



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
October 28, 2021

Agenda Item No. 3C
Discussion Calendar

Fire Service Proposal for Emergency Services
for the City of Fullerton

Contact(s) for Further Information

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Summary

This agenda item is requesting approval to submit the Fullerton Fire Service Proposal for Emergency Services to the City of Fullerton for its consideration.

Prior Board/Committee Action(s)

At its March 25, 2021, meeting, the Board authorized staff to develop a proposal for fire services for the City of Fullerton. The proposal was at the request of the City; the City paid the OCFA's required \$80,207.55 for the proposal prior to commencement of its preparation. The Board also authorized that, in the event the City chooses to join OCFA, the amount paid by the City for the proposal may be returned in the form of a credit against annual contract charges, amortized over the duration of the current term of the OCFA Joint Powers Authority Agreement (i.e. through 2030).

On October 13, 2021, the Budget and Finance Committee reviewed the proposed agenda item and directed staff to place the item on the Board of Directors agenda for consideration by 6-0 vote (Director Bourne, Tettemer and Muller absent). During the Committee's review of the Fullerton Fire Service Proposal, questions were raised as to why cash contract cities are not required to contribute toward the cost of OCFA regional assets. Historical information has been researched in response to this question, and added as Exhibit B to Attachment 1.

RECOMMENDED ACTION(S)

Approve and authorize staff to submit the Orange County Fire Authority's proposal to the City of Fullerton for its consideration.

Impact to Cities/County

Should the City of Fullerton accept the proposal, the new contractual relationship with Fullerton will have positive benefits to our regional delivery of services on behalf of existing member agencies.

Fiscal Impact

The proposed contract price contained in the proposal includes funding to cover all new OCFA costs associated with serving the City of Fullerton, including direct labor, support labor, services and supplies, administrative overhead, vehicle replacement, and station maintenance (Attachment 2).

Background

On March 3, 2021, the Orange County Fire Authority (OCFA) received a formal written request from the City of Fullerton seeking a Fire Service Proposal for Emergency Services. This request seeks a comprehensive assessment and costing for the OCFA to provide emergency medical and fire services, which also includes fire prevention and dispatch services for Fullerton.

In developing the proposal, staff modeled the existing JPA terms for cash contract costs, caps, and the contractual relationship with OCFA. Details to show how the pricing was developed are provided in the attached Questions & Answers document (Attachment 1), and more specifically described in the Pricing a New City Proposal document (Exhibit A to Attachment 1). Details related to how these procedures resulted in a quantified price for services to Fullerton, as well as internal expenditure allocations for OCFA, should Fullerton join, are provided in Attachment 2.

As staff has been working on the preparation of this proposal, we have received several questions from members of the Board of Directors. We have captured these questions and prepared written answers for the benefit of the full Board of Directors and the public as we progress through the review phases of the Proposal (Attachment 1)

Staff recommends that the Board of Directors approve and direct staff to submit the proposal to the City of Fullerton for its consideration (Attachment 2). If Fullerton is interested in pursuing the proposal further, the next step would be for staff to develop a Fire Services and Emergency Medical Services Agreement and a Transition Plan for formal approval by both the City of Fullerton and the OCFA's Board of Directors.

Attachment(s)

1. Question and Answers
 - a. Exhibit A - OCFA Pricing a New City Proposal
 - b. Exhibit B - New Cash Contract Cities & Contributions to Maintenance & Replacement Programs
2. Pricing in Fullerton Fire Service Proposal
3. Fullerton Fire Services Proposal

**Orange County Fire Authority
Fullerton Fire Services Proposal
Questions & Answers**

1. *If Fullerton station personnel are held-over for 4 hours while working a structure fire, who pays for that overtime?*

In this scenario, the overtime is already being paid by Fullerton via their cash contract charge, as briefly described below and per the attached “Pricing a New City Proposal” overview (Exhibit A).

The proposed contract charge that the City of Fullerton will be required to pay to OCFA for services is based on a well-established methodology referred to as OCFA Company Costs (see Exhibit A). Company Costs include the costs for salaries and employee benefits (S&EB) for all station personnel assigned to staff a new city’s fire stations, services and supplies (S&S), overhead support services, depreciation/replacement of emergency apparatus, and station maintenance.

Included in the S&EB portion of Company Costs are salaries, bonus pays, benefits, and overtime. In reality, some employees will work less overtime than assumed, and some will work more overtime. Causes for the overtime can be any combination of backfill to cover for someone who is sick or on vacation, emergency overtime, or hold-over overtime such as the scenario above. Regardless of the cause for assumed OT, it is built into the proposed contract charges, which the City must pay.

2. *What happens if Fullerton stops paying their monthly contract charges to OCFA?*

The following language in OCFA’s Joint Powers Authority Agreement (JPA), Article IV, Section 3.J provides protections to OCFA:

Termination. Failure by any member to make payments when due constitutes grounds for expulsion from the Authority. Prior to expulsion, the Authority shall provide written notice of its intention to expel such member if payment is not received within thirty days of the date of such notice. Repeated failure to make payments when due shall constitute grounds for expulsion and/or imposition of an Authority-determined late fee. Alternatively, or in addition to the remedies set forth herein, the Authority may bring legal action to collect unpaid amounts.

In addition, OCFA’s Fire Services and Emergency Medical Services Agreement with Santa Ana and Garden Grove (and will presumably be the same with Fullerton) requires each city to pay OCFA for services in advance, avoiding any situation of arrears.

3. *What happens if Fullerton files for bankruptcy?*

If the City failed to pay OCFA, then per the JPA, OCFA’s options for non-payment would include expulsion, imposition of a late fee, or legal action to collect unpaid amounts prior to the City proceeding with a bankruptcy filing. If OCFA opted to continue providing services in spite of non-payment, and the City then filed bankruptcy, then the matter would become the jurisdiction of the bankruptcy court, and the OCFA would have a creditor’s claim for any unpaid charges that had accrued prior to the bankruptcy filing date.

**Orange County Fire Authority
Fullerton Fire Services Proposal
Questions & Answers**

4. *What happens if Fullerton dissolves as a city and returns to county unincorporated area?*

OCFA is the service provider for all Orange County unincorporated areas, whether the City was a member of OCFA prior to dissolving or not. In this scenario, OCFA would have to work with the County and LAFCO as to payment terms for provision of services through the process of dis-incorporation. (The LAFCO Act does not permit discharge of liabilities or impairment of creditors through disincorporation, so the obligation to pay OCFA for services rendered prior to disincorporation would remain enforceable.)

5. *Why can't Fullerton join OCFA as a Structural Fire Fund city instead of a Cash Contract city?*

Prior to Prop-13, properties in those jurisdictions that did not have their own city fire departments were assessed a structural fire fund (SFF) tax to cover the cost for fire protection. This SFF tax was in-addition-to all other taxes included in the property tax roll. When Proposition 13 was passed, the SFF tax was frozen as a portion of the 1% property tax, in the same proportion as it represented to the total taxes before Prop-13.

Cash Contract Cities (i.e., Fullerton if they join OCFA), did not have a SFF tax assessment prior to Prop-13; therefore, they have no contributions flowing to the Structural Fire Fund. As a result, the only way that Fullerton could join OCFA as a SFF city would be to negotiate with the County of Orange for a property tax exchange agreement. The property tax exchange agreement would require a transfer of property taxes from the City's General Fund into the SFF, at the value required by the County of Orange.

The OCFA's Ad Hoc Committee that has been studying cash contract charges reviewed the topic of cash contract cities converting to SFF. Financial data indicated that such a conversion may not be financially feasible for most of the OCFA's cash contract cities. The Committee requested the information be shared with the cash contract cities to determine if they had interest, and if so, were they interested in independently pursuing the option further. As a result of the information provided to our cash contract cities on this topic, none of the cities affirmatively indicated interest.

6. *How would Fullerton contribute to OCFA's Capital Improvement Plan?*

Per the JPA, and as described in OCFA's draft proposal for Fire Services, Fullerton will be required to contribute for vehicle depreciation/replacements and station maintenance. See Exhibit B for additional details and OCFA history related to JPA provisions that govern contributions from cash contract cities towards OCFA maintenance and replacement programs.

Vehicle depreciation/ replacement costs are charged based on the emergency apparatus assigned in the City's fire stations. The annual charge is based on the current replacement cost for each individual vehicle type, divided by the useful life for each individual vehicle type. This amount rises with actual costs for vehicle replacements, and is not capped by the 4.5% increase that applies to the City's base service charge.

Station maintenance is charged at \$15,000 per year, per station, and handled as a revolving fund to facilitate repairs or minor improvements. Funds expended from the station maintenance account must be

**Orange County Fire Authority
Fullerton Fire Services Proposal
Questions & Answers**

replenished by the City each year. Any capital needs for the City's fire stations that exceed \$15,000 are coordinated with the City for inclusion in the City's capital improvement budget.

7. *Will OCFA funds be spent to modify Fullerton fire stations for gender equity?*

No, in alignment with the process described above, City funds will be used for station modifications, including modifications for gender equity.

8. *Will Fullerton contribute to OCFA's Helicopter replacement costs?*

The City's contributions to OCFA's capital plans are as defined by the JPA Agreement and described in question #6 above for the emergency vehicles assigned in Fullerton's fire stations (not including helicopters) and for maintenance of the City's fire stations. This is consistent with the JPA Agreement, and with most recent cash contract city additions (Santa Ana and Garden Grove).

9. *Why would OCFA want to enter a business agreement with Fullerton when they are projecting a deficit?*

New cities seeking to join OCFA are often making the "ask" in their effort to lower costs. The proposal shows that OCFA can save the City \$5.8M in year one, representing a substantial cost reduction. Savings to the City are also projected to grow over the next three years in comparison to what the City forecasted for their current Fire Department budget.

Most importantly, OCFA builds financial protections into the contract structure with cash contract cities, such as requiring the City to pay for services in advance, requiring the City to remain liable for previously accrued debts, and requiring the City to remain obligated to pay for any future accrued pension liability in the event they later withdraw from OCFA.

10. *Are there any lessons learned from our proposal and merger processes with Santa Ana and Garden Grove that caused us to prepare our Fullerton proposal differently?*

We have been building Fire Services Proposals for many years, and have learned things from each process that resulted in improvements to subsequent processes, as detailed below.

- Prior to OCFA formation, initial cash contract city charges for a new city were based on a blend of factors (geographical size, population, assessed valuation, etc.). We understand that those measurement factors changed at different times in the Fire Department's history, resulting in differing base charges from one city to another, and less than full cost recovery for those cities.
- After OCFA formation, an Equity Study was completed by the Davis Company which established a comprehensive costing method to be used thereafter by OCFA when pricing a new city proposal, providing cost neutrality to OCFA with an incoming city (see attachment).

**Orange County Fire Authority
Fullerton Fire Services Proposal
Questions & Answers**

- When the OCFA's JPA was renewed in 2010, the annual increases allowed to be passed on to cash contract cities was increased and a recapture bank provision was adopted to prevent annual charges from falling below cost recovery (after a city joined) for use moving forward thereafter.
- When a Fire Services contract was negotiated with Santa Ana, using what had been learned in recent years about pension liabilities, staff added a new contract provision to obligate the City to pay for any newly accrued pension liability with OCFA, should they later exercise their option to withdraw. In addition, Santa Ana was also obligated to remain liable for its existing workers' compensation claims in order to limit potential liability and cost exposure for OCFA.
- Following the merger with Santa Ana, staff learned that the pace in which OCFA agreed to transition the Santa Ana Fire Department to OCFA was too rapid. While the rapid transition was beneficial to the City, the impacts on our employees who were tasked with responsibility to complete the transition was significant. Therefore, when a contract was negotiated with Garden Grove, we required a more manageable and timely approach to the transition, as compared to Santa Ana.
- Our lessons learned from completion of the Garden Grove process was that much more detail related to the proposal process, financial terms, and associated benefits to OCFA should be shared with our Board of Directors compared to what had been provided with past proposals. As a result, staff initiated the following changes to date with the Fullerton proposal process:
 - When staff requested Board authorization to proceed with the proposal, additional costing details were provided to the Board regarding the necessary staff time and associated costs for preparing the proposal.
 - When the Board discussed staff's request for authorization to prepare the proposal, the Board of Directors raised several questions about the future Fullerton proposal, which staff indicated they would be prepared to answer after completing the proposal research. Staff followed up thoroughly by reviewing the Board of Directors meeting recording, logging each question raised, and ensuring that answers were researched for inclusion in the presentation when staff returned to the Board for review of the proposal.
 - In preparation for presenting the proposal to the Board, staff performed outreach with several Board of Directors to gain more insight into potential questions that needed to be addressed. That outreach resulted in the development of this "Questions & Answers" document, aimed at being responsive to Board of Director questions.
 - Staff prepared the draft proposal and presentation for initial review through the Budget and Finance Committee, prior to requesting Board approval to deliver the proposal to Fullerton, which is an added vetting element compared to prior processes.

OCFA – Pricing a New City Proposal

The Orange County Fire Authority has a well-developed process for quantifying the cost of services to be proposed within a new cash contract city's Fire Service proposal. The costing methodology was documented in the Equity Study prepared by the Davis Company in 1999, referred to as "Company Costs", and it is used to quantify the costs for resources proposed to a new cash contract city. This methodology has been consistently used since formation of the OCFA, and it complies with Article IV (Funding of Fire Operations), Section 3 (Contributions for Budgeted Amounts), sub-paragraph H (New Resources to Cash Contract Cities) of the OCFA's Joint Powers Authority Agreement.

[Note that the costing formulas used for cash contract cities that joined the Orange County Fire *Department* prior to formation of the Orange County Fire *Authority* was different than the methodology described herein, resulting in large variables between the price of services for OCFA's older, more tenured, cash contract cities, compared to the newer cash contract cities.]

OCFA Company Costs

Company Costs are those expenses that can be directly or indirectly attributed to the fire companies assigned to a fire station. The use of Company Cost methodology assumes that all, or substantially all, of the costs to serve an area can be measured based on jurisdictional boundaries and the physical location of assigned equipment and personnel.

Each year, OCFA's budget staff updates the OCFA Company Costs, using the adopted budget for the current fiscal year. The core concepts of the Company Cost calculations are as follows:

1. OCFA's entire general fund budget is broken down into the following categories:
 - **Operations** – frontline fire suppression personnel costs
 - **Fire Prevention** – frontline fire prevention personnel costs (fee funded)
 - **Overhead** – administrative support and services & supplies for both frontline services
 - **Exclusions** – expenses funded with contractual revenue sources (grants, USAR, JWA ARFF)
2. The frontline costs for Operations are then allocated to each position type (listed below) and divided by the number of fire suppression positions for each type to identify the cost per employee:
 - **Fire Captain**
 - **Fire Apparatus Engineer**
 - **Firefighter**
3. Overhead costs are allocated and segregated to the following categories:
 - **Services and Supplies (S&S)**
 - **Administrative Support**

OCFA – Pricing a New City Proposal

4. The cost per suppression employee identified in Step 2 is combined with the S&S cost and Administrative Support overhead cost identified in Step 3, to identify the total cost per Truck, Engine, or Medic Van.
5. The cost per Truck, Engine, or Medic Van is multiplied by the number of units planned for service within the new cash contract city, to identify the full proposed cost of services (OCFA General Fund operating costs).
6. Additional cost allocations are quantified for inclusion in the proposed cost of service to cover annual Capital Improvement Program costs, including vehicle depreciation/replacement for emergency apparatus planned for assignment in the new cash contract city, and for station maintenance costs.

Orange County Fire Authority Joint Powers Authority Agreement Terms

New Cash Contract Cities & Contributions to Maintenance & Replacement Programs

During the Budget & Finance Committee's review of the Fullerton Fire Service Proposal on October 13, 2021, questions were raised as to why cash contract cities are not required to contribute toward the cost of OCFA regional assets. Staff reported that the required capital contributions are structured as required by the Joint Powers Authority (JPA) Agreement for facilities maintenance and vehicle replacement, and that the JPA Agreement does not include terms to require contributions from cash contract cities towards regional assets. The Committee requested staff to provide more information regarding the history behind these JPA terms as the Fullerton Proposal item moves forward to the Board of Directors.

Staff researched historical files covering development and approval of the various JPA agreements to develop the following chronology relative to contributions towards regional assets or equipment. In addition, staff reached out to members of the past Executive Management team who were here when the OCFA was formed for additional perspectives about regional funding.

Philosophy Surrounding Regional Funding

In talking with members of the past Executive Management team who were part of the OCFA in 1995, at the time the OCFA was formed, we are told that the underlying philosophy regarding regional funding was relatively simple. The philosophy was that regional tax dollars would be used to fund regional services.

Prior to Proposition 13, the Structural Fire Fund (SFF) tax was assessed as a regional tax to fund regional fire protection. While dialogue often focuses on those portions of SFF taxes being generated within each particular SFF city's jurisdictional boundaries, the tax was not assessed based on those individual jurisdictions. This "regional tax" concept was the foundation for costing methodologies that were originally developed for the OCFA, and which are now memorialized in OCFA's current governing documents.

March 1995 Original JPA:

The original JPA adopted at formation of the OCFA is silent on the topic of capital contributions from cash contract cities. This JPA required cash contract cities to continue funding fire services consistent with the cost calculation methodology in place on the effective date (e.g, continuing the same methodology the County and each cash contract city had agreed upon prior to formation of the JPA).

September 1999 Amended JPA:

The 1999 Amended JPA was adopted following completion of the Equity Study prepared by the Davis Company. Language to address capital contributions was added into the 1999 Amended JPA, and the language required cash contract cities to contribute toward "equipment replacement/depreciation" (language shaded in green below). This equipment replacement/depreciation language is noteworthy since it no longer exists today.

**Orange County Fire Authority
Joint Powers Authority Agreement Terms**

New Cash Contract Cities & Contributions to Maintenance & Replacement Programs

Article IV.3.C - Participation in Maintenance and Replacement Programs.

In addition to the cost calculation methodology set forth in B. above, and subject to the cap set forth in E. below, cash contract Cities shall pay (i) the cost of participation in the Authority's facilities maintenance program as set forth in Article VI., Section 1.C., (ii) the cost of participation in the Authority's vehicle replacement/depreciation program as set forth in Article VI., Section 1.D., and (iii) the cost of participation in the Authority's equipment replacement/depreciation program as set forth in Article VI., Section 1.D.

Under the 1999 Amended JPA, the annual caps on cash contract charges were lower than today, at 3.5% from 2000/01 to 2004/05 and 4.0% from 2005/06 to 2009/10, with no recapture provisions. Furthermore, all cash contract city cost components combined were subject to the cap on annual increases, including the general fund service charge plus contributions to (i) facilities, (ii) vehicle replacement, and (iii) equipment replacement. Annual budget increases were exceeding the cap during this time, and as a result, all cash contract funding was consumed by the service charge, with no funding going towards the maintenance and replacement programs. In other words, while the JPA language existed to allow for contributions, the actual financial performance under those terms resulted in no contributions.

2010 First Amendment to the Amended JPA:

All notes, reports, and formal actions leading up to the adoption of the 2010 First Amendment reveal the parties had a consistent focus on (1) increasing the annual cap on cash contract city charges, (2) implementing a ten-year catch-up period to slowly increase amounts paid by current cash contract cities (making up for past shortfalls), and (3) rebuilding vehicle contribution provisions so that the vehicle contributions would be required separately, in addition to the capped service charge. The documentation includes no explanation why the prior provisions relating to "equipment replacement/depreciation" were removed. It appears the above provisions were the focus of the discussions, negotiations and ultimately the 2010 amendment to the JPA which all member agencies agreed upon, and those focused changes alone were quantified to increase then-future revenues by \$165 million over the term of the renewed JPA.

The specific language that OCFA now operates under, per the 2010 First Amendment, is as follows:

Article IV.3.C - Participation in Maintenance and Replacement Programs.

In addition to the cost calculation methodology set forth in Section B. above, and irrespective to the cost calculation methodology set forth in E. below, cash contract Cities shall pay (1) the cost of participation in the Authority's facilities maintenance program as set forth in Article VI., Section 1.C., and (2) the cost of participation in the Authority's vehicle replacement/depreciation program as set forth in Article VI., Section 1.D.

Orange County Fire Authority
Pricing in Fullerton Fire Service Proposal
Company Costs for Proposed Deployment

(This is how pricing was quantified for a contract charge to Fullerton & would represent new revenue to OCFA.)

ANNUAL CONTRACT

A. Annual Service Charge [2], [3], [4]	Post Positions	Number of Employees	Direct Cost - Company Labor	Services & Supplies	Indirect Costs (Overhead)	Total
New Battalion 12						
Engine 1 (Paramedic Engine)	4	12	3,047,114	155,497	320,262	3,522,873
Engine 2 (Paramedic Engine)	4	12	3,047,114	155,497	320,262	3,522,873
Engine 3 (Paramedic Engine)	4	12	3,047,114	155,497	320,262	3,522,873
Engine 4 (Paramedic Engine)	4	12	3,047,114	155,497	320,262	3,522,873
Truck 1 (Paramedic Truck)	4	12	3,047,114	155,497	320,262	3,522,873
Truck 2 (Paramedic Truck)	4	12	3,047,114	155,497	320,262	3,522,873
FY 2021/22 Total Annual Service Charge	24	72	18,282,686	932,982	1,921,570	\$ 21,137,238
B. Annual Station Maintenance Charge [5]						\$ 90,000
C. Annual Vehicle Depreciation Charge [6]						\$ 282,752
TOTAL ANNUAL CONTRACT - FY 2021/22						\$ 21,509,990

This portion = General Fund Revenue for OCFA, see page 2

Footnotes:

[1] One-time startup costs will be charged, in addition to the above contract costs, to facilitate hiring costs such as physicals and livescans, standardization of equipment, and standardization of facilities.

[2] Per Truck & Engine Company Cost calculations. Retirement costs exclude unfunded pension costs. The City retains the obligation for current Unfunded Actuarial Accrued Liability (UAAL) for the City's existing fire employees.

[3] Community Risk Reduction is partially funded by fees; Fullerton residents and businesses would be required to pay any fire prevention fees per OCFA's fee schedule; therefore, estimates do not include fee funded costs.

[4] The annual service charge will increase annually based on the increase in OCFA's overall budget subject to a 4.5% cap, and includes catch up provisions if increases exceed the 4.5% cap

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

[6] Vehicle replacement contributions are calculated using the current replacement cost for the emergency vehicles assigned to the City, divided by the years of expected service for the vehicles (i.e., useful life).

Orange County Fire Authority
Pricing in Fullerton Fire Service Proposal

OCFA Expense Allocations for General Fund Contract Revenue (draft)

(This is a spending plan for how contract revenue will fund the proposed services plus enhancements for OCFA.)

Totals	
<u>Safety Personnel Assigned in City (75) [Note]</u>	
Battalion Chief (3)	976,425
Firefighter/Paramedics (36)	7,887,600
Fire Apparatus Engineers (18)	3,941,928
Fire Captains (18)	4,533,444
<u>Fire Prevention & Support Personnel (17)</u>	
<u>Community Risk Reduction</u>	
Assistant Fire Marshall - approx. 50% fee funded	224,823
Field Inspectors/Fire Prevention Spec - approx. 50% fee funded (3)	503,025
Office Service Specialist - approx. 50% fee funded	110,991
<u>Corporate Communications</u>	
Admin Assistant	120,450
Multi-Media Specialist	147,205
<u>EMS & Training</u>	
Cancer Awareness/Behavioral Health/Peer Support	316,650
Nurse Educator	192,846
Admin Assistant	120,450
Management Analyst	213,050
<u>Emergency Command & Planning</u>	
Battalion Chief / EPAC & Strategic Services	389,761
Dispatchers (3)	552,206
<u>Human Resources Department</u>	
Organizational Development & Training Program Manager	246,697
<u>Special Operations/Investigations</u>	
Captain/Day Investigator	316,650
<u>Services & Supplies</u>	950,038
Total New General Fund Expenditures (excludes CIP)	\$21,744,237
Fullerton Fire & Emergency Services Contract - General Fund Revenue	\$21,137,238
Community Risk Reduction Fee Revenues (from Fullerton workload)	\$607,000
Total New General Fund Revenue (excludes CIP)	\$21,744,238

This portion = General Fund Revenue for OCFA from page 1

[Note] Safety positions exclude UAAL; Fullerton will remain responsible for its accrued liabilities.



City of Fullerton

Fire Service Proposal

Provided by the Orange County Fire Authority

1 Fire Authority Road

Irvine, CA 92602

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Foreword

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

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

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

The cost provided herein represents the cost of our services including our basic service charge, station maintenance, and equipment and vehicle replacement costs. The costs represented are for fiscal year 2021/22 and remain valid through June 2022. I have included a brief description of each of the OCFA's departments and sections to provide you with an overview of the services available from us as a regional provider.

Our commitment is proclaimed in our Mission Statement:

“We proudly serve the changing needs of our communities by providing exceptional emergency and support services. We pledge a commitment to preserving the quality of life”

Brian Fennessy
Fire Chief

Summary of Proposal

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

The Fire Authority presents this service proposal based on OCFA established Standards of Cover. Performance is evaluated based on the distribution and concentration of resources. The OCFA determines appropriate emergency response utilizing computer Geographic Information Systems (GIS) programs, historic data analysis, and the OCFA's Standards of Coverage. The response standards for structure fires utilize the Effective Fire Force concept, consisting of three engines, one truck, one paramedic unit and one battalion chief.

The OCFA provides for the efficiency of a regional command staff while acknowledging the importance of local leadership. Fullerton's geographical size and population warrant the creation of a new battalion within the OCFA, utilizing the existing footprint of Fullerton Battalion One. A Division Chief will provide a level of local control for the City Council and staff by participation on relevant public safety committees, participation at city staff meetings, and attendance at City Council meetings.

The OCFA's Emergency Medical Service (EMS) model is three faceted. The first is Emergency Medical Dispatch, where a caller is provided life-saving instructions, while fire department units respond. The second is to front load paramedic service, allowing the first arriving units to provide paramedic level care upon arrival. To ensure only the highest level of service for the City of Fullerton, the OCFA proposal will position a paramedic unit capable of delivering Advanced Life Support (ALS) at every station and on every unit. This enhancement will increase paramedic coverage in the city by 17%. The transportation of patients is the third facet of EMS delivery and is provided by a private ambulance company in Fullerton. The OCFA would expand on the Fullerton Flex Staffing concept with the addition of a second set of ALS equipment on all 6 paramedic units. This significantly increases the depth of ALS capabilities in the City by enabling units to return to the station and remain in service as a Paramedic Assessment Unit, until the transporting paramedic is returned by the private ambulance.

The OCFA recognizes wildfire as a significant threat to the residents of Orange County. Fires in the open space in Fullerton would be met with a robust response on the ground and in the air. The depth of specialized resources provided by a regional service model greatly increases the capabilities to meet this challenge while capitalizing on the fiscal efficiencies.

All of our partner communities have unique characteristics and demographics, and the OCFA strives to meet the diverse needs of each. Creating a diverse workforce that matches our service areas is an OCFA value. Adapting to this need in Fullerton will benefit the service level provided to the entire OCFA system.

Service Option Overview

Contract costs detailed in this proposal reflect the cost of all emergency response units assigned to the City of Fullerton. These costs include all the equipment, personnel, vehicle depreciation and station maintenance.

Also included are services available through the OCFA as a regional provider such as urban search and rescue, dispatch, fire investigation, fire mechanics, community education professionals, nurse educators and public information officers. Fullerton will be directly served by OCFA specialized wildfire resources including helicopters, dozers and handcrews, as well as a cross-staffed OCFA Type 3 (brush engine) stationed in the city. In addition, the City will have Fire Prevention Officers with the primary fire prevention responsibility for the City located at the present Fullerton Fire Department headquarters with support from the complete OCFA Community Risk Reduction (Fire Prevention) Section.

By contracting with the OCFA, the administrative functions for the fire department will be administered by the Fire Authority without additional costs to the City of Fullerton. These administrative functions include: Human Resources, Finance/Payroll, Information Technology, Purchasing, Risk Management, Workers' Compensation, Legislative Services, Records Management, Compliance Training, Supplies and Equipment, Property Management, and Fleet Services.

Fire Service Proposal – FY 2021/22

	OCFA Costs (A)	Fullerton Fire Department Budgeted Costs (B)
Service Charge	\$21,137,238	\$27,307,520
Facilities Maintenance <i>(Note 1)</i>	\$90,000	<i>(Note 2)</i>
Vehicle Replacement/Depreciation	\$282,752	<i>(Note 2)</i>
Total	\$21,509,990	\$27,307,520
Total Savings (B-A)	\$5,797,530	

Note 1: Station maintenance contributions are handled by the OCFA as a revolving fund, with an initial deposit by the City of \$15,000 per station. The City is only required to replenish the Station Maintenance account annually, to the extent that the funds were spent specifically on Fullerton stations.

Note 2: If Fullerton pays for station facility maintenance costs and vehicle replacement from a section budget outside of the Fullerton Fire Department budget, then those budget allocations are additional costs that would be reduced for the City in joining the OCFA.

Deployment Comparison

In the chart below, there are two distinctions between the OCFA's proposed deployment model for the City, and the City's current deployment. The first being the OCFA proposed deployment model for Fullerton is an enhancement that configures every engine and truck company as a full ALS unit. The second is the addition of a paramedic truck/quint at Station 3 utilizing the existing plan of city/developer funded station retrofit and truck purchase.

OCFA Proposal Comparison with Current Fullerton Deployment

	Station 1	Station 2	Station 3	Station 4	Station 5	Station 6	Daily Staffing	Daily Medics
OCFA Deployment	Paramedic Engine / BC	Paramedic Engine	Paramedic Truck	Paramedic Engine	Paramedic Engine	Paramedic Truck	25	12
Fullerton Current Deployment	Paramedic Engine / BC	Paramedic Engine	Paramedic Engine	Paramedic Engine	Paramedic Engine	BLS Truck	25	10

The call volume in the downtown area surrounding Station 1 is significant. The augmentation of ALS delivery and truck coverage in the City of Fullerton will have a positive effect on the emergency service system. Following a 2-year period of service with the OCFA, the City and the OCFA will evaluate the response performance for the recommended configuration of response units in the city and discuss the results of the analysis, including any recommendations from either party for modifications that are warranted. Resource modifications may be available with additional new partnering agencies.

Start-Up Cost Summary

In addition to the annual contract price, a necessary one-time start-up cost will be charged to facilitate hiring of current Fullerton employees by the OCFA, standardization of equipment, and facilities (see page 43). One-time costs assume 75 sworn personnel positions and non-sworn personnel that the OCFA has vacancies for and can be adjusted for variations in transitioning staff. The OCFA is willing to discuss amortizing the start-up costs over multiple years rather than incurring a large cash outlay in a single budget year.

Summary of Start-Up Costs – Detail on Page 43

Communications	\$404,650
Facilities	\$152,700
Personnel	\$167,880
Service Center	\$394,080
Fleet Services	\$114,520
EMS	\$357,848
TOTAL	\$1,591,678

Long-Term Savings

Over the past ten years, the Orange County Fire Authority's cost increases to contract cities has averaged 3.29%. The OCFA's maximum increase is capped at 4.5%, and therefore, the table below represents this 4.5% increase to demonstrate the highest possible service charge for the City for each fiscal year. The increases represented for the Fullerton Fire Department were taken from the published projections represented in the current City of Fullerton's budget.

OCFA Proposal Cost Budget Comparison with Annual Increases

	2021/22	2022/23	2023/24	2024/25
OCFA Service Charge	\$21,509,990	\$22,477,939	\$23,489,447	\$24,546,472
OCFA % Increase (Maximum)		4.50%	4.50%	4.50%
Fullerton FD Budget <i>(Note 3)</i>	\$27,307,520	\$29,183,547	\$31,188,456	\$33,331,103
% Increase	8.26% <i>(Note 3)</i>	6.87% <i>(Note 4)</i>	6.87% <i>(Note 4)</i>	6.87% <i>(Note 4)</i>
Annual Savings	\$5,797,530	\$6,705,607	\$7,699,010	\$8,784,632
Cumulative Savings <i>(Notes 1 & 2)</i>	\$5,797,530	\$12,503,137	\$20,202,147	\$28,986,779

Note 1: Excludes one-time start-up costs and the City's annual Unfunded Actuarial Accrued Liability (UAAL) payment to the Public Employees' Retirement System (PERS). Costs quoted are valid for the current fiscal year ending in June 2022.

Note 2: This table does not factor in other savings that the City should realize associated with Workers' Compensation and other departmental efficiencies.

Note 3: FY 2020/21 Fire Budget (source: City of Fullerton FY 20-21 Budget)

Note 4: Percent increase calculated using 7-year average increase in annual Fullerton Fire Department budget from FY 2015/16 to FY 2021/22.

Cost Control

A common concern of cities interested in contracting with the OCFA is the ability to control costs. The OCFA's cash contract cities have the financial protection of a cap on annual increases not-to-exceed 4.5%. The cap includes recapture provisions, wherein increases above the cap are banked for future recapture in subsequent years when cost increases are less than the cap. The percentage of increases for our contract cities over the last ten years is illustrated in the table below.

	Stanton	Tustin	Seal Beach	Buena Park	San Clemente	Santa Ana	Garden Grove	Westminster
2012/13	1.34%	1.34%	1.34%	1.34%	1.34%	1.34%	-	1.34%
2013/14	1.44%	1.44%	1.44%	1.44%	1.44%	1.44%	-	1.44%
2014/15	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	-	4.50%
2015/16	2.38%	2.38%	2.38%	2.38%	2.38%	1.41%	-	2.38%
2016/17	1.29%	1.29%	1.29%	1.29%	1.29%	1.03%	-	1.29%
2017/18	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	-	4.50%
2018/19	4.50%	4.50%	4.50%	4.50%	4.50%	4.49%	-	4.50%
2019/20	4.50%	4.50%	4.50%	4.50%	4.50%	4.47%	-	4.50%
2020/21	4.38%	4.38%	4.38%	4.38%	4.38%	4.50%	1.75%	4.38%
2021/22	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Avg. Annual Increase	3.33%	3.33%	3.33%	3.33%	3.33%	3.22%	3.13%	3.33%

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

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

Service Charge Relative to Regional Costs

The proposed annual service charge would fund fire suppression, hazardous materials response, emergency medical services; also included are support functions, such as dispatching, fire investigations, training, fleet maintenance, supply and procurement, risk management, and all other services required in the support of the City of Fullerton contract for the effective operation of a modern fire department.

The contract service charge would be prorated on a monthly-basis, and payment would be due monthly in advance. Each March, the OCFA will provide notification of estimated changes in contract costs for the next fiscal year. Each June, the OCFA would provide the final annual contract service charge amount to the City.

The OCFA's Joint Powers Authority (JPA) agreement provides an option to withdraw at each ten-year interval. Article IV, Section 3.F. of the JPA agreement provides the detailed methodology for this option. The term of the new service agreement will run concurrent with the JPA agreement.

Community Risk Reduction (CRR) Cost Recovery Fee Program

By direction of the OCFA Board of Directors, the CRR Planning and Development and Prevention Field Services sections are funded through cost recovery fees. As the services provided by CRR are primarily directed to businesses, developers, architects, contractors, and sub-contractors, the fees are directed to the business community and not to individual homeowners and residents. The fees charged to the business community qualify as a business expense.

The Planning and Development Section engages in development review, plan review, and new construction inspections. Fees for these services are paid by developers, architects, contractors, and sub-contractors.

The Prevention Field Services Section engages in annual inspections, special events including fireworks, 850 (Board and Care facilities) inspections, citizen complaints, city requests, and company officer assistance. This section is partially fee funded and primarily based on the issuance of Operational Permits. These fees are paid by local businesses, building owners, and special event contractors.

OCFA fees are calculated by daily time logging of activity and volume of activity. OCFA fee development is vetted through a third-party fee consultant and approved by both the OCFA Budget and Finance Committee and the OCFA Board of Directors. Fees fluctuate from year-to-year depending on the volume and staffing levels and do not necessarily increase each year; in fact, often are reduced.

The City of Fullerton is encouraged to carefully review the attached fee schedule (Attachment C) to better understand the potential community impacts.

Associated Savings

The City of Fullerton will realize significant savings to several City departments should the OCFA assume the management, support, and service expenses relative to the Fire Department. The City will also achieve savings from the reduction of its insurance premiums and Workers' Compensation. The following are some of the services that will be provided by the OCFA's management and staff professionals:

- Human Resources Services including Recruitments, Testing, Selection, Employee Records, Labor Negotiation, Discipline, Grievances, Americans with Disabilities Act and OSHA Compliance, Benefits Management, Training, and Academies, etc.
- Information System Management including Emergency and Administrative Computer Hardware and Software Systems

- Facility and Property Management, and Routine Maintenance
- Human Resources Compliance Training for Family Medical Leave Act, Fair Labor Standards Act, Sexual Harassment and Equal Employment Opportunity Commission.
- Risk Management & Workers' Compensation Management
- Legislative Analyst & Lobbying Services
- Contract Administration
- Vehicle Purchasing and Maintenance (*Existing funds in Fullerton's vehicle replacement accounts remain with the City.*)
- Equipment and Supplies Purchase, Inventory Management, Repair, and Delivery
- Processing of Subpoenas and Information Records Requests
- Media Relations
- Community Education including School Programs
- Public Relations and Information Services
- Community Risk Identification, Prevention, and Mitigation Programs
- Dispatching
- Communications Equipment Purchase, Repair, Maintenance
- Emergency Response Mapping (GIS, AVL)
- Paramedic Continuing Education Services including an MD (Medical Director)
- Quality Assurance Programs
- Community Survey Programs
- Disaster Planning and Coordination
- Fiscal Management, Budgeting, and Payroll

Benefits of Contracting with the OCFA

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

Additional benefits include:

- City Council Member on OCFA Board – participation in public policy decisions

- City Council Member on Executive Committee based on position or appointment
- City Council Member on Budget and Finance Committee by appointment
- City Council Member on Human Resources Committee by appointment
- City Manager participation on Technical Advisory Committee
- City Manager participation on City Manager Budget and Finance Committee on a rotational basis
- Cost Control – Contract increases are capped at 4.5% per year
- Active participation in Community Events
- Training and certification programs developed and presented in-house
- Paramedic nurse educators, training staff, and associated training facilities
- Dedicated Fire/EMS Emergency Dispatch including Emergency Medical Dispatch
- Risk Management Program including the “WEFIT” health and wellness program
- Behavioral Health Program
- Cancer Awareness and Prevention Program
- Central recruitment and hiring, personnel management, and benefit coordination
- Response compatibility with other Orange County Fire Departments
- Active participation and coordination with all Orange County city fire agencies
- Orange County Operational Area Coordinator under California Office of Emergency Services Area 1

Transition of Fullerton City’s Fire Department

As a fire service contractor, the OCFA has the capability and resources to meet the City of Fullerton’s needs to transition the City’s fire service resources and public safety responsibilities. Should the City choose to contract with the OCFA, it is the OCFA’s intent to complete a transition in a methodical, time efficient approach that is seamless without interruption or incident. The OCFA is confident that it will be able to begin providing service to the City of Fullerton in approximately 120 days after a contract for emergency service is completed and signed.

The Orange County Fire Authority is committed to making the transition of the Fullerton Fire Department operations and personnel to the OCFA as smooth as possible for the present Fullerton employees, as well for the employees of the OCFA. The OCFA would offer employment to current Fullerton Fire Department operations safety employees, and non-sworn Fire Department professional staff, subject to the conditions noted in this proposal, position availability, and final contract negotiations.

Governance Structure

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

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

Board of Directors

Unique to the OCFA's governance system will be Fullerton's representation on the Board of Directors and its equitable share in the decision-making authority with other participants in the regional system. Members of Fullerton's City Council and the City Manager will have direct access to the Fire Chief for matters relating to service in their city, and the Fullerton City Council will select one of its Members to sit on the OCFA Board of Directors. All authority rests with the Board of Directors unless it is delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. Today, the Orange County Fire Authority serves 23 of Orange County's 34 cities and all unincorporated areas of the county. Member cities now comprise approximately 93% of our service population.

In addition to the City of Fullerton's participation on the full Board of Directors, the Fullerton representative has the opportunity to contribute on various OCFA committees such as the Executive Committee, Budget and Finance Committee, and Human Resources Committee. The City of Fullerton will be provided an opportunity for representation on these committees on a positional or appointment basis. City Manager involvement is through the City Managers' Technical Advisory Committee and City Managers' Budget and Finance Committee that exists to assist in managing the proceedings of the Fire Authority.

Executive Committee

The Executive Committee conducts all business of the OCFA, except for policy issues, including labor relations, budget issues, and other matters specifically retained by the Board of Directors. The Executive Committee consists of no more than nine members of the Board of Directors. The Committee membership is comprised of the following designated positions: Chair and Vice Chair

of the Board of Directors, the immediate past Chair of the Board, and the Chair of the Budget and Finance Committee. In addition, the Chair appoints five at-large members. At least one member of the Orange County Board of Supervisors serves on this committee. The ratio of committee members representing cash contract cities to the total committee membership will be as close as reasonably possible to the ratio of the number of cash contract cities to total member agencies. The Chair of the City Managers' Technical Advisory Committee serves as an ex officio non-voting member of the Executive Committee.

Budget and Finance Committee

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

Human Resource Committee

The Human Resources Committee shall advise the OCFA staff and make recommendations to the Board of Directors on matters regarding human resources policies, job class specifications, compensation programs, benefit changes and renewals, labor negotiations, staff training development and recognition programs, succession planning, risk management and Workers' Compensation policies, and development of management/performance evaluation and information systems.

City Managers' Technical Advisory Committee

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

City Managers' Budget and Finance Committee

The City Managers' Budget and Finance Committee (B&FC) is comprised of six City Managers who meet annually to review the proposed budget. This Committee also meets, when needed, to

review significant changes in the OCFA's financial condition and to discuss proposed policy decisions which may have financial ramifications for the OCFA and/or its member agencies. The Committee provides input to the OCFA's financial staff, the Fire Chief, and the OCFA Board of Directors regarding changes that they recommend to proposed financial policies, budget priorities, uses of available fund balance, and/or steps they believe the OCFA should take to reduce the budget.

Fiscal Considerations

OCFA's Fiscal Strength

The Orange County Fire Authority, funded much like a fire district, derives the majority of its funds from property taxes and service charges from the OCFA's cash contract cities. Currently, the OCFA has cash and investments of approximately \$155 million and received the highest credit rating by Standard & Poor's (SP1+) on its last short-term debt issue in 2015. The OCFA's strong fiscal management and solid record of fiscal discipline were two of the key contributing factors to the positive rating.

In September 2013, the OCFA Board of Directors approved an Accelerated Pension UAAL Payment Plan. The accelerated plan has the following benefits:

- Results in the OCFA's pension liability being paid off sooner
- Earlier and larger contributions into the pension system result in greater investment income earned
- Greater investment income earned results in less money paid by the employer over the long-term

As of December 31, 2020, OCFA's pension UAAL is \$275.6 million. In 2021, the actuary reported that the OCFA has saved \$46.8 million in interest by making additional payments towards its UAAL and is currently 87.7% funded. The OCFA is projected to achieve 100% funding by December 31, 2025

Further demonstrating the OCFA's fiscal strength is the fact that the OCFA's Business Services Department has received national awards for its fiscal management. In fiscal years 1998 through 2020, the OCFA has produced a Comprehensive Annual Financial Report for which they received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

The OCFA received budget awards from California Society of Municipal Finance Officers

(CSMFO) from 2001 through 2020 and GFOA's Distinguished Budget Presentation Award from 1999 through 2020. The Distinguished Budget Award is the highest form of recognition bestowed by the GFOA for governmental budgeting.

In addition to awards for financial reporting, budgeting, and treasury functions, the OCFA's Business Services Department–Purchasing Division earned the Excellence in Procurement Award by the National Purchasing Institute, Inc. (NPI) in 2007, 2008, and yearly 2011 through 2021. This award recognizes organizational excellence in procurement.

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

Structural Fire Fund Cities

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

Cash Contract Cities

The cities of Buena Park, Garden Grove, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster receive services on a cash contract basis. A base charge was established for each city at time of entry. This charge is updated annually based on the percentage increase in the General Fund budget subject to a cap on the cost of annual adjustments. See chart on page 11 for historical increases. These costs represent the cost of providing service within a contract city and include:

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

The proposed contract with the City of Fullerton would be a cash contract.

Future Options for Withdrawal from the OCFA

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

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

Overview of Fullerton Fire Department

The Fullerton Fire Department serves approximately 137,350 residents within its geographical boundaries of 22.3 square miles. The City's real property's assessed value is in excess of \$22.6 billion. Fullerton's Fire Department provides fire protection, emergency medical services, and public assistance services within the City of Fullerton and responded to approximately 13,900 emergency calls in the 2020 calendar year.

Current Fire Station Staffing**Fire Station 1 – 312 E. Commonwealth**

Type I Engine – Paramedic Engine (4 personnel)
Battalion Chief

Fire Station 2 – 1732 W. Valencia

Type I Engine - Paramedic Engine (4 personnel)

Fire Station 3 – 700 S. Acacia

Type I Engine - Paramedic Engine (4 personnel)

Fire Station 4 – 3251 N. Harbor

Type I Engine - Paramedic Engine (4 personnel)

Fire Station 5 – 2555 Yorba Linda

Type I Engine - Paramedic Engine (4 personnel)

Fire Station 6 – 2691 Rosecrans

Truck - Basic Life Support (4 personnel)

Fullerton's Dispatching

Emergency communications services are currently provided by Metro Cities Fire Authority (Metro Net) whose public safety dispatchers are trained in fire and medical emergencies. Dispatch operates on the county-wide 800 MHz system for communications and utilizes Criteria Based Dispatch (CBD) for pre-arrival instructions. Its current Computer Aided Dispatch (CAD) is Keystone, which is interfaced to paging, station terminals, alerting, and Records Management System.

Dispatch Comparative

Fullerton	OCFA
800 MHz Radio System	800 MHz Radio System
USA Mobility (Private Paging Company)	OC 900 MHz Paging
Keystone CAD	CentralSquare Enterprise CAD
MDC Terminals – Broadband	MDC Terminals – Broadband
Criteria Based Dispatch (CBD)	Criteria Based Dispatch (CBD)
Working Structure Fire Response 4 Engines 2 Trucks 2 Battalion Chiefs 1 Paramedic	Working Structure Fire Response 4 Engines 2 Trucks 2 Battalion Chiefs 1 Paramedic 1 Division/Duty Chief 2 Investigators 1 Service Support Unit (Bottles and REHAB) 1 Safety Officer 1 Public Information Officer
Structure Fire/High Rise 4 Engines 2 Trucks 2 Battalion Chiefs 1 Paramedic	Structure Fire/High Rise 6 Engines 2 Trucks 2 Battalion Chiefs 1 Paramedic 1 Division/Duty Chief 1 Safety Officer 1 Service Support Unit (Bottles and REHAB) 1 Public Information Officer
Medical Aid Response *Minimum response is Basic Life Support level unit. Additional resources dependent on nature	Medical Aid Response 1 Engine or Truck 1 Paramedic 1 Private Ambulance
Traffic Accident/Person Trapped 1 Engine 1 Truck 1 Battalion Chief 1 Paramedic 1 Private Ambulance	Traffic Accident/Person Trapped 1 Engine 1 Truck 1 Battalion Chief 1 Paramedic 1 Private Ambulance

Overview of the OCFA

The Orange County Fire Authority is one of the largest regional fire service providers in California. The Authority responded to approximately 148,721 emergency incidents throughout its fire protection area during the 2020 calendar year. The Authority's staffing¹ includes 1,152 firefighters, and 53 fire management personnel, 341 non-safety staff, and 162 reserve positions. The OCFA

¹ Authorized positions, not all are filled.

currently serves 2 million residents in an area of 587 square miles. This service area consists of 24 political jurisdictions including the unincorporated county areas and 23-member cities with real property having an assessed valuation more than \$374 billion.

Communities Proudly Served:

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

The OCFA operates out of the Regional Fire Operations & Training Center (RFOTC) as its fire department headquarters in the City of Irvine and 77 fire stations in 11 battalions, providing fire suppression, emergency medical, rescue, hazardous materials response, and fire prevention services. The department's service area, which is non-contiguous and includes all parts of the county, is organized into seven major geographical divisions. The equipment used by the department has the versatility to respond to both urban and wildland emergency conditions. The OCFA's inventory includes structural engines, brush engines, trucks/quints, paramedic squads, and other specialized equipment, including hazardous materials units, urban search and rescue units, command units, water tenders, crew-carrying vehicles, air utility units, foam tenders, fuel tender, dozers, and helicopters.

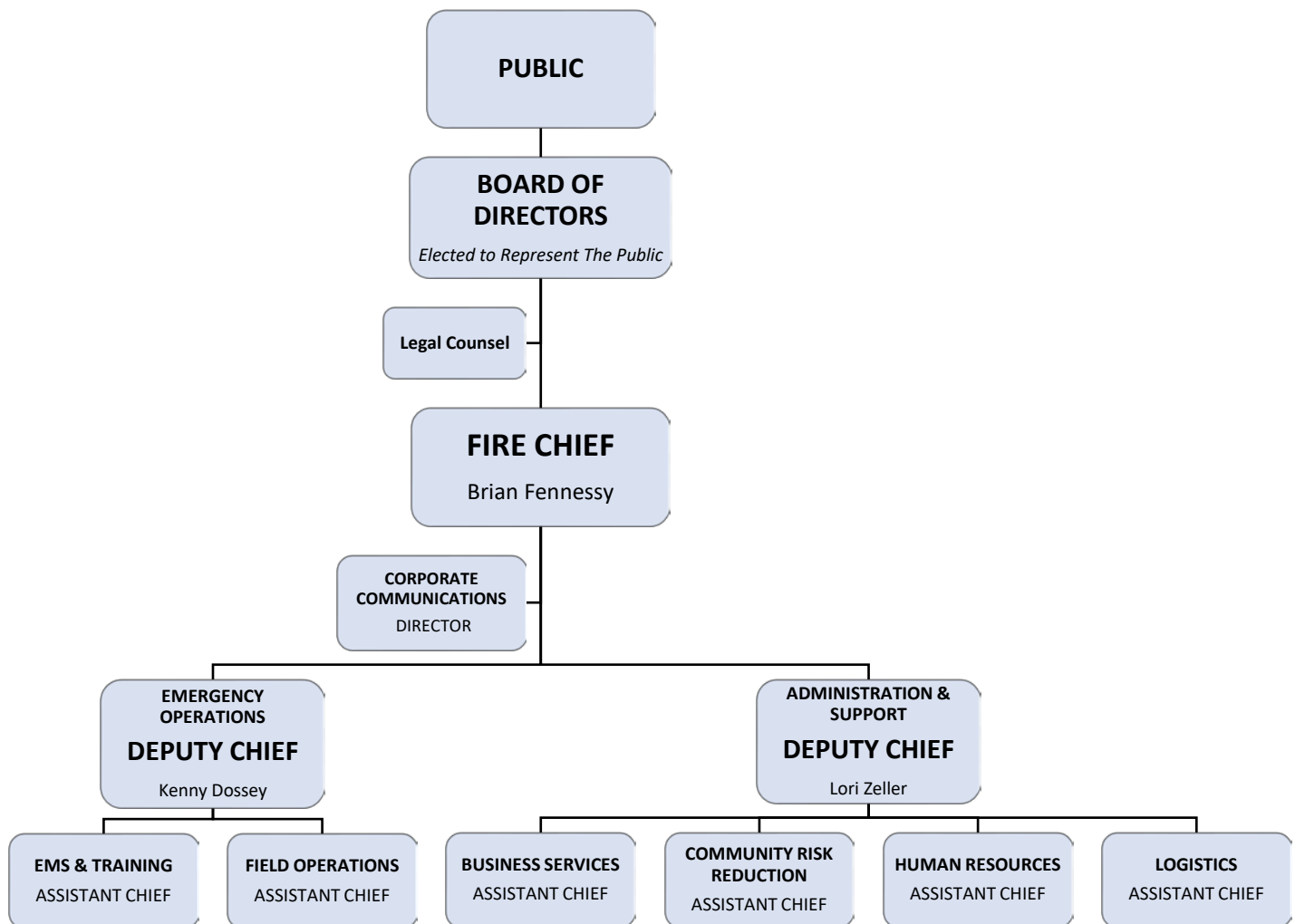
The OCFA has 30 automatic and mutual aid agreements with other fire departments for use and assignment of resources for daily operations and in the event of major emergencies. Under contract to the state, the OCFA protects approximately 175,000 acres of wildland in State and Federal Responsibility Areas located within the county. The OCFA also provides aircraft rescue firefighting services by contract to John Wayne Airport in Irvine.

Organizational Structure

Executive Management

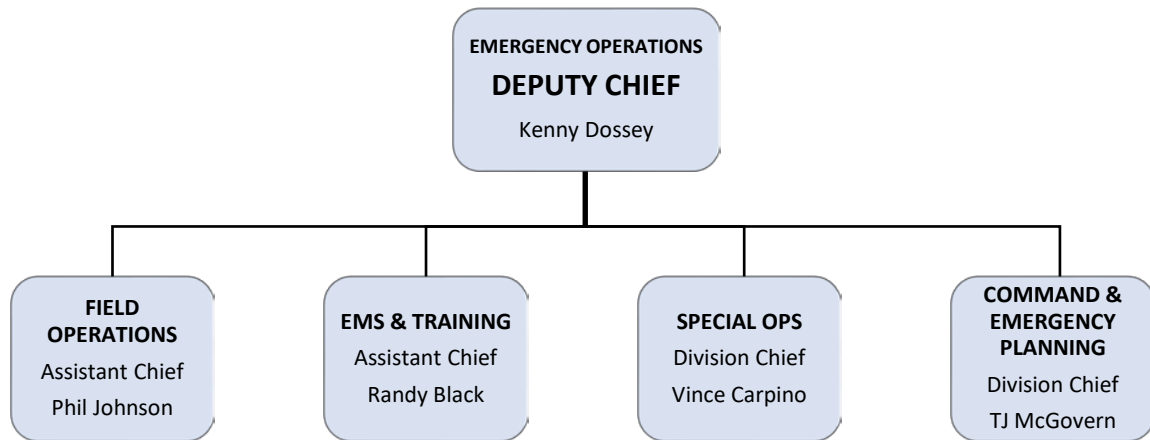
A combination of safety and non-safety managers provide leadership for the OCFA; an appointed Fire Chief, two Deputy Chiefs and six Assistant Chiefs. Service activities are organized into six

departments: Field Operations, EMS and Training, Business Services, Community Risk Reduction (Fire Prevention), Human Resources, and Logistics.



Emergency Operations Bureau

The Emergency Operations Bureau, under the command of a Deputy Chief, is responsible for the delivery of fire, hazardous materials, emergency medical, and rescue services and is most recognizable to the citizens protected by the Orange County Fire Authority.



Field Operations Department

The department is composed of seven divisions, each under the command of a Field Division Chief. The seven divisions are based on geographical areas and are divided into battalions under the command of Field Battalion Chiefs. Each battalion contains five to ten stations. Stations are staffed with Captains who are responsible for supervising the fire and emergency medical services for that station on a day-to-day basis. Similar to fire station personnel positions, Battalion Chief positions are staffed on a shift basis (A, B, and C shift) twenty-four hours per day.

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

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

Fire Suppression

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

Emergency Medical Response

Response to medical emergencies is historically the majority of the responses by Operations personnel. The OCFA provides EMS service with Basic Life Support (BLS) units, Advanced Life Support (ALS) Units from Paramedic Assessment Units and either ALS Paramedic Squads, Engines or Trucks. As with Fire Suppression this service is enhanced by mutual and automatic aid agreements with surrounding jurisdictions.

Fire Prevention Activities

Operations Department field personnel, located in stations throughout the county, also devote considerable time each day to fire prevention and education activities. To maximize resources, engine, truck, and paramedic companies perform most fire safety inspections of businesses and multi-tenant occupancies. Personnel are trained in fire prevention and controlled-activity permit procedures. In addition, field companies provide safety education and familiarization programs to schools, community groups, and interested citizens as part of the Authority's efforts to prevent fires and the associated injuries and losses.

Hazardous Materials (HazMat) Emergency Response Team

The HazMat Team responds to hazardous materials spills and leaks, providing expertise in the safe handling, abatement, and documentation of the emergency.

Aircraft Rescue and Firefighting

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

Community Volunteer Services

The Community Volunteer Services, managed from Battalions 2 and 3, coordinates all volunteer programs within the OCFA. This includes the Reserve Firefighter Program, the Fire Cadet Program, and the Fire Chaplain Program. The Fire Cadet Program provides opportunities for youth between the ages of 14 and 21 to develop leadership, management, and accountability skills at an early age.

Emergency Medical Services and Training Department

Emergency Medical Services

The EMS and Training Department provides Emergency Medical Services, specialized training programs for Operations personnel, administers the Wellness and Fitness program (WEFIT), and the Cancer Awareness and Prevention Program (CAPP). There are seven dedicated Nurse Educators (RN's) for field training, review and certification in addition to the Paramedic Coordinator (RN), and Firefighter/Paramedic field support liaison who report to the EMS Battalion

Chief. The OCFA employs a medical director for oversight of quality control of pre-hospital care. Physician Claus Hecht is actively involved with OCEMSA and participates in numerous local, state, and federal EMS and Urban Search and Rescue (US&R) task forces and decision-making commissions. Our EMS Section is dedicated to quality control, training, and tracking the latest emergency medical trends and health care to best serve the citizens in our communities.

Training and Safety Division

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

Training and Promotion Division

Training and Promotion Division coordinates the preparation of classes with Operations Training and Safety for operations personnel and coordinates all promotional examinations for Fire Apparatus Engineer, Fire Captain, and Battalion Chief with Human Resources. This section also assists the Human Resources with firefighter recruitments.

Wellness and Fitness

The WEFIT Program is responsible for administering the WEFIT exam process, fitness facilities, and maintaining the Peer Fitness Trainer program for the career firefighter work force. This program, which is a joint Labor-Management initiative, emphasizes the prevention of injuries to the employee, and historically, the WEFIT program has decreased the costs associated with lost workdays, Workers' Compensation, and reduced the potential for re-injury.

Special Operations Division 10

Air Operations Section

The Air Operations Section is responsible for coordination of the Authority's helicopter program. The Authority currently maintains firefighting helicopters at Fullerton Airport, which are used for emergency responses throughout the year for wildland and wildland-urban interface fires, swift water and still water rescues, medical rescue support, and disaster mitigation.

Urban Search and Rescue

The Orange County Fire Authority is capable of providing Urban Search and Rescue (US&R) services, utilizing four US&R truck companies strategically placed within Orange County. Two of these truck companies are within close proximity to the City of Fullerton in Buena Park and Yorba

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

Crews and Equipment

The Crews and Equipment Section is comprised of handcrew firefighters and heavy fire equipment operators. When not deployed on wildland incidents, the Crews and Heavy Fire Equipment Section completes prevention activities such as fire road maintenance and fuels reduction work in OCFA service areas. The personnel and equipment are also utilized to perform overhaul activities on structural fires, sandbagging, and mud and debris removal during winter rains.

Investigation Services Section

The origin and cause determination of our fires is the first step in determining our fire problem and ultimately fire prevention. The Orange County Fire Authority is constantly staffed with origin and cause investigators to gather data that drives our fire prevention and community education efforts. The section also includes fire investigators that focus on criminal follow-up. These investigators work closely with city, state and federal law enforcement agencies to reduce intentionally set fires. The section is assisted by an accelerant detection canine through an agreement with the Alcohol Tobacco and Firearms (ATF).

Command and Emergency Planning Division 11

Emergency Communications Center (ECC)

The Emergency Communications Center is responsible for receipt and dispatch of emergency calls. The dispatcher answering the initial call determines the type of call, jurisdiction, and closest unit, and dispatches units via computer-aided-dispatch (CAD). In the event of a medical emergency, a dispatcher remains on the phone and utilizes the OCFA's Emergency Medical Dispatch (EMD) procedures to render life-saving instructions while apparatus are responding.

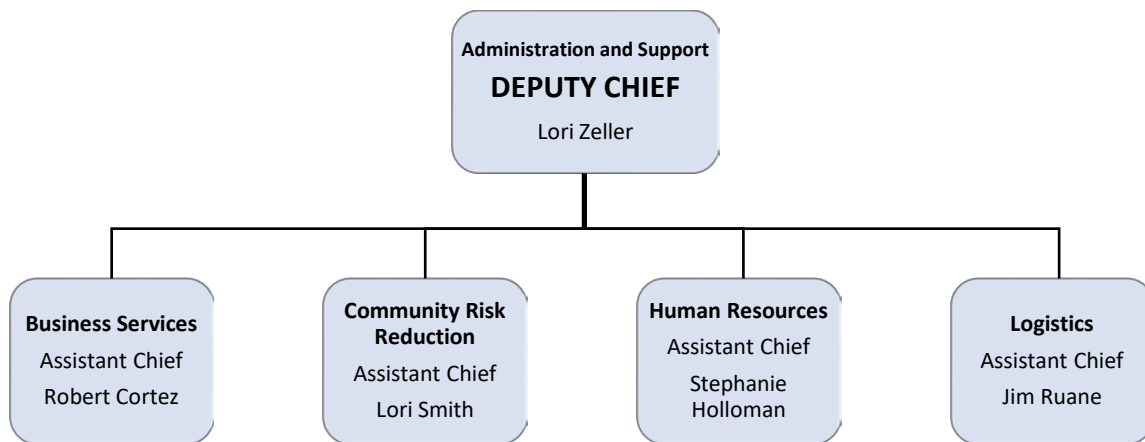
Strategic Services

Strategic Services personnel, in conjunction with city/county and Local Agency Formation Commission (LAFCO) planning staff, reviews and responds to major development proposals for public safety and fire protection impacts. Other responsibilities include analyzing and monitoring impacts of development projects, annexations, and incorporations of fire resources, and initiating agreements with developers for acquisition, design, construction, and dedication of fire facilities and equipment. This section also coordinates all California Environmental Quality Act (CEQA) related reviews and processes of the agencies. Also included are all activities associated with

analysis of demographic shifts on service delivery, Authority performance standards, management of the OCFA Strategic Plan, and proposal coordination for new partner cities.

Administration and Support Bureau

The Administration and Support Bureau, under the command of a Deputy Chief, is responsible for much of the behind the scenes work that makes it possible to run the Orange County Fire Authority. The Regional Fire Operations and Training Center (RFOTC) in Irvine operates as our headquarters and is the location where the majority of these services take place. There are remote locations around Orange County that serve as field offices.



Business Services Department

The Business Services Department, under the direction of an Assistant Chief, manages all financial, purchasing, legislative, and Board of Director activities. The department coordinates and prepares all budget, payroll, accounting, and administrative support to the Authority; monitors cash balances, makes investments, coordinates issuance and administration of long and short-term debt; purchasing; and provides oversight of the Clerk of the Authority. Legislative affairs and monitoring responsibilities are also conducted by this Department.

Clerk of the Authority

The Clerk of the Authority's Office is responsible for attending and taking minutes of all public meetings of the Board of Directors and its committees, executing orders of the Board as directed, preparing legal notices for publication, distributing copies of Board orders, processing subpoenas, customer feedback, Fair Political Practice Commission (FPPC) filings, and performing records management functions for the Authority.

Finance

The Finance Division is responsible for providing financial accounting, reporting, planning, and developing procedures and policies to protect and safeguard the financial and material assets of the

Authority. Responsibilities include accounts receivable, accounts payable, and payroll; general accounting of fixed assets, and general ledger; and support budget preparation and monitoring, and special financial studies.

Purchasing

The Purchasing Division processes all purchasing requisitions, develops requests for proposals, manages formal bid processes, and manages surplus property for the Authority. Based upon the OCFA's strong purchasing practices and policies, the Section has received an award for Achievement of Excellence in Procurement in 2007, 2008, and 2011 through 2021.

Treasury and Financial Planning

The Treasury and Financial Planning Services Division is responsible for providing a variety of Treasury and Financial Planning services for the Authority. Treasury services include monitoring cash balances, making investments, issuing and administering long and short-term debt, and oversight of the Deferred Compensation program. Financial Planning services include preparation of annual budgets, monitoring and reporting of budget variances, financial forecasting, and special financial studies.

Legislative Services Section

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

Community Risk Reduction Department (Fire Prevention)

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

Planning and Development

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

Prevention Field Services

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

Wildfire Pre-Fire Management

The OCFA's Wildfire Pre-Fire Management Section (PFM) provides for wildfire prevention in Orange County's State Responsibility Areas (SRA) as well as the wildland urban interface (WUI) areas of incorporated cities and unincorporated areas of the County. PFM is funded through both the State (CAL FIRE) and local funding and is overseen by a Deputy Fire Marshal. The overall goal of the PFM team is to ensure operational success through the efforts of two programs, including Wildland Resource Planning and Community Wildfire Mitigation.

- *Wildland Resource Planning* – The OCFA's Wildland Resource Planner is responsible for overseeing the OCFA's remote automated weather stations (RAWS), live fuel moisture monitoring, fuel reduction projects, fire roads and fuel break maintenance, and is the on-scene CAL FIRE agent at SRA-related incidents for Orange County. Additionally, this position works collaboratively with other key stakeholders (i.e., landowners/managers, government agencies, utilities, etc.) on prevention, suppression and restoration related issues and projects. The OCFA's Fire Behavior Decision Support Team also works with the Wildland Resource Planner.
- *Community Wildfire Mitigation (CWM)* - Under the leadership of an Assistant Fire Marshal, this section has three Fire Prevention Specialists, who are responsible for fuel modification plan reviews and compliance, annual defensible space inspections, post-event damage inspections, mapping and reporting, vegetation-related complaint follow-up, and wildfire community outreach. Additionally, this section regularly collaborates with other city, county, state, and

federal agencies, as well as with Homeowner's Associations, property owners and local Fire Safe Councils.

Human Resources Department

Human Resources is managed by the Assistant Chief of Human Resources, and administers benefits, employee/labor relations, recruitment and selection, and the risk management program.

Risk Management

The Risk Management Section administers the general liability and workers' compensation insurance programs, the safety and occupational health programs and the Behavioral Health program. The section secures insurance coverage for the Authority's insurance needs, responds to general liability losses and claims, designs and implements safety compliance programs, conducts health/safety and ergonomic assessments and is responsible for maintaining Cal/OSHA and NFPA health and Safety records.

Benefits

This section is responsible for the administration of a variety of benefit programs including CalPERS Medical Plans (for non-Firefighter Unit employees), Employee Assistance Program, Retiree Medical Program, and Dependent Care Assistance Program. The Benefits Section is also responsible for the administration of the dental, vision and life insurance programs for non-Firefighter Unit employees and serves as a liaison to the Orange County Employees Retirement system (OCERS). The Benefits Section is responsible for transmitting the Authority's contribution to the Orange County Professional Firefighters Association Medical Benefit Trust Fund, which is administered by the Association. This section also includes Classification and Compensation which maintains OCFA classification specifications, administers class studies and updates the Authority's salary tables.

Recruitment and Selection

In compliance with State and Federal laws and statutes, Recruitment and Selection is responsible for recruiting and selecting the most qualified candidates, promoting qualified employees, and upholding the OCFA's merit system selection rules and appeals procedure.

Employee Relations

Employee Relations consists of employee and labor relations and is responsible for handling investigations, grievances, and complaints, interpretation of MOU provisions, personnel evaluations and supporting employee performance management.

Logistics Department

The Logistics Department is managed by an Assistant Chief and provides support to all departments of the Authority. The Department responsibilities include the coordinating all facility maintenance, repairs, and construction; automotive and fleet maintenance, repairs, and acquisition; development, operation, maintenance, and security of the Authority's computers, networks, information systems, and communication systems.

Fleet Services

The Automotive Section manages a fleet of more than 650 vehicles and fire apparatus; performs preventive maintenance, major and minor repairs, and renovations on the Authority's apparatus and vehicles; tests and certifies specialty equipment; designs and develops specifications; and oversees acquisition and manufacturing quality assurance of all vehicles and apparatus.

Information Technology

The Information Technology (IT) Section is responsible for the development, operation, maintenance, and security of the Authority's computers, networks, information systems, and communication systems. Responsibilities include strategic planning and forecasting of technology needs; development and monitoring of technology standards and guidelines; systems analysis, design, and implementation; software and hardware evaluation; selection and deployment of all IT related purchases, upgrades, and replacements; and maintenance of a centralized enterprise Geographic Information System (GIS).

The OCFA's IT Section has been designated the lead agency by the Orange County Fire Chiefs Association to oversee and implement several grant-funded initiatives to improve Fire Service through Technology and Interoperability. Countywide technology projects lead by the OCFA have included CAD-to-CAD Interoperability, Wireless Mobile Data Network, Countywide GIS Repository & Mapping Standards, NG911 GIS coordination, and an Automatic Vehicle Location program.

Property Management

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

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

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

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

Service Center

The Service Center provides shipping, receiving, and warehousing services for the Authority; performs mail processing and delivery services; certifies and maintains apparatus; provides repair and fabrication services on equipment, woodworking, safety garments, and tools; manages the acquisition and distribution of bulk supplies and equipment; and provides logistical support for major emergencies.

Corporate Communications

Overseen by the Director of Communications, this section is comprised of a Public Relations Manager, three 24-hour Public Information Officers (PIO), a Community Relations and Education Supervisor, five Community Education Specialists, and a Multimedia Supervisor and Specialist.

Public Information and Media Relations

The PIO section is staffed by three Captains on a 24-hour shift schedule. The office ensures that the public is kept informed of daily OCFA activities, and during major emergency incidents. The PIO acts as the spokesperson for the OCFA during daily requests from reporters as well as during major incidents. The PIO ensures that accurate and timely information is released to the public and media. The PIO also assists with news releases, board advisories, and community outreach.

Education and Community Outreach

The Community Relations/Education team is responsible for large-scale educational campaigns and community outreach events. This group also creates messaging material and delivery systems to promote awareness of public safety issues. The most significant campaigns that educators are involved with include drowning prevention, wildfire awareness, fire safety, disaster preparedness and neighborhood smoke alarm installations.

Multi-Media Services

This section is responsible for all the OCFA's audio, video and photographic needs. Staff produces monthly informational videos and Podcasts, training videos, newsletters, covers the firefighter academies, manages all audio and video for monthly executive committee and board of directors'

meetings, and designs a wide variety of OCFA informational material.

Resource and Strategic Decisions

Resource Decisions

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

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

The OCFA provides a depth of resources which allows for an aggressive move-up and cover program. This allows for rapid coverage of Fullerton if resources are committed to incidents in the city. Automatic Vehicle Location (AVL) enables the OCFA to utilize the closest resources, including automatic aid for rapid response to emergencies. These new technological improvements will supplement our existing multi-agency 800Mhz radio system and inter-agency dispatch link.

Local Control and the OCFA Liaison

While the City will have a representative on the Board of Directors, the OCFA recognizes that an ongoing liaison between the City and its fire department is essential. The OCFA assigns a Division Chief and a Battalion Chief to maintain day-to-day working relationships with the City Manager, and through him/her, the City Council. If the City of Fullerton is to transition to the Authority, OCFA Battalion 12 will be created, and the battalion headquarters will be at the current Fullerton Station 1. The battalion will be part of OCFA Division 7, and the Division headquarters will be provided from its current location in Buena Park.

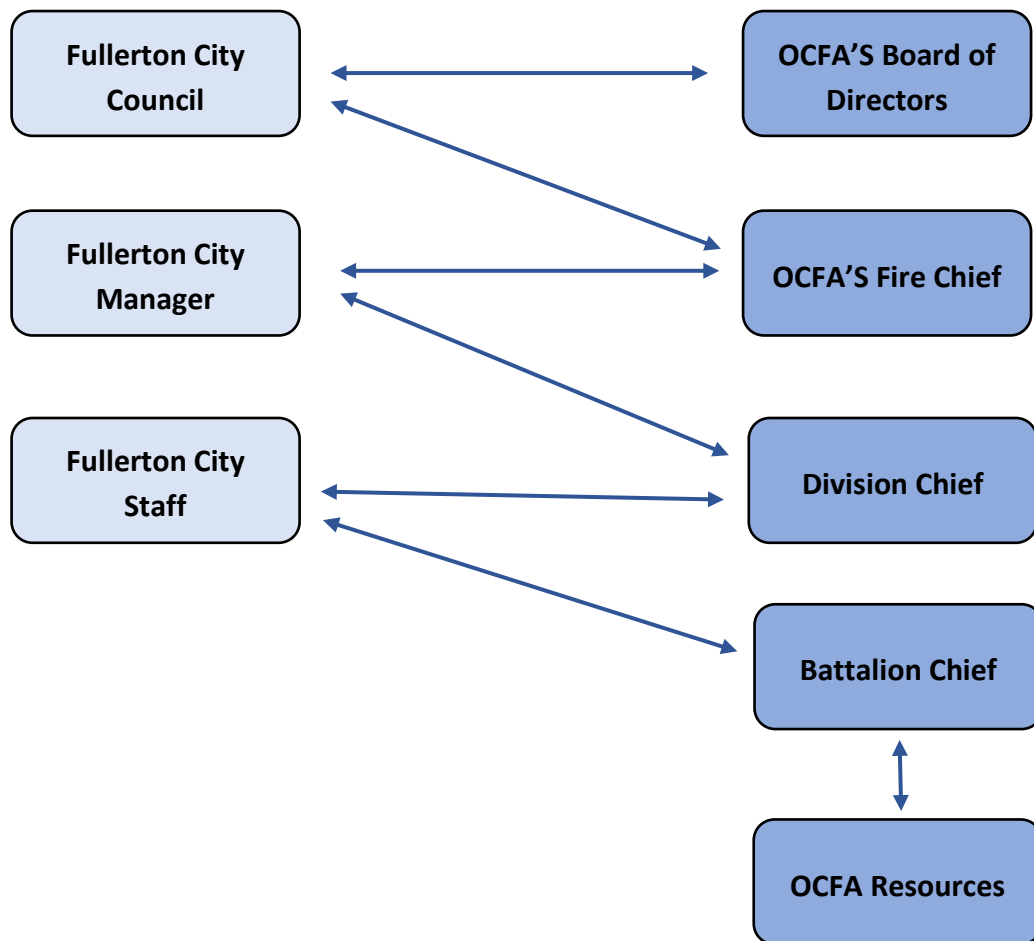
The Division Chief is responsible for representation at meetings called by the City Manager, City Council meetings, and other city staff meetings where fire department input is needed. The Division Chief or Battalion Chief represents the fire department at community events, meetings, or other functions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

Corporate Communications ensures the OCFA Board Director and appropriate city staff are immediately notified of all significant incidents within the city. Notifications are customized for each city to ensure the needs of our partners are met. Local control is maintained as the OCFA, through Corporate Communications, will work collaboratively with city staff in developing strategic communications plans regarding issues and incidents affecting the OCFA and our partner cities. The Public Information Officer (PIO) will be on-scene of significant incidents to handle media relations to ensure strategic communication plans are implemented and timely and accurate information is disseminated.

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

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

City of Fullerton Access to OCFA Resources



Apparatus

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

- (5) Type I Engines (349A, 350A, 355C, 357C, 363B)
- (4) Reserve Type 1 Engines (351C, 352C, 353C, 354C)
- (2) Battalion Chief Vehicles (143C, 1030)
- (1) Battalion Utility (144A)
- (3) Truck Companies (360A, on order for Station 6, to be ordered for Station 3)
- (5) Fire Prevention Vehicles (132D, 133A, 139C, 145C, 205A)
- (3) Command Vehicles (119D, 134B, 276B)

The City will lease to the OCFA, at no cost, all current fire department vehicles, and apparatus necessary to maintain service within the City of Fullerton, as outlined above. The apparatus will be

incorporated into the Authority's vehicle rotation and replacement plans and preventative maintenance program. Currently, an engine is expected to obtain approximately 120,000 miles during a life span of approximately fifteen (15) years.

Throughout the engine or truck's service life, it will be rotated between busy and slow stations to allow the maximum life expectancy to be reached. The replacement cost of each vehicle is based on the anticipated price in the year of purchase divided by the years of expected service.

Each of OCFA's fleet of more than 650 vehicles is scheduled for preventative maintenance, based on mileage and use to ensure safety and response capability. The Automotive Section tracks each vehicle's mileage, use, performance, and repairs. If a trend develops, due to increased vehicle failure or need for repair, maintenance schedules are adjusted as necessary to correct any problems or potential problems. If any apparatus develops ongoing issues, the vehicle's use and life span are re-evaluated and adjusted accordingly.

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

Equipment currently assigned to the Fullerton Fire Department and not requested by the OCFA will return to the City.

Facilities

The OCFA Property Management completed a cursory review of the six Fullerton Fire Stations to evaluate the overall condition. The inspection revealed all stations to be in serviceable condition, with no major deficiencies apparent. Supporting documents were provided by the City. The inspection included the following areas:

- Electrical
- Plumbing
- HVAC
- Emergency Generators
- Roof
- Apparatus Bay Doors
- Diesel Exhaust Collection
- Fuel Storage Tanks

- Dorm, Bath, and Storage Configuration

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

OCFA Leasing of Facilities

The City of Fullerton will lease the 6 fire stations and the training tower to the Orange County Fire Authority for the nominal fee of \$1.00 per year for each station. The OCFA will use the premises for public safety purposes. The City shall be responsible for insurance protection of improvements against fire and other risks. The OCFA will provide normal, daily operations, and maintenance for the leased facilities consistent with established OCFA standards. The OCFA will be responsible for all utilities, including gas, electricity, water, and trash removal except those facilities shared by other entities.

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

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

Hazard Issues

The City will maintain all responsibility for current fuel storage tanks, associated above and underground piping, and any other previously existing hazards including asbestos, asbestos containing materials and mitigation. Associated costs will be the responsibility of the City of Fullerton and will be addressed expeditiously at the earliest convenience of both the City of Fullerton and the OCFA.

Personnel

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

The OCFA will hire all sworn safety personnel that are current Fullerton Fire Department employees based on their rank held on April 26, 2021, subject to the conditions noted in this section and the following:

All current sworn employees will be offered positions with the Orange County Fire Authority. The Fullerton Fire Department non-sworn employees may be offered positions based on funded positions vacant within the Orange County Fire Authority.

Sworn positions by rank needed for contract:

- 3 Battalion Chiefs
- 18 Fire Captains
- 18 Fire Apparatus Engineers
- 36 Firefighter/Firefighter-Paramedics

The policy of the OCFA is that only the number of positions of rank (Battalion Chief, Captain, Engineer) created by the addition of a new contract are available to the new transitioning personnel. Historically, if the transitioning city has more positions of rank than created by the new contract, those individuals in excess may be demoted in rank. The City will determine which individuals will fill the positions of rank, prior to the transition.

Compensation

The OCFA Human Resources Section will prepare calculations to match the Fullerton employees' salary with the closest comparable base pay on OCFA's salary schedule for the rank in which the employee will transition. If the employee's base salary falls between two steps, the employee will receive the higher step. Non-safety compensation is based on the position they are offered. The safety employees will receive retirement and medical benefits as outlined in the current OCFA Firefighter MOU².

² Non-safety employee(s) will follow the OCEA General/Supervisory Unit MOU for new hires, service a probationary period.

Seniority

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

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

Transitioning employee seniority list will be provided by the City of Fullerton to the OCFA at time of transition.

Probation

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

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

If an employee meets any of the above exceptions, the employee may serve a new probation period of twelve months. Civilian non-sworn employees serve a probationary period as per the Orange County Employee's Association Memorandum of Understanding for general and supervisory management.

Medical/Physicals/Fingerprint/DMV

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

Sick Bank

The OCFA does not provide any advanced sick leave balance for the transitioning employees. All

sick leave accrued by transitioning employees during their employment with the City of Fullerton shall be the responsibility of the City of Fullerton. The OCFA suggests a sick leave bank for the City of Fullerton employees of five shifts (120 hours). If the City wishes to transfer a sick leave bank for the transitioning City of Fullerton employees, the OCFA will coordinate with the City on details associated with use of the banks.

Vacation Accrual

The OCFA does not provide any advanced vacation leave balance for the transitioning employees. All vacation accrued by transitioning employees during their employment with the City of Fullerton shall be the responsibility of the City of Fullerton. If the City wishes to transfer a vacation leave bank for the use of transitioning City of Fullerton employees, the OCFA will coordinate with the City on the details associated with the use of the banks.

Transition

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

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

- ☐ Priority Tasks
- ☐ Essential Tasks
- ☐ Non-Essential Tasks

Priority Tasks

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

Employee Transition

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

Dispatch Transition

Another priority task for transition is the ability for the Orange County Fire Authority to dispatch Fullerton resources. Unlike many tasks necessary for a complete transition an error or mistake in dispatching could result in extended response times, which could have grave consequences. Therefore, the tasks associated with transition of information between Metro Net and the OCFA Dispatch center require deliberate and accurate transfer of information.

Essential Tasks

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

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

Non-Essential Tasks

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

Start-Up Costs

The table is a list of one-time only basic expenses necessary for implementation of services (start-up costs) and will be the responsibility of the City of Fullerton. The OCFA is willing to discuss amortizing the start-up costs over multiple years rather than incurring a large cash outlay in a single budget year.

Based on 75 Sworn Personnel		
Comm/IT \$404,650	Station Alarms Station Phones (Office & Fax) Tablets for engines/Trucks Radios (Stations & Mobile) Pagers OCFA Computer Programs	Station Network Station Computers Printers/Copiers Radio Pacset Mobile Data Computers Vehicle Tech Upgrades
Facilities \$152,700	Station Locks	Security Gates
Personnel Costs \$167,880	Physicals Insurance (Risk Management)	Livescan Onboarding
Service Center \$394,080	Helmet Shields Station Equipment Brush Helmets Wildland Personal Protective Equipment Fire Shelters Wildland T-Shirts	Goggles Rain Gear Apparatus Complement Uniforms Dress Uniforms Apparatus Decaling
Fleet Services \$114,520	Apparatus Repairs	
EMS \$357,848	EMS Equipment	Standardize Equipment
Total Start-up Costs: \$1,591,678		

Communication Services/Information Technology

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

of Fullerton.

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

Facilities

The cost to correct current station issues and standardize each of the stations is divided into two main categories:

- Start-up Costs - \$152,700
- Yearly Maintenance - \$90,000 (repair current issues)

Start-up Costs

The facility “Start-up Costs” are required to standardize each of the stations to OCFA standards. The standardization reduces maintenance costs and provides consistency among all the fire stations. Some of the start-up costs include items such as signage, window coverings, and dorm privacy dividers.

Yearly Maintenance

The OCFA will utilize the yearly facility maintenance charge of \$90,000, which is part of the contract costs, to cover any repairs that may arise.

If the yearly maintenance costs exceed the \$90,000 yearly maintenance fund, the repairs may be completed the following year when additional funds become available.

Personnel

Personnel costs reflect charges incurred during the hiring process for physicals, livescans and onboarding.

Service Center

There will be costs incurred in an effort to standardize equipment and materials.

Safety Equipment

Charges include the cost of basic safety equipment and protective clothing for wildland and structural emergency incidents. Fullerton’s safety equipment standards are similar to those of the OCFA, and the majority of the equipment meets and/or exceeds OCFA requirements; therefore, the only items that will require purchase are items that are not currently issued by the Fullerton Fire

Department or identification changes to safety equipment. Standardization for self-contained breathing apparatus bottles is necessary with the conversion to 30-minute bottles.

Apparatus Complement

Standardization of equipment is essential for large departments as every employee must know the type of equipment that is on every apparatus and its location; therefore, some equipment will need to be purchased.

Fleet Services

As the current vehicles owned and operated by the Fullerton Fire Department are mechanically sound the start-up costs are minimal and will be expended for minor repairs of the engines.

Adoption of Codes and Ordinances

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

- Consider adoption of OCFA amendments to the 2019 California Fire and Building Codes.
- Designate the Orange County Fire Authority's Fire Chief as the City of Fullerton's Fire Chief.

Documents for City Council Approval

- Joint Powers Authority Agreement
- Fire Services Agreement

2021 OCFA Board of Directors

(Attachment A)



Chair
David John Shawver
City of Stanton
Board Member Since: 1995
Stanton@ci.stanton.ca.us



Vice Chair
Michele Steggell
City of La Palma
Board Member Since: 2015
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City of Aliso Viejo
Board Member Since: 2020
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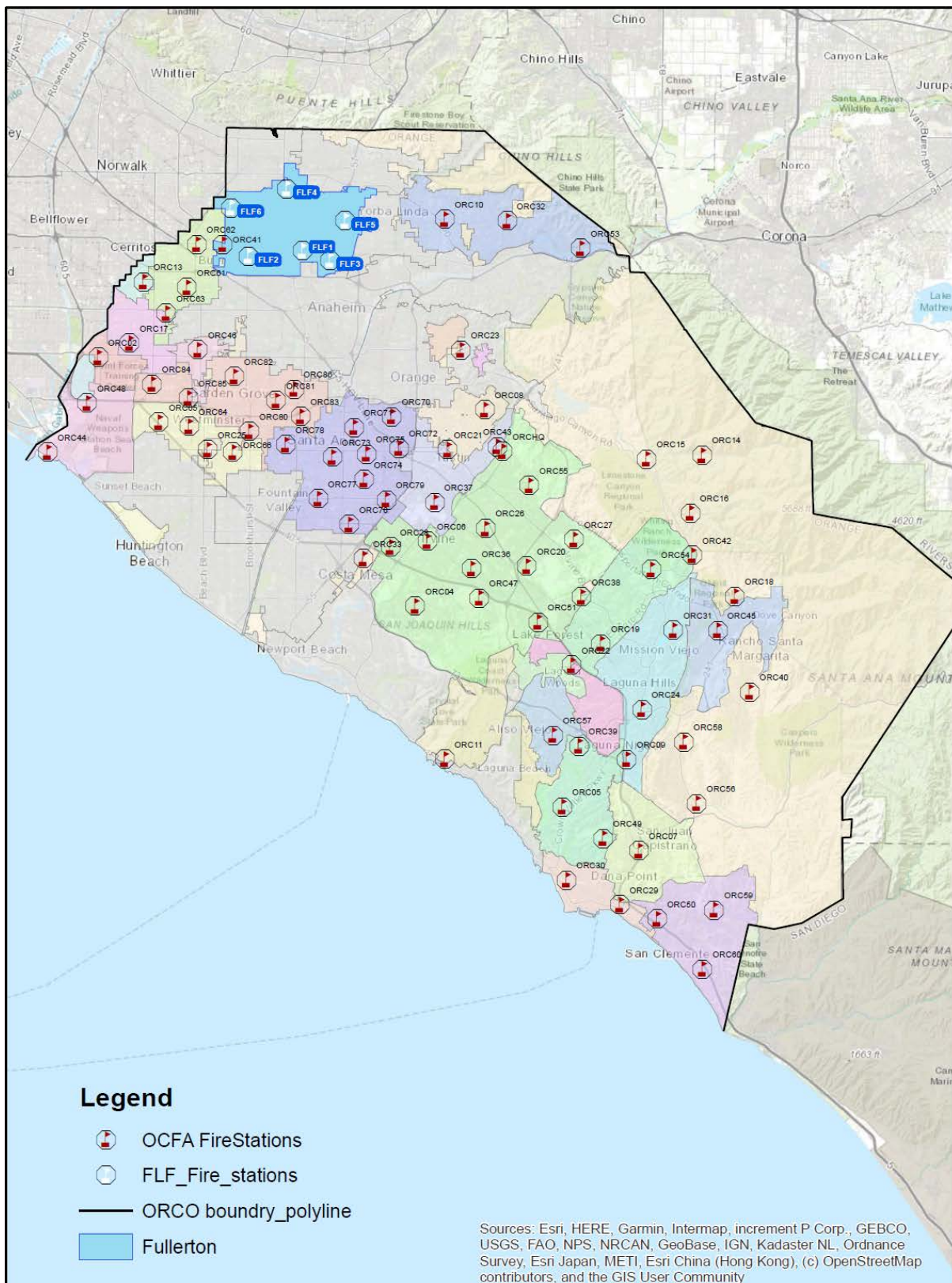
Lisa Bartlett
County of Orange
Board Member Since: 2015
Lisa.Bartlett@ocgov.com



Donald P. Wagner
County of Orange
Board Member Since: 2019
Donald.Wagner@ocgov.com

OCFA Service Area Map

(Attachment B)



2017/18 CRR Adopted Fee Schedule

(Attachment C)

Orange County Fire Authority

2017-18 Community Risk Reduction Fee Study

Adopted Fee Schedule - Effective Date September 29, 2017

Prevention Field Services

Fee Code	Service Name	2017-18 Adopted Fee (a) (b)
AA1	Aerosol – Issuance	\$217
AA1R	Aerosol - Reissuance	\$138
AA2	Aircraft Refueling – Issuance	\$430
AA2R	Aircraft Refueling – Reissuance	\$295
AA3	Aviation Facility – Issuance	Hourly Rate
AA3R	Aviation Facility – Reissuance	Hourly Rate
AA5	Waste Handling – Issuance	Hourly Rate
AA5R	Waste Handling – Reissuance	Hourly Rate
AA6	Amusement Building – Issuance	Hourly Rate
AA6R	Amusement Building – Reissuance	Hourly Rate
AC1	Candles/Open flame – Issuance	\$178
AC1R	Candles/Open flame – Reissuance	\$138
AC2	Carnival or Fair – Issuance	Hourly Rate
AC6	Combustible Material Storage – Issuance	Hourly Rate
AC6R	Combustible Material Storage – Reissuance	Hourly Rate
AC71	Compressed Gas – Corrosive Issuance	\$234
AC71R	Compressed Gas – Corrosive Reissuance	\$156
AC710	Compressed Gas-Toxic - Issuance	\$234
AC710R	Compressed Gas-Toxic - Reissuance	\$156
AC72	Compressed Gas – Flammable Gas Issuance	\$234
AC72R	Compressed Gas – Flammable Gas Reissuance	\$156
AC73	Compressed Gas-Highly Toxic - Issuance	\$234
AC73R	Compressed Gas-Highly Toxic - Reissuance	\$156

AC76	Compressed Gas-Oxidizer - Issuance	\$234
AC76R	Compressed Gas-Oxidizer - Reissuance	\$156
AC77	Compressed Gas – Pyrophoric - Issuance	\$225
AC77R	Compressed Gas – Pyrophoric - Reissuance	\$156
AC91	Cryogenics – Physical or Health Hazard - Issuance	\$152
AC91R	Cryogenics – Physical or Health Hazard - Reissuance	\$138
AC92	Cryogen – Flammable Issuance	\$217
AC92R	Cryogen – Flammable Reissuance	\$156
AC94	Cryogen – Inert Issuance	\$152
AC94R	Cryogen – Inert Reissuance	\$138
AC95	Cryogen – Oxidizer Issuance	\$168
AC95R	Cryogen – Oxidizer Reissuance	\$138
AD11	Dry Cleaning Plants - Package Issuance	\$152
AD11R	Dry Cleaning Plants – Package Reissuance	\$138
AD2	Dust Producing Operations - Issuance	\$234
AD2R	Dust Producing Operations - Reissuance	\$173
AE1	Explosives/Blasting Condition with OCSD Approval – Issuance	Hourly Rate
AE2	Explosives – Model Rockets (Retailers and Use)/ Small Arms Ammunition (Retailers) – Issuance - Delete	Delete
AE2R	Explosives – Model Rockets (Retailers and Use)/ Small Arms Ammunition (Retailers) – Reissuance - Delete	Delete
AF1	Firework Stands	\$192
AF2	Outdoor Fireworks Display, such as July 4th displays	\$1,946
AF21	Outdoor Fireworks Display, such as home coming & barge display	\$539
AF22	Pyrotechnics/Special Effects Materials	\$871
AF31	Flammable Combustible Liquids – Issuance to use or operate a pipeline	Hourly Rate
AF31R	Flammable Combustible Liquids - Reissuance	Hourly Rate
AF32	Flammable Liquids – Issuance Class I liquids (5 gallons inside/10 gallons outside)	\$234
AF32R	Flammable Combustible Liquids – Reissuance	\$156
AF33	Combustible Liquids – Issuance. To store, use or handle Class II or IIIA liquids in excess of 25 gallons inside or 60 gallons outside.	\$234
AF33R	Combustible Liquids – Reissuance	\$156
AF35	Flammable Combustible Liquids – Issuance. To operate tank vehicles, equipment, tanks, plants, terminals, wells, etc.	\$234
AF35R	Flammable Combustible Liquids – Reissuance	\$156
AF36	Flammable Combustible Liquids – Issuance. Tank removal or installation (AST/UST) - Delete	Delete
AF361	Flammable Combustible Liquids – Each additional tank (AST/UST) - Delete	Delete
AF4	Fruit Ripening – Issuance - Delete	Delete
AF4R	Fruit Ripening – Reissuance - Delete	Delete

AH11	Hazardous Materials – Oxidizing Issuance	\$234
AH110	Hazardous Materials – Water Reactive Issuance	\$152
AH110R	Hazardous Materials – Water Reactive Reissuance	\$156
AH11R	Hazardous Materials – Oxidizing Reissuance	\$156
AH12	Hazardous Materials – Corrosive Issuance	\$234
AH12R	Hazardous Materials – Corrosive Reissuance	\$156
AH13	Hazardous Materials – Flammable Solids Issuance	\$234
AH13R	Hazardous Materials – Flammable Solids Reissuance	\$156
AH14	Hazardous Materials – Highly Toxic Issuance	\$227
AH14R	Hazardous Materials – Highly Toxic Reissuance	\$149
AH15	Hazardous Materials – Organic Peroxide Issuance	\$227
AH15R	Hazardous Materials – Organic Peroxide Reissuance	\$149
AH16	Hazardous Materials – Pyrophoric Issuance	\$227
AH16R	Hazardous Materials – Pyrophoric Reissuance	\$149
AH18	Hazardous Materials – Toxic Issuance	\$234
AH18R	Hazardous Materials – Toxic Reissuance	\$145
AH19	Hazardous Materials – Unstable Reactive Issuance	\$234
AH19R	Hazardous Materials – Unstable Reactive Reissuance	\$156
AH3	High Piled Combustible - Issuance	\$397
AH3R	High Piled Combustible Reissuance	\$243
AL1	Liquefied Petroleum Gas – Issuance	\$149
AL1R	Liquefied Petroleum Gas - Reissuance	\$138
AL2	Liquid- or Gas-Fueled Vehicles or Equipment in Assembly Buildings – Issuance/Reissuance	Hourly Rate
AL3	Lumber Yards and Woodworking Plants – Issuance	\$332
AL3R	Lumber Yards and Woodworking Plants - Reissuance	\$243
AM1	Magnesium Working – Issuance/Reissuance	Hourly Rate
AM2	Open and Covered Malls - Issuance/Reissuance	\$563
AM3	Motor Vehicle Fuel Dispensing – Issuance	\$184
AM31	Motor Vehicle Fuel Dispensing – Package Issuance	\$135
AM31R	Motor Vehicle Fuel Dispensing – Package Reissuance	\$138
AM3R	Motor Vehicle Fuel Dispensing - Reissuance	\$138
AO1	Open Burning/Fire – Issuance	Hourly Rate
AO3	Industrial Ovens – Issuance	\$184
AO3R	Industrial Ovens - Reissuance	\$138
AP21 to AP22	Assembly, <300 occupants - Issuance	\$557

AP21R to AP22R	Assembly, <300 occupants - Reissuance	\$400
AP23 to AP25	Assembly, >300 occupants - Issuance	\$856
AP23R to AP25R	Assembly, >300 occupants - Reissuance	\$479
AR2	Refrigeration Equipment – Issuance	\$332
AR2R	Refrigeration Equipment – Reissuance	\$190
AR3	Repair and Service Garage – Issuance	\$283
AR31	Repair and Service Garage < 5000 sq ft – Package Issuance	\$266
AR31R	Repair and Service Garage < 5000 sq ft – Package Reissuance	\$225
AR3R	Repair and Service Garage – Reissuance	\$225
AS1	Spraying or Dipping Operation – Issuance	\$381
AS1R	Spraying or Dipping Operation - Reissuance	\$138
AT1	Tent/Membrane Structure – Issuance	Hourly Rate
AT1.1	Canopy Structure – Issuance	Hourly Rate
AT2	Storage of Scrap Tires, Tire Byproducts, & Tire Rebuilding – Issuance	Hourly Rate
AT2R	Storage of Scrap Tires, Tire Byproducts, & Tire Rebuilding – Reissuance	Hourly Rate
AW1	Hot Work - Issuance.	\$184
AW11	Welding Carts Flammable gas up to 1000 cuft and Oxidizing gas up to 1500 cuft - Package Issuance	\$190
AW11R	Welding Carts Flammable gas up to 1000 cuft and Oxidizing gas up to 1500 cuft - Package Reissuance	\$138
AW1R	Hot Work - Reissuance.	\$138
J200	Reinspection – Flat rate for any inspection after the 1st (Applies to all CRR fees)	Hourly Rate
J201	Penalty \$250 – Failure to comply with 1st orders, tags or notices (Applies to all CRR fees)	\$250
J202	Penalty \$500 – Failure to comply with 2nd orders, tags or notices (Applies to all CRR fees)	\$500
J203	Penalty \$1000 – Failure to comply with 3rd or more orders, tags or notices (Applies to all CRR fees)	\$1,000
M100	Correctional or Detentional Facility – Large (i.e. full-scale jails, prisons, and places of detention)	\$561
M101	Correctional or Detentional Facility – Small (i.e. holding cells)	\$266
M102	High Rise Facility > 75 Feet	\$1,135
M103	Mid Rise Facility 55 - 74 Feet	\$659
M121	Care Facility for more than 6 ambulatory & non-ambulatory clients	\$362
M123	Hospitals, Nursing homes, Mental hospitals, and Surgery Centers	\$904

M124	Community Care Facility (i.e. clearance letter, large family day, & etc.)	\$168
M125	Pre-Inspection Residential Care Facility (i.e. Single-Family Residences)	\$463
M130	Miscellaneous Special Events – Events that may impact emergency operations equipment or access and may only require an over the counter submittal	\$48
M131	Minor Special Events – Events that may impact emergency operations equipment or access and have attendance or participation by less than 2,500 people.	\$217
M132	Major Special Events – Events that impact emergency operations equipment or access or have attendance, participation, or mass gathering of more than 2,500 people.	\$364
M133	Special Event Expedite Fee for <10 days submittal	50%
M140	Fire Watch - Requested	Hourly Rate
M141	Standby – Engine Company – Board approved cost recovery rate	Hourly Rate
M150	Travel Time	\$70
M151	Alternate Means & Methods	Hourly Rate
M152	All other time to be charged as Time and Materials	Hourly Rate
False Alarm		
	False Alarm - 2nd within 6 months (<i>Penalty fees are not included with the annual S&EB increase</i>)	\$100
	Failure to comply with orders, tags or notices - 3rd false alarm within 6 months (<i>Penalty fees are not included with the annual S&EB increase</i>)	\$250
	Failure to comply with orders, tags or notices - 4th false alarm within 6 months (<i>Penalty fees are not included with the annual S&EB increase</i>)	\$500
	Failure to comply with orders, tags or notices - 5th and subsequent false alarm within 6 months (<i>Penalty fees are not included with the annual S&EB increase</i>)	\$1,000
800 MHz Radio Loaner/Rental Program		
	Loaning of the preprogrammed 800 MHz radio including radio, batteries, and desk charger to OCFA approved and FCC licensed technicians to facilitate the annual testing required for emergency responder radio system installation.	\$75 per month

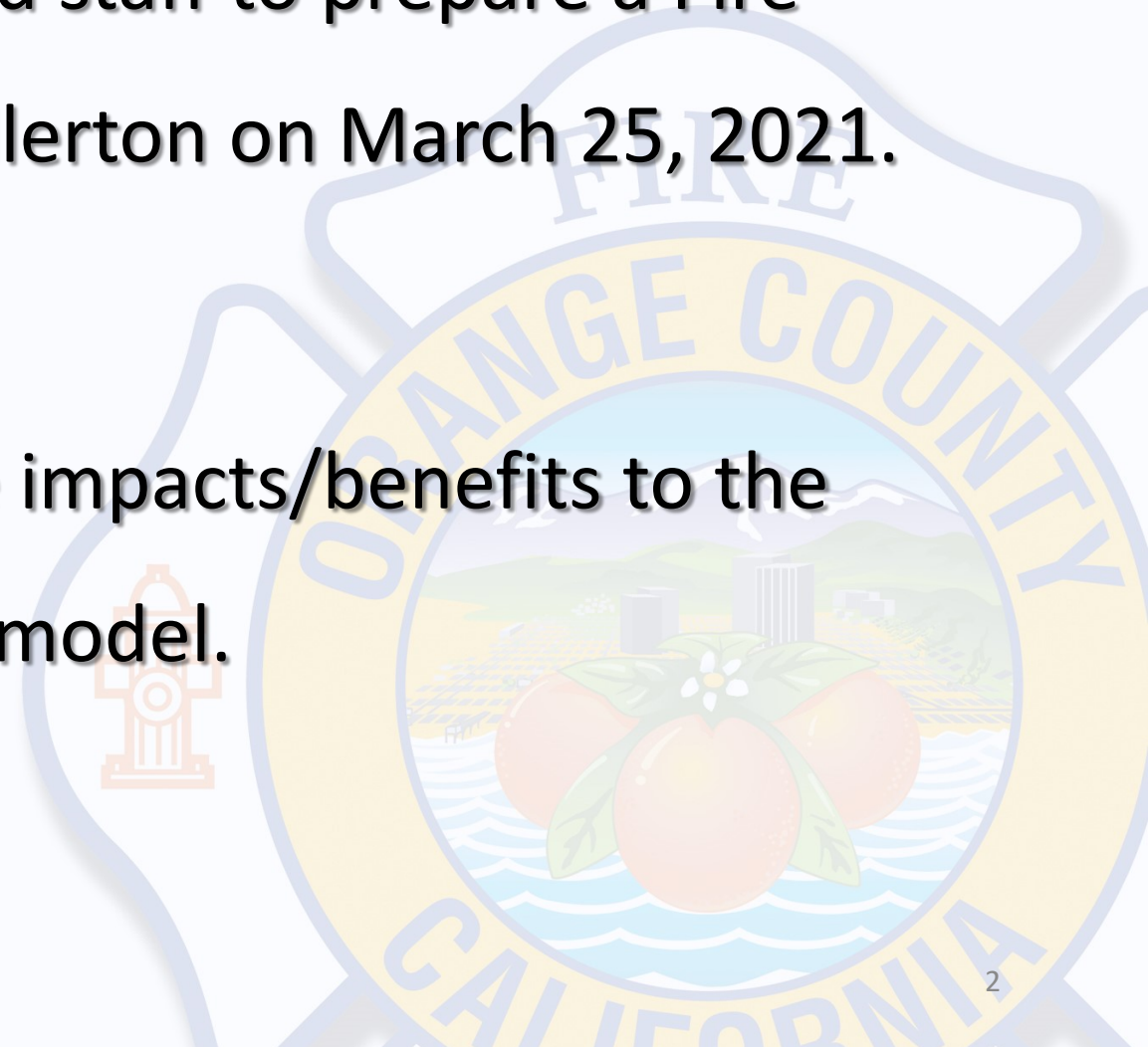
Fullerton Fire Service Proposal

October 28, 2021

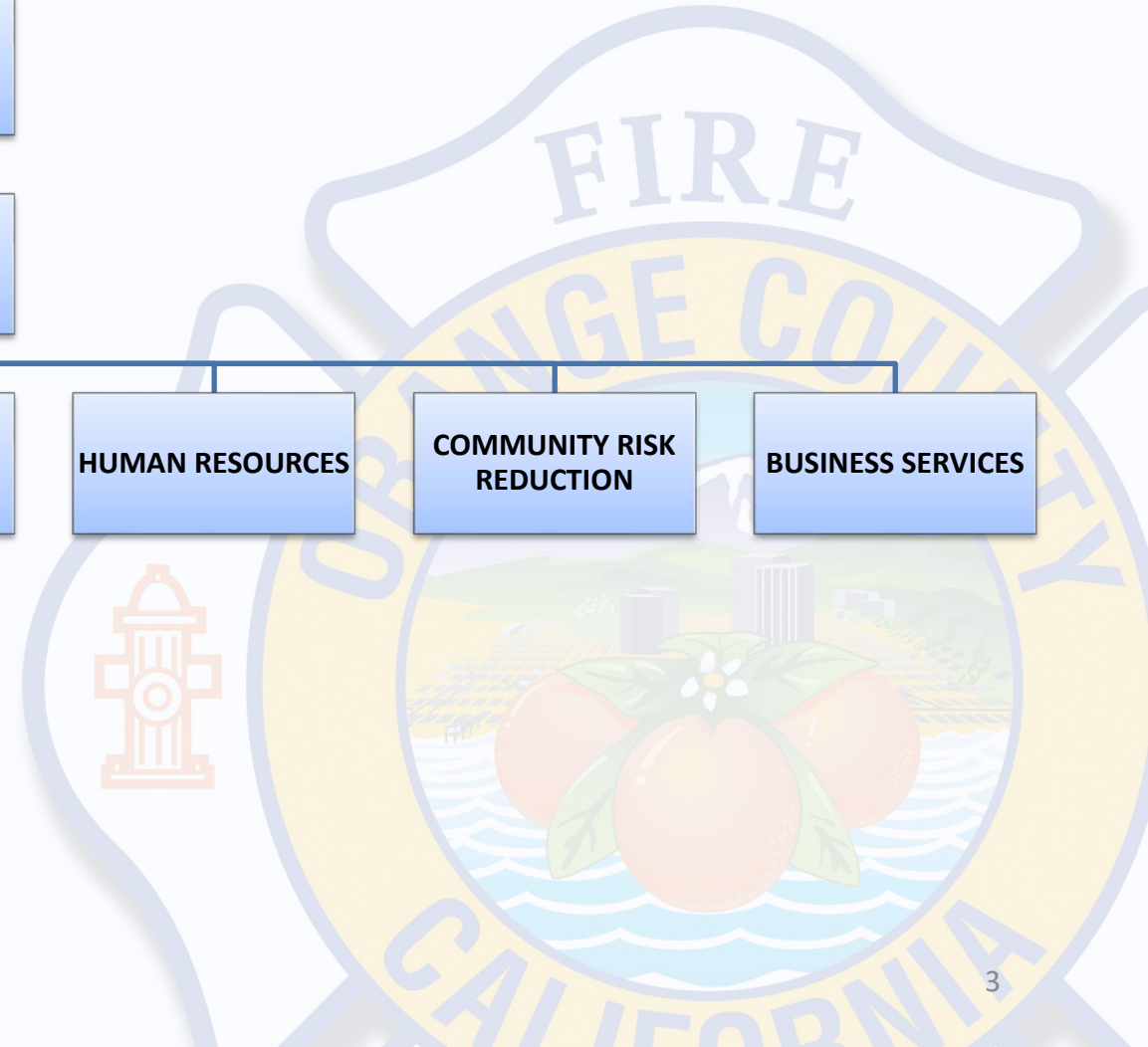
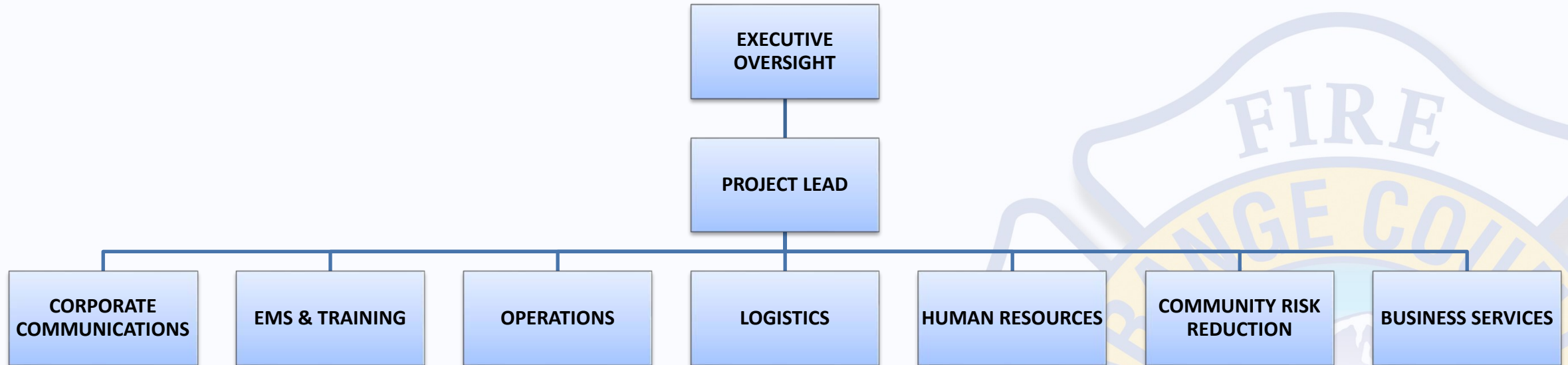


Fullerton Fire Service Proposal

- OCFA Board of Directors authorized staff to prepare a Fire Service Proposal for the City of Fullerton on March 25, 2021.
- A team was built to determine the impacts/benefits to the OCFA and establish a deployment model.



Fullerton Fire Service Proposal



Fullerton Fire Department

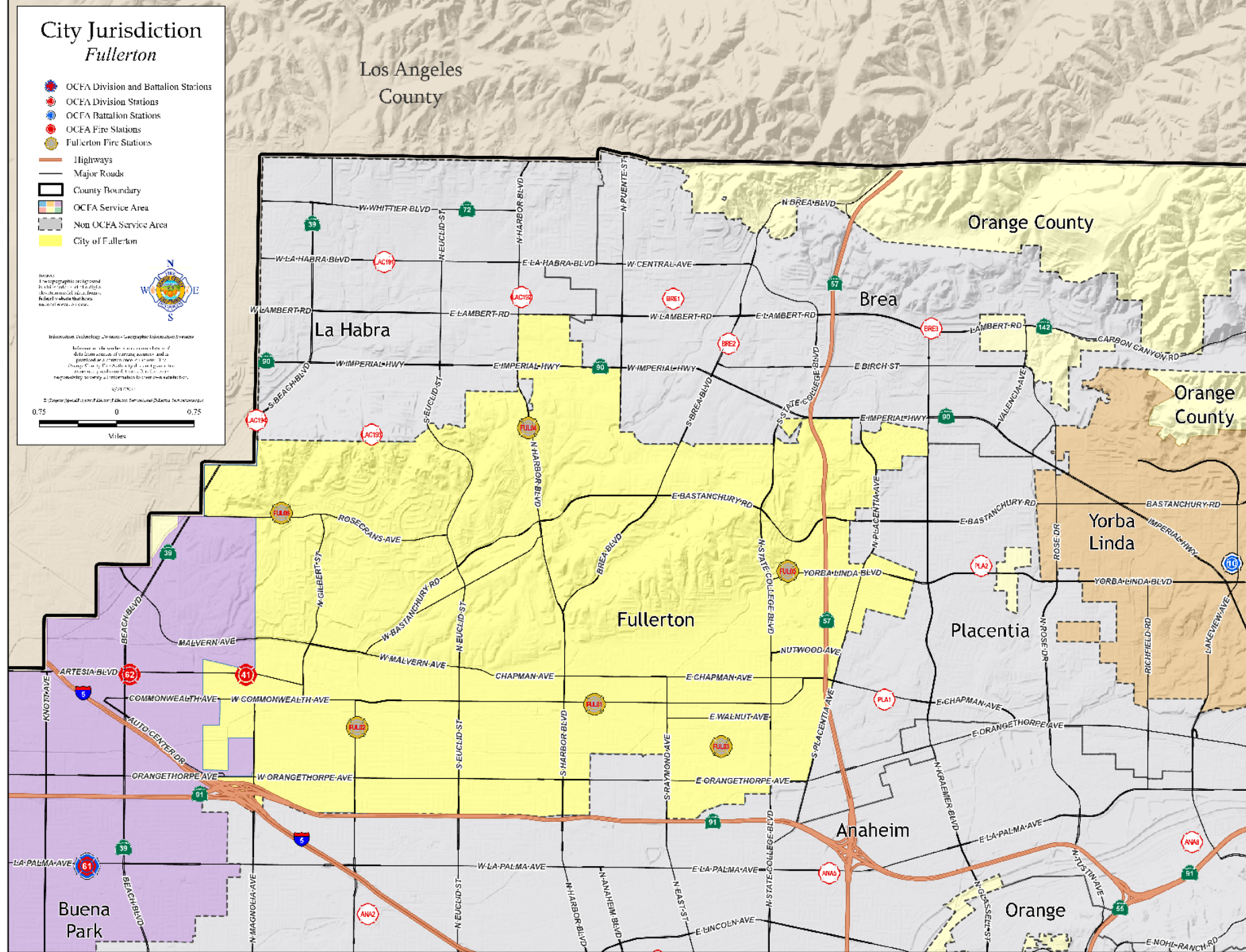
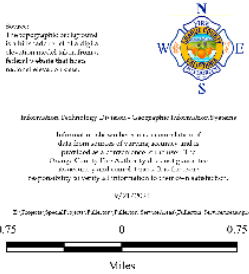
- Fullerton Fire Department was established in 1908
- Command Staff of 9 shared with Brea Fire Department
- Fire Stations – 6
- Annual incidents – 14,000
- Personnel
 - 72 sworn firefighters
 - 4 fire prevention staff
 - 4 professional staff



City Jurisdiction Fullerton

- OCFA Division and Battalion Stations
- OCFA Division Stations
- OCFA Battalion Stations
- OCFA Fire Stations
- Fullerton Fire Stations

- Highways
- Major Roads
- County Boundary
- OCFA Service Area
- Non OCFA Service Area
- City of Fullerton



Benefits to OCFA

- Cost neutral to the existing partner cities
- Greatly improves regional delivery system for:
 - Yorba Linda
 - Buena Park
 - La Palma



OCFA Service Area Without Fullerton

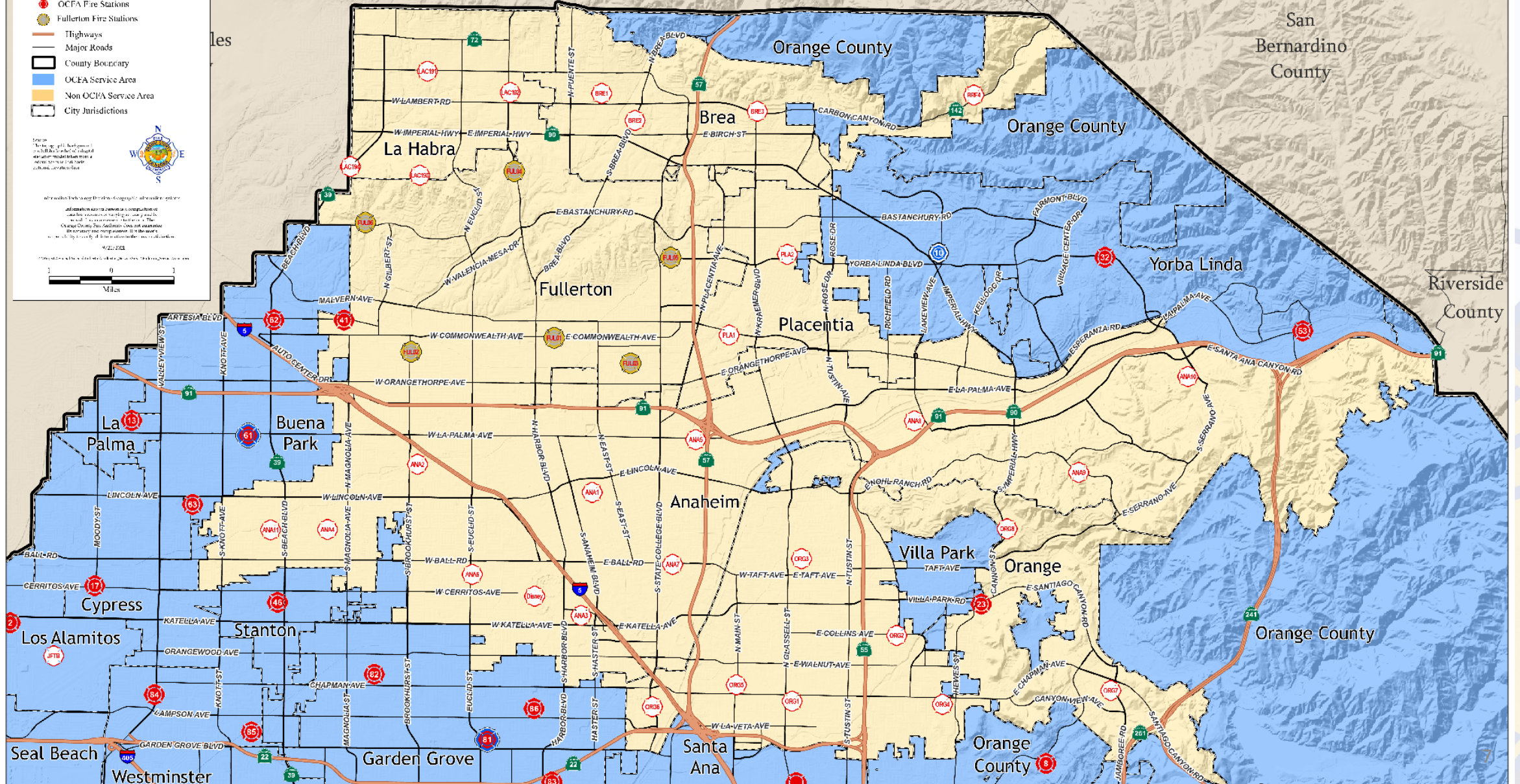
- OCFA Division and Battalion Stations
- OCFA Division Stations
- OCFA Battalion Stations
- OCFA Fire Stations
- Fullerton Fire Stations
- Highways
- Major Roads
- County Boundary
- OCFA Service Area
- Non OCFA Service Area
- City Jurisdictions



OCFA Service Area
Without Fullerton

OCFA Service Area
Without Fullerton

OCFA Service Area
Without Fullerton





Benefits to OCFA

Benefit of direct control of resources

- **2018 – Garden Grove sent units into OCFA jurisdiction 437 times**
- **2020 – OCFA units from Garden Grove responded into other member cities 1,458 times.**
 - **This means that post-Garden Grove transition, over 1,000 calls in OCFA member cities received the benefit of immediate deployment of the closest available unit, which was not the case prior to Garden Grove transition.**
- **In 2020, units assigned to Garden Grove ran incidents in every member city except Lake Forest, Dana Point and San Juan**



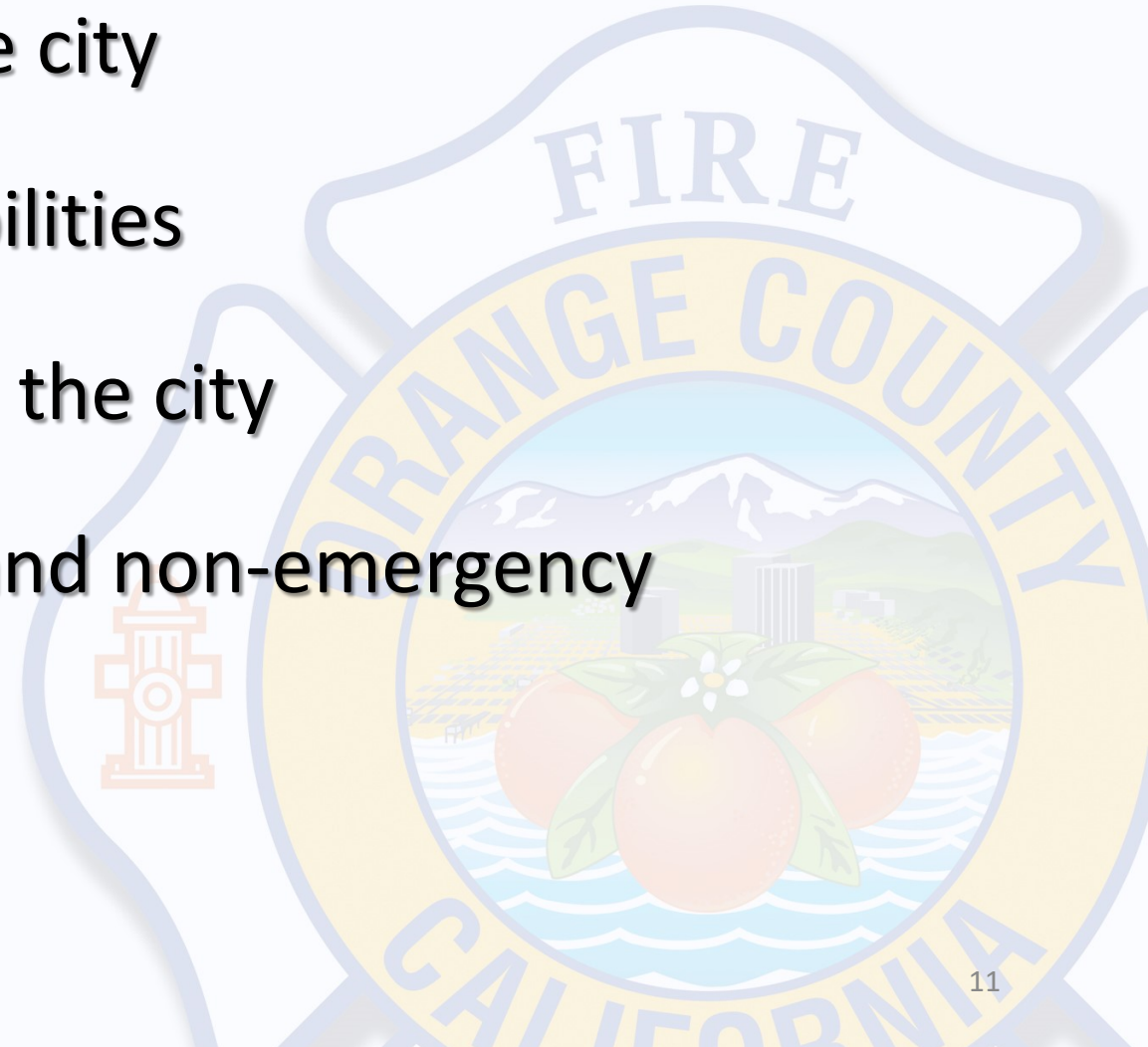
Benefits to OCFA

- Economies of scale:
 - Financial contribution enables OCFA to enhance support staff in areas that we may have been unable to augment prior.
 - No increase to existing cash contract city charges, nor require funding by the SFF cities.
- Access to a live fire training tower for regional use.
- Increased command and control response to state contract area off the 57 Fwy.



Benefits to Fullerton

- Reduced cost for fire service to the city
- Increased ALS response and capabilities
- Improved ladder truck coverage in the city
- Use of OCFA regional emergency and non-emergency resources



Deployment Comparison

OCFA Proposal comparison with current Fullerton deployment

	Station 1	Station 2	Station 3	Station 4	Station 5	Station 6	Daily Staffing	Daily Medics
Fullerton Current Deployment	PME/BC	PME	PME	PME	PME	BLS Truck	25	10
OCFA Deployment	PME/BC	PME	PMT	PME	PME	PMT	25	12

1. PME = Paramedic Engine, PMT = Paramedic Truck
2. Indicates conversion to **ALS** capability
3. Indicates the conversion to **Paramedic Truck**

Contract Cost to Fullerton

	OCFA Costs (A)	Fullerton Fire Department Budgeted Costs (B)
Service Charge	\$21,137,238	\$27,307,520
Facilities Maintenance	\$90,000	
Vehicle Replacement/Depreciation	\$282,752	
Total	\$21,509,990	\$27,307,520
Total Savings (B-A)	\$5,797,530	

Excludes one-time startup costs and City's Annual UAAL Payment to PERS.

Service charges include employee salaries, pension, sick, vacation and overtime. Services and supplies from printing to vehicle parts. Administration and support services from community education to board member costs.

Contract Cost to Fullerton

	2021/22	2022/23	2023/24	2024/25
OCFA Service Charge	\$21,509,990	\$22,477,939	\$23,489,447	\$24,546,472
OCFA % Inc. (Maximum)		4.50%	4.50%	4.50%
Fullerton FD Budget	\$27,307,520	\$29,183,547	\$31,188,456	\$33,331,103
% Increase	8.26%	6.87%	6.87%	6.87%
Annual Savings	\$5,797,530	\$6,705,607	\$7,699,010	\$8,784,632
Cumulative Savings	\$28,986,779			

Fullerton Start Up Cost

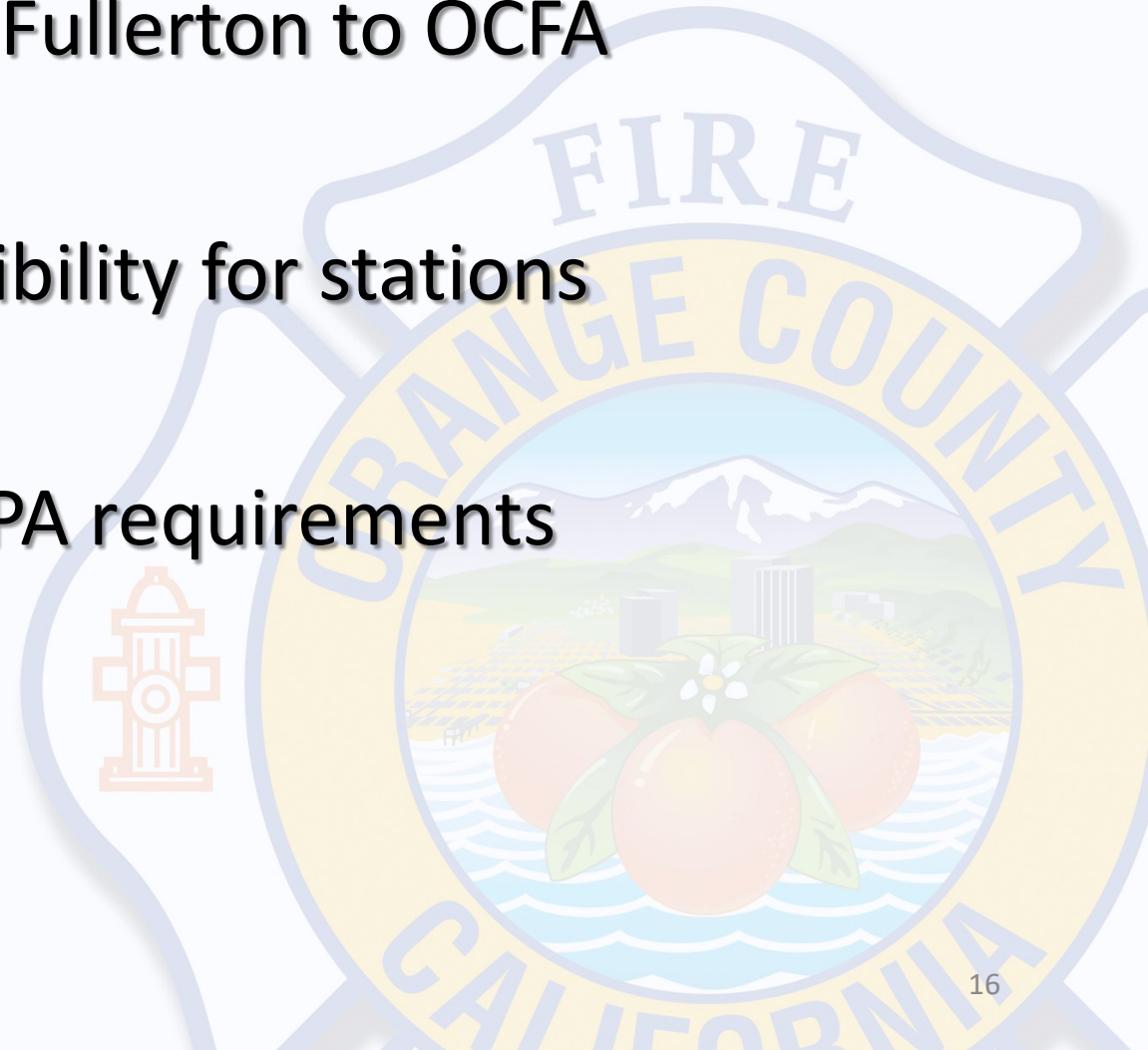
Based on 75 Sworn Personnel		
Comm/IT \$404,650	Station Alarms Station Phones (Office & Fax) Tablets for engines/Trucks Radios (Stations & Mobile) Paggers OCFA Computer Programs	Station Network Station Computers Printers/Copiers Radio Pacset Mobile Data Computers Vehicle Tech Upgrades
Facilities \$152,700	Station Locks	Safety on Gates
Personnel Costs \$167,880	Physicals Insurance (Risk Management)	Livescan Onboarding
Service Center \$394,080	Helmet Shields Station Equipment Brush Helmets Wildland Personal Protective Equipment Fire Shelters Wildland T-Shirts	Goggles Rain Gear Apparatus Complement Uniforms Dress Uniforms Apparatus Decaling
Fleet Services \$114,520	Apparatus Repairs	
EMS \$357,848	EMS Equipment	Standardize Equipment
Total Start-up Costs:		\$1,591,678





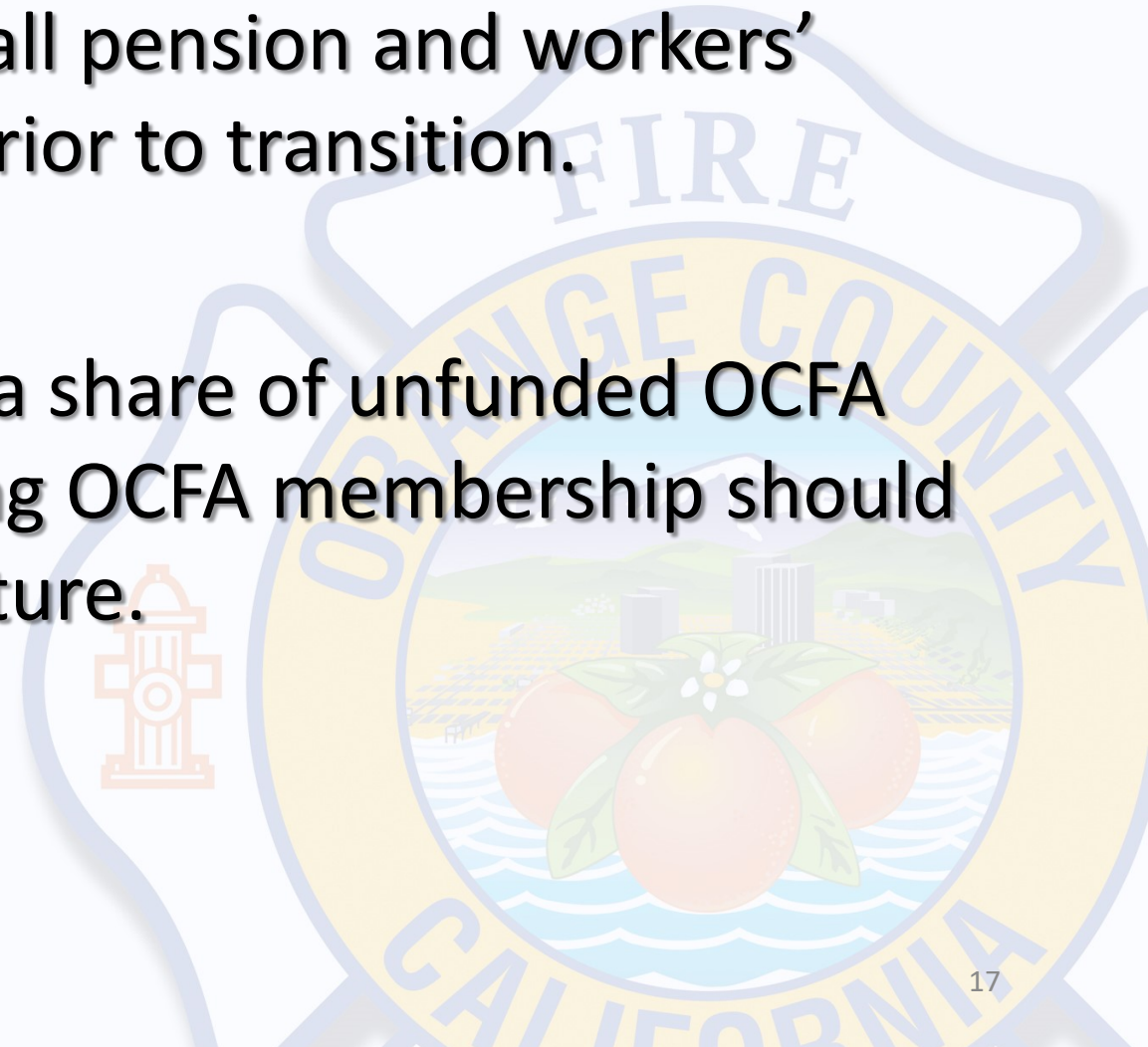
Apparatus, Stations & Equipment

- Proposal transitions vehicles from Fullerton to OCFA
- City maintains ownership/responsibility for stations
- Proposed terms are aligned with JPA requirements



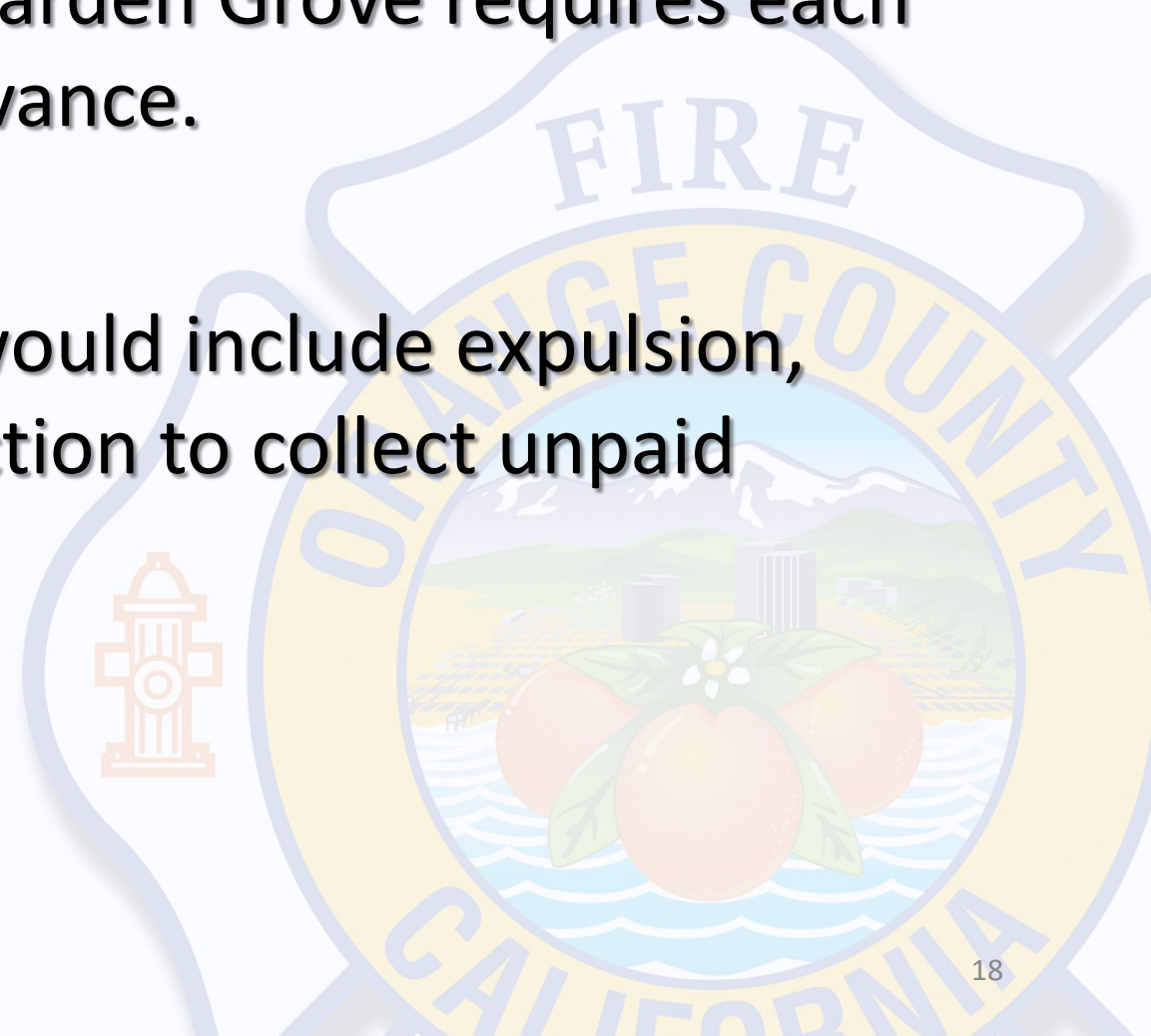
OCFA JPA Safeguards

- Fullerton remains responsible for all pension and workers' compensation liabilities accrued prior to transition.
- City will be responsible for pro-rata share of unfunded OCFA pension liability that accrues during OCFA membership should they choose to withdraw in the future.



OCFA JPA Safeguards

- Agreements with Santa Ana and Garden Grove requires each city to pay OCFA for services in advance.
- OCFA's options for non-payment would include expulsion, imposition of a late fee, or legal action to collect unpaid amounts.



Recommendation

- Approve and authorize staff to submit the Orange County Fire Authority's proposal to the City of Fullerton for its consideration



Questions?

