



ORANGE COUNTY FIRE AUTHORITY

AGENDA

BOARD OF DIRECTORS REGULAR MEETING

Thursday, June 24, 2021
6:00 P.M.

Regional Fire Operations and Training Center

Board Room

1 Fire Authority Road
Irvine, CA 92602

Link to:

[Board of Directors Member Roster](#)

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



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, you should contact the Clerk of the Authority at (714) 573-6040 and identify the need and the requested modification or accommodation. Please notify us as soon as is feasible, however 48 hours prior to the meeting is appreciated to enable the Authority to make reasonable arrangements to assure accessibility to the meeting.

NOTICE REGARDING PUBLIC PARTICIPATION **DURING COVID-19 EMERGENCY**

During the Statewide COVID-19 Emergency, the public is not permitted to convene in person for this public meeting. However, the public may still view and comment on the meeting as follows:

- To watch the meeting online, please go to website at www.OCFA.org
- To submit an e-comment, please email to PublicComments@ocfa.org

You may comment on items on the agenda or not on the agenda. Your comments will be forwarded electronically and immediately to the members of the Board. Comments related to a particular agenda item will only be considered prior to the close of public comments on that item.

CALL TO ORDER by Chair Shawver

INVOCATION by OCFA Chaplain Jeff Hetschel

PLEDGE OF ALLEGIANCE by Director Lopez

ROLL CALL by Assistant Clerk of the Authority

REPORTS

A. Report from the Budget and Finance Committee Chair

B. Report from the Fire Chief

- Quick Reaction Force (QRF) Press Conference
- Academy 52 Graduation

PUBLIC COMMENTS

Please refer to instructions on how to submit a public comment during COVID-19 Emergency on Page 1 of this Agenda.

CLOSED SESSION

The Brown Act permits legislative bodies to discuss certain matters without members of the public present. The Board of Directors find, based on advice from the General Counsel, that discussion in open session of the following matters will prejudice the position of the authority in existing and/or anticipated litigation:

CS1. PUBLIC EMPLOYEE PERFORMANCE EVALUATION pursuant to Government Code Section 54954.5: Fire Chief

CS2. CONFERENCE WITH LABOR NEGOTIATOR pursuant to Government Code Section 54957.6

Chief Negotiators:	Board Chair Shawver, Vice Chair Steggell, Immediate Past Board Chair Hasselbrink and Budget & Finance Committee Chair Muller
Position:	Fire Chief

CS3. CONFERENCE WITH LEGAL COUNSEL - SIGNIFICANT EXPOSURE TO LITIGATION pursuant to paragraph (2) and (3) of subdivision (d) of Section 54956.9 of the Government Code: Two (2) Cases

CS4. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION pursuant to Paragraph (1) of subdivision (d) of Section 54956.9 of the Government Code: Desiree Horton v. OCFA et al, Case No. 30-2021-01200267-CU-WT-CJC

CLOSED SESSION REPORT by General Counsel

1. PRESENTATIONS

No Items.

2. CONSENT CALENDAR

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

A. Minutes from the May 27, 2021, Regular Meeting of the Board of Directors

Submitted by: Maria D. Huizar, Clerk of the Authority

The record will reflect that any Director not in attendance at the meeting of the Minutes will be registered as an abstention, unless otherwise indicated.

Recommended Action:

Approve as submitted.

B. Third Quarter Purchasing Report

Submitted by: Robert Cortez, Assistant Chief/Business Services Department and Sara Kennedy, Purchasing Manager

On June 9, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by 8-0 vote (Director Bourne absent).

Recommended Action:

Receive and file the report.

C. Updated Cost Reimbursement Rates

Submitted by: Robert Cortez, Assistant Chief/Business Services Department and Julie Nemes, Finance Manager/Auditor

On June 9, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by 8-0 vote (Director Bourne absent).

Recommended Action:

Approve and adopt the proposed Cost Reimbursement Rate schedules to be effective July 1, 2021

D. FY 2020/21 Year End Budget Adjustment

Submitted by: Robert Cortez, Assistant Chief/Business Services Department, Tricia Jakubiak, Treasurer and Stuart Lam, Budget Manager

On June 9, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda for approval by 8-0 vote (Director Bourne absent).

Recommended Action:

Approve and authorize FY 2020/21 budget adjustments to increase net revenues by \$4,494,276 and net appropriations by \$3,535,745 as further described in this staff report.

3. DISCUSSION CALENDAR**A. Mutual Aid Agreement with Los Alamitos Joint Forces Training Base (JFTB)**

Submitted by: Brian Fennessy, Fire Chief and Jim Ruane, Assistant Chief/Logistics Department

Recommended Action:

1. Approve and authorize the Fire Chief or his designee to execute the proposed Mutual Aid Agreement with the Joint Forces Training Base, Los Alamitos in a form acceptable to OCFA legal counsel.
2. Approve and authorize the revision to the QRF program budget by \$150,000 to reflect the estimated JFTB facilities use reimbursement costs.

B. Fire Chief's Discretionary Bonus Upon Completion of Third Full Year of Service

Submitted by: Lori Zeller, Deputy Chief/Administration and Support Bureau and Stephanie Holloman, Assistant Chief/Human Resources Department

Recommended Action:

Approve the discretionary bonus to the Fire Chief of \$20,000.

4. PUBLIC HEARING**A. Review of the Fiscal Year 2021/22 Proposed Budget**

Submitted by: Robert Cortez, Assistant Chief/Business Services Department and Tricia Jakubiak, Treasurer

At the May 27, 2021 meeting, the Board of Directors reviewed the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget and raised a number of questions regarding past management decisions related to expenditures and purchasing activity. The Board directed, by 11-10 vote, to continue the review of the proposed budget to June, with the Budget and Finance Committee to drill down on answers to the questions asked of staff, and then forward that information to the Board at its June 24, 2021 meeting.

Recommended Actions:

1. Conduct a Public Hearing.
2. Adopt the FY 2021/22 Proposed Budget as submitted.
3. Adopt the resolution entitled A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS ADOPTING AND APPROVING THE APPROPRIATIONS BUDGET FOR THE ORANGE COUNTY FIRE AUTHORITY FOR FISCAL YEAR 2021/22.
4. Approve and authorize the temporary transfer of up to \$90 million from the Fund 190 Workers' Compensation Reserve Fund to the General Fund 121 to cover a projected temporary cash flow shortfall for FY 2021/22.
5. Approve and authorize the repayment of \$90 million borrowed funds from Fund 121 to Fund 190 along with interest when General Fund revenues become available in FY 2021/22.
6. Approve transfers from the General Fund 121 to CIP Funds and Settlement Agreement Fund totaling \$17,032,518.

BOARD MEMBER COMMENTS

ADJOURNMENT – The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, July 22, 2021, at 6:00 p.m.

AFFIDAVIT OF POSTING

I hereby certify under penalty of perjury and as required by the State of California, Government Code § 54954.2(a), that the foregoing Agenda was posted in the lobby and front gate public display case of the Orange County Fire Authority, Regional Fire Operations and Training Center, 1 Fire Authority Road, Irvine, CA, not less than 72 hours prior to the meeting.

Martha Halvorson, CMC
Assistant Clerk of the Authority

UPCOMING MEETINGS:

Budget and Finance Committee
Executive Committee
Board of Directors

Wednesday, July 14, 2021, 12 noon
Thursday, July 22, 2021, 5:30 p.m.
Thursday, July 22, 2021, 6:00 p.m.

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Board of Directors Regular Meeting
Thursday, May 27, 2021
6:00 P.M.**

**Regional Fire Operations and Training Center Board Room
1 Fire Authority Road
Irvine, CA 92602-0125**

CALL TO ORDER

A regular meeting of the Orange County Fire Authority Board of Directors was called to order on May 27, 2021, at 6:01 p.m. by Chair Shawver.

INVOCATION

The invocation was led by Chaplain Jeff Hetschel.

PLEDGE OF ALLEGIANCE

Director Chun led the Assembly in the Pledge of Allegiance to the Flag.

ROLL CALL

Dave Shawver, Stanton - Chair
Lisa Bartlett, County of Orange*
Ross Chun, Aliso Viejo*
Joe Kalmick, Seal Beach
Jessie Lopez, Santa Ana*
Joe Muller, Dana Point*
Sunny Park, Buena Park*
Vince Rossini, Villa Park*
Don Sedgwick, Laguna Hills*
Mark Tettemer, Lake Forest
Kathleen Ward, San Clemente

Michele Steggell, La Palma – Vice Chair
Troy Bourne, San Juan Capistrano
Letitia Clark, Tustin*
Anthony Kuo, Irvine
Frances Marquez, Cypress*
John R. O'Neill, Garden Grove
Sandy Rains, Laguna Niguel*
Ed Sachs, Mission Viejo*
Tri Ta, Westminster*
Donald P. Wagner, County of Orange

Absent: Carol Gamble, Rancho Santa Margarita
Noel Hatch, Laguna Woods

Shelley Hasselbrink, Los Alamitos
Gene Hernandez, Yorba Linda

Also present were:

Fire Chief Brian Fennessy
Deputy Chief Kenny Dossey
Assistant Chief Robert Cortez
Assistant Chief Lori Smith
General Counsel David Kendig
Clerk of the Authority Maria Huizar

Deputy Chief Lori Zeller
Assistant Chief Randy Black
Assistant Chief Jim Ruane
Assistant Chief Phil Johnson
Assistant Chief Stephanie Holloman
Dir. of Communications Colleen Windsor

**Board Members participating via teleconferencing*

REPORTS

A. Report from the Budget and Finance Committee Chair (FILE 11.12)

Budget and Finance Committee Chair Joe Muller reported at the May 12, 2021, regular meeting, the Committee reviewed and approved placing the Budget Adjustment and Contract Amendments Related to the Fire Integrated Real-time Intelligence System (FIRIS) 2.0 Program Extension, on the agenda for the Board of Directors May 27, 2021, meeting for approval of the recommended actions. The Committee considered the Review of the Fiscal Year 2021/22 Proposed Budget, and directed staff to place the item on the agenda for the Board of Directors meeting, May 27, 2021, for consideration and approval of the recommended actions. The Committee without further deliberation due to loss of quorum, directed staff to place the matter of the Review of Purchasing Ordinance and Purchasing Provisions of Roles/Responsibilities/Authorities Matrix on the Board of Directors May 27, 2021, agenda for consideration.

B. Report from the Human Resources Committee Chair (FILE 11.12)

Human Resources Committee Chair Michele Steggell reported a special meeting was called to order on April 28, 2021, for Closed Session items which were of a timely matter. There was no reportable action taken. At the regular meeting of May 4, 2021, Human Resources Manager Tamaryn Boston reviewed the Classification and Compensation Study for the Fleet Services Occupational Series, with the recommendation the item to forwarded to the Executive Committee for its approval. Lastly, Assistant Chief Holloman presented a PowerPoint presentation of the Professional Standards Unit Update for the Committee to review and file the report.

C. Report from the Fire Chief (FILE 11.14)

Fire Chief Fennessy reported on the following: OCFA's commitment to the Orange County Health Care Agency's vaccination efforts, which will conclude June 5, noting OCFA's assistance began last December and continued throughout this year; Camp Pendleton Fire School begins the week of June 7, participants include many fire agencies from Orange County and San Diego for mutual days of fire training; on June 14 the Quick Reaction Force program launches, a joint press conference will be held to include Southern California Edison who is providing program funding, and it will begin contract operations June 15; the Career Firefighter Academy 52 Graduation Ceremony takes place June 16, and lastly, KFI is providing a two-hour show to include LA City, LA County, and US Forest Service, along with OCFA Chiefs to speak to Wildfire Season. Chief Fennessy closed with a video from the American Red Cross awarding the Orange County Fire Authority with the distinct honor of the Disaster Services Hero Award.

PUBLIC COMMENTS

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

1. PRESENTATIONS

No items.

2. CONSENT CALENDAR

On motion of Director O'Neill and second by Director Kuo, and following a roll call vote, declared Agenda Item 2A-2B passed 21-0 (Directors Gamble, Hasselbrink, Hatch, and Hernandez absent, and Director Bartlett abstained on 2A).

A. Minutes from the April 22, 2021, Regular Meeting of the Board of Directors (FILE 11.06)

Action: Approve as submitted.

B. Budget Adjustment and Contract Amendments Related to the Fire Integrated Real-time Intelligence System (FIRIS) 2.0 Program Extension (FILE 20.18)

Actions:

1. Approve and authorize a budget adjustment to increase revenue and appropriations in the FY 2020/21 General Fund (121) budget by an additional \$468,500 for the extension of the FIRIS 2.0 Program through June 30, 2021.
2. Approve and authorize the Purchasing Manager to adjust all FIRIS-related vendor contracts by the individual amounts needed in support of the FIRIS 2.0 Program extension, so long as the aggregate value of the increases does not exceed the revised program budget (see Table).

3. DISCUSSION

A. Orange County Drowning Prevention Task Force Report (FILE 20.18)

Fire Chief Fennessy presented the Orange County Drowning Prevention Task Force Report and introduced Assistant Chief Cortez who reviewed the varied options provided for the Board of Directors consideration.

Discussion ensued.

On motion of Director Ward and second by Chair Shawver, and following a roll call vote, declared passed 21-0 (Directors Gamble, Hasselbrink, Hatch, and Hernandez absent) to provide an annual donation of \$25,000 to the Orange County Drowning Prevention Task Force, with an OCFA Community Educator to attend Task Force meetings and OCFA to collaborate on annual countywide campaigns.

B. Review of Purchasing Ordinance and Purchasing Provisions of Roles/Responsibilities/Authorities Matrix (FILE 11.10H)

Assistant Chief Cortez introduced the Review of Purchasing Ordinance and Purchasing Provisions of Roles/Responsibilities/Authorities Matrix and provided a PowerPoint presentation.

Lengthy discussion ensued.

On motion of Director Bartlett, and second by Director Kuo, and after a roll call vote, declared passed 18-2 (Directors O'Neill and Sachs dissented, Directors Gamble, Hasselbrink, Hatch, Hernandez, and Lopez absent) to delete the special procurement authorization and take review of the procurement process to the Budget and Finance Committee meeting.

4. PUBLIC HEARING

A. Review of the Fiscal Year 2021/22 Proposed Budget (FILE 15.04)

Chair Shawver opened the Public Hearing.

Assistant Chief Cortez presented the Review of the Fiscal Year 2021/22 Proposed Budget.

Discussion ensued.

On motion of Director Wagner and second by Director Bartlett, and after a roll call vote, declared passed 11-10 to continue the review of the proposed budget to June, with the Budget and Finance Committee to drill down on answers to the questions asked of staff, and then forward that information to the Board at its June 24, 2021 meeting (Directors Bourne, Clark, Kalmick, O'Neill, Sachs, Sedgwick, Ta, Tettemer, Shawver, and Ward dissented, Directors Gamble, Hasselbrink, Hatch, and Hernandez absent).

BOARD MEMBER COMMENTS (FILE 11.13)

Director Chun congratulated OCFA for being the recipient of the prestigious American Red Cross Disaster Services Hero Award.

Director O'Neill thanked the chief and staff for all their professional work and their roles they serve on a daily basis to move the Board's policies forward.

CLOSED SESSION (FILE 11.15)

CS1. PUBLIC EMPLOYEE PERFORMANCE EVALUATION pursuant to Government Code Section 54954.5: Fire Chief

CS2. CONFERENCE WITH LABOR NEGOTIATOR pursuant to Government Code Section 54957.6

Chief Negotiators:	Board Chair Shawver, Vice Chair Steggell, and Immediate Past Board Chair Hasselbrink
Position:	Fire Chief

CS3. CONFERENCE WITH LEGAL COUNSEL - SIGNIFICANT EXPOSURE TO LITIGATION pursuant to paragraph (2) and (3) of subdivision (d) of Section 54956.9 of the Government Code: Two (2) Cases

CLOSED SESSION REPORT (FILE 11.15)

General Counsel stated there was no reportable action.

ADJOURNMENT – Chair Shawver adjourned the meeting at 10:04 p.m. The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, June 24, 2021, at 6:00 p.m.

Maria D. Huizar, CMC
Clerk of the Authority



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
June 24, 2021

Agenda Item No. 2B
Consent Calendar

Third Quarter Purchasing Report

Contact(s) for Further Information

Robert Cortez, Assistant Chief
Business Services Department

robertcortez@ocfa.org

714.573.6012

Sara Kennedy, Purchasing Manager

sarakennedy@ocfa.org

714.573.6641

Summary

This routine agenda item is submitted to provide information regarding purchases made within management authority during the third quarter of FY 2020/21.

Prior Board/Committee Action

On June 9, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place the item on the agenda for the Board of Directors meeting by 8-0 vote (Director Bourne absent).

RECOMMENDED ACTION(S)

Receive and file the report.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Not Applicable.

Background

Purchasing Ordinance No. 008 (Ordinance) and the Roles/Responsibilities/Authorities Matrix (Matrix) provides the Chief Procurement Officer (Purchasing Manager) authority to enter into various types of agreements at varying amounts, provided that the contract results from a competitive solicitation. Furthermore, as per Section 1-20 Small Purchases provision of the Ordinance, any contract for the purchase of supplies, equipment, maintenance, and services not exceeding \$50,000 may be made by the Chief Procurement Officer in accordance with the small purchase procedures authorized in the Ordinance. For public works projects, the statutory threshold is established by the CA Public Contract Code at \$60,000.

The Quarterly Purchasing Report provides a list of all purchase orders and blanket orders entered into under the Purchasing Manager authority during the period of January 1, 2021, through March 31, 2021.

Attachment(s)

Third Quarter Purchasing Report – January 2021 to March 2021

Purchasing Report 3rd Quarter - FY 2020/21

- This report reflects all POs/BOs issued, including those that may have been cancelled or replaced by another PO or BO. These records will show as duplications in the report, but are in fact replacements.
- Amount column reflects the procurement value. Actual expenditures made against the contract may be lower.
- Vendor Name column display of "error" or the phrase "do not use" appears when a vendor has since changed their name or corporation status.
- PO/BO amounts of \$0 or \$.01 are often issued as place holders to record the terms and conditions of no-cost transactions, or may appear when the POs/BO balance is reduced to zero.

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
1/1/2021	B01725-4	\$2,500	Logistics Department	INMARK	CUSTOM RUBBER STAMPS, DIES, STENCILS AND RELATED MATERIALS	
1/1/2021	B01766-4	\$4,113	Business Services Department	SYM PRO INC	SYMPRO TREASURY SOFTWARE ANNUAL MAINTENANCE	
1/1/2021	B02053-1	\$4,480	Logistics Department	TANKVISIONS INC.	FUEL TANK MANAGEMENT & MONITORING SOLUTIONS FOR 28 OCFA LOCATIONS IDENTIFIED IN EXHIBIT A-1.	
1/1/2021	B02190	\$7,000	Special Operations Division	CITY OF FULLERTON	JET FUEL FLOWAGE FEES AT FULLERTON AIRPORT	
1/1/2021	B01437-8	\$7,500	Business Services Department	UNITED PARCEL SERVICE	SMALL PACKAGE DELIVERY SERVICE	
1/1/2021	B01558-6	\$10,000	Logistics Department	COATS PRODUCTS INC.	AUTOMOTIVE CLEANING PRODUCTS	
1/1/2021	B01489-8	\$14,000	Human Resources Department	WEX HEALTH INC	COBRA, FSA DEPENDENT CARE AND HEALTH ADMINISTRATION SERVICES	
1/1/2021	B02198	\$15,000	EMS & Training Department	WESTRUX INTERNATIONAL	BOX TRUCK RENTAL	
1/1/2021	B01823-3	\$26,945	Operations Department	HEALTHEDGE INC	RESERVE FIREFIGHTER BENEFITS PROGRAM THIRD PARTY ADMINISTRATION - DENTAL, VISION, AND (PASS-THRU LIFE)	
1/1/2021	B01945-2	\$35,000	EMS & Training Department	NYCANCO, INC	CUSTOM EMS BAGS	
1/1/2021	B01920-2	\$40,000	Logistics Department	GRAYBAR INC	TELECOMMUNICATIONS EQUIPMENT, SUPPLES, AND TOOLS	
1/1/2021	B01826-3	\$45,000	Logistics Department	FAILSAFE TESTING- JUSTIN HILL	GROUND LADDER INSPECTION & CERTIFICATION SERVICES	
1/1/2021	B01831-3	\$50,000	EMS & Training Department	GLAXO SMITH KLINE	VACCINES	
1/1/2021	B01832-3	\$80,000	Operations Department	DAVID WHEELER PEST CONTROL	PEST CONTROL SERVICES	RO2260
1/1/2021	B01583-6	\$95,000	Logistics Department	GRAINGER	SERVICE CENTER INVENTORY- MISC. TOOLS AND SUPPLIES	Cooperative Agreement, City of Tucson Contract #192163
1/1/2021	B02064-1	\$130,000	Logistics Department	LINEGEAR FIRE & RESCUE	WILDLAND FIREFIGHTING BOOTS	SK2409
1/1/2021	B02187	\$130,000	Logistics Department	DARTCO TRANSMISSIONS SALES & SERVICE, INC	ALLISON TRANSMISSION PARTS & REPAIR SERVICES	JA2475
1/1/2021	B02188	\$130,000	Logistics Department	WESTERN STATES CONVERTERS & TRANSMISSIONS, INC	ALLISON TRANSMISSION PARTS & REPAIR SERVICES	JA2475
1/1/2021	B02040-1	\$320,000	EMS & Training Department	MCKESSON MEDICAL-SURGICAL	EMS SUPPLIES	SK2379
1/4/2021	P0013963	\$5,765	Community Risk Reduction Department	MOON VALLEY NURSERY OF CA INC	TREE REPLACEMENTS FOR PEST MITIGATION PROJECT	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
1/5/2021	B02180	\$50,000	EMS & Training Department	JOHNSON HEALTH TECH, NA, INC.	FITNESS EQUIPMENT	
1/5/2021	B02181	\$50,000	EMS & Training Department	PERFORM BETTER	FITNESS EQUIPMENT	
1/5/2021	B02182	\$50,000	EMS & Training Department	ROGUE FITNESS	FITNESS EQUIPMENT	
1/5/2021	B02183	\$50,000	EMS & Training Department	CONCEPT2 CTS, INC.	FITNESS EQUIPMENT	
1/7/2021	P0013964	\$10,863	Logistics Department	SIGLER WHOLESALE DISTRIBUTORS	HVAC SYSTEM FOR RFOTC BUILDING C	
1/7/2021	B02185	\$50,000	EMS & Training Department	FREEMOTION FITNESS	FITNESS EQUIPMENT	
1/11/2021	P0013966	\$0	Special Operations Division	PRATT & WHITNEY CANADA	COMPLIMENTARY ENGINE SLING RENTAL	
1/11/2021	P0013969	\$495	Logistics Department	AT&T	MOVE ECC REPORTING WORKSTATION TO ALTERNATE LOCATION	
1/11/2021	P0013968	\$1,660	EMS & Training Department	SOURCE ONE MRO INC	CASES FOR STAFF AND EXECUTIVES TO STORE WMD DUODOTES	
1/11/2021	P0013967	\$15,805	Logistics Department	LINEGEAR FIRE & RESCUE	ITEMS FOR ACADEMY 52 OUTFITTING	
1/12/2021	P0013970	\$14,977	Executive Management	RIVER CITY SUPPLY	GIVEAWAYS FOR EVENTS	
1/12/2021	P0013971	\$140,146	Logistics Department	LN CURTIS & SONS	PURCHASE OF PARATECH HIGH PRESSURE LIFT BAGS	SK2412
1/13/2021	P0013972	\$1,045	ORG for Expenditures	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES WITH CASSETTE FOR FS10	
1/14/2021	P0013973	\$443	Logistics Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES WITH CASSETTE FOR USAR	
1/14/2021	P0013977	\$2,970	Operations Department	PAINTING & DECOR INC.	PAINT APP DOORS AT FIRE STATION 07	
1/14/2021	P0013975	\$3,475	Logistics Department	CORPORATE BUSINESS INTERIORS	CHAIRS FOR FS85	
1/14/2021	P0013974	\$5,590	Logistics Department	WESTNET	WESTNET SMARTSTATION ALERTING MOVE FOR FS10 TRAILER SETUP FOR B2	
1/14/2021	P0013976	\$6,851	Operations Department	SADDLEBACK APPLIANCES	SPEED QUEEN APPLIANCES FOR FS22	
1/14/2021	B01836-3	\$50,000	Logistics Department	DHN CONSULTING INC.	COMPUTER NETWORK MAINTENANCE AND SUPPORT	
1/15/2021	P0013980	\$4,471	Logistics Department	HODGE PRODUCTS	PADLOCKS FOR SERVICE CENTER STOCK	
1/15/2021	P0013981	\$6,402	Special Operations Division	LINEGEAR FIRE & RESCUE	ITEMS FOR TRT PROGRAM	
1/15/2021	P0013979	\$7,143	Operations Department	COMMERCIAL RESTAURANT SERVICE	NEW REPLACEMENT OVEN FOR FS20	
1/15/2021	B02059-1	\$25,000	Operations Department	AMERICA'S INSTANT SIGNS	FABRICATION & INSTALLATION OF FIRE STATION SIGNAGE	
1/15/2021	P0013978	\$141,226	Operations Department	COMMERCIAL WATERPROOFING SYSTEMS, INC.	COPPER ROOF REPLACEMENT AT FIRE STATION 11	RO2465b (Informal PW Bid)

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
1/19/2021	P0013982	\$9,819	Special Operations Division	ATLANTIC DIVING SUPPLY, INC.	SEARCH AND RESCUE HELMETS	
1/19/2021	P0013965	\$9,963	Logistics Department	HARBOR POINTE A/C & CONTROLS	HVAC SPLIT UNIT INSTALL - RFOTC	
1/20/2021	P0013983	\$11,855	Logistics Department	JKP, INC.	FLOORING REPLACEMENT FOR MAIN LOBBY ELEVATOR	
1/20/2021	P0013984	\$16,810	Operations Department	JKP, INC.	FLOORING REPLACEMENT FOR FIRE STATION 7	
1/21/2021	P0013985	\$1,638	Business Services Department	LIFE ASSIST, INC.	BVM FILTER FOR AGP TO PREVENT SPREAD OF COVID-19 DURING BVM AND CPR	
1/21/2021	P0013986	\$2,400	Operations Department	SO CAL ARBOR CARE	TREE TRIMMING SERVICES AT FIRE STATION 07	
1/21/2021	P0013987	\$25,000	Executive Management	SYNCHRONICITY ASSOCIATES, INC.	CONSULTING SERVICES - STUDY OF CASH CONTRACT CHARGES	
1/22/2021	B02062-1	\$75,000	Logistics Department	BEAR COMMUNICATIONS	RADIO COMMUNICATION EQUIPMENT REPAIR SERVICES	JA2417
1/25/2021	P0013988	\$17,153	Logistics Department	PACIFIC PLUMBING COMPANY	WATER HEATER REBUILD FS71	
1/26/2021	P0013990	\$927	Special Operations Division	GIBSON & BARNES FLIGHT SUITS	LEATHER NAME TAGS FOR TRT PROGRAM	
1/26/2021	P0013991	\$3,206	Operations Department	SOURCE CREATIVE OFFICE INTERIORS	PRIVATE OFFICE FURNITURE SET UP FOR BC TRAILER	
1/26/2021	P0013994	\$4,599	Logistics Department	STATEWIDE TRAFFIC SAFETY AND SIGNS INC	ROAD CONES FOR SERVICE CENTER STOCK	
1/26/2021	P0013992	\$4,900	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPE MAINTENANCE - FS32	
1/26/2021	P0013995	\$4,938	Special Operations Division	UNITED MATERIAL HANDLING, INC.	PALLET RACKING FOR FEMA CA-TF5 WAREHOUSE	
1/26/2021	P0013993	\$5,698	Logistics Department	THE RESCUE SOURCE	SERVICE CENTER STOCK	
1/26/2021	B01924-2	\$300,000	Special Operations Division	MCKESSON MEDICAL-SURGICAL	PHARMACEUTICALS	SK2319
1/26/2021	P0013989	\$36,670	Logistics Department	OFFICE FURNITURE GROUP LLC	OFFICE FURNITURE FOR USAR 2ND FLOOR FOR EMS	
1/27/2021	P0013996	\$360	Operations Department	PROFESSIONAL DIVERSIFIED FLOORING	FLOORING REPAIR FS10	
1/27/2021	P0014000	\$629	Logistics Department	UNITED RENTALS (NORTH AMERICA), Inc.	FORKLIFT RENTAL FOR RFOTC	
1/27/2021	P0014001	\$9,315	Community Risk Reduction Department	GREAT SCOTT TREE SERVICE, INC.	TREE REMOVALS AND TREATMENTS - CRYSTAL COVE STATE PARK	
1/27/2021	P0013997	\$56,632	Logistics Department	HARBOR POINTE A/C & CONTROLS	COMPRESSOR UNIT REPLACEMENT BUILDING A	CA PCC statutory threshold
1/28/2021	P0014004	\$1,171	Command & Emergency Planning Div	SOUTHERN CALIFORNIA ERGONOMICS	WIRELESS HEADSET HARDWARE - ECC	
1/28/2021	B01658-5	\$5,279	Logistics Department	HOSPITAL ASSOCIATION OF SOUTHERN CALIFORNIA	REDDINET MASTER AGREEMENT	
1/28/2021	P0014003	\$19,744	Special Operations Division	LN CURTIS & SONS	PURCHASE OF PARATECH HIGH PRESSURE LIFT BAGS FOR USAR CACHE. FEMA CACHE # RA-0101	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
1/28/2021	P0014002	\$25,000	Executive Management	EDDIE R. MANFRO	CONSULTING SERVICES - STUDY OF CASH CONTRACT CHARGES	
1/29/2021	P0014006	\$3,825	Logistics Department	BRYAN EXHAUST SERVICE INC.	EXHAUST DUCT CLEANING SERVICES	
1/29/2021	P0014005	\$14,899	Operations Department	AIR EXCHANGE, INC	VEHICLE EXHAUST EXTRACTION SYSTEM ADD FS85	
2/1/2021	B02060-1	\$0	Logistics Department	ASCO METALS ASC, INC.	METAL RECYCLING SERVICES - FLEET	
2/1/2021	B02194	\$1,200	EMS & Training Department	EVOQUA WATER TECHNOLOGIES	DEIONIZED WATER SYSTEM RENTAL AND MAINTENANCE - TRAINING DEPARTMENT	
2/1/2021	B02103-1	\$2,500	EMS & Training Department	VEOLIA ES TECHNICAL SOLUTIONS LLC	BIOHAZARD WASTE DISPOSAL SERVICES	
2/1/2021	B02070-1	\$5,000	Logistics Department	GOLDEN STATE TRADING	AUTO DETAILING SUPPLIES FOR SERVICE CENTER	
2/1/2021	B02196	\$5,000	Special Operations Division	CULLIGAN OF SANTA ANA	DI WATER FOR AIRCRAFT WASHING AND MAINTENANCE	
2/1/2021	P0014008	\$6,777	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	RE-PAINT ENTIRE UNIT WHITE, REPLACE REAR DOOR PANELS ON UNIT # 5410.	
2/1/2021	B01716-4	\$10,000	Logistics Department	ORANGE COUNTY PUMPING	SEPTIC TANK MAINTENANCE	
2/1/2021	B02201	\$10,000	Special Operations Division	WORLD FUEL SERVICES, INC.	AVIATION FUEL CARDS FOR EMERGENCIES	
2/1/2021	B01857-3	\$10,000	Logistics Department	MCMaster-CARR SUPPLY CO	MCMaster-CARR HARDWARE AND SUPPLIES	
2/1/2021	B02061-1	\$20,000	Logistics Department	SIGNMART	SERVICE CENTER INVENTORY - SIGN MATERIAL	
2/1/2021	B01436-8	\$20,000	Special Operations Division	FEDERAL EXPRESS CORPORATION	SMALL PACKAGE DELIVERY SERVICE	
2/1/2021	B01722-4	\$25,000	Logistics Department	SPECTRUM GAS PRODUCTS	INDUSTRIAL GAS CYLINDER TESTING, FILLING & RENTAL	
2/1/2021	B02192	\$30,000	Logistics Department	POWERWERX INC.	BLUE SEA CHARGERS AND ACCESSORIE	
2/1/2021	B02067-1	\$80,000	Logistics Department	SOUTHERN CALIFORNIA FLEET SERVICES INC.	CUMMINS MAINTENANCE, REPAIRS, AND PARTS	RO2405
2/1/2021	B01923-2	\$400,000	Logistics Department	LN CURTIS & SONS	FIRE HOSE	SC2276
2/1/2021	P0014007	\$400	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPE MAINTENANCE - FS85	
2/2/2021	P0014010	\$9,642	Logistics Department	DDL TRAFFIC INC.	VEHICLE GPS EMITTER SPARES FOR STOCK	
2/3/2021	P0014015	\$3,499	Logistics Department	AMERICAN CAMPER SHELLS	SHELL FOR REMS VEHICLE - UNIT 3334	
2/3/2021	B01844-3	\$30,000	Logistics Department	SOUTHERN COUNTIES FUELS	DIESEL EXHAUST FLUID (DEF) FOR FLEET SERVICES	
2/3/2021	P0014011	\$2,552	Logistics Department	DIAMOND GLASS	FRONT DOOR REPLACEMENT @ FIRE STATION #79	
2/3/2021	P0014012	\$350	Operations Department	BRIGHTWAY ONE	BC TRAILER CLEANUP AT FS10	
2/3/2021	P0014014	\$2,380	Special Operations Division	AIR COMM SYSTEMS INC	REPAIR OF EQUIPMENT	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
2/3/2021	P0014016	\$8,567	Operations Department	AIR EXCHANGE, INC	VEHICLE EXHAUST SYSTEM UPDATE FS70	
2/4/2021	B02193	\$8,928	Logistics Department	DDL TRAFFIC INC.	VEHICLE GPS EMITTER SPARES FOR STOCK	
2/4/2021	B01932-3	\$30,000	Logistics Department	PARTS AUTHORITY METRO	AC DELCO AND MOTERCRAFT PARTS AS-NEEDED	
2/4/2021	P0014017	\$1,200	Logistics Department	FACILITIES PROTECTION SYSTEMS/ FPS	DOOR FAN TEST FOR DATA CENTER FIRE SUPPRESSION SYSTEM PROJECT	
2/8/2021	P0014024	\$4,580	Business Services Department	AMAZING TENTS AND EVENTS	TENT FOR FIRE PREVENTION PLAN DROP-OFF AREA	
2/8/2021	P0014020	\$25,707	Business Services Department	COUNTY OF ORANGE/TREASURER-TAX COLLECTOR	REIMBURSEMENT TO ASSIST WITH SIVERADO FIRE	
2/8/2021	B02184	\$50,000	EMS & Training Department	ETE FITNESS EQUIPMENT	FITNESS EQUIPMENT	
2/8/2021	B01934-2	\$75,000	Logistics Department	WESTERN TRUCK EXCHANGE	INTERNATIONAL TRUCKS: PARTS, MAINTENANCE, AND REPAIR SERVICES AS-NEEDED.	JA2340
2/8/2021	P0014018	\$865	Business Services Department	PJ PRINTERS	INSPECTION NOTICE FORMS 2PT.	
2/8/2021	P0014021	\$9,988	Operations Department	SOURCE CREATIVE OFFICE INTERIORS	OFFICE FURNITURE FOR FS18	
2/8/2021	P0014023	\$5,342	Logistics Department	HARBOR POINTE A/C & CONTROLS	HVAC SYSTEM REPAIRS FS71	
2/9/2021	B02195	\$266	Logistics Department	DLT SOLUTIONS LLC	TOAD FOR ORACLE BASE EDITION PER SEAT MAINTENANCE RENEWAL.	
2/9/2021	B01718-4	\$3,443	Human Resources Department	MASTERY TECHNOLOGIES INC.	MASTERY LIBRARY TRAINING PROGRAM-SPILL PREVENTION	
2/9/2021	P0014026	\$4,072	Business Services Department	R.S. HUGHES COMPANY INC	SAFETY GLASSES FOR COVID-19	
2/9/2021	P0014027	\$4,660	Business Services Department	SOURCE ONE MRO INC	SAFETY GLASSES FOR COVID-19	
2/9/2021	B01909-2	\$7,000	Human Resources Department	ACE INDUSTRIES, INC.	BRIDGE CRANE INSPECTIONS AT OCFA STATION # 41	
2/9/2021	P0014022	\$9,600	Logistics Department	CONCEPT PAVING SOLUTIONS	DEMOLITION SERVICES FOR SINK HOLE FS72	
2/10/2021	B01841-3	\$15,000	Special Operations Division	PRUDENTIAL OVERALL SUPPLY	RENTAL OF UNIFORMS, SHOP TOWELS, AND RELATED ITEMS	
2/10/2021	P0014031	\$23,500	Community Risk Reduction Department	SGD ENTERPRISES (DBA: FOUR SEASONS LANDSCAPING)	TREE REMOVALS AND TREATMENT AT DOVE CANYON GOLF COURSE	
2/10/2021	P0014028	\$16,650	Logistics Department	STEINER STUDIO	INTERIOR ARCHITECTURAL SERVICES FS65	
2/10/2021	P0014030	\$16,650	Logistics Department	STEINER STUDIO	INTERIOR ARCHITECTURAL SERVICES FS66	
2/11/2021	P0014033	\$3,439	Logistics Department	AUTOMOTIVE RESOURCES, INC.	MAINTENANCE FOR FLEET SERVICES 4 POST LIFTS	
2/11/2021	P0014034	\$4,216	Logistics Department	GPS CITY	RAM MOUNTS FOR iPad INDUCTIVE CHARGER INSTALLS	
2/11/2021	B01744-2	\$25,000	Logistics Department	6TH STREET CONSULTING, LLC	AS-NEEDED SHAREPOINT ADVANCED TECHNICAL SUPPORT, SOFTWARE MAINTENANCE AND UPDATES	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
2/11/2021	B02057-1	\$30,000	Logistics Department	H&H AUTO PARTS WHOLESale	ODYSSEY AUTOMOTIVE BATTERIES AS-NEEDED	
2/11/2021	P0014032	\$1,618	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION MAINTENANCE - FS49	
2/16/2021	P0014037	\$1,445	Business Services Department	PJ PRINTERS	EMERGENCY ACTIVITY REPORT FORM	
2/16/2021	P0014038	\$1,805	Special Operations Division	KOKATAT INC.	NEW PPE FOR TRT MEMBER BRIAN TARIN	
2/16/2021	P0014039	\$5,463	Special Operations Division	LINEGEAR FIRE & RESCUE	SALOMON BOOTS FOR AIROPS	
2/16/2021	P0014040	\$6,648	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	REPAINT UNIT # 5387	
2/16/2021	P0014035	\$7,087	Logistics Department	WILLIAMS & MAHER INC	ELECTRICAL WORK AT USAR FOR EMS	
2/16/2021	P0014036	\$24,140	EMS & Training Department	MERIDIAN MEDICAL TECHNOLOGIES, INC.	REPLACE SOON TO BE EXPIRED CYANOKIT IN ALL BC UNITS	
2/17/2021	B01567-6	\$10,000	Logistics Department	PLATINUM NETWORKS	NORTEL PHONE EQUIPMENT	
2/17/2021	B01918-2	\$33,000	Logistics Department	MOTOROLA SOLUTIONS INC.	MOTOROLA MDC FLAT RATE REPAIRS	
2/18/2021	P0014041	\$15,103	Logistics Department	FULLER TRUCK ACCESSORIES	BED COVERS FOR NEW UNITS 2109-2119	
2/22/2021	P0014043	\$728	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION REPAIRS @ FS32	
2/22/2021	P0014045	\$814	Special Operations Division	LANDCARE	LANDSCAPE MAINTENANCE - FS41	
2/22/2021	P0014046	\$1,450	Logistics Department	ROBERT STEWART ARCHITECTS	STANDARD CABINETRY DRAWINGS	
2/22/2021	P0014044	\$2,488	Operations Department	U.S. RUBBER RECYCLING INC.	GYM FLOORING FOR FS10	
2/22/2021	P0014047	\$2,504	Logistics Department	SERVICE KING PAINT AND BODY	PAINT AND REPAIR SERVICE FOR UNIT 2350 2015 CHEVROLET TAHOE 2WD VIN: 1GNSCBKXFR722929	
2/22/2021	P0014042	\$3,080	Operations Department	SO CAL ARBOR CARE	TREE TRIMMING SERVICES AT FIRE STATION 39	
2/22/2021	B02197	\$5,906	Human Resources Department	ADVANCED WORKPLACE STRATEGIES, INC.	DRUG & ALCOHOL TESTING, PROGRAM ADMIN SUPPORT FEDERAL DEPARTMENT OF TRANSPORTATION	
2/23/2021	P0014049	\$6,648	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	RE-PAINT UNIT # 5387 1990 FREIGHTLINER FLC11 VIN: 1FVX1DYB7LH410653, LIC: 1073028	
2/24/2021	P0014051	\$1,954	Special Operations Division	ALLSTAR FIRE EQUIPMENT	ROPE RESCUE EQUIPMENT FOR USAR FEMA CA-TF5	
2/24/2021	P0014052	\$1,977	Operations Department	SOURCE CREATIVE OFFICE INTERIORS	OFFICE FURNITURE FOR FIRE STATION 22	
2/24/2021	P0014050	\$2,984	Special Operations Division	LANDCARE	IRRIGATION SYSTEM UPGRADE FS41	
2/24/2021	P0014053	\$5,084	Logistics Department	SIGNATURE FLOORING, INC.	CARPET TILE REPLACEMENT AT RFOTC, FIRE PREVENTION	
2/24/2021	B01933-2	\$75,000	Logistics Department	WESTRUX INTERNATIONAL	INTERNATIONAL TRUCKS PARTS, MAINTENANCE AND REPAIR	JA2340

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
2/25/2021	P0014054	\$2,426	Logistics Department	FIRE APPARATUS SOLUTIONS	CHARGE AIR COOLER UNIT # 5162 VIN: 4S7CT2B929C070556, LIC: 1220313	
2/25/2021	B01578-6	\$6,600	Logistics Department	ULTIMATE MAINTENANCE SERVICES	DATA CENTER CLEANING SERVICES	
2/25/2021	B01845-3	\$10,000	Logistics Department	STARLITE RECLAMATION ENVIRONMENTAL	HAZARDOUS WASTE DISPOSAL SERVICES EPA ID #: CAR000194308	
2/26/2021	B01717-4	\$2,000	Business Services Department	MUNICIPAL SERVICES BUREAU	MERCHANT PROCESSING FEES FOR ELECTRONIC CHECKS	
2/26/2021	P0014055	\$2,450	Community Risk Reduction Department	GREAT LAKES IPM	TRAPS TO MONITOR ISHB AT CRYSTAL COVE STATE PARK	
2/26/2021	B01931-2	\$40,000	Logistics Department	CAL-STATE AUTO PARTS INC.	AC DELCO AND MOTORCRAFT PARTS AS-NEEDED	
2/26/2021	B02068-1	\$80,000	Logistics Department	HARBOR DIESEL AND EQUIPMENT, INC.	CUMMINS MAINTENANCE, REPAIRS, AND PARTS	RO2405
2/26/2021	B02069-1	\$80,000	Logistics Department	RINCON TRUCK CENTER	CUMMINS MAINTENANCE, REPAIRS, AND PARTS	RO2405
3/1/2021	B02113-1	\$1,175	Logistics Department	NI GOVERNMENT SERVICES INC	SATELLITE RADIO AND TELEPHONE SERVICES FOR IT OCFA ACCOUNT# 13107431	
3/1/2021	P0014057	\$3,635	Logistics Department	WILLIAMS & MAHER INC	ECC 911 WIRELESS AP INSTALL AND CABLE RUN	
3/1/2021	B01846-3	\$5,250	Logistics Department	MAIL DELIVERY SYSTEMS, INC.	MAIL PICKUP AND DELIVERY SERVICES	
3/1/2021	B01738-4	\$6,000	Special Operations Division	GROUND CONTROL SYSTEMS INC.	GROUND CONTROL SATELLITE BANDWIDTH SERVICE	
3/1/2021	B02200	\$7,700	ORG for Expenditures	PACIFIC MOBILE STRUCTURE, INC.	OFFICE/SLEEPER TRAILER RENTAL FOR STATION 10	
3/1/2021	B02114-1	\$13,521	Special Operations Division	NI GOVERNMENT SERVICES INC	SATELLITE RADIO AND TELEPHONE SERVICES FOR USAR	
3/1/2021	B02073-1	\$30,000	Logistics Department	MARX BROS. FIRE EXTINGUISHER	FIRE EXTINGUISHER MAINTENANCE AND NEW EXTINGUISHER PURCHASES	
3/1/2021	B01494-7	\$35,000	Logistics Department	COMPRESSED AIR SPECIALTIES	BAUER AIR COMPRESSOR REPAIR AND MAINTENANCE	
3/1/2021	B02080-1	\$45,885	Executive Management	INTTERRA CORPORATION	INTTERRA ANNUAL SUBSCRIPTION - INCIDENT MANAGEMENT, OPERATIONS & PREPLANS (WFCA DISCOUNT)	
3/1/2021	B02066-1	\$50,000	Logistics Department	LAKEMAN CHASSIS	CUSTOM METAL FABRICATION	
3/1/2021	B02202	\$50,000	Logistics Department	UNITED SITE SERVICES	RESTROOM/SHOWER TRAILER RENTALS	
3/1/2021	B02081-1	\$70,000	Special Operations Division	NEX-XOS WORLDWIDE LLC	MEALS READY TO EAT (MRE) - FOR US&R AND SERVICE CENTER STOCK FEMA CACHE NUMBER - LB -0105.00	JC2416
3/1/2021	B02083-1	\$70,000	Executive Management	SUN BADGE CO.	BADGES, COLLAR BRASS AND ACCESSORIES	JC2428
3/1/2021	B01837-3	\$140,000	Special Operations Division	EPIC AVIATION LLC	JET FUEL FOR THE HELICOPTER AIR OPERATIONS PROGRAM AT FULLERTON AIRPORT	City of Anaheim/OCFA Joint Bid #9055
3/1/2021	P0014056	\$2,861	Logistics Department	AT&T	ADDITIONAL PRIMARY RATE ISDN FOR USAR WAREHOUSE	
3/2/2021	P0014060	\$1,806	Logistics Department	CURVATURE LLC	SPARE VOIP ROUTER	
3/2/2021	P0014058	\$4,635	Special Operations Division	AVI SURVIVAL LLC	COMMUNICATIONS EQUIPMENT FOR AIR OPS	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
3/2/2021	P0014061	\$8,106	Community Risk Reduction Department	WESTGREEN GLOBAL TECHNOLOGIES	LURES TO MONITOR ISHB AT CRYSTAL COVE STATE PARK	
3/2/2021	P0014062	\$13,562	Executive Management	B & H PHOTO	UPDATING OUTDATED PHOTOGRAPHY EQUIPMENT TO ENHANCE QUALITY OF WORK	
3/2/2021	P0014059	\$3,390	Logistics Department	PAINTING & DECOR INC.	PAINTING APP DOORS @ FIRE STATION #64	
3/3/2021	P0014065	\$1,432	Logistics Department	DELL MARKETING, L.P.	LAPTOP	
3/3/2021	P0014066	\$3,150	Logistics Department	TRITECH SOFTWARE SYSTEMS	FIELDOPS LICENSES FOR USE ON IPADS	
3/3/2021	P0014064	\$2,244	Command & Emergency Planning Div	PJ PRINTERS	RE-PRINT OF NEW UPDATED EMD BOOKS FOR ECC	
3/4/2021	P0014067	\$464	Logistics Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES FOR RFOTC IT CONFERENCE ROOM	
3/4/2021	P0014068	\$4,006	Logistics Department	HOIST SERVICE INC.	REPAIRS NEED AFTER ANNUAL HOIST INSPECTION STEAM RACK TWO BROKEN ANCHOR BOLTS ONE ON EACH FRONT LEG, NEED OIL FILTER, PISTON	
3/4/2021	P0014071	\$5,960	Logistics Department	CDW GOVERNMENT	EMS A/V HARDWARE	
3/4/2021	P0014069	\$1,760	Logistics Department	SO CAL ARBOR CARE	TREE TRIMMING AT OCFA FIRE STATION 48	
3/4/2021	P0014070	\$9,417	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPE MAINTENANCE - FS58	
3/8/2021	P0014072	\$1,047	Executive Management	ON THE WALL INCORPORATED	MAHOGANY FRAMES	
3/8/2021	P0014073	\$3,430	Logistics Department	SERVICE KING PAINT AND BODY	PAINT AND REPAIR SERVICE FOR UNIT 2340 2006 CHEVROLET COLORADO VIN: 1GCCS196868321279	
3/9/2021	B01657-5	\$6,033	Logistics Department	EVISIONS, INC.	EVISIONS SOFTWARE MAINTENANCE / SUPPORT RENEWALS	
3/9/2021	P0014074	\$39,800	Operations Department	PAINTING & DECOR INC.	OCFA FIRE STATION 58 REPAINT	
3/10/2021	P0014075	\$3,672	Operations Department	SAM BROWN "SHIELDS"	REPLACING EXPLORER HELMET SHIELDS WITH CADET HELMET SHIELDS	
3/11/2021	B01861-3	\$1,089	Logistics Department	PEAK-RYZEX	ANNUAL MAINTENANCE FOR PRINTRONIX PRINTER	
3/11/2021	B01914-2	\$33,999	Human Resources Department	VELOCITY EHS	SAFETY MANAGEMENT SYSTEM - ANNUAL FEES	
3/11/2021	B02199	\$50,000	EMS & Training Department	SPORTS ART AMERICA, INC.	FITNESS EQUIPMENT	
3/11/2021	P0014076	\$9,988	Logistics Department	HARBOR POINTE A/C & CONTROLS	HVAC SYSTEM REPAIRS RFOTC BUILDING C	
3/11/2021	P0014077	\$950	Operations Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES FOR FS64 FOR BC OFFICE	
3/12/2021	B02090-1	\$50,000	Logistics Department	MVATION WORLDWIDE INC.	CISCO SMARTNET 24 HOURS MAINTENANCE AND SUPPORT	
3/12/2021	P0014078	\$10,000	Operations Department	HARBOR POINTE A/C & CONTROLS	HVAC SYSTEM REPLACEMENT FS25	
3/15/2021	B01746-4	\$2,308	Logistics Department	MOBIL SATELLITE TECHNOLOGIES	BROADBAND SERVICE FOR COMMAND TRAILER SATELLITE	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
3/15/2021	P0014079	\$5,234	Logistics Department	POWERWERX INC.	DUAL USB SOCKETS FOR TIC CAMERAS	
3/15/2021	B02026-1	\$30,000	EMS & Training Department	STRYKER SALES CORPORATION	AUTOMATIC CHEST COMPRESSION DEVICES AND SUPPLIES	
3/15/2021	B01735-4	\$60,000	Logistics Department	COMMERCIAL SERVICE SOLUTIONS	CARPET CLEANING SERVICES	RO2185
3/16/2021	P0014080	\$982	Logistics Department	SOURCE GRAPHICS, INC.	CARTRIDGES & PAPER FOR GIS PLOTTERS	
3/16/2021	P0014082	\$1,640	Logistics Department	A-I Consolidated, Inc.	REPLACEMENT PUMP PANEL SPEAKERS	
3/16/2021	P0014085	\$2,970	Logistics Department	PAINTING & DECOR INC.	OCFA FIRE STATION 81 APP DOOR PAINTING	
3/16/2021	P0014083	\$3,200	Operations Department	PAINTING & DECOR INC.	OCFA FIRE STATION 38 PAINTING SERVICES	
3/16/2021	P0014084	\$7,107	Logistics Department	SADDLEBACK APPLIANCES	SPEED QUEEN WASHER/DRYER FOR PM STOCK	
3/16/2021	B01741-4	\$15,000	Logistics Department	ORVAC ELECTRONIC	RADIO INSTALLATION HARDWARE AND PARTS	
3/16/2021	B02084-1	\$18,000	Special Operations Division	DIGITAL AIRWARE, LLC.	AVIATION SOFTWARE AND DATA MANAGEMENT FOR OCFA AIRCRAFT	
3/16/2021	P0014081	\$21,176	Business Services Department	3 STAR SITE SERVICES	PORTABLE TOILET/HAND WASH STATIONS RENTAL FOR COVID CLINIC	
3/16/2021	B01425-8	\$30,000	Logistics Department	LOWE'S	MISCELLANEOUS BUILDING SUPPLIES	
3/16/2021	B01935-2	\$65,835	Business Services Department	LANCE, SOLL AND LUNGARD, LLP	ANNUAL FINANCIAL AUDIT SERVICES	DC2344
3/17/2021	B01414-9	\$1,300	Logistics Department	IRVINE VALENCIA GROWERS	CULTURAL CARE OF AVOCADO AND LEMON TREES AT RFOTC	
3/17/2021	P0014086	\$1,455	Special Operations Division	AIR COMM SYSTEMS INC	REPAIR OF AIR OPS RADIO EQUIPMENT	
3/17/2021	B01790-3	\$2,475	Special Operations Division	ARISTATEK INC	COUNTY HAZMAT APPLICATION SOFTWARE	
3/17/2021	P0014087	\$9,966	Logistics Department	WILLIAMS & MAHER INC	ELECTRICAL WORK AT RFOTC	
3/17/2021	B01939-2	\$40,000	Operations Department	FIRE STATION OUTFITTERS	SENTINEL ROCKER (UNIT 156BM) RECLINERS	
3/18/2021	B01847-3	\$180	Logistics Department	MILLET SOFTWARE	VISUAL CUT ANNUAL SOFTWARE SUPPORT (FOR THREE LICENSES)	
3/18/2021	B02092-1	\$2,300	Human Resources Department	ACCIDENT PHOTO PAK	VEHICLE ACCIDENT PHOTO PAKS	
3/18/2021	B01953-2	\$13,500	Logistics Department	WESTERN A/V	EXTENDED WARRANTY AND REPAIR SERVICES FOR A/V EQUIPMENT UPGRADE PROJECT	
3/18/2021	P0014048	\$40,000	Logistics Department	MULLEN & ASSOCIATES INC.	RFOTC DATA CENTER UPS ENGINEERING SERVICES	
3/22/2021	P0014091	\$1,425	Logistics Department	WILLIAMS & MAHER INC	CAT6 CABLE RUNS FOR USAR CONFERENCE ROOM	
3/22/2021	P0014089	\$1,441	Logistics Department	CURVATURE LLC	STAFFING SYSTEM CONVERSION TO VM PROJECT	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
3/22/2021	B01748-4	\$4,809	Logistics Department	PACKET FUSION, INC.	SHORETEL IP PHONE MAINTENANCE AND SUPPORT	
3/22/2021	B01948-2	\$50,000	Executive Management	MISSION CRITICAL TEAM INSTITUTE INC.	OFFSITE LEADERSHIP DEVELOPMENT TRAINING	
3/22/2021	P0014090	\$1,283	Logistics Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES FOR LACTATION ROOMS AT: - FS51 - FS37 - FS81	
3/23/2021	B01774-4	\$1,671	Logistics Department	SHI INTERNATIONAL CORP.	BLUEBEAM LICENSING, MAINTENANCE, AND SUPPORT	
3/23/2021	B01938-4	\$2,000	Logistics Department	RING CENTRAL INC	TEMPORARY HOSTED PHONE SERVICES - 2 LINES TRAINING TRAILERS	
3/23/2021	B01753-4	\$50,000	Logistics Department	UL LLC	AERIAL LADDER TESTING AND CERTIFICATION SERVICES	
3/24/2021	P0014094	\$864	Logistics Department	EPLUS TECHNOLOGY, INC.	EMS USAR IP CONFERENCE PHONE AND THREE YEAR SUPPORT	
3/24/2021	P0014093	\$1,668	Logistics Department	AMERICAN ENGRAVING COMPANY	ORDER FOR INVENTORY/COMPLETE ACADEMY 52 PPE	
3/24/2021	P0014092	\$59,723	Community Risk Reduction Department	RPW SERVICES, INC.	TREE PEST TREATMENT SERVICES	RO2492 (Informal PW Bid)
3/25/2021	B01928-2	\$45,000	Operations Department	CALIFORNIA HAZARDOUS SERVICES, INC.	INSPECTION, MAINTENANCE, AND REPAIR OF FUEL TANKS AND DISPENSING UNITS AT RFOTC AND FIRE STATIONS.	
3/25/2021	P0014096	\$48,588	Community Risk Reduction Department	FOUR SEASONS LANDSCAPING	TREE REMOVAL SERVICES AT CRYSTAL COVE	
3/25/2021	B01961-2	\$55,000	Logistics Department	WORTHINGTON FORD	FORD VEHICLES: PARTS, MAINTENANCE, AND REPAIR SERVICES AS-NEEDED	JA2349
3/25/2021	B02089-1	\$600,000	Logistics Department	RAMCO RUGGED PORTABLES	MOBILE DATA COMPUTER HARDWARE & ACCESSORIES	JA2437
3/26/2021	B01930-2	\$2,495	Community Risk Reduction Department	HAWK ANALYTICS, INC.	CELL TRACKING SOFTWARE FOR INVESTIGATIONS	
3/26/2021	P0014098	\$7,578	Logistics Department	COASTLINE EQUIPMENT	UNIT # 9630 FORK LIFT 2006 ZOOM BOOM 10056 SERIAL NUMBER: B10056T21506M	
3/26/2021	P0014097	\$14,405	Logistics Department	OSHKOSH AIRPORT PRODUCTS	BUMPER TURRET & VIDEO RECORDER REPLACEMENT FOR UNIT # 5160 2003 OSHKOSH T3000 VIN: 10TDKAK175S083277 LIC: 1226285	
3/26/2021	B01960-2	\$25,000	Operations Department	SANTA MARGARITA FORD FLEET SERVICE CENTER	FORD VEHICLES: PARTS, MAINTENANCE, AND REPAIR SERVICES AS-NEEDED	
3/29/2021	P0014099	\$15,335	EMS & Training Department	HOME DEPOT	LUMBER SUPPLIES FOR TRAINING	
3/30/2021	P0014100	\$1,222	Logistics Department	BOSS SAFETY PRODUCTS	PELICAN CASES FOR WMD PPE FOR GARDEN GROVE	
3/30/2021	P0014102	\$3,375	Business Services Department	TUSTIN AWARDS INC.	MEDALS AND COINS AWARDED TO HONOREES OF 2020 BEST AND BRAVEST CEREMONY	
3/30/2021	P0014103	\$6,355	EMS & Training Department	PARR LUMBER CO	SOUND BOARD FOR ACADEMY LIVE FIRE TRAINING	
3/30/2021	P0014105	\$9,375	EMS & Training Department	ZOLL MEDICAL CORP	WARRANTY FOR GARDEN GROVE ZOLL MONITOR . CONTRACT TERM: 04/01/2021 THROUGH 03/31/2022	
3/30/2021	B01941-2	\$10,000	Special Operations Division	LINEGEAR FIRE & RESCUE	PERSONAL EQUIPMENT FOR SANTIAGO CREW	
3/30/2021	B01965-2	\$10,000	EMS & Training Department	NORTH NET FIRE TRAINING CENTER	NORTH NET TRAINING FACILITY RENTAL	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
3/30/2021	P0014106	\$15,710	Logistics Department	DRY GEAR SOLUTIONS INC	SUIT DRYERS FOR WMD SUITS	
3/30/2021	P0014104	\$25,519	EMS & Training Department	HOME DEPOT	LUMBER SUPPLIES FOR TRAINING	
3/30/2021	B01950-2	\$105,000	Operations Department	DG ENERGY SERVICES	GENERATOR REPAIR AND MAINTENANCE	RO22353
3/31/2021	P0014107	\$300	Logistics Department	ALCHEMER LLC	ANNUAL SUBSCRIPTION FOR ONLINE SURVEY TOOL (PREVIOUSLY SURVEYGIZMO) USED BY CRR AND EMS	
3/31/2021	P0014108	\$2,272	EMS & Training Department	PREMIUM PALLET, INC.	CLEAN PALLETS FOR LIVE FIRE TRAINING	
3/31/2021	P0014110	\$3,500	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	PURCHASE OF A USED 2004 WABASH TRAILER FOR USE BY IMT VIN # 1JJV532WX4L900586	
3/31/2021	P0014101	\$7,519	Special Operations Division	MOTOROLA SOLUTIONS INC.	FEMA APX 8500 RADIO	
3/31/2021	P0014109	\$15,289	Logistics Department	DRY GEAR SOLUTIONS INC	SUIT DRYERS FOR WMD SUITS	
3/31/2021	B01581-6	\$50,000	Operations Department	HARBOR POINTE A/C & CONTROLS	AIR COMPRESSOR REPAIR AND MAINTENANCE	



Orange County Fire Authority **AGENDA STAFF REPORT**

Board of Directors Meeting
June 24, 2021

Agenda Item No. 2C
Consent Calendar

Updated Cost Reimbursement Rates

Contact(s) for Further Information

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

Julie Nemes, Finance Manager/Auditor julienemes@ocfa.org 714.573.6304

Summary

This item is submitted to request approval of the proposed update to the Cost Reimbursement rates.

Prior Board/Committee Action

On June 9, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place the item on the agenda for the Board of Directors meeting by 8-0 vote (Director Bourne absent).

RECOMMENDED ACTION(S)

Approve and adopt the proposed Cost Reimbursement Rate schedules to be effective July 1, 2021.

Impact to Cities/County

Not Applicable

Fiscal Impact

The fiscal impact of the new rates will be based on the number of incidents that occur throughout the year and will be incorporated into the mid-year budget update.

Background

The California Fire and Rescue Mutual Aid System Operating Plan outlines the methodologies and formulas participating agencies (including OCFA) are required to use when developing cost reimbursement rates. These rates will be used when OCFA resources are ordered by various Federal (Cleveland National Forest Service) and State (Cal Fire) agencies. The California Office of Emergency Services (Cal OES) requires a different method to calculate reimbursement rates for non-suppression personnel only. Both methods are designed to only reimburse OCFA for the marginal cost of providing the resources and are calculated in three separate components, the indirect (overhead) cost rate, personnel rate, and equipment rate.

Reimbursement Rate Calculation (Other than Cal OES)

FY 2021/22 proposed Indirect Cost Rate is 14.62%, increasing 0.35% from the current rate of 14.27%. This change is attributable to an increase in operating costs. According to Title 2 Code of Federal Regulations part 200 issued by the Federal Office of Management and Budget, special projects or unexpected events are allowable costs for developing the indirect cost rate. The average proposed suppression personnel cost reimbursement rates increased slightly by 1.57% due to pay increases from labor contracts. The specialty pays (i.e. crane operator, paramedic, hazmat

specialist, hazardous duty, technical rescue truck, and US&R pay) are blended with base salary in the average hourly rates for suppression positions. The full list of proposed reimbursement rates by position, including the indirect cost rate, is listed on Attachment 1A.

OCFA adopts the Cal OES California Fire Assistance Agreement (CFAA) and Federal Emergency Management Agency (FEMA) approved equipment rates, except for the helicopter rates, to seek reimbursement for equipment use on the fire incidents. Two Super Huey helicopters that were Federal Excess Property owned by the United States Forest Service and loaned to OCFA for the control of wildland fires were removed from operations as of September 2020. The Bell 412 helicopter rate decreased 6.71% from last year due to an increase in flight hours. The rates for the new Quick Reaction Force (QRF) Pilot Program are also added to the Equipment Rate Schedule (Attachment 2). Subsequent to the June 9, 2021 B&FC meeting, edits were made to notes 2, 3, and to the operational periods for the QRF equipment referenced in attachment 2 as Perimeter Solutions provided additional clarification on the use of the mobile retardant plant equipment.

Cal OES Reimbursement Rates

The Cal OES requires separate calculations for regular and overtime reimbursement rates for non-suppression staff. The Cal OES personnel reimbursement rates are listed as Attachment 1B to this staff report.

Civilian Position Rates

The civilian position reimbursement rates are used for task force members responding to national and regional disasters on search and rescue missions. The reimbursement rate for affiliate member is based on the top step shift rate for OCFA's Battalion Chief position. All other civilian positions' rates are obtained from a salary survey within the California task forces and remain unchanged. Civilian position rates are included in the Cal OES reimbursement schedule (Attachment 1B).

Mutually Beneficial Hourly Rates (Hand crew and Dozer Operator)

These rates, with a methodology originally approved in 2010, are updated annually and used to recover only base salary costs of the hand crew and dozer operators when projects are deemed by OCFA to be beneficial to both the requesting entity and OCFA.

Summary

Upon approval of the proposed rates included as Attachment 1A, 1B and 2, OCFA's Finance/Cost Recovery Section will use the approved rates for the following activities or programs:

- Assistance by Hire (ABH) rates for services provided in response to CAL FIRE, Cal OES, Cleveland National Forest Service (CNF) Fire/Incident response, and other agency requests.
- Fire/Incident Restitution
- Special Event Stand-By
- Other Miscellaneous Billing

Attachment(s)

1. Proposed Cost Reimbursement Rates – Personnel
 - a. Proposed Cost Reimbursement Rates – All Agencies except Cal OES
 - b. Proposed Cost Reimbursement Rates – Cal OES
2. Proposed Cost Reimbursement Rates – Equipment

ORANGE COUNTY FIRE AUTHORITY
COST REIMBURSEMENT RATES FOR ALL BILLING AGENCIES (EXCEPT CAL OES)
PERSONNEL
EFFECTIVE JULY 1, 2021

CLASSIFICATION	2020/21 ADOPTED RATES	2021/22 PROPOSED RATE with ICRP	\$ CHANGE	% CHANGE
SUPPRESSION PERSONNEL				
FIRE DIVISION CHIEF (DC)	\$184.05	\$183.71	(\$0.34)	-0.18%
FIRE BATTALION CHIEF (BC)	\$136.33	\$137.87	\$1.54	1.13%
FIRE CAPTAIN (FC)	\$86.54	\$91.32	\$4.78	5.53%
FIRE APPARATUS ENGINEER (FAE)	\$75.98	\$77.94	\$1.96	2.58%
FIREFIGHTER (FF)	\$64.77	\$65.14	\$0.37	0.57%
HAND CREW (FIREFIGHTER)	\$40.12	\$42.71	\$2.59	6.45%
HAND CREW SUPERVISOR (FIRE CAPTAIN)	\$82.67	\$83.85	\$1.18	1.42%
HAND CREW SUPERVISOR (FIRE APP. ENGINEER)	\$70.62	\$71.63	\$1.01	1.42%
HAND CREW SUPERVISOR (FIREFIGHTER)	\$62.96	\$63.86	\$0.90	1.43%
HEAVY FIRE EQUIPMENT OPERATOR	\$115.74	\$112.61	(\$3.13)	-2.71%
FIRE PILOT	\$95.44	\$100.50	\$5.06	5.31%
NON-SUPPRESSION PERSONNEL				
ACCOUNTANT	\$79.13	\$82.23	\$3.10	3.91%
ACCOUNTING MANAGER	\$90.49	\$87.92	(\$2.57)	-2.84%
ASST. IT MANAGER	\$95.38	\$98.13	\$2.75	2.88%
ASST. FIRE APPARATUS TECHNICIAN	\$50.86	\$57.28	\$6.42	12.63%
ASST. FIRE MARSHAL	\$110.13	\$115.33	\$5.20	4.72%
ASST. PURCHASING AGENT	\$86.41	\$90.51	\$4.10	4.74%
BUYER	\$56.38	\$61.26	\$4.88	8.66%
COMMUNICATIONS TECHNICIAN	\$66.01	\$69.03	\$3.02	4.57%
COMMUNICATIONS SERVICE SUPERVISOR	\$98.32	\$101.14	\$2.82	2.86%
DEPUTY FIRE MARSHAL	\$90.49	\$90.59	\$0.10	0.11%
EMERGENCY COMM CENTER MANAGER	\$82.09	\$89.11	\$7.02	8.55%
FINANCE MANAGER	\$89.25	\$96.88	\$7.63	8.55%
FIRE APPARATUS TECHNICIAN	\$73.11	\$75.14	\$2.03	2.78%
FIRE COMM RELAT/ED SPECIALIST	\$68.25	\$62.93	(\$5.32)	-7.79%
FIRE COMM RELAT/ED SUPERVISOR	\$73.05	\$63.61	(\$9.44)	-12.92%
FIRE COMMUNICATIONS DISPATCHER	\$63.90	\$65.76	\$1.86	2.91%
FIRE COMMUNICATIONS SUPERVISOR	\$78.15	\$80.02	\$1.87	2.40%
FIRE HELICOPTER TECHNICIAN	\$78.66	\$86.24	\$7.58	9.63%
FIRE PREVENTION ANALYST	\$100.70	\$103.61	\$2.91	2.89%
FIRE PREVENTION SERVICES SPECIALIST	\$33.12	\$34.44	\$1.32	3.99%
FIRE PREVENTION SPECIALIST	\$81.26	\$73.71	(\$7.55)	-9.29%
FIRE PREVENTION TRAINEE	\$58.77	\$58.00	(\$0.77)	-1.31%
FIRE SAFETY ENGINEER	\$118.19	\$121.59	\$3.40	2.87%
FLEET SERVICES COORDINATOR	\$83.26	\$85.68	\$2.42	2.90%
FLEET SERVICE MANAGER	n/a	\$82.32	n/a	n/a
FLEET SERVICES SUPERVISOR	\$88.37	\$91.79	\$3.42	3.87%

Notes:

- (1) The average rate includes specialty pays (Airport Rescue, Crane Operator, Hazardous duty, HazMat, HazMat Paramedic, Paramedic, Technical Rescue Truck, US&R, and US&R Paramedic pays).
- (2) 7% EMT specialty pay is included in Hand Crew FF average rate
- (3) In addition to other labor cost adjustments, these positions also reflect overtime as straight time rather than 1.5 x hourly rate.
- (4) Hourly rate reflects changes in personnel during 2020

ORANGE COUNTY FIRE AUTHORITY
COST REIMBURSEMENT RATES FOR ALL BILLING AGENCIES (EXCEPT CAL OES)
PERSONNEL
EFFECTIVE JULY 1, 2021

CLASSIFICATION	2020/21 ADOPTED RATES	2021/22 PROPOSED RATE with ICRP	\$ CHANGE	% CHANGE
GENERAL LABORER	\$35.81	\$37.19	\$1.38	3.85%
GIS ANALYST	\$95.49	\$102.66	\$7.17	7.51%
GIS SUPERVISOR	\$128.36	\$132.07	\$3.71	2.89%
GIS TECHNICIAN	\$63.38	\$68.61	\$5.23	8.25%
INFORMATION TECHNOLOGY ANALYST	\$106.34	\$103.50	(\$2.84)	-2.67%
INFORMATION TECHNOLOGY SPECIALIST	\$83.31	\$90.02	\$6.71	8.05%
INFORMATION TECHNOLOGY SUPERVISOR	\$128.36	\$132.07	\$3.71	2.89%
INFORMATION TECHNOLOGY TECHNICIAN	\$79.60	\$83.70	\$4.10	5.16%
MEDICAL DIRECTOR	\$103.16	\$106.13	\$2.97	2.88%
PURCHASING MANAGER	\$96.79	\$67.17	(\$29.62)	-30.61%
RESERVE FIREFIGHTER	\$2.17	\$2.15	(\$0.02)	-0.74%
RISK MANAGEMENT ANALYST	\$70.23	\$70.47	\$0.24	0.34%
RISK MANAGEMENT SAFETY OFFICER	\$65.45	\$71.05	\$5.60	8.55%
RISK MANAGEMENT SPECIALIST	\$56.27	\$62.82	\$6.55	11.64%
RISK MANAGER	\$96.79	\$86.48	(\$10.31)	-10.65%
SERVICE CENTER LEAD	\$61.90	\$70.97	\$9.07	14.66%
SERVICE CENTER SUPERVISOR	\$93.72	\$97.30	\$3.58	3.82%
SERVICE CENTER TECHNICIAN	\$41.70	\$46.45	\$4.75	11.39%
SR. ACCOUNTANT	\$75.40	\$73.93	(\$1.47)	-1.94%
SR. ACCT. SUPPORT SPEC.	\$60.50	\$63.59	\$3.09	5.11%
SR. COMMUNICATIONS TECHNICIAN	\$72.47	\$78.68	\$6.21	8.57%
SR. FIRE APPARATUS TECHNICIAN	\$70.81	\$76.69	\$5.88	8.31%
SR. FIRE COMMUNICATIONS SUPV.	\$87.98	\$76.92	(\$11.06)	-12.57%
SR. FIRE HELICOPTER TECHNICIAN	\$106.41	\$110.47	\$4.06	3.82%
SR. FIRE PREVENTION SPECIALIST	\$87.16	\$93.17	\$6.01	6.89%
SR. INFO TECHNOLOGY ANALYST	\$116.97	\$118.34	\$1.37	1.17%
SR. SERVICE CENTER TECHNICIAN	\$56.13	\$62.47	\$6.34	11.29%
US&R WAREHOUSE & LOGISTICS SPECIALIST	\$53.31	\$60.11	\$6.80	12.75%
WILDLAND RESOURCE PLANNER	\$90.18	\$100.69	\$10.51	11.66%
MUTUALLY BENEFICIAL RATES:				
HAND CREW (FIREFIGHTER)	\$21.01	\$22.05	\$1.04	4.95%
HAND CREW SUPERVISOR (STAFF FIRE CAPTAIN)	\$43.29	\$43.29	\$0.00	0.00%
HAND CREW SUPERVISOR (STAFF FIRE APP. ENGINEER)	\$36.98	\$36.98	\$0.00	0.00%
HAND CREW SUPERVISOR (STAFF FIREFIGHTER)	\$32.97	\$32.97	\$0.00	0.00%
HEAVY FIRE EQUIPMENT OPERATOR	\$60.61	\$58.14	(\$2.47)	-4.08%
SWAMPER/HAND CREW FF	\$21.01	\$22.05	\$1.04	4.95%

Notes:

- (1) The average rate includes specialty pays (Airport Rescue, Crane Operator, Hazardous duty, HazMat, HazMat Paramedic, Paramedic, Technical Rescue Truck, US&R, and US&R Paramedic pays).
- (2) 7% EMT specialty pay is included in Hand Crew FF average rate
- (3) In addition to other labor cost adjustments, these positions also reflect overtime as straight time rather than 1.5 x hourly rate.
- (4) Hourly rate reflects changes in personnel during 2020

ORANGE COUNTY FIRE AUTHORITY
COST REIMBURSEMENT RATES FOR CAL OES BILLINGS ONLY
PERSONNEL
EFFECTIVE JULY 1, 2021

CLASSIFICATION	2020/21 ADOPTED RATE					2021/22 PROPOSED RATE	\$ CHANGE	% CHANGE
SUPPRESSION POSITIONS								
FIRE DIVISION CHIEF	\$183.81					\$183.71	(\$0.10)	-0.05%
FIRE BATTALION CHIEF	\$136.15					\$137.87	\$1.72	1.26%
FIRE CAPTAIN	\$86.60					\$91.32	\$4.72	5.45%
FIRE APPARATUS ENGINEER	\$74.97					\$77.94	\$2.97	3.96%
FIREFIGHTER	\$64.46					\$65.14	\$0.68	1.05%
HAND CREW (FIREFIGHTER)	\$40.07					\$42.71	\$2.64	6.58%
HAND CREW SUPERVISOR (FIRE CAPTAIN)	\$82.56					\$83.85	\$1.29	1.56%
HAND CREW SUPERVISOR (FIRE APP. ENGINEER)	\$70.53					\$71.63	\$1.10	1.55%
HAND CREW SUPERVISOR (FIREFIGHTER)	\$62.88					\$63.86	\$0.98	1.56%
HEAVY FIRE EQUIPMENT OPERATOR	\$115.59					\$112.61	(\$2.98)	-2.58%
FIRE PILOT	\$95.32					\$100.50	\$5.18	5.44%
NON-SUPPRESSION POSITIONS								
CLASSIFICATION	2020/21 ADOPTED REGULAR RATE	2021/22 PROPOSED REGULAR RATE	\$ CHANGE	% CHANGE	2020/21 ADOPTED OT RATE	2021/22 PROPOSED OT RATE	\$ CHANGE	% CHANGE
ACCOUNTANT	\$79.81	\$82.81	\$3.00	3.75%	\$79.08	\$82.23	\$3.15	3.98%
ACCOUNTING MANAGER	\$141.68	\$138.61	(\$3.07)	-2.17%	\$90.43	\$87.92	(\$2.51)	-2.77%
ASST. IT MANAGER	\$148.39	\$152.57	\$4.18	2.82%	\$95.32	\$98.13	\$2.81	2.95%
ASST. FIRE APPARATUS TECHNICIAN	\$54.79	\$61.13	\$6.34	11.57%	\$50.77	\$57.28	\$6.51	12.83%
ASST. FIRE MARSHAL	\$107.99	\$112.77	\$4.78	4.43%	\$110.06	\$115.33	\$5.27	4.78%
ASST. PURCHASING AGENT	\$86.42	\$90.30	\$3.88	4.49%	\$86.36	\$90.51	\$4.15	4.80%
BUYER	\$59.12	\$63.82	\$4.70	7.94%	\$56.35	\$61.26	\$4.91	8.72%
COMMUNICATIONS TECHNICIAN	\$67.88	\$70.85	\$2.97	4.38%	\$65.97	\$69.03	\$3.06	4.63%
COMMUNICATIONS SERVICES SUPERVISOR	\$97.25	\$99.92	\$2.67	2.75%	\$98.25	\$101.14	\$2.89	2.94%
DEPUTY FIRE MARSHAL	\$141.68	\$142.25	\$0.57	0.40%	\$90.43	\$90.59	\$0.16	0.18%
EMERGENCY COMM CENTER MANAGER	\$130.14	\$140.22	\$10.08	7.75%	\$82.04	\$89.11	\$7.07	8.62%
FINANCE MANAGER	\$139.97	\$150.87	\$10.90	7.79%	\$89.20	\$96.88	\$7.68	8.61%
FIRE APPARATUS TECHNICIAN	\$75.03	\$77.31	\$2.28	3.04%	\$72.98	\$75.14	\$2.16	2.96%
FIRE COMM RELAT/ED SPECIALIST	\$69.92	\$65.32	(\$4.60)	-6.57%	\$68.21	\$62.93	(\$5.28)	-7.74%
FIRE COMM RELAT/ED SUPERVISOR	\$74.28	\$65.95	(\$8.33)	-11.21%	\$73.01	\$63.61	(\$9.40)	-12.87%
FIRE COMMUNICATIONS DISPATCHER	\$65.96	\$67.90	\$1.94	2.94%	\$63.86	\$65.76	\$1.90	2.97%
FIRE COMMUNICATIONS SUPV.	\$78.91	\$80.81	\$1.90	2.41%	\$78.10	\$80.02	\$1.92	2.46%
FIRE HELICOPTER TECHNICIAN	\$80.07	\$87.37	\$7.30	9.11%	\$78.52	\$86.24	\$7.72	9.83%
FIRE PREVENTION ANALYST	\$99.41	\$102.17	\$2.76	2.78%	\$100.64	\$103.61	\$2.97	2.95%
FIRE PREVENTION SERVICES SPECIALIST	\$37.98	\$39.54	\$1.56	4.10%	\$33.10	\$34.44	\$1.34	4.05%
FIRE PREVENTION SPECIALIST	\$81.75	\$75.09	(\$6.66)	-8.15%	\$81.21	\$73.71	(\$7.50)	-9.24%
FIRE PREVENTION TRAINEE	\$61.03	\$60.52	(\$0.51)	-0.83%	\$58.76	\$58.00	(\$0.76)	-1.29%
FIRE SAFETY ENGINEER	\$115.32	\$118.44	\$3.12	2.71%	\$118.11	\$121.59	\$3.48	2.94%
FLEET SERVICES COORDINATOR	\$83.56	\$85.93	\$2.37	2.84%	\$83.21	\$85.68	\$2.47	2.97%
FLEET SERVICE MANAGER	n/a	\$130.93	n/a	n/a	n/a	\$82.32	n/a	n/a
FLEET SERVICES SUPERVISOR	\$88.90	\$92.40	\$3.50	3.94%	\$88.22	\$91.79	\$3.57	4.04%

Notes:

- (1) The average rate includes specialty pays (Airport Rescue, Crane Operator, Hazardous duty, HazMat, HazMat Paramedic, Paramedic, Technical Rescue Truck, US&R, and US&R Paramedic pays).
- (2) 7% EMT specialty pay is included in Hand Crew FF average rate.
- (3) In addition to other labor cost adjustments, these positions also reflect overtime as straight time rather than 1.5 x hourly rate.
- (4) Hourly rate reflects changes in personnel during 2020

ORANGE COUNTY FIRE AUTHORITY
COST REIMBURSEMENT RATES FOR CAL OES BILLINGS ONLY
PERSONNEL
EFFECTIVE JULY 1, 2021

CLASSIFICATION	2020/21 ADOPTED RATE					2021/22 PROPOSED RATE	\$ CHANGE	% CHANGE
GENERAL LABORER	\$41.13	\$42.90	\$1.77	4.30%	\$35.75	\$37.19	\$1.44	4.02%
GIS ANALYST	\$94.69	\$101.30	\$6.61	6.98%	\$95.43	\$102.66	\$7.23	7.58%
GIS SUPERVISOR	\$124.56	\$127.93	\$3.37	2.71%	\$128.28	\$132.07	\$3.79	2.95%
GIS TECHNICIAN	\$65.22	\$70.12	\$4.90	7.51%	\$63.37	\$68.61	\$5.24	8.27%
INFORMATION TECHNOLOGY ANALYST	\$104.54	\$102.07	(\$2.47)	-2.36%	\$106.27	\$103.50	(\$2.77)	-2.60%
INFORMATION TECHNOLOGY SPECIALIST	\$83.34	\$89.50	\$6.16	7.39%	\$83.30	\$90.02	\$6.72	8.06%
INFORMATION TECHNOLOGY SUPERVISOR	\$124.56	\$127.93	\$3.37	2.71%	\$128.28	\$132.07	\$3.79	2.95%
INFORMATION TECHNOLOGY TECHNICIAN	\$79.96	\$83.78	\$3.82	4.78%	\$79.59	\$83.70	\$4.11	5.17%
MEDICAL DIRECTOR	\$159.08	\$163.54	\$4.46	2.80%	\$103.09	\$106.13	\$3.04	2.95%
PURCHASING MANAGER	\$150.32	\$110.19	(\$40.13)	-26.70%	\$96.73	\$67.17	(\$29.56)	-30.56%
RESERVE FIREFIGHTER	\$1.59	\$1.59	(\$0.00)	-0.02%	\$2.16	\$2.15	(\$0.01)	-0.28%
RISK MANAGEMENT ANALYST	\$113.83	\$114.71	\$0.88	0.78%	\$70.18	\$70.47	\$0.29	0.41%
RISK MANAGEMENT SAFETY OFFICER	\$107.27	\$115.50	\$8.23	7.67%	\$65.41	\$71.05	\$5.64	8.62%
RISK MANAGEMENT SPECIALIST	\$59.02	\$65.23	\$6.21	10.52%	\$56.24	\$62.82	\$6.58	11.70%
RISK MANAGER	\$150.32	\$136.63	(\$13.69)	-9.11%	\$96.73	\$86.48	(\$10.25)	-10.60%
SERVICE CENTER LEAD	\$64.14	\$72.62	\$8.48	13.22%	\$61.86	\$70.97	\$9.11	14.73%
SERVICE CENTER SUPERVISOR	\$93.77	\$97.40	\$3.63	3.87%	\$93.56	\$97.30	\$3.74	3.99%
SERVICE CENTER TECHNICIAN	\$46.47	\$51.30	\$4.83	10.38%	\$41.63	\$46.45	\$4.82	11.58%
SR. ACCOUNTANT	\$120.94	\$119.46	(\$1.48)	-1.23%	\$75.35	\$73.93	(\$1.42)	-1.88%
SR. ACCT. SUPPORT SPEC.	\$62.86	\$65.93	\$3.07	4.88%	\$60.46	\$63.59	\$3.13	5.18%
SR. COMMUNICATIONS TECHNICIAN	\$73.76	\$79.59	\$5.83	7.91%	\$72.43	\$78.68	\$6.25	8.63%
SR. FIRE APPARATUS TECHNICIAN	\$72.95	\$78.72	\$5.77	7.90%	\$70.69	\$76.69	\$6.00	8.49%
SR. FIRE COMMUNICATIONS SUPV.	\$87.85	\$78.00	(\$9.85)	-11.21%	\$87.92	\$76.92	(\$11.00)	-12.51%
SR. FIRE HELICOPTER TECHNICIAN	\$105.30	\$109.35	\$4.05	3.85%	\$106.22	\$110.47	\$4.25	4.00%
SR. FIRE PREVENTION SPECIALIST	\$87.10	\$92.71	\$5.61	6.44%	\$87.10	\$93.17	\$6.07	6.97%
SR. INFO TECHNOLOGY ANALYST	\$114.20	\$115.50	\$1.30	1.14%	\$116.90	\$118.34	\$1.44	1.23%
SR. SERVICE CENTER TECHNICIAN	\$59.60	\$65.83	\$6.23	10.45%	\$56.03	\$62.47	\$6.44	11.49%
US&R WAREHOUSE & LOGISTICS SPECIALIST	\$57.03	\$63.68	\$6.65	11.66%	\$53.22	\$60.11	\$6.89	12.94%
WILDLAND RESOURCE PLANNER	\$89.85	\$99.53	\$9.68	10.77%	\$90.12	\$100.69	\$10.57	11.73%
CIVILIAN POSITIONS								
AFFILIATED MEMBER	\$60.52					\$60.52	\$0.00	0.00%
CANINE SPECIALIST	\$37.50					\$37.50	\$0.00	0.00%
DOCTOR	\$90.38					\$90.38	\$0.00	0.00%
HEAVY RIGGING SPECIALIST	\$40.00					\$40.00	\$0.00	0.00%
STRUCTURE SPECIALIST	\$70.95					\$70.95	\$0.00	0.00%

Notes:

- (1) The average rate includes specialty pays (Airport Rescue, Crane Operator, Hazardous duty, HazMat, HazMat Paramedic, Paramedic, Technical Rescue Truck, US&R, and US&R Paramedic pays).
- (2) 7% EMT specialty pay is included in Hand Crew FF average rate.
- (3) In addition to other labor cost adjustments, these positions also reflect overtime as straight time rather than 1.5 x hourly rate.
- (4) Hourly rate reflects changes in personnel during 2020

ORANGE COUNTY FIRE AUTHORITY
COST REIMBURSEMENT RATES
EQUIPMENT
EFFECTIVE July 1, 2021

DESCRIPTION	2021/22 RATE	2020/21 RATE	\$ CHANGE	% CHANGE	SOURCE	Hourly / Daily
TYPE 1 ENGINE	\$140.00	\$140.00	\$0.00	0.00%	Cal OES	Hourly
TYPE 2 ENGINE	\$132.00	\$132.00	\$0.00	0.00%	Cal OES	Hourly
TYPE 3 ENGINE	\$126.50	\$126.50	\$0.00	0.00%	Cal OES	Hourly
TRUCK/QUINT	\$121.00	\$81.10	\$39.90	49.20%	FEMA	Hourly
AIR/LIGHT UTILITY	\$58.41	\$35.42	\$22.99	64.91%	FEMA	Hourly
AIRPORT CRASH UNIT	\$81.10	\$81.10	\$0.00	0.00%	FEMA	Hourly
CHIPPER	\$24.89	\$24.89	\$0.00	0.00%	FEMA	Hourly
CREW CARRYING VEHICLE	\$21.60	\$21.60	\$0.00	0.00%	FEMA	Hourly
DOZER	\$153.35	\$98.77	\$54.58	55.26%	FEMA	Hourly
DOZER MODULE (DOZER+TRANSPORT)	\$224.82	\$168.46	\$56.36	33.46%	FEMA	Hourly
DOZER TENDER	\$22.64	\$17.91	\$4.73	26.41%	FEMA	Hourly
DOZER TRAILER	\$18.49	\$18.49	\$0.00	0.00%	FEMA	Hourly
DOZER TRANSPORT	\$71.47	\$69.69	\$1.78	2.55%	FEMA	Hourly
DUMP TRUCK	\$72.05	\$77.50	(\$5.45)	-7.03%	FEMA	Hourly
EXCAVATOR	\$18.97	N/A	N/A	N/A	FEMA	Hourly
FIRE COMMAND UNIT	\$86.10	\$21.60	\$64.50	298.61%	FEMA	Hourly
FUEL TENDER	\$32.01	\$31.05	\$0.96	3.09%	FEMA	Hourly
GRADER	\$63.63	\$63.63	\$0.00	0.00%	FEMA	Hourly
HAZMAT UNIT	\$81.10	\$81.10	\$0.00	0.00%	FEMA	Hourly
HAZMAT SUPPORT	\$31.43	\$25.46	\$5.97	23.45%	FEMA	Hourly
LOADER/SKID-STEER	\$38.72	\$38.72	\$0.00	0.00%	FEMA	Hourly
MEDIC UNIT	\$230.00	\$230.00	\$0.00	0.00%	Cal OES	Daily
MULE	\$13.86	N/A	N/A	N/A	FEMA	Hourly
PATROL/SQUAD UNIT	\$120.00	\$120.00	N/A	N/A	Cal OES	Hourly
PICKUP (less than 3/4 ton)	\$135.00	\$140.00	(\$5.00)	-3.57%	Cal OES	Daily
PROWLER	\$14.79	N/A	N/A	N/A	FEMA	Hourly
REFRIGERATED TRAILER	\$515.00	N/A	N/A	N/A	CAL FIRE	Daily
SEDAN	\$119.00	\$119.00	\$0.00	0.00%	Cal OES	Daily
SPORT UTILITY VEHICLE	\$194.00	\$205.00	(\$11.00)	-5.37%	Cal OES	Daily
VAN	\$191.00	\$194.00	(\$3.00)	-1.55%	Cal OES	Daily
WATER TENDER	\$102.67	\$102.67	\$0.00	0.00%	Cal OES	Hourly
OTHER (3/4 ton and above)	\$224.00	\$230.00	(\$6.00)	-2.61%	Cal OES	Daily
HELICOPTER - BELL 412 (1)	\$4,449.43	\$4,769.66	(\$320.23)	-6.71%	OCFA	Hourly
HELITANKER CH-47	\$8,000.00	\$7,500.00	\$500.00	6.67%	OCFA CONTRACTOR	Hourly
HELICOPTER SIKORSKY S-76	\$3,500.00	N/A	N/A	N/A	OCFA CONTRACTOR	Hourly
MOBILE RETARDANT PLANT-OT (2)	\$1,500.00	N/A	N/A	N/A	OCFA CONTRACTOR	12-Hour Shift (operational period(s) 0600-1800; 1800-0600-0800-2000; 2000-0800)
WATER TENDER (Perimeter Solutions) (3)	\$1,800.00	N/A	N/A	N/A	OCFA CONTRACTOR	12-Hour Shift (operational period(s) 0600-1800; 1800-0600-0800-2000; 2000-0800)
MOBILE FIRE RETARDANT - PRODUCT (4)	Actual Cost	N/A	N/A	N/A	OCFA CONTRACTOR	Per Mixed Gallon
FREIGHT (Perimeter Solutions) (5)	Actual Cost	N/A	N/A	N/A	OCFA CONTRACTOR	Location and return to point of origin

Notes:

- (1) Helicopter rates are based on 20 years useful life without the pilot and crew chief (Captain). The new rate reflects average usage for the past four years.
- (2) \$1,500 per hour (overtime) after initial 12-hr shift (12-hr ~~daily night~~ shift paid by Edison), up to maximum of \$5,500/day if extended or if 24-hr operations in a location begins. Contract cycle of 6/15-12/15/2021 will be charged at the ~~daily night~~ operating rate plus overtime or full day rates as utilized.
- ~~(3) QRF deployment must include a water tender. Agency can use vendor or an agency water tender.~~
- (3) Requesting Agency must provide a water tender for Mobile Retardant Plant deployment. Requesting Agency can use an agency water tender or request through vendor.
- (4) Based on 2021 U.S.F.S FOB Origin Price List of mixed per gallon. Currently estimated at \$3.17 per mixed gallon.
- (5) Based on location, estimated at \$12,000 per incident (\$6,000 per delivery, \$6,000 return of unmixed/unsold product to point of origin)



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
June 24, 2021

Agenda Item No. 2D
Consent Calendar

FY 2020/21 Year End Budget Adjustment

Contact(s) for Further Information

Robert Cortez, Assistant Chief Business Services Department	robertcortez@ocfa.org	714.573.6012
Tricia Jakubiak, Treasurer	triciajakubiak@ocfa.org	714.573.6301
Stuart Lam, Budget Manager	stuartlam@ocfa.org	714.573.6302

Summary

This item is submitted to request approval to adjust revenues, expenditures and transfers to reflect changes identified after the FY 2020/21 Mid-Year Budget Adjustment was approved in March.

Prior Board/Committee Action

A comprehensive mid-year financial review was presented to the Budget and Finance Committee and the Board of Directors in January, highlighting proposed mid-year changes to the FY 2020/21 budget that were needed based on events that have occurred since the budget was adopted. The Board directed staff to return in March with the technical budget adjustments required to implement the proposed changes.

At its regular March 10, 2021, meeting, the Budget and Finance Committee reviewed and unanimously recommended approval of this item. At its regular March 25, 2021, meeting, the Board of Directors also reviewed and approved this item.

Subsequent to the Board's approval of the mid-year budget adjustments, there were additional adjustments to both revenues and expenditures that require Board approval prior to year-end. As outlined below, the financial impacts of OCFA's response to the COVID 19 pandemic are also included in these adjustments. OCFA anticipates submitting a reimbursement claim to FEMA for these costs.

On June 9, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place the item on the agenda for the Board of Directors meeting by 8-0 vote (Director Bourne absent).

RECOMMENDED ACTION(S)

Approve and authorize FY 2020/21 budget adjustments to increase net revenues by \$4,494,276 and net appropriations by \$3,535,745 as further described in this staff report.

Impact to Cities/County

N/A

Fiscal Impact

N/A

Background

Proposed FY 2020/21 Year End Budget Adjustment

Since the mid-year budget adjustment was approved by the Board in March 2021, additional changes to the budget have become necessary. The proposed adjustment is to increase revenues in the net amount of \$4,494,276 and to increase expenditures in the net amount of \$3,535,745. The proposed adjustments would result in a net increase in General Fund revenue of \$3,404,999 and a net increase in General Fund expenditures of \$6,109,608. The combined Capital Improvement Program and Other Funds would see a net increase in revenue of \$1,089,277 and a net decrease in expenditures of \$2,573,863. These adjustments are comprised of the following:

FY 2020/21 General Fund Adjustments

General Fund (121) Revenue - \$3,404,999 net increase in revenues. This includes the following:

- Assistance by Hire / Emergency Incident - \$1,420,970
- COVID-19 Reimbursement - \$1,393,237 (includes COVID-19 vaccine POD OT)
- CAL FIRE Augmentation Funds - \$267,073
- Fireground Survival Training Grant - \$170,584
- FIRIS Pilot Program - \$60,312
- SONGS/OCEM Reimbursement - \$19,823
- Other Revenue and Interest Earnings - net increase of \$73,000

Note: Some adjustments represent future anticipated reimbursement revenue.

General Fund (121) Expenditures - \$6,109,608 net increase in expenditures. This includes the following:

- Emergency Incident Overtime - \$3,816,620
- COVID-19 Overtime - \$1,383,000
- COVID-19 Health Screeners - \$33,136
- COVID-19 Services & Supplies - \$394,060
- CAL FIRE Augmentation Funds - \$267,073
- Fireground Survival Training Grant - \$170,584
- FIRIS Pilot Program - \$312
- SONGS/OCEM - \$19,823
- Reclassify budget for Ballistic Vests/Helmets from Fund 121 to Fund 12110 - (\$85,000)
- Fund 12150 Cash Contract City Facilities Maintenance - \$110,000

FY 2020/21 Capital Improvement Program and Other Fund Adjustments

Capital Improvement Program, Settlement Agreement and Self-Insurance Funds Revenue – \$1,089,277 increase in revenues. This includes the following:

- Fire Stations and Facilities (Fund 123) Interest and Developer Contributions - \$708,000
- Communications and Information Systems (Fund 124) Interest - \$2,200
- Fire Apparatus (Fund 133) Interest - \$14,700
- Settlement Agreement (Fund 139) Interest - \$72,000
- Self-Insurance Fund (Fund 190) Insurance Settlements - \$292,377

Capital Improvement Program, Settlement Agreement and Self-Insurance Funds Expenditures –

\$2,573,863 net decrease in expenditures. This includes the following:

- General Fund CIP (Fund 12110) - Reclassify budget for Ballistic Vests/Helmets - \$85,000
- Fire Stations and Facilities (Fund 123) Fire Stations 10 and 12 - (\$2,658,863)



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
June 24, 2021

Agenda Item No. 3A
Discussion Calendar

Mutual Aid Agreement with Los Alamitos
Joint Forces Training Base (JFTB)

Contact(s) for Further Information

Brian Fennessy, Fire Chief	brianfennessy@ocfa.org	714.573.6010
Jim Ruane, Assistant Chief Logistics	jimruane@ocfa.org	714.573.6801

Summary

This agenda item is submitted to request approval of a Mutual Aid Agreement with the Joint Forces Training Base Los Alamitos (JFTB) from June 25, 2021 through December 15, 2021 in support of the Quick Reaction Force (QRF) pilot program.

Prior Board/Committee Action(s)

On April 22, 2021, the Board of Directors authorized various agreements necessary for implementation of the QRF pilot program, including a helitanker lease and service agreement with Coulson Aviation and a corresponding funding agreement with Southern California Edison.

RECOMMENDED ACTION(S)

1. Approve and authorize the Fire Chief or his designee to execute the proposed Mutual Aid Agreement with the Joint Forces Training Base, Los Alamitos in a form acceptable to OCFA legal counsel.
2. Approve and authorize the revision to the QRF Pilot program budget by \$150,000 to reflect the estimated JFTB facilities use costs.

Impact to Cities/County

Not Applicable.

Fiscal Impact

CAL FIRE Augmentation funds are available in the FY 2020/21 and FY 2021/22 budgets for costs associated with OCFA's use of the JFTB facilities as provided for under the proposed Mutual Aid Agreement. Actual costs will be dependent on OCFA's use of JFTB facilities, which are estimated not to exceed \$25,000 per month, depending on the final cost calculation, during the Mutual Aid Agreement period of June 25, 2021 through December 15, 2021.

Background

The Mutual Aid Agreement document and schedule of facilities costs prepared by JFTB personnel was provided to OCFA on June 8, 2021. The agreement permits OCFA to conduct fire emergency air operations on the base for the period June 25, 2021 through December 15, 2021 in support of the Quick Reaction Force (QRF) pilot program. As described in the April 22, 2021 report to the Board of Directors, the QRF program provides for operation of the Very Large Helitanker, Aerial

Supervision aircraft, and mobile fire-retardant plant services as rapid deployment reinforcement resources to minimize large fire spread, benefiting the residents and businesses within Orange County and the SCE service territory.

Staff was informed by the JFTB fiscal officer on June 8 that the facility lease costs for the term of the Mutual Aid Agreement reflect the current JFTB full cost recovery rate, which are in effect during periods when a State of Emergency has not been declared.

The Mutual Aid Agreement with JFTB is consistent with the provisions of Mission Resource Tasking (MRT) T54785 issued by the California Governor's Office of Emergency Services (Cal OES), which makes Department of Defense resources available to civil authorities under Mutual Aid Agreements. The agreement permits OCFA's and the Quick Reaction Force's utilization of various areas and facilities at JFTB, to include a portion of the airfield tarmac, and personnel access to base building 64 for mission briefings and staging.

The Mutual Aid Agreement, in a form substantially consistent with the attachment and approved by legal counsel, is recommended for approval and authorization.

Attachment(s)

Mutual Aid Agreement between JFTB and OCFA

DRAFT

Note: Agreement to start 6/25/21.
Exhibits to agreement are pending.

Attachment

**MUTUAL AID AGREEMENT
BETWEEN
JOINT FORCES TRAINING BASE (JFTB)
AND
ORANGE COUNTY FIRE AUTHORITY (OCFA)
FOR
FIRE AND RESCUE MISSION**

MAA Number: W62M49-21001-001; MRT Number: T54785

1. BACKGROUND:

The combined residential population of Los Angeles, Orange, and Ventura Counties exceeds one-third of the entire state of California. Wildland fire spread during extreme fire weather conditions has exceeded all historical models. The need for a more rapid and a significant increase of ground and aerial fire suppression resources is both immediate and imperative. Each of the aforementioned counties have developed their own wildland fire aerial suppression programs around the helicopter platform, with a goal of suppressing 95% of wildland fires to 10 acres or less, still large destructive fires are occurring. When a wildland fire exceeds the suppression capabilities of the initial attack organization, additional aircraft are needed to reinforce the attack. It is here that a rapid response by a Quick Reaction Force or QRF can have a significant impact containing large fire growth.

In accordance with DODI 6055.06, DoD Fire and Emergency Services (F&ES) Program, 3 October 2019, when called on and approved by the appropriate authority (**See Appendix A, Mission Resource Tasking, (MRT) - T54785**), makes DoD F&ES resources available to help civil authorities under Mutual Aid Agreements (MAAs), community partnerships and other written agreements, host-nation support agreements, and Defense Support of Civil Authorities. This mission also enhances DoD mission assurance strategies by protecting the U.S. homeland and critical bases of operation through preventive risk management, education, emergency response, and risk communication.

This Mutual Aid Agreement (MAA) between Joint Forces Training Base (JFTB) and Orange County Fire Authority (OCFA) is to support the mission tasking issued by the California Governor's Office of Emergency Services (Cal OES) to facilitate preparation for anticipated emergency response efforts to protect lives and property during the fire season, beginning 15 June 2021 and concluding on 15 December 2021. The ultimate goal is to get a 5 year Corps of Engineer license to Orange County Fire Authority within 6 months from 6/15/2021 negating the need for an MRT/MAA each year.

Interim Use Agreement Between JFTB and OCFA

JFTB does not need a new Environmental Condition of Property and there are no changes in the condition of the property since the 2017 Joint Forces Training Base Environmental Baseline Survey that identified the property as an ECOP Area Type 1, See attached Exhibits: (Exhibit B, Hazardous Material Survey); (Exhibit C, JFTB Final Environmental Baseline Survey (EBS)); (Exhibit D, Environmental Determination) and (Exhibit E, ARNG Record of Environmental Consideration) for Categorical Exclusion Code, F-1 which grants or acquisitions of leases, licenses, easements, and permits to the JFTB property.

OCFA may utilize the following land space and facilities at JFTB (See Exhibit A): 1st floor only of Building 64 (2,091 SF) and adjacent area (3,700 SF), and airfield tarmac for aircraft parking (.8 acres).

1.1. Equipment and Operations:

1.1.1. Coulson Aviation will have the following Equipment managed by OCFA:

Operating during fire season (15 June – 15 December 2021), 24/7 Operation

1 x CH-47, 1 x S-76, 3 x personnel vehicles (SUV/Pickup truck), 1 x NASCAR Trailer and 1 x Semi Truck, 1 x Fuel Trailer, 1 x Semi Fueler to haul; 1 x NVG Bus (Operations Center), and 1 x 76 Parts Van.

1.1.2. OCFA will have the following Equipment:

1 x Support Vehicle (SUV or Pickup Truck).

1.2. OCFA anticipates conducting two to four incident flights per week and an additional 2-4 training flights per week. Emergency flights will be mission-dependent during the fire season.

2. AUTHORITIES:

2.1. NGR 5-2, National Guard Support Agreements, 14 October 2010

2.2. AR 405-80, Management of Title and Granting Use of Real Property, 10 October 1997

2.3. DOD FMR 7000.14R Volume 11A, DOD Financial Management Regulation, 1 July 2020

2.4. DODI 4165.70, Real Property Management, 6 April 2013

2.5. DODI 4000.19, Support Agreements, 16 December 2020

2.6. DODI 1000.15, Procedures and Support for Non-Federal Entities Authorized to Operate on DOD Installations, 24 October 2008

2.7. DODD 1000.26E, Support for Non-Federal Entities Authorized to Operate on DOD Installations, 2 February 2007.

2.8. DODI 6055.06, DoD Fire and Emergency Services Program, 3 October 2019

2.9. Appendix I, MRT Number T 54785, Fire and Rescue

Interim Use Agreement Between JFTB and OCFA

3. **SCOPE:** This Mutual Aid Agreement, between Joint Forces Training Base (JFTB) and Orange County Fire Authority (OCFA) to respond to support California Governor's request per the attached MRT Number T 54785, Fire and Rescue Mission, is intended to facilitate preparation for anticipated emergency response efforts to protect lives and property, during the fire season beginning 6/15/2021 and ending 12/15/2021, in light of extreme weather conditions and wildfires throughout California.

OCFA anticipates 2- 4 incident flights per week, and an additional 2-4 training flights per week, with emergency flights to be mission dependent during fire seasons.

JFTB and OCFA will coordinate a media conference to be held at JFTB, to announce the helitanker use. JFTB grants OCFA use of the listed real property (**See Exhibit A, Facility Map**), subject to the specified limitations, for the purposes herein described.

TEMPORARY USE OF PROPERTY - Description of Building/Facility/Area of Use:

3.1. OCFA may utilize the following land space and facilities at JFTB on a reimbursable basis. Areas of utilization are: the 1st floor only of Building 64 (2,091 SF) and adjacent area (3,700 SF), airfield tarmac aircraft parking during non-fire season (1 January – 14 June) (.10 acres), and airfield tarmac aircraft parking during fire season (15 June – 15 December 2021) (.70 acres).

3.2. Building 64, is a two story 4,958 gross-square-foot facility (2,479 each floor). It was built in close vicinity to the airfield to provide flight training facilities.

4. **PURPOSE:** To provide access and facility space to support OCFA's contracted helitanker for emergency fire response for wildland fires in Southern California between 12 June, 2021 and until end of mission 15 December, 2021. Any costs associated with this support, will be billed to OCFA for reimbursement (**See Appendix B, Estimated 5 Year Summary Costs Data Sheet**).

5. RESPONSIBILITIES:

5.1. Grantor (JFTB) shall:

5.1.1. Provide access to Building 64, equal to approximately 2,094 square feet, and a portion of the Central Tarmac at the JFTB Army Airfield, equal to approximately .10 acres during non-fire season, and approximately .70 acres during fire season, for OCFA truck with trailer, employee parking, county vehicle parking and Bldg. 284 with support flight operations to conduct their air missions.

5.1.2. Provide utilities, fire & emergency services, environmental, security services on a reimbursable basis in accordance with the provision of sections 3 and 4 above. The billing cycle will be for the 30 day period.

Interim Use Agreement Between JFTB and OCFA

5.1.3. Provide installation wide security, emergency and fire response support, as required. Any additional support over and above an emergency response will not be supported by JFTB.

5.1.4. Provide a cost summary worksheet for sustainment of OCFA operations at JFTB to include facility support and all other identifiable and incremental costs (See Appendix B).

5.1.5. Ensure that there is a Federal employee available to open and close the facility for the OCFA for the training activities indicated in the agreement.

5.1.6. Ensure proposed activities will not discredit or bring adverse public attention to the California National Guard.

5.1.7. Brief the Grantee on security issues, off "limits areas, installation specific rules and regulations cleaning standards, inventory elements, emergency action measures and emergency points of contact and description of cleaning standards.

5.1.8. Become familiar with and assure compliance with local codes and ordinances relating to public assemblies, occupancy limitations, noise limitations, fire prevention, panic exit precautions, police permits and protection, and other safety measures.

5.1.9. When a loss or damage is discovered, a Serious Incident Report (SIR) will be completed and forwarded through channels with a copy faxed to J9, USPFO, and local law enforcement notified as appropriate. The Grantee shall be contacted and offered the opportunity to correct the problem prior to filing a claim. If the deposit is insufficient, then a claim will be filed against the Grantee's liability insurance policy to satisfy the damages.

5.1.10. Receive a valid Certificate of Liability Insurance of no less than \$5,000,000 (aggregate total) from OCFA (**See Appendix C, Insurance Liability Certification**).

5.2. Grantee (OCFA), including Coulson Aviation, all officers, employees, agents, contractors, volunteers or any other person performing services on the Grantee's behalf, shall:

5.2.1. Reimburse JFTB for all identifiable reimbursable costs identified in Enclosure 2, up to the commencement of the pending long-term agreement, whereupon, the terms of that agreement will control. OCFA is not authorized any federal support from the JFTB. Checks will be made to the California Military Department and submitted to the JFTB billing office for payment processing. Mr. Arnold Arenas may be contacted for further questions or details at 562-795-1403 and email arnold.p.arenas.nfg@mail.mil.

Interim Use Agreement Between JFTB and OCFA

5.2.2. Make no promises, commitments, or obligations of said facilities of any kind to any third party for future use. Not sublet or modify any aspect of the leased space.

5.2.3. Permit the Installation Commander and/or any designated representative to inspect the facilities and operations to ensure full compliance with the provisions of this agreement.

5.2.4. Notify the JFTB Commander upon Change of Responsible Party for OCFA operations with full name, address and contact information in accordance with paragraph 11 below, to the listed POC.

5.2.5. Provide an emergency locator roster of key employees and their telephone numbers to JFTB Department of Public Works (DPW). The roster will identify all personnel and vehicles authorized access to JFTB, including the name, cell phone number of the on-duty, on-site supervisor. This will be provided as soon as is practicable, not later than 15 days after commencement of this agreement.

5.2.6. Attend periodic JFTB tenant board meetings. OCFA is welcome to provide presentations at the tenant board meetings with regards to their program.

5.2.7. Provide parking for their employees and government vehicles within the granted space.

5.2.8. Abide by all rules and regulations and policies that may hereinafter be specified by the Installation Commander, or designated representative, as well as all City and County ordinances, rules and regulations, and all State and Federal laws and regulations, insofar as the same or any of them are applicable; and where permits and/or licenses are required.

5.2.9. Ensure OCFA adhere to Federal Aviation Agency (FAA) and United States Army Air Nautical Service Agency (USAANSA) safety of flights, air traffic control procedures¹ and military operations as determined by JFTB and the Government.

5.2.10. Have a non-exclusive and non-possessory right to enter upon, and use the property to carry out the purpose described above, and in accordance with the terms set forth in this agreement and any further conditions and requirements as JFTB may hereafter prescribe. The California Military Department operates JFTB under license from the Department of the Army. Under this agreement, OCFA right to enter does not constitute a grant of any ownership, leasehold, easement, or other property interest, or estate in the property.

5.2.11. Ensure that OCFA employees, agents, or any other person performing services on OCFA's behalf who are entering JFTB under this agreement are

Interim Use Agreement Between JFTB and OCFA

appropriately vetted per applicable federal and departmental regulations, policies, and directives. OCFA must provide JFTB with a list of names of all OCFA employees, agents, or any other person performing services on OCFA's behalf who are entering JFTB under this agreement. This will be provided to the POC listed below as soon as is practicable, not later than 15 days after commencement of this agreement.

5.2.12. Enter JFTB on an "AS-IS" basis. OCFA understands that JFTB has no obligation for maintenance, repair, improvement, or alteration of the property either before, during, or after the term of this agreement.

5.2.13. Maintain the property in a sanitary condition satisfactory to JFTB. OCFA will be responsible for maintaining the property in a clean and orderly fashion and will coordinate with DPW to arrange for all excess refuse generated by OCFA above and beyond regular pick-up to be removed from the premises and properly disposed of at OCFA's sole expense.

5.2.14. Submit written requests for all desired photography and video recording activities to JFTB. All photography and video recording activities are prohibited without the express consent from JFTB Garrison Commander and the California Military Department, Joint Forces Headquarters.

5.2.15. Not place or construct upon, over, or under the property any permanent installation or structure of any kind or character, except such as are specifically authorized by JFTB. OCFA will remove any OCFA property installed or located on the property promptly upon expiration, termination, or abandonment of this agreement. Any property of OCFA not removed within that time may be removed, stored or disposed of by JFTB at the sole expense of OCFA.

5.2.16. Assume and discharge any cost, expense or liability in connection with or in any manner incident to the granting, exercise, enjoyment, or relinquishment of this agreement, including but not limited to all attorney fees and costs incurred by the parties in enforcing their rights under this agreement.

5.3. **Both Parties agree:**

5.3.1. OCFA agrees to comply with all health and environmental conditions, requirements and restrictions, including but not limited to:

5.3.1.1. OCFA will not engage in any activities that would create friable asbestos and/or expose lead based paint.

5.3.1.2. OCFA will be responsible for cost covering environmental cleanup and/or soil removal/cleanup of any contaminated soil.

5.3.1.3. OCFA will create and maintain a Hazardous Materials Business Plan (HMBP) on the California Environmental Reporting System (CERS), in accordance

Interim Use Agreement Between JFTB and OCFA

with California law; this plan is due before operations and/or submitted to the POC listed below within 15 days of commencement of this agreement. The CERS website portal: <http://cers.calepa.ca.gov/> will provide assistance in creating the plan. In addition, see Exhibit B, Hazardous Material Survey.

5.3.1.4. OCFA will create and maintain a Spill Prevention, Control, and Countermeasures Plan (SPCCP) and a Storm Water Pollution Prevention Plan (SWPPP), consistent with the provisions of the JFTB SPCCP and SWPPP; this plan is due before operations and/or submitted to the POC listed below within 15 days of commencement of this agreement.

5.3.1.5. OCFA must store flammable hazardous material in an approved flammable hazardous storage container locker in accordance with Army and/or JFTB Environmental directives. Immediately report any hazardous spills to the Environmental Office, the Fire Department, and/or the Security Forces.

5.3.1.6. At a minimum, properly label, store, and segregate secondary containment containers. Secondary containment systems shall be used for all stationary fuel sources (e.g., generators, tanks) and other hazardous materials/hazardous waste in accordance with applicable laws and regulations.

5.3.1.7. Supplement the State of California Military Department Environmental Condition of Property investigation upon termination of this agreement.

5.3.1.7.1. OCFA shall prepare or have prepared an Environmental Condition of Property (ECOP) investigation that documents the environmental condition of all properties subject to this agreement.

5.3.1.7.2. The ECOP investigation shall be prepared in accordance with Army National Guard policies and procedures.

5.3.1.7.3. Any contamination identified as a result of the ECOP investigation shall be cleaned up by OCFA in accordance with all applicable laws and regulations."

5.3.1.7.4. OCFA is responsible for any costs, expenses, liabilities, fines, or penalties resulting from discharges, emissions, spills, storage, or disposal arising from OCFA occupancy, use of operations, or any other actions by OCFA giving rise to CMD liability, civil or criminal, or responsibility under Federal, state or local environmental laws or regulations. This provision shall survive the expiration or termination of this AGREEMENT and OCFA obligations hereunder shall apply whenever CMD incurs costs or liabilities for OCFA actions.

5.3.1.8. OCFA shall not install, or maintain, generators without the written consent of the JFTB Commander. Upon consent of the Commander, OCFA is responsible for obtaining and maintaining all required equipment registrations and air

Interim Use Agreement Between JFTB and OCFA

quality permits from South Coast Air Quality Management District (SCAQMD) and providing copies for review to JFTB.

5.3.1.9. OCFA servants, agents and employees must have a valid driver's license and proof of insurance; or Government-issued identification prior to entering onto JFTB property. All personnel will comply with the speed limits at the JFTB and other security regulations. All persons entering the JFTB shall render proof of identification upon request by security personnel.

5.3.1.10. On request of the Installation Commander and/or his representative, remove from JFTB premises any servant, agent, or employee of OCFA, its subcontractor and/or independent contractor whose conduct is found to be improper.

5.3.1.11. JFTB Fire Department is the First Responder to all accidents and incidents on the JFTB; for all emergencies call 911. Report all accidents/incidents to JFTB Security Forces at 562-795-2100.

5.3.1.12. OCFA understands permission to operate can be denied under the following conditions:

5.3.1.12.1. When the airfield is closed, no flights are permitted.

5.3.1.12.2. When weather conditions do not permit flight operations.

5.3.1.12.3. When other unsafe conditions exist.

5.3.2. JFTB, specific to Airfield Operations, agrees:

5.3.2.1. OCFA anticipates 2-4 incident flights per week, with an additional 2-4 training flights per week, with emergency flights to be mission dependent during fire seasons.

5.3.2.2. All flight operations will comply with the JFTB Regulation 95-1, Airfield Operations.

5.3.2.3. Any bird strikes, or wildlife encounters will be reported to the Los Alamitos Army Airfield (LAAAF) Safety Officer, at 562-795-2007, within 12 hours of occurrence.

5.3.2.4. The OCFA area of operation on the ramp will comply with, AR 95-2, Air Traffic Control, Airfield/Heliport, and Airspace Operations. All start carts, maintenance equipment, and fire extinguishers will be stored 10 feet past the non-movement area of the fire line, near the OCFA facility building 64, when not in use.

5.3.2.5. OCFA personnel will attend the LAAAF Quarterly Operations and Safety Councils, contact LAAAF Safety Officer for the schedule.

Interim Use Agreement Between JFTB and OCFA

5.3.2.6. During LAAAF non-standard missions: Hero missions, HMX, VIP, and other restrictive missions, OCFA operations may be suspended or altered to accommodate LAAAF operations.

5.3.2.7. Any breach in security or safety protocols, will be reported immediately to Base Operations.

5.3.2.8. All OCFA refueling will be conducted internally, if refueling cannot be done internally, prior arrangements with LAAAF Petroleum, Oil & Lubricants (POL) Services will be made.

5.3.2.9. Access gates near OCFA to the airfield will remain closed at all times. Gate access will be granted to OCFA personnel only, and the gate will be closed after entry. At no time will the gate remain in the open position. If the gate is non-functional, LAAAF Base Operations must be notified.

5.3.2.10. Before each flight, OCFA pilots will check the LAMF Notice to Airmen (NOTAM) for changes in Airfield operations.

5.3.2.11. JFTB agrees to conduct a pre-check joint cleaning inspection (**See Appendix D**) with the OCFA at least one day before permitting occupancy the building. Upon completion of the occupancy, use the pre and post cleaning inspection checklist, and conduct an audit confirming the facility was returned in acceptable condition or identifying deficiencies requiring additional clean up. Cleaning by the occupants must be completed prior to the start of the next scheduled installation use, normal business hours.

5.3.2.12. JFTB and OCFA will coordinate a media conference to be held at JFTB, to announce the helitanker use.

5.3.2.13. Interagency training between JFTB Los Alamitos Fire and/or CAARNG units and Fire Authority units should be scheduled and conducted as schedules permit. Training topics should include aircraft firefighting, hazardous materials incidents, confined space rescues, structural firefighting, and EMS related incidents to include Multiple Casualty Incidents (MCI).

6. INDEMNITY. The United States, State of California Military Department, Joint Forces Training Base, and their respective personnel shall not be responsible for damages to property, injuries to persons, or financial representation regardless of the cause that may from and/or be incident to OCFA in the conduct of their activities, or operations. OCFA shall hold harmless the United States, State of California, JFTB, and their respective personnel from any and all claims arising and incident to OCFA that are not due to the direct fault or negligence of the United States, State of California, JFTB, the California National guard and their respective personnel.

7. INSURANCE.

Interim Use Agreement Between JFTB and OCFA

7.1. OCFA covenants at its own expense to maintain and keep in force for the mutual benefit of JFTB and OCFA an insurance policy for claims against bodily injury, death, personal property damage, theft, fire, storm, flood, and damage or destruction through any other force of nature to relieve the JFTB from any liability arising from such theft, loss, damage, or destruction occurring in, on or about the premises and to insure the condition of the real property. The insurance shall afford protection to the limit of not less than \$5,000,000 combined single limit liability coverage.

7.2. OCFA shall furnish JFTB with certification showing such insurance to be in force at all times throughout the term of this agreement. No policy shall be amended or canceled without thirty (30) days prior written notice to JFTB, and each policy shall so be provided. Except for JFTB's agents, employees and/or contractors' actions, inactions, negligence and/or breach of expressed warranties, OCFA shall indemnify, protect, defend and hold harmless the premises, the JFTB, from and against any and all claims, loss of rents and/or damages, costs, liens, judgments, penalties, permits, attorney's and consultant's fees, expenses and/or liabilities arising out of, involving or in dealing with the occupancy of the premises, the conduct of OCFA business, an act, or omission or neglect of OCFA, its agents, contractors, or employees.

7.3. Insured. Including Coulson Aviation, and all OCFA officers, employees, agents, contractors, and volunteers who are on JFTB property in connection to this agreement must be covered by a Certificate of Liability Insurance provided to JFTB as required above.

8. **SEVERABILITY.** Neither party intends to obligate the other party to enter into any agreement or take any action that would constitute a violation of any law, regulation or contract applicable to the other party. If any provision of this agreement is for any reason found to be ineffective, unenforceable or illegal by any court having jurisdiction, that condition shall not affect the validity or enforceability of any of the remaining portions of this agreement; provided, further, that the parties shall negotiate in good faith to replace any ineffective, unenforceable or illegal provisions as soon as is practical. In the event of a conflict between any provisions of this agreement both parties agree to resolve all conflicts at the lowest level possible.

9. TERMS AND CONDITIONS.

9.1. Compliance. Any use made of the property and any construction, maintenance, repair, or other work performed thereon by the Grantee, including the installation and removal of any article or thing, will be accomplished in a manner satisfactory to JFTB and requires prior approval. The Grantee's use of the property will be at all times subject and subordinate to the JFTB's uses and the Grantee will ensure its activities do not interfere with military operations.

9.2. Security. The Grantee will go through any security measures in place upon entry and will be responsible for notifying security of any security issues that come up throughout the relevant period.

Interim Use Agreement Between JFTB and OCFA

9.3. Structures. The Grantee will not place or construct upon, over, or under the property any permanent installation or structure of any kind or character, except such as are specifically authorized by JFTB. Under no circumstances will the Grantee drive stakes, poles or other devices into the asphalt or concrete paving or floor of the property or alter any existing structures, signs, improvements, or any ingress and egress routes on the property without the express written approval of JFTB.

9.4. Posters and Signs. The Grantee will not affix in any manner any poster, sign, notice or other writing to the walls of the property nor display the same on the property without JFTB's express consent. Posters and signs advocating a political position or expressing political views will not be allowed under any circumstances.

9.5. "AS-IS". The property is granted on an "AS-IS" basis and JFTB has no obligation for maintenance, repair, improvement, or alteration of the property either before or during the term of this agreement.

9.6. Laws and Ordinances. In the exercise of any privilege granted by this agreement, OCFA and its officer, employees, agents, contractors, and volunteers will comply with all applicable federal, state, and local laws, and the rules, orders, regulations and requirements of all applicable governmental entities, departments and bureaus. OCFA and its officers, employees, agents, contractors, and volunteers must comply with all Army and California Military Department rules, policies, and regulations; and all applicable JFTB rules and policies relating to the use of the property, to include environmental requirements.

9.7. Sanitary Conditions and Maintenance. The Grantee will at all times keep the property in a sanitary condition satisfactory to the JFTB. The Grantee will be responsible for maintaining the property in a clean and orderly fashion and will arrange for all refuse generated by the event to be removed from the premises and properly disposed of at the Grantee's sole expense. OCFA will coordinate with the DPW for placement of garbage cans or dumpsters and removal of all waste.

9.8. Damage. No property, real or personal, for which JFTB has responsibility will be destroyed, displaced or damaged by OCFA in the exercise of the privilege granted by this agreement without the prior written consent of the Installation Commander and the express agreement of the Grantee to promptly replace, return, repair, and restore any such property to a condition satisfactory to the JFTB. If any property is damaged as a result of the event or Grantee's use of the property, the Grantee will be solely responsible, at its own expense, for repairing any such damage or replacing such property to the satisfaction of the JFTB. If the property cannot be repaired or replaced to the JFTB's satisfaction, the Grantee will be liable for all damages caused.

9.9. Operation. The Grantee will confine its activities on the property strictly to those necessary for the enjoyment of the privilege hereby granted, and will refrain from marring or impairing the appearance of the property, obstructing access thereto,

Interim Use Agreement Between JFTB and OCFA

interfering with the military operations, jeopardizing the safety of persons or property, or causing justifiable public criticism.

9.10. Grantee's Property. Any property of the Grantee installed or located on the property must be removed promptly upon expiration, termination, or abandonment of this agreement. Any property of the Grantee not removed within that time may be removed, stored or disposed of by JFTB at the sole expense of the Grantee. Grantee agrees to reimburse JFTB for all such costs and expenses. Storage is neither available nor provided prior to or following the event(s).

9.11. Expense. Any cost, expense or liability in connection with or in any manner incident to the granting, exercise, enjoyment, or relinquishment of this agreement will be assumed and discharged by the Grantee, including but not limited to all attorney fees and costs incurred by the parties in enforcing their rights under this agreement.

9.12. Future Requirements. The Grantee will promptly comply with any further conditions and requirements as JFTB may hereafter prescribe.

9.13. Attempted Variations. There will be no variation or departure from the terms of this agreement without the prior written consent of the installation Commander or higher authority by applicable regulation.

9.14. Revocation. This agreement will be revocable by JFTB at any time in the event that the Grantee's use of the property is inconsistent with the purpose and objectives of the installation use of a military facility.

9.15. Surrender. Upon the expiration or termination of this agreement, the Grantee will surrender the property in the same condition as received (ordinary wear and tear excepted), free from hazards and clear of all debris.

9.16. Notices and Requests for Approvals or Consent. Any notices or requests for approvals or consent required or permitted hereunder must be made in writing and may be (a) personally delivered; (b) mailed by depositing such notice in the United States mail, first class postage prepaid; or (c) sent by reputable overnight delivery service; addressed as follows or to such other place as each party hereto may designate by subsequent written notice to the other party.

10. RULES OF CONDUCT ON THE PROPERTY.

10.1. No Disturbances. The Grantee, its employees, agents, and invitees will refrain from the following: disorderly conduct; conduct which creates loud or unusual noise; conduct which obstructs the usual use of entrances, foyers, corridors, offices, elevators, stairways, and parking lots; or conduct which tends to impede or disturb JFTB's staff in the performance of their duties.

Interim Use Agreement Between JFTB and OCFA

10.2. No Gambling. The Grantee, its employees, agents, and invitees will refrain from conducting or participating in games for money or other personal property, the operating of gambling devices, the conduct of a lottery or pool, or the selling or purchasing of lottery tickets at, on or in the property.

10.3. Drug & Alcoholic Beverage-Free Environment. The grantee will not permit any person under the influence of an alcoholic beverage or any drug that has been defined as a "controlled substance" to enter upon the property. The possession, sale, or use of any "controlled substance" or the sale or use of any alcoholic beverage is prohibited.

10.4. Weapons and Explosives. The Grantee, its employees, agents, and invitees, while on the property, will refrain from carrying firearms, other dangerous or deadly weapons, or explosives, either openly or concealed, or storing the same on or within the property without the express consent of the facility.

10.5. Status of Employees. In the performance of the obligations under this agreement, it is mutually understood and agreed that the Grantee is at all times acting and performing independently of the JFTB, the California Military Department, the State of California, and the United States, and that no partnership, joint venture, agency or other similar joint employment relationship of any kind is created by this agreement. Neither the Grantee nor any of its officers, employees, agents, contractors, volunteers or any other person performing services on the Grantee's behalf will have any right or claim against the JFTB, the California Military Department, the State of California, or the United States under this agreement for wages, compensation, social security benefits, workers' compensation benefits, health benefits, vacation pay, sick leave or any other employee benefits of any kind

11. GENERAL PROVISIONS.

11.1. POINTS OF CONTACT: The following points of contact (POC) will be used by the parties to communicate in the implementation of this agreement. Each party may change its point of contact upon reasonable notice to the other party.

11.1.2. For JFTB:

11.1.2.1. Primary POC: 1SG Yolanda Aispuro-Duarte, JFTB Operations NCO, yolanda.aispuro-duarte.mil@mail.mil or 562-795--2482.

11.1.2.2. Billing POC: Mr. Arnold Arenas, Director Resource Management, arnold.p.arenas.nfg@mail.mil or 562-795-1403.

11.1.3. For OCFA:

11.1.3.1. Primary/Billing POC: Chief Jim Ruane, jimruane@ocfa.org or 714-573-6801.

Interim Use Agreement Between JFTB and OCFA

11.1.3.2. Alternate OCFA POC: Chief Brian Fennessy; 714-559-2700.

11.2. CORRESPONDENCE: All correspondence to be sent and notices to be given pursuant to this agreement will be addressed:

11.2.1. **For JFTB:** Commander, Joint Forces Training Base, 4522 Saratoga Ave., Bldg. 15, Los Alamitos, CA 90720.

11.2.2. **For OCFA:** P.O. Box 57115, Irvine, CA 92602.

List of Attachments: [In preparation](#)

- 1 – Exhibit A - (Facility Map)
- 2 – Exhibit B - (Hazardous Material Survey)
- 3 – Exhibit C - (JFTB Final Environmental Baseline Survey (EBS))
- 4 – Exhibit D - (Exhibit D, Environmental Determination)
- 5 – Exhibit E - (ARNG Record of Environmental Consideration)
- 6 – Appendix A - (2021 MRT)
- 7 – Appendix B - (OCFA Reimbursement)
- 8 – Appendix C - (OCFA Liability Insurance Certificate)
- 9 – Appendix D - (Pre and Post Cleaning Inspection Checklist)

12. **AGREED: IN WITNESS WHEREOF**, the parties hereto have caused this MAA to be executed below written.

GRANTEE (OCFA):

GRANTOR (JFTB):

BRIAN FENNESSY
Fire Chief
Orange County Fire Authority

MANJU VIG
LTC, CA ARNG
Senior Garrison Commander

Approved as to Form:

CHARMAINE E. BETTY-SINGLETON

Interim Use Agreement Between JFTB and OCFA

	LTC(CA), JA, CA-ARNG Attorney Advisor, GS-13 Title 5 Deputy General Counsel
<hr/>	<hr/> JONATHAN J. CARTWRIGHT, Col, USAF USPFO for California



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
June 24, 2021

Agenda Item No. 3B
Discussion Calendar

**Fire Chief's Discretionary Bonus Upon
Completion of Third Full Year of Service**

Contact(s) for Further Information

lorizeller@ocfa.org

714.573.6020

Lori Zeller, Deputy Chief
Administration and Support Bureau

Stephanie Holloman Assistant Chief
Human Resources Department

stephanieholloman@ocfa.org

714.573.6353

Summary

This agenda item is submitted for Board approval of the discretionary bonus to the Fire Chief in light of the completion of his third full year of service, as set forth in the Third Amendment to the Fire Chief's Employment Agreement.

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

Approve the discretionary bonus to the Fire Chief of \$20,000.

Impact to Cities/County

Not Applicable.

Fiscal Impact

The Fire Chief's Employment Agreement is funded by appropriations in the FY 2020/21 budget for salaries and benefits for the Fire Chief position.

Background

On April 16, 2018, Brian Fennessy was appointed the Authority's Fire Chief and an initial employment agreement was approved by the OCFA Board (**Attachment 1**). Later in 2018, the FPPC issued an opinion that would have limited the Fire Chief's ability to discuss his proposed changes in the structure of upper management of the Fire Authority. To address that opinion, on July 26, 2018, the OCFA Board and Fire Chief agreed to Amendment No. 1 to the Fire Chief's employment agreement to remove a requirement in the original contract that had ensured that the Fire Chief's total compensation would remain at least five percent (5%) above the salary of his highest paid subordinate, excluding overtime (**Attachment 2**). On May 23, 2019, the OCFA Board approved Amendment No. 2 to the Fire Chief's employment agreement which adjusted his salary and provided that, after completion of the Fire Chief's second full year of service, the Fire Chief was to receive an annual non-base building merit increase equal to \$20,000, which was required to be approved by Resolution of the Board (**Attachment 3**). The adjusted salary and the \$20,000 non-base building bonus combined (if approved) would ensure that the Fire Chief's compensation is not lower than his highest paid subordinate.

On July 23, 2020, the OCFA Board approved the Third Amendment to the Fire Chief's employment agreement (**Attachment 4**), which provides in pertinent part that:

“Commencing after completion of the Fire Chief's third full year of service, and after completion of each full year of service thereafter, the Board shall determine in its sole discretion whether the Fire Chief will receive a non-base building bonus of \$20,000 (the “Discretionary Bonus”). The final determination whether to approve any Discretionary Bonus shall occur in an open session meeting of the Board.”

The Fire Chief's third full year of service concluded on April 16, 2021, so the OCFA Board is called upon to determine whether to approve the non-base building bonus in its discretion.

Past Non-Base Building Payments

After the Fire Chief's first full year of service, the OCFA Board approved “a non-base building increase” of \$20,000 in accordance with his original employment agreement. After his second full year of service, the OCFA Board approved a “non-base building merit increase” of \$20,000 in accordance with the Second Amendment to his employment agreement.

The Third Amendment to the Fire Chief's employment agreement calls for the OCFA Board to determine in its discretion whether the Fire Chief will receive “a non-base building bonus” of \$20,000 for his most recent full year of service, which concluded on April 16, 2021.

The Fire Chief's base salary has not increased since the Second Amendment to his employment agreement was approved in May 2019. As a result, if the discretionary bonus is not approved, the Fire Chief's income will effectively be reduced by \$20,000 compared to his prior year's income and will fall below his highest paid subordinate.

Salary Comparison to Highest Paid Subordinate

The Fire Chief's annual base salary since May 2019 has been \$264,000. The Fire Chief's highest paid subordinate (excluding overtime) is a Deputy Chief who currently receives an annual salary of \$281,068.32.¹

Thus, if no discretionary bonus is approved, the Fire Chief's highest paid subordinate would be paid an annual salary 6.47% higher than the Fire Chief. If the \$20,000 discretionary bonus is approved, the Fire Chief's combined income (\$284,000) would exceed his highest paid subordinate by 1.04%.

Closed Session Discussion of Performance

The Fire Chief's employment agreement provides that the performance of the Fire Chief will be reviewed and evaluated by the full OCFA Board in closed session. The evaluation of the Fire Chief's performance is scheduled in closed session prior to the final determination in open session whether to award the discretionary bonus.

¹ Except for the Fire Chief, all OCFA chiefs (e.g., Deputy Chiefs, Assistant Chiefs, etc.) receive a flat salary without a “bonus” component to their annual income.

Attachment(s)

1. Fire Chief Employment Agreement
2. First Amendment to Employment Agreement
3. Second Amendment to the Employment Agreement
4. Third Amendment to the Employment Agreement

**AGREEMENT BETWEEN
ORANGE COUNTY FIRE AUTHORITY
AND
BRIAN FENNESSY
FOR EMPLOYMENT AS FIRE CHIEF**

THIS EMPLOYMENT AGREEMENT (the "Agreement") is made, entered into, and effective this 16th day of April 2018 ("Effective Date"), by and between the Orange County Fire Authority ("OCFA"), a California Joint Powers Authority and Brian Fennessy, an individual (hereinafter referred to as "Fire Chief"). OCFA and Fire Chief are sometimes hereinafter individually referred to as "party" and are hereinafter collectively referred to as the "parties."

RECITALS

WHEREAS, OCFA desires to appoint Brian Fennessy as its Fire Chief effective April 16, 2018; and

WHEREAS, Brian Fennessy, by virtue of his training, education, and experience, is fully qualified to fill the position and desires to serve as OCFA's Fire Chief; and

WHEREAS OCFA and Brian Fennessy therefore desire to enter into this Agreement to specify the terms and conditions of Fire Chief's employment with the OCFA.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

AGREEMENT

Section 1: Term

- A. Brian Fennessy's date of appointment as Fire Chief shall be April 16, 2018. Fire Chief shall serve at the sole pleasure of OCFA. OCFA, acting through the Board of Directors, may terminate Fire Chief's employment at any time and without cause or reason by giving him written notice of that termination at least thirty (30) days in advance of the date of termination. Subject to OCFA's right to terminate Fire Chief's at-will employment at any time with or without cause, the Term of this Agreement is two years from the Effective Date, and shall automatically be extended for one additional twelve month period on each annual anniversary of the Effective Date of the Agreement (commencing with April 16, 2019), unless OCFA notifies Fire Chief of its intent not to extend the Agreement at least seven (7) months prior to expiration of the original Term or any subsequent automatic extensions of the Term.

- B. Fire Chief may resign from his employment at any time upon thirty (30) days written notice to the Board of Directors; provided, however, that notice shall not be required in the event Fire Chief resigns pursuant to a request for resignation by the Board of Directors.

Section 2: General Duties

Fire Chief shall perform the duties of Fire Chief as set forth in the job description for the position and in compliance with all applicable state and federal laws. Fire Chief shall also perform such other functions and duties, not inconsistent with the terms of this Agreement, as the OCFA, by and through its Board of Directors, may legally assign.

Section 3: Devotion to OCFA Business and Hours of Work

- A. Brian Fennessy's position as Fire Chief is considered a full-time position. Fire Chief shall devote his time, ability, and attention to the business of OCFA during the term of this Agreement.
- B. Fire Chief shall not engage in any other business, educational, or professional pursuits whatsoever, or directly or indirectly render any service of a business, commercial, or professional nature to any other person or organization, whether for compensation or otherwise, without the prior consent of the Board of Directors. However, the expenditure of reasonable amounts of time for educational, charitable, or personal, activities shall not be deemed a breach of this Agreement if those activities do not conflict or interfere with the professional services required under this Agreement; such limited activities shall not require the prior consent of the Board of Directors.
- C. Nothing in this Agreement prohibits Fire Chief from making passive personal investments or conducting private business affairs if those activities are not deemed to be a conflict of interest under local, state or Federal law or conflict or materially interfere with the professional services required under this Agreement.
- D. Fire Chief's duties may involve expenditures of time in excess of the regularly established workday or in excess of a forty-hour workweek and may also include time outside normal office hours (including but not limited to attendance at Board meetings). Fire Chief is classified as an exempt employee under the Fair Labor Standards Act ("FLSA") and shall not be entitled to any additional compensation for hours worked in excess of forty (40) in a work week.

Section 4: Performance Evaluation

The Board of Directors, in closed session, shall review and evaluate the performance of Fire Chief at least once each year during the term of this Agreement. Upon execution of this Agreement by both parties, the Board shall schedule time, and allocate the funds if necessary, to develop mutually agreeable goals, objectives, and performance standards which will be applied during such annual performance evaluations. The review and evaluation are to be completed in

accordance with criteria developed jointly by the Board of Directors and Fire Chief. Such review is to include a written statement of the findings provided to Fire Chief, and an adequate opportunity for Fire Chief to discuss this evaluation with the Board of Directors. The Board of Directors may retain, at its sole discretion, the services of a professional facilitator or qualified labor negotiator to assist the Board in completing this annual performance evaluation process. Failure of the Board to review and evaluate the performance of Fire Chief pursuant to this section shall not affect the right of the OCFA to terminate Fire Chief's employment and shall not be considered a breach of this Agreement.

Section 5: Salary

- A. As compensation for the services to be performed hereunder, effective April 16, 2018, OCFA agrees to provide Fire Chief an annual base salary of \$240,000 payable in equal installments at the same time and in the same manner that OCFA employees are paid. The OCFA shall also deduct from his annual base salary any applicable sums that Fire Chief is obligated to pay because of participation in plans or programs described in Section 6 of this Agreement.
- B. After completion of Fire Chief's first full year of service, Fire Chief will receive a non-base building increase equal to \$20,000, which must be approved by Resolution of the Board.
- C. After the first year, future annual non-base building increases will be awarded automatically to ensure that the Fire Chief's salary when combined with this increase will equal five percent (5%) above the salary of Fire Chief's highest paid subordinate, excluding overtime. Such increases will be subject to deductions and withholdings of any and all sums required for federal or state income tax, and other deductions or withholdings required by then-current state, federal or local law.
- D. Any increases in the annual base salary of Fire Chief, to the extent provided, may be made effective at any time and shall be made at the sole discretion of the Board of Directors. Increases in Fire Chief's annual base salary approved by the Board of Directors shall not require an amendment to this Agreement to be effective. Such increases may be set forth in an annual personnel and salary resolution or other Resolution approved by the Board.
- E. Fire Chief's compensation as discussed under this Section 5 is not tied to the compensation of any other OCFA employee or group of OCFA employees, except as expressly provided in this Agreement.

Section 6: Benefits and Leaves of Absence

A. Executive Management Benefits

Except as otherwise provided herein, Fire Chief shall receive all benefits provided to Executive Management employees as set forth in the Personnel and Salary Resolution (and any

changes thereto adopted by the Board of Directors) and provided consistent with the Public Employment Pension Reform Act. This provision shall be automatically amended whenever the Board of Directors adopts a new resolution or takes action to modify these benefits for Executive Management employees.

Sick Leave. Fire Chief shall be advanced forty (40) hours of sick leave upon commencement of employment. Fire Chief will not begin to accrue sick leave until such time as the advanced forty (40) hours would have been earned according to the Personnel and Salary Resolution for Executive Management. At that time, sick leave accrual will resume at the rate specified in the Personnel and Salary Resolution for Executive Management Employees.

Paid Annual Leave. In the pay period which includes April 16, 2018, Fire Chief shall receive the pro-rated equivalent of Paid Annual Leave based on a calendar year allotment of one hundred sixty (160) hours. In the first pay period of each subsequent calendar year, Fire Chief will receive Paid Annual Leave hours in an amount which will bring his total hours to no more than one hundred sixty (160). Paid Annual Leave may not be cashed-out during employment, but any remaining hours will be cashed out upon separation of employment.

Vacation. Fire Chief shall not accrue vacation time.

B. Retirement Benefits

The Board of Directors has authorized enrollment in the Orange County Employment Retirement System ("OCERS") in the retirement safety plan of 2.7% at age 57 for safety employees hired after January 1, 2013. OCFA is responsible for paying the entire employer cost of Fire Chief's benefit in accordance with the rate determined by OCERS. Fire Chief is responsible for paying the employee/member contribution toward his OCERS retirement benefit (currently based on age of entry). Fire Chief shall always be responsible for full payment of the employee/member contribution as may be amended from time to time by OCERS.

C. Personal Vehicle Business Mileage Reimbursement

Employee shall be entitled to the use of an OCFA vehicle primarily for OCFA purposes. Any limited personal use shall conform with Part 3, Section 8 of the OCFA Personnel and Salary Resolution. Where the term "Fire Chief" is used in that provision, for purposes of this Agreement only, it shall be replaced with Board of Directors.

D. Professional Development

OCFA acknowledges its interest in the continuing professional development of Fire Chief and agrees to pay all reasonable and appropriate expenses associated with professional dues and subscriptions and/or attendance at conferences, training opportunities, and meetings of organizations concerned with Fire Chief /fire-rescue services profession. Such expenses shall be approved in advance by the Board of Directors during its annual budget process.

E. General Business Expenses

The OCFA recognizes that Fire Chief may incur expenses of a non-personal, job-related nature that are reasonably necessary to Fire Chief's service to the OCFA. The OCFA agrees to either pay such expenses in advance or to reimburse the expenses, so long as the expenses are incurred and submitted according to the OCFA's normal expense reimbursement procedures or such other procedure as may be designated by the Board of Directors. To be eligible for reimbursement, all expenses must be supported by documentation meeting the OCFA's normal requirements and must be submitted within time limits established by the OCFA.

F. Relocation Costs

The OCFA agrees to reimburse Fire Chief in an amount not to exceed seven thousand five dollars (\$7,500.00) for costs and expenses associated with relocating to Orange County.

G. Administrative Leave Pending an Investigation

Because Fire Chief is an "at-will" employee, the OCFA is not obligated to pay Fire Chief pending an investigation into any alleged misconduct by Fire Chief. Notwithstanding the foregoing, in the event that the Authority determines, in its sole discretion, that it is in the best interest of the OCFA for Fire Chief to be placed on paid administrative leave pending such an investigation, Fire Chief shall fully reimburse any salary provided for that purpose if the misconduct for which Fire Chief was under investigation results in Fire Chief being convicted of a crime involving an abuse of his office or position as defined in Section 7.A.2 of this Agreement. Fire Chief shall fully reimburse such salary no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

Section 7: Termination and Separation Pay

A. Termination by OCFA for Reasons Other Than "Cause"

1. If OCFA terminates this Agreement (thereby terminating Fire Chief's employment) without cause or for reasons other than "cause" as defined in Paragraph B below, and if Fire Chief timely executes and delivers to OCFA an original "Separation Agreement and General Release" in the form attached hereto as Attachment 1, and does not thereafter timely exercise his right to revoke said Separation Agreement and General Release, the OCFA shall pay Fire Chief a lump sum severance benefit equal to the monthly salary of Fire Chief at the time of separation multiplied by six (6).

2. Such Separation Pay is considered a cash settlement related to the termination of Fire Chief and shall therefore be fully reimbursed to the OCFA by Fire Chief if Fire Chief is convicted of a crime involving an abuse of his office or position. Abuse of office or position shall have the meaning set forth in Government Code section 53243.4, as may be amended, of either (1) an abuse of public authority, including, but not limited to, waste, fraud, and violation of the law under color of authority, or (2) a crime against

public justice, including, but, not limited to, a crime described in Title 7 (commencing with Section 92 of Part 1 of the Penal Code). Fire Chief shall fully reimburse such Separation Pay no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

B. Termination by OCFA With Cause

If the OCFA terminates this Agreement (thereby terminating Fire Chief's employment) with cause, Fire Chief shall not be entitled to any Separation Pay. As used in this Agreement, "cause" shall mean any of the following:

1. Conviction of a felony; or
2. Conviction of a misdemeanor arising out of Fire Chief's duties or performance under this Agreement; or
3. Misappropriation of public funds; or
4. Willful abandonment of duties consisting of the failure to report to work for five (5) consecutive working days (for reasons not medically related) and not notifying staff or the Board of Directors of his leave status; or
5. A willful and intentional failure to carry out materially significant and legally constituted policy decisions made by the Board of Directors; or
6. Any other intentional or grossly negligent action or inaction by Fire Chief that: (a) materially and substantially impedes or disrupts the operations of the OCFA or its organizational units; (b) is materially detrimental to employees or public safety; (c) violates properly established rules or procedures of the OCFA causing a material and substantial adverse impact on the OCFA; or (d) has a material and substantial adverse effect on the OCFA's interests as clearly delineated by properly established Board of Directors action, policy, regulations, ordinances, or OCFA Code provisions.

C. Termination by Fire Chief

Fire Chief may resign from his employment as Fire Chief and terminate this Agreement at any time upon giving at least thirty (30) days advance written notice to the Board of Directors during the term of this Agreement. Fire Chief shall not be entitled to any Separation Pay if he resigns.

Section 8: Confidential Information

Fire Chief acknowledges that in the course of his employment contemplated herein, Fire Chief will be given or will have access to confidential and proprietary documents and information relating to the OCFA, its residents, businesses, employees, and customers ("Confidential Information"). Such Confidential Information may include, but is not limited to, all information

given to or otherwise accessible to Fire Chief that is not public information or would be exempt from public disclosure as confidential, protected, exempt, or privileged information. Fire Chief shall hold the Confidential Information in trust for the OCFA's benefit and shall not disclose the Confidential Information to others not otherwise entitled to receive it without the express written consent of the OCFA. All Confidential Information shall be promptly returned to the OCFA immediately upon the effective date of any termination or resignation.

Section 9: Indemnification

A. Except for an act of misappropriation of public funds, or an indictment, the filing of an information, a plea of guilty or a plea of *nolo contendere* for a crime involving moral turpitude, OCFA shall defend, hold harmless and indemnify Fire Chief against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring within the scope of his employment as Fire Chief, using legal counsel of the OCFA's choosing in its sole discretion, in accordance with the provisions of California Government Code section 825, applicable provisions of the Tort Claims Act, and other applicable law. In the event there is a conflict of interest between the OCFA and Fire Chief in such a case such that independent counsel is required for Fire Chief, the OCFA shall pay the reasonable fees of such independent counsel as determined in the sole discretion of the Board of Directors. OCFA may compromise and settle any such claim or suit and pay the amount of any settlement or judgment rendered therefrom.

B. In the event that the OCFA provides funds for the legal criminal defense of Fire Chief, Fire Chief shall fully reimburse said funds to the OCFA if Fire Chief is convicted of a crime involving an abuse of his office or position as defined in Section 7.A.2 of this Agreement. Fire Chief shall fully reimburse to OCFA such criminal legal defense fees no later than six (6) months after the date such conviction becomes final and no longer subject to appeal.

Section 10: Notices

Any notices to be given hereunder by either party to the other shall be in writing and may be transmitted by personal delivery or by registered or certified mail, return receipt requested. Notices delivered personally shall be deemed communicated as of the date of actual receipt. Mailed notices shall be deemed communicated as of the date they are delivered.

Any notices required by this Agreement shall be addressed as follows:

IF TO OCFA:

Orange County Fire Authority
ATTN: Board of Directors
1 Fire Authority Road
Irvine, California 92602

IF TO FIRE CHIEF:

Brian Fennessy
[Address on File with Human Resources Department]

Section 11: Entire Agreement

This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the employment of Fire Chief by OCFA and contains all of the covenants and agreements between the parties with respect to that employment in any manner whatsoever. Each party to this Agreement acknowledges that no representation, inducement, promise, or agreement, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which is not embodied herein, and that no other agreement, statement, or promise not contained in this Agreement shall be valid or binding on either party.

Section 12: Modifications

Any modification of this Agreement shall be effective only if it is in writing and signed by the parties.

Section 13: Effect of Waiver

The failure of either party to insist on strict compliance with any of the terms, covenants, or conditions of this Agreement by the other party shall not be deemed a waiver of that term, covenant, or condition, nor shall any waiver or relinquishment of any right or power at any one time or times be deemed a waiver or relinquishment of that right or power for all or any other times.

Section 14: Partial Invalidity

If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions shall nevertheless continue in full force without being impaired or invalidated in anyway.

Section 15: Governing Law

This Agreement shall be governed by and construed in accordance with the laws of the State of California and all applicable OCFA Codes, Ordinances, Policies and Resolutions.

Section 16: Bonding

OCFA shall bear the full cost of any fidelity or other bonds required of Fire Chief under any law or ordinance, or any insurance policies in lieu thereof.

Section 17: OCFA's Policies and Procedures

The terms and conditions of Fire Chief's employment, including additional employment benefits of Fire Chief not specifically provided for in this Agreement, shall be governed by

OCFA's personnel policies and procedures and administrative regulations, to the extent not inconsistent with the provisions of this Agreement. In the event of any such inconsistency or conflict, the provisions of this Agreement shall govern.

Section 18: Fire Chief's Independent Review

Fire Chief acknowledges that he has had the opportunity to conduct, and has conducted, an independent review of the financial and legal effects of this Agreement. Fire Chief acknowledges that he has made an independent judgment upon the financial and legal effects of the Agreement and has not relied upon any representation of the OCFA, its elected or appointed officers and officials, agents or employees other than those expressly set forth in this Agreement. Fire Chief acknowledges that he has been advised to obtain, and has to the full extent of his choosing, availed himself of, legal counsel of his choosing with respect to the terms and provisions of this Agreement.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the date reflected above.

"OCFA"

Orange County Fire Authority,
a California Joint Powers Authority

By: _____


Ed Sachs

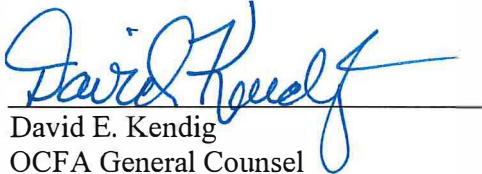
Chairman, OCFA Board of Directors

ATTEST:


Sherry A.F. Wentz
Clerk of the Authority

APPROVED AS TO FORM:

WOODRUFF, SPRADLIN & SMART, APC


David E. Kendig
OCFA General Counsel

"FIRE CHIEF"


Brian Fennessy

ATTACHMENT 1
Separation Agreement and General Release

This Separation Agreement and General Release ("Separation Agreement") is entered into by Brian Fennessy ("Fire Chief") and Orange County Fire Authority ("Employer"), in light of the following facts:

RECITALS

- A. Fire Chief's employment by Employer, and the Employment Agreement under which he was employed, have been terminated effective _____, 20__.
- B. Fire Chief is hereby informed that he has twenty-one (21) days from the effective date of the termination when he received this Agreement to consider it. Employer hereby advises Fire Chief to consult with an attorney before signing this Agreement.
- C. Fire Chief acknowledges that for a period of seven (7) days following the signing of this Separation Agreement ("Revocation Period"), he may revoke this Separation Agreement. This Separation Agreement shall not become effective or enforceable until the Revocation Period has expired.
- D. Fire Chief acknowledges that the Salary Payment referenced in paragraph 1 of this Separation Agreement represents all compensation due and payable to him through his termination. Fire Chief also acknowledges that Employer has made this Salary Payment without regard to whether he signs this Separation Agreement. The Salary Payment does not constitute consideration for this Separation Agreement.
- E. Fire Chief acknowledges that the Separation Pay referenced in paragraph 2 of this Separation Agreement is in excess of all amounts that are due and owing to him as a result of his employment by Employer.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

AGREEMENT

- 1. Receipt of Salary Payment. Fire Chief hereby acknowledges receipt of a check for all salary owing ("Salary Payment") from Employer.
- 2. Separation Pay. Following return to Employer of this Separation Agreement signed by Fire Chief and expiration of the Revocation Period, not having been revoked by Fire Chief, Employer shall make the applicable Separation Pay provided for under his Employment Agreement with Employer.

3. General Release. In consideration of the Separation Pay to be given to Fire Chief, and other good and valuable consideration, Fire Chief hereby releases and discharges Employer and its past and present elected and appointed officials and officers, employees, representatives, agents and attorneys, from all rights, claims, causes of action, and damages, both known and unknown, in law or in equity, concerning and/or arising out of his employment with Employer which he now has, or ever had, including but not limited to any rights, claims, causes of action, or damages arising under Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, the Fair Labor Standards Act of 1938, the Americans with Disabilities Act, the Meyers-Milias Brown Act, the Vocational Rehabilitation Act of 1973, the Family and Medical Leave Act of 1993, the California Moore-Brown-Roberti Family Rights Act, the California Unruh Civil Rights Act, the California Fair Employment and Housing Act, the California Labor Code, under any other federal, state, or local employment practice legislation, or under federal or state common law, including wrongful discharge, express or implied contract, breach of public policy, or violation of due process rights.

Fire Chief hereby waives and relinquishes all rights and benefits afforded by Section 1542 of the Civil Code of California. Fire Chief understands and acknowledges the significance and consequences of this specific waiver of Section 1542. Section 1542 of the Civil Code of California states as follows:

"A general release does not extend to claims which the creditor does not know or suspect to exist in his favor at the time of executing the release, which if known by him must have materially affected his settlement with the debtor."

Notwithstanding the provisions of Section 1542, and for the purpose of implementing a full and complete release and discharge of Employer and its past and present elected and appointed officials and officers, employees, representatives, agents and attorneys, Fire Chief expressly acknowledges that this General Release is intended to include in its effect, without limitation, all claims which he does not know or suspect to exist in his favor.

Fire Chief further acknowledges that he has read this General Release, that he understands that this is a general release, and that he intends to be legally bound by the same.

4. Complete Agreement. Except for the applicable provisions of the parties' Employment Agreement, which are referenced herein, this is the entire agreement between Fire Chief and Employer with respect to the subject matter hereof and this Separation Agreement supersedes all prior and contemporaneous oral and written agreements and discussions. It may only be amended in writing.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed as of the dates reflected below.

"FIRE CHIEF"

Dated: _____

By: _____

ORANGE COUNTY FIRE AUTHORITY

Dated: _____

By: _____

**FIRST AMENDMENT TO THE EMPLOYMENT AGREEMENT
BETWEEN ORANGE COUNTY FIRE AUTHORITY AND BRIAN FENNESSY**

This First Amendment ("Amendment") to the Agreement for Appointment of Brian Fennessy to the Position of Fire Chief ("Agreement") is entered into this 26th day of July, 2018, by and between Brian Fennessy and the Orange County Fire Authority ("Authority").

RECITALS

WHEREAS, the Authority's Board of Directors (the "Board") has appointed Chief Fennessy to the position of Fire Chief in accordance with the terms and conditions set forth in the Agreement which was entered into and effective April 16, 2018, and Chief Fennessy desires to continue to serve in this capacity and under the terms set forth therein;

WHEREAS, the parties desire to amend the Agreement on the terms and conditions set forth in this Addendum;

NOW, THEREFORE, in consideration of the mutual covenants specified herein, the parties agree as follows:

1. The parties hereby replace Section 5.C. in its entirety which states the following: "After the first year, future annual non-base building increases will be awarded automatically to ensure that the Fire Chief's salary when combined with this increase will equal five percent (5%) above the salary of Fire Chief's highest paid subordinate, excluding overtime. Such increases will be subject to deductions and withholdings of any and all sums required for federal or state income tax, and other deductions or withholdings required by then-current state, federal, or local law."

2. Section 5.C. is amended to read as follows: "After the first year increase set forth in Section 5.B., future adjustments to compensation or benefits, if any, shall be negotiated after or concurrently with the performance evaluations conducted pursuant to Section 4. Both parties acknowledge that any such compensation or benefit adjustments shall be discretionary with the Board of Directors."

3. Except as otherwise expressly provided in this Amendment, all of the terms and conditions of the Agreement remain in full force and effect.

Dated this 26th day of July, 2018.

BRIAN FENNESSY

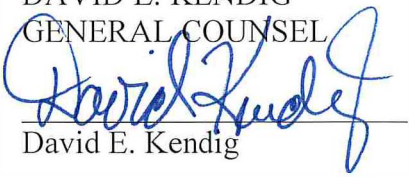


Brian Fennessy

APPROVED AS TO FORM:

ORANGE COUNTY FIRE AUTHORITY

DAVID E. KENDIG
GENERAL COUNSEL



David E. Kendig



Ed Sachs
Chairman, OCFA Board of Directors

**SECOND AMENDMENT TO THE EMPLOYMENT AGREEMENT
BETWEEN ORANGE COUNTY FIRE AUTHORITY AND BRIAN FENNESSY**

This Second Amendment ("Second Amendment") to the Agreement for appointment of Brian Fennessy to the position of Fire Chief ("Agreement") is entered into this 23rd day of May, 2019, by and between Brian Fennessy and the Orange County Fire Authority ("OCFA") (collectively referred to as "the Parties")

RECITALS

WHEREAS, the Board of Directors (the "Board") of OCFA has appointed Chief Fennessy to the position of Fire Chief in accordance with the terms and conditions set forth in the Agreement which was entered into and made effective April 16, 2018,

WHEREAS, the Parties entered into a First Amendment of the Agreement on July 26, 2018;

WHEREAS, Chief Fennessy desires to continue to serve in this capacity and under the terms set forth therein;

WHEREAS, the Parties desire to further amend the Agreement on the terms and conditions set forth in this Second Amendment;

NOW, THEREFORE, in consideration of the mutual covenants specified in the Agreement, the parties agree as follows:

1. Section 5.A. of the Agreement is hereby replaced in its entirety with the following: "As compensation for the services to be performed hereunder, effective May 23, 2019, OCFA agrees to provide Fire Chief an annual base salary of \$264,000 payable in equal installments at the same time and in the same manner that OCFA employees are paid. The OCFA shall also deduct from his annual base salary any applicable sums that Fire Chief is obligated to pay because of participation in plans or programs described in Section 6 of this Agreement."
2. Section 5.B of the Agreement is hereby amended to include the following provision: "After completion of Fire Chief's second full year of service, Fire Chief will receive a non-base building merit increase equal to \$20,000, which must be approved by Resolution of the Board."

[Continued on next page]

3. Except as otherwise expressly provided in the First Amendment and this Second Amendment, all of the terms and conditions of the Agreement remain in full force and effect.

Dated this 23rd day of May, 2019.

BRIAN FENNESSY



Brian Fennessy

APPROVED AS TO FORM:
DAVID E. KENDIG
GENERAL COUNSEL



David E. Kendig

ORANGE COUNTY FIRE AUTHORITY



Joseph Muller
Chairman, OCFA Board of Directors

**THIRD AMENDMENT TO THE EMPLOYMENT AGREEMENT
BETWEEN ORANGE COUNTY FIRE AUTHORITY AND BRIAN FENNESSY**

This Third Amendment ("Third Amendment") to the Agreement for appointment of Brian Fennessy to the position of Fire Chief ("Agreement") is entered into this 23rd day of July, 2020, by and between Brian Fennessy and the Orange County Fire Authority ("OCFA") (collectively referred to as "the Parties")

RECITALS

WHEREAS, the Board of Directors (the "Board") of OCFA has appointed Chief Fennessy to the position of Fire Chief in accordance with the terms and conditions set forth in the Agreement which was entered into and made effective April 16, 2018,

WHEREAS, the Parties entered into a First Amendment of the Agreement on July 26, 2018 (the "First Amendment");

WHEREAS, the Parties entered into a Second Amendment of the Agreement on May 23rd, 2019 (the "Second Amendment"). For ease of reference, the Agreement as modified by the First Amendment as further modified by the Second Amendment shall be collectively referred to herein as the "Amended Agreement".

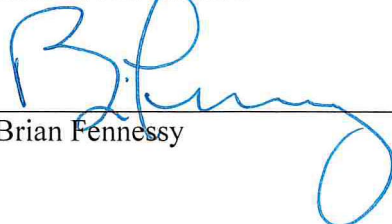
WHEREAS, the Parties desire to further amend the Amended Agreement on the terms and conditions set forth in this Third Amendment.

NOW, THEREFORE, in consideration of the mutual covenants specified in the Amended Agreement and herein, the parties agree as follows:

1. Section 5.B of the Agreement is hereby replaced in its entirety with the following: "Commencing after completion of Fire Chief's third full year of service, and after completion of each full year of service thereafter, the Board shall determine in its sole discretion whether the Fire Chief will receive a non-base building bonus of \$20,000 (the "Discretionary Bonus"). The final determination whether to approve any Discretionary Bonus shall occur in an open session meeting of the Board."
2. Except as otherwise expressly provided in herein, all of the terms and conditions of the Amended Agreement remain in full force and effect.

Dated this 23rd day of July, 2020.

BRIAN FENNESSY

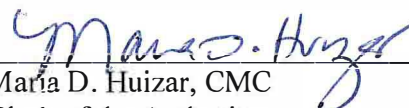


Brian Fennessy

ORANGE COUNTY FIRE AUTHORITY

By: 
Shelley Hasselbrink
Chair, Board of Directors

Attest:

By: 
Maria D. Huizar, CMC
Clerk of the Authority

Approved as to form:

WOODRUFF, SPRADLIN & SMART, APC

By: 
David E. Kendig
General Counsel



Orange County Fire Authority **AGENDA STAFF REPORT**

**Board of Directors Meeting
June 24, 2021**

**Agenda Item No. 4A
Public Hearing**

Review of the Fiscal Year 2021/22 Proposed Budget

Contact(s) for Further Information

Robert Cortez, Assistant Chief
Business Services Department

robertcortez@ocfa.org

714.573.6012

Tricia Jakubiak, Treasurer

triciajakubiak@ocfa.org

714.573.6301

Summary

This item presents the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget for review by the Budget and Finance Committee.

Prior Board/Committee Action

The CIP Ad Hoc Committee reviewed the Proposed CIP Budget with staff on April 14, 2021, and provided support for moving the CIP Budget forward to the Budget and Finance Committee and Board of Directors for approval. The Committee provided the following recommendation:

- Include list of Fire Stations with age and date of last major renovation in next year's budget book.

The City Managers' Budget and Finance Committee reviewed the FY 2021/22 Proposed Budget with staff on April 20, 2021 and recommended that the OCFA Budget and Finance Committee and Board of Directors adopt the FY 2021/22 Budget, as submitted.

At the May 12, 2021, meeting, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place on the Board of Directors agenda with modifications to the CIP for approval by 8-0 vote (Director Hasselbrink absent).

At the May 27, 2021 meeting, the Board of Directors reviewed the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget and raised a number of questions regarding past management decisions related to expenditures and purchasing activity. The Board directed, by 11-10 vote, to continue the review of the proposed budget to June, with the Budget and Finance Committee to drill down on answers to the questions asked of staff, and then forward that information to the Board at its June 24, 2021 meeting.

At the June 9, 2021, meeting, the Budget and Finance Committee reviewed the responses to Board of Directors' questions and comments made during the review of the Fiscal Year 2021/22 Proposed Budget and approved by 7-0 vote (Directors Bourne and Tettemer absent).

RECOMMENDED ACTION(S)

1. Conduct a Public Hearing.
2. Adopt the FY 2021/22 Proposed Budget as submitted.
3. Adopt the resolution entitled A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS ADOPTING AND APPROVING THE

APPROPRIATIONS BUDGET FOR THE ORANGE COUNTY FIRE AUTHORITY FOR FISCAL YEAR 2021/22.

4. Approve and authorize the temporary transfer of up to \$90 million from the Fund 190 Workers' Compensation Reserve Fund to the General Fund 121 to cover a projected temporary cash flow shortfall for FY 2021/22.
5. Approve and authorize the repayment of \$90 million borrowed funds from Fund 121 to Fund 190 along with interest when General Fund revenues become available in FY 2021/22.
6. Approve transfers from the General Fund 121 to CIP Funds and Settlement Agreement Fund totaling \$17,032,518.

Impact to Cities/County

The FY 2021/22 Proposed Budget results in a 4.5% increase in cash contract cities' base service charges. Total increases vary from city-to-city, based on added cost for new positions that are applicable to certain cities (for dollar impacts by city, please see page 27 of the Revenue section in the attached budget book).

Fiscal Impact

See attached FY 2021/22 Proposed Budget

Background

We are pleased to present the FY 2021/22 Proposed Budget for your review and consideration. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget meets our policy reserve requirements and is balanced for FY 2021/22 and for all five years of the five-year forecast. The FY 2021/22 Proposed Budget includes 1,535 funded positions with no position changes from the prior year. As a result of these factors, this budget provides a broad array of support to continue enhanced services to OCFA's jurisdictions.

Transfers from the General Fund to the CIP Funds and Settlement Agreement Fund are reflected in the proposed budget.

In addition, staff has prepared responses to a list of questions and comments made by the Board of Directors during the May 27, 2021 meeting, and supplemented that list with additional responses to questions from the June 9, 2021 Budget and Finance Committee meeting. Detailed responses have been provided for each question and comment (Attachment 1).

Attachment(s)

1. Responses to Board of Directors Questions and Comments Made During the Review of the Fiscal Year 2021/22 Proposed Budget (*redlined changes reflect modifications made to this report subsequent to the June 9, 2021 Budget and Finance Committee review*)
2. Staff Report from the June 9, 2021 Budget and Finance Committee Meeting
3. Proposed Budget PowerPoint Presentation*
4. Proposed Resolution*
5. FY 2021/22 Proposed Budget* - On file in the Clerk's Office and online at the OCFA website

**As provided at the May 27, 2021, Board of Directors Meeting.*

Response to Board of Directors' Questions and Comments Made During the Review of the Fiscal Year 2021/22 Proposed Budget

1. Topic: Mission Driven Culture (MDC)

- A. What are the details of the MDC contract with the International Association of Fire Chiefs (IAFC), and how does it correlate to Mission Centered Solutions (MCS)?

A contract was proposed by Chief Fennessy and approved by the Executive Committee on August 23, 2018, for the purposes of improving the OCFA's operational effectiveness through reinforcing the OCFA's culture of operations. This work was termed Mission-Driven Culture (MDC) and the work included measurement, doctrinal development and support activities, and leadership development for an amount not-to-exceed \$880,000 (Exhibit 1-A). The contract was issued to the IAFC, and the IAFC's scope of work indicated that "the IAFC proposed that the programs be conducted by the IAFC using Mission-Centered Solutions (MCS) and Oklahoma State University under subcontract (page 3 of Scope of Proposed Work, under Project Component Overview, included with Exhibit 1-A).

A total of 103 OCFA employees participated in the Fireline Leadership - At the Point of the Spear (L-380) leadership development training, which was offered during five separate sessions from March 5, 2018 through February 7, 2019. In addition, 15 OCFA employees participated in one All Hazards Incident Leadership (L-381) leadership development training which took place March 2, 2020 through March 6, 2020. No additional L-380 or L-381 leadership development training sessions have been offered.

- B. Why did the contract change from IAFC to Mission Centered Solutions (MCS)?

On September 24, 2020, the Executive Committee authorized a transition of the contract from IAFC to MCS (Exhibit 2). [See Note 1]¹. Up to that time, the subcontractor (MCS) had been providing the majority of the mission-driven culture development services and the work by Oklahoma State University was complete, so staff presented to the Executive Committee the option to continue the program directly with the actual provider, MCS. The organizational restructuring at the IAFC was causing problems with their ability to sustain a program manager and facilitate work between the OCFA and the subcontractor. The cost of the IAFC's overhead role was seen as unjustified and the unused funds could be redirected to more productive tasks, including new related challenges posed by the COVID-19 response. The staff report described the transition as follows: "In order to continue supporting the Mission-Driven

¹ Although the MDC contract was not formally transitioned from IAFC to MCS until September 2020, work was completed by MCS for "COVID-19 Response Support" with five payments issued directly to MCS before this September 2020 transition date, per work-authorization by Chief Fennessy, and as contractually authorized per Amendment One to the contract with IAFC dated July 22, 2019 (Exhibit 1-B). The aggregate total of these five payments issued to MCS from April to August 2020 was \$138,793.98 and these transactions were provided to Purchasing for processing "in conjunction with B01883" (the original IAFC/MDC contract of \$880,000). To stay within the Board authorized limit of \$880,000 for work performed, the blanket order B01883 was reduced with each of these five transactions. In addition, separate payments were issued to MCS in December 2018 (under \$5,000) for "keynote speaker – US&R Sponsoring Agency Chiefs Meeting" (separate from the IAFC/MDC contract).

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Culture development training program, staff is recommending approval to shift the services and remaining balance of the agreement with IAFC to MCS. The recommended agreement will be issued for a two-year term in an amount not to exceed \$391,700, utilizing unspent funding from the existing agreement with the IAFC. Upon approval, staff will issue a formal termination notice to the IAFC."

Following approval by the Executive Committee, a notice of termination was sent to IAFC informing them of the change (Exhibit 3). Although no cause for termination was required in this case, due to organizational restructuring at the IAFC, along with limitations due to COVID-19, continuing services with the IAFC became unsustainable. As such, Chief Fennessy drafted language to balance the sensitivity of OCFA terminating the contract while maintaining positive relations with the IAFC. The notice of termination reads, "COVID-19 had forced the department to readjust priorities and schedules. As a result, we will be terminating the current 3-year professional services contract..." [Emphasis added.] Furthermore, the notice goes on to say, "Per Section 8.5 of the Agreement, the Authority is exercising its right to terminate without cause and hereby issues this Notice of Termination..." Termination..."

C. If there are other firms that provide leadership programs, why didn't OCFA go out to RFP?

As referenced in the Special Procurement Justification Form (Exhibit 2), MCS Mission Driven Culture training program was designed specifically for the fire service agencies with an understanding of the unique leadership challenges and culture. The MCS development programs are currently being used by most wildland fire cooperators and many regional fire agencies. Sharing the same programs and doctrine is advantageous from an interoperability standpoint. MCS's programs are also uniquely dual-certified in both NWCG and DHS/FEMA educational systems and have undergone the additional 3rd party vetting associated with such certifications to assure applicability and alignment with the national response standards.

MCS was the subcontractor under the IAFC agreement and the primary training facilitator since the start of the development training program. Although there are other training providers, engaging MCS directly for the two final years of the program ensured consistency and continuity of the leadership development, and MCS has had additional capability to offer the continuity of services and integrated doctrine the OCFA sought.

OCFA's MDC development training program began in 2018, and MCS was the primary provider for that portion of the classroom work that was completed. The original scope of work contemplated delivery of 20 classroom courses. OCFA ultimately only utilized 5 of the 20 planned courses due to low enrollment numbers. In direct response to the low enrollment, project effort was refocused from the classroom-portion of the scope of work, to alternative leadership development platforms tied to Mission Driven Culture.

D. What is account 6001 and why doesn't this line item appear in the Proposed FY 2021/22 Budget?

As authorized by the Executive Committee, the MDC/IAFC/MCS contract was funded as a one-time expense, using unexpended fund balance remaining from FY 2017/18. Upon contract

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award in 2018, the not-to-exceed funding of \$880,000 was set-aside (or allocated) for use on this project. Because the funding came from prior fiscal year resources, it no longer appears as a new source of funding in the next fiscal year’s budget. Multi-year projects, such as MDC, are accounted for and carried over into the following fiscal year via the “Carryover of Uncompleted Multi-Year Projects” process, which is reviewed by the Budget & Finance Committee and approved by the Board annually (Exhibit 4 includes a staff report and attachments).

For the MDC program, a specific Org number (program account) 6001 was established in Fiscal Year 2018-19 to track these funds and associated costs. This is similar to how other multi-year programs and projects are accounted for and managed. Given that MDC funds are from prior fiscal year resources, there is no new funding line item in the FY 2021-22 Proposed Budget for the program. [See Note 2.]²

On September 24, 2020, the Executive Committee approved the transfer of the organizational cultural and leadership development services, including remaining agreement balances of \$391,700 from the IAFC to MCS. Following are the amounts expended and remaining contract balance since the contract was transferred to MCS:

<i>Leadership/Project Management Support Activities</i>	<i>Amount</i>
<i>COVID-19 Strategic Plan [See Note 1 on Page 1]</i>	<i>\$4,800</i>
<i>FIRIS Strategic Planning & Program Review</i>	<i>\$31,550*</i>
<i>QRF Meeting Facilitation</i>	<i>\$1,025</i>
<i>Amount Expended Since Transferring to MCS</i>	<i>\$37,375</i>
<i>MCS Contract Remaining Balance</i>	<i>\$354,325</i>

**\$31,550 in MCS costs were reallocated to the FIRIS 2.0 Program budget and submitted to Cal OES for reimbursement.*

There are sections of the scope of work approved by the Executive Committee that are tied specifically to Mission Driven Culture consulting services completed in response to the large-scale incident management necessitated by COVID-19. Similarly, there is work completed to

² It is worth noting that each Fiscal Year, an “Adopted Budget” is produced as a primary policy level budget book, and a “Budget Detail” is produced as a secondary budget document for guiding employees. The Adopted Budget contains budget policies, goals and accomplishments, five-year forecasts, revenue details, and budget details for the overall OCFA organization, as well as budget values by section. The Budget Detail contains details for internal employees about who to contact in the Budget Section for guidance, what account coding to use when requesting purchases, chart of accounts, organization numbers (such as the above referenced “org 6001”), and instructions on how to complete a purchase requisition, etc. Since the Budget Detail book contains a listing of all organizational account codes, the listing will demonstrate the org 6001 discussed herein, whether the new fiscal year budget includes new funding allocations for this org or not. However, the Budget Detail book for FY2021/22 won’t be produced until after the FY2021/22 budget is adopted. If any Board members or employees or look at past Budget Detail books, they will find org 6001 on the organization number list in that book.

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establish a Mission Driven Culture surrounding major efforts such as the FIRIS programs. The work for these programs is foundational and will be used by OCFA as a framework for future large incidents and major projects.

All the above activities were supporting activities to assist the staff in implementing strategic planning processes using the MDC principles and training tool set. The amount of work for these organizational efforts included process facilitation, training, data captures, and staff coaching.

E. Please provide a vendor reconciliation of Org 6001 Mission Driven Culture.

In April of 2018, the Mission-Driven Culture (MDC) budget was set at \$880,000. Following is a reconciliation of amounts paid to both the International Association of Fire Chief's and Mission Centered Solutions for the delivery of services in relation to MDC.

<u>Vendor</u>	<u>Amount</u>	<u>Services Provided</u>
<u>International Association of Fire Chiefs (IAFC)</u>	<u>\$349,500</u>	<u>At the Point of the Spear (L-380), Transforming Response Initiative (L-381), Project Management, Operational Doctrine, DC/BC Interviews, and OCFA Leadership meetings</u>
<u>Mission Centered Solutions (MCS)</u>	<u>\$176,169</u> <u>(\$31,550)*</u>	<u>COVID-19 response services. Consultation and support. Developed lessons learned collection system and strategy. Established COVID-19 online repository system. FIRIS Operational and Strategic Planning. QRF meeting facilitation.</u>
	<u>\$385,881</u>	<u>Org 6001 Remaining Balance</u>

**Note that \$31,550 in MCS related expenses were reallocated to the FIRIS 2.0 Program budget and submitted to Cal OES for reimbursement.*

2. Topic: OCFA Vehicle Purchases

- A. CSAC has a contract with Enterprise for leasing of vehicles, and the Kern County Sheriff also leases through Enterprise for public safety vehicles in order to save money. Can OCFA explore leasing of vehicles in lieu of purchasing?

A similar question was raised during the Budget and Finance Committee (B&FC) review of the proposed budget. As staff reported to the Board on May 27, 2021, staff will be pleased to undertake a thorough review of vehicle lease options for potential cost savings to OCFA and report back through the B&FC and Board with input from the analysis. In the event a cost-savings opportunity is identified for OCFA, staff will propose corresponding adjustments to the Capital Improvement Program (CIP) budget along with any required Board actions for implementation.

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- B. During the B&FC budget presentation, staff stated that continued reliance on old vehicles becomes costly to maintain vs. purchasing new replacement vehicles. Can staff please provide data in support of this statement?

Yes, staff will report back to the B&FC with comparative analysis regarding the retention of older vehicles vs. purchase of new replacement vehicles.

3. Topic: Labor Negotiator Contract

- A. OCFA's contract with its independent labor negotiator, Liebert Cassidy Whitmore (LCW), includes compensation for travel time at the negotiator's contracted hourly rate. This compensation has amounted to 16.7% of billed costs year-to-date for FY 2020/21. Why doesn't OCFA pay LCW the prevailing federal mileage rate for travel at 57 cents per mile instead of the contracted hourly rate?

In 2017, the Board appointed an Ad Hoc Committee to specifically review the matter related to LCW's billing for travel time. As a result, the matter was reviewed and evaluated by the Ad Hoc Committee, the Executive Committee, and then submitted for action to the full Board of Directors.

On May 25, 2017, the Board of Directors considered two options that LCW had proposed to OCFA for handling travel costs in the LCW contract.

- Option 1 provided for continued billing at the contracted hourly rate (\$350) for hours spent performing work for the client, as well as hours spent traveling to/from client meetings.*
- Option 2 provided for billing at a higher hourly rate (\$425) only for hours spent performing work for the client, and excluding all travel time.*
- LCW did not propose or offer an option that would have allowed for billing of travel time at the prevailing federal mileage rate of 57 cents per mile.*

Upon review of this agenda item, the Board of Directors unanimously approved Option 1 for the LCW contract for a three-year term, to include billing for travel time at the contracted hourly rate. As a result, OCFA does not pay LCW the prevailing federal mileage rate for travel, but rather pays based on the contractual terms authorized by the Board of Directors.

On June 28, 2018, the Executive Committee authorized an increase to the annual value of the LCW contract, and on March 26, 2020, the Executive Committee approved a three-year extension to the LCW contract (Exhibit 5 includes staff reports and minutes for all three actions).

4. Topic: Portal-to-Portal Overtime (Girls Empowerment Camp in San Diego and Orange County Vaccination Pods)

- A. Why did Chief Fennessy authorize payment of portal-to-portal overtime to personnel to work at the San Diego Fire & Rescue Department's Girls Empowerment Camp?

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OCFA's FY 2020/21 Strategic Goals include the following objective: "Implement actions to increase the diversity of OCFA's workforce and to improve the OCFA's inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations." OCFA has hosted a Girls Empowerment Camp (GEC) of its own twice as a measure to increase the diversity of OCFA's future workforce. Given the goal to demonstrate to girls the opportunity for a future in fire service, it is beneficial to have female facilitators working at the event. OCFA has benefitted from participation of its own female firefighters and professional staff at OCFA's own GEC event, as well as participation of female firefighters from neighboring fire departments. In return, we support participation by our OCFA employees to work at the GEC events for our neighboring fire departments. Neighboring agencies that routinely host GEC events include San Diego and Los Angeles.

Our employees who participate in these events are authorized to wear their OCFA uniform and they are acting on behalf of OCFA in their support of the neighboring departments, and therefore, we concluded that payment for the time allocation was appropriate. For the most recent San Diego GEC, a memorandum was provided to all employees informing them of the event and capping the allocation of compensated time. Specifically, the memo stated as follows: "Those who volunteer for the event should enter their actual overtime hours worked, not-to-exceed 8 hours per day, for each day of the GEC event" (Exhibit 6). OCFA employees participated for the two-day event, with a total estimated overtime cost of \$4,610.86. [See Note 3]³

In 2019, the OCFA held its first Girls Empowerment Camp (GEC) at OCFA Headquarters, Training Grounds, which ran from June 29 to June 30 with an estimated 61 participants. The free two-day camp open to teens ages 14-18, introduced participants to the fire service and provided them with realistic, hands-on overview of firefighting. The GEC program empowers participants with life skills and professional guidance that encourages them to pursue a career in public safety. In 2019, personnel from the Los Angeles City Fire Department and Long Beach Fire Department supported OCFA's GEC. In 2020, the OCFA hosted its second free two-day GEC from March 7 through the 8th with an estimated 71 participants. Personnel from the City of San Diego Fire Department supported OCFA's GEC in 2020.

Portal-to-portal pay for firefighters typically refers to the time they leave their house to work an emergency incident to the time they return home including sleeping time. As indicated

³ The April 13, 2021 memo further stated: "Employees who are interested **and available to work** on April 17-18, 2021 may contact the following at SDFD." Employees who were already scheduled to be on-duty with OCFA would not have been deemed **available to work** at the GEC. In researching time entries for this event, we found that one OCFA employee (Employee A) who was scheduled to be on-duty with OCFA during the event instead entered time as a special assignment, which resulted in another employee (Employee B) being forced to work overtime to cover Employee A's shift while Employee A worked at the GEC. Employee A has since been required to correct the time entry to reflect use of accrued leave time for all hours outside of the capped 8 hours of the GEC. This Employee A was not paid overtime for the hours worked since they occurred during the employees scheduled on-duty shift.

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above, the time authorized for service to the GEC was capped at actual overtime hours worked, not-to-exceed 8 hours per day.

- B. Why did OCFA authorize payment of portal-to-portal overtime for personnel to work on the COVID-19 vaccine Pods?

Portal-to-portal pay was not authorized for personnel who worked at the COVID-19 vaccination PODs. Employees assigned to the PODs were authorized to be compensated for actual hours worked, which may have included some overtime, but not 24 hours/per day (and not including sleep time).

5. Topic: Meals Purchased from Orange Hill Restaurant

- A. We have been made aware that \$100,000 was paid to Orange Hill restaurant for provision of meals to OCFA personnel during COVID. How is this explained? And will this be reimbursed through FEMA?

During the early stages of the COVID-19 pandemic, OCFA activated its Incident Management Team (IMT) to coordinate OCFA's actions and response during the first stages of the pandemic. The IMT was tasked with ensuring the continuity of operations for OCFA staff. This necessitated the purchase of commodities such as personal protective equipment, technology to enable staff to work remotely, enhanced security and sanitation services, and consumables including meals for a large number of personnel serving 24/7 on the IMT.

Three meals a day were being purchased for approximately 120 personnel, during a time when many restaurants and businesses were completely closed down. One of the providers from which meals were purchased included the Orange Hill Restaurant. A summary of emergency purchasing activity in connection with the COVID pandemic, by vendor, was submitted to the Executive Committee on September 24, 2020 (Exhibit 7).

The total cost of meals purchased from Orange Hill Restaurant was \$136,624.52 during March and April, 2020. A total of 6, ~~646,708~~ meals were purchased for an average cost per meal of \$20. ~~5637~~. The COVID-19 IMT meals at Orange Hill Restaurant have been submitted for reimbursement as a component of the FEMA Public Assistance claim for project costs from January through June 2020. Following is correspondence between OCFA and FEMA as it relates to meals submitted for reimbursement:

FEMA Request to OCFA: Procurement - *The Applicant needs to confirm that the meals are in accordance with FEMA PAPPG policy. Applicants often provide meals for emergency workers. Provision of meals, including beverages and meal supplies, for employees and volunteers engaged in eligible Emergency Work, including those at EOCs, is eligible provided the individuals are not receiving per diem and one of the following circumstances applies: 1) Meals are required based on a labor policy or written agreement that meets the requirements of Chapter 2:V.A.1; 2) Conditions constitute a level of severity that requires employees to work abnormal, extended work hours without a reasonable amount of time to provide for their own meals; or 3) Food or water is not reasonably available for employees to purchase. FEMA only*

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reimburses the cost of meals that are brought to the work location and purchased in a cost-effective and reasonable manner, such as bulk meals. FEMA does not reimburse costs related to group outings at restaurants or individual meals. Please have the Applicant describe how their meal purchases meet these requirements.

OCFA Response to FEMA: Yes, the meals were provided according to PAPPG (V3.1 2018, page 63). Our employees do not receive per diem and they worked abnormal, extended work hours, and did not have a reasonable amount of time to provide for their own meals. The meals were purchased in bulk, packed individually, and brought to the work location.

Staff has not yet received a response from FEMA regarding whether these costs will be approved or denied for reimbursement.

6. Topic: Brown Marketing - Media Services

- A. We were provided an internal memo indicating that an individual named David Hicks was being hired by OCFA, and a subsequent memo rescinding the first memo. Please explain what occurred?

In April 2020, following completion of final interviews that resulted from an open recruitment to fill the OCFA position of Public Relations Manager, an internal memo was mistakenly distributed announcing the selection of a candidate. The announcement was immediately found to have been sent prematurely since the remainder of the hiring process that typically follows final interviews had not yet been completed. As a result, the memo was rescinded pending completion of the process. Ultimately, a different finalist was hired, and a new announcement was distributed internally upon completion of all elements of the hiring process.

The Public Relations Manager position at OCFA has a broad range of responsibilities, including development, management, and administration of strategic community education, media relations, and communications of OCFA initiatives for external and internal audiences of OCFA. This position is responsible for management of the Community Educators, with the Community Education Supervisor reporting directly to the Public Relations Manager.

- B. We have documents showing that subsequent to the internal memos, purchase orders were issued to Brown Marketing, that resulted in work being performed by an individual named David Hicks, employed by Brown Marketing. How is this explained?

The purchasing transactions with Brown Marketing were submitted by Communications Director Colleen Windsor as the requesting section manager and authorized by the Chief Procurement Officer within the thresholds delegated to management, to accomplish a specified scope of work (see deliverables described below). The work performed by Brown Marketing originated prior to the above referenced recruitment memos, therefore work had already been awarded to that agency prior to involvement of Mr. Hicks in an OCFA recruitment. In addition, the work performed by Brown Marketing is separate and distinct from the ongoing responsibilities assigned to the Public Relations Manager.

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C. What deliverables did OCFA receive as a result of the purchase orders issued to Brown Marketing?

- *Corporate Communications Department - media buys and professional social media services for the OCFA drowning prevention program. [\[See Note 4\]](#)⁴*
- ~~*Sponsorship solicitation packets for the OCFA Foundation. [\[See Note 5\]](#)⁵*~~
- *Human Resources, Recruitment Division – graphic design and Clear Channel posters for the firefighter trainee advertising campaign.*

D. Why do we have multiple contracts with Brown Marketing?

In accordance with Section 1-20 of the Purchasing Ordinance, staff approved an agreement and Purchase Order with Brown Marketing Strategies in August of 2019 in the amount of \$10,000 for the Corporate Communications department for the Drowning Prevention campaign. In October of 2019, the agreement was increased to an amount not to exceed \$20,000. The related Purchase Order was cancelled with no expenditures having been paid against it, and it was replaced with a Blanket Purchase Order (more suitable for ongoing services). In September of 2020, the Blanket Purchase Order was increased by an additional \$30,000 to an aggregate amount not to exceed \$50,000. That blanket order and contract expired on September 30, 2020.

Separate and distinct from the drowning prevention efforts included in the scope of work for Corporate Communications, a Human Resources Manager engaged directly with Brown Marketing Strategies for firefighter academy recruitment efforts. The value of this work effort totaled \$48,994.

⁴ Additional deliverables were obtained through Brown Marketing in relation to a recruitment for reserve firefighters to serve the area of Emerald Bay. The work for this project was authorized by the Communications Director and performed/coordinated through Brown Marketing in March-June 2021, after the above referenced BO had expired in September 2020. This additional work was not processed through the OCFA's Purchasing Section for pre-approval, as the Communications Director initially believed that the above referenced BO was still effective. Two invoices for deliverables in connection with this project (through a third-party vendor) were paid by the Communications Director with her Cal-Card totaling \$8,951. In addition, we've been advised that additional invoices payable to Brown Marketing for this work are yet to be received. This matter is under review for follow-up.

⁵ Sponsorship solicitation packets and other related services were purchased from Brown Marketing by the Foundation at a total cost of \$4,418.17. A portion of this work was initially paid by OCFA and is being charged to the Foundation via a journal voucher for reimbursement. Since this work was not a deliverable for OCFA, we removed this project deliverable from the detail in 6.C.

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E. How much did we spend with Brown Marketing?

Since 2019, the OCFA has paid \$83,361.07 in combined total for the two separate contracts described above (Corporate Communications BO and Human Resources BO). Payments funded by the OCFA Foundation [See Note 5] to Brown Marketing total \$4,418.17. In addition to these paid invoices, the Communications Director has indicated that she has continued to engage Brown Marketing for boosted digital, social media services, and recruitment postcard mailers related to a recruitment for reserve firefighters to serve the area of Emerald Bay, and additional invoices in connection with this work are yet to be received [See Note 4].

7. Topic: Capital Improvement Program (CIP) – Essential Project

- A. It was mentioned that during the B&FC meeting, staff referred to a CIP project at the Los Alamitos Joint Forces Training Base as being essential. However, when questioned about this project, staff easily dismissed the need for this project. Please explain.

During discussion of this project with the B&FC, the Committee raised questions that staff was not yet prepared to answer since the full project scope and the variety of intended uses was still under development. Considering that staff was unable to adequately answer the questions, we informed the B&FC that we would first finish developing the scope, and then return at a later date with more information in order to request approval of this line item in the CIP. Staff did not dismiss the need for this project, but rather suggested deferral, with intentions of being more prepared and responsive to address the Committee's questions.

In regards to the discussion relative to the project being essential, when building the CIP plans, staff must make determinations of the relative importance of projects in order to begin advance budgetary planning. It is often the case that all of the details associated with a particular CIP project are not yet known when the project is requested in the CIP for budgetary approval. For example, when we request new station construction projects, staff deems them essential. We often have not yet identified exact locations for these new stations, which can cause delays and deferrals of the project, yet they are still essential projects. The same is the case with this CIP project in question. Staff has deemed it essential, but many details still need to be determined and staff will return for approval at a later date.

8. Topic: AP Triton

- A. Was a prior AP Triton contract already approved by the Board, roughly for \$80,000? And did OCFA already pay for the same work that was recently proposed again for Board approval as a special procurement?

In 2019, an initial purchase order was requested by Chief Fennessy and authorized by the Chief Procurement Officer within the thresholds delegated to management, to accomplish a specified scope of work. The value of this purchase order was \$50,000. Since this initial purchase order was within thresholds delegated to management, this item had not been previously reviewed or approved by the Board. Furthermore, the work was different, in that

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this initial work was only for completion of initial analytics to estimate the values within the Orange County transport system. AP Triton performed initial consulting analytics for OCFA in advance of the County completing its RFP process for new 911 Emergency Ambulance Transport contracts. This was time sensitive as OCEMS had paused their contract award at OCFA request. AP Triton also completed a Power-Point Presentation that was presented to the OCFA's City Manager Technical Advisory Committee (TAC) on July 11, 2019. AP Triton was to present at the Board of Directors meeting, however then Board Chair Joe Muller strongly recommended to the Fire Chief that he pull the item from the agenda.

In 2020, the term of the initial purchase order was extended for one additional year and expires June 30, 2021. A total of \$27,817 has been paid to AP Triton for their services.

- B. It appears the prior contracted work was never completed, nothing ever went forward to the Board as a result or deliverable, and now the Board is being requested to approve a special procurement again for \$90,000 with the same vendor, AP Triton, for similar services.

In 2021, and via a proposed EMS Optimization Study, the OCFA intended to hire AP Triton as an experienced and qualified consulting firm to conduct an EMS Optimization Study of its existing emergency medical services delivery system. This was to include an evaluation of the potential feasibility of adding ground emergency medical transport services. It was also to include benchmarking our delivery services against other systems and to provide recommendations for improvements to EMS service delivery and future strategies. This is different and not part of AP Triton SOW in 2019.

Following the February 25, 2021 Board discussion of the proposed AP Triton special procurement, Chief Fennessy sent a memo to the Board to transmit information from the prior contracted work (Exhibit 8), which included a staff report that had been agendaized for the Board's discussion on July 25, 2019; however, Chief Fennessy was requested to pull the item by several Directors and the then-OCFA Board Chair, Director Muller. As a result, no discussion occurred with the Board relative to the prior work.

9. Topic: Purchasing

- A. In order to enhance accountability, transparency and more openness, we would like to see some sort of after the fact reporting for purchases made within the Purchasing Manager's authority.

Purchasing Reports - *Staff has prepared a purchasing report in response to the Board of Directors request to enhance accountability and transparency of purchases made within the Chief Procurement Officer thresholds. The purchasing report will be provided on a quarterly routine basis as a receive and file item and will identify purchases made within the Chief Procurement Officer management authority. The Board has previously authorized management to make purchases as follows:*

- 1) The Purchasing Ordinance No. 008 (Ordinance) and the Roles/Responsibilities/Authorities Matrix (Matrix) provides the Chief Procurement Officer authority to enter into various types*

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of agreements below specified dollar limits, provided that the contract results from a competitive solicitation.

- 2) *Per Section 1-20 Small Purchases provision of the Purchasing Ordinance, any contract for the purchase of supplies, equipment, and services (including maintenance) not exceeding \$50,000 may be made by the Chief Procurement Officer in accordance with the small purchase procedures authorized in the Ordinance.*

Staff will initiate this quarterly reporting starting with the 3rd Quarter FY2020-21 Purchasing Report scheduled as a receive and file item for B&FC consideration at its June 9, 2021 meeting (Exhibit 9). The report captures the Purchase Order (PO) and Blanket Order (BO) date, number, amount, responsible department, vendor name, and brief description of services/goods provided.

Reporting out of Emergency Purchases – *Per the **Roles/Responsibilities/Authorities Matrix**, emergency purchases in excess of the amounts delegated to the Authority Management must be reported at the next Executive Committee meeting. Most emergency purchases are related to maintenance/repair of facility/equipment and logistical needs for fire incidents, which are short term in duration and reported to the Executive Committee at the next meeting following the emergency when they exceed management's authority threshold.*

The most recent emergency that OCFA encountered is that of the COVID-19 Pandemic, which is an emergency that has a much longer-term duration than the typical emergencies we have encountered in the past. For the COVID-19 Pandemic, staff provided a reconciliation of Emergency Procurements to the Executive Committee on September 24, 2020 (Exhibit 7).

B. When were the Purchasing Ordinance and our Purchasing Procedures last updated?

There are a number of procurement policy documents that help guide the purchasing process within the OCFA that are updated at different intervals depending on organizational needs, compliance with state codes, best practices, and recommendations provided by our governing board.

*The **Purchasing Ordinance**, based upon the Model Procurement Code (MPC) established by the American Bar Association, was approved by the OCFA Board of Directors on May 26, 2016. Enacting enabling legislation based upon the MPC, as OCFA did in 2016, is considered a best practice for government agencies. (At the Board's direction, the Purchasing Ordinance will be updated at the July 2021 Board meeting, and staff will not be proposing to utilize the Special Procurement authority prior to the Board's action on those amendments.)*

*The roles, responsibilities, and authorities that have been delegated by the Board of Directors to the subcommittees or to management are documented in the **Roles/Responsibilities/Authorities Matrix**, including dollar thresholds that are delegated to management for various types of purchasing transactions. The matrix is updated and approved by the Board from time to time, most recently in April 2019.*

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*At their respective May 2018 meetings, both the Budget and Finance Committee and the Board of Directors reviewed and provided input on the newly created **Procurement Policy Manual**. While the Ordinance served as a high-level framework that provided the legal foundation for all procurement functions for OCFA, the Policy Manual was developed to provide more in-depth guidelines for staff related to the various procurement methods and thresholds, and drew extensively from the policies of other government agencies, including the County of Orange. Staff updated the Procurement Policy Manual in May of 2021 to include updated statutory thresholds for public works contracts and federally funded awards, updated design-bid-build prequalification procedures as affirmed by the Board, and other housekeeping items.*

Following is a list of our procurement policy documents and the date the document was last revised:

<i>Procurement Policy Document</i>	<i>Date of last Revision</i>
<i>Purchasing Ordinance No. 008*</i>	<i>May 2016</i>
<i>Roles/Responsibilities/Authorities Matrix*</i>	<i>April 2019</i>
<i>Procurement Policy Manual**</i>	<i>May 2021</i>

**Approved by the Board of Directors.*

***Reviewed by the Board in 2018. Staff updated in May 2021*

- C. Provide a historical list of sole source and special procurements under \$50K and their justification

Please note, and as previously mentioned, special procurements can only be approved by the Executive Committee or Board of Directors. Staff will need additional time to gather the information requested regarding “sole source” procurements under \$50,000.

Exhibits:

1. **(1.A)** Staff Report from the Executive Committee Meeting held on August 23, 2018 re: Mission Drive Culture Organizational and Leadership Development
1. **(1.B)** Amendment One to IAFC Contract, dated July 22, 2019
2. Staff Report from the Executive Committee Meeting held on September 24, 2020 re: Mission Drive Culture Organizational and Leadership Development
3. Letter to the International Association of Fire Chief dated October 19, 2020 re: OCFA Blanket Order 01881-1 – Leader and Command Education Development Training
4. Staff Report from the Board of Directors Meeting held on September 24, 2020 re: Carryover of FY2019/20 Uncompleted Multi-Year Projects
5. Staff Reports and Minutes from the Board of Directors Meetings held May 25, 2017, June 28, 2018, and March 26, 2020 re: Professional Labor Negotiation Services
6. Memorandum to All Operations Personnel from Brian Fennessy, Fire Chief dated April 13, 2021 re: Volunteers Needed for SDFD's Girls Empowerment Camp, April 17-18, 2021
7. Staff Report from the Executive Committee Meeting held on September 24, 2020 re: Reconciliation of Emergency Procurements in Response to the COVID-19 Pandemic
8. Memorandum to OCFA Board of Directors from Brian Fennessy, Fire Chief dated March 8, 2021 re: Prior Work Performed by AP Triton for OCFA
9. Purchasing Report, 3rd Quarter – FY 2020/21

ITEM 4A
Attachment 1
Exhibit 1A
Pages 1-79



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
August 23, 2018

Agenda Item No. 3B
Consent Calendar

**Mission-Driven Culture
Organizational and Leadership Development**

Contact(s) for Further Information

Brian Fennessy, Fire Chief

brianfennessy@ocfa.org

714.573.6010

Summary

This agenda item is submitted for approval for a sole source contract with the International Association of Fire Chiefs (IAFC) for mission-driven culture organizational and leadership development.

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

Approve and authorize the Purchasing Manager to execute the proposed Professional Services Agreement with International Association of Fire Chiefs for three years in an amount not to exceed \$880,000 (Year One-\$472,500, Year Two-\$306,500 and Year Three-\$101,000) for mission-driven culture education development training.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Unexpended fund balance remaining from the FY 2017/18 is proposed for use to fund the one-time cost of this three-year training program. Future funding to sustain the program will be provided through the OCFA's annual organizational training budget.

Background

Sole Source Justification

IAFC has partnered with Mission-Centered Solutions and Oklahoma State University to provide implementation support for the MCS training program as provided in the scope of work. IAFC, is a non-profit organization that supports the advancement of fire services locally, as well as internationally. The leader and command education development training are the foundation of IAFC's Transforming Response Initiative, a development program designed to build adaptiveness, cohesiveness, and resiliency within fire service organizations. These programs have been approved by the Department of Homeland Security and the Federal Emergency Management Agency through California Office of Emergency Services.

While there are other firms that offer leadership programs, the training program available through IAFC was designed specifically for fire service agencies with an understanding of the unique culture. The proposed culture development program includes tools and workforce training programs, doctrine development and integration assistance, as needed consultation for planning and program support, and pre- and post-program cultural measurements.

Leader and Command Education Development

As the Fire Chief, one of my top priorities is improving operational culture and leader development. The leader development training program offered by IAFC will support, reinforce, and model the values and behaviors needed to move the organization towards a more mission-driven culture. Mission-Driven Culture describes a set of principles for operating successfully despite friction, danger, and uncertainty. It defines key values and attitudes that generate cohesive and adaptive action, strengthening resilience in times of uncertainty. These values include the aggressive pursuit of truth, as well as communicating intent to promote decision-making and initiative among those in the field.

As military services learned long ago, combat performance is an outgrowth of the behaviors ingrained during training and day-to-day operations. Subconsciously rooted, these embedded habits are the foundation for action, particularly under stress. The same tenets apply to developing leadership ability. The results are seen in day-to-day operations long before being tested in the field under extraordinary circumstances. The “rules-based” operational paradigm that most fire service agencies, and we embody, illustrates a culture of permission-asking, one that reserves decision-making for the highest levels which is not an individual training problem; rather it is a cultural one. Strengthening operational culture begins with the leaders, especially those closest to operations. This model of culture and operations holds responders responsible for acting in accordance with the principles of the organization and the articulated intent. By delegating to the lowest possible level, it generates faster decision making on the ground and provides a foundation for cohesive action, even in rapidly changing or ambiguous circumstances. At the planning levels, this paradigm provides a means to organize complex problems and set strategic priorities reaching well beyond the limits of command and control. Under stress and uncertainty, people naturally revert to what they know best and do most often. While every organization has some good leaders with natural abilities, there is a big difference between *some* leaders doing the right things and *most* leaders doing the right things. For this reason, we will be focusing our attention on leader and cultural development.

Implementation

The proposed deployment sequence is scheduled for the best-case scenario. The initial launch of the program will begin and continue through a six-month period with communication throughout the organization. The project rollout will span an eighteen-month period with training at all levels completed. In year three, OCFA will transition to sustainment addressing advanced doctrine and systems alignment activities. Pricing details are provided in Attachment 1.

Recommendation

In order to support the Mission-Driven Operational Culture, staff is recommending approval of the agreement with IAFC for a three-year contract in an amount not to exceed \$880,000, utilizing unspent funding from FY 2017/18.

Attachment(s)

1. Pricing Detail
2. Sole Source Form
3. Professional Services Agreement

**IAFC Mission-Driven Culture Implementation Support
Pricing Detail**

Ref	IAFC Program	Qty	Unit Cost	Year 1	Year 2	Year 3
3.2	At the Point of the Spear (Captains, BCs)	13	*41,000	\$369,000	\$123,000	\$ 41,000
3.3	Incident Leadership (BCs, DCs)	2	**\$43,500	43,500	43,500	-
3.4	Intent into Action (IMT – shared with other agencies)	1	\$80,000	-	80,000	-
3.5	Emerging Leader – Train the Trainer	1	<i>included</i>	<i>included</i>	N/A	N/A
3.6	HF in the High-Risk Environment – Train the Trainer	1	<i>included</i>	<i>included</i>	N/A	N/A
3.5.3	Emerging Leader Courseware (tailored to OCFA)	1	<i>included</i>	N/A	N/A	N/A
3.6.3	Human Factors Courseware (tailored to OCFA)	1	<i>included</i>	N/A	N/A	N/A
4	MDC Support Tools and Licenses	N/A	<i>included</i>	<i>included</i>	<i>included</i>	<i>included</i>
4.1	Bridge/Currency Training Programs	N/A	<i>included</i>	<i>included</i>	N/A	N/A
5.1	MDC Initial Planning	N/A	<i>included</i>	N/A	N/A	N/A
5.2	MDC Program Manager Support	N/A	<i>included</i>	N/A	N/A	N/A
5.3	MDC Staff Briefings	N/A	<i>included</i>	N/A	N/A	N/A
5.4	MDC Employee Briefings	N/A	<i>included</i>	N/A	N/A	N/A
5.5	Initial Draft – Leadership Doctrine	N/A	<i>included</i>	N/A	N/A	N/A
5.6	System alignment support	N/A	N/A	N/A	<i>included</i>	<i>included</i>
5.7††	Implementation Support Manager– per year	N/A	\$60,000/yr.	\$60,000	\$60,000	\$60,000
	Printing and Admin	N/A	<i>included</i>	<i>included</i>	<i>included</i>	<i>included</i>
	Travel	N/A	<i>included</i>	<i>included</i>	<i>included</i>	<i>included</i>
	Estimate Cost Per Year			\$472,500	\$306,500	\$101,000
	Total Project Cost (3 Years)					\$ 880,000

* Role players are included in the cost. Deduct \$1000.00 if OCFA options to provide role players for program

**Role players are included in the cost. Deduct \$3500.00 if OCFA options to provide role players for program

††item is optional but recommended

OCFA Sole Source Request Form

The Purchasing Ordinance of the Orange County Fire Authority requires competitive bids and proposals for service and commodity contracts. A sole source is defined as a product or service that is available from only one known supplier as a result of unique performance capabilities, manufacturing processes, compatibility requirements or market conditions. The using department requesting a sole source shall provide written clear and convincing evidence to support a sole source determination, meaning that only one source exists to fulfill the requirements. This form is to be submitted with the purchase requisition to Purchasing with any sole source requests.

SECTION I - INSTRUCTIONS

1. Written justification on this form will be completed by the requesting department and submitted with the purchase requisition.
2. The request must be approved by the section manager and assistant chief prior to submitting the request to the purchasing manager.
3. All sole source forms must be submitted to the Purchasing Manager for approval. Based on the new ordinance the Fire Chief is not required to approve the sole source form. The sole source request may be submitted to Assistant Chief of Business Services by the Purchasing Manager for concurrence as required.
4. All sole source contracts exceeding \$50,000 (life of contract) require Executive Committee approval. In this case, the sole source request form must be submitted to the Executive Committee as an attachment to the staff report.
5. The approved sole source justification form will be included in the contract file.

SECTION II - REQUEST INFORMATION

Department/Section: Operations	Requested By: Chief Fennessey	Date: 07-12-18
Recommended Vendor: IAFC	Vendor Contact: Shannon Gilliland	Vendor's E-mail Address:
Vendor Address: 4795 Meadow Wood Lane Ste 100, Chantilly, VA 20151		Vendor's Telephone #: 703-537-4838
Type of Contract: <input type="checkbox"/> One-time <input checked="" type="checkbox"/> Multi-Year <input type="checkbox"/> Renewal <input type="checkbox"/> Amendment <input type="checkbox"/> Increase	Contract Term (Dates): 08/01/18 - 06/30/21	Contract Amount: \$880,000
If the contract type is a Renewal, Amendment or Increase, please provide previous contract information with this request (PO, BO, previous approval date, Chief approval or EC approval, and dollar amount).		Attachments: <input type="checkbox"/> Yes <input type="checkbox"/> No

SECTION III - JUSTIFICATION

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

IAFC, a non-profit organization, that supports the advancement of all fire services internationally has provided a high-level scope of work to assist OCFA to achieve the goals of leadership development, specific to the fire services to support, reinforce, and model the values and behaviors for cultural development, a goal of the Fire Chief.

2. Please state why the recommended vendor is the only one capable of providing the required services and/or commodities. Provide a summary of findings (research and analysis) including any supporting documentation which validates your recommendation (e.g., attach a manufacturer's letter verifying patented design and direct sale with no distributors) and demonstrates the sole source nature of this request. Attach additional sheet if necessary.

IAFC is uniquely qualified as a non-profit organization for Fire Chiefs internationally. The training has received certifications by the US Dept. of Homeland Security and the National Wildfire Coordinating Group. Other firms may offer leadership programs, however this program has been identified as the best solution designed specifically

SECTION III – JUSTIFICATION (continued)

for fire service agencies with the understanding of the culture. Program partners MCS & Oklahoma State University will deliver all training programs. MCS has been providing global leadership in the adaptive operational culture since 1996, training more than 30,000 fire response leaders in five countries. OCU is responsible for analysis and reporting.


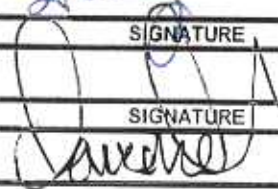
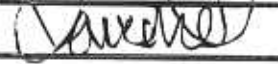
3. Pricing - What efforts were made to get the best pricing (e.g., did you simply request a quote, negotiate with the vendor, did the vendor provide a discount)? Please provide the quote with your sole source request.

The pricing is standard, travel costs are included. A few options were provided that can reduce costs. If OCFA provides role players for the Point of the Spear & Incident Leadership program there are potential savings of \$13,000 & \$7000 respectively. If it is determined that on-site support PM is not needed, the cost could be reduced \$60,000/year.

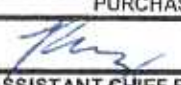
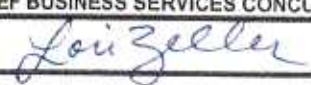
4. Will this purchase obligate the OCFA to future purchases (maintenance, licensing or continuing needs)? (If yes, please explain how and what the future costs will be.)

Yes, in order to continue the cultural development and succession planning of the organization, OCFA will most likely need future training courses and licenses for program tools. Funding from grant sources may be requested for future training courses. As OCFA staff adopt the training and principles of IAFC, internal staff may be able to lead future courses providing opportunities for some cost savings.

Sole Source Request Submitted by:

REQUESTORS NAME	SIGNATURE	DATE
Fire Chief Brian Fennessey		8/3/18
DIVISION CHIEF/SECTION MANAGER NAME	SIGNATURE	DATE
		
ASSISTANT CHIEF NAME	SIGNATURE	DATE
Dave Anderson		8/3/18

Purchasing Manager's Comments:

PURCHASING MANAGER'S APPROVAL	DATE
 For Debbie Calpin	8/6/18
ASSISTANT CHIEF BUSINESS SERVICES CONCURRENCE	DATE
 Lou Zeller	8/2/18

Executive Committee Approval Required ☒ Yes ☐ No Sole Source over \$50,000

Executive Committee Approved: ☐ Yes ☐ No Date approved _____

**ORANGE COUNTY FIRE AUTHORITY
PROFESSIONAL SERVICES AGREEMENT**

THIS AGREEMENT FOR PROFESSIONAL SERVICES ("Agreement") is made and entered into this 23rd day of August 2018 ("Effective Date"), by and between the Orange County Fire Authority, a public agency, hereinafter referred to as "OCFA", and International Association of Fire Chiefs (IAFC), a non-profit organization, hereinafter referred to as "Firm".

RECITALS

WHEREAS, OCFA requires the services of a firm for leader and command education development training, hereinafter referred to as "Project"; and

WHEREAS, Firm has submitted to OCFA a proposal dated July 2018, a copy of which is attached hereto as Exhibit "A" and is incorporated herein by this reference; and

WHEREAS, based on its experience and reputation, Firm is qualified to provide the necessary services for the Project and desires to provide such services; and

WHEREAS, OCFA desires to retain the services of Firm for the Project.

NOW, THEREFORE, in consideration of the promises and mutual agreements contained herein, OCFA agrees to employ and does hereby employ Firm and Firm agrees to provide professional services as follows:

AGREEMENT

1. PROFESSIONAL SERVICES

1.1 Scope of Services.

In compliance with all terms and conditions of this Agreement, Firm shall provide those services specified in the "Proposal" attached hereto as Exhibit "A." Firm warrants that all services shall be performed in a competent, professional and satisfactory manner in accordance with all standards prevalent in the same profession in the State of California. Firm represents and warrants that it and all employees, subconsultants and subcontractors providing any services pursuant to this Agreement shall have a sufficient skill and experience to perform the Project Services. All Project Services shall be completed to the reasonable satisfaction of the OCFA. In the event of any inconsistency between the terms contained in Exhibit "A" and the terms set forth in the main body of this Agreement, the terms set forth in the main body of this Agreement shall govern.

1.2 Compliance with Law.

All services rendered hereunder shall be provided in accordance with all laws, ordinances, resolutions, statutes, rules, and regulations of OCFA and any federal, state or local governmental agency of competent jurisdiction.

1.3 Licenses and Permits.

Firm shall obtain at its sole cost and expense such licenses, permits and approvals as may be required by law for the performance of the services required by this Agreement.

1.4 Familiarity with Work.

By executing this Agreement, Firm warrants that Firm (a) has thoroughly investigated and considered the work to be performed, (b) has investigated the site of the work and become fully acquainted with the conditions there existing, (c) has carefully considered how the work should be performed, and (d) fully understands the facilities, difficulties and restrictions attending performance of the work under this Agreement. Should the Firm discover any latent or unknown conditions materially differing from those inherent in the work or as represented by OCFA, Firm shall immediately inform OCFA of such fact and shall not proceed with any work except at Firm's risk until written instructions are received from the Contract Officer.

1.5 Care of Work.

Firm shall adopt and follow reasonable procedures and methods during the term of the Agreement to prevent loss or damage to materials, papers or other components of the work, and shall be responsible for all such damage until acceptance of the work by OCFA, except such loss or damages as may be caused by OCFA's own negligence.

1.6 Additional Services.

Firm shall perform services in addition to those specified in the Proposal when directed to do so in writing by the Contract Officer, provided that Firm shall not be required to perform any additional services without compensation. Any additional compensation not exceeding ten percent (10%) of the original Agreement sum must be approved in writing by the Contract Officer. Any greater increase must be approved in writing by the Executive Committee.

2. TIME FOR COMPLETION

The time for completion of the services to be performed by Firm is an essential condition of this Agreement. Firm shall prosecute regularly and diligently the work of this Agreement according to the schedules set forth in Firm's proposal. Firm shall not be

accountable for delays in the progress of its work caused by any condition beyond its control and without the fault or negligence of Firm. Delays shall not entitle Firm to any additional compensation regardless of the party responsible for the delay.

3. COMPENSATION OF FIRM

3.1 Compensation of Firm.

For the services rendered pursuant to this Agreement, Firm shall be compensated and reimbursed, in accordance with the terms set forth in Exhibit "A," in an amount not to exceed eight hundred eighty thousand dollars (\$880,000) per the pricing detail in Exhibit "A".

3.2 Method of Payment.

In any month in which Firm wishes to receive payment, Firm shall no later than the first working day of such month, submit to OCFA in the form approved by OCFA's Director of Finance, an invoice for services rendered prior to the date of the invoice. OCFA shall pay Firm for all expenses stated thereon which are approved by OCFA consistent with this Agreement, within thirty (30) days of receipt of Firm's invoice.

3.3 Changes.

In the event any change or changes in the work is requested by OCFA, the parties hereto shall execute an addendum to this Agreement, setting forth with particularity all terms of such addendum, including, but not limited to, any additional fees. Addenda may be entered into:

A. To provide for revisions or modifications to documents or other work product or work when documents or other work product or work is required by the enactment or revision of law subsequent to the preparation of any documents, other work product or work;

B. To provide for additional services not included in this Agreement or not customarily furnished in accordance with generally accepted practice in Firm's profession.

3.4 Appropriations.

This Agreement is subject to and contingent upon funds being appropriated therefore by the OCFA Board of Directors for each fiscal year covered by the Agreement. If such appropriations are not made, this Agreement shall automatically terminate without penalty to OCFA.

4. PERFORMANCE SCHEDULE

4.1 Time of Essence.

Time is of the essence in the performance of this Agreement.

4.2 Schedule of Performance.

All services rendered pursuant to this Agreement shall be performed within the time periods prescribed in Firm's proposal, attached hereto as Exhibit "A". The extension of any time period specified in Exhibit "A" must be approved in writing by the Contract Officer.

4.3 Force Majeure.

The time for performance of services to be rendered pursuant to this Agreement may be extended because of any delays due to unforeseeable causes beyond the control and without the fault or negligence of the Firm, including, but not restricted to, acts of God or of a public enemy, acts of the government, fires, earthquakes, floods, epidemic, quarantine restrictions, riots, strikes, freight embargoes, and unusually severe weather if the Firm shall within ten (10) days of the commencement of such condition notify the Contract Officer who shall thereupon ascertain the facts and the extent of any necessary delay, and extend the time for performing the services for the period of the enforced delay when and if in the Contract Officer's judgment such delay is justified, and the Contract Officer's determination shall be final and conclusive upon the parties to this Agreement.

4.4 Term.

Unless earlier terminated in accordance with Sections 8.5 or 8.6 of this Agreement, this Agreement shall continue in full force and effect until satisfactory completion of the services but not exceeding three (3) years from the Effective Date hereof, unless extended by mutual written agreement of the parties.

5. COORDINATION OF WORK

5.1 Representative of Firm.

The following principal of the Firm is hereby designated as being the principal and representative of Firm authorized to act in its behalf with respect to the work specified herein and make all decisions in connection therewith: E. Thomas Hicks IV, Chief Strategy Officer and Deputy Executive Director.

It is expressly understood that the experience, knowledge, capability and reputation of the foregoing principal is a substantial inducement for OCFA to enter into

this Agreement. Therefore, the foregoing principal shall be responsible during the term of this Agreement for directing all activities of Firm and devoting sufficient time to personally supervise the services hereunder. The foregoing principal may not be changed by Firm without the express written approval of OCFA.

5.2 Contract Officer.

The Contract Officer shall be designated in writing by OCFA. It shall be the Firm's responsibility to keep the Contract Officer fully informed of the progress of the performance of the services and Firm shall refer any decisions that must be made by OCFA to the Contract Officer. Unless otherwise specified herein, any approval of OCFA required hereunder shall mean the approval of the Contract Officer.

5.3 Prohibition Against Subcontracting or Assignment.

5.3.1 No Subcontracting Without Prior Approval. The experience, knowledge, capability and reputation of Firm, its principals and employees, and the Firm Representative were a substantial inducement for OCFA to enter into this Agreement. Therefore, Firm shall not contract with any other entity to perform in whole or in part the Project Services required hereunder without the express written approval of OCFA.

5.3.2 Provisions in the Event Subcontractor(s) Are Authorized. If Firm is authorized to subcontract any part of the Project Services as provided in Section 4.3.1, Firm shall be responsible to OCFA for the acts and omissions of its subcontractor(s) and subconsultant(s) in the same manner as it is for persons directly employed. For purposes of this Agreement, all persons engaged in the performance of Project Services will be considered employees of Firm. OCFA will deal directly with and will make all payments to Firm. Nothing contained in this Agreement shall create any contractual relationships between any subcontractor and OCFA. Firm shall ensure that all subcontractor insurance requirements set forth in Section 5 below (including its subsections) are complied with prior to commencement of services by each subcontractor.

5.3.2.1 Withholding Payment for Non-Authorized Subcontractors. OCFA shall have the right to withhold payment from Firm for services performed by any subcontractor or subconsultant performing Project Services but not authorized in writing by OCFA, or regarding which the insurance or other requirements under this Agreement have not been satisfied.

5.3.3 Assignments. Neither this Agreement nor any interest herein may be assigned, transferred, conveyed, hypothecated, or encumbered voluntarily or by operation of law, whether for the benefit of creditors or otherwise, without the prior written approval of OCFA. Transfers restricted hereunder shall include the transfer to any person or group of persons acting in concert of more than twenty five percent (25%) of the present ownership and/or control of Firm, taking all transfers into account on a

cumulative basis. In the event of any such unapproved transfer, including any bankruptcy proceeding, this Agreement shall be void. No approved transfer shall release Firm or any surety of Firm from any liability hereunder without the express written consent of OCFA.

5.4 Independent Contractor.

Neither OCFA nor any of its employees shall have any control over the manner, mode or means by which Firm, its agents or employees, perform the services required herein, except as otherwise set forth herein. Firm shall perform all services required herein as an independent Firm of OCFA and shall remain at all times as to OCFA a wholly independent contractor with only such obligations as are consistent with that role. Firm shall not at any time or in any manner represent that it or any of its agents or employees are agents or employees of OCFA.

6. INSURANCE AND INDEMNIFICATION

6.1 Compliance with Insurance Requirements. Firm shall obtain, maintain, and keep in full force and effect during the term of this Agreement, at its sole cost and expense, and in a form and content satisfactory to OCFA, all insurance required under this section. Firm shall not commence any Project Services under this Agreement unless and until it has provided evidence satisfactory to OCFA that it has secured all insurance required under this section. If Firm's existing insurance policies do not meet the insurance requirements set forth herein, Firm agrees to amend, supplement or endorse the policies to meet all requirements herein.

6.2 Types of Insurance Required. Without limiting the indemnity provisions set forth in this Agreement, Firm shall obtain and maintain in full force and effect during the term of this Agreement, including any extension thereof, the following policies of insurance:

6.2.1 Professional Liability/Errors and Omissions Insurance ("PLI"). Firm shall obtain and maintain PLI insurance applicable to each licensed profession practiced by Firm. Firm shall maintain PLI insurance with per-claim and aggregate limits no lower than one million dollars (\$1,000,000) each occurrence and two million dollars (\$2,000,000) aggregate. Covered professional services shall specifically include all Project Services to be performed under the Agreement and the policy shall be endorsed to delete any exclusions that may exclude coverage for claims within the Minimum PLI Limits for the Project Services to be performed under this Agreement.

6.2.1.1 The PLI policy shall be endorsed to delete any Contractual Liability Exclusion. The PLI shall include contractual liability coverage applicable to this Agreement. The policy must "pay on behalf of" the insured, and include a provision establishing the insurer's duty to defend the insured.

6.2.1.2 If the PLI policy of insurance is written on a "claims-made" basis, the policy shall be continued in full force and effect at all times during

the term of this Agreement, and for a period of three (3) years from the date of the completion of all Project Services provided hereunder (the "PLI Coverage Period"). If any PLI policy is replaced, cancelled, non-renewed, discontinued, or otherwise terminated, or if the limits of a PLI policy are reduced or the available coverage depleted below the required minimum coverage amounts for any reason during the PLI Coverage Period, Firm shall immediately obtain replacement PLI coverage meeting the requirements of this Section 5.2.1. Such replacement coverage shall satisfy all requirements herein, and shall include coverage for the prior acts or omissions of Firm during the time period during which any Project Services were performed. The coverage shall be evidenced by either a new policy evidencing no gap in coverage, or by obtaining separate extended "tail" coverage with the present or new carrier or other insurance arrangements providing for complete coverage, either of which shall be subject to the written approval by the OCFA.

6.2.1.3 If the PLI policy is written on an "occurrence" basis, the policy shall be continued in full force and effect during the term of this Agreement, or until completion of the Project Services provided for in this Agreement, whichever is later. In the event of termination of the PLI policy during this period, new coverage shall immediately be obtained, and written evidence of the policy shall be immediately provided to OCFA, to ensure PLI coverage during the entire course of performing the Project Services.

6.2.1.4 Firm shall not perform any Project Services at any time during which required types or amounts of PLI insurance are not in effect, and OCFA shall have no obligation to pay Firm for Project Services performed while required PLI insurance is not in effect.

6.2.2 Commercial General Liability Insurance. Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, Insurance Services Office (ISO) Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than one million dollars (\$1,000,000.00) per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit. CGL insurance shall be provided on an occurrence-based coverage form; a "claims made" CGL policy is not acceptable. Firm shall maintain CGL insurance with per-claim, aggregate and products and operations completed limits no lower than the minimum CGL coverage limits set forth above. Defense costs shall be paid in addition to the limits. The policy shall contain no endorsements or provisions limiting coverage for any of the following: (1) contractual liability; (2) cross liability exclusion for claims or suits by one insured against another; or (3) any other exclusion contrary to this Agreement.

6.2.3 Automobile Liability Insurance. Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, a policy of Automobile liability insurance written on a per occurrence basis with limits of at least one million dollars (\$1,000,000.00) combined limit for each occurrence covering bodily injury, disease and

property damage. Defense costs shall be paid in addition to the policy limits. The policy shall specifically include coverage for owned, non-owned, leased, and hired automobiles, and be endorsed to eliminate any exclusion applicable to any of them.

6.2.4 Workers' Compensation Insurance. If required by the solicitation, then Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, a policy of Workers' Compensation Insurance in at least the minimum statutory amounts, and in compliance with all other statutory requirements applicable in the State of California. Firm hereby waives on its own behalf, and shall obtain an endorsement from its workers' compensation insurer waiving on the insurance company's behalf, all rights of subrogation against the OCFA, its board members, officials, officers, employees, agents and volunteers.

6.2.4.1 If subconsultants or subcontractors are used, Firm shall require each of its subconsultants and subcontractors, if any, to waive all rights of subrogation, and to obtain endorsements from the subconsultants'/subcontractors' workers' compensation insurers waiving all rights of subrogation, against the OCFA, its board members, officials, officers, employees, agents and volunteers.

6.2.4.2 If Workers' Compensation Insurance is required under Section 6.2.4, Firm and each of its subconsultants and subcontractors shall also maintain, in full force and effect throughout the term of this Agreement, Employer's Liability Insurance with limits of at least one million dollars (\$1,000,000.00) per injury or illness.

6.3 Acceptability of Insurers. Each insurance policy required by this section shall be issued by a licensed company authorized to transact business by the Department of Insurance for the State of California with a current rating of A-:VII or better (if an admitted carrier), or a current rating of A:X or better (if offered by a non-admitted insurer listed on the State of California List of Approved Surplus Line Insurers (LASLI)), by the latest edition of A.M. Best's Key Rating Guide, except that the OCFA will accept workers' compensation insurance from the State Compensation Fund. In the event the OCFA determines that the Project Services to be performed under this Agreement creates an increased or decreased risk of loss to the OCFA, the Firm agrees that the minimum limits of the insurance policies may be changed accordingly upon receipt of written notice from the OCFA.

6.3.1 Firm shall immediately replace any insurer whose A.M. Best rating drops below the levels specified herein with an insurer that meets the minimum requirements herein.

6.4 Specific Insurance Provisions and Endorsements. Required insurance policies shall not be in compliance if they include any limiting provision or endorsement that has not been submitted to the OCFA for written approval. Required insurance policies shall contain the following provisions, or Firm shall provide

endorsements on forms approved by the OCFA to add the following provisions to the insurance policies:

6.4.1 CGL and Auto Liability Endorsements. The policy or policies of insurance required by this Agreement for CGL and Automobile Liability Insurance shall be endorsed as follows:

6.4.1.1 Additional Insured: The OCFA, its board members, officials, officers, employees, agents and volunteers, shall be additional insureds; and

6.4.1.1.1 Additional Insured Endorsements: Additional insured endorsements shall not (1) be restricted to "ongoing operations", (2) exclude "contractual liability", (3) restrict coverage to "sole" liability of Firm, (4) contain any other exclusions contrary to the Agreement; or (5) contain special limitations on the scope of protection afforded to additional insureds.

6.4.1.2 Primary, Non-Contributing. Each CGL and Auto Liability insurance policy shall be endorsed to be primary and any other insurance, deductible, or self-insurance maintained by the OCFA, its board members, officials, officers, employees, agents or volunteers, shall not contribute with the primary insurance.

6.4.2 Notice of Cancellation: Each policy of any type shall be endorsed to provide that coverage shall not be suspended, voided, cancelled, or modified, or reduced in coverage or in limits, except after thirty (30) days prior written notice has been provided to the OCFA. Notwithstanding the foregoing, if coverage is to be suspended, voided, or cancelled because of Firm's failure to pay the insurance premium, the notice provided by the insurer to OCFA shall be by not less than ten (10) days prior written notice. (A statement that notice will be provided "in accordance with the policy terms" or words to that effect is inadequate to meet the requirements of this Section).

6.4.2.1 Pre-Payment of Policy Premium. If for any reason an insurer declines to issue an endorsement certifying that it will notify OCFA in accordance with section 6.4.2, Firm shall either obtain insurance from another insurer who will provide the required notice endorsement or shall provide evidence satisfactory to OCFA that the entire policy premium for the full term of that policy has been pre-paid such that the risk of non-payment of premiums during the term of the policy has been eliminated.

6.4.3 ACORD Forms Will Not Be Accepted in Lieu of Endorsements. By executing this Agreement, Firm certifies that it has – prior to execution of this Agreement - confirmed that its insurance company will issue each of the endorsements required by this Agreement. Firm also certifies that it understands that "ACORD" Certificate of Liability Insurance forms will not be accepted in lieu of required endorsements.

6.5 Deductibles and Self-Insured Retentions. Any deductible or self-insured retention must be approved in writing by the OCFA in advance. The decision whether to approve or withhold approval of a deductible or self-insured retention shall be made by the OCFA in the OCFA's sole and absolute discretion. (Firm may request pre-approval from OCFA of a deductible or self-insured retention prior to submitting Firm's Proposal).

6.6 Waiver of Subrogation. All policies of Commercial General Liability and Automobile Liability Insurance shall contain or be endorsed to waive subrogation against the OCFA, its officials, officers, employees, agents and volunteers, or shall specifically allow Firm or others providing insurance evidence in compliance with the requirements set forth in this section to waive their right to recovery prior to a loss. Firm hereby agrees to waive its own right of subrogation against the OCFA, its officials, officers, employees, agents and volunteers.

6.6.1 Waivers of Subrogation: Subconsultants and Subcontractors. If OCFA approves the use of subconsultants or subcontractors for the performance of any portion of the Project Services, then Firm shall obtain from each subconsultant and subcontractor, and make available to OCFA upon request, written express waivers by each subconsultant and subcontractor of the right of subrogation against the OCFA, its officials, officers, employees, agents and volunteers, and policy endorsements of each of its subconsultants' and subcontractors' insurance policies waiving any rights of subrogation against the OCFA, its officials, officers, employees, agents and volunteers insurer. All such waivers and endorsements shall be obtained prior to commencement of any Project Services by each subconsultant or subcontractor.

6.7 Evidence of Coverage. Concurrently with the execution of the Agreement, Firm shall deliver certificates of insurance together with original endorsements affecting each of the insurance policies required to be maintained by Firm by this Section 5. Firm shall promptly furnish, at OCFA's request, copies of actual policies including all declaration pages, endorsements, exclusions and any other policy documents OCFA requires to verify coverage.

6.7.1 Required insurance policies shall not be in compliance if they include any limiting provision or endorsement that has not been submitted to the OCFA for written approval.

6.7.2 Authorized Signatures. The certificates of insurance and original endorsements for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf.

6.7.3 Renewal/Replacement Policies. At least fifteen (15) days prior to the expiration of any policy required by this Agreement, evidence of insurance showing that such insurance coverage has been renewed or extended shall be filed with the OCFA. If such coverage is cancelled or reduced and not replaced immediately so as

to avoid a lapse in the required coverage, Firm shall, within ten (10) days after receipt of written notice of such cancellation or reduction of coverage, file with the OCFA evidence of insurance showing that the required insurance has been reinstated or has been provided through another insurance company or companies meeting all requirements of this Agreement.

6.8 Requirements Not Limiting. Requirement of specific coverage or minimum limits contained in this section are not intended as a limitation on coverage, limits, or other requirements, or a waiver of any coverage normally provided by any insurance. Nothing in this section shall be construed as limiting in any way the indemnification provision contained in this Agreement, or the extent to which Firm may be held responsible for losses of any type or amount.

6.9 Enforcement of Agreement (Non-Estoppel). Firm acknowledges and agrees that actual or alleged failure on the part of the OCFA to inform Firm of any non-compliance with any of the insurance requirements set forth in this Agreement imposes no additional obligation on the OCFA nor does it waive any rights hereunder.

6.10 Insurance for Subconsultants. If OCFA approves the use of subconsultants or subcontractors for the performance of any portion of the Project Services, then Firm shall be responsible for causing each approved subconsultant and subcontractor to procure and maintain insurance in the same types and amounts required for Firm, and in full compliance with the insurance requirements set forth in this Agreement, except as otherwise authorized in writing by the Contract Manager.

6.10.1 Delivery of Evidence of Subcontractor Insurance. Upon request of OCFA, Firm shall deliver to OCFA all certificates of insurance and endorsements required from subcontractors and subconsultants. (Note: Firm's duty to obtain all required insurance for subcontractors and subconsultants required under this Agreement applies whether or not OCFA requests delivery of evidence of such coverage.)

6.11 Other Insurance Requirements. The following terms and conditions shall apply to the insurance policies required of Firm and its subconsultants and subcontractors, if any, pursuant to this Agreement:

6.11.1 Firm shall provide immediate written notice to OCFA if (1) any of the insurance policies required herein are terminated, cancelled, suspended, or non-renewed (2) the limits of any of the insurance coverages required herein are reduced; (3) any required insurance coverage is reduced below the required minimum limits through claims or otherwise, or (4) the deductible or self-insured retention is increased.

6.11.2 All insurance coverage and limits required under this Agreement are intended to apply to each insured, including additional insureds, against whom a claim is made or suit is brought to the full extent of the policies. Nothing contained in this Agreement or any other agreement relating to the OCFA or its operations shall limit the application of such insurance coverage.

6.11.3 None of the insurance coverages required herein will be in compliance with the requirements of this section if they include any limiting endorsement which substantially impairs the coverages set forth herein (e.g., elimination of contractual liability or reduction of discovery period), unless the endorsement has first been submitted to the OCFA and approved in writing.

6.11.4 Certificates of insurance will not be accepted in lieu of required endorsements, and submittal of certificates without required endorsements may delay the Project. It is Firm's obligation to ensure timely compliance with all insurance submittal requirements as provided herein and Firm agrees to reimburse OCFA for any losses resulting from its failure, or its subconsultants' or subcontractors' failure, to timely comply with the requirements of this Agreement.

6.11.5 Firm agrees to ensure that subconsultants and subcontractors, if any, and any other parties involved with the Project who are brought onto or involved in the Project by Firm, provide the same minimum insurance coverage required of Firm. Firm agrees to monitor and review all such coverage and assumes all responsibility for ensuring that such coverage is provided in conformity with the requirements of this section. Firm agrees that upon request, all agreements with, and evidence of insurance from, subconsultants and subcontractors and others engaged in performing any Project Services will be submitted to the OCFA for review.

6.11.6 Firm agrees to provide immediate written notice to OCFA of any claim, demand or loss arising out of the Project Services performed under this Agreement and for any other claim, demand or loss which may reduce the insurance available to an amount less than required by this Agreement.

6.12 Indemnification

To the fullest extent permitted by law, Firm shall defend (at Firm's sole cost and expense with legal counsel reasonably acceptable to OCFA), indemnify and hold the OCFA, its board members, officials, officers, employees, agents and volunteers, free and harmless from any and all claims, demands, orders, causes of action, costs, expenses, liabilities, losses, penalties, judgments, arbitration awards, settlements, damages or injuries of any kind, in law or in equity, including but not limited to property or persons, including wrongful death, (collectively "Claims") in any manner arising out of, pertaining to, related to, or incident to any alleged acts, errors or omissions, or willful misconduct of Firm, its officers, directors, employees, subconsultants, subcontractors, agents or invitees in connection with performance under this Agreement, or in any manner arising out of, pertaining to, related to, or incident to an alleged breach of this Agreement, including without limitation the payment of all consequential damages, expert witness fees and attorneys' fees and other related costs and expenses.

Notwithstanding the foregoing, and only to the extent that the Project Services performed by Firm are subject to California Civil Code Section 2782.8, the above indemnity shall be limited, to the extent required by Civil Code Section 2782.8, to claims

that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Firm.

Under no circumstances shall the insurance requirements and limits set forth in this Agreement be construed to limit Firm's indemnification obligation or other liability hereunder. Notwithstanding the foregoing, such obligation to defend, hold harmless and indemnify the OCFA, its board members officials, officers, employees, agents and volunteers, shall not apply to the extent that such Claims are caused by the sole negligence or willful misconduct of that indemnified party.

7. RECORDS AND REPORTS

7.1 Reports.

Firm shall periodically prepare and submit to the Contract Officer such reports concerning the performance of the services required by this Agreement as the Contract Officer shall require.

7.2 Records.

Firm shall keep such books and records as shall be necessary to properly perform the services required by this Agreement and enable the Contract Officer to evaluate the performance of such services. Except as provided in Section 7.5, the Contract Officer shall have full and free access to such books and records at all reasonable times, including the right to inspect, copy, audit and make records and transcripts from such records.

7.3 Ownership of Documents.

Except as provided in Section 7.5, all drawings, specifications, reports, records, documents and other materials prepared by Firm in the performance of this Agreement shall be the property of OCFA and shall be delivered to OCFA upon request of the Contract Officer or upon the termination of this Agreement, and Firm shall have no claim for further employment or additional compensation as a result of the exercise by OCFA of its full rights or ownership of the documents and materials hereunder. Firm may retain copies of such documents for its own use. Firm shall have an unrestricted right to use the concepts embodied therein.

7.4 Release of Documents.

All drawings, specifications, reports, records, documents and other materials prepared by Firm in the performance of services under this Agreement shall not be released publicly without the prior written approval of the Contract Officer.

7.5 Confidential Materials.

Notwithstanding anything to the contrary in this Agreement, the Firm shall be the sole owner of Firm's work papers and of any other documents, data or information which are required to be maintained confidential from OCFA by one or more rules of professional conduct governing the Firm's profession(s) (collectively, the "Confidential Materials"). Neither the OCFA nor the Contract Officer shall have access to the Confidential Materials except as may otherwise be required by order issued by a court of competent jurisdiction.

8. ENFORCEMENT OF AGREEMENT

8.1 California Law.

This Agreement shall be construed and interpreted both as to validity and to performance of the parties in accordance with the laws of the State of California. Legal actions concerning any dispute, claim or matter arising out of or in relation to this Agreement shall be instituted in the Superior Court of the County of Orange, State of California, or any other appropriate court in such county, and Firm covenants and agrees to submit to the personal jurisdiction of such court in the event of such action.

8.2 Waiver.

No delay or omission in the exercise of any right or remedy of a non-defaulting party on any default shall impair such right or remedy or be construed as a waiver. No consent or approval of OCFA shall be deemed to waiver or render unnecessary OCFA's consent to or approval of any subsequent act of Firm. Any waiver by either party of any default must be in writing and shall not be a waiver of any other default concerning the same or any other provision of this Agreement.

8.3 Rights and Remedies are Cumulative.

Except with respect to rights and remedies expressly declared to be exclusive in this Agreement, the rights and remedies of the parties are cumulative and the exercise by either party of one or more of such rights or remedies shall not preclude the exercise by it, at the same or different times, of any other rights or remedies for the same default or any other default by the other party.

8.4 Legal Action.

In addition to any other rights or remedies, either party may take legal action, in law or in equity, to cure, correct or remedy any default, to recover damages for any default, to compel specific performance of this Agreement, to obtain injunctive relief, a declaratory judgment, or any other remedy consistent with the purposes of this Agreement.

8.5 Termination Prior to Expiration of Term.

OCFA reserves the right to terminate this Agreement at any time, with or without cause, upon thirty (30) days written notice to Firm, except that where termination is due to the fault of the Firm and constitutes an immediate danger to health, safety and general welfare, the period of notice shall be such shorter time as may be appropriate. Upon receipt of the notice of termination, Firm shall immediately cease all services hereunder except such as may be specifically approved by the Contract Officer. Firm shall be entitled to compensation for all services rendered prior to receipt of the notice of termination and for any services authorized by the Contract Officer thereafter.

Firm may terminate this Agreement, with or without cause, upon thirty (30) days written notice to OCFA.

8.6 Termination for Default of Firm.

If termination is due to the failure of the Firm to fulfill its obligations under this Agreement, OCFA may take over the work and prosecute the same to completion by contract or otherwise, and the Firm shall be liable to the extent that the total cost for completion of the services required hereunder exceeds the compensation herein stipulated, provided that OCFA shall use reasonable efforts to mitigate damages, and OCFA may withhold any payments to the Firm for the purpose of set-off or partial payment of the amounts owed to OCFA.

8.7 Attorneys' Fees.

If either party commences an action against the other party arising out of or in connection with this Agreement or its subject matter, the prevailing party shall be entitled to recover reasonable attorneys' fees and costs of suit from the losing party.

9. OCFA OFFICERS AND EMPLOYEES; NON-DISCRIMINATION

9.1 Non-Liability of OCFA Officers and Employees.

No officer or employee of OCFA shall be personally liable to the Firm, or any successor-in-interest, in the event of any default or breach by OCFA or for any amount which may become due to the Firm or its successor, or for breach of any obligation of the terms of this Agreement.

9.2 Covenant Against Discrimination.

Firm covenants that, by and for itself, its heirs, executors, assigns, and all persons claiming under or through them, that there shall be no discrimination or segregation in the performance of or in connection with this Agreement regarding any person or group of persons on account of race, color, creed, religion, sex, marital status, national origin, or ancestry. Firm shall take affirmative action to insure that applicants

and employees are treated without regard to their race, color, creed, religion, sex, marital status, national origin, or ancestry.

10. MISCELLANEOUS PROVISIONS

10.1 Confidentiality.

Information obtained by Firm in the performance of this Agreement shall be treated as strictly confidential and shall not be used by Firm for any purpose other than the performance of this Agreement without the written consent of OCFA.

10.2 Notice.

Any notice, demand, request, consent, approval, or communication either party desires or is required to give to the other party or any other person shall be in writing and either served personally or sent by pre-paid, first-class mail to the address set forth below. Either party may change its address by notifying the other party of the change of address in writing. Notice shall be deemed communicated forty-eight (48) hours from the time of mailing if mailed as provided in this Section.

Orange County Fire Authority
Attention: Debbie Casper, Purchasing Mgr.
1 Fire Authority Road
Irvine, CA 92602

WITH COPY TO:
David E. Kendig, General Counsel
Woodruff, Spradlin & Smart
555 Anton Blvd. Suite 1200
Costa Mesa, CA 92626

To Firm:

International Association of Fire Chiefs
Attention: Nancy H. Weaver, Contracts
Administrator, 4795 Meadow Wood Lane,
Suite 100, Chantilly, VA 20151

10.2 Integrated Agreement.

This Agreement contains all of the agreements of the parties and cannot be amended or modified except by written agreement.

10.3 Amendment.

This Agreement may be amended at any time by the mutual consent of the parties by an instrument in writing.

10.4 Severability

In the event that any one or more of the phrases, sentences, clauses, paragraphs, or sections contained in this Agreement shall be declared invalid or unenforceable by valid judgment or decree of a court of competent jurisdiction, such invalidity or unenforceability shall not affect any of the remaining phrases, sentences, clauses, paragraphs, or sections of this Agreement, which shall be interpreted to carry out the intent of the parties hereunder.

10.5 Corporate Authority

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

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

[Signatures on Following Page]

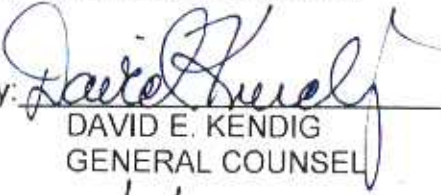
"OCFA"

ORANGE COUNTY FIRE AUTHORITY

Date: _____

By: _____
Debbie Casper
Purchasing Manager

APPROVED AS TO FORM.

By: 
DAVID E. KENDIG
GENERAL COUNSEL

Date: 8/7/18

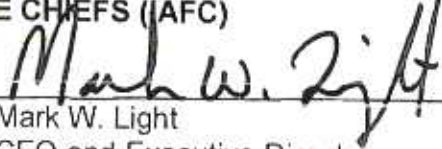
ATTEST:

Sherry A.F. Wentz
Clerk of the Board

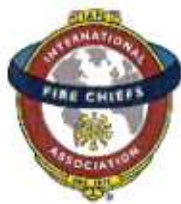
"FIRM"

INTERNATIONAL ASSOCIATION OF
FIRE CHIEFS (IAFC)

Date: 7-27-18

By: 
Mark W. Light
CEO and Executive Director

By: 
E. Thomas Hicks IV
CSO and Deputy Executive Director



IAFC

International Association of Fire Chiefs

LEAD. EDUCATE. SERVE.



Mission-Driven Culture Implementation Support

for the
Orange County Fire Authority

International Association of Fire Chiefs
Shannon Gilliland
Director of Business Development
4795 Meadow Wood Lane, Suite 100
Chantilly, VA 20151
Direct: 703-537-4838

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1 Introduction

1.1 Background

Cultural development has been articulated by the Orange County Fire Authority as a primary goal for the department's advancement, and to set the foundation for its future growth.

Leader development to support, reinforce, and model the values and behaviors that are desired in OCFA professional firefighters and leadership.

The International Association of Fire Chiefs (IAFC), a non-profit organization supporting the advancement of all fire services internationally, is responding to a query to provide a high-level overview and scope of work to assist the OCFA to achieve its goals in the areas of leader and operational development. This document is an estimate based upon the limited information we currently have but we believe is firm enough to use for general budget discussions/decisions.

This work estimate is premised on the OCFA's participation in the IAFC's Transforming Response Initiative (TRI), a development program designed to build adaptiveness, cohesiveness, and resiliency within fire service organizations.

2 Program Component Overview

The proposed development program contains **leader and command education development training**, covering all levels from firefighter to complex incident command. These programs are the educational foundation of TRI and have been approved by DHS/FEMA through California OES. These programs also have been approved by NWCG and exceed the L-series standards. The IAFC proposes that the programs be conducted by the IAFC using Mission-Centered Solutions (MCS), under subcontract.

The proposed development programs are of two types:

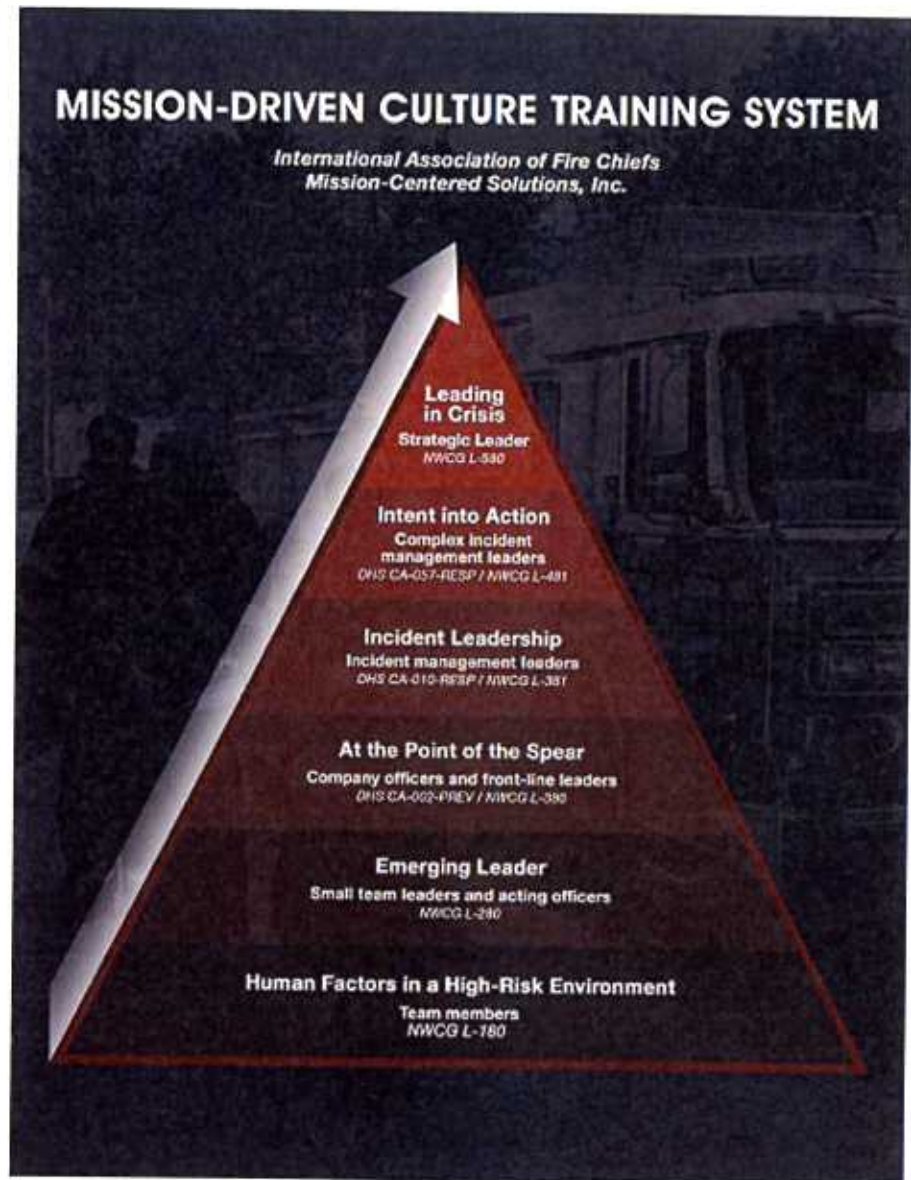
1. Foundational programs delivered internally by OCFA instructors (see workforce training programs below).
2. Advanced leader development programs delivered directly by the IAFC.

The proposed development program also contains additional components to assist OCFA to implement the desired cultural changes:

- **Tools and workforce training programs** for internal long-term departmental use provided by the IAFC and MCS.
- **Doctrine development and integration assistance** for "operationalizing" leader expectations and behavior, conducted by MCS.
- **Planning and program support consultation** to assure successful outcomes - on call, as needed provided by the IAFC and MCS.
- **Pre- and post-program cultural measurement and data analysis** conducted by the IAFC and Oklahoma State University - Fire and Emergency Management.

3 IAFC-Delivered Training Programs

Using the TRI development curriculum, the OCFA would implement IAFC-modified versions of the NWCG L-180 Human Factors and L-280 Follower-to-Leader programs. It would deliver *At the Point of the Spear* at the Captain and BC level through the IAFC. At the Chief level, OCFA would use *Incident Leadership* and the *Intent into Action: Advanced Leadership for the Command and General Staff* courses for IMT team member development. Collectively, these programs constitute a core curriculum for the development of leadership skills within the department. A detailed description of these programs is included below, starting at 3.2. Leading in Crisis, shown on the diagram below, is a multi-agency program and is not included in this proposal.



3.1 OCFA logistical support requirement: ALL IAFC-delivered programs

For all IAFC-delivered programs, the OCFA agrees to provide a person on site to act as the Site Logistics Coordinator (SLC), responsible for acting as the OCFA representative for planning and logistical support activities needed for the program. This person must be available to coordinate and support the instructors the day before the course starts and be available as needed, before and after, the program delivery each day. A list of the SLC duties and responsibilities can be found in the support Appendix for each course. Please contact the IAFC for any further information or clarification.

3.2 Program: At the Point of the Spear (POTS): preparing and leading cohesive, adaptive, and resilient teams (CA-002-PREV)

3.2.1.1 Description

This program presents principles for leading in high-risk and high-stress environments, building team cohesion, and resolving conflicts and problems within the team. Using a mix of theory, classroom exercises, and field exercises, this interactive program is designed to reinforce mission-driven operational culture at the team level and to provide a framework from which to launch future organizational development.

At the Point of the Spear encompasses a set of first-line leader development programs that share the same philosophy and objectives but are specific to individual types of resources.

Subjects included in the program:

- Human Factors
- Fear and the Leader
- Leader Credibility
- Leadership Principles
- Building Your Team
- Operational Values
- Providing Leader's Intent
- Building the Resilient Team
- Operational Norms
- Training Responsibilities
- Principles of Effective Training
- Learning from Performance
- Individual Expectations
- Maintaining Standards
- Accountability
- Strategies for Resolving Conflict

3.2.1.2 Length

36 hours over 5 days, +4 hours of pre-course work

3.2.1.3 Composition

Mixed traditional classroom, exercises, and simulations

3.2.1.4 Number of students

15-24. OCFA is encouraged to fill the program to capacity for maximum effectiveness.

3.2.1.5 Target audience

First-line supervisors and supporting overhead (fire captains, crew leaders, and Battalion Chiefs.)

3.2.1.6 Delivery location

As determined by OCFA.

3.2.1.7 Product ID

POTSFSL3.MCS

3.2.1.8 Certifications

U.S. Department of Homeland Security: CA-002-PREV
National Wildfire Coordinating Group: L-380

3.2.2 Specific Items Provided by IAFC / Included in SOW

1. Three MCS program trainers for each Fire Service Leadership program with specific experience in human factors psychology, operations, and military leadership and doctrine. All facilitators will be on-site the entire duration of each session.
2. Instructional materials including instructor and student materials, classroom and exercise support materials, case study pre-work and graduation certificates
3. Transportation of all program materials and MCS equipment to the OCFA-designated Point of Contact.
4. Instructor travel and expenses.
5. In-program and post-program evaluation activities and reports as negotiated.
6. Role players to support the field exercise, if requested by OCFA.
7. Student registration or coordination services as requested by OCFA.

3.2.3 Specific items provided by OCFA / Not included in SOW

1. Salary, travel, per diem and other related costs associated with OCFA site logistics support personnel and participants, or any other non-MCS personnel assisting at the OCFA's behest. Details of the support schedule, equipment requirements and classroom facilities can be found in the attached documentation.
2. Facility costs, including costs for providing flip charts and presentation screens.
3. Transportation and associated costs for participants to and from field exercises.
4. Field equipment required for the participants, such as two-way radios, flagging and vehicles to support the field exercises. (Unconventional materials specific to the exercises will be provided by MCS.)
5. Compensation (overtime, comp time, etc.) needed to enable students to participate in the training.

The full description of the logistical support requirements is documented in Appendix A. **POTS_LOGISTICS-REQ.PDF** contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

3.3 Program: Incident Leadership (IL): applying the principles of a mission-driven culture during chaotic and escalating events (CA-010-PREV)**3.3.1 Description**

This hands-on program helps participants learn strategies for implementing the principles of intent-based (or mission command) operations. The programs are also focused on building operational momentum within temporary and diverse teams, and in leading operational planning that extends into a strategic time frame. This program builds new trigger points and recognition skills within students that are directly transferable to future operations and incidents.

Subjects included in the program:

- Command Climate
- Commander's Guidance and Leader's Intent
- Span of Control
- Team Effectiveness
- Operational Tempo
- Human Error

2018 International Association of Fire Chiefs: Building a Mission-Driven Operational Culture

- Effective Incident Communications
- Command and Control

3.3.1.1 Length

36 hours over 5 days, +3 hours of pre-course work

3.3.1.2 Composition

20% classroom, 80% simulation-related activities

3.3.1.3 Number of students

16-24. OCFA is encouraged to fill the program to capacity for maximum effectiveness.

3.3.1.4 Target audience

Personnel working at the Leader-of-Leaders levels (Battalion Chief, Incident Controller – small-medium complexity incidents, etc.)

3.3.1.5 Delivery location

As determined by OCFA.

3.3.1.6 Product ID

IL24AH3.MCS

3.3.1.7 Certifications

U.S. Department of Homeland Security: CA-010-PREV
National Wildfire Coordinating Group: L-381

3.3.2 Specific Items Provided by IAFC / Included in SOW

1. Three MCS program trainers for each Fire Service Leadership program with specific experience in incident command, fire operations, and military command leadership and doctrine. All facilitators will be on-site the entire duration of each session.
2. Instructional materials including instructor and student materials, classroom and exercise support materials, case study pre-work and graduation certificates
3. Transportation of all program materials and MCS equipment to the OCFA-designated Point of Contact.
4. MCS personnel travel and expenses.
5. In-program and post-program evaluation activities and reports as negotiated.
6. Role players and training to support simulation.
7. Student registration or coordination services as requested by OCFA.

3.3.3 Specific items provided by OCFA / Not included in SOW

1. Salary, travel, per diem and other related costs associated with OCFA site logistics support personnel and participants, or any other non-MCS personnel assisting at the OCFA's behest. Details of the support schedule, equipment requirements and classroom facilities can be found in the attached documentation.
2. Facility costs, including costs for providing flip charts and presentation screens.
3. Transportation and associated costs for participants to and from field exercises.
4. Field equipment required for the participants, such as two-way radios and phones to support the simulation activities. (Unconventional materials specific to the exercises will be provided by MCS.)

5. Compensation (overtime, comp time, etc.) needed to enable students to participate in the training.

The full description of the logistical support requirements is documented in Appendix B **IL_LOGISTICS-REQ.PDF**, which contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

3.4 Program: Intent into Action (IIA): Advanced Leadership for the Command and General Staff (CA-057-RESP)

3.4.1 Description

The program offers command teams (North American Type 2 and Type 1 or Australian Level 2 and Level 3) the practical skills and tools to build cohesion, adaptiveness, and resilience during complex incident planning and operations. At this level, the ambiguous, undefined, and dynamic nature of incidents requires a degree of teamwork and integration beyond what is needed for smaller incidents. C&G members need to function as an integrated unit to build a common operating picture, plan strategically, and conduct effective operations. Salient themes – leadership, teamwork, intent, communication, and operational culture – extend beyond the confines of the incident organization to have a significant effect on cooperators, jurisdictional owners, and political-public spheres.

This program picks up where fundamental IMT courses, such as *All-Hazard IMT* and *Incident Leadership*, leave off. Intent into Action concentrates on integrating leadership and incident management acumen to achieve strategic results in large-scale incidents.

With the following topics, the program focuses on guiding the C&G as a highly functional and integrated team that can leverage incident management practices to its best effect:

- Developing ethos and team culture as a professional staff
- Establishing and maintaining an effective command climate aligned with a Mission-Driven Culture
- Developing and maintaining a common operating picture
- Providing functional integration and resilience
- Leading at the team, section, and stakeholder level
- Influencing the political, social, information, and economic elements of the operational environment
- Assuming command and propagating intent

This five-day program provides practical experience using ICS or AIMS structure in the context of a large incident response. Students work in iterative simulations to review, practice, and improve the application of doctrinal tools along with leadership skills as appropriate for the C&G. They graduate with a portfolio of feedback upon which to base future development activities.

3.4.1.1 Length

40 hours over 5 days

3.4.1.2 Composition

20% classroom, 80% simulation-related activities

3.4.1.3 Number of students

24-32

3.4.1.4 Target Audience

Leaders involved with serving on incident management teams handling large or complex incidents.

3.4.1.5 Certifications

U.S. Department of Homeland Security: CA-057-RESP
National Wildfire Coordinating Group: L-481

The full description of the logistical support requirements is documented in Appendix C **IIA_LOGISTICS-REQ.PDF**, which contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

3.5 Program: Emerging Leader/Small Team Leadership (NWCG L-280) Train the Trainer

This program is designed to be delivered by trained instructors within the department. The train-the-trainer program is delivered by the IAFC to potential instructors. Focuses on mastery of the program content and assisting with instructional techniques as needed.

The details of the program delivered to the workforce follows:

3.5.1 Description

Emerging Leader is an introductory leadership course that is designed to be delivered by the parent organization with trained internal instructors. The course involves 2-4 hours of pre-course work and 16 contact hours that focus on introductory leadership skills and self-awareness associated with leading in a task-level environment. The contact hours include one day of classroom instruction followed by a second day in the field with students working through a series of problem solving events called the Field Leadership Assessment Course (FLAC) in small teams. This course is designed as a self-assessment opportunity for individuals preparing to step into a leadership role.

- Leadership Values & Principles
- Transition Challenges for New Leaders
- Situational Leadership
- Teambuilding
- Ethical Decision Making

The desired outcome of this training is to expose operators to foundational leadership concepts in high-risk work environments. To provide operators with small team leadership opportunities in order to assess themselves in regard to how well prepared they are to step into a leadership role.

3.5.2 Train the Trainer Program:

3.5.2.1 Length

16 hours over two days, +10 hours of prep time

3.5.2.2 Composition

Mixed traditional classroom, exercises, and simulations. Development activities include role playing, instructional feedback.

3.5.2.3 Number of OCFA instructors

6-8

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3.5.2.4 *Target Audience*

Internal instructors with facilitative instructor skills

3.5.2.5 *Certifications*

N/A

3.5.3 Emerging Leader Program (delivered by OCFA)

3.5.3.1 *Length*

16 hours over two days

3.5.3.2 *Number students*

10-20

3.5.3.3 *Target Audience*

Operational personnel who are/will provide tactical/task-focused small unit leadership.

3.5.3.4 *Certifications*

NWCG L-280

3.6 Program: Human Factors in the High-Risk Environment (NWCG L-180) Train the Trainer

This program is designed to be delivered by trained instructors within the department. The train-the-trainer program is delivered by the IAFC to potential instructors. Focuses on mastery of the program content and assisting with instructional techniques as needed.

The details of the program delivered to the workforce follows:

3.6.1 Description

Human Factors in the High-Risk Environment is an introductory team member-level course that is designed to provide students with a basic human factors vocabulary surrounding the subjects of communication, situation awareness, decision making and organizational learning. The program provides a model of communication responsibilities and expectations that underpin the mission-driven culture at an operator level. It is designed to be delivered by the parent organization using trained internal instructors. The course involves 6-8 contact hours, depending upon the focus of the department.

- Communication responsibilities
- Situation awareness and decision making

The desired outcome of this training is to expose operators to foundational leadership concepts in high-risk work environments. To provide operators with small team leadership opportunities to assess themselves regarding how well prepared they are to step into a leadership role.

3.6.2 Train the Trainer Program:

3.6.2.1 *Length*

8 +10 hours of prep time

3.6.2.2 *Composition*

Mixed traditional classroom, exercises, role playing, instruction feedback

3.6.2.3 Number of OCFA instructors

6-8

3.6.2.4 Target Audience

Internal instructors with facilitative instructor skills

3.6.2.5 Certifications

N/A

3.6.3 Human Factors program (delivered by OCFA)

3.6.3.1 Length

6-8 hours

3.6.3.2 Number students

10-40

3.6.3.3 Target Audience

All departmental personnel

3.6.3.4 Certifications

NWCG L-180

4 Tools and Workforce Training Programs

In addition to the Human Factors and Emerging Leaders workforce training programs, the IAFC will provide license to use and draw derivative works from various models and tools used to support the implementation of a Mission-Driven Culture to include models, artwork, papers and other products introduced in training designed to support decision making tools, after action reviews, counseling, and target leader behavior. Where appropriate, licenses will be extended in perpetuity provided that the use of the products are limited to the OCFA organization.

The IAFC will assist OCFA in customizing the context or labeling of the training programs or products as needed to improve its integration into OCFA's workforce development efforts. For a period of five years following project initiation, IAFC will provide updates to these tools and packages as they occur, if requested by OCFA.

4.1 Leadership Bridge/Currency Training Programs (3)

It is expected that the OCFA would incorporate the key programs listed in this proposal into the career development path for company officers and chiefs, however these programs normally occur at widely-spaced intervals separated by several years. This spacing leaves a gap in the ongoing development needs for OCFA employees, where the organization must generate activities to further develop and engage employees on a regular basis to keep the skill sets sharper and to continue a pathway for improvement.

We anticipate that with an established MDC-related group and capability within the department, this need can be met long-term through internal means, however there will be a need to fill this gap during the initial term of the project.

To best fill this need with the most critical group (Captains), over the term of the project, the IAFC shall provide to OFCA at least three 3-4hr. refresher or skill enhancement training programs to fill the need in the post-POTS training. These activities are needed to keep interest levels up in self-development and provide opportunities for the department to focus on specific skill development as needed. Through these reinforcement courses, skills can be sharpened and leadership understanding deepened between attending the core programs.

4.1.1.1 End state

All OCFA operational personnel received core leader development education at the appropriate time in the advancement of their career path.

4.1.1.2 IAFC Proposed Activities

- Design and develop three pilot training programs approximately three to four hours in length to reinforce education for fire leaders and provide opportunities to sharpen skills or deepen understanding of leadership concepts
- Provide student support and assistance as needed for all leadership education programs

4.1.1.3 OCFA Proposed Activities

- Continue procurement of leader development programs
- Provide SME resources to assist with development of reinforcement programs

5 Planning and Support Consultation Tasks

The proposed project will provide access to expertise and support for OCFA leadership activities during the MDC implementation. The specific activities and level of support required may vary through the project period, however the nature of the support shall be to provide direction, guidance, and education for key personnel or groups to provide speed and focus to the effort.

The IAFC anticipates that some level of support will be required for the following activities, however support is not limited to these items.

5.1 Conduct MDC Initiative Planning Session

5.1.1.1 Task

Conduct planning sessions with Executive Leadership team and/or ECS to prioritize and coordinate MDC initiative activities.

5.1.1.2 Purpose

- Deepen understanding of the initiative with the executive leadership levels of the department and increase understanding of leader responsibilities in the implementation of the effort.
- Provide tools and establish expectations about implementation at the executive levels.
- Build a commonly-understood plan for rolling out the initiative's activities and messages with specific attention to upper leadership messaging and behaviors.
- Establish priorities and timing for initiative supporting activities.

5.1.1.3 Discussion

Buy-in and support by the upper tier of leadership within the department is critical to obtain early in the process; as this tier of leadership will be observed closely by the staff during this process. As the process of cultural change and operational culture is an extension of the executive leader's vision, the initiative will be owned by this group. For this reason, buy-in and advocacy at this level is key. This level of the organization also holds an important responsibility for modeling the targeted principles and behaviors for the organization.

As the owners of the MDC initiative, OCFA decision makers should agree on the implementation priorities and strategies so that as a group they demonstrate unity of command. Several meetings may be required over the course of the project as the project progresses.

5.1.1.4 End state

An implementation plan was developed that provides a mutually-agreed upon course of action for the department. Within that plan, executive leaders understand their roles and responsibilities with supporting and educating others about the initiative.

5.1.1.5 IAFC Proposed Activities

- Design and facilitate the initial planning session conducted over 1 day in Orange County
- Provide education and training to executive leadership team, as required
- Provide post-session support to leadership team members, as needed

5.1.1.6 OCFA Proposed Activities

- Provide facilities and personnel for the session

5.2 Provide Consultation Support for the Department's formal MDC Implementation Manager/Group

5.2.1.1 Task

Establish a formal presence or resource within the department that will manage and provide vision for staff leader development. This entity, which may consist of both full-time and part-time duty personnel, would be responsible for the following:

- Coordinating with and assisting the OCFA executive leadership team to execute the departmental MDC initiatives and plan. This effort may include monitoring and status reporting.
- Assisting the Training BC in leadership program planning and deployment
- Providing leader mentoring and other consultative assistance and support to department personnel on an as-needed, ad hoc basis. This work may include facilitating or otherwise assisting individuals or groups with leadership challenges.
- Serving as a center of gravity to provide leader development resources for other departments within the county as well as to other partner agencies in the region
- Assisting and showcasing the OCFA initiative to other departments who have interests in the MDC concept or program implementation
- Establishing and maintaining web, social media, and similar resources to serve as a center of gravity for communicating with OCFA personnel about current leader development topics, training opportunities, and departmental tools

5.2.1.2 Purpose

Provide a long-term internal resource that will assist the Executive Leadership team with MDC implementation and provide the day-to-day support for leader development needs within the Department.

5.2.1.3 Discussion

Because changing attitudes and behaviors is an affective (rather than a cognitive) process, initial core education and training only provides a starting point. For change to occur, it must be supported day-to-day on the job as well as by the organization. For these reasons, there is an ongoing need for an internal resource for supporting personnel who are wrestling with implementing the concepts and tools or are encountering barriers within the organization

5.2.1.4 End state

The program to implement the Mission-Driven Culture was adequately supported. Personnel encountering barriers or difficulties were provided effective assistance in a quick and timely manner.

5.2.1.5 IAFC Proposed Activities

- Assist the OCFA in designing the scope and proposed roles and responsibilities of the new internal resource group.
- Provide proposed scope of work for the MDC program position, provide training where needed, and assist with project planning as requested.
- Provide mentoring and technical assistance to the group, as needed.

5.2.1.6 OCFA Proposed Activities

- Establish and staff the leader development resource group.
- Provide a communication platform, such as a website, from which the group can coordinate and communicate.

5.3 Align Senior Leadership/Staff/ECS Perceptions and Messaging**5.3.1 Task**

Assist in the design and development of the initial messages to the workforce from the Chief regarding the Mission-Driven Culture (MDC) initiative. Conduct educational briefings to senior staff members and other critical stakeholders to assist OCFA leadership with planning and implementation tasks.

5.3.1.1 Purpose

- To impart an awareness-level understanding to senior leaders and provide opportunities for Q and A.
- Reduce potential uncertainty and fear regarding the MDC concept and its implementation.
- Provide opportunity for staff to socialize the concept and clarify understanding.
- Introduce the next implementation steps and start the process of encouraging ownership by senior leadership.

5.3.1.2 Discussion

The IAFC will assist the Chief of the Department and the executive staff to align their perceptions of what the MDC initiative will mean at their level, and what support will be required.

5.3.1.3 End state

Initial senior leadership messages to the OCFA workforce concerning MDC topics are roughly aligned and reinforcing. Initial actions taken by senior leadership reinforce these messages. Educational briefings are scheduled for a wider rollout.

5.3.1.4 IAFC Proposed Activities

- Provide implementation sequence and requirements to OCFA
- Design and conduct the initial staff briefings
- Assist with review of messages as appropriate to improve effectiveness

5.3.1.5 OCFA Proposed Activities

- Arrange assemblies of senior leadership

5.4 Develop, and Conduct MDC Educational Briefings for OCFA Employees

5.4.1 Task

Assist in the design and development of the initial messages to the workforce from the Chief regarding the Mission-Driven Culture (MDC) initiative. Plan and conduct educational briefings to be delivered for OCFA employees and provide opportunities for questions and answers.

5.4.1.1 Purpose

- To impart an awareness-level understanding to most OCFA personnel attending the briefings.
- Reduce potential uncertainty, confusion, misunderstandings and fear regarding the MDC concept and its implementation.
- Provide opportunity for OCFA members to understand the purpose and genesis of the MDC concept, its relationship to existing Orange County Fire doctrine, and to record the session(s) for those who are unable to attend.
- Introduce the next implementation steps and start the process of encouraging ownership by the rank and file.

5.4.1.2 Discussion

Educational briefings will be important for the initial outreach to the OCFA membership to describe the MDC effort that the Department is undertaking, the reasoning for the move, and what changes can be expected in the future. These educational briefings are typically 1.5-2 hrs in duration and can be run in a series spanning a couple of days spanning a shift change. The sessions are recorded so that members unable to attend can view the presentations later.

5.4.1.3 End state

Most OCFA personnel are aware of the initiative and the rationale for seeking these goals. Staff understand the Department's vision and desired end states for the initiative, the planned processes, and a general idea of their role within the process. Attendees also understand the plan for immediate future actions and communication. During the sessions, participants witnessed direct advocacy by senior leadership and became familiar with the IAFC/MCS representatives that are assisting the project.

5.4.1.4 IAFC Proposed Activities

- Design and develop educational briefings and sequence
- Facilitate the briefings, and conduct the educational components regarding MDC
- Facilitate Q&A session
- Assist OCFA with editing decisions, if requested

5.4.1.5 OCFA Proposed Activities

- Schedule and arrange for facilities
- Schedule attending OCFA personnel
- Provide video resources and record sessions
- Support and co-present briefings, as appropriate

5.5 Draft Initial Leadership Doctrine

5.5.1.1 Task

- Provide a draft of the leadership doctrine targeted for first-line supervisors. This effort will set the tone for future doctrinal development efforts and will supplement the existing OCFA operational doctrines.
- Deconflict MDC with established mission statements, value statements, or other similar doctrine that occupies the cultural space. This effort will assist the Department in establishing a foundational operational doctrine that defines the principles underpinning all OCFA operations.

5.5.1.2 Purpose

Align messages from existing and future doctrine so that they make sense and are easy to understand for employees. At the first-line supervision level, leader expectations and standards are articulated for the membership.

5.5.1.3 Discussion

Foundational operational doctrine describes the basis of operation regardless of circumstance. It also provides the underpinning values and priorities for what the Department conducts. Leadership doctrine defines the principles and concepts that form a foundation for leader behavior across the department. Through these doctrines, the Department communicates its expectations and operational leadership vocabulary to the members of the department as well as others outside the Department.

5.5.1.4 End state

- A draft document that describes first-line supervision leadership expectations and standards, delivered to the OCFA MDC project manager, to be modified and approved by the Department.
- The department's organizational mission, vision, and values are clearly defined and explained. MDC operational values are appropriately integrated into the OCFA doctrinal sets.

5.5.1.5 IAFC Proposed Activities

- Make suggested changes to adapt and modify existing leadership doctrine handbooks and guidelines that describe the leader expectations and behavior for emerging and first-line supervisors.
- Author, adapt, or modify the first-line leadership doctrine handbooks and guidelines that describe leader expectations and behavior for advanced or senior operational leaders.
- Provide support and mentoring for key departmental personnel to establish and approve a document that describes OCFA foundational operational doctrine.

5.5.1.6 OCFA Proposed Activities:

- Provide subject matter expertise and review resources to support doctrinal development efforts, including handbooks and facilitated sessions.
- Provide timely approval process for new doctrinal products.

5.6 Support for systems alignment activities

An important step towards cultural evolution is identifying elements of the supporting legal, promotional, discipline and policy systems that do not support the desired culture. As changes begin to take place in the field, friction will be seen where these systems are not in alignment.

We anticipate that the OCFA will be engaging in a policy review as part of changes that have been identified by Chief Fennessy. As part of the MDC support effort described here, the IAFC will provide expertise and recommendations as requested to aid OCFA personnel tasked with reconciling these systems with MDC principles.

Such support activities could include reviews of:

- Hiring systems
- Investigation and disciplinary processes
- Department regulations, rules, and policies
- Promotion processes and systems
- Financial policies that support operations

5.7 Implementation Support Manager

The IAFC recommends using a part-time implementation support manager to assist the Department with implementation tasks, provide strategic guidance, and provide additional project management resources if needed. This position would reduce the risk of loss from disruptions caused by internal changes or temporary spikes in the operational tempo of the Department.

6 Measure Departmental Operational Culture

6.1.1.1 Task:

Deploy the OSU-developed tool to measure the health of operational culture across the department and establish a baseline pre-intervention.

6.1.1.2 Purpose:

- To establish a pre-intervention baseline from which future progress can be measured.
- Gather data from the organization's staff to populate the pre-initiative data.
- Validate organizational return on investment and focus future directions for improvement.

6.1.1.3 Discussion:

The initiative to develop a Mission-Driven Culture will affect many facets of the organization and may produce several forms of behavioral outcomes. The initiative will attempt to measure on two levels: The first of these will be to measure changes in personnel attitudes and perceptions over the course of the initiative. The second will be to use other existing measurement systems used by the department to measure operational performance and if possible, correlate these changes to changes reflected in the attitudinal data.

The attitudinal inventory will be based on the cultural measurement tool designed by Oklahoma State University to diagnose organizational health through the lens Mission-Driven Values.

The MDC inventory will be administered at four or five levels of the organization, with items tailored for each level. The staff will access the survey by web browser.

NOTE: Because the OCFA is the third department nationally to participate in the survey, we expect that the results will be useful for setting priorities and a baseline to compare against later; however, there is not enough national data to compare the Department against national norms at this time.

6.1.1.4 End state:

All employees were invited to provide their perceptions through the survey, and a sufficient number of respondents completed the survey so that an analysis could be completed.

6.1.1.5 MCS Proposed Activities:

- Deploy online survey
- Provide technical support during survey implementation
- Analyze results
- Provide a preliminary report to OCFA leadership depicting current state and suggested focus areas
- Conduct post-implementation survey and analysis at some time in the future

6.1.1.6 OCFA Proposed Activities

- Plan and execute the communication to the workforce about the survey and verify access from OCFA computer systems
- Provide Subject Matter Expertise to assist in shaping the deployment of the tool

7 Proposed Implementation

7.1 Assumptions

1. The following OCFA operational personnel numbers are assumed for this scope of work:

Division Chief:	8
Battalion Chief:	37
Captain:	274
Engineer:	247
Firefighter:	499
2. The OFCA will send all targeted ranks through the appropriate training programs, and that the number of initial IAFC-delivered programs is accurate.
3. OCFA will assign and approve internal support resources required to support the effort.
4. The projected number of training programs is:

IAFC PROGRAM	EST # OF PROGRAMS
At the Point of the Spear (Captains, BCs)	13
Incident Leadership (BCs, DCs)	2
Intent into Action (IMT – shared with other agencies)	1
Emerging Leader – Train the Trainer	1
HF in the High-Risk Environment – Train the Trainer	1

5. OCFA Board of Directors will make approval decision in July 2018.

7.2 Implementation Timeline

The detailed rollout plan and timeline will be determined in the initial planning processes described in 5.2. At a high level, the implementation process and timeline are depicted below:

Initial Launch: Months 1-6

- Initial educational briefings
- Initial messages from the Department Chief
- Initial educational training begins for Captains and BCs
- Internal project manager and group established to handle MDC-related tasks

Project Rollout: Months 7-24

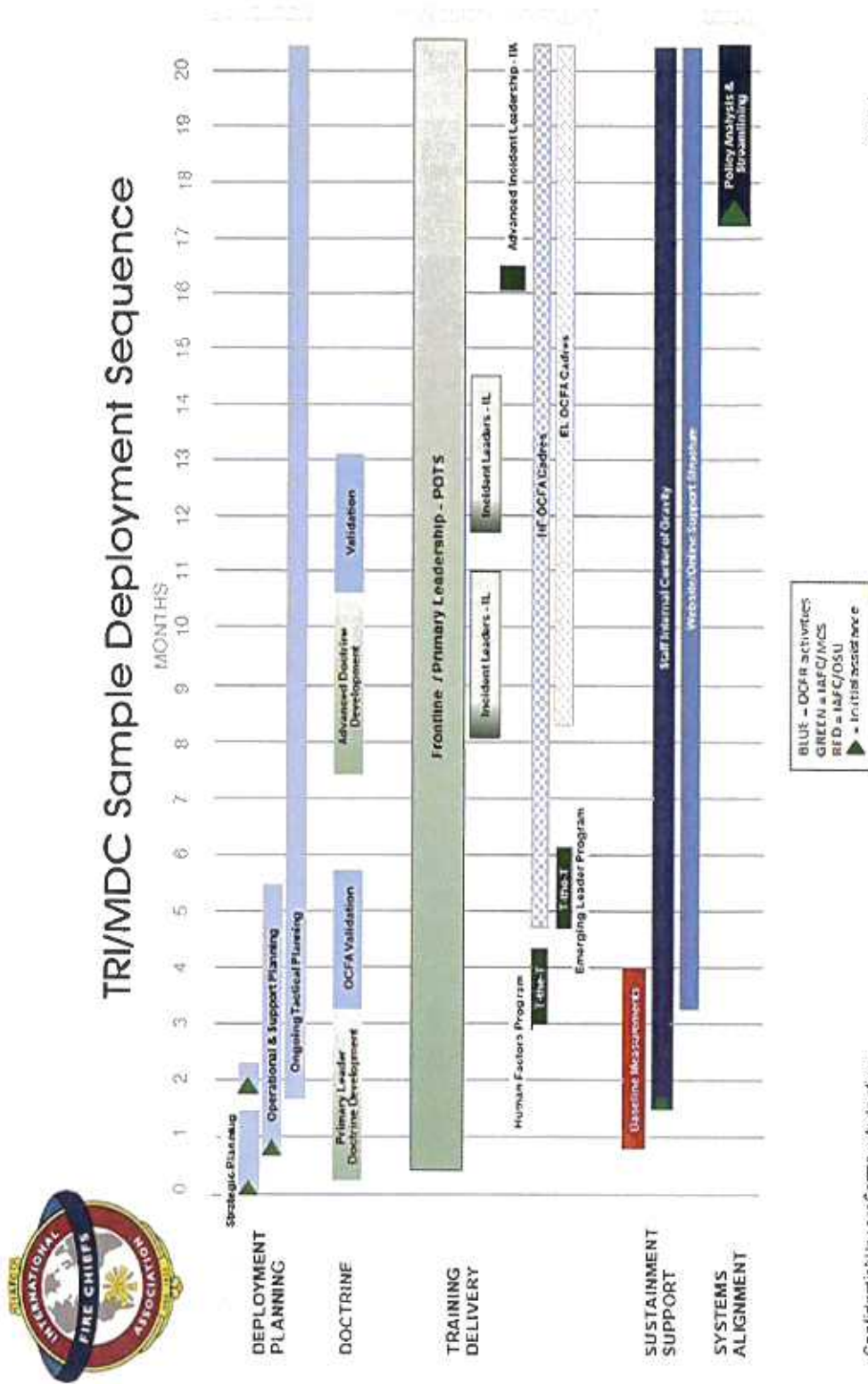
- Captain and BC training completed
- Bridge/Support programs T-the-T completed
- Leadership doctrine completed
- Advanced training for BCs and DCs completed

Transition to Sustainment: Months 24-36

- Advanced doctrine addressed
- Systems alignment activities completed (policies, SOPs, personnel systems, etc.)

7.3 Proposed Deployment Sequence

Project will occur over three years from July 2018 to June 2021. Most IAFC training will occur in years one and two. The suggested sequence and timing of activities in the first 18 months is depicted below:



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8 Pricing Detail

REF	IAFC PROGRAM	QTY	UNIT COST	YR 1 TOTAL	YR 2 TOTAL	YR 3 TOTAL
3.2	At the Point of the Spear (Captains, BCs)	13	* \$41,000	\$369,000	\$123,000	\$41,000
3.3	Incident Leadership (BCs, DCs)	2	** \$43,500	\$43,500	\$43,500	\$0
3.4	Intent into Action (IMT – shared with other agencies)	1	\$80,000	\$0	\$80,000	\$0
3.5	Emerging Leader – Train the Trainer	1	included	included	N/A	N/A
3.6	HF in the High-Risk Environment – Train the Trainer	1	included	included	N/A	N/A
3.5.3	Emerging Leader Courseware (tailored to OCFA)	1	included	N/A	N/A	N/A
3.6.3	Human Factors Courseware (tailored to OCFA)	1	included	N/A	N/A	N/A
4	MDC Support Tools and Licenses	N/A	included	included	included	included
4.1	Bridge/Currency Training Programs	N/A	included	included	N/A	N/A
5.1	MDC Initial Planning	N/A	included	N/A	N/A	N/A
5.2	MDC Program Manager Support	N/A	included	N/A	N/A	N/A
5.3	MDC Staff Briefings	N/A	included	N/A	N/A	N/A
5.4	MDC Employee Briefings	N/A	included	N/A	N/A	N/A
5.5	Initial Draft – Leadership Doctrine	N/A	included	N/A	N/A	N/A
5.6	System alignment support	N/A	N/A	N/A	included	included
5.7 ^{††}	Implementation Support Manager – per year	N/A	\$60,000/yr	\$60,000	\$60,000	\$60,000
N/A	Printing and Admin	N/A	included	included	included	included
N/A	Travel	N/A	included	included	included	included
Estimated Cost Per Year				\$472,500	\$306,500	\$101,000
Total Project Cost (3 years)						\$880,000

NOTES:

- * = Role players are included in the cost. Deduct \$1000.00 if OCFA options to provide role players for program
 ** = Role players are included in the cost. Deduct \$3500.00 if OCFA options to provide role players for program
 †† = item is optional but recommended

9 Transforming Response Initiative

As proposed in this project, the OFCA would be formally participating in the IAFC's Transforming Response Initiative (TRI). As a participant in the program, the OCFA will be listed in IAFC materials that discuss the program and identified as an advocate department. In this position, the Department will receive the most current tools and products as they are available. As a participant in TRI, the Department may receive funding from outside sources to assist with the costs in implementing the program, however this is not guaranteed at this time. Should funding become available, priority will be given to departments who are serving as TRI advocates.

This does not preclude the Department from seeking U.S. Department of Homeland Security/FEMA grant funding to assist with program delivery costs. All proposed primary programs have been pre-approved by DHS for use with UASI and SHSP grant funding.

10 Terms and Conditions

10.1.1.1 Validity

Costs enclosed in this document are valid until 10/1/2018

10.1.1.2 Billing

Training services billed incrementally as they occur. If the first training event is delayed until after delivery of significant support services has commenced, IAFC may bill up to 10% of estimated first year cost in advance to offset support services costs.

10.1.1.3 Terms

Invoices due upon receipt.

10.1.1.4 Payment Information

Payments should be made to:

International Association of Fire Chiefs
4795 Meadow Wood Lane, Suite 100
Chantilly, VA 20151

Attn: Shannon Gilliland

10.1.1.5 Training Cancellation Terms

Due to the complexity and resource requirements that must be met prior to delivering a training program, the OCFA will authorize the IAFC to bill as needed to recover costs incurred in the preparation and planning for the program if the program is cancelled within six weeks of the scheduled delivery date.

Unrecoverable costs begin to accumulate approximately six weeks in advance of the program, and may include:

- Airline tickets
- Materials and shipping costs
- Assembly and overhead costs
- Trainer contract and security costs

If OCFA cancels a program 30 days or less in advance of the scheduled program start date, the IAFC will bill for the delivery-related costs that are unrecoverable, accrued to the date of cancellation. Trainer fees are included in "unrecoverable costs" if the program is cancelled within 4 weeks of the scheduled program start date.

If the program is cancelled 14 days or less from the scheduled delivery date, the full quoted cost of the program will be billed to the OCFA, minus any saved travel expenses for unused per diem and hotel costs and any returned reusable course materials.

If requested, IAFC will advise the OCFA project point of contact when costs will begin to be accrued against the program, so that such penalties can be avoided whenever possible.

10.1.1.6 Intellectual Property

Under this proposal, the contents, processes, and supporting materials used in the performance of the training services described in this program remain the intellectual property of the original owner and duly protected under applicable copyright and intellectual property laws. No transfer of rights or license is implied.

Specific licenses for program tools and content that can be used by the Department long-term will be provided independent of this document.

11 Appendix A – POTS Logistics Requirements

At the Point of the Spear

Client Logistics Support Requirements

Program Schedule

The client selects the program schedule from three available options: 5-day, 4-day, or 6 (3+3) day.

Standard Five-Day Schedule

The most common schedule is the 5-day format, usually conducted Monday through Friday.

Day	Typical Day of Week	Time
1	Monday	1300 – 1800
2	Tuesday	0800 – 1700 1900-2300
3	Wednesday	0800 – 1700
4	Thursday	0800 – 1900
5	Friday	0800 – 1200

This schedule enables participants to travel during business hours. If your organization uses flex or comp time, the afternoon of Day 5 can be used to recover the 3 to 4 hours spent during the Night exercise on Day 2.

Four-Day Schedule

This option is offered to provide additional flexibility to students.

Day	Time
1	0800-1730
2	0800-1700 1900-2300
3	0800-1900
4	0800-1700

Six-Day (3+3) Schedule

This schedule enables participants to attend during two weekends. It is intended for volunteers and others who cannot attend during typical business hours.

Day	Typical Day of the Week	Time
1	Friday	1900-2300
2	Saturday	0800-1730 1900-2300
3	Sunday	0800-1300
4	Friday	1900-2300
5	Saturday	0800-1900
6	Sunday	0800-1200

Guest Speaker

We encourage the sponsoring organization or agency to enlist a credible leader from the organization to give a short talk (roughly 10 minutes) at the start of the program.

The intent of this talk is to emphasize two points:

- The organization's critical need for people who can prepare and lead teams capable of meeting the challenges of your world.
- The value places on students' investment of time and effort in this program.

Hearing this message from a respected leader inspires students to take full advantage of the program. It also reinforces their understanding that developing as leaders is important for the organization's future.

In our experience, the most influential speakers have been from the students' chain of command. The higher level the person is in the organization, the stronger the message.

An effective speaking technique is to describe personal leadership experience— anecdotes about the need for capable leaders or strategies for overcoming challenges inherent in the leadership journey. Conversational address usually works best—informal, open, and honest. Honesty means not necessarily giving the company line but rather acknowledging the complex reality and difficult challenges ahead.

We recommend a 10 to 15 minute message—no more than 30 minutes. The speaker should be available for the first 30 minutes of the program on the first day. The lead instructor introduces the speaker in his or her opening remarks.

Training Location

The minimum room requirement for the training location is one main classroom and two breakout rooms.

Although not required, a small logistics workroom with an electrical outlet is extremely helpful to the cadre for efficiency as well as for security of MCS and client equipment. This room can be quite small, just big enough for one person to work and spread things out on a table. This workroom can double as one of the breakout rooms if it would be available all week.

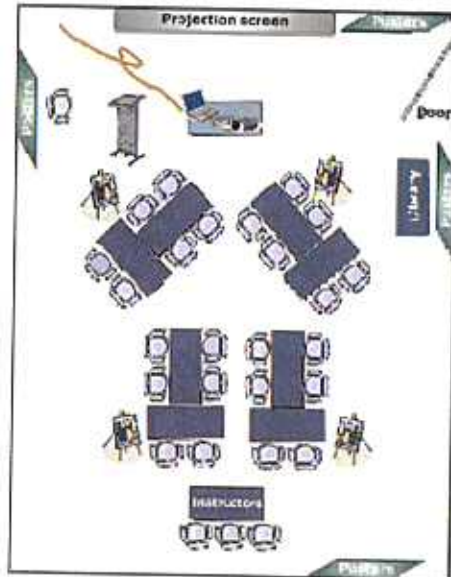
In addition, the training location needs to have an Internet connection so the cadre can send participant information to the MCS office.

Room Logistics

The main classroom has the following logistic requirements:

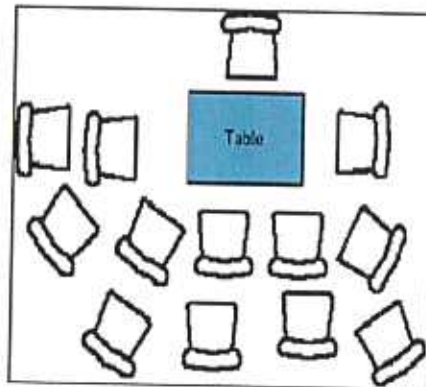
- Projection screen
- 28 chairs (24 for participants + 4 for instructors or observers)
- 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- Secure storage area
- 8 rectangular tables for participants (If rectangular tables are unavailable, 4 round tables can be substituted.)
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop

The following diagram illustrates the recommended main classroom setup:



Both breakout rooms have these requirements:

- 13 chairs
- 1 small table



The breakout rooms are used for classroom exercises as well as for the afternoon field exercise. If these rooms adjoin each other or main classroom, there should be enough of a sound barrier to block occasional shouting and radio traffic during the field exercise. In addition, instructors should be able to darken room to near black for the field exercise.

Equipment Requirements

The main classroom has the following equipment requirements:

- Extension cord, about 25 feet long
- Four flip charts on easels with a set of markers for each
- Optional—projector and audio. Client-provided sound systems usually provide for better quality projection and sound. In addition, many training facilities are equipped with overhead projectors, which eliminate the need for a table-top projector.

Room Scheduling

The scheduling requirements for each type of room vary according to the length of the program. The following tables outline these requirements:

Five-Day Schedule					
Room	Day 1	Day 2	Day 3	Day 4	Day 5
Main Classroom	0800 – 1730	0800 – 1700	0800 – 1700	0800 – 1900	0800 – 1200
Breakout Room 1		1200 – 1700	0800 – 1200	1200 – 1900	
Breakout Room 2				1200 – 1900	

Four-Day Schedule				
Room	Day 1	Day 2	Day 3	Day 4
Main Classroom	0800 – 1730	0800 – 1700	0800 – 1900	0800 – 1700
Breakout Room 1			0800 – 1900	0800 – 1300
Breakout Room 2			0800 – 1900	

3 + 3 Schedule						
Room	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6
Main Classroom	1300 – 1730	0800 – 1700	0800 – 1300	1900 – 2300	0800 – 1900	0800 – 1200
Breakout Room 1			0800 – 1200		1900 – 2300	
Breakout Room 2					1900 – 2300	

Field Exercise Radio Requirements

The client supplies eight radios for both the field exercises. The following tables detail the requirements:

Radio	Channel			Exercise	
	1	2	3	Night Field	Afternoon Field
1	Frequency 1	Frequency 2	Off	Teams 1 & 2	Team 1
2	Frequency 1	Frequency 2	Off	Teams 1 & 2	Team 1
3	Frequency 1	Frequency 2	Off	Teams 1 & 2	Spare
4	Off	Frequency 2	Frequency 3	Teams 3 & 4	Team 2
5	Off	Frequency 2	Frequency 3	Teams 3 & 4	Team 2
6	Off	Frequency 2	Frequency 3	Teams 3 & 4	Spare
7	Frequency 1	Frequency 2	Frequency 3	Dispatch	Instructors
8	Frequency 1	Frequency 2	Frequency 3	Dispatch	Instructors

The frequencies must be discrete with enough separation to prevent bleed-over.

Frequency	Night Field Exercise	Afternoon Field Exercise
1	Tac 1	Air to air
2	Dispatch	Air to ground
3	Tac 2	USGS

Outdoor Field Exercise Requirements

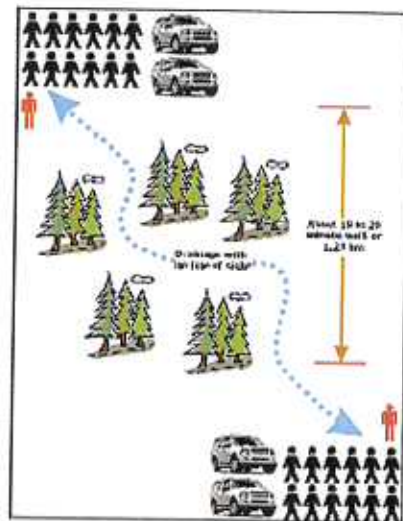
In the evening on Day 2, the cadre conducts an outdoor field exercise. (The timing of the exercises—from 1900 to 2300 on Day 2—is the same for all program schedules.) This section outlines the site, equipment, and personnel requirements for this field exercise.

Site Requirements

The following parameters are recommended for the site of the field exercise:

- Within 15 to 20 minutes of main classroom
- Remote area free of other traffic, people, noise, or other distractions
- Drainage with trees and bushes preferred
- Moderate slope preferred
- No long lines of sight
- Separate access points for top and bottom groups
- Ground should be clear of mud and snow when possible.

The following diagram illustrates the recommended site layout:



Vehicle Requirements

The client provides five vehicles to transport all students, instructors, and role players to the exercise location.

- Vehicle 1—seats 6 students + 1 instructor
- Vehicle 2—seats 6 students + 1 instructor
- Vehicle 3—seats 6 students + 1 instructor
- Vehicle 4—seats 6 students
- Vehicle 5—seats 3 role players

Role Players

The client provides three role players to support the outdoor field exercise on Day 2:

- An emergency responder (crew or team leader)
- A local landowner
- A television news reporter or photographer.

The field exercise simulates the aftermath of a natural disaster. Role players will meet with the training cadre the morning or afternoon of Day 2 before the start of the exercise for a briefing that may include an orientation of the training site and a walk through of the exercise. This orientation could take up to two hours. Role players show up on site by 1830 to start the exercise. Their participation continues to the end of the exercise at approximately 2200.

Role players should be able to walk (at times quickly) through uneven terrain and drainages at night. The most important characteristics of selected role players are a high level of energy and a desire to make training realistic and meaningful for exercise participants.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *At the Point of the Spear* programs.

Committing to a Program	
<input type="checkbox"/>	Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
<input type="checkbox"/>	Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).
Initial Planning for Program	
<input type="checkbox"/>	After you order a program, Logistics sends a Course Information Sheet to begin the logistics process. Complete and return the form.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Locate potential field exercise site that meets the criteria. As appropriate, contact owners of site used for field exercise to arrange for access. Exercises will not involve the use of fire or be disruptive to the ground or flora. They involve only walking activities.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.
Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact MCS Logistics to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.

Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the Night Field exercise.
<input type="checkbox"/>	Verify receipt of shipped program materials with MCS Logistics.
<input type="checkbox"/>	Arrange for additional vehicles as needed to support exercises. In some cases, participants can bring in the needed vehicles. Make sure that participants are approved to drive the vehicles, or arrange for other drivers, as needed.
<input type="checkbox"/>	Determine whether an icebreaker on the first night would be appropriate. Usually we invite the participants to a local watering hole or restaurant for an icebreaker to give the class an opportunity to meet informally with the cadre and other participants. MCS usually offers to pick up the first round. Any additional drinks or food are on the participants. In most cases, the icebreaker is worthwhile when students may not know each other and there are suitable places close by. If an icebreaker is desirable, identify local bar, pizza joint, or restaurant that could serve as a location for an icebreaker from 1800-2000 on the evening of Day 1 so that we can give a warning to the manager that we might be dropping in with 15 to 20 people. Communicate icebreaker plans to MCS.
<input type="checkbox"/>	Secure radio frequencies for use during the Night and Afternoon field exercises.
<input type="checkbox"/>	Contact MCS Logistics to arrange contact with the lead instructor. When you arrange to address particular focus points or special issues during the program, the lead instructor will contact you approximately 2 weeks from start of the program to discuss these issues.
<input type="checkbox"/>	(Optional) Verify guest speaker.
One Week Prior to Program	
<input type="checkbox"/>	Arrange for MCS cadre to have access to classrooms for setup on the afternoon or evening on the day before class.
<input type="checkbox"/>	Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program eight two-way radios. Radios are needed for the Night and Afternoon exercises.
<input type="checkbox"/>	Arrange access to shipped materials for MCS cadre upon arrival Sunday.
<input type="checkbox"/>	Complete any permits and obtain access keys for the night field exercise area.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.

<input type="checkbox"/>	Set up classroom according to specification.
<input type="checkbox"/>	Arrange time for the role players to meet with the cadre.
<input type="checkbox"/>	(Optional) Confirm guest speaker availability.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with MCS cadre.
<input type="checkbox"/>	Tour the night field exercise area with the cadre members. They will flag, walk, and time out the area for use on Day 2.
<input type="checkbox"/>	Bring MCS cadre to training rooms. Have on location all of the following: boxed course materials, radios, flipcharts, and extension cord.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with MCS cadre on Monday before class for final setup needs.
<input type="checkbox"/>	(Optional) Provide kickoff speaker information to cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Verify transportation plan and vehicles for Day 2 and ensure vehicles are full of fuel.
<input type="checkbox"/>	Arrange a time and location with the role players and the MCS cadre for the role player briefing.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with MCS cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.
Day of Night Field Exercise (Typically Tuesday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Confirm the briefing time and place with the role players and MCS cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Check in with the cadre at the end of the day to verify all is well with the vehicles, etc.
Course Midpoint	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day. Ensure access to breakout rooms.

At the Point of the Spear

Client Logistics Support Requirements

Day of Afternoon Exercise (Typically Thursday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
Last Day of Program (Typically Friday)	
<input type="checkbox"/>	Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.

12 Appendix B – Incident Leadership Logistics Requirements

Incident Leadership

Client Logistics Support Requirements

Program Schedule

The program has the following five-day schedule:

Day	Time
1	0800-1745
2	0800-1800
3	0800-1730
4	0800-1730
5	0700-1430

Pework Assignment

Students' prework assignment for *Incident Leadership* takes approximately six hours and usually is sent out six weeks before the program start date.

MCS can package and mail the prework assignments individually or in bulk for distribution by the organization's training officer. We include a prework letter with the program information, a list of items the student should bring with them to class, the prework assignment, and the hotel and travel information provided by the client.

MCS can produce and send out this letter to each student, or we can provide you with information to include in your own standard letters. Communicate your preference, and we'll take care of the rest.

Additionally, some clients have opted to include a book to encourage further leadership self-development after class. If you would like us to include post-program materials in shipments of MCS materials, we would be glad to add them to your charges at cost.

Training Location

The training location requirement is five rooms: one main classroom, one Incident Command Post (ICP), two Division (DIVS) areas, and one simulation room.

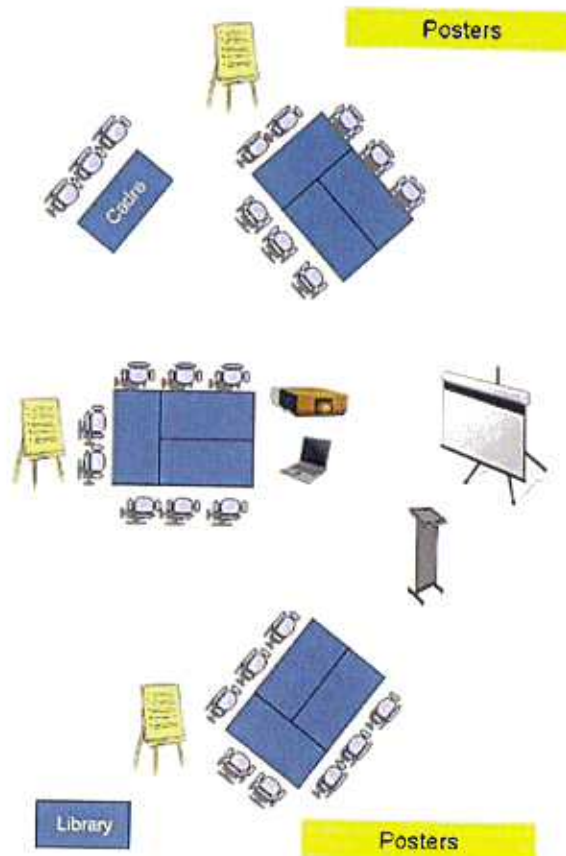
- The Simulation Room, ICP, and DIVS areas need to be in close proximity to each other (across or down the same hallway). They can be separated from the classroom (on a different floor or, in the worst case, a building next door).
- Two of the rooms can be located in one large room as long as a divider provides a sufficient sound barrier.
- All rooms should have wall space to hang posters, maps, and flip charts.
- A DIVS area can be a small room, break area, or alcove isolated from walk-through traffic. Both DIVS areas should be located near the ICP room.

In addition, the cadre needs access to Internet or E-mail so that they can send participant information in an electronic file to MCS offices on Monday.

Incident Leadership

Client Logistics Support Requirements

Main Classroom

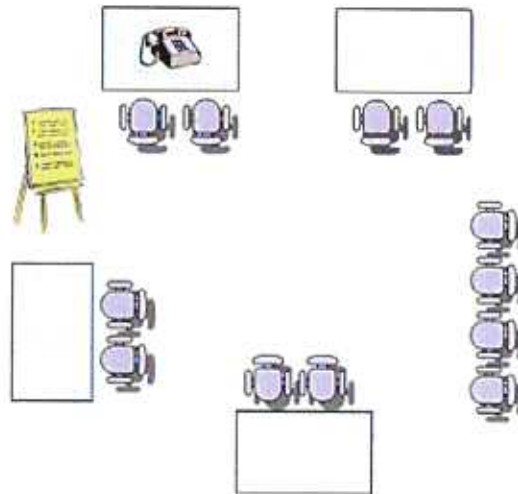


Main Classroom Specifications and Logistics

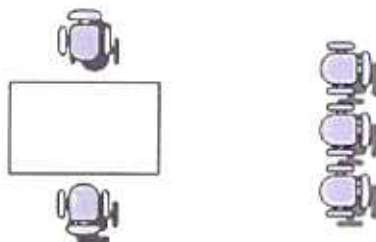
- Minimum size is 1000 square feet (roughly 30 by 35 feet)
- 27 chairs (24 for participants and 3 for instructors or observers) □ 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- 3 sets of tables for participants that are large enough to allow all of them to view the front of the room (If rectangular tables are not available, 3 round tables can be substituted.).
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop
- Secure room or storage area

Incident LeadershipClient Logistics Support Requirements**Main Classroom Equipment Requirements**

- 3 flipchart easels with paper and markers
- 1 projection screen
- 1 projector with sound system
- 1 25-foot extension cord with power strip

ICP Specifications and Logistics

- Minimum size = 625 square feet (roughly 25 by 25 feet)
- 12 chairs
- 1 flip chart and 1 set of markers
- 4 desks or folding tables
- 1 phone

DIVS Area Specifications and Logistics (x2)

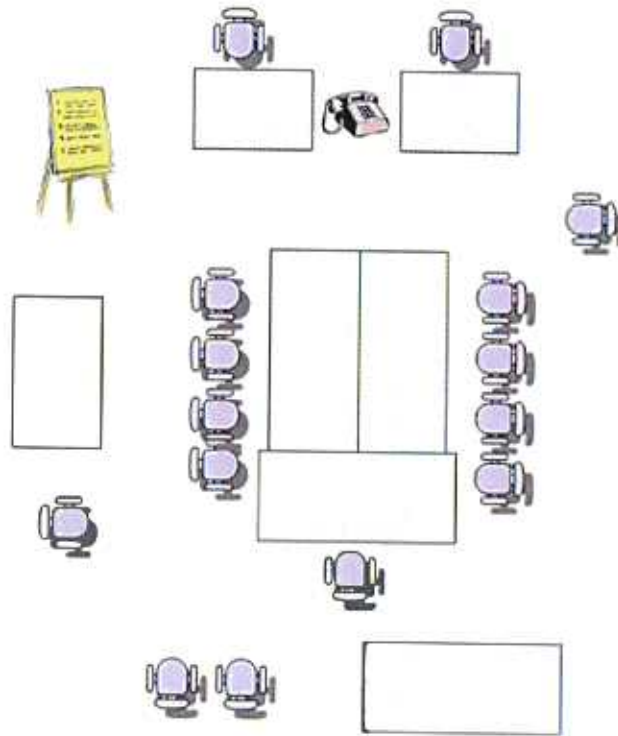
- Minimum size = 144 square feet (roughly 12 by 12 feet)

Incident Leadership

Client Logistics Support Requirements

- 5 chairs
- 1 desk or folding table

Simulation Room



Specifications and Logistics

- Minimum size = 750 square feet (roughly 25 by 30 feet)
- 15 chairs
- 1 flip chart and 1 set of markers
- Wall space and suitable method for hanging heavy signs and posters
- 7 desks or folding tables (assuming 3 tables configured as central table for 9 chairs).
- 1 small table
- 1 phone able to connect to the phone in the ICP room.

Simulation Room Costumes

Clients provide costumes that are standard for their workforce:

- 8 turn-out gear jackets: 1 extra-extra large (XXL), 3 extra large (XL), 4 large (L) May be in poor condition.
- 8 hard hats or helmets May be non-operational or in poor condition.

Radio Requirements

Throughout the week, students need 20 programmable radios with four radio frequencies and full batteries. Frequencies must be discrete with enough separation to prevent bleed over.

The following table details these requirements:

Radio	Channel			
	1	2	3	4
1	Frequency 1	Frequency 2	Frequency 3	Frequency 4
2	Frequency 1	Frequency 2	Frequency 3	Frequency 4
3	Frequency 1	Frequency 2	Frequency 3	Frequency 4
4	Frequency 1	Frequency 2	Frequency 3	Frequency 4
5	Frequency 1	Frequency 2	Frequency 3	Frequency 4
6	Frequency 1	Frequency 2	Frequency 3	Frequency 4
7	Frequency 1	Frequency 2	Frequency 3	Frequency 4
8	Frequency 1	Frequency 2	Frequency 3	Frequency 4
9	Frequency 1	Frequency 2	Frequency 3	Frequency 4
10	Frequency 1	Frequency 2	Frequency 3	Frequency 4
11	Frequency 1	Frequency 2	Frequency 3	Frequency 4
12	Frequency 1	Frequency 2	Frequency 3	Frequency 4
13	Frequency 1	Frequency 2	Frequency 3	Frequency 4
14	Frequency 1	Frequency 2	Frequency 3	Frequency 4
15	Frequency 1	Frequency 2	Frequency 3	Frequency 4
16	Frequency 1	Frequency 2	Frequency 3	Frequency 4
17	Frequency 1	Frequency 2	Frequency 3	Frequency 4
18	Frequency 1	Frequency 2	Frequency 3	Frequency 4
19	Frequency 1	Frequency 2	Frequency 3	Frequency 4
20	Frequency 1	Frequency 2	Frequency 3	Frequency 4

Role Players

Incident Leadership requires two client-provided role players to depict characters that span all the simulations through the entire week. These role players are integral to the MICS cadre, and their assignment spans from 1000 Monday through 1200 Friday with roughly a one-hour lunch break each day.

*Incident Leadership**Client Logistics Support Requirements*

These characters, when played well, help to provide fidelity and continuity from simulation to simulation and are important to the learning of the participants. For this reason, careful consideration should be given when choosing people for these two roles.

Ideally, both role players are graduates of this program so that they are familiar with the scenario and the conceptual approach of the program. If they are not graduates, it is best if there are no plans for them to attend future programs as they will become familiar with the scenario and it will reduce the benefits they can receive from the course. Having a former role play subsequently attend the program as a student may also limit the benefits for others in the course.

As a minimum, these personnel should be familiar with the Incident Command System, adaptable, and enthusiastic. Below are the descriptions of the two roles:

- **Zone Dispatcher (Armando Ricardo)**—A person who is familiar enough with radio protocol as well as fire and other operational terminology to simulate the dispatch function for a zone. In addition, this person should be familiar enough with the typical resources on a Type-3 incident to allocate and track these resources.
- **ITF Regional Emergency Coordinator (Roger Keen)**—A person who has the credibility and experience to role play a commander overseeing a Type-3 IMT. This supervision includes making decisions as the ITF Regional Emergency Coordinator as well as counseling and mentoring the IMT-3 in the leadership skills, behaviors, and principles covered in the program.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *Incident Leadership*.

Committing to a Program

- ☐ Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
- ☐ Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).

Initial Planning for Program

- ☐ After you order a program, complete and return the Course Information Sheet to begin the logistics process.
- ☐ (Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.

Seven to Eight Weeks Prior to Program

- ☐ Make arrangements to reserve the facility to be used for the program.
- ☐ Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
- ☐ Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.

Incident Leadership

Client Logistics Support Requirements

Six Weeks Prior to Program

- ☐ Finalize the student roster.
- ☐ Contact MCS Logistics to arrange the distribution of the prework package to the students.
- ☐ Make arrangements to reserve radios.

Two to Four Weeks Prior to Program

- ☐ Confirm reservation for the training location.
- ☐ Recruit role players for the simulation.
- ☐ Verify receipt of shipped program materials with MCS Logistics.
- ☐ Secure radio frequencies for use in the simulation.
- ☐ Arrange for specified costumes for the students to use as role players: turn-out gear jackets—1 extra-extra large (XXL), 3 extra large (XL), 4 large (L); 6 helmets or hard hats.
- ☐ Contact MCS Logistics to arrange contact with the lead instructor.
- ☐ (Optional) Verify guest speaker.

One Week Prior to Program

- ☐ Arrange for MCS cadre to have access to classrooms on Sunday afternoon or evening for setup.
- ☐ Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
- ☐ Secure, test, charge, and program radios. Radios are needed for the entire program.
- ☐ Arrange access to shipped materials for MCS cadre upon arrival Sunday.
- ☐ Verify availability of flipcharts, extension cords with power bar, and projection screen.
- ☐ Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
- ☐ Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.

Day Before Program (Typically Sunday)

- ☐ Meet with MCS cadre.
- ☐ Bring MCS cadre to training rooms. Have on location all of the following: both boxes of course materials, radios, flipcharts, tables, chairs, phones, and extension cord. The MCS cadre will begin set-up no later than 1700.

*Incident Leadership**Client Logistics Support Requirements*

- ☐ Verify any security arrangements for rooms and equipment with MCS cadre.

Day 1 (Typically Monday)

- ☐ Meet with MCS cadre on Monday before class for final setup needs.
- ☐ Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
- ☐ Arrange for the role players meet with the MCS cadre by 1000.
- ☐ Confirm e-mail access arrangements and share information with MCS cadre.
- ☐ During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.

Day 2

- ☐ Check in with the MCS cadre twice--before class begins and at the end of the day.

Day 3

- ☐ Check in with the MCS cadre twice--before class begins and at the end of the day.

Day 4

- ☐ Check in with the MCS cadre twice--before class begins and at the end of the day.
- ☐ Discuss with cadre any needs regarding room closedown or clean up.

Day 5

- ☐ Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.
- ☐ Meet with MCS cadre for final turn in at the end of the simulation.

13 Appendix C – Intent into Action Logistics Requirements

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

Review Overall Schedule and Timing for the Week

☐ Course Description

Course includes about 8 hours of pre-work and then 5 days of dynamic classroom and simulation environment. 32 participants are organized into four, eight person teams representing the eight functional positions of the command & general staff.

☐ Course Schedule

Monday – 0800*-1800 – *Check-in begins at 0730; the course starts promptly at 0800

Tuesday – 0800-1700 - Voluntary evaluator mentoring session after class until 1800

Wednesday – 0800-1715

Thursday – 0800-1700

Friday – 0800-1700 - For travel planning, the course finishes at 1700

- ☐ Review lunch (no lunch break on Day 4 and 5 – working straight through as on an incident) – review Snacks plan (Cadre provides Day 1, Student Teams Days 2-5)

- ☐ Confirm on-site course coordinator and contact info

- ☐ Brief on linkup with cadre either Sat afternoon or Sunday early

Coordinate access to training center for set up all day Sunday (once cadre & coordinator have discussed initial coordination items, course coordinator's presence will not be required)

Review Course Cadre

- ☐ 6 MCS Facilitators (provide names and contact info as needed)

Training Site:

- ☐ Training Site location and address?

- ☐ Review Facility Requirements:

Good cell phone coverage between the rooms

Internet connection in the cadre support room

On scene copier support for a few small jobs

- ☐ Rooms:

1 x Large Classroom - 30'x35' or 1050 sq ft

4 x Incident Command Posts (ICPs) • (A, B, C & D) • 25'x25' or 625 sq ft each

1 x Cadre Support Room - 20'x20' or 400 sq ft

* if it becomes difficult to find rooms of adequate size, it is possible to mitigate with some additional breakout rooms, get cadre involved in this discussion

Version: October 26, 2016

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MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

- ☐ Confirm client has supply list and room diagrams: (attached)
- ☐ NOTE: No radios, frequencies or role players are required for this course. This is different from the other MCS training components of the leader development program you may be using.

Evaluation Status

- ☐ Client commitment to a 4 person evaluation? (Must be qualified Type 2 C&GS if L-481 cert is desired)
- ☐ Names and contact info for evaluators?
- ☐ Report time for evaluators (normally 1500 on Sunday for briefing at training site)
- ☐ MCS will email detailed evaluation guidance to each evaluator and mail workbook materials

Certificate preparation

- ☐ L-481 (Advanced Leadership for the C&GS) – client prints NWCG Cert, MCS will sign

Because of nature of evaluation and potential impact to student's careers, we feel it is more appropriate that the actual evaluation checklist document is signed by an agency rep versus a contractor.

- ☐ MCS will also provide a course certificate for Intent into Action

Pre-Course Activity

- ☐ Does client need help filling 32 seats (MCS can announce to local cooperators in area)?
- ☐ Course login and password issued to client?
- ☐ Does client have pre-work letter template?

Training Center location
 Travel to Training Site
 Hotels & restaurants near hotel and training center
 Items unique to training center (badge access, parking, etc)
 Pre-Work Process to log onto website
 Registration/Sign In – Time, Place, Process
 What to bring
 What to wear
 Course Schedule
 Snacks and lunch
 Program description and outcomes: NWCG L-481 interchangeable with S-420 Command & General Staff Courses
 Host agency course contact for attendance/registration issues
 MCS course contact for pre-work issues

MCS Course Coordination Checklist*Intent into Action – Advanced Leadership for the Command & General Staff (L-481)*

- ☐ Estimated date pre-work letter will go out?
- ☐ Course web access active?

Shipping

MCS will ship 4-5 boxes of course materials and possibly 4 Equipment Bags to the host agency approximately 2-4 weeks out.

- ☐ Shipping address and POC?
- ☐ Is return shipping support available? (We would do waybills, just need help with drop off)

Travel

- ☐ Nearest commercial airport?
- ☐ Any travel considerations in and around airport to training and lodging sites?
- ☐ Recommended lodging sites near the training center?

Kick Off Speaker

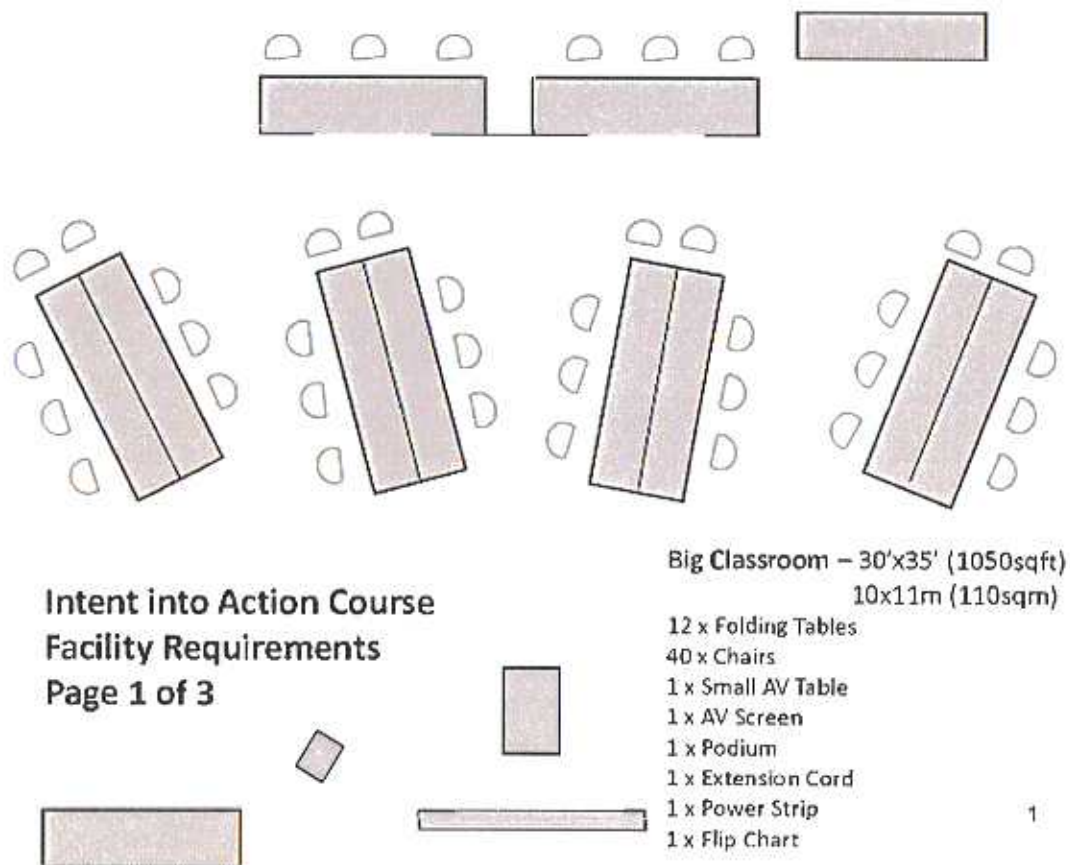
- ☐ Prefer *not to have* at course opening

Due to very challenging schedule on Monday, we would prefer that any opening remarks by host agency are kept to a minimum. Cadre has no need for opening remarks by agency representative, but can accommodate if important to host agency.

Having an agency representative to speak at the end of the course is very easy to work into the program and is preferred over an opening speaker.

Finance

- ☐ Confirm Invoice: POC and contact info?
- ☐ Confirm payment terms as needed
- ☐ Confirm cancellation policy



4 X Team Rooms

ICPs (1, 2, 3 & 4)

25'x25'(625sqft)

8x8m (64sqm)

Each Room:

8 x Folding Tables

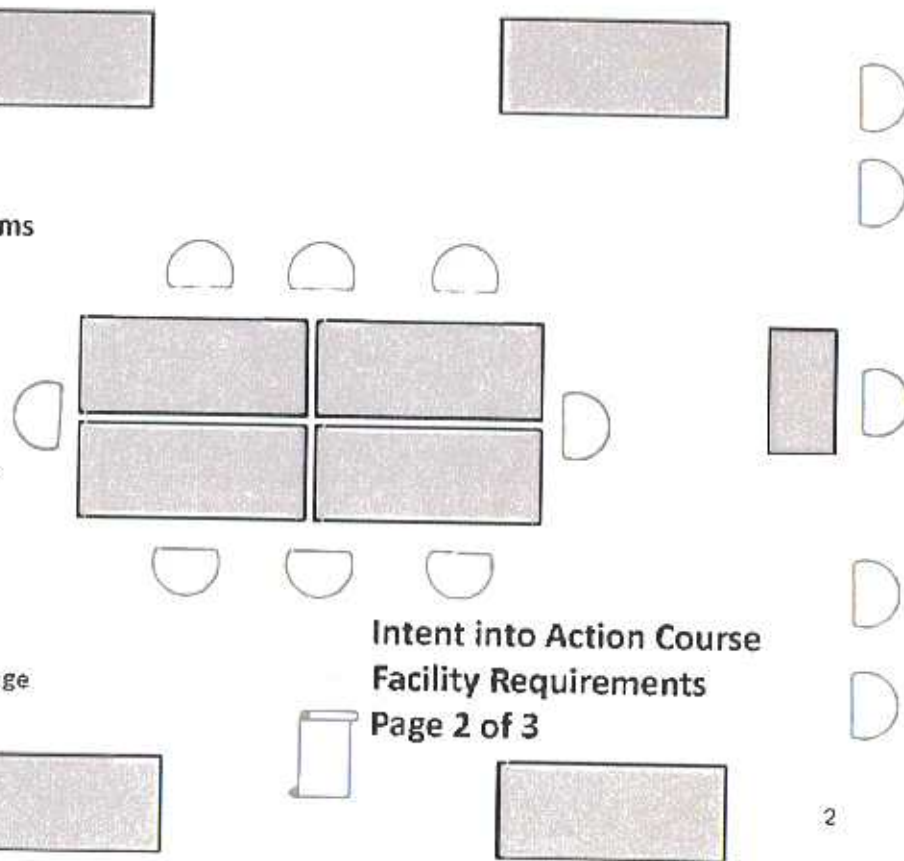
13 x Chairs

1 x Small Table

1 x Flip Chart

1 x Power Strip

Cell Phone Coverage



Intent into Action Course

Facility Requirements

Page 2 of 3

1 x Cadre Room

20'x20' (400sqft)

6x6m (36sqm)

8 x Folding Tables

8 x Chairs

1 x Small Table

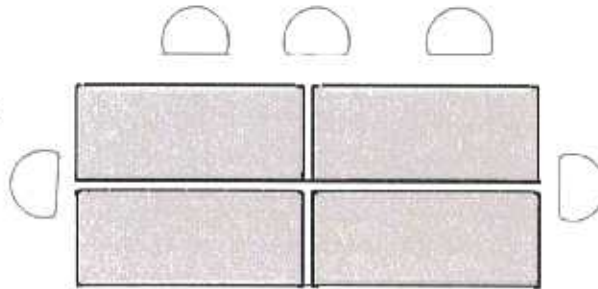
1 x Flip Chart

1 x Power Strip

Cell Phone Coverage

and

Internet Connection



Intent into Action Course

Facility Requirements

Page 3 of 3

Intent Into Action

Training Schedule

	Day 1 (0800-1800)	Day 2 (0800-1800)	Day 3 (0800-1700)					
0730	Check-in							
0745								
0800								
0815	Intro	Sim 1c: Objectives briefing	Sim 2 — I/T — Green	Sim 2 — Support — Black	Organizational Alignment — Red & Blue			
0830	Theatre Briefing	Sim 1f: Strategy Meeting						
0845	Ex: Command Presence Message							
0900	Sim 1g: Tactics Meeting							
0915								
0930								
0945	Ex: Practising Command Presence	Sim 2 — I/T — Black		Sim 2 — Support — Green				
1000								
1015								
1030								
1045	Break	Committing to the Plan						
1100	Assuming Command	Sim 1h: Planning Meeting						
1115								
1130	Sim 1a: AA Briefing							
1145								
1200	Lunch	Lunch	Lunch					
1215								
1230								
1245								
1300								
1315	Sim 1b: IC Briefing	Communicating Intent	Sim 2 — I/T — Blue	Sim 2 — Support — Red	Organizational Alignment — Black & Green			
1330		Sim 1c: Prepare to Communicate Intent						
1345	Sim 1c: Functional CCP							
1400								
1415	Break	Break						
1430		Sim 1j: Communicate Intent						
1445	Sim 1d: CCP Briefing		Sim 2 — I/T — Red	Sim 2 — Support — Blue				
1500								
1515								
1530								
1545	Developing Intent							
1600								
1615	Break							
1630	Sim 1e: Objectives Meeting	Sim 1 AAR						
1645		Sim 2 Briefing						
1700								
1715								
1730		Evaluator meeting						
1745								
1800								

2018 International Association of Fire Chiefs: Building a Mission-Driven Operational Culture

*Intent Into Action***Training Schedule**

	Day 4 (0800-1630)	Day 5 (0800-1700)
0800		
0815	Sim 3a: AA Briefing	Sim 3a: AA Briefing
0830		
0845	Sim 3b: IC Briefing	Sim 3b: IC Briefing
0900		
0915	Sim 3c: Assume Command	Sim 3c: Assume Command
0930		
0945		
1000	Sim 3d: Objectives Meeting	Sim 3d: Objectives Meeting
1015		
1030		
1045	Sim 3e: Strategy	Sim 3e: Strategy
1100		
1115	Sim 3f: Tactics Meeting	Sim 3f: Tactics meeting
1130		
1145		
1200	Sim 3h: Planning Meeting	Sim 3h: Planning meeting
1215		
1230	Sim 3i: Prepare for Ops Briefing	Sim 3i: Prepare for Ops Briefing
1245		
1300		
1315	Sim 3j: Operations Period Briefing	Sim 3j: Operations Period Briefing
1330		
1345	Sim 3k: Unit Leader Briefings	Sim 3k: Unit Leader Briefings
1400		
1415	Sim 3m: Prep VIP	Sim 3m: Prep VIP
1430		
1445	Sim 3n: VIP Briefing	Sim 3n: VIP briefing
1500		
1515		
1530		
1545	AAR + Evaluation	AAR + Evaluation
1600		
1615		
1630		
1645		Course closeout
1700		

14 Appendix D - The International Association of Fire Chiefs

Since 1873, IAFC represents the leadership of firefighters and emergency responders worldwide, a powerful network of more than 11,000 fire chiefs, chief officers, company officers and aspiring fire and emergency service leaders. IAFC members are the world's leading experts in firefighting, emergency medical services, terrorism response, hazmat spills, natural disasters, search and rescue, and public-safety policy. Since 1873, the IAFC has provided a forum for its members to exchange ideas, develop professionally, and uncover the latest products and services available to first responders.

14.1.1 IAFC Mission

To provide leadership to current and future career and volunteer fire-rescue and EMS chiefs, chief fire officers, company officers and managers of emergency-service organizations throughout the international community through vision, information, education, services, and representation to enhance their professionalism and capabilities.

14.1.2 Goals

- To **LEAD** by being the preeminent voice and advocate for fire and emergency service delivery, management, and policy.
- To **EDUCATE** current and future fire and emergency service leaders by providing training, education, and professional-development opportunities.
- To **SERVE** by providing services and products of value to our membership, affiliates, and partners.

14.1.3 Governance

The IAFC board of directors develops broad objectives and goals for the association, including policies, programs, and budgets. As the elected representatives of the membership, members of the 18 board of directors plus CEO and Executive Director Mark W. Light are responsible for the business and affairs of the association.

14.1.4 IAFC Divisions

The IAFC consists of eight divisions representing distinct geographic areas of the United States and Canada, including Eastern, Great Lakes, Missouri Valley, New England, Southeastern, Southwestern, Western, and Canadian Divisions. Divisions provide a conduit between the IAFC and the local fire/EMS community and support advocacy, education, and networking.



14.1.5 IAFC Sections

The association is also organized around special interest groups, called sections. The sections provide our members with specialized opportunities to network and share information with those of similar interests on topics such as:

- Company Officers
- Emergency Vehicle Management
- EMS
- Executive Fire Officers
- Federal and Military Fire Services
- Fire & Life Safety
- Industrial Fire & Safety
- Metro Chiefs
- Safety, Health & Survival
- Volunteer & Combination Officers

Sections share their expertise throughout the fire and emergency service community through publications, workshops and conferences, websites, and online discussion forums.

14.1.6 IAFC Committees

IAFC members play a vital role in the association's governance, policy, and program functions through the work of committees. Committees are structured in various ways for various functions but play the same vital role. Committee members are subject-matter experts, gather critical information, produce reports and recommendations, and provide guidance to the IAFC board of directors.

- Communications
- Emergency Management
- Hazardous Materials
- Human Relations
- Program Planning
- Professional Development
- Terrorism and Homeland Security
- Wildland Fire Policy

15 Appendix E – Program Partners

The IAFC will use two delivery partners to assure the highest quality products and services are delivered to OCFA:



MCS is responsible for delivering all initiative training programs and for support outreach. Since 1996, MCS has been providing global leadership in the development of adaptive operational culture. The firm is best known for the development of the L-series curriculum for wildland fire, and its training is the most common system used for leader development in the fire services. MCS specializes in cultural development of fire organizations and has trained more than 30,000 fire response leaders across five countries.



Oklahoma State University

Founded in 1890, OSU is a national leader in programming around disaster management, emergency management, and the human dimensions of leadership. OSU has designed and conducts the cultural measurement system used by the Transforming Response Initiative, and by the IAFC for this project. OSU is responsible for analysis and reporting.

ITEM 4A
Attachment 1
Exhibit 1B
Pages 80-196

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

THIS AMENDMENT NUMBER ONE TO PROFESSIONAL SERVICES AGREEMENT ("Amendment One") is made and entered into this 22nd day of July, 2019, by and between the Orange County Fire Authority, a public agency, hereinafter referred to as "OCFA", and International Association of Fire Chiefs (IAFC), a non-profit organization, hereinafter referred to as "Firm".

RECITALS

WHEREAS, OCFA and the Firm entered into that certain Professional Services Agreement on the 23rd day of August, 2018, for leader and command education development training; and

WHEREAS, based on the needs of OCFA, the Firm agrees to adjust the services provided as defined in the amended Exhibit "A"; and

NOW, THEREFORE, OCFA and Firm agree as follows:

1. **Revised Exhibit "A".** Effective July 22, 2019, Firm will provide assistance in development of the Mission Driven doctrine as specified in the revised Exhibit "A".
2. **Same Terms and Conditions.** Except as modified above, all terms and conditions of the Agreement shall remain unchanged and in full force and effect.
3. **Corporate Authority.** The persons executing this Amendment on behalf of the Parties warrant that they are duly authorized to execute this Amendment on behalf of said Parties and that by so executing this Amendment the Parties are formally bound by the provisions of this Amendment.

[Signatures on Following Page]

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

"OCFA"

ORANGE COUNTY FIRE AUTHORITY

Date: 7/31/19

By: Debbie Casper
Debbie Casper, C.P.M., CPPB,
Purchasing & Materials Mgr.

"FIRM"

INTERNATIONAL ASSOCIATION OF
FIRE CHIEFS (IAFC)

Date: 7.26.19

By: Mark W. Light
Mark W. Light
CEO and Executive Director

By: J. Robert "Rob" Brown, Jr.
J. Robert "Rob" Brown, Jr.
CSO and Deputy Executive Director

Attachments:

Revised Exhibit "A"



IAFC

International Association of Fire Chiefs

LEAD. EDUCATE. SERVE.



Mission-Driven Culture Implementation Support

for the
Orange County Fire Authority

International Association of Fire Chiefs
Shannon Gilliland
Director of Business Development
4795 Meadow Wood Lane, Suite 100
Chantilly, VA 20151
Direct: 703-537-4838

Submitted by: IAFC
Date: July 2018

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1 Introduction

1.1 Background

Cultural development has been articulated by the Orange County Fire Authority as a primary goal for the department's advancement, and to set the foundation for its future growth.

Leader development to support, reinforce, and model the values and behaviors that are desired in OCFA professional firefighters and leadership.

The International Association of Fire Chiefs (IAFC), a non-profit organization supporting the advancement of all fire services internationally, is responding to a query to provide a high-level overview and scope of work to assist the OCFA to achieve its goals in the areas of leader and operational development. This document is an estimate based upon the limited information we currently have but we believe is firm enough to use for general budget discussions/decisions.

This work estimate is premised on the OCFA's participation in the IAFC's Transforming Response Initiative (TRI), a development program designed to build adaptiveness, cohesiveness, and resiliency within fire service organizations.

2 Program Component Overview

The proposed development program contains **leader and command education development training**, covering all levels from firefighter to complex incident command. These programs are the educational foundation of TRI and have been approved by DHS/FEMA through California OES. These programs also have been approved by NWCG and exceed the L-series standards. The IAFC proposes that the programs be conducted by the IAFC using Mission-Centered Solutions (MCS), under subcontract.

The proposed development programs are of two types:

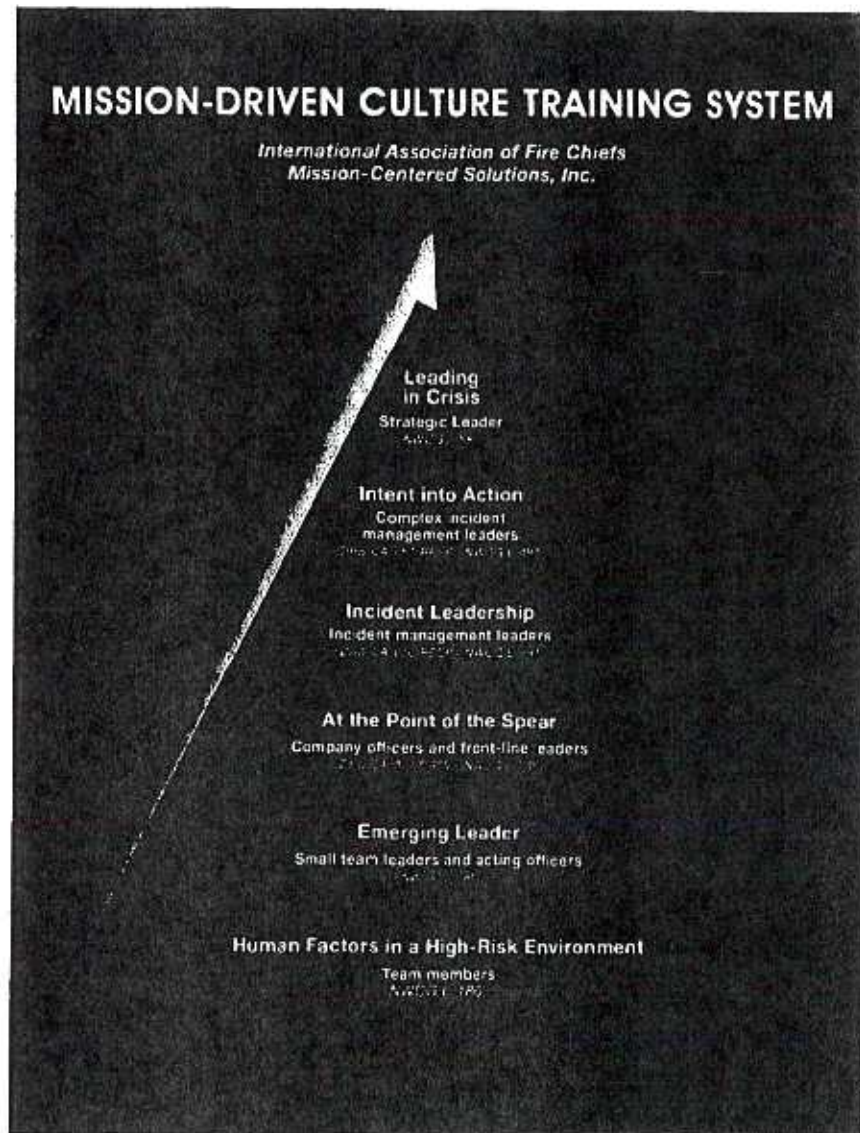
1. Foundational programs delivered internally by OCFA instructors (see workforce training programs below).
2. Advanced leader development programs delivered directly by the IAFC.

The proposed development program also contains additional components to assist OCFA to implement the desired cultural changes:

- **Tools and workforce training programs** for internal long-term departmental use provided by the IAFC and MCS.
- **Doctrine development and integration assistance** for "operationalizing" leader expectations and behavior, conducted by MCS.
- **Planning and program support consultation** to assure successful outcomes - on call, as needed provided by the IAFC and MCS.
- **Pre- and post-program cultural measurement and data analysis** conducted by the IAFC and Oklahoma State University - Fire and Emergency Management.

3 IAFC-Delivered Training Programs

Using the TRI development curriculum, the OCFA would implement IAFC-modified versions of the NWCG L-180 Human Factors and L-280 Follower-to-Leader programs. It would deliver ***At the Point of the Spear*** at the Captain and BC level through the IAFC. At the Chief level, OCFA would use ***Incident Leadership*** and the ***Intent into Action: Advanced Leadership for the Command and General Staff*** courses for IMT team member development. Collectively, these programs constitute a core curriculum for the development of leadership skills within the department. A detailed description of these programs is included below, starting at 3.2. Leading in Crisis, shown on the diagram below, is a multi-agency program and is not included in this proposal.



3.1 OCFA logistical support requirement: ALL IAFC-delivered programs

For all IAFC-delivered programs, the OCFA agrees to provide a person on site to act as the Site Logistics Coordinator (SLC), responsible for acting as the OCFA representative for planning and logistical support activities needed for the program. This person must be available to coordinate and support the instructors the day before the course starts and be available as needed, before and after, the program delivery each day. A list of the SLC duties and responsibilities can be found in the support Appendix for each course. Please contact the IAFC for any further information or clarification.

3.2 Program: At the Point of the Spear (POTS): preparing and leading cohesive, adaptive, and resilient teams (CA-002-PREV)

3.2.1.1 Description

This program presents principles for leading in high-risk and high-stress environments, building team cohesion, and resolving conflicts and problems within the team. Using a mix of theory, classroom exercises, and field exercises, this interactive program is designed to reinforce mission-driven operational culture at the team level and to provide a framework from which to launch future organizational development.

At the Point of the Spear encompasses a set of first-line leader development programs that share the same philosophy and objectives but are specific to individual types of resources.

Subjects included in the program:

- Human Factors
- Fear and the Leader
- Leader Credibility
- Leadership Principles
- Building Your Team
- Operational Values
- Providing Leader's Intent
- Building the Resilient Team
- Operational Norms
- Training Responsibilities
- Principles of Effective Training
- Learning from Performance
- Individual Expectations
- Maintaining Standards
- Accountability
- Strategies for Resolving Conflict

3.2.1.2 Length

36 hours over 5 days, +4 hours of pre-course work

3.2.1.3 Composition

Mixed traditional classroom, exercises, and simulations

3.2.1.4 Number of students

15-24. OCFA is encouraged to fill the program to capacity for maximum effectiveness.

3.2.1.5 Target audience

First-line supervisors and supporting overhead (fire captains, crew leaders, and Battalion Chiefs.)

3.2.1.6 Delivery location

As determined by OCFA.

3.2.1.7 Product ID

POTSFSL3.MCS

3.2.1.8 Certifications

U.S. Department of Homeland Security: CA-002-PREV
National Wildfire Coordinating Group: L-380

3.2.2 Specific Items Provided by IAFC / Included in SOW

1. Three MCS program trainers for each Fire Service Leadership program with specific experience in human factors psychology, operations, and military leadership and doctrine. All facilitators will be on-site the entire duration of each session.
2. Instructional materials including instructor and student materials, classroom and exercise support materials, case study pre-work and graduation certificates
3. Transportation of all program materials and MCS equipment to the OCFA-designated Point of Contact.
4. Instructor travel and expenses.
5. In-program and post-program evaluation activities and reports as negotiated.
6. Role players to support the field exercise, if requested by OCFA.
7. Student registration or coordination services as requested by OCFA.

3.2.3 Specific items provided by OCFA / Not included in SOW

1. Salary, travel, per diem and other related costs associated with OCFA site logistics support personnel and participants, or any other non-MCS personnel assisting at the OCFA's behest. Details of the support schedule, equipment requirements and classroom facilities can be found in the attached documentation.
2. Facility costs, including costs for providing flip charts and presentation screens.
3. Transportation and associated costs for participants to and from field exercises.
4. Field equipment required for the participants, such as two-way radios, flagging and vehicles to support the field exercises. (Unconventional materials specific to the exercises will be provided by MCS.)
5. Compensation (overtime, comp time, etc.) needed to enable students to participate in the training.

The full description of the logistical support requirements is documented in Appendix A. **POTS_LOGISTICS-REQ.PDF** contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

3.3 Program: Incident Leadership (IL): applying the principles of a mission-driven culture during chaotic and escalating events (CA-010-PREV)

3.3.1 Description

This hands-on program helps participants learn strategies for implementing the principles of intent-based (or mission command) operations. The programs are also focused on building operational momentum within temporary and diverse teams, and in leading operational planning that extends into a strategic time frame. This program builds new trigger points and recognition skills within students that are directly transferable to future operations and incidents.

Subjects included in the program:

- Command Climate
- Commander's Guidance and Leader's Intent
- Span of Control
- Team Effectiveness
- Operational Tempo
- Human Error
- Effective Incident Communications

- Command and Control

3.3.1.1 Length

36 hours over 5 days, +3 hours of pre-course work

3.3.1.2 Composition

20% classroom, 80% simulation-related activities

3.3.1.3 Number of students

16-24. OCFA is encouraged to fill the program to capacity for maximum effectiveness.

3.3.1.4 Target audience

Personnel working at the Leader-of-Leaders levels (Battalion Chief, Incident Controller – small-medium complexity incidents, etc.)

3.3.1.5 Delivery location

As determined by OCFA.

3.3.1.6 Product ID

IL24AH3.MCS

3.3.1.7 Certifications

U.S. Department of Homeland Security: CA-010-PREV
National Wildfire Coordinating Group: L-381

3.3.2 Specific Items Provided by IAFC / Included in SOW

1. Three MCS program trainers for each Fire Service Leadership program with specific experience in incident command, fire operations, and military command leadership and doctrine. All facilitators will be on-site the entire duration of each session.
2. Instructional materials including instructor and student materials, classroom and exercise support materials, case study pre-work and graduation certificates
3. Transportation of all program materials and MCS equipment to the OCFA-designated Point of Contact.
4. MCS personnel travel and expenses.
5. In-program and post-program evaluation activities and reports as negotiated.
6. Role players and training to support simulation.
7. Student registration or coordination services as requested by OCFA.

3.3.3 Specific items provided by OCFA / Not included in SOW

1. Salary, travel, per diem and other related costs associated with OCFA site logistics support personnel and participants, or any other non-MCS personnel assisting at the OCFA's behest. Details of the support schedule, equipment requirements and classroom facilities can be found in the attached documentation.
2. Facility costs, including costs for providing flip charts and presentation screens.
3. Transportation and associated costs for participants to and from field exercises.
4. Field equipment required for the participants, such as two-way radios and phones to support the simulation activities. (Unconventional materials specific to the exercises will be provided by MCS.)
5. Compensation (overtime, comp time, etc.) needed to enable students to participate in the training.

The full description of the logistical support requirements is documented in Appendix B **IL_LOGISTICS-REQ.PDF**, which contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

3.4 Program: Intent into Action (IIA): Advanced Leadership for the Command and General Staff (CA-057-RESP)

3.4.1 Description

The program offers command teams (North American Type 2 and Type 1 or Australian Level 2 and Level 3) the practical skills and tools to build cohesion, adaptiveness, and resilience during complex incident planning and operations. At this level, the ambiguous, undefined, and dynamic nature of incidents requires a degree of teamwork and integration beyond what is needed for smaller incidents. C&G members need to function as an integrated unit to build a common operating picture, plan strategically, and conduct effective operations. Salient themes – leadership, teamwork, intent, communication, and operational culture – extend beyond the confines of the incident organization to have a significant effect on cooperators, jurisdictional owners, and political-public spheres.

This program picks up where fundamental IMT courses, such as *All-Hazard IMT* and *Incident Leadership*, leave off. Intent into Action concentrates on integrating leadership and incident management acumen to achieve strategic results in large-scale incidents.

With the following topics, the program focuses on guiding the C&G as a highly functional and integrated team that can leverage incident management practices to its best effect:

- Developing ethos and team culture as a professional staff
- Establishing and maintaining an effective command climate aligned with a Mission-Driven Culture
- Developing and maintaining a common operating picture
- Providing functional integration and resilience
- Leading at the team, section, and stakeholder level
- Influencing the political, social, information, and economic elements of the operational environment
- Assuming command and propagating intent

This five-day program provides practical experience using ICS or AIMS structure in the context of a large incident response. Students work in iterative simulations to review, practice, and improve the application of doctrinal tools along with leadership skills as appropriate for the C&G. They graduate with a portfolio of feedback upon which to base future development activities.

3.4.1.1 Length

40 hours over 5 days

3.4.1.2 Composition

20% classroom, 80% simulation-related activities

3.4.1.3 Number of students

24-32

3.4.1.4 Target Audience

Leaders involved with serving on incident management teams handling large or complex incidents.

3.4.1.5 Certifications

U.S. Department of Homeland Security: CA-057-RESP
National Wildfire Coordinating Group: L-481

The full description of the logistical support requirements is documented in Appendix C **IIA_LOGISTICS-REQ.PDF**, which contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

3.5 Program: Emerging Leader/Small Team Leadership (NWCG L-280) Train the Trainer

This program is designed to be delivered by trained instructors within the department. The train-the-trainer program is delivered by the IAFC to potential instructors. Focuses on mastery of the program content and assisting with instructional techniques as needed.

The details of the program delivered to the workforce follows:

3.5.1 Description

Emerging Leader is an introductory leadership course that is designed to be delivered by the parent organization with trained internal instructors. The course involves 2-4 hours of pre-course work and 16 contact hours that focus on introductory leadership skills and self-awareness associated with leading in a task-level environment. The contact hours include one day of classroom instruction followed by a second day in the field with students working through a series of problem solving events called the Field Leadership Assessment Course (FLAC) in small teams. This course is designed as a self-assessment opportunity for individuals preparing to step into a leadership role.

- Leadership Values & Principles
- Transition Challenges for New Leaders
- Situational Leadership
- Teambuilding
- Ethical Decision Making

The desired outcome of this training is to expose operators to foundational leadership concepts in high-risk work environments. To provide operators with small team leadership opportunities in order to assess themselves in regard to how well prepared they are to step into a leadership role.

3.5.2 Train the Trainer Program:

3.5.2.1 Length

16 hours over two days, +10 hours of prep time

3.5.2.2 Composition

Mixed traditional classroom, exercises, and simulations. Development activities include role playing, instructional feedback.

3.5.2.3 Number of OCFA instructors

6-8

3.5.2.4 Target Audience

Internal instructors with facilitative instructor skills

3.5.2.5 Certifications

N/A

3.5.3 Emerging Leader Program (delivered by OCFA)

3.5.3.1 Length

16 hours over two days

3.5.3.2 Number students

10-20

3.5.3.3 Target Audience

Operational personnel who are/will provide tactical/task-focused small unit leadership.

3.5.3.4 Certifications

NWCG L-280

3.6 Program: Human Factors in the High-Risk Environment (NWCG L-180) Train the Trainer

This program is designed to be delivered by trained instructors within the department. The train-the-trainer program is delivered by the IAFC to potential instructors. Focuses on mastery of the program content and assisting with instructional techniques as needed.

The details of the program delivered to the workforce follows:

3.6.1 Description

Human Factors in the High-Risk Environment is an introductory team member-level course that is designed to provide students with a basic human factors vocabulary surrounding the subjects of communication, situation awareness, decision making and organizational learning. The program provides a model of communication responsibilities and expectations that underpin the mission-driven culture at an operator level. It is designed to be delivered by the parent organization using trained internal instructors. The course involves 6-8 contact hours, depending upon the focus of the department.

- Communication responsibilities
- Situation awareness and decision making

The desired outcome of this training is to expose operators to foundational leadership concepts in high-risk work environments. To provide operators with small team leadership opportunities to assess themselves regarding how well prepared they are to step into a leadership role.

3.6.2 Train the Trainer Program:

3.6.2.1 Length

8 +10 hours of prep time

3.6.2.2 Composition

Mixed traditional classroom, exercises, role playing, instruction feedback

3.6.2.3 Number of OCFA instructors

6-8

3.6.2.4 Target Audience

Internal instructors with facilitative instructor skills

3.6.2.5 Certifications

N/A

3.6.3 Human Factors program (delivered by OCFA)

3.6.3.1 Length

6-8 hours

3.6.3.2 Number students

10-40

3.6.3.3 Target Audience

All departmental personnel

3.6.3.4 Certifications

NWCG L-180

4 Tools and Workforce Training Programs

In addition to the Human Factors and Emerging Leaders workforce training programs, the IAFC will provide license to use and draw derivative works from various models and tools used to support the implementation of a Mission-Driven Culture to include models, artwork, papers and other products introduced in training designed to support decision making tools, after action reviews, counseling, and target leader behavior. Where appropriate, licenses will be extended in perpetuity provided that the use of the products are limited to the OCFA organization.

The IAFC will assist OCFR in customizing the context or labeling of the training programs or products as needed to improve its integration into OCFA's workforce development efforts. For a period of five years following project initiation, IAFC will provide updates to these tools and packages as they occur, if requested by OCFA.

4.1 Leadership Bridge/Currency Training Programs (3)

It is expected that the OCFA would incorporate the key programs listed in this proposal into the career development path for company officers and chiefs, however these programs normally occur at widely-spaced intervals separated by several years. This spacing leaves a gap in the ongoing development needs for OCFA employees, where the organization must generate activities to further develop and engage employees on a regular basis to keep the skill sets sharper and to continue a pathway for improvement.

We anticipate that with an established MDC-related group and capability within the department, this need can be met long-term through internal means, however there will be a need to fill this gap during the initial term of the project.

To best fill this need with the most critical group (Captains), over the term of the project, the IAFC shall provide to OFCA at least three 3-4hr. refresher or skill enhancement training programs to fill the need in the post-POTS training. These activities are needed to keep interest levels up in self-development and provide opportunities for the department to focus on specific skill development as needed. Through these reinforcement courses, skills can be sharpened and leadership understanding deepened between attending the core programs.

4.1.1.1 End state

All OCFA operational personnel received core leader development education at the appropriate time in the advancement of their career path.

4.1.1.2 IAFC Proposed Activities

- Design and develop three pilot training programs approximately three to four hours in length to reinforce education for fire leaders and provide opportunities to sharpen skills or deepen understanding of leadership concepts
- Provide student support and assistance as needed for all leadership education programs

4.1.1.3 OCFA Proposed Activities

- Continue procurement of leader development programs
- Provide SME resources to assist with development of reinforcement programs

5 Planning and Support Consultation Tasks

The proposed project will provide access to expertise and support for OCFA leadership activities during the MDC implementation. The specific activities and level of support required may vary through the project period, however the nature of the support shall be to provide direction, guidance, and education for key personnel or groups to provide speed and focus to the effort.

The IAFC anticipates that some level of support will be required for the following activities, however support is not limited to these items.

5.1 Conduct MDC Initiative Planning Session

5.1.1.1 Task

Conduct planning sessions with Executive Leadership team and/or ECS to prioritize and coordinate MDC initiative activities.

5.1.1.2 Purpose

- Deepen understanding of the initiative with the executive leadership levels of the department and increase understanding of leader responsibilities in the implementation of the effort.
- Provide tools and establish expectations about implementation at the executive levels.
- Build a commonly-understood plan for rolling out the initiative's activities and messages with specific attention to upper leadership messaging and behaviors.
- Establish priorities and timing for initiative supporting activities.

5.1.1.3 Discussion

Buy-in and support by the upper tier of leadership within the department is critical to obtain early in the process; as this tier of leadership will be observed closely by the staff during this process. As the process of cultural change and operational culture is an extension of the executive leader's vision, the initiative will be owned by this group. For this reason, buy-in and advocacy at this level is key. This level of the organization also holds an important responsibility for modeling the targeted principles and behaviors for the organization.

As the owners of the MDC initiative, OCFA decision makers should agree on the implementation priorities and strategies so that as a group they demonstrate unity of command. Several meetings may be required over the course of the project as the project progresses.

5.1.1.4 End state

An implementation plan was developed that provides a mutually-agreed upon course of action for the department. Within that plan, executive leaders understand their roles and responsibilities with supporting and educating others about the initiative.

5.1.1.5 IAFC Proposed Activities

- Design and facilitate the initial planning session conducted over 1 day in Orange County
- Provide education and training to executive leadership team, as required
- Provide post-session support to leadership team members, as needed

5.1.1.6 OCFA Proposed Activities

- Provide facilities and personnel for the session

5.2 Provide Consultation Support for the Department's formal MDC Implementation Manager/Group

5.2.1.1 Task

Establish a formal presence or resource within the department that will manage and provide vision for staff leader development. This entity, which may consist of both full-time and part-time duty personnel, would be responsible for the following:

- Coordinating with and assisting the OCFA executive leadership team to execute the departmental MDC initiatives and plan. This effort may include monitoring and status reporting.
- Assisting the Training BC in leadership program planning and deployment
- Providing leader mentoring and other consultative assistance and support to department personnel on an as-needed, ad hoc basis. This work may include facilitating or otherwise assisting individuals or groups with leadership challenges.
- Serving as a center of gravity to provide leader development resources for other departments within the county as well as to other partner agencies in the region
- Assisting and showcasing the OCFA initiative to other departments who have interests in the MDC concept or program implementation
- Establishing and maintaining web, social media, and similar resources to serve as a center of gravity for communicating with OCFA personnel about current leader development topics, training opportunities, and departmental tools

5.2.1.2 Purpose

Provide a long-term internal resource that will assist the Executive Leadership team with MDC implementation and provide the day-to-day support for leader development needs within the Department.

5.2.1.3 Discussion

Because changing attitudes and behaviors is an affective (rather than a cognitive) process, initial core education and training only provides a starting point. For change to occur, it must be supported day-to-day on the job as well as by the organization. For these reasons, there is an ongoing need for an internal resource for supporting personnel who are wrestling with implementing the concepts and tools or are encountering barriers within the organization

5.2.1.4 End state

The program to implement the Mission-Driven Culture was adequately supported. Personnel encountering barriers or difficulties were provided effective assistance in a quick and timely manner.

5.2.1.5 IAFC Proposed Activities

- Assist the OCFA in designing the scope and proposed roles and responsibilities of the new internal resource group.
- Provide proposed scope of work for the MDC program position, provide training where needed, and assist with project planning as requested.
- Provide mentoring and technical assistance to the group, as needed.
- Provide development assistance to the IAFC Customer in producing the first version of the OCFA Operational Doctrine containing articulations of the overarching command philosophy of the OCFA, including the basis of intent-based operations (Mission Command), application of the operational values and mission-driven culture, and rank decisional space and standards for the leadership ranks.

- Facilitate the capture of MDC implementation examples from the Division Chief level for use by the OCFA.
- Provide on-call services as requested to the IAFC Client to support the adoption of the Mission-Driven Values concept within the organization outside the scope of activities described in other sections of this agreement.

5.2.1.6 OCFA Proposed Activities

- Establish and staff the leader development resource group.
- Provide a communication platform, such as a website, from which the group can coordinate and communicate.

5.3 Align Senior Leadership/Staff/ECS Perceptions and Messaging

5.3.1 Task

Assist in the design and development of the initial messages to the workforce from the Chief regarding the Mission-Driven Culture (MDC) initiative. Conduct educational briefings to senior staff members and other critical stakeholders to assist OCFA leadership with planning and implementation tasks.

5.3.1.1 Purpose

- To impart an awareness-level understanding to senior leaders and provide opportunities for Q and A.
- Reduce potential uncertainty and fear regarding the MDC concept and its implementation.
- Provide opportunity for staff to socialize the concept and clarify understanding.
- Introduce the next implementation steps and start the process of encouraging ownership by senior leadership.

5.3.1.2 Discussion

The IAFC will assist the Chief of the Department and the executive staff to align their perceptions of what the MDC initiative will mean at their level, and what support will be required.

5.3.1.3 End state

Initial senior leadership messages to the OCFA workforce concerning MDC topics are roughly aligned and reinforcing. Initial actions taken by senior leadership reinforce these messages. Educational briefings are scheduled for a wider rollout.

5.3.1.4 IAFC Proposed Activities

- Provide implementation sequence and requirements to OCFA
- Design and conduct the initial staff briefings
- Assist with review of messages as appropriate to improve effectiveness

5.3.1.5 OCFA Proposed Activities

- Arrange assemblies of senior leadership

5.4 Develop, and Conduct MDC Educational Briefings for OCFA Employees

5.4.1 Task

Assist in the design and development of the initial messages to the workforce from the Chief regarding the Mission-Driven Culture (MDC) initiative. Plan and conduct educational briefings to be delivered for OCFA employees and provide opportunities for questions and answers.

5.4.1.1 Purpose

- To impart an awareness-level understanding to most OCFA personnel attending the briefings.
- Reduce potential uncertainty, confusion, misunderstandings and fear regarding the MDC concept and its implementation.
- Provide opportunity for OCFA members to understand the purpose and genesis of the MDC concept, its relationship to existing Orange County Fire doctrine, and to record the session(s) for those who are unable to attend.
- Introduce the next implementation steps and start the process of encouraging ownership by the rank and file.

5.4.1.2 Discussion

Educational briefings will be important for the initial outreach to the OCFA membership to describe the MDC effort that the Department is undertaking, the reasoning for the move, and what changes can be expected in the future. These educational briefings are typically 1.5-2 hrs in duration and can be run in a series spanning a couple of days spanning a shift change. The sessions are recorded so that members unable to attend can view the presentations later.

5.4.1.3 End state

Most OCFA personnel are aware of the initiative and the rationale for seeking these goals. Staff understand the Department's vision and desired end states for the initiative, the planned processes, and a general idea of their role within the process. Attendees also understand the plan for immediate future actions and communication. During the sessions, participants witnessed direct advocacy by senior leadership and became familiar with the IAFC/MCS representatives that are assisting the project.

5.4.1.4 IAFC Proposed Activities

- Design and develop educational briefings and sequence
- Facilitate the briefings, and conduct the educational components regarding MDC
- Facilitate Q&A session
- Assist OCFA with editing decisions, if requested

5.4.1.5 OCFA Proposed Activities

- Schedule and arrange for facilities
- Schedule attending OCFA personnel
- Provide video resources and record sessions
- Support and co-present briefings, as appropriate

5.5 Draft Initial Leadership Doctrine

5.5.1.1 Task

- Provide a draft of the leadership doctrine targeted for first-line supervisors. This effort will set the tone for future doctrinal development efforts and will supplement the existing OCFA operational doctrines.
- Deconflict MDC with established mission statements, value statements, or other similar doctrine that occupies the cultural space. This effort will assist the Department in establishing a foundational operational doctrine that defines the principles underpinning all OCFA operations.

5.5.1.2 Purpose

Align messages from existing and future doctrine so that they make sense and are easy to understand for employees. At the first-line supervision level, leader expectations and standards are articulated for the membership.

5.5.1.3 Discussion

Foundational operational doctrine describes the basis of operation regardless of circumstance. It also provides the underpinning values and priorities for what the Department conducts. Leadership doctrine defines the principles and concepts that form a foundation for leader behavior across the department. Through these doctrines, the Department communicates its expectations and operational leadership vocabulary to the members of the department as well as others outside the Department.

5.5.1.4 End state

- A draft document that describes first-line supervision leadership expectations and standards, delivered to the OCFA MDC project manager, to be modified and approved by the Department.
- The department's organizational mission, vision, and values are clearly defined and explained. MDC operational values are appropriately integrated into the OCFA doctrinal sets.

5.5.1.5 IAFC Proposed Activities

- Make suggested changes to adapt and modify existing leadership doctrine handbooks and guidelines that describe the leader expectations and behavior for emerging and first-line supervisors.
- Author, adapt, or modify the first-line leadership doctrine handbooks and guidelines that describe leader expectations and behavior for advanced or senior operational leaders.
- Provide support and mentoring for key departmental personnel to establish and approve a document that describes OCFA foundational operational doctrine.

5.5.1.6 OCFA Proposed Activities:

- Provide subject matter expertise and review resources to support doctrinal development efforts, including handbooks and facilitated sessions.
- Provide timely approval process for new doctrinal products.

5.6 Support for systems alignment activities

An important step towards cultural evolution is identifying elements of the supporting legal, promotional, discipline and policy systems that do not support the desired culture. As changes begin to take place in the field, friction will be seen where these systems are not in alignment.

We anticipate that the OCFA will be engaging in a policy review as part of changes that have been identified by Chief Fennessy. As part of the MDC support effort described here, the IAFC will provide expertise and recommendations as requested to aid OCFA personnel tasked with reconciling these systems with MDC principles.

Such support activities could include reviews of:

- Hiring systems
- Investigation and disciplinary processes
- Department regulations, rules, and policies
- Promotion processes and systems
- Financial policies that support operations

5.7 Implementation Support Manager

The IAFC recommends using a part-time implementation support manager to assist the Department with implementation tasks, provide strategic guidance, and provide additional project management resources if needed. This position would reduce the risk of loss from disruptions caused by internal changes or temporary spikes in the operational tempo of the Department.

6 Measure Departmental Operational Culture

6.1.1.1 Task:

Deploy the OSU-developed tool to measure the health of operational culture across the department and establish a baseline pre-intervention.

6.1.1.2 Purpose:

- To establish a pre-intervention baseline from which future progress can be measured.
- Gather data from the organization's staff to populate the pre-initiative data.
- Validate organizational return on investment and focus future directions for improvement.

6.1.1.3 Discussion:

The initiative to develop a Mission-Driven Culture will affect many facets of the organization and may produce several forms of behavioral outcomes. The initiative will attempt to measure on two levels: The first of these will be to measure changes in personnel attitudes and perceptions over the course of the initiative. The second will be to use other existing measurement systems used by the department to measure operational performance and if possible, correlate these changes to changes reflected in the attitudinal data.

The attitudinal inventory will be based on the cultural measurement tool designed by Oklahoma State University to diagnose organizational health through the lens Mission-Driven Values.

The MDC inventory will be administered at four or five levels of the organization, with items tailored for each level. The staff will access the survey by web browser.

NOTE: Because the OCFA is the third department nationally to participate in the survey, we expect that the results will be useful for setting priorities and a baseline to compare against later; however, there is not enough national data to compare the Department against national norms at this time.

6.1.1.4 End state:

All employees were invited to provide their perceptions through the survey, and a sufficient number of respondents completed the survey so that an analysis could be completed.

6.1.1.5 MCS Proposed Activities:

- Deploy online survey
- Provide technical support during survey implementation
- Analyze results
- Provide a preliminary report to OCFA leadership depicting current state and suggested focus areas
- Conduct post-implementation survey and analysis at some time in the future

6.1.1.6 OCFA Proposed Activities

- Plan and execute the communication to the workforce about the survey and verify access from OCFA computer systems
- Provide Subject Matter Expertise to assist in shaping the deployment of the tool

7 Proposed Implementation

7.1 Assumptions

1. The following OCFA operational personnel numbers are assumed for this scope of work:

Division Chief: 8
 Battalion Chief: 37
 Captain: 274
 Engineer: 247
 Firefighter: 499

2. The OCFA will send all targeted ranks through the appropriate training programs, and that the number of initial IAFC-delivered programs is accurate.
3. OCFA will assign and approve internal support resources required to support the effort.
4. The projected number of training programs is:

IAFC PROGRAM	EST # OF PROGRAMS
At the Point of the Spear (Captains, BCs)	10
Incident Leadership (BCs, DCs)	2
Intent into Action (IMT – shared with other agencies)	1
Emerging Leader – Train the Trainer	1
HF in the High-Risk Environment – Train the Trainer	1

5. OCFA Board of Directors will make approval decision in July 2018.

7.2 Implementation Timeline

The detailed rollout plan and timeline will be determined in the initial planning processes described in 5.2. At a high level, the implementation process and timeline are depicted below:

Initial Launch: Months 1-6

- Initial educational briefings
- Initial messages from the Department Chief
- Initial educational training begins for Captains and BCs
- Internal project manager and group established to handle MDC-related tasks

Project Rollout: Months 7-24

- Captain and BC training completed
- Bridge/Support programs T-the-T completed
- Leadership doctrine completed
- Advanced training for BCs and DCs completed

Transition to Sustainment: Months 24-36

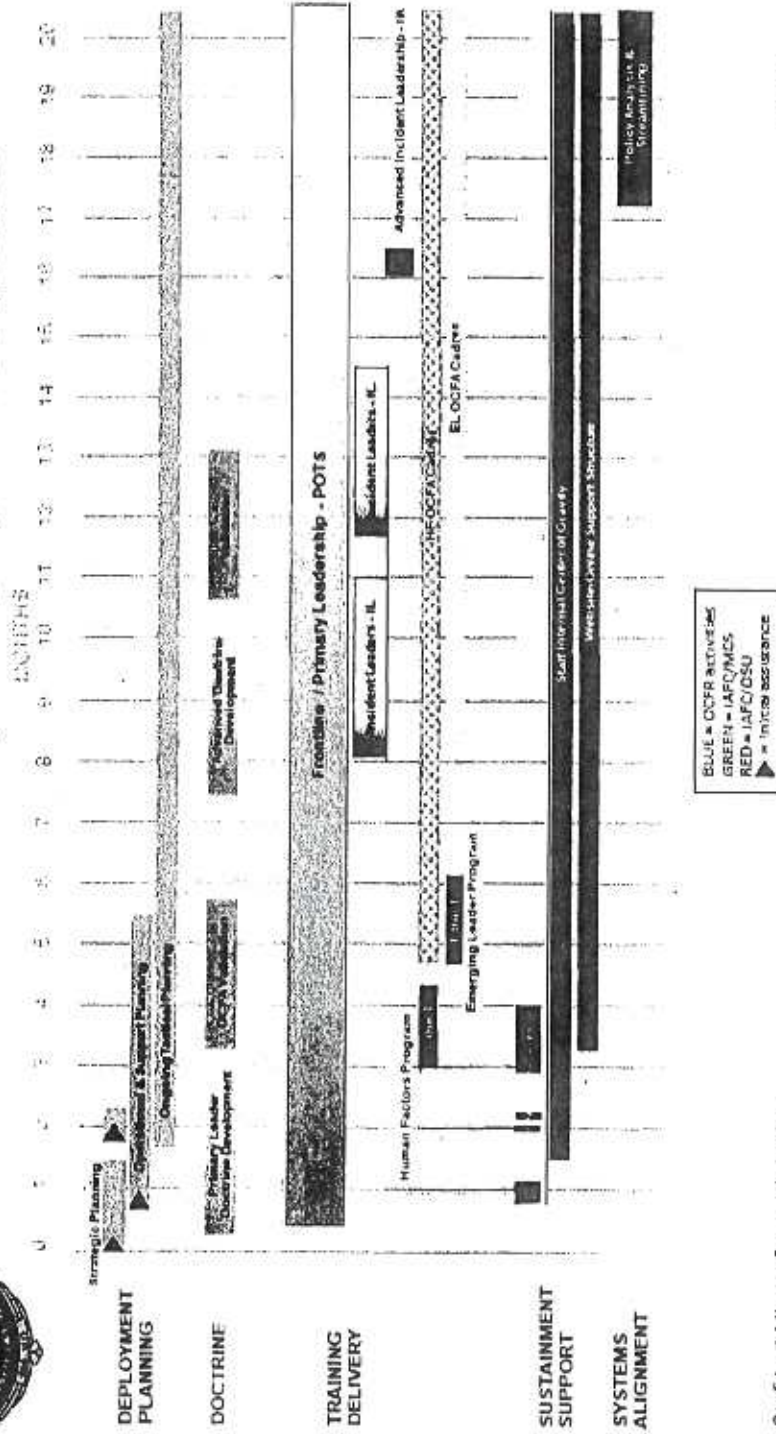
- Advanced doctrine addressed
- Systems alignment activities completed (policies, SOPs, personnel systems, etc.)

7.3 Proposed Deployment Sequence

Project will occur over three years from July 2018 to June 2021. Most IAFC training will occur in years one and two. The suggested sequence and timing of activities in the first 18 months is depicted below:



TRI/MDC Sample Deployment Sequence



Confidential: Use per Company Instructions

8 Pricing Detail

REF	IAFC PROGRAM	QTY	UNIT COST	YR 1 TOTAL	YR 2 TOTAL	YR 3 TOTAL
3.2	At the Point of the Spear (Captains, BCs)	φ10	* \$41,000	\$246,000	\$123,000	\$41,000
3.3	Incident Leadership (BCs, DCs)	2	** \$43,500	\$43,500	\$43,500	\$0
3.4	Intent into Action (IMT – shared with other agencies)	1	\$80,000	\$0	\$80,000	\$0
3.5	Emerging Leader – Train the Trainer	1	included	included	N/A	N/A
3.6	HF in the High-Risk Environment – Train the Trainer	1	included	included	N/A	N/A
3.5.3	Emerging Leader Courseware (tailored to OCFA)	1	included	N/A	N/A	N/A
3.6.3	Human Factors Courseware (tailored to OCFA)	1	included	N/A	N/A	N/A
4	MDC Support Tools and Licenses	N/A	included	included	included	included
4.1	Bridge/Currency Training Programs	N/A	included	included	N/A	N/A
5.1	MDC Initial Planning	N/A	included	N/A	N/A	N/A
5.2	MDC Program Manager Support	N/A	N/A	φφ\$123,000	N/A	N/A
5.3	MDC Staff Briefings	N/A	included	N/A	N/A	N/A
5.4	MDC Employee Briefings	N/A	included	N/A	N/A	N/A
5.5	Initial Draft – Leadership Doctrine	N/A	included	N/A	N/A	N/A
5.6	System alignment support	N/A	N/A	N/A	included	included
5.7††	Implementation Support Manager– per year	N/A	\$60,000/yr	\$60,000	\$60,000	\$60,000
N/A	Printing and Admin	N/A	included	included	included	included
N/A	Travel	N/A	included	included	included	included
Estimated Cost Per Year				\$472,500	\$306,500	\$101,000
Total Project Cost (3 years)						\$880,000

NOTES:

- * = Role players are included in the cost. Deduct \$1000.00 if OCFA options to provide role players for program
- ** = Role players are included in the cost. Deduct \$3500.00 if OCFA options to provide role players for program
- φφ = Additional monies added for support of MDC implementation in doctrine development, example recording and on-call services.
- φ = Projected course deliveries reduced from 13 to 10.
- †† = item is optional but recommended.

9 Transforming Response Initiative

As proposed in this project, the OFCA would be formally participating in the IAFC's Transforming Response Initiative (TRI). As a participant in the program, the OCFA will be listed in IAFC materials that discuss the program and identified as an advocate department. In this position, the Department will receive the most current tools and products as they are available. As a participant in TRI, the Department may receive funding from outside sources to assist with the costs in implementing the program, however this is not guaranteed at this time. Should funding become available, priority will be given to departments who are serving as TRI advocates.

This does not preclude the Department from seeking U.S. Department of Homeland Security/FEMA grant funding to assist with program delivery costs. All proposed primary programs have been pre-approved by DHS for use with UASI and SHSP grant funding.

10 Terms and Conditions

10.1.1.1 Validity

Costs enclosed in this document are valid until 10/1/2018

10.1.1.2 Billing

Training services billed incrementally as they occur. If the first training event is delayed until after delivery of significant support services has commenced, IAFC may bill up to 10% of estimated first year cost in advance to offset support services costs.

10.1.1.3 Terms

Invoices due upon receipt.

10.1.1.4 Payment Information

Payments should be made to:

International Association of Fire Chiefs
4795 Meadow Wood Lane, Suite 100
Chantilly, VA 20151

Attn: Shannon Gilliland

10.1.1.5 Training Cancellation Terms

Due to the complexity and resource requirements that must be met prior to delivering a training program, the OCFA will authorize the IAFC to bill as needed to recover costs incurred in the preparation and planning for the program if the program is cancelled within six weeks of the scheduled delivery date.

Unrecoverable costs begin to accumulate approximately six weeks in advance of the program, and may include:

- Airline tickets
- Materials and shipping costs
- Assembly and overhead costs
- Trainer contract and security costs

If OCFA cancels a program 30 days or less in advance of the scheduled program start date, the IAFC will bill for the delivery-related costs that are unrecoverable, accrued to the date of cancellation. Trainer fees are included in "unrecoverable costs" if the program is cancelled within 4 weeks of the scheduled program start date.

If the program is cancelled 14 days or less from the scheduled delivery date, the full quoted cost of the program will be billed to the OCFA, minus any saved travel expenses for unused per diem and hotel costs and any returned reusable course materials.

If requested, IAFC will advise the OCFA project point of contact when costs will begin to be accrued against the program, so that such penalties can be avoided whenever possible.

10.1.1.6 Intellectual Property

Under this proposal, the contents, processes, and supporting materials used in the performance of the training services described in this program remain the intellectual property of the original owner and duly protected under applicable copyright and intellectual property laws. No transfer of rights or license is implied.

Specific licenses for program tools and content that can be used by the Department long-term will be provided independent of this document.

11 Appendix A – POTS Logistics Requirements

At the Point of the Spear

Client Logistics Support Requirements

Program Schedule

The client selects the program schedule from three available options: 5-day, 4-day, or 6 (3+3) day.

Standard Five-Day Schedule

The most common schedule is the 5-day format, usually conducted Monday through Friday.

Day	Typical Day of Week	Time
1	Monday	1300 – 1800
2	Tuesday	0800 – 1700 1900-2300
3	Wednesday	0800 – 1700
4	Thursday	0800 – 1900
5	Friday	0800 – 1200

This schedule enables participants to travel during business hours. If your organization uses flex or comp time, the afternoon of Day 5 can be used to recover the 3 to 4 hours spent during the Night exercise on Day 2.

Four-Day Schedule

This option is offered to provide additional flexibility to students.

Day	Time
1	0800-1730
2	0800-1700 1900-2300
3	0800-1900
4	0800-1700

Six-Day (3+3) Schedule

This schedule enables participants to attend during two weekends. It is intended for volunteers and others who cannot attend during typical business hours.

Day	Typical Day of the Week	Time
1	Friday	1900-2300
2	Saturday	0800-1730 1900-2300
3	Sunday	0800-1300
4	Friday	1900-2300
5	Saturday	0800-1900
6	Sunday	0800-1200

Guest Speaker

We encourage the sponsoring organization or agency to enlist a credible leader from the organization to give a short talk (roughly 10 minutes) at the start of the program.

The intent of this talk is to emphasize two points:

- The organization's critical need for people who can prepare and lead teams capable of meeting the challenges of your world.
- The value places on students' investment of time and effort in this program.

Hearing this message from a respected leader inspires students to take full advantage of the program. It also reinforces their understanding that developing as leaders is important for the organization's future.

In our experience, the most influential speakers have been from the students' chain of command. The higher level the person is in the organization, the stronger the message.

An effective speaking technique is to describe personal leadership experience— anecdotes about the need for capable leaders or strategies for overcoming challenges inherent in the leadership journey. Conversational address usually works best—informal, open, and honest. Honesty means not necessarily giving the company line but rather acknowledging the complex reality and difficult challenges ahead.

We recommend a 10 to 15 minute message—no more than 30 minutes. The speaker should be available for the first 30 minutes of the program on the first day. The lead instructor introduces the speaker in his or her opening remarks.

Training Location

The minimum room requirement for the training location is one main classroom and two breakout rooms.

Although not required, a small logistics workroom with an electrical outlet is extremely helpful to the cadre for efficiency as well as for security of MCS and client equipment. This room can be quite small, just big enough for one person to work and spread things out on a table. This workroom can double as one of the breakout rooms if it would be available all week.

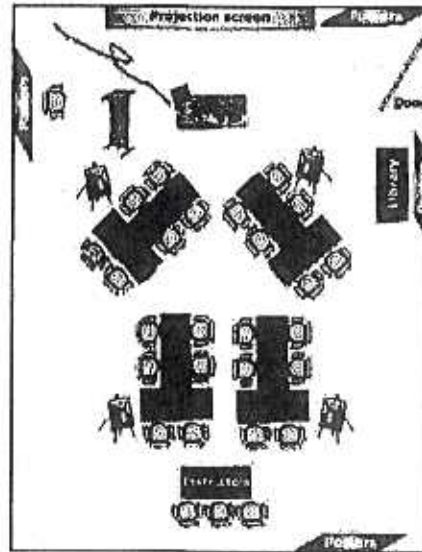
In addition, the training location needs to have an Internet connection so the cadre can send participant information to the MCS office.

Room Logistics

The main classroom has the following logistic requirements:

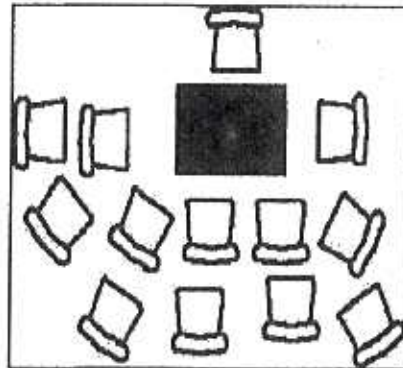
- Projection screen
- 28 chairs (24 for participants + 4 for instructors or observers)
- 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- Secure storage area
- 8 rectangular tables for participants (If rectangular tables are unavailable, 4 round tables can be substituted.)
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop

The following diagram illustrates the recommended main classroom setup:



Both breakout rooms have these requirements:

- 13 chairs
- 1 small table



The breakout rooms are used for classroom exercises as well as for the afternoon field exercise. If these rooms adjoin each other or main classroom, there should be enough of a sound barrier to block occasional shouting and radio traffic during the field exercise. In addition, instructors should be able to darken room to near black for the field exercise.

Equipment Requirements

The main classroom has the following equipment requirements:

- Extension cord, about 25 feet long
- Four flip charts on easels with a set of markers for each
- Optional—projector and audio. Client-provided sound systems usually provide for better quality projection and sound. In addition, many training facilities are equipped with overhead projectors, which eliminate the need for a table-top projector.

Room Scheduling

The scheduling requirements for each type of room vary according to the length of the program. The following tables outline these requirements:

Five-Day Schedule					
Room	Day 1	Day 2	Day 3	Day 4	Day 5
Main Classroom	1300 – 1730	0800 – 1700	0800 – 1700	0800 – 1900	0800 – 1200
Breakout Room 1		1200 – 1700	0800 – 1200	1200 – 1900	
Breakout Room 2				1200 – 1900	

Four-Day Schedule				
Room	Day 1	Day 2	Day 3	Day 4
Main Classroom	0800 – 1730	0800 – 1700	0800 – 1900	0800 – 1700
Breakout Room 1			0800 – 1900	0800 – 1300
Breakout Room 2			0800 – 1900	

3 + 3 Schedule						
Room	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6
Main Classroom	1300 – 1730	0800 – 1700	0800 – 1300	1900 – 2300	0800 – 1900	0800 – 1200
Breakout Room 1			0800 – 1200		1900 – 2300	
Breakout Room 2					1900 – 2300	

Field Exercise Radio Requirements

The client supplies eight radios for both the field exercises. The following tables detail the requirements:

Radio	Channel			Exercise	
	1	2	3	Night Field	Afternoon Field
1	Frequency 1	Frequency 2	Off	Teams 1 & 2	Team 1
2	Frequency 1	Frequency 2	Off	Teams 1 & 2	Team 1
3	Frequency 1	Frequency 2	Off	Teams 1 & 2	Spare
4	Off	Frequency 2	Frequency 3	Teams 3 & 4	Team 2
5	Off	Frequency 2	Frequency 3	Teams 3 & 4	Team 2
6	Off	Frequency 2	Frequency 3	Teams 3 & 4	Spare
7	Frequency 1	Frequency 2	Frequency 3	Dispatch	Instructors
8	Frequency 1	Frequency 2	Frequency 3	Dispatch	Instructors

The frequencies must be discrete with enough separation to prevent bleed-over.

Frequency	Night Field Exercise	Afternoon Field Exercise
1	Tac 1	Air to air
2	Dispatch	Air to ground
3	Tac 2	USGS

Outdoor Field Exercise Requirements

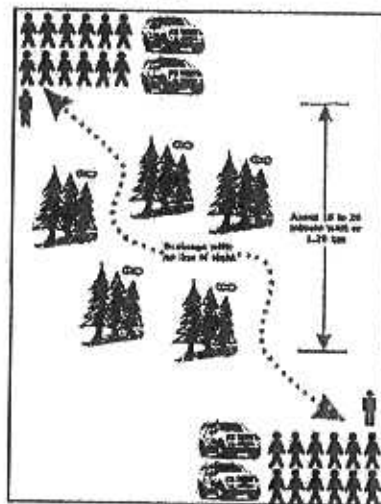
In the evening on Day 2, the cadre conducts an outdoor field exercise. (The timing of the exercises—from 1900 to 2300 on Day 2—is the same for all program schedules.) This section outlines the site, equipment, and personnel requirements for this field exercise.

Site Requirements

The following parameters are recommended for the site of the field exercise:

- Within 15 to 20 minutes of main classroom
- Remote area free of other traffic, people, noise, or other distractions
- Drainage with trees and bushes preferred
- Moderate slope preferred
- No long lines of sight
- Separate access points for top and bottom groups
- Ground should be clear of mud and snow when possible.

The following diagram illustrates the recommended site layout:



Vehicle Requirements

The client provides five vehicles to transport all students, instructors, and role players to the exercise location.

- Vehicle 1—seats 6 students + 1 instructor
- Vehicle 2—seats 6 students + 1 instructor
- Vehicle 3—seats 6 students + 1 instructor
- Vehicle 4—seats 6 students
- Vehicle 5—seats 3 role players

Role Players

The client provides three role players to support the outdoor field exercise on Day 2:

- An emergency responder (crew or team leader)
- A local landowner
- A television news reporter or photographer.

The field exercise simulates the aftermath of a natural disaster. Role players will meet with the training cadre the morning or afternoon of Day 2 before the start of the exercise for a briefing that may include an orientation of the training site and a walk through of the exercise. This orientation could take up to two hours. Role players show up on site by 1830 to start the exercise. Their participation continues to the end of the exercise at approximately 2200.

Role players should be able to walk (at times quickly) through uneven terrain and drainages at night. The most important characteristics of selected role players are a high level of energy and a desire to make training realistic and meaningful for exercise participants.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *At the Point of the Spear* programs.

Committing to a Program	
<input type="checkbox"/>	Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
<input type="checkbox"/>	Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).
Initial Planning for Program	
<input type="checkbox"/>	After you order a program, Logistics sends a Course Information Sheet to begin the logistics process. Complete and return the form.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Locate potential field exercise site that meets the criteria. As appropriate, contact owners of site used for field exercise to arrange for access. Exercises will not involve the use of fire or be disruptive to the ground or flora. They involve only walking activities.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.
Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact MCS Logistics to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.

Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the Night Field exercise.
<input type="checkbox"/>	Verify receipt of shipped program materials with MCS Logistics.
<input type="checkbox"/>	Arrange for additional vehicles as needed to support exercises. In some cases, participants can bring in the needed vehicles. Make sure that participants are approved to drive the vehicles, or arrange for other drivers, as needed.
<input type="checkbox"/>	<p>Determine whether an icebreaker on the first night would be appropriate. Usually we invite the participants to a local watering hole or restaurant for an icebreaker to give the class an opportunity to meet informally with the cadre and other participants. MCS usually offers to pick up the first round. Any additional drinks or food are on the participants. In most cases, the icebreaker is worthwhile when students may not know each other and there are suitable places close by.</p> <p>If an icebreaker is desirable, identify local bar, pizza joint, or restaurant that could serve as a location for an icebreaker from 1800-2000 on the evening of Day 1 so that we can give a warning to the manager that we might be dropping in with 15 to 20 people. Communicate icebreaker plans to MCS.</p>
<input type="checkbox"/>	Secure radio frequencies for use during the Night and Afternoon field exercises.
<input type="checkbox"/>	Contact MCS Logistics to arrange contact with the lead instructor.
<input type="checkbox"/>	When you arrange to address particular focus points or special issues during the program, the lead instructor will contact you approximately 2 weeks from start of the program to discuss these issues.
<input type="checkbox"/>	(Optional) Verify guest speaker.
One Week Prior to Program	
<input type="checkbox"/>	Arrange for MCS cadre to have access to classrooms for setup on the afternoon or evening on the day before class.
<input type="checkbox"/>	Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program eight two-way radios. Radios are needed for the Night and Afternoon exercises.
<input type="checkbox"/>	Arrange access to shipped materials for MCS cadre upon arrival Sunday.
<input type="checkbox"/>	Complete any permits and obtain access keys for the night field exercise area.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.

<input type="checkbox"/>	Set up classroom according to specification.
<input type="checkbox"/>	Arrange time for the role players to meet with the cadre.
<input type="checkbox"/>	(Optional) Confirm guest speaker availability.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with MCS cadre.
<input type="checkbox"/>	Tour the night field exercise area with the cadre members. They will flag, walk, and time out the area for use on Day 2.
<input type="checkbox"/>	Bring MCS cadre to training rooms. Have on location all of the following: boxed course materials, radios, flipcharts, and extension cord.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with MCS cadre on Monday before class for final setup needs.
<input type="checkbox"/>	(Optional) Provide kickoff speaker information to cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Verify transportation plan and vehicles for Day 2 and ensure vehicles are full of fuel.
<input type="checkbox"/>	Arrange a time and location with the role players and the MCS cadre for the role player briefing.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with MCS cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.
Day of Night Field Exercise (Typically Tuesday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Confirm the briefing time and place with the role players and MCS cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Check in with the cadre at the end of the day to verify all is well with the vehicles, etc.
Course Midpoint	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day. Ensure access to breakout rooms.

Day of Afternoon Exercise (Typically Thursday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
Last Day of Program (Typically Friday)	
<input type="checkbox"/>	Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.

12 Appendix B – Incident Leadership Logistics Requirements

Incident Leadership

Client Logistics Support Requirements

Program Schedule

The program has the following five-day schedule:

Day	Time
1	0800-1745
2	0800-1800
3	0800-1730
4	0800-1730
5	0700-1430

Pework Assignment

Students' prework assignment for *Incident Leadership* takes approximately six hours and usually is sent out six weeks before the program start date.

MCS can package and mail the prework assignments individually or in bulk for distribution by the organization's training officer. We include a prework letter with the program information, a list of items the student should bring with them to class, the prework assignment, and the hotel and travel information provided by the client.

MCS can produce and send out this letter to each student, or we can provide you with information to include in your own standard letters. Communicate your preference, and we'll take care of the rest.

Additionally, some clients have opted to include a book to encourage further leadership self-development after class. If you would like us to include post-program materials in shipments of MCS materials, we would be glad to add them to your charges at cost.

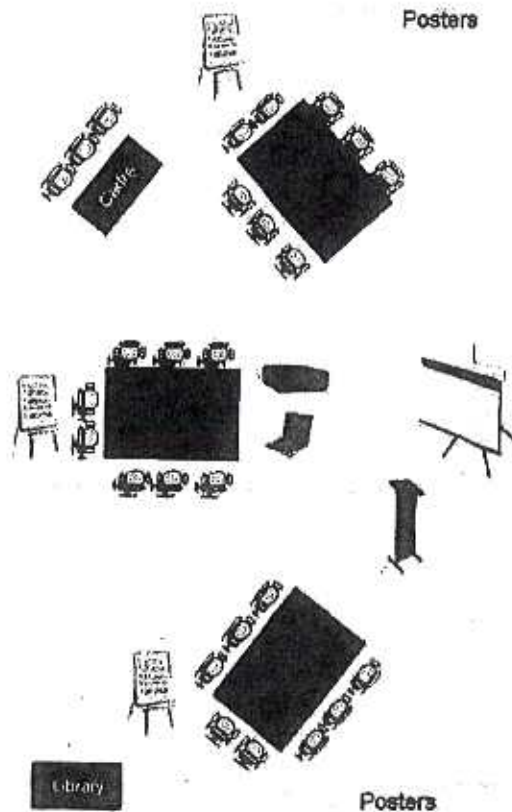
Training Location

The training location requirement is five rooms: one main classroom, one Incident Command Post (ICP), two Division (DIVS) areas, and one simulation room.

- The Simulation Room, ICP, and DIVS areas need to be in close proximity to each other (across or down the same hallway). They can be separated from the classroom (on a different floor or, in the worst case, a building next door).
- Two of the rooms can be located in one large room as long as a divider provides a sufficient sound barrier.
- All rooms should have wall space to hang posters, maps, and flip charts.
- A DIVS area can be a small room, break area, or alcove isolated from walk-through traffic. Both DIVS areas should be located near the ICP room.

In addition, the cadre needs access to Internet or E-mail so that they can send participant information in an electronic file to MCS offices on Monday.

Main Classroom



Main Classroom Specifications and Logistics

- Minimum size is 1000 square feet (roughly 30 by 35 feet)
- 27 chairs (24 for participants and 3 for instructors or observers) □ 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- 3 sets of tables for participants that are large enough to allow all of them to view the front of the room (If rectangular tables are not available, 3 round tables can be substituted.)
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop
- Secure room or storage area

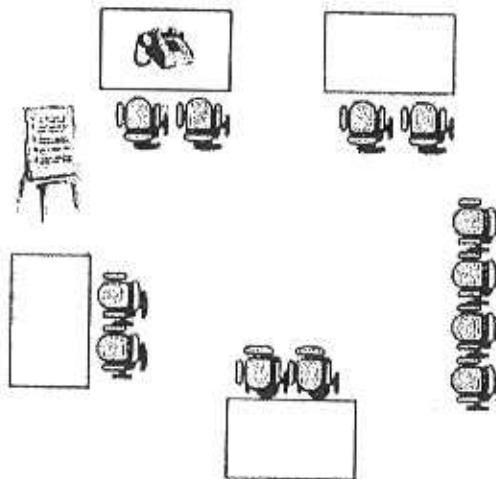
Incident Leadership

Client Logistics Support Requirements

Main Classroom Equipment Requirements

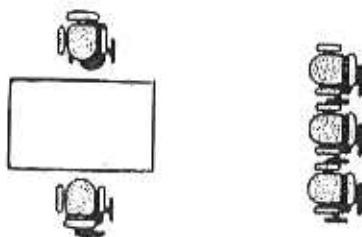
- 3 flipchart easels with paper and markers
- 1 projection screen
- 1 projector with sound system
- 1 25-foot extension cord with power strip

ICP Specifications and Logistics



- Minimum size = 625 square feet (roughly 25 by 25 feet)
- 12 chairs
- 1 flip chart and 1 set of markers
- 4 desks or folding tables
- 1 phone

DIVS Area Specifications and Logistics (x2)



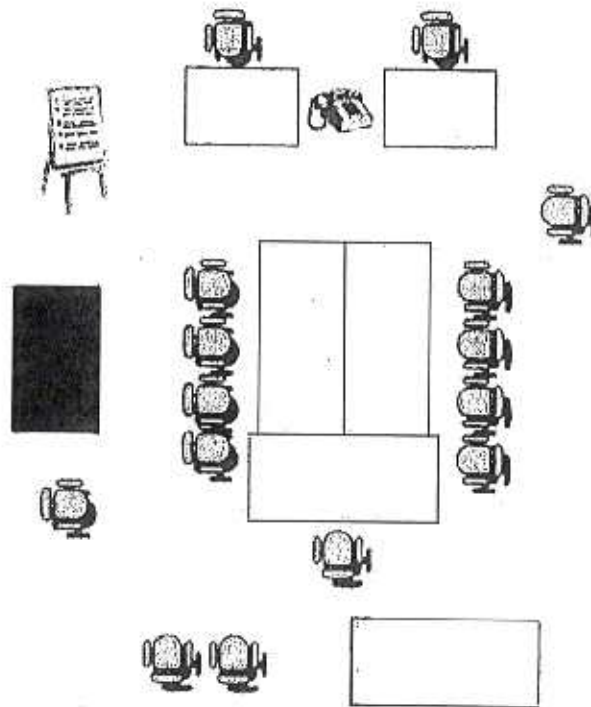
- Minimum size = 144 square feet (roughly 12 by 12 feet)

Incident Leadership

Client Logistics Support Requirements

- 5 chairs
- 1 desk or folding table

Simulation Room



Specifications and Logistics

- Minimum size = 750 square feet (roughly 25 by 30 feet)
- 15 chairs
- 1 flip chart and 1 set of markers
- Wall space and suitable method for hanging heavy signs and posters
- 7 desks or folding tables (assuming 3 tables configured as central table for 9 chairs).
- 1 small table
- 1 phone able to connect to the phone in the ICP room.

Simulation Room Costumes

Clients provide costumes that are standard for their workforce:

- 8 turn-out gear jackets: 1 extra-extra large (XXL), 3 extra large (XL), 4 large (L) May be in poor condition.
- 8 hard hats or helmets May be non-operational or in poor condition.

Radio Requirements

Throughout the week, students need 20 programmable radios with four radio frequencies and full batteries. Frequencies must be discrete with enough separation to prevent bleed over.

The following table details these requirements:

Radio	Channel			
	1	2	3	4
1	Frequency 1	Frequency 2	Frequency 3	Frequency 4
2	Frequency 1	Frequency 2	Frequency 3	Frequency 4
3	Frequency 1	Frequency 2	Frequency 3	Frequency 4
4	Frequency 1	Frequency 2	Frequency 3	Frequency 4
5	Frequency 1	Frequency 2	Frequency 3	Frequency 4
6	Frequency 1	Frequency 2	Frequency 3	Frequency 4
7	Frequency 1	Frequency 2	Frequency 3	Frequency 4
8	Frequency 1	Frequency 2	Frequency 3	Frequency 4
9	Frequency 1	Frequency 2	Frequency 3	Frequency 4
10	Frequency 1	Frequency 2	Frequency 3	Frequency 4
11	Frequency 1	Frequency 2	Frequency 3	Frequency 4
12	Frequency 1	Frequency 2	Frequency 3	Frequency 4
13	Frequency 1	Frequency 2	Frequency 3	Frequency 4
14	Frequency 1	Frequency 2	Frequency 3	Frequency 4
15	Frequency 1	Frequency 2	Frequency 3	Frequency 4
16	Frequency 1	Frequency 2	Frequency 3	Frequency 4
17	Frequency 1	Frequency 2	Frequency 3	Frequency 4
18	Frequency 1	Frequency 2	Frequency 3	Frequency 4
19	Frequency 1	Frequency 2	Frequency 3	Frequency 4
20	Frequency 1	Frequency 2	Frequency 3	Frequency 4

Role Players

Incident Leadership requires two client-provided role players to depict characters that span all the simulations through the entire week. These role players are integral to the MCS cadre, and their assignment spans from 1000 Monday through 1200 Friday with roughly a one-hour lunch break each day.

Incident Leadership**Client Logistics Support Requirements**

These characters, when played well, help to provide fidelity and continuity from simulation to simulation and are important to the learning of the participants. For this reason, careful consideration should be given when choosing people for these two roles.

Ideally, both role players are graduates of this program so that they are familiar with the scenario and the conceptual approach of the program. If they are not graduates, it is best if there are no plans for them to attend future programs as they will become familiar with the scenario and it will reduce the benefits they can receive from the course. Having a former role player subsequently attend the program as a student may also limit the benefits for others in the course.

As a minimum, these personnel should be familiar with the Incident Command System, adaptable, and enthusiastic. Below are the descriptions of the two roles:

- **Zone Dispatcher (Armando Ricardo)**—A person who is familiar enough with radio protocol as well as fire and other operational terminology to simulate the dispatch function for a zone. In addition, this person should be familiar enough with the typical resources on a Type-3 incident to allocate and track these resources.
- **ITF Regional Emergency Coordinator (Roger Keen)**—A person who has the credibility and experience to role play a commander overseeing a Type-3 IMT. This supervision includes making decisions as the ITF Regional Emergency Coordinator as well as counseling and mentoring the IMT-3 in the leadership skills, behaviors, and principles covered in the program.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *Incident Leadership*.

Committing to a Program

- ☐ Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
- ☐ Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).

Initial Planning for Program

- ☐ After you order a program, complete and return the Course Information Sheet to begin the logistics process.
- ☐ (Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.

Seven to Eight Weeks Prior to Program

- ☐ Make arrangements to reserve the facility to be used for the program.
- ☐ Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
- ☐ Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.

Incident Leadership

Client Logistics Support Requirements

Six Weeks Prior to Program

- ☐ Finalize the student roster.
- ☐ Contact MCS Logistics to arrange the distribution of the prework package to the students.
- ☐ Make arrangements to reserve radios.

Two to Four Weeks Prior to Program

- ☐ Confirm reservation for the training location.
- ☐ Recruit role players for the simulation.
- ☐ Verify receipt of shipped program materials with MCS Logistics.
- ☐ Secure radio frequencies for use in the simulation.
- ☐ Arrange for specified costumes for the students to use as role players: turn-out gear jackets—1 extra-extra large (XXL), 3 extra large (XL), 4 large (L); 6 helmets or hard hats
- ☐ Contact MCS Logistics to arrange contact with the lead instructor.
- ☐ (Optional) Verify guest speaker.

One Week Prior to Program

- ☐ Arrange for MCS cadre to have access to classrooms on Sunday afternoon or evening for setup.
- ☐ Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
- ☐ Secure, test, charge, and program radios. Radios are needed for the entire program.
- ☐ Arrange access to shipped materials for MCS cadre upon arrival Sunday.
- ☐ Verify availability of flipcharts, extension cords with power bar, and projection screen.
- ☐ Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
- ☐ Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.

Day Before Program (Typically Sunday)

- ☐ Meet with MCS cadre.
- ☐ Bring MCS cadre to training rooms. Have on location all of the following: both boxes of course materials, radios, flipcharts, tables, chairs, phones, and extension cord. The MCS cadre will begin set-up no later than 1700.

Incident Leadership

Client Logistics Support Requirements

- ☐ Verify any security arrangements for rooms and equipment with MCS cadre.

Day 1 (Typically Monday)

- ☐ Meet with MCS cadre on Monday before class for final setup needs.
- ☐ Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
- ☐ Arrange for the role players meet with the MCS cadre by 1000.
- ☐ Confirm e-mail access arrangements and share information with MCS cadre.
- ☐ During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.

Day 2

- ☐ Check in with the MCS cadre twice—before class begins and at the end of the day

Day 3

- ☐ Check in with the MCS cadre twice—before class begins and at the end of the day.

Day 4

- ☐ Check in with the MCS cadre twice—before class begins and at the end of the day
- ☐ Discuss with cadre any needs regarding room closedown or clean up.

Day 5

- ☐ Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.
- ☐ Meet with MCS cadre for final turn in at the end of the simulation.

13 Appendix C – Intent into Action Logistics Requirements

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

Review Overall Schedule and Timing for the Week

☐ Course Description

Course includes about 8 hours of pre-work and then 5 days of dynamic classroom and simulation environment. 32 participants are organized into four, eight person teams representing the eight functional positions of the command & general staff.

☐ Course Schedule

Monday – 0800*-1800 – **Check-in begins at 0730; the course starts promptly at 0800*

Tuesday – 0800-1700 – *Voluntary evaluator mentoring session after class until 1800*

Wednesday – 0800-1715

Thursday – 0800-1700

Friday – 0800-1700 – *For travel planning, the course finishes at 1700*

- ☐ Review lunch (no lunch break on Day 4 and 5 – working straight through as on an incident) – review Snacks plan (Cadre provides Day 1, Student Teams Days 2-5)

- ☐ Confirm on-site course coordinator and contact info

- ☐ Brief on linkup with cadre either Sat afternoon or Sunday early

Coordinate access to training center for set up all day Sunday (once cadre & coordinator have discussed initial coordination items, course coordinator's presence will not be required)

Review Course Cadre

- ☐ 6 MCS facilitators (provide names and contact info as needed)

Training Site:

- ☐ Training Site location and address?

- ☐ Review Facility Requirements:

Good cell phone coverage between the rooms

Internet connection in the cadre support room

On scene copier support for a few small jobs

- ☐ Rooms:

1 x Large Classroom – 30'x35' or 1050 sq ft

4 x Incident Command Posts (ICPs) – (A, B, C & D) – 25'x25' or 625 sq ft each

1 x Cadre Support Room – 20'x20' or 400 sq ft

* if it becomes difficult to find rooms of adequate size, it is possible to mitigate with some additional breakout rooms, get cadre involved in this discussion

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

- ☐ Confirm client has supply list and room diagrams: (attached)
- ☐ NOTE: No radios, frequencies or role players are required for this course. This is different from the other MCS training components of the leader development program you may be using.

Evaluation Status

- ☐ Client commitment to a 4 person evaluation? (Must be qualified Type 2 C&GS if L-481 cert is desired)
- ☐ Names and contact info for evaluators?
- ☐ Report time for evaluators (normally 1500 on Sunday for briefing at training site)
- ☐ MCS will email detailed evaluation guidance to each evaluator and mail workbook materials

Certificate preparation

- ☐ L-481 (Advanced Leadership for the C&GS) – client prints NWCG Cert, MCS will sign

Because of nature of evaluation and potential impact to student's careers, we feel it is more appropriate that the actual evaluation checklist document is signed by an agency rep versus a contractor.

- ☐ MCS will also provide a course certificate for Intent into Action

Pre-Course Activity

- ☐ Does client need help filling 32 seats (MCS can announce to local cooperators in area)?
- ☐ Course login and password issued to client?
- ☐ Does client have pre-work letter template?

Training Center location
 Travel to Training Site
 Hotels & restaurants near hotel and training center
 Items unique to training center (badge access, parking, etc)
 Pre-Work Process to log onto website
 Registration/Sign In – Time, Place, Process
 What to bring
 What to wear
 Course Schedule
 Snacks and lunch
 Program description and outcomes: NWCG L-481 interchangeable with S-420 Command & General Staff Courses
 Host agency course contact for attendance/registration issues
 MCS course contact for pre-work issues

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

- ☐ Estimated date pre-work letter will go out?
- ☐ Course web access active?

Shipping

MCS will ship 4-5 boxes of course materials and possibly 4 Equipment Bags to the host agency approximately 2-4 weeks out.

- ☐ Shipping address and POC?
- ☐ Is return shipping support available? (We would do waybills, just need help with drop off)

Travel

- ☐ Nearest commercial airport?
- ☐ Any travel considerations in and around airport to training and lodging sites?
- ☐ Recommended lodging sites near the training center?

Kick Off Speaker

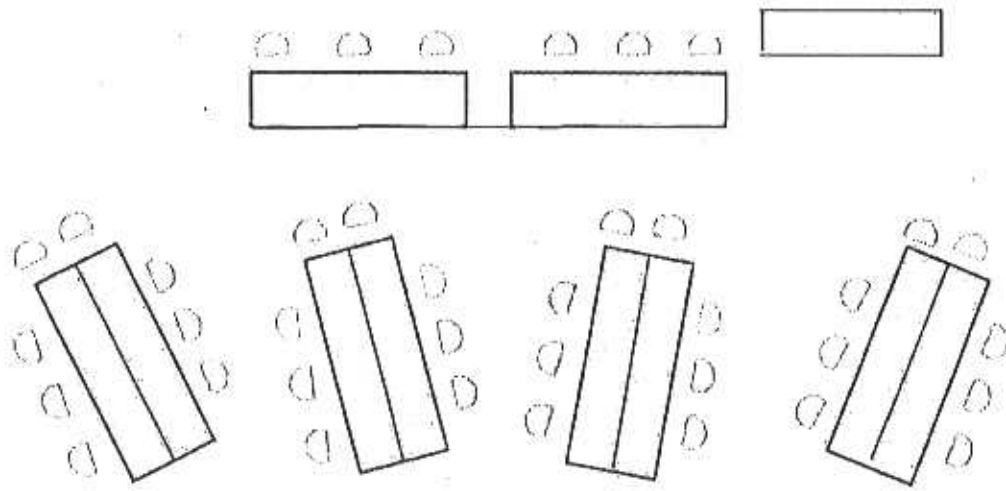
- ☐ Prefer *not to have* at course opening

Due to very challenging schedule on Monday, we would prefer that any opening remarks by host agency are kept to a minimum. Cadre has no need for opening remarks by agency representative, but can accommodate if important to host agency.

Having an agency representative to speak at the end of the course is very easy to work into the program and is preferred over an opening speaker.

Finance

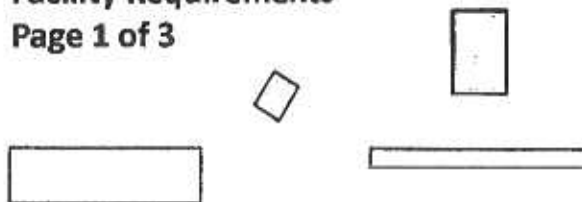
- ☐ Confirm Invoice POC and contact info?
- ☐ Confirm payment terms as needed
- ☐ Confirm cancellation policy



**Intent into Action Course
Facility Requirements
Page 1 of 3**

**Big Classroom – 30'x35' (1050sqft)
10x11m (110sqm)**

- 12 x Folding Tables
- 40 x Chairs
- 1 x Small AV Table
- 1 x AV Screen
- 1 x Podium
- 1 x Extension Cord
- 1 x Power Strip
- 1 x Flip Chart



1

4 X Team Rooms

ICPs (1, 2, 3 & 4)

25'x25'(625sqft)

8x8m (64sqm)

Each Room:

8 x Folding Tables

13 x Chairs

1 x Small Table

1 x Flip Chart

1 x Power Strip

Cell Phone Coverage

Intent into Action Course

Facility Requirements

Page 2 of 3



1 x Cadre Room

20'x20' (400sqft)

6x6m (36sqm)

8 x Folding Tables

8 x Chairs

1 x Small Table

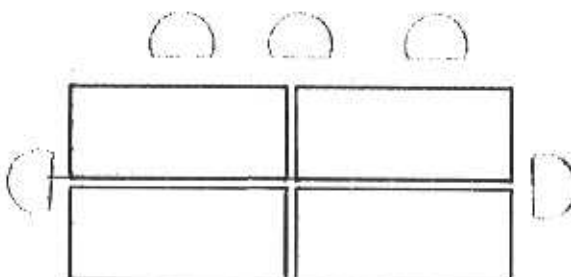
1 x Flip Chart

1 x Power Strip

Cell Phone Coverage

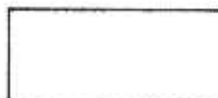
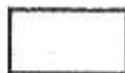
and

Internet Connection



**Intent into Action Course
Facility Requirements**

Page 3 of 3



3

Intent Into Action

Training Schedule

	Day 1 (0800-1800)	Day 2 (0800-1800)	Day 3 (0900-1700)		
0730	Check-in				
0745					
0800	Intro	Sim 1e: Objectives briefing	Sim 2 — IMT — Green	Sim 2 — Support — Black	Organizational Alignment — Red & Blue
0815					
0830	Theatre Briefing				
0845					
0900	Ex: Command Presence Message	Sim 1f: Strategy Meeting	Sim 2 — IMT — Black	Sim 2 — Support — Green	Organizational Alignment — Black & Green
0915					
0930					
0945	Ex: Practicing Command Presence	Sim 1g: Tactics Meeting			
1000					
1015					
1030					
1045	Break	Committing to the Plan			
1100	Assuming Command				
1115					
1130	Sim 1a: AA Briefing	Sim 1h: Planning Meeting			
1145					
1200					
1215	Lunch	Lunch	Lunch		
1230					
1245					
1300					
1315	Sim 1b: IC Briefing	Communicating Intent	Sim 2 — IMT — Blue	Sim 2 — Support — Red	Organizational Alignment — Black & Green
1330					
1345	Sim 1c: Functional COP	Sim 1i: Prepare to Communicate Intent			
1400					
1415	Break	Break			
1430					
1445	Sim 1d: COP Briefing		Sim 2 — IMT — Red	Sim 2 — Support — Blue	Organizational Alignment — Black & Green
1500					
1515					
1530		Sim 1j: Communicate Intent			
1545	Developing Intent				
1600					
1615	Break				
1630					
1645		Sim 1 AAR Sim 2 Briefing			
1700	Sim 1e: Objectives Meeting				
1715					
1730		Evaluator mentoring			
1745					
1800					

Intent into Action**Training Schedule**

	Day 4 (0800-1830)	Day 5 (0800-1700)
0800		
0815	Sim 3a: AA Briefing	Sim 3a: AA Briefing
0830		
0845	Sim 3b : IC Briefing	Sim 3b : IC Briefing
0900		
0915	Sim 3c: Assume Command	Sim 3c: Assume Command
0930		
0945		
1000	Sim 3d Objectives Meeting	Sim 3d Objectives Meeting
1015		
1030		
1045	Sim 3e: Strategy	Sim 3e: Strategy
1100		
1115	Sim 3f: Tactics Meeting	Sim 3f: Tactics meeting
1130		
1145		
1200	Sim 3h: Planning Meeting	Sim 3h: Planning meeting
1215		
1230	Sim 3i: Prepare for Ops Briefing	Sim 3i: Prepare for Ops Briefing
1245		
1300		
1315	Sim 3j: Operations Period Briefing	Sim 3j: Operations Period Briefing
1330		
1345	Sim 3k: Unit Leader Briefings	Sim 3k: Unit Leader Briefings
1400		
1415	Sim 3.m: Prep VIP	Sim 3.m: Prep VIP
1430		
1445	Sim 3n: VIP Briefing	Sim 3n: VIP briefing
1500		
1515		
1530		
1545	AAR + Evaluation	AAR + Evaluation
1600		
1615		
1630		
1645		Course closeout
1700		

14.1.1 IAFC Mission

14.1.2 Goals

- ### 14.1.3 Governance

14.1.4 IAFC Divisions

A black and white outline map of the contiguous United States. Each state is labeled with its two-letter postal abbreviation. The labels are as follows:
Alaska: AK
Alabama: AL
Arkansas: AR
California: CA
Colorado: CO
Connecticut: CT
Delaware: DE
Florida: FL
Georgia: GA
Hawaii: HI
Idaho: ID
Illinois: IL
Indiana: IN
Iowa: IA
Kansas: KS
Kentucky: KY
Louisiana: LA
Maine: ME
Maryland: MD
Massachusetts: MA
Michigan: MI
Minnesota: MN
Mississippi: MS
 Missouri: MO
Montana: MT
Nebraska: NE
Nevada: NV
New Hampshire: NH
New Jersey: NJ
New Mexico: NM
New York: NY
North Carolina: NC
North Dakota: ND
Ohio: OH
Oklahoma: OK
Oregon: OR
Pennsylvania: PA
Rhode Island: RI
South Carolina: SC
South Dakota: SD
Tennessee: TN
Texas: TX
Utah: UT
Vermont: VT
Virginia: VA
Washington: WA
West Virginia: WV
Wisconsin: WI
Wyoming: WY

14.1.5 IAFC Sections

The association is also organized around special interest groups, called sections. The sections provide our members with specialized opportunities to network and share information with those of similar interests on topics such as:

- Company Officers
- Emergency Vehicle Management
- EMS
- Executive Fire Officers
- Federal and Military Fire Services
- Fire & Life Safety
- Industrial Fire & Safety
- Metro Chiefs
- Safety, Health & Survival
- Volunteer & Combination Officers

Sections share their expertise throughout the fire and emergency service community through publications, workshops and conferences, websites, and online discussion forums.

14.1.6 IAFC Committees

IAFC members play a vital role in the association's governance, policy, and program functions through the work of committees. Committees are structured in various ways for various functions but play the same vital role. Committee members are subject-matter experts, gather critical information, produce reports and recommendations, and provide guidance to the IAFC board of directors.

- Communications
- Emergency Management
- Hazardous Materials
- Human Relations
- Program Planning
- Professional Development
- Terrorism and Homeland Security
- Wildland Fire Policy

15 Appendix E – Program Partners

The IAFC will use two delivery partners to assure the highest quality products and services are delivered to OCFA:



MCS is responsible for delivering all initiative training programs and for support outreach. Since 1996, MCS has been providing global leadership in the development of adaptive operational culture. The firm is best known for the development of the L-series curriculum for wildland fire, and its training is the most common system used for leader development in the fire services. MCS specializes in cultural development of fire organizations and has trained more than 30,000 fire response leaders across five countries.



Oklahoma State University

Founded in 1890, OSU is a national leader in programming around disaster management, emergency management, and the human dimensions of leadership. OSU has designed and conducts the cultural measurement system used by the Transforming Response Initiative, and by the IAFC for this project. OSU is responsible for analysis and reporting.

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TRANSFORMING RESPONSE INITIATIVE

STATEMENT OF WORK FOR SUBCONTRACTOR SERVICES

This Statement of Work for Subcontractor Services ("SOW") is entered into by and between the International Association of Fire Chiefs, Inc., a non-profit, IRS 501(c)(3), tax exempt, New York corporation with offices at 4795 Meadow Wood Lane, Suite 100, Chantilly, VA 20151 ("IAFC"), and MCS-CA, Inc., a California corporation with its principal offices located at 869 E. Rim Rd., Franktown, CO 80116 ("Subcontractor"), and specifies the specific Services, including activities and deliverables, described in more detail below, to be provided hereunder by Subcontractor, as a subcontractor for IAFC, to a certain customer of IAFC on behalf of IAFC. Either of Subcontractor and IAFC may be referred to herein as a Party, and together as the "Parties."

RECITALS

WHEREAS, IAFC and Subcontractor have previously entered into that certain Joint Operating Agreement, executed by authorized representatives of the Parties and effective as of September 6, 2017, and as amended (the "Agreement").

WHEREAS, Subcontractor is a provider of certain Services, including activities and deliverables, described in more detail below, and desires to act, and has agreed to act, as a subcontractor to IAFC in order to provide such Services to a certain IAFC Customer (as defined below) on behalf of IAFC, all on the terms and conditions set forth herein.

WHEREAS, IAFC desires to engage Subcontractor, and has agreed to engage Subcontractor, as a subcontractor to IAFC so that Subcontractor may provide such Services to such certain IAFC Customer (as defined below) on behalf of IAFC, all on the terms and conditions set forth herein.

NOW, THEREFORE, the Parties agree as follows:

TERMS OF SOW

1. Agreement Attached Hereto. The form of the Agreement, including all amendments, as effective between the Parties immediately prior to the SOW Effective Date (as defined below), is attached hereto as Exhibit A.
2. Incorporation into Agreement. This SOW shall be incorporated into and made a part of, and shall be governed by the terms of, the Agreement. Capitalized terms used, but not otherwise defined, in this SOW shall have the meanings ascribed to them in the Agreement. Unless expressly provided for in this SOW, in the event of a conflict between the provisions contained in the Agreement and those contained in this SOW, the provisions contained in this SOW shall prevail.

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3. Services Description. Subject to the terms and conditions of this SOW, Subcontractor shall act as a subcontractor to IAFC and shall provide certain services, including activities and deliverables (collectively, the "Services"), on behalf of IAFC, to the IAFC Customer named and described in the Services and Fees Schedule for Subcontractor Services ("Schedule") attached hereto as Exhibit B, or in any other Schedule containing substantially similar information. Any reference herein to the IAFC Customer shall imply that Subcontractor, as a subcontractor to IAFC, is providing the Services on behalf of IAFC to the IAFC Customer. The Services to be provided by Subcontractor shall be as further specifically set forth in the Schedule attached hereto as Exhibit B, or in any other Schedule containing substantially similar information. Unless expressly provided for in a Schedule, in the event of a conflict between the provisions contained in such Schedule and those contained in a previously executed Schedule, the terms and conditions of the most recent Schedule shall prevail. Unless expressly provided for in a Schedule, in the event of a conflict between the provisions contained in this SOW and those contained in such Schedule, or contained in any purchase order or other document that IAFC may issue with respect to this SOW or to such Schedule, the provisions contained in this SOW shall prevail. The Parties agree that more than one Schedule may be effective simultaneously, and that Subcontractor may be providing services, including activities and deliverables, on behalf of IAFC, to more than one customer of IAFC at the same time, and that in such case, in determining the application of the provisions of this SOW to any particular Schedule, defined terms in this SOW such as the "Schedule," the "Services," the "IAFC Customer" and the like shall be interpreted as referring to, or applying to, such particular Schedule.
4. Change Management. The terms and conditions of any Schedule, including without limitation the scope of the Services, applicable timelines and due dates, Fees and other charges, and items provided, may be changed only upon execution by the Parties of a written Change Order that references such Schedule and that specifies such change. Either Party may request a change, and both Parties agree to negotiate in good faith any requested changes. In the event of a conflict between the terms and conditions set forth in a Change Order and those set forth in the Schedule to which such Change Order applies or in a previously executed Change Order applicable to such Schedule, the terms and conditions of the most recent Change Order shall prevail.
5. Start Date and End Date; Termination.
 - 5.1 Start Date and End Date. This SOW shall become effective as of October 17, 2018 (the "SOW Effective Date"), and shall remain effective until terminated as provided in this Section 5 (such period during which this SOW is effective, the "SOW Term").
 - 5.2 Payment Following Termination of SOW or Schedule. In the event of termination of all or any part of this SOW or any Schedule for any reason, Subcontractor shall immediately stop work on the terminated portions of this SOW or such Schedule and shall submit to IAFC an invoice with supporting information setting forth the applicable Fees and other charges for the Services provided to the IAFC Customer prior to the effective date of such termination, including any materials, supplies, and services ordered by

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Subcontractor for use in performance of the Services which cannot be cancelled, net of liquidation value, and IAFC agrees to pay Subcontractor for such invoiced amounts; provided that, Subcontractor shall not be paid for any work done after the termination date or for any costs incurred by suppliers or subcontractors of Subcontractor that Subcontractor could reasonably have avoided given such termination. In the event of termination of all or any part of this SOW or any Schedule for any reason, Subcontractor shall promptly (i) return to IAFC all copies of any IAFC data, records, or materials of whatever nature or kind, related to the terminated part of this SOW or such Schedule; and (ii) furnish to the IAFC all work in progress or portions thereof, including all incomplete work, related to the terminated part of this SOW or such Schedule.

- 5.3 Termination of SOW or Schedule For Cause. Either Party may terminate this SOW or any Schedule for Cause upon (i) written notice, describing such Cause, mailed or personally delivered to the other party; and (ii) the notified Party's failure to cure or correct, or to diligently pursue cure or correction of, the Cause of the termination notice, to the reasonable satisfaction of the Party giving such notice, within thirty (30) days of the receipt of such notice. The notifying Party in such case may terminate this SOW or any Schedule for Cause as of the termination date specified in such notice (provided that such specified date occurs after or upon the expiration of such thirty (30)-day cure period), or if no date is specified, then upon the expiration of such thirty (30)-day cure period. For purposes of this section, "Cause" shall mean (A) a Party materially breaches any of its duties or obligations under the Agreement or under this SOW or any Schedule (including, in the case of IAFC, but subject to Section 6.3 ("Acceptance of Services by IAFC"), any failure by IAFC to pay amounts when due); or (B) a Party terminates or suspends its business, becomes insolvent, or becomes subject to direct control of a trustee, receiver or similar authority, or becomes subject to any bankruptcy or insolvency proceeding under federal or state law.
- 5.4 Termination of SOW or Schedule for Convenience. Either Party may terminate this SOW or any Schedule at any time for any reason by providing sixty (60) days' written notice to the other Party
- 5.5 Termination by IAFC Due to Termination or Default by IAFC Customer. IAFC may by written notice to Subcontractor terminate the Services under any Schedule in whole or in part at any time due to the exercise of IAFC Customer's rights under IAFC's contract with IAFC Customer. If IAFC terminates all or any part of any Schedule or any Change Order(s) issued hereunder as a result of the IAFC Customer's failure to cure a material default under IAFC's contract with the IAFC Customer, IAFC shall pay Subcontractor any of its actual and direct costs incurred to provide the Services performed prior to the date of such termination, including Subcontractor's actual and direct costs for demobilization to the extent that IAFC recovers any such costs from the IAFC Customer. This shall include obligated costs to secure resources or uphold related support contract obligations related to the cancelled work. Subcontractor agrees to substantiate such costs with proof

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reasonably satisfactory to IAFC or the IAFC Customer. For clarity, additional cancellation terms may be specifically described in the Schedule.

- 5.6 Termination of Agreement Requires Termination of SOW. Notwithstanding any other provision herein, the Agreement shall continue while this SOW remains in effect.
- 5.7 Termination of SOW Requires Termination of Schedule. Notwithstanding any other provision herein, this SOW shall continue while any Schedule remains in effect.
- 5.8 Continuation of Liability for Breach. Termination of this SOW or any Schedule shall not act as a waiver of, or as a release from liability for, any breach of this SOW or such Schedule. Termination or expiration of this SOW or any Schedule shall not affect or negate any obligation of either Party (including payment of invoices by IAFC) to the other arising prior to the date of such termination or expiration.

6. Payment and Fees.

- 6.1 Fees and Other Charges. Upon execution of any Schedule, IAFC agrees to pay any applicable Fees and Taxes and Expenses as specified in the Schedule and in accordance with the payment terms and schedule specified therein. Subcontractor may invoice IAFC for progress billings based upon Services performed before completion of the Services, if mutual agreed by the Parties.
- 6.2 Invoicing. Subcontractor shall bill by invoice to IAFC the sums due pursuant to any Schedule. Any such invoice shall contain: (a) IAFC's purchase order number, if any, and the Subcontractor invoice number; (b) a description of the Services for which an amount is due; (c) the Fees or portion thereof, and any other charges that are due; (d) Taxes, if any; (e) credits provided to IAFC by Subcontractor, if any; and (f) the total amount due. Additionally, any such invoice may include reimbursement for any special registrations, local taxes, security applications, additional insurance or other similar non-standard items required for Subcontractor to provide the Services legally at the designated performance location. Subcontractor shall separately detail in each invoice provided under any Schedule the applicable Taxes, and shall separately state the different types of Taxes that apply. All such invoices shall be delivered to IAFC by Subcontractor according to the procedure described in the Schedule.
- 6.3 Acceptance of Services by IAFC. Following delivery to IAFC by Subcontractor of any invoice for any of the sums due pursuant to any Schedule, IAFC shall have ten (10) business days to object in writing to any of the contents of such invoice. Failure by IAFC to so object shall constitute acceptance by IAFC of those portions of the Services to which such contents of such invoice apply.
- 6.4 Taxes. Except in the event that IAFC provides Subcontractor with a resale exemption certificate, IAFC agrees to pay, or to ensure by the terms of IAFC's contract with the IAFC Customer that the IAFC Customer pays, all sales, use,

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transaction, excise, VAT or similar taxes and any federal, state or local fees or charges ("Taxes") that may become due in connection with provision of the Services by Subcontractor to the IAFC Customer under any Schedule, except for taxes on Subcontractor's income, assets, net worth, or other personal or professional taxes on or arising out of any payments made to Subcontractor under such Schedule.

7. IAFC Responsibilities. In order to allow efficient provision of the Services to IAFC Customer by Subcontractor, IAFC agrees that it shall be responsible for supplying to Subcontractor the personnel and resources set forth in the Schedule, or shall ensure by the terms of its contract with IAFC Customer that IAFC Customer supplies to Subcontractor the personnel and resources set forth in the Schedule.
8. Contact Persons. Each of IAFC and Subcontractor shall designate a contact person, as described in the Schedule, who shall be responsible for communication with the other Party with respect to the Services and matters related thereto. IAFC shall ensure by the terms of its contract with IAFC Customer that IAFC Customer designates a contact person, as described in the Schedule, responsible for communication with IAFC and Subcontractor, to the extent that such communication is necessary in order to allow efficient provision of the Services to IAFC Customer by Subcontractor.
9. Representations and Warranties.
 - 9.1 Mutual Representations and Warranties. Each of Subcontractor and IAFC represents and warrants that:
 - 9.1.1 It is a business duly incorporated, validly existing, and in good standing under the laws of its state of incorporation or organization;
 - 9.1.2 It has all requisite corporate power, financial capacity, and authority to execute, deliver, and perform its obligations under this SOW;
 - 9.1.3 the execution, delivery, and performance of this SOW has been duly authorized by it and this SOW constitutes its legal, valid, and binding agreement and is enforceable against it in accordance with the terms of this SOW, except as the enforceability of this SOW may be limited by bankruptcy, insolvency, reorganizations, moratoriums, and similar laws affecting creditors' rights generally and by general equitable principles;
 - 9.1.4 it shall comply with all applicable federal, state, local, or other laws and regulations applicable to the performance by it of its obligations under this SOW and shall obtain, at its sole cost and expense, all applicable permits and licenses required of it in connection with its obligations under this SOW;
 - 9.1.5 there is no outstanding litigation, arbitrated matter or other dispute to which it is a party which, if decided unfavorably to it, would reasonably be expected to have a potential or actual material adverse effect on its ability to fulfill its obligations under this SOW; and
 - 9.1.6 except for customary promotional material and occasional business entertainment limited in value in any instance to the reasonable cost of a business meal, and except as specifically authorized under the terms of this

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SOW, it has not given, offered or accepted, and shall not give, offer, or accept, directly or indirectly, any money, personal services, credit or other thing of value, to or from the other Party, its affiliated or related companies, or any of their agents, independent contractors or subcontractors or the employees of any of the foregoing, in order to influence the award of this SOW or any other contract that has been or may be awarded by a Party, or their terms, performance, administration, extension or termination.

9.2 Representations and Warranties of IAFC. IAFC represents and warrants that it has the full right, power, authority and permission to arrange for and to authorize the provision of Services as provided herein.

9.3 Representations and Warranties of Subcontractor. Subcontractor represents and warrants that:

- 9.3.1 the Services will conform in all material respects to the specifications, functions, descriptions, standards, and criteria set forth in the Schedule and any accompanying documentation;
- 9.3.2 the Services shall be provided to the IAFC Customer in a professional manner, and in accordance with the standards and conditions established by any government entity under which Subcontractor's work is certified;
- 9.3.3 it shall comply with any and all rules, policies and procedures of IAFC and the IAFC Customer;
- 9.3.4 it is not listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Non-Procurement Programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension" (containing the names of parties debarred, suspended, or otherwise excluded by agencies, as well as contractors declared ineligible under statutory or regulatory authority other than Executive Order 12549); and
- 9.3.5 it (i) has thoroughly investigated and considered the Services to be performed, (ii) has investigated the site of the work and become fully acquainted with the conditions there existing, (iii) has carefully considered how the Services should be performed, (iv) fully understands the facilities, difficulties and restrictions attending performance of the Services under this SOW, and (v) shall immediately inform IAFC if it discovers any latent or unknown conditions materially differing from those inherent in the work or as represented by IAFC or the IAFC Customer, and in such case will not proceed with any work except at its own risk until written instructions are received from IAFC.

9.4 Disclaimers. EACH PARTY EXPRESSLY DISCLAIMS ANY AND ALL WARRANTIES NOT STATED IN THIS SOW, INCLUDING SPECIFICALLY, ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

10. Events Affecting Ability of Subcontractor to Perform. To the extent that any event listed below (each a "Bottleneck Event") affects Subcontractor's ability to provide the Services, or the time or cost of doing so, or any other obligation of Subcontractor under this SOW, Subcontractor shall be entitled to an equitable adjustment of any

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provision of this SOW which is affected, including, but not limited to, the Fees and other charges to be paid to Subcontractor. Any adjustment made pursuant to this Section 10 to any Fees or other charges due to Subcontractor, or to any other provision of the SOW, shall be negotiated by both Parties and shall be a fair representation of the incremental cost incurred by Subcontractor as a result of the occurrence of the corresponding Bottleneck Event. It is an express condition of the foregoing that Subcontractor shall be entitled to equitable adjustment of Fees or other charges, scheduling and other terms of this SOW as described above with respect to any Bottleneck Event only to the extent that the IAFC Customer provides terms to IAFC reasonably allowing for such equitable adjustment. IAFC shall use commercially reasonable efforts to present and negotiate with the IAFC Customer the desired equitable adjustments presented by Subcontractor to IAFC with respect to any Bottleneck Event, and Subcontractor shall be entitled to prepare and present to the IAFC Customer, with IAFC, its claim for such equitable adjustments. However, the Parties agree that the right of Subcontractor to an equitable adjustment hereunder is dependent upon the granting by the IAFC Customer of terms to IAFC reasonably allowing for such equitable adjustment, and accordingly Subcontractor agrees to release IAFC from any liability for any such requested equitable adjustment in excess of that agreed to by the IAFC Customer. Bottleneck Events include:

- 10.1 Act or Omission of IAFC Customer: an action, inaction or delay by the IAFC Customer, its other contractors or vendors, or third parties upon whom timely performance by Subcontractor is dependent, which materially affects the ability of Subcontractor to perform its obligations as agreed in this SOW, including any applicable Change Order(s), provided that no such action, inaction or delay shall entitle Subcontractor to request equitable adjustment hereunder to the extent that Subcontractor shall have failed to perform its applicable obligations in a professional manner, and with the care, skill, and diligence, and in accordance with the applicable standards, currently recognized in Subcontractor's profession or industry;
- 10.2 Act or Omission of IAFC: an action, inaction or delay by IAFC, its other subcontractors or vendors, or third parties for whom IAFC has contractual responsibility (specifically excluding IAFC Customer and its other contractors or vendors) and upon whom timely performance by Subcontractor is dependent, which materially affects the ability of Subcontractor to perform its obligations as agreed in this SOW, including any applicable Change Order(s), provided that no such action, inaction or delay shall entitle Subcontractor to request equitable adjustment hereunder to the extent that Subcontractor shall have failed to perform its applicable obligations in a professional manner, and with the care, skill, and diligence, and in accordance with the applicable standards, currently recognized in Subcontractor's profession or industry; and
- 10.3 Hazardous Materials: the discovery of hazardous materials at any location where the Services are to be provided hereunder.
11. Limitation of Liability. NOTWITHSTANDING ANYTHING TO THE CONTRARY CONTAINED HEREIN, IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR ANY INCIDENTAL, INDIRECT, SPECIAL, CONSEQUENTIAL OR PUNITIVE DAMAGES (INCLUDING FOR LOST PROFITS, COSTS OF DELAY, FAILURE OF DELIVERY,

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BUSINESS INTERRUPTION OR LOST, DAMAGED OR INADVERTENTLY DISCLOSED DATA OR DOCUMENTATION, OR LIABILITIES TO THIRD PARTIES ARISING FROM ANY SOURCE), REGARDLESS OF THE NATURE OF THE CLAIM, EVEN IF SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. THE FOREGOING LIMITATION SHALL APPLY WITHOUT REGARD TO WHETHER ANY PROVISIONS OF THIS SOW HAVE BEEN BREACHED, HAVE PROVEN INEFFECTIVE, OR HAVE FAILED OF THEIR ESSENTIAL PURPOSE.

12. Proprietary Rights.

- 12.1 Rights to Work Product. As between the Parties, IAFC owns all rights, including without limitation all associated intellectual property rights, in the Work Product. As used in this SOW, "Work Product" means (i) all deliverables, documents or other tangible items, and intellectual property therein or related thereto, including from time to time third-party intellectual property, regardless of whether such materials are eligible for patent, copyright, trademark, trade secret, or other legal protection, that (ii) are conceived, developed or provided by Subcontractor specifically and exclusively for IAFC or for the IAFC Customer in the course of, or as a result of, performing the Services. Notwithstanding the foregoing, in the event that Subcontractor's pre-existing processes or techniques are modified, amended, improved or replaced, or that derivative works of the same are created, in the course of, or as a result of, performing the Services, then all rights in any such modified, amended, improved or replaced processes or techniques, and in any such derivative works, shall be owned by Subcontractor, and the Work Product shall not include such modified, amended, improved or replaced processes or techniques, or such derivative works.
- 12.2 Works Made for Hire. Subcontractor agrees that any and all Work Product shall be deemed to be works made for hire within the meaning of the copyright laws of the United States and that IAFC shall own all rights, including, without limitation, all copyright and other intellectual property rights, in and to such Work Product. In the event that any such Work Product shall be deemed for any reason not to be a work made for hire within the meaning of the copyright laws of the United States, then Subcontractor hereby assigns, transfers and conveys to IAFC all right, title and interest in the Work Product, including, but not limited to, all related worldwide patents, patent applications, copyrights, trademarks, trade secrets, rights of reproduction, derivative works and any and all other rights of whatever kind or nature. Subcontractor agrees to execute any further documents and to perform any further acts, at IAFC's expense, as may be necessary to perfect the foregoing assignment and to protect and perfect IAFC's rights in the Work Product. In the event that Subcontractor fails or refuses to execute such documents, Subcontractor hereby appoints IAFC as attorney-in-fact for Subcontractor (such appointment to be irrevocable and a power coupled with an interest) to act on behalf of Subcontractor and to execute such documents.
- 12.3 Moral Rights. Subcontractor also hereby irrevocably transfers and assigns to IAFC, waives, and agrees never to assert any and all Moral Rights that Subcontractor may have in or to any Work Product, including after termination

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or expiration of this SOW, "Moral Rights" means: (a) any rights to claim authorship of Work Product; (b) any rights to object to or to prevent any modification of any Work Product; (c) any rights to withdraw from circulation or control the publication or distribution of any Work Product; and (d) any similar rights that exist under any treaty or under the judicial or statutory laws of any country in the world, regardless of whether or not such rights are called or generally referred to as moral rights.

12.4 Pre-existing Materials. Notwithstanding the provisions of Sections 12.1 ("Rights to Work Product"), 12.2 ("Works Made for Hire"), and 12.3 ("Moral Rights"), above, IAFC acknowledges that, in the course of performing the Services, Subcontractor may use documents, databases, data, software and related processes, proprietary tools, instructions, know-how, methods, techniques and the like that have been previously developed by Subcontractor and that were created by Subcontractor or third parties separately from the provision of the Services by Subcontractor to IAFC or to the IAFC Customer and outside the scope of this SOW (collectively, the "Pre-existing Materials"), and that the same shall remain the sole and exclusive property of Subcontractor or such third parties. Subcontractor hereby grants to IAFC or arranges a grant to IAFC by such third parties, a non-exclusive, perpetual, fully paid, royalty-free license to utilize the Pre-existing Materials included in the Work Product.

12.5 No License Except as Specifically Stipulated. Except as expressly set forth herein, no license is granted by Subcontractor to IAFC or to the IAFC Customer with respect to the Pre-existing Materials. Nothing in this SOW shall be construed to grant to IAFC or to the IAFC Customer any ownership or other interest in the Pre-existing Materials, except as may be provided under a license specifically applicable to such Pre-existing Materials.

13. Insurance. Sections 13.1 ("Insurance Coverage and Coverage Limits") and 13.2 ("Additional Insurance Requirements"), below, shall govern each Party's obligations under this SOW with respect to insurance; provided that, if IAFC's contract with the IAFC Customer for the provision of the Services stipulates that IAFC shall be subject to any particular insurance requirements that are more extensive or more rigorous than the requirements stipulated in Sections 13.1 and 13.2, below, then in addition to the requirements stipulated in Sections 13.1 and 13.2, below, such particular more extensive or more rigorous requirements shall also apply to each of the Parties hereunder.

13.1 Insurance Coverage and Coverage Limits. Each Party shall, at its own expense, maintain adequate and customary insurance covering such Party's obligations under this SOW, and shall, at a minimum, obtain and maintain the following Insurance and coverage limits:

- 13.1.1 commercial general liability insurance with a minimum limit of one million U.S. dollars (\$1,000,000) per occurrence, with a customary retention level;
- 13.1.2 automobile liability insurance with a minimum limit of one million U.S. dollars (\$1,000,000) per occurrence for bodily injury and property damage including coverage for owned, non-owned and hired vehicles;

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- 13.1.3 employer's liability coverage with a minimum limit of one million U.S. dollars (\$1,000,000) per occurrence and workers' compensation insurance with a minimum limit of one million U.S. dollars (\$1,000,000) per occurrence;
 - 13.1.4 professional liability insurance (including contractual coverage) with a minimum limit of one million U.S. dollars (\$1,000,000), protecting Subcontractor and IAFC and the IAFC Customer from errors and omissions of either Party (and any approved subcontractors) in connection with the provision by Subcontractor of the Services hereunder, during, and for a period of at least three (3) years after the completion of, such provision of the Services;
 - 13.1.5 umbrella liability insurance with a minimum limit of three million U.S. dollars (\$3,000,000) per occurrence;
 - 13.1.6 employment practices liability insurance with a minimum limit of ten million U.S. dollars (\$10,000,000) per occurrence; and
 - 13.1.7 crime and employee dishonesty insurance with a minimum limit of ten million U.S. dollars (\$10,000,000) per occurrence.
- 13.2 Additional Insurance Requirements. Each Party shall maintain insurance with companies qualified to do business in the jurisdiction in which the Services will be performed and with a rating of A-VII or better in the current Best's Insurance Reports published by A.M. Best Company. All insurance required hereunder shall be primary and not contributory and shall name the other Party and the other Party's affiliates as additional insureds, and shall contain a waiver of subrogation with respect to the additional insureds. Certificates of insurance (or copies of policies, if required by the other Party) evidencing satisfactory coverage shall be furnished by the insured Party to the other Party at its request. Each Party's compliance with its insurance obligations under this policy shall not limit such Party's liability or obligations under this Agreement. All policies and coverage shall contain a provision for thirty (30) days' written notice by each Party's insurer(s) to the other Party of any cancellation, substitution, or changes to limits, deductibles or carrier ratings below those required in this SOW.
14. Recordkeeping and Reporting Requirements.
- 14.1 Federal Recordkeeping Requirements. If the Services to be provided by Subcontractor under this SOW are valued at more than twenty-five thousand dollars (\$25,000), and are provided in conjunction with a federally funded program, then Subcontractor will, upon request, provide to IAFC, the federal awarding agency, the Comptroller General of the United States, or any of their duly authorized representatives, access to any books, documents, papers and records of Subcontractor which are directly pertinent to the specific federally funded program, for the purpose of making audits, examinations, excerpts and transcriptions.
 - 14.2 Reports. Subcontractor shall, on behalf of IAFC, periodically prepare and submit to the IAFC Customer such reports concerning the performance of the Services as the IAFC Customer shall require.



- 14.3 Records Required Under IAFC's Agreement with the IAFC Customer. Subcontractor shall keep such books and records as shall be necessary to properly perform the Services under this SOW and to enable the IAFC Customer to evaluate the performance of the Services. Subject to the provisions of Section 11 ("Confidentiality") in the Agreement, Subcontractor shall, on behalf of IAFC, allow the IAFC Customer full and free access to such books and records at all reasonable times, including the right to inspect, copy, audit and make records and transcripts from such records.
15. Equal Employment Opportunity. Subcontractor shall abide by the requirements of 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor." These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.
16. Conflict of Interest. Each Party shall avoid situations in which any personal interest could conflict with the interest of the other Party or any of its affiliated or related companies. Each Party shall inform the other Party promptly in writing if it becomes aware that any such conflict of interest has arisen. Any violation of this provision shall constitute a material breach of this SOW.
17. Use of Additional Subcontractors. Subcontractor agrees that it shall not use any subcontractor(s) in performance of this SOW without receiving the prior written consent of IAFC. This provision shall not apply to subcontractors that are used for program instruction, and that are insured, trained and certified by Subcontractor. Subcontractor will provide documentation on instructor subcontractor training and certification to IAFC upon request.
18. Specific Performance and Other Equitable Relief. Notwithstanding the existence of any mediation or arbitration agreement between the Parties, the Parties agree that in the event that Subcontractor fails to fulfill any of its obligations under this SOW, IAFC may bring action to enforce specific performance of any of such obligations under this SOW. This remedy shall not exclude the availability of any other remedy permitted by law. Additionally, Each Party agrees that a breach or threatened breach by it of Section 11 ("Confidentiality") of the Agreement may result in significant and irreparable harm to the nonbreaching Party that could not be satisfactorily compensated in monetary terms, and for which the nonbreaching Party may not otherwise have an adequate remedy at law. Accordingly, in addition to any other remedies and damages available, each Party acknowledges and agrees that (i) notwithstanding the existence of any mediation or arbitration agreement between the Parties, the nonbreaching Party has the right to file a civil action in the event that the nonbreaching Party deems it necessary to seek an equitable remedy for breach or threatened breach of Section 11 ("Confidentiality") of the Agreement; and (ii) the nonbreaching Party may immediately seek enforcement of Section 11 ("Confidentiality") of the Agreement by means of specific performance or temporary, preliminary and permanent injunctive relief without the necessity of proving

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inadequacy of legal remedies or irreparable harm, or posting bond, any such requirements to equitable and injunctive relief being hereby specifically waived.

19. Third-Party Beneficiaries. For the purposes of Section 13 ("Insurance"), and each Party's obligations thereunder, non-Parties who are protected by, named as additional insureds under, or made the subject of waivers of subrogation under, either Party's insurance ("Additional Insureds") under the provisions of Section 13, are third-party beneficiaries of this SOW in accordance with its terms. Other than as provided for in Section 13 ("Insurance"), this SOW is for the sole benefit of the signatories hereto and their permitted successors and assigns. Nothing, express or implied, in this SOW is intended to create or be construed to create any rights of enforcement in any persons or entities who are neither signatories to this SOW nor Additional Insureds. Notwithstanding the foregoing, this section shall not affect the rights of any funder to audit the financial records of IAFC with respect to funds provided for the Initiative, as provided in Section 6.4 of the Agreement.
20. Settlement of Disputes. The Parties shall attempt in good faith to resolve any claim or controversy arising out of or relating to the interpretation or performance of this SOW by negotiations between the Parties. In the event that any dispute cannot be resolved by negotiations between the Parties, then the Parties shall endeavor to resolve the dispute by arbitration in accordance with the Arbitration Rules of the American Arbitration Association currently in effect. In deciding any arbitration under this section, the arbitrator shall apply the procedural and substantive laws of the State of Virginia, exclusive of its laws governing conflicts of law. However, matters relating to the enforceability of this section, to the procedures to be followed in carrying out any arbitration, and to any award granted under this section, shall be governed by the Federal Arbitration Act, 9 U.S.C. §§ 1-16, as it may be amended from time to time. Any judgment upon the award rendered in such arbitration may be entered in any court of competent jurisdiction. Any such arbitration shall take place in Fairfax, Virginia. Notwithstanding the foregoing, either Party has the right to file a civil action in the event that such Party deems it necessary to seek an equitable remedy under the provisions of Section 16 ("Specific Performance and Other Equitable Relief"), above.
21. General.
 - 21.1 Independent Contractors. This SOW shall not create a joint venture, partnership, fiduciary relationship or other formal business relationship or entity of any kind, or an obligation to form any such relationship or entity. Each Party shall act as an independent contractor and not as an agent of the other Party for any purpose, and neither Party shall have any express or implied authority to assume or create any obligation or responsibility on behalf of or in the name of the other Party, or to bind the other Party, except as specifically granted herein. IAFC shall not withhold income taxes of any kind or Social Security payments from any sum paid to Subcontractor under this SOW, provided that there is no backup withholding requirement on Subcontractor's W-9 form.
 - 21.2 Set Off. Each Party shall have the right to set off any amounts owed to the other Party under this SOW.

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- 21.3 Construction. This SOW is the result of negotiations between, and has been reviewed by, each of the Parties hereto and their respective counsel, if any; accordingly, this SOW shall be deemed to be the product of both of the Parties hereto, and no ambiguity shall be construed in favor of or against either of the Parties hereto.
- 21.4 Entire Agreement. This SOW and the Agreement, together with the exhibits hereto and the documents specifically described herein as containing additional terms of this SOW, constitutes the entire agreement between the Parties relating to the matters discussed herein and may be amended or modified only with the mutual written consent of the Parties. This SOW together with the Agreement supersedes all prior written and oral proposals, understandings, agreements, letters of intent and representations, all of which are merged herein. Each Party's obligations hereunder are in addition to, and not exclusive of, any and all of its other obligations and duties to the other Party, whether express, implied, in fact or in law.
- 21.5 Severability. The invalidity or unenforceability of any provision of this SOW shall not affect the validity or enforceability of any other provision of this SOW. If one or more provisions of this SOW are held to be unenforceable under applicable law, the Parties agree to renegotiate each such provision in good faith. In the event that the Parties cannot reach a mutually agreeable and enforceable replacement for such provision, then (i) such provision shall be excluded from this SOW, (ii) the balance of this SOW shall be interpreted as if such provision were so excluded and (iii) the balance of this SOW shall be enforceable in accordance with its terms.
- 21.6 Successors and Assignment. Subject to the limitations set forth in this SOW, this SOW shall inure to the benefit of and be binding upon the Parties and their respective successors and assigns. This SOW shall not be assigned, in whole or in part, by a Party without the prior written consent of the other Party. Notwithstanding the foregoing, either Party may assign this SOW in its entirety without the consent of the other Party pursuant to a merger, acquisition, or sale of substantially all the assets of that portion of the Party's business primarily responsible for performing under or exercising rights under this SOW.
- 21.7 No Waiver. Any failure by either Party to enforce the other Party's strict performance of any provision of this SOW shall not constitute a waiver of its right to substantially enforce such provision or any other provision of this SOW.
- 21.8 Remedies Cumulative. Any rights and remedies of either Party described in this SOW are cumulative and in addition to any other rights and remedies provided by law.
- 21.9 Headings: Interpretation. The section headings hereof are for convenience only and shall not control or affect the meaning or construction or limit the scope or intent of any of the provisions of this SOW. Whenever the context

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may require, any pronoun used in this SOW shall include the corresponding masculine, feminine or neuter forms, and the singular form of nouns, pronouns and verbs shall include the plural and vice versa.

- 21.10 Governing Law. The validity, interpretation, construction and performance of this SOW, and all acts and transactions pursuant hereto and the rights and obligations of the Parties hereto shall be governed, construed and interpreted in accordance with the laws of the state of Virginia, without giving effect to principles of conflicts of law. For purposes of litigating any dispute that may arise directly or indirectly from this SOW, whether in contract, tort, or otherwise, the Parties hereby submit and consent to the exclusive jurisdiction of the state or federal courts located in Fairfax, Virginia and agree that any such litigation shall be conducted only in the courts of the state of Virginia located in Fairfax, Virginia or the federal courts of the United States located in Fairfax, Virginia and no other courts.
- 21.11 Force Majeure. Neither Party shall be liable for failure to perform or delay in performance hereunder if such failure or delay is due to fire, storm, flood, war, strike, embargo, or any act of God or other cause or contingency beyond such Party's reasonable or foreseeable control ("Force Majeure Event"). A Party claiming a Force Majeure Event shall use its best efforts to mitigate the effects of such Force Majeure Event and shall resume performance as soon as reasonably practical, and in such case the Parties agree to renegotiate in good faith the terms and schedule for the provision of the Services.
- 21.12 Counterparts. This SOW may be executed in any number of counterparts, each of which when so executed and delivered shall be deemed an original, and all of which together shall constitute one and the same agreement. Counterpart signature pages to this SOW transmitted by facsimile transmission, by electronic mail in portable document format (.pdf), or by any other electronic means intended to preserve the original graphic and pictorial appearance of a document, will have the same effect as physical delivery of the paper document bearing an original signature.
- 21.13 Survival. The obligations of the Parties under this SOW that, by their nature, are intended to continue beyond the termination of this SOW shall survive any termination of this SOW, including without limitation the obligations of the Parties arising with respect to confidentiality, severability, equitable relief, invoicing, payment, fees, taxes, representations and warranties, disclaimers, limitations of liability, and proprietary rights. Any omission of mention, in any particular section of this SOW, that the provisions of such section shall survive termination of this SOW, shall not imply that such provisions are not intended by the Parties to survive termination of this SOW.
- 21.14 Time of the Essence. Time is of the essence and is a material term in the performance of this SOW. Subcontractor shall prosecute regularly and diligently the performance of the Services under this SOW according to the schedules set forth in IAFC's proposal to the IAFC Customer.

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IN WITNESS WHEREOF, the Parties hereto have caused this Statement of Work for Subcontractor Services to be executed below by their authorized representatives, effective as of the SOW Effective Date listed in the Services and Fees Schedule for Subcontractor Services attached hereto as Exhibit B.

SUBCONTRACTOR: MCS-CA

IAFC

Signature:

A handwritten signature in black ink, appearing to be "Lark McDonald", written over a horizontal line.

Signature:

A handwritten signature in black ink, appearing to be "Mark W. Light", written over a horizontal line.

Print Name: Lark McDonaldPrint Name: Mark W. LightTitle: Vice PresidentTitle: CEO and Executive DirectorDate: July 31, 2019Date: 7-26-19

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EXHIBIT A
JOINT OPERATING AGREEMENT
FORM OF THE JOINT OPERATING AGREEMENT, AS EFFECTIVE BETWEEN THE
PARTIES IMMEDIATELY PRIOR TO THE SOW EFFECTIVE DATE

[Attach the form of the Joint Operating Agreement, including all amendments, as effective between the Parties immediately prior to the SOW Effective Date. Thus include: (i) the original, unamended JOA, plus (ii) the Amendment to Joint Operating Agreement.]

EXHIBIT B-1

SERVICES AND FEES SCHEDULE FOR SUBCONTRACTOR SERVICES

This Services and Fees Schedule for Subcontractor Services ("Schedule") shall be incorporated into and made a part of, and shall be governed by the terms of, that certain Statement of Work for Subcontractor Services ("SOW") entered into by and between the International Association of Fire Chiefs, Inc. ("IAFC") and MCS-CA, Inc. ("Subcontractor"), executed by the Parties on October 17, 2018. Unless expressly provided for in this Schedule, in the event of a conflict between the provisions contained in the SOW and those contained in this Schedule or contained in any purchase order or other document that IAFC may issue with respect to this Schedule, the provisions contained in the SOW shall prevail.

1. Schedule Effective Date: This Schedule shall become effective as of October 17, 2018 (the "Schedule Effective Date"), and shall remain effective until the expiration date ("Schedule Expiration Date") listed below, or until otherwise terminated as provided herein or in the SOW (such period during which this Schedule is effective, the "Schedule Term").
2. Schedule Expiration Date: August 26, 2021
3. IAFC Customer: Subcontractor shall provide the Services on behalf of IAFC for the Orange County Fire Authority, a public agency, hereinafter referred to as "OCFA", having a principal place of business at 1 Fire Authority Road, Irving, CA 92602 ("IAFC Customer").
4. Detailed Description of the Services: The Services to be provided by Subcontractor, on behalf of IAFC, to the IAFC Customer named and described in Section 3 ("IAFC Customer"), above, shall be as described in Exhibit B-1 ("Services"), attached hereto.
5. Services Fees: The Fees for the Services shall be provided by Subcontractor, on behalf of IAFC, to the IAFC Customer named and described in Section 3 ("IAFC Customer"), above, shall be as described in Exhibit B-1 ("Fee Schedule"), attached hereto.
6. IAFC Responsibilities: IAFC shall provide either directly or through the IAFC Customer, site training logistical items or tasks as described in Exhibit B-1 Appendices A, B, and C.
7. Payment Terms and Payment Schedule and Invoicing Procedure: Refer to Exhibit B-1, Terms and Conditions.
8. Contact Persons:

8.1 For Subcontractor:

- 8.1.1 Name: Lark McDonald
- 8.1.2 Phone: 303.646.3700
- 8.1.3 email: lmcdonald@mcs-ca.com

8.2 For IAFC:

- 8.2.1 Name: Shannon Gilliland
- 8.2.2 Phone: 703-431-0224 / 703-537-4838
- 8.2.3 email: sgilliland@iafc.org


8.3 For IAFC Customer:

- 8.3.1 Name: Lori Zeller
- 8.3.2 Phone: 714.573.6020
- 8.3.3 email: LoriZeller@ocfa.org

IN WITNESS WHEREOF, the Parties hereto have caused this Services and Fees Schedule for Subcontractor Services to be executed below by their authorized representatives, effective as of the Schedule Effective Date listed above.

SUBCONTRACTOR: MCS-CA

IAFC

Signature: 

Signature: 

Print Name: Lark McDonald

Print Name: Mark W. Light

Title: Vice President

Title: CEO and Executive Director

Date: July 31, 2019

Date: 7-26-19

**EXHIBIT B-1:
THE SERVICES**

1. Overview

Subcontractor shall provide products and services to IAFC for the benefit of the Orange County Fire Authority's Mission-Driven Culture initiative. This effort shall be conducted within the framework of the Transforming Response Initiative. All training programs shall be delivered using the IAFC name or branding.

The quantity of services

2. Training Services.

2.1. The Subcontractor shall provide the following Subcontractor-owned training programs for the IAFC Customer on behalf of IAFC.

- At the Point of the Spear (POTS): Fire Service Leadership, NWCG L-380 & DHS CA-002-PREV
- Incident Leadership (IL), NWCG L-381 & DHS CA-010-PREV
- Intent into Action (IIA), NWCG L-481 & DHS CA-057-RESP
- Train the Trainer: Human Factors in the High Risk Environment (HF), NWCG L-180
- Train the Trainer: Emerging Leader (EL), NWCG L-280

2.2. The Subcontractor shall provide one Train the Trainer session for three IAFC and Subcontractor co-owned post-POTS continuing education modules.

2.3. Quantity.

The following OCFA operational personnel numbers are assumed as follows:

Division Chief:	8
Battalion Chief:	37
Captain:	274
Engineer:	247
Firefighter:	499

2.3.1. The quantity of training programs in this SOW is based on the above target audience estimate. It is assumed that IAFC Customer will send all targeted ranks through the appropriate training programs, and that the number of initial IAFC-delivered programs is accurate. If the IAFC Customer adds or deletes personnel to be trained or does not efficiently fill scheduled classes with students, the actual number and types of programs ordered may vary. The

Subcontractor shall be compensated by IAFC for any additional programs deemed necessary by the IAFC or the IAFC Customer.

The following is the estimated scope of work:

PROGRAM	EST # OF PROGRAMS
At the Point of the Spear	10
Incident Leadership	2
Intent into Action	1
Emerging Leader – Train the Trainer	1
HF in the High-Risk Environment – Train the Trainer	1
Continuing Education Modules – Train the Trainer	1 x 3 modules

2.4. Schedule.

Training shall be conducted within the established SOW delivery period at times determined by a consensus of the IAFC, the Subcontractor, and the IAFC Client.

2.5. Subcontractor Responsibilities Related to Training Program Delivery

2.5.1. Management.

Subcontractor and IAFC shall have shared responsibility to plan and provision the planned Work for the IAFC Customer as appropriate for the accomplishment of the work in the timely and efficient manner, and as appropriate for the legal responsibilities of each of the parties. Subcontractor and IAFC shall retain personnel to support project management tasks associated with the effort.

2.5.2. Logistical Coordination.

Subcontractor shall manage and coordinate all logistical events, tasks and resource availability with the IAFC Customer concerning tasks and activities for which the Subcontractor is responsible for delivering under the terms of the SOW.

2.5.3. Personnel.

Subcontractor shall assure that all personnel assigned to conduct tasks and activities for the IAFC Customer are properly qualified and certified as necessary to meet the standards of the U.S. Government, certification systems established by Mission-Centered Solutions, or other entities as appropriate to assure legal compliance.

2.5.4. Instructional and Educational materials.

Subcontractor shall provide all needed educational and training materials required to support the training and the activities described in the SOW. Subcontractor and IAFC shall agree on the compensated for the production and/or provisioning of additional materials the Subcontractor provides on behalf of IAFC to the IAFC Customer.

2.5.5. Timeliness.

Subcontractor shall conduct scheduled events and activities as scheduled and within the time parameters dictated by the IAFC or as required by appropriate certification bodies. The Subcontractor shall seek and receive approval for non-standard training formats requested by the IAFC or the IAFC Customer with the appropriate governing authorities.

2.5.6. Updates.

Subcontractor shall conduct updates to the training materials used in fulfillment of the SOW training programs without receiving compensation from the IAFC or IAFC Customer.

2.5.7. Transportation of Materials.

Subcontractor shall be responsible for assuring transportation of all required training materials to the established IAFC Customer Point of Contact, On-Site Logistical Coordinator, or other as determined by the IAFC Customer.

2.5.8. Travel.

Subcontractor shall be responsible for planning, coordinating, funding, and executing all travel associated with Subcontractor personnel in the fulfillment of the activities and tasks of the SOW.

2.5.9. Role Players.

Subcontractor shall be responsible for securing, coordinating and funding all role players required to support the training deliveries described in the SOW. The IAFC may at its discretion assume this responsibility and receive compensation in accordance with the terms described in the Fee Schedule - Fee Details.

2.5.10. Evaluator Training Materials and Support

Subcontractor shall be responsible for providing student evaluator materials, assignments, and on-site coaching for student performance evaluators in support of training programs listed under the SOW that use evaluation staff as a component of the government-approved program design.

2.5.11. Certifications and standards are maintained, coordination with WCG as required

Subcontractor shall deliver all work subject to certification by the U.S. Government, including the U.S. Department of Homeland Security and the

National Wildfire Coordinating Group, in accordance with the terms and conditions of the granted certifications.

2.5.12. Records.

Subcontractor shall retain records of all students graduating training programs administered under this SOW, including personnel of the IAFC Customer or other attending organizations, or who are attending as individuals.

Subcontractor shall provide these records to the IAFC or the IAFC Customer as requested, or as requested by any certifying agency.

2.5.13. Job completion notification, invoicing parameters, and After Action reports

Subcontractor shall provide to IAFC notification when planned activities or training has been completed and provide IAFC details to enable IAFC to invoice the IAFC Customer. Subcontractor shall provide upon request the after action report from the Subcontractor instructional cadre resulting from the training program delivery, within 30 days of the course completion.

2.6. IAFC Responsibilities in Support of Training Program Delivery

2.6.1. NWCG Certification Authority

IAFC shall act as the National Wildfire Coordinating Group parent agency with authority to issue NWCG credit and certificates as appropriate for the IAFC Customer. IAFC shall retain the appropriate representation within NWCG Executive Board, committees and subcommittees to assure Subcontractor training is properly authorized.

2.6.2. Management.

IAFC and Subcontractor shall have shared responsibility to plan and provision the planned Work for the IAFC Customer as appropriate for the accomplishment of the work in the timely and efficient manner, and as appropriate for the legal responsibilities of each of the parties. Subcontractor and IAFC shall retain personnel to support project management tasks associated with the effort.

2.6.3. Records.

IAFC shall retain graduation and certification records of all IAFC Customer students independent of the Subcontractor.

2.6.4. Secure IAFC Customer Support.

IAFC shall secure support from the IAFC Customer or directly provide the resources IAFC shall provide either directly or through the IAFC Customer the following items and as described in Appendices A, B, and C Exhibit B-1.

- 2.6.4.1. Supplying the program with the appropriate number students within the correct target audience for the program delivered.
- 2.6.4.2. IAFC Customer-specific resources for student communication and transportation needs during the program.
- 2.6.4.3. Training facilities, including classroom equipment and configurations.
- 2.6.4.4. A Site Logistics Coordinator (SLC) responsible for handling some of the behind-the-scenes activities needed for the program. This person must be available to coordinate and support the Subcontractor cadre in advance of the course start date, and also be available as needed before and after the program delivery each day.

2.6.5. Training Program Prework.

IAFC shall provide the infrastructure and support for prework materials and content, to include student letters, prework books, video access, and website hosting for all training programs under the SOW. The Parties may amend part or all of these responsibilities by agreement.

3. Leadership Bridge/Currency Training Modules

The Subcontractor shall provide Train the Trainer training sessions to the IAFC Customer for three 3-4hr. refresher or skill enhancement training modules, if they are deemed necessary by the IAFC Customer.

The Subcontractor shall provide a reasonable level of trainer support and assistance with customizing the modules for the IAFC Customer. IAFC shall be responsible for providing IAFC Customer subject matter expertise support.

4. Mission-Driven Culture Implementation Planning and Support Activities

The Subcontractor shall provide access to expertise and support for IAFC and the IAFC Customer leadership activities during the MDC implementation. Subcontractor shall provide direction, guidance, and education for key personnel or groups to provide speed and focus to the implementation of cultural change within the IAFC Customer operation. The specific activities and level of support required is flexible and shall be determined by the Subcontractor, based on Subcontractor experience. Subcontractor may add or delete activities listed in the SOW to best serve the IAFC Customer. Significant deviations from the support plan shall be mutually agreed by the IAFC and the Subcontractor.

4.1. Conduct MDC Initiative Planning Session

Subcontractor shall schedule and conduct planning session(s) with Executive Leadership team and/or ECS to prioritize and coordinate MDC initiative activities. The purpose of this activity shall be to develop an implementation plan where

executive leaders understand their roles and responsibilities with supporting and educating others about the initiative:

- Deepen understanding of the initiative with the executive leadership levels of the department and increase understanding of leader responsibilities in the implementation of the effort.
- Provide tools and establish expectations about implementation at the executive levels.
- Build a commonly-understood plan for rolling out the initiative's activities and messages with specific attention to upper leadership messaging and behaviors.
- Establish priorities and timing for initiative supporting activities.

The Subcontractor shall:

- Design and facilitate the initial planning session conducted over 1 day at the IAFC Customer location.
- Provide education and training to executive leadership team, as required
- Provide post-session support to leadership team members, as needed

4.2. Provide Consultation Support for the Department's formal MDC Implementation Manager/Group

Subcontractor shall provide technical expertise and consultation to assist the IAFC Customer in establishing a formal presence or resource within the IAFC Customer organization that will manage and provide vision for staff leader development. The purpose of this long-term internal resource is to assist the Executive Leadership team with MDC implementation and provide the day-to-day support for leader development needs within the Department.

This internal entity, which may consist of both full-time and part-time duty personnel, would be responsible for the following:

- Coordinating with and assisting the IAFC Customer executive leadership team to execute the departmental MDC initiatives and plan. This effort may include monitoring and status reporting.
- Assisting the Training BC in leadership program planning and deployment
- Providing leader mentoring and other consultative assistance and support to department personnel on an as-needed, ad hoc basis. This work may include facilitating or otherwise assisting individuals or groups with leadership challenges.
- Serving as a center of gravity to provide leader development resources for other departments within the county as well as to other partner agencies in the region
- Assisting and showcasing the IAFC Customer initiative to other departments who have interests in the MDC concept or program implementation
- Establishing and maintaining web, social media, and similar resources to serve as a center of gravity for communicating with IAFC Customer personnel

about current leader development topics, training opportunities, and departmental tools

In furtherance of this effort Subcontractor shall:

- Assist the IAFC Customer in designing the scope and proposed roles and responsibilities of the new internal resource group.
- Provide proposed scope of work for the MDC program position, provide training where needed, and assist with project planning as requested.
- Provide mentoring and technical assistance to the group, as needed.

4.2.1. Subcontractor shall provide development assistance to the IAFC Customer in producing the first version of the OCFA Operational Doctrine containing articulations of:

- The overarching command philosophy of the OCFA, including the basis of intent-based operations (Mission Command)
- The application of the operational values and mission-driven culture
- Rank decisional space and standards for the leadership ranks

Support tasks shall include:

- Template and content outline development
- Interview Division Chief representatives and develop content based on interviews
- Conduct Battalion Chief group education and kickoff meeting
- Interview Battalion Chief representatives and develop content based on interviews
- Facilitate Captain group education and kickoff meeting
- Interview Captain representatives and develop content based on interviews
- Define common operational doctrine components – intent-based operations and decision-making discussions
- Doctrine finalization

4.2.2. Subcontractor shall facilitate the capture of MDC Implementation examples from the Division Chief level for use by the IAFC Customer.

4.2.3. Subcontractor shall provide on-call services as requested to the IAFC Client to support the adoption of the Mission-Driven Values concept within the organization outside the scope of activities described in other sections of this agreement.

4.3. Align Senior Leadership/Staff/ECS Perceptions and Messaging

Subcontractor shall assist in the design and development of the initial messages to the workforce from the Chief regarding the Mission-Driven Culture (MDC) Initiative.

Conduct educational briefings to senior staff members and other critical stakeholders to assist IAFC Customer leadership with planning and implementation tasks.

The purpose of this effort is to roughly align and reinforce the initial senior leadership messages to the IAFC Customer workforce concerning MDC topics. In support of this effort the Subcontractor shall:

- Provide implementation sequence and requirements to OCFA
- Design and conduct the initial staff briefings
- Assist with review of messages as appropriate to improve effectiveness

4.4. Develop and Conduct MDC Educational Briefings for IAFC Customer Employees

The Subcontractor shall assist in the design and development of the initial messages to the workforce from the Chief regarding the Mission-Driven Culture (MDC) initiative. Plan and conduct educational briefings to be delivered for IAFC Customer employees and provide opportunities for questions and answers. The purpose of this effort is:

- To impart an awareness-level understanding to most OCFA personnel attending the briefings.
- Reduce potential uncertainty, confusion, misunderstandings and fear regarding the MDC concept and its implementation.
- Provide opportunity for OCFA members to understand the purpose and genesis of the MDC concept, its relationship to existing Orange County Fire doctrine, and to record the session(s) for those who are unable to attend.
- Introduce the next implementation steps and start the process of encouraging ownership by the rank and file.

The Subcontractor shall:

- Design and develop educational briefings and presentation sequence
- Facilitate the briefings, and conduct the educational components regarding MDC
- Facilitate Q&A session
- Assist IAFC Customer with editing decisions, if requested

4.5. Provide Initial Leadership Doctrine

Foundational operational doctrine describes the basis of operation regardless of circumstance. It also provides the underpinning values and priorities for what the Department conducts. Leadership doctrine defines the principles and concepts that form a foundation for leader behavior across the department. Through these doctrines, the Department communicates its expectations and operational leadership vocabulary to the members of the department as well as others outside the Department.

Subcontractor shall assist the IAFC Customer to align messages from existing and future doctrine so that they make sense and are easy to understand for employees.

Subcontractor shall provide:

- A draft document that describes first-line supervision leadership expectations and standards, delivered to the IAFC Customer MDC project manager or designated representative, to be modified and approved by the Department.

The Subcontractor shall provide consultation and review for the first draft of the doctrine, if requested by the IAFC Customer, to adapt the draft to the IAFC Customer organization:

- Make suggested changes to adapt and modify existing leadership doctrine handbooks and guidelines that describe the leader expectations and behavior for emerging and first-line supervisors.
- Author, adapt, or modify the first-line leadership doctrine handbooks and guidelines that describe leader expectations and behavior for advanced or senior operational leaders.
- Provide support and mentoring for key departmental personnel to establish and approve a document that describes IAFC Customer operational doctrine.

4.6. Support for systems alignment activities

Subcontractor shall provide expertise and recommendations on an occasional review or consultation basis, as requested by the IAFC Customer, to assist the effort to reconcile internal systems with the constructed MDC principles.

Such support activities could include reviews of:

- Hiring systems
- Investigation and disciplinary processes
- Department regulations, rules, and policies
- Promotion processes and systems
- Financial policies that support operations

4.7. Measure Departmental Operational Culture

Subcontractor shall provide assistance to the IAFC and its Subcontractor Oklahoma State University (OSU) to:

- Tailor the MDV measurement tool for use with the IAFC Customer organization
- Conduct secondary analysis on the results and provide initial IAFC Customer result briefing
- Work with OSU researchers to target further analysis
- Work with OSU researchers to construct the final analysis report
- Conduct final results briefing(s), if requested by IAFC Customer

5. IAFC Responsibilities Regarding Implementation Support Activities

SME, Facilities from Customer, Pework distribution

6. Project Management Responsibilities

Subcontractor shall have responsibility for determining level of support and activities

7. Licensing.

Subcontractor will grant or obtain licenses to the IACF Customer to use and draw derivative works from various models and tools used to support the Implementation of a Mission-Driven Culture to include models, artwork, papers and other products introduced in training designed to support decision making tools, after action reviews, counseling, and target leader behavior. Such grants will be limited to the IAFC Customer and to the development of the IAFC Customer workforce. All granted licensing and permission shall be conducted through the Subcontractor directly with the IAFC Customer. The obligation to grant unreleased licenses or permissions to the IAFC Customer shall cease upon the termination of the SOW, or the IAFC Customer agreement with IAFC.

8. Customization of Work Product for IAFC Customer.

The Subcontractor will assist IAFC and IAFC Customer in customizing the context or labeling of the training programs or products as needed to improve its integration into the IAFC Customer workforce development efforts. For a period of five years following the SOW work period, Subcontractor shall provide updates to these tools and packages as they occur, upon request by IAFC.

Exhibit B-1:**FEE SCHEDULE****9. Fee Schedule**

Subcontractor shall provide products and services to IAFC for the benefit of the Orange County Fire Authority's Mission-Driven Culture initiative. This effort shall be conducted within the framework of the Transforming Response Initiative.

Item	DESCRIPTION	QTY	UNIT COST	YR 1 TOTAL	YR 2 TOTAL	YR 3 TOTAL
1	Delivery - At the Point of the Spear	10	\$38,500	\$231,000	\$115,500	\$38,500
2	Delivery - Incident Leadership	2	\$41,000	\$41,500	\$41,500	\$0
3	Delivery - Intent into Action	1	\$75,000	\$0	\$75,000	\$0
4	Delivery Emerging Leader – Train the Trainer	1	Included	Included	N/A	N/A
5	Delivery HF in the High-Risk Environment – Train the Trainer	1	Included	Included	N/A	N/A
6	Emerging Leader Courseware (tailored to IAFC Client)	1	Included	N/A	N/A	N/A
7	Human Factors Courseware (tailored to IAFC Client)	1	Included	N/A	N/A	N/A
8	MDC Support Tools and Licenses	N/A	Included	Included	Included	Included
9	Bridge/Currency Training Programs	N/A	Included	Included	N/A	N/A
10	MDC Initial Planning	N/A	Included	N/A	N/A	N/A
11	MDC Program Manager Support					
	4.2 General Support	N/A	Included	N/A	N/A	N/A
	4.2.1 Operational Doctrine Support			\$80,000		
	4.2.2 Capture of MDC examples – DC level			\$20,000		
	4.2.3 On-call support services - TBD			\$15,500		
12	MDC Staff Briefings	N/A	Included	N/A	N/A	N/A
13	MDC Employee Briefings	N/A	Included	N/A	N/A	N/A
14	Initial Draft – Leadership Doctrine	N/A	Included	N/A	N/A	N/A
15	System alignment support	N/A	N/A	N/A	Included	Included
16	Printing and Admin	N/A	Included	Included	Included	Included

17	Travel	N/A	included	included	included	included
	Total Annual Cost:			\$388,000	\$232,000	\$38,500
	Total Project Cost (3 years):					\$658,500

9.1. Pricing for on-call services

For on-call service requests as described in 4.2.3, the following pricing schedule will apply to activities occurring under this Item, capped at a maximum amount as described under 4.3 above.

DESCRIPTION	COST
MCS consultant providing support with no preparation work required	\$1330/day
MCS consultant providing support with advanced preparation work required	\$1750/day
Additional day per one event	\$665/day

Travel for on-call service requests as described in 4.2.3 shall be reimbursed to the Subcontractor at government conus rates for POV mileage, meals and lodging. Airfares and other travel expenses such as parking and tolls shall be reimbursed at actual cost with receipts.

10. Fee Details

1. Item 1 – Unit fee includes role players required for training. IAFC has the option to provide roll players for the scheduled training. If IAFC elects to use this option, the fee shall be deducted by \$1000.00/program.
2. Item 2 - Unit fee includes role players required for training. IAFC has the option to provide roll players for the scheduled training. If IAFC elects to use this option, the fee shall be deducted by \$3500.00/program.
3. Item 3 – Fees do not include L-481 student evaluation and certification staff. This item shall be provided by the hosting agency, the IAFC Customer or the IAFC.
4. Items 4,5,6,7 – Fees assume a single train-the-trainer session for each program listed, which may be combined as appropriate.
5. Items 8,9,10,11,12,13 – Fee for these support items has been included in the fees of the training program deliveries described in Items 1, 2 and 3. In the event that support activities predate the delivery of Items 1, 2 or 3 the Subcontractor may invoice IAFC for advance payments to offset the costs associated with delivery of

the support activities. Such advance payment invoices shall be paid if mutually agreed by the Parties.

6. Item 17 - Subcontractor travel to support the SOW tasks is included in the fees of the training program deliveries described in Items 1, 2 and 3.

11. Fee Structure Specific to SOW

The fees described in this Exhibit are specific to the IAFC Customer and are independent of other Exhibits that may exist under the SOW.

12. Terms and Conditions

12.1. Billing

Subcontractor shall invoice for fees for training and support activities as they are completed, or irrevocably initiated.

12.2. Terms

Invoices due upon receipt.

12.3. Payment Instructions

Payments should be made to:

MCS-CA, Inc.
P.O. Box 777
Franktown, CO 80116 USA

Attn: Finance

12.4. Cancellation or Rescheduling Training Courses

From time to time a program item described in Items 1, 2, 3, 4, 5, 6 or 7 of the Fee Schedule may be cancelled or rescheduled by the IAFC, or by the IAFC on behalf of the IAFC Customer. The IAFC and the Subcontractor will mutually work to avoid "unrecoverable costs" incurred by the Subcontractor, IAFC or IAFC Customer. The following clauses shall be applied as appropriate in the event of a cancellation or rescheduling event within 45 days of the planned start program start date:

12.4.1. Unrecoverable Costs

"Unrecoverable costs" shall be defined as funds which have been expended, charged, or contractually obligated to prepare for or secure resources in advance of a training program delivery, and which cannot be recovered or otherwise avoided. Unrecoverable costs shall be limited to direct costs associated with the planning, provisioning, or execution of the scheduled program.

12.4.2. Cancellation or Reschedule Greater than 45 In Advance of a Scheduled Start Date

Unrecoverable costs shall not extend to include costs incurred prior to 45 days prior to the scheduled start of a program, unless by agreement of the Parties.

12.4.3. Cancellation or Rescheduling less than 45 days and more than 30 days In Advance of a Scheduled Start Date

Subcontractor may, at Subcontractor discretion, seek compensation for unrecoverable costs accumulating within a period of time less than 45 days and greater than 30 days in advance of the start of a training program. Unrecoverable cost may include, but are not limited to, non-refundable airline tickets, change fees, materials and shipping costs and assembly or staff costs directly relating to the preparation or management of the program delivery.

12.4.4. Cancellation or Rescheduling 30 days to 15 days in Advance of a Scheduled Start Date

Subcontractor may, at Subcontractor discretion, seek compensation for unrecoverable costs accumulating from less than 31 days and greater than 14 days in advance of the start of a training program. Unrecoverable costs shall include any applicable items under the prior section and scheduled trainer labor costs shall be included in "unrecoverable costs".

12.4.5. Cancellation or Rescheduling within 14 days In Advance of a Scheduled Start Date

Subcontractor may, at Subcontractor discretion invoice for the full cost of the scheduled program minus the calculated cadre travel and post-training costs that have yet to be incurred at the time of the notice of cancel or reschedule by the IAFC Customer or IAFC.

12.4.6. Notification Requirements

Subcontractor and IAFC have a mutual responsibility to inform in a timely manner the other party of the intent or notice of a cancellation by the IAFC Customer.

Exhibit B-1:
ATTACHMENT A – POTS LOGISTICAL SUPPORT REQUIREMENTS

At the Point of the Spear (CA-002-PREV and NWCG L-380)

This document details the client's logistics support requirements for all versions of *At the Point of the Spear* (DHS course CA-002-PREV and NWCG course L-380):

- *Fireline Leadership*
- *Fire Service Leadership*
- *Beyond the Badge*
- *Leading Emergency Responders*

Program Schedule

The client selects the program schedule from three available options: 5-day, 4-day, or 6 (3+3) day.

Standard Five-Day Schedule

The most common schedule is the 5-day format, usually conducted Monday through Friday.

Day	Typical Day of Week	Time
1	Monday	1300-1800
2	Tuesday	0800-1700 1900-2300
3	Wednesday	0800-1700
4	Thursday	0800-1900
5	Friday	0800-1200

This schedule enables participants to travel during business hours. If your organization uses flex or comp time, the afternoon of Day 5 can be used to recover the 3 to 4 hours spent during the Night exercise on Day 2.

Four-Day Schedule

This option is offered to provide additional flexibility to students.

Day	Time
1	0800-1730
2	0800-1700 1900-2300
3	0800-1900
4	0800-1700

Six-Day (3+3) Schedule

This schedule enables participants to attend during two weekends. It is intended for volunteers and others who cannot attend during typical business hours.

Day	Typical Day of the Week	Time
1	Friday	1900-2300
2	Saturday	0800-1730 1900-2300
3	Sunday	0800-1300
4	Friday	1900-2300
5	Saturday	0800-1900
6	Sunday	0800-1200

Guest Speaker

We encourage the sponsoring organization or agency to enlist a credible leader from the organization to give a short talk (roughly 10 minutes) at the start of the program.

The intent of this talk is to emphasize two points:

- The organization's critical need for people who can prepare and lead teams capable of meeting the challenges of your world.
- The value places on students' investment of time and effort in this program.

Hearing this message from a respected leader inspires students to take full advantage of the program. It also reinforces their understanding that developing as leaders is important for the organization's future.

In our experience, the most influential speakers have been from the students' chain of command. The higher level the person is in the organization, the stronger the message.

An effective speaking technique is to describe personal leadership experience-anecdotes about the need for capable leaders or strategies for overcoming challenges inherent in the leadership journey. Conversational address usually works best-informal, open, and honest. Honesty means not necessarily giving the company line but rather acknowledging the complex reality and difficult challenges ahead.

We recommend a 10 to 15 minute message-no more than 30 minutes. The speaker should be available for the first 30 minutes of the program on the first day. The lead instructor introduces the speaker in his or her opening remarks.

Training Location

The minimum room requirement for the training location is one main classroom and two breakout rooms.

Although not required, a small logistics workroom with an electrical outlet is extremely helpful to the cadre for efficiency as well as for security of cadre and client equipment. This room can be quite small, just big enough for one person to work and spread things out on a table. This workroom can double as one of the breakout rooms if it would be available all week.

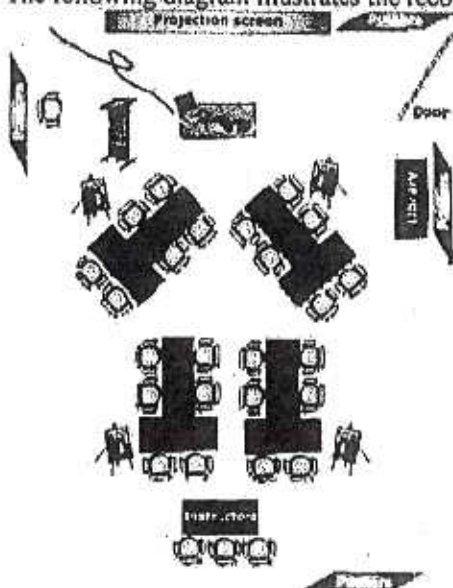
In addition, the training location needs to have an Internet connection, so the cadre can send participant information to the logistical support office.

Room Logistics

The main classroom has the following logistic requirements:

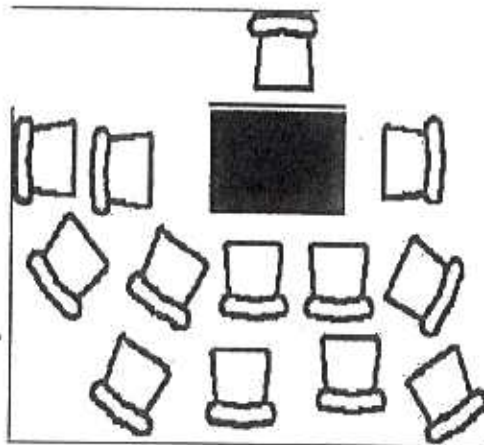
- Projection screen
- 28 chairs (24 for participants + 4 for instructors or observers)
- 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- Secure storage area
- 8 rectangular tables for participants (If rectangular tables are unavailable, 4 round tables can be substituted.)
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop

The following diagram illustrates the recommended main classroom setup:



Both breakout rooms have these requirements:

- 13 chairs
- 1 small table



The breakout rooms are used for classroom exercises as well as for the afternoon field exercise. If these rooms adjoin each other or main classroom, there should be enough of a sound barrier to block occasional shouting and radio traffic during the field exercise. In addition, instructors should be able to darken room to near black for the field exercise.

Equipment Requirements

The main classroom has the following equipment requirements:

- Extension cord, about 25 feet long
- Four flip charts on easels with a set of markers for each
- Optional-projector and audio. Client-provided sound systems usually provide for better quality projection and sound. In addition, many training facilities are equipped with overhead projectors, which eliminate the need for a table-top projector.

Room Scheduling

The scheduling requirements for each type of room vary according to the length of the program. The following tables outline these requirements:

Five-Day Schedule					
Room	Day 1	Day2	Day3	Day4	Days
Main Classroom	1300-1730	0800-1700	0800-1700	0800-1900	0800-1200
Breakout Room 1		1200-1700	0800-1200	1200-1900	
Breakout Room 2				1200-1900	

Four-Day Schedule				
Room	Day 1	Day2	Day3	Day4
Main Classroom	0800-1730	0800-1700	0800-1900	0800-1700
Breakout Room 1			0800-1900	0800-1300
Breakout Room 2			0800-1900	

3 + 3 Schedule						
Room	Day 1	Day2	Day3	Day4	Days	Day&
Main Classroom	1300-1730	0800-1700	0800-1300	1900-2300	0800-1900	0800-1200
Breakout Room 1			0800-1200		1900-2300	
Breakout Room 2					1900-2300	

Field Exercise Radio Requirements

The client supplies eight radios for both the field exercises. The following tables detail the requirements:

R A D I O	Channel			Exercise	
	1	2	3	Night Field	Afternoon Field
1	Frequency 1	Frequency 2	Off	Teams 1 & 2	Team 1
2	Frequency 1	Frequency 2	Off	Teams 1 & 2	Team 1
3	Frequency 1	Frequency 2	Off	Teams 1 & 2	Spare
4	Off	Frequency 2	Frequency 3	Teams3 &4	Team2
5	Off	Frequency 2	Frequency 3	Teams3 &4	Team2
6	Off	Frequency 2	Frequency 3	Teams3 &4	Spare
7	Frequency 1	Frequency 2	Frequency 3	Dispatch	Instructors
8	Frequency 1	Frequency 2	Frequency 3	Dispatch	Instructors

The frequencies must be discrete with enough separation to prevent bleed-over.

Frequency	Night Field Exercise	Afternoon Field Exercise
1	Tac 1	Air to air
2	Dispatch	Air to ground
3	Tac2	USGS

Outdoor Field Exercise Requirements

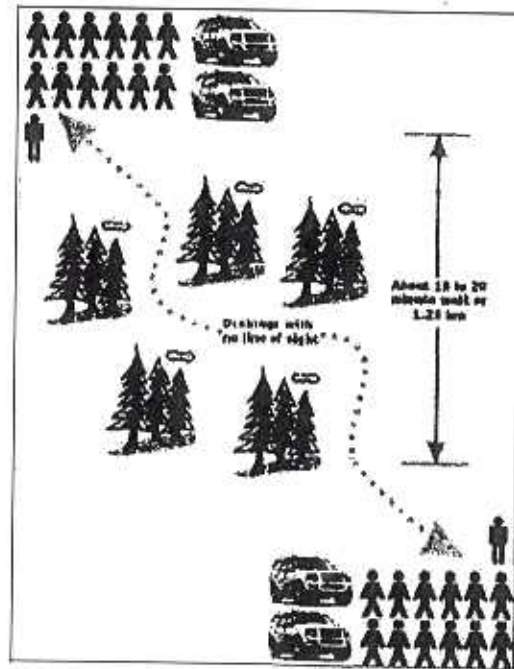
In the evening on Day 2, the cadre conducts an outdoor field exercise. (The timing of the exercises-from 1900 to 2300 on Day 2-is the same for all program schedules.) This section outlines the site, equipment, and personnel requirements for this field exercise.

Site Requirements

The following parameters are recommended for the site of the field exercise:

- Within 15 to 20 minutes of main classroom
- Remote area free of other traffic, people, noise, or other distractions
- Drainage with trees and bushes preferred
- Moderate slope preferred
- No long lines of sight
- Separate access points for top and bottom groups
- Ground should be clear of mud and snow when

possible. The following diagram illustrates the recommended site layout



Vehicle Requirements

The client provides five vehicles to transport all students, instructors, and role players to the exercise location.

- Vehicle 1-seats 6 students + 1 instructor
- Vehicle 2-seats 6 students + 1 instructor
- Vehicle 3-seats 6 students + 1 instructor
- Vehicle 4---seats 6 students
- Vehicle 5-seats 3 role players

Option: Vehicles 1 and 2 and be combined into one large vehicle.

Role Players

The client provides three role players to support the outdoor field exercise on Day 2:

- An emergency responder (crew or team leader)
- A local landowner
- A television news reporter or photographer.

The field exercise simulates the aftermath of a natural disaster. Role players will meet with the training cadre the morning or afternoon of Day 2 before the start of the exercise for a briefing that may include an orientation of the training site and a walk through of the exercise. This orientation could take up to two hours. Role players show up on site by 1830 to start the exercise. Their participation continues to the end of the exercise at approximately 2200.

Role players should be able to walk (at times quickly) through uneven terrain and drainages at night. The most important characteristics of selected role players are a high level of energy and a desire to make training realistic and meaningful for exercise participants.

Logistics Site Coordinator Checklist

The following checklist describes chronologically the tasks performed by clients to support *At the Point of the Spear* programs.

Committing to a Program	
<input type="checkbox"/>	Once the terms of the training have been set, sign the Quote for Training and fax it to the Logistics Office, send the purchase order, or otherwise commit to the program, as negotiated.
<input type="checkbox"/>	Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).
Initial Planning for Program	
<input type="checkbox"/>	After you order a program, Logistics sends a Course Information Sheet to begin the logistics process. Complete and return the form.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Locate potential field exercise site that meets the criteria. As appropriate, contact owners of site used for field exercise to arrange for access. Exercises will not involve the use of fire or be disruptive to the ground or flora. They involve only walking activities.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to the Logistics Support Office so that we can make reservations for our cadre members and process the prework letter/package.
Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact the Logistics Support Office to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.

Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the Night Field exercise.
<input type="checkbox"/>	Verify receipt of shipped program materials with Logistics Support Office.
<input type="checkbox"/>	Arrange for additional vehicles as needed to support exercises. In some cases, participants can bring in the needed vehicles. Make sure that participants are approved to drive the vehicles, or arrange for other drivers, as needed.
<input type="checkbox"/>	<p>Determine whether an icebreaker on the first night would be appropriate. Usually we invite the participants to a local watering hole or restaurant for an icebreaker to give the class an opportunity to meet informally with the cadre and other participants. The cadre usually offers to pick up the first round. Any additional drinks or food are on the participants. In most cases, the icebreaker is worthwhile when students may not know each other and there are suitable places close by.</p> <p>If an icebreaker is desirable, identify local bar, pizza joint, or restaurant that could serve as a location for an icebreaker from 1800-2000 on the evening of Day 1 so that we can give a warning to the manager that we might be dropping in with 15 to 20 people. Communicate icebreaker plans to the Logistics Office if applicable.</p>
<input type="checkbox"/>	Secure radio frequencies for use during the Night and Afternoon field exercises.
<input type="checkbox"/>	<p>Contact Logistics Support Office to arrange contact with the lead instructor.</p> <p>When you arrange to address particular focus points or special issues during the program, the lead instructor will contact you approximately 2 weeks from start of the program to discuss these issues.</p>
<input type="checkbox"/>	(Optional) Verify guest speaker.

One Week Prior to Program	
<input type="checkbox"/>	Arrange for cadre to have access to classrooms for setup on the afternoon or evening on the day before class.
<input type="checkbox"/>	Arrange for e-mail access for the cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program eight two-way radios. Radios are needed for the Night and Afternoon exercises.
<input type="checkbox"/>	Arrange access to shipped materials for cadre upon arrival Sunday.
<input type="checkbox"/>	Complete any permits and obtain access keys for the night field exercise area.
<input type="checkbox"/>	Verify availability of flip charts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.
<input type="checkbox"/>	Set up classroom according to specification.
<input type="checkbox"/>	Arrange time for the role players to meet with the cadre.
<input type="checkbox"/>	(Optional) Confirm guest speaker availability.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with cadre.
<input type="checkbox"/>	Tour the night field exercise area with the cadre members. They will flag, walk, and time out the area for use on Day 2
<input type="checkbox"/>	Bring cadre to training rooms. Have on location all of the following : boxed course materials , radios, flipcharts, and extension cord.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with cadre.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with cadre.

Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with cadre on Monday before class for final setup needs.
<input type="checkbox"/>	(Optional) Provide kickoff speaker information to cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Verify transportation plan and vehicles for Day 2 and ensure vehicles are full of fuel.
<input type="checkbox"/>	Arrange a time and location with the role players and the cadre for the role player briefing.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch bases with the cadre about any outstanding issues.
Day of Night Field Exercise (Typically Tuesday)	
<input type="checkbox"/>	Check in with the cadre before class begins.
<input type="checkbox"/>	Confirm the briefing time and place with the role players and cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Check in with the cadre at the end of the day to verify all is well with the vehicles, etc.
Course Midpoint	
<input type="checkbox"/>	Check in with the cadre twice-before class begins and at the end of the day. Ensure access to breakout rooms.
Day of Afternoon Exercise (Typically Thursday)	
<input type="checkbox"/>	Check in with the cadre before class begins.
<input type="checkbox"/>	Deliver radio equipment for exercise and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
Last Day of Program (Typically Friday)	
<input type="checkbox"/>	Before class begins, check in with the cadre and verify arrangements for returning items used during the program.

**Exhibit B-1:
ATTACHMENT B – IL LOGISTICAL SUPPORT REQUIREMENTS**

This document details the client's logistics support requirements for *Incident Leadership* (DHS course CA-010-PREV and NWCG course L-381).

Program Schedule

The program has the following five-day schedule:

Day	Time
1	0800-1745
2	0800-1800
3	0800-1730
4	0800-1730
5	0700-1430

Pework Assignment

Students' prework assignment for *Incident Leadership* takes approximately six hours and usually is sent out six weeks before the program start date.

The Logistics Office can package and mail the prework assignments individually or in bulk for distribution by the organization's training officer. We include a prework letter with the program information, a list of items the student should bring with them to class, the prework assignment, and the hotel and travel information provided by the client.

The Logistics Office can produce and send out this letter to each student, or we can provide you with information to include in your own standard letters. Communicate your preference, and we'll take care of the rest.

Additionally, some clients have opted to include a book to encourage further leadership self-development after class. If you would like us to include post-program materials in shipments of the course materials, we would be glad to add them to your charges at cost.

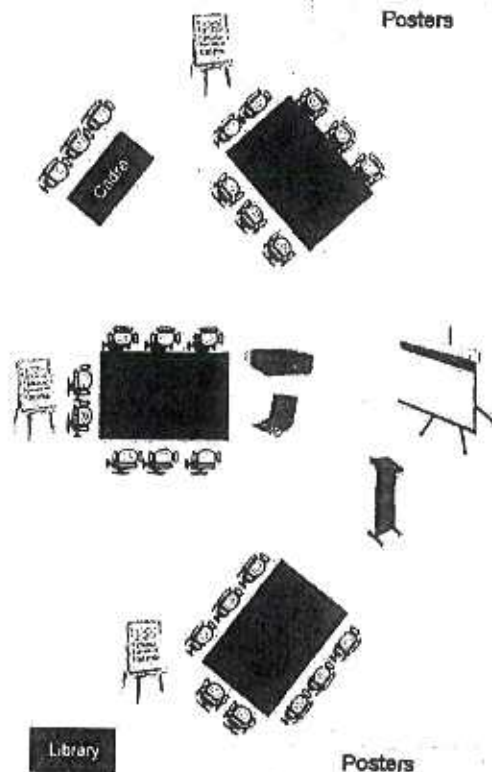
Training Location

The training location requirement is five rooms: one main classroom, one Incident Command Post (ICP), two Division (DIVS) areas, and one simulation room.

- The Simulation Room, ICP, and DIVS areas need to be in close proximity to each other (across or down the same hallway). They can be separated from the classroom (on a different floor or, in the worst case, a building next door).
- Two of the rooms can be located in one large room as long as a divider provides a sufficient sound barrier.
- All rooms should have wall space to hang posters, maps, and flip charts.
- A DIVS area can be a small room, break area, or alcove isolated from walk-through traffic. Both DIVS areas should be located near the ICP room.

In addition, the cadre needs access to Internet or E-mail so that they can send participant information in an electronic file to The Logistics Office on Monday.

Main Classroom



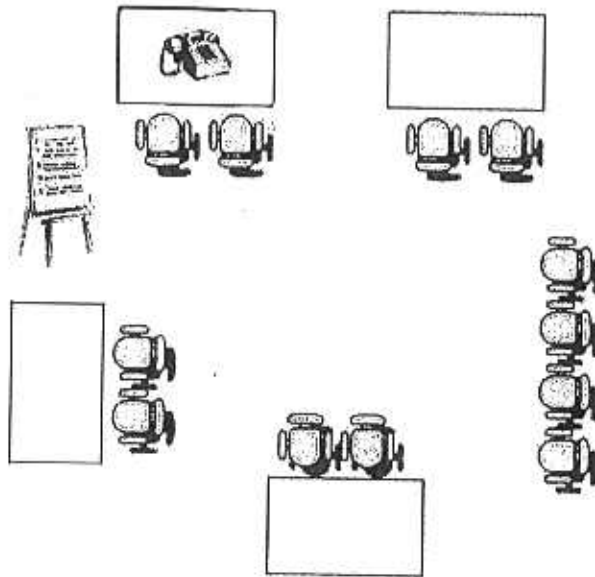
Main Classroom Specifications and Logistics

- Minimum size is 1000 square feet (roughly 30 by 35 feet)
- 27 chairs (24 for participants and 3 for instructors or observers)
- 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- 3 sets of tables for participants that are large enough to allow all of them to view the front of the room (If rectangular tables are not available, 3 round tables can be substituted.).
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop
- Secure room or storage area

Main Classroom Equipment Requirements

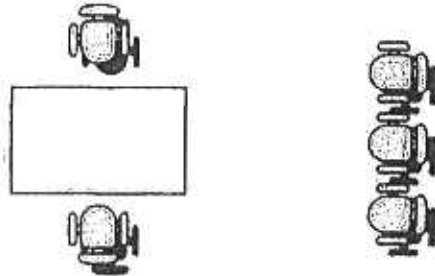
- 3 flipchart easels with paper and markers
- 1 projection screen
- 1 projector with sound system
- 1 25-foot extension cord with power strip

ICP Specifications and Logistics



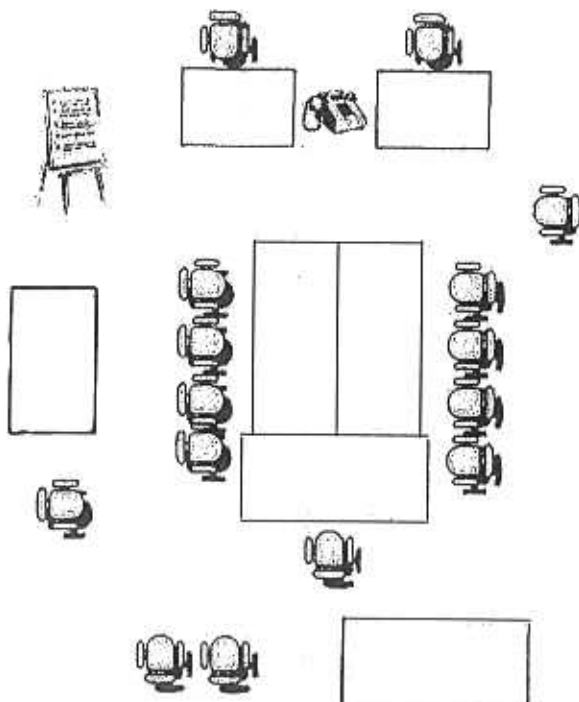
- Minimum size = 625 square feet (roughly 25 by 25 feet)
- 12 chairs
- 1 flip chart and 1 set of markers
- 4 desks or folding tables
- 1 phone

DIVS Area Specifications and Logistics (x2)



- Minimum size = 144 square feet (roughly 12 by 12 feet)
- 5 chairs
- 1 desk or folding table

Simulation Room



- Minimum size = 750 square feet (roughly 25 by 30 feet)
- 15 chairs
- 1 flip chart and 1 set of markers
- Wall space and suitable method for hanging heavy signs and posters
- 7 desks or folding tables (assuming 3 tables configured as central table for 9 chairs).
- 1 small table
- 1 phone able to connect to the phone in the ICP room.

Simulation Room Costumes

Clients provide costumes that are standard for their workforce:

- 8 turn-out gear jackets: 1 extra-extra large (XXL), 3 extra large (XL), 4 large (L)
May be in poor condition.
- 8 hard hats or helmets May be non-operational or in poor condition.

Radio Requirements

Throughout the week, students need 16 programmable radios with four radio frequencies and full batteries. Frequencies must be discrete with enough separation to prevent bleed over.

The following table details these requirements:

Radios	Channel			
	1	2	3	4
1-20	Frequency 1	Frequency 2	Frequency 3	Frequency 4

Role Players

Incident Leadership requires two client-provided role players to depict characters that span all the simulations through the entire week. These role players are integral to the cadre, and their assignment spans from 1000 Monday through 1200 Friday with roughly a one-hour lunch break each day.

These characters, when played well, help to provide fidelity and continuity from simulation to simulation and are important to the learning of the participants. For this reason, careful consideration should be given when choosing people for these two roles.

Ideally, both role players are graduates of this program so that they are familiar with the scenario and the conceptual approach of the program. If they are not graduates, it is best if there are no plans for them to attend future programs as they will become familiar with the scenario and it will reduce the benefits they can receive from the course. Having a former role play subsequently attend the program as a student may also limit the benefits for others in the course.

As a minimum, these personnel should be familiar with the Incident Command System, adaptable, and enthusiastic. Below are the descriptions of the two roles:

- **Zone Dispatcher (Armando Ricardo)**—A person who is familiar enough with radio protocol as well as fire and other operational terminology to simulate the dispatch function for a zone. In addition, this person should be familiar enough with the typical resources on a Type-3 incident to allocate and track these resources.
- **ITF Regional Emergency Coordinator (Roger Keen)**—A person who has the credibility and experience to role play a commander overseeing a Type-3 IMT. This supervision includes making decisions as the ITF Regional Emergency Coordinator as well as counseling and mentoring the IMT-3 in the leadership skills, behaviors, and principles covered in the program.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *Incident Leadership*.

Committing to a Program	
<input type="checkbox"/>	Determine prospective training sites.
Initial Planning for Program	
<input type="checkbox"/>	Complete and return the Course Information Sheet to begin the logistics process.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to the Logistics Office so that we can make reservations for our cadre members and process the prework letter/package.
Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact the Logistics Office to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.
Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the simulation.
<input type="checkbox"/>	Verify receipt of shipped program materials with the Logistics Office.
<input type="checkbox"/>	Secure radio frequencies for use in the simulation.
<input type="checkbox"/>	Arrange for specified costumes for the students to use as role players: turn-out gear jackets—1 extra-extra large (XXL), 3 extra large (XL), 4 large (L); 6 helmets or hard hats
<input type="checkbox"/>	Contact the Logistics Office to arrange contact with the lead instructor.
<input type="checkbox"/>	(Optional) Verify guest speaker.

One Week Prior to Program	
<input type="checkbox"/>	Arrange for cadre to have access to classrooms on Sunday afternoon or evening for setup.
<input type="checkbox"/>	Arrange for e-mail access for the cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program radios. Radios are needed for the entire program.
<input type="checkbox"/>	Arrange access to shipped materials for cadre upon arrival Sunday.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with cadre lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with cadre.
<input type="checkbox"/>	Bring cadre to training rooms. Have on location all of the following: both boxes of course materials, radios, flipcharts, tables, chairs, phones, and extension cord. The cadre will begin set-up no later than 1700.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with cadre on Monday before class for final setup needs.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Arrange for the role players meet with the cadre by 1000.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch bases with the cadre about any outstanding issues.
Day 2	
<input type="checkbox"/>	Check in with the cadre twice—before class begins and at the end of the day.
Day 3	
<input type="checkbox"/>	Check in with the cadre twice—before class begins and at the end of the day.
Day 4	
<input type="checkbox"/>	Check in with the cadre twice—before class begins and at the end of the day.
<input type="checkbox"/>	Discuss with cadre any needs regarding room closedown or clean up.
Day 5	
<input type="checkbox"/>	Before class begins, check in with the cadre and verify arrangements for returning items used during the program.
<input type="checkbox"/>	Meet with cadre for final turn in at the end of the simulation.

Exhibit B-1:

ATTACHMENT C – INTENT INTO ACTION SUPPORT REQUIREMENTS

This document details the client's logistics support requirements for *Intent into Action* (DHS course CA-057-RESP and NWCG course L-381).

Program Schedule

Day 1– 0800*-1800 **Check-in begins at 0730; the course starts promptly at 0800*

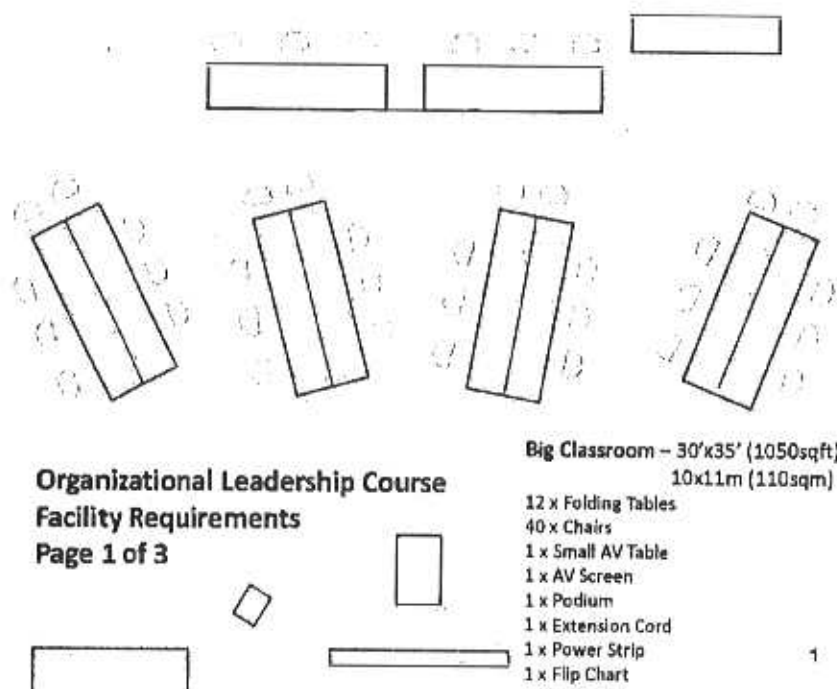
Day 2 – 0800-1700 - *Voluntary evaluator mentoring session after class until 1800*

Day 3 – 0800-1715

Day 4 – 0800-1700

Day 5 – 0800-1700 - *For travel planning, the course finishes at 1700*

Facility Requirements



4 X Team Rooms

ICPs (1, 2, 3 & 4)

25'x25'(625sqft)

8x8m (64sqm)

Each Room:

8 x Folding Tables

13 x Chairs

1 x Small Table

1 x Flip Chart

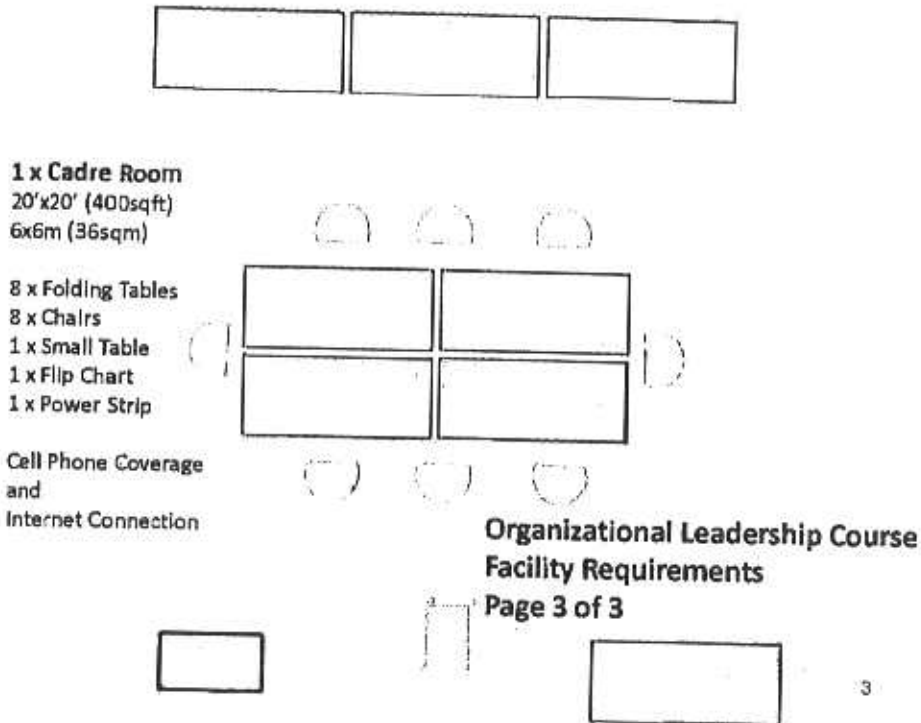
1 x Power Strip

Cell Phone Coverage

Organizational Leadership Course

Facility Requirements

Page 2 of 3



Training Facility	
<input type="checkbox"/>	Good cell phone coverage between the rooms
<input type="checkbox"/>	Internet connection in the cadre support room
<input type="checkbox"/>	On scene copier support for a few small jobs

Committing to a Program	
<input type="checkbox"/>	Determine prospective training sites.
Initial Planning for Program	
<input type="checkbox"/>	Complete and return the Course Information Sheet to begin the logistics process.
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Coordinate with regional training representative and groups as needed to assure that course is filled to 32 student maximum. Secure cost sharing arrangements if applicable.
Seven to Eight Weeks Prior to Program	

<input type="checkbox"/>	Establish an evaluation team for the program. Must be qualified Type 2 C&GS if L-481 certification is desired. Obtain email and snail mail addresses, contact phone numbers, and job position or qualifications. Pass information to Logistics Office
<input type="checkbox"/>	Finalize the student roster. Provide information to Logistics Office for prework emails and website access.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to Logistics Office so that reservations can be made for cadre members and process the prework letter/package.
<input type="checkbox"/>	Establish dress code
<input type="checkbox"/>	Approve pre-work letters/messages
Six Weeks Prior to Program	
<input type="checkbox"/>	Verify program is viable and full commitment can be made. Report any issues to Logistics Office for discussion to prevent unnecessary costs from late cancellations or reschedules
Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Verify receipt of shipped program materials with the Logistics Office.
<input type="checkbox"/>	Contact the Logistics Office to arrange contact with the lead instructor.
<input type="checkbox"/>	Verify Evaluation team availability

One Week Prior to Program	
<input type="checkbox"/>	Arrange for cadre to have access to classrooms on Saturday afternoon/evening (2 days prior to start) or Sunday early for setup.
<input type="checkbox"/>	Arrange for e-mail access for the cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Arrange access to shipped materials for cadre upon arrival Sunday.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with cadre lead instructor during week and confirm the link up plan for Sunday.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with cadre.
<input type="checkbox"/>	Bring cadre to training rooms. Have on location all of the following: both boxes of course materials, radios, flipcharts, tables, chairs, phones, and extension cord. The cadre will begin set-up no later than 1700.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with cadre on Monday before class for final setup needs.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch base with the cadre about any outstanding issues.

Day 2	
<input type="checkbox"/>	Check in with the cadre twice—before class begins and at the end of the day.
Day 3	
<input type="checkbox"/>	Check in with the cadre twice—before class begins and at the end of the day.
<input type="checkbox"/>	Verify lunch arrangements for next two days
Day 4	
<input type="checkbox"/>	Check in with the cadre twice—before class begins and at the end of the day.
<input type="checkbox"/>	Discuss with cadre any needs regarding room closedown or clean up.

Day 5	
<input type="checkbox"/>	Before class begins, check in with the cadre and verify arrangements for returning items used during the program.
<input type="checkbox"/>	Meet with cadre for final turn in at the end of the simulation.

ITEM 4A
Attachment 1
Exhibit 2
Pages 197-275



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
 September 24, 2020

Agenda Item No. 2F
 Consent Calendar

Mission-Driven Culture
Organizational and Leadership Development

Contact(s) for Further Information

Brian Fennessy, Fire Chief

brianfennessy@ocfa.org

714.573.6010

Summary

This agenda item is submitted for approval to issue a special procurement contract to Mission Centered Solutions (MCS) to transfer organizational cultural and leadership development services, including remaining agreement balance, from the International Association of Fire Chiefs to MCS.

Prior Board/Committee Action

At its regular meeting on August 23, 2018, the Board of Directors approved and authorized the Purchasing Manager to issue a Professional Services Agreement to the International Association of Fire Chiefs for a three-year term in an aggregate amount not to exceed \$880,000.

RECOMMENDED ACTION(S)

Approve and authorize the Purchasing Manager to execute the proposed Professional Services Agreement with Mission Centered Solutions for a two-year term in an amount not to exceed \$391,700 (Year One - \$209,300, Year Two - \$182,400) to continue providing Mission-Driven Culture education development training.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funding was previously approved in 2018 and remaining agreement funds will be carried-over into the FY 2020/21 budget, specifically in the Executive Management Department.

Background

Special Procurement Justification

In 2018 when this program was initiated, the IAFC partnered with Mission Centered Solutions (MCS) and Oklahoma State University (OSU) to provide implementation support for the Mission-Driven Culture training program. IAFC is a non-profit organization that supports the advancement of fire services locally, as well as internationally. The training programs offered under the IAFC have been approved by the Department of Homeland Security and the Federal Emergency Management Agency through California Office of Emergency Services.

While there are other firms that offer leadership programs, the MCS Mission-Driven Culture training program was designed specifically for fire service agencies with an understanding of the

unique culture. The Mission-Driven Culture program includes tools and workforce training programs, doctrine development and integration assistance, as needed consultation for planning and program support, and pre- and post-program cultural measurements.

Project Implementation

MCS has been the primary training facilitator since the start of the development training program. Due to recent organizational restructuring at the IAFC, staff has found that it would be most efficient to transfer the remaining agreement services and balance of funds, to MCS so that they may provide the services directly to OCFA. As with the IAFC, MCS will subcontract with OSU.

Recommendation

In order to continue supporting the Mission-Driven Culture development training program, staff is recommending approval to shift the services and remaining balance of the agreement with IAFC to MCS. The recommended agreement will be issued for a two-year term in an amount not to exceed \$391,700, utilizing unspent funding from the existing agreement with the IAFC. Upon approval, staff will issue a formal termination notice to the IAFC.

Attachment(s)

1. Professional Services Agreement
2. Special Procurement Form

**ORANGE COUNTY FIRE AUTHORITY
PROFESSIONAL SERVICES AGREEMENT**

THIS AGREEMENT FOR PROFESSIONAL SERVICES ("Agreement") is made and entered into this 24th day of September, 2020 by and between the Orange County Fire Authority, a public agency, hereinafter referred to as "OCFA", and Mission-Centered Solutions, Inc., hereinafter referred to as "Firm". OCFA and Firm are sometimes individually referred to herein as a "Party" and collectively as the "Parties".

RECITALS

WHEREAS, OCFA requires the services of a qualified firm to provide implementation support for OCFA operational culture, hereinafter referred to as "Project"; and

WHEREAS, Firm has submitted to OCFA a proposal dated September 7, 2020, incorporated herein by this reference ("Proposal"); and

WHEREAS, based on its experience and reputation, Firm is qualified to provide the necessary services for the Project and desires to provide such services; and

WHEREAS, OCFA desires to retain the services of Firm for the Project.

NOW, THEREFORE, in consideration of the promises and mutual agreements contained herein, OCFA agrees to employ and does hereby employ Firm and Firm agrees to provide professional services as follows:

AGREEMENT

1. PROFESSIONAL SERVICES

1.1 Scope of Services

In compliance with all terms and conditions of this Agreement, Firm shall provide those services specified in the Scope of Services, attached hereto as Exhibit "A", which includes by reference and by addendum: (1) Firm's Proposal, and (2) any amendments, addendums, change orders, or modifications mutually agreed upon by the parties hereto ("Services" or "Work"). Firm warrants that all Services shall be performed in a competent, professional and satisfactory manner in accordance with all standards prevalent in the same profession in the State of California. Firm represents and warrants that it and all employees, subconsultants and subcontractors providing any Services pursuant to this Agreement shall have a sufficient skill and experience to perform the Services. All Services shall be completed to the reasonable satisfaction of the OCFA. In the event of any inconsistency between the terms contained in the Scope of Services,

and/or the terms set forth in the main body of this Agreement, the terms set forth in the main body of this Agreement and then the Scope of Services shall govern, in that order.

1.2 Compliance with Law

All Services rendered hereunder shall be provided in accordance with all laws, ordinances, resolutions, statutes, rules, and regulations of OCFA and any federal, state or local governmental agency of competent jurisdiction.

1.3 Licenses and Permits

Firm shall obtain at its sole cost and expense such licenses, permits and approvals as may be required by law for the performance of the Services required by this Agreement.

1.4 Familiarity with Work

By executing this Agreement, Firm warrants that Firm (a) has thoroughly investigated and considered the Work to be performed, (b) has investigated the site of the Work and become fully acquainted with the conditions there existing, (c) has carefully considered how the Work should be performed, and (d) fully understands the facilities, difficulties and restrictions attending performance of the Work under this Agreement. Should the Firm discover any latent or unknown conditions materially differing from those inherent in the Work or as represented by OCFA, Firm shall immediately inform OCFA of such fact and shall not proceed with any Work except at Firm's risk until written instructions are received from the Contract Officer.

1.5 Care of Work

Firm shall adopt and follow reasonable procedures and methods during the term of the Agreement to prevent loss or damage to materials, papers or other components of the work, and shall be responsible for all such damage until acceptance of the work by OCFA, except such loss or damages as may be caused by OCFA's own negligence.

1.6 Additional Services

Firm shall perform services in addition to those specified in the Scope of Services when directed to do so in writing by the OCFA Purchasing Manager, provided that Firm shall not be required to perform any additional services without compensation. Any additional compensation not exceeding fifteen percent (15%) of the agreement amount annually must be approved in writing by the OCFA Purchasing Manager. Any greater increase must be approved in writing by the Executive Committee of the OCFA Board of Directors.

2. TIME FOR COMPLETION

The time for completion of the Services to be performed by Firm is an essential condition of this Agreement. Firm shall prosecute regularly and diligently the work of this Agreement according to the schedules set forth in Firm's proposal. Firm shall not be accountable for delays in the progress of its work caused by any condition beyond its control and without the fault or negligence of Firm. Delays shall not entitle Firm to any additional compensation regardless of the party responsible for the delay.

3. COMPENSATION OF FIRM

3.1 Compensation of Firm

For the Services rendered pursuant to this Agreement, Firm shall be compensated and reimbursed, in accordance with the pricing set forth in Exhibit "A," in an aggregate amount not to exceed Three Hundred Ninety-one Thousand Seven Hundred Dollars (\$391,700) for the initial agreement term.

3.2 Method of Payment

In any month in which Firm wishes to receive payment, Firm shall no later than the first working day of such month, submit to OCFA in the form approved by OCFA's Director of Finance, an invoice for Services rendered prior to the date of the invoice. OCFA shall pay Firm for all expenses stated thereon which are approved by OCFA consistent with this Agreement, within thirty (30) days of receipt of Firm's invoice.

3.3 Changes

In the event any change or changes in the work is requested by OCFA, the parties hereto shall execute an addendum to this Agreement, setting forth with particularity all terms of such addendum, including, but not limited to, any additional fees. Addenda may be entered into:

A. To provide for revisions or modifications to documents or other work product or work when documents or other work product or work is required by the enactment or revision of law subsequent to the preparation of any documents, other work product or work;

B. To provide for additional services not included in this Agreement or not customarily furnished in accordance with generally accepted practice in Firm's profession.

3.4 Appropriations

This Agreement is subject to and contingent upon funds being appropriated therefore by the OCFA Board of Directors for each fiscal year covered by the Agreement. If such appropriations are not made, this Agreement shall automatically terminate without penalty to OCFA.

4. PERFORMANCE SCHEDULE

4.1 Time of Essence

Time is of the essence in the performance of this Agreement.

4.2 Schedule of Performance

All Services rendered pursuant to this Agreement shall be performed within the time periods prescribed in Firm's Proposal, attached hereto as Exhibit "A". The extension of any time period specified in Exhibit "A" must be approved in writing by the Contract Officer.

4.3 Force Majeure

The time for performance of Services to be rendered pursuant to this Agreement may be extended because of any delays due to unforeseeable causes beyond the control and without the fault or negligence of the Firm, including, but not restricted to, acts of God or of a public enemy, acts of the government, fires, earthquakes, floods, epidemic, quarantine restrictions, riots, strikes, freight embargoes, and unusually severe weather if the Firm shall within ten (10) days of the commencement of such condition notify the Contract Officer who shall thereupon ascertain the facts and the extent of any necessary delay, and extend the time for performing the Services for the period of the enforced delay when and if in the Contract Officer's judgment such delay is justified, and the Contract Officer's determination shall be final and conclusive upon the parties to this Agreement.

4.4 Term

This agreement shall continue in full force and effect for two years (initial term) unless earlier terminated in accordance with Sections 8.5 or 8.6 of this Agreement. The contract may be renewed upon mutual written agreement between OCFA and the Firm.

5. COORDINATION OF WORK

5.1 Representative of Firm

The following principal of the Firm is hereby designated as being the principal and representative of Firm authorized to act in its behalf with respect to the work specified herein and make all decisions in connection therewith: Lark McDonald

It is expressly understood that the experience, knowledge, capability and reputation of the foregoing principal is a substantial inducement for OCFA to enter into this Agreement. Therefore, the foregoing principal shall be responsible during the term of this Agreement for directing all activities of Firm and devoting sufficient time to personally supervise the Services hereunder. The foregoing principal may not be changed by Firm without the express written approval of OCFA.

5.2 Contract Officer

The Contract Officer shall be Brian Fennessy, unless otherwise designated in writing by OCFA. It shall be the Firm's responsibility to keep the Contract Officer fully informed of the progress of the performance of the Services and Firm shall refer any decisions that must be made by OCFA to the Contract Officer. Unless otherwise specified herein, any approval of OCFA required hereunder shall mean the approval of the Contract Officer.

5.3 Prohibition Against Subcontracting or Assignment

5.3.1 No Subcontracting Without Prior Approval. The experience, knowledge, capability and reputation of Firm, its principals and employees, and the Firm Representative were a substantial inducement for OCFA to enter into this Agreement. Therefore, Firm shall not contract with any other entity to perform in whole or in part the Services required hereunder without the express written approval of OCFA.

5.3.2 Provisions in the Event Subcontractor(s) Are Authorized. If Firm is authorized to subcontract any part of the Services as provided in Section 5.3.1, Firm shall be responsible to OCFA for the acts and omissions of its subcontractor(s) and subconsultant(s) in the same manner as it is for persons directly employed. For purposes of this Agreement, all persons engaged in the performance of Services will be considered employees of Firm. OCFA will deal directly with and will make all payments to Firm. Nothing contained in this Agreement shall create any contractual relationships between any subcontractor and OCFA. Firm shall ensure that all subcontractor insurance requirements set forth in Section 6 below (including its subsections) are complied with prior to commencement of Services by each subcontractor.

5.3.2.1 Withholding Payment for Non-Authorized Subcontractors. OCFA shall have the right to withhold payment from Firm

for Services performed by any subcontractor or subconsultant performing Services but not authorized in writing by OCFA, or regarding which the insurance or other requirements under this Agreement have not been satisfied.

5.3.3 Assignments. Neither this Agreement nor any interest herein may be assigned, transferred, conveyed, hypothecated, or encumbered voluntarily or by operation of law, whether for the benefit of creditors or otherwise, without the prior written approval of OCFA. Transfers restricted hereunder shall include the transfer to any person or group of persons acting in concert of more than twenty five percent (25%) of the present ownership and/or control of Firm, taking all transfers into account on a cumulative basis. In the event of any such unapproved transfer, including any bankruptcy proceeding, this Agreement shall be void. No approved transfer shall release Firm or any surety of Firm from any liability hereunder without the express written consent of OCFA.

5.4 Independent Contractor

5.4.1 The legal relationship between the Parties is that of an independent contractor, and nothing herein shall be deemed to make Contractor, or any of its personnel, an OCFA employee. During the performance of this Agreement, Firm and its officers, employees, and agents shall act in an independent capacity and shall not act as OCFA officers or employees. Firm will determine the means, methods and details of performing the Services subject to the requirements of this Agreement. The personnel performing the Services under this Agreement on behalf of Firm shall at all times be under Firm's exclusive direction and control. Neither OCFA nor any of its officials, officers, employees, agents or volunteers shall have control over the conduct of Firm or any of its officers, employees, or agents, except as set forth in this Agreement. Firm, its officers, employees or agents, shall not maintain a permanent office or fixed business location at OCFA's offices. OCFA shall have no voice in the selection, discharge, supervision, or control of Firm's officers, employees, representatives or agents or in fixing their number, compensation, or hours of service. Firm shall pay all wages, salaries, and other amounts due its employees in connection with the performance of Services under this Agreement and shall be responsible for all reports and obligations respecting them, including but not limited to social security income tax withholding, unemployment compensation, workers' compensation, and other similar matters. OCFA shall not in any way or for any purpose be deemed to be a partner of Firm in its business or otherwise a joint venturer or a member of any joint enterprise with Firm.

5.4.2 Firm shall not incur or have the power to incur any debt, obligation, or liability against OCFA, or bind OCFA in any manner.

5.4.3 No OCFA benefits shall be available to Firm, its officers, employees, or agents, in connection with the performance of any Work or Services under this Agreement. Except for professional fees paid to Firm as provided for in this Agreement, OCFA shall not pay salaries, wages, or other compensation to Firm for the performance of any Work or Services under this Agreement. OCFA shall not be liable for

compensation or indemnification to Firm, its officers, employees, or agents, for injury or sickness arising out of performing any Work or Services hereunder. If for any reason any court or governmental agency determines that the OCFA has financial obligations, other than pursuant to Section 2 herein, of any nature relating to salary, taxes, or benefits of Firm's officers, employees, representatives, agents, or subconsultants or subcontractors, Firm shall defend, indemnify, and hold harmless OCFA from and against all such financial obligations.

5.6 Employee Retirement System Eligibility Indemnification

5.6.1 In the event that Firm or any employee, agent, or subcontractor of Firm providing any Work or Services under this Agreement claims or is determined by a court of competent jurisdiction to be eligible for enrollment in an employee retirement system as an employee of the OCFA, Firm shall indemnify, defend, and hold harmless OCFA against: (1) all such claim(s) and determination(s); (2) for the payment of any employee and/or employer contributions for employee retirement system benefits on behalf of Firm or its employees, agents or subcontractors; and (3) the payment of any penalties and interest on such contributions which would otherwise be the responsibility of the OCFA.

5.6.2 Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Contractor and any of its employees, agents, and subcontractors providing any Work or Services under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by OCFA, including but not limited to eligibility to enroll in PERS as an employee of OCFA and entitlement to any contribution to be paid by OCFA for employer contribution and/or employee contributions for PERS benefits.

6. INSURANCE AND INDEMNIFICATION

6.1 **Compliance with Insurance Requirements.** Firm shall obtain, maintain, and keep in full force and effect during the term of this Agreement, at its sole cost and expense, and in a form and content satisfactory to OCFA, all insurance required under this section. Firm shall not commence any Services under this Agreement unless and until it has provided evidence satisfactory to OCFA that it has secured all insurance required under this section. If Firm's existing insurance policies do not meet the insurance requirements set forth herein, Firm agrees to amend, supplement or endorse the policies to meet all requirements herein.

6.2 **Types of Insurance Required.** Without limiting the indemnity provisions set forth in this Agreement, Firm shall obtain and maintain in full force and effect during the term of this Agreement, including any extension thereof, the following policies of insurance:

6.2.1 Professional Liability/Technology Errors and Omissions Insurance ("PLI"). Firm shall obtain and maintain PLI insurance applicable to each licensed profession practiced by Firm. Firm shall maintain PLI insurance with per-claim and aggregate limits no lower than one million dollars (\$1,000,000.00) each occurrence and two million dollars (\$2,000,000.00) aggregate. Covered professional services shall specifically include all Services to be performed under the Agreement and the policy shall be endorsed to delete any exclusions that may exclude coverage for claims within the minimum PLI Limits for the Services to be performed under this Agreement.

6.2.1.1 The PLI policy shall be endorsed to delete any Contractual Liability Exclusion. The PLI shall include contractual liability coverage applicable to this Agreement. The policy must "pay on behalf of" the insured, and include a provision establishing the insurer's duty to defend the insured.

6.2.1.2 If the PLI policy of insurance is written on a "claims-made" basis, the policy shall be continued in full force and effect at all times during the term of this Agreement, and for a period of three (3) years from the date of the completion of all Services provided hereunder (the "PLI Coverage Period"). If any PLI policy is replaced, cancelled, non-renewed, discontinued, or otherwise terminated, or if the limits of a PLI policy are reduced or the available coverage depleted below the required minimum coverage amounts for any reason during the PLI Coverage Period, Firm shall immediately obtain replacement PLI coverage meeting the requirements of this Section 6.2.1. Such replacement coverage shall satisfy all requirements herein, and shall include coverage for the prior acts or omissions of Firm during the time period during which any Services were performed. The coverage shall be evidenced by either a new policy evidencing no gap in coverage, or by obtaining separate extended "tail" coverage with the present or new carrier or other insurance arrangements providing for complete coverage, either of which shall be subject to the written approval by the OCFA.

6.2.1.3 If the PLI policy is written on an "occurrence" basis, the policy shall be continued in full force and effect during the term of this Agreement, or until completion of the Services provided for in this Agreement, whichever is later. In the event of termination of the PLI policy during this period, new coverage shall immediately be obtained, and written evidence of the policy shall be immediately provided to OCFA, to ensure PLI coverage during the entire course of performing the Services.

6.2.1.4 Firm shall not perform any Services at any time during which required types or amounts of PLI insurance are not in effect, and OCFA shall have no obligation to pay Firm for Services performed while required PLI insurance is not in effect.

6.2.2 Commercial General Liability Insurance. Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, Insurance Services Office (ISO) Form CG 00 01 covering CGL on an "occurrence" basis, including property damage, bodily injury and personal & advertising injury with limits no less than one million dollars (\$1,000,000.00) per occurrence and two million dollars

(\$2,000,000.00) aggregate. If a general aggregate limit applies, the general aggregate limit shall be no less than two million dollars (\$2,000,000.00). Coverage for products and completed operations is required with limits no less than two million dollars (\$2,000,000.00) aggregate. CGL insurance shall be provided on an occurrence-based coverage form; a "claims made" CGL policy is not acceptable. Firm shall maintain CGL insurance with per-claim, aggregate and products and operations completed limits no lower than the minimum CGL coverage limits set forth above. Defense costs shall be paid in addition to the limits. The policy shall contain no endorsements or provisions limiting coverage for any of the following: (1) contractual liability; (2) cross liability exclusion for claims or suits by one insured against another; or (3) any other exclusion contrary to this Agreement.

6.2.3 Automobile Liability Insurance. Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, a policy of Automobile liability insurance written on a per occurrence basis with limits of at least one million dollars (\$1,000,000.00) combined limit for each occurrence covering bodily injury, disease and property damage. Defense costs shall be paid in addition to the policy limits. The policy shall specifically include coverage for owned, non-owned, leased, and hired automobiles, and be endorsed to eliminate any exclusion applicable to any of them.

6.2.4 Workers' Compensation Insurance. Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, a policy of Workers' Compensation Insurance with limits no less than one million dollars (\$1,000,000.00), and in compliance with all other statutory requirements applicable in the State of California. Firm hereby waives on its own behalf, and shall obtain an endorsement from its workers' compensation insurer waiving on the insurance company's behalf, all rights of subrogation against the OCFA, its board members, officials, officers, employees, agents and volunteers.

6.2.4.1 If subconsultants or subcontractors are used, Firm shall require each of its subconsultants and subcontractors, if any, to waive all rights of subrogation, and to obtain endorsements from the subconsultants'/subcontractors' workers' compensation insurers waiving all rights of subrogation, against the OCFA, its board members, officials, officers, employees, agents and volunteers.

6.2.4.2 Firm and each of its subconsultants and subcontractors shall also maintain, in full force and effect throughout the term of this Agreement, Employer's Liability Insurance with limits of at least one million dollars (\$1,000,000.00) per injury or illness.

6.3 Acceptability of Insurers. Each insurance policy required by this section shall be issued by a licensed company authorized to transact business by the Department of Insurance for the State of California with a current rating of A:VII or better (if an admitted carrier), or a current rating of A:X or better (if offered by a non-admitted insurer listed on the State of California List of Approved Surplus Line Insurers (LASLI)), by the latest edition of A.M. Best's Key Rating Guide, except that the OCFA will accept

workers' compensation insurance from the State Compensation Fund. In the event the OCFA determines that the Services to be performed under this Agreement creates an increased or decreased risk of loss to the OCFA, the Firm agrees that the minimum limits of the insurance policies may be changed accordingly upon receipt of written notice from the OCFA.

6.3.1 Firm shall immediately replace any insurer whose A.M. Best rating drops below the levels specified herein with an insurer that meets the minimum requirements herein.

6.4 Specific Insurance Provisions and Endorsements. Required insurance policies shall not be in compliance if they include any limiting provision or endorsement that has not been submitted to the OCFA for written approval. Required insurance policies shall contain the following provisions, or Firm shall provide endorsements on forms approved by the OCFA to add the following provisions to the insurance policies:

6.4.1 CGL and Auto Liability Endorsements. The policy or policies of insurance required by this Agreement for CGL and Automobile Liability Insurance shall be endorsed as follows:

6.4.1.1 Additional Insured: The OCFA, its board members, officials, officers, employees, agents and volunteers, shall be additional insureds; and

6.4.1.1.1 Additional Insured Endorsements: Additional insured endorsements shall not (1) be restricted to "ongoing operations", (2) exclude "contractual liability", (3) restrict coverage to "sole" liability of Firm, (4) contain any other exclusions contrary to the Agreement; or (5) contain special limitations on the scope of protection afforded to additional insureds.

6.4.1.2 Primary, Non-Contributing. Each CGL and Auto Liability insurance policy shall be endorsed to be primary and any other insurance, deductible, or self-insurance maintained by the OCFA, its board members, officials, officers, employees, agents or volunteers, shall not contribute with the primary insurance.

6.4.2 Notice of Cancellation: Each policy of any type shall be endorsed to provide that coverage shall not be suspended, voided, cancelled, or modified, or reduced in coverage or in limits, except after thirty (30) days prior written notice has been provided to the OCFA. Notwithstanding the foregoing, if coverage is to be suspended, voided, or cancelled because of Firm's failure to pay the insurance premium, the notice provided by the insurer to OCFA shall be by not less than ten (10) days prior written notice. (A statement that notice will be provided "in accordance with the policy terms" or words to that effect is inadequate to meet the requirements of this Section).

6.4.2.1 Pre-Payment of Policy Premium. If for any reason an insurer declines to issue an endorsement certifying that it will notify OCFA in accordance with section 6.4.2, Firm shall either obtain insurance from another insurer who will provide the required notice endorsement or shall provide evidence satisfactory to OCFA that the entire policy premium for the full term of that policy has been pre-paid such that the risk of non-payment of premiums during the term of the policy has been eliminated.

6.4.3 ACORD Forms Will Not Be Accepted in Lieu of Endorsements. By executing this Agreement, Firm certifies that it has – prior to execution of this Agreement - confirmed that its insurance company will issue each of the endorsements required by this Agreement. Firm also certifies that it understands that "ACORD" Certificate of Liability Insurance forms will not be accepted in lieu of required endorsements.

6.5 Deductibles and Self-Insured Retentions. Any deductible or self-insured retention must be approved in writing by the OCFA in advance. The decision whether to approve or withhold approval of a deductible or self-insured retention shall be made by the OCFA in the OCFA's sole and absolute discretion. (Firm may request pre-approval from OCFA of a deductible or self-insured retention prior to submitting Firm's Proposal).

6.6 Waiver of Subrogation. All policies of Commercial General Liability and Automobile Liability Insurance shall contain or be endorsed to waive subrogation against the OCFA, its officials, officers, employees, agents and volunteers, or shall specifically allow Firm or others providing insurance evidence in compliance with the requirements set forth in this section to waive their right to recovery prior to a loss. Firm hereby agrees to waive its own right of subrogation against the OCFA, its officials, officers, employees, agents and volunteers.

6.6.1 Waivers of Subrogation: Subconsultants and Subcontractors. If OCFA approves the use of subconsultants or subcontractors for the performance of any portion of the Services, then Firm shall obtain from each subconsultant and subcontractor, and make available to OCFA upon request, written express waivers by each subconsultant and subcontractor of the right of subrogation against the OCFA, its officials, officers, employees, agents and volunteers, and policy endorsements of each of its subconsultants' and subcontractors' insurance policies waiving any rights of subrogation against the OCFA, its officials, officers, employees, agents and volunteers insurer. All such waivers and endorsements shall be obtained prior to commencement of any Services by each subconsultant or subcontractor.

6.7 Evidence of Coverage. Concurrently with the execution of the Agreement, Firm shall deliver certificates of insurance together with original endorsements affecting each of the insurance policies required to be maintained by Firm by this Section 5. Firm shall promptly furnish, at OCFA's request, copies of actual policies

including all declaration pages, endorsements, exclusions and any other policy documents OCFA requires to verify coverage.

6.7.1 Required insurance policies shall not be in compliance if they include any limiting provision or endorsement that has not been submitted to the OCFA for written approval.

6.7.2 Authorized Signatures. The certificates of insurance and original endorsements for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf.

6.7.3 Renewal/Replacement Policies. At least fifteen (15) days prior to the expiration of any policy required by this Agreement, evidence of insurance showing that such insurance coverage has been renewed or extended shall be filed with the OCFA. If such coverage is cancelled or reduced and not replaced immediately so as to avoid a lapse in the required coverage, Firm shall, within ten (10) days after receipt of written notice of such cancellation or reduction of coverage, file with the OCFA evidence of insurance showing that the required insurance has been reinstated or has been provided through another insurance company or companies meeting all requirements of this Agreement.

6.8 Requirements Not Limiting. Requirement of specific coverage or minimum limits contained in this section are not intended as a limitation on coverage, limits, or other requirements, or a waiver of any coverage normally provided by any insurance. The insurance obligations under this Agreement shall be: (1) all the insurance coverage and/or limits carried by or available to Firm; or (2) the minimum insurance coverage requirements and/or limits shown in this Agreement; whichever is greater. Any insurance proceeds in excess of or broader than the minimum required coverage and/or minimum required limits, which are applicable to a given loss, shall be available to the OCFA. No representation is made that the minimum insurance requirements of this Agreement are sufficient to cover the obligations of Firm under this Agreement. Nothing in this section shall be construed as limiting in any way the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for losses of any type or amount.

6.9 Enforcement of Agreement (Non-Estoppel). Firm acknowledges and agrees that actual or alleged failure on the part of the OCFA to inform Firm of any non-compliance with any of the insurance requirements set forth in this Agreement imposes no additional obligation on the OCFA nor does it waive any rights hereunder.

6.10 Insurance for Subconsultants. If OCFA approves the use of subconsultants or subcontractors for the performance of any portion of the Services, then Firm shall be responsible for causing each approved subconsultant and subcontractor to procure and maintain insurance in the same types and amounts required for Firm, and in full compliance with the insurance requirements set forth in this Agreement, except as otherwise authorized in writing by the Contract Manager.

6.10.1 Delivery of Evidence of Subcontractor Insurance. Upon request of OCFA, Firm shall deliver to OCFA all certificates of insurance and endorsements required from subcontractors and subconsultants. (Note: Firm's duty to obtain all required insurance for subcontractors and subconsultants required under this Agreement applies whether or not OCFA requests delivery of evidence of such coverage.)

6.11 Other Insurance Requirements. The following terms and conditions shall apply to the insurance policies required of Firm and its subconsultants and subcontractors, if any, pursuant to this Agreement:

6.11.1 Firm shall provide immediate written notice to OCFA if (1) any of the insurance policies required herein are terminated, cancelled, suspended, or non-renewed (2) the limits of any of the insurance coverages required herein are reduced; (3) any required insurance coverage is reduced below the required minimum limits through claims or otherwise, or (4) the deductible or self-insured retention is increased.

6.11.2 All insurance coverage and limits required under this Agreement are intended to apply to each insured, including additional insureds, against whom a claim is made or suit is brought to the full extent of the policies. Nothing contained in this Agreement or any other agreement relating to the OCFA or its operations shall limit the application of such insurance coverage.

6.11.3 None of the insurance coverages required herein will be in compliance with the requirements of this section if they include any limiting endorsement which substantially impairs the coverages set forth herein (e.g., elimination of contractual liability or reduction of discovery period), unless the endorsement has first been submitted to the OCFA and approved in writing.

6.11.4 Certificates of insurance will not be accepted in lieu of required endorsements, and submittal of certificates without required endorsements may delay the Project. It is Firm's obligation to ensure timely compliance with all insurance submittal requirements as provided herein and Firm agrees to reimburse OCFA for any losses resulting from its failure, or its subconsultants' or subcontractors' failure, to timely comply with the requirements of this Agreement.

6.11.5 Firm agrees to ensure that subconsultants and subcontractors, if any, and any other parties involved with the Project who are brought onto or involved in the Project by Firm, provide the same minimum insurance coverage required of Firm. Firm agrees to monitor and review all such coverage and assumes all responsibility for ensuring that such coverage is provided in conformity with the requirements of this section. Firm agrees that upon request, all agreements with, and evidence of insurance from, subconsultants and subcontractors and others engaged in performing any Services will be submitted to the OCFA for review.

6.11.6 Firm agrees to provide immediate written notice to OCFA of any claim, demand or loss arising out of the Services performed under this Agreement and for any other claim, demand or loss which may reduce the insurance available to an amount less than required by this Agreement.

6.12 Indemnification.

To the fullest extent permitted by law, Firm shall defend (at Firm's sole cost and expense with legal counsel reasonably acceptable to OCFA), indemnify and hold the OCFA, its board members, officials, officers, employees, agents and volunteers, free and harmless from any and all claims, demands, orders, causes of action, costs, expenses, liabilities, losses, penalties, judgments, arbitration awards, settlements, damages or injuries of any kind, in law or in equity, including but not limited to property or persons, including wrongful death, (collectively "Claims") in any manner arising out of, pertaining to, related to, or incident to any alleged acts, errors or omissions, or willful misconduct of Firm, its officers, directors, employees, subconsultants, subcontractors, agents or invitees in connection with performance under this Agreement, or in any manner arising out of, pertaining to, related to, or incident to an alleged breach of this Agreement, including without limitation the payment of all consequential damages, expert witness fees and attorneys' fees and other related costs and expenses.

Notwithstanding the foregoing, and only to the extent that the Services performed by Firm are subject to California Civil Code Section 2782.8, the above indemnity shall be limited, to the extent required by Civil Code Section 2782.8, to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Firm.

Under no circumstances shall the insurance requirements and limits set forth in this Agreement be construed to limit Firm's indemnification obligation or other liability hereunder. Notwithstanding the foregoing, such obligation to defend, hold harmless and indemnify the OCFA, its board members officials, officers, employees, agents and volunteers, shall not apply to the extent that such Claims are caused by the sole negligence or willful misconduct of that indemnified party.

7. RECORDS AND REPORTS

7.1 Reports

Firm shall periodically prepare and submit to the Contract Officer such reports concerning the performance of the Services required by this Agreement as the Contract Officer shall require.

7.2 Records

Firm shall keep such books and records as shall be necessary to properly perform the Services required by this Agreement and enable the Contract Officer to

evaluate the performance of such Services. Except as provided in Section 7.5, the Contract Officer shall have full and free access to such books and records at all reasonable times, including the right to inspect, copy, audit and make records and transcripts from such records.

7.3 Ownership of Documents

Except as provided in Section 7.5, all drawings, specifications, reports, records, documents and other materials prepared by Firm in the performance of this Agreement shall be the property of OCFA and shall be delivered to OCFA upon request of the Contract Officer or upon the termination of this Agreement, and Firm shall have no claim for further employment or additional compensation as a result of the exercise by OCFA of its full rights or ownership of the documents and materials hereunder. Firm may retain copies of such documents for its own use. Firm shall have an unrestricted right to use the concepts embodied therein.

7.4 Release of Documents

All drawings, specifications, reports, records, documents and other materials prepared by Firm in the performance of Services under this Agreement shall not be released publicly without the prior written approval of the Contract Officer.

7.5 Confidential Materials

Notwithstanding anything to the contrary in this Agreement, the Firm shall be the sole owner of Firm's work papers and of any other documents, data or information which are required to be maintained confidential from OCFA by one or more rules of professional conduct governing the Firm's profession(s) (collectively, the "Confidential Materials"). Neither the OCFA nor the Contract Officer shall have access to the Confidential Materials except as may otherwise be required by order issued by a court of competent jurisdiction.

8. ENFORCEMENT OF AGREEMENT

8.1 California Law

This Agreement shall be construed and interpreted both as to validity and to performance of the parties in accordance with the laws of the State of California. Legal actions concerning any dispute, claim or matter arising out of or in relation to this Agreement shall be instituted in the Superior Court of the County of Orange, State of California, or any other appropriate court in such county, and Firm covenants and agrees to submit to the personal jurisdiction of such court in the event of such action.

8.2 Waiver

No delay or omission in the exercise of any right or remedy of a non-defaulting party on any default shall impair such right or remedy or be construed as a waiver. No consent or approval of OCFA shall be deemed to waive or render unnecessary OCFA's consent to or approval of any subsequent act of Firm. Any waiver by either party of any default must be in writing and shall not be a waiver of any other default concerning the same or any other provision of this Agreement.

8.3 Rights and Remedies are Cumulative

Except with respect to rights and remedies expressly declared to be exclusive in this Agreement, the rights and remedies of the parties are cumulative and the exercise by either party of one or more of such rights or remedies shall not preclude the exercise by it, at the same or different times, of any other rights or remedies for the same default or any other default by the other party.

8.4 Legal Action

In addition to any other rights or remedies, either party may take legal action, in law or in equity, to cure, correct or remedy any default, to recover damages for any default, to compel specific performance of this Agreement, to obtain injunctive relief, a declaratory judgment, or any other remedy consistent with the purposes of this Agreement.

8.5 Termination Prior to Expiration of Term

OCFA reserves the right to terminate this Agreement at any time, with or without cause, upon thirty (30) days written notice to Firm, except that where termination is due to the fault of the Firm and constitutes an immediate danger to health, safety and general welfare, the period of notice shall be such shorter time as may be appropriate. Upon receipt of the notice of termination, Firm shall immediately cease all Services hereunder except such as may be specifically approved by the Contract Officer. Firm shall be entitled to compensation for all Services rendered prior to receipt of the notice of termination and for any Services authorized by the Contract Officer thereafter.

Firm may terminate this Agreement, with or without cause, upon thirty (30) days written notice to OCFA.

8.6 Termination for Default of Firm

If termination is due to the failure of the Firm to fulfill its obligations under this Agreement, OCFA may take over the work and prosecute the same to completion by contract or otherwise, and the Firm shall be liable to the extent that the total cost for completion of the Services required hereunder exceeds the compensation herein stipulated, provided that OCFA shall use reasonable efforts to mitigate damages, and

OCFA may withhold any payments to the Firm for the purpose of set-off or partial payment of the amounts owed to OCFA.

8.7 Attorneys' Fees

If either party commences an action against the other party arising out of or in connection with this Agreement or its subject matter, the prevailing party shall be entitled to recover reasonable attorneys' fees and costs of suit from the losing party.

9. OCFA OFFICERS AND EMPLOYEES: NON-DISCRIMINATION

9.1 Non-Liability of OCFA Officers and Employees

No officer or employee of OCFA shall be personally liable to the Firm, or any successor-in-interest, in the event of any default or breach by OCFA or for any amount which may become due to the Firm or its successor, or for breach of any obligation of the terms of this Agreement.

9.2 Covenant Against Discrimination

Firm covenants that, by and for itself, its heirs, executors, assigns, and all persons claiming under or through them, that there shall be no discrimination or segregation in the performance of or in connection with this Agreement regarding any person or group of persons on account of race, color, creed, religion, sex, marital status, national origin, or ancestry. Firm shall take affirmative action to insure that applicants and employees are treated without regard to their race, color, creed, religion, sex, marital status, national origin, or ancestry.

10. MISCELLANEOUS PROVISIONS

10.1 Confidentiality

Information obtained by Firm in the performance of this Agreement shall be treated as strictly confidential and shall not be used by Firm for any purpose other than the performance of this Agreement without the written consent of OCFA.

10.2 Notice

Any notice, demand, request, consent, approval, or communication either party desires or is required to give to the other party or any other person shall be in writing and either served personally or sent by pre-paid, first-class mail to the address set forth below. Either party may change its address by notifying the other party of the change of address in writing. Notice shall be deemed communicated forty-eight (48) hours from the time of mailing if mailed as provided in this Section.

Orange County Fire Authority
Attention: Sara Kennedy
1 Fire Authority Road
Irvine, CA 92602

WITH COPY TO:
David E. Kendig, General Counsel
Woodruff, Spradlin & Smart
555 Anton Blvd. Suite 1200
Costa Mesa, CA 92626

To Firm:

Mission-Centered Solutions, Inc.
Attention: Lark McDonald
P.O. BOX 969
Franktown, CO 80116

10.2 Integrated Agreement

This Agreement contains all of the agreements of the parties and cannot be amended or modified except by written agreement.

10.3 Amendment

This Agreement may be amended at any time by the mutual consent of the parties by an instrument in writing.

10.4 Severability

In the event that any one or more of the phrases, sentences, clauses, paragraphs, or sections contained in this Agreement shall be declared invalid or unenforceable by valid judgment or decree of a court of competent jurisdiction, such invalidity or unenforceability shall not affect any of the remaining phrases, sentences, clauses, paragraphs, or sections of this Agreement, which shall be interpreted to carry out the intent of the parties hereunder.

10.5 Corporate Authority

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

[Signatures on Following Page]

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

"OCFA"

ORANGE COUNTY FIRE AUTHORITY

Date: _____

By: _____

Sara Kennedy, CPPB
Purchasing Manager

APPROVED AS TO FORM.

By: 
David E. Kendig
General Counsel

ATTEST:

Maria D. Huizar
Clerk of the Board

Date: _____

"FIRM"

MISSION-CENTERED SOLUTIONS, INC.

Date: 09/10/2020

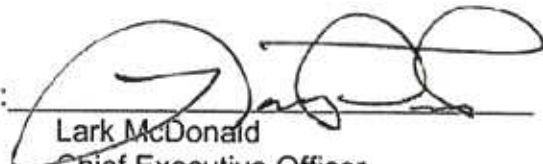
By: 
Lark McDonald
Chief Executive Officer

EXHIBIT "A"

PROPOSAL FOR SERVICES

Implementation Support for OCFA Operational Culture

Orange County Fire Authority
1 Fire Authority Road
Irving, CA 92602

7 September 2020

MCS

Mission-Centered Solutions

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1 INTRODUCTION

1.1 Background

Cultural development has been articulated by the Orange County Fire Authority (OCFA) as a primary goal for the department's advancement and to set the foundation for its future growth. Since 2018 the department has been pursuing the goal of building strength within its operational culture. Since its inception in 2018, the OCFA work has included:

1. Measuring attitudes concerning operational culture through an online survey process.
2. Restoring and updating "The OCFA Way", an organizational level doctrine that describes the mission of the organization, and the expected personal values that its members should aspire towards.
3. Building an Operational Philosophy, that describes the operational values and culture of the department.
4. Holding several educational briefings and sessions with the membership and the leadership to lay out the foundation for the effort.
5. Providing leader development training for Captains and BCs.
6. Established internal resources to support the initiative's activities.
7. Additionally, outside the original effort the following MDC-related activities have been launched by the department:
 - A COVID-19 Strategic Planning effort and process
 - A capture of Lessons Learned of the COVID-19 response and establishment of a tool that can be leveraged in the future for managing lessons learned long-term.

This work is ongoing and has not yet reached completion. Given the impacts from the COVID-19 pandemic and the lessons learned in the past two years of implementation, the OCFA seeks to continue work but also seeks to realign priorities within the project to reflect the current needs.

1.2 Overview of Scope of Work

In this proposal Mission-Centered Solutions seeks to assist the OCFA in completing the initiative's goals through the following lines of effort:

1. Given the current priorities and status of the MDC effort, assist OCFA leadership in prioritizing the use of the remaining funds allocated to this project.
2. Provide technical and educational support as requested to OCFA leadership and groups, to include continued support for:
 - MDC Activities Implementation Support
 - Doctrinal development assistance
 - Process facilitation and education of MDC-related concepts and planning
 - Cultural measurement activities
3. Provide training and education support for leader development programs administered for the OCFA. This will include:
 - Train-the-Trainer courses to assist OCFA training personnel to deliver programs internally within the department
 - Delivery of externally-certified programs by approved cadre.

We anticipate that the term of this effort will be 2 years.

2 PROPOSING ORGANIZATIONS

MCS Mission-Centered Solutions

MCS is a consulting and education firm that specializes in serving clients operating in high-risk or high-consequence environments. Since 1996 the firm has supported the wildland and municipal fire services in developing doctrines and education to advance operational culture. This work has included the design and development of the NWCG leader development curriculum, the framework of the Mission-Driven Culture now adopted by NWCG advanced incident management, and the Emergency Management Australia (EMA) Crisis Appreciation & Strategic Planning (CASP) process, a national level application of intent-based operations to catastrophic response.

MCS is currently an implementation subcontractor to the International Association of Fire Chiefs (IAFC) in support of the cultural and strategic planning underway. MCS will serve as Prime for this effort.

Mission-Centered Solutions is located in the Denver metropolitan area.



Oklahoma State University

Founded in 1890, OSU is a national leader in programming around disaster management, emergency management, and the human dimensions of leadership. OSU has designed and conducted the measurement effort used by OCFA in 2018 to provide a baseline for operational culture.

OSU will be responsible for remeasuring the OCFA organization in year two of this effort and comparing the results with the baseline collected in 2018.

Oklahoma State University will be serving as a supporting subcontractor.

3 MDC PROGRAM SUPPORT

Currently the OCFA is engaged with several ongoing lines of effort under the goal of operational culture and MDC. As the focus of the effort moves from upper leadership into the other ranks, MCS proposes providing as-needed technical support in the following areas:

3.1 Leadership/Project Management Support Activities

- Assist OCFA project managers and team members through providing leader mentoring and other consultative assistance and support to department personnel on an as-needed, ad hoc basis. This work may include consultation on implementation planning or communication with OCFA MDC team leaders or members, or support requiring facilitation, briefing or education supporting the MDC initiative.

Assist OCFA project managers and team members as needed with setting up the internal support structure for education support of the OCFA Operational Philosophy. For change to occur, it must be supported day-to-day on the job as well as by the organization. For these reasons, there is an ongoing need for an internal resource for supporting personnel who are wrestling with implementing the concepts and tools or are encountering barriers within the organization

- Assist OCFA project managers and team members with design and implementation of the first phase of an OCFA-wide organizational learning platform/system. The core of this work was accomplished in spring 2020 which focused on collection and storing of lessons learned. Within the scope of this effort, MCS proposes the following support activities:
 - Training for OCFA personnel on existing LL collection system
 - Assistance with developing a general employee feedback process for properly adjudicating, routing and tracking employee input and lessons learned
- Assist OCFA leadership and the Communications group as requested with planning and generating web content for MDC-related activities/content.

3.2 Assistance with Completing and Integrating Operational Doctrine

Foundational operational doctrine describes the basis of operation regardless of circumstance. It also provides the underpinning values and priorities for what the Department conducts. In 2019 the OCFA expanded the development of doctrine to include not only the OCFA Way update, but also the development of new doctrines relating to Operational Philosophy. This includes Operational Values, Intent-based Operations, and the Leadership Standard originally identified in 2018 which defines the principles and concepts that form a foundation for leader behavior across the department. Through these doctrines, the Department communicates its expectations and operational leadership vocabulary to the members of the department as well as others outside the Department.

In 2019 the update of the OCFA Way was completed and the Division Chiefs started to work on the Operational Philosophy documents. The status of these documents as of Sept 15, 2020 is:

- Operational Philosophy Overview – complete
- Operational Values – complete
- Intent-based Operations – final completion by the Division Chiefs expected in October
- Leadership Standard – in the design phase

Description of Proposed Activities

1. Assist with development, editing, and finalization of the Intent-based Operations doctrine. This work is currently in the process of finalization.
2. Assist with design, development, editing, and finalization of the Leadership Standard doctrine. This work is in the design phase and is currently in progress.
3. Assist in drafting, planning, and shooting the OCFA Media group with shooting supporting video discussions. This effort involves the product of educational video segments which help to explain the application of the doctrines to current operations. It is anticipated that the Communications group will be responsible for the shooting and editing of the interviews. MCS will serve as a project coordinator and provide assistance during planning, production and post-product as needed.
4. Provide ongoing support to the Division Chief group as they migrate the concepts into the BC and Captain ranks. This includes teleconferences and in-person meetings as deemed needed.
5. Provide assistance with planning and implementing the use of the doctrines within the non-operational groups in OCFA. This work has not started yet.

3.3 Post-COVID Strategic Planning Assistance

In June 2020, the OCFA formed a team to begin planning for the long-term effects and roll outs of the COVID-19 pandemic. Over the following months the COVID-19 Strategic Plan was formed and has approved by executive leadership. As the organization enters the next phase of implementation, continued support is expected to be needed as the tasks of the plan are delegated to various parts of the organization. This is a continuation of work that is currently in progress.

4 RE-MEASURE OF OPERATIONAL CULTURE

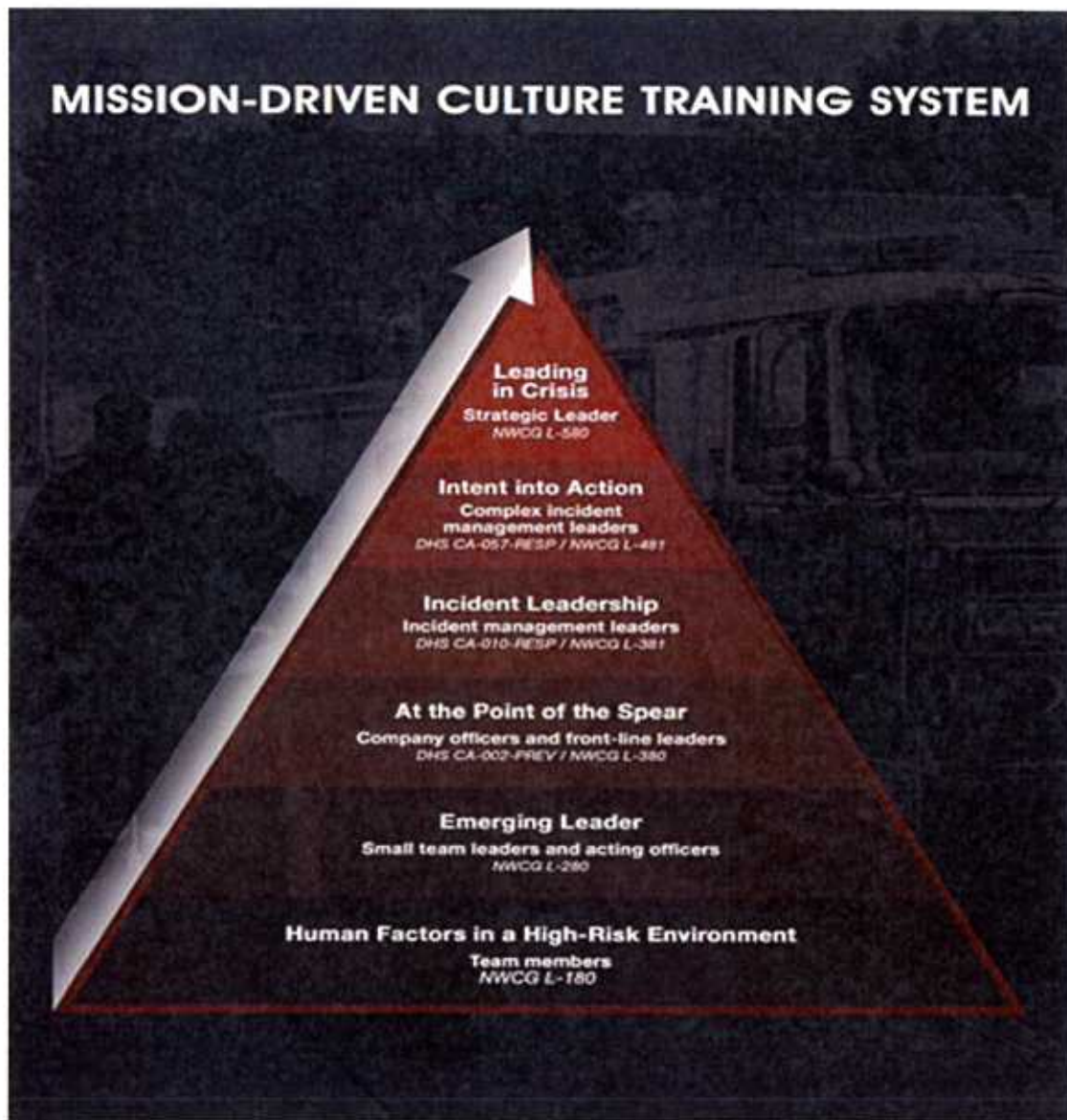
In 2018 the OCFA successfully conducted the first baseline inventory under the guidance of researchers at Oklahoma State University.

By the end of this two-year effort, the organization will likely be in position to re-measure using the same 2018 survey with the purpose of detecting trends and to determine if the changes in the past years were successful in achieving their goals.

Description of Proposed Activities

- Deploy online survey to re-measure the organization using the same criteria and conditions as used in 2018.
- Provide technical support to the OCFA personnel supporting the survey roll out and collection period.
- Analyze data and determine results from a comparison of 2018 results.
- Provide a summary report to OCFA leadership. The OCFA shall retain control over the collected data and approve any release or use in the national database.
- Assist OCFA project personnel as needed in planning efforts to determine correlation of survey results with other measures of operational performance.

5 TRAINING DELIVERY



In 2019 the OCFA adopted the above leader development curriculum for its Operational members. The Emerging Leader and Human Factors programs are designed to be implemented within the Department. The remaining programs must be delivered by a certified cadre and entity for credit to be given. In addition to these listed programs, there are additional supplemental training modules that occupy the space between At the Point of the Spear (CA-002-PREV/L-380) and Incident Leadership (CA-010-PREV/L-381). There is more information available on those further below.

5.1 Proposed Activities: Training Delivery

MCS proposes to provide delivery for the following programs, as requested by the OCFA:

- *At the Point of the Spear* (CA-002-PREV)
- *Incident Leadership* (CA-010-PREV)
- *Intent into Action* (CA-057-RESP)
- *Train the Trainer for Human Factors* (L-180)
- *Train the Trainer for Emerging Leader* (L-280)

Details on these programs are listed below. *Leading in Crisis* (L-580) shown in the above diagram is also part of the OCFA curriculum, but is not included in this proposal.

5.1.1 OCFA Logistical Support Requirements

For all MCS-delivered programs, the OCFA agrees to provide a person on site to act as the Site Logistics Coordinator (SLC), responsible for acting as the OCFA representative for planning and logistical support activities needed for the program. This person must be available to coordinate and support the instructors the day before the course starts and be available as needed, before and after, the program delivery each day. A list of the SLC duties and responsibilities can be found in the support Appendix for each course. Please contact MCS for any further information or clarification.

5.1.2 At the Point of the Spear (POTS)

At the Point Of The Spear: Preparing and Leading Cohesive, Adaptive, and Resilient Teams (FEMA CA-002-PREV) This program presents principles for leading in high-risk and high-stress environments, building team cohesion, and resolving conflicts and problems within the team. Using a mix of theory, classroom exercises, and field exercises, this interactive program is designed to reinforce mission-driven operational culture at the team level and to provide a framework from which to launch future organizational development.

At the Point of the Spear encompasses a set of first-line leader development programs that share the same philosophy and objectives but are specific to individual types of resources.

Subjects included in the program:

- Human Factors
- Fear and the Leader

- Leader Credibility
- Leadership Principles
- Building Your Team
- Operational Values
- Providing Leader's Intent
- Building the Resilient Team
- Operational Norms
- Training Responsibilities
- Principles of Effective Training
- Learning from Performance
- Individual Expectations
- Maintaining Standards
- Accountability
- Strategies for Resolving Conflict

Length

36 hours over 5 days, +4 hours of pre-course work

Composition

Mixed traditional classroom, exercises, and simulations

Number of students

15-24. OCFA is encouraged to fill the program to capacity for maximum effectiveness.

Target audience

First-line supervisors and supporting overhead (fire captains, crew leaders, and Battalion Chiefs.)

Delivery location

As determined by OCFA.

Product ID

POTSFSL3.MCS

Certifications

U.S. Department of Homeland Security/FEMA: CA-002-PREV

National Wildfire Coordinating Group: L-380 Fireline Leadership

Specific Items Provided by MCS and Included in SOW

1. Three MCS program trainers for each Fire Service Leadership program with specific experience in human factors psychology, operations, and military leadership and doctrine. All facilitators will be on-site the entire duration of each session.
2. Instructional materials including instructor and student materials, classroom and exercise support materials, case study pre-work and graduation certificates
3. Transportation of all program materials and MCS equipment to the OCFA-designated Point of Contact.
4. Instructor travel and expenses.
5. In-program and post-program evaluation activities and reports as negotiated.
6. Role players to support the field exercise, if requested by OCFA.
7. Student registration or coordination services as requested by OCFA.

Specific items provided by OCFA and Not included in SOW

1. Salary, travel, per diem and other related costs associated with OCFA site logistics support personnel and participants, or any other non-MCS personnel assisting at the OCFA's behest. Details of the support schedule, equipment requirements and classroom facilities can be found in the attached documentation.
2. Facility costs, including costs for providing flip charts and presentation screens.
3. Transportation and associated costs for participants to and from field exercises.
4. Field equipment required for the participants, such as two-way radios, flagging and vehicles to support the field exercises. (Unconventional materials specific to the exercises will be provided by MCS.)
5. Compensation (overtime, comp time, etc.) needed to enable students to participate in the training.

The full description of the logistical support requirements is documented in Appendix A and contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

5.1.3 Incident Leadership (IL)

Incident Leadership (IL): Applying the Principles of a Mission-Driven Culture during Chaotic and Escalating Events (FEMA CA-010-PREV & NWCG L-381) This hands-on program helps participants learn strategies for implementing the principles of intent-based (or mission command) operations. The programs are also focused on building operational momentum within temporary and diverse teams, and in leading operational planning that extends into a strategic time frame. This program builds new trigger points and recognition skills within students that are directly transferable to future operations and incidents.

Subjects included in the program:

- Command Climate
- Commander's Guidance and Leader's Intent
- Span of Control
- Team Effectiveness
- Operational Tempo
- Human Error
- Effective Incident Communications
- Command and Control

Length

36 hours over 5 days, +3 hours of pre-course work

Composition

20% classroom, 80% simulation-related activities

Number of students

16-24. OCFA is encouraged to fill the program to capacity for maximum effectiveness.

Target audience

Personnel working at the Leader-of-Leaders levels (Battalion Chief, Incident Controller – small-medium complexity incidents, etc.)

Delivery location

As determined by OCFA.

Product ID

IL24AH3.MCS

Certifications

U.S. Department of Homeland Security/FEMA: CA-010-PREV

National Wildfire Coordinating Group: L-381

Specific Items Provided by MCS and Included in SOW

1. Three MCS program trainers for each Fire Service Leadership program with specific experience in incident command, fire operations, and military command leadership and doctrine. All facilitators will be on-site the entire duration of each session.
2. Instructional materials including instructor and student materials, classroom and exercise support materials, case study pre-work and graduation certificates
3. Transportation of all program materials and MCS equipment to the OCFA-designated Point of Contact.
4. MCS personnel travel and expenses.
5. In-program and post-program evaluation activities and reports as negotiated.
6. Role players and training to support simulation.
7. Student registration or coordination services as requested by OCFA.

Specific items provided by OCFA and Not included in SOW

1. Salary, travel, per diem and other related costs associated with OCFA site logistics support personnel and participants, or any other non-MCS personnel assisting at the OCFA's behest. Details of the support schedule, equipment requirements and classroom facilities can be found in the attached documentation.
2. Facility costs, including costs for providing flip charts and presentation screens.
3. Transportation and associated costs for participants to and from field exercises.
4. Field equipment required for the participants, such as two-way radios and phones to support the simulation activities. (Unconventional materials specific to the exercises will be provided by MCS.)
5. Compensation (overtime, comp time, etc.) needed to enable students to participate in the training.

The full description of the logistical support requirements is documented in Appendix B, which contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

5.1.4 Intent into Action (IIA)

Intent into Action (IIA): Advanced Leadership for the Command and General Staff (CA-057-RESP) The program offers command teams (North American Type 2 and Type 1 or Australian Level 2 and Level 3) the practical skills and tools to build cohesion, adaptiveness, and resilience during complex incident planning and operations. At this level, the ambiguous, undefined, and dynamic nature of incidents requires a degree of teamwork and integration beyond what is needed for smaller incidents. C&G members need to function as an integrated unit to build a common operating picture, plan strategically, and conduct effective operations. Salient themes – leadership, teamwork, intent, communication, and operational culture – extend beyond the confines of the incident organization to have a significant effect on cooperators, jurisdictional owners, and political-public spheres.

This program picks up where fundamental IMT courses, such as All-Hazard IMT and Incident Leadership, leave off. Intent into Action concentrates on integrating leadership and incident management acumen to achieve strategic results in large-scale incidents.

With the following topics, the program focuses on guiding the C&G as a highly functional and integrated team that can leverage incident management practices to its best effect:

- Developing ethos and team culture as a professional staff
- Establishing and maintaining an effective command climate aligned with a Mission-Driven Culture
- Developing and maintaining a common operating picture
- Providing functional integration and resilience
- Leading at the team, section, and stakeholder level
- Influencing the political, social, information, and economic elements of the operational environment
- Assuming command and propagating intent

This five-day program provides practical experience using ICS structure in the context of a large incident response. Students work in iterative simulations to review, practice, and improve the application of doctrinal tools along with leadership skills as appropriate for the C&G. They graduate with a portfolio of feedback upon which to base future development activities.

Length

40 hours over 5 days

Composition

20% classroom, 80% simulation-related activities

Number of students

24-32

Target Audience

Leaders involved with serving on incident management teams handling large or complex incidents.

Certifications

U.S. Department of Homeland Security/FEMA: CA-057-RESP

National Wildfire Coordinating Group: L-481

The full description of the logistical support requirements is documented in Appendix C, which contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

5.1.5 Train the Trainer – *Emerging Leader*

Emerging Leader/Small Team Leadership (NWCG L-280) This program is designed to be delivered by trained instructors within the Department. The train-the-trainer program is delivered by MCS to potential instructors. Focuses on mastery of the program content and assisting with instructional techniques as needed.

Emerging Leader is an introductory leadership course that is designed to be delivered by the parent organization with trained internal instructors. The course involves 2-4 hours of pre-course work and 16 contact hours that focus on introductory leadership skills and self-awareness associated with leading in a task-level environment. The contact hours include one day of classroom instruction followed by a second day in the field with students working through a series of problem-solving events called the Field Leadership Assessment Course (FLAC) in small teams. This course is designed as a self-assessment opportunity for individuals preparing to step into a leadership role.

- Leadership Values & Principles
- Transition Challenges for New Leaders
- Situational Leadership
- Teambuilding
- Ethical Decision Making

The desired outcome of this training is to expose operators to foundational leadership concepts in high-risk work environments. To provide operators with small team leadership opportunities in order to assess themselves in regard to how well prepared they are to step into a leadership role.

Length

16 hours over two days, +10 hours of prep time

Composition

Mixed traditional classroom, exercises, and simulations. Development activities include role playing, instructional feedback.

Number of OCFA instructor trainees

6-8

Target Audience for Train the Trainer Program

Internal instructors with facilitative instructor skills

Certifications

N/A

Emerging Leader Program (delivered by OCFA)

Length

16 hours over two days

Number students

10-20

Target Audience

Operational personnel who are/will provide tactical/task-focused small unit leadership

5.1.6 Train the Trainer – *Human Factors*

Train the Trainer for delivering *Human Factors in the High-Risk Environment (NWCG L-180)* This program is designed to be delivered by trained instructors within the department. The train-the-trainer program is delivered by MCS to potential instructors. Focuses on mastery of the program content and assisting with instructional techniques as needed.

Human Factors in the High-Risk Environment is an introductory team member-level course that is designed to provide students with a basic human factors vocabulary surrounding the subjects of communication, situation awareness, decision making and organizational learning. The program provides a model of communication responsibilities and expectations that underpin the mission-driven culture at an operator level. It is designed to be delivered by the parent organization using trained internal instructors. The course involves 6-8 contact hours, depending upon the focus of the department.

- Communication responsibilities
- Situation awareness and decision making

The desired outcome of this training is to expose operators to foundational leadership concepts in high-risk work environments. To provide operators with small team leadership opportunities to assess themselves regarding how well prepared they are to step into a leadership role.

Train the Trainer Program: Length

8 +10 hours of prep time

Composition

Mixed traditional classroom, exercises, role playing, instruction feedback

Number of OCFA instructor trainees

6-8

Target Audience

Internal instructors with facilitative instructor skills

Certifications

N/A

Human Factors program (delivered by OCFA) Length

6-8 hours

Number students

10-40

Target Audience

All departmental personnel

5.1.7 Refresher Training Modules

Currently, it is expected that the OCFA would incorporate the key programs listed in this proposal into the career development path for company officers and chiefs, however these programs normally occur at widely-spaced intervals separated by several years. This spacing leaves a gap in the ongoing development needs for OCFA employees, where the organization must generate activities to further develop and engage employees on a regular basis to keep the skill sets sharper and to continue a pathway for improvement.

The OCFA has now two pilot programs amounting to a total of 10-12 hours of refresh training that can be implemented with L-380/A1 the Point of the Spear graduates when it is ready to do so:

- Facilitating Effective After-Action Reviews
- Communicating Leader's Intent

Under this offering, MCS proposes to assist OCFA Training with finalizing these modules for delivery within the Department, including providing Train-the-Trainer events for both modules, and provide final changes to the modules prior to implementation as requested.

5.2 Use Licenses

For all MCS training programs provided to OCFA person under this scope, the OCFA shall be granted license to use and or draw derivative works from the various models or concepts presented in the programs. Where appropriate, licenses will be extended in perpetuity provided that the use of the products are limited to the OCFA organization. This permission pertains only to property that MCS owns. Some additional use permissions may be needed from Third Party organizations, depending upon what use is sought.

Permitted use shall include any tools, materials or concepts used to support the implementation of a Mission-Driven Culture at OCFA, including models, artwork, papers and other products introduced in training designed to support decision making tools, after action reviews, counseling, and target leader behavior.

5.3 Contextualization

MCS will assist OCFA in customizing the context or labeling of the training programs or products as needed to improve its integration into OCFA's workforce development efforts. For a period of five years following project initiation, MCS will provide updates to these tools and packages as they occur, if requested by OCFA.

6 PROPOSED TRAINING IMPLEMENTATION

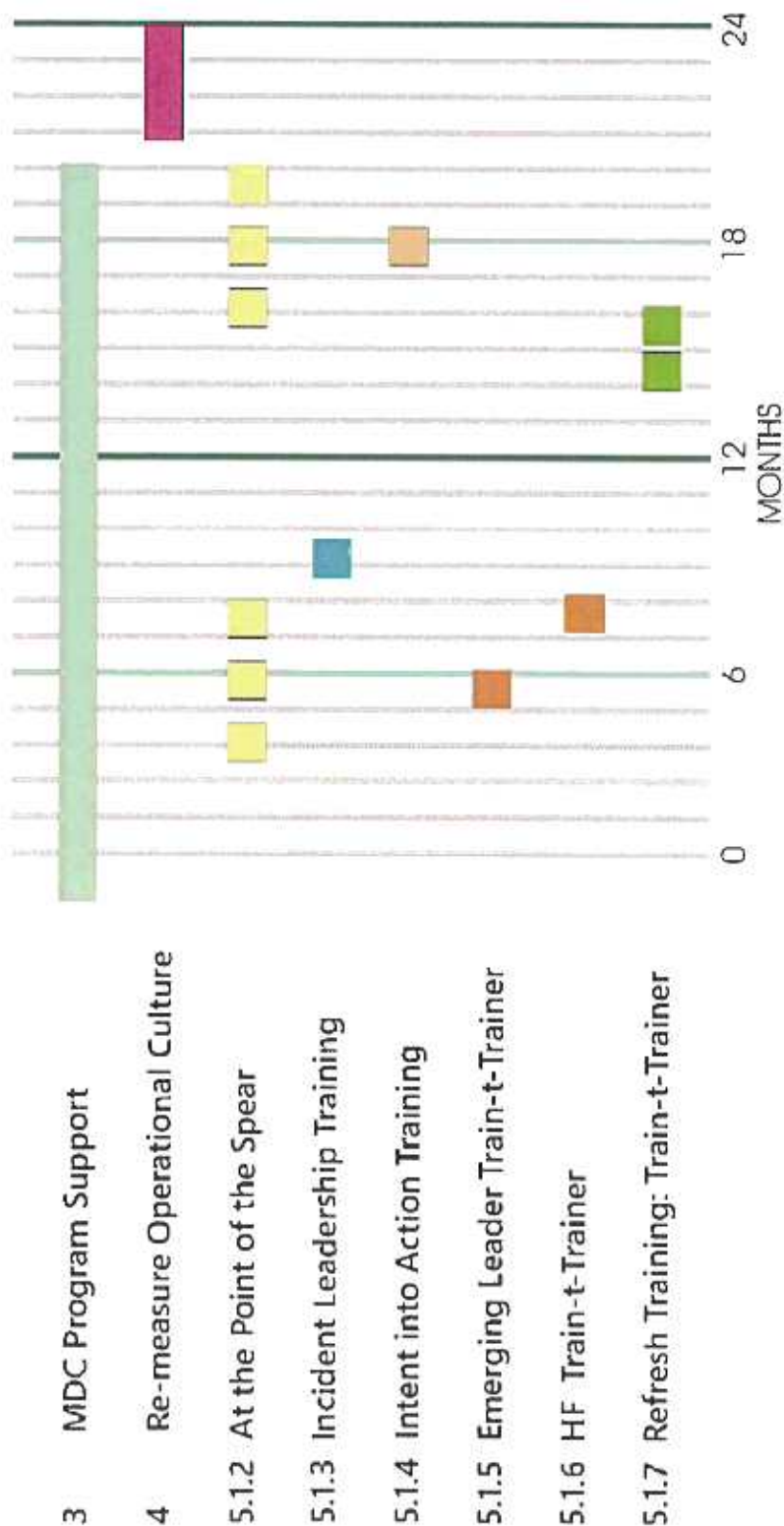
6.1 Level of Effort

Based upon the number of graduates recorded in the records of OCFA and other regional offerings, the projected number of training programs needed to train the remaining Operations personnel:

- *HF in the High-Risk Environment* – Train the Trainer: 1
- *Emerging Leader* – Train the Trainer: 1
- *At the Point of the Spear* (Captains, BCs): 6
- *Incident Leadership* (BCs, DCs): 1
- *Intent into Action* (IMT and DCs): 1

The Intent in Action program will be likely shared with personnel from other regional resources.

6.2 Proposed Training Program Implementation Schedule



6.3 Proposed Cost

REF	TRAINING PROGRAM	QTY	UNIT COST	YR 1 TOTAL	YR 2 TOTAL
3	MDC Program Support	N/A	N/A	\$50,000	\$9,500
4	Re-measure Operational Culture		N/A	\$0	\$15,000
5.1.2	At the Point of the Spear (Captains, BCs)	6	* \$39,300	\$117,900	\$117,900
5.1.3	Incident Leadership (BCs, DCs)	1	** \$41,400	\$41,400	\$0
5.1.4	Intent into Action (IMT)	1	φ \$80,000	\$0	\$40,000
5.1.5	Emerging Leader – Train the Trainer	1	included	included	N/A
5.1.6	HF in the High-Risk Environment – Train the Trainer	1	included	included	N/A
5.1.7	Refresh Training Programs: T the T, finalize	N/A	included	included	N/A
Estimated Cost Per Year				\$209,300	\$182,400
Total Project Cost (2 years)					\$391,700

* = Role players are included in the cost. Deduct \$1000.00 if OCFA options to provide role players for program

** = Role players are included in the cost. Deduct \$3000.00 if OCFA options to provide role players for program

φ = The Intent into Action program is designed for 32 students and will likely be shared with students from other regional agencies. This proposal assumes that OCFA would cover 50% of the \$80K cost of this program, or \$40K.

NOTE: 5.1.2, 5.1.3, and 5.1.4 are programs that are pre-approved for use with FEMA UASI or HSGP grant money.

7 TERMS AND CONDITIONS

Validity

This quote is valid until 11/1/2020 unless otherwise extended by Mission-Centered Solutions.

Terms

Invoices due upon receipt.

Payment Information

Payments by check or electronic funds transfer accepted.

Payments should be made to:

Mission-Centered Solutions
P.O. Box 969, Franktown, CO 80116
Attn: Finance

Finance POC: Laura Walsh
o: 303.646.3700 x410
lwash@mcsolutions.com

Advanced Consulting and Support Advanced Authorization Required

The OCFA assigned project manager must authorize all support and consulting activities in advance of work commencing. If requested, MCS shall provide an estimate of the level of effort and the estimated cost, including estimated travel, for all non-training work under Section 3 of this proposal.

Training Program Cancellation Terms

Due to the complexity and resource requirements that must be met prior to delivering a training program, the OCFA will authorize the MCS to bill as needed to recover costs incurred in the preparation and planning for the program if the program is cancelled within six weeks of the scheduled delivery date.

Unrecoverable costs begin to accumulate approximately six weeks in advance of the program, and may include:

- Airline tickets

- Materials and shipping costs
- Assembly and overhead costs
- Cadre contract and security costs

If OCFA cancels a program 30 days or less in advance of the scheduled program start date, the MCS will bill for the delivery-related costs that are unrecoverable, accrued to the date of cancellation. Trainer fees are included in "unrecoverable costs" if the program is cancelled within 4 weeks of the scheduled program start date.

If the program is cancelled 14 days or less from the scheduled delivery date, the full quoted cost of the program will be billed to the OCFA, minus any saved travel expenses for unused per diem and hotel costs and any returned reusable course materials.

If requested, MCS will advise the OCFA project point of contact when costs will begin to be accrued against the program, so that such penalties can be avoided whenever possible.

Intellectual Property

Under this proposal, the contents, processes, and supporting materials used in the performance of the training services described in this program remain the intellectual property of the original owner and duly protected under applicable copyright and intellectual property laws. No transfer of rights or license is implied.

Specific licenses for program tools and content that can be used by the Department long-term will be provided independent of this document.

APPENDIX A: POTS LOGISTICAL REQUIREMENTS

Program Schedule

The client selects the program schedule from three available options: 5-day, 4-day, or 6 (3+3) day.

Standard Five-Day Schedule

The most common schedule is the 5-day format, usually conducted Monday through Friday.

Day	Typical Day of Week	Time
1	Monday	1300 – 1800
2	Tuesday	0800 – 1700 1900-2300
3	Wednesday	0800 – 1700
4	Thursday	0800 – 1900
5	Friday	0800 – 1200

This schedule enables participants to travel during business hours. If your organization uses flex or comp time, the afternoon of Day 5 can be used to recover the 3 to 4 hours spent during the Night exercise on Day 2.

Four-Day Schedule

This option is offered to provide additional flexibility to students.

Day	Time
1	0800-1730
2	0800-1700 1900-2300
3	0800-1900
4	0800-1700

Six-Day (3+3) Schedule

This schedule enables participants to attend during two weekends. It is intended for volunteers and others who cannot attend during typical business hours.

Day	Typical Day of the Week	Time
1	Friday	1900-2300
2	Saturday	0800-1730 1900-2300
3	Sunday	0800-1300
4	Friday	1900-2300
5	Saturday	0800-1900
6	Sunday	0800-1200

Guest Speaker

We encourage the sponsoring organization or agency to enlist a credible leader from the organization to give a short talk (roughly 10 minutes) at the start of the program.

The intent of this talk is to emphasize two points:

- The organization's critical need for people who can prepare and lead teams capable of meeting the challenges of your world.
- The value places on students' investment of time and effort in this program.

Hearing this message from a respected leader inspires students to take full advantage of the program. It also reinforces their understanding that developing as leaders is important for the organization's future.

In our experience, the most influential speakers have been from the students' chain of command. The higher level the person is in the organization, the stronger the message.

An effective speaking technique is to describe personal leadership experience— anecdotes about the need for capable leaders or strategies for overcoming challenges inherent in the leadership journey. Conversational address usually works best—informal, open, and honest. Honesty means not necessarily giving the company line but rather acknowledging the complex reality and difficult challenges ahead.

We recommend a 10 to 15 minute message—no more than 30 minutes. The speaker should be available for the first 30 minutes of the program on the first day. The lead instructor introduces the speaker in his or her opening remarks.

Training Location

The minimum room requirement for the training location is one main classroom and two breakout rooms.

Although not required, a small logistics workroom with an electrical outlet is extremely helpful to the cadre for efficiency as well as for security of MCS and client equipment. This room can be quite small, just big enough for one person to work and spread things out on a table. This workroom can double as one of the breakout rooms if it would be available all week.

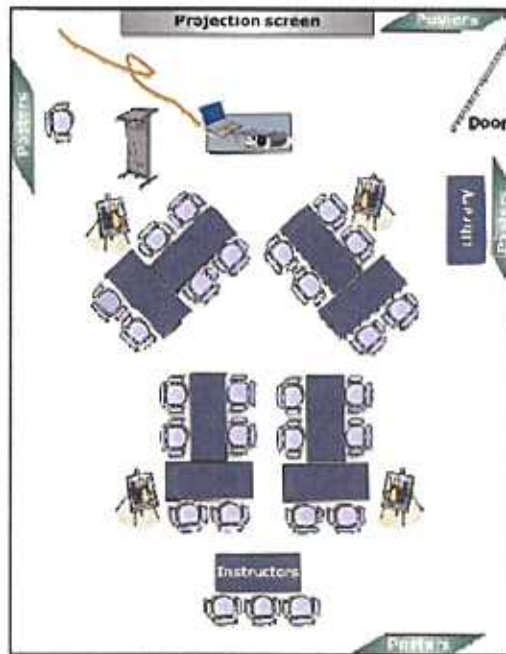
In addition, the training location needs to have an Internet connection so the cadre can send participant information to the MCS office.

Room Logistics

The main classroom has the following logistic requirements:

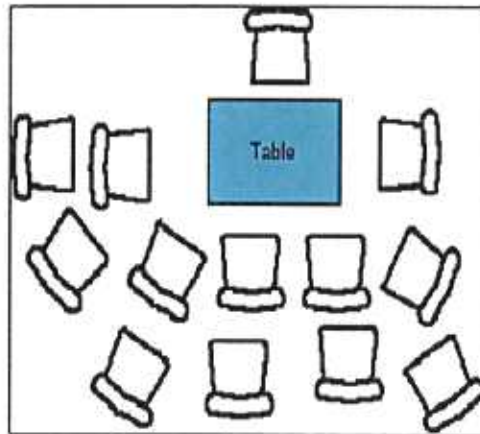
- Projection screen
- 28 chairs (24 for participants – 4 for instructors or observers)
- 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- Secure storage area
- 8 rectangular tables for participants (If rectangular tables are unavailable, 4 round tables can be substituted.)
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop

The following diagram illustrates the recommended main classroom setup:



Both breakout rooms have these requirements:

- 13 chairs
- 1 small table



The breakout rooms are used for classroom exercises as well as for the afternoon field exercise. If these rooms adjoin each other or main classroom, there should be enough of a sound barrier to block occasional shouting and radio traffic during the field exercise. In addition, instructors should be able to darken room to near black for the field exercise.

Equipment Requirements

The main classroom has the following equipment requirements:

- Extension cord, about 25 feet long
- Four flip charts on easels with a set of markers for each
- Optional—projector and audio. Client-provided sound systems usually provide for better quality projection and sound. In addition, many training facilities are equipped with overhead projectors, which eliminate the need for a table-top projector.

Room Scheduling

The scheduling requirements for each type of room vary according to the length of the program. The following tables outline these requirements:

Five-Day Schedule					
Room	Day 1	Day 2	Day 3	Day 4	Day 5
Main Classroom	1300 – 1730	0800 – 1700	0800 – 1700	0800 – 1900	0800 – 1200
Breakout Room 1		1200 – 1700	0800 – 1200	1200 – 1900	
Breakout Room 2				1200 1900	

Four-Day Schedule				
Room	Day 1	Day 2	Day 3	Day 4
Main Classroom	0800 – 1730	0800 – 1700	0800 – 1900	0800 – 1700
Breakout Room 1			0800 1900	0800 1300
Breakout Room 2			0800 – 1900	

3 + 3 Schedule						
Room	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6
Main Classroom	1300 – 1730	0800 – 1700	0800 – 1300	1900 – 2300	0800 – 1900	0800 – 1200
Breakout Room 1			0800 – 1200		1900 – 2300	
Breakout Room 2					1900 – 2300	

Field Exercise Radio Requirements

The client supplies eight radios for both the field exercises. The following tables detail the requirements:

Radio	Channel			Exercise	
	1	2	3	Night Field	Afternoon Field
1	Frequency 1	Frequency 2	Off	Teams 1 & 2	Team 1
2	Frequency 1	Frequency 2	Off	Teams 1 & 2	Team 1
3	Frequency 1	Frequency 2	Off	Teams 1 & 2	Spare
4	Off	Frequency 2	Frequency 3	Teams 3 & 4	Team 2
5	Off	Frequency 2	Frequency 3	Teams 3 & 4	Team 2
6	Off	Frequency 2	Frequency 3	Teams 3 & 4	Spare
7	Frequency 1	Frequency 2	Frequency 3	Dispatch	Instructors
8	Frequency 1	Frequency 2	Frequency 3	Dispatch	Instructors

The frequencies must be discrete with enough separation to prevent bleed-over.

Frequency	Night Field Exercise	Afternoon Field Exercise
1	Tac 1	Air to air
2	Dispatch	Air to ground
3	Tac 2	USGS

Outdoor Field Exercise Requirements

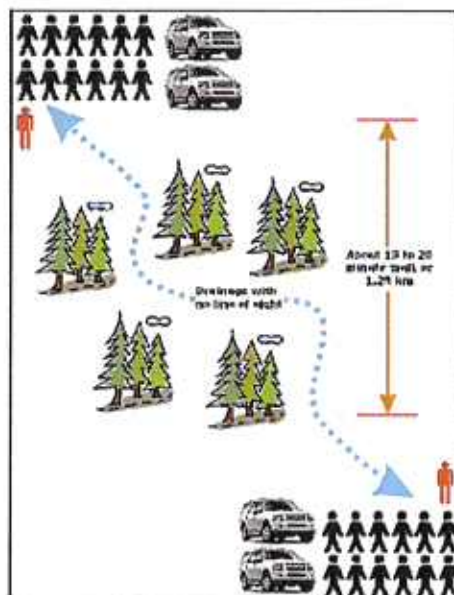
In the evening on Day 2, the cadre conducts an outdoor field exercise. (The timing of the exercises—from 1900 to 2300 on Day 2—is the same for all program schedules.) This section outlines the site, equipment, and personnel requirements for this field exercise.

Site Requirements

The following parameters are recommended for the site of the field exercise:

- Within 15 to 20 minutes of main classroom
- Remote area free of other traffic, people, noise, or other distractions
- Drainage with trees and bushes preferred
- Moderate slope preferred
- No long lines of sight
- Separate access points for top and bottom groups
- Ground should be clear of mud and snow when possible

The following diagram illustrates the recommended site layout:



Vehicle Requirements

The client provides five vehicles to transport all students, instructors, and role players to the exercise location.

- Vehicle 1—seats 6 students + 1 instructor
- Vehicle 2—seats 6 students + 1 instructor
- Vehicle 3—seats 6 students + 1 instructor
- Vehicle 4—seats 6 students
- Vehicle 5—seats 3 role players

Role Players

The client provides three role players to support the outdoor field exercise on Day 2:

- An emergency responder (crew or team leader)
- A local landowner
- A television news reporter or photographer

The field exercise simulates the aftermath of a natural disaster. Role players will meet with the training cadre the morning or afternoon of Day 2 before the start of the exercise for a briefing that may include an orientation of the training site and a walk through of the exercise. This orientation could take up to two hours. Role players show up on site by 1830 to start the exercise. Their participation continues to the end of the exercise at approximately 2200.

Role players should be able to walk (at times quickly) through uneven terrain and drainages at night. The most important characteristics of selected role players are a high level of energy and a desire to make training realistic and meaningful for exercise participants.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *At the Point of the Spear* programs.

Committing to a Program	
<input type="checkbox"/>	Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
<input type="checkbox"/>	Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).
Initial Planning for Program	
<input type="checkbox"/>	After you order a program, Logistics sends a Course Information Sheet to begin the logistics process. Complete and return the form.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Locate potential field exercise site that meets the criteria. As appropriate, contact owners of site used for field exercise to arrange for access. Exercises will not involve the use of fire or be disruptive to the ground or flora. They involve only walking activities.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.
Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact MCS Logistics to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.

Implementation Support for OCFA Operational Culture

Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the Night Field exercise.
<input type="checkbox"/>	Verify receipt of shipped program materials with MCS Logistics.
<input type="checkbox"/>	Arrange for additional vehicles as needed to support exercises. In some cases, participants can bring in the needed vehicles. Make sure that participants are approved to drive the vehicles, or arrange for other drivers, as needed.
<input type="checkbox"/>	<p>Determine whether an icebreaker on the first night would be appropriate. Usually we invite the participants to a local watering hole or restaurant for an icebreaker to give the class an opportunity to meet informally with the cadre and other participants. MCS usually offers to pick up the first round. Any additional drinks or food are on the participants. In most cases, the icebreaker is worthwhile when students may not know each other and there are suitable places close by.</p> <p>If an icebreaker is desirable, identify local bar, pizza joint, or restaurant that could serve as a location for an icebreaker from 1800-2000 on the evening of Day 1 so that we can give a warning to the manager that we might be dropping in with 15 to 20 people. Communicate icebreaker plans to MCS.</p>
<input type="checkbox"/>	Secure radio frequencies for use during the Night and Afternoon field exercises.
<input type="checkbox"/>	<p>Contact MCS Logistics to arrange contact with the lead instructor.</p> <p>When you arrange to address particular focus points or special issues during the program, the lead instructor will contact you approximately 2 weeks from start of the program to discuss these issues.</p>
<input type="checkbox"/>	(Optional) Verify guest speaker.
One Week Prior to Program	
<input type="checkbox"/>	Arrange for MCS cadre to have access to classrooms for setup on the afternoon or evening on the day before class.
<input type="checkbox"/>	Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program eight two-way radios. Radios are needed for the Night and Afternoon exercises.
<input type="checkbox"/>	Arrange access to shipped materials for MCS cadre upon arrival Sunday.
<input type="checkbox"/>	Complete any permits and obtain access keys for the night field exercise area.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.

<input type="checkbox"/>	Set up classroom according to specification.
<input type="checkbox"/>	Arrange time for the role players to meet with the cadre.
<input type="checkbox"/>	(Optional) Confirm guest speaker availability.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with MCS cadre.
<input type="checkbox"/>	Tour the night field exercise area with the cadre members. They will flag, walk, and time out the area for use on Day 2.
<input type="checkbox"/>	Bring MCS cadre to training rooms. Have on location all of the following: boxed course materials, radios, flipcharts, and extension cord.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with MCS cadre on Monday before class for final setup needs.
<input type="checkbox"/>	(Optional) Provide kickoff speaker information to cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Verify transportation plan and vehicles for Day 2 and ensure vehicles are full of fuel.
<input type="checkbox"/>	Arrange a time and location with the role players and the MCS cadre for the role player briefing.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with MCS cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touchbases with the MCS cadre about any outstanding issues.
Day of Night Field Exercise (Typically Tuesday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Confirm the briefing time and place with the role players and MCS cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Check in with the cadre at the end of the day to verify all is well with the vehicles, etc.
Course Midpoint	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day. Ensure access to breakout rooms.

Day of Afternoon Exercise (Typically Thursday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
Last Day of Program (Typically Friday)	
<input type="checkbox"/>	Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.

APPENDIX B: IL LOGISTICAL REQUIREMENTS

Program Schedule

The program has the following five-day schedule:

Day	Time
1	0800-1745
2	0800-1800
3	0800-1730
4	0800-1730
5	0700-1430

Pework Assignment

Students' prework assignment for *Incident Leadership* takes approximately six hours and usually is sent out six weeks before the program start date.

MCS can package and mail the prework assignments individually or in bulk for distribution by the organization's training officer. We include a prework letter with the program information, a list of items the student should bring with them to class, the prework assignment, and the hotel and travel information provided by the client.

MCS can produce and send out this letter to each student, or we can provide you with information to include in your own standard letters. Communicate your preference, and we'll take care of the rest.

Additionally, some clients have opted to include a book to encourage further leadership self-development after class. If you would like us to include post-program materials in shipments of MCS materials, we would be glad to add them to your charges at cost.

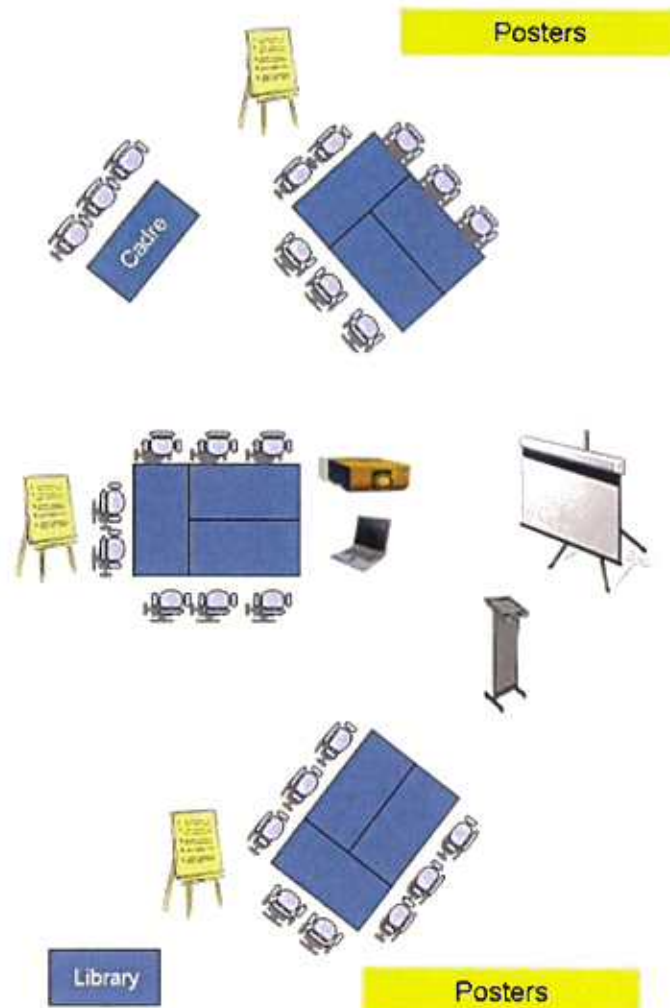
Training Location

The training location requirement is five rooms: one main classroom, one Incident Command Post (ICP), two Division (DIVS) areas, and one simulation room.

- The Simulation Room, ICP, and DIVS areas need to be in close proximity to each other (across or down the same hallway). They can be separated from the classroom (on a different floor or, in the worst case, a building next door).
- Two of the rooms can be located in one large room as long as a divider provides a sufficient sound barrier.
- All rooms should have wall space to hang posters, maps, and flip charts.
- A DIVS area can be a small room, break area, or alcove isolated from walk-through traffic. Both DIVS areas should be located near the ICP room.

In addition, the cadre needs access to Internet or E-mail so that they can send participant information in an electronic file to MCS offices on Monday.

Main Classroom

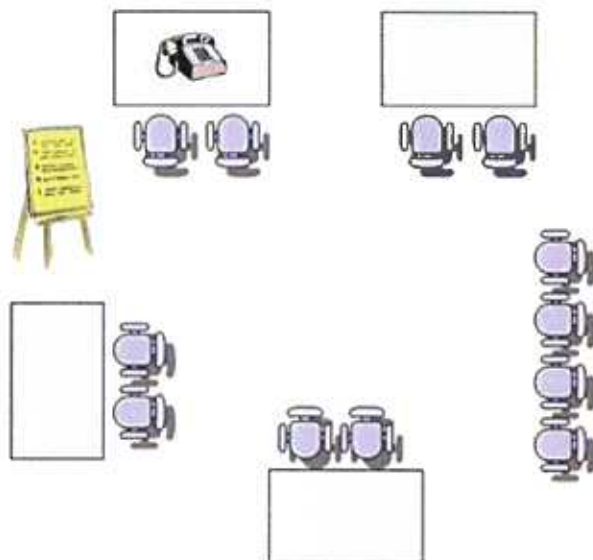


Main Classroom Specifications and Logistics

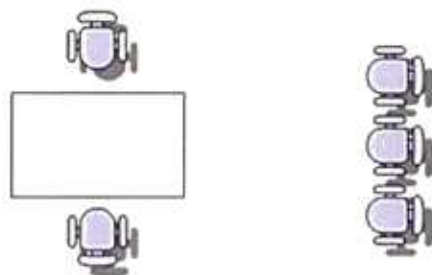
- Minimum size is 1000 square feet (roughly 30 by 35 feet)
- 27 chairs (24 for participants and 3 for instructors or observers) □ 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- 3 sets of tables for participants that are large enough to allow all of them to view the front of the room (If rectangular tables are not available, 3 round tables can be substituted.).
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop
- Secure room or storage area

Main Classroom Equipment Requirements

- 3 flipchart easels with paper and markers
- 1 projection screen
- 1 projector with sound system
- 1 25-foot extension cord with power strip

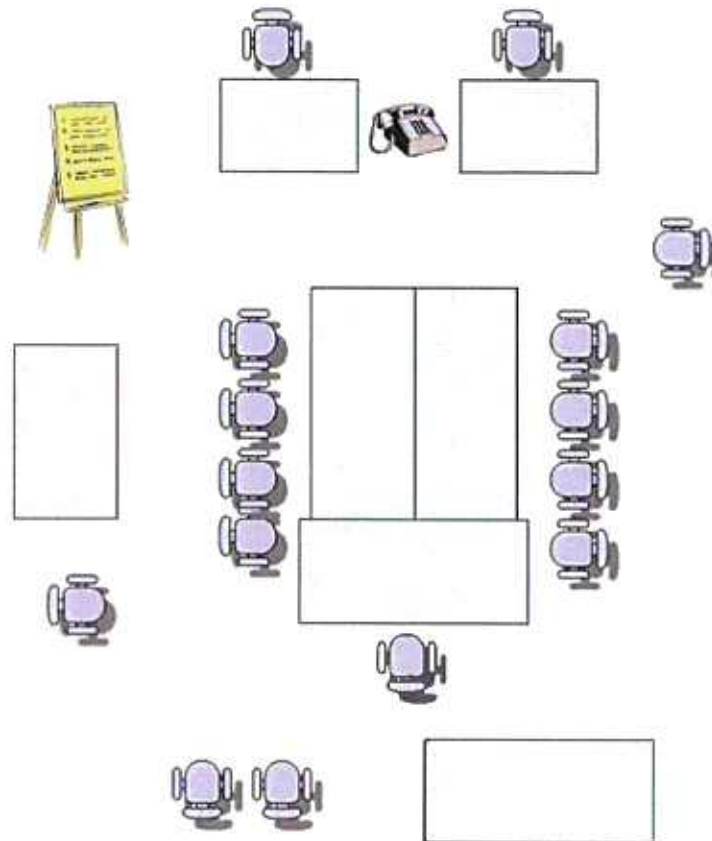
ICP Specifications and Logistics

- Minimum size = 625 square feet (roughly 25 by 25 feet)
- 12 chairs
- 1 flip chart and 1 set of markers
- 4 desks or folding tables
- 1 phone

DIVS Area Specifications and Logistics (x2)

- Minimum size = 144 square feet (roughly 12 by 12 feet)
- 5 chairs
- 1 desk or folding table

Simulation Room



Specifications and Logistics

- Minimum size = 750 square feet (roughly 25 by 30 feet)
- 15 chairs
- 1 flip chart and 1 set of markers
- Wall space and suitable method for hanging heavy signs and posters
- 7 desks or folding tables (assuming 3 tables configured as central table for 9 chairs).
- 1 small table
- 1 phone able to connect to the phone in the ICP room.

Simulation Room Costumes

Clients provide costumes that are standard for their workforce:

- 8 turn-out gear jackets: 1 extra-extra large (XXL), 3 extra large (XL), 4 large (L) May be in poor condition.
- 8 hard hats or helmets May be non-operational or in poor condition.

Radio Requirements

Throughout the week, students need 20 programable radios with four radio frequencies and full batteries. Frequencies must be discrete with enough separation to prevent bleed over.

The following table details these requirements:

Radio	Channel			
	1	2	3	4
1	Frequency 1	Frequency 2	Frequency 3	Frequency 4
2	Frequency 1	Frequency 2	Frequency 3	Frequency 4
3	Frequency 1	Frequency 2	Frequency 3	Frequency 4
4	Frequency 1	Frequency 2	Frequency 3	Frequency 4
5	Frequency 1	Frequency 2	Frequency 3	Frequency 4
6	Frequency 1	Frequency 2	Frequency 3	Frequency 4
7	Frequency 1	Frequency 2	Frequency 3	Frequency 4
8	Frequency 1	Frequency 2	Frequency 3	Frequency 4
9	Frequency 1	Frequency 2	Frequency 3	Frequency 4
10	Frequency 1	Frequency 2	Frequency 3	Frequency 4
11	Frequency 1	Frequency 2	Frequency 3	Frequency 4
12	Frequency 1	Frequency 2	Frequency 3	Frequency 4
13	Frequency 1	Frequency 2	Frequency 3	Frequency 4
14	Frequency 1	Frequency 2	Frequency 3	Frequency 4
15	Frequency 1	Frequency 2	Frequency 3	Frequency 4
16	Frequency 1	Frequency 2	Frequency 3	Frequency 4
17	Frequency 1	Frequency 2	Frequency 3	Frequency 4
18	Frequency 1	Frequency 2	Frequency 3	Frequency 4
19	Frequency 1	Frequency 2	Frequency 3	Frequency 4
20	Frequency 1	Frequency 2	Frequency 3	Frequency 4

Role Players

Incident Leadership requires two client-provided role players to depict characters that span all the simulations through the entire week. These role players are integral to the MCS cadre, and their assignment spans from 1000 Monday through 1200 Friday with roughly a one-hour lunch break each day.

These characters, when played well, help to provide fidelity and continuity from simulation to simulation and are important to the learning of the participants. For this reason, careful consideration should be given when choosing people for these two roles.

Ideally, both role players are graduates of this program so that they are familiar with the scenario and the conceptual approach of the program. If they are not graduates, it is best if there are no plans for them to attend future programs as they will become familiar with the scenario and it will reduce the benefits they can receive from the course. Having a former role play subsequently attend the program as a student may also limit the benefits for others in the course.

As a minimum, these personnel should be familiar with the Incident Command System, adaptable, and enthusiastic. Below are the descriptions of the two roles:

- **Zone Dispatcher (Armando Ricardo)**—A person who is familiar enough with radio protocol as well as fire and other operational terminology to simulate the dispatch function for a zone. In addition, this person should be familiar enough with the typical resources on a Type-3 incident to allocate and track these resources.
- **ITF Regional Emergency Coordinator (Roger Keen)**—A person who has the credibility and experience to role play a commander overseeing a Type-3 IMT. This supervision includes making decisions as the ITF Regional Emergency Coordinator as well as counseling and mentoring the IMT-3 in the leadership skills, behaviors, and principles covered in the program.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *Incident Leadership*.

Committing to a Program

- ☐ Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
- ☐ Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).

Initial Planning for Program

- ☐ After you order a program, complete and return the Course Information Sheet to begin the logistics process.
- ☐ (Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.

Seven to Eight Weeks Prior to Program

- ☐ Make arrangements to reserve the facility to be used for the program.
- ☐ Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
- ☐ Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.

Six Weeks Prior to Program

- ☐ Finalize the student roster.
- ☐ Contact MCS Logistics to arrange the distribution of the prework package to the students.
- ☐ Make arrangements to reserve radios.

Two to Four Weeks Prior to Program

- ☐ Confirm reservation for the training location.
- ☐ Recruit role players for the simulation.
- ☐ Verify receipt of shipped program materials with MCS Logistics.
- ☐ Secure radio frequencies for use in the simulation.
- ☐ Arrange for specified costumes for the students to use as role players: turn-out gear jackets—1 extra-extra large (XXL), 3 extra large (XL), 4 large (L); 6 helmets or hard hats
- ☐ Contact MCS Logistics to arrange contact with the lead instructor.
- ☐ (Optional) Verify guest speaker.

One Week Prior to Program

- ☐ Arrange for MCS cadre to have access to classrooms on Sunday afternoon or evening for setup.
- ☐ Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
- ☐ Secure, test, charge, and program radios. Radios are needed for the entire program.
- ☐ Arrange access to shipped materials for MCS cadre upon arrival Sunday.
- ☐ Verify availability of flipcharts, extension cords with power bar, and projection screen.
- ☐ Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
- ☐ Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.

Day Before Program (Typically Sunday)

- ☐ Meet with MCS cadre.
- ☐ Bring MCS cadre to training rooms. Have on location all of the following: both boxes of course materials, radios, flipcharts, tables, chairs, phones, and extension cord. The MCS cadre will begin set-up no later than 1700.

- ☐ Verify any security arrangements for rooms and equipment with MCS cadre.

Day 1 (Typically Monday)

- ☐ Meet with MCS cadre on Monday before class for final setup needs.
- ☐ Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
- ☐ Arrange for the role players meet with the MCS cadre by 1000.
- ☐ Confirm e-mail access arrangements and share information with MCS cadre.
- ☐ During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.

Day 2

- ☐ Check in with the MCS cadre twice—before class begins and at the end of the day.

Day 3

- ☐ Check in with the MCS cadre twice—before class begins and at the end of the day.

Day 4

- ☐ Check in with the MCS cadre twice—before class begins and at the end of the day.
- ☐ Discuss with cadre any needs regarding room closedown or clean up.

Day 5

- ☐ Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.
- ☐ Meet with MCS cadre for final turn in at the end of the simulation.

APPENDIX C: INTENT INTO ACTION LOGISTICAL REQUIREMENTS

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

Review Overall Schedule and Timing for the Week

☐ Course Description

Course includes about 8 hours of pre-work and then 5 days of dynamic classroom and simulation environment. 32 participants are organized into four, eight person teams representing the eight functional positions of the command & general staff.

☐ Course Schedule

Monday – 0800*-1800 – *Check-in begins at 0730; the course starts promptly at 0800

Tuesday – 0800-1700 – Voluntary evaluator mentoring session after class until 1800

Wednesday – 0800-1715

Thursday – 0800-1700

Friday – 0800-1700 – For travel planning, the course finishes at 1700

- ☐ Review lunch (no lunch break on Day 4 and 5 – working straight through as on an incident) – review Snacks plan (Cadre provides Day 1, Student Teams Days 2-5)
- ☐ Confirm on-site course coordinator and contact info
- ☐ Brief on linkup with cadre either Sat afternoon or Sunday early

Coordinate access to training center for set up all day Sunday (once cadre & coordinator have discussed initial coordination items, course coordinator's presence will not be required)

Review Course Cadre

- ☐ 6 MCS facilitators (provide names and contact info as needed)

Training Site:

- ☐ Training Site location and address?
- ☐ Review Facility Requirements:

Good cell phone coverage between the rooms
Internet connection in the cadre support room
On scene copier support for a few small jobs

☐ Rooms:

1 x Large Classroom - 30'x35' or 1050 sq ft

4 x Incident Command Posts (ICPs) - (A, B, C & D) - 25'x25' or 625 sq ft each

1 x Cadre Support Room - 20'x20' or 400 sq ft

* if it becomes difficult to find rooms of adequate size, it is possible to mitigate with some additional breakout rooms, get cadre involved in this discussion

- ☐ Confirm client has supply list and room diagrams: (attached)
- ☐ NOTE: No radios, frequencies or role players are required for this course. This is different from the other MCS training components of the leader development program you may be using.

Evaluation Status

- ☐ Client commitment to a 4 person evaluation? (Must be qualified Type 2 C&GS if L-481 cert is desired)
- ☐ Names and contact info for evaluators?
- ☐ Report time for evaluators (normally 1500 on Sunday for briefing at training site)
- ☐ MCS will email detailed evaluation guidance to each evaluator and mail workbook materials

Certificate preparation

- ☐ L-481 (Advanced Leadership for the C&GS) – client prints NWCG Cert, MCS will sign

Because of nature of evaluation and potential impact to student's careers, we feel it is more appropriate that the actual evaluation checklist document is signed by an agency rep versus a contractor.

- ☐ MCS will also provide a course certificate for Intent into Action

Pre-Course Activity

- ☐ Does client need help filling 32 seats (MCS can announce to local cooperators in area)?
- ☐ Course login and password issued to client?
- ☐ Does client have pre-work letter template?

Training Center location

Travel to Training Site

Hotels & restaurants near hotel and training center

Items unique to training center (badge access, parking, etc)

Pre-Work Process to log onto website

Registration/Sign In – Time, Place, Process

What to bring

What to wear

Course Schedule

Snacks and lunch

Program description and outcomes: NWCG L-481 interchangeable with S-420 Command & General Staff Courses

Host agency course contact for attendance/registration issues

MCS course contact for pre-work issues

- ☐ Estimated date pre-work letter will go out?
- ☐ Course web access active?

Shipping

MCS will ship 4-5 boxes of course materials and possibly 4 Equipment Bags to the host agency approximately 2-4 weeks out.

- ☐ Shipping address and POC?
- ☐ Is return shipping support available? (We would do waybills, just need help with drop off)

Travel

- ☐ Nearest commercial airport?
- ☐ Any travel considerations in and around airport to training and lodging sites?
- ☐ Recommended lodging sites near the training center?

Kick Off Speaker

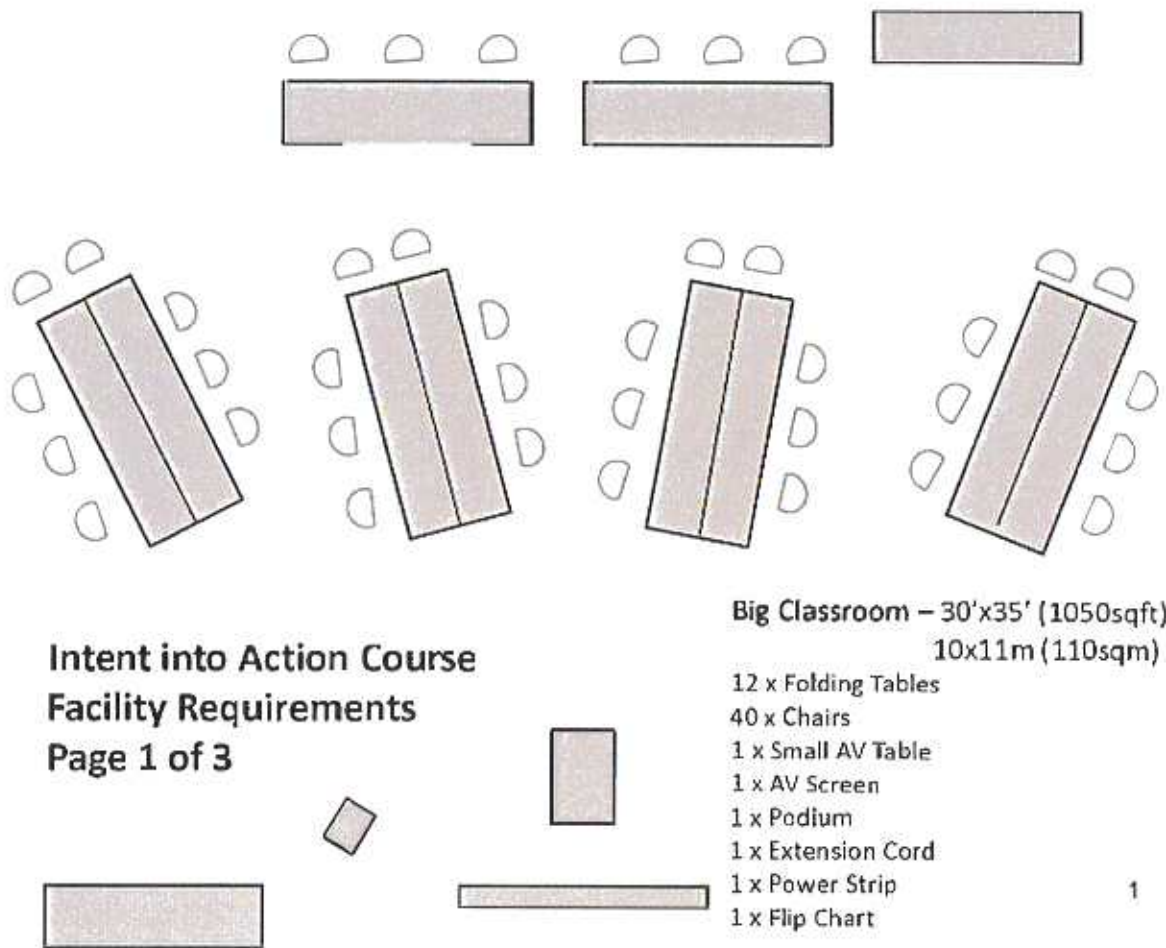
- ☐ Prefer *not to have* at course opening

Due to very challenging schedule on Monday, we would prefer that any opening remarks by host agency are kept to a minimum. Cadre has no need for opening remarks by agency representative, but can accommodate if important to host agency.

Having an agency representative to speak at the end of the course is very easy to work into the program and is preferred over an opening speaker.

Finance

- ☐ Confirm Invoice POC and contact info?
- ☐ Confirm payment terms as needed
- ☐ Confirm cancellation policy



4 X Team Rooms

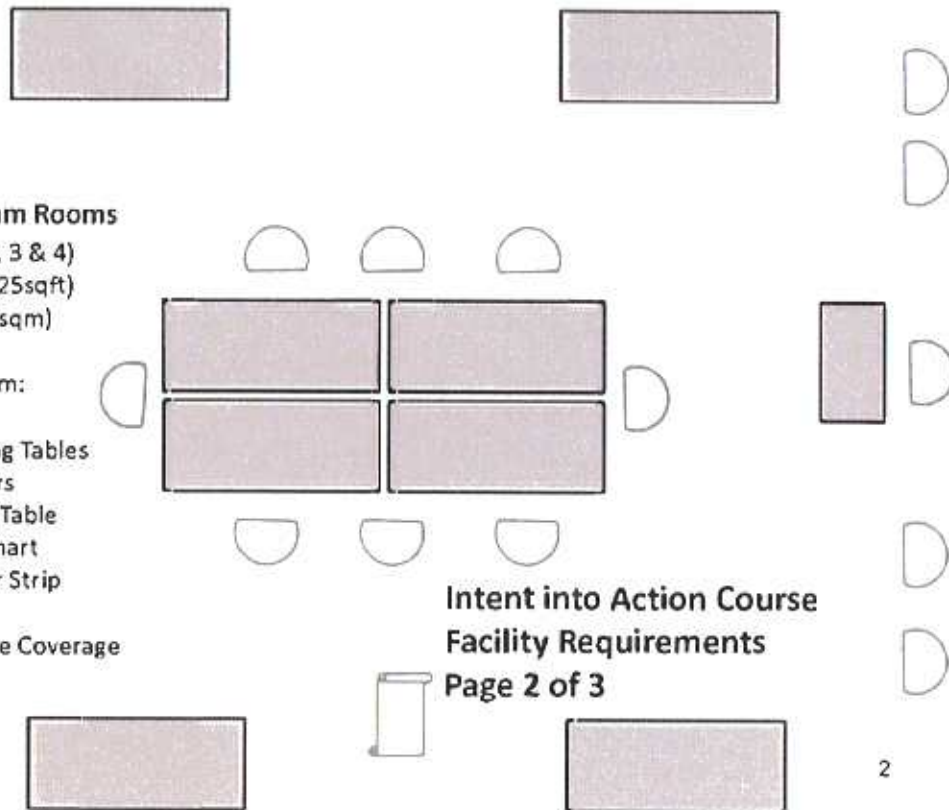
ICPs (1, 2, 3 & 4)
25'x25'(625sqft)
8x8m (64sqm)

Each Room:

8 x Folding Tables
13 x Chairs
1 x Small Table
1 x Flip Chart
1 x Power Strip

Cell Phone Coverage

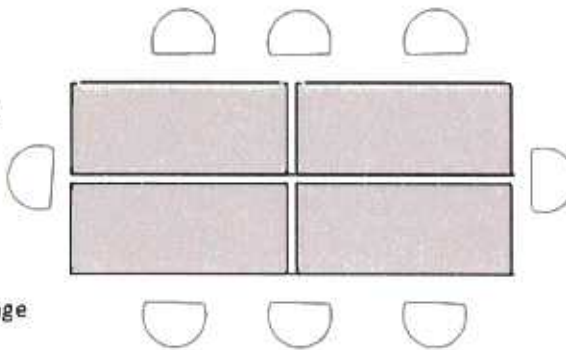
**Intent into Action Course
Facility Requirements
Page 2 of 3**



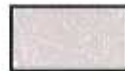
1 x Cadre Room
20'x20' (400sqft)
6x6m (36sqm)

8 x Folding Tables
8 x Chairs
1 x Small Table
1 x Flip Chart
1 x Power Strip

Cell Phone Coverage
and
Internet Connection



Intent into Action Course
Facility Requirements
Page 3 of 3



3

Implementation Support for OCFA Operational Culture

	Day 1 (0800-1800)	Day 2 (0800-1800)	Day 3 (0800-1700)		
0730	Check-in				
0745					
0800	Intro	Sim 1ee: Objectives briefing	Sim 2 — IMT — Green	Sim 2 — Support — Black	Organizational Alignment — Red & Blue
0815					
0830	Theatre Briefing				
0845	Ex: Command Presence Message	Sim 1f: Strategy Meeting			
0900					
0915			Sim 2 — IMT — Black	Sim 2 — Support — Green	
0930					
0945					
1000		Ex: Practicing Command Presence			
1015					
1030		Committing to the Plan			
1045	Break				
1100	Assuming Command		Sim 2 — IMT — Black	Sim 2 — Support — Green	
1115					
1130	Sim 1a: AA Briefing	Sim 1h: Planning Meeting			
1145					
1200	Lunch		Lunch		
1215					
1230					
1245					
1300					
1315	Sim 1b: IC Briefing	Communicating Intent	Sim 2 — IMT — Blue	Sim 2 — Support — Red	Organizational Alignment — Black & Green
1330					
1345	Sim 1c: Functional COP	Sim 1i: Prepare to Communicate Intent			
1400					
1415	Break	Break			
1430	Sim 1d: COP Briefing		Sim 2 — IMT — Red	Sim 2 — Support — Blue	
1445					
1500					
1515					
1530	Developing Intent	Sim 1j: Communicate Intent			
1545					
1600					
1615		Break			
1630	Sim 1e: Objectives Meeting	Sim 1 AAR Sim 2 Briefing			
1645					
1700					
1715					
1730					
1745					
1800					

Implementation Support for OCFA Operational Culture

	Day 4 (0800-1630)	Day 5 (0800-1700)
0800		
0815	Sim 3a: AA Briefing	Sim 3a: AA Briefing
0830		
0845	Sim 3b : IC Briefing	Sim 3b : IC Briefing
0900		
0915	Sim 3c: Assume Command	Sim 3c: Assume Command
0930		
0945		
1000	Sim 3d Objectives Meeting	Sim 3d Objectives Meeting
1015		
1030		
1045	Sim 3e: Strategy	Sim 3e: Strategy
1100		
1115	Sim 3f: Tactics Meeting	Sim 3f: Tactics meeting
1130		
1145		
1200	Sim 3h: Planning Meeting	Sim 3h: Planning meeting
1215		
1230	Sim 3i: Prepare for Ops Briefing	Sim 3i: Prepare for Ops Briefing
1245		
1300		
1315	Sim 3j: Operations Period Briefing	Sim 3j: Operations Period Briefing
1330		
1315	Sim 3k: Unit Leader Briefings	Sim 3k: Unit Leader Briefings
1400		
1415	Sim 3.m: Prep VIP	Sim 3 m: Prep VIP
1430		
1445	Sim 3n: VIP Briefing	Sim 3n: VIP briefing
1500		
1515		
1530		
1545	AAR + Evaluation	AAR + Evaluation
1600		
1615		
1630		
1645		Course closeout
1700		

OCFA Special Procurement Justification Form

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

SECTION I - INSTRUCTIONS

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

SECTION II – REQUEST INFORMATION

Department/Section: Operations	Requested By: Chief Fennessy	Date: 9/11/2020
Recommended Vendor: Mission-Centered Solutions	Vendor Contact: Lark McDonald	Vendor's E-mail Address: l.mcdonald@mcsolutions.com
Vendor Address: P.O. Box 969, Franktown, CO 80116		Vendor's Telephone #: (303) 646-3700
Type of Contract: <input type="checkbox"/> One-time <input checked="" type="checkbox"/> Multi-Year <input type="checkbox"/> Renewal <input type="checkbox"/> Amendment <input type="checkbox"/> Increase	Contract Term (Dates): 9/24/2020 - 9/23/2022	Contract Amount: \$391,700
If the contract type is a Renewal, Amendment or Increase, please provide previous contract information with this request (PO, BO, previous approval date, Chief approval or EC approval, and dollar amount).		Attachments: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

SECTION III – JUSTIFICATION

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

Mission-Centered Solutions (MCS) has provided a high-level scope of work to assist OCFA to achieve the goals of leadership development, specific to the fire services to support, reinforce, and model the values and behaviors for cultural development, a goal of the Fire Chief.

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

While there are other firms that offer leadership programs, the MCS Mission Driven Culture training program was designed specifically for fire service agencies with an understanding of the unique culture. OCFA's Mission Driven Culture development training program was launched successfully

SECTION III – JUSTIFICATION (continued)

in 2018 with the majority of the classroom-portion of the scope of services complete by MCS under the IAFC agreement. MCS has been the primary training facilitator since the start of the development training program. As such, engaging MCS directly for the two final years of the program will ensure consistency and continuity of the training.

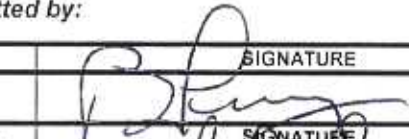
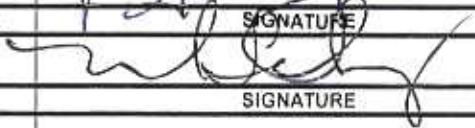
3. Pricing - What efforts were made to get the best pricing (e.g., did you simply request a quote, negotiate a better price with the vendor, did the vendor provide a discount)? Please provide the quote with your special procurement request.

Pricing is standard, and travel costs are included. Much of the future training is not guaranteed, thus providing OCFA flexibility to scale the program if needed.

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

Yes. In order to continue the cultural development and succession planning of the organization, OCFA will most likely need future training courses and licenses for program tools. Funding from grant sources may be requested for future training courses. As OCFA staff adopt the training and principles of the program, internal staff may be able to lead future courses providing opportunities for some cost savings.

Special Procurement Request Submitted by:

REQUESTORS NAME	SIGNATURE	DATE
Chief Fennessy		9/14/20
DIVISION CHIEF/SECTION MANAGER NAME	SIGNATURE	DATE
Chief Sanchez		9/14/20
ASSISTANT CHIEF NAME	SIGNATURE	DATE

Purchasing Manager's Comments:

PURCHASING MANAGER'S APPROVAL	DATE
	9/16/2020
ASSISTANT CHIEF, BUSINESS SERVICES APPROVAL	DATE
	9/14/20

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

Executive Committee Approved: ☐ Yes ☐ No Date approved _____

ITEM 4A
Attachment 1
Exhibit 3
Page 276



ORANGE COUNTY FIRE AUTHORITY P.

O. Box 57115, Irvine, CA 92619-7115 • 1 Fire Authority Road, Irvine, CA 92602-0125

Brian Fennessy, Fire Chief

(714) 573-6000

www.ocfa.org

Exhibit 3

October 19, 2020

Via Electronic Mail and
pre-paid, first class mail

International Association of Fire Chiefs
Attn: Nancy H. Weaver, Contracts Administrator
nweaver@iafc.org
4795 Meadow Wood Lane, Suite 100
Chantilly, VA 20151

**Re: OCFA Blanket Order 01883-1 – Leader and Command Education
Development Training**

Dear Ms. Weaver:

International Association of Fire Chiefs ("IAFC") currently provides leader and command education development training services to the Orange County Fire Authority ("Authority") pursuant to that certain Professional Services Agreement dated August 23, 2018, as most recently modified by Amendment One to Professional Services Agreement dated July 22, 2019 (collectively, the "Agreement"). This year the impacts of the COVID-19 have forced the department to readjust priorities and schedules. As a result, we will be terminating the current the 3-year professional services contract we have with your organization to provide leadership training and support. This action will terminate all scheduled Year 3 activities and any remaining uncompleted tasks of the project. Thank you for your service and understanding in this matter. Per Section 8.5 of the Agreement, the Authority is exercising its right to terminate without cause and hereby issues this Notice of Termination to IAFC, to be effective November 18, 2020, at which time IAFC shall cease all related services to the Authority.

This decision is in no way a reflection of the services that IAFC has provided. If OCFA should issue a solicitation for training services in a future endeavor your firm is welcome to participate. I want to thank you for the services that your firm has provided to OCFA. If you have any questions about this action, please contact Robert Cortez, Assistant Chief at (714) 573-6012.

Sincerely,

Sara Kennedy
Purchasing Manager

Cc: David Kendig, General Counsel
Robert Cortez, Assistant Chief
Brian Fennessy, Fire Chief

Serving the Cities of: Aliso Viejo • Buena Park • Cypress • Dana Point • Garden Grove • Irvine • Laguna Hills • Laguna Niguel • Laguna Woods
Lake Forest • La Palma • Los Alamitos • Mission Viejo • 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

ITEM 4A
Attachment 1
Exhibit 4
Pages 277-280



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
September 24, 2020

Agenda Item No. 2B
Consent Calendar

Carryover of FY 2019/20 Uncompleted Multi-Year Projects

Contact(s) for Further Information

Robert Cortez, Assistant Chief Business Services Department	robertcortez@ocfa.org	714.573.6012
Tricia Jakubiak, Treasurer	triciajakubiak@ocfa.org	714.573.6301
Stuart Lam, Budget Manager	stuartlam@ocfa.org	714.573.6302

Summary

This agenda item is a routine annual request for approval to carryover funding for various projects, grants, and unexpended funds that were not used in FY 2019/20 and require funding in FY 2020/21.

Prior Board/Committee Action

On September 9, 2020, the Budget and Finance Committee approved the item as recommended by a 7-0 vote (Farias and Rossini absent).

RECOMMENDED ACTION(S)

1. Approve a budget adjustment in the FY 2020/21 General Fund (121) increasing revenues by \$7,853,974 and expenditures by \$10,468,027.
2. Approve a budget adjustment in the FY 2020/21 General Fund CIP (12110) increasing expenditures by \$4,251,843.
3. Approve a budget adjustment in the FY 2020/21 Fire Stations and Facilities Fund (123) increasing expenditures by \$6,021,771.
4. Approve a budget adjustment in the FY 2020/21 Communications and Information Systems Fund (124) increasing expenditures by \$2,948,389.
5. Approve a budget adjustment in the FY 2020/21 Fire Apparatus Fund (133) increasing expenditures by \$2,409,530.
6. Approve a budget adjustment in the FY 2020/21 Irvine Settlement Agreement Fund (139) increasing expenditures by \$1,500,000.
7. Approve a budget adjustment in the FY 2020/21 Structural Fire Entitlement Fund (171) increasing expenditures by \$1,226,020.

Impact to Cities/County

The proposed adjustments to the FY 2020/21 budget will have no impact to cash contract city charges.

Fiscal Impact

Approval of the requested adjustments will accommodate a change in timing of revenues and appropriations, from FY 2019/20 to FY 2020/21, in the funds listed as per the recommended actions.

Background

The annual carryover request includes projects in the General, Capital Improvement Program and other funds, as summarized in the table below. Due to the complexity, size, timing and resources available to complete projects, as well as changes in priorities, not all projects were completed within the fiscal year. Therefore, staff is recommending to carry over the appropriations for such projects so that they may continue and be completed within fiscal year 2020/21. Carryover requests reflect simply a timing change of planned expenditures.

Fund	Revenues	Expenditures
General Fund (121)	\$7,853,974	\$10,468,027
GF Capital Improvement Program (12110)	-	\$4,251,843
Fire Stations & Facilities (123)	-	\$6,021,771
Comm. & Info Systems (124)	-	\$2,948,389
Vehicle Replacement (133)	-	\$2,409,530
Irvine Settlement Agreement (139)	-	\$1,500,000
SFF Entitlement Fund (171)	-	\$1,226,020

Staff recommends the approval of the recommended actions.

Attachment(s)

Carryover FY 2019/20 to FY 2020/21

ORANGE COUNTY FIRE AUTHORITY
Carryover FY 2019/20 to FY 2020/21

ATTACHMENT 1

Fund#	Description	Carryover Revenue	Carryover Expenditure	Budget by Category	Appropriate Fund Balance
Fund 121 - General Fund					
	Restricted				
121	US&R Grant (2018 & 2019)	\$759,528	\$759,528		\$0
121	SAFER Grant	844,852			(844,852)
121	AFG Fire Ground Survival Training Grant	866,760	866,760		0
121	CalFire Tree Pest Mitigation Grant	5,152,079	5,152,079		0
121	CalFire Fire Prevention Grant (cameras)	30,952	30,952		0
121	CalFire Augmentation/GGRF (revenues received prior years)		1,715,690		1,715,690
121	CALJAC	199,803	199,803		0
121	Maruchan Donation		380,398		380,398
			Restricted	9,105,210	
	Training				
121	Mission Driven Culture Training		396,350		396,350
121	L-Series Gettysburg Training		83,507		83,507
121	Special Operations - Air Ops Training		160,000		160,000
121	Clerk of the Authority-Virtual Training		3,000		3,000
121	Academy 51 Performance Coaching and Physician Oversight		86,833		86,833
121	Outreach & Recruitment Volunteer Training		75,000		75,000
			Training	804,690	
	Other Services & Supplies				
121	Special Operations - Aircraft Maintenance		384,000		384,000
121	Incident Management Team Logistical Support		51,868		51,868
121	Badge Purchases		37,259		37,259
121	Marketing/Advertising re: FF Trainee Recruitment		60,000		60,000
121	Drowning Prevention Program		25,000		25,000
			Other Services & Supplies	558,127	
Total: Fund 121		7,853,974	10,468,027	10,468,027	2,614,053
Fund 12110 - General Fund CIP					
	Equipment				
12110	Network, Servers, Security (P337)		334,673		334,673
12110	PCs, Laptops, Tablets, Printers (P331)		63,483		63,483
12110	Thermal Imaging Cameras (P411)		1,100,000		1,100,000
12110	Mobile Data computer system upgrade (P303)		130,567		130,567
12110	800 MHz Radios (P332)		137,106		137,106
12110	High Pressure Airbags (P410)		170,000		170,000
			Equipment	1,935,829	
	Fire Station Improvements				
12110	Enterprise Phone/Public Address System Upgrade (P408)		1,157,232		1,157,232
12110	Station Bathroom Gender Accommodation (P413)		233,750		233,750
12110	FS#26 Kitchen, Flooring and Bathroom Remodel (P414)		243,492		243,492
12110	Dormitory Privacy - FS#53 (P416)		77,000		77,000
12110	Dormitory Repairs - FS#41 (P417)		265,000		265,000
12110	Bathroom Modification - FS#13 (P418)		227,165		227,165
12110	Kitchen Remodel - FS#6 (P420)		77,273		77,273
12110	FS#32 New Security Fencing, Automatic Gate (P425)		35,102		35,102
			Fire Station Improvements	2,316,014	
Total: Fund 12110		-	4,251,843	4,251,843	4,251,843

ORANGE COUNTY FIRE AUTHORITY
 Carryover FY 2019/20 to FY 2020/21

ATTACHMENT 1

Fund#	Description	Carryover Revenue	Carryover Expenditure	Budget by Category	Appropriate Fund Balance
Fund 123 - Fire Stations and Facilities					
	Fire Station Improvements				0
123	Replacement of Fire Station 10 Yorba Linda) (P503)		1,712,231		1,712,231
123	Fire Station 49 Apparatus Bay Floor Reconstruction (P253)		1,032,570		1,032,570
123	Retrofit existing Station Fire Life Safety Systems (P258)		270,000		270,000
123	Construction of new FS#12 (Laguna Woods) (P553)		500,000		500,000
	Fire Station Improvements		3,514,801		
	Other Facility Improvements				
123	RFOTC Training Grounds Expansion and Upgrade (P251)		1,598,739		1,598,739
123	Infrastructure Security Enhancements (P247)		641,062		641,062
123	US&R Warehouse Training Center Improvements (P246)		267,169		267,169
	Other Facility Improvements		2,506,970		
Total: Fund 123		-	6,021,771	6,021,771	6,021,771
Fund 124 - Communications & Information Systems					
	Communications & Equipment				
124	OCFA Enterprise Audio Video Equipment Upgrades (P350)		278,720		278,720
	Communications & Equipment		278,720		
	Applications and Systems Upgrade				
124	RFOTC Data Ctr Fire Suppression Sys Upgrade (P348)		967,262		967,262
124	Incident Reporting Application Replacement (P325)		142,881		142,881
124	CRR Automation-IFP Replacement (P326)		760,448		760,448
124	TheHive Cloud Upgrade (P351)		100,000		100,000
124	EMS Immunization Tracking (P352)		82,515		82,515
	Applications and Systems Upgrade		2,053,106		
	Business Continuity				
124	OCFA Disaster Recovery Co-Location Facility (P349)		616,563		616,563
	Business Continuity		616,563		
Total: Fund 124		-	2,948,389	2,948,389	2,948,389
Fund 133 - Vehicle Replacement Fund					
133	Haz Mat Support Vehicle		1,042,973		1,042,973
133	Heavy Rescue		835,000		835,000
133	US&R Support Vehicle		208,524		208,524
133	Paramedic Squad		273,033		273,033
133	Trailer - IT/IMT		50,000		50,000
Total: Fund 133		-	2,409,530	2,409,530	2,409,530
Fund 139 - Irvine Settlement Agreement Fund					
139	Joint Training Facility Design Allocation		1,000,000		1,000,000
139	Bidirectional Amplifiers		500,000		500,000
Total: Fund 139		-	1,500,000	1,500,000	1,500,000
Fund 171 - Structural Fire Fund Entitlement Fund					
171	Balance of remaining SFF funds		1,226,020		1,226,020
Total: Fund 171		-	1,226,020	1,226,020	1,226,020

ITEM 4A
Attachment 1
Exhibit 5
Pages 281-303



Exhibit 5

Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
 May 25, 2017

Agenda Item No. 5B
 Discussion Calendar

Professional Labor Negotiation Services

Contact(s) for Further Information

Lori Zeller, Assistant Chief
 Business Services Department

lorizeller@ocfa.org

714.573.6020

Summary

This item is submitted for approval of a renewed contract for Professional Labor Negotiation Services with Peter Brown of Liebert Cassidy Whitmore (LCW).

Prior Board/Committee Action

Labor Negotiator Ad Hoc Committee Recommendation: *APPROVE OPTION 1*

Executive Committee Recommendation: *APPROVE w/MODIFIED TERMS*

In September 2016, as labor Memorandum of Understanding (MOU) negotiations with the Firefighter unit were concluding, Director Spitzer requested that the Labor Negotiator Ad Hoc Committee reconvene to discuss potential billing terms with Mr. Brown for a future renewed contract. The Ad Hoc Committee met on March 23, 2017, and recommended a contract renewal (Option 1) as outlined below.

On April 27, 2017, the Executive Committee reviewed the agenda item and voted 4-yes, 2-no, 1-abstention to approve a contract with modified billing terms from those that had been offered by LCW. The modified terms included the hourly billing rate offered under Option 1, combined with travel billing terms offered under Option 2. Since these modifications had not been approved by LCW, the Executive Committee directed staff to discuss the terms with Mr. Brown of LCW for concurrence. Subsequent to the meeting, Mr. Brown informed staff that he does not concur with the modified terms; however, he stands behind the options originally offered, as described below.

RECOMMENDED ACTION(S)

Approve the Professional Services Agreement (Option 1) with Peter Brown, Liebert Cassidy Whitmore, for professional labor negotiation services for a three year term (July 1, 2017, to June 30, 2020), at an annual amount not to exceed \$100,000.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funds are budgeted annually at \$100,000 per year for ongoing labor negotiation services.

Background

In December 2013, the Board of Directors appointed Peter Brown of Liebert Cassidy Whitmore to serve as OCFA's professional labor negotiator. Since 2013, Mr. Brown has successfully negotiated the following MOUs with the Fire Authority's four labor groups:

- One-year MOU (Nov. 2014 - Oct. 2015) with the Orange County Professional Firefighters Association (OCPFA)
- Three-year MOU (Dec. 2014 - Dec. 2017) with the Orange County Employees Association (OCEA)
- Three-year MOU (June 2015 - June 2018) with the OCFA Management Association (OCFAMA)
- Four-year MOU (July 2016 - June 2020) with the OCFA Chief Officers' Association (COA)
- Four-year MOU (Sept. 2016 – Aug. 2020) with OCPFA
- Five-year Firefighter Healthcare Agreement (2017 – 2021) with OCPFA

Staff met with the Labor Negotiator Ad Hoc Committee on March 23, 2017, to discuss potential terms with Mr. Brown/LCW for contract renewal, in particular, billing terms related to travel time. Mr. Brown offered options 1 and 2 to OCFA for a renewed contract:

Option 1: Hourly rate of \$350, billed for hours spent performing work for the client, as well as hours spent traveling to/from client meetings *only when* the travel time is not otherwise billable for other work purposes. Billing for travel time is excluded when the time spent traveling was utilized for other purposes, such as:

- Travel time is already being incurred to meet with other clients in the area
- Travel time was spent on phone calls or dictating notes on behalf of clients

Option 2: Hourly rate of \$425, billed only for hours spent performing work for the client, and excluding all travel time

Option 3: On May 11, 2017, Mr. Brown offered the following as a third option:

Contract with LCW for a choice of negotiators including Mr. Brown, various Associates, and Labor Relations Director Kristi Recchia, who is a non-attorney labor negotiator who lives locally and has a billing rate of \$230 per hour. Ms. Recchia would not charge for travel. If OCFA choose to use Ms. Recchia, Mr. Brown will be available for on-site or conference call consultation at a rate of \$425 per hour.

Staff analyzed past activity billed by LCW to OCFA, comparing costs under option 1 and 2 now being offered to OCFA for a new contract. Option 3 was not costed out due to lack of history on what the mix of negotiations would be. Results are shown below indicating that costs which would be billed to OCFA under both options are similar; however, the costs under Option 1 are slightly lower. Option 1 was recommended for approval by the Labor Negotiator Ad Hoc Committee, and a hybrid of Options 1 and 2 was recommended by the Executive Committee; however, the hybrid was not agreed by LCW.

Dates of Service	Billed Travel Hours	Billed Work Hours	Combined Hours	<u>Billing Option 1</u> \$350 x Combined Hours	<u>Billing Option 2</u> \$425 x Work Hours
July – Dec 2014	37.30	162.80	200.10	\$70,035.00	\$69,190.00
Jan – June 2015	33.00	139.60	172.60	\$60,410.75	\$59,330.21
July – Dec 2015	24.10	137.79	161.89	\$56,661.50	\$58,560.75
Jan – June 2016	41.20	220.43	261.63	\$91,570.50	\$93,682.75
July – Dec 2016	12.10	95.70	107.80	\$37,730.00	\$40,672.50
Totals	147.70	756.32	904.02	\$316,407.17	\$321,436.21

Selection of Special Counsel is typically completed by the Board of Directors, while contract increases/extensions for Special Counsel have been completed by the Executive Committee. In the event we don't identify agreeable terms for renewal of this contract for Special Counsel/Labor Negotiator, then staff's next step will be to complete a Request for Proposal (RFP) process to identify an alternative firm for Labor Negotiator services. The RFP is ready for issuance, should that be the direction from the Board.

Attachment(s)

Proposed Professional Services Agreement (Recommended Option 1)

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Board of Directors Regular Meeting
Thursday, May 25, 2017
6:00 P.M.**

**Regional Fire Operations and Training Center Board Room
1 Fire Authority Road
Irvine, CA 92602-0125**

CALL TO ORDER

A regular meeting of the Orange County Fire Authority Board of Directors was called to order on May 25, 2017, at 6:04 p.m. by Chair Swift.

INVOCATION

Chaplain Duncan McColl offered the invocation.

PLEDGE OF ALLEGIANCE

Director Nelson led the Assembly in the Pledge of Allegiance to the Flag.

ROLL CALL

Lisa Bartlett, County of Orange
Tim Brown, San Clemente
Ellery Deaton, Seal Beach
Melissa Fox, Irvine
Craig Green, Placentia
Shelley Hasselbrink, Los Alamitos
Robert Johnson, Cypress
Al Murray, Tustin
Ed Sachs, Mission Viejo
David Shawver, Stanton
Elizabeth Swift, Buena Park
Juan Villegas, Santa Ana

Leah Basile, Lake Forest
Laurie Davies, Laguna Niguel
Sergio Farias, San Juan Capistrano
Carol Gamble, Rancho Santa Margarita
Dave Harrington, Aliso Viejo
Gene Hernandez, Yorba Linda
Joe Muller, Dana Point
Bill Nelson, Villa Park
Don Sedgwick, Laguna Hills
Michele Steggell, La Palma
Tri Ta, Westminster

Absent: Noel Hatch, Laguna Woods

Todd Spitzer, County of Orange

Also present were:

Fire Chief Jeff Bowman
Assistant Chief Brian Young
Assistant Chief Lori Smith
General Counsel David Kendig
Clerk of the Authority Sherry Wentz

Assistant Chief Lori Zeller
Assistant Chief Mike Schroeder
Assistant Chief Dave Anderson
Human Resources Director Brigitte Gibb

PRESENTATIONS

1. Requests for Commendations and Proclamations

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

- A. Chair Swift and Fire Chief Bowman presented a recognition to Director Hernandez for his service as chair. (F: 11.09)
- B. Chair Swift and Fire Chief Bowman presented Length of Service recognitions to Fire Captain Rick Van Auken for 40 years of service, and Battalion Chief Ron Roberts and Fire Captain Gary Lee for their 35 years of service. (F: 11.09D) (X: 11.09)
- C. Chair Swift and Fire Chief Bowman recognized Fire Captain Steve Concialdi's recent work for the Friends Against Drinking and Driving (FADD). Assistant Chief Schroeder introduced a video montage of Captain Concialdi's work with FADD. (F: 11.09B) (X: 11.09)

Director Murray arrived at this point (6:20 p.m.).

PUBLIC COMMENTS (F: 11.11)

Stephen Wontrobski, Mission Viejo resident, addressed transparency in public agencies and opposition to State Senate Bill 302.

CLOSED SESSION (F: 11.15)

General Counsel David Kendig reported the Board would convene to Closed Session to consider the matter on the agenda identified as CS1, Threat to Public Services or Facilities, CS2, Conference with Legal Counsel – Anticipated Litigation, CS3, Conference with Legal Counsel – Existing Litigation, CS4, Conference with Legal Counsel – Existing Litigation, CS5, Conference with Legal Counsel – Existing Litigation, CS6, Conference with Legal Counsel – Existing Litigation, and CS7, Conference with Labor Negotiator.

Chair Swift recessed the meeting to Closed Session at 6:37 p.m.

Director Farias arrived at this point (6:44 p.m.).

CS1. THREAT TO PUBLIC SERVICES OR FACILITIES

Authority: Government Code Section 54957(a)

Consultation with Irvine Police Department Lieutenant and Sergeant

CS2. CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION

Authority: Government Code Section 54956.9(d)(2) – Significant Exposure to Litigation (1 cases)

CS3. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION

Name of Claim: Gregory Hennessey vs. OCFA

Case Nos. 0518-WC-14-0500306

Authority: Government Code Section 54956.9(a)

CS4. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION

Name of Claim: Gregory Lonza vs. OCFA

Case Nos. 0518-WC-14-0500164

Authority: Government Code Section 54956.9(a)

CS5. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION

Name of Claim: Roger James vs. OCFA

Case Nos. ADJ1029504

Authority: Government Code Section 54956.9(a)

CS6. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION

Name of Case: Medix Ambulance Inc. v. Orange County Fire Authority

Case No.: OC Superior Court Case No. 30-2015-00773054-CU-BT-CJC

Authority: Government Code Section 54956.9(d)(1)

CS7. CONFERENCE WITH LABOR NEGOTIATOR

Agency Designated Representative: Lori Zeller, Assistant Chief

Employee Organizations: All Groups

Authority: Government Code Section 54957.6

Chair Swift reconvened the meeting at 7:50 p.m., with all prior Committee Members present.

CLOSED SESSION REPORT (F: 11.15)

General Counsel Kendig stated the Board of Directors unanimously approved settlements of CS3, CS4, and CS5; the specifics of the settlements will be disclosed upon request once the settlements are approved by all of the parties; otherwise there was no reportable action.

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

Budget and Finance Committee Chair Ed Sachs reported at the May 10, 2017, meeting, the Committee voted unanimously to receive and file the Communication with Auditors for Fiscal Year 2016/17 Financial Audit and the Rosenow Spevacek Group, Inc. Final Property Tax Revenue Projections; send the Monthly Investment Report and the Third Quarter Financial Newsletter to the Executive Committee for approval; and send the Updated Cost Reimbursement Rates, Orange County Drowning Prevention Task Force, and the Review of the Proposed Fiscal Year 2017/18 Budget to the Board of Directors for approval of the recommended actions.

REPORT FROM THE CLAIMS SETTLEMENT COMMITTEE CHAIR (F: 11.12)

Claims Settlement Committee Chair Swift reported the Committee considered Worker's Compensation claims for claimants Brad Jarrell, Charles Vollrath, and James Davis, and that there were no reportable actions.

REPORT FROM THE FIRE CHIEF (F: 11.14)

Fire Chief Jeff Bowman reported the Gold Spotted Oak Borer report will be presented at the July Board of Directors meeting, and noted the Urban Search and Rescue Contingency Fund Use was presented this evening at the Executive Committee meeting. Chief Bowman introduced Assistant Chief Anderson who presented an update of the PulsePoint app. General Counsel David Kendig reported on the Grand Jury status report, and Chief Bowman provided follow up to his October 2016 Action Items Update.

2. MINUTES

A. Minutes from the (A) March 23, 2017, Regular Board of Directors Meeting, and Minutes from the (B) April 27, 2017, Special Board of Directors Meeting (F: 11.06)

On motion of Director Johnson and second by Director Davies, the Board of Directors voted unanimously by those present to approve the Minutes of the March 23, 2017, Regular Board of Directors Meeting and the Minutes of the April 27, 2017, Special Board of Directors Meeting as submitted. Directors Gamble, Harrington, Hernandez, and Ta were recorded as abstentions due to their absence from the March 23, 2017, Board meeting. Directors Basile, Shawver, Hasselbrink, and Nelson were recorded as abstentions due to their absence from the April 27, 2017, Board meeting.

3. **CONSENT CALENDAR** (Agenda Item Nos. 3A and 3D were pulled for separate consideration)

A. Updated Cost Reimbursement Rates (F: 15.12)

Stephen Wontrobski, Mission Viejo resident, pulled this item to address transparency and the working papers of auditors Lance Soll Lunghard, LLP.

On motion of Director Murray and second by Director Shawver, the Board of Directors voted unanimously by those present to approve and adopt the proposed Cost Reimbursement Rate schedules to be effective July 1, 2017.

B. Orange County Drowning Prevention Task Force (F: 20.18)

On motion of Director Murray and second by Vice Chair Sachs, the Board of Directors voted unanimously by those present to approve a budget adjustment in the General Fund (121) increasing appropriations in the amount of \$25,000 for funding of the Orange County Drowning Prevention Task Force.

C. Amendment to County Island Fire and Medical Services Agreement with the City of Anaheim (F: 18.02)

On motion of Director Murray and second by Vice Chair Sachs, the Board of Directors voted unanimously by those present to approve and authorize the Board Chair to execute the Fifth Amendment to the Agreement with the City of Anaheim for the period of July 1, 2015, through June 30, 2020, for the purpose of providing fire and medical services to county unincorporated areas (county islands) located within, or adjacent to, the boundaries of the City of Anaheim.

D. Ratify Appointment to Executive Committee (F: 12.02A1)

Stephen Wontrobski, Mission Viejo resident, pulled this item to comment on his support of the appointment of Director Tri Ta to the Executive Committee.

On motion of Director Johnson and second by Director Murray, the Board of Directors voted unanimously to ratify the appointment of Tri Ta (Westminster) to the Executive Committee.

END OF CONSENT CALENDAR

4. PUBLIC HEARING(S)

A. Review of the Proposed Fiscal Year 2017/18 Budget 15.04 17/18

Assistant Chief Lori Zeller presented a PowerPoint presentation and review of the Proposed Fiscal Year 2017/18 Budget.

Chair Swift opened the public portion of the Public Hearing. Chair Swift closed the public portion of the Public Hearing without any comment from the general public.

Brief discussion ensued.

On motion of Director Ta and second by Director Muller, the Board of Directors voted unanimously by those present to:

1. Conduct a Public Hearing.
 2. Adopt the proposed FY 2017/18 Budget as submitted.
 3. Adopt Resolution No. 2017-03 entitled A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS ADOPTING AND APPROVING THE APPROPRIATIONS BUDGET FOR THE ORANGE COUNTY FIRE AUTHORITY FOR FISCAL YEAR 2017/18.
 4. Approve and authorize the temporary transfer of up to \$42 million from the following Funds to cover a projected temporary cash flow shortfall for FY 2017/18:
 - Fund 123 Fire Stations and Facilities - \$15 million
 - Fund 124 Communications and Information Systems - \$13 million
 - Fund 133 Fire Apparatus - \$14 million
 5. Approve and authorize the repayment of \$42 million borrowed funds from Fund 121 to the above Funds along with interest when General Fund revenues become available in FY 2017/18.
- Approve and authorize a FY 2016/17 budget adjustment to increase net revenues by \$138,450 and appropriations by \$447,113, as further described in this staff report.

5. DISCUSSION CALENDAR

A. Review of Request for Stanford Study (F: 11.17A)

Assistant Chief Lori Zeller presented the review of the Request for Stanford Study.

Stephen Wontrobski, Mission Viejo resident, addressed bankruptcy and pension law.

Brief discussion ensued.

On motion of Director Shawver and second by Director Ta, the Board of Directors voted by those present to decline the request for OCFA to take action to facilitate a Stanford Study.

SUPPORT (19):

Lisa Bartlett, County of Orange
Tim Brown, San Clemente
Laurie Davies, Laguna Niguel
Ellery Deaton, Seal Beach
Sergio Farias, San Juan Capistrano
Melissa Fox, Irvine
Carol Gamble, Rancho Santa Margarita
Dave Harrington, Aliso Viejo
Shelley Hasselbrink, Los Alamitos
Gene Hernandez, Yorba Linda
Robert Johnson, Cypress
Al Murray, Tustin
Ed Sachs, Mission Viejo
Don Sedgwick, Laguna Hills
David Shawver, Stanton
Michele Steggell, La Palma
Elizabeth Swift, Buena Park
Tri Ta, Westminster
Juan Villegas, Santa Ana

OPPOSED (4):

Leah Basile, Lake Forest
Craig Green, Villa Park
Joe Muller, Dana Point
Bill Nelson, Villa Park

ABSENT (2):

Noel Hatch, Laguna Woods
Todd Spitzer, County of Orange County Fire Authority

B. Professional Labor Negotiation Services (F: 17.10J1)

Assistant Chief Lori Zeller presented the Professional Labor Negotiation Services.

Stephen Wontrobski, Mission Viejo resident, spoke in opposition to the Professional Services Agreement.

On motion of Vice Chair Sachs and second by Director Ta, the Board of Directors voted unanimously by those present to approve the Professional Services Agreement (Option 1) with Peter Brown, Liebert Cassidy Whitmore, for professional labor negotiation services

for a three year term (July 1, 2017, to June 30, 2020), at an annual amount not to exceed \$100,000.

BOARD MEMBER COMMENTS (F: 11.13)

Director Ta thanked the Board Members for supporting his appointment to the Executive Committee.

Director Johnson noted the City of Cypress will be participating in the Orange County Task Force on Drowning Prevention.

Director Fox commended OCFA firefighters on the handling of a fuel truck fire at Bowerman Landfill.

Director Murray thanked OCFA Board of Directors for the contribution of \$25,000 toward the Orange County Task Force on Drowning Prevention, and Irvine's Director Fox, for bringing the request of a contribution to her city council where they also contributed \$25,000.

Director Gamble noted the City of Rancho Santa Margarita hosted the 1st Friends Against Drinking and Driving event and commended Captain Steve Concialdi's for his 100th presentation; bringing awareness of the consequences to high school students of drinking and driving.

Director Hernandez commended OCFA for the great tribute given to retiring Assistant Chief Dave Thomas.

Director Shawver thanked Board Members, staff, and firefighters for their well wishes during his recent surgery.

Director Green reported attending the OCFA Open House, the Placentia-Linda Hospital awards ceremony recognizing first responders, noting OCFA was well represented. He commented the Placentia City Council recently adopted a proclamation on drowning prevention.


Fire Chief Bowman commended Assistant Chief Lori Zeller and her team for their exceptional work on the 2017/18 Budget.

Vice Chair Sachs stated he and Chair Swift visited several fire stations recently, and encouraged all Board Members to visit fire stations outside of their own cities.

Chair Swift thanked Board Members who joined her and Vice Chair Sachs when they toured their respective city's fire stations. She encouraged the Board Members to approach their city managers for contributions to the efforts of drowning prevention.

Director Muller reported the City of Dana Point contributed \$5,000 towards the Orange County Task Force on Drowning Prevention and adopted a proclamation on the prevention of drowning. He noted attending the event for retiring Assistant Chief Dave Thomas.

ADJOURNMENT – Chair Swift adjourned the meeting at 9:35 p.m. The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, July 27, 2017, at 6:00 p.m.



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



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
 June 28, 2018

Agenda Item No. 3C
 Consent Calendar

**Contract Increase for
 Professional Labor Negotiation Services**

Contact(s) for Further Information

Lori Zeller, Assistant Chief
 Business Services Department

lorizeller@ocfa.org

714.573.6020

Summary

This item is submitted for approval to increase the contract for Professional Labor Negotiation Services with Peter Brown of Liebert Cassidy Whitmore (LCW).

Prior Board/Committee Action

At the May 25, 2017, Board of Directors meeting, a contract with Peter Brown/LCW was approved for a three-year term not to exceed \$100,000 per year.

RECOMMENDED ACTION(S)

Approve an increase to the Professional Services Agreement with Peter Brown, Liebert Cassidy Whitmore, in the amount of \$25,000 per year for the three-year term, for professional labor negotiation services.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funds are budgeted annually at \$100,000 per year for ongoing labor negotiation services. Additional funding is budgeted for legal services and professional consulting services, and staff will seek to absorb the increased labor negotiating costs from these other consulting categories.

Background

During FY 2017/18, Peter Brown of Liebert Cassidy Whitmore has been assisting OCFA to negotiate memorandums of understanding (MOUs) with two of the Fire Authority's four labor groups. The Orange County Employees Association's (OCEA) MOU expired in December 2017; however, the parties are at impasse, and are currently working with a mediator to seek resolution. The OCFA Management Association's (OCFAMA) MOU expired on June 24, 2018, and the negotiations continue in an effort to reach an agreement.

In addition, many other topics have required meet and confer processes with all four of the OCFA labor groups. Mr. Brown is actively involved in assisting the parties in negotiating agreements. The increased level of activity is necessitating an adjustment to the contract, and therefore, staff is seeking approval to adjust the contract by \$25,000 per year.

Attachment(s)

None

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Executive Committee Regular Meeting
Thursday, June 28, 2018
5:30 P.M.**

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

CALL TO ORDER

Chair Sachs called the regular meeting of the Orange County Fire Authority Executive Committee to order at 5:30 p.m. on June 28, 2018.

INVOCATION

Chaplain Harry Robinson offered the invocation.

PLEDGE OF ALLEGIANCE

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

ROLL CALL

Present: Shelley Hasselbrink, Los Alamitos
Noel Hatch, Laguna Woods
Vince Rossini, Villa Park (Alternate)
Ed Sachs, Mission Viejo
Dave Shawver, Stanton
Todd Spitzer, County of Orange
Elizabeth Swift, Buena Park
Tri Ta, Westminster

Absent: Gene Hernandez, Yorba Linda
Joe Muller, Dana Point

Also present were:

Fire Chief Brian Fennessy	Assistant Chief Dave Anderson
Assistant Chief Lori Smith	Assistant Chief Lori Zeller
General Counsel David Kendig	Human Resources Director Brigitte Gibb
Clerk of the Authority Sherry Wentz	

1. PRESENTATIONS

No items.

REPORTS

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

Human Resources Committee Member Noel Hatch reported at the June 7, 2018, special meeting, the Committee met in Closed Session to consider the matter identified on the agenda as Conference with Labor Negotiator. There was no reportable action.

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

Chair Sachs reported as the June Budget and Finance Committee meeting was cancelled there is no report this month.

REPORT FROM THE FIRE CHIEF (F: 12.02A7)

Fire Chief Fennessy stated he will reserve his report to the Board of Directors meeting.

PUBLIC COMMENTS (F: 12.02A3)

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

2. MINUTES

A. Minutes from the May 24, 2018, Regular Executive Committee Meeting (F: 12.02A2)

On motion of Director Swift and second by Director Shawver, the Executive Committee voted unanimously by those present to approve the May 24, 2018, Minutes as submitted. Directors Rossini and Spitzer were recorded as abstentions due to their absence from the meeting.

3. CONSENT CALENDAR (Agenda Item No. 3C was pulled for separate consideration)

A. Monthly Investment Reports (F: 11.10D2)

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

B. Santa Ana Fire Museum Amendment One to License Agreement (F: 19.07C75a)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Fire Chief to execute Amendment One to License Agreement with the Santa Ana Historical Preservation Society to extend its License Agreement to continue maintenance and operation of the Santa Ana Fire Museum at OCFA Fire Station 75 (Santa Ana), for an additional ten years.

C. Contract Increase for Professional Labor Negotiation Services (F: 17.10J1)

Director Spitzer pulled this item from the Consent Calendar to inquire about the threshold of the contract and the inclusion of mileage.

On motion of Director Shawver and second by Director Ta, the Executive Committee voted by those present to approve an increase to the Professional Services Agreement with Peter Brown, Liebert Cassidy Whitmore, in the amount of \$25,000 per year for the three-year term, for professional labor negotiation services. Director Spitzer voted in opposition.

D. Blanket Order Contract Increase and Extension for Security Guard Services (F: 19.07B2)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Purchasing Manager to increase and extend the current professional services agreement for the remaining two-year options with Allied Universal Security Services for security guard services at RFOTC in an aggregate amount not to exceed \$345,800 (Year four \$166,488 and Year five \$179,312).

E. Annual Renewal of Aviation Insurance (F: 18.10A1)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Fire Chief, or his designee, to bind the Aviation Insurance Program coverage with AIG for the policy period from June 30, 2018, to June 30, 2019, with a premium amount of \$125,778.

F. Annual Renewal of California State Association of Counties Excess Insurance Authority Workers' Compensation Excess Insurance (F: 18.10A2b1)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Fire Chief, or his designee, to bind workers' compensation excess insurance coverage with the California State Association of Counties Excess Insurance Authority for the policy period July 1, 2018, to July 1, 2019, with a premium of \$468,000.

G. Award of RFP #JA2271 Purchase of One Heavy Duty Service Truck (F: 19.09A)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Purchasing Manager to issue a purchase order to Boise Mobile Equipment for the purchase of one heavy duty service truck in an amount of \$208,060.41.

H. Blanket Order Increase and Renewal for 800MHz Radio Communications System (F: 18.04A)

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

1. Approve and authorize the Purchasing Manager to increase and extend the current blanket order contract with OCSD for a three-year period at a new amount not to exceed \$473,205 annually (\$1,419,615 during the three-year period).
2. Approve and authorize the Purchasing Manager to increase the contract up to 10% during each term for increased costs associated with adding additional radios to the 800MHz radio communications system.

I. Award of Contract Microsoft Enterprise License Agreement (F: 19.08A2a)

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

1. Approve and authorize the Purchasing Manager to increase the existing Microsoft Enterprise License Agreement Purchase Order for PCMG for a "True-up" of Year 3 for additional Microsoft software licenses in the amount of \$11,479.52 (contract term ending 7/31/2018).
2. Approve and authorize the Purchasing Manager to establish a three-year blanket order contract to purchase a Microsoft Enterprise License Agreement from Crayon for an aggregate not to exceed total of \$1,250,868.27 (Year 1: \$402,892.07; Year 2: \$423,988.10; Year 3: \$423,988.10).
3. Approve and authorize the Purchasing Manager to increase the contract up to 10% during each term for annual licensing "True-ups" based on additional licensing revisions that may occur during each renewal term.

J. Fire Agencies Insurance Risk Authority General Liability Insurance Program (F: 18.10A4)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Fire Chief, or his designee, to renew the General Liability Insurance Program coverage with the Fire Agencies Insurance Risk Authority for the policy period July 1, 2018, to July 1, 2019, with a premium amount of \$929,839.

END OF CONSENT CALENDAR

4. DISCUSSION CALENDAR

No items.

CLOSED SESSION

No items.

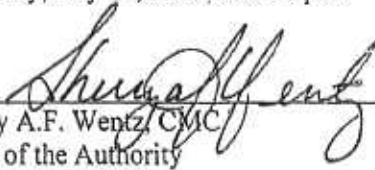
COMMITTEE MEMBER COMMENTS (F: 12.02A4)

Director Shawver questioned if the Committee should wait until 6:00 p.m. to adjourn the meeting to consider Agenda Item No. 3J, as the Supplemental Agenda indicated the meeting's convene time is at 6:00 p.m., which would allow for the item's reconsideration, if needed due to potential public comment.

RECESSED – Chair Sachs recessed the meeting at 5:44 p.m.

RECONVENE – Chair Sachs reconvened the regular meeting of the Orange County Fire Authority Executive Committee at 6:00 p.m. on June 28, 2018, to allow for Public Comment of Agenda Item No. 3J. Chair Sachs closed the public comment portion without any comments from the general public.

ADJOURNMENT – Chair Sachs adjourned the meeting at 6:01 p.m. The next regular meeting of the Executive Committee is scheduled for Thursday, July 26, 2018, at 5:30 p.m.


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



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
 March 26, 2020

Agenda Item No. 2C
 Consent Calendar

Professional Labor Negotiation Services

Contact(s) for Further Information

Lori Zeller, Deputy Chief

lorizeller@ocfa.org

714.573.6020

Administration & Support Bureau

Summary

This item is submitted for approval to renew the contract for Professional Labor Negotiation Services with Peter Brown of Liebert Cassidy Whitmore (LCW).

Prior Board/Committee Action

At the May 25, 2017, Board of Directors meeting, a contract with Peter Brown/LCW was approved for a three year term not to exceed \$100,000 per year. At the June 28, 2018, Executive Committee meeting, the contract was increased to \$125,000 per year.

RECOMMENDED ACTION(S)

Approve and authorize the Purchasing Manager to extend the Professional Services Agreement with Peter Brown, Liebert Cassidy Whitmore, for professional labor negotiation services for a three-year term (July 1, 2020, to June 30, 2023), at an annual amount not-to-exceed \$125,000.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funds are budgeted annually at \$125,000 per year for ongoing labor negotiation services.

Background

In December 2013, the Board of Directors appointed Peter Brown of Liebert Cassidy Whitmore (LCW) to serve as OCFA's professional labor negotiator. Since 2013, Mr. Brown has negotiated multiple Memorandums of Understanding (MOUs) with the Fire Authority's four labor groups:

- One-year MOU (Nov. 2014 - Oct. 2015) with the Orange County Professional Firefighters Association (OCPFA)
- Three-year MOU (Dec. 2014 - Dec. 2017) with the Orange County Employees Association (OCEA)
- Three-year MOU (June 2015 - June 2018) with the OCFA Management Association (OCFAMA)
- Four-year MOU (July 2016 - June 2020) with the OCFA Chief Officers' Association (COA)
- Four-year MOU (Sept. 2016 - Aug. 2020) with OCPFA
- Five-year Firefighter Healthcare Agreement (2017 - 2021) with OCPFA
- Three-year MOU (June 2018 - June 2021) with the OCFA Management Association (OCFAMA)
- Three-year MOU (Aug. 2018 - Aug. 2021) with the Orange County Employees Association (OCEA)

Mr. Brown remains very responsive to OCFA's needs for labor negotiation services, and he is currently engaged in the midst of negotiating a new MOU between OCFA and OCPFA, and between OCFA and the COA. In addition, during the latter half of next fiscal year, it will be time to negotiate new MOUs with OCFAMA and OCEA. As a result, staff is recommending approval to renew our Professional Services Agreement with Mr. Brown for a three-year term (July 1, 2020, to June 30, 2023) with an annual contract amount not to exceed \$125,000.

Attachment(s)

None.

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Executive Committee Regular Meeting
Thursday, March 26, 2020
5:30 P.M.**

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

CALL TO ORDER

Chair Hasselbrink called the regular meeting of the Orange County Fire Authority Executive Committee to order at 5:30 p.m. on March 26, 2020.

INVOCATION

Chaplain Emily McColl offered the invocation.

PLEDGE OF ALLEGIANCE

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

ROLL CALL

Present: Shelley Hasselbrink, Los Alamitos
Noel Hatch, Laguna Woods*
Gene Hernandez, Yorba Linda*
Joe Muller, Dana Point
Vince Rossini, Villa Park*
Ed Sachs, Mission Viejo*
Dave Shawver, Stanton*
Elizabeth Swift, Buena Park*
Donald P. Wagner, County of Orange*

Absent: None

Also present were:

Fire Chief Brian Fennessy
Deputy Chief Pokey Sanchez
Assistant Chief Robert Cortez
Assistant Chief Lori Smith
Assistant Chief Nina Collins
Assistant Chief Kenny Dossey

Deputy Chief Lori Zeller
Assistant Chief Randy Black
Assistant Chief Jim Ruane
General Counsel David Kendig
Director of Communications Colleen Windsor
Acting Clerk of the Authority Martha Halvorson

*Executive Committee Members participating via Teleconferencing

1. PRESENTATIONS

No items.

REPORTS

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

Budget and Finance Chair Gene Hernandez reported at the March 11, 2020, meeting, the Committee voted unanimously to send the Monthly Investment Reports to the Executive Committee for its approval. The Committee voted unanimously to send the FY 2019/20 Mid-Year Budget Adjustment and the Fiscal Year 2018/19 Backfill/Overtime and Calendar Year 2019 Total Earnings/Compensation Analysis to the Board of Directors for approval of the recommended actions. After lengthy discussion, the Committee continued the Options to Mitigate Escalating Charges to Contract Cities Beginning FY 2020/21 to a special meeting of the Budget and Finance Committee on the 25th of March. The special meeting was cancelled, and the item is now scheduled for the April 8, 2020, Budget and Finance Committee regular meeting.

PUBLIC COMMENTS (F: 12.02A3)

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

2. CONSENT CALENDAR (Agenda Item No. 2C was pulled for separate consideration)

A. Minutes from the February 27, 2020, Regular Executive Committee Meeting (F: 12.02A2)

On motion of Director Muller and second by Director Hernandez, the Executive Committee voted unanimously by those present by roll call vote to approve the February 27, 2020, Minutes as submitted. Director Hernandez was recorded as an abstention due to his absence from the February 27, 2020, meeting.

B. Monthly Investment Reports (F: 11.10D2)

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

C. Professional Labor Negotiation Services (F: 17.10J1)

This item was pulled by Director Wagner to address concerns about the agreement.

On motion of Director Muller and second by Director Hernandez, the Executive Committee voted by those present by roll call vote to approve and authorize the Purchasing Manager to extend the Professional Services Agreement with Peter Brown, Liebert Cassidy Whitmore, for professional labor negotiation services for a three-year term (July 1, 2020, to June 30, 2023), at an annual amount not-to-exceed \$125,000. Director Wagner voted in opposition.

END OF CONSENT CALENDAR

3. DISCUSSION CALENDAR

No items.

CLOSED SESSION

No items.

COMMITTEE MEMBER COMMENTS

The Committee Members offered no comments.

ADJOURNMENT – Chair Hasselbrink adjourned the meeting at 5:39 p.m. The next regular meeting of the Orange County Fire Authority Executive Committee is scheduled for Thursday, April 23, 2020, at 5:30 p.m.



Martha Halvorson, CMC
Acting Clerk of the Authority

ITEM 4A
Attachment 1
Exhibit 6
Page 304

Orange County Fire Authority
Executive Management

MEMO

DATE: April 13, 2021

TO: All Operations Personnel

FROM: Brian Fennessy, Fire Chief

SUBJECT: **Volunteers Needed for SDFD's Girls Empowerment Camp, April 17-18, 2021**

The San-Diego Fire-Rescue Department (SDFD) is hosting its Girls Empowerment Camp (GEC) this upcoming weekend on April 17-18, 2021. The SDFD's GEC is intended to help bridge the gap from youth development to recruitment. Camp participants receive hands-on orientation and training with real firefighting tools and equipment, as well as classroom instruction. The GEC program is designed to inspire those interested in a career in the fire service by focusing their efforts on future success and engaging them in the recruitment and mentoring process.

You may recall that the OCFA has held two GECs of our own, and planning is underway to resume this annual OCFA event in FY 2021/22. Many of our Operations personnel have volunteered for both OCFA GECs and our neighboring fire department's GECs in the past, fostering positive recruitment outreach on behalf of OCFA.

How Can You Help?

The OCFA encourages participation by our Operations personnel who are interested in this overtime opportunity in support of the SDFD's Girls Empowerment Camp. Employees who are interested and available to work on April 17-18, 2021 may contact the following at SDFD:

Amber M. Taddeo
Engineer/Paramedic, Station 20/A
Fire-Rescue Department
C (619) 379-6412
ataddeo@sandiego.gov

Those who volunteer for the event should enter their actual overtime hours worked, not-to-exceed 8 hours per day, for each day of the GEC event. We appreciate any support provided.

ITEM 4A
Attachment 1
Exhibit 7
Pages 305-308



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
 September 24, 2020

Agenda Item 2H
 Consent Calendar

**Reconciliation of Emergency Procurements in
 Response to the COVID-19 Pandemic**

Contact(s) for Further Information

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

Sara Kennedy, Purchasing Manager sarakennedy@ocfa.org 714.573.6641

Summary

This agenda item is submitted to reconcile emergency purchases of services and supplies made in response to the COVID-19 Pandemic that require subsequent Executive Committee ratification.

Prior Board/Committee Action

At its regular meeting on June 25, 2020, the Board of Directors approved the Year End 2019/20 Budget Adjustment that addressed, in part, expenditures made due to the OCFA response to the COVID-19 Pandemic.

RECOMMENDED ACTION(S)

Approve and authorize the emergency procurement reconciliation in response to the COVID-19 Pandemic that require subsequent Executive Committee ratification, as detailed herein.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funding was made available in the FY2019/20 and FY 2020/2021 budgets, to allow for the purchase of services and supplies that were needed in response to the COVID-19 Pandemic. This was done with the understanding that OCFA would seek cost reimbursements from FEMA and other reimbursement sources.

Background

Emergency Procurement Justification

An "emergency procurement" is authorized per the Purchasing Ordinance and Roles/Responsibilities/Authorities Matrix when a situation exists that makes compliance with the source selection methods outlined in the Ordinance contrary to the public interest; provided that as much competition as is practicable under the circumstances is obtained.

COVID-19 Pandemic

On March 2, 2020, the Board of Supervisors of Orange County, California voted unanimously to ratify the local state of emergency that was declared by the County's Health Officer on February

26, 2020 in response to the COVID-19 pandemic. OCFA activated its Incident Management Team (IMT) to coordinate OCFA's actions and response during the first stages of the pandemic.

The IMT was tasked with ensuring the continuity of operations for OCFA staff. This necessitated the purchase of commodities such as personal protective equipment (PPE), various technology to enable staff to work remotely, services such as enhanced security and sanitation, consumables such as meals for the IMT and conference space rental. The rental of conference space at a local hotel allowed OCFA to continue essential training activities such as the Fire Captain Academy in a manner compliant with social distancing requirements.

In accordance with the Ordinance, purchases were made with as much competition as was practicable at the time, and staff utilized existing OCFA and/or national cooperative agreements that had been established from a competitive solicitation wherever possible. As a result, most of the COVID-19 emergency purchases did result from competition. In some instances however, competition was not feasible and emergency purchases were made that either exceed the normal threshold for no competition, or exceeded the aggregate threshold for management authority to award an agreement.

In all cases, staff utilized the emergency procedures described in the Ordinance, and Emergency Purchase Request Forms were obtained from the requesting departments to ensure that purchases were limited to those materials necessary to satisfy the emergency need and to provide justification regarding vendor selection. In some instances where there was an immediate need to secure PPE purchases, staff sought the approval and concurrence of Executive Management and the Board Chair to proceed with the purchase. A reconciliation of these purchases are included in the attachment.

COVID-19 Cost Reimbursements

As of the end of August 2020, OCFA has expended an estimated \$6.5M in COVID-19 related costs. Thus far, OCFA has successfully secured \$718K in cost reimbursements from the Assistance to Firefighters Grant (AFG) COVID-19 PPE grant and will also seek \$4.1M in FEMA eligible cost reimbursements. The balance between the overall COVID-19 costs and total reimbursements is considered OCFA's 25% cost share and non-reimbursables per FEMA.

Conclusion

Staff is required to present emergency procurements exceeding normal management authority at the subsequent meeting of the Executive Committee. Although the state of emergency is ongoing, and in-lieu of waiting for an emergency declaration to end, staff now provides a reconciliation of those emergency purchases for Executive Committee ratification. Staff recommends approval of the Recommended Action as stated herein.

Attachment(s)

Reconciliation of COVID-19 Emergency Procurements

**Reconciliation of COVID-19 Emergency Procurements
Requiring Executive Committee Ratification**

Vendor Name	Vendor Notes	Date	PO Number	PO Amount	PO Description
Airgas, Inc	Masks were in short supply and a purchase needed to be made immediately so no additional competition was obtained. The aggregate threshold for no competition is \$50,000.	3/18/2020	P0013194	\$53,177.29	3M half mask and particulate filters
		4/2/2020	P0013246	\$10,069.25	Reusable facemasks
Allied Universal Janitorial Services	Services are provided in accordance with the pricing from Blanket Order #B01999 established as a result of RFP SK2303. The aggregate amount of the special sanitation services and the regular cleaning services exceeds the threshold of \$200,000 for management authority. The monthly rate for services is \$7,371	4/15/2020	P0013271	\$7,371.00	Additional monthly sanitation service for RFOTC due to COVID-19. Pro-rated services for the month of March
		5/14/2020	P0013384	\$5,551.88	Additional monthly sanitation service for RFOTC due to COVID-19 for the month of April
		6/9/2020	P0013451	\$110,565.00	Additional ongoing monthly sanitation service for RFOTC due to COVID-19 beginning 5/1/2020 at a monthly rate of \$7,371. Request includes the amount required to continue these services for the full duration of next contract renewal term (Agreement Year Two).
Allied Universal Security Services	Special security guard services provided in accordance with the pricing from Blanket Order #B01597-2, established as a result of RFP DC2011. The aggregate amount of special services and the regular security services exceeds the threshold of \$100,000 for management authority. Services are provided at the monthly rate of \$20,143. Authorization to continue the services through June 30, 2021 was obtained at the May 28th meeting of the Executive Committee.	4/28/2020	P0013323	\$14,363.08	Special Security Guard Services - addition of guards to facilitate the closure of RFOTC
		4/28/2020	P0013322	\$4,502.94	Special Security Guard Services - addition of guards to facilitate the closure of RFOTC
		5/13/2020	P0013374	\$37,328.72	Special Security Guard Services - addition of guards to facilitate the closure of RFOTC
AllStar Fire Equipment	Masks were in short supply and a purchase needed to be made immediately so no additional competition was obtained. The aggregate threshold for no competition is \$50,000.	3/16/2020	P0013190	\$11,063.60	Face masks
		3/18/2020	P0013195	\$42,551.56	Face mask filters

**Reconciliation of COVID-19 Emergency Procurements
Requiring Executive Committee Ratification**

Vendor Name	Vendor Notes	Date	PO Number	PO Amount	PO Description
Brightway One	Brightway One is used occasionally throughout the year for cleaning services. When aggregated, the amount exceeds the \$50,000 threshold for no competition.	4/2/2020	P0013247	\$11,588.00	Sanitation services for the USAR warehouse to be provided monthly.
Clean Harbors	Clean Harbors is used occasionally throughout the year. The emergency sanitation services required due to COVID-19 needed to be secured immediately so no additional competition was obtained. The aggregate threshold for these services exceeds the \$50,000 threshold for no competition.	4/28/2020	P0013320	\$9,187.77	Facility decontamination services completed at RFOTC on March 21 & 23, 2020.
		4/28/2020	P0013317	\$3,992.50	Facility decontamination services completed at RFOTC on March 25, 2020.
		4/28/2020	P0013321	\$12,957.08	Facility decontamination services completed at RFOTC on March 28, 29, & 31, 2020.
		6/9/2020	P0013452	\$17,798.63	Facility decontamination services completed at Station #4 on March 19 & 20, 2020.
		6/16/2020	P0013474	\$3,357.66	Disposal of COVID-19 hazardous waste from the Ayres hotel.
Orange Hill	Due to numerous restaurant closures resulting from the stay-at-home order during the early phases of the pandemic, members of the Incident Management Team encountered significant challenges in sourcing meals.	3/1/2020 - 6/30/2020	CalCard	\$136,624.52	
Marriott Irvine Spectrum	The Fire Captain Academy was deemed essential. No space at RFOTC was found adequate to accommodate social distancing, so staff utilized hotel conference rooms for the training.	3/1/2020 - 6/30/2020	CalCard	\$67,168.57	
Harbor Point	Installation of HVAC air purifiers to reduce contagion. Services provided in accordance with the pricing from Blanket Order #B01990 established as a result of RFP RO2356. The aggregate amount of the special services and regular maintenance services exceeds the threshold of \$200,000 for management authority.	3/1/2020 - 6/30/2020	B01990	\$63,350.69	

ITEM 4A
Attachment 1
Exhibit 8
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Orange County Fire Authority
Executive Management

MEMO

DATE: March 8, 2021

TO: OCFA Board of Directors

FROM: Brian Fennessy, Fire Chief

SUBJECT: **Prior Work Performed by AP Triton for OCFA**

During the discussion of a Proposed EMS Optimization Study at our February 25, 2021 meeting of the Board of Directors, staff was requested to provide the Board with a copy of any reports from prior work that AP Triton performed for OCFA.

The attached information is being provided in response:

- **July 11, 2019 Presentation to OCFA City Managers' Technical Advisory Committee:**
Slides number 4 through 9 of this presentation summarized the initial consulting analytics that AP Triton performed for OCFA in advance of the County completing its RFP process for new 911 Emergency Ambulance Transport contracts. The Power-Point was presented to the OCFA's City Manager Technical Advisory Committee (TAC) on July 11, 2019. OCFA staff also invited the Orange County Health Care Agency's former Director (who was the active Director at that time) Richard Sanchez and EMS Administrator Tammi McConnell to this meeting, both of whom did attend, heard the presentation, and participated in the dialogue.
- **July 25, 2019 OCFA Board of Directors Agenda Staff Report:**
This agenda staff report was prepared for the purpose of seeking Board support to send a letter to the Orange County Board of Supervisors requesting a shortened contract period for 911 Emergency Ambulance Transport contracts. At that time, the County was in the process of conducting an RFP process to award new ambulance contracts for a five-year term. The intent of requesting a shortened contract period for the RFP was to allow for OCFA and its stakeholders to fully explore alternatives for optimized EMS services, with the ability to implement enhancements at the end of the shortened contracts.

This July 25th staff report was prepared as a result of the initial consulting analytics that AP Triton had performed for OCFA. However, prior to Board discussion of this item, staff was requested to pull the item by several Directors and the OCFA Board Chair.

Please contact me or Assistant Chief Randy Black with any questions.

Attachments:

1. July 11, 2019 Presentation
2. July 25, 2019 Agenda Staff Report

ITEM 4A
Attachment 1
Exhibit 9
Pages 310-320

Purchasing Report
3rd Quarter - FY 2020/21

- This report reflects all POs/BOs issued, including those that may have been cancelled or replaced by another PO or BO. These records will show as duplications in the report, but are in fact replacements.
- Amount column reflects the procurement value. Actual expenditures made against the contract may be lower.
- Vendor Name column display of "error" or the phrase "do not use" appears when a vendor has since changed their name or corporation status.
- PO/BO amounts of \$0 or \$.01 are often issued as place holders to record the terms and conditions of no-cost transactions, or may appear when the POs/BO balance is reduced to zero.

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
1/1/2021	B01725-4	\$2,500	Logistics Department	INMARK	CUSTOM RUBBER STAMPS, DIES, STENCILS AND RELATED MATERIALS	
1/1/2021	B01766-4	\$4,113	Business Services Department	SYM PRO INC	SYMPRO TREASURY SOFTWARE ANNUAL MAINTENANCE	
1/1/2021	B02053-1	\$4,480	Logistics Department	TANKVISIONS INC.	FUEL TANK MANAGEMENT & MONITORING SOLUTIONS FOR 28 OCTA LOCATIONS IDENTIFIED IN EXHIBIT A-1	
1/1/2021	B02190	\$7,000	Special Operations Division	CITY OF FULLERTON	JET FUEL FLOWAGE FEES AT FULLERTON AIRPORT	
1/1/2021	B01437-8	\$7,500	Business Services Department	UNITED PARCEL SERVICE	SMALL PACKAGE DELIVERY SERVICE	
1/1/2021	B01558-6	\$10,000	Logistics Department	COAT'S PRODUCTS INC.	AUTOMOTIVE CLEANING PRODUCTS	
1/1/2021	B01489-8	\$14,000	Human Resources Department	WEX HEALTH INC	COBRA, FSA DEPENDENT CARE AND HEALTH ADMINISTRATION SERVICES	
1/1/2021	B02198	\$15,000	EMS & Training Department	WESTRUX INTERNATIONAL	BOX TRUCK RENTAL	
1/1/2021	B01823-3	\$26,945	Operations Department	HEALTHEDGE INC	RESERVE FIREFIGHTER BENEFITS PROGRAM THIRD PARTY ADMINISTRATION - DENTAL, VISION, AND (PASS-THRU LIFE)	
1/1/2021	B01945-2	\$35,000	EMS & Training Department	NYCANCO, INC	CUSTOM EMS BAGS	
1/1/2021	B01920-2	\$40,000	Logistics Department	GRAYBAR INC	TELECOMMUNICATIONS EQUIPMENT, SUPPLIES, AND TOOLS	
1/1/2021	B01826-3	\$45,000	Logistics Department	FAILSAFE TESTING- JUSTIN HILL	GROUND LADDER INSPECTION & CERTIFICATION SERVICES	
1/1/2021	B01831-3	\$50,000	EMS & Training Department	GLAXO SMITH KLINE	VACCINES	
1/1/2021	B01832-3	\$80,000	Operations Department	DAVID WHEELER PEST CONTROL	PEST CONTROL SERVICES	PO2260
1/1/2021	B01583-6	\$95,000	Logistics Department	GRAINGER	SERVICE CENTER INVENTORY- MISC. TOOLS AND SUPPLIES	Cooperative Agreement, City of Tucson Contract #192163
1/1/2021	B02064-1	\$130,000	Logistics Department	LINEGEAR FIRE & RESCUE	WILDLAND FIREFIGHTING BOOTS	SK2409
1/1/2021	B02187	\$130,000	Logistics Department	DARTCO TRANSMISSIONS SALES & SERVICE, INC	ALLISON TRANSMISSION PARTS & REPAIR SERVICES	JA2475
1/1/2021	B02188	\$130,000	Logistics Department	WESTERN STATES CONVERTERS & TRANSMISSIONS, INC	ALLISON TRANSMISSION PARTS & REPAIR SERVICES	JA2475
1/1/2021	B02040-1	\$320,000	EMS & Training Department	MCKESSON MEDICAL-SURGICAL	EMS SUPPLIES	SK2379
1/4/2021	P0013963	\$5,765	Community Risk Reduction Department	MOON VALLEY NURSERY OF CA INC	TREE REPLACEMENTS FOR PEST MITIGATION PROJECT	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
1/5/2021	802180	\$50,000	EMS & Training Department	JOHNSON HEALTH TECH, NA, INC.	FITNESS EQUIPMENT	
1/5/2021	802181	\$50,000	EMS & Training Department	PERFORM BETTER	FITNESS EQUIPMENT	
1/5/2021	802182	\$50,000	EMS & Training Department	ROGUE FITNESS	FITNESS EQUIPMENT	
1/5/2021	802183	\$50,000	EMS & Training Department	CONCEPT2 CTS, INC.	FITNESS EQUIPMENT	
1/7/2021	P0013964	\$10,863	Logistics Department	SIGLER WHOLESALE DISTRIBUTORS	HVAC SYSTEM FOR RFOIC BUILDING C	
1/7/2021	802185	\$50,000	EMS & Training Department	PREEMOTION FITNESS	FITNESS EQUIPMENT	
1/11/2021	P0013966	\$0	Special Operations Division	PRATT & WHITNEY CANADA	COMPLIMENTARY ENGINE SLING RENTAL	
1/11/2021	P0013969	\$495	Logistics Department	AT&T	MOVE ECC REPORTING WORKSTATION TO ALTERNATE LOCATION	
1/11/2021	P0013968	\$1,660	EMS & Training Department	SOURCE ONE MRO INC	CASES FOR STAFF AND EXECUTIVES TO STORE WMD DUODOTES	
1/11/2021	P0013967	\$15,805	Logistics Department	LINEGEAR FIRE & RESCUE	ITEMS FOR ACADEMY 52 OUTFITTING	
1/12/2021	P0013970	\$14,977	Executive Management	RIVER CITY SUPPLY	GIVEAWAYS FOR EVENTS	
1/12/2021	P0013971	\$140,146	Logistics Department	LN CURTIS & SONS	PURCHASE OF PARATECH HIGH PRESSURE LIFT BAGS	5K2412
1/13/2021	P0013972	\$1,045	OHG for Expenditures	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES WITH CASSETTE FOR FS10	
1/14/2021	P0013973	\$443	Logistics Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES WITH CASSETTE FOR USAR	
1/14/2021	P0013977	\$2,970	Operations Department	PAINTING & DECOR INC.	PAINT APP DOORS AT FIRE STATION 07	
1/14/2021	P0013975	\$3,475	Logistics Department	CORPORATE BUSINESS INTERIORS	CHAIRS FOR FS85	
1/14/2021	P0013974	\$5,590	Logistics Department	WESTNET	WESTNET SMARTSTATION ALERTING MOVE FOR FS10 TRAILER SETUP FOR B2	
1/14/2021	P0013976	\$6,851	Operations Department	SADDLEBACK APPLIANCES	SPEED QUEEN APPLIANCES FOR FS22	
1/14/2021	801836-3	\$50,000	Logistics Department	DHN CONSULTING INC.	COMPUTER NETWORK MAINTENANCE AND SUPPORT	
1/15/2021	P0013980	\$4,471	Logistics Department	HODGE PRODUCTS	PADLOCKS FOR SERVICE CENTER STOCK	
1/15/2021	P0013981	\$6,402	Special Operations Division	LINEGEAR FIRE & RESCUE	ITEMS FOR TRT PROGRAM	
1/15/2021	P0013979	\$7,143	Operations Department	COMMERCIAL RESTAURANT SERVICE	NEW REPLACEMENT OVEN FOR FS20	
1/15/2021	802059-1	\$25,000	Operations Department	AMERICA'S INSTANT SIGNS	FABRICATION & INSTALLATION OF FIRE STATION SIGNAGE	
1/15/2021	P0013978	\$141,226	Operations Department	COMMERCIAL WATERPROOFING SYSTEMS, INC.	COPPER ROOF REPLACEMENT AT FIRE STATION 11	P02465b (Informal PW Bid)

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
1/19/2021	P0013982	\$9,819	Special Operations Division	ATLANTIC DIVING SUPPLY, INC.	SEARCH AND RESCUE HELMETS	
1/19/2021	P0013965	\$9,963	Logistics Department	HARBOR POINTE A/C & CONTROLS	HVAC SPLIT UNIT INSTALL - RFOTC	
1/20/2021	P0013983	\$11,855	Logistics Department	JKP, INC.	FLOORING REPLACEMENT FOR MAIN LOBBY ELEVATOR	
1/20/2021	P0013984	\$16,810	Operations Department	JKP, INC.	FLOORING REPLACEMENT FOR FIRE STATION 7	
1/21/2021	P0013985	\$1,638	Business Services Department	LIFE ASSIST, INC.	BVM FILTER FOR AGP TO PREVENT SPREAD OF COVID-19 DURING BVM AND CPR	
1/21/2021	P0013986	\$2,400	Operations Department	SO CAL ARBOR CARE	TREE TRIMMING SERVICES AT FIRE STATION 07	
1/21/2021	P0013987	\$25,000	Executive Management	SYNCHRONICITY ASSOCIATES, INC.	CONSULTING SERVICES - STUDY OF CASH CONTRACT CHARGES	
1/22/2021	B02062-1	\$75,000	Logistics Department	BEAR COMMUNICATIONS	RADIO COMMUNICATION EQUIPMENT REPAIR SERVICES	JA2417
1/25/2021	P0013988	\$17,153	Logistics Department	PACIFIC PLUMBING COMPANY	WATER HEATER REBUILD FS71	
1/26/2021	P0013990	\$927	Special Operations Division	GIBSON & BARNES FLIGHT SUITS	LEATHER NAME TAGS FOR TRT PROGRAM	
1/26/2021	P0013991	\$3,206	Operations Department	SOURCE CREATIVE OFFICE INTERIORS	PRIVATE OFFICE FURNITURE SET UP FOR BC TRAILER	
1/26/2021	P0013994	\$4,599	Logistics Department	STATEWIDE TRAFFIC SAFETY AND SIGNS INC	ROAD CONES FOR SERVICE CENTER STOCK	
1/26/2021	P0013992	\$4,900	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPE MAINTENANCE - FS32	
1/26/2021	P0013995	\$4,938	Special Operations Division	UNITED MATERIAL HANDLING, INC.	PALLET RACKING FOR FEMA CA-TFS WAREHOUSE	
1/26/2021	P0013993	\$5,698	Logistics Department	THE RESCUE SOURCE	SERVICE CENTER STOCK	
1/26/2021	B01934-2	\$300,000	Special Operations Division	MCKESSON MEDICAL SURGICAL	PHARMACEUTICALS	SK2319
1/26/2021	P0013989	\$36,670	Logistics Department	OFFICE FURNITURE GROUP LLC	OFFICE FURNITURE FOR USAR 2ND FLOOR FOR EMS	
1/27/2021	P0013996	\$360	Operations Department	PROFESSIONAL DIVERSIFIED FLOORING	FLOORING REPAIR FS10	
1/27/2021	P0014000	\$629	Logistics Department	UNITED RENTALS (NORTH AMERICA), Inc.	FORKLIFT RENTAL FOR RFOTC	
1/27/2021	P0014001	\$9,315	Community Risk Reduction Department	GREAT SCOTT TREE SERVICE, INC.	TREE REMOVALS AND TREATMENTS - CRYSTAL COVE STATE PARK	
1/27/2021	P0013997	\$56,632	Logistics Department	HARBOR POINTE A/C & CONTROLS	COMPRESSOR UNIT REPLACEMENT BUILDING A	CA PCC statutory threshold
1/28/2021	P0014004	\$1,171	Command & Emergency Planning Div	SOUTHERN CALIFORNIA ERGONOMICS	WIRELESS HEADSET HARDWARE - ECC	
1/28/2021	B01658-5	\$5,279	Logistics Department	HOSPITAL ASSOCIATION OF SOUTHERN CALIFORNIA	REDDINET MASTER AGREEMENT	
1/28/2021	P0014003	\$19,744	Special Operations Division	LN CURTIS & SONS	PURCHASE OF PARATECH HIGH PRESSURE LIFT BAGS FOR USAR CACHE. FEMA CACHE # RA-0101	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal I/FB/RFP No.
1/28/2021	P0014002	\$25,000	Executive Management	EDDIE R. MANFRO	CONSULTING SERVICES - STUDY OF CASH CONTRACT CHARGES	
1/29/2021	P0014006	\$3,825	Logistics Department	BRYAN EXHAUST SERVICE INC.	EXHAUST DUCT CLEANING SERVICES	
1/29/2021	P0014005	\$14,899	Operations Department	AIR EXCHANGE, INC.	VEHICLE EXHAUST EXTRACTION SYSTEM ADD FS85	
2/1/2021	B02060-1	\$0	Logistics Department	ASCO METALS ASC, INC.	METAL RECYCLING SERVICES - FLEET	
2/1/2021	B02194	\$1,200	EMS & Training Department	EVOQUA WATER TECHNOLOGIES	DEIONIZED WATER SYSTEM RENTAL AND MAINTENANCE - TRAINING DEPARTMENT	
2/1/2021	B02103-1	\$2,500	EMS & Training Department	VEOLIA ES TECHNICAL SOLUTIONS LLC	BIOHAZARD WASTE DISPOSAL SERVICES	
2/1/2021	B02070-1	\$5,000	Logistics Department	GOLDEN STATE TRADING	AUTO DETAILING SUPPLIES FOR SERVICE CENTER	
2/1/2021	B02196	\$5,000	Special Operations Division	CULLIGAN OF SANTA ANA	DI WATER FOR AIRCRAFT WASHING AND MAINTENANCE	
2/1/2021	P0014008	\$6,777	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	RE-PAINT ENTIRE UNIT WHITE, REPLACE REAR DOOR PANELS ON UNIT # 5410.	
2/1/2021	B01716-4	\$10,000	Logistics Department	ORANGE COUNTY PUMPING	SEPTIC TANK MAINTENANCE	
2/1/2021	B02201	\$10,000	Special Operations Division	WORLD FUEL SERVICES, INC.	AVIATION FUEL CARDS FOR EMERGENCIES	
2/1/2021	B01857-3	\$40,000	Logistics Department	MCMASTER-CARR SUPPLY CO	MCMASTER-CARR HARDWARE AND SUPPLIES	
2/1/2021	B02061-1	\$20,000	Logistics Department	SIGNIMART	SERVICE CENTER INVENTORY - SIGN MATERIAL	
2/1/2021	B01436-8	\$20,000	Special Operations Division	FEDERAL EXPRESS CORPORATION	SMALL PACKAGE DELIVERY SERVICE	
2/1/2021	B01722-4	\$25,000	Logistics Department	SPECTRUM GAS PRODUCTS	INDUSTRIAL GAS CYLINDER TESTING, FILLING & RENTAL	
2/1/2021	B02192	\$30,000	Logistics Department	POWERVERX INC.	BLUE SEA CHARGERS AND ACCESSORIES	
2/1/2021	B02067-1	\$80,000	Logistics Department	SOUTHERN CALIFORNIA FLEET SERVICES INC.	CUMMINS MAINTENANCE, REPAIRS, AND PARTS	PO2405
2/1/2021	B01923-2	\$400,000	Logistics Department	LN CURTIS & SONS	FIRE HOSE	5C2276
2/1/2021	P0014007	\$400	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPE MAINTENANCE - FS85	
2/2/2021	P0014010	\$9,642	Logistics Department	DDL TRAFFIC INC.	VEHICLE GPS EMITTER SPARES FOR STOCK	
2/3/2021	P0014015	\$3,499	Logistics Department	AMERICAN CAMPER SHELLS	SHELL FOR REMS VEHICLE - UNIT 3334	
2/3/2021	B01844-3	\$30,000	Logistics Department	SOUTHERN COUNTIES FUELS	DIESEL EXHAUST FLUID (DEF) FOR FLEET SERVICES	
2/3/2021	P0014011	\$2,552	Logistics Department	DIAMOND GLASS	FRONT DOOR REPLACEMENT @ FIRE STATION #79	
2/3/2021	P0014012	\$350	Operations Department	BRIGHTWAY ONE	BC TRAILER CLEANUP AT FS10	
2/3/2021	P0014014	\$2,380	Special Operations Division	AIR COMM SYSTEMS INC	REPAIR OF EQUIPMENT	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
2/3/2021	P0014016	\$8,567	Operations Department	AIR EXCHANGE, INC	VEHICLE EXHAUST SYSTEM UPDATE FS70	
2/4/2021	B02193	\$8,928	Logistics Department	DDL TRAFFIC INC.	VEHICLE GPS EMITTER SPARES FOR STOCK	
2/4/2021	B01932-3	\$30,000	Logistics Department	PARTS AUTHORITY METRO	AC DELCO AND MOTERCRAFT PARTS AS-NEEDED	
2/4/2021	P0014017	\$1,200	Logistics Department	FACILITIES PROTECTION SYSTEMS/ FPS	DOOR FAN TEST FOR DATA CENTER FIRE SUPPRESSION SYSTEM PROJECT	
2/8/2021	P0014024	\$4,580	Business Services Department	AMAZING TENTS AND EVENTS	TENT FOR FIRE PREVENTION PLAN DROP-OFF AREA	
2/8/2021	P0014020	\$25,707	Business Services Department	COUNTY OF ORANGE/TREASURER-TAX COLLECTOR	REIMBURSEMENT TO ASSIST WITH SIVERADO FIRE	
2/8/2021	B02184	\$50,000	FMS & Training Department	ETE FITNESS EQUIPMENT	FITNESS EQUIPMENT	
2/8/2021	B01934-2	\$75,000	Logistics Department	WESTERN TRUCK EXCHANGE	INTERNATIONAL TRUCKS: PARTS, MAINTENANCE, AND REPAIR SERVICES AS-NEEDED.	JA2340
2/8/2021	P0014018	\$865	Business Services Department	PJ PRINTERS	INSPECTION NOTICE FORMS 2PT.	
2/8/2021	P0014021	\$9,988	Operations Department	SOURCE CREATIVE OFFICE INTERIORS	OFFICE FURNITURE FOR FS18	
2/8/2021	P0014023	\$5,342	Logistics Department	HARBOR POINTE A/C & CONTROLS	HVAC SYSTEM REPAIRS FS71	
2/9/2021	B02195	\$266	Logistics Department	DLT SOLUTIONS LLC	TOAD FOR ORACLE BASE EDITION PER SEAT MAINTENANCE RENEWAL	
2/9/2021	B01718-4	\$3,443	Human Resources Department	MASTERY TECHNOLOGIES INC.	MASTERY LIBRARY TRAINING PROGRAM-SPILL PREVENTION	
2/9/2021	P0014026	\$4,072	Business Services Department	R.S. HUGHES COMPANY INC	SAFETY GLASSES FOR COVID-19	
2/9/2021	P0014027	\$4,660	Business Services Department	SOURCE ONE MRO INC	SAFETY GLASSES FOR COVID-19	
2/9/2021	B01909-2	\$7,000	Human Resources Department	ACE INDUSTRIES, INC.	BRIDGE CRANE INSPECTIONS AT OCA STATION # 41	
2/9/2021	P0014022	\$9,600	Logistics Department	CONCEPT PAVING SOLUTIONS	DEMOLITION SERVICES FOR SINK HOLE FS72	
2/10/2021	B01841-3	\$15,000	Special Operations Division	PRUDENTIAL OVERALL SUPPLY	RENTAL OF UNIFORMS, SHOP TOWELS, AND RELATED ITEMS	
2/10/2021	P0014031	\$23,500	Community Risk Reduction Department	SGD ENTERPRISES (DBA: FOUR SEASONS LANDSCAPING)	TREE REMOVALS AND TREATMENT AT DOVE CANYON GOLF COURSE	
2/10/2021	P0014028	\$16,650	Logistics Department	STEINER STUDIO	INTERIOR ARCHITECTURAL SERVICES FS65	
2/10/2021	P0014030	\$16,650	Logistics Department	STEINER STUDIO	INTERIOR ARCHITECTURAL SERVICES FS66	
2/11/2021	P0014033	\$3,439	Logistics Department	AUTOMOTIVE RESOURCES, INC.	MAINTENANCE FOR FLEET SERVICES 4 POST LIFTS	
2/11/2021	P0014034	\$4,216	Logistics Department	GPS CITY	RAM MOUNTS FOR IPAD INDUCTIVE CHARGER INSTALLS	
2/11/2021	B01744-2	\$25,000	Logistics Department	6TH STREET CONSULTING, LLC	AS-NEEDED SHAREPOINT ADVANCED TECHNICAL SUPPORT, SOFTWARE MAINTENANCE AND UPDATES	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFIP No.
2/11/2021	B02057-1	\$30,000	Logistics Department	H&H AUTO PARTS WHOLESALE	ODYSSEY AUTOMOTIVE BATTERIES AS-NEEDED	
2/11/2021	P0014032	\$1,618	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION MAINTENANCE - F549	
2/16/2021	P0014037	\$1,445	Business Services Department	PJ PRINTERS	EMERGENCY ACTIVITY REPORT FORM	
2/16/2021	P0014038	\$1,805	Special Operations Division	KOKATAT INC.	NEW PPE FOR TRT MEMBER BRIAN TARIN	
2/16/2021	P0014039	\$5,463	Special Operations Division	LINEGEAR FIRE & RESCUE	SALOMON BOOTS FOR AIROPS	
2/16/2021	P0014040	\$6,648	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	REPAINT UNIT # 5387	
2/16/2021	P0014035	\$7,087	Logistics Department	WILLIAMS & MAHER INC.	ELECTRICAL WORK AT USAR FOR EMS	
2/16/2021	P0014036	\$24,140	EMS & Training Department	MERIDIAN MEDICAL TECHNOLOGIES, INC.	REPLACE SOON TO BE EXPIRED CYANOKIT IN ALL BC UNITS	
2/17/2021	B01567-6	\$10,000	Logistics Department	PLATINUM NETWORKS	NORTEL PHONE EQUIPMENT	
2/17/2021	B01918-2	\$33,000	Logistics Department	MOTOROLA SOLUTIONS INC.	MOTOROLA MDC FLAT RATE REPAIRS	
2/18/2021	P0014041	\$15,103	Logistics Department	FULLER TRUCK ACCESSORIES	BED COVERS FOR NEW UNITS 2109-2119	
2/22/2021	P0014043	\$728	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION REPAIRS @ F532	
2/22/2021	P0014045	\$814	Special Operations Division	LANDCARE	LANDSCAPE MAINTENANCE - F541	
2/22/2021	P0014046	\$1,450	Logistics Department	ROBERT STEWART ARCHITECTS	STANDARD CABINETS DRAWINGS	
2/22/2021	P0014044	\$2,488	Operations Department	U.S. RUBBER RECYCLING INC.	GYM FLOORING FOR F510	
2/22/2021	P0014047	\$2,504	Logistics Department	SERVICE KING PAINT AND BODY	PAINT AND REPAIR SERVICE FOR UNIT 2350 2015 CHEVROLET TAHOE 2WD VIN: 1GNSCBKXFR72929	
2/22/2021	P0014042	\$3,080	Operations Department	SO CAL ARBOR CARE	TREE TRIMMING SERVICES AT FIRE STATION 39	
2/22/2021	B02197	\$5,906	Human Resources Department	ADVANCED WORKPLACE STRATEGIES, INC.	DRUG & ALCOHOL TESTING, PROGRAM ADMIN SUPPORT FEDERAL DEPARTMENT OF TRANSPORTATION	
2/23/2021	P0014049	\$6,648	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	RE-PAINT UNIT # 5387 1990 FREIGHTLINER FLC11 VIN: 1FVXLDYB7J410653, LIC: 1073028	
2/24/2021	P0014051	\$1,954	Special Operations Division	ALLSTAR FIRE EQUIPMENT	ROPE RESCUE EQUIPMENT FOR USAR FEMA CA-TF5	
2/24/2021	P0014052	\$1,977	Operations Department	SOURCE CREATIVE OFFICE INTERIORS	OFFICE FURNITURE FOR FIRE STATION 22	
2/24/2021	P0014050	\$2,984	Special Operations Division	LANDCARE	IRRIGATION SYSTEM UPGRADE F541	
2/24/2021	P0014053	\$5,084	Logistics Department	SIGNATURE FLOORING, INC.	CARPET TILE REPLACEMENT AT RFOTC, FIRE PREVENTION	
2/24/2021	B01933-2	\$75,000	Logistics Department	WESTRUX INTERNATIONAL	INTERNATIONAL TRUCKS PARTS, MAINTENANCE AND REPAIR	JA2340

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
2/25/2021	P0014054	\$2,426	Logistics Department	FIRE APPARATUS SOLUTIONS	CHARGE AIR COOLER UNIT # 5162 VIN: 457CT28929C070556, LIC: 1220313	
2/25/2021	B01578-6	\$6,600	Logistics Department	ULTIMATE MAINTENANCE SERVICES	DATA CENTER CLEANING SERVICES	
2/25/2021	B01845-3	\$10,000	Logistics Department	STARLITE RECLAMATION ENVIRONMENTAL	HAZARDOUS WASTE DISPOSAL SERVICES EPA ID #: CAR000194308	
2/26/2021	B01717-4	\$2,000	Business Services Department	MUNICIPAL SERVICES BUREAU	MERCHANT PROCESSING FEES FOR ELECTRONIC CHECKS	
2/26/2021	P0014055	\$2,450	Community Risk Reduction Department	GREAT LAKES IPM	TRAPS TO MONITOR ISHB AT CRYSTAL COVE STATE PARK	
2/26/2021	B01931-2	\$40,000	Logistics Department	CAL-STATE AUTO PARTS INC.	AC DELCO AND MOTORCRAFT PARTS AS-NEEDED	
2/26/2021	B02068-1	\$80,000	Logistics Department	HARBOR DIESEL AND EQUIPMENT, INC.	CUMMINS MAINTENANCE, REPAIRS, AND PARTS	RD2405
2/26/2021	B02069-1	\$80,000	Logistics Department	RINCON TRUCK CENTER	CUMMINS MAINTENANCE, REPAIRS, AND PARTS	RD2405
3/1/2021	B02113-1	\$1,175	Logistics Department	NI GOVERNMENT SERVICES INC	SATELLITE RADIO AND TELEPHONE SERVICES FOR IT OCA ACCOUNT# 13107431	
3/1/2021	P0014057	\$3,635	Logistics Department	WILLIAMS & MAHER INC	ECC 911 WIRELESS AP INSTALL AND CABLE RUN	
3/1/2021	B01846-3	\$5,250	Logistics Department	MAIL DELIVERY SYSTEMS, INC.	MAIL PICKUP AND DELIVERY SERVICES	
3/1/2021	B01738-4	\$6,000	Special Operations Division	GROUND CONTROL SYSTEMS INC.	GROUND CONTROL SATELLITE BANDWIDTH SERVICE	
3/1/2021	B02200	\$7,700	ORG for Expenditures	PACIFIC MOBILE STRUCTURE, INC.	OFFICE/SLEEPER TRAILER RENTAL FOR STATION 10	
3/1/2021	B02114-1	\$13,521	Special Operations Division	NI GOVERNMENT SERVICES INC	SATELLITE RADIO AND TELEPHONE SERVICES FOR USAR	
3/1/2021	B02073-1	\$30,000	Logistics Department	MARX BROS. FIRE EXTINGUISHER	FIRE EXTINGUISHER MAINTENANCE AND NEW EXTINGUISHER PURCHASES	
3/1/2021	B01494-7	\$35,000	Logistics Department	COMPRESSED AIR SPECIALTIES	BAUER AIR COMPRESSOR REPAIR AND MAINTENANCE	
3/1/2021	B02080-1	\$45,885	Executive Management	INTERRA CORPORATION	INTERRA ANNUAL SUBSCRIPTION - INCIDENT MANAGEMENT, OPERATIONS & PREPLANS (W/CA DISCOUNT)	
3/1/2021	B02066-1	\$50,000	Logistics Department	LAKEMAN CHASSIS	CUSTOM METAL FABRICATION	
3/1/2021	B02202	\$50,000	Logistics Department	UNITED SITE SERVICES	RESTROOM/SHOWER TRAILER RENTALS	
3/1/2021	B02081-1	\$70,000	Special Operations Division	NEX-XDS WORLDWIDE LLC	MEALS READY TO EAT (MRE) - FOR US&R AND SERVICE CENTER STOCK FEMA CACHE NUMBER - LB -0105.00	JC2416
3/1/2021	B02083-1	\$70,000	Executive Management	SUN BADGE CO.	BADGES, COLLAR BRASS AND ACCESSORIES	JC2428
3/1/2021	B01837-3	\$140,000	Special Operations Division	EPIC AVIATION LLC	JET FUEL FOR THE HELICOPTER AIR OPERATIONS PROGRAM AT FULLERTON AIRPORT	City of Anaheim/OCA Joint Bid #9055
3/1/2021	P0014056	\$2,861	Logistics Department	AT&T	ADDITIONAL PRIMARY RATE ISDN FOR USAR WAREHOUSE	
3/2/2021	P0014060	\$1,806	Logistics Department	CURVATURE LLC	SPARE VOIP ROUTER	
3/2/2021	P0014058	\$4,635	Special Operations Division	AVI SURVIVAL LLC	COMMUNICATIONS EQUIPMENT FOR AIR OPS	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Format IFR/RFI No.
3/2/2021	P0014061	\$8,106	Community Risk Reduction Department	WESTGREEN GLOBAL TECHNOLOGIES	LURES TO MONITOR ISHB AT CRYSTAL COVE STATE PARK	
3/2/2021	P0014062	\$13,562	Executive Management	B & H PHOTO	UPDATING OUTDATED PHOTOGRAPHY EQUIPMENT TO ENHANCE QUALITY OF WORK	
3/2/2021	P0014059	\$3,390	Logistics Department	PAINTING & DECOR INC.	PAINTING APP DOORS @ FIRE STATION #64	
3/3/2021	P0014065	\$1,432	Logistics Department	DELL MARKETING, L.P.	LAPTOP	
3/3/2021	P0014066	\$3,150	Logistics Department	TRITECH SOFTWARE SYSTEMS	FIELDOPS LICENSES FOR USE ON IPADS	
3/3/2021	P0014064	\$2,244	Command & Emergency Planning Div	PJ PRINTERS	RE-PRINT OF NEW UPDATED EMD BOOKS FOR ECC	
3/4/2021	P0014067	\$464	Logistics Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES FOR RFOTC IT CONFERENCE ROOM	
3/4/2021	P0014068	\$4,006	Logistics Department	HOIST SERVICE INC.	REPAIRS NEEDED AFTER ANNUAL HOIST INSPECTION STEAM RACK TWO BROKEN ANCHOR BOLTS ONE ON EACH FRONT LEG, NEED OIL FILTER, PISTON	
3/4/2021	P0014071	\$5,960	Logistics Department	CDW GOVERNMENT	EMS A/V HARDWARE	
3/4/2021	P0014069	\$1,760	Logistics Department	SO CAL ARBOR CARE	TREE TRIMMING AT OCFA FIRE STATION 48	
3/4/2021	P0014070	\$9,417	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	LANDSCAPE MAINTENANCE - FS58	
3/8/2021	P0014072	\$1,047	Executive Management	ON THE WALL INCORPORATED	MAHOGANY FRAMES	
3/8/2021	P0014073	\$3,430	Logistics Department	SERVICE KING PAINT AND BODY	PAINT AND REPAIR SERVICE FOR UNIT 2340 2006 CHEVROLET COLORADO VIN: 1GCCS196868321279	
3/9/2021	801657-5	\$6,033	Logistics Department	EVISIONS, INC.	EVISIONS SOFTWARE MAINTENANCE / SUPPORT RENEWALS	
3/9/2021	P0014074	\$39,800	Operations Department	PAINTING & DECOR INC.	OCFA FIRE STATION 58 REPAINT	
3/10/2021	P0014075	\$3,672	Operations Department	SAM BROWN "SHIELDS"	REPLACING EXPLORER HELMET SHIELDS WITH CADET HELMET SHIELDS	
3/11/2021	801861-3	\$1,089	Logistics Department	PEAK-RYZEX	ANNUAL MAINTENANCE FOR PRINTRONIX PRINTER	
3/11/2021	801914-2	\$33,999	Human Resources Department	VELOCITY EHS	SAFETY MANAGEMENT SYSTEM - ANNUAL FEES	
3/11/2021	802199	\$50,000	EMS & Training Department	SPORTS ART AMERICA, INC.	FITNESS EQUIPMENT	
3/11/2021	P0014076	\$9,988	Logistics Department	HARBOR POINTE A/C & CONTROLS	HVAC SYSTEM REPAIRS RFOTC BUILDING C	
3/11/2021	P0014077	\$950	Operations Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES FOR FS64 FOR RC OFFICE	
3/12/2021	802090-1	\$50,000	Logistics Department	MIVATION WORLDWIDE INC.	CISCO SMARTNET 24 HOURS MAINTENANCE AND SUPPORT	
3/12/2021	P0014078	\$10,000	Operations Department	HARBOR POINTE A/C & CONTROLS	HVAC SYSTEM REPLACEMENT FS25	
3/15/2021	801746-4	\$2,308	Logistics Department	MOBIL SATELLITE TECHNOLOGIES	BROADBAND SERVICE FOR COMMAND TRAILER SATELLITE	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Format IFB/RFQ No.
3/15/2021	P0014079	\$5,234	Logistics Department	POWERWERX INC.	DUAL USB SOCKETS FOR TIC CAMERAS	
3/15/2021	B02026-1	\$30,000	EMS & Training Department	STRYKER SALES CORPORATION	AUTOMATIC CHEST COMPRESSION DEVICES AND SUPPLIES	
3/15/2021	B01735-4	\$60,000	Logistics Department	COMMERCIAL SERVICE SOLUTIONS	CARPET CLEANING SERVICES	RO2185
3/16/2021	P0014080	\$982	Logistics Department	SOURCE GRAPHICS, INC.	CARTRIDGES & PAPER FOR GIS PLOTTERS	
3/16/2021	P0014082	\$1,640	Logistics Department	A-I Consolidated, Inc.	REPLACEMENT PUMP PANEL SPEAKERS	
3/16/2021	P0014085	\$2,970	Logistics Department	PAINTING & DECOR INC.	OCFA FIRE STATION 81 APP DOOR PAINTING	
3/16/2021	P0014083	\$3,200	Operations Department	PAINTING & DECOR INC.	OCFA FIRE STATION 38 PAINTING SERVICES	
3/16/2021	P0014084	\$7,107	Logistics Department	SADDLEBACK APPLIANCES	SPEED QUEEN WASHER/DRYER FOR PM STOCK	
3/16/2021	B01741-4	\$15,000	Logistics Department	ORVAC ELECTRONIC	RADIO INSTALLATION HARDWARE AND PARTS	
3/16/2021	B02084-1	\$18,000	Special Operations Division	DIGITAL AIRWARE, LLC.	AVIATION SOFTWARE AND DATA MANAGEMENT FOR OCFA AIRCRAFT	
3/16/2021	P0014081	\$21,176	Business Services Department	3 STAR SITE SERVICES	PORTABLE TOILET/HAND WASH STATIONS RENTAL FOR COVID CLINIC	
3/16/2021	B01415-8	\$30,000	Logistics Department	LOWE'S	MISCELLANEOUS BUILDING SUPPLIES	
3/16/2021	B01935-2	\$65,835	Business Services Department	LANCE, SOLL AND LUNGHARD, LLP	ANNUAL FINANCIAL AUDIT SERVICES	DC2344
3/17/2021	B01414-9	\$1,300	Logistics Department	IRVINE VALENCIA GROWERS	CULTURAL CARE OF AVOCADO AND LEMON TREES AT RFOTC	
3/17/2021	P0014086	\$1,455	Special Operations Division	AIR COMM SYSTEMS INC	REPAIR OF AIR OPS RADIO EQUIPMENT	
3/17/2021	B01790-3	\$2,475	Special Operations Division	ARISTATEK INC	COUNTY HAZMAT APPLICATION SOFTWARE	
3/17/2021	P0014087	\$9,966	Logistics Department	WILLIAMS & MAHER INC	ELECTRICAL WORK AT RFOTC	
3/17/2021	B01939-2	\$40,000	Operations Department	FIRE STATION OUTFITTERS	SENTINEL ROCKER (UNIT 1568M) RECLINERS	
3/18/2021	B01847-3	\$180	Logistics Department	MILLET SOFTWARE	VISUAL CUT ANNUAL SOFTWARE SUPPORT (FOR THREE LICENSES)	
3/18/2021	B02092-1	\$2,300	Human Resources Department	ACCIDENT PHOTO PAK	VEHICLE ACCIDENT PHOTO PAKS	
3/18/2021	B01953-2	\$13,500	Logistics Department	WESTERN A/V	EXTENDED WARRANTY AND REPAIR SERVICES FOR A/V EQUIPMENT UPGRADE PROJECT	
3/18/2021	P0014048	\$40,000	Logistics Department	MULLEN & ASSOCIATES INC.	RFOTC DATA CENTER UPS ENGINEERING SERVICES	
3/22/2021	P0014091	\$1,425	Logistics Department	WILLIAMS & MAHER INC	CAT6 CABLE RUNS FOR USAR CONFERENCE ROOM	
3/22/2021	P0014089	\$1,441	Logistics Department	CURVATURE LLC	STAFFING SYSTEM CONVERSION TO VM PROJECT	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFQ No.
3/22/2021	B01748-4	\$4,809	Logistics Department	PACKET FUSION, INC.	SHORETEL IP PHONE MAINTENANCE AND SUPPORT	
3/22/2021	B01948-2	\$50,000	Executive Management	MISSION CRITICAL TEAM INSTITUTE INC.	OFFSITE LEADERSHIP DEVELOPMENT TRAINING	
3/22/2021	P0014090	\$1,283	Logistics Department	DESIGN A WINDOW & INTERIORS	BLACKOUT SHADES FOR LACTATION ROOMS AT: - F551 - F537 - F581	
3/23/2021	B01774-4	\$1,671	Logistics Department	SHI INTERNATIONAL CORP.	BLUEBEAM LICENSING, MAINTENANCE, AND SUPPORT	
3/23/2021	B01938-4	\$2,000	Logistics Department	RING CENTRAL INC	TEMPORARY HOSTED PHONE SERVICES - 2 LINES TRAINING TRAILERS	
3/23/2021	B01753-4	\$50,000	Logistics Department	UL LLC	AERIAL LADDER TESTING AND CERTIFICATION SERVICES	
3/24/2021	P0014094	\$864	Logistics Department	EPIUS TECHNOLOGY, INC.	EMS USAR IP CONFERENCE PHONE AND THREE YEAR SUPPORT	
3/24/2021	P0014093	\$1,668	Logistics Department	AMERICAN ENGRAVING COMPANY	ORDER FOR INVENTORY/COMPLETE ACADEMY S2 PPE	
3/24/2021	P0014092	\$59,723	Community Risk Reduction Department	RPW SERVICES, INC.	TREE PEST TREATMENT SERVICES	RO2492 (Informal PW Bid)
3/25/2021	B01928-2	\$45,800	Operations Department	CALIFORNIA HAZARDOUS SERVICES, INC.	INSPECTION, MAINTENANCE, AND REPAIR OF FUEL TANKS AND DISPENSING UNITS AT RFOTC AND FIRE STATIONS.	
3/25/2021	P0014096	\$48,588	Community Risk Reduction Department	FOUR SEASONS LANDSCAPING	TREE REMOVAL SERVICES AT CRYSTAL COVE	
3/25/2021	B01961-2	\$55,000	Logistics Department	WORTHINGTON FORD	FORD VEHICLES: PARTS, MAINTENANCE, AND REPAIR SERVICES AS-NEEDED	JA2349
3/25/2021	B02089-1	\$600,000	Logistics Department	RAMCO RUGGED PORTABLES	MOBILE DATA COMPUTER HARDWARE & ACCESSORIES	JA2437
3/26/2021	B01930-2	\$2,495	Community Risk Reduction Department	HAWK ANALYTICS, INC.	CELL TRACKING SOFTWARE FOR INVESTIGATIONS	
3/26/2021	P0014098	\$7,578	Logistics Department	COASTLINE EQUIPMENT	UNIT # 9630 FORK LIFT 2006 ZOOM BOOM 10056 SERIAL NUMBER: B10056T21506M	
3/26/2021	P0014097	\$14,405	Logistics Department	OSHKOSH AIRPORT PRODUCTS	BUMPER TURRET & VIDEO RECORDER REPLACEMENT FOR UNIT # 5160 2003 OSHKOSH T3000 VIN: 10TDKAK175S083277 LIC: 1226285	
3/26/2021	B01960-2	\$25,000	Operations Department	SANTA MARGARITA FORD FLEET SERVICE CENTER	FORD VEHICLES: PARTS, MAINTENANCE, AND REPAIR SERVICES AS-NEEDED	
3/29/2021	P0014099	\$15,335	EMS & Training Department	HOME DEPOT	LUMBER SUPPLIES FOR TRAINING	
3/30/2021	P0014100	\$1,222	Logistics Department	BOSS SAFETY PRODUCTS	PELICAN CASES FOR WMD PPE FOR GARDEN GROVE	
3/30/2021	P0014102	\$3,375	Business Services Department	TUSTIN AWARDS INC.	MEDALS AND COINS AWARDED TO HONOREES OF 2020 BEST AND BRAVEST CEREMONY	
3/30/2021	P0014103	\$6,355	EMS & Training Department	PARR LUMBER CO	SOUND BOARD FOR ACADEMY LIVE FIRE TRAINING	
3/30/2021	P0014105	\$9,375	EMS & Training Department	ZOLL MEDICAL CORP	WARRANTY FOR GARDEN GROVE ZOLL MONITOR - CONTRACT TERM: 04/01/2021 THROUGH 03/31/2022	
3/30/2021	B01941-2	\$10,000	Special Operations Division	LINEGEAR FIRE & RESCUE	PERSONAL EQUIPMENT FOR SANTIAGO CREW	
3/30/2021	B01965-2	\$10,000	EMS & Training Department	NORTH NET FIRE TRAINING CENTER	NORTH NET TRAINING FACILITY RENTAL	

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
3/30/2021	P0014106	\$15,710	Logistics Department	DRY GEAR SOLUTIONS INC	SUIT DRYERS FOR WMD SUITS	
3/30/2021	P0014104	\$25,519	EMS & Training Department	HOME DEPOT	LUMBER SUPPLIES FOR TRAINING	
3/30/2021	B01950-2	\$105,000	Operations Department	DG ENERGY SERVICES	GENERATOR REPAIR AND MAINTENANCE	RO22353
3/31/2021	P0014107	\$300	Logistics Department	ALCHEMER LLC	ANNUAL SUBSCRIPTION FOR ONLINE SURVEY TOOL (PREVIOUSLY SURVEYGIZMO) USED BY CRR AND EMS	
3/31/2021	P0014108	\$2,272	EMS & Training Department	PREMIUM PALLET, INC.	CLEAN PALLETS FOR LIVE FIRE TRAINING	
3/31/2021	P0014110	\$3,500	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	PURCHASE OF A USED 2004 WABASH TRAILER FOR USE BY IMT VIN # 1JYV532WXL900586	
3/31/2021	P0014101	\$7,519	Special Operations Division	MOTOROLA SOLUTIONS INC.	FEMA APX 8500 RADIO	
3/31/2021	P0014109	\$15,289	Logistics Department	DRY GEAR SOLUTIONS INC	SUIT DRYERS FOR WMD SUITS	
3/31/2021	B01581-6	\$50,000	Operations Department	HARBOR POINTE A/C & CONTROLS	AIR COMPRESSOR REPAIR AND MAINTENANCE	



Orange County Fire Authority
AGENDA STAFF REPORT

Budget and Finance Committee Meeting
June 9, 2021

Agenda Item No. 3B
Discussion Calendar

Responses to Board of Directors' Questions and Comments Made
During the Review of the Fiscal Year 2021/22 Proposed Budget

Contact(s) for Further Information

Brian Fennessy, Fire Chief	brianfennessy@ocfa.org	714.573.6010
Lori Zeller, Deputy Chief Administration & Support Bureau	lorizeller@ocfa.org	714.573.6020
Robert Cortez, Assistant Chief Business Services Department	robertcortez@ocfa.org	714.573.6012

Summary

This item presents follow-up information related to questions asked by the Board of Directors during its review of the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget.

Prior Board/Committee Action

At the May 27, 2021 meeting, the Board of Directors reviewed the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget and raised a number of questions regarding past management decisions related to expenditures and purchasing activity. The Board directed, by 11-10 vote, to continue the review of the proposed budget to June, with the Budget and Finance Committee to drill down on answers to the questions asked of staff, and then forward that information to the Board at its June 24, 2021 meeting.

RECOMMENDED ACTION(S)

Review responses to Board of Directors' questions and comments made during the review of the Fiscal Year 2021/22 Proposed Budget and direct staff to include the information with the June staff report to the Board regarding the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget.

Impact to Cities/County

N/A

Fiscal Impact

N/A

Background

Staff has prepared the list of questions and comments made by the Board of Directors during the May 27, 2021 meeting, along with narrative responses (Attachment). Several of the responses include references to detailed supporting documents, which are included as Exhibits with the Attachment.

Attachment(s)

Responses to Board of Directors' Questions and Comments

FY 2021/22 Proposed Budget

Board of Directors

May 27, 2021

Item 4A



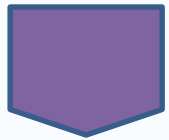
Agenda



Proposed 2021/22 General Fund Budget



Proposed 5-Year Capital Improvement Program



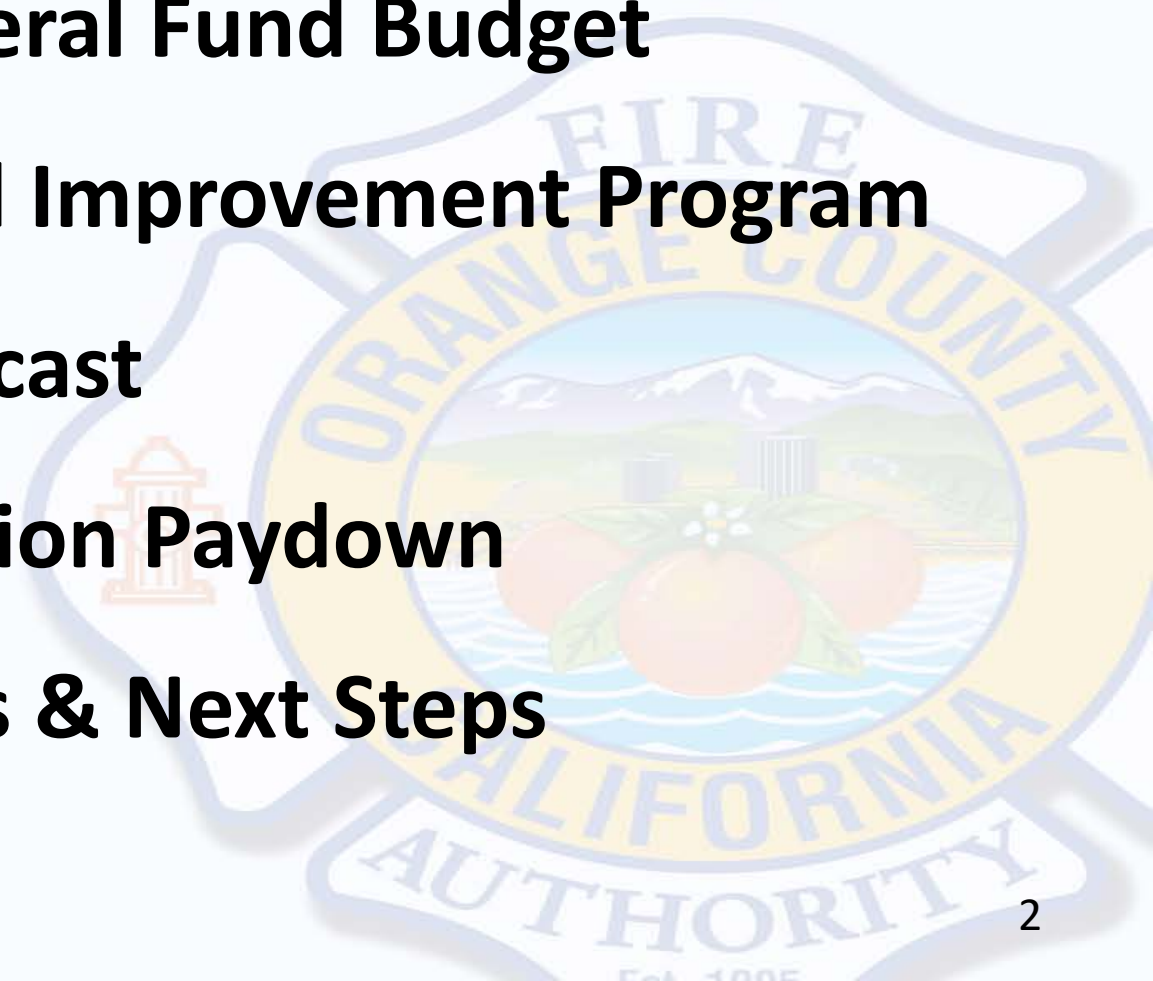
Updated Five-Year Forecast



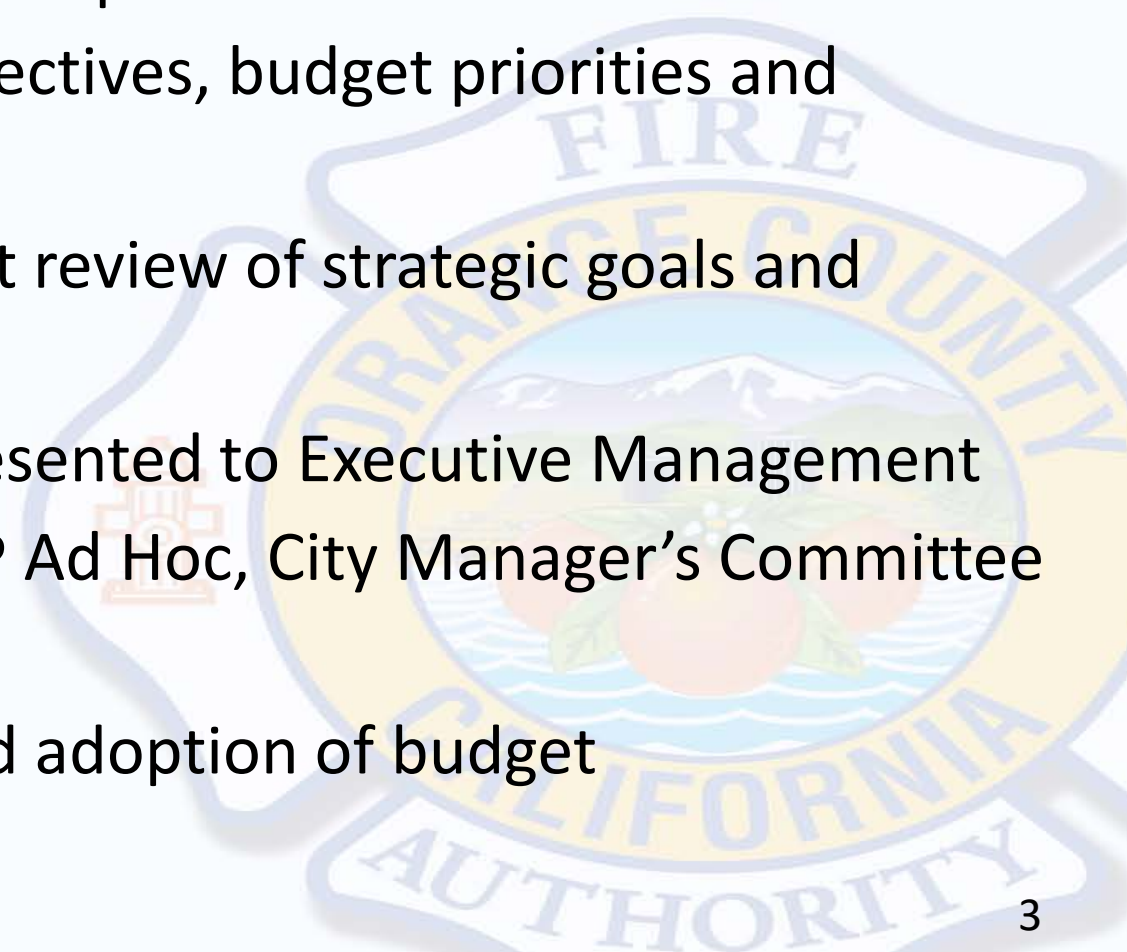
Progress Update – Pension Paydown



Staff Recommendations & Next Steps



Budget Development Process (7-8 Mos.)

- 
- Oct. to Nov. 2020: Staff prepares base assumptions
- Nov. to Dec. 2020: Review of financial objectives, budget priorities and budget policies
- Nov. to Feb. 2021: Executive Management review of strategic goals and objectives
- March 2021: Proposed budget is presented to Executive Management
- April 2021: Budget review with CIP Ad Hoc, City Manager's Committee and Labor groups
- May 2021: B&FC review and Board adoption of budget

Proposed FY 2021/2022 General Fund Budget



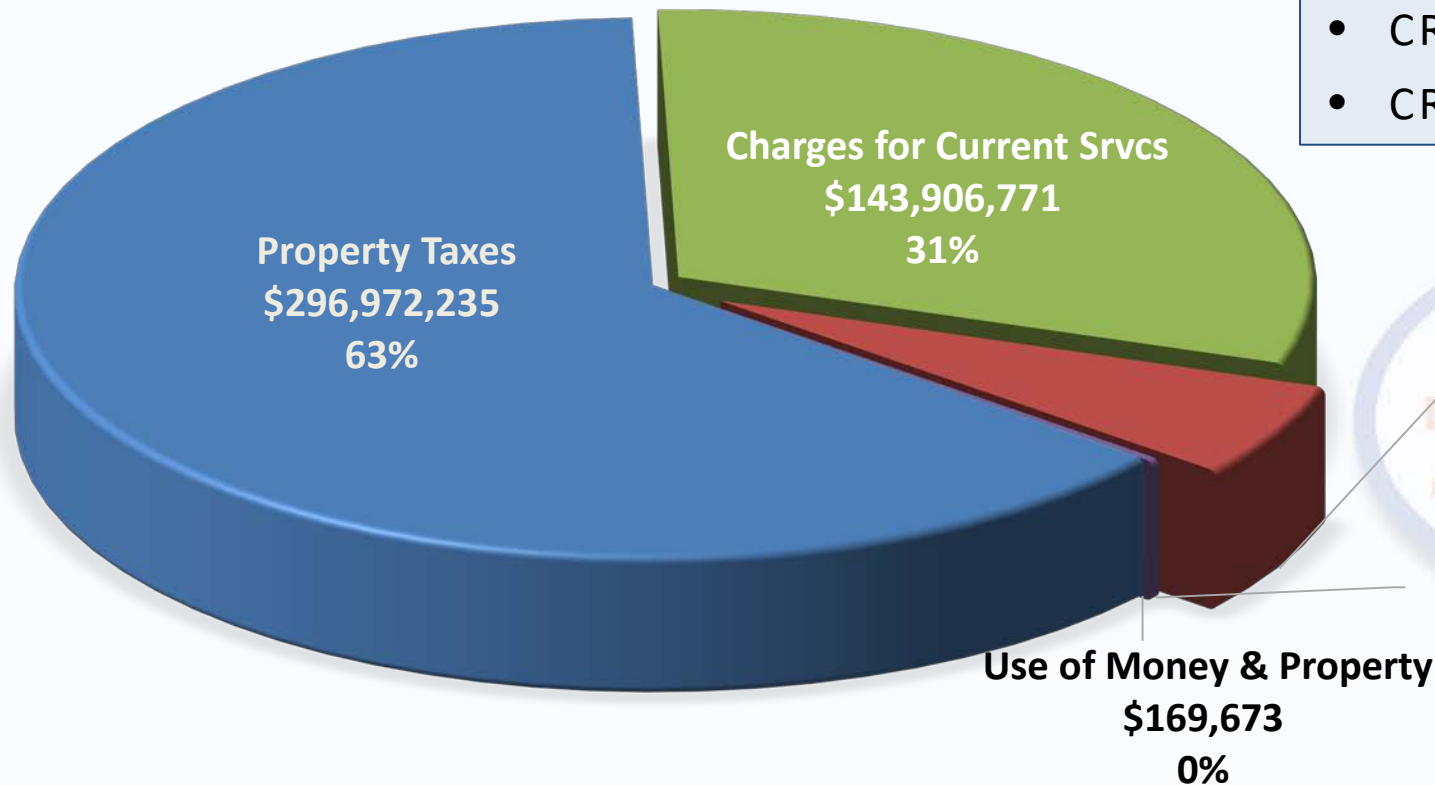
General Fund Overview

- Ongoing Revenues are projected at \$468.7 million, a 4.27% increase over FY 2021/22
- Ongoing Expenditures are projected at \$434.3 million, a 3.21% increase over FY 2021/22
 - Addition of \$14.8M to the voluntary pension paydown
 - Addition of \$2.2M transfer to the Irvine settlement agreement fund
 - Addition of \$2.5M to meet GF 10% Contingency Reserve Policy

Overall, revenues exceed expenditures and required transfers by \$14.9 million, providing funds for capital needs

General Fund Revenue

4.27% Growth, \$468.7M

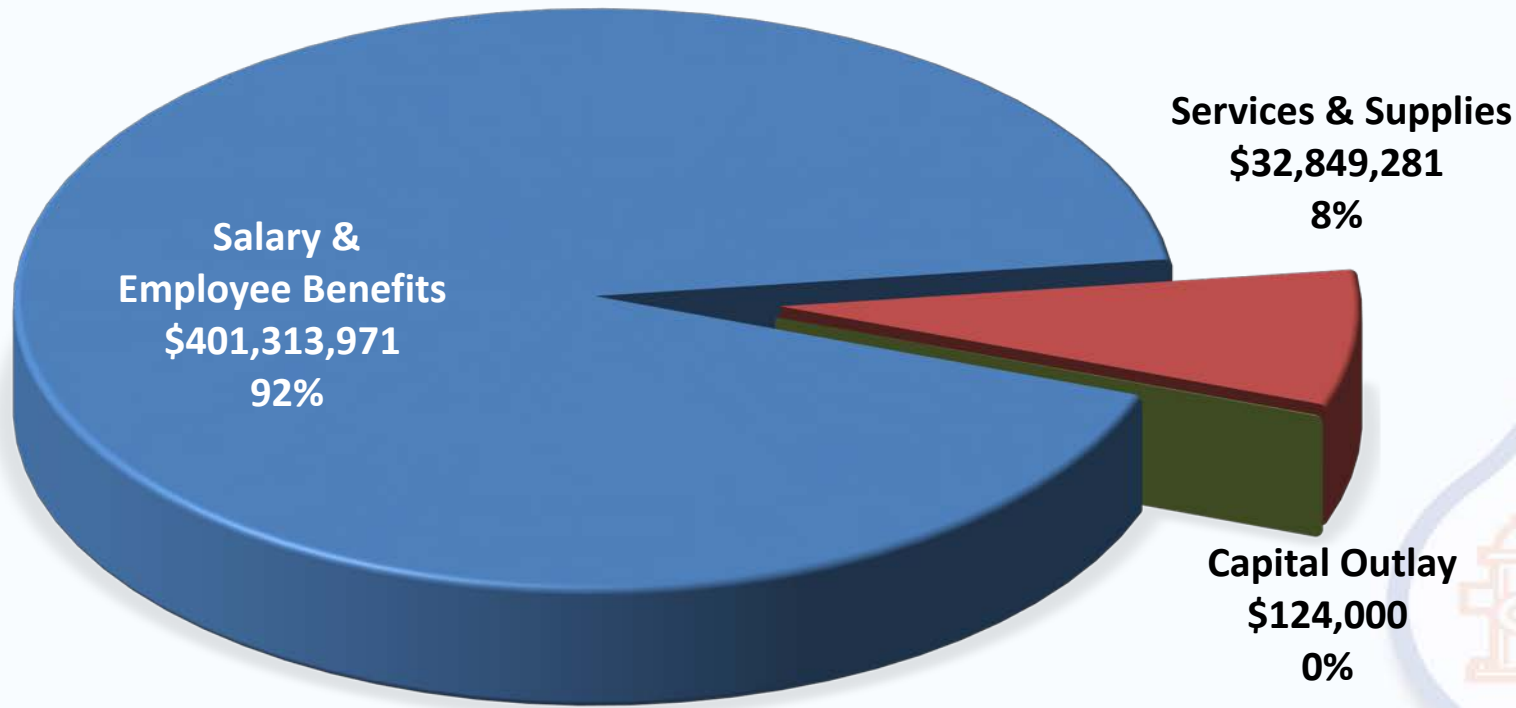


Year-Over-Year Highlights:

- Property Taxes: 3.13%, \$9.0M increase
- Cash Contract Charges: 4.8%, \$6.1M increase
- CRR Fees: 64.7%, \$2.4M increase
- CRA Pass-Through: 10.4%, \$1.7M increase

General Fund Expenditures

3.21% Increase, \$434.3M (ongoing expenditures)



Year-Over-Year Highlights

- S&EB: 3.37%, \$13.1M Increase
- Svs & Supplies: 1.86%, \$0.6M

Additional Expenditures:

- UAAL Paydown \$14.8M
- Settlement Agreement \$2.2M

Proposed Five-Year Capital Improvement Program FY 2021/22 – 2025/26



CIP Planning Process

Executive Management and staff conducted multiple reviews to prioritize projects based on:

- **Facilities Project Management Resources and Construction Scheduling**
 - Avoid impacting station operations/response times
- **Vehicle and Apparatus Replacement**
 - Availability of resources (staffing, procurement, etc.)
 - Implementation of Citygate study recommendations and OCFA policy for replacement
- **Projected CIP Funding Sources**

	Initial CIP Request	Proposed CIP
FY2021-22	\$30.1M	\$30.4M
FY2022-23	\$46.3M	\$21.1M
FY2023-24	\$30.2M	\$22.3M
FY2024-25	\$21.6M	\$29.2M
FY2025-26	\$6.4M	\$41.5M
5-Year Total	\$134.6M	\$144.5M

5-Year CIP Summary

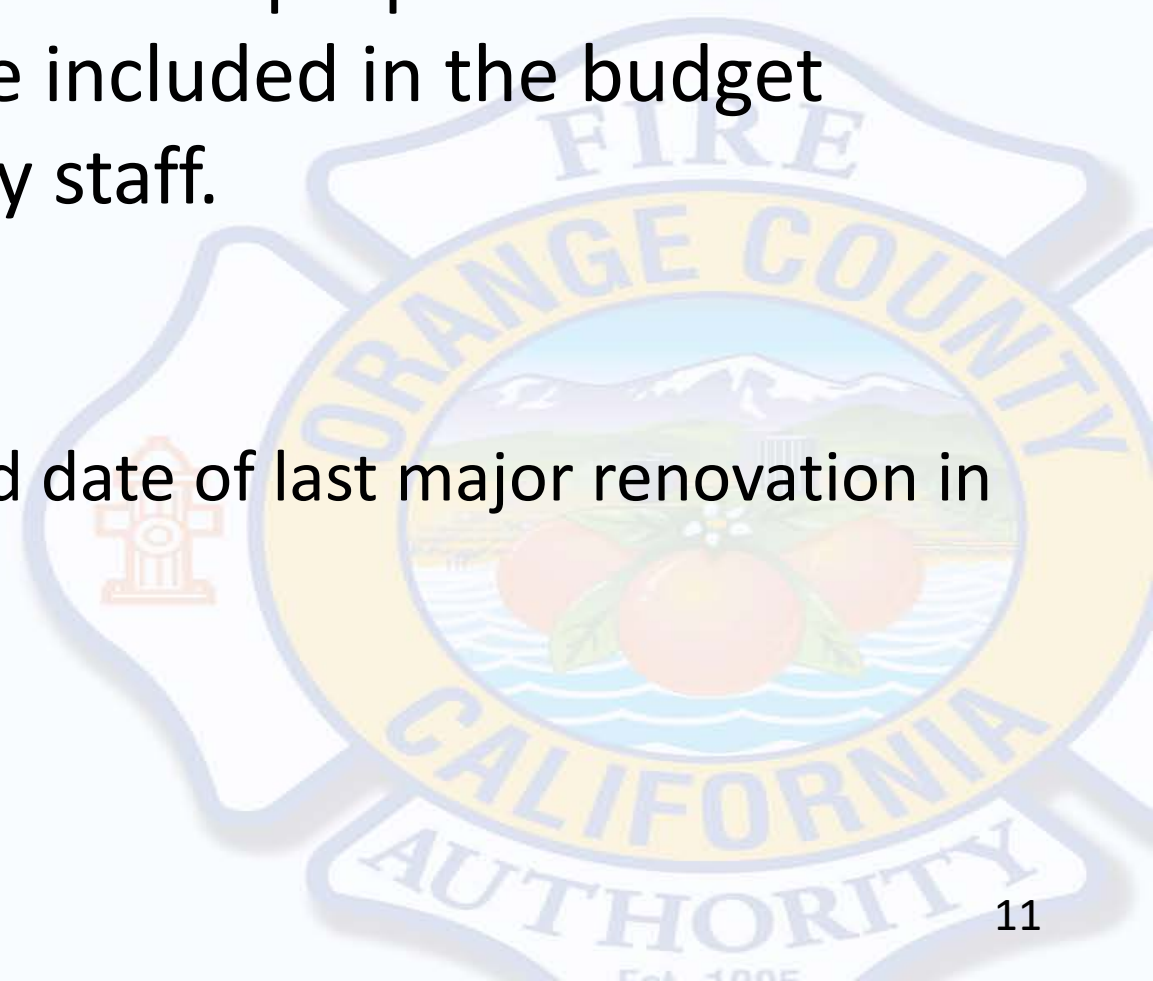
Fund	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year TOTAL
<i>Fund 123</i> Fire Stations and Facilities	13,500,000	500,000	3,100,000	7,900,000	23,512,231	48,512,231
<i>Fund 133</i> Fire Apparatus	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294	50,146,030
<i>Fund 124</i> Communications and Information Systems	2,725,000	3,800,000	1,250,000	1,450,000	500,000	9,725,000
<i>Fund 12110</i> General CIP	7,073,000	4,651,000	7,475,500	10,106,000	6,781,500	36,087,000
GRAND TOTAL	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025	144,470,261

Recommendations & Comments by the CIP Ad Hoc Committee

CIP Ad Hoc Committee recommend that the proposed 5-Year CIP for Fiscal Years 2021/22 – 2025/26 be included in the budget development process as presented by staff.

Comments:

Include list of Fire Stations with age and date of last major renovation in next year's budget book.



Five-Year Financial Forecast



Initial Five-Year Financial Forecast March 2021

0% Salary Increases after MOU Expiration, with SBRs

	<i>Adjusted</i> FY 2020/21	<i>Year 1</i> FY 2021/22	<i>Year 2</i> FY 2022/23	<i>Year 3</i> FY 2023/24	<i>Year 4</i> FY 2024/25	<i>Year 5</i> FY 2025/26
Beginning Fund Balance	214,187,358	179,062,362	172,254,437	149,151,806	140,480,378	149,452,898
General Fund Revenues	495,658,401	468,088,192	478,125,013	489,018,132	504,606,181	525,685,473
General Fund Expenditures	466,154,010	444,237,203	451,488,791	458,822,764	464,359,098	470,348,098
Paydown of UAAL	15,868,859	14,779,280	18,287,217	21,272,547	22,314,115	29,742,631
Total General Fund Expenditures	482,022,869	459,016,483	469,776,008	480,095,311	486,673,213	500,090,729
Net General Fund Revenue	13,635,531	9,071,708	8,349,004	8,922,821	17,932,968	25,594,744
Less Incremental Increase in 10% GF Op. Cont.	-	1,918,034	2,241,959	933,397	553,633	598,900
General Fund Surplus / (Deficit)	13,635,531	7,153,674	6,107,045	7,989,423	17,379,334	24,995,844
Operating Transfer to CIP Funds	13,635,531	7,153,674	6,107,045	7,989,423	17,379,334	24,995,844
Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
CIP Revenues	16,288,789	10,369,483	10,085,983	10,502,393	20,761,950	27,737,582
CIP Expenditures	44,034,585	30,051,625	46,257,572	30,211,588	21,614,047	6,436,486
CIP Surplus / (Deficit)	(27,745,796)	(19,682,142)	(36,171,589)	(19,709,195)	(852,097)	21,301,096
Other Fund Revenues	22,261,346	27,264,683	28,525,344	29,316,064	30,130,506	30,969,381
Other Fund Expenditures	23,526,493	16,308,500	17,698,345	19,211,694	20,859,523	22,653,780
Other Fund Surplus / (Deficit)	(1,265,147)	10,956,183	10,826,999	10,104,370	9,270,983	8,315,601
Ending CIP Fund Balance	9,373,415	(10,692,137)	(47,193,858)	(67,480,258)	(68,904,138)	(48,275,785)
Ending Fund Balance	179,062,362	172,254,437	149,151,806	140,480,378	149,452,898	179,668,495

Five-Year Financial Forecast April 2021

Scenario 1 – 0% Salary Increases after MOU Expiration

	<i>Adjusted</i> FY 2020/21	<i>Year 1</i> FY 2021/22	<i>Year 2</i> FY 2022/23	<i>Year 3</i> FY 2023/24	<i>Year 4</i> FY 2024/25	<i>Year 5</i> FY 2025/26
Beginning Fund Balance	214,187,358	181,639,235	182,958,638	195,198,068	206,189,809	221,041,434
General Fund Revenues	495,658,401	468,662,603	479,949,944	491,224,242	508,354,394	528,549,215
General Fund Expenditures	466,236,000	436,455,252	443,768,010	450,119,573	455,650,944	461,467,272
Paydown of UAAL	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Total General Fund Expenditures	482,104,859	451,234,532	461,555,226	470,892,119	477,465,059	490,709,903
Net General Fund Revenue	13,553,541	17,428,071	18,394,717	20,332,123	30,889,335	37,839,313
Less Incremental Increase in 10% GF Op. Cont.	-	2,563,553	696,276	635,156	553,137	581,633
General Fund Surplus / (Deficit)	13,553,541	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
Operating Transfer to CIP Funds	13,553,541	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
CIP Revenues	16,206,799	18,229,350	21,776,950	22,600,008	34,196,469	40,420,588
CIP Expenditures	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
CIP Surplus / (Deficit)	(25,168,923)	(12,200,333)	716,155	252,215	5,027,504	(1,042,437)
Other Fund Revenues	22,261,346	27,264,683	29,025,344	29,816,064	30,630,506	31,469,381
Other Fund Expenditures	23,526,493	16,308,500	18,198,345	19,711,694	21,359,523	23,153,780
Other Fund Surplus / (Deficit)	(1,265,147)	10,956,183	10,826,999	10,104,370	9,270,983	8,315,601
Ending CIP Fund Balance	13,389,002	831,893	1,138,517	502,479	4,577,310	2,526,284
Ending Fund Balance	181,639,235	182,958,638	195,198,068	206,189,809	221,041,434	228,896,231

Five-Year Financial Forecast April 2021

Scenario 2 – 1% Salary Increases after MOU Expiration

	<i>Adjusted</i> FY 2020/21	<i>Year 1</i> FY 2021/22	<i>Year 2</i> FY 2022/23	<i>Year 3</i> FY 2023/24	<i>Year 4</i> FY 2024/25	<i>Year 5</i> FY 2025/26
Beginning Fund Balance	214,187,358	181,639,235	182,958,638	192,444,080	197,165,590	202,145,516
General Fund Revenues	495,658,401	468,662,603	479,950,174	491,225,733	508,357,031	528,552,984
General Fund Expenditures	466,236,000	436,455,252	446,517,293	456,349,559	465,427,242	474,828,676
Paydown of UAAL	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Total General Fund Expenditures	482,104,859	451,234,532	464,304,510	477,122,106	487,241,357	504,071,306
Net General Fund Revenue	13,553,541	17,428,071	15,645,664	14,103,628	21,115,674	24,481,678
Less Incremental Increase in 10% GF Op. Cont.	-	2,563,553	971,204	983,227	907,768	940,143
General Fund Surplus / (Deficit)	13,553,541	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
Operating Transfer to CIP Funds	13,553,541	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
CIP Revenues	16,206,799	18,229,350	18,748,034	15,981,706	23,970,139	26,525,287
CIP Expenditures	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
CIP Surplus / (Deficit)	(25,168,923)	(12,200,333)	(2,312,761)	(6,366,087)	(5,198,826)	(14,937,738)
Other Fund Revenues	22,261,346	27,264,683	29,025,344	29,816,064	30,630,506	31,469,381
Other Fund Expenditures	23,526,493	16,308,500	18,198,345	19,711,694	21,359,523	23,153,780
Other Fund Surplus / (Deficit)	(1,265,147)	10,956,183	10,826,999	10,104,370	9,270,983	8,315,601
Ending CIP Fund Balance	13,389,002	831,893	(1,886,464)	(9,107,523)	(15,180,845)	(30,984,310)
Ending Fund Balance	181,639,235	182,958,638	192,444,080	197,165,590	202,145,516	196,463,523

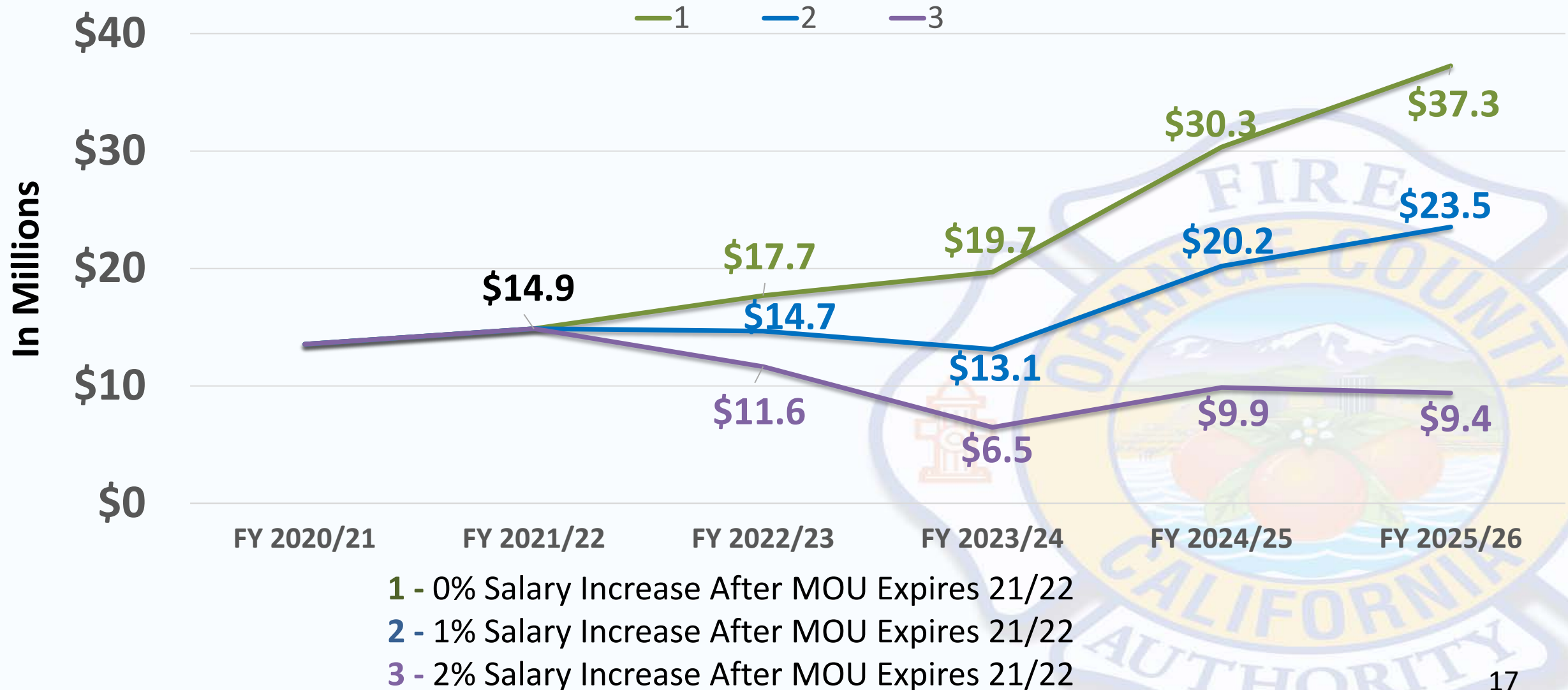
Five-Year Financial Forecast April 2021

Scenario 3 – 2% Salary Increases after MOU Expiration

	<i>Adjusted</i> FY 2020/21	<i>Year 1</i> FY 2021/22	<i>Year 2</i> FY 2022/23	<i>Year 3</i> FY 2023/24	<i>Year 4</i> FY 2024/25	<i>Year 5</i> FY 2025/26
Beginning Fund Balance	214,187,358	181,639,235	182,958,638	189,688,317	188,076,698	182,989,082
General Fund Revenues	495,658,401	468,662,603	479,950,403	491,227,235	508,359,710	528,556,852
General Fund Expenditures	466,236,000	436,455,252	449,268,348	462,642,215	475,398,270	488,589,618
Paydown of UAAL	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Total General Fund Expenditures	482,104,859	451,234,532	467,055,565	483,414,762	497,212,385	517,832,249
Net General Fund Revenue	13,553,541	17,428,071	12,894,838	7,812,473	11,147,325	10,724,604
Less Incremental Increase in 10% GF Op. Cont.	-	2,563,553	1,246,310	1,337,387	1,275,605	1,319,135
General Fund Surplus / (Deficit)	13,553,541	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
Operating Transfer to CIP Funds	13,553,541	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
CIP Revenues	16,206,799	18,229,350	15,717,165	9,294,417	13,534,760	12,206,810
CIP Expenditures	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
CIP Surplus / (Deficit)	(25,168,923)	(12,200,333)	(5,343,630)	(13,053,376)	(15,634,205)	(29,256,215)
Other Fund Revenues	22,261,346	27,264,683	29,025,344	29,816,064	30,630,506	31,469,381
Other Fund Expenditures	23,526,493	16,308,500	18,198,345	19,711,694	21,359,523	23,153,780
Other Fund Surplus / (Deficit)	(1,265,147)	10,956,183	10,826,999	10,104,370	9,270,983	8,315,601
Ending CIP Fund Balance	13,389,002	831,893	(4,913,396)	(18,788,273)	(35,217,876)	(65,194,362)
Ending Fund Balance	181,639,235	182,958,638	189,688,317	188,076,698	182,989,082	163,367,603

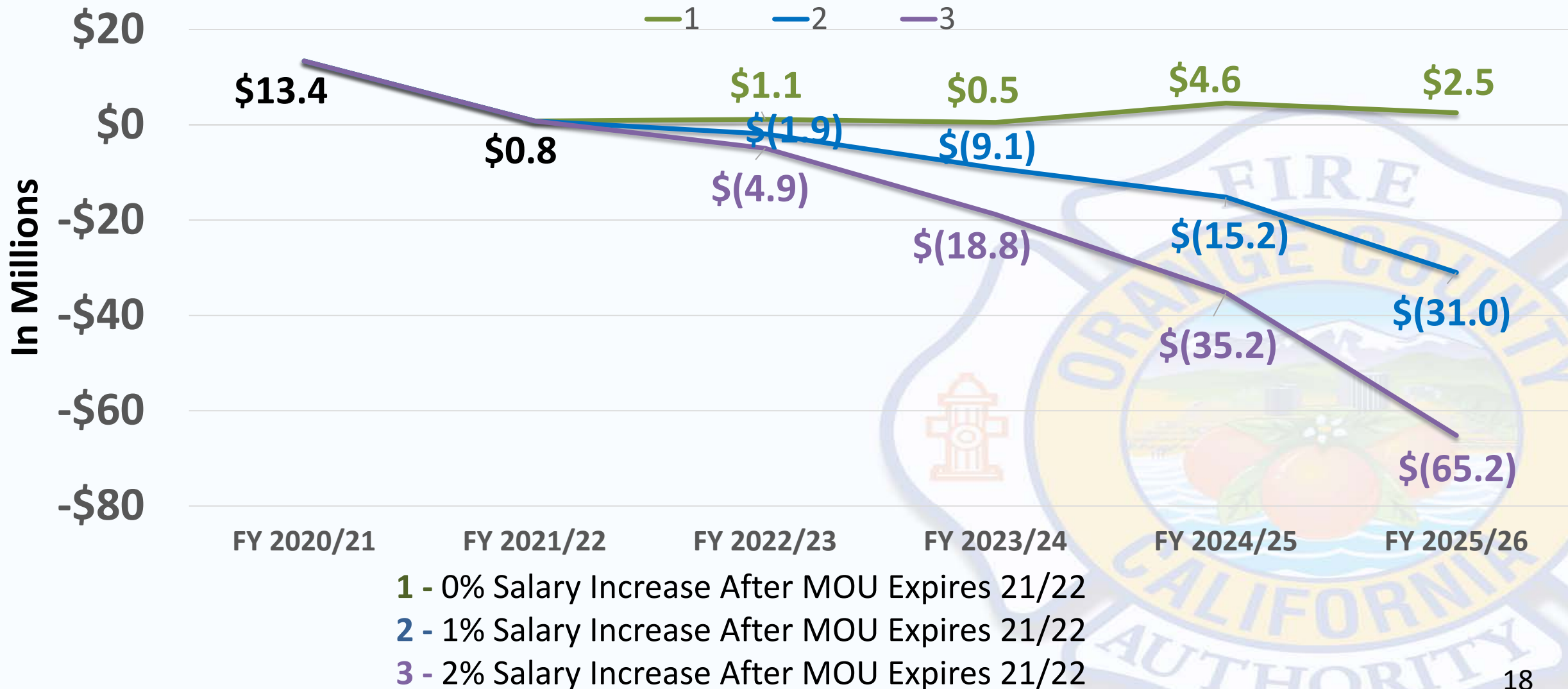
Five-Year Financial Forecast Scenarios

GF Surplus/(Deficit) – Yellow Line



Five-Year Financial Forecast Scenarios

CIP Fund Balance Surplus/(Deficit) – Orange Line



Federal & State Funding Resources

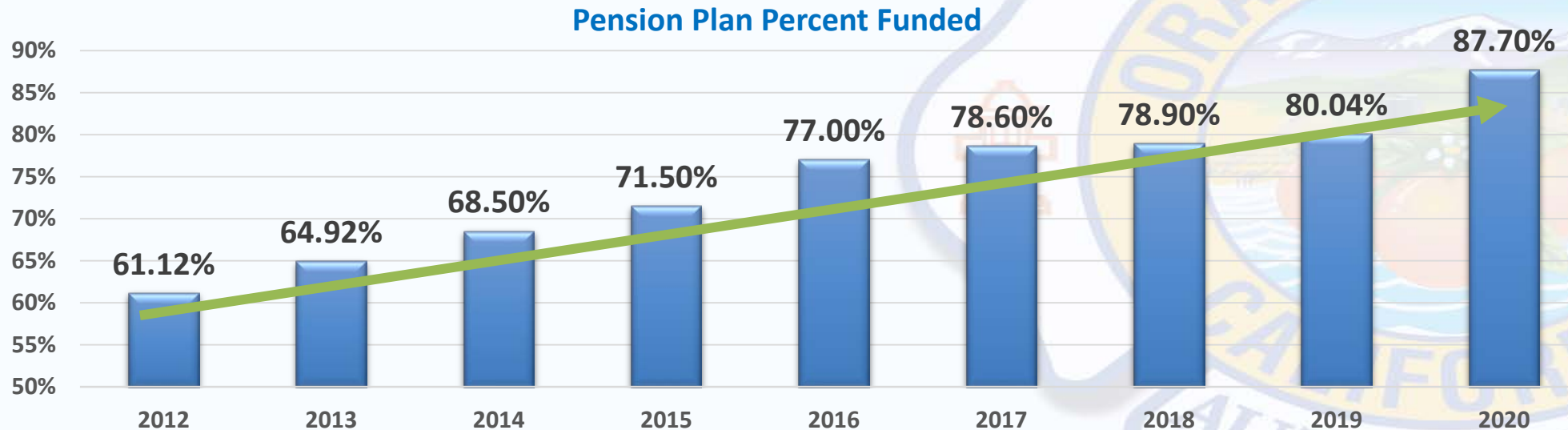
Federal	State
CARES Act <ul style="list-style-type: none">2020/21: \$30,000 (Santa Ana) and \$718,635 FEMA Grant for PPE	Contract County Funding (OCFA is one of six) <ul style="list-style-type: none">2020/21 OCFA Amount: \$8,550,1192021/22 OCFA Amount: \$9,752,816
FEMA Disaster Relief <ul style="list-style-type: none">OCFA Submitted Claim for \$5.2M COVID-19 Response ReimbursementOngoing COVID19 Response costs	Governor's Wildfire Prevention and Resilience Budget Package (\$536M) <ul style="list-style-type: none">Does not fund local fire agencies directly. Contract Counties are seeking 2021/22 Budget funding for additional wildland resources.2021/22 Grant funding for prevention and home hardening may be available to OCFA and local communities.
American Rescue Plan (\$617M – County of Orange) <ul style="list-style-type: none">2021/22 State & Local Assistance: Initial guidance does not include direct assistance to special districts/JPAs2021/22 FEMA Fire Act Grants: OCFA eligible for staffing, training, and equipment needs	

Progress Update Pension Paydown Plan



Pension Paydown Plan

- The December 2020 Actuarial Study (pending final review & adoption by OCERS) indicates:
 - OCFA's unfunded pension liability decreased to \$275.6M (previously \$434.7M)
 - OCFA's combined Safety & General pension plans funded status increased to 87.7%
 - *OCFA's accelerated payments have now achieved our Board-Adopted funding goal of 85%*
- OCERS' actuary, The Segal Company, indicated that OCFA's accelerated payments have produced interest savings totaling **\$34,452,877** (this figure has not been updated for 2020)



Next Steps



Budget Calendar

- **Executive Management** (Preliminary CIP review)
- **Executive Management** (Preliminary Budget, SBRs & 5-yr Forecast)
- **Executive Management** (Additional CIP Review)
- **CIP Ad Hoc Committee Review**
- **City Manager Budget & Finance Committee Review**
- **Labor Group Budget Briefings**
- **OCFA Budget & Finance Committee Review**
- **OCFA Board of Directors Budget Adoption**

2/17



3/17



3/24



4/14



4/20



4/21



5/12

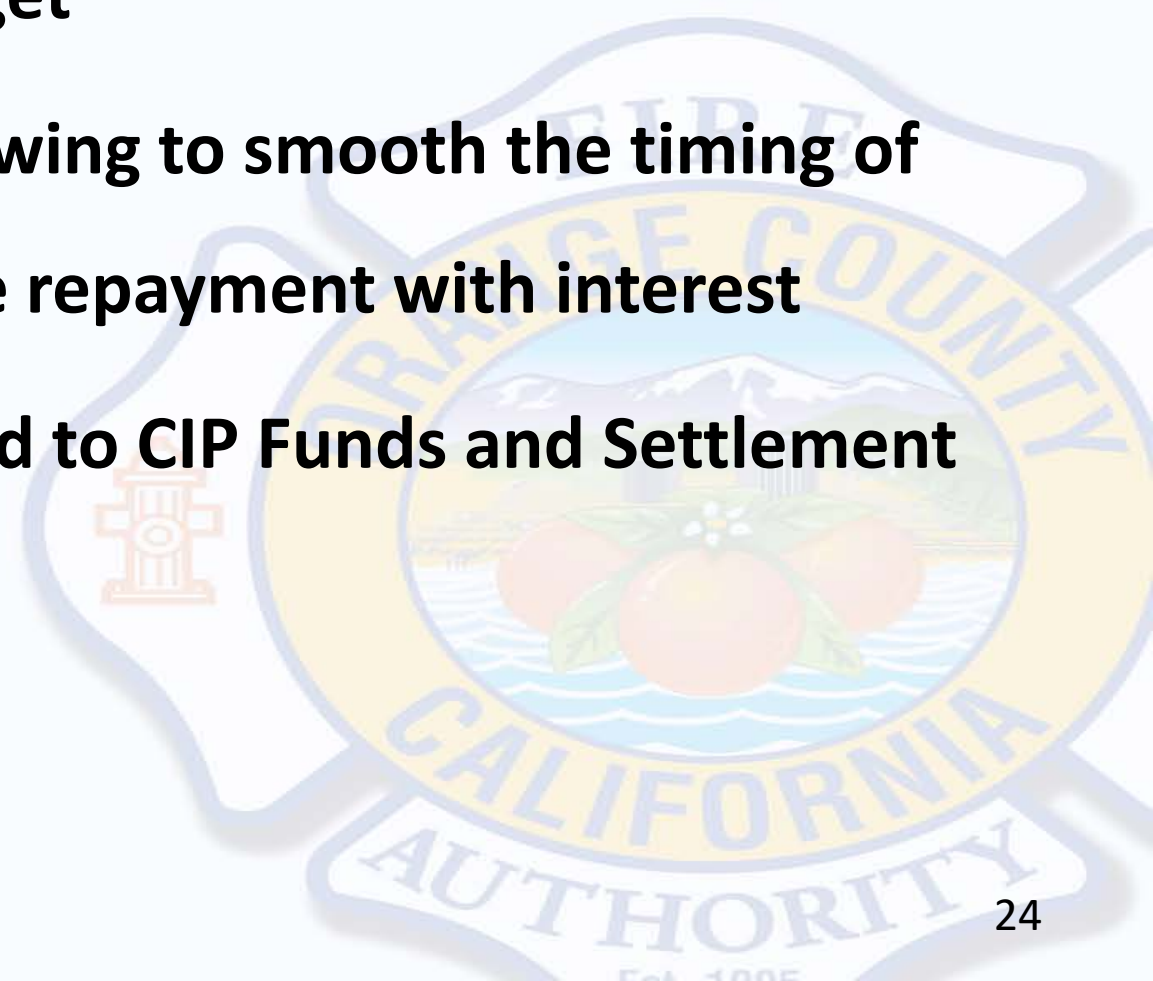


5/27



Proposed FY 2021/22 Budget Staff Recommendations

- **Adopt the Proposed FY 2021/22 Budget**
- **Authorize temporary interfund borrowing to smooth the timing of General Fund cashflow, and authorize repayment with interest**
- **Authorize transfers from General Fund to CIP Funds and Settlement Agreement Fund**



Questions/Comments



RESOLUTION NO. 2021-XX

**A RESOLUTION OF THE ORANGE COUNTY FIRE
AUTHORITY BOARD OF DIRECTORS ADOPTING AND
APPROVING THE APPROPRIATIONS BUDGET FOR THE
ORANGE COUNTY FIRE AUTHORITY FOR FISCAL
YEAR 2021/22**

*THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS DOES HEREBY
RESOLVE AS FOLLOWS:*

The appropriations budget for the Orange County Fire Authority for Fiscal Year 2021/22 is approved and adopted by the Board of Directors as follows:

<u>General Fund Operating Appropriations</u>	
Salary and Employee Benefits	\$401,313,971
UAAL Pay-down to OCERS	\$14,779,280
Services and Supplies (including one-time)	\$32,849,281
Capital Outlay	<u>\$124,000</u>
Total Operating Appropriations	\$449,066,532
Operating Transfers-out of General Funds	
To CIP Fund(s) and Settlement Agreement Fund	\$17,032,518
<u>Other Funds Appropriations</u>	
Fund 12110 – General Fund CIP	\$7,073,000
Fund 123 – Fire Stations and Facilities	\$13,500,000
Fund 124 – Communications and Info. Systems	\$2,725,000
Fund 133 – Fire Apparatus	\$7,131,683
Fund 139 – Settlement Agreement	\$668,000
Fund 190 – Self-Insurance Fund	<u>\$15,640,500</u>
Total Other Funds Appropriations	\$46,738,183
<u>Reserves</u>	
10% Operating Contingency	\$40,413,725
Appropriation for Contingencies	\$3,000,000

PASSED, APPROVED and ADOPTED this 24th day of June 2021.

DAVID SHAWVER, CHAIR
OCFA Board of Directors

ATTEST:

MARIA D. HUIZAR
Clerk of the Authority

ORANGE COUNTY FIRE AUTHORITY

BOARD OF DIRECTORS FY 2021/22 PROPOSED BUDGET



Business Services Department
Treasury & Financial Planning
May 27, 2021



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BOARD OF DIRECTORS

FY 2021/22 PROPOSED GENERAL FUND AND CIP BUDGETS

May 27, 2021

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Budget Overview

We are pleased to present the FY 2021/22 Proposed Budget for your review and consideration. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2021/22 and meets our policy reserve requirements.

At 63% of our revenues, property taxes are the largest component of our General Fund revenue budget. OCFA contracts with Harris & Associates to conduct property tax forecasts for the next five fiscal years. The projections, which are updated on an annual basis, are included in the five-year cash flow forecast starting on page 10. Harris & Associates employs conservative assumptions and methodologies. Compared to last year's forecast, the projected FY 2021/22 secured property tax growth rate of 3.70% is 0.74% higher due to a recovering economy and strong housing market.

In keeping with Harris & Associates' forecasted trends, we have estimated that property tax revenue dollars will continue to grow. The rate of growth is anticipated to remain moderate with annual growth rates ranging from 2.94% to 3.71% through FY 2025/26. While there is still uncertainty surrounding the longer term impacts of the COVID-19 pandemic on the Orange County economy, the vaccine rollout is anticipated to speed up the recovery.

The FY 2021/22 Proposed Budget includes 1,535 funded positions with no position changes from the prior year. The budget development process continues to include the following measures:

- ***Vacant/Frozen Positions*** – Funding for frozen positions must be approved by the Board before filling; 30 positions are frozen and are not funded in this proposed budget. As in the past, non-frozen vacant positions are funded and anticipated to be filled during the fiscal year.
- ***Services and Supplies*** – All sections were directed to hold their services and supplies (S&S) budget at the FY 2020/21 level after one-time increases were removed. Requested increases for FY 2021/22 were reviewed and approved on a case-by-case basis. Approved requests or changes are listed on each department summary page.
- ***Salaries*** – The proposed budget includes scheduled salary increases for all positions included in an approved MOU or triggered by provisions that define salary spreads. Merit increases are included for qualifying employees.
- ***Workers' Compensation*** – The workers' compensation annual budget is funded at the 50% confidence level per policy, using actuarial report figures from the study completed in July 2020.

- ***Prioritization of Five-Year Capital Improvement Plan*** – The five-year CIP was updated and reviewed by the Executive Management Team which prioritized projects to ensure they contribute to OCFA’s mission of providing a safe, hazard-free work environment and quality service to our members and citizens. Based on lower anticipated growth in OCFA’s CIP revenue sources, some CIP projects were moved to later years to coincide with future funding availability.
- ***Snowball Plan*** – The budget includes approximately \$14.8M in additional unfunded pension liability payments, in accordance with Board direction to continue to pay-down the UAAL.

Consistent with our approach since the end of the Great Recession, we have employed conservative measures in the development of the FY 2021/22 Proposed Budget, balancing the needs of the agency based on current and anticipated future revenue growth.

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2021/22 BUDGET

	FY 2020/21 Adjusted Budget	FY 2021/22 Draft Proposed Budget	\$ Change from FY 2020/21 Adjusted	% Change from FY 2020/21 Adjusted
FUNDING SOURCES				
Property Taxes	\$287,967,482	\$296,972,235	\$9,004,753	3.13%
Intergovernmental	24,833,007	26,521,424	1,688,417	6.80%
Charges for Current Services	135,418,399	143,906,771	8,488,372	6.27%
Use of Money & Property	174,571	169,673	(4,898)	-2.81%
Other	1,093,500	1,092,500	(1,000)	-0.09%
Subtotal Revenues	449,486,959	468,662,603	19,175,644	4.27%
One-time/Grant Revenues	40,057,389	-	(40,057,389)	-100.00%
Total Revenues	489,544,348	468,662,603	(20,881,745)	-4.27%
Operating Transfer In	500,000	-	(500,000)	-100.00%
Beginning Fund Balance	57,929,276	41,360,172	(16,569,104)	-28.60%
TOTAL AVAILABLE RESOURCES	\$547,973,624	\$510,022,775	(\$37,950,849)	-6.93%
EXPENDITURES				
Salaries & Employee Benefits	\$388,230,080	\$401,313,971	\$13,083,891	3.37%
Services & Supplies	32,250,304	32,849,281	598,977	1.86%
Capital Outlay	290,140	124,000	(166,140)	-57.26%
Subtotal Expenditures	420,770,524	434,287,252	13,516,728	3.21%
One-Time/Grant Expenditures	43,297,476	-	(43,297,476)	-100.00%
UAAL Paydowns	15,868,859	14,779,280	(1,089,579)	-6.87%
Total Expenditures & Other Uses	479,936,859	449,066,532	(30,870,327)	-6.43%
Operating Transfer Out	26,676,593	17,032,518	(9,644,075)	-36.15%
Appropriation for Contingencies (1)	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	38,360,172	40,923,725	2,563,553	6.68%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$547,973,624	\$510,022,775	(\$37,950,849)	-6.93%

(1) Requires Board approval to spend

**ORANGE COUNTY FIRE AUTHORITY
FY 2021/22 General Fund
Budget Highlights
May 2021**

NOTE: This comparison is the FY 2020/21 Adjusted Budget to the FY 2021/22 Proposed Budget, with one-time increases removed for comparison purposes.

Revenue
\$19.2 million or a 4.27% increase

Property Taxes	\$9.0M increase
<ul style="list-style-type: none">▪ Based on 3.70% current secured property tax growth per the Harris & Associates' study of April 1, 2021 applied to the current year tax ledger, excluding public utility taxes.▪ The refund factor is estimated at 1.27% based on historical trends.	
State Reimbursements	\$46K decrease
<ul style="list-style-type: none">▪ Based on the FY 2020/21 estimated contract amount. The final FY 2020/21 contract amount per the Gray Book (CAL FIRE's notice of allocation to the contract counties) has not yet been received and is not anticipated prior to budget adoption.	
Federal Reimbursements	No Change
Community Redevelopment Agency (CRA) Pass-Thru	\$1.7M increase
<ul style="list-style-type: none">▪ Based on projections from the Harris & Associates' study of April 1, 2021.	
Cash Contract Charges	\$6.1M increase
<ul style="list-style-type: none">▪ Based on an estimated 4.5% increase to cash contract cities' service charges, plus 4th position phase-in costs for Buena Park, San Clemente and Tustin.	
Interest	\$6K decrease
<ul style="list-style-type: none">▪ Based on an estimated annual return of 0.25% for FY 2021/22.	
Community Risk Reduction Fees	\$2.4M increase
<ul style="list-style-type: none">▪ Based on prior year trends and input from CRR staff. The FY 2021/22 Proposed Budget anticipates revenue to return to pre-COVID-19 levels with a slight decrease for False Alarm Fees.	
Miscellaneous Revenue	\$1K decrease

Expenditures
\$13.5 million or a 3.21% increase overall

Salaries**\$6.2M increase**

- MOU increases for EMT pay included for Firefighter and Chief Officer employee groups.
- Assumes no MOU increases for OCFAMA and OCEA employee groups.
- Overtime, which increased by approximately \$3.2M, is based on historical expenditures excluding emergency incidents. Overtime usage has been trending higher in recent years.
- FY 2021/22 proposed budget includes a \$5.0M deduction for average salary savings in the firefighter ranks due to projected vacancies.

Retirement**\$0.8M increase**

- Additional scheduled UAAL paydown amounts of \$15.9M in FY 2020/21 and \$14.8M in FY 2021/22 were removed for comparison purposes.
- FY 2021/22 retirement rates are approximately 0.44% lower for safety and 0.69% lower for non-safety compared to FY 2020/21 rates.
- The retirement increase is primarily due to increases in EMT pay for Firefighters and Chief Officers in FY 2020/21 and FY 2021/22.

Benefits**\$6.0M increase**

- Workers' Compensation is budgeted at the 50% confidence level provided by the actuarial study completed in July 2020. Workers' Compensation increased \$5.0M for FY 2021/22.
- Firefighter group medical insurance is based on a rate of \$2,200 per month, an increase of \$44 per month.
- Management dental insurance reflects an increase of 5.0% for calendar year 2022 and a 0% increase for vision insurance.

Services and Supplies/Equipment**\$0.4M increase**

- The increase in services and supplies expenditures is due to approved base budget increases for selected Departments. Details appear on the Summary pages of each Department's Services & Supplies section.

**ORANGE COUNTY FIRE AUTHORITY
FY 2021/22 Pending Issues
May 2021**

Interest Earnings/Interfund Expense

- OCFA plans to use interfund borrowing to meet any cash flow needs during FY 2021/22. Under this temporary cash flow mechanism, money is borrowed from the Workers' Compensation Self Insurance Fund, temporarily loaned to the General Fund, then repaid back with interest once property tax revenues are received. Interest earnings estimates for the fund will be calculated as the budget stabilizes towards budget adoption in May. Interest earnings estimates assume a 0.25% interest rate for FY 2021/22.

Workers' Compensation Confidence Level Funding Amount

- Budgeted Workers' Compensation amounts assume funding at the 50% confidence level and are based on the Workers' Compensation actuarial study prepared by Rivelle Consulting dated 7/20/2020.

Cash Contract City Charges

- Current estimate is a 4.5% increase, pending final budget figures. Increases beyond 4.5% will be banked for future years when the increase is under the cap.

US&R Grants

- No estimate has been included for the new grant nor unspent funds of current grants.



**ORANGE COUNTY FIRE AUTHORITY
COMBINED PROPOSED BUDGET SUMMARY
FY 2021/22**

	121 General Fund	12110 ⁽¹⁾ General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems
FUNDING SOURCES				
Property Taxes	\$296,972,235	-	-	-
Intergovernmental	26,521,424	-	-	-
Charges for Current Services	143,906,771	-	-	-
Use of Money & Property	169,673	-	40,404	15,588
Other	1,092,500	-	213,000	-
Total Revenue & Other Financing Sources	468,662,603	-	253,404	15,588
Operating Transfer In	-	5,350,000	4,450,000	1,700,000
Beginning Fund Balance	41,360,172	1,932,101	9,030,024	1,217,104
TOTAL AVAILABLE RESOURCES	\$510,022,775	\$7,282,101	\$13,733,428	\$2,932,692
EXPENDITURES				
Salaries & Employee Benefits	\$401,313,971	-	-	-
Services & Supplies	32,849,281	6,373,000	-	1,450,000
Capital Outlay	124,000	700,000	13,500,000	1,275,000
Subtotal Expenditures	434,287,252	7,073,000	13,500,000	2,725,000
UAAL Paydown	14,779,280	-	-	-
Total Expenditures & Other Uses	449,066,532	7,073,000	13,500,000	2,725,000
Appropriation for Contingencies	3,000,000	-	-	-
Operating Transfer Out	17,032,518	-	-	-
Ending Fund Balance	40,923,725	209,101	233,428	207,692
TOTAL FUND COMMITMENTS & FUND BALANCE	\$510,022,775	\$7,282,101	\$13,733,428	\$2,932,692

(1) Project related budgets segregated for operational budget clarity purposes.

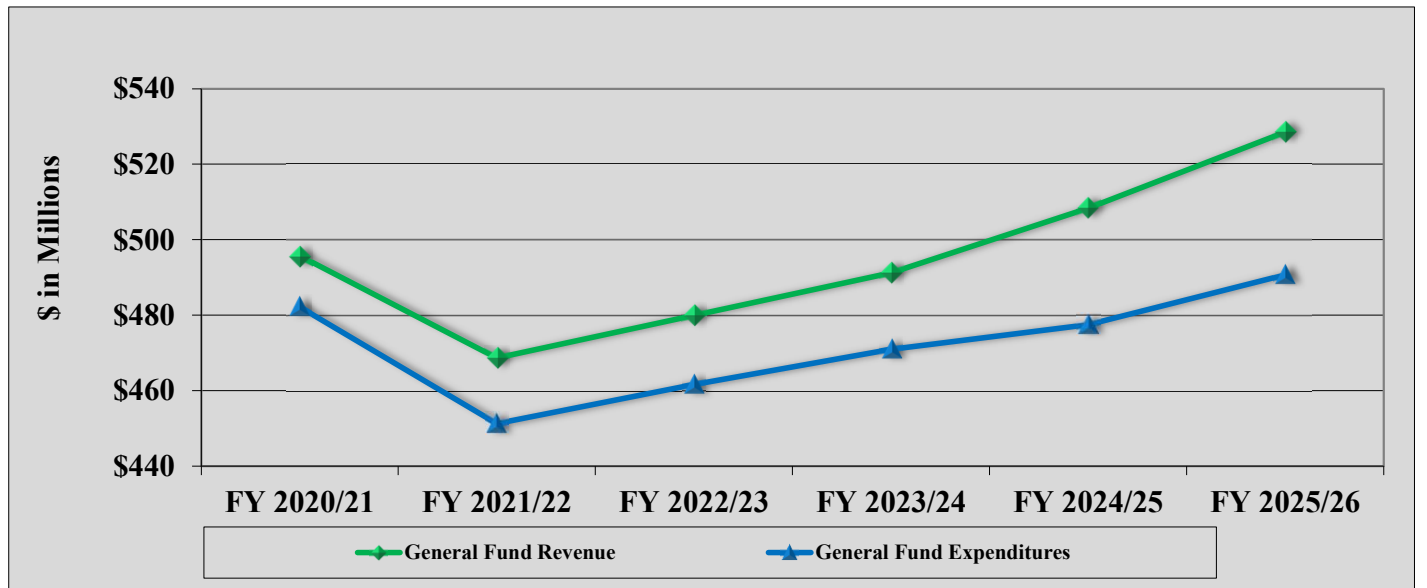
Budget Summary & Overview

133 Fire Apparatus	139 Settlement Agreement	171 SFF Entitlement	190 Self- Insurance	Total
-	-	-	-	\$296,972,235
-	-	-	-	26,521,424
1,652,957	-	-	25,096,683	170,656,411
37,534	60,537	2,456	293,783	619,975
1,048,573	-	-	-	2,354,073
2,739,064	60,537	2,456	25,390,466	497,124,118
3,364,518	2,168,000	-	-	17,032,518
1,209,773	23,580,524	5,208	103,304,329	181,639,235
\$7,313,355	\$25,809,061	\$7,664	\$128,694,795	\$695,795,871
-	-	-	-	\$401,313,971
-	668,000	-	15,640,500	56,980,781
7,131,683	-	-	-	22,730,683
7,131,683	668,000	-	15,640,500	481,025,435
-	-	-	-	14,779,280
7,131,683	668,000	-	15,640,500	495,804,715
-	-	-	-	3,000,000
-	-	-	-	17,032,518
181,672	25,141,061	7,664	113,054,295	179,958,638
\$7,313,355	\$25,809,061	\$7,664	\$128,694,795	\$695,795,871

FY 2021/22 Proposed Budget

Scenario 1 - 0% Salary Increase After MOU Expirations Orange County Fire Authority Five-Year Financial Forecast

	Adjusted FY 2020/21	Year 1 FY 2021/22	Year 2 FY 2022/23	Year 3 FY 2023/24	Year 4 FY 2024/25	Year 5 FY 2025/26
Beginning Fund Balance	214,187,358	181,639,235	182,958,638	195,198,068	206,189,809	221,041,434
General Fund Revenue	495,658,401	468,662,603	479,949,944	491,224,242	508,354,394	528,549,215
General Fund Expenditures	466,236,000	436,455,252	443,768,010	450,119,573	455,650,944	461,467,272
Paydown of UAAL	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Total General Fund Expenditures	482,104,859	451,234,532	461,555,226	470,892,119	477,465,059	490,709,903
Net General Fund Revenue	13,553,541	17,428,071	18,394,717	20,332,123	30,889,335	37,839,313
Less Incremental Increase in 10% GF Op. Cont.	-	2,563,553	696,276	635,156	553,137	581,633
General Fund Surplus / (Deficit)	13,553,541	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
Operating Transfers to CIP Funds	13,553,541	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
CIP Revenue	16,206,799	18,229,350	21,776,950	22,600,008	34,196,469	40,420,588
CIP Expenditures	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
CIP Surplus / (Deficit)	(25,168,923)	(12,200,333)	716,155	252,215	5,027,504	(1,042,437)
Other Fund Revenue	22,261,346	27,264,683	29,025,344	29,816,064	30,630,506	31,469,381
Other Fund Expenditures	23,526,493	16,308,500	18,198,345	19,711,694	21,359,523	23,153,780
Other Fund Surplus / (Deficit)	(1,265,147)	10,956,183	10,826,999	10,104,370	9,270,983	8,315,601
Ending CIP Fund Balance	13,389,002	831,893	1,138,517	502,479	4,577,310	2,526,284
Ending Fund Balance	181,639,235	182,958,638	195,198,068	206,189,809	221,041,434	228,896,231



	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
General Fund Revenue	\$ 495.66	\$ 468.66	\$ 479.95	\$ 491.22	\$ 508.35	\$ 528.55
General Fund Expenditures	\$ 482.10	\$ 451.23	\$ 461.56	\$ 470.89	\$ 477.47	\$ 490.71

Budget Summary & Overview

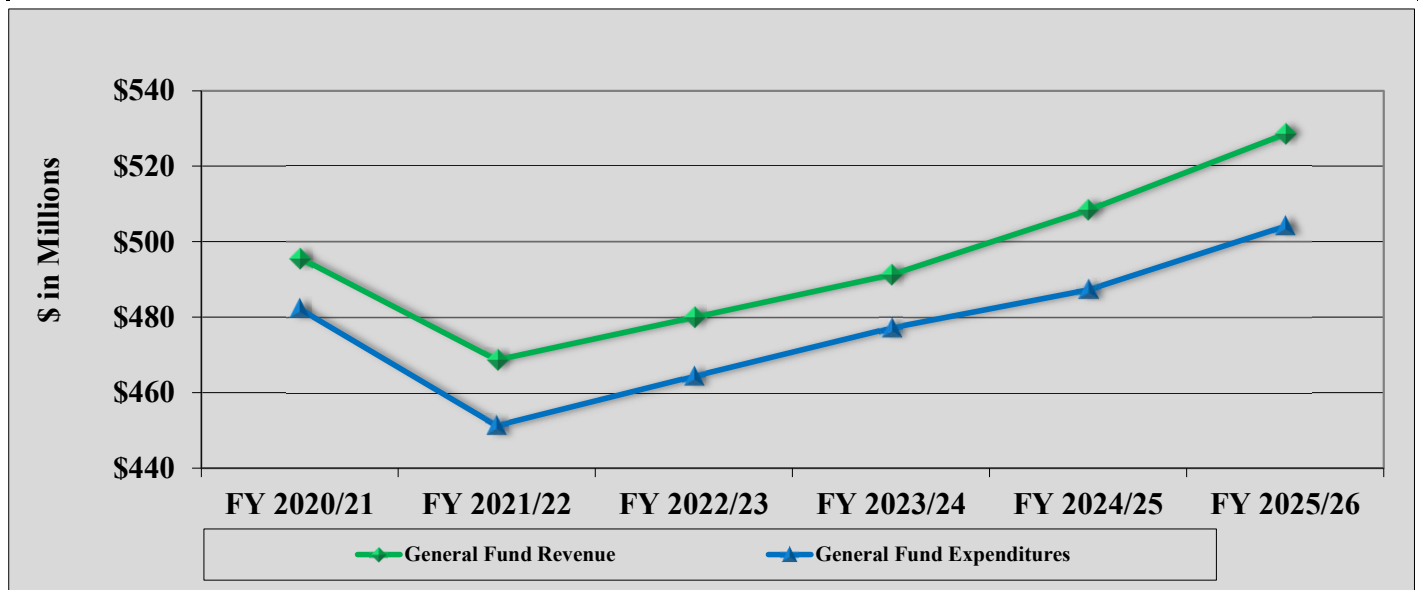
Scenario 1 - 0% Salary Increase After MOU Expirations		ADJUSTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26
A.	BEGINNING FUND BALANCE - All Funds Combined	214,187,358	181,639,235	182,958,638	195,198,068	206,189,809	221,041,434
	GENERAL FUND Revenue & Expenditures						
	Property Taxes	287,967,482	296,972,235	305,191,490	315,695,671	326,105,990	337,558,769
	State Reimbursements	8,057,496	8,011,778	8,011,778	8,011,778	8,011,778	8,011,778
	Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
	One-Time Grant/ABH/RDA	39,762,655	-	-	-	-	-
	Community Redevelopment Agency Pass-thru	16,675,511	18,409,646	19,712,561	18,586,494	23,780,739	28,352,876
	Cash Contracts	127,229,659	133,229,151	135,031,498	136,802,578	138,320,645	142,483,086
	Community Risk Reduction Fees	3,655,900	6,021,323	6,021,323	6,021,323	6,021,323	6,021,323
	ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
	Interest Earnings	128,571	169,673	132,496	257,602	265,122	272,586
	Other Revenue	1,419,474	1,201,197	1,201,197	1,201,197	1,201,197	1,201,197
	[a] Unencumb. Fund Balance & Fund 139 Transfer	6,114,053	-	-	-	-	-
	General Fund Revenue	495,658,401	468,662,603	479,949,944	491,224,242	508,354,394	528,549,215
	New Positions for New Stations	-	-	3,620,620	6,324,429	6,444,310	9,404,134
	Employee Salaries	234,352,857	240,288,975	240,972,466	240,972,466	240,972,466	240,972,466
	Retirement - Regular Annual Payments	94,443,020	95,657,088	94,271,085	94,675,526	96,756,228	95,969,989
	Retirement - Accelerated Pension Paydown Plan	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
	Workers' Compensation (Transfer to Fund 190)	20,093,346	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
	Other Insurance	35,799,840	36,793,438	38,947,122	41,239,892	43,681,841	46,283,883
	Medicare	3,335,213	3,477,787	3,484,190	3,484,190	3,484,190	3,484,190
	One-Time Grant/ABH Expenditures	19,458,755	-	-	-	-	-
	Salaries & Employee Benefits	423,351,890	416,093,251	425,440,045	434,617,114	441,115,657	454,158,675
	Services & Supplies/Equipment	35,653,412	32,973,281	33,272,281	33,298,181	33,363,313	33,368,378
	Irvine Settlement Agreement (Transfer to Fund 139)	2,168,000	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	New Station/Enhancements S&S Impacts	-	-	174,901	308,824	318,089	514,850
	One-Time Grant Expenditures	20,931,557	-	-	-	-	-
	General Fund Expenditures	482,104,859	451,234,532	461,555,226	470,892,119	477,465,059	490,709,903
B.	Incremental Increase in GF 10% Contingency	-	2,563,553	696,276	635,156	553,137	581,633
	GENERAL FUND SURPLUS/(DEFICIT)	13,553,541	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
C.	Operating Transfer from Operating Contingency	-	-	-	-	-	-
	Transfers to CIP Funds from General Fund Surplus	13,553,541	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
	One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
	CAPITAL IMPROVEMENT PROGRAM (CIP)						
	Interest Earnings	480,817	450,302	513,574	1,113,918	1,194,703	1,264,826
	Cash Contracts	1,632,441	1,652,957	1,737,012	1,789,123	1,842,798	1,898,082
	Developer Contributions	540,000	1,261,573	1,827,923	-	822,770	-
	Operating Transfers into CIP from General Fund Surplus	13,553,541	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
	Total CIP Revenue	16,206,799	18,229,350	21,776,950	22,600,008	34,196,469	40,420,588
	Fund 12110 - General Fund CIP	12,216,121	7,073,000	4,651,000	7,475,500	10,106,000	6,781,500
	Fund 123 - Fire Stations and Facilities	8,565,810	13,500,000	500,000	3,100,000	7,900,000	23,512,231
	Fund 124 - Communications & Information Systems	4,922,093	2,725,000	3,800,000	1,250,000	1,450,000	500,000
	Fund 133 - Fire Apparatus	15,671,698	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294
	Total CIP Expenses	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
D.	CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserv	(25,168,923)	(12,200,333)	716,155	252,215	5,027,504	(1,042,437)
	OTHER FUNDS						
	Fund 190 - WC Revenue - Transfer from GF	20,093,346	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
	Fund 190 - WC Cashflow Payments per Actuary	20,057,235	15,640,500	17,030,345	18,543,694	20,191,523	21,985,780
E.	Deposit to WC Cashflow Reserve	36,111	9,456,183	9,326,999	8,604,370	7,770,983	6,815,601
	Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,168,000	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,183,000	668,000	1,168,000	1,168,000	1,168,000	1,168,000
F.	Deposit to PARS - Pension Reserve [1]	(15,000)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
G.	Fund 171 - SFEF Expenditures	1,286,258	-	-	-	-	-
	ENDING FUND BALANCE (Note) - All Funds Combined	181,639,235	182,958,638	195,198,068	206,189,809	221,041,434	228,896,231
	Ending Balance by Fund						
	Operating Contingency (10% of Expenditures)	40,850,172	43,413,725	44,110,001	44,745,157	45,298,294	45,879,927
	Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000	510,000
	Structural Fire Fund Entitlement Fund (Fund 171)	5,208	7,664	7,664	7,664	7,664	7,664
	Irvine Settlement Agreement (Fund 139)	23,580,524	25,141,061	26,708,832	28,355,823	30,013,474	31,680,379
	CIP FUND BALANCE	13,389,002	831,893	1,138,517	502,479	4,577,310	2,526,284
	Workers' Compensation Cashflow Reserve (Fund 190)	103,304,329	113,054,295	122,723,054	132,068,686	140,634,691	148,291,976
	Total Fund Balances	181,639,235	182,958,638	195,198,068	206,189,809	221,041,434	228,896,231
Note: Ending Fund Balance is calculated by adding rows A+B+C+D+E+F+G, and excludes row [a] since unencumbered fund balance is already included in the Beg. Fund Balance							

[1] The deposit to the PARS - Pension Reserve in FY2020/21 is \$1.5M. The forecast shows (\$15,000) which reflects PARS administration fees only due an offset from rebudgeting \$1.5M for one-time joint police-fire training facility and bidirectional amplifier expenditures.

FY 2021/22 Proposed Budget

Scenario 2 - 1% Salary Increase After MOU Expirations Orange County Fire Authority Five-Year Financial Forecast

	Adjusted FY 2020/21	Year 1 FY 2021/22	Year 2 FY 2022/23	Year 3 FY 2023/24	Year 4 FY 2024/25	Year 5 FY 2025/26
Beginning Fund Balance	214,187,358	181,639,235	182,958,638	192,444,080	197,165,590	202,145,516
General Fund Revenue	495,658,401	468,662,603	479,950,174	491,225,733	508,357,031	528,552,984
General Fund Expenditures	466,236,000	436,455,252	446,517,293	456,349,559	465,427,242	474,828,676
Paydown of UAAL	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Total General Fund Expenditures	482,104,859	451,234,532	464,304,510	477,122,106	487,241,357	504,071,306
Net General Fund Revenue	13,553,541	17,428,071	15,645,664	14,103,628	21,115,674	24,481,678
Less Incremental Increase in 10% GF Op. Cont.	-	2,563,553	971,204	983,227	907,768	940,143
General Fund Surplus / (Deficit)	13,553,541	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
Operating Transfers to CIP Funds	13,553,541	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
CIP Revenue	16,206,799	18,229,350	18,748,034	15,981,706	23,970,139	26,525,287
CIP Expenditures	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
CIP Surplus / (Deficit)	(25,168,923)	(12,200,333)	(2,312,761)	(6,366,087)	(5,198,826)	(14,937,738)
Other Fund Revenue	22,261,346	27,264,683	29,025,344	29,816,064	30,630,506	31,469,381
Other Fund Expenditures	23,526,493	16,308,500	18,198,345	19,711,694	21,359,523	23,153,780
Other Fund Surplus / (Deficit)	(1,265,147)	10,956,183	10,826,999	10,104,370	9,270,983	8,315,601
Ending CIP Fund Balance	13,389,002	831,893	(1,886,464)	(9,107,523)	(15,180,845)	(30,984,310)
Ending Fund Balance	181,639,235	182,958,638	192,444,080	197,165,590	202,145,516	196,463,523



	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
General Fund Revenue	\$ 495.66	\$ 468.66	\$ 479.95	\$ 491.23	\$ 508.36	\$ 528.55
General Fund Expenditures	\$ 482.10	\$ 451.23	\$ 464.30	\$ 477.12	\$ 487.24	\$ 504.07

Budget Summary & Overview

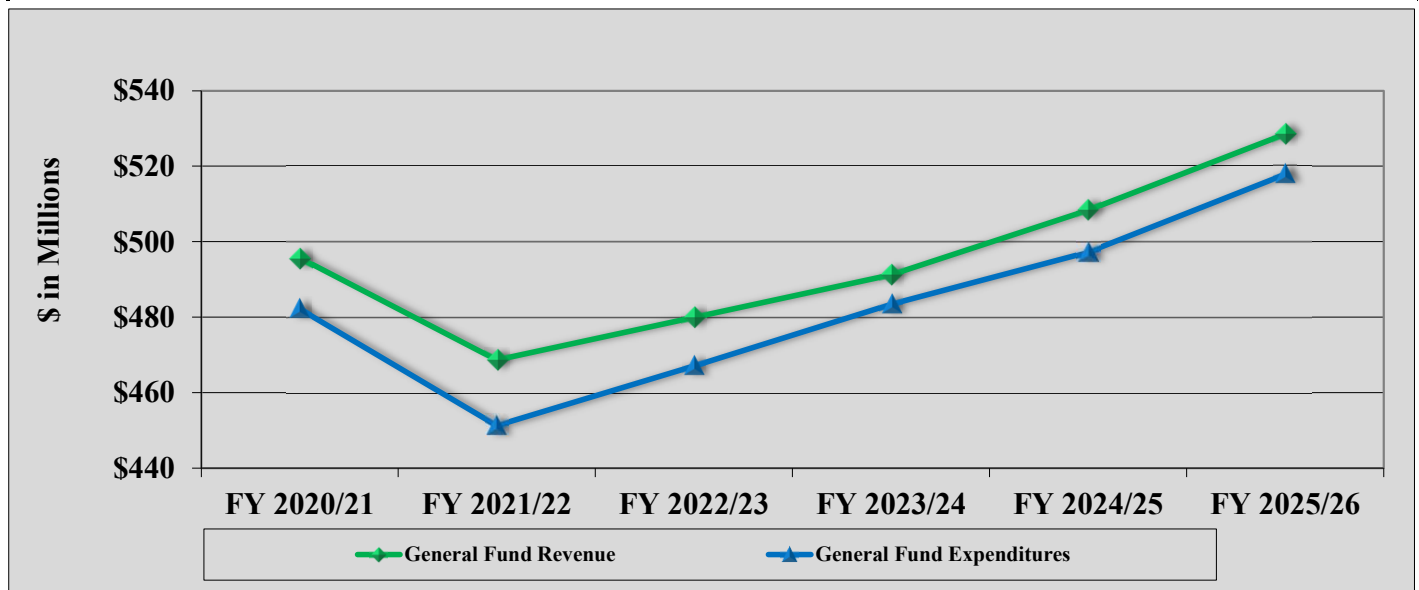
Scenario 2 - 1% Salary Increase After MOU Expirations		ADJUSTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26
A.	BEGINNING FUND BALANCE - All Funds Combined	214,187,358	181,639,235	182,958,638	192,444,080	197,165,590	202,145,516
	GENERAL FUND Revenue & Expenditures						
	Property Taxes	287,967,482	296,972,235	305,191,490	315,695,671	326,105,990	337,558,769
	State Reimbursements	8,057,496	8,011,778	8,011,778	8,011,778	8,011,778	8,011,778
	Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
	One-Time Grant/ABH/RDA	39,762,655	-	-	-	-	-
	Community Redevelopment Agency Pass-thru	16,675,511	18,409,646	19,712,561	18,586,494	23,780,739	28,352,876
	Cash Contracts	127,229,659	133,229,151	135,031,498	136,802,578	138,320,645	142,483,086
	Community Risk Reduction Fees	3,655,900	6,021,323	6,021,323	6,021,323	6,021,323	6,021,323
	ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
	Interest Earnings	128,571	169,673	132,726	259,093	267,759	276,355
	Other Revenue	1,419,474	1,201,197	1,201,197	1,201,197	1,201,197	1,201,197
	[a] Unencumb. Fund Balance & Fund 139 Transfer	6,114,053	-	-	-	-	-
	General Fund Revenue	495,658,401	468,662,603	479,950,174	491,225,733	508,357,031	528,552,984
	New Positions for New Stations	-	-	3,656,298	6,418,140	6,571,940	9,637,520
	Employee Salaries	234,352,857	240,288,975	242,904,891	245,333,975	247,787,369	250,265,318
	Retirement - Regular Annual Payments	94,443,020	95,657,088	95,024,245	96,387,149	99,491,376	99,670,709
	Retirement - Accelerated Pension Paydown Plan	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
	Workers' Compensation (Transfer to Fund 190)	20,093,346	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
	Other Insurance	35,799,840	36,793,438	38,947,122	41,239,892	43,681,841	46,283,883
	Medicare	3,335,213	3,477,787	3,512,210	3,547,333	3,582,807	3,618,636
	One-Time Grant/ABH Expenditures	19,458,755	-	-	-	-	-
	Salaries & Employee Benefits	423,351,890	416,093,251	428,189,328	440,847,100	450,891,955	467,520,079
	Services & Supplies/Equipment	35,653,412	32,973,281	33,272,281	33,298,181	33,363,313	33,368,378
	Irvine Settlement Agreement (Transfer to Fund 139)	2,168,000	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	New Station/Enhancements S&S Impacts	-	-	174,901	308,824	318,089	514,850
	One-Time Grant Expenditures	20,931,557	-	-	-	-	-
	General Fund Expenditures	482,104,859	451,234,532	464,304,510	477,122,106	487,241,357	504,071,306
B.	Incremental Increase in GF 10% Contingency	-	2,563,553	971,204	983,227	907,768	940,143
	GENERAL FUND SURPLUS/(DEFICIT)	13,553,541	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
C.	Operating Transfer from Operating Contingency	-	-	-	-	-	-
	Transfers to CIP Funds from General Fund Surplus	13,553,541	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
	One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
	CAPITAL IMPROVEMENT PROGRAM (CIP)						
	Interest Earnings	480,817	450,302	508,639	1,072,182	1,096,665	1,085,670
	Cash Contracts	1,632,441	1,652,957	1,737,012	1,789,123	1,842,798	1,898,082
	Developer Contributions	540,000	1,261,573	1,827,923	-	822,770	-
	Operating Transfers into CIP from General Fund Surplus	13,553,541	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
	Total CIP Revenue	16,206,799	18,229,350	18,748,034	15,981,706	23,970,139	26,525,287
	Fund 12110 - General Fund CIP	12,216,121	7,073,000	4,651,000	7,475,500	10,106,000	6,781,500
	Fund 123 - Fire Stations and Facilities	8,565,810	13,500,000	500,000	3,100,000	7,900,000	23,512,231
	Fund 124 - Communications & Information Systems	4,922,093	2,725,000	3,800,000	1,250,000	1,450,000	500,000
	Fund 133 - Fire Apparatus	15,671,698	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294
	Total CIP Expenses	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
D.	CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserv	(25,168,923)	(12,200,333)	(2,312,761)	(6,366,087)	(5,198,826)	(14,937,738)
	OTHER FUNDS						
	Fund 190 - WC Revenue - Transfer from GF	20,093,346	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
	Fund 190 - WC Cashflow Payments per Actuary	20,057,235	15,640,500	17,030,345	18,543,694	20,191,523	21,985,780
E.	Deposit to WC Cashflow Reserve	36,111	9,456,183	9,326,999	8,604,370	7,770,983	6,815,601
	Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,168,000	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,183,000	668,000	1,168,000	1,168,000	1,168,000	1,168,000
F.	Deposit to PARS - Pension Reserve [1]	(15,000)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
G.	Fund 171 - SFEF Expenditures	1,286,258	-	-	-	-	-
	ENDING FUND BALANCE (Note) - All Funds Combined	181,639,235	182,958,638	192,444,080	197,165,590	202,145,516	196,463,523
	Ending Balance by Fund						
	Operating Contingency (10% of Expenditures)	40,850,172	43,413,725	44,384,929	45,368,156	46,275,924	47,216,068
	Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000	510,000
	Structural Fire Fund Entitlement Fund (Fund 171)	5,208	7,664	7,664	7,664	7,664	7,664
	Irvine Settlement Agreement (Fund 139)	23,580,524	25,141,061	26,708,180	28,349,664	29,994,379	31,637,642
	CIP FUND BALANCE	13,389,002	831,893	(1,886,464)	(9,107,523)	(15,180,845)	(30,984,310)
	Workers' Compensation Cashflow Reserve (Fund 190)	103,304,329	113,054,295	122,719,770	132,037,629	140,538,394	148,076,459
	Total Fund Balances	181,639,235	182,958,638	192,444,080	197,165,590	202,145,516	196,463,523
Note: Ending Fund Balance is calculated by adding rows A+B+C+D+E+F+G, and excludes row [a] since unencumbered fund balance is already included in the Beg. Fund Balance							

[1] The deposit to the PARS - Pension Reserve in FY2020/21 is \$1.5M. The forecast shows (\$15,000) which reflects PARS administration fees only due an offset from rebudgeting \$1.5M for one-time joint police-fire training facility and bidirectional amplifier expenditures.

FY 2021/22 Proposed Budget

Scenario 3 - 2% Salary Increase After MOU Expirations Orange County Fire Authority Five-Year Financial Forecast

	Adjusted FY 2020/21	Year 1 FY 2021/22	Year 2 FY 2022/23	Year 3 FY 2023/24	Year 4 FY 2024/25	Year 5 FY 2025/26
Beginning Fund Balance	214,187,358	181,639,235	182,958,638	189,688,317	188,076,698	182,989,082
General Fund Revenue	495,658,401	468,662,603	479,950,403	491,227,235	508,359,710	528,556,852
General Fund Expenditures	466,236,000	436,455,252	449,268,348	462,642,215	475,398,270	488,589,618
Paydown of UAAL	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Total General Fund Expenditures	482,104,859	451,234,532	467,055,565	483,414,762	497,212,385	517,832,249
Net General Fund Revenue	13,553,541	17,428,071	12,894,838	7,812,473	11,147,325	10,724,604
Less Incremental Increase in 10% GF Op. Cont.	-	2,563,553	1,246,310	1,337,387	1,275,605	1,319,135
General Fund Surplus / (Deficit)	13,553,541	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
Operating Transfers to CIP Funds	13,553,541	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
CIP Revenue	16,206,799	18,229,350	15,717,165	9,294,417	13,534,760	12,206,810
CIP Expenditures	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
CIP Surplus / (Deficit)	(25,168,923)	(12,200,333)	(5,343,630)	(13,053,376)	(15,634,205)	(29,256,215)
Other Fund Revenue	22,261,346	27,264,683	29,025,344	29,816,064	30,630,506	31,469,381
Other Fund Expenditures	23,526,493	16,308,500	18,198,345	19,711,694	21,359,523	23,153,780
Other Fund Surplus / (Deficit)	(1,265,147)	10,956,183	10,826,999	10,104,370	9,270,983	8,315,601
Ending CIP Fund Balance	13,389,002	831,893	(4,913,396)	(18,788,273)	(35,217,876)	(65,194,362)
Ending Fund Balance	181,639,235	182,958,638	189,688,317	188,076,698	182,989,082	163,367,603



	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
General Fund Revenue	\$ 495.66	\$ 468.66	\$ 479.95	\$ 491.23	\$ 508.36	\$ 528.56
General Fund Expenditures	\$ 482.10	\$ 451.23	\$ 467.06	\$ 483.41	\$ 497.21	\$ 517.83

Budget Summary & Overview

Scenario 3 - 2% Salary Increase After MOU Expirations		ADJUSTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26
A.	BEGINNING FUND BALANCE - All Funds Combined	214,187,358	181,639,235	182,958,638	189,688,317	188,076,698	182,989,082
	GENERAL FUND Revenue & Expenditures						
	Property Taxes	287,967,482	296,972,235	305,191,490	315,695,671	326,105,990	337,558,769
	State Reimbursements	8,057,496	8,011,778	8,011,778	8,011,778	8,011,778	8,011,778
	Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
	One-Time Grant/ABH/RDA	39,762,655	-	-	-	-	-
	Community Redevelopment Agency Pass-thru	16,675,511	18,409,646	19,712,561	18,586,494	23,780,739	28,352,876
	Cash Contracts	127,229,659	133,229,151	135,031,498	136,802,578	138,320,645	142,483,086
	Community Risk Reduction Fees	3,655,900	6,021,323	6,021,323	6,021,323	6,021,323	6,021,323
	ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
	Interest Earnings	128,571	169,673	132,955	260,595	270,438	280,223
	Other Revenue	1,419,474	1,201,197	1,201,197	1,201,197	1,201,197	1,201,197
	[a] Unencumb. Fund Balance & Fund 139 Transfer	6,114,053	-	-	-	-	-
	General Fund Revenue	495,658,401	468,662,603	479,950,403	491,227,235	508,359,710	528,556,852
	New Positions for New Stations	-	-	3,692,138	6,512,739	6,701,410	9,875,430
	Employee Salaries	234,352,857	240,288,975	244,838,491	249,739,466	254,738,625	259,837,935
	Retirement - Regular Annual Payments	94,443,020	95,657,088	95,777,824	98,115,936	102,281,086	103,482,627
	Retirement - Accelerated Pension Paydown Plan	15,868,859	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
	Workers' Compensation (Transfer to Fund 190)	20,093,346	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
	Other Insurance	35,799,840	36,793,438	38,947,122	41,239,892	43,681,841	46,283,883
	Medicare	3,335,213	3,477,787	3,540,248	3,611,113	3,683,399	3,757,133
	One-Time Grant/ABH Expenditures	19,458,755	-	-	-	-	-
	Salaries & Employee Benefits	423,351,890	416,093,251	430,940,384	447,139,757	460,862,983	481,281,021
	Services & Supplies/Equipment	35,653,412	32,973,281	33,272,281	33,298,181	33,363,313	33,368,378
	Irvine Settlement Agreement (Transfer to Fund 139)	2,168,000	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	New Station/Enhancements S&S Impacts	-	-	174,901	308,824	318,089	514,850
	One-Time Grant Expenditures	20,931,557	-	-	-	-	-
	General Fund Expenditures	482,104,859	451,234,532	467,055,565	483,414,762	497,212,385	517,832,249
B.	Incremental Increase in GF 10% Contingency	-	2,563,553	1,246,310	1,337,387	1,275,605	1,319,135
	GENERAL FUND SURPLUS/(DEFICIT)	13,553,541	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
C.	Operating Transfer from Operating Contingency	-	-	-	-	-	-
	Transfers to CIP Funds from General Fund Surplus	13,553,541	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
	One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-	-
	CAPITAL IMPROVEMENT PROGRAM (CIP)						
	Interest Earnings	480,817	450,302	503,702	1,030,207	997,473	903,259
	Cash Contracts	1,632,441	1,652,957	1,737,012	1,789,123	1,842,798	1,898,082
	Developer Contributions	540,000	1,261,573	1,827,923	-	822,770	-
	Operating Transfers into CIP from General Fund Surplus	13,553,541	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
	Total CIP Revenue	16,206,799	18,229,350	15,717,165	9,294,417	13,534,760	12,206,810
	Fund 12110 - General Fund CIP	12,216,121	7,073,000	4,651,000	7,475,500	10,106,000	6,781,500
	Fund 123 - Fire Stations and Facilities	8,565,810	13,500,000	500,000	3,100,000	7,900,000	23,512,231
	Fund 124 - Communications & Information Systems	4,922,093	2,725,000	3,800,000	1,250,000	1,450,000	500,000
	Fund 133 - Fire Apparatus	15,671,698	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294
	Total CIP Expenses	41,375,722	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
D.	CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserv	(25,168,923)	(12,200,333)	(5,343,630)	(13,053,376)	(15,634,205)	(29,256,215)
	OTHER FUNDS						
	Fund 190 - WC Revenue - Transfer from GF	20,093,346	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
	Fund 190 - WC Cashflow Payments per Actuary	20,057,235	15,640,500	17,030,345	18,543,694	20,191,523	21,985,780
E.	Deposit to WC Cashflow Reserve	36,111	9,456,183	9,326,999	8,604,370	7,770,983	6,815,601
	Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,168,000	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,183,000	668,000	1,168,000	1,168,000	1,168,000	1,168,000
F.	Deposit to PARS - Pension Reserve [1]	(15,000)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
G.	Fund 171 - SFEF Expenditures	1,286,258	-	-	-	-	-
	ENDING FUND BALANCE (Note) - All Funds Combined	181,639,235	182,958,638	189,688,317	188,076,698	182,989,082	163,367,603
	Ending Balance by Fund						
	Operating Contingency (10% of Expenditures)	40,850,172	43,413,725	44,660,035	45,997,422	47,273,027	48,592,162
	Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000	510,000
	Structural Fire Fund Entitlement Fund (Fund 171)	5,208	7,664	7,664	7,664	7,664	7,664
	Irvine Settlement Agreement (Fund 139)	23,580,524	25,141,061	26,707,529	28,343,474	29,975,099	31,594,292
	CIP FUND BALANCE	13,389,002	831,893	(4,913,396)	(18,788,273)	(35,217,876)	(65,194,362)
	Workers' Compensation Cashflow Reserve (Fund 190)	103,304,329	113,054,295	122,716,485	132,006,411	140,441,168	147,857,847
	Total Fund Balances	181,639,235	182,958,638	189,688,317	188,076,698	182,989,082	163,367,603
Note:	Ending Fund Balance is calculated by adding rows A+B+C+D+E+F-G, and excludes row [a] since unencumbered fund balance is already included in the Beg. Fund Balance						

[1] The deposit to the PARS - Pension Reserve in FY2020/21 is \$1.5M. The forecast shows (\$15,000) which reflects PARS administration fees only due an offset from rebudgeting \$1.5M for one-time joint police-fire training facility and bidirectional amplifier expenditures.

Forecast Assumptions – FY 2021/22 Budget

Basic Assumptions

The FY 2020/21 Adopted Budget approved by the Board of Directors on May 28, 2020 forms the basis for this financial forecast with the following adjustments:

- Updated total beginning fund balance from the FY 2019/20 audited financial statements.
- All approved budget adjustments that have occurred since the adoption of the budget.
- Approved FY 2020/21 mid-year adjustments.
- Proposed 5-Year CIP Plan for FY 2021/22 - FY 2025/26.

General Fund Revenues

- ***Secured Property Taxes*** – The Harris & Associates Final 2021 Report Typical Scenario provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2020/21	4.41%
FY 2021/22	3.70%
FY 2022/23	2.94%
FY 2023/24	3.65%
FY 2024/25	3.49%
FY 2025/26	3.71%

- ***Public Utility, Unsecured, Homeowners Property Tax Relief, and Supplemental Delinquent Taxes*** – All of these categories of property taxes are projected to remain constant during the forecast period.
- ***State Reimbursements*** – State reimbursements are expected to remain constant, pending more details from CAL FIRE.
- ***Federal Reimbursements*** – This revenue is projected to remain constant.
- ***One-Time Grant/ABH/RDA Proceeds*** – These are one-time only revenues that vary significantly from year to year and therefore are not forecasted beyond the current year. Board actions to date and approved mid-year adjustments have increased the FY 2020/21 adopted budget by \$39.8M for one-time increases in grants and assistance by hire.
- ***Community Redevelopment Agency Pass-thru Revenue*** – Harris & Associates completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated April 1, 2021. The forecast figures come from this report.
- ***Cash Contracts*** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments and year-over-year changes are estimated between 0.92% and 4.50% per year. In addition, this revenue category includes estimated John Wayne Airport

contract proceeds with an annual 4% increase cap, which is projected to continue through the forecast period.

- **Community Risk Reduction Fees** – Community risk reduction fees are projected to remain constant through the forecast period from FY 2021/22 through FY 2025/26, pending any changes approved by the Board. The fees are projected to be lower in FY 2020/21 by \$2.4M than the following years due to the impacts of COVID-19 on inspection services and new construction.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat, pending any changes approved by the Board. Staff is currently in the process of reviewing medical supplies reimbursement rates.
- **Interest Earnings** – Assumes an annual return of 0.25% for FY 2021/22 and FY 2022/23 and 0.5% thereafter.
- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew and is projected to remain flat over the forecast period.

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – The forecast assumes that vehicles will be in service beginning 12/1/2022 for Station 67 and 7/1/2025 for Station 12.
 - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs.
 - ✓ **Retirement** – Retirement costs reflect projected employer retirement rates, which are based on the OCERS provided rates for FY 2021/22. The projected employer rates in the outer years of the forecast are based on a study dated 7/9/2020 prepared by Segal Consulting and provided by OCERS. FY 2021/22 rates are approximately 0.44% lower for safety and 0.69% lower for non-safety compared to FY 2020/21 rates.

FY	Safety	General	Source
2020/21	53.94%	37.61%	FY 2020/21 and FY 2021/22 based on OCERS provided rates. Outer years based on Segal Study dated 7/9/2020. Effective rates adjusted to remove impact of additional OCFA UAAL contributions
2021/22	53.50%	36.92%	
2022/23	53.30%	37.02%	
2023/24	53.50%	37.32%	
2024/25	54.70%	38.12%	

Note: employer rates shown in the table above do not include the portion of the employee rate that is paid by OCFA

FY 2020/21 includes a mid-year adjustment of \$3.0M for accelerated paydown of OCFA's Unfunded Actuarial Accrued Liability (UAAL) from unencumbered fund balance carried over from FY 2019/20.

In accordance with the Updated Snowball Strategy presented to the board in November 2015, the forecast includes the following projected UAAL paydowns:

- Contributing additional funds each year using projected savings that will be realized under new Public Employees' Pension Reform Act (PEPRA) of \$3.3M in FY 2021/22 and continuing in different amounts until payment is complete.
 - Contributing an additional \$1M each year starting in FY 2016/17 and increasing by \$2M each year until it reaches \$15M and continuing at \$15M thereafter.
 - Contributing \$1 million per year from surplus fund balance available in the Workers' Compensation Self Insurance Fund from FY 2016/17 through FY 2020/21.
 - Beginning in FY 2017/18 at mid-year, if CIP is sufficiently funded, allocate 50% of the General Fund surplus, if any, to UAAL with the remaining 50% used to fund CIP.
- ✓ **Workers' Compensation** – FY 2021/22 assumes a 50% confidence level for ongoing Workers' Compensation costs. The 50% confidence level is assumed throughout the forecast period. Workers' Compensation costs in the forecast period are based on projected payments in the Rivelle Consulting Services July 2020 Study.
- ✓ **Other Insurance** – Medical insurance rates for Firefighters are assumed to increase by 5% for years 2020 and 2021 per the Health Plan Agreement dated 3/29/2017. For staff members, it is projected to grow by 10% annually. This category also includes \$135,000 for unemployment insurance in FY 2021/22.
- ✓ **Medicare** – Annual amounts are calculated at 1.45% of projected salaries.
- **One-Time Grant/ABH Expenditures** – These are one-time only expenditures that vary significantly from year to year and therefore are not forecasted beyond FY 2020/21.
 - **Services and Supplies (S&S)** – S&S is held flat unless a new fire station is built, specific increases have been identified by section managers, or one-time grant proceeds have been received.

Net General Fund Revenue

This figure equals the General Fund Revenue minus the General Fund Expenditures.

Incremental Increase in General Fund 10% Contingency

This is the amount needed to add to the General Fund 10% Contingency each year to maintain this category of fund balance at the required policy level of 10% of General Fund expenditures (less one-time expenditures).

Transfer to Fund 139 from General Fund Surplus

This is the amount needed to pay for City of Irvine Settlement Agreement costs.

General Fund Surplus/(Deficit)

This figure is equal to the Net General Fund Revenue less the incremental increase in the General Fund 10% Contingency and the transfer out to Fund 139. In years when there is a surplus, unless

an exception is triggered, 50% is transferred to the CIP funds and 50% is used to paydown the UAAL as outlined in the Financial Stability Budget Policy. In years when there is a deficit, the deficit amount must be drawn from the 10% Contingency, and once those are exhausted, from fund balance for CIP.

Capital Improvement Program/Other Funds Revenue

- ***Interest Earnings*** – Assumes an annual return of 0.25% for FY 2021/22 and FY 2022/23 and 0.5% thereafter.
- ***State/Federal Reimbursement*** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.
- ***Cash Contracts*** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.
- ***Developer Contributions*** – The forecast assumes we will receive developer contributions to fund fire stations and vehicles in FY 2021/22, 2022/23, and FY 2024/25.
- ***Workers' Compensation Transfer*** – These amounts equal the General Fund Workers' Compensation budget.
- ***Fund 139 Transfer*** – These amounts are transferred from the General Fund to pay for various expenditures required under the City of Irvine Settlement Agreement.
- ***Operating Transfer In*** – This figure equals the Operating Transfer Out from the General Fund.

Capital Improvement Program/Other Funds Expenditures

Expenditures for each CIP fund are based on the CIP Budget.

- ***Irvine Settlement (Fund 139)*** – Budgeted expenditures in Fund 139 are based on the City of Irvine Settlement Agreement.
- ***Structural Fire Fund Entitlement (Fund 171)*** – The forecast period assumes no Structural Fire Fund Entitlement expenditures beyond FY 2020/21.
- ***Self-Insurance Fund (Fund 190)*** – Self-Insurance Fund expenditures are based on projected payments in the Rivelle Consulting Services July 2020 Workers' Compensation Actuarial Study.

Fund Balances

- ***Operating Contingency*** – Reflects policy of 10% of the General Fund expenditures each year (less one-time expenditures and UAAL payments). General Fund deficits (if applicable) are deducted from this category of fund balance.

Assigned Fund Balances

- ***Irvine Settlement (Fund 139)*** – Funding is set aside for City of Irvine Settlement Agreement costs, including the 115 Trust.

- ***Self-Insurance Fund (Fund 190)*** – Funding is set aside for Workers’ Compensation outstanding claims at the 50% confidence level per Board policy. The required amount is based on the actuarial report for Estimated Outstanding Losses as of the last full fiscal year prior to report issuance. The required funding levels are maintained by retaining funds in fund balance that reflect the difference between the workers’ compensation transfer and Fund 190 expenditures.
- ***Capital Improvement Program*** – This fund balance includes funding for future capital replacements and is reduced annually by the cost of capital assets and increased in years when there are Operating Transfers into the CIP.

ORANGE COUNTY FIRE AUTHORITY
Salaries & Employee Benefits Assumptions
May 2021

Salaries

Vacant Positions

- Vacant unfrozen positions are budgeted as follows:
 - ✓ Firefighter – step 1
 - ✓ Fire Apparatus Engineer – step 10
 - ✓ Captain – step 10
 - ✓ Fire Battalion Chief – middle of range
 - ✓ Staff positions – step 5 for entry level positions, and step 10 for positions with promotional opportunities within the same occupational class series. Mid-range assumed for Administrative Manager positions.
- The following 30 frozen positions are not funded in the proposed FY 2021/22 budget:
 - ✓ 12 Firefighters, 6 Fire Apparatus Engineers, 6 Fire Captains (positions formerly serving Placentia)
 - ✓ 3 Vacant Firefighter positions (Operations Department)
 - ✓ 1 Administrative Fire Captain (Division IV)
 - ✓ 1 Organizational & Development Training Program Manager (Human Resources)
 - ✓ 1 Office Services Specialist (PIO)

Merit Increases for Eligible Employees

- Firefighter Unit and OCEA: 2 ½ steps or 6.875% up to step 12.
- Administrative Management and Executive Management: up to 5.5% merit/step increase in August 2021, not to exceed top step.

MOU Changes

- Orange County Employees Association (OCEA)
 - ✓ Assumes no salary increases in FY 2021/22.
 - ✓ New employees hired on or after 1/1/2013 assumed to be under 2.5% @ 67 retirement plan; employee contributions vary based on age of entry.
 - Fire Management
 - ✓ Includes EMT pay increase from 4.50% to 6.25% effective July 2021.
 - Firefighter Unit
 - ✓ Includes EMT pay increase from 7.00% to 9.00% effective September 2021.
 - ✓ New employees hired on or after 1/1/2013 assumed to be under 2.7% @ 57 retirement plan; employee contributions vary based on age of entry.
 - Administrative Management
 - ✓ Assumes no salary increases in FY 2021/22.
-

- ✓ New employees hired on or after 1/1/2013 assumed to be under 2.5% @ 67 retirement plan; employee contributions vary based on age of entry.
- Executive Management
 - ✓ Deputy Chief and Assistant Chief salary ranges are adjusted based on FY 2020/21 Fire Management MOU negotiated changes, if triggered by the provisions that define the calculated salary spreads.

Backfill/Holiday/FLSA Adjustment

- Backfill is estimated at \$41,575,015 for FY 2021/22.
- Estimate is allocated to divisions/sections based on historical usage ratios.
- Holiday pay and FLSA adjustment are budgeted on a per employee basis.

Reserve Firefighters

- Based on FY 2021/22 projected usage.

Other Pay

- The following Other Pays were calculated on a per employee basis:
Supplemental Assignment Pay, Supplemental Incentive Pay, Air Pack Certification Bonus Pay, Education Incentive Pay, Emergency Medical Technician (EMT) Bonus, Plan Review Pay, Duty Officer Compensation, Bilingual Pay, Executive Management Car Allowance, FAE/PM Incentive Pay, Manpower Coordinator Pay, Aircraft Rescue Fire Fighting (ARFF) Pay, ARFF Crane Operator Pay, Hazardous Duty Pay, and Admin Manager Deferred Compensation.
- The following Other Pays were calculated based on historical costs:
ECC Move-Up Supervisor Pay, ECC Night Differential Pay, Emergency Medical Dispatch (EMD) Pay, On-Call Pay, Urban Search and Rescue (US&R) Pays, Hazardous Materials Pay, Paramedic Bonus Pay, Dispatch Trainer Pay, Plan Review Pay, and Canine Program Pay.

Vacation/Sick Payoff

- Vacation/Sick Payoff is estimated at \$6,843,463 for FY 2021/22 including retirement and Medicare benefits.
- Based on projected trends.
- Allocated to divisions/sections based on historical usage ratios.

Salary Savings

- Salary savings for vacancies is estimated at \$6,587,477 for FY 2021/22 including retirement and Medicare benefits based on projected vacancies in the Firefighter ranks.

Benefits

Group Medical

- Firefighter Unit – based on FF Health Plan Agreement rates of \$2,200 per month effective 1/1/2021.
- OCEA – based on OCEA MOU rate of \$1,107 per month effective 1/1/2021 and \$1,173 per month effective 1/1/2022.

Health & Welfare

- OCEA - \$52.20 per month per position – no change from prior years.
- Firefighter Unit – based on the FF Health Plan Agreement, the Health and Welfare will no longer be separately calculated but included as part of the Firefighter Unit Group Medical rate.

Management Insurance

- Includes Management Optional Benefits – no change.
- Assumes no changes to Life, AD&D and Disability Insurance rates.
- Dental rates are estimated to increase by 5.00% beginning 1/1/2022.
- Vision rates are estimated to increase by 0.00% beginning 1/1/2022.

Retirement

	<u>FY 2021/22 Rate</u>
General (OCEA)	39.03%
FF Unit	57.95%
Management (safety)	56.07%
Management (non-safety)	39.03%
Supported Employment	46.38%

- The above retirement rates represent rates for employees hired prior to 7/1/2011, and are net of employee contributions.
- New hires employed after 1/1/2013 are subject to the PEPRA Plan with a lower retirement rate.
- Retirement costs are net of savings related to the prepayment to OCERS of \$2,286,369.

Workers' Compensation

- FY 2021/22 amount of \$25,096,683 represents the projected expenditures at the 50% confidence level based on the actuarial report dated July 2020.
- Third Party Administrator (TPA) and excess insurance costs are included in Services and Supplies.

Unemployment Insurance

- Budgeted at \$135,000 for FY 2021/22 based on historical data.

Medicare

- 1.45% of salary for employees hired after 4/1/1986.
- Calculated effective rates are applied to Backfill/Overtime, Other Pays, Vacation/Sick Payoffs, and Salary Savings.



ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2021/22

DESCRIPTION	FY 2020/21 Adjusted Budget [1]	FY 2021/22 Proposed Budget	\$ Change from FY 2020/21 Adjusted Budget	% Change from FY 2020/21 Adjusted Budget
PROPERTY TAXES [2]	\$287,967,482	\$296,972,235	\$9,004,753	3.13%
INTERGOVERNMENTAL	24,833,007	26,521,424	1,688,417	6.80%
CHARGES FOR CURRENT SVCS	135,418,399	143,906,771	8,488,372	6.27%
USE OF MONEY AND PROPERTY [3]	174,571	169,673	(4,898)	-2.81%
OTHER	1,093,500	1,092,500	(1,000)	-0.09%
SUBTOTAL REVENUE	449,486,959	468,662,603	19,175,644	4.27%
ONE-TIME REVENUE [4]	40,057,389	-	(40,057,389)	-100.00%
TOTAL REVENUE	\$489,544,348	\$468,662,603	(\$20,881,745)	-4.27%

[1] The FY 2020/21 Adjusted Budget includes all Board approved adjustments to date.

[2] Property Taxes are based on Harris & Associates final study dated April 1, 2021.

[3] Projected interest earnings are based on an annual return of 0.25% for FY 2021/22.

[4] One-Time Revenue includes one-time grants, reimbursements, and other revenue that is non-recurring in nature.

FY 2021/22 Proposed Budget

ORANGE COUNTY FIRE AUTHORITY**FUND 121 - GENERAL FUND****REVENUE DETAIL****FY 2021/22**

DESCRIPTION	FY 2020/21 Adjusted Budget	FY 2021/22 Proposed Budget	\$ Change from FY 2020/21 Adjusted Budget	% Change from FY 2020/21 Adjusted Budget
TAXES				
Property Taxes, Current Secured	\$274,052,942	\$282,332,562	\$8,279,620	3.02%
Property Taxes, Current Unsecured	7,410,709	8,087,482	676,773	9.13%
Property Taxes, Prior Unsecured	62,558	62,558	-	0.00%
Property Taxes, Supplemental	4,973,645	4,973,645	-	0.00%
Delinquent Supplemental	161,513	182,942	21,429	13.27%
Homeowner Property Tax	1,306,115	1,333,046	26,931	2.06%
TOTAL PROPERTY TAXES	287,967,482	296,972,235	9,004,753	3.13%
INTERGOVERNMENTAL				
State				
SRA-Wild lands (CAL FIRE Contract)	7,170,156	6,961,258	(208,898)	-2.91%
SRA-Wildlands (CAL FIRE Contract) -GGRF	677,340	840,520	163,180	24.09%
Assistance by Hire (State)	200,000	200,000	-	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	-	0.00%
SUBTOTAL	8,057,496	8,011,778	(45,718)	-0.57%
Federal				
Assistance by Hire (Federal)	100,000	100,000	-	0.00%
SUBTOTAL	100,000	100,000	-	0.00%
CRA Pass-Through				
Mission Viejo Pass-Through	1,560,584	1,617,018	56,434	3.62%
Cypress Pass-Through	1,609,178	1,675,841	66,663	4.14%
Irvine Pass-Through	3,169,457	3,529,324	359,867	11.35%
La Palma Pass-Through	396,082	425,897	29,815	7.53%
Lake Forest Pass-Through	990,479	1,001,912	11,433	1.15%
San Juan Cap. Pass-Through	1,602,188	1,663,134	60,946	3.80%
County of Orange Pass-Through	4,094,247	5,097,344	1,003,097	24.50%
Yorba Linda Pass-Through	3,253,296	3,399,176	145,880	4.48%
SUBTOTAL	16,675,511	18,409,646	1,734,135	10.40%
TOTAL INTERGOVERNMENTAL	24,833,007	26,521,424	1,688,417	6.80%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2021/22

DESCRIPTION	FY 2020/21 Adjusted Budget	FY 2021/22 Proposed Budget	\$ Change from FY 2020/21 Adjusted Budget	% Change from FY 2020/21 Adjusted Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
Facility Maintenance Charges	300,000	300,000	-	0.00%
Tustin	8,940,102	9,496,408	556,306	6.22%
Seal Beach	5,924,437	6,191,037	266,600	4.50%
Stanton	4,853,647	5,072,061	218,414	4.50%
Santa Ana	43,762,981	45,713,065	1,950,084	4.50%
JWA Contract	5,411,217	5,627,666	216,449	4.00%
Buena Park	12,520,225	13,237,636	717,411	5.73%
San Clemente	9,748,031	10,346,348	598,317	6.14%
Westminster	12,261,107	12,812,857	551,750	4.50%
Garden Grove	23,384,867	24,432,073	1,047,206	4.50%
SUBTOTAL	127,106,614	133,229,151	6,122,537	4.82%
Community Risk Reduction Fees				
AR Late Payment Penalty	19,000	19,000	-	0.00%
Inspection Services Revenue	326,900	1,742,323	1,415,423	432.98%
Planning & Development Fees	3,250,000	4,200,000	950,000	29.23%
False Alarm	60,000	60,000	-	0.00%
SUBTOTAL	3,655,900	6,021,323	2,365,423	64.70%
Other Charges for Services				
Haz. Mat. Response Subscription Program	5,600	6,012	412	7.36%
Charge for C&E Services	100,000	100,000	-	0.00%
Mutual Aid Response Charges	2,685	2,685	-	0.00%
SUBTOTAL	108,285	108,697	412	0.38%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,230,100	1,230,100	-	0.00%
ALS Transport Reimbursement	3,317,500	3,317,500	-	0.00%
SUBTOTAL	4,547,600	4,547,600	-	0.00%
TOTAL CHGS FOR CURRENT SVCS	135,418,399	143,906,771	8,488,372	6.27%

FY 2021/22 Proposed Budget

ORANGE COUNTY FIRE AUTHORITY

FUND 121 - GENERAL FUND

REVENUE DETAIL

FY 2021/22

DESCRIPTION	FY 2020/21 Adjusted Budget	FY 2021/22 Proposed Budget	\$ Change from FY 2020/21 Adjusted Budget	% Change from FY 2020/21 Adjusted Budget
USE OF MONEY AND PROPERTY				
Interest				
Interest	128,571	122,673	(5,898)	-4.59%
SUBTOTAL	128,571	122,673	(5,898)	-4.59%
Other				
RFOTC Cell Tower Lease Agreement	46,000	47,000	1,000	2.17%
SUBTOTAL	46,000	47,000	1,000	2.17%
TOTAL USE OF MONEY/PROPERTY	174,571	169,673	(4,898)	-2.81%
REVENUE - OTHER				
Miscellaneous Revenue				
Other Revenue	14,000	13,000	(1,000)	-7.14%
Miscellaneous Revenue	146,000	146,000	-	0.00%
Restitution	3,000	3,000	-	0.00%
Witness Fees	5,500	5,500	-	0.00%
Joint Apprenticeship Comm (CFFJAC)	400,000	400,000	-	0.00%
Santa Ana College Agreement	450,000	450,000	-	0.00%
Sales of Surplus	75,000	75,000	-	0.00%
TOTAL OTHER REVENUE	1,093,500	1,092,500	(1,000)	-0.09%
SUBTOTAL REVENUE	449,486,959	468,662,603	19,175,644	4.27%
ONE-TIME REVENUE	40,057,389	-	(40,057,389)	-100.00%
TOTAL REVENUE	\$489,544,348	\$468,662,603	(\$20,881,745)	-4.27%

**ORANGE COUNTY FIRE AUTHORITY
FY 2021/22 Revenue Assumptions
May 2021**

Property Taxes

Current Secured

- Based on projected growth in current secured property tax of 3.70% for FY 2021/22 per Harris & Associates final study dated April 1, 2021, applied to the FY 2020/21 tax ledger and an estimated 1.27% refund factor.
- Public utility taxes (PUT) are based on historical averages and the 2020/21 tax ledger. Recent years have seen an uptick in the PUT which is reflected in the 2021/22 revenue budget.

Current Unsecured

- Based on 0% growth factor as provided by Harris & Associates.
- Based on the FY 2020/21 tax ledger and an estimated 7.24% refund factor.

Supplemental

- This category of revenue is inconsistent from year to year and thus budgeted at a consistent level and adjusted annually as part of the mid-year budget adjustment.

Homeowner Property Tax Relief

- Based on FY 2019/20 actual receipts and a reduction factor of 0.73% for FY 2021/22, which reflects historical trends.

Intergovernmental

State Responsibility Area (SRA) – Wildlands CAL FIRE Contract

- Based on the FY 2020/21 estimated contract amount. The final FY 2020/21 contract amount per the Gray Book (CAL FIRE's official notice of allocation) has not yet been received and is not anticipated prior to budget adoption.

Assistance by Hire – State

- This category of revenue is inconsistent from year to year and thus budgeted at a consistent level and adjusted annually as part of the mid-year budget adjustment.

Assistance by Hire – Federal

- This category of revenue is inconsistent from year to year and thus budgeted at a consistent level and adjusted annually as part of the mid-year budget adjustment.

Community Redevelopment Agency (CRA) Pass-thru

- The proposed budget is based on projections from the Harris & Associates final report dated April 1, 2021.

Charges for Current Services

Cash Contract Cities

- Based on estimated budget increases of 4.5% for FY 2021/22.
- Based on the 20-year JPA agreement.
- FY 2021/22 includes the third year of the 4th Post Position Phase-In Overtime Costs for the cities of Buena Park, San Clemente and Tustin.

John Wayne Airport Contract

- Based on the FY 2021/22 estimated charge.

Community Risk Reduction Fees

- Planning and Development (P&D) fees are based on the FY 2020/21 projection using the fee study, prior and current year trends, and input from the CRR staff. While plan check fees were affected by the COVID-19 crisis during FY 2020/21, it is anticipated that FY 2021/22 P&D revenue will return to anticipated levels.
- Inspection Services revenue is based on the FY 2020/21 projection using the fee study, prior and current year trends, and input from the CRR staff. While the COVID-19 crisis affected the ability to complete inspections in FY 2019/20 & FY 2020/21, it is anticipated that FY 2021/22 inspection revenue will not be affected.
- False Alarm fees have seen a downward trend in recent years due to a change in policy and have been adjusted to reflect anticipated revenue.

Advance Life Support (ALS) Transport and Supplies Reimbursements

- Based on FY 2020/21 projection.

Use of Money and Property

Interest

- Projected interest earnings are based on an estimated annual return of 0.25% for the remainder of FY 2020/21 and FY 2021/22.

Other

- The Cell Tower Lease reflects a slight increase of \$1K for FY 2021/22.

Other Revenue

Miscellaneous Revenue

- Based on prior year actuals, FY 2020/21 projections, and various lease agreements as applicable.

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT S&S SUMMARY
FY 2021/22 BUDGET

Divisions/Sections	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
JPA Board of Directors			
JPA Board of Directors	35,328	35,328	-
Total JPA Board of Directors	35,328	35,328	-
Clerk of the Authority			
Clerk	12,869	12,869	-
Total Clerk of the Authority	12,869	12,869	-
Finance Division			
Financial Services [1]	133,908	165,708	31,800
Financial Services Controlled	2,773,048	2,773,048	-
Total Finance Division	2,906,956	2,938,756	31,800
Purchasing			
Purchasing	48,842	48,842	-
Total Purchasing	48,842	48,842	-
Treasury and Financial Planning			
Treasury & Financial Planning	212,312	212,312	-
Total Treasury and Financial Planning	212,312	212,312	-
Legislation Division			
Legislation Division [1]	162,625	145,625	(17,000)
Total Legislation Division	162,625	145,625	(17,000)
Department Total	3,378,932	3,393,732	14,800

Grant funding and one-time items are not included in the FY 2020/21 base budget.

[1] Increase due to new AP Workflow Project; partially offset by reduction in Legislation Division.

FY 2021/22 Proposed Budget

BUSINESS SERVICES DEPARTMENT
JPA BOARD OF DIRECTORS
ORG 9951

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1101 - Food			
Food for Board Meetings	17,378	17,378	-
Food for Special Meetings	750	750	-
Subtotal	18,128	18,128	-
Account 1801`1810 - Office Expense			
Name Plates/Badges	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 2401`2409 - Special Department Expense			
Commemorations	3,000	3,000	-
Employee Recognition	3,000	3,000	-
Subtotal	6,000	6,000	-
Account 2701`2703 - Travel, Training and Meetings			
Executive Committee Reimbursement	1,800	1,800	-
Standing Committees Reimbursement	8,400	8,400	-
Subtotal	10,200	10,200	-
Total S&S: JPA Board of Directors	35,328	35,328	-

BUSINESS SERVICES DEPARTMENT
CLERK OF THE AUTHORITY
ORG 3311

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1601 - Memberships			
Professional Memberships	1,400	1,400	-
Subtotal	1,400	1,400	-
Account 1801`1810 - Office Expense			
Office Supplies	1,780	1,780	-
Minor Office Equipment	4,239	4,239	-
Subtotal	6,019	6,019	-
Account 2001 - Publications and Legal Notices			
Legal Publications (Public Hearings/Notices)	2,000	2,000	-
Subtotal	2,000	2,000	-
Account 2401`2409 - Special Department Expense			
Special Transportation Needs	450	450	-
Subtotal	450	450	-
Account 2701`2703 - Travel, Training and Meetings			
Training/Seminars	3,000	3,000	-
Subtotal	3,000	3,000	-
Total S&S: Clerk of Authority	12,869	12,869	-

FY 2021/22 Proposed Budget

BUSINESS SERVICES DEPARTMENT
FINANCE DIVISION
ORG 3310 & 3379

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Financial Services (Org 3310)			
Account 1601 - Memberships			
AGA/AICPA/State Board	250	250	-
American Payroll Association	500	500	-
CSMFO	550	550	-
GFOA	700	700	-
Subtotal	2,000	2,000	-
Account 1801`1810 - Office Expense			
Office Supplies	10,000	10,000	-
Postage Expense	500	500	-
Printing Costs	2,000	2,000	-
Office Equipment	1,000	1,000	-
Office Furniture	1,500	1,500	-
Subtotal	15,000	15,000	-
Account 1901`1908 - Prof. and Specialized Services			
Compliance Reporting	15,000	17,000	2,000
SB90 Claims Consultant	2,000	2,000	-
Collection Agency Fees	6,000	6,000	-
Misc. Professional Svcs	30,208	28,208	(2,000)
AP Workflow Project	-	31,800	31,800
Subtotal	53,208	85,008	31,800
Account 2101 - Rents and Leases- Equipment			
Document Destruction	1,000	1,000	-
Post Office Box Rental - Accounts Receivable	1,000	1,000	-
Subtotal	2,000	2,000	-
Account 2701`2703 - Travel, Training and Meetings			
CSMFO/GFOA/League Training/Conferences	10,000	10,000	-
AICPA/CSMFO/GFOA Webcast	3,000	3,000	-
APA/AICPA/State CPA/SCT Tech. Training	5,000	5,000	-
Banner/SCT Payroll/Finance Training	43,700	43,700	-
Subtotal	61,700	61,700	-
S&S: Financial Services	133,908	165,708	31,800

BUSINESS SERVICES DEPARTMENT
FINANCE DIVISION
ORG 3310 & 3379

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Financial Services Controlled (Org 3379)			
Account 1801`1810 - Office Expense			
Office Supplies	15,000	15,000	-
Postage Expense	52,000	40,000	(12,000)
Equipment Maintenance (mailing/folding machines)	3,000	3,000	-
Reproduction/Printing (excl. copiers)	30,000	28,000	(2,000)
Subtotal	100,000	86,000	(14,000)
Account 1901`1908 - Prof. and Specialized Services			
County Islands	199,839	199,839	-
OPTI Source Imaging	6,000	6,000	-
Internal Control Reviews	30,000	30,000	-
Property Tax Admin Fee	2,000,000	2,000,000	-
Public Accounting	70,000	70,000	-
Subtotal	2,305,839	2,305,839	-
Account 2101 - Rents and Leases - Equipment			
Copier Rental	170,000	184,000	14,000
Subtotal	170,000	184,000	14,000
Account 2601`2602 - Transportation			
Private Mileage	195,000	195,000	-
Subtotal	195,000	195,000	-
Account 3701 - Taxes and Assessments			
State Board of Equalization - Fuel Storage Tax	2,209	2,209	-
Subtotal	2,209	2,209	-
S&S: Financial Services Controlled	2,773,048	2,773,048	-
Total S&S: Finance Division	2,906,956	2,938,756	31,800

FY 2021/22 Proposed Budget

**BUSINESS SERVICES DEPARTMENT
PURCHASING
ORG 3335**

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1601 - Memberships			
CA Assoc. of Public Purchasing Officers (CAPPO)	650	650	-
Nat'l Institute of Govt. Purchasing (NIGP)	550	550	-
National Purchasing Institute (NPI)	90	90	-
Subtotal	1,290	1,290	-
Account 1801`1810 - Office Expense			
Misc. Books & Subscriptions	400	400	-
Miscellaneous Supplies	1,332	1,332	-
Printing	200	200	-
Subtotal	1,932	1,932	-
Account 1901`1908 - Prof. and Specialized Services			
Planet Bids Base Software - Annual Fee	14,600	14,600	-
Planet Bids Emerg. Ops - Annual Fee	4,500	4,500	-
Planet Bids Insurance Certification - Annual Fee	3,225	3,225	-
Planet Bids Add-on - Annual Fee	2,625	2,625	-
Planet Bids RFP Module - Annual Fee	4,250	4,250	-
Planet Bids Commodity Code Licensing	800	800	-
Subtotal	30,000	30,000	-
Account 2001 - Publications and Legal Notices			
Advertising Formal Bids	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 2401`2409 - Special Department Expense			
Achievement of Excellence Award	400	400	-
Subtotal	400	400	-
Account 2701`2703 - Travel, Training and Meetings			
CAPPO Annual Conference	3,000	3,000	-
CAPPO Chapter Meetings	500	500	-
Professional Development Seminars	10,720	10,720	-
Subtotal	14,220	14,220	-
Total S&S: Purchasing	48,842	48,842	-

BUSINESS SERVICES DEPARTMENT
TREASURY AND FINANCIAL PLANNING
ORG 3333

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1301`1302 - Maintenance/Repair - Equipment			
Investment Software - Annual Support	3,954	4,113	159
Subtotal	3,954	4,113	159
Account 1601 - Memberships			
Cal Municipal Treasurer's Assoc.	155	155	-
CSMFO	260	660	400
GFOA	-	600	600
FEI	499	499	-
NAGDCA	600	600	-
Subtotal	1,514	2,514	1,000
Account 1704 - Interest Expense			
Interest Expense for Interfund Borrowing	35,000	35,000	-
Subtotal	35,000	35,000	-
Account 1901`1908 - Prof. and Specialized Services			
Cash Management Fees	80,000	80,000	-
Harris & Associates Tax Study	73,000	81,000	8,000
Subtotal	153,000	161,000	8,000
Account 2401`2409 - Special Department Expense			
Annual Prop Tax Roll- County Assessor	2,500	2,500	-
Subtotal	2,500	2,500	-
Account 2701`2703 - Travel, Training and Meetings			
CSMFO/GFOA Seminars	16,344	7,185	(9,159)
Subtotal	16,344	7,185	(9,159)
Total S&S: Treasury & Financial Planning	212,312	212,312	-

BUSINESS SERVICES DEPARTMENT
LEGISLATION DIVISION
ORG 3360

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1601 - Memberships			
California Fire Chiefs Association	125	125	-
Subtotal	125	125	-
Account 1901`1908 - Prof. and Specialized Services			
Government Consulting Services (State)	69,000	69,000	-
Legislative Consultant (Federal)	57,000	57,000	-
State Net	2,500	2,500	-
Association of Contract Counties (consultant)	20,000	3,000	(17,000)
Subtotal	148,500	131,500	(17,000)
Account 2701`2703 - Travel, Training and Meetings			
Travel	14,000	14,000	-
Subtotal	14,000	14,000	-
Total S&S: Legislation Division	162,625	145,625	(17,000)

ORANGE COUNTY FIRE AUTHORITY*COMMAND & EMERGENCY PLANNING DIVISION S&S SUMMARY***FY 2021/22 BUDGET**

Divisions/Sections	2020/21 Base Budget	2021/22 Request	\$ Change 2020/21 Base Budget
Emergency Command Center			
Emergency Command Center	98,221	98,221	-
Total Emergency Command Center	98,221	98,221	-
Department Total	98,221	98,221	-

Grant funding and one-time items are not included in the FY 2020/21 base budget.

COMMAND AND EMERGENCY PLANNING DIVISION
EMERGENCY COMMAND CENTER
ORG 4420

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1301`1302 - Maintenance/Repair - Equipment			
Logistics Trailer Support	3,800	3,800	-
Comm. Center Maintenance	21,000	21,000	-
Headset Repairs	5,500	5,500	-
ECC A/V Maintenance	5,500	5,500	-
Subtotal	35,800	35,800	-
Account 1601 - Memberships			
APCO	480	480	-
OCFA Communications Officers	35	35	-
CALNENA	500	500	-
Cal Chiefs Communication Division	100	100	-
Subtotal	1,115	1,115	-
Account 1801`1810 - Office Expense			
DOC Equipment & Supplies	2,700	2,700	-
Lamination Supplies	1,800	1,800	-
Minor Office Equipment	1,400	1,400	-
Misc. Mapping Supplies	800	800	-
Printing Costs (Handbooks/Training Material)	4,500	4,500	-
Printer/Fax Supplies	2,000	2,000	-
Software	1,000	1,000	-
EMD/CBD	4,642	4,642	-
Misc. Office Supplies	7,974	7,974	-
Subtotal	26,816	26,816	-
Account 1901`1908 - Prof. and Specialized Services			
Hospital Association of Southern California	4,000	4,000	-
Subtotal	4,000	4,000	-
Account 2401`2415 - Prof. and Specialized Services			
Misc. Services	11,000	11,000	-
Subtotal	11,000	11,000	-
Account 2701`2703 - Travel, Training and Meetings			
Dispatcher Training & Travel	19,490	19,490	-
Subtotal	19,490	19,490	-
Total S&S: Emergency Command Center	98,221	98,221	-

ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT S&S SUMMARY
FY 2021/22 BUDGET

Sections/Programs	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Planning & Development			
Plan Review Program	175,030	175,030	-
New Construction Inspection Program	12,752	12,752	-
Total Planning & Development	187,782	187,782	-
Prevention Field Services			
Prevention Field Services Program	44,649	44,649	-
Total Prevention Field Services	44,649	44,649	-
Wildland Pre-Fire Management			
Wildland Planning	102,000	102,000	-
Community Wildland Mitigation	49,571	49,571	-
Total Wildland Pre-Fire Management	151,571	151,571	-
Department Total	384,002	384,002	-

Grant funding and one-time items are not included in the FY 2020/21 base budget.

Investigations Section has been moved to the Special Operations Division effective 7/1/2021.

FY 2021/22 Proposed Budget

**COMMUNITY RISK REDUCTION DEPARTMENT
PLANNING & DEVELOPMENT
ORG 4438 & 4439**

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Plan Review Program (Org 4438)			
Account 1601 - Memberships			
NFPA	341	341	-
OCFPO	200	200	-
SOCALFPO	400	400	-
OC Empire ICC	300	300	-
ICC	300	300	-
SFPE	300	300	-
Subtotal	1,841	1,841	-
Account 1801`1810 - Office Expense			
Misc. Petty Cash Reimbursement	1,600	1,600	-
Misc. Office Supplies	2,039	2,039	-
Map Reproductions	1,000	1,000	-
Brochure/Pamphlet Reproduction & Postage	800	800	-
Computers/Technology	1,500	1,500	-
Code Books	2,600	2,600	-
NFPA Subscription Service Update	6,700	6,700	-
Subtotal	16,239	16,239	-
Account 1902`1908 - Prof. and Specialized Services			
Plan Review Contracts	139,078	139,078	-
Subtotal	139,078	139,078	-
Account 2701`2703 - Travel, Training and Meetings			
Code Conferences and Hearings	5,500	5,500	-
Misc. Training Travel Mileage	4,040	4,040	-
Inspector Training	8,332	8,332	-
Subtotal	17,872	17,872	-
Total S&S: Plan Review Program	175,030	175,030	-

COMMUNITY RISK REDUCTION DEPARTMENT
PLANNING & DEVELOPMENT
ORG 4438 & 4439

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
New Construction Inspection Program (Org 4439)			
Account 1601 - Memberships			
OCFPO	200	200	-
Misc. Memberships (CAFAA, CALBO etc.)	100	100	-
Subtotal	300	300	-
Account 1801`1810 - Office Expense			
Misc. Petty Cash Reimbursements	400	400	-
Misc. Office Supplies	2,952	2,952	-
Computers/Technology	1,000	1,000	-
Code Books	4,100	4,100	-
Subtotal	8,452	8,452	-
Account 2701`2703 - Travel, Training and Meetings			
Code Conferences and Hearings	1,500	1,500	-
Inspector Training	2,500	2,500	-
Subtotal	4,000	4,000	-
Total S&S: New Construction Inspection Program	12,752	12,752	-
Total S&S: Planning & Development	187,782	187,782	-

COMMUNITY RISK REDUCTION DEPARTMENT
PREVENTION FIELD SERVICES PROGRAM
ORG 4460

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1601 - Memberships			
IFCI	150	150	-
OCFPO	700	700	-
Other	200	200	-
Subtotal	1,050	1,050	-
Account 1801`1810 - Office Expense			
Misc. Petty Cash Reimbursements	775	775	-
Misc. Office Supplies	4,783	4,783	-
Implement Annual Permit Process	109	109	-
Code Books/Publications	7,500	7,500	-
Subscription - Misc. California Codes	2,100	2,100	-
Paper for Printing FIFs, Notices etc.	2,000	2,000	-
Subtotal	17,267	17,267	-
Account 2701`2703 - Travel, Training and Meetings			
Inspector Training	10,000	10,000	-
Specialized Training	11,358	11,358	-
Training & Seminars	4,974	4,974	-
Subtotal	26,332	26,332	-
Total S&S: Prevention Field Services Program	44,649	44,649	-

COMMUNITY RISK REDUCTION DEPARTMENT
WILDLAND PRE-FIRE MANAGEMENT
ORG 4554 & 4556

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Wildland Planning (Org 4554)			
Account 1101 - Food			
Food	250	250	-
Subtotal	250	250	-
Account 1301 - Maintenance/Repair - Equipment			
Other Maintenance/Repair - Miscellaneous	16,000	16,000	-
Subtotal	16,000	16,000	-
Account 1601 - Memberships			
Memberships	750	750	-
Subtotal	750	750	-
Account 1801`1810 - Office Expense			
Misc. Office Supplies	10,000	10,000	-
Subtotal	10,000	10,000	-
Account 1902`1908 - Prof. and Specialized Services			
Misc. Professional and Specialized Services	2,500	2,500	-
Subtotal	2,500	2,500	-
Account 2101 - Rents and Leases - Equipment			
Misc. Rental Expense	45,000	45,000	-
Subtotal	45,000	45,000	-
Account 2401`2409 - Special Department Expense			
Special Department Expense	10,000	10,000	-
Sand	10,000	10,000	-
Subtotal	20,000	20,000	-
Account 2701 - Training			
Misc. Training	7,500	7,500	-
Subtotal	7,500	7,500	-
S&S: Wildland Planning	102,000	102,000	-

COMMUNITY RISK REDUCTION DEPARTMENT
WILDLAND PRE-FIRE MANAGEMENT
ORG 4554 & 4556

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Community Wildland Mitigation (Org 4556)			
Account 1601 - Memberships			
Memberships	750	750	-
Subtotal	750	750	-
Account 1801`1810 - Office Expense			
Misc. Office Supplies	17,871	17,871	-
Subtotal	17,871	17,871	-
Account 1902`1908 - Prof. and Specialized Services			
Misc. Professional and Specialized Services	900	900	-
Subtotal	900	900	-
Account 2401`2409 - Special Department Expense			
Special Department Expense	17,550	17,550	-
Subtotal	17,550	17,550	-
Account 2701`2703 - Travel, Training and Meetings			
Travel and Training Expense	12,500	12,500	-
Subtotal	12,500	12,500	-
S&S: Community Wildland Mitigation	49,571	49,571	-
Total S&S: Wildland Pre-Fire Management	151,571	151,571	-

ORANGE COUNTY FIRE AUTHORITY***EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT S&S SUMMARY*****FY 2021/22 BUDGET**

Sections	2020/21 Base Budget	2021/22 Request	\$ Change 2020/21 Base Budget
Emergency Medical Services			
Emergency Medical Services [1]	1,448,455	1,652,080	203,625
WEFIT Program	1,346,955	1,346,955	-
Total Emergency Medical Services	2,795,410	2,999,035	203,625
Operations Training and Safety [2]	984,856	882,981	(101,875)
Operations Training and Promotions	18,500	18,500	-
Department Total	3,798,766	3,900,516	101,750

Grant funding and one-time items are not included in the FY 2020/21 base budget.

[1] Increase due to increased costs for paramedic tuition (\$79K), pharmaceuticals (\$100K) and ACCD equipment maintenance (\$25K).

[2] Former Organizational Development & Training budget moved to Executive Management Department.

FY 2021/22 Proposed Budget

EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT
EMERGENCY MEDICAL SERVICES
ORG 1441, 3354

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Emergency Medical Services (Org 1441)			
Account 1101 - Food			
Misc. Food	1,000	1,000	-
Food for Panel Interviews	2,000	2,000	-
Subtotal	3,000	3,000	-
Account 1301`1302 - Maintenance/Repair - Equipment			
Durable Medical Equipment Maintenance	2,500	2,500	-
ACCD Equipment Maintenance	-	25,000	25,000
Subtotal	2,500	27,500	25,000
Account 1501`1509 - Medical Supplies and Equipment			
Pharmaceuticals/Vaccines	200,000	300,000	100,000
Medical Supplies	725,920	725,920	-
Medical Equipment	70,243	70,243	-
Misc. Supplies & Equipment	115,456	115,456	-
Subtotal	1,111,619	1,211,619	100,000
Account 1801`1810 - Office Expense			
Office Supplies including Texts	18,886	18,886	-
Subtotal	18,886	18,886	-
Account 1901`1908 - Prof. and Specialized Services			
Annual TB Testing	92,000	92,000	-
Misc. Professional Services	20,600	20,600	-
Subtotal	112,600	112,600	-
Account 2401`2409 - Special Department Expense			
Paramedic Certification	7,000	7,000	-
Paramedic Accreditation	5,000	5,000	-
Paramedic Recertification	30,100	30,100	-
EMT Recertification	34,000	34,000	-
Controlled Medication Management System	52,000	52,000	-
UCI Training	2,500	2,500	-
Misc. Expenditures	30,000	30,000	-
Service Pins and Plaques	500	500	-
Subtotal	161,100	161,100	-
Account 2701`2703 - Travel, Training and Meetings			
Paramedic Tuition	34,750	113,375	78,625
Out of County Travel	3,000	3,000	-
Misc. Travel & Training	1,000	1,000	-
Subtotal	38,750	117,375	78,625
S&S: Emergency Medical Services	1,448,455	1,652,080	203,625

EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT
EMERGENCY MEDICAL SERVICES
ORG 1441, 3354

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
WEFIT Program (Org 3354)			
Account 1001`1002 - Clothing & Personal Supplies			
Clothing and Personal Supplies	15,000	15,000	-
Subtotal	15,000	15,000	-
Account 1301`1302 - Maintenance/Repair - Equipment			
Exercise Equipment Maintenance	30,000	30,000	-
Subtotal	30,000	30,000	-
Account 1601 - Memberships			
Commercial Fitness Center Memberships	11,000	11,000	-
Subtotal	11,000	11,000	-
Account 1801`1810 - Office Expense			
Health/Fitness Educational Material	1,500	1,500	-
Subtotal	1,500	1,500	-
Account 1901`1908 - Prof. and Specialized Services			
Physical Exams and Fitness Testing	1,164,319	934,319	(230,000)
WEFIT Academy Support	-	230,000	230,000
Subtotal	1,164,319	1,164,319	-
Account 2401`2409 - Special Department Expense			
Exercise Equipment	105,136	105,136	-
Subtotal	105,136	105,136	-
Account 2701`2703 - Travel, Training and Meetings			
Fitness Training/Classes	20,000	20,000	-
Subtotal	20,000	20,000	-
S&S: WEFIT Program	1,346,955	1,346,955	-
Total S&S: Emergency Medical Services	2,795,410	2,999,035	203,625

EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT
OPERATIONS TRAINING & SAFETY
ORG 1440 & 1448

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Ops Training and Safety (Org 1440)			
Account 1101 - Food			
Training Seminar Meals/FF Graduations	13,000	13,000	-
Subtotal	13,000	13,000	-
Account 1601 - Memberships			
International Society of Fire Instructors	61	61	-
National Clearing House for Leadership	46	46	-
National Fire Protection Association	127	127	-
So. Area Fire Equip Research	76	76	-
So. Cal & OC Training Officers Association	461	461	-
Subtotal	771	771	-
Account 1801`1809 - Office Expense			
Books & Training Materials	27,000	27,000	-
Subscriptions	3,500	3,500	-
Misc. Office Supplies	1,782	1,782	-
Subtotal	32,282	32,282	-
Account 1901`1908 - Prof. and Specialized Services			
Rancho Santiago Library	1,191	1,191	-
Subtotal	1,191	1,191	-
Account 2401`2409 - Special Department Expense			
Misc. Special Expenses	12,000	12,000	-
Television	3,000	3,000	-
Training Video, CDs, and Slides	4,500	4,500	-
Digital Media	2,500	2,500	-
Subtotal	22,000	22,000	-

EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT
OPERATIONS TRAINING & SAFETY
ORG 1440 & 1448

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 2701`2703 - Travel, Training and Meetings			
California Training Officer's Conference	6,100	6,100	-
Various NFA Courses	3,750	3,750	-
Various Training Courses incl. Organizat'l Dev. Training	101,875	-	(101,875)
Training Opportunities including Target Solutions	320,887	320,887	-
Subtotal	432,612	330,737	(101,875)
Account 2801`2805 - Utilities			
Live Fire Prop Supplies	33,000	33,000	-
Subtotal	33,000	33,000	-
S&S: Ops Training and Safety	534,856	432,981	(101,875)
CA FF Joint Apprenticeship Committee (CFFJAC) (Org 1448)			
Account 2401`2409 - Special Department Expense			
Misc. Expenditures	450,000	450,000	-
Subtotal	450,000	450,000	-
S&S: CFFJAC	450,000	450,000	-
Total S&S: Ops Training and Safety	984,856	882,981	(101,875)

EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT
OPERATIONS TRAINING & PROMOTIONS
ORG 6000

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1101 - Food			
Misc. Expenditures	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 1601 - Memberships			
Misc. Memberships	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 1801`1809 - Office Expense			
Misc. Office Expenses	2,500	2,500	-
Subtotal	2,500	2,500	-
Account 1901`1908 - Prof. and Specialized Services			
Misc. Expenditures	4,500	4,500	-
Subtotal	4,500	4,500	-
Account 2401`2409 - Special Department Expense			
Misc. Special Expenditures	1,500	1,500	-
Subtotal	1,500	1,500	-
Account 2701`2703 - Travel, Training and Meetings			
California Training Officer's Conference	8,000	8,000	-
Subtotal	8,000	8,000	-
Total S&S: Ops Training & Promotions	18,500	18,500	-

ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT S&S SUMMARY
FY 2021/22 BUDGET

Divisions/Sections	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Executive Management			
Executive Management [1]	672,866	700,816	27,950
Executive Management Support [1]	98,318	70,368	(27,950)
Fire Chief Training Opportunities [2]	-	101,875	101,875
Total Executive Management	771,184	873,059	101,875
Corporate Communications			
Multimedia	39,000	39,000	-
Public Information Office	8,775	8,775	-
Community Education	115,654	115,654	-
RFOTC Open House	11,000	11,000	-
Total Corporate Communications	174,429	174,429	-
Department Total	945,613	1,047,488	101,875

Grant funding and one-time items are not included in the FY 2020/21 base budget.

[1] Increase of \$27,950 for meeting expenses in Executive Management offset by a corresponding decrease of \$27,950 for subscription fees in Executive Management Support.

[2] Increase due to transfer of training expenses from Operations Training & Safety Division to Fire Chief Training Opportunities.

FY 2021/22 Proposed Budget

EXECUTIVE MANAGEMENT
EXECUTIVE MANAGEMENT
ORG 9901, 9905 and 9908

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Executive Management (Org 9901)			
Account 1101 - Food			
Food for Special Meetings	400	400	-
Subtotal	400	400	-
Account 1601 - Memberships			
Assoc. of California Cities, Orange County	10,000	10,000	-
International Assoc. of Fire Chiefs	1,350	1,350	-
CA Fire Chiefs' Assoc.	2,000	2,000	-
Nat'l Fire Protection Assoc.	300	300	-
AFSS	100	100	-
Subtotal	13,750	13,750	-
Account 1801'1810 - Office Expense			
Office Supplies	947	947	-
Subtotal	947	947	-
Account 1901'1908 - Prof and Specialized Services			
Legal Counsel Services	528,769	528,769	-
Consultant Services	20,000	20,000	-
Labor Negotiation Services	70,000	70,000	-
Subtotal	618,769	618,769	-
Account 2401'2409 - Special Department Expense			
Special Department Expense	22,500	22,500	-
Subtotal	22,500	22,500	-
Account 2701'2703 - Travel, Training and Meetings			
Meetings with State Officials	10,000	37,950	27,950
Seminars & Workshops	6,500	6,500	-
Subtotal	16,500	44,450	27,950
S&S: Executive Management	672,866	700,816	27,950

EXECUTIVE MANAGEMENT
EXECUTIVE MANAGEMENT
ORG 9901, 9905 and 9908

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Executive Management Support (Org 9905)			
Account 1001'1003 - Clothing and Personal Supplies			
Badges	28,086	28,086	-
Subtotal	28,086	28,086	-
Account 1601 - Memberships			
CA Fire Chiefs' Association	365	365	-
International Association of Fire Chiefs	731	731	-
California League of Cities	365	365	-
Subtotal	1,461	1,461	-
Account 1801'1810 - Office Expense			
Office Supplies	2,739	2,739	-
Subtotal	2,739	2,739	-
Account 1901'1908 - Prof. and Specialized Services			
Honor Guard/Pipes & Drums	3,652	3,652	-
Annual Lexipol Subscription Fees	27,950	-	(27,950)
Subtotal	31,602	3,652	(27,950)
Account 2401'2409 - Special Department Expense			
Ribbons, etc. for Protocol/Ceremony	15,300	15,300	-
Subtotal	15,300	15,300	-
Account 2701 – Travel, Training and Meetings			
Travel for Honor Guard/Pipes & Drums	10,000	10,000	-
Miscellaneous - Executive Management Support	9,130	9,130	-
Subtotal	19,130	19,130	-
S&S: Executive Management Support	98,318	70,368	(27,950)
Fire Chief Training Opportunities (Org 9908)			
Account 2701 – Travel, Training and Meetings			
Various Training Courses	-	101,875	101,875
Subtotal	-	101,875	101,875
S&S: Fire Chief Training Opportunities	-	101,875	101,875
Total S&S: Executive Management	771,184	873,059	101,875

EXECUTIVE MANAGEMENT
CORPORATE COMMUNICATIONS
ORG 1450, 1460, 4449 and H800

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Multimedia (Org 1450)			
Account 1301`1302 - Maintenance/Repair - Equipment			
Audio Visual Equipment Repair	1,500	1,500	-
Miscellaneous Maintenance	1,000	1,000	-
Subtotal	2,500	2,500	-
Account 1801`1809 - Office Expense			
Software	7,000	7,000	-
Subtotal	7,000	7,000	-
Account 2101 - Rents and Leases - Equipment			
Audio Visual Equipment Rental	2,000	2,000	-
Subtotal	2,000	2,000	-
Account 2401`2409 - Special Department Expense			
Blank Videos, CDs and DVDs	1,000	1,000	-
Photo Printing and Scanning	3,500	3,500	-
Miscellaneous Audio Visual Supplies	7,000	7,000	-
Upgraded Audio Visual Equipment and Computer	5,500	5,500	-
Music License	3,500	3,500	-
Social Media Posts	5,000	5,000	-
Subtotal	25,500	25,500	-
Account 2701`2703 - Travel, Training and Meetings			
Audio Visual Specialist Training	2,000	2,000	-
Subtotal	2,000	2,000	-
S&S: Multimedia	39,000	39,000	-

EXECUTIVE MANAGEMENT
CORPORATE COMMUNICATIONS
ORG 1450, 1460, 4449 and H800

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Public Information Office (Org 1460)			
Account 1601 - Memberships			
So. California Public Information Officers Association	75	75	-
California Association of Public Information Officers	525	525	-
State Fire Chief's Association/AFSS	150	150	-
National Information Officers Association	225	225	-
Subtotal	975	975	-
Account 1801`1810 - Office Expense			
Media (Subscriptions/Guides)	750	750	-
Miscellaneous Supplies	1,450	1,450	-
Subtotal	2,200	2,200	-
Account 2701`2703 - Travel, Training and Meetings			
California State Fire Marshall Classes	2,000	2,000	-
CSTI Training - PIO	1,200	1,200	-
Misc training for PIO	2,400	2,400	-
Subtotal	5,600	5,600	-
S&S: Public Information Office (PIO)	8,775	8,775	-

FY 2021/22 Proposed Budget

EXECUTIVE MANAGEMENT
CORPORATE COMMUNICATIONS
ORG 1450, 1460, 4449 and H800

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Community Education (Org 4449)			
Account 1301`1302 - Maintenance/Repair - Equipment			
Miscellaneous Maintenance	2,000	2,000	-
Subtotal	2,000	2,000	-
Account 1601 - Memberships			
Memberships	500	500	-
Subtotal	500	500	-
Account 1801`1810 - Office Expense			
Office Expense	5,000	5,000	-
Subtotal	5,000	5,000	-
Account 1902`1908 - Prof. and Specialized Services			
Misc. Professional and Specialized Services	3,000	3,000	-
Subtotal	3,000	3,000	-
Account 2401`2409 - Special Department Expense			
Smoke Alarm Program	3,554	3,554	-
Marketing/Education Materials	54,600	54,600	-
Materiel for Various Events	17,000	17,000	-
Drowning Prevention Program	25,000	25,000	-
Subtotal	100,154	100,154	-
Account 2701`2703 - Travel, Training and Meetings			
Travel and Training Expense	5,000	5,000	-
Subtotal	5,000	5,000	-
S&S: Community Education Program	115,654	115,654	-
RFOTC Open House (Org H800)			
Account 2401`2409 - Special Department Expense			
Special Department Expense	11,000	11,000	-
S&S: RFOTC Open House	11,000	11,000	-
S&S: Community Education	126,654	126,654	-
Total S&S: Corporate Communications	167,029	174,429	-

ORANGE COUNTY FIRE AUTHORITY
HUMAN RESOURCES DEPARTMENT S&S SUMMARY
FY 2021/22 BUDGET

Divisions/Sections	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Benefits			
Benefits	368,925	368,925	-
Total Benefits	<u>368,925</u>	<u>368,925</u>	<u>-</u>
Employee Relations			
Employee Relations	147,266	147,266	-
Total Employee Relations	<u>147,266</u>	<u>147,266</u>	<u>-</u>
Recruitment			
Recruitment [1]	885,265	796,165	(89,100)
Total Recruitment	<u>885,265</u>	<u>796,165</u>	<u>(89,100)</u>
Risk Management			
Risk Management	1,724,517	1,904,349	179,832
Risk Management Controlled	1,662,650	2,351,299	688,649
Total Risk Management [2]	<u>3,387,167</u>	<u>4,255,648</u>	<u>868,481</u>
Department Total	<u><u>4,788,623</u></u>	<u><u>5,568,004</u></u>	<u><u>779,381</u></u>

Grant funding and one-time items are not included in the FY 2020/21 base budget.

[1] Decrease due to savings in background checks and pre-employment psychological assessments.

[2] Increase due to ongoing funding for insurance premiums (\$426,632), workers' compensation self-insurance excess loss premium (\$262,017) and state workers' compensation program funding (\$179,832).

HUMAN RESOURCES DEPARTMENT
BENEFITS DIVISION
ORG 3351

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1201 - Insurance			
OCPFA GBT Survivor Benefit	43,000	38,000	(5,000)
Subtotal	43,000	38,000	(5,000)
Account 1601 - Memberships			
Benefit Membership & Certifications	2,500	2,500	-
Subtotal	2,500	2,500	-
Account 1901'1908 - Prof. and Specialized Services			
Class & Comp Services	100,000	80,000	(20,000)
Discovery Benefits COBRA & FSA	3,800	9,570	5,770
Management Physicals	4,466	4,466	-
Banking Fee for RFF Dental and Vision TPA	300	300	-
Health and Wellness Benefits Fair	3,000	3,000	-
Bilingual Testing	1,875	1,875	-
Subtotal	113,441	99,211	(14,230)
Account 2401'2409 - Special Department Expense			
Tuition Reimbursement	185,000	185,000	-
Subtotal	185,000	185,000	-
Account 2701'2703 - Travel, Training and Meetings			
CalPELRA & PELRAC	4,000	4,000	-
Various Trainings	4,250	4,250	-
CSU Fullerton Leadership Development Program	10,484	10,484	-
Future Leadership Development Program	-	19,230	19,230
LCW Annual Conference	1,950	1,950	-
CalPERS Benefit Conference	3,100	3,100	-
Spark Training	1,200	1,200	-
Subtotal	24,984	44,214	19,230
Total S&S: Benefits Division	368,925	368,925	-

HUMAN RESOURCES DEPARTMENT
EMPLOYEE RELATIONS DIVISION
ORG 3385

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1601 - Memberships			
OC HR Consortium	250	250	-
OC HR Consortium LCW with Law Library	4,150	4,150	-
California State Bar	525	-	(525)
CalPELRA	2,600	2,600	-
Association of Workplace Investigators	675	-	(675)
PELRAC	1,050	1,050	-
NPELRA	525	525	-
Subtotal	9,775	8,575	(1,200)
Account 1801`1810 - Office Expense			
Misc. Books & Subscriptions	8,470	8,470	-
Office Supplies	2,585	2,585	-
Subtotal	11,055	11,055	-
Account 1901`1908 - Prof. and Specialized Services			
Investigation Services	-	-	-
Legal Services	10,000	10,000	-
Customized Training & Crisis Management	23,000	23,000	-
External Investigation Services	73,636	73,636	-
Subtotal	106,636	106,636	-
Account 2001 - Publications and Legal Notices			
Federal Notices	3,300	1,500	(1,800)
Subscriptions	2,000	1,000	(1,000)
Subtotal	5,300	2,500	(2,800)
Account 2701`2703 - Travel, Training and Meetings			
CalPELRA	10,000	10,000	-
Burstein Prihar Advocacy Workshop		2,800	2,800
LCW Annual Conference	3,000	3,000	-
Webinars	1,500	1,500	-
Misc. Training		1,200	1,200
Subtotal	14,500	18,500	4,000
Total S&S: Employee Relations Division	147,266	147,266	-

FY 2021/22 Proposed Budget

HUMAN RESOURCES DEPARTMENT
RECRUITMENT DIVISION
ORG 3390

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1101 - Food			
Recruitment & Promotions Interviews/Assessment Centers	21,050	21,050	-
Subtotal	21,050	21,050	-
Account 1301 - Maintenance/Repair - Equipment			
NEOGOV Insight	10,081	10,081	-
NEOGOV Performance Appraisal	30,248	30,248	-
NEOGOV Onboarding	16,405	16,405	-
OPAC Pre-Employment Testing	5,245	5,245	-
CritiCall Dispatcher Pre-Employment Testing	1,575	1,575	-
Subtotal	63,554	63,554	-
Account 1601 - Memberships			
SHRM	219	219	-
Personnel Testing Council of So Cal	80	80	-
IPMA Agency	1,005	1,005	-
Subtotal	1,304	1,304	-
Account 1801`1810 - Office Expense			
Misc. Supplies	2,500	2,500	-
Postage	100	100	-
Printing	500	500	-
Document Destruction	960	960	-
Subtotal	4,060	4,060	-
Account 1901`1908 - Prof. and Specialized Services			
Exam Development & Test Materials	110,161	110,161	-
Fingerprint Services	20,128	20,128	-
Pre-Employment Background Investigations	268,500	268,500	-
Seasonal HCFF Irvine - Background Check	37,500	-	(37,500)
Employment Physicals	282,924	282,924	-
Pre-Employment Psychological Assessments	51,600	-	(51,600)
Subtotal	770,813	681,713	(89,100)

HUMAN RESOURCES DEPARTMENT
RECRUITMENT DIVISION
ORG 3390

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 2201 - Rents & Leases - Facilities			
Safety Exams	8,184	8,184	-
Non-Safety Exams	2,000	2,000	-
Subtotal	10,184	10,184	-
Account 2401'2409 - Special Department Expense			
Recruitment Advertising & Job Fairs	8,000	8,000	-
Subtotal	8,000	8,000	-
Account 2701'2703 - Travel, Training and Meetings			
NEOGOV	5,500	5,500	-
HR Staff Training	800	800	-
Subtotal	6,300	6,300	-
Total S&S: Recruitment Division	885,265	796,165	(89,100)

FY 2021/22 Proposed Budget

HUMAN RESOURCES DEPARTMENT RISK MANAGEMENT DIVISION ORG 3355, 3349

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Risk Management (Org 3355)			
Account 1601 - Memberships			
PARMA	150	150	-
American Society of Safety Engineers	180	180	-
Public Risk Management Association	385	385	-
Public Safety Management Association	75	75	-
Council of Self-Insured Public Agencies	100	100	-
Subtotal	890	890	-
Account 1801`1810 - Office Expense			
Office Supplies	3,212	3,212	-
Subtotal	3,212	3,212	-
Account 1901`1908 - Prof. and Specialized Services			
Drug Testing (DOT and Non-EOT)	5,000	5,000	-
Occupation Medical Services	39,935	39,935	-
Risk Management Technical Services	30,025	30,025	-
Self-Insurance TPA - Workers' Comp	696,238	696,238	-
RFOTC 24/7 Uniformed Security Guard	166,488	166,488	-
Workers' Compensation Claims Auditor	23,000	23,000	-
Workers' Comp. User Funding Assessm.	470,168	650,000	179,832
Annual Workers' Compensation Actuarial	7,650	7,650	-
Certificate of Insurance Tracking	12,000	12,000	-
Sergeant At Arms for Board Meetings	8,000	8,000	-
Counseling for Behavioral Health & Wellness Services	150,000	150,000	-
Subtotal	1,608,504	1,788,336	179,832
Account 2401`2409 - Special Department Expense			
HAZMAT Removal	15,000	15,000	-
Compliance Permits	65,000	65,000	-
Subtotal	80,000	80,000	-
Account 2701`2703 - Travel, Training and Meetings			
Training and Conference	31,911	31,911	-
Subtotal	31,911	31,911	-
S&S: Risk Management	1,724,517	1,904,349	179,832

HUMAN RESOURCES DEPARTMENT
RISK MANAGEMENT DIVISION
ORG 3355, 3349

Item Description	2020/21	2021/22	\$ Change
	Base Budget	Request	fr 2020/21 Base Budget
Risk Management Controlled (Org 3349)			
Account 1201 - Insurance			
Aircraft Liability	155,000	222,000	67,000
Liability/Property Insurance	1,000,000	1,359,632	359,632
Insurance Deductibles	50,000	50,000	-
Insurance Broker Fees	27,500	27,500	-
Self insured Property Claim Loss	15,000	15,000	-
Vehicle Verifier Bond	150	150	-
WC Self Insurance Excess Loss Premium	415,000	677,017	262,017
Subtotal	1,662,650	2,351,299	688,649
S&S: Risk Management Controlled	1,662,650	2,351,299	688,649
Total S&S: Risk Management Division	3,387,167	4,255,648	868,481



ORANGE COUNTY FIRE AUTHORITY
LOGISTICS DEPARTMENT S&S SUMMARY
FY 2021/22 BUDGET

Divisions/Sections	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Fleet Services Division			
Fleet Services	150,393	125,390	(25,003)
Automotive Stock	3,284,416	3,284,419	3
Total Fleet Services Division [1]	3,434,809	3,409,809	(25,000)
Information Technology Division			
Communications & IT Infrastructure	1,928,327	2,065,827	137,500
Systems Development & Support	1,459,772	1,368,280	(91,492)
Communications & Workplace Support	1,455,127	1,546,619	91,492
GIS & Mapping	186,170	186,170	-
Total Information Technology Division [2]	5,029,396	5,166,896	137,500
Property Management Division			
Property Management	5,026,494	5,176,494	150,000
Total Property Management Division [3]	5,026,494	5,176,494	150,000
Service Center Division			
Service Center	46,065	46,070	5
Service Center Inventory	2,547,565	2,689,820	142,255
Total Service Center Division [4]	2,593,630	2,735,890	142,260
Department Total	16,084,329	16,489,089	404,760

Grant funding and one-time items are not included in the FY 2020/21 base budget.

[1] Various Fleet Services Division S&S expenses were decreased in total by \$25,000 to offset an equivalent increase in salaries & benefits.

[2] Increase of \$137,500 for 800 MHz partnership.

[3] One-time increase of \$150,000 for FS 11 roofing and painting.

[4] Increase of \$142,260 for support of the second fire academy.

FY 2021/22 Proposed Budget

LOGISTICS DEPARTMENT
FLEET SERVICES DIVISION
ORG 4450 & 4459

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Fleet Services (Org 4450)			
Account 1001 - Clothing and Personal Supplies			
Uniform Service	15,000	12,400	(2,600)
Subtotal	15,000	12,400	(2,600)
Account 1301`1302 - Maintenance/Repair - Equipment			
Misc. Shop Equipment	9,500	5,200	(4,300)
Fleet Services Software Maintenance	15,000	15,000	-
Subtotal	24,500	20,200	(4,300)
Account 1601 - Memberships			
Misc. Memberships (i.e. MEMA & Cal Fire)	340	340	-
Subtotal	340	340	-
Account 1801`1810 - Office Expense			
Misc. Office Expense	6,063	6,060	(3)
Subtotal	6,063	6,060	(3)
Account 1901`1908 - Prof. and Specialized Services			
Drive Off Service	5,000	5,000	-
Parts Washer Service	2,000	2,000	-
Reclamation Environmental Services	9,260	6,360	(2,900)
Subtotal	16,260	13,360	(2,900)
Account 2300 - Small Tools and Instruments			
Tool Reimbursement	31,550	26,050	(5,500)
Subtotal	31,550	26,050	(5,500)
Account 2401`2409 - Special Dept Expense			
DMV Fees	1,800	1,800	-
Subtotal	1,800	1,800	-
Account 2701`2703 - Travel, Training and Meetings			
Training	54,880	45,180	(9,700)
Subtotal	54,880	45,180	(9,700)
S&S: Fleet Services	150,393	125,390	(25,003)

LOGISTICS DEPARTMENT
FLEET SERVICES DIVISION
ORG 4450 & 4459

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Automotive Stock (Org 4459)			
Account 1301`1302 - Maintenance/Repair - Equipment			
Air Utility Services	1,500	1,500	-
Antifreeze	13,500	13,500	-
DEF	10,000	10,000	-
Auto Glass Service	1,300	1,300	-
Batteries (Vehicle)	95,000	95,000	-
Gel Cell batteries	15,100	15,100	-
Car Wash/Detailing	13,000	13,000	-
Starter/Alternator Repairs	15,450	15,450	-
Chevrolet Engine/Body Parts (Light)	45,000	45,000	-
Code 3 Equipment/Light Bar	25,000	25,000	-
Diesel Engine Service & Repair	38,000	38,000	-
Dozer Parts & Service	28,000	28,000	-
Ford Parts & Repairs	115,000	115,000	-
Generator Parts	3,000	3,000	-
Heavy & Light Apparatus PM	305,000	305,000	-
Fire Truck Maintenance Parts	180,000	180,000	-
Misc. Shop Equipment	28,838	28,840	2
Oil	50,000	50,000	-
Parts (Heavy)	39,000	39,000	-
Parts (Light)	50,000	50,000	-
Misc. Parts & Service	40,000	40,000	-
Radiator	20,000	20,000	-
Smog	3,000	3,000	-
Suspension/Brakes (Heavy)	75,000	75,000	-
Tires Parts & Labor	431,125	431,129	4
Towing Heavy/Light	6,000	6,000	-
Transmission Repairs & Services	60,000	60,000	-
Upholstery	8,000	8,000	-
International Truck Parts	70,000	70,000	-
Battery Chargers/Electric	25,000	25,000	-
Garden Grove Transition Allocation	-	-	-
Subtotal	1,809,813	1,809,819	6
Account 1901`1908 - Prof. and Specialized Services			
Aerial Recertification	36,450	36,450	-
Drive Off Service	550	550	-
Parts Washer Service	3,000	3,000	-
Subtotal	40,000	40,000	-

FY 2021/22 Proposed Budget

LOGISTICS DEPARTMENT
FLEET SERVICES DIVISION
ORG 4450 & 4459

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 2601`2602 - Transportation			
Diesel Fuel	630,000	630,000	-
Fuel Credit Cards	435,000	435,000	-
Gasoline	369,603	369,600	(3)
Subtotal	1,434,603	1,434,600	(3)
S&S: Automotive Stock	3,284,416	3,284,419	3
Total S&S: Fleet Services Division	3,434,809	3,409,809	(25,000)

LOGISTICS DEPARTMENT
INFORMATION TECHNOLOGY DIVISION
ORG 3380, 4350, 4423 and 4355

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Communications & IT Infrastructure (Org 3380)			
Account 1051 - Communications			
Utility Service for Phone Lines/Data Circuit	550,000	625,000	75,000
Cell/PC/tablet/landline	9,813	9,810	(3)
Cable Services	8,210	8,210	-
Satellite TV Services	2,000	2,000	-
Language Line	100	100	-
US&R Warehouse	2,400	2,400	-
Subtotal	572,523	647,520	74,997
Account 1301`1302 - Maintenance/Repair - Equipment			
Network Router/switch Maintenance	101,000	101,000	-
Server Operating Sys. Software	19,588	19,590	2
Remote Connection Maintenance	15,000	15,000	-
Contract Services	14,817	14,820	3
Internet Service Providers	52,800	52,800	-
Anti-Virus/Anti-Spam	36,000	36,000	-
Server Hardware	51,999	52,000	1
Storage Area Network	43,000	43,000	-
Maintenance for RFOTC Telephone Systems	50,000	50,000	-
County of Orange-800 MHz Partnership	374,690	437,190	62,500
Antivirus Maintenance	13,000	13,000	-
911 Voice Recording Maintenance	11,000	11,000	-
Offsite Data Storage	19,000	19,000	-
Email Enterprise backup	35,000	35,000	-
VPN Maintenance	38,000	38,000	-
Virtualization Maintenance	25,000	25,000	-
Telephone Maintenance	25,000	25,000	-
Fire Station Alerting System Maintenance	96,000	96,000	-
CLETS Data line (for Investigations)	13,500	13,500	-
Radio Emergency Comm.(Genwatch Support)	18,000	18,000	-
Network/Server Monitoring (SolarWinds Supp)	16,000	16,000	-
Subtotal	1,068,394	1,130,900	62,506
Account 1801`1810 - Office Expense			
IT Office Supplies & Software	24,566	24,567	1
Subtotal	24,566	24,567	1
Account 1901`1908 - Prof. and Specialized Services			
Computer Room Maintenance	7,972	7,970	(2)
Network Engineering Services	50,000	50,000	-
Storage of Network Backup	5,000	5,000	-
Station Alerting Custom Programming	25,000	25,000	-
Station Alerting Repairs (electrician)	83,990	83,990	-
Subtotal	171,962	171,960	(2)

FY 2021/22 Proposed Budget

LOGISTICS DEPARTMENT

INFORMATION TECHNOLOGY DIVISION

ORG 3380, 4350, 4423 and 4355

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 2401`2409 - Special Dept Expense			
Telephone Parts	35,000	35,000	-
Network & Equipment Room Parts & Supplies	30,000	30,000	-
Subtotal	65,000	65,000	-
Account 2701`2703 - Travel, Training and Meetings			
Training/Travel	16,000	16,000	-
Staff Technical Training	9,882	9,880	(2)
Subtotal	25,882	25,880	(2)
S&S: Communications & IT Infrastructure	1,928,327	2,065,827	137,500
Systems Development & Support (Org 4350)			
Account 1301`1302 - Maintenance/Repair - Equipment			
RMS Maintenance	20,000	20,000	-
RMS Report Software	10,770	10,770	-
Internet/Intranet Support	21,713	21,710	(3)
Database Software Maintenance	48,230	48,230	-
Fleet STMS Maintenance	17,000	17,000	-
Compiler Maintenance	1,450	1,450	-
HRMS Consulting Services	55,000	55,000	-
HRMS System Maintenance	100,000	100,000	-
AVL, CAD2CAD Maintenance	109,000	75,000	(34,000)
SharePoint Admin Maintenance	8,500	8,500	-
Staffing Database Maintenance	1,200	1,200	-
CAD Software Maintenance	386,010	386,010	-
Moveup Software Maintenance	57,501	-	(57,501)
Smartphone Incident Notification App	2,400	2,400	-
HRMS Compiler Maintenance	1,000	1,000	-
HRMS Utilities Maintenance	960	960	-
Apple Developer Enterprise	425	430	5
Subtotal	841,159	749,660	(91,499)
Account 1801`1810 - Office Expense			
IT Office Supplies & Software	12,565	12,570	5
Microsoft Software Enterprise Agreement	425,000	425,000	-
Pulsepoint Maintenance Contract	40,000	40,000	-
Subtotal	477,565	477,570	5
Account 1901`1908 - Prof. and Specialized Services			
Public Safety Systems Programming	50,000	50,000	-
Intranet/Internet Calendar Development	50,000	50,000	-
Subtotal	100,000	100,000	-

LOGISTICS DEPARTMENT
INFORMATION TECHNOLOGY DIVISION
ORG 3380, 4350, 4423 and 4355

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 2701`2703 - Travel, Training and Meetings			
Travel/Training	29,048	29,050	2
Staff Technical Training	12,000	12,000	-
Subtotal	41,048	41,050	2
S&S: Systems Development & Support	1,459,772	1,368,280	(91,492)
Communications & Workplace Support (Org 4423)			
Account 1051 - Communications			
Mobile Telephone Service	650,000	699,789	49,789
Paging Services - County of Orange	38,400	38,400	-
BC Conference Lines	8,487	8,490	3
On-Line Meeting Service	12,516	12,520	4
Subtotal	709,403	759,199	49,796
Account 1301`1302 - Maintenance/Repair - Equipment			
Communication Equipment Maintenance	144,800	144,800	-
High Speed Printer Maintenance	6,225	6,230	5
Help Desk Software Maintenance	22,000	22,000	-
QPCS - AVL System Management Service	6,634	6,630	(4)
Subtotal	179,659	179,660	1
Account 1801`1810 - Office Expense			
Packing & Office Supplies/Equipment Storage	67,565	67,570	5
Software (annual), Small Equipment Purchases	20,000	20,000	-
Subtotal	87,565	87,570	5
Account 1901`1908 - Prof. and Specialized Services			
Staffing Timekeeping Maintenance	260,000	351,500	91,500
Comm. Installation/Vehicle Replacement	50,000	190	(49,810)
Subtotal	310,000	351,690	41,690
Account 2201 - Rents and Leases - Facilities			
CHF Repeater Site Leases	7,000	7,000	-
Subtotal	7,000	7,000	-
Account 2301`2309 - Small Tools and Instruments			
Misc. Parts/Tech Tools/Supplies	5,500	5,500	-
Subtotal	5,500	5,500	-

FY 2021/22 Proposed Budget

LOGISTICS DEPARTMENT
INFORMATION TECHNOLOGY DIVISION
ORG 3380, 4350, 4423 and 4355

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 2401`2409 - Special Dept Expense			
Fabrication and Supplies	150,000	150,000	-
Subtotal	150,000	150,000	-
Account 2701`2703 - Travel, Training and Meetings			
Training	6,000	6,000	-
Subtotal	6,000	6,000	-
S&S: Communications & Workplace Support	1,455,127	1,546,619	91,492
GIS & Mapping (Org 4355)			
Account 1301`1302 - Maintenance/Repair - Equipment			
Misc. Software Maintenance	3,968	3,970	2
Win 2 Data Subscription	1,000	1,000	-
Geospatial Software Maintenance	85,000	85,000	-
Digital Pen	750	750	-
Subtotal	90,718	90,720	2
Account 1801`1810 - Office Expense			
Office/Printer Supplies	13,162	13,160	(2)
Compucom	1,110	1,110	-
Subtotal	14,272	14,270	(2)
Account 1901`1908 - Prof. and Specialized Services			
ESRI Professional Services	10,000	10,000	-
Geospatial Professional Services	50,000	50,000	-
Subtotal	60,000	60,000	-
Account 2701`2703 - Travel, Training and Meetings			
Travel/Training	10,000	10,000	-
Training	11,180	11,180	-
Subtotal	21,180	21,180	-
S&S: GIS & Mapping	186,170	186,170	-
Total S&S: Information Technology Division	5,029,396	5,166,896	137,500

LOGISTICS DEPARTMENT
PROPERTY MANAGEMENT DIVISION
SUB-FUND 12150 - ORG 3365 and M Orgs

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Property Management (Org 3365)			
Account 1151 - Household Expenses			
Appliances Replacement	25,000	25,000	-
Furniture Replacement	25,000	25,000	-
Subtotal	50,000	50,000	-
Account 1301`1302 - Maintenance/Repair - Equipment			
Air Compressor Maintenance & Repairs	5,000	5,000	-
Exhaust Collection System Maintenance	75,000	75,000	-
Fire Alarm Systems Maintenance	25,000	25,000	-
Appliances - Service and Repairs	30,000	30,000	-
Generator Maintenance & Repairs	49,500	49,500	-
AST Fuel Maintenance & Repairs	40,000	40,000	-
Fire Props	35,000	35,000	-
Misc. Equipment Maintenance	5,000	5,000	-
Subtotal	264,500	264,500	-
Account 1402 - Building Maintenance/Repair			
Apparatus Doors Service and Repairs	120,000	120,000	-
Building Systems Service and Repairs	150,000	150,000	-
Electrical Repairs	50,000	50,000	-
Plumbing Repairs	150,000	150,000	-
Flooring Repairs	35,000	35,000	-
One-time PO's & Direct Pay	230,000	230,000	-
Painting (Partial Interior and Exterior)	30,000	30,000	-
Roof Systems Service and Repairs	40,000	190,000	150,000
Repair and Maintenance	230,225	230,225	-
Scheduled Maintenance, Renovation & Replacement	350,000	350,000	-
Alterations & Improvements-OCFA Fire Stations	250,000	250,000	-
Subtotal	1,635,225	1,785,225	150,000
Account 1406 - Building Services			
RFOTC Maintenance & Custodial Services	175,000	175,000	-
Pest Control	40,000	40,000	-
Subtotal	215,000	215,000	-
Account 1407 - Grounds			
Grounds Maintenance	90,000	90,000	-
Signage	1,000	1,000	-
Surface Repairs	2,000	2,000	-
Fencing and Gates Repairs	5,000	5,000	-
Subtotal	98,000	98,000	-

FY 2021/22 Proposed Budget

LOGISTICS DEPARTMENT
PROPERTY MANAGEMENT DIVISION
SUB-FUND 12150 - ORG 3365 and M Orgs

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 1801`1810 - Office Expense			
Office Supplies	1,233	1,233	-
Subtotal	1,233	1,233	-
Account 1901`1908 - Prof. and Specialized Services			
US&R Warehouse-Security Service	3,000	3,000	-
US&R Warehouse-Common Area Maintenance(CAM)	20,000	20,000	-
Subtotal	23,000	23,000	-
Account 2201 - Rents and Leases - Facilities			
Station# 6, & 36 - Irvine	2	2	-
Station# 13 - La Palma	1	1	-
Station# 17 - Tri-Cities	1	1	-
Station# 18 - Trabuco	1	1	-
Station# 37 & 43 - Tustin	2	2	-
Station# 41 - Fullerton, Hangar Lease	85,000	85,000	-
Station# 41 - Fullerton, Tower	25,000	25,000	-
Station# 44 & 48 - Seal Beach	2	2	-
Station# 46 - Stanton	1	1	-
Station# 50, 59 & 60 - San Clemente	3	3	-
Station# 61, 62 & 63 - Buena Park	3	3	-
Station# 64, 65 & 66 - Westminster	3	3	-
Station# 70, 71, 72, 73, 74, 75, 76, 77, 78 and 79-Santa Ana	10	10	-
Station# 80, 81, 82, 83, 84, 85, 86 - Garden Grove	7	7	-
Subtotal	110,036	110,036	-
Account 2701`2703 - Travel, Training and Meetings			
Staff Development and Training	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 2801`2805 - Utilities			
Liquid Propane Gas (LPG)	8,500	8,500	-
Trash Collection	180,000	180,000	-
Gas	90,000	90,000	-
Electricity	1,700,000	1,700,000	-
Water	300,000	300,000	-
Subtotal	2,278,500	2,278,500	-
Account 3701 - Taxes and Assessments			
Sewer Assessment	30,000	30,000	-
Subtotal	30,000	30,000	-

LOGISTICS DEPARTMENT
PROPERTY MANAGEMENT DIVISION
SUB-FUND 12150 - ORG 3365 and M Orgs

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Cash Contract Cities - John Wayne Airport (Org M033)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - JWA FS33	10,000	10,000	-
Subtotal	10,000	10,000	-
Cash Contract Cities - Tustin (Org M200)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - Tustin	20,000	20,000	-
Subtotal	20,000	20,000	-
Cash Contract Cities - Seal Beach (Org M300)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - Seal Beach	20,000	20,000	-
Subtotal	20,000	20,000	-
Cash Contract Cities - Stanton (Org M400)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - Stanton	10,000	10,000	-
Subtotal	10,000	10,000	-
Cash Contract Cities - San Clemente (Org M500)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - San Clemente	30,000	30,000	-
Subtotal	30,000	30,000	-
Cash Contract Cities - Buena Park (Org M600)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - Buena Park	30,000	30,000	-
Subtotal	30,000	30,000	-

FY 2021/22 Proposed Budget

LOGISTICS DEPARTMENT
PROPERTY MANAGEMENT DIVISION
SUB-FUND 12150 - ORG 3365 and M Orgs

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Cash Contract Cities - Westminster (Org M700)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - Westminster	30,000	30,000	-
Subtotal	30,000	30,000	-
Cash Contract Cities - Santa Ana (Org M800)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - Santa Ana	100,000	100,000	-
Subtotal	100,000	100,000	-
Cash Contract Cities - Garden Grove (Org M810)			
Account 1402 - Building Maintenance/Repair			
Cash Contract Cities - Garden Grove	70,000	70,000	-
Subtotal	70,000	70,000	-
Total S&S: Property Management Division	5,026,494	5,176,494	150,000

LOGISTICS DEPARTMENT
SERVICE CENTER DIVISION
ORG 4410 & 4419

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Service Center (Org 4410)			
Account 1301`1302 - Maintenance/Repair - Equipment			
Air Fill Station Repair	9,000	9,000	-
Lift Truck Maintenance	2,000	2,000	-
Welding Gases	1,600	1,600	-
Subtotal	12,600	12,600	-
Account 1601 - Memberships			
Costco Memberships	165	170	5
SAFER Memberships	50	50	-
Subtotal	215	220	5
Account 1801`1810 - Office Expense			
Office Equipment Controlled	3,000	3,000	-
Subtotal	3,000	3,000	-
Account 1901`1908 - Professional and Specialized Services			
Quantitative SCBA Fit Testing	25,000	25,000	-
	25,000	25,000	-
Account 2300 - Small Tools and Instruments			
Miscellaneous Small Tools	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 2701`2703 - Travel, Training and Meetings			
Trans/Travel (Safer Meetings)	250	250	-
Training Registration Fees	2,000	2,000	-
Misc. Training (Service Center Staff)	2,000	2,000	-
Subtotal	4,250	4,250	-
S&S: Service Center	46,065	46,070	5

FY 2021/22 Proposed Budget

LOGISTICS DEPARTMENT SERVICE CENTER DIVISION ORG 4410 & 4419

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Inventory - Service Center (Org 4419)			
Account 1001`1003 - Clothing and Personal Supplies			
Boot Reimbursement	3,000	15,000	12,000
Rain Suits	1,500	1,500	-
Safety Clothing - Academy	84,160	226,420	142,260
Safety Clothing - Structure	290,000	290,000	-
Safety Clothing - Wildland	70,000	70,000	-
Safety Clothing - Gloves, FF PPE Ensemble	8,000	8,000	-
Safety Clothing - FF Structural Gloves	18,500	68,500	50,000
Turnout Cleaning & Repair	105,000	143,000	38,000
Helmets	60,000	60,000	-
Uniforms	567,000	567,000	-
Uniforms - City of Irvine HCFF	18,700	18,700	-
Subtotal	1,225,860	1,468,120	242,260
Account 1101 - Food			
Food - In County Incidents	23,000	23,000	-
Emergency Food Supplies	12,000	12,000	-
Subtotal	35,000	35,000	-
Account 1151 - Household Expenses			
Household Supplies	158,914	158,910	(4)
Misc. Household	10,000	10,000	-
Mattress Pads	2,000	2,000	-
Subtotal	170,914	170,910	(4)
Account 1301`1302 - Maintenance/Repair - Equipment			
Breathing Apparatus Repair Parts/Service	65,000	65,000	-
SCBA Cylinder Hydrostatic Testing	12,000	12,000	-
Fire Extinguisher Service	10,000	10,000	-
Hurst Tool Repair	20,000	20,000	-
Safety Ladder Inspection & Testing	35,000	35,000	-
Small Engine Repair	15,000	15,000	-
Vehicle Wax	14,000	14,000	-
Thermal Imaging Camera Repair/Battery Replacement	30,000	30,000	-
Subtotal	201,000	201,000	-
Account 1501`1509 - Medical Supplies and Equipment			
Medical Oxygen	10,000	10,000	-
Subtotal	10,000	10,000	-

LOGISTICS DEPARTMENT
SERVICE CENTER DIVISION
ORG 4410 & 4419

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 1801`1810 - Office Expense			
Business Cards	6,500	6,500	-
Business Forms	1,000	1,000	-
Copy Paper	25,000	25,000	-
Engraving	1,000	1,000	-
Envelopes	5,000	5,000	-
FAX Supplies	500	500	-
Office Supplies	15,000	15,000	-
Printer Supplies	6,833	6,830	(3)
Rubber Stamps	1,000	1,000	-
Thomas Bros. Maps	500	500	-
Subtotal	62,333	62,330	(3)
Account 2301`2309 - Small Tools and Instruments			
Batteries	3,000	3,000	-
Miscellaneous Small Tools	2,000	2,000	-
Replacement Flashlights	5,000	5,000	-
Subtotal	10,000	10,000	-
Account 2401`2409 - Special Department Expense			
Hose - All Sizes	291,458	291,460	2
Misc. Fire Equipment	117,500	117,500	-
Sand Bags	9,000	9,000	-
Miscellaneous Supplies	1,500	1,500	-
SCBA Voice Amplifiers	52,000	52,000	-
Scott Air Pack Cylinder Replacement	150,000	150,000	-
Sign Material	11,000	11,000	-
Thermal Imaging Cameras	200,000	100,000	(100,000)
Subtotal	832,458	732,460	(99,998)
S&S: Inventory - Service Center	2,547,565	2,689,820	142,255
Total S&S: Service Center Division	2,593,630	2,735,890	142,260



ORANGE COUNTY FIRE AUTHORITY
OPERATIONS DEPARTMENT S&S/EQUIPMENT SUMMARY
FY 2021/22 BUDGET

Divisions/Sections	2020/21 Base Budget	2021/22 Request	\$ Change 2020/21 Base Budget
Division 1			
Division 1 - Administration	16,269	16,269	-
Total Division 1	16,269	16,269	-
Division 2			
Division 2 - Administration	17,596	17,596	-
Aircraft Rescue Firefighting	180,778	180,778	-
Total Division 2	198,374	198,374	-
Division 3			
Division 3 - Administration	25,743	25,743	-
Total Division 3	25,743	25,743	-
Division 4			
Division 4 - Administration	40,784	40,784	-
Community Volunteer Services	27,820	27,820	-
Total Division 4	68,604	68,604	-
Division 5			
Division 5 - Administration	15,065	15,065	-
Total Division 5	15,065	15,065	-
Division 6			
Division 6 - Administration	14,900	14,900	-
Total Division 6	14,900	14,900	-
Division 7			
Division 7 - Administration	16,854	16,854	-
Total Division 7	16,854	16,854	-
Department Total	355,809	355,809	-

Grant funding and one-time items are not included in the FY 2020/21 base budget.

FY 2021/22 Proposed Budget

OPERATIONS DEPARTMENT
DIVISION 1
ORG 0111

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1402 - Maintenance/Repair - Buildings			
Cal-Card	10,470	10,470	-
Subtotal	10,470	10,470	-
Account 1801`1810 - Office Expense			
Office Supplies	3,399	3,399	-
Subtotal	3,399	3,399	-
Account 2401`2409 - Special Department Expense			
Miscellaneous Expense	2,400	2,400	-
Subtotal	2,400	2,400	-
Total S&S: Division 1	16,269	16,269	-

OPERATIONS DEPARTMENT

DIVISION 2

ORG 0112 & 1033

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Division 2 (Admin) (Org 0112)			
Account 1402 - Maintenance/Repair - Buildings			
Cal-Card	11,000	11,000	-
Subtotal	11,000	11,000	-
Account 1801`1809 - Office Expense			
Office Supplies	4,161	4,161	-
Subtotal	4,161	4,161	-
Account 2401`2409 - Special Department Expense			
Miscellaneous Expense	2,435	2,435	-
Subtotal	2,435	2,435	-
S&S: Division 2 (Admin)	17,596	17,596	-
Aircraft Rescue Firefighting (ARFF) (Org 1033)			
Account 1001 - Clothing and Personal Supplies			
Proximity Suits Repair/Replacement	17,170	17,170	-
Hi Visibility Impact Gloves	413	413	-
Subtotal	17,583	17,583	-
Account 1301`1302 - Maintenance/Repair - Equipment			
SCBA Service	1,000	1,000	-
Crane/Tug Accessories	750	750	-
Subtotal	1,750	1,750	-
Account 1601 - Memberships			
ARFF Working Group	185	185	-
Subtotal	185	185	-
Account 1801`1810 - Office Expense			
Misc. Office Expense/Subscriptions	750	750	-
Subtotal	750	750	-

FY 2021/22 Proposed Budget

OPERATIONS DEPARTMENT*DIVISION 2***ORG 0112 & 1033**

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 2401`2409 - Special Department Expense			
Specialty Equipment	2,000	2,000	-
Subtotal	2,000	2,000	-
Account 2701`2703 - Travel, Training and Meetings			
Annual FAA Training	73,080	73,080	-
Certifications - Crane, ARFF, EVOC-24, etc.	85,430	85,430	-
Subtotal	158,510	158,510	-
S&S: Aircraft Rescue Firefighting	180,778	180,778	-
Total S&S and Equipment: Division 2	198,374	198,374	-

OPERATIONS DEPARTMENT
DIVISION 3
ORG 0113

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1402 - Maintenance/Repair - Buildings			
Cal Card	14,000	14,000	-
Subtotal	14,000	14,000	-
Account 1801`1810 - Office Expense			
Office Supplies	9,551	9,551	-
Subtotal	9,551	9,551	-
Account 2401`2409 - Special Department Expense			
Miscellaneous Expense	2,192	2,192	-
Subtotal	2,192	2,192	-
Total S&S: Division 3	25,743	25,743	-

FY 2021/22 Proposed Budget

OPERATIONS DEPARTMENT*DIVISION 4***ORG 0114 & 1160**

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Division 4 (Admin) (Org 0114)			
Account 1402 - Maintenance /Repair - Buildings			
Cal Card	13,000	13,000	-
Subtotal	13,000	13,000	-
Account 1801`1810 - Office Expense			
Office Supplies	7,528	7,528	-
Subtotal	7,528	7,528	-
Account 2401`2409 - Special Department Expense			
Miscellaneous Expenses	2,192	-	(2,192)
Chaplain's Stipend	2,593	14,400	11,807
Chaplain's Program	10,400	785	(9,615)
Fire Explorer Program	5,071	5,071	-
Subtotal	20,256	20,256	-
S&S: Division 4 (Admin)	40,784	40,784	-
Community Volunteer Services (CVS) (Org 1160)			
Account 2401`2409 - Special Department Expense			
PERS Volunteer Length of Service Award	14,224	14,224	-
Miscellaneous Expense	13,596	13,596	-
Subtotal	27,820	27,820	-
S&S: Community Volunteer Services	27,820	27,820	-
Total S&S: Division 4	68,604	68,604	-

OPERATIONS DEPARTMENT
DIVISION 5
ORG 0116

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1001'1002 - Clothing and Personal Supplies			
Cal Card		100	100
Subtotal	-	100	100
Account 1101 - Food			
Cal Card		100	100
Subtotal	-	100	100
Account 1151 - Household Expenses			
Cal Card		700	700
Subtotal	-	700	700
Account 1301'1305 - Maintenance/Repair - Equipment			
Cal Card		100	100
Subtotal	-	100	100
Account 1402 - Maintenance/Repair - Buildings			
Cal Card	9,000	6,000	(3,000)
Subtotal	9,000	6,000	(3,000)
Account 1801'1810 - Office Expense			
Office Supplies	3,874	3,800	(74)
Subtotal	3,874	3,800	(74)
Account 2301'2309 - Small Tools and Instruments			
Cal Card		200	200
Subtotal	-	200	200
Account 2401'2409 - Special Department Expense			
Miscellaneous Expense	2,191	3,065	874
Subtotal	2,191	3,065	874
Account 2701'2703 - Travel, Training and Meetings			
Cal Card		1,000	1,000
Subtotal	-	1,000	1,000
S&S: Division 5 (Admin)	15,065	15,065	-
Total S&S: Division 5	15,065	15,065	-

FY 2021/22 Proposed Budget

OPERATIONS DEPARTMENT
DIVISION 6
ORG 0117

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1402 - Maintenance/Repair - Buildings			
Cal Card	10,000	10,000	-
Subtotal	10,000	10,000	-
Account 1801`1810 - Office Expense			
Office Supplies	4,900	4,900	-
Subtotal	4,900	4,900	-
Total S&S: Division 6	14,900	14,900	-

OPERATIONS DEPARTMENT***DIVISION 7*****ORG 0115**

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1402 - Maintenance/Repair - Buildings			
Cal Card	7,000	7,000	-
Subtotal	7,000	7,000	-
Account 1801`1810 - Office Expense			
Miscellaneous Expense	7,854	7,854	-
Subtotal	7,854	7,854	-
Account 2701`2703 - Travel, Training and Meetings			
Training and Travel	2,000	2,000	-
Subtotal	2,000	2,000	-
Total S&S: Division 7	16,854	16,854	-



ORANGE COUNTY FIRE AUTHORITY
SPECIAL OPERATIONS DIVISION S&S/EQUIPMENT SUMMARY
FY 2021/22 BUDGET

Divisions/Sections	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Special Operations Division Admin			
Special Operations Division Admin	41,042	41,042	-
Total Special Operations Division Admin	41,042	41,042	-
Air & Wildland Operations			
Air Operations [1]	1,545,646	1,068,646	(477,000)
Drone Program	35,000	35,000	-
Wildland Operations Admin	10,000	10,000	-
Crews & Equipment [2]	111,931	71,931	(40,000)
Total Air & Wildland Operations	1,702,577	1,185,577	(517,000)
Urban Search & Rescue			
Urban Search & Rescue [3]	104,107	112,457	8,350
Total Urban Search & Rescue	104,107	112,457	8,350
Hazardous Materials Program			
Hazardous Materials Program	130,381	130,381	-
Total Hazardous Materials Program	130,381	130,381	-
Investigations			
Investigations [4]	251,963	266,963	15,000
Total Investigations Program	251,963	266,963	15,000
Department Total	2,230,070	1,736,420	(493,650)

Grant funding and one-time items are not included in the FY 2020/21 base budget.

[1] Decrease of \$477K to fuel account.

[2] Decrease due to removal of Crew Carrying Vehicle Rental for Santiago Crew.

[3] Increase due to PPE and training costs for new US&R personnel.

[4] Increase due to supplies costs for new investigator, transferred Fire Terrorism Liaison and Arson Detection Canine Program.

FY 2021/22 Proposed Budget

SPECIAL OPERATIONS DIVISION
SPECIAL OPERATIONS DIVISION ADMIN
ORG 0118

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1001- Clothing and Personal Supplies			
Clothing and Personal Supplies	1,000	2,000	1,000
Subtotal	1,000	2,000	1,000
Account 1501- Emergency Food			
Emergency Food	15,042	15,042	-
Subtotal	15,042	15,042	-
Account 1801- Office Expense			
Misc. Office Expense/Subscriptions	4,000	3,000	(1,000)
Subtotal	4,000	3,000	(1,000)
Account 2701- Travel, Training and Meetings			
FIRESCOPE / CICCS / IMT Travel and Training	21,000	21,000	-
Subtotal	21,000	21,000	-
Total S&S: Special Operations Division Admin	41,042	41,042	-

SPECIAL OPERATIONS DIVISION
AIR & WILDLAND OPERATIONS
ORG 1167, 1191, 1153, 1150 & 1152

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Air Operations (Org 1167)			
Account 1001 - Clothing and Personal Supplies			
Flight Safety Equipment	42,000	42,000	-
Shop Rags/Uniforms (Service)	1,117	1,117	-
Subtotal	43,117	43,117	-
Account 1301'1302 - Maintenance/Repair - Equipment			
Miscellaneous Aviation Parts	502,099	502,099	-
Supplemental Maintenance Cost	19,673	19,673	-
Waste Oil & Fuel Disposal	1,000	1,000	-
Parts Cleaner Solvent Tank	1,197	1,197	-
Component Overhaul	35,000	35,000	-
Avionics Repair	10,144	10,144	-
Subtotal	569,113	569,113	-
Account 1402 - Maintenance/Repair - Buildings			
Miscellaneous Maintenance	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 1601 - Memberships			
Helicopter Association	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 1801'1810 - Office Expense			
Subscription & Manual	5,042	5,042	-
Office Supplies & Equipment	3,000	3,000	-
Subtotal	8,042	8,042	-
Account 2301'2309 - Small Tools and Instruments			
Specialized Maintenance Tools	8,250	8,250	-
Hand Tools & Shop Equipment	1,500	1,500	-
Subtotal	9,750	9,750	-
Account 2401'2409 - Special Department Expense			
Fire Retardants	1,500	1,500	-
Safety Management System Template	6,000	6,000	-
Helicopter Camera System	4,000	4,000	-
Ropes & Rigging, Body Harness	15,000	15,000	-
Subtotal	26,500	26,500	-
Account 2601'2602 - Transportation			
Jet A Fuel	614,123	137,123	(477,000)
Jet Fuel Credit Cards	5,000	5,000	-
Subtotal	619,123	142,123	(477,000)

SPECIAL OPERATIONS DIVISION
AIR & WILDLAND OPERATIONS
ORG 1167, 1191, 1153, 1150 & 1152

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 2701`2703 - Travel, Training and Meetings			
Travel for Helicopter Training	9,694	9,694	-
Flight Safety Training	134,307	134,307	-
Subtotal	144,001	144,001	-
S&S: Air Operations	1,421,646	944,646	(477,000)
<u>EQUIPMENT EXPENSE:</u>			
Air Operations (Org 1167)			
Account 4000 - Equipment			
Helicopter Components	124,000	124,000	-
Subtotal	124,000	124,000	-
Equipment: Air Operations	124,000	124,000	-
Total S&S and Equipment: Air Operations	1,545,646	1,068,646	(477,000)
Drone Program (Org 1191)			
Account 2301`2309 - Small Tools and Instruments			
Drone Program - Hardware Acquisition	25,000	25,000	-
Subtotal	25,000	25,000	-
Account 2701`2703 - Travel, Training and Meetings			
Drone Program - Expertise Training	10,000	10,000	-
Subtotal	10,000	10,000	-
S&S: Drone Program	35,000	35,000	-
Wildland Operations Admin (Org 1153)			
Account 2401`2409 - Special Department Expense			
Special Department Expense	10,000	10,000	-
Subtotal	10,000	10,000	-
S&S: Wildland Operations Admin	10,000	10,000	-
<i>Santiago Crew (Org 1152)</i>			
Account 1001 - Clothing and Personal Supplies			
Crew Protective Clothing	10,300	10,300	-
Subtotal	10,300	10,300	-

SPECIAL OPERATIONS DIVISION
AIR & WILDLAND OPERATIONS
ORG 1167, 1191, 1153, 1150 & 1152

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
Account 1101 - Food			
Hydration for Staff	3,000	3,000	-
Subtotal	3,000	3,000	-
Account 1301`1305 - Maintenance/Repair - Equipment			
Other Equipment Maintenance/Repair	10,000	10,000	-
Subtotal	10,000	10,000	-
Account 1801`1810 - Office Expense			
Misc. Office Supplies	128	128	-
Subtotal	128	128	-
Account 2101 - Rents and Leases - Equipment			
Misc. Rental Expense	1,000	1,000	-
Subtotal	1,000	1,000	-
Account 2301`2309 - Small Tools and Instruments			
Hand Tools	22,000	22,000	-
Subtotal	22,000	22,000	-
Account 2401`2409 - Special Department Expense			
Special Department Expense	10,000	10,000	-
Subtotal	10,000	10,000	-
Account 2601`2602 - Special Department Expense			
Crew Carrying Vehicle Rental	40,000	-	(40,000)
Subtotal	40,000	-	(40,000)
S&S: Santiago Crew	96,428	56,428	(40,000)
<i>Heavy Fire Equipment (Org 1150)</i>			
Account 1301`1305 - Maintenance/Repair - Equipment			
Maintenance - Specialized Equipment	5,000	5,000	-
Subtotal	5,000	5,000	-
Account 2301`2309 - Small Tools and Instruments			
Miscellaneous Small Tools	10,503	10,503	-
Subtotal	10,503	10,503	-
S&S: Heavy Fire Equipment	15,503	15,503	-
Total S&S: Crews and Equipment	111,931	71,931	(40,000)
Total S&S and Equipment: Air & Wildland Operations	1,702,577	1,185,577	(517,000)

FY 2021/22 Proposed Budget

SPECIAL OPERATIONS DIVISION
URBAN SEARCH & RESCUE
ORG 1165 & 1171

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Urban Search and Rescue (Org 1165 - Funded by OCFA)			
Account 1001 - Clothing and Personal Supplies			
Safety Clothing	13,500	15,400	1,900
Subtotal	13,500	15,400	1,900
Account 1301'1302 - Maintenance/Repair - Equipment			
Calibration-Monitor & Equip	1,200	1,200	-
Miscellaneous Equipment Repairs	5,000	5,000	-
Fabrication Materials/Supply	3,000	3,000	-
Subtotal	9,200	9,200	-
Account 2301'2309 - Small Tools and Instruments			
Small Tool Purchase/Replacement	32,000	32,000	-
Subtotal	32,000	32,000	-
Account 2401'2409 - Special Department Expense			
Miscellaneous Special Department Expense	3,300	3,300	-
Subtotal	3,300	3,300	-
Account 2701'2703 - Travel, Training and Meetings			
US&R Meetings and Training	17,000	23,450	6,450
Subtotal	17,000	23,450	6,450
S&S: US&R (Funded by OCFA)	75,000	83,350	8,350
Swift Water Rescue (Org 1171)			
Account 1001 - Clothing and Personal Supplies			
Replacement	1,500	1,500	-
Subtotal	1,500	1,500	-
Account 2401'2409 - Special Department Expense			
Miscellaneous Special Department Expense	23,607	23,607	-
Subtotal	23,607	23,607	-
Account 2701'2703 - Travel, Training and Meetings			
Transportation & Travel	4,000	4,000	-
Subtotal	4,000	4,000	-
S&S: Swift Water Rescue	29,107	29,107	-
Total S&S: Urban Search & Rescue	104,107	112,457	8,350

SPECIAL OPERATIONS DIVISION
HAZARDOUS MATERIALS PROGRAM
ORG 1170

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1001 - Clothing and Personal Supplies			
Safety Supply America Corp	4,058	4,058	-
Safety West	3,044	3,044	-
Biological Protective Equipment/WMD PPE	15,216	15,216	-
HMT Level "A" Suits	12,232	12,232	-
Subtotal	34,550	34,550	-
Account 1301`1302 - Maintenance/Repair - Equipment			
Repair/Maintenance of Haz Mat Equipment	40,213	40,213	-
Subtotal	40,213	40,213	-
Account 1501`1509 - Medical Supplies and Equipment			
Lab Supplies	9,900	9,900	-
Subtotal	9,900	9,900	-
Account 1801`1810 - Office Expense			
TOMES Database Program Subscription	3,080	3,080	-
Subtotal	3,080	3,080	-
Account 2301`2309 - Small Tools and Instruments			
Small Tools & Equipment	1,141	1,141	-
Tetracore Biological Tickets	3,964	3,964	-
Subtotal	5,105	5,105	-
Account 2401`2409 - Special Department Expense			
In-Suit Radios	6,480	6,480	-
Subtotal	6,480	6,480	-
Account 2701`2703 - Travel, Training and Meetings			
HMT Transportation and Travel	6,000	6,000	-
HMT Technician/Specialist Training	23,253	23,253	-
Ontario Training	1,800	1,800	-
Subtotal	31,053	31,053	-
Total S&S: Hazardous Materials Program	130,381	130,381	-

SPECIAL OPERATIONS DIVISION
INVESTIGATIONS
ORG 4320

Item Description	2020/21 Base Budget	2021/22 Request	\$ Change fr 2020/21 Base Budget
<u>SERVICES & SUPPLIES:</u>			
Account 1001`1003 - Clothing and Personal Supplies			
Protection Clothing and Polo Shirts	5,000	8,000	3,000
Subtotal	5,000	8,000	3,000
Account 1301`1305 - Maintenance/Repair - Equipment			
Equipment Repair and Calibration	1,000	1,000	-
Investigation Equipment	1,000	1,000	-
Subtotal	2,000	2,000	-
Account 1601 - Memberships			
CA Conf. of Arson Investigators	360	360	-
6 Fire Arson Group, OCFCA	225	225	-
International Assoc. of Arson Investigators	900	900	-
Subtotal	1,485	1,485	-
Account 1801`1810 - Office Expense			
Misc. Office Supplies	2,734	2,734	-
Office Supplies (Former EPAC Supplies)	1,850	3,350	1,500
Subtotal	4,584	6,084	1,500
Account 1902`1908 - Prof. and Specialized Services			
Sheriff - Range & Ammo Fees	800	800	-
Expert Services	8,194	8,194	-
Irvine Arson Abatement Officer Contract	190,000	190,000	-
Sheriff - CLET Fees	600	600	-
Subtotal	199,594	199,594	-
Account 2401`2409 - Special Department Expense			
Small Tools and Equipment	4,200	9,200	5,000
Books, Legal Updates	2,000	2,000	-
Misc. Small Tools (Former EPAC Supplies)	1,100	1,100	-
Canine Expenses and Equipment	-	10,500	10,500
Subtotal	7,300	22,800	15,500
Account 2701`2703 - Travel, Training and Meetings			
Officer Safety	8,000	8,000	-
CCAI Conference	4,000	4,000	-
Specialized Training	20,000	15,000	(5,000)
Subtotal	32,000	27,000	(5,000)
Total S&S: Investigations	251,963	266,963	15,000

Capital Improvement Plan Overview

Introduction

The Orange County Fire Authority's Capital Improvement Program (CIP) has been reviewed and updated through FY 2025/26 to coincide with the FY 2021/22 budget. The proposed FY 2021/22 CIP budget is \$30.4M.

The proposed CIP budget for FY 2021/22 reflects an increase of \$1.4M compared to the prior five-year CIP budget. Projects scheduled for FY 2021/22 include the replacement of Fire Station 24-Mission Viejo (\$12.0M), the replacement of Fire Station 10-Yorba Linda (\$1.0M), various remodel/modifications for fire stations totaling about \$1.9M, purchase of VHF Radios (\$1.5M), fire station alarm system upgrades (\$1.4M), the purchase of two Type III engines (\$1.3M), 18 full- and mid-size SUVs (\$1.0M), 18 mid-size pickups (\$0.9M), one air utility vehicle (\$0.5M), and one fuel tender (\$0.5M).

CIP Funds

The OCFA's five-year CIP is organized into four funds. A description of each fund is located in each section. Major funding sources for the CIP include operating transfers from the General Fund, developer contributions, contracts with member cities, and interest earnings. Lease Purchase Financing Agreements can also provide cash flow funding for the CIP when used. Currently, projects are primarily funded through General Fund transfers and fund balance.

CIP Highlights

Fund 12110 – General Fund CIP

FY 2021/22 Budget Request - \$7.1M includes:

- \$1.9M for station bathroom inclusive facilities
 - \$1.5M for very high frequency (VHF) radios
 - \$1.4M for fire station alarm systems upgrades
 - \$0.5M for enterprise phone and public address system upgrade
-

Fund 123 – Fire Stations and Facilities

FY 2021/22 Budget Request - \$13.5 M includes:

- \$12.0M for replacement of Fire Station 24 (Mission Viejo)
 - \$1.0M for replacement of Fire Station 10 (Yorba Linda)
 - \$0.5M for retrofit of existing station fire life safety systems
-

Fund 124 – Communications & Information Systems

FY 2021/22 Budget Request - \$2.7M includes:

- \$1.3M for EMS enterprise system development
 - \$0.7M for OCFA disaster recovery co-location facility
 - \$0.7M for OCFA enterprise audio visual upgrades
-

Fund 133 – Fire Apparatus

FY 2021/22 Budget Request - \$7.1M includes:

- 25 Emergency Vehicles including two Type III engines (\$1.3M) and one air utility vehicle (\$0.5M)
 - 54 vehicles for support staff including 18 mid- and full-size SUVs (\$1.0M), 18 mid-size pickups (\$0.9M), and 1 fuel tender (\$0.5M).
-

Capital Improvement Program Overview

**ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY FY 2021/22 - FY 2025/26**

Fund	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year TOTAL
<i>Fund 12110</i> General Fund CIP	\$7,073,000	\$4,651,000	\$7,475,500	\$10,106,000	\$6,781,500	\$36,087,000
<i>Fund 123</i> Fire Stations and Facilities	13,500,000	500,000	3,100,000	7,900,000	23,512,231	48,512,231
<i>Fund 124</i> Communications and Information Systems	2,725,000	3,800,000	1,250,000	1,450,000	500,000	9,725,000
<i>Fund 133</i> Fire Apparatus	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294	50,146,030
GRAND TOTAL	\$30,429,683	\$21,060,795	\$22,347,793	\$29,168,965	\$41,463,025	\$144,470,261

FY 2021/22 - FY 2025/26 Capital Improvement Plan Budget

ORANGE COUNTY FIRE AUTHORITY CAPITAL IMPROVEMENT PROGRAM FIVE-YEAR PLAN PROJECT LISTING

Item No.	Project Priority	Project	FY 2020/21
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GENERAL FUND CIP - FUND 12110

IT-Communications and IT Infrastructure

1	A	Data Storage and Servers Replacement	96,000
2	A	Fire Station Alarm System Upgrades	1,000,000
3	A	RFOTC and Fire Station Data Network Upgrades	764,673
4	A	Enterprise Phone and Public Address Systems Upgrade	1,457,232
5	CY	RFOTC Uninterruptible Power System (UPS) Replacement	500,000
6	A	Fleet Services Fuel Management Tracking System	-

IT-Communications and Workplace Support

7	A	800 MHz Radios	540,000
8	A	Small Equipment/Personal Communications	125,000
9	A	Personal Computer (PC)/Tablets/Printer Replacements	713,483
10	A	Mobile Data Computer (MDC) System	436,067
11	A	VHF Radios	693,106

IT-Geographic Information System

12	B	Digital Orthophotography	80,000
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Property Management

13	A	Station Bathroom Inclusive Facilities	1,329,126
14	CY	Fire Station 53 (Yorba Linda) Dormitory Privacy	277,000
15	A	Fire Station 41 (Helicopter Ops) Dorm. Privacy Training Rm, Kitchen	1,265,000
16	CY	Installation of SCBA Bottle Filling Stations	100,000
17	CY	Fire Station 26 Kitchen, Flooring & Bathroom Remodel	243,492
18	CY	Bathroom Modification - Fire Station 13	213,567
19	CY	Kitchen Remodel - Fire Station 6	77,273
20	CY	Fire Station 32 Security Fencing, Automatic Gate	35,102
21	A	Fire Apparatus Shelters	-
		Los Alamitos JFTB Portable Buildings*	-

Service Center

22	A	Body Armor Replacement	150,000
23	A	Fire Shelters	100,000
24	A	Self-Contained Breathing Apparatus (SCBA)	-
25	A	Chainsaws	-
26	A	Gas Powered Exhaust Fans	-
27	A	Portable Fire Pumps	-
28	A	High-Pressure Air Bags	170,000
29	CY	Thermal Imaging Cameras (P411)	1,100,000

Emergency Medical Services

30	CY	WMD Protective Suits/Air Purifying Respirator Canisters	529,000
31	CY	Tetanus Vaccine Booster	90,000
32	A	Duo-Dote Auto-Injectors	131,000
33	A	Cardiac Monitors/Defibrillators	-
34	A	Suction Units	-
35	A	Remote Rescue Packs	-
36	A	AED Plus	-

Special Operations

37	A	Hazmat Air Monitors	-
38	A	Carbon Monoxide Monitors	-
		Total - Fund 12110	12,216,121

Project Priority: A=Essential; B=Important; C=Could Defer; CY=Current Year's project

Adjusted FY 2020/21 budget includes mid-year budget adjustments

* The full scope of the proposed project is still being developed

Capital Improvement Program Overview

Item No.	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year TOTAL
1	75,000	75,000	75,000	75,000	75,000	375,000
2	1,350,000	1,350,000	1,350,000	720,000	-	4,770,000
3	200,000	100,000	100,000	100,000	100,000	600,000
4	500,000	500,000	-	-	-	1,000,000
5	-	-	-	-	-	-
6	-	-	-	602,000	-	602,000
7	180,000	180,000	180,000	180,000	180,000	900,000
8	125,000	40,000	40,000	40,000	40,000	285,000
9	250,000	250,000	250,000	250,000	250,000	1,250,000
10	420,000	240,000	240,000	240,000	240,000	1,380,000
11	1,528,000	64,000	64,000	64,000	64,000	1,784,000
12	-	80,000	-	80,000	-	160,000
13	1,870,000	1,620,000	1,245,000	1,875,000	2,865,000	9,475,000
14	-	-	-	-	-	-
15	-	-	1,500,000	600,000	-	2,100,000
16	-	-	-	-	-	-
17	-	-	-	-	-	-
18	-	-	-	-	-	-
19	-	-	-	-	-	-
20	-	-	-	-	-	-
21	200,000	-	-	-	-	200,000
	-	-	-	-	-	-
22	-	-	-	350,000	-	350,000
23	100,000	140,000	-	-	-	240,000
24	-	-	2,250,000	2,250,000	-	4,500,000
25	75,000	-	-	-	75,000	150,000
26	50,000	-	-	-	-	50,000
27	-	12,000	-	-	-	12,000
28	-	-	-	-	55,000	55,000
29	-	-	-	-	-	-
30	-	-	-	-	-	-
31	-	-	-	-	-	-
32	-	-	-	180,000	-	180,000
33	-	-	-	2,500,000	2,500,000	5,000,000
34	-	-	82,500	-	-	82,500
35	-	-	49,000	-	-	49,000
36	-	-	-	-	337,500	337,500
37	150,000	-	-	-	-	150,000
38	-	-	50,000	-	-	50,000
	7,073,000	4,651,000	7,475,500	10,106,000	6,781,500	36,087,000

FY 2021/22 - FY 2025/26 Capital Improvement Plan Budget

ORANGE COUNTY FIRE AUTHORITY CAPITAL IMPROVEMENT PROGRAM FIVE-YEAR PLAN PROJECT LISTING

Item No.	Project Priority	Project	FY 2020/21
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FIRE STATIONS & FACILITIES - FUND 123

1	A	RFOTC Training Grounds Expansion and Upgrade	3,798,739
2	CY	Infrastructure Security Enhancements	1,441,062
3	A	Retrofit Existing Station Fire Life Safety Systems	770,000
4	CY	Fire Station Bathroom Improvements	470,071
5	A	Replacement of Fire Station 10 (Yorba Linda)	2,212,231
6	A	Construction of New Fire Station 12 (Laguna Woods)	500,000
7	A	Replacement of Fire Station 24 (Mission Viejo)	1,000,000
8	A	Replacement of Fire Station 9 (Mission Viejo)	-
9	B	RFOTC 2nd Emergency Power Generator	-
10	CY	Fire Station 49 Apparatus Bay Floor Reconstruction	1,032,570
		Total - Fund 123	11,224,673

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

IT-Communications and IT Infrastructure

1	B	OCFA Enterprise Audio Visual Upgrades	478,720
2	CY	RFOTC Data Ctr Fire Suppression Sys Upgrade	967,262
3	B	OCFA Disaster Recovery Co-Location Facility	866,563

IT-Systems Development & Support

4	A	Community Risk Reduction Automation - IFP Replacement	1,784,152
5	A	EMS Enterprise System Development	500,000
6	B	TheHIVE Cloud Upgrade	100,000
7	CY	Incident Reporting Application Replacement	142,881
8	CY	EMS Immunization Tracking	82,515
9	A	Property Management Application	-
		Total - Fund 124	4,922,093

FIRE APPARATUS - FUND 133

1	A/B	Emergency Vehicles	11,604,118
2	A	Developer Funded Vehicles	2,100,956
3	A/B	Support Vehicles	1,966,624
		Total - Fund 133	15,671,698

		GRAND TOTAL - ALL CIP FUNDS	\$44,034,585
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Project Priority: A=Essential; B=Important; C=Could Defer; CY=Current Year's project

* Adjusted FY 2020/21 budget includes mid-year budget adjustments

Capital Improvement Program Overview

Item No.	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year TOTAL
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1	-	-	1,500,000	2,100,000	-	3,600,000
2	-	-	-	-	-	-
3	500,000	-	-	-	-	500,000
4	-	-	-	-	-	-
5	1,000,000	500,000	-	-	12,012,231	13,512,231
6	-	-	1,600,000	1,600,000	4,800,000	8,000,000
7	12,000,000	-	-	-	-	12,000,000
8	-	-	-	3,700,000	6,700,000	10,400,000
9	-	-	-	500,000	-	500,000
10	-	-	-	-	-	-
	13,500,000	500,000	3,100,000	7,900,000	23,512,231	48,512,231

1	700,000	200,000	500,000	200,000	-	1,600,000
2	-	-	-	-	-	-
3	750,000	750,000	750,000	750,000	-	3,000,000

4	25,000	1,250,000	-	-	-	1,275,000
5	1,250,000	1,250,000	-	-	-	2,500,000
6	-	-	-	500,000	500,000	1,000,000
7	-	-	-	-	-	-
8	-	-	-	-	-	-
9	-	350,000	-	-	-	350,000
	2,725,000	3,800,000	1,250,000	1,450,000	500,000	9,725,000

1	4,027,683	11,367,603	8,695,721	9,712,965	9,140,990	42,944,962
2	-	-	-	-	1,000,080	1,000,080
3	3,104,000	742,192	1,826,572	-	528,224	6,200,988
	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294	50,146,030

	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025	144,470,261
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Orange County Fire Authority Fire Stations by Member Agency

City of Aliso Viejo

Station 57, 57 Journey, 92656

City of Buena Park

Station 61, 7440 La Palma Ave, 90620

Station 62, 7780 Artesia Blvd, 90621

Station 63, 9120 Holder St, 90620

City of Cypress

Station 17, 4991 Cerritos Ave, 90630

City of Dana Point

Station 29, 26111 Victoria Blvd, 92624

Station 30, 23831 Stonehill Dr, 92629

City of Garden Grove

Station 80, 14162 Forsyth Ln, 92844

Station 81, 11301 Acacia Pkwy, 92840

Station 82, 11805 Gilbert St, 92841

Station 83, 12132 Trask Ave, 92843

Station 84, 12191 Valley View St, 92845

Station 85, 12751 Western Ave, 92841

Station 86, 12232 West St, 92840

City of Irvine

Station 4, 2 California Ave, 92612

Station 6, 3180 Barranca Pkwy, 92606

Station 20, 7050 Corsair, 92618

Station 26, 4691 Walnut Ave, 92604

Station 27, 12400 Portola Springs, 92618

Station 28, 17862 Gillette Ave, 92614

Station 36, 301 E. Yale Loop, 92604

Station 38, 26 Parker, 92618

Station 47, 47 Fossil, 92603

Station 51, 18 Cushing, 92618

Station 55, 4955 Portola Pkwy, 92620

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia, 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr, 92677

Station 39, 24241 Avila Rd, 92677

Station 49, 31461 St. of the Golden Lantern, 92677

City of Lake Forest

Station 19, 23022 El Toro Rd, 92630

Station 42, 19150 Ridgeline Rd, 92679

Station 54, 19811 Pauling Ave, 92610

City of La Palma

Station 13, 7822 Walker St, 90623

City of Los Alamitos

Station 2, 3642 Green Ave, 90720

City of Mission Viejo

Station 9, #9 Shops Blvd, 92691

Station 24, 25862 Marguerite Pkwy, 92692

Station 31, 22426 Olympiad Rd, 92692

City of Rancho Santa Margarita

Station 45, 30131 Aventura, 92688

City of San Clemente

Station 50, 670 Camino de los Mares, 92673

Station 59, 48 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria, 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo, 92675

City of Santa Ana

Station 70, 2301 N. Old Grand St, 92705

Station 71, 1029 W. 17th St, 92706

Station 72, 1688 E. 4th St, 92701

Station 73, 419 Franklin St, 92703

Station 74 (Admin), 1439 S. Broadway St, 92707

Station 74, 1427 S. Broadway St, 92707

Station 75, 120 W. Walnut St, 92701

Station 76, 950 W. MacArthur Ave, 92707

Station 77, 2317 S. Greenville St, 92704

Station 78, 501 N. Newhope St, 92703

Station 79, 1320 E. Warner Ave, 92705

City of Seal Beach

Station 44, 718 Central Ave, 90740

Station 48, 3131 N. Gate Rd, 90740

City of Stanton

Station 46, 7871 Pacific St, 90680

Orange County Fire Authority Fire Stations by Member Agency

City of Tustin

Station 37, 15011 Kensington Park Dr, 92780
Station 43, 11490 Pioneer Way, 92782

City of Villa Park

Station 23, 5020 Santiago Canyon Rd, 92860

City of Westminster

Station 64, 7351 Westminster Blvd, 92683
Station 65, 6061 Hefley St, 92683
Station 66, 15061 Moran St, 92683

City of Yorba Linda

Station 10, 18422 E. Lemon Dr, 92886
Station 32, 20990 Yorba Linda Blvd, 92887
Station 53, 25415 La Palma Ave, 92887

County of Orange, Unincorporated

Station 8, 10631 Skyline Dr, Santa Ana, 92705
Station 11, 259 Emerald Bay, Laguna Beach, 92651
Station 14, 29402 Silverado Canyon , PO Box 12, Silverado, 92676
Station 15, 27172 Silverado Canyon Rd, Silverado, 92676
Station 16, 28891 Modjeska Canyon Rd, Silverado, 92676
Station 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679
Station 21, 1241 Irvine Blvd, Tustin, 92780
Station 25, 8171 Bolsa Ave, Midway City, 92655
Station 33, 374 Paularino, Costa Mesa, 92626
Station 40, 25082 Vista del Verde, Cota de Caza 92679
Station 56, 56 Sendero Way, Rancho Mission Viejo 92694
Station 58, 58 Station Way, Ladera Ranch 92694

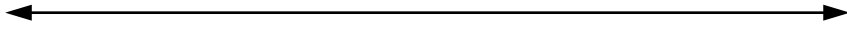
Specialty Stations

Helicopter Operations - Station 41, 3900 West Artesia Ave, Fullerton, 92833
Crews & Equipment – Camp 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679



Fund 12110

General Fund - CIP



This fund is a sub-fund of the General Fund used to account for financial activity associated with maintenance and improvement projects that while considered “capital in nature”, do not meet the criteria to be included in a Capital Project Fund. This fund’s primary sources of revenue are operating transfers from the General Fund.



DATA STORAGE AND SERVERS REPLACEMENT

Project Priority: A

Project Org: P339

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

Project Description: This item is an annual, ongoing project to upgrade and/or replace outdated computer servers and expand the existing storage area network (SAN) to accommodate the ongoing move towards virtualized server-based centralized storage, and backup of critical department information. The OCFA currently has servers hosting all of the business systems including: Exchange (E-mail), Records Management Systems (RMS), Computer Aided Dispatch (CAD), Automatic Vehicle Location (AVL), GIS, SharePoint (TheHIVE), etc.



The useful life of servers, SAN's, and other related hardware is five to seven years. The 5-year capital replacement plan will replace between five to eight servers per year which supports all sever hardware being replaced within its expected lifecycle.

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

Impact on Operating Budget: The replacement of servers may help control maintenance costs in the operating budget and improve application performance.

FIRE STATION ALARM SYSTEM UPGRADES

Project Priority: A

Project Org: P334

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

Project Description: The OCFA is upgrading and replacing legacy fire station alerting systems at all OCFA fire stations with the Westnet, Inc. (Westnet) fire station digital electronic alerting technology known as the SmartStation. Westnet was selected thru an RFP process in 2013 to integrate OCFA fire stations and their existing legacy alerting systems with the new TriTech CAD system that went live in September 2014.



Fire Station Alerting/Sound Systems

The expected life of the legacy OCFA fire station alarm systems is fifteen years. The legacy station alerting systems utilize electro-mechanical relays and amplifiers and will be upgraded with the digital electronic SmartStation. The cost per fire station upgrade varies substantially depending on the size of the fire station, number of crew, and apparatus that are deployed. The average cost for the 17 Fire Stations upgraded as of 2021 is approximately \$90,000. All OCFA Fire Stations are expected to be completed by June 30, 2025.



When a new fire station is constructed, the Westnet SmartStation will be included in the new station costs.

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,350,000	\$1,350,000	\$1,350,000	\$720,000		\$4,770,000

Impact on Operating Budget: The replacement and upgrade of the station alerting systems will result in increased annual maintenance contract costs.

RFOTC AND FIRE STATION DATA NETWORK UPGRADES

Project Priority: A

Project Org: P337

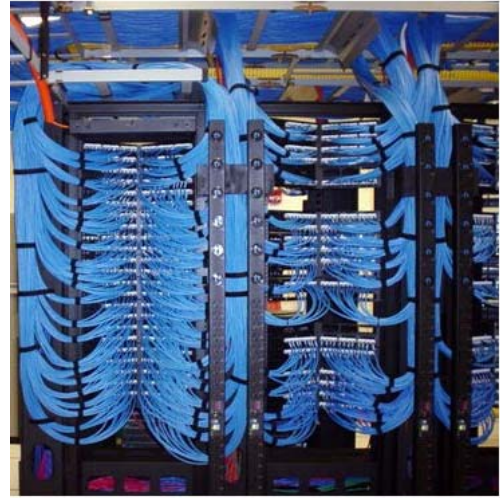
Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This project replaces core network infrastructure components installed at the RFOTC and OCFA fire stations. Numerous major components including 15,000 feet of fiber optic cabling installed during construction of the RFOTC facilities were replaced in 2019 and 2020.

All OCFA fire stations will have their OCFA wireless computer networks upgraded in FY 2021/22 with ongoing upgrades in later years as older network components age out.

The network equipment being installed is expected to last up to ten years before needing replacement.



Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000

Impact on Operating Budget: Replacement of the hardware may help control maintenance costs included in the operating budget.

ENTERPRISE PHONE AND PUBLIC ADDRESS SYSTEMS UPGRADE

Project Priority: A

Project Org: P408

Project Type: New Equipment

Project Management: IT – Communications & IT Infrastructure

Project Description:

OCFA RFOTC phones

The OCFA's Regional Fire Operations and Training Center (RFOTC) administrative telephone system (PBX) was placed in service in 2004. Replacement of the PBX was delayed until 2021 due to COVID-19.



OCFA Fire Station phones

Installation of the new VoIP phone systems at the Fire Stations will complete the RFOTC phone system replacement project. It is expected to start in late FY 2021/22 and continue into FY 2022/23. The fire stations will be fully integrated with the RFOTC's VoIP phone system yet retain the capability to operate independently if the data connection to the RFOTC fails.

Security Enhancement

The new VoIP phone systems installed at RFOTC and OCFA fire stations will be a key part of improving physical security for the RFOTC and fire stations by adding public address and paging functionality. The new VoIP phone systems will be capable of broadcasting messages simultaneously to all fire stations, RFOTC offices, and conference rooms.

The enterprise phone system and public address and paging VoIP systems are expected to last between 10 to 15 years before needing replacement.

Project Status: Project is in-process with RFOTC phone system upgrade.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$500,000	\$500,000				\$1,000,000

Impact on Operating Budget: Ongoing annual maintenance costs are included in the General Fund. The OCFA will utilize 3rd party professional services to assist in the installation of the new phone systems.

FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM

Project Priority: A

Project Org: TBD

Project Type: New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This item is to add Fuel Module functionality to the Fleet Management system.

The current Fleet Management system has the capability to track fuel usage of all OCFA vehicles and all OCFA fuel dispensing locations. It requires adding an additional software module to the Fleet system as well as additional hardware to the fuel stations and tracking devices on each OCFA vehicle. Professional services for installation and testing are included in the budget.

The implementation of this module to the Fleet application for the Fleet Services Section will improve accountability for consumable assets, pump control, card lockout, shrinkage of inventory, and overall fuel consumption savings.

Project Status: Purchases to occur in FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$602,000		\$602,000

Impact on Operating Budget: Application Maintenance/License Costs are expected to be 20% - 25% of the new software costs, or \$60,000 annually which is included in our Five-Year Financial Forecast beginning in FY 2025/26.

800 MHZ RADIOS

Project Priority: A

Project Org: P332

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This budget is for new 800MHz mobile radios to be installed in new OCFA apparatus, and for use in training, academies, and supplying equipment caches. Mobile radio purchases also synchronize with the vehicle replacement plan. Current pricing per mobile radio averages \$4,500 – \$5,000. Portable 800MHz radios cost approximately \$6,000 each.

P25 is the suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders. All new radios are P25 ready and 100% compatible with the 800MHz radio countywide coordinated communication system (800MHz CCCS) that was upgraded in 2019.

Project Status: Ongoing



Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$900,000

Impact on Operating Budget: Adding new 800MHz radios to the total active radio count will result in increased annual operational expenses of approximately \$16,000 per 50 new radios.

SMALL EQUIPMENT / PERSONAL COMMUNICATIONS

Project Priority: A

Project Org: P330

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The OCFA utilizes numerous devices for personal communications including smartphones, vehicle intercom headsets, and portable radio lapel microphones. Replacement is required every three to five years because of wear and exposure factors.



In FY 2020/21, OCFA tested transitioning from pagers and the County paging system to using smart phones and public broadband service for Operations personnel to receive emergency incident alerts. The smart phones will receive alerts with the OCFA in-house developed *iNotify* app which works on iOS (Apple) mobile devices. The *iNotify* app interfaces with the OCFA's Computer Aided Dispatch (CAD) system and will alert users of dispatched incidents and provide incident information including units, personnel, directions, and maps. These notifications are in addition to alerts received on portable 800MHz radios, Mobile Data Computers (MDC) and OCFA fire station alerting systems.



In addition to emergency incident notifications, OCFA personnel will be able to use numerous in-house and commercial smartphone computer applications (apps) that provide additional situational awareness tools and access to other OCFA computer systems.

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$125,000	\$40,000	\$40,000	\$40,000	\$40,000	\$285,000

Impact on Operating Budget: Replacing pagers with approximately 400 smart phones will result in increased annual operational expenses of \$216,000 per year effective FY 2021/22 for mobile communications fees.

PERSONAL COMPUTER (PC)/TABLETS/PRINTER REPLACEMENTS

Project Priority: A

Org Number: P331

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The PC replacement budget is based on \$1,500 per unit, which includes adequate funding to replace associated printers and peripherals at the same time, as well as purchasing ruggedized iPad tablets. It also includes replacement of department-authorized, mission-critical computers and tablets on an as-needed basis. The replacement cycle is every three to four years for iPad tablets and up to six years for desktop PCs.



Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Impact on Operating Budget: Deferral of PC and tablet replacements beyond four years will increase repair and maintenance costs.

MOBILE DATA COMPUTER (MDC) SYSTEM

Project Priority: A

Project Org: P303

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The mobile data computers (MDC) provide emergency incident information such as location/address, patient status, premise information, etc. from the computer aided dispatch (CAD) system for Operations personnel in OCFA apparatus.

Currently, Operations personnel also use Apple iPads inside OCFA apparatus for patient care reporting, accessing GIS data, special area maps, and numerous other computer applications, or apps. The OCFA's CAD vendor does not yet support full functionality of their CAD system on Apple iPads, so it is necessary to continuing operating CAD on Windows MDCs.

A new ruggedized Windows tablet type MDC has been selected to replace the current "legacy" Windows MDCs which were installed in 2012 of which the manufacturer has ceased production. All legacy MDCs in existing OCFA apparatus will be replaced in FY 2021/22 with the new, ruggedized Windows tablet MDCs which also will be installed in all new emergency apparatus.

The cost of the ruggedized Windows tablets with associated mounting accessories including AVL modems is approximately \$6,000 per unit.

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$420,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,380,000

Impact on Operating Budget: Replacing the existing MDCs with ruggedized computer tablets will result in lower capital expense to purchase new MDCs as well as lower ongoing maintenance costs.



VHF RADIOS

Project Priority: A

Project Org: P333

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This project is for the purchase and replacement of VHF mobile and portable radios to be installed in new OCFA apparatus as well as replacing existing VHF radios that are becoming obsolete. These radios are used for state and mutual aid communications with agencies that are not part of the County 800 MHz radio system and are installed in all OCFA emergency apparatus. Use of VHF radios ensures communication and enhances the safety of firefighters on automatic and mutual aid responses with the California Department of Forestry, Fire Protection (CAL FIRE), and the United States Forest Service (USFS) in state and federal responsibility areas.



The current VHF portable radio model has been discontinued and a new radio has been requested by the Operations Department. OCFA will replace up to 1,500 portable VHF radios in in FY 2021/22. Cost each for the new portable radio is approximately \$1,000.



Staff will also replace up to 300 mobile VHF radios installed in OCFA emergency apparatus in FY 2021/22. Cost each for the new mobile VHF radio is approximately \$1,600.

Expected useful life of all new VHF radios is between nine and ten years.

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,528,000	\$64,000	\$64,000	\$64,000	\$64,000	\$1,784,000

Impact on Operating Budget: The replacement of radios helps control maintenance costs included in the operating budget.

DIGITAL ORTHOPHOTOGRAPHY

Project Priority: B

Org Number: P341

Project Type: Equipment Replacement

Project Management: IT – GIS

Project Description: Digital orthophotography provides an accurate aerial record of all physical data that exists in the County and area of service at a given point in time. It is important to the OCFA as a management tool for the effective and efficient operation of a number of business needs and for spatial data capture and verification. Some of the OCFA business needs supported by digital orthophotography include:



- Special Area Maps and preplans to guide first responders into difficult areas such as apartment complexes and shopping centers.
- Provide dispatchers a visual record to facilitate response assignments.
- Establish a default map viewing context for the Automatic Vehicle Location System (AVL).
- Facilitate vehicle routing to target locations.
- Assist in reconstructing and investigating crimes.
- More effectively manage urban and wildland interfaces.
- Quality control addresses for run maps.
- Verify pre-existing or non-conforming conditions for inspections.
- Include aerial imagery of new developments.

Project Status: New orthophotography of Orange County is purchased biennially which is sufficiently frequent to capture new developments and growth.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$80,000		\$80,000		\$160,000

Impact on Operating Budget: No impact.

STATION BATHROOM INCLUSIVE FACILITIES

Project Priority: A

Project Org: P413

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: An evaluation of all bathrooms located in the OCFA fire stations began in FY 2019/20. Based on the results of the evaluation, a comprehensive and multi-year project plan will be developed to modify or enhance bathroom facilities in fire stations where the changes are needed. Currently Fire Stations 13 (La Palma), 14 (County), 16 (County), 32 (Yorba Linda), and 44 (Seal Beach) are moving forward with modifications.

Project Status: The project is a multi-year plan to modify or enhance bathroom facilities in the fire stations which began in FY 2019/20. Fire Stations 13, 14, 16, 32, and 44 are currently in various stages of progress.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,870,000	\$1,620,000	\$1,245,000	\$1,875,000	\$2,865,000	\$9,475,000

Impact on Operating Budget: No further operating budget impacts are anticipated for these modifications after the completion of this project.

**FIRE STATION 41 (HELICOPTER OPS) DORMITORY PRIVACY,
TRAINING ROOM, KITCHEN****Project Priority:** A**Project Org:** P417**Project Type:** Facilities/Site Repair**Project Management:** Property Management

Project Description: Since the air operations program went to a 24/7 operation, there have not been adequate areas to sleep the crews. This project would address the 24/7 operation in addition to another day shift crew and upstaffing when necessary. The project involved significant design, engineering, and construction to accommodate the operation.

Project Status: Needs assessment is being evaluated; OCFA is in process of getting an architect on board for design work and plan check through the City of Fullerton.

Fiscal Years:	2021/22	2022/23	2023/24	2023/24	2024/25	5-Yr. Total
Budget:			\$1,500,000	\$600,000		\$2,100,000

Impact on Operating Budget: No anticipated impact.

FIRE APPARATUS SHELTERS

Project Priority: A

Project Org: TBD

Project Type: Facilities/Site Repair

Project Management: Property Management



Project Description: This project is for the purchase and installation of prefabricated steel shelters for fire apparatus at RFOTC and fire stations without sufficient space within the apparatus bays. The benefits of the shelters include extending the life of the apparatus vehicles and external on-board equipment through reduced exposure to the elements, and improved working environments for personnel performing maintenance, equipment loading/unloading, and other related duties.

Project Status: The project is scheduled to commence in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$200,000					\$200,000

Impact on Operating Budget: Ongoing minor to moderate savings in apparatus maintenance costs.

BODY ARMOR REPLACEMENT

Project Priority: A

Project Org: P427

Project Type: Service Replacement

Project Management: Service Center

Project Description: In late 2018, the OCFA took possession of new grant funded body armor that was distributed to our field personnel. The body armor purchased with the grant will need to be replaced by FY 2024/25.

Project Status: Purchases to be made in FY 24/25.



Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$350,000		\$350,000

Impact on Operating Budget: No anticipated impact.

FIRE SHELTERS

Project Priority: A

Project Org: P412

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: The majority of OCFA's current supply of 1,000 shelters were purchased between 2008 and 2012. The shelters have a shelf life of 10 years. The Operations Department began replacing all OCFA's Fire Shelters in FY 2019/20 and will continue until completion in FY 2022/23.



Fire Shelter cost is approximately \$300 each, including taxes.

The purchase of the requested Fire Shelters is based on current need. Priority for replacement will be as follows:

1. Oldest units
2. Worn out units

The replacement was originally scheduled to begin in FY 2018/19. However, the sole manufacturer was still in the process of introducing an improved version of the Fire Shelters to the market. As such the replacement schedule was pushed out to ensure that the shelters procured meet the high standard of safety.

Project Status: Phase 1 of the project began in FY 2019/20, with the completion of this replacement scheduled in FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$100,000	\$140,000				\$240,000

Impact on Operating Budget: Potential cost with equipment failure after one year warranty expiration.

SELF-CONTAINED BREATHING APPARATUS (SCBA)

Project Priority: A

Project Org: TBD

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: The OCFA's Operations Department currently uses 833 Self-Contained Breathing Apparatus. The Operations Department projects a need for service enhancement and replacement at the 10-year use of life in FY 2023/24. The expected life of the SCBA will peak in 2020 and 2021. The additional years the units are in service will allow staff to perform a comprehensive needs analysis and prepare a Request for Proposal (RFP) to ensure that we procure the most current equipment that incorporates the latest in firefighter safety technology. Service enhancements of the SCBA have already occurred and will likely increase before our next replacement giving us the ability to incorporate increased temperature tolerance on the face-piece mask, clearer use of the heads-up display, increased visibility of the remote air use gauge, and a more ergonomic harness for wearer. The need for replacement is planned to occur in FY 2023/24.



The SCBA total is based on current need. Additional SCBA might be needed over the next three to five years due to expansion of the OCFA with addition of new fire stations.

Project Status: Project is scheduled to begin in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$2,250,000	\$2,250,000		\$4,500,000

Impact on Operating Budget: No anticipated impact.

CHAINSAWS

Project Priority: A

Project Org: TBD

Project Type: Service Enhancement/Replacement

Project Management: Service Center

Project Description: The OCFA has 17 truck companies that are staffed daily to help mitigate emergencies throughout the county. Each of the truck companies has three chainsaws that are primarily used to provide ventilation on structure fires. Our current fleet of chainsaws has been in service for several years and will need to be replaced in FY 2021/22.

The wholesale replacement of these saws would allow us to utilize some of the older better condition saws for training purposes and some for Battalion level loaners.



Project Status: Project is scheduled to begin in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$75,000				\$75,000	\$150,000

Impact on Operating Budget: No anticipated impact.

GAS POWERED EXHAUST FANS

Project Priority: A

Project Org: TBD

Project Type: Service Enhancement/Replacement

Project Management: Service Center

Project Description: The OCFA has 17 truck companies that are staffed daily to mitigate emergencies throughout the county. Each of the truck companies has a gas-powered exhaust fan that is utilized for positive pressure ventilation and other fire ground activities. Our current fleet of exhaust fans are becoming obsolete and the motor on them is no longer made which makes it difficult to obtain parts to make repairs.

This replacement project would provide one new fan per truck company and also provide an additional exhaust fan for the Service Center to use as a loaner.

Project Status: Project is scheduled to begin in FY 2021/22.



Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$50,000					\$50,000

Impact on Operating Budget: No anticipated impact.

PORTABLE FIRE PUMPS

Project Priority: A

Project Org: TBD

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: OCFA purchased the current supply of 20 Waterax Mini-Striker pumps in 2012. The fire pumps have an estimated service life of 10 years. The Operations Department projects a need to replace all OCFA's portable fire pumps in FY 2022/23.

The Waterax Mini-Striker pump pairs a reliable single stage pump end with the Honda 4-stroke 2.5 HP engine to achieve pressures of up to 85 PSI (5.9 BAR) and offer volume supply of up to 80 GPM (303 L/Min). Extremely portable and lightweight, this mini powerhouse performs well when used by itself or in tandem with other pumps. It is also particularly suited to some of the latest fire control techniques where small, lightweight equipment is a requirement.



Cost of each portable pump is approximately \$600 plus tax.

The purchase of the requested portable fire pumps is based on current need and has a planned roll-out date in the FY 2022/23 budget year. Priority for replacement will be as follows:

1. Worn out units
2. Oldest units

Project Status: Project is scheduled for FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$12,000				\$12,000

Impact on Operating Budget: Potential cost with equipment failure after 90-day warranty expiration.

HIGH-PRESSURE AIRBAGS

Project Priority: A

Project Org: P410

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: The Operations Department projects a need to replace the aging high-pressure airbags based on current need. Priority is placed on truck companies. A small number of additional airbags are also needed for engines stationed in remote locations with a high probability of traffic collisions, such as Ortega Highway.



The airbags needed are made in different sizes. Each size has different overall dimensions. This allows flexibility in their use. Larger airbags are ideal for lifting vehicles and heavy equipment. Smaller airbags are needed for more detailed rescue operations. As such, each OCFA truck will be receiving a set of six airbags, differing in size.

Project Status: Project scheduled to begin in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$55,000	\$55,000

Impact on Operating Budget: Potential cost with equipment failure after one-year warranty expiration.

DUO-DOTE AUTO-INJECTORS

Project Priority: A

Project Org: P430

Project Type: Service Replacement

Project Management: Emergency Medical Services

Project Description: Duo-Dote Auto-Injectors are used as an initial treatment of the symptoms of an organophosphorus insecticide or a chemical weapon nerve agent poisoning. They are used primarily to treat first responders but may also be used for victims of a chemical agent attack.

This request will replace the current inventory with approximately 2,000 auto-injectors.

Project Status: Project will take place in FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$180,000		\$180,000

Impact on Operating Budget: Potential replacement cost if used prior to expiration date.

CARDIAC MONITORS/DEFIBRILLATORS

Project Priority: A

Project Org: P402

Project Type: Service Replacement

Project Management: Emergency Medical Services

Project Description: The Orange County Emergency Medical Service has mandated that all Advanced Life Support (ALS) units carry a cardiac monitor/defibrillator. The service life for these highly technical and mission critical pieces of equipment is approximately six to eight years. Technology is changing rapidly and the OCFA should anticipate the need to replace the current inventory of cardiac monitors with new and updated versions in FY 2024/25. This would be the seventh year of service on our current fleet of cardiac monitors.

The plan would be to replace the current inventory of approximately 140 cardiac monitors with the latest model determined through an RFP process. The cost is an estimate based on the current value of monitors, the current quantity needed and inflation.

Project Status: Project to commence in FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$2,500,000	\$2,500,000	\$5,000,000

Impact on Operating Budget: Potential cost with equipment failure after one-year warranty expiration.

SUCTION UNITS

Project Priority: A

Project Org: TBD

Project Type: Service Replacement

Project Management: Emergency Medical Services



Project Description: To provide life-saving emergency medical care, suction units are mandated to be on each Basic Life Support (BLS) or Advanced Life Support (ALS) unit. Suction units are small vacuums used to control the patient's airway, clear obstructions, and assist in airway management. They are used each time our personnel perform CPR, treat seizures, and aid in severe vomiting.

Due to frequency of use, wear and tear, battery life, motor life, and sanitation needs, the life span of suction units is approximately 5 years and will require replacement in FY 2023/24. EMS anticipates replacing the fleet of 150 suction units through an RFP process. The \$550 estimate per unit is based on the current price of suction units, the current quantity needed and inflation.

Project Status: Project to commence in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$82,500			\$82,500

Impact on Operating Budget: Potential cost with equipment failure after one-year warranty expiration.

REMOTE RESCUE PACKS**Project Priority:** A**Project Org:** TBD**Project Type:** Service Replacement**Project Management:** Emergency Medical Services

Project Description: Fourteen OCFA stations serve urban interface areas where Advance Life Support (ALS) supplies can be needed on hiking trails or other areas not reachable by vehicles. When this occurs, OCFA personnel use a remote rescue pack, a backpack equipped with ALS medical supplies (trauma supplies, drugs, AED plus, etc.), to hike to patients.

The remote rescue packs make it feasible to respond efficiently to remote patients, but there is wear and tear on the backpack itself and a lifespan to the supplies inside the backpack. These factors necessitate replacement approximately every five years. The current remote rescue packs will require replacement in FY 2023/24. The \$3,500 per unit cost is an estimate based on the current price of the bags and supplies, the current quantity needed and inflation.

Project Status: Project to commence in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$49,000			\$49,000

Impact on Operating Budget: None

AED PLUS

Project Priority: A

Project Org: TBD

Project Type: Service Replacement

Project Management: Emergency Medical Services



Project Description: When cardiac arrest occurs, rapid treatment with an automated external defibrillator (AED) can save lives. The AED Plus device analyzes a heart rhythm and, when necessary, uses an electrical shock to restore normal rhythm. To facilitate immediate care, OCFA stocks AED Plus devices throughout RFOTC, in Operations' staff vehicles, and in Division Chief or Battalion Chief staffed stations. There are 225 units in circulation that were purchased in 2017.

Every 5 to 8 years, the AED Plus devices need replacement and recalibration, slotting replacement in FY 2025/26. EMS anticipates replacing these units through an RFP process. The \$1,500 per unit cost is an estimate based on the current price of the AED Plus devices, the current quantity needed and inflation.

Project Status: Project to commence in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$337,500	\$337,500

Impact on Operating Budget: None

HAZMAT AIR MONITORS

Project Priority: A

Project Org: TBD

Project Type: Hazmat Air Monitor Replacement

Project Management: Operations



Project Description: The Hazardous Materials program under the OCFA's Emergency Operations currently administers 40 Handheld Gas Monitors. These monitors are placed on all truck companies as well as both hazmat and requisite units for the purpose of identifying toxic and hazardous atmospheres to ensure personnel safety. These devices are instrumental in compliance with Occupational Safety and Health Administration (OSHA) regulations on confined space incidents, technical rescues, hazardous materials incidents and fires. As these devices age, the cost of maintenance increases due to component replacement and the need for additional spares increases to compensate for downtime. With technological advances in development of this highly technical device, the manufacturer will discontinue its support of older equipment. It is forecasted that the effective service life expectancy of current units will be reached by FY 2021/22.

Project Status: Project is scheduled to begin in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$150,000					\$150,000

Impact on Operating Budget: No anticipated impact.

CARBON MONOXIDE MONITORS

Project Priority: A

Project Org: TBD

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: This is the replacement of carbon monoxide monitors on each OCFA fire apparatus. The current carbon monoxide detectors are projected to have a five-year life cycle concluding in FY 2023/24.

Carbon monoxide is an insidious, colorless, odorless gas undetectable by the senses. During 2010-2015 a total of 2,224 deaths nationwide resulted from carbon monoxide poisoning. Sources of carbon monoxide include faulty heating and cooking appliances in homes and buildings. The ability to rapidly detect carbon monoxide by OCFA fire units is a valuable capability.

Project Status: Project is scheduled for FY 2023/24.

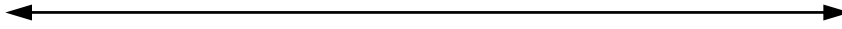


Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$50,000			\$50,000

Impact on Operating Budget: No anticipated impact.

Fund 123

Fire Stations and Facilities



This fund is a capital projects fund to be used for the significant acquisition, improvement, replacement, or construction of fire stations and facilities. Significant funding sources include operating transfers from the General Fund, and contributions or reimbursements from developers responsible for a share of new fire station development costs.



RFOTC TRAINING GROUNDS EXPANSION AND UPGRADE

Project Priority: A

Project Org: P251

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: The RFOTC Training Grounds requires expansion and upgrade to accommodate OCFA's growth in recent years with new cities joining the organization. The current tower was out of service greater than 50% of the time in FY 2016/17, and the service vendor struggled to find timely solutions. The live-burn training system, designed in 1992, is obsolete and no longer has repair parts available. Exacerbating the down time issues is that the system was designed so that when any one of seven burn props goes down, the whole system is inoperable.

The OCFA has also increased the size of our recruit academies from an average of 30 recruits in 2010 to 50 recruits today. Large academies result in more instructors (5:1 ratio) and a greater need for office space, classroom space, and bathrooms.

To address these shortcomings, the project will be handled in stages.

- In FY 2019/20, classrooms were installed on the training grounds and supplied with temporary power.
- In FY 2021/22, the plan is to build a new three-story training tower; modify the existing strip mall training prop; develop the north end of the property; install additional training props, safety sensor system, and computer operating system in the current tower; replace the burn props; install permanent power to the classrooms; and expand power supply capabilities.

Project Status: Temporary classrooms were installed in FY 2019/20, and solicited bids pending award include electrical improvements at the drill grounds and fire training structure improvements. An environmental study is in process for the FY 2021/22 improvements described above. Project will continue subject to negotiations with the City of Irvine.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$1,500,000	\$2,100,000		\$3,600,000

Impact on Operating Budget: Annual maintenance contracts for burn props at approximately \$40,000 per year.

RETROFIT EXISTING STATION FIRE LIFE SAFETY SYSTEMS

Project Priority: A

Project Org: P258

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: This project will upgrade approximately six existing stations that are lacking hard-wired fire detection systems. In an effort to have more robust detection and notification fire life safety systems, this project will include installation of smoke detectors that connect to the existing alerting system, which are monitored by the Emergency Communications Center.

Project Status: The project will continue through FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$500,000					\$500,000

Impact on Operating Budget: Ongoing annual operational costs of about \$25,000 are projected after the completion of the project.

REPLACEMENT OF FIRE STATION 10 (YORBA LINDA)**Project Priority:** A**Project Org:** P503**Project Type:** Replacement Fire Station Construction**Project Management:** Property Management

Project Description: This project contemplates planning, design, demolition, and replacement of Fire Station 10, constructed in 1972, along with the adjacent Old Fire Station 10, constructed in 1938. Both facilities currently occupy a combined site comprising 0.74 of an acre, anticipated to be exchanged for a replacement one acre site a quarter of a mile from the current station's location. The project is contemplated in concert with a general renewal of Historic Old Town Yorba Linda currently in process with the City of Yorba Linda. The project includes all demolition of current sites; planning, design, and construction of a temporary fire station; grading and planning design; and construction of an approximately 15,000 square foot, two company, three apparatus bay fire station with added standard modules to support a Division Chief and a station training room.

Project Status: The project delivery is anticipated to be Design-Build. Historic Architectural Review Reporting is required for compliance with the California Environmental Quality Act and permitting is in process.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,000,000	\$500,000			\$12,012,231	\$13,512,231

Impact on Operating Budget: Replacement of Fire Station 10 (Yorba Linda) will improve Division 4 operational control and service delivery.

CONSTRUCTION OF NEW FIRE STATION 12 (LAGUNA WOODS)

Project Priority: A

Project Org: P553

Project Type: New Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, and construction of a new Fire Station 12. Station size and equipment complement to be determined by Operations.

Project Status: Available sites are being evaluated in the geographical area for construction.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$1,600,000	\$1,600,000	\$4,800,000	\$8,000,000

Impact on Operating Budget: Construction of Fire Station 12 (Laguna Woods) will require additional personnel and operating budget to ensure facility is maintained.

REPLACEMENT OF FIRE STATION 24 (MISSION VIEJO)**Project Priority:** A**Project Org:** P554**Project Type:** Replacement Fire Station Construction**Project Management:** Property Management

Project Description: This project contemplates planning, design, demolition, and replacement of Fire Station 24, constructed in 1970. The station occupies about 0.98 of an acre. The project includes replacement construction of an approximate 10,000 square foot station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction. The station will house two companies.

Project Status: Project to continue through FY 2021/22. Project delivery is anticipated to be Design-Build.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$12,000,000					\$12,000,000

Impact on Operating Budget: Replacement of Fire Station 24 (Mission Viejo) will alleviate current significant overcrowding and improve the operational readiness of the station.

REPLACEMENT OF FIRE STATION 9 (MISSION VIEJO)

Project Priority: A

Project Org: P536

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition, and replacement of Fire Station 9, constructed in 1974. The station occupies about 0.6 of an acre. The project includes replacement construction of a fire station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction.

Project Status: There are discussions of possible alternate locations. Project delivery is anticipated to be Design-Build. The project commenced in FY 2019/20.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$3,700,000	\$6,700,000	\$10,400,000

Impact on Operating Budget: Replacement of Fire Station 9 (Mission Viejo) will alleviate current significant overcrowding and improve the operational readiness of the station.

RFOTC 2ND EMERGENCY POWER GENERATOR

Project Priority: B

Project Org: TBD

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: This project is to add a 2nd backup Emergency Power Generator to supply critical emergency power to the RFOTC facilities in the case of a long-term power outage. The RFOTC facilities currently have one Emergency Power Generator that supplies emergency power in the case of a power outage to the RFOTC 'B' building, including the 9-1-1 Dispatch Emergency Command Center (ECC), the Data Center, and other designated power outlets throughout the RFOTC facilities. The current Emergency Power Generator was installed during the construction of the RFOTC in 2004. Space for a 2nd backup generator is available next to the existing unit.

If there is a mechanical or other issue with the current Emergency Power Generator during a power outage, the Data Center and 9-1-1 ECC would be inoperable until a portable generator could be brought in from a supplier; a process that could take several hours at minimum.

This project will provide critical redundancy to the current Emergency Power Generator in the case of a prolonged outage, ensuring ongoing emergency operations capability for the 9-1-1 ECC Dispatch center and the OCFA Data Center, as well as supplying emergency power to additional offices and classrooms at the RFOTC.



The budget is a preliminary estimate and may need revision as requirements are further developed.

Project Status: This project is scheduled to begin in FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$500,000		\$500,000

Impact on Operating Budget: No anticipated impact.



Fund 124

Communications & Information Systems



This fund is a capital projects fund used for the significant acquisition, improvement, or replacement of specialized communications and information systems and/or equipment. Its primary funding sources are the operating transfers from the General Fund and the use of reserves.



OCFA ENTERPRISE AUDIO VISUAL UPGRADES

Project Priority: B

Project Org: P350

Project Type: Equipment Replacement / New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: In 2017, the OCFA's Board Room and five classrooms were upgraded with new audio-visual (AV) systems. When new fire stations are built, current technology AV systems are also installed.

This enterprise AV project will upgrade technology in conference rooms, training rooms, and classrooms at the Urban Search & Rescue



(US&R) warehouse, the Regional Fire Operations and Training Center (RFOTC), Battalion and Division fire stations, and the Emergency Command Center (ECC). The project is anticipated to be completed over a two year period. The upgraded AV systems will enable dispatchers, RFOTC staff, fire station crews, and US&R warehouse personnel to stream and access electronic training materials more efficiently; utilize video conferencing with other fire stations and HQ; and access content sources and feeds from wilderness, traffic, and security cameras and the internet.

The upgraded AV technology has improved efficiencies and allows crews to decrease the need to travel for training as they can access content from their Battalion and Division station classrooms.



This project will also refresh the technology used in the RFOTC Board room and RFOTC classrooms which is now five years old.

Project Status: The project will continue through FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$700,000	\$200,000	\$500,000	\$200,000		\$1,600,000

Impact on Operating Budget: The budgetary amount is a preliminary estimate and may need revision as requirements are further developed.

OCFA DISASTER RECOVERY CO-LOCATION FACILITY

Project Priority: B

Project Org: P349

Project Type: New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This project has two major parts including:

- Establish an in-county Disaster Recover Co-Location (DR/Co-Lo) capability for OCFA's 911 dispatch function
- Establish out-of-county DR/Co-Lo for OCFA's critical business systems and data.

Both project components are critically important to maintain continuity of operations for OCFA in a crisis situation where the OCFA Emergency Command Center (ECC) or data center at the RFOTC are not functional.



OCFA reviewed numerous facilities including:

- Several OCFA fire stations and the Urban Search & Rescue (US&R) warehouse
- Other Orange County Agency and Commercial sites (County data center, ATT commercial data center, OCSD facilities, etc.)

The OCFA's Operations Department leadership has selected the OCFA US&R warehouse located in Foothill Ranch, California as the primary location to establish an in-county DR/Co-Lo 911 dispatching capability. OCFA staff are currently working with 3rd party engineering firms to analyze and make necessary modifications to the US&R warehouse to support backup dispatch functions.

OCFA staff are continuing to consider multiple out-of-county including out-of-state locations for dispatching and data center co-location capability.

Project Status: Project is currently in process and expected to continue thru FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$750,000	\$750,000	\$750,000	\$750,000		\$3,000,000

Impact on Operating Budget: Annual maintenance/license costs for backup CAD, Fire Station alerting, and Motorola radio consoles are estimated at approximately \$100,000 beginning in FY 2022/23.

COMMUNITY RISK REDUCTION AUTOMATION – IFP REPLACEMENT

Project Priority: A

Project Org: P326

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to replace the Integrated Fire Prevention (IFP) system which is the final part of the larger Records Management Systems (RMS) replacement project. The RMS replacement project originally would proceed concurrently with the OCFA’s Computer Assisted Dispatch (CAD) system. Both projects are collectively referred to as the Public Safety Systems (PSS) replacement project. RMS replacement was split off the PSS project as a separate project to expedite replacement of the CAD system which was completed in September 2014.

Commercially available RMS solutions were reviewed extensively, but none were found to meet the needs of the OCFA. Developing a custom built RMS using commercial off the shelf (COTS) Microsoft technology and modern web-enabled design elements was approved by Executive Management to develop and deploy the new Incident Reporting and Investigations System (IRIS) which went live in July 2019.

At its November 21, 2019 meeting, the Executive Committee approved the in-house development of the IFP replacement for the OCFA’s Community Risk Reduction Department with a new custom developed system that is similar in look and feel to the recently deployed IRIS. The project duration is expected to take two to three years of programming, development, and testing.

Project Status: The project will continue through FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$25,000	\$1,250,000				\$1,275,000

Impact on Operating Budget: Typically, annual maintenance, licensing, and user fees are approximately 20-25% of the total system purchase price. However, as the IFP replacement system will be developed with in-house resources augmented by 3rd party professional services, and will use COTS Microsoft technology, the annual maintenance, license, and user fees will be substantially less and are projected to be approximately \$50,000 starting in FY 2022/23.

EMERGENCY MEDICAL SYSTEMS (EMS) ENTERPRISE SYSTEM

Project Priority: A

Project Org: P353

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to replace and automate the OCFA's outdated and complicated Emergency Medical Systems (EMS) workflows consisting of Microsoft Excel spreadsheets, SharePoint (OCFA – Intranet) InfoPath forms, and manual processes utilized to manage EMS activities. Staff desires deploying a modern enterprise-class computer solution that combines mobile web-compatible applications with a design emphasizing modern user interface and experience elements. The desired solution should be built with commercial off-the-shelf (COTS) Microsoft technology (Windows, .NET, SQL, etc.).

The new EMS enterprise-class computer system will manage all OCFA EMS activities including: track OCFA patient data, OCFA personnel immunizations, training and certifications records; manage the inventory of OCFA controlled medications; manage EMS equipment; ensure compliance with all applicable State and Federal EMS reporting and data exchange requirements including California Health Information Exchange.

Staff estimates the project will take two to three years to complete and consist of several phases including:

- 1) Utilize 3rd party subject matter experts to complete a needs analysis of the OCFA's EMS technology requirements.
- 2) Develop a Request for Proposal (RFP) for a formal solicitation of existing COTS EMS enterprise computer system technology that will meet the needs of the OCFA EMS section.
- 3) Determine if the OCFA is better served by deploying a custom, in-house developed EMS enterprise system utilizing standard Microsoft operating system, database, and programming.
- 4) Develop and implement the new EMS enterprise system.

Project Status: The project will continue through FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,250,000	\$1,250,000				\$2,500,000

Impact on Operating Budget: Application Maintenance/License Costs cannot be determined at this time but are expected to have an impact on the operating budget in FY 2022/23 after complete implementation of the project.

THEHIVE CLOUD UPGRADE

Project Priority: B

Project Org: P351

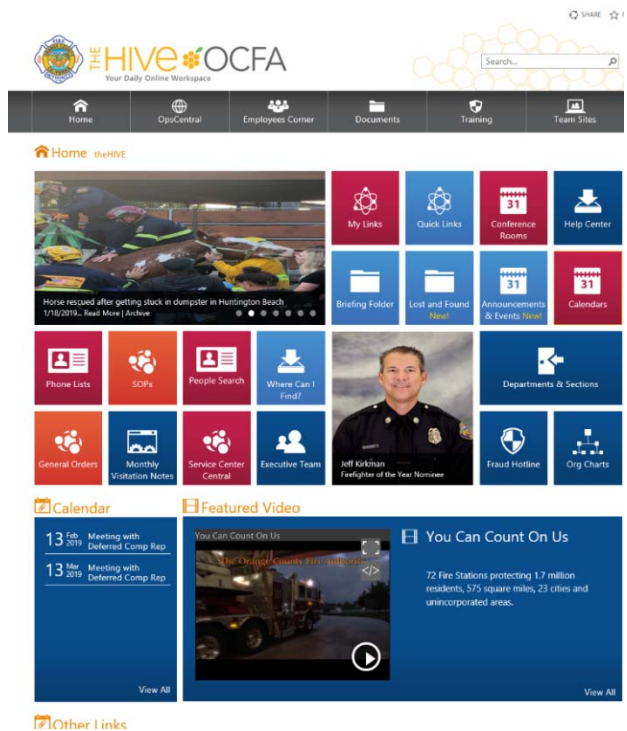
Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: TheHIVE or the OCFA intranet, is a critical system/tool used by all OCFA departments and was last upgraded in 2015. It is highly integrated with many OCFA systems providing important data storage, reports and workflows.

TheHIVE utilizes Microsoft SharePoint technology and is hosted on-premises at the RFOTC. This project includes redesigning and upgrading the user interface and user experience (UI/UX) utilizing best practice design elements, and potentially hosting TheHIVE in the Cloud.

Primary goals of the project include improving usability, search accuracy, integrating with other OCFA systems, improving redundancy, and zero downtime. Due to the OCFA's intranet integration with many OCFA systems, this project is expected to be complex and time-consuming.



Project Status: Due to preexisting IT systems development projects anticipated to be active through FY 2023/24, update of TheHIVE is anticipated to start in 2024.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$500,000	\$500,000	\$1,000,000

Impact on Operating Budget: Application maintenance and license costs are largely included in the OCFA's existing Microsoft Enterprise Agreement (EA). Any increase in the Microsoft EA will be included in the Information Technology operating budget.

PROPERTY MANAGEMENT APPLICATION

Project Priority: A

Org Number: TBD

Project Type: Computer Application Purchase and Implementation

Project Management: IT – Communications & Workplace Support

Project Description: This project is for the purchase and implementation of an application for use by the Property Management Department. The expectation is to purchase a corporate software package specifically developed for use by Property Management with modules for work order processing and management, preventative/recurring maintenance management and scheduling, budgeting, vendor management and procurement, as well as fixed asset and equipment management or integration with OCFA's existing implementation of AssetWorks.

The project objective is to develop and sustain a highly strategic approach to managing OCFA's numerous facilities and equipment, including fire station buildings, HVAC systems, emergency power generators, and major appliances. This will include optimized procurement of contract services and replacement equipment, and improved accuracy of both the Property Management annual operating budget and five-year capital improvement plan.

The project budget includes software licensing, implementation consulting services, and training. Initial work on the project will begin in FY 2021/22, and include development of a request for vendor qualifications, review and analysis of proposals, followed by purchase of the application in FY 2022/23.

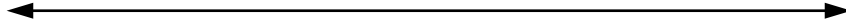
Project Status: The project will start in FY 2021/22 and continue through FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$350,000				\$350,000

Impact on Operating Budget: Annual software support fees estimated at \$25,000, based on 20% of initial software licensing.

Fund 133

Fire Apparatus



This fund is a capital projects fund used for the planned acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers, and helicopters. Funding sources for this fund include operating transfers from the General Fund, contributions from cash contract member cities, and proceeds from lease purchase agreements.



ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
EMERGENCY VEHICLES								
Air Utility								
5415	Air Utility Vehicle	Operations	527,878	-	-	-	-	527,878
Battalion Chief Command								
2185	BC Command Vehicle	Operations	107,675	-	-	-	-	107,675
2186	BC Command Vehicle	Operations	107,675	-	-	-	-	107,675
2187	BC Command Vehicle	Operations	107,675	-	-	-	-	107,675
2188	BC Command Vehicle	Operations	-	110,905	-	-	-	110,905
2189	BC Command Vehicle	Operations	-	110,905	-	-	-	110,905
2190	BC Command Vehicle	Operations	-	110,905	-	-	-	110,905
2191	BC Command Vehicle	FS#32	-	-	116,450	-	-	116,450
2192	BC Command Vehicle	FS#21	-	-	116,450	-	-	116,450
2193	BC Command Vehicle	FS#22	-	-	116,450	-	-	116,450
2194	BC Command Vehicle	FS#20	-	-	116,450	-	-	116,450
Battalion Utility								
3645	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3646	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3647	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3648	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3649	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3650	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3651	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3652	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3653	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3654	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3655	Battalion Utility	Operations	-	-	-	-	88,105	88,105
3659	Battalion Utility	Operations	-	-	-	-	88,105	88,105
Compressed Air Foam System Patrol Vehicle - Type 6								
3687	CAFS-Patrol Veh.-Type 6	Operations	-	150,000	-	-	-	150,000
3689	CAFS-Patrol Veh.-Type 6	Operations	-	150,000	-	-	-	150,000
3796	CAFS-Patrol Veh.-Type 6	Operations	-	150,000	-	-	-	150,000
3685	CAFS-Patrol Veh.-Type 6	Ops - FS11	-	150,000	-	-	-	150,000
3686	CAFS-Patrol Veh.-Type 6	Ops - FS7	-	150,000	-	-	-	150,000
3688	CAFS-Patrol Veh.-Type 6	Ops - FS10	145,630	-	-	-	-	145,630
3795	CAFS-Patrol Veh.-Type 6	Ops - FS18	-	-	-	159,135	-	159,135
3797	CAFS-Patrol Veh.-Type 6	Ops - FS14	-	-	-	159,135	-	159,135
3799	CAFS-Patrol Veh.-Type 6	Ops - FS57	-	-	-	159,135	-	159,135
3683	CAFS-Patrol Veh.-Type 6	Ops - FS15	-	-	-	159,135	-	159,135
3690	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	159,135	-	159,135
3798	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	159,135	-	159,135
3684	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	159,135	-	159,135
Dozer Tender								
3033	Dozer Tender	Operations	150,000	-	-	-	-	150,000
3034	Dozer Tender	Operations	150,000	-	-	-	-	150,000

FY 2021/22 - FY 2025/26 Capital Improvement Plan Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
Dozer Transport Trailer								
New	Dozer Transport Trailer	Operations	170,000	-	-	-	-	170,000
Engine - Type I								
5222	Engine - Type I	Operations	-	774,514	-	-	-	774,514
5241	Engine - Type I	Operations	-	774,514	-	-	-	774,514
5216	Engine - Type I	Operations	-	774,514	-	-	-	774,514
5159	Engine - Type I	Operations	-	774,514	-	-	-	774,514
5154	Engine - Type I	Operations	-	774,514	-	-	-	774,514
5215	Engine - Type I	Operations	-	774,514	-	-	-	774,514
5218	Engine - Type I	FS 9	-	-	813,240	-	-	813,240
5225	Engine - Type I	FS 64	-	-	813,240	-	-	813,240
5200	Engine - Type I	Operations	-	-	813,240	-	-	813,240
5211	Engine - Type I	Operations	-	-	813,240	-	-	813,240
5155	Engine - Type I	Operations	-	-	813,240	-	-	813,240
5219	Engine - Type I	Operations	-	-	813,240	-	-	813,240
5151	Engine - Type I	Operations	-	774,514	-	-	-	774,514
5153	Engine - Type I	Operations	-	774,514	-	-	-	774,514
5263	Engine - Type I	FS 83	-	774,514	-	-	-	774,514
5264	Engine - Type I	FS 84	-	774,514	-	-	-	774,514
5267	Engine - Type I	FS 80	-	774,514	-	-	-	774,514
5226	Engine - Type I	Operations	-	-	813,240	-	-	813,240
5242	Engine - Type I	Operations	-	-	813,240	-	-	813,240
5243	Engine - Type I	Operations	-	-	813,240	-	-	813,240
5180	Engine - Type I	Operations	-	-	-	853,902	-	853,902
5182	Engine - Type I	Operations	-	-	-	853,902	-	853,902
5181	Engine - Type I	Operations	-	-	-	853,902	-	853,902
5162	Engine - Type I	Operations	-	-	-	853,902	-	853,902
5163	Engine - Type I	Operations	-	-	-	853,902	-	853,902
5164	Engine - Type I	Operations	-	-	-	853,902	-	853,902
5165	Engine - Type I	Operations	-	-	-	853,902	-	853,902
5166	Engine - Type I	Operations	-	-	-	853,902	-	853,902
5183	Engine - Type I	Operations	-	-	-	853,902	-	853,902
NEW	Engine - Type I	Operations	-	-	-	853,902	-	853,902
TBD	Engine - Type I	Operations	-	-	-	-	-	-
TBD	Engine - Type I	Operations	-	-	-	-	896,600	896,600
TBD	Engine - Type I	Operations	-	-	-	-	896,600	896,600
TBD	Engine - Type I	Operations	-	-	-	-	896,600	896,600
TBD	Engine - Type I	FS 12	-	-	-	-	896,600	896,600
Engine - Type III								
5140	Engine - Type III	Operations	-	-	-	-	796,400	796,400
5141	Engine - Type III	Operations	-	-	-	-	796,400	796,400
5144	Engine - Type III	Operations	-	-	-	-	796,400	796,400
5147	Engine - Type III	Operations	-	-	-	-	796,400	796,400
5149	Engine - Type III	Operations	-	-	-	-	796,400	796,400
NEW	Engine - Type III	Operations	655,200	-	-	-	-	655,200
NEW	Engine - Type III	Operations	655,200	-	-	-	-	655,200

Fund 133 Fire Apparatus

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
Full-Size 4-Door Exec Mgmt.								
2350	Full-Size 4-Door 4x4	Operations	-	72,450	-	-	-	72,450
2353	Full-Size 4-Door 4x4	Operations	70,000	-	-	-	-	70,000
2354	Full-Size 4-Door 4x4	Operations	-	72,450	-	-	-	72,450
2351	Full-Size 4-Door 4x4	Operations	-	-	74,990	-	-	74,990
2352	Full-Size 4-Door 4x4	Operations	70,000	-	-	-	-	70,000
2355	Full-Size 4-Door 4x4	Operations	-	-	74,990	-	-	74,990
2357	Full-Size 4-Door 4x4	Operations	70,000	-	-	-	-	70,000
2356	Full-Size 4-Door 4x4	Operations	-	-	-	-	80,330	80,330
Investigator Truck								
3028	Pickup Utility 3/4 Ton	Operations	-	-	-	-	87,000	87,000
3656	Pickup Utility 3/4 Ton	Operations	-	-	-	-	87,000	87,000
3665	Pickup Utility 3/4 Ton	Operations	-	-	-	-	87,000	87,000
3666	Pickup Utility 3/4 Ton	Operations	-	-	-	-	87,000	87,000
3667	Pickup Utility 3/4 Ton	Operations	-	-	-	-	87,000	87,000
Paramedic Squad								
3662	Paramedic Squad	Operations	-	208,667	-	-	-	208,667
3664	Paramedic Squad	Operations	-	208,667	-	-	-	208,667
3661	Paramedic Squad	Operations	-	-	214,927	-	-	214,927
3663	Paramedic Squad	Operations	-	-	214,927	-	-	214,927
3660	Paramedic Squad	Operations	-	-	214,927	-	-	214,927
Pick-Up Utility 3/4 Ton								
New	Pickup Utility 3/4 Ton	Pool	57,750	-	-	-	-	57,750
New	Pickup Utility 3/4 Ton	Station 15	72,000	-	-	-	-	72,000
New	Pickup Utility 3/4 Ton	Station 16	72,000	-	-	-	-	72,000
New	Pickup Utility 3/4 Ton	Station 48	72,000	-	-	-	-	72,000
3339	Pickup Utility 3/4 Ton	Investigations	-	75,000	-	-	-	75,000
3677	Pickup Utility 3/4 Ton	Station 81	-	55,000	-	-	-	55,000
3041	Pickup Utility 3/4 Ton	Crews/Eq	-	80,000	-	-	-	80,000
3043	Pickup Utility 3/4 Ton	Crews/Eq	-	80,000	-	-	-	80,000
New	Pickup Utility 3/4 Ton	Pool	-	60,500	-	-	-	60,500
New	Pickup Utility 3/4 Ton	Pool	-	60,500	-	-	-	60,500
3676	Pickup Utility 3/4 Ton	Station 81	-	-	-	60,000	-	60,000
New	Pickup Utility 3/4 Ton	Air Ops	65,000	-	-	-	-	65,000
Pick-Up Utility 1 Ton 4X4								
NEW	Pick-Up Utility 1 Ton 4X4	Crews/Eq	75,000	-	-	-	-	75,000
Squad								
3805	Squad	Air Ops	-	-	116,000	-	-	116,000

FY 2021/22 - FY 2025/26 Capital Improvement Plan Budget

ORANGE COUNTY FIRE AUTHORITY FUND 133 - FIRE APPARATUS *LIST OF VEHICLES TO BE REPLACED*

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
SUV Full Size 4x4								
2320	SUV Full Size 4x4	ECC	-	66,000	-	-	-	66,000
2321	SUV Full Size 4x4	FS 61	-	66,000	-	-	-	66,000
2322	SUV Full Size 4x4	Ops Supp	-	66,000	-	-	-	66,000
2323	SUV Full Size 4x4	FS 74	-	66,000	-	-	-	66,000
2324	SUV Full Size 4x4	FS 58	-	66,000	-	-	-	66,000
2325	SUV Full Size 4x4	ECC	-	66,000	-	-	-	66,000
2327	SUV Full Size 4x4	FS 6	-	66,000	-	-	-	66,000
2328	SUV Full Size 4x4	Ops Training	-	66,000	-	-	-	66,000
2329	SUV Full Size 4x4	FS 64	-	66,000	-	-	-	66,000
2330	SUV Full Size 4x4	ECC	-	66,000	-	-	-	66,000
2331	SUV Full Size 4x4	FS 37	-	66,000	-	-	-	66,000
2332	SUV Full Size 4x4	Ops Training	-	66,000	-	-	-	66,000
Swift Water Vehicle								
3800	Swift Water Vehicle	Operations	84,000	-	-	-	-	84,000
3803	Swift Water Vehicle	Operations	84,000	-	-	-	-	84,000
3806	Swift Water Vehicle	Operations	84,000	-	-	-	-	84,000
USAR Apparatus Truck Support Vehicle								
NEW	Pickup Utility Heavy Duty	USAR	125,000	-	-	-	-	125,000
NEW	Pickup Utility Heavy Duty	USAR	125,000	-	-	-	-	125,000
NEW	Pickup Utility Heavy Duty	USAR	125,000	-	-	-	-	125,000
Total Emergency Vehicles			4,027,683	11,367,603	8,695,721	9,712,965	9,140,990	42,944,962
DEVELOPER FUNDED VEHICLES								
Engine - Type I								
Station 52	Engine - Type I	Operations	-	-	-	-	1,000,080	1,000,080
Total Developer Funded Vehicles			-	-	-	-	1,000,080	1,000,080
SUPPORT VEHICLES								
Floor Scrubber								
FFS1	Floor Scrubber	Air Ops	-	5,000	-	-	-	5,000
Forklift								
FFL7	Forklift	Comm Svcs	-	8,820	-	-	-	8,820
FFL1	Forklift	Support	-	-	9,300	-	-	9,300
FFL2	Forklift	Air Ops	-	-	9,300	-	-	9,300
FFL5	Forklift	Crews/Eq	-	-	9,300	-	-	9,300
9625	Forklift	US&R	-	-	9,300	-	-	9,300
XXX	Forklift	EMS (Warehous	10,000	-	-	-	-	10,000
NEW	WAVE Forklift	US&R	20,000	-	-	-	-	20,000
NEW	WAVE Forklift	US&R	20,000	-	-	-	-	20,000
Fuel Tender								
5412	Fuel Tender	Air Ops	500,000	-	-	-	-	500,000

ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
Mid-Size 4-Door								
New	Mid-Size 4-Door	Pool	42,000	-	-	-	-	42,000
New	Mid-Size 4-Door	Pool	42,000	-	-	-	-	42,000
Mid-Size Pickup - 1/2 Ton								
2160	Mid-Size Pickup - 1/2 Ton	Fire Prevention	40,000	-	-	-	-	40,000
2175	Mid-Size Pickup - 1/2 Ton	CRR	-	40,162	-	-	-	40,162
2176	Mid-Size Pickup - 1/2 Ton	CRR	-	40,162	-	-	-	40,162
3118	Mid-Size Pickup - 1/2 Ton	CRR	-	40,162	-	-	-	40,162
3225	Mid-Size Pickup - 1/2 Ton	Fire Prevention	40,000	-	-	-	-	40,000
NEW	Mid-Size Pickup - 1/2 Ton	Admin Captains	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	Admin Captains	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	Admin Captains	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	Admin Captains	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	Admin Captains	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	Pool	-	40,000	-	-	-	40,000
NEW	Mid-Size Pickup - 1/2 Ton	Pool	-	40,000	-	-	-	40,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	55,000	-	-	-	-	55,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	55,000	-	-	-	-	55,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	55,000	-	-	-	-	55,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	55,000	-	-	-	-	55,000
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	-	56,650	-	-	-	56,650
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	-	56,650	-	-	-	56,650
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	-	56,650	-	-	-	56,650
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	-	56,650	-	-	-	56,650
NEW	Mid-Size Pickup - 1/2 Ton	Training Cadre	-	56,650	-	-	-	56,650
3117	Mid-Size Pickup - 1/2 Ton	CRR	-	40,159	-	-	-	40,159
3119	Mid-Size Pickup - 1/2 Ton	CRR	-	40,159	-	-	-	40,159
3112	Mid-Size Pickup - 1/2 Ton	CRR	-	40,159	-	-	-	40,159
New	Mid-Size Pickup - 1/2 Ton	Training (GG)	-	40,159	-	-	-	40,159
3114	Mid-Size Pickup - 1/2 Ton	CRR	-	-	41,372	-	-	41,372
2305	Mid-Size Pickup - 1/2 Ton	Prev-Field Svcs	-	-	44,000	-	-	44,000
2306	Mid-Size Pickup - 1/2 Ton	CRR-P&D	-	-	44,000	-	-	44,000
2307	Mid-Size Pickup - 1/2 Ton	Comm Wildfire	-	-	44,000	-	-	44,000
2308	Mid-Size Pickup - 1/2 Ton	Prev-Field Svcs	-	-	44,000	-	-	44,000
2309	Mid-Size Pickup - 1/2 Ton	CRR-P&D	-	-	44,000	-	-	44,000
2310	Mid-Size Pickup - 1/2 Ton	Prev-Field Svcs	-	-	44,000	-	-	44,000
2311	Mid-Size Pickup - 1/2 Ton	Prev-Field Svcs	-	-	44,000	-	-	44,000
2312	Mid-Size Pickup - 1/2 Ton	CRR-P&D	-	-	44,000	-	-	44,000
2313	Mid-Size Pickup - 1/2 Ton	CRR-P&D	-	-	44,000	-	-	44,000
2314	Mid-Size Pickup - 1/2 Ton	Prev-Field Svcs	-	-	44,000	-	-	44,000
2315	Mid-Size Pickup - 1/2 Ton	CRR-P&D	-	-	44,000	-	-	44,000
3124	Mid-Size Pickup - 1/2 Ton	FS 74	-	-	44,000	-	-	44,000
3125	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000
3126	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000
3127	Mid-Size Pickup - 1/2 Ton	FS 61	-	-	44,000	-	-	44,000
3128	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000
3129	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000

FY 2021/22 - FY 2025/26 Capital Improvement Plan Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
3130	Mid-Size Pickup - 1/2 Ton	FS 6	-	-	44,000	-	-	44,000
3131	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000
3132	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000
3133	Mid-Size Pickup - 1/2 Ton	EMS	-	-	44,000	-	-	44,000
3134	Mid-Size Pickup - 1/2 Ton	FS 64	-	-	44,000	-	-	44,000
3135	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000
3136	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000
3137	Mid-Size Pickup - 1/2 Ton	FS 58	-	-	44,000	-	-	44,000
3138	Mid-Size Pickup - 1/2 Ton	ECC	-	-	44,000	-	-	44,000
3139	Mid-Size Pickup - 1/2 Ton	FS 57	-	-	44,000	-	-	44,000
3140	Mid-Size Pickup - 1/2 Ton	EMS	-	-	44,000	-	-	44,000
3141	Mid-Size Pickup - 1/2 Ton	Ops Training	-	-	44,000	-	-	44,000
3142	Mid-Size Pickup - 1/2 Ton	Ops Support	-	-	44,000	-	-	44,000
3143	Mid-Size Pickup - 1/2 Ton	Pre-Fire Mgt	-	-	44,000	-	-	44,000
3468	Mid-Size Pickup - 1/2 Ton	Fleet Svcs	-	-	44,000	-	-	44,000
Pickup Crew Cab - 1/2 Ton								
New	Pickup Crew Cab - 1/2 Ton	Pool	40,000	-	-	-	-	40,000
New	Pickup Crew Cab - 1/2 Ton	Pool	-	42,000	-	-	-	42,000
New	Pickup Crew Cab - 1/2 Ton	Pool	-	42,000	-	-	-	42,000
Pickup Crew Cab - 3/4 Ton								
3203	Pickup Crew Cab - 3/4 Ton	Training	55,000	-	-	-	-	55,000
2210	Pickup Utility 3/4 Ton	IT	-	-	-	-	40,000	40,000
3668	Pickup Utility 3/4 Ton	COMM	-	-	-	-	40,000	40,000
3469	Pickup Utility 3/4 Ton	Fleet	-	-	-	-	40,000	40,000
3470	Pickup Utility 3/4 Ton	Fleet	-	-	-	-	40,000	40,000
3657	Pickup Utility 3/4 Ton	Service Center	-	-	-	-	45,000	45,000
3658	Pickup Utility 3/4 Ton	Service Center	-	-	-	-	45,000	45,000
Mule								
NEW	UTV w/Trailers	Ops Training	30,000	-	-	-	-	30,000
NEW	UTV w/Trailers	Logistics	20,000	-	-	-	-	20,000
NEW	UTV w/Trailers	Logistics	15,000	-	-	-	-	15,000
NEW	UTV w/Trailers	Logistics	15,000	-	-	-	-	15,000
Pickup - Stake Bed								
NEW	Stake Bed - 1 Ton	Srvc Center	90,000	-	-	-	-	90,000
NEW	Stake Bed - 1 Ton	Srvc Center	90,000	-	-	-	-	90,000
Service Truck - Light								
3047	Service Truck - Light	Fleet Svcs	-	-	170,000	-	-	170,000
3048	Service Truck - Light	Fleet Svcs	-	-	170,000	-	-	170,000

Fund 133 Fire Apparatus

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
SUV Full-Size 4X4								
New	SUV Full-Size 4x4	Pool	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	Pool	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	Pool	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	Pool	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	Pool	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	Pool	60,000	-	-	-	-	60,000
3143	SUV Full-Size 4x4	Pre-Fire Manage	63,000	-	-	-	-	63,000
SUV Mid-Size 4x4								
2159	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2162	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2163	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2164	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2165	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2166	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2167	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2168	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2169	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
2170	SUV Mid-Size 4x4	Operations Pool	50,000	-	-	-	-	50,000
Step Van								
4001	Step Van	Service Ctr.	60,000	-	-	-	-	60,000
4003	Step Van	Service Ctr.	60,000	-	-	-	-	60,000
New	Step Van	Pool	42,000	-	-	-	-	42,000
Van-Transit								
4103	Transit Connect	Plan Dev	-	-	-	-	34,778	34,778
4328	Transit Connect	EMS	-	-	-	-	34,778	34,778
4329	Transit Connect	EMS	-	-	-	-	34,778	34,778
4330	Transit Connect	EMS	-	-	-	-	34,778	34,778
4331	Transit Connect	EMS	-	-	-	-	34,778	34,778
4332	Transit Connect	EMS	-	-	-	-	34,778	34,778
4333	Transit Connect	EMS	-	-	-	-	34,778	34,778
4334	Transit Connect	EMS	-	-	-	-	34,778	34,778
Heavy Service Truck Conversion								
New	Conversion	Fleet Services	100,000	-	-	-	-	100,000
Total Support Vehicles			3,104,000	742,192	1,826,572	-	528,224	6,200,988
TOTAL VEHICLES			7,131,683	12,109,795	10,522,293	9,712,965	10,669,294	50,146,030

AIR UTILITY

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The air utility vehicle brings to the fire scene a cache of self-contained breathing apparatus, air cylinders and provides on-scene lighting. This apparatus has a built-in compressor that can fill the self-contained breathing apparatus cylinders at the emergency scene. This project is for the replacement of one air utility vehicle with one new air utility vehicle in FY 2021/22.

Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager



The age and mileage targets for air utility vehicles are 15 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$527,878					\$527,878

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

BATTALION CHIEF COMMAND

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: Each battalion is assigned a command vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of ten command vehicles: three in FY 2021/22, three in FY 2022/23 and four in FY 2023/24.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Battalion Chief command vehicles are five years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status:

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$323,025	\$332,715	\$465,800			\$1,121,540

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

BATTALION UTILITY

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: Each battalion is assigned a utility vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of twelve command vehicles in FY 2025/26.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for battalion utility vehicles are five years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status:

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$1,057,260	\$1,057,260

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

COMPRESSED AIR FOAM SYSTEM (CAFS) PATROL VEHICLE – TYPE 6

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The CAFS unit carries hose, water and a skid mounted pump. The system injects air into making a very rich foam allowing the crews to pretreat buildings and vegetation in the line of fire. This unit also has the ability to pump and roll. The CAFS unit is primarily for urban interface firefighting and rescue operations. These units are smaller by design to maneuver on truck trails and rural areas.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for CAFS units are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2022/23, FY 2023/24 and FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$145,630	\$750,000		\$1,113,945		\$2,009,575

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

DOZER TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The superintendent vehicles have a multitude of uses for Crews and Equipment. The primary use is to support and supervise the hand crews with fire line construction and brush clearing operations. These units are also sent out of the county to support the section on large campaign fires.

Replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$300,000					\$300,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.



DOZER TRANSPORT TRAILER

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The dozer transport trailer is designed for hauling heavy equipment, specifically bull dozers. This project is for the addition of a dozer transport trailer to the fleet in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age target for dozer transport trailers is 20 years. The projection for the replacement of this vehicle is based on age.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$170,000					\$170,000

Impact on Operating Budget: The addition of a dozer transport trailer to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$500 per year during the 3-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$1,900 per year. The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

ENGINE – TYPE I

Project Priority: A

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The Type I engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Type I engines are 13 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur annually.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$8,519,654	\$7,319,160	\$8,539,020	\$3,586,400	\$27,964,234

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

ENGINE – TYPE III

Project Priority: A

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The Type III engine carries hose, water and a skid mounted pump giving the apparatus the capability to pump while driving. The unit's primary objective is for off-road wildland firefighting and rescue operations. These engines are smaller by design to maneuver on truck trails and rural areas.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Type III engines are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2021/22 and 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,310,400				\$3,982,000	\$5,292,400

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget. The annual maintenance cost for each of these vehicles will be \$4,000 annually.

FULL-SIZE 4-DOOR EXECUTIVE MANAGEMENT

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The full-size 4-door vehicles are used by all Executive Management, the Fire Chief and Assistant Chiefs. These vehicles are frequently used in Command situations on large scale events.

Future vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager



The age and mileage targets for full-size 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a replacement is made, and may be deferred if warranted.

Project Status: Purchases to occur in multiple fiscal years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$210,000	\$144,900	\$149,980		\$80,330	\$585,210

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

PICKUP UTILITY – ¾ TON VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The pickup utility – ¾ ton unmarked units are used by investigations staff for the daily operations in investigations and for undercover operations when needed.



Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for pickup utility – ¾ ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$435,000	\$435,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

PARAMEDIC SQUAD

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: This unit carries a full complement of advanced life support (ALS) paramedic equipment. This project is for the replacement of five paramedic squads, two scheduled to be purchased in FY 2022/23, and three in FY 2023/24.

Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager



The age and mileage targets for paramedic squads are five years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2022/23 and FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$417,334	\$644,781			\$1,062,115

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

PICKUP UTILITY – ¾ TON VEHICLES

Project Priority: A

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The pickup utility – ¾ ton units are used by Emergency Operations as support vehicles.



Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for pickup utility – ¾ ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in various years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$338,750	\$411,000		\$60,000		\$809,750

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

PICK-UP UTILITY 1 TON

Project Priority: B

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The Crews vehicles have a multitude of uses for emergency support. Their primary function is for support of the hand crews with fire line construction and brush clearing operations. These units are also sent out of the county to support their designated section(s) on large campaign fires.



Replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$75,000					\$75,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget. The annual estimated maintenance cost will be 4,000 per year.

SQUAD

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The Squad vehicles have a regular standard utility body placed on a crew cab chassis. Squad vehicles help operations with rehab.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for paramedic squads are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$116,000			\$116,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

SUV FULL-SIZE 4X4

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The full-size 4-door vehicle is used by for fire station support and various operations support.

Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for full-size 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a replacement is made, and may be deferred if warranted.

Project Status: Purchase to occur in FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$792,000				\$792,000

Impact on Operating Budget: The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.



SWIFT WATER VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The Swift Water Vehicle is used is to support Swift water rescues throughout the county.

Replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$252,000					\$252,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.



USAR APPARATUS TRUCK SUPPORT VEHICLE

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: These heavy-duty rated vehicles will be used to support the USAR Truck Apparatus.



Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for pickup utility – $\frac{3}{4}$ ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$375,000					\$375,000

Impact on Operating Budget: The addition of these vehicles will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

ENGINE-TYPE 1 (DEVELOPER FUNDED)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This apparatus is the same as our replacement Type I engines; however, this apparatus is funded by a local developer including hose and other equipment. This project is for the purchase of one Type 1 engines for Fire Station 52 (Irvine Business District).



Project Status: Purchase to occur in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$1,000,080	\$1,000,080

Impact on Operating Budget: The addition of a Type 1 engine to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$3,500 per year during the five-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$7,000 per year.

FLOOR SCRUBBER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The floor scrubber is used to keep the hangar at the Fullerton airport clean.

The current scrubber is 22 years old.

Project Status: Purchase to occur in FY 2022/23.



Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$5,000				\$5,000

Impact on Operating Budget: The replacement of an older unit reduces downtime and maintenance costs in the operating budget.

FORKLIFT

Project Priority: B

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The forklifts currently in the OCFA fleet get used for support in Service Center, Fleet, Crews and Equipment, Air Operations, and Communication Services.

All the current fleet forklifts (six) need replacement due to age. Two additional units are needed to support warehouse facilities, which will prevent the need for long term rentals.



Future replacement evaluation is based on the following criteria:

- Actual hours of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age target for a forklift is 10 years. However, the service and repair costs will be reviewed before a replacement is made, and may be deferred if warranted.

Project Status: Purchase to occur in various years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$50,000	\$8,820	\$37,200			\$96,020

Impact on Operating Budget: The replacement of older units reduces downtime and maintenance costs in the operating budget.

FUEL TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The fuel tender carries five hundred gallons of gasoline and five hundred gallons of diesel fuel. This unit is used for emergency and remote fueling for both gasoline and diesel fuel aircraft, vehicles and apparatus. This replacement fuel tender will be used in air operations.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for service truck – heavy vehicles are 18 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$500,000					\$500,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

MID-SIZE 4-DOOR

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The mid-size sedan 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections. This project is for the addition of two pool vehicles in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for mid-size 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$84,000					\$84,000

Impact on Operating Budget: This is a new addition to the fleet and will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit.

MID-SIZE PICKUP-1/2 TON VEHICLES

Project Priority: B

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: These vehicles are primarily used by staff in Fire Prevention, Property Management, and Community Education to conduct off-site inspections and education programs.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for mid-size pickup–1/2 ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in various years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$870,000	\$644,372	\$1,449,372			\$2,963,744

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget. The annual maintenance cost will be \$1,000 per new vehicle.

PICKUP CREW CAB 1/2 TON

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections.

Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager



The age and mileage targets for these 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in various years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$40,000	\$84,000				\$124,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

PICKUP UTILITY – ¾ TON VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The pickup utility - ¾ ton used in Fleet, Service Center, and IT/ Communications staff for support, as well as the Training program



Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for pickup utility – ¾ ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in multiple years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$55,000				\$250,000	\$305,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

MULE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description:

This support vehicle is utilized in US&R and training to support CADRE operations. The recommended replacement is due to age and life cycle of these vehicles.

Future replacement evaluation is based on the following criteria:

- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager



The age target for compact track loaders is 20 years. However, the service and repair costs will be reviewed before a replacement is made, and may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$80,000					\$80,000

Impact on Operating Budget: The replacement of these vehicles will reduce maintenance cost. The annual maintenance cost will be approximately \$1,000.

STAKE BED – 1 TON VEHICLES

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: The two stake bed trucks will be used by Service Center for ground support.

Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager



The age and mileage targets for stake bed trucks are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$180,000					\$180,000

Impact on Operating Budget: The addition of the two stake bed vehicles will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

SERVICE TRUCK - LIGHT VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: Service trucks – light vehicles are used for field service throughout the department for both heavy and light apparatus in the fleet for fleet services and communication services. These units are also sent out of county if technicians are requested on large campaign fires.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for service truck - light vehicles are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$340,000			\$340,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

SUV FULL-SIZE 4X4

Project Priority: A

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The full-size 4-door vehicle is used by for fire station support and various operations support. This project is to recommend the addition of three SUVs to be utilized in the pool fleet. All the older SUVs have either been surplused or are pending surplus due to age/miles.



Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for full-size 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a replacement is made, and may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$483,000					\$483,000

Impact on Operating Budget: The addition of these vehicles to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget

SUV MID-SIZE 4X4

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The mid-size 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections.

Vehicle replacement evaluation is based on the following criteria:



- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for mid-size 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$500,000					\$500,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

STEP VAN

Project Priority: B

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The full-size cargo vans will be used to replace existing fleet vehicles that have gone beyond life cycle. These are used for support services in IT and Communications. Also, based on a needs assessment, it is necessary to add more Step Vans to the existing fleet.



Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for these passenger vans are ten years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a replacement purchase is made, and may be deferred if warranted.

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$162,000					\$162,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,400 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

VAN - TRANSIT

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The Transit connect cargo vans will be used to replace existing fleet vehicles that have gone beyond life cycle. These are used for support services in IT, Communications, and EMS.



Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for these transit vans are ten years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a replacement purchase is made, and may be deferred if warranted.

Project Status: Purchases to occur in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$278,224	\$278,224

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

HEAVY SERVICE TRUCK CONVERSION

Project Priority: A

Project Type: Vehicle Conversion

Project Management: Fleet Services

Project Description: This project provides for the conversion of a straight truck previously purchased from US&R. This will allow for conversion of the former US&R vehicle to a heavy service truck needed in the Support group.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$100,000					\$100,000

Impact on Operating Budget: The purchase and conversion of the US&R vehicle determined to be viable for repurposing as a heavy service truck support vehicle was a lower cost alternative to the standard procurement of a replacement fleet vehicle. The annual estimated maintenance cost is estimated at \$2,000.