Avg.	3.88%

Cost Exposures Associated with Returning to a City Fire Department Structure

It may be helpful to the City to consider the costs the City might face in the event of a transition back to a City Fire Department (FD) structure. While not an exhaustive list, the following are some key areas of consideration:

Ownership of Emergency Apparatus

Under the OCFA Amended Joint Powers Agreement (JPA) and Fire Services Agreement (FSA) with the City, OCFA owns the emergency apparatus and support vehicles serving the City. If Placentia were to withdraw from OCFA and return to a City FD structure, the FSA calls for OCFA to perform an accounting of vehicle replacement contributions received from the City vs. the cost of funds spent by OCFA to maintain and replace vehicles serving the City. If that accounting shows an excess of contributions over costs, the amount will be refunded to the City; however, OCFA will still own the vehicles. Furthermore, prior to the 2010 JPA renewal, there were years in which Placentia (and other contract cities) were not paying contributions towards vehicle replacement, due to the structure of the cap on contract increases at the time. During those years, OCFA continued to replace and maintain vehicles assigned to Placentia, without regard to collection of vehicle contributions. As a result, it is unlikely that a refund of excess contributions would be available.

Communications and Other Equipment

OCFA owns all of the Communications and Information Technology equipment and systems installed in Placentia fire stations and vehicles, as well as all safety gear, firefighting equipment, rescue equipment, carried on the fire apparatus.

Station Furnishings

Details relating to ownership of station furnishings would require further research to determine what portion of furnishings were funded by the City's contract price and annual station maintenance fund.

Fire Personnel

In the event of a transition back to a City FD, the City may be obligated to give OCFA employees currently serving in the City “first choice” for the city’s new firefighter positions, as nearly as possible at comparable ranks. However, OCFA would also seek to have vacancies available in other cities served by OCFA so that all OCFA personnel would have the option to remain with OCFA, or move to the new City FD, depending on their preference.

Notice of Withdrawal

The term of the City’s Agreement with OCFA is governed by Article VII of the JPA (Withdrawal and Addition of Members), as amended on 7/1/2010. Specifically, Section 1B (1) provides as follows:

- (1) Any City may give notice of withdrawal by transmitting written notice of such withdrawal to the Clerk of the Authority prior to July 1 of the second to last year of every ten-year interval of a twenty-year term (e.g., for the first ten-year interval, notice must be given by July 1, 2018 to withdraw by June 30, 2020).

In order to amend the JPA deadline, two-thirds of the member agencies of the OCFA (two thirds of the City Councils and Board of Supervisors, not their OCFA Board representatives) would need to approve the amendment.

Effect of Notice of Withdrawal on Board Membership

Under Article VII, Section C of the OCFA Amended JPA Agreement, a city’s representative is removed from the Board of Directors when the city delivers notice of withdrawal. Removal from the Board would occur upon delivery of the notice, e.g., before the withdrawal notice becomes effective in 2020:

“C. Removal from Board After Notice of Withdrawal. In the event a notice of withdrawal is given by a city, or deemed to be given, that city’s representative shall be removed from the Board of Directors.” (Amended JPA Agreement, Art. VII. Section C.)

In addition, the Amended JPA Agreement provides that, if a withdrawing city later wishes to rescind its withdrawal notice, the rescission would require the approval of the OCFA Board. (See Amended JPA Agreement, Art. VII. Section D.)

Pension Obligations

As a member of OCFA, the City benefits from the Fire Authority’s Accelerated Pension Paydown Plan. This Plan was implemented in 2013, and in the five years since implementation, funding of OCFA’s pension plan has improved from 65.00% to 78.67%. Voluntary dollars paid to reduce the unfunded pension liability have generated over \$11.5 million in savings during this five-year period. As a contract partner with OCFA, the City benefits from the interest savings that have been generated, as well as the benefits of a secure and well-funded pension plan for fire personnel. Furthermore, the City is able to avoid cost exposures that might otherwise be faced if its fire personnel were in PERS.

Finally, although it has not yet been approved, AB 1912 would impose on the member agencies of OCFA (as with all joint powers authorities) liability for an allocated share of the OCFA’s unfunded actuarial liability. As currently drafted, that liability would be apportioned among current and former members of the OCFA, so withdrawing from the Authority would not avoid this requirement if AB 1912 is adopted in its current form.



ORANGE COUNTY FIRE AUTHORITY

P.O. Box 57115, Irvine, CA 92619-7115 • 1 Fire Authority Road, Irvine, CA 92602

Brian Fennessy, Fire Chief

(714) 573-6000

www.ocfa.org

February 26, 2019

Jeannette Ortega (via email: fireemsinfo@placentia.org)
Assistant to the City Manager
City of Placentia

Greetings Ms. Ortega:

RE: City of Placentia - Proposals for Fire & Emergency Medical Services

The Orange County Fire Authority (OCFA) has carefully considered the City's Request for Proposals for 9-1-1 Advanced Life Support Emergency Medical Services, RFP 2018-01 and Request for Proposals for Fire Protection Services, RFP 2018-02, both dated December 20, 2018 (collectively, the "RFPs").

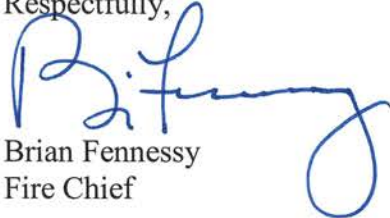
As you know, the OCFA is a regional fire and emergency medical services provider, governed by the Amended Joint Powers Authority Agreement (JPA) and Board-established policies. Pursuant to the JPA, the OCFA has entered into Fire & Emergency Medical Services Agreements with each of its member agencies committing that "The level of service provided shall be the same as the general level of similar services provided by OCFA elsewhere within its boundaries." In reviewing the City of Placentia's RFP specifications, we found that several of the requirements in the RFPs conflict with the OCFA's JPA, Fire & Emergency Medical Services Agreements, and Board-established policies (see Attachment 1 for examples). As a result, we must respectfully decline to submit proposals specific to both RFPs.

As an alternative to the form of services suggested by the City in its RFPs, I would be pleased to propose and recommend that the OCFA Board of Directors reinstate the City of Placentia as a full member agency, with all the protections and services that accompany OCFA membership under the terms of the OCFA's JPA and Fire & Emergency Medical Services Agreements, including but not limited to voting representation on the OCFA Board. Should the City pursue our proposal to remain a member of the Fire Authority, the City could benefit from continued high-caliber and comprehensive fire and emergency medical services. Placentia has enjoyed the professional and regional services provided by OCFA for the past 39 years, starting its contractual partnership with the Orange County Fire Department in May 1980 (prior to formation of the OCFA as a successor agency). Details relating to OCFA's services to Placentia, along with the cost-benefits the City currently enjoys by being in partnership with the OCFA, are provided in Attachment 2.

Jeannette Ortega
City of Placentia
February 26, 2019
Page 2 of 2

The OCFA stands ready to serve the City of Placentia, with professionalism and seamless continuity of services, should the City conclude that its fire and emergency medical services are best fulfilled by the Orange County Fire Authority. If you have any questions, please contact me at (714) 573-6010.

Respectfully,

A handwritten signature in blue ink, appearing to read "B. Fennessy", with a large, stylized loop at the end.

Brian Fennessy
Fire Chief

Attachments

cc: OCFA Board of Directors
OCFA Executive Management
David Kendig, OCFA General Counsel

Attachment 1

Orange County Fire Authority Placentia RFP Specifications & OCFA JPA Requirements

Several of the requirements in the City of Placentia's RFPs are inconsistent with the OCFA's Amended Joint Powers Authority Agreement and Board-established policies as detailed below:

1. The following examples reference the Fire Services RFP:
 - a. Page 22: The proposal must provide for "the professional management and operational control of the fire department following the level of service and policies established by the City." Individual authority for cities to direct Fire Authority policies or level of service is inconsistent with:
 - i. The OCFA JPA Agreement, that vests in the OCFA Board the policy decision authority; and
 - ii. The Fire Services and Emergency Medical Services Agreement OCFA has entered with each of its member agencies committing that "The level of service provided shall be the same as the general level of similar services provided by OCFA elsewhere within its boundaries," and
 - iii. The OCFA policy that the Fire Chief and Authority Management develop and implement the OCFA level of service, and the full Board approves the OCFA level of service. (OCFA Board Resolution 2017-02, approving "Roles/Responsibilities/ Authorities" matrix, p. 1 of 9.)
 - b. Page 23 – Designation of the Bradford Fire Station as a "Must cover" station requiring a cover engine to be dispatched to the station or off-duty personnel to be called back to cover the station, or volunteers to be activated, "any time the staffed apparatus is committed to an emergency or activity." This is inconsistent with the level of service provisions identified above, which vest such control in the OCFA Board and Chief, not individual cities.
 - c. Page 24 – "The City's fire protection service provider will not be a first responder to medical emergencies." This is inconsistent with the Fire Services and Emergency Medical Services Agreement OCFA has entered with each of its member agencies committing that OCFA "shall provide ... emergency medical, rescue and related services". (Agreement, §3 (a).) As a regional service provider committed to each of its agencies to deliver the same general level of service to all of its members, such a gap in emergency medical services could indirectly have adverse effects on the OCFA's commitments to neighboring city members.
 - d. Page 27: "At no time shall the Proposer's existing work rules or memorandums of understanding with its employees impede the Proposer's ability to deliver the services in the manner and cost structure required by the City and as determined by the City." This section is inconsistent with MOUs between OCFA and its labor associations. Furthermore, it is inconsistent with the JPA Agreement to the extent it:
 - i. purports to limit the OCFA Board's authority to "determine compensation and working conditions and negotiate contracts with employees and employee organizations." (Amended JPA Agreement, § 4.D.) Or
 - ii. is inconsistent with the service charge provisions (including the provisions regarding changes in services charges and cap on annual increases). (Amended JPA Agreement, Art. IV, §§ 3.B., 3.E., 3.F.)

Attachment 1

Orange County Fire Authority Placentia RFP Specifications & OCFA JPA Requirements

- e. Page 27: "Proposers shall also offer in their proposals recommended criteria for the establishment of financial penalties when service delivery criteria are not being met." As summarized above, service levels are determined by, and subject to adjustment at the discretion of, the Board, not individual members.
 - f. Page 28: The annual cost proposal "shall be a fixed amount for the first three (3) years..." and capped thereafter based on a local CPI. The OCFA Amended JPA Agreement contains binding provisions about the determination of service cost increases, caps, and spreading amounts that exceed those caps over a number of years. Fixing the costs for three years for one member would be inconsistent with the agreed-upon service-charge provisions by which all other OCFA members are governed.
 - g. Page 29: "All such initial service fee schedules and any future adjustments to such fees, shall be contingent on formal approval and act of the [Placentia] City Council." Requiring approval of fees (other than paramedic or ambulance fees) by an individual member agency's City Council is inconsistent with the grant of authority to the OCFA and its Board to "levy and collect payments and fees for services, provided that paramedic or ambulance user fees shall be approved by the member(s) affected." (Amended JPA Agreement, Art. I, § 4.N.)
2. The following example references the RFP for Emergency Medical Services:
- a. Page 16: Section 9, titled "City's intent for a Zero City-Subsidy EMS Service Model" indicates that "the City has incorporated several revenue generating models into this RFP with the intent to mitigate or minimize the need for the City's 9-1-1 ALS service provider to receive an annual operating subsidy to fully fund the required operations performed by the service provider under a resultant agreement." This section is inconsistent with the Amended JPA Agreement terms discussed above.

Attachment 2

ORANGE COUNTY FIRE AUTHORITY



Summary of Services & Partnership City of Placentia

February 26, 2019

The OCFA provides comprehensive services to the City of Placentia, which extend well beyond the basic frontline staffing of stations. We are proud of our partnership with Placentia and remain ready to assist the City with specialty needs, upon request. Details of our comprehensive services are provided below.

Primary OCFA Stations Serving the City of Placentia

The City of Placentia receives regional fire and emergency services from all OCFA stations and resources; however, the primary stations routinely serving the City include two stations within city jurisdictional boundaries (Stations 34 and 35).

The OCFA calculates staffing costs per truck or engine in an all-inclusive manner. Calculated costs include all elements required to provide comprehensive fire services, including salary, employee benefits, services, supplies, operational support, and administrative overhead. Since the City already enjoys its partnership with the OCFA, there are no start-up costs to be incurred by the City remaining a member with OCFA. The costing methodology (termed "Truck & Engine Company Costs") includes the following components:

- **Direct Labor** – Includes direct salary and benefit costs for frontline positions, which include captains, engineers, and firefighters assigned in the City.
- **Direct Support** – Includes a proportional share of salary and benefit costs associated with direct operational support. Examples of direct operational support include Dispatchers, Battalion Chiefs, Division Chiefs, Training and EMS personnel.
- **Services & Supplies** – Includes a proportional share of costs for services and supplies such as uniforms, turnout gear, hoses, foam, and breathing apparatus.
- **Overhead/Indirect Support** – Includes a proportional share of salary, benefits, services and supplies associated with indirect administrative support, such as Human Resources, Purchasing, Finance, and Information Technology.
- **Station Maintenance** – Includes funding to make minor improvements to stations per year, with a goal of reducing long-term capital costs for the City through proactive maintenance.
- **Vehicle Depreciation/Replacement** – Includes funding for annual depreciation of emergency apparatus assigned within the City. *These emergency vehicles are replaced by OCFA whenever needed, based on mileage and useful life, without regard to how much funding has been received from the City through the annual contract charge. To date, costs incurred by the OCFA for emergency apparatus serving the City have exceeded payments that OCFA has collected from the City by \$832,310.*

Below are details for the primary stations and staffing serving Placentia, along with Truck and Engine Cost allocations for these resources, compared to the current contract price being charged to the City.

Fire Stations and Frontline Staffing

Below is the current staffing being provided to the City of Placentia, which includes two paramedic engines and one truck. During FY 2016/17 and 2017/18, the price charged to the City was reduced (per agreement with the City) based on a future planned movement of the truck to Yorba Linda. The future movement of the truck is dependent upon OCFA locating a site to build a new/replacement Fire Station #10 in Yorba Linda which can accommodate the truck. Site selection remains underway, and as a result, the City of Placentia is receiving the benefit of the truck being located within city boundaries, without inclusion of the cost in the city's service charge. Responsibility to make this change happen is wholly upon OCFA, but in the meantime, Placentia is benefitting. If Placentia were a new city coming to OCFA for a service proposal, below is the cost that would be quoted to the City, compared to the actual price that the City is paying.

Fire Station	Apparatus	FF	FF/PM	FAE	FC	FC/PM	Total Staff	Total Truck & Engine Costs, Station Maintenance, and Vehicle Replacement per Station
34	Truck	6		3	3		12	3,652,044
	Paramedic Engine	3	3	3		3	12	3,759,133
35	Paramedic Engine		6	3	3		12	3,759,133
2 Stations	3 Apparatus	9	9	9	6	3	36	\$11,170,310
Contract Price Charged to Placentia								\$6,428,409
Annual Cost Savings to Placentia (funded by OCFA)								(\$4,741,901)

Below is the same cost comparison, updated to reflect the future service configuration for the City once the truck is moved to Yorba Linda Fire Station #10.

Fire Station	Apparatus	FF	FF/PM	FAE	FC	FC/PM	Total Staff	Total Truck & Engine Costs, Station Maintenance, and Vehicle Replacement per Station
34	Paramedic Engine	3	3	3		3	12	3,759,133
35	Paramedic Engine		6	3	3		12	3,759,133
2 Stations	2 Apparatus	3	9	6	3	3	24	\$7,518,266
Contract Price Charged to Placentia								\$6,428,409
Annual Cost Savings to Placentia (funded by OCFA)								(\$1,089,857)

For higher-level management of the City's fire services and station personnel, an assigned Division Chief serves as the local Chief to the City. In addition, three Battalion Chiefs (one BC for each of three 24-hour shift schedules) provide daily management of station personnel and activities.

Premier Specialty Operations w/ Premier Staff

The OCFA has premier specialty equipment, funded by regional property tax dollars with no charge to contract cities such as Placentia, yet these resources always remain available to serve all OCFA members when needed. The personnel assigned must maintain specialized certifications to enable them to operate the specialty equipment. Premier emergency response equipment and training within OCFA's regional system includes:

- Hazardous Material Response Team (HMRT)
- Heavy Rescue Vehicle
- Swift Water Rescue Team
- Urban Search and Rescue Trucks
- Water Tenders
- Special Event Paramedic Van
- Firefighting Foam Tender
- Mass Casualty Unit
- Bull Dozers
- Light and Air Units
- Designated Safety Officers

Community Risk Reduction (CRR) Services

Community Risk Reduction is a full service fire prevention department that provides plan review, development review, annual inspections, special activities, state mandate inspections, community education (including school programs and drowning prevention) and handles citizen complaints. The City also has Planning and Development plans analyst liaison with the backing of eight additional plan reviewers. Our plan review turnaround times are a guaranteed 10 days or sooner, 90% of the time.

Per OCFA Board policy, the majority of CRR services are funded through cost recovery fees. Since CRR services are primarily directed to businesses, developers, architects, and contractors, the fees are charged to the business community and not to individual homeowners and residents. The CRR fees charged to the business community qualify as a business expense.

Additional Services Provided to the City of Placentia

- Human Resources services including recruitment, testing, selection, employee records, labor negotiation, discipline, grievances, ADA compliance, OSHA, benefits management
- Compliance Training for FMLA, FLSA, Sexual Harassment and EEOC
- Risk Management & Worker's Compensation Management
- Information Technology management including emergency and administrative computer hardware and software systems
- Communications Equipment purchase, repair, maintenance
- Facility and Property Management/Maintenance
- Legislative Analyst & Lobbying Services
- Contract Administration
- Vehicle Purchasing and Maintenance
- Equipment and Supplies purchase, inventory management, repair and delivery
- Processing of subpoenas and information records requests
- Media Relations and trained Public Information Staff
- Full service Fire Investigations Section

- Emergency Dispatching
- Emergency response mapping (GIS, AVL)
- Paramedic continuing education services, including a Medical Director on staff
- Quality Assurance Programs
- Community Survey Programs
- Disaster Planning and Coordination
- Financial Management, Budgeting and Payroll

Benefits of Partnership with OCFA

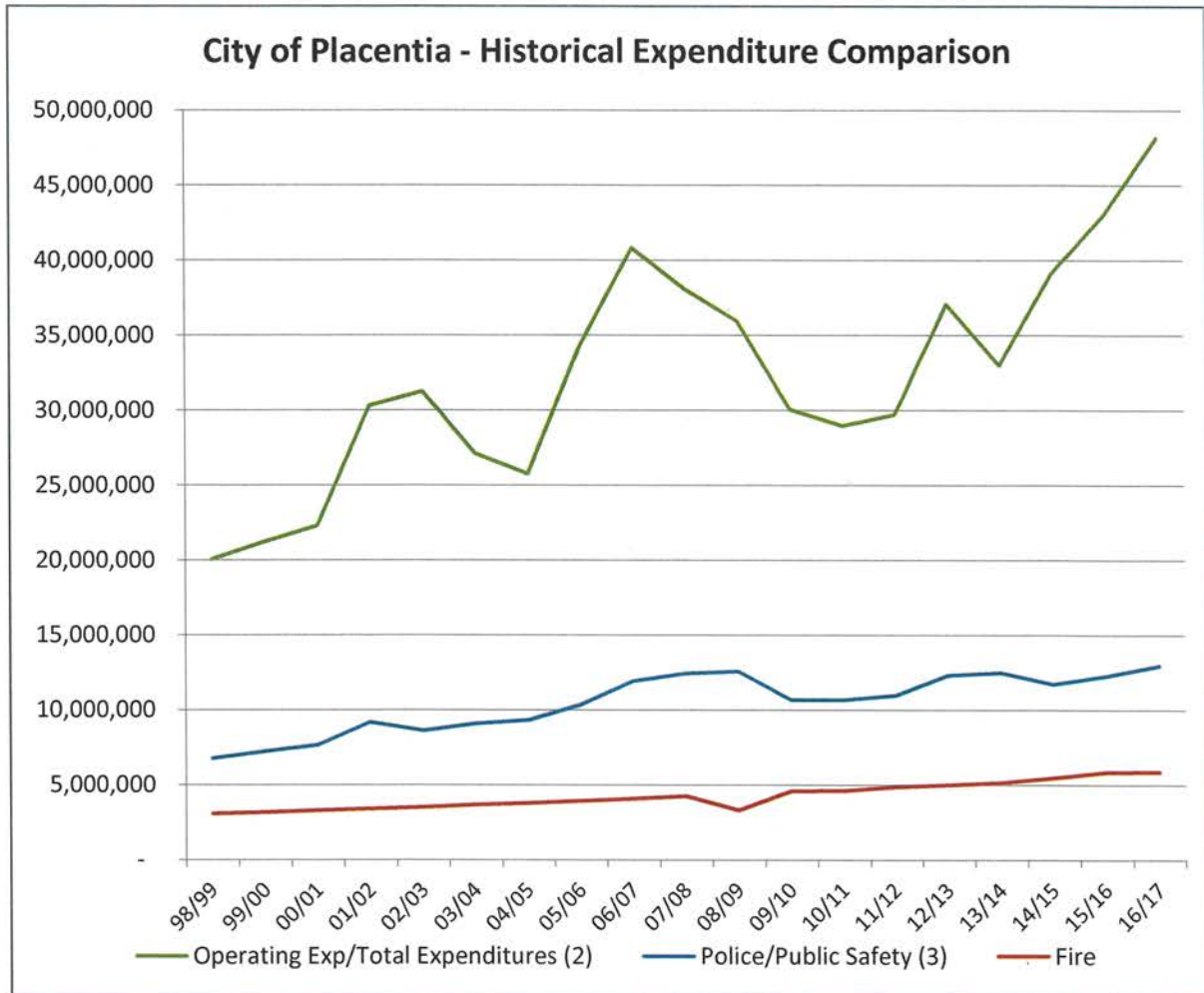
The Orange County Fire Authority enhances services to the citizens of Placentia and increases efficiencies within the City. OCFA's full service fire education, prevention and emergency response brings with it a full support network and eliminates the workload for other city departments that would otherwise require support. The support network includes Training/Safety and EMS Sections that provide in-house certifications and enhancement, skills maintenance, and 24/7 safety officer coverage during incidents. These support functions ensure that a high level of service is provided to our residents. Other service enhancements include our depth of resources, specialized resources, a dedicated fire prevention program, dedicated fire dispatchers, and a comprehensive public education program. These are standard in our regional system and are included in the contract price.

Additional benefits include:

- City Council Member on OCFA Board – participation in public policy decisions
- City Council Member on Executive Committee based on position or appointment
- City Council Member on Budget & Finance Committee by appointment
- City Manager participation on Technical Advisory Committee
- City Manager participation on City Manager Budget and Finance Committee (rotational)
- Cost Control – Contract increases are capped at 4.5% per year
- Active participation in Community Events
- Training and certification programs developed and presented in-house
- Paramedic nurse educators, training staff, and associated training facilities
- Dedicated Fire/EMS Emergency Dispatch including Emergency Medical Dispatch
- Risk Management program including the "WEFIT" health and wellness program to help reduce Workers Compensation Costs
- Central recruitment and hiring, personnel management, and benefit coordination
- Common Radio System within Orange County
- Response compatibility with other Orange County Fire Departments
- Active participation and coordination with all Orange County city fire agencies
- Alternate regional coordinator for OES Area 1

Historical Expenditure Comparison

The chart below provides an illustration of the historical expenditures for the City of Placentia from FY 1998/99 to FY 2016/17, based on the data that the City files each year with the State Controller. As illustrated, the cost for fire protection and emergency medical services (EMS) remains relatively constant throughout the years.



Note:

Data is from the City's Annual Reports filed with the State Controller's Office, Statement of Expenditures – data is currently only available thru FY 2016/17.

History of Annual Increase

The following table show the 24-year average increase in Placentia's cash contract city charge, including annual catch-up payments that began in 2010/11 and which will no longer be included after FY 2019/20. Although the cap on annual increases is 4.5% *plus* catch-up payments, the actual experience shows that the average annual increase since formation of the OCFA has been 3.51%.

Fiscal Year	% Increase
1995-96	2.33%
1996-97	0.56%
1997-98	2.50%
1998-99	3.43%
1999-00	3.00%
2000-01	3.50%
2001-02	3.50%
2002-03	3.50%
2003-04	3.50%
2004-05	3.50%
2005-06	4.00%
2006-07	4.00%
2007-08	4.00%
2008-09	4.00%
2009-10	4.00%
2010-11	2.95%
2011-12	5.44%
2012-13	3.65%
2013-14	3.02%
2014-15	6.22%
2015-16	3.80%
2016-17	0.32%
2017-18	4.05%
2018-19	5.51%
24-Yr. Avg.	3.51%

Cost Exposures Associated with a Change in Fire Service Structure

It may be helpful to the City to consider the costs the City might face in the event of a transition back to a City Fire Department (FD) structure or other fire service structure. While not an exhaustive list, the following are some key areas of consideration:

Ownership of Emergency Apparatus

Under the OCFA Amended Joint Powers Agreement (JPA) and Fire Services Agreement (FSA) with the City, OCFA owns the emergency apparatus and support vehicles serving the City. If Placentia were to withdraw from OCFA and return to a City FD structure or other fire service structure, the FSA calls for OCFA to perform an accounting of vehicle replacement contributions received from the City vs. the cost of funds spent by OCFA to maintain and replace vehicles serving the City. If that accounting shows an excess of contributions over costs, the amount will be refunded to the City;

however, OCFA will still own the vehicles. Prior to the 2010 JPA renewal, there were years in which Placentia (and other contract cities) were not paying contributions towards vehicle replacement, due to the structure of the cap on contract increases at the time. During those years, OCFA continued to replace and maintain vehicles assigned to Placentia, without regard to collection of vehicle contributions. As a result, costs incurred by the OCFA for emergency apparatus serving the City have exceeded payments that OCFA has collected from the City by \$832,310.

Communications and Other Equipment

OCFA owns all of the Communications and Information Technology equipment and systems installed in Placentia fire stations and vehicles, as well as all safety gear, firefighting equipment, rescue equipment, carried on the fire apparatus.

Pension Obligations

As a member of OCFA, the City benefits from the Fire Authority's Accelerated Pension Paydown Plan. This Plan was implemented in 2013, and in the five years since implementation, funding of OCFA's pension plan has improved from 65.00% to 78.67%. Voluntary dollars paid to reduce the unfunded pension liability have generated over \$18 million in savings during this five-year period. As a contract partner with OCFA, the City benefits from the interest savings that have been generated, as well as the benefits of a secure and well-funded pension plan for fire personnel. Furthermore, the City is able to avoid cost exposures that might otherwise be faced if its fire personnel were in PERS.

Zeller, Lori

From: Zeller, Lori
Sent: Wednesday, June 05, 2019 11:35 AM
To: 'koleary@placentia.org'
Cc: Wentz, Sherry
Subject: Mutual/Automatic Aid Letters - June 4, 2019 Power-Point Presentation - Fire & EMS Services

Good Morning –

Could you please send me copies of the Letters of Intent that are listed in the City's Fire Services Proposal as being contained in Tab E-1 of the Proposal? Also, please send me copies of the 4 letters that are depicted on slide 91 of the PPT presentation from last night (unless these are the same as the ones provided with Tab E-1). Thank you!



Lori Zeller

Deputy Chief, Administration & Support Bureau
Orange County Fire Authority
Office: 714.573.6020

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

Zeller, Lori

From: O'Leary, Karen <koleary@placentia.org>
Sent: Friday, June 07, 2019 11:03 AM
To: Zeller, Lori
Cc: Wentz, Sherry; Fennessy, Brian
Subject: Re: Mutual/Automatic Aid Letters - June 4, 2019 Power-Point Presentation - Fire & EMS Services

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Good Morning Lori,

This email serves as confirmation of your request received via email on June 5, 2019. Government Code Section 6253(c) states that within ten (10) days from receipt of the request, the agency will determine whether the request, in whole or in part, is in the possession of the agency. We will inform you on or before June 17, 2019 of responsive records.

Thank you,

Karen O'Leary, Deputy City Clerk
City of Placentia

From: Zeller, Lori <LoriZeller@ocfa.org>
Sent: Friday, June 7, 2019 10:30 AM
To: O'Leary, Karen
Cc: Wentz, Sherry; Fennessy, Brian
Subject: RE: Mutual/Automatic Aid Letters - June 4, 2019 Power-Point Presentation - Fire & EMS Services

Hi, I'm just following up. Can you please confirm receipt of my request and advise if I need to submit something more formal in the form of a PRA request? Or are these records already available on the Placentia Fire website? I did search but was unable to locate the contents of Tab E-1 on that site.

From: Zeller, Lori
Sent: Wednesday, June 05, 2019 11:35 AM
To: 'koleary@placentia.org' <koleary@placentia.org>
Cc: Wentz, Sherry <sherrywentz@ocfa.org>
Subject: Mutual/Automatic Aid Letters - June 4, 2019 Power-Point Presentation - Fire & EMS Services

Good Morning –

Could you please send me copies of the Letters of Intent that are listed in the City's Fire Services Proposal as being contained in Tab E-1 of the Proposal? Also, please send me copies of the 4 letters that are depicted on slide 91 of the PPT presentation from last night (unless these are the same as the ones provided with Tab E-1). Thank you!

Zeller, Lori

From: Carri, Blake <bcarri@placentia.org>
Sent: Monday, June 17, 2019 5:39 PM
To: Zeller, Lori
Cc: Ramirez, Rosanna; O'Leary, Karen
Subject: PRR-2019-168
Attachments: We sent you safe versions of your files; PRR-2019-168.pdf

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Good Afternoon Ms. Zeller,

The City of Placentia is in receipt of your public records request dated June 5, 2019.

The City requires additional time to produce any disclosable records. We will return a determination and/or the disclosable records to you no later than Monday, July 1, 2019.

If you require further assistance, please contact our office at (714) 993-8231. Our office hours are Monday through Thursday from 7:30 a.m. - 6:00 p.m.

Thank you,

Blake Carri | Interim Office Assistant | Administration
 City of Placentia | 401 E. Chapman Ave. Placentia, CA 92870
 Phone: (714) 993-8142 Email: bcarri@placentia.org



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Zeller, Lori

From: Zeller, Lori
Sent: Tuesday, June 18, 2019 4:08 PM
To: 'Carri, Blake'
Cc: Ramirez, Rosanna; O'Leary, Karen; Wentz, Sherry; Fennessy, Brian; David Kendig (DKendig@wss-law.com)
Subject: RE: PRR-2019-168

Good afternoon, Mr. Carri -

This follows up on your email below. Please provide the requested documents before 6:00 today, as we wish to review them before the City Council's discussion of a related agreement this evening.

Your response below appears to misunderstand the legal deadline that applies to my request. The records that I requested on June 5th were due "without delay", rather than ten or more days after the request, because my request seeks records that were already provided to your City Council for consideration at the last Council meeting. (According to the City Council Staff Report, Attachment 3 [City's Final Draft Proposal], page 41, the letters of intent are in Binder 2 of the materials provided to the Council at Tab E-1.)

Pursuant to the Brown Act, any written materials, when distributed to a majority of a legislative body in connection with a matter subject to discussion "are disclosable public records ... and shall be made available upon request without delay." Cal. Gov't Code sec. 54957.5(a). This rule is to ensure that the public has immediate access to records that are the subject of City Council discussion so the public has the opportunity to review and comment upon those materials upon which Council decisions may be based. I respectfully request that you please provide the requested materials immediately, or acknowledge in writing that they do not exist.

Thank you, and I look forward to your response without further delay.

Lori Zeller, Deputy Chief
Administration & Support Bureau

From: Carri, Blake [mailto:bcarr@placentia.org]
Sent: Monday, June 17, 2019 5:39 PM
To: Zeller, Lori <LoriZeller@ocfa.org>
Cc: Ramirez, Rosanna <rramirez@placentia.org>; O'Leary, Karen <koleary@placentia.org>
Subject: PRR-2019-168

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Good Afternoon Ms. Zeller,

The City of Placentia is in receipt of your public records request dated June 5, 2019.

The City requires additional time to produce any disclosable records. We will return a determination and/or the disclosable records to you no later than Monday, July 1, 2019.

If you require further assistance, please contact our office at (714) 993-8231. Our office hours are Monday through Thursday from 7:30 a.m. - 6:00 p.m.

Thank you,

Blake Carri | Interim Office Assistant | Administration
City of Placentia | 401 E. Chapman Ave. Placentia, CA 92870
Phone: (714) 993-8142 Email: bcarri@placentia.org



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Orange County Fire Authority
Supplemental Review
Placentia “Citywide Fire Protection & EMS” Documents
June 19, 2019

Attachment 3 / Exhibit F

Service Element	OCFA	Placentia Fire & EMS
Total Staffing to Cover Three Shifts – Frontline Career Fire Personnel	36	18
Dedicated, Specialty-Trained Professional Fire Training Officers, Arson Investigators, Community Educators, Nurse Educators, and Fire Prevention Personnel	Included	Additional/unquantified cost
Dedicated Medical Doctor – Oversight of Paramedic Services & EMD	Included	Additional/unquantified cost
Computer Aided Dispatch (CAD) & Ongoing CAD Maintenance	Included	Additional/unquantified cost
CAD to CAD Interface with the Ambulance Company	Included	Additional/unquantified cost
Emergency Medical Dispatch (EMD) Program Software	Included	Additional/unquantified cost
EMD Training (initial and ongoing training)	Included	Additional/unquantified cost
EMD Continuous Quality Improvement (CQI) (Staff time)	Included	Additional/unquantified cost
EMD Liability and Medical Oversight	Included	Additional/unquantified cost
Fire Protection Engineering Services	Included	Additional/unquantified cost
Hazmat Response – Joint Powers Agreement Members	Included	Additional/unquantified cost
Contract for Fire Chief	Included	Additional/unquantified cost
Contract for New Firefighter Recruit Academies	Included	Additional/unquantified cost
Automatic/Mutual Aid Agreements (Imposition of fees for service will need to be considered since Reciprocal services from Placentia are unlikely)	Included	Additional/unquantified cost
Specialty Resources (Mass Casualty Unit, Water Tenders, Firefighting Foam Tender, Light and Air Units, Designated Safety Officers)	Included	Not addressed
Hazardous Substance Reporting, Community Right to Know (EPCRA)	Included	Not addressed
State Mandated Inspection Services (Care Facilities, Schools, Assemblies, Housing, Detention)	Included	Additional/unquantified cost
Disaster Planning and Coordination	Included	Not addressed
Compliance Training (FMLA, FLSA, EEOC, Harassment)	Included	Not addressed
Risk Management & Workers Compensation Management	Included	Not addressed
Ongoing Purchasing, Maintenance, Repairs, Replacement, Inventory Management, Fire/Emergency Vehicles, Uniforms, Personal Protective Equipment, Emergency Communications Equipment, Station Supplies	Included	Not addressed
OCFA Cost for Comprehensive, All-Inclusive Services (FY 2021/22, the 1 st year which eliminates city start-up costs)	\$7,429,487	
Placentia Fire/EMS – <u>Partial</u> Costs (FY 2021/22, excluding numerous services with unquantified costs)		\$5,706,131
Placentia Fire/EMS Cost for Comparable, All-Inclusive Services (FY 2021/22, including all services for proper comparison to OCFA)		Unquantified & Undisclosed Cost Exposure

06/27/19 BOD Meeting



June 27, 2019

The Honorable Joseph Muller, Chairman
Orange County Fire Authority
1 Fire Authority Road
Irvine, California 92602

RE: AGENDA ITEM 5A – PLACENTIA FIRE AND EMERGENCY MEDICAL SERVICES

Dear Chairman Muller:

As City Managers of Brea and Fullerton we ask that the Orange County Fire Authority Board of Directors respect the decision of the City of Placentia's City Council regarding their decision to implement the Placentia Fire and Life Safety Department.

As all of you are, or were, City Council members responsible for critical policy and program decisions for the betterment of your respective cities, you greatly understand the thoughtful and deliberate consideration the Placentia City Council put into their decision. Further, you also understand the obligation that a City Manager/Administrator has to ensure that a city is well run and positioned to best deliver services to its residents in the present day and into the future. It is with this mixture of care and consideration that we believe the City of Placentia is looking to redefine its fire and life safety services in order to, first and foremost, provide its residents with the quality services they expect along with the sustainability that a new model of delivery can provide.

Item 5A for your consideration tonight is a briefing from your Chief as to the actions the OCFA should take in the transition from serving the City of Placentia. We ask that you accept your Staff's report, receive future quarterly reports, and direct only action related to the transition of OCFA resources once your agreement with Placentia is complete. At this time, the City Council for Placentia has made their decision and it serves no one's best interest to contest their local decision.

As the City Managers of neighboring cities with independent fire departments, we look forward to ensuring that all fire and life safety services are delivered in the most beneficial, effective, and responsible manner. Along with Adam Loeser, Brea/Fullerton Fire Chief, we will monitor the implementation of Placentia's new service delivery model and work with the City if enhancements or changes are required to ensure continued safety from the quality fire and emergency medical response we know to exist in Orange County. We understand and greatly value the mutual aid agreements in existence, agreements which benefit the OCFA-served jurisdictions as well as our own. We all have an obligation to correct any imbalances in mutual aid provided to another agency. As neighboring cities, we will work with Placentia if any such imbalance occurs.

Thank you for your service on the Board of Directors, and thank you for supporting local decision making.

Sincerely,

Bill Gallardo
City Manager
City of Brea

Kenneth A. Dornier
City Manager
City of Fullerton

C: City Council
Fire Chief Adam Loeser
OCFA Chief Brian Fennessy

Wentz, Sherry

From: Wentz, Sherry
Sent: Thursday, June 27, 2019 3:30 PM
To: 'Jeff Buchanan'
Subject: RE: Ocfa Public meeting letter for the board

Dear Mr. Buchanan,

As I explained in our phone conversation this afternoon, I will distribute your email at the Board dais for you on your behalf. We do not read written correspondence into record at the OCFA Board meetings.

Respectfully,



Sherry Wentz

Clerk of the Authority
Orange County Fire Authority
Office: 714-573-6041 | Fax: 714-368-8826

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

From: Jeff Buchanan <chieftreehugger1@gmail.com>
Sent: Thursday, June 27, 2019 3:14 PM
To: Wentz, Sherry <sherrywentz@ocfa.org>
Subject: Ocfa Public meeting letter for the board

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Sherry Wentz
Ocfa Clerk

Dear Miss Wentz, I am unable to make the board meeting today June 27th. I would like my statement to be read into the records during public comment. Thank you

My Name is Jeff Buchanan a long time resident of the city of Placentia

I am very alarmed at what chief Fennessy said during two public comments at Placentia city council meetings June 4th and June 18th. Chief Fennessy is telling untruths to the city of Placentia residents, to try and pressure the citizens and council to react. Trying to Instill fear into the community. I find it very interesting that The June 4th council meeting is the very first time he even talked to council. He comes to the podium saying look I am your Fire Chief and this is a bad Idea to start your own dept. Saying it will be understaffed with un trained non professional employees. Saying that the city currently has 36 fire fighters assigned to Placentia. That is not true. currently Yorba Linda has a truck stored and used from station 34 those men and that truck are assigned to the city of Yorba Linda. I had a talk with a previous chief who told me just that, and that as soon as a new station is built in Yorba Linda that truck and men are gone. The current staffing level of ocfa for Placentia is 24 not 36. In fact 82% of the calls for truck 34 were dispatched to Yorba Linda. Chief Fennessy said we won't have efficient staff to cover a first alarm fire take away truck 34 and ocfa doesn't either. Chief Fennessy said we're doing a public campaign; we are going to educate your community. Who Asked him to? We don't need a chief lying to the city to try and save the loss of the contract. You already lost it. I am your Fire chief he said,

where have you been for the last year. He refused to even speak to the city until the contract is lost. He says he's offended that as fire chief he wasn't asked to the process. Well how many calls should a customer make. No response from the chief. The city Administrator did what any NORMAL person would do. Reach out to experts in the field and gather information. Not the cities fault that the chief refused to meet with the very city he says he so concerned with. He says that we should be asking neighboring cities for proposals. What go against the brother hood and just see if they will give us a number? They did they gave us a BROTHERHOOD NUMBER. The chief knows that the Union has spoken to them and the pressure will be way to heavy on those depts. As well as the paramedic services offered from Emergency or Care. Decline to bid I wonder why. Of course, they will all deny any such thing has happened. Yeah Right. Does the Board of Directors condone Chief Fennessy actions? He is coming to our council meetings to try and instill fear in the citizens? Under who's authority does he do this? Does he need permission for such actions? Maybe from this board? Or is this just more of the UNION brotherhood?

The chief's actions are not excusable. He needs to know not all the public will fall for his untruthfulness.

He knows that private paramedic service model works because he worked with the city of San Diego for years with just that. Even two of those years as Chief of that department. If you want to reassign chief Fennessy to another city I am certainly fine with that. Comes to the city for the first time and like something out of a movie I am the new Chief and this is the way it should be. Time for Fennessy to cease and desist. I will not be bullied by a public servant. This OCFA Board needs to take disciplinary action with regards to Fennessys actions. In addition, He should be directed to give a public apology for such disregard of the community by telling us things that are not true.

I respectfully await your reply

Jeff Buchanan

06/27/19 BOD Meeting

Wentz, Sherry

From: Zeller, Lori
Sent: Tuesday, June 25, 2019 3:32 PM
To: Wentz, Sherry
Subject: FW: PRR-2019-168
Attachments: We sent you safe versions of your files; City of Fullerton.pdf; City of Orange.pdf; PRR-2019-168.pdf; City of Brea.pdf; City of Anaheim.pdf

Sherry – Please make copies of the below email transmittal and the four enclosed letters and have them available at the dais for the Thursday evening's Board meeting, marked as an addition to our Placentia staff report (Attachment 3, Exhibit E). Thanks!

From: Carri, Blake [mailto:bcarri@placentia.org]
Sent: Tuesday, June 25, 2019 7:31 AM
To: Zeller, Lori <LoriZeller@ocfa.org>
Cc: Ramirez, Rosanna <rramirez@placentia.org>; O'Leary, Karen <koleary@placentia.org>; Robert McKinnell <rmckinnell@placentia.org>
Subject: RE: PRR-2019-168

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Mimecast Attachment Protection has deemed this file to be safe, but always exercise caution when opening files.

Good Morning Ms. Zeller,

We received your public records request via email on June 5, 2019. We requested a 14-day extension for these records on June 17, 2019.

In your request you seek the following records:

- **Copies of the Letters of Intent listed in the City's Fire Services Proposal**

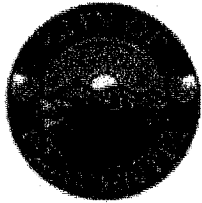
Attached please find responsive documents.

At this time your request is deemed complete.

Please don't hesitate to contact us if we can be of further assistance.

Thank you,

Blake Carri | Interim Office Assistant | Administration
City of Placentia | 401 E. Chapman Ave. Placentia, CA 92870
Phone: (714) 993-8142 Email: bcarri@placentia.org



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From: Carri, Blake

Sent: Monday, June 17, 2019 5:39 PM

To: lorizeller@ocfa.org

Cc: Ramirez, Rosanna <rramirez@placentia.org>; O'Leary, Karen <koleary@placentia.org>

Subject: PRR-2019-168

Good Afternoon Ms. Zeller,

The City of Placentia is in receipt of your public records request dated June 5, 2019.

The City requires additional time to produce any disclosable records. We will return a determination and/or the disclosable records to you no later than Monday, July 1, 2019.

If you require further assistance, please contact our office at (714) 993-8231. Our office hours are Monday through Thursday from 7:30 a.m. - 6:00 p.m.

Thank you,

Blake Carri | Interim Office Assistant | Administration
City of Placentia | 401 E. Chapman Ave. Placentia, CA 92870
Phone: (714) 993-8142 Email: bcarri@placentia.org



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O'Leary, Karen

From: Zeller, Lori <LoriZeller@ocfa.org>
Sent: Wednesday, June 05, 2019 11:35 AM
To: O'Leary, Karen
Cc: Wentz, Sherry
Subject: Mutual/Automatic Aid Letters - June 4, 2019 Power-Point Presentation - Fire & EMS Services

Follow Up Flag: Follow up
Due By: Monday, June 10, 2019 2:00 PM
Flag Status: Flagged

Good Morning –

Could you please send me copies of the Letters of Intent that are listed in the City's Fire Services Proposal as being contained in Tab E-1 of the Proposal? Also, please send me copies of the 4 letters that are depicted on slide 91 of the PPT presentation from last night (unless these are the same as the ones provided with Tab E-1). Thank you!

**Lori Zeller**

Deputy Chief, Administration & Support Bureau
Orange County Fire Authority
Office: 714.573.6020

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

*Rec'd 6/5/19 by email RO
Due 6/17/19*



CITY OF ANAHEIM OFFICE OF THE CITY MANAGER

February 22, 2019

Damien R. Arrula
City Administrator
City of Placentia
401 East Chapman Avenue
Placentia, CA 92870

SUBJECT: Letter of Intent to Enter into a Memorandum of Understanding for the Exchange of Fire, Rescue, and Emergency Medical Mutual and Automatic Aid Agreement Services Between the City of Placentia and the City of Anaheim

Dear Mr. Arrula:

As we are aware, the City of Placentia is currently soliciting competitive proposals for the provision of Fire Protection and 9-1-1 Advanced Life Support Emergency Medical Services. While the proposal process is ongoing and it is unknown at this time if the City will switch service providers or elect to provide these services on its own, the City must still ensure that provisions for mutual/automatic aid with our neighbors have been accounted for with any changes in service providers that may be implemented in the future.

The purpose of this Letter of Intent is to memorialize a commitment between both Cities to negotiate a Memorandum of Understanding for the exchange of fire, rescue, and emergency medical mutual and automatic aid agreements services. The City of Placentia envisions entering into an agreement with the City of Anaheim that is based on Anaheim's existing agreement with the Orange County Fire Authority to provide mutual and automatic aid to Placentia. The proposed agreement between our Cities would outline the amount and type of assistance we would provide each other's communities and include other items such as fire incident reporting, training, operational command and paramedic charges.

The City of Anaheim values Placentia as a neighbor and partner in providing quality public safety services to our respective communities. With our approvals noted below, both Cities agree to negotiate a successful and mutual beneficial mutual and automatic aid agreement.

Sincerely,

Chris Zapata
City Manager



CITY OF ORANGE

CITY MANAGER'S OFFICE

PHONE: (714) 744-2222 • FAX: (714) 744-5147

www.cityoforange.org

June 4, 2019

Mr. Damien Arrula, City Manager
City of Placentia
401 E. Chapman Ave.
Placentia, CA 92870

RE: Mutual Aid

Dear Mr. Arrula,

The City of Orange understands that the City of Placentia is assessing options for the delivery of Fire Protection and 9-1-1 Advanced Life Support Emergency Medical Services. While the proposal process is ongoing and it is unknown at this time if the City will switch service providers or elect to provide these services on its own, we understand the City of Placentia is desirous to ensure mutual/automatic aid with its neighboring fire agencies.

The Orange City Fire Department (OFD) currently operates under two different mutual aid models, both of which are guided by the California Master Mutual Aid Agreement. OFD, as a member of the Metro Cities Fire Authority (Anaheim, Brea, Fountain Valley, Fullerton, Garden Grove, Huntington Beach, Newport Beach, and Orange) has a long-standing arrangement for Automatic Aid which provides for fire and rescue personnel and equipment to respond in each agency's jurisdiction automatically. While these responses occur on a routine basis between jurisdictions, there is no formal mutual aid agreement specific to the individual jurisdictions. This automatic aid arrangement extends beyond Metro Cities jurisdictions as it includes the Costa Mesa and Laguna Beach Fire Departments.

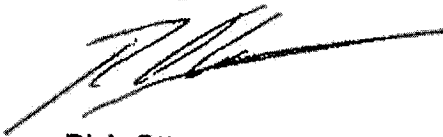
On the other hand, OFD and the Orange County Fire Authority (OCFA) have an Automatic Aid Agreement which specifically details the emergency services to be provided between the two agencies. It is understood that the plan, which deals with emergency response, shall adhere as closely as practical to the "nearest unit auto-aid" concept, which forms the basis for the Agreement. This agreement is a guide for day-to-day operations and is intended to be consistent with the Orange County Fire Services Operational Area Mutual Aid Plan. One of the foundations of the Orange County Fire Services Operational Area Mutual Aid Plan is

a jurisdiction must make maximum use of existing facilities and services within each community prior to requesting assistance from neighboring jurisdictions. This Agreement between OFD and OCFA covers all agencies within the OCFA service area,

Therefore, should the City of Placentia elect to provide emergency services in-house or through a contract with another city fire department within the county, it is anticipated that mutual aid between OFD and Placentia would be provided through a similar arrangement as with the Metro Cities agencies. Should Placentia remain a member city of OCFA, then the existing Automatic Aid Agreement between OFD and OFCA would provide Placentia with mutual aid response with OFD. As such, the City of Orange is committed to providing mutual aid to Placentia, however we do not envision a need to enter into a formal agreement as mutual aid will be provided under one of two arrangements currently in place between OFD and the other fire agencies in the county.

The City of Orange values Placentia as a neighbor and partner in providing quality public safety services to our respective communities. As such, we look forward to entering in discussions to address services that are mutually beneficial to both jurisdictions and to the region.

Best Regards,

A handwritten signature in black ink, appearing to read "Rick Otto", with a long horizontal flourish extending to the right.

Rick Otto
City Manager
City of Orange, CA

The People are the City

Mayor
RHONDA SHADER
Mayor Pro Tem
WARD L. SMITH
Councilmembers:
CRAIG S. GREEN
CHAD P. WANKE
JEREMY B. YAMAGUCHI



City Clerk:
PATRICK J. MELIA
City Treasurer
KEVIN A. LARSON
City Administrator
DAMIEN R. ARRULA

401 East Chapman Avenue – Placentia, California 92870

February 22, 2019

City of Brea
Bill Gallardo, City Manager
1 Civic Center Circle
Brea, CA 92821

SUBJECT: Letter of Intent to Enter into a Memorandum of Understanding for the Exchange of Fire, Rescue, and Emergency Medical Mutual and Automatic Aid Agreement Services Between the City of Placentia and the City of Brea


Dear Mr. Gallardo:

As you are aware, the City of Placentia is currently soliciting competitive proposals for the provision of Fire Protection and 9-1-1 Advanced Life Support Emergency Medical Services. While the proposal process is ongoing and it is unknown at this time if the City will switch service providers or elect to provide these services on its own, the City must still ensure that provisions for mutual/automatic aid with our neighbors have been accounted for with any changes in service providers that may be implemented in the future.

The purpose of this Letter of Intent is to memorialize a commitment between both Cities to negotiate a Memorandum of Understanding for the exchange of fire, rescue, and emergency medical mutual and automatic aid agreements services. The City of Placentia envisions entering into an agreement with the City of Brea that is based on Brea's existing agreement with the Orange County Fire Authority to provide mutual and automatic aid to Placentia. The proposed agreement between our Cities would outline the amount and type of assistance we would provide each other's communities and include other items such as fire incident reporting, training, operational command and paramedic charges.

The City of Placentia values Brea as a neighbor and partner in providing quality public safety services to our respective communities. With our approvals noted below, both Cities agree to negotiate in good faith to achieve a mutually beneficial automatic aid agreement.

City of Placentia


Damien R. Arrula
City Administrator

City of Brea


Bill Gallardo
City Manager

The People are the City

Mayor
RHONDA SHADER
Mayor Pro Tem
WARD L. SMITH
Councilmembers:
CRAIG S. GREEN
CHAD P. WANKE
JEREMY B. YAMAGUCHI



City Clerk:
PATRICK J. MELIA
City Treasurer
KEVIN A. LARSON
City Administrator
DAMIEN R. ARRULA

401 East Chapman Avenue - Placentia, California 92870

February 22, 2019

City of Fullerton
Kenneth Domer, City Manager
303 W. Commonwealth Avenue
Fullerton, CA 92832

SUBJECT: Letter of Intent to Enter into a Memorandum of Understanding for the Exchange of Fire, Rescue, and Emergency Medical Mutual and Automatic Aid Agreement Services Between the City of Placentia and the City of Fullerton

Dear Mr. Domer:

As you are aware, the City of Placentia is currently soliciting competitive proposals for the provision of Fire Protection and 9-1-1 Advanced Life Support Emergency Medical Services. While the proposal process is ongoing, and it is unknown at this time if the City will switch service providers or elect to provide these services on its own, the City must still ensure that provisions for mutual/automatic aid with our neighbors have been accounted for with any changes in service providers that may be implemented in the future.


The purpose of this Letter of Intent is to memorialize a commitment between both Cities to negotiate a Memorandum of Understanding for the exchange of fire, rescue, and emergency medical mutual and automatic aid agreements services. The City of Placentia envisions entering into an agreement with the City of Fullerton that is based on Fullerton's existing agreement with the Orange County Fire Authority to provide mutual and automatic aid to Placentia. The proposed agreement between our Cities would outline the amount and type of assistance we would provide each other's communities and include other items such as fire incident reporting, training, operational command and paramedic charges.

The City of Placentia values Fullerton as a neighbor and partner in providing quality public safety services to our respective communities. With our approvals noted below, both Cities agree to negotiate in good faith to achieve a mutually beneficial automatic aid agreement.

City of Placentia


Damien R. Arrula
City Administrator

City of Fullerton


Kenneth Domer
City Manager