



ORANGE COUNTY FIRE AUTHORITY AGENDA

Budget and Finance Committee Regular Meeting

Wednesday, June 9, 2021

12:00 Noon

Regional Fire Operations and Training Center

Board Room

1 Fire Authority Road

Irvine, California 92602

Committee Members

Joe Muller, Chair • Tri Ta, Vice-Chair

Ed Sachs • Shelley Hasselbrink • Gene Hernandez

Mark Tettemer • John O'Neill • Anthony Kuo • Troy Bourne

Jennifer Cervantez, Ex Officio

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



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

NOTICE REGARDING PUBLIC PARTICIPATION DURING COVID-19 EMERGENCY

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

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

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

CALL TO ORDER – Chair Muller

PLEDGE OF ALLEGIANCE - Director Bourne

ROLL CALL – Clerk of the Authority

PUBLIC COMMENTS

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

1. PRESENTATION

No items.

2. CONSENT CALENDAR

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

A. Minutes for the May 12, 2021, Regular Budget and Finance Committee Meeting

Submitted by: Maria Huizar, Clerk of the Authority

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

Recommended Action:

Approve as submitted.

B. Monthly Investment Reports

Submitted by: Tricia Jakubiak, Treasurer

Recommended Action:

Review the proposed agenda item and direct staff to place the item on the agenda for the Executive Committee meeting of June 24, 2021, with the Budget and Finance Committee's recommendation that the Executive Committee receive and file the reports.

C. Updated Cost Reimbursement Rates

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

Recommended Action:

Review the proposed agenda item and direct staff to place the item on the agenda for the Board of Directors meeting of June 24, 2021, with the Budget and Finance Committee's recommendation that the Board of Directors approve and adopt the proposed Cost Reimbursement Rate schedules to be effective July 1, 2021

D. FY 2020/21 Year End Budget Adjustment

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

Recommended Action:

Review the proposed agenda item and direct staff to place the item on the agenda for the Board of Directors meeting of June 24, 2021, with the Budget and Finance Committee's recommendation that the Board of Directors take the following action: Approve and authorize FY 2020/21 budget adjustments to increase net revenues by \$4,494,276 and net appropriations by \$3,535,745 as further described in this staff report.

3. DISCUSSION CALENDAR**A. Third Quarter Purchasing Report**

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

Recommended Action:

Review the proposed agenda item and direct staff to place the item on the agenda for the Board of Directors meeting of June 24, 2021, with the Budget and Finance Committee's recommendation that the Board of Directors receive and file the report.

B. Responses to Board of Director's Questions and Comments Made During the Review of the Fiscal Year 2021/22 Proposed Budget

Submitted by: Brian Fennessy, Fire Chief, Lori Zeller, Deputy Chief/Administration & Support Bureau and Robert Cortez, Assistant Chief/Business Services Department

Recommended Action:

Review responses to Board of Directors' questions and comments made during the review of the Fiscal Year 2021/22 Proposed Budget and direct staff to include the information with the June staff report to the Board regarding the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget.

REPORTS

No Items.

COMMITTEE MEMBER COMMENTS

ADJOURNMENT – The next regular meeting of the Budget and Finance Committee is scheduled for Wednesday, July 14, 2021, at 12:00 noon.

AFFIDAVIT OF POSTING

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

Maria D. Huizar, CMC
Clerk of the Authority

UPCOMING MEETINGS:

Executive Committee

Thursday, June 24, 2021, 5:30 p.m.

Board of Directors

Thursday, June 24, 2021, 6:00 p.m.

Budget & Finance Committee

Wednesday, July 14, 2021, 12 noon

MINUTES ORANGE COUNTY FIRE AUTHORITY

Budget and Finance Committee Regular Meeting

Wednesday, May 12, 2021

12:00 Noon

Regional Fire Operations and Training Center

Board Room

1 Fire Authority Road

Irvine, CA 92602

CALL TO ORDER

A regular meeting of the Orange County Fire Authority Budget and Finance Committee was called to order on May 12, 2021, at 12:00 p.m. by Chair Muller.

PLEDGE OF ALLEGIANCE

Director Ta led the assembly in the Pledge of Allegiance to our Flag.

ROLL CALL

Present: Joe Muller, Dana Point – Chair*
Tri Ta, Westminster - Vice Chair*
Troy Bourne, San Juan Capistrano
Gene Hernandez, Yorba Linda*
Shelley Hasselbrink, Los Alamitos*
Anthony Kuo, Irvine*
John O'Neill, Garden Grove*
Ed Sachs, Mission Viejo*
Mark Tettemer, Lake Forest*

Absent: None

Also present were:

Fire Chief Brian Fennessy
Deputy Chief Kenny Dossey
Assistant Chief Lori Smith
Assistant Chief Robert Cortez
General Counsel David Kendig
Ex-Officio Member, Jennifer Cervantez

Deputy Chief Lori Zeller
Assistant Chief Randy Black
Assistant Chief Jim Ruane
Clerk of the Authority Maria Huizar
Dir. Of Communications Colleen Windsor
Assistant Chief Phil Johnson

**Committee Members participating via teleconferencing*

PUBLIC COMMENTS

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

1. PRESENTATION

No items.

2. CONSENT CALENDAR

On motion of Director Hernandez and second by Director Tettemer, and following a roll call vote, declared passed 9-0 Items 2A-2D (Director Muller abstained on item 2A).

A. Minutes for the April 14, 2021, Regular Budget and Finance Committee Meeting (FILE: 12.02A2)

Action: Approve as submitted.

B. Monthly Investment Reports (FILE: 11.10D2)

Action: Review the proposed agenda item and direct staff to place the item on the agenda for the Executive Committee meeting of May 27, 2021, with the Budget and Finance Committee's recommendation that the Executive Committee receive and file the reports.

C. Third Quarter Financial Newsletter (File 15.07)

Action: Review the proposed agenda item and direct staff to place the item on the agenda for the Executive Committee meeting of May 27, 2021, with the Budget and Finance Committee's recommendation that the Executive Committee receive and file the report.

D. Budget Adjustment and Contract Amendments Related to the Fire Integrated Real-time Intelligence System (FIRIS) 2.0 Program Extension (FILE: 18.09D)

Action: Direct staff to place the item on the agenda for the Board of Directors meeting of May 27, 2021, with the Budget and Finance Committee's recommendation that the Board of Directors:

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

3. DISCUSSION CALENDAR

A. Harris & Associates Final Property Tax Revenue Projections (FILE 15.16)

Budget Analyst Alma Penalosa presented a PowerPoint presentation for the Harris & Associates Final Property Tax Revenue Projections.

The Committee received and filed the report as submitted.

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

Assistant Chief Robert Cortez provided a PowerPoint presentation and review of the Fiscal Year 2021/22 Proposed Budget.

Brief discussion ensued.

Director Hasselbrink left the meeting at this point (1:15 p.m.).

On motion of Director Kuo and second by Director Tettemer, and following a roll call vote, voted 8-0 (Director Hasselbrink absent) to review the proposed agenda item and direct staff to place the item on the agenda for the Board of Directors meeting of May 27, 2021, with the Budget and Finance Committee's recommendation that the Board of Directors take the following actions:

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

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

Directors Tettemer and Hernandez left the meeting at this point (1:30 p.m.).

On motion of Director Kuo and second by Director Bourne, and following a roll call vote, declared passed 6-0 (Directors Hasselbrink, Hernandez, and Tettemer absent) without further deliberation due to impending loss of quorum, directed staff to place the matter on the Board of Directors agenda for the May 27, 2021, meeting.

REPORTS

No items.

COMMITTEE MEMBER COMMENTS

The Committee Members offered no comments.

ADJOURNMENT – Chair Muller adjourned the meeting at 1:33 p.m. The next regular meeting of the Budget and Finance Committee is scheduled for Wednesday, June 9, 2021, at 12:00 noon.

Maria D. Huizar, CMC
Clerk of the Authority



Orange County Fire Authority
AGENDA STAFF REPORT

Budget and Finance Committee Meeting
June 9, 2021

Agenda Item No. 2B
Consent Calendar

Monthly Investment Reports

Contact(s) for Further Information

Robert Cortez, Assistant Chief,
Business Services Department

robertcortez@ocfa.org

714.573.6012

Tricia Jakubiak, Treasurer
Treasury & Financial Planning

triciajakubiak@ocfa.org

714.573.6301

James Slobojan, Assistant Treasurer
Treasury & Financial Planning

james@slobojan@ocfa.org

714.573.6305

Summary

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

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

Review the proposed agenda item and direct staff to place the item on the agenda for the Executive Committee meeting of June 24, 2021, with the Budget and Finance Committee's recommendation that the Executive Committee receive and file the reports.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Not Applicable.

Background

Attached is the final monthly investment report for the month ended April 30, 2021. A preliminary investment report as of May 21, 2021, is also provided as the most complete report that was available at the time this agenda item was prepared.

Attachment(s)

Final Investment Report – April 2021/Preliminary Report –May 2021

Orange County Fire Authority Monthly Investment Report



Final Report – April 2021

Preliminary Report – May 2021



Monthly Investment Report Table of Contents

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Orange County Fire Authority

Final Investment Report

April 30, 2021



EXECUTIVE SUMMARY

Portfolio Activity & Earnings

During the month of April 2021, the size of the portfolio increased significantly by approximately \$51.6 million to \$192.2 million. Noteworthy receipts for the month included the sixth apportionment of secured property taxes in the amount of \$86.7 million. Additional receipts included 2 cash contract payments totaling \$5.6 million and various intergovernmental agency payments and other charges for current services totaling \$4.7 million. Significant disbursements for the month included three biweekly (instead of the typical two per month) payrolls totaling approximately \$38.1 million with related benefits including a \$3 million payment to OCERS for OCFA's unfunded pension liability. Total April cash outflows amounted to approximately \$45.4 million. The portfolio's balance is expected to decrease in May as receipts forecast for the month will not exceed projected expenditures.

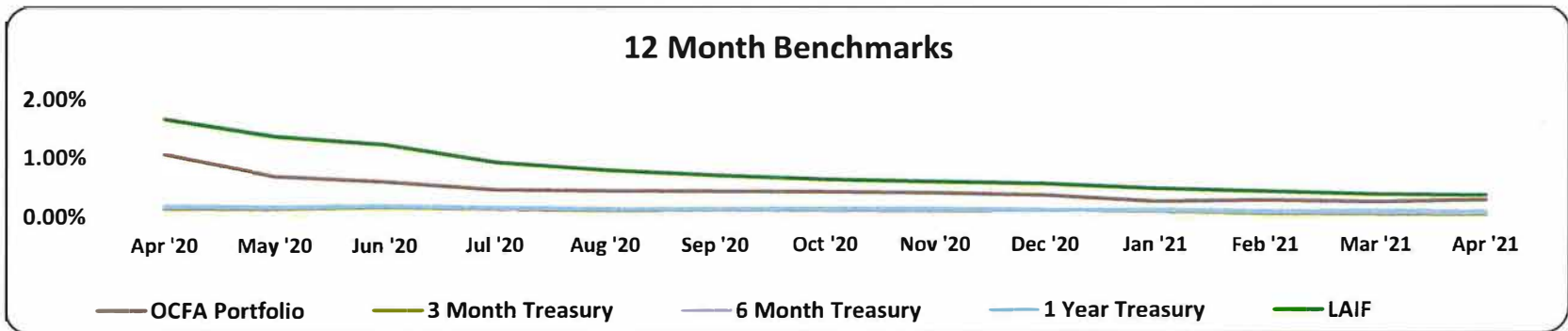
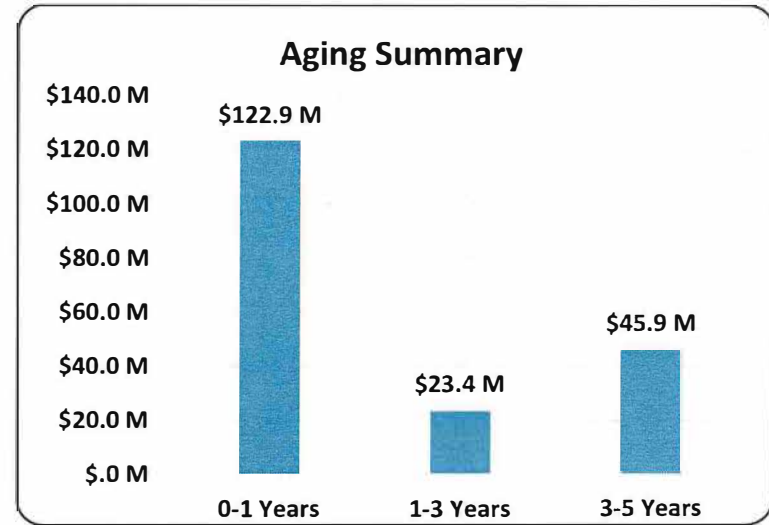
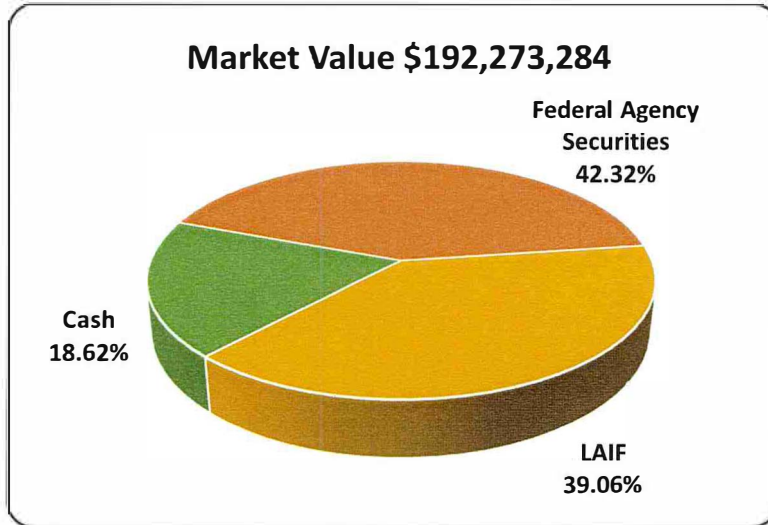
In April, the portfolio's yield to maturity (365-day equivalent) increased to 0.429%. The effective rate of return increased by 3 basis points to 0.26% for the month, and the average maturity of the portfolio increased by 25 days to 53 days to maturity.

Economic News

In April 2021, both the unemployment rate, at 6.1 percent, and the number of unemployed persons, at 9.8 million, were little changed amid a shortage of available workers. Consumer confidence rose sharply in April to 121.7, up from 109 in March. Retail Sales remained unchanged from March as the boost from the stimulus checks faded. Manufacturing activity continued its expansion in April while companies and suppliers continue to struggle to meet increasing rates of demand due to coronavirus impacts limiting availability of parts and materials. New single-family home sales surged 20.7% to a seasonally adjusted annual rate of 1.021 million units in April, the highest since August 2006. The market for new homes is benefiting from the scarcity of previously owned homes. The Consumer Price Index (CPI) rose 0.8% in April versus an expected increase of 0.2%. The CPI rise in April from a year earlier was the sharpest since September 2008, rising 4.2%. The U.S. economy moved into high gear with energy prices jumping higher and inflation accelerating at its fastest pace in more than 12 years. The Producer Price Index rose 0.6% from March while PPI spiked 6.2% year over year, the largest increase since the agency started tracking the data in 2010. The Federal Reserve sees the current rise in consumer prices and inflation as temporary and not likely to influence policy as inflation was very low in April 2020 with a widespread shutdown of the U.S. economy. Fed officials have consistently stated that interest rates will not be increased until inflation averages around 2% for an extended period.



PORTFOLIO HAS AMPLE LIQUIDITY AND IS EXCEEDING TREASURY BENCHMARKS AS OF APRIL 30, 2021



**BENCHMARK COMPARISON AS OF APRIL 30, 2021**

3 Month T-Bill: 0.02%

1 Year T-Bill: 0.06%

6 Month T-Bill: 0.04%

LAIF: 0.34%

OCFA Portfolio: 0.26%

PORTFOLIO SIZE, YIELD, & DURATION

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year</u>
<i>Book Value</i>	\$192,629,540	\$141,030,715	\$211,723,024
<i>Yield to Maturity (365 day)</i>	0.43%	0.29%	2.36%
<i>Effective Rate of Return</i>	0.26%	0.23%	2.31%
<i>Days to Maturity</i>	53	28	65



ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Summary
April 30, 2021

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

See Note 1 on page 10

See Note 2 on page 10

Investments	Par Value	Market Value	Book Value	% of Portfolio	Term	Days to Call/ Maturity	YTM/Call 360 Equiv.	YTM/Call 365 Equiv.
Federal Agency Coupon Securities	69,450,000.00	69,363,625.00	69,452,794.91	44.39	1,330	112	0.586	0.594
Federal Agency Disc. -Amortizing	12,000,000.00	12,000,000.00	11,999,521.67	7.67	91	41	0.035	0.036
Local Agency Investment Funds	75,000,000.00	75,095,238.97	75,000,000.00	47.94	1	1	0.334	0.339
Investments	156,450,000.00	156,458,863.97	156,452,316.58	100.00%	598	53	0.423	0.429

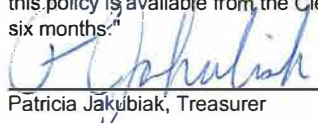
Cash and Accrued Interest

See Note 5 on page 10

Passbook/Checking (not included in yield calculations)	35,812,984.85	35,812,984.85	35,812,984.85		1	1	0.000	0.000
Accrued Interest at Purchase		1,435.11	1,435.11					
Subtotal		35,814,419.96	35,814,419.96					
Total Cash and Investments	192,262,984.85	192,273,283.93	192,266,736.54		598	53	0.423	0.429

Total Earnings	April 30 Month Ending	Fiscal Year To Date
Current Year	31,236.23	440,091.69
Average Daily Balance	145,166,539.80	146,037,459.53
Effective Rate of Return	0.26%	0.36%

"I certify that this investment report accurately reflects all pooled investments and is in compliance with the investment policy adopted by the Board of Directors to be effective on January 1, 2021. A copy of this policy is available from the Clerk of the Authority. Sufficient investment liquidity and anticipated revenues are available to meet budgeted expenditure requirements for the next thirty days and the next six months."


 Patricia Jakubiak, Treasurer

Cash and Investments with GASB 31 Adjustment:

Book Value of Cash & Investments before GASB 31 (Above)	\$ 192,266,736.54
GASB 31 Adjustment to Books (See Note 3 on page 10)	\$ 362,803.09
Total	\$ 192,629,539.63

ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Details - Investments
April 30, 2021

See Note 1 on page 10

See Note 2 on page 10

CUSIP	Investment #	Issuer	Average Balance	Purchase Date	Par Value	Market Value	Book Value	Stated Rate	YTM/Call 365	Days to Call/ Maturity	Maturity Date
Money Mkt Mutual Funds/Cash											
SYS528	528	Federated Treasury Obligations		07/01/2020	0.00	0.00	0.00	0.010	0.010	1	
Subtotal and Average			24,698,523.26		0.00	0.00	0.00		0.000	0	
Federal Agency Coupon Securities											
3133EMLE0	1020	Federal Farm Credit Bank (Callable 6/22/2021)		12/23/2020	14,000,000.00	13,986,980.00	14,000,000.00	0.190	0.190	52	09/22/2023
3133EMWH1	1030	Federal Farm Credit Bank (Callable 4/21/2022)		04/22/2021	3,000,000.00	3,000,210.00	3,002,794.91	0.710	0.710	355	04/21/2025
3133EMXS6	1032	Federal Farm Credit Bank (Callable 7/28/2021)		04/28/2021	12,000,000.00	11,976,360.00	12,000,000.00	0.720	0.720	88	04/28/2025
3130ALNY6	1025	Fed Home Loan Bank (Callable 9/30/2021)		03/30/2021	8,000,000.00	7,999,120.00	8,000,000.00	0.550	0.822	152	09/30/2024
3130ALTJ3	1029	Fed Home Loan Bank (Callable 7/8/2021)		04/22/2021	9,435,000.00	9,425,281.95	9,435,000.00	0.375	0.375	68	04/08/2024
3130ALVR2	1031	Fed Home Loan Bank (Callable 7/23/2021)		04/23/2021	11,015,000.00	11,002,553.05	11,015,000.00	0.520	0.520	83	10/23/2024
3130AM6P2	1034	Fed Home Loan Bank (Callable 10/29/2021)		04/29/2021	12,000,000.00	11,973,120.00	12,000,000.00	1.000	1.000	181	04/29/2026
Subtotal and Average			30,668,674.15		69,450,000.00	69,363,625.00	69,452,794.91		0.594	112	
Federal Agency Disc. -Amortizing											
313385GT7	1024	Fed Home Loan Bank (Callable 6/11/2021)		03/12/2021	12,000,000.00	12,000,000.00	11,999,521.67	0.035	0.036	41	06/11/2021
Subtotal and Average			11,999,352.50		12,000,000.00	12,000,000.00	11,999,521.67		0.036	41	
Treasury Discounts -Amortizing											
Subtotal and Average			2,799,989.89								
Local Agency Investment Funds											
SYS336	336	Local Agency Invstmt Fund			75,000,000.00	75,095,238.97	75,000,000.00	0.339	0.339	1	

ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Details - Cash
April 30, 2021

CUSIP	Investment #	Issuer	Average Balance	Purchase Date	Par Value	Market Value	Book Value	Stated Rate	YTM/C 365	Days to Maturity
Money Mkt Mutual Funds/Cash See Note 5 on page 10										
SYS10033	10033	Revolving Fund		07/01/2020	20,000.00	20,000.00	20,000.00		0.000	1
SYS4	4	Union Bank		07/01/2020	35,792,984.85	35,792,984.85	35,792,984.85		0.000	1
Average Balance			0.00	Accrued Interest at Purchase		1,435.11	1,435.11			1
				Subtotal		35,814,419.96	35,814,419.96			
Total Cash and Investments			145,166,539.80		192,262,984.85	192,273,283.93	192,266,736.54		0.429	53

Orange County Fire Authority
In Service of Others!



ORANGE COUNTY FIRE AUTHORITY
Aging Report
By Maturity Date
As of May 1, 2021

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

				Maturity Par Value	Percent of Portfolio	Current Book Value	Current Market Value
Aging Interval: 0 days	(05/01/2021 - 05/01/2021)	4 Maturities	0 Payments	110,812,984.85	57.68%	110,812,984.85	110,908,223.82
Aging Interval: 1 - 30 days	(05/02/2021 - 05/31/2021)	0 Maturities	0 Payments	0.00	0.00%	0.00	0.00
Aging Interval: 31 - 60 days	(06/01/2021 - 06/30/2021)	1 Maturities	0 Payments	12,000,000.00	6.24%	11,999,521.67	12,000,000.00
Aging Interval: 61 - 90 days	(07/01/2021 - 07/30/2021)	0 Maturities	0 Payments	0.00	0.00%	0.00	0.00
Aging Interval: 91 - 120 days	(07/31/2021 - 08/29/2021)	0 Maturities	0 Payments	0.00	0.00%	0.00	0.00
Aging Interval: 121 - 365 days	(08/30/2021 - 05/01/2022)	0 Maturities	0 Payments	0.00	0.00%	0.00	0.00
Aging Interval: 366 - 1095 days	(05/02/2022 - 04/30/2024)	2 Maturities	0 Payments	23,435,000.00	12.18%	23,435,000.00	23,412,261.95
Aging Interval: 1096 days and after	(05/01/2024 -)	5 Maturities	0 Payments	46,015,000.00	23.90%	46,017,794.91	45,951,363.05
Total for		12 Investments	0 Payments		100.00	192,265,301.43	192,271,848.82



NOTES TO PORTFOLIO MANAGEMENT REPORT

- Note 1: Market value of the LAIF investment is calculated using a fair value factor provided by LAIF. The MUFG Union Bank (formerly Union Bank) Trust Department provides market values of the remaining investments.
- Note 2: Book value reflects the cost or amortized cost before the GASB 31 accounting adjustment.
- Note 3: GASB 31 requires governmental entities to report investments at fair value in the financial statements and to reflect the corresponding unrealized gains/ (losses) as a component of investment income. The GASB 31 adjustment is recorded only at fiscal year-end. The adjustment for June 30, 2020 includes an increase of \$368,460 to the LAIF investment and a decrease of (\$5,657) to the remaining investments.
- Note 4: The Federated Treasury Obligations money market mutual fund functions as the Authority's sweep account. Funds are transferred to and from the sweep account to/from OCFA's checking account in order to maintain a target balance of \$1,000,000 in checking. Since this transfer occurs at the beginning of each banking day, the checking account sometimes reflects a negative balance at the close of the banking day. The negative closing balance is not considered an overdraft since funds are available in the money market mutual fund. The purpose of the sweep arrangement is to provide sufficient liquidity to cover outstanding checks yet allow that liquidity to be invested while payment of the outstanding checks is pending.
- Note 5: As of April 30, 2021, the portfolio cash position is high due to \$12 million in pending investments.



Local Agency Investment Fund (LAIF)

As of April 30, 2021, OCFA has \$75,000,000 invested in LAIF. The fair value of OCFA's LAIF investment is calculated using a participant fair value factor provided by LAIF on a quarterly basis. The fair value factor as of March 31, 2021 is 1.001269853. When applied to OCFA's LAIF investment, the fair value is \$75,095,239 or \$95,239 above cost. Although the fair value of the LAIF investment is higher than cost, OCFA can withdraw the actual amount invested at any time.

LAIF is included in the State Treasurer's Pooled Money Investment Account (PMIA) for investment purposes. The PMIA market valuation at April 30, 2021 is included on the following page.



Fair Value Including Accrued Interest	\$	141,054,951,986.59
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Orange County Fire Authority

Preliminary Investment Report

May 21, 2021



ORANGE COUNTY FIRE AUTHORITY **Portfolio Management** **Portfolio Summary** **May 21, 2021**

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

See Note 1 on page 19

See Note 2 on page 19

Investments	Par Value	Market Value	Book Value	% of Portfolio	Term	Days to Call/ Maturity	YTM/Call 360 Equiv.	YTM/Call 365 Equiv.
Federal Agency Coupon Securities	81,450,000.00	81,411,624.40	81,452,753.87	45.14	1,318	90	0.580	0.588
Federal Agency Disc. -Amortizing	24,000,000.00	23,999,040.00	23,998,773.38	13.30	120	84	0.028	0.028
Local Agency Investment Funds	75,000,000.00	75,095,238.97	75,000,000.00	41.56	1	1	0.334	0.339
	180,450,000.00	180,505,903.37	180,451,527.25	100.00%	612	52	0.404	0.410

Investments

Cash and Accrued Interest

Passbook/Checking (not included in yield calculations)	14,360,295.82	14,360,295.82	14,360,295.82		1	1	0.000	0.000
Accrued Interest at Purchase		1,435.11	1,435.11					
Subtotal		14,361,730.93	14,361,730.93					
Total Cash and Investments	194,810,295.82	194,867,634.30	194,813,258.18		612	52	0.404	0.410

Total Earnings	May 21 Month Ending	Fiscal Year To Date
Current Year	39,661.34	479,753.03
Average Daily Balance	189,207,918.52	148,826,935.34
Effective Rate of Return	0.36%	0.36%

"I certify that this investment report accurately reflects all pooled investments and is in compliance with the investment policy adopted by the Board of Directors to be effective on January 1, 2021. A copy of this policy is available from the Clerk of the Authority. Sufficient investment liquidity and anticipated revenues are available to meet budgeted expenditure requirements for the next thirty days and the next six months."

 5/28/21
 Patricia Jakubiak, Treasurer

Cash and Investments with GASB 31 Adjustment:

Book Value of Cash & Investments before GASB 31 (Above)	\$ 194,813,258.18
GASB 31 Adjustment to Books (See Note 3 on page 19)	\$ 362,803.09
Total	\$ 195,176,061.27

ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Details - Investments
May 21, 2021

See Note 1 on page 19

See Note 2 on page 19

CUSIP	Investment #	Issuer	Average Balance	Purchase Date	Par Value	Market Value	Book Value	Stated Rate	YTM/Call 365	Days to Call/ Maturity	Maturity Date
Money Mkt Mutual Funds/Cash											
SYS528	528	Federated Treasury Obligations		07/01/2020	0.00	0.00	0.00	0.010	0.010	1	
Subtotal and Average			25,898,399.55		0.00	0.00	0.00		0.000	0	
Federal Agency Coupon Securities											
3133EMLE0	1020	Federal Farm Credit Bank (Callable 6/22/2021)		12/23/2020	14,000,000.00	13,988,800.00	14,000,000.00	0.190	0.190	31	09/22/2023
3133EMWH1	1030	Federal Farm Credit Bank (Callable 4/21/2022)		04/22/2021	3,000,000.00	2,993,760.00	3,002,753.87	0.710	0.710	334	04/21/2025
3133EMXS6	1032	Federal Farm Credit Bank (Callable 7/28/2021)		04/28/2021	12,000,000.00	12,000,240.00	12,000,000.00	0.720	0.720	67	04/28/2025
3130ALNY6	1025	Fed Home Loan Bank (Callable 9/30/2021)		03/30/2021	8,000,000.00	8,000,720.00	8,000,000.00	0.550	0.822	131	09/30/2024
3130ALTJ3	1029	Fed Home Loan Bank (Callable 7/8/2021)		04/22/2021	9,435,000.00	9,433,396.05	9,435,000.00	0.375	0.375	47	04/08/2024
3130ALVR2	1031	Fed Home Loan Bank (Callable 7/23/2021)		04/23/2021	11,015,000.00	11,013,788.35	11,015,000.00	0.520	0.520	62	10/23/2024
3130AM6P2	1034	Fed Home Loan Bank (Callable 10/29/2021)		04/29/2021	12,000,000.00	11,990,400.00	12,000,000.00	1.000	1.000	160	04/29/2026
3130AM6H0	1035	Fed Home Loan Bank (Callable 8/11/2021)		05/11/2021	12,000,000.00	11,990,520.00	12,000,000.00	0.550	0.550	81	10/11/2024
Subtotal and Average			75,738,487.70		81,450,000.00	81,411,624.40	81,452,753.87		0.588	90	
Federal Agency Disc. -Amortizing											
313313NC8	1036	Federal Farm Credit Bank		05/21/2021	12,000,000.00	11,999,040.00	11,999,006.71	0.020	0.021	149	10/18/2021
313385GT7	1024	Fed Home Loan Bank		03/12/2021	12,000,000.00	12,000,000.00	11,999,766.67	0.035	0.036	20	06/11/2021
Subtotal and Average			12,571,031.27		24,000,000.00	23,999,040.00	23,998,773.38		0.028	84	
Local Agency Investment Funds											
SYS336	336	Local Agency Invstmt Fund			75,000,000.00	75,095,238.97	75,000,000.00	0.339	0.339	1	
Subtotal and Average			75,000,000.00		75,000,000.00	75,095,238.97	75,000,000.00		0.339	1	
Total and Average			189,207,918.52		180,450,000.00	180,505,903.37	180,451,527.25		0.410	52	

ORANGE COUNTY FIRE AUTHORITY
Portfolio Management
Portfolio Details - Cash
May 21, 2021

CUSIP	Investment #	Issuer	Average Balance	Purchase Date	Par Value	Market Value	Book Value	Stated Rate	YTM/C 365	Days to Maturity
Money Mkt Mutual Funds/Cash										
SYS10033	10033	Revolving Fund		07/01/2020	20,000.00	20,000.00	20,000.00		0.000	1
SYS4	4	Union Bank		07/01/2020	14,340,295.82	14,340,295.82	14,340,295.82		0.000	1
Average Balance			0.00	Accrued Interest at Purchase		1,435.11	1,435.11			1
				Subtotal		14,361,730.93	14,361,730.93			
Total Cash and Investments			189,207,918.52		194,810,295.82	194,867,634.30	194,813,258.18		0.410	52

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ORANGE COUNTY FIRE AUTHORITY
Aging Report
By Maturity Date
As of May 24, 2021

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

					Maturity Par Value	Percent of Portfolio	Current Book Value	Current Market Value
Aging Interval:	0 days	(05/24/2021 - 05/24/2021)	4 Maturities	0 Payments	89,360,295.82	45.91%	89,360,295.82	89,455,534.79
Aging Interval:	1 - 30 days	(05/25/2021 - 06/23/2021)	1 Maturities	0 Payments	12,000,000.00	6.16%	11,999,790.00	12,000,000.00
Aging Interval:	31 - 60 days	(06/24/2021 - 07/23/2021)	0 Maturities	0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	61 - 90 days	(07/24/2021 - 08/22/2021)	0 Maturities	0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	91 - 120 days	(08/23/2021 - 09/21/2021)	0 Maturities	0 Payments	0.00	0.00%	0.00	0.00
Aging Interval:	121 - 365 days	(09/22/2021 - 05/24/2022)	1 Maturities	0 Payments	12,000,000.00	6.16%	11,999,020.04	11,999,040.00
Aging Interval:	366 - 1095 days	(05/25/2022 - 05/23/2024)	2 Maturities	0 Payments	23,435,000.00	12.02%	23,435,000.00	23,422,196.05
Aging Interval:	1096 days and after	(05/24/2024 -)	6 Maturities	0 Payments	58,015,000.00	29.76%	58,017,749.96	57,989,428.35
Total for			14 Investments	0 Payments		100.00	194,811,855.82	194,866,199.19



NOTES TO PORTFOLIO MANAGEMENT REPORT

- Note 1: Market value of the LAIF investment is calculated using a fair value factor provided by LAIF. The MUFG Union Bank Trust Department provides market values of the remaining investments.
- Note 2: Book value reflects the cost or amortized cost before the GASB 31 accounting adjustment.
- Note 3: GASB 31 requires governmental entities to report investments at fair value in the financial statements and to reflect the corresponding unrealized gains/ (losses) as a component of investment income. The GASB 31 adjustment is recorded only at fiscal year-end. The adjustment for June 30, 2020 includes an increase of \$368,460 to the LAIF investment and a decrease of (\$5,657) to the remaining investments.
- Note 4: The Federated Treasury Obligations money market mutual fund functions as the Authority's sweep account. Funds are transferred to and from the sweep account to/from OCFA's checking account in order to maintain a target balance of \$1,000,000 in checking. Since this transfer occurs at the beginning of each banking day, the checking account sometimes reflects a negative balance at the close of the banking day. The negative closing balance is not considered an overdraft since funds are available in the money market mutual fund. The purpose of the sweep arrangement is to provide sufficient liquidity to cover outstanding checks yet allow that liquidity to be invested while payment of the outstanding checks is pending.

GLOSSARY

INVESTMENT TERMS

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

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

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

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

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

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

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

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

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

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

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

Local Agency Investment Fund (LAIF). A California State Treasury fund which local agencies may use to deposit funds for investment and for reinvestment with a maximum of \$75 million for any agency (*excluding bond funds, which have no maximum*). It offers high liquidity because

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

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

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

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

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

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

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

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

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

Yield. Rate of return on a bond.

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

ECONOMIC TERMS

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

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

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

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

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

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

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

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

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

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

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



REVISED 6/7/2021

Orange County Fire Authority
AGENDA STAFF REPORT

Budget and Finance Committee Meeting
June 9, 2021

Agenda Item No. 2C
Consent Calendar

Updated Cost Reimbursement Rates

Contact(s) for Further Information

Robert C. Cortez, Assistant Chief
Business Services Department

robertcortez@ocfa.org

714.573.6012

Julie Nemes, Finance Manager/Auditor

julienemes@ocfa.org

714.573.6304

Summary

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

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

Review the proposed agenda item and direct staff to place the item on the agenda for the Board of Directors meeting of June 24, 2021, with the Budget and Finance Committee's recommendation that the Board of Directors approve and adopt the proposed Cost Reimbursement Rate schedules to be effective July 1, 2021.

Impact to Cities/County

Not Applicable

Fiscal Impact

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

Background

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

Reimbursement Rate Calculation (Other than Cal OES)

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

increases from labor contracts. The specialty pays (i.e. crane operator, paramedic, hazmat specialist, hazardous duty, technical rescue truck, and US&R pay) are blended with base salary in the average hourly rates for suppression positions. The full list of proposed reimbursement rates by position, including the indirect cost rate, is listed on Attachment 1A.

OCFA adopts the Cal OES California Fire Assistance Agreement (CFAA) and Federal Emergency Management Agency (FEMA) approved equipment rates, except for the helicopter rates, to seek reimbursement for equipment use on the fire incidents. ~~Cal OES fire vehicles rates and FEMA equipment reimbursement rates remain unchanged from last year.~~ Two Super Huey helicopters that were Federal Excess Property owned by the United States Forest Service and loaned to OCFA for the control of wildland fires were removed from operations as of September 2020. The Bell 412 helicopter rate decreased 6.71% from last year due to an increase in flight hours. The rates for the new Quick Reaction Force (QRF) Pilot Program are also added to the Equipment Rate Schedule (Attachment 2).

Cal OES Reimbursement Rates

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

Civilian Position Rates

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

Mutually Beneficial Hourly Rates (Hand crew and Dozer Operator)

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

Summary

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

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

Attachment(s)

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

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

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

Notes:

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

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

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

Notes:

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

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

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

Notes:

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

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

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

Notes:

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

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

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

Notes:

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



Orange County Fire Authority
AGENDA STAFF REPORT

Budget and Finance Committee Meeting
June 9, 2021

Agenda Item No. 2D
Consent Calendar

FY 2020/21 Year End Budget Adjustment

Contact(s) for Further Information

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

Summary

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

Prior Board/Committee Action

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

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

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

RECOMMENDED ACTION(S)

Review the proposed agenda item and direct staff to place the item on the agenda for the Board of Directors meeting of June 24, 2021, with the Budget and Finance Committee's recommendation that the Board of Directors take the following action: Approve and authorize FY 2020/21 budget adjustments to increase net revenues by \$4,494,276 and net appropriations by \$3,535,745 as further described in this staff report.

Impact to Cities/County

N/A

Fiscal Impact

N/A

Background

Proposed FY 2020/21 Year End Budget Adjustment

Since the mid-year budget adjustment was approved by the Board in March 2021, additional changes to the budget have become necessary. The proposed adjustment is to increase revenues in the net amount of \$4,494,276 and to increase expenditures in the net amount of \$3,535,745. These adjustments are comprised of the following:

FY 2020/21 Revenue Adjustments - \$4.5 million

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

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

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

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

FY 2020/21 Expenditure Adjustments - \$3.5 million

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

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

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

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

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



Orange County Fire Authority
AGENDA STAFF REPORT

Budget and Finance Committee Meeting
June 9, 2021

Agenda Item No. 3A
Discussion Calendar

Third Quarter Purchasing Report

Contact(s) for Further Information

Robert Cortez, Assistant Chief
Business Services Department

robertcortez@ocfa.org

714.573.6012

Sara Kennedy, Purchasing Manager

sarakennedy@ocfa.org

714.573.6641

Summary

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

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

Review the proposed agenda item and direct staff to place the item on the agenda for the Board of Directors meeting of June 24, 2021, with the Budget and Finance Committee's recommendation that the Board of Directors receive and file the report.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Not Applicable.

Background

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

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

Attachment(s)

Third Quarter Purchasing Report – January 2021 to March 2021

Purchasing Report 3rd Quarter - FY 2020/21

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

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

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

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

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

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

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
2/11/2021	B02057-1	\$30,000	Logistics Department	H&H AUTO PARTS WHOLESale	ODYSSEY AUTOMOTIVE BATTERIES AS-NEEDED	
2/11/2021	P0014032	\$1,618	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION MAINTENANCE - FS49	
2/16/2021	P0014037	\$1,445	Business Services Department	PJ PRINTERS	EMERGENCY ACTIVITY REPORT FORM	
2/16/2021	P0014038	\$1,805	Special Operations Division	KOKATAT INC.	NEW PPE FOR TRT MEMBER BRIAN TARIN	
2/16/2021	P0014039	\$5,463	Special Operations Division	LINEGEAR FIRE & RESCUE	SALOMON BOOTS FOR AIOPS	
2/16/2021	P0014040	\$6,648	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	REPAINT UNIT # 5387	
2/16/2021	P0014035	\$7,087	Logistics Department	WILLIAMS & MAHER INC	ELECTRICAL WORK AT USAR FOR EMS	
2/16/2021	P0014036	\$24,140	EMS & Training Department	MERIDIAN MEDICAL TECHNOLOGIES, INC.	REPLACE SOON TO BE EXPIRED CYANOKIT IN ALL BC UNITS	
2/17/2021	B01567-6	\$10,000	Logistics Department	PLATINUM NETWORKS	NORTEL PHONE EQUIPMENT	
2/17/2021	B01918-2	\$33,000	Logistics Department	MOTOROLA SOLUTIONS INC.	MOTOROLA MDC FLAT RATE REPAIRS	
2/18/2021	P0014041	\$15,103	Logistics Department	FULLER TRUCK ACCESSORIES	BED COVERS FOR NEW UNITS 2109-2119	
2/22/2021	P0014043	\$728	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION REPAIRS @ FS32	
2/22/2021	P0014045	\$814	Special Operations Division	LANDCARE	LANDSCAPE MAINTENANCE - FS41	
2/22/2021	P0014046	\$1,450	Logistics Department	ROBERT STEWART ARCHITECTS	STANDARD CABINETRY DRAWINGS	
2/22/2021	P0014044	\$2,488	Operations Department	U.S. RUBBER RECYCLING INC.	GYM FLOORING FOR FS10	
2/22/2021	P0014047	\$2,504	Logistics Department	SERVICE KING PAINT AND BODY	PAINT AND REPAIR SERVICE FOR UNIT 2350 2015 CHEVROLET TAHOE 2WD VIN: 1GN5CBKXFR722929	
2/22/2021	P0014042	\$3,080	Operations Department	SO CAL ARBOR CARE	TREE TRIMMING SERVICES AT FIRE STATION 39	
2/22/2021	B02197	\$5,906	Human Resources Department	ADVANCED WORKPLACE STRATEGIES, INC.	DRUG & ALCOHOL TESTING, PROGRAM ADMIN SUPPORT FEDERAL DEPARTMENT OF TRANSPORTATION	
2/23/2021	P0014049	\$6,648	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	RE-PAINT UNIT # 5387 1990 FREIGHTLINER FLC11 VIN: 1FVX1DYB7LH410653, LIC: 1073028	
2/24/2021	P0014051	\$1,954	Special Operations Division	ALLSTAR FIRE EQUIPMENT	ROPE RESCUE EQUIPMENT FOR USAR FEMA CA-TF5	
2/24/2021	P0014052	\$1,977	Operations Department	SOURCE CREATIVE OFFICE INTERIORS	OFFICE FURNITURE FOR FIRE STATION 22	
2/24/2021	P0014050	\$2,984	Special Operations Division	LANDCARE	IRRIGATION SYSTEM UPGRADE FS41	
2/24/2021	P0014053	\$5,084	Logistics Department	SIGNATURE FLOORING, INC.	CARPET TILE REPLACEMENT AT RFOTC, FIRE PREVENTION	
2/24/2021	B01933-2	\$75,000	Logistics Department	WESTRUX INTERNATIONAL	INTERNATIONAL TRUCKS PARTS, MAINTENANCE AND REPAIR	JA2340

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

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

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

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

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



Orange County Fire Authority **AGENDA STAFF REPORT**

**Budget and Finance Committee Meeting
June 9, 2021**

**Agenda Item No. 3B
Discussion Calendar**

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

Contact(s) for Further Information

Brian Fennessy, Fire Chief	brianfennessy@ocfa.org	714.573.6010
Lori Zeller, Deputy Chief Administration & Support Bureau	lorizeller@ocfa.org	714.573.6020
Robert Cortez, Assistant Chief Business Services Department	robertcortez@ocfa.org	714.573.6012

Summary

This item presents follow-up information related to questions asked by the Board of Directors during its review of the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget.

Prior Board/Committee Action

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

RECOMMENDED ACTION(S)

Review responses to Board of Directors' questions and comments made during the review of the Fiscal Year 2021/22 Proposed Budget and direct staff to include the information with the June staff report to the Board regarding the Fiscal Year 2021/22 Proposed General Fund and Capital Improvement Program (CIP) Budget.

Impact to Cities/County

N/A

Fiscal Impact

N/A

Background

Staff has prepared the list of questions and comments made by the Board of Directors during the May 27, 2021 meeting, along with narrative responses (Attachment). Several of the responses include references to detailed supporting documents, which are included as Exhibits with the Attachment.

Attachment(s)

Responses to Board of Directors' Questions and Comments

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

1. Topic: Mission Driven Culture (MDC)

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

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

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

On September 24, 2020, the Executive Committee authorized a transition of the contract from IAFC to MCS (Exhibit 2). [See Note 1]¹. Up to that time, the subcontractor (MCS) had been providing the majority of the mission-driven culture development services and the work by Oklahoma State University was complete, so staff presented to the Executive Committee the option to continue the program directly with the actual provider, MCS. The organizational restructuring at the IAFC was causing problems with their ability to sustain a program manager and facilitate work between the OCFA and the subcontractor. The cost of the IAFC's overhead role was seen as unjustified and the unused funds could be redirected to more productive tasks, including new related challenges posed by the COVID-19 response. The staff report described the transition as follows: "In order to continue supporting the Mission-Driven Culture development training program, staff is recommending approval to shift the services and remaining balance of the agreement with IAFC to MCS. The recommended agreement will be issued for a two-year term in an amount not to exceed \$391,700, utilizing unspent funding from the existing agreement with the IAFC. Upon approval, staff will issue a formal termination notice to the IAFC."

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

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

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

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

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

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

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

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

As authorized by the Executive Committee, the MDC/IAFC/MCS contract was funded as a one-time expense, using unexpended fund balance remaining from FY 2017/18. Upon contract award in 2018, the not-to-exceed funding of \$880,000 was ~~encumbered, meaning the funding is specifically~~ set-aside (or allocated) for use on this project. Because the funding came from

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

prior fiscal year resources, it was ~~encumbered~~, it no longer appears as a ~~new available~~ source of funding in the next fiscal year's budget. Multi-year projects, such as MDC, are accounted forencumbered and carried over into the following fiscal year via the "Carryover of Uncompleted Multi-Year Projects" process, which is reviewed by the Budget & Finance Committee and approved by the Board annually (Exhibit 4 includes a staff report and attachments).

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

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

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

There are sections of the scope of work approved by the Executive Committee that are tied specifically to Mission Driven Culture consulting services completed in response to the large-scale incident management necessitated by COVID-19. Similarly, there is work completed to establish a Mission Driven Culture surrounding major efforts such as the FIRIS programs. The

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

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

work for these programs is foundational and will be used by OCFA as a framework for future large incidents and major projects.

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

2. Topic: OCFA Vehicle Purchases

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

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

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

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

3. Topic: Labor Negotiator Contract

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

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

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

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

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

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

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

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

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

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

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

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

participated for the two-day event, with a total estimated overtime cost of \$4,610.86. [See Note 3]³

Portal-to-portal pay for firefighters typically refers to the time they leave their house to work an emergency incident to the time they return home including sleeping time. As indicated above, the time authorized for service to the GEC was capped at actual overtime hours worked, not-to-exceed 8 hours per day.

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

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

5. Topic: Meals Purchased from Orange Hill Restaurant

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

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

Three meals a day were being purchased for approximately 120 personnel, during a time when many restaurants and businesses were completely closed down. One of the providers from which meals were purchased included the Orange Hill Restaurant. A summary of emergency

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

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purchasing activity in connection with the COVID pandemic, by vendor, was submitted to the Executive Committee on September 24, 2020 (Exhibit 7).

The total cost of meals purchased from Orange Hill Restaurant was \$136,624.52 during March and April, 2020~~over a four month period of time~~. A total of 6,708 meals were purchased for an average cost per meal of \$20.37. The COVID-19 IMT meals at Orange Hill Restaurant have been submitted for reimbursement as a component of the FEMA Public Assistance claim for project costs from January through June 2020. Following is correspondence between OCFA and FEMA as it relates to meals submitted for reimbursement:

***FEMA Request to OCFA:** Procurement - The Applicant needs to confirm that the meals are in accordance with FEMA PAPPG policy. Applicants often provide meals for emergency workers. Provision of meals, including beverages and meal supplies, for employees and volunteers engaged in eligible Emergency Work, including those at EOCs, is eligible provided the individuals are not receiving per diem and one of the following circumstances applies: 1) Meals are required based on a labor policy or written agreement that meets the requirements of Chapter 2:V.A.1; 2) Conditions constitute a level of severity that requires employees to work abnormal, extended work hours without a reasonable amount of time to provide for their own meals; or 3) Food or water is not reasonably available for employees to purchase. FEMA only reimburses the cost of meals that are brought to the work location and purchased in a cost-effective and reasonable manner, such as bulk meals. FEMA does not reimburse costs related to group outings at restaurants or individual meals. Please have the Applicant describe how their meal purchases meet these requirements.*

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

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

6. Topic: Brown Marketing - Media Services

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

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

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

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

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

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

- *Corporate Communications Department - media buys and professional social media services for the OCFA drowning prevention program.*
- *Sponsorship solicitation packets for the OCFA Foundation.*
- *Human Resources, Recruitment Division – graphic design and Clear Channel posters for the firefighter trainee advertising campaign.*

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

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

Separate and distinct from the drowning prevention efforts included in the scope of work for Corporate Communications, a Human Resources Manager engaged directly with Brown

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Marketing Strategies for firefighter academy recruitment efforts. The value of this work effort totaled \$48,994.

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

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

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

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

8. Topic: AP Triton

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

In 2019, an initial purchase order was requested by Chief Fennessy and authorized by the Chief Procurement Officer within the thresholds delegated to management, to accomplish a specified scope of work. The value of this purchase order was \$50,000. Since this initial purchase order was within thresholds delegated to management, this item had not been previously reviewed or approved by the Board. Furthermore, the work was different, in that this initial work was only for completion of initial analytics to estimate the values within the Orange County transport system. AP Triton performed initial consulting analytics for OCFA in advance of the County completing its RFP process for new 911 Emergency Ambulance Transport contracts. This was time sensitive as OCFA had paused their contract award at OCFA request. AP Triton also completed a Power-Point Presentation that was presented to

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the OCFA's City Manager Technical Advisory Committee (TAC) on July 11, 2019. AP Triton was to present at the Board of Directors meeting, however then Board Chair Joe Muller strongly recommended to the Fire Chief that he pull the item from the agenda.

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

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

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

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

9. Topic: Purchasing

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

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

- 1) The Purchasing Ordinance No. 008 (Ordinance) and the Roles/Responsibilities/Authorities Matrix (Matrix) provides the Chief Procurement Officer authority to enter into various types of agreements below specified dollar limits, provided that the contract results from a competitive solicitation.*
- 2) Per Section 1-20 Small Purchases provision of the Purchasing Ordinance, any contract for the purchase of supplies, equipment, and services (including maintenance) not exceeding*

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\$50,000 may be made by the Chief Procurement Officer in accordance with the small purchase procedures authorized in the Ordinance.

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

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

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

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

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

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

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

*At their respective May 2018 meetings, both the Budget and Finance Committee and the Board of Directors reviewed and provided input on the newly created **Procurement Policy Manual**. While the Ordinance served as a high-level framework that provided the legal foundation for all procurement functions for OCFA, the Policy Manual was developed to provide more in-*

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depth guidelines for staff related to the various procurement methods and thresholds, and drew extensively from the policies of other government agencies, including the County of Orange. Staff updated the Procurement Policy Manual in May of 2021 to include updated statutory thresholds for public works contracts and federally funded awards, updated design-bid-build prequalification procedures as affirmed by the Board, and other housekeeping items.

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

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

**Approved by the Board of Directors.*

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

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

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

Exhibits:

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



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
August 23, 2018

Agenda Item No. 3B
Consent Calendar

Mission-Driven Culture
Organizational and Leadership Development

Contact(s) for Further Information

Brian Fennessy, Fire Chief

brianfennessy@ocfa.org

714.573.6010

Summary

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

Prior Board/Committee Action

Not Applicable.

RECOMMENDED ACTION(S)

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

Impact to Cities/County

Not Applicable.

Fiscal Impact

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

Background

Sole Source Justification

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

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

Leader and Command Education Development

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

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

Implementation

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

Recommendation

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

Attachment(s)

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

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

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

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

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

††item is optional but recommended

OCFA Sole Source Request Form

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

SECTION I - INSTRUCTIONS

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

SECTION II – REQUEST INFORMATION

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

SECTION III – JUSTIFICATION

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

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

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

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

SECTION III – JUSTIFICATION (continued)

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


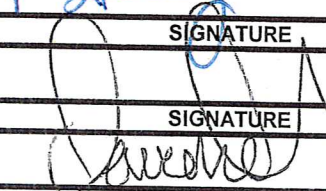
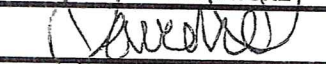
3. Pricing - What efforts were made to get the best pricing (e.g., did you simply request a quote, negotiate with the vendor, did the vendor provide a discount)? Please provide the quote with your sole source request.

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


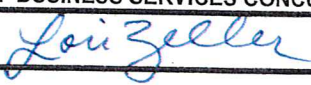
4. Will this purchase obligate the OCFA to future purchases (maintenance, licensing or continuing needs)? (If yes, please explain how and what the future costs will be.)

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

Sole Source Request Submitted by:

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

Purchasing Manager's Comments:

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

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

Executive Committee Approved: ☐ Yes ☐ No Date approved _____

**ORANGE COUNTY FIRE AUTHORITY
PROFESSIONAL SERVICES AGREEMENT**

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

RECITALS

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

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

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

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

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

AGREEMENT

1. PROFESSIONAL SERVICES

1.1 Scope of Services.

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

1.2 Compliance with Law.

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

1.3 Licenses and Permits.

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

1.4 Familiarity with Work.

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

1.5 Care of Work.

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

1.6 Additional Services.

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

2. TIME FOR COMPLETION

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

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

3. COMPENSATION OF FIRM

3.1 Compensation of Firm.

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

3.2 Method of Payment.

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

3.3 Changes.

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

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

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

3.4 Appropriations.

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

4. PERFORMANCE SCHEDULE

4.1 Time of Essence.

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

4.2 Schedule of Performance.

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

4.3 Force Majeure.

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

4.4 Term.

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

5. COORDINATION OF WORK

5.1 Representative of Firm.

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

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

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

5.2 Contract Officer.

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

5.3 Prohibition Against Subcontracting or Assignment.

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

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

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

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

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

5.4 Independent Contractor.

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

6. INSURANCE AND INDEMNIFICATION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6.12 Indemnification.

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

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

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

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

7. RECORDS AND REPORTS

7.1 Reports.

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

7.2 Records.

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

7.3 Ownership of Documents.

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

7.4 Release of Documents.

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

7.5 Confidential Materials.

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

8. ENFORCEMENT OF AGREEMENT

8.1 California Law.

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

8.2 Waiver.

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

8.3 Rights and Remedies are Cumulative.

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

8.4 Legal Action.

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

8.5 Termination Prior to Expiration of Term.

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

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

8.6 Termination for Default of Firm.

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

8.7 Attorneys' Fees.

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

9. OCFA OFFICERS AND EMPLOYEES; NON-DISCRIMINATION

9.1 Non-Liability of OCFA Officers and Employees.

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

9.2 Covenant Against Discrimination.

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

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

10. MISCELLANEOUS PROVISIONS

10.1 Confidentiality.

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

10.2 Notice.

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

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

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

To Firm:

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

10.2 Integrated Agreement.

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

10.3 Amendment.

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

10.4 Severability.

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

10.5 Corporate Authority.

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

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

[Signatures on Following Page]

"OCFA"

ORANGE COUNTY FIRE AUTHORITY

Date: _____

By: _____
Debbie Casper
Purchasing Manager

APPROVED AS TO FORM.

By:  _____
DAVID E. KENDIG
GENERAL COUNSEL

Date: 8/7/18

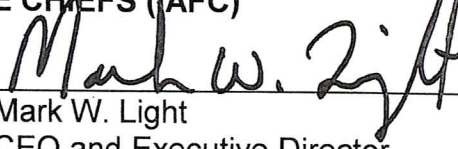
ATTEST:


Sherry A.F. Wentz
Clerk of the Board

"FIRM"

INTERNATIONAL ASSOCIATION OF
FIRE CHIEFS (IAFC)

Date: 7-27-18

By:  _____
Mark W. Light
CEO and Executive Director

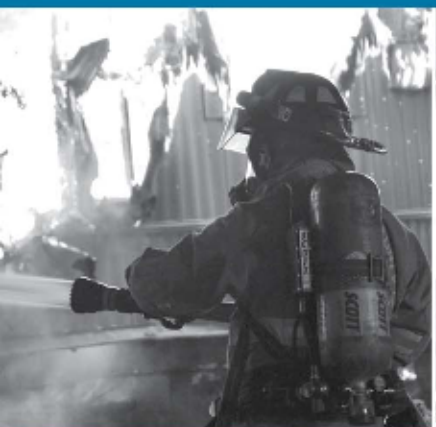
By:  _____
E. Thomas Hicks IV
CSO and Deputy Executive Director



IAFC

International Association of Fire Chiefs

LEAD. EDUCATE. SERVE.



Mission-Driven Culture Implementation Support

for the
Orange County Fire Authority

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

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1 Introduction

1.1 Background

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

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

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

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

2 Program Component Overview

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

The proposed development programs are of two types:

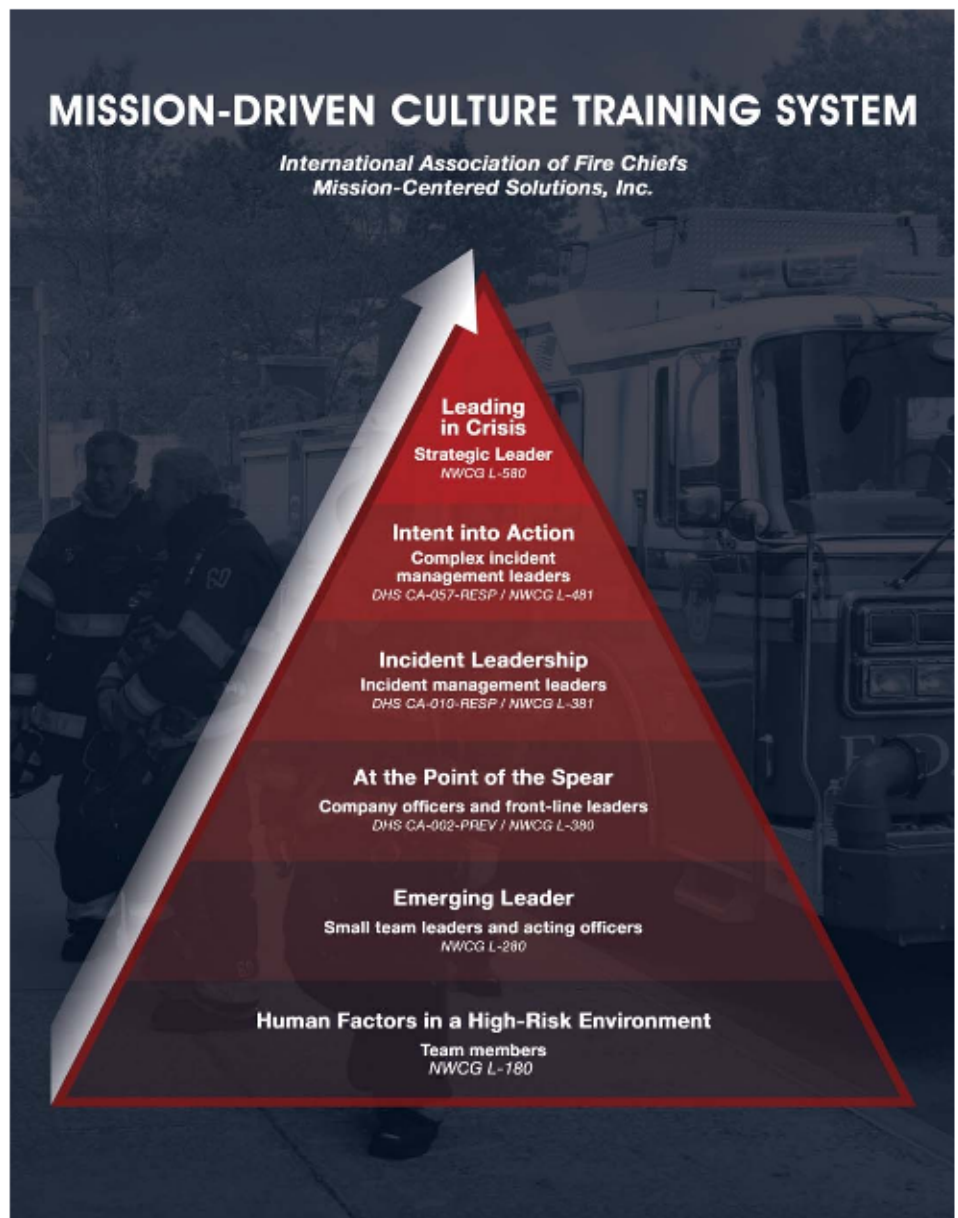
1. Foundational programs delivered internally by OCFA instructors (see workforce training programs below).
2. Advanced leader development programs delivered directly by the IAFC.

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

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

3 IAFC-Delivered Training Programs

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



3.1 OCFA logistical support requirement: ALL IAFC-delivered programs

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

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

3.2.1.1 Description

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

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

Subjects included in the program:

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

3.2.1.2 Length

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

3.2.1.3 Composition

Mixed traditional classroom, exercises, and simulations

3.2.1.4 Number of students

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

3.2.1.5 Target audience

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

3.2.1.6 Delivery location

As determined by OCFA.

3.2.1.7 Product ID

POTSFSL3.MCS

3.2.1.8 Certifications

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

3.2.2 Specific Items Provided by IAFC / Included in SOW

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

3.2.3 Specific items provided by OCFA / Not included in SOW

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

The full description of the logistical support requirements is documented in Appendix A.

POTS_LOGISTICS-REQ.PDF contains logistical checklists to assist OCFA support personnel, facility and equipment requirements, and support materials.

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

3.3.1 Description

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

Subjects included in the program:

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

- Effective Incident Communications
- Command and Control

3.3.1.1 Length

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

3.3.1.2 Composition

20% classroom, 80% simulation-related activities

3.3.1.3 Number of students

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

3.3.1.4 Target audience

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

3.3.1.5 Delivery location

As determined by OCFA.

3.3.1.6 Product ID

IL24AH3.MCS

3.3.1.7 Certifications

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

3.3.2 Specific Items Provided by IAFC / Included in SOW

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

3.3.3 Specific items provided by OCFA / Not included in SOW

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

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

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

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

3.4.1 **Description**

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

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

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

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

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

3.4.1.1 **Length**

40 hours over 5 days

3.4.1.2 **Composition**

20% classroom, 80% simulation-related activities

3.4.1.3 **Number of students**

24-32

3.4.1.4 *Target Audience*

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

3.4.1.5 *Certifications*

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

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

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

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

The details of the program delivered to the workforce follows:

3.5.1 *Description*

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

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

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

3.5.2 *Train the Trainer Program:*

3.5.2.1 *Length*

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

3.5.2.2 *Composition*

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

3.5.2.3 *Number of OCFA instructors*

6-8

3.5.2.4 *Target Audience*

Internal instructors with facilitative instructor skills

3.5.2.5 *Certifications*

N/A

3.5.3 Emerging Leader Program (delivered by OCFA)

3.5.3.1 *Length*

16 hours over two days

3.5.3.2 *Number students*

10-20

3.5.3.3 *Target Audience*

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

3.5.3.4 *Certifications*

NWCG L-280

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

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

The details of the program delivered to the workforce follows:

3.6.1 Description

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

- Communication responsibilities
- Situation awareness and decision making

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

3.6.2 Train the Trainer Program:

3.6.2.1 *Length*

8 +10 hours of prep time

3.6.2.2 *Composition*

Mixed traditional classroom, exercises, role playing, instruction feedback

3.6.2.3 *Number of OCFA instructors*

6-8

3.6.2.4 *Target Audience*

Internal instructors with facilitative instructor skills

3.6.2.5 *Certifications*

N/A

3.6.3 Human Factors program (delivered by OCFA)

3.6.3.1 *Length*

6-8 hours

3.6.3.2 *Number students*

10-40

3.6.3.3 *Target Audience*

All departmental personnel

3.6.3.4 *Certifications*

NWCG L-180

4 Tools and Workforce Training Programs

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

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

4.1 Leadership Bridge/Currency Training Programs (3)

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

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

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

4.1.1.1 End state

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

4.1.1.2 IAFC Proposed Activities

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

4.1.1.3 OCFA Proposed Activities

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

5 Planning and Support Consultation Tasks

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

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

5.1 Conduct MDC Initiative Planning Session

5.1.1.1 Task

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

5.1.1.2 Purpose

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

5.1.1.3 Discussion

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

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

5.1.1.4 End state

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

5.1.1.5 IAFC Proposed Activities

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

5.1.1.6 OCFA Proposed Activities

- Provide facilities and personnel for the session

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

5.2.1.1 Task

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

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

5.2.1.2 Purpose

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

5.2.1.3 Discussion

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

5.2.1.4 End state

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

5.2.1.5 IAFC Proposed Activities

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

5.2.1.6 OCFA Proposed Activities

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

5.3 Align Senior Leadership/Staff/ECS Perceptions and Messaging

5.3.1 Task

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

5.3.1.1 Purpose

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

5.3.1.2 Discussion

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

5.3.1.3 End state

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

5.3.1.4 IAFC Proposed Activities

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

5.3.1.5 OCFA Proposed Activities

- Arrange assemblies of senior leadership

5.4 Develop, and Conduct MDC Educational Briefings for OCFA Employees

5.4.1 Task

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

5.4.1.1 Purpose

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

5.4.1.2 Discussion

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

5.4.1.3 End state

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

5.4.1.4 IAFC Proposed Activities

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

5.4.1.5 OCFA Proposed Activities

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

5.5 Draft Initial Leadership Doctrine

5.5.1.1 Task

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

5.5.1.2 Purpose

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

5.5.1.3 Discussion

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

5.5.1.4 End state

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

5.5.1.5 IAFC Proposed Activities

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

5.5.1.6 OCFA Proposed Activities:

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

5.6 Support for systems alignment activities

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

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

Such support activities could include reviews of:

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

5.7 Implementation Support Manager

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

6 Measure Departmental Operational Culture

6.1.1.1 Task:

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

6.1.1.2 Purpose:

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

6.1.1.3 Discussion:

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

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

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

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

6.1.1.4 End state:

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

6.1.1.5 MCS Proposed Activities:

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

6.1.1.6 OCFA Proposed Activities

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

7 Proposed Implementation

7.1 Assumptions

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

Division Chief:	8
Battalion Chief:	37
Captain:	274
Engineer:	247
Firefighter:	499

2. The OFCA will send all targeted ranks through the appropriate training programs, and that the number of initial IAFC-delivered programs is accurate.
3. OCFA will assign and approve internal support resources required to support the effort.
4. The projected number of training programs is:

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

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

7.2 Implementation Timeline

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

Initial Launch: Months 1-6

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

Project Rollout: Months 7-24

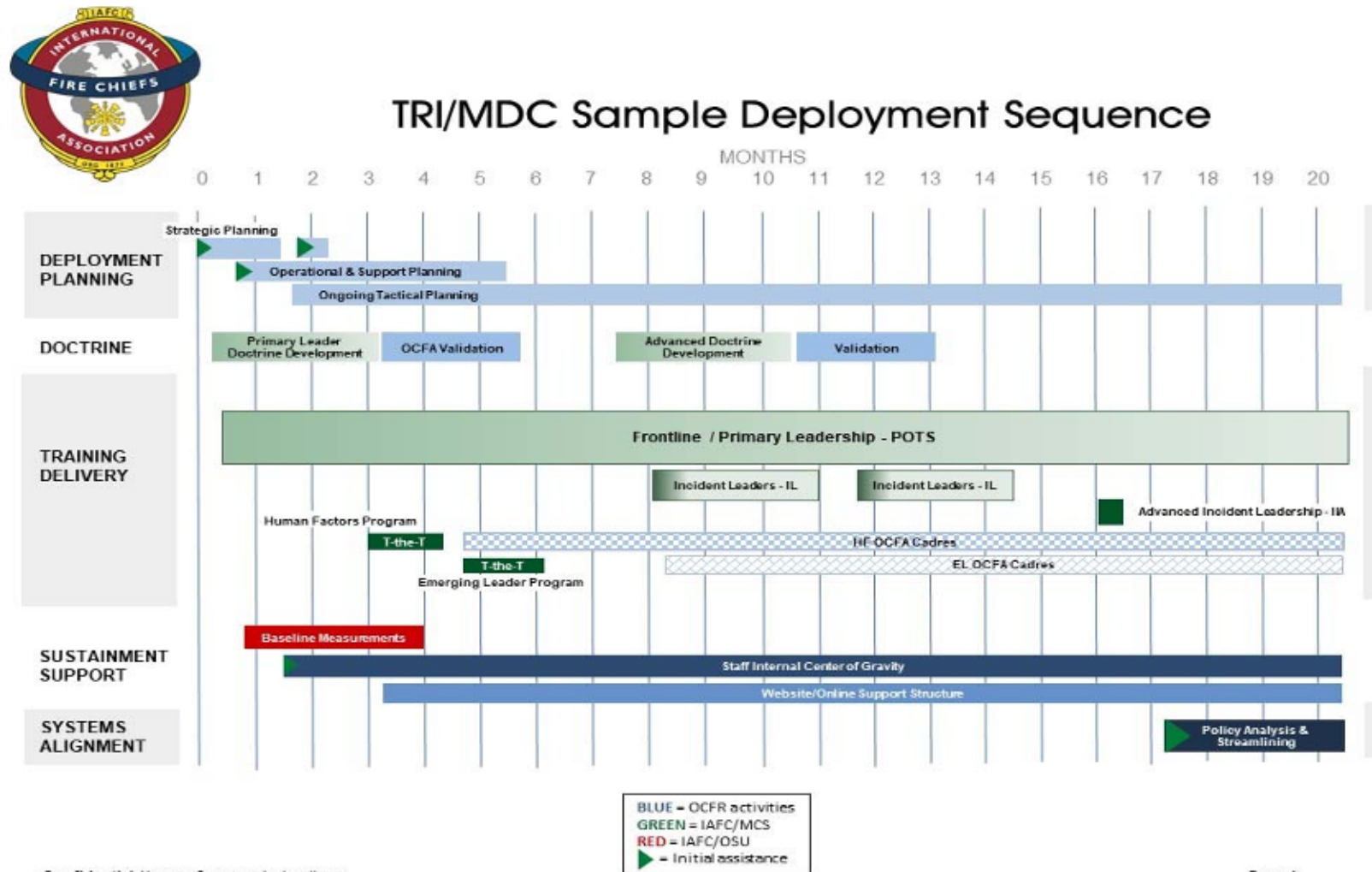
- Captain and BC training completed
- Bridge/Support programs T-the-T completed
- Leadership doctrine completed
- Advanced training for BCs and DCs completed

Transition to Sustainment: Months 24-36

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

7.3 Proposed Deployment Sequence

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



8 Pricing Detail

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

NOTES:

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

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

†† = item is optional but recommended

9 Transforming Response Initiative

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

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

10 Terms and Conditions

10.1.1.1 Validity

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

10.1.1.2 Billing

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

10.1.1.3 Terms

Invoices due upon receipt.

10.1.1.4 Payment Information

Payments should be made to:

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

Attn: Shannon Gilliland

10.1.1.5 Training Cancellation Terms

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

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

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

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

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

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

10.1.1.6 Intellectual Property

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

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

11 Appendix A – POTS Logistics Requirements

Program Schedule

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

Standard Five-Day Schedule

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

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

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

Four-Day Schedule

This option is offered to provide additional flexibility to students.

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

Six-Day (3+3) Schedule

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

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

Guest Speaker

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

The intent of this talk is to emphasize two points:

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

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

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

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

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

Training Location

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

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

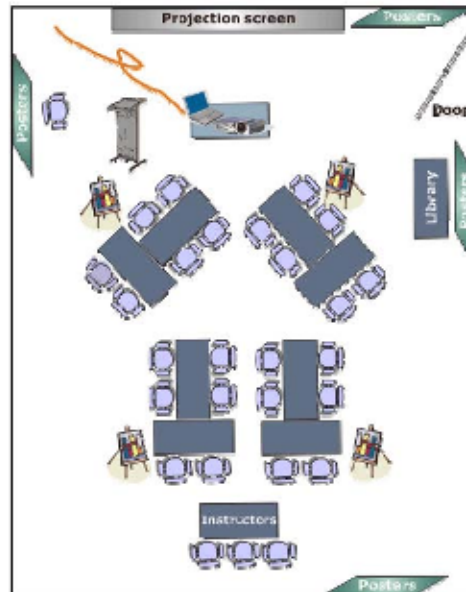
In addition, the training location needs to have an Internet connection so the cadre can send participant information to the MCS office.

Room Logistics

The main classroom has the following logistic requirements:

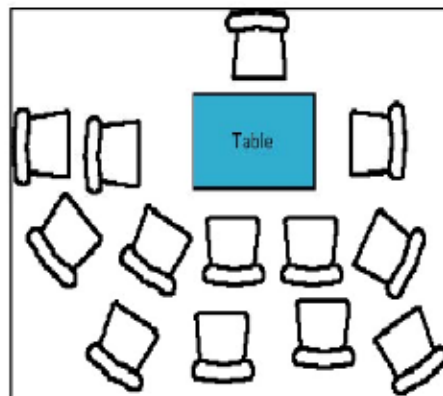
- Projection screen
- 28 chairs (24 for participants + 4 for instructors or observers)
- 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- Secure storage area
- 8 rectangular tables for participants (If rectangular tables are unavailable, 4 round tables can be substituted.)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

The following diagram illustrates the recommended main classroom setup:



Both breakout rooms have these requirements:

- 13 chairs
- 1 small table



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

Equipment Requirements

The main classroom has the following equipment requirements:

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

Room Scheduling

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

Five-Day Schedule					
Room	Day 1	Day 2	Day 3	Day 4	Day 5
Main Classroom	1300 – 1730	0800 – 1700	0800 – 1700	0800 – 1900	0800 – 1200
Breakout Room 1		1200 – 1700	0800 – 1200	1200 – 1900	
Breakout Room 2				1200 – 1900	

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

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

Field Exercise Radio Requirements

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

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

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

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

Outdoor Field Exercise Requirements

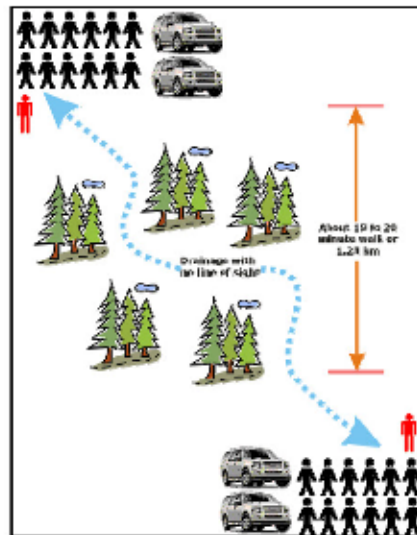
In the evening on Day 2, the cadre conducts an outdoor field exercise. (The timing of the exercises—from 1900 to 2300 on Day 2—is the same for all program schedules.) This section outlines the site, equipment, and personnel requirements for this field exercise.

Site Requirements

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

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

The following diagram illustrates the recommended site layout:



Vehicle Requirements

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

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

Role Players

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

- An emergency responder (crew or team leader)
- A local landowner
- A television news reporter or photographer.

The field exercise simulates the aftermath of a natural disaster. Role players will meet with the training cadre the morning or afternoon of Day 2 before the start of the exercise for a briefing that may include an orientation of the training site and a walk through of the exercise. This orientation could take up to two hours. Role players show up on site by 1830 to start the exercise. Their participation continues to the end of the exercise at approximately 2200.

Role players should be able to walk (at times quickly) through uneven terrain and drainages at night. The most important characteristics of selected role players are a high level of energy and a desire to make training realistic and meaningful for exercise participants.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *At the Point of the Spear* programs.

Committing to a Program	
<input type="checkbox"/>	Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
<input type="checkbox"/>	Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).
Initial Planning for Program	
<input type="checkbox"/>	After you order a program, Logistics sends a Course Information Sheet to begin the logistics process. Complete and return the form.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Locate potential field exercise site that meets the criteria. As appropriate, contact owners of site used for field exercise to arrange for access. Exercises will not involve the use of fire or be disruptive to the ground or flora. They involve only walking activities.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.
Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact MCS Logistics to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.

Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the Night Field exercise.
<input type="checkbox"/>	Verify receipt of shipped program materials with MCS Logistics.
<input type="checkbox"/>	Arrange for additional vehicles as needed to support exercises. In some cases, participants can bring in the needed vehicles. Make sure that participants are approved to drive the vehicles, or arrange for other drivers, as needed.
<input type="checkbox"/>	Determine whether an icebreaker on the first night would be appropriate. Usually we invite the participants to a local watering hole or restaurant for an icebreaker to give the class an opportunity to meet informally with the cadre and other participants. MCS usually offers to pick up the first round. Any additional drinks or food are on the participants. In most cases, the icebreaker is worthwhile when students may not know each other and there are suitable places close by. If an icebreaker is desirable, identify local bar, pizza joint, or restaurant that could serve as a location for an icebreaker from 1800-2000 on the evening of Day 1 so that we can give a warning to the manager that we might be dropping in with 15 to 20 people. Communicate icebreaker plans to MCS.
<input type="checkbox"/>	Secure radio frequencies for use during the Night and Afternoon field exercises.
<input type="checkbox"/>	Contact MCS Logistics to arrange contact with the lead instructor. When you arrange to address particular focus points or special issues during the program, the lead instructor will contact you approximately 2 weeks from start of the program to discuss these issues.
<input type="checkbox"/>	(Optional) Verify guest speaker.
One Week Prior to Program	
<input type="checkbox"/>	Arrange for MCS cadre to have access to classrooms for setup on the afternoon or evening on the day before class.
<input type="checkbox"/>	Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program eight two-way radios. Radios are needed for the Night and Afternoon exercises.
<input type="checkbox"/>	Arrange access to shipped materials for MCS cadre upon arrival Sunday.
<input type="checkbox"/>	Complete any permits and obtain access keys for the night field exercise area.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.

<input type="checkbox"/>	Set up classroom according to specification.
<input type="checkbox"/>	Arrange time for the role players to meet with the cadre.
<input type="checkbox"/>	(Optional) Confirm guest speaker availability.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with MCS cadre.
<input type="checkbox"/>	Tour the night field exercise area with the cadre members. They will flag, walk, and time out the area for use on Day 2
<input type="checkbox"/>	Bring MCS cadre to training rooms. Have on location all of the following: boxed course materials, radios, flipcharts, and extension cord.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with MCS cadre on Monday before class for final setup needs.
<input type="checkbox"/>	(Optional) Provide kickoff speaker information to cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Verify transportation plan and vehicles for Day 2 and ensure vehicles are full of fuel.
<input type="checkbox"/>	Arrange a time and location with the role players and the MCS cadre for the role player briefing.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with MCS cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.
Day of Night Field Exercise (Typically Tuesday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Confirm the briefing time and place with the role players and MCS cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Check in with the cadre at the end of the day to verify all is well with the vehicles, etc.
Course Midpoint	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day. Ensure access to breakout rooms.

Day of Afternoon Exercise (Typically Thursday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
Last Day of Program (Typically Friday)	
<input type="checkbox"/>	Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.

12 Appendix B – Incident Leadership Logistics Requirements

Incident Leadership

Client Logistics Support Requirements

Program Schedule

The program has the following five-day schedule:

Day	Time
1	0800-1745
2	0800-1800
3	0800-1730
4	0800-1730
5	0700-1430

Pework Assignment

Students' prework assignment for *Incident Leadership* takes approximately six hours and usually is sent out six weeks before the program start date.

MCS can package and mail the prework assignments individually or in bulk for distribution by the organization's training officer. We include a prework letter with the program information, a list of items the student should bring with them to class, the prework assignment, and the hotel and travel information provided by the client.

MCS can produce and send out this letter to each student, or we can provide you with information to include in your own standard letters. Communicate your preference, and we'll take care of the rest.

Additionally, some clients have opted to include a book to encourage further leadership self-development after class. If you would like us to include post-program materials in shipments of MCS materials, we would be glad to add them to your charges at cost.

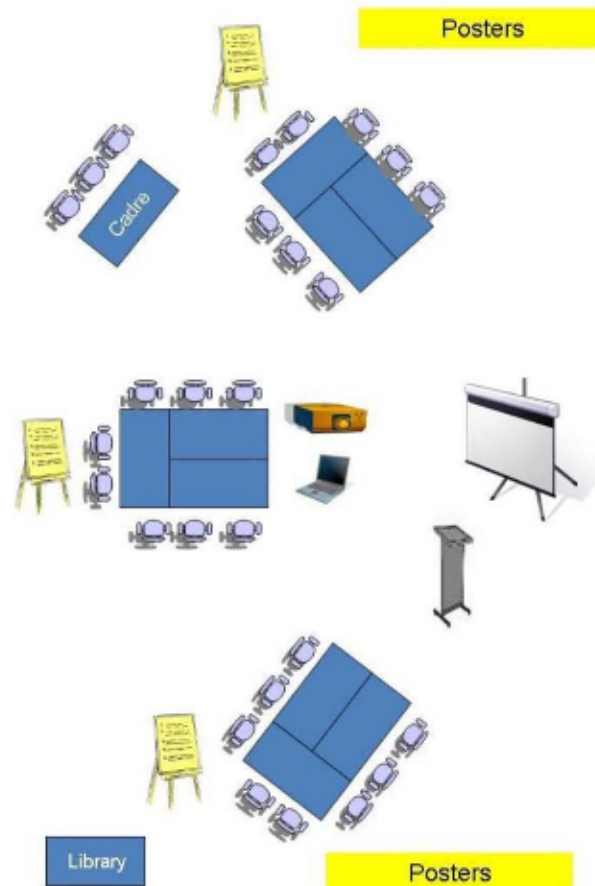
Training Location

The training location requirement is five rooms: one main classroom, one Incident Command Post (ICP), two Division (DIVS) areas, and one simulation room.

- The Simulation Room, ICP, and DIVS areas need to be in close proximity to each other (across or down the same hallway). They can be separated from the classroom (on a different floor or, in the worst case, a building next door).
- Two of the rooms can be located in one large room as long as a divider provides a sufficient sound barrier.
- All rooms should have wall space to hang posters, maps, and flip charts.
- A DIVS area can be a small room, break area, or alcove isolated from walk-through traffic. Both DIVS areas should be located near the ICP room.

In addition, the cadre needs access to Internet or E-mail so that they can send participant information in an electronic file to MCS offices on Monday.

Main Classroom



Main Classroom Specifications and Logistics

- Minimum size is 1000 square feet (roughly 30 by 35 feet)
- 27 chairs (24 for participants and 3 for instructors or observers) □ 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- 3 sets of tables for participants that are large enough to allow all of them to view the front of the room (If rectangular tables are not available, 3 round tables can be substituted.).
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop
- Secure room or storage area

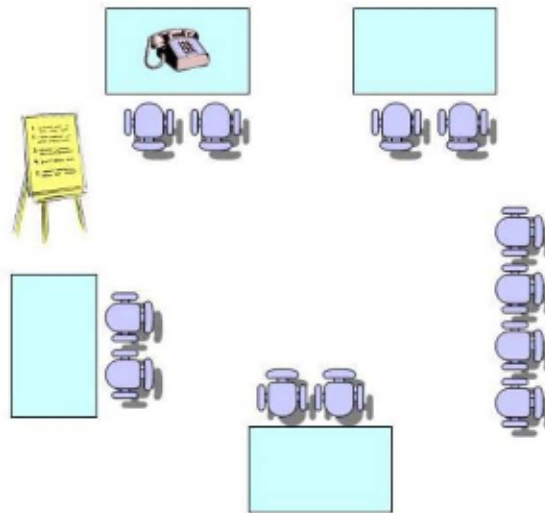
Incident Leadership

Client Logistics Support Requirements

Main Classroom Equipment Requirements

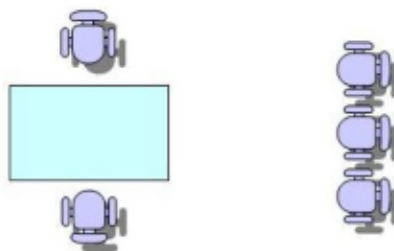
- 3 flipchart easels with paper and markers
- 1 projection screen
- 1 projector with sound system
- 1 25-foot extension cord with power strip

ICP Specifications and Logistics



- Minimum size = 625 square feet (roughly 25 by 25 feet)
- 12 chairs
- 1 flip chart and 1 set of markers
- 4 desks or folding tables
- 1 phone

DIVS Area Specifications and Logistics (x2)



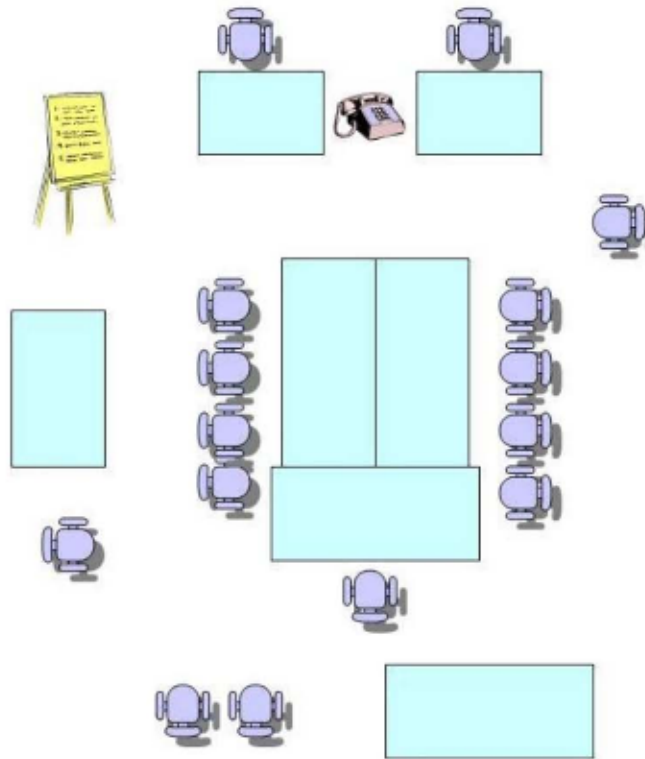
- Minimum size = 144 square feet (roughly 12 by 12 feet)

Incident Leadership

Client Logistics Support Requirements

- 5 chairs
- 1 desk or folding table

Simulation Room



Specifications and Logistics

- Minimum size = 750 square feet (roughly 25 by 30 feet)
- 15 chairs
- 1 flip chart and 1 set of markers
- Wall space and suitable method for hanging heavy signs and posters
- 7 desks or folding tables (assuming 3 tables configured as central table for 9 chairs).
- 1 small table
- 1 phone able to connect to the phone in the ICP room.

Simulation Room Costumes

Clients provide costumes that are standard for their workforce:

- 8 turn-out gear jackets: 1 extra-extra large (XXL), 3 extra large (XL), 4 large (L) May be in poor condition.
- 8 hard hats or helmets May be non-operational or in poor condition.

Radio Requirements

Throughout the week, students need 20 programmable radios with four radio frequencies and full batteries. Frequencies must be discrete with enough separation to prevent bleed over.

The following table details these requirements:

Radio	Channel			
	1	2	3	4
1	Frequency 1	Frequency 2	Frequency 3	Frequency 4
2	Frequency 1	Frequency 2	Frequency 3	Frequency 4
3	Frequency 1	Frequency 2	Frequency 3	Frequency 4
4	Frequency 1	Frequency 2	Frequency 3	Frequency 4
5	Frequency 1	Frequency 2	Frequency 3	Frequency 4
6	Frequency 1	Frequency 2	Frequency 3	Frequency 4
7	Frequency 1	Frequency 2	Frequency 3	Frequency 4
8	Frequency 1	Frequency 2	Frequency 3	Frequency 4
9	Frequency 1	Frequency 2	Frequency 3	Frequency 4
10	Frequency 1	Frequency 2	Frequency 3	Frequency 4
11	Frequency 1	Frequency 2	Frequency 3	Frequency 4
12	Frequency 1	Frequency 2	Frequency 3	Frequency 4
13	Frequency 1	Frequency 2	Frequency 3	Frequency 4
14	Frequency 1	Frequency 2	Frequency 3	Frequency 4
15	Frequency 1	Frequency 2	Frequency 3	Frequency 4
16	Frequency 1	Frequency 2	Frequency 3	Frequency 4
17	Frequency 1	Frequency 2	Frequency 3	Frequency 4
18	Frequency 1	Frequency 2	Frequency 3	Frequency 4
19	Frequency 1	Frequency 2	Frequency 3	Frequency 4
20	Frequency 1	Frequency 2	Frequency 3	Frequency 4

Role Players

Incident Leadership requires two client-provided role players to depict characters that span all the simulations through the entire week. These role players are integral to the MCS cadre, and their assignment spans from 1000 Monday through 1200 Friday with roughly a one-hour lunch break each day.

Incident Leadership**Client Logistics Support Requirements**

These characters, when played well, help to provide fidelity and continuity from simulation to simulation and are important to the learning of the participants. For this reason, careful consideration should be given when choosing people for these two roles.

Ideally, both role players are graduates of this program so that they are familiar with the scenario and the conceptual approach of the program. If they are not graduates, it is best if there are no plans for them to attend future programs as they will become familiar with the scenario and it will reduce the benefits they can receive from the course. Having a former role player subsequently attend the program as a student may also limit the benefits for others in the course.

As a minimum, these personnel should be familiar with the Incident Command System, adaptable, and enthusiastic. Below are the descriptions of the two roles:

- **Zone Dispatcher (Armando Ricardo)**—A person who is familiar enough with radio protocol as well as fire and other operational terminology to simulate the dispatch function for a zone. In addition, this person should be familiar enough with the typical resources on a Type-3 incident to allocate and track these resources.
- **ITF Regional Emergency Coordinator (Roger Keen)**—A person who has the credibility and experience to role play a commander overseeing a Type-3 IMT. This supervision includes making decisions as the ITF Regional Emergency Coordinator as well as counseling and mentoring the IMT-3 in the leadership skills, behaviors, and principles covered in the program.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *Incident Leadership*.

Committing to a Program	
<input type="checkbox"/>	Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
<input type="checkbox"/>	Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).
Initial Planning for Program	
<input type="checkbox"/>	After you order a program, complete and return the Course Information Sheet to begin the logistics process.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.

Incident Leadership**Client Logistics Support Requirements**

Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact MCS Logistics to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.
Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the simulation.
<input type="checkbox"/>	Verify receipt of shipped program materials with MCS Logistics.
<input type="checkbox"/>	Secure radio frequencies for use in the simulation.
<input type="checkbox"/>	Arrange for specified costumes for the students to use as role players: turn-out gear jackets—1 extra-extra large (XXL), 3 extra large (XL), 4 large (L); 6 helmets or hard hats
<input type="checkbox"/>	Contact MCS Logistics to arrange contact with the lead instructor.
<input type="checkbox"/>	(Optional) Verify guest speaker.
One Week Prior to Program	
<input type="checkbox"/>	Arrange for MCS cadre to have access to classrooms on Sunday afternoon or evening for setup.
<input type="checkbox"/>	Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program radios. Radios are needed for the entire program.
<input type="checkbox"/>	Arrange access to shipped materials for MCS cadre upon arrival Sunday.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with MCS cadre.
<input type="checkbox"/>	Bring MCS cadre to training rooms. Have on location all of the following: both boxes of course materials, radios, flipcharts, tables, chairs, phones, and extension cord. The MCS cadre will begin set-up no later than 1700.

Incident Leadership**Client Logistics Support Requirements**

<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with MCS cadre on Monday before class for final setup needs.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Arrange for the role players meet with the MCS cadre by 1000.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with MCS cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.
Day 2	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day.
Day 3	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day.
Day 4	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day.
<input type="checkbox"/>	Discuss with cadre any needs regarding room closedown or clean up.
Day 5	
<input type="checkbox"/>	Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.
<input type="checkbox"/>	Meet with MCS cadre for final turn in at the end of the simulation.

13 Appendix C – Intent into Action Logistics Requirements

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

Review Overall Schedule and Timing for the Week

☐ Course Description

Course includes about 8 hours of pre-work and then 5 days of dynamic classroom and simulation environment. 32 participants are organized into four, eight person teams representing the eight functional positions of the command & general staff.

☐ Course Schedule

Monday – 0800*-1800 – **Check-in begins at 0730; the course starts promptly at 0800*

Tuesday – 0800-1700 - *Voluntary evaluator mentoring session after class until 1800*

Wednesday – 0800-1715

Thursday – 0800-1700

Friday – 0800-1700 - *For travel planning, the course finishes at 1700*

- ☐ Review lunch (no lunch break on Day 4 and 5 – working straight through as on an incident) – review Snacks plan (Cadre provides Day 1, Student Teams Days 2-5)

- ☐ Confirm on-site course coordinator and contact info

- ☐ Brief on linkup with cadre either Sat afternoon or Sunday early

Coordinate access to training center for set up all day Sunday (once cadre & coordinator have discussed initial coordination items, course coordinator's presence will not be required)

Review Course Cadre

- ☐ 6 MCS facilitators (provide names and contact info as needed)

Training Site:

- ☐ Training Site location and address?

- ☐ Review Facility Requirements:

Good cell phone coverage between the rooms

Internet connection in the cadre support room

On scene copier support for a few small jobs

- ☐ Rooms:

1 x Large Classroom - 30'x35' or 1050 sq ft

4 x Incident Command Posts (ICPs) - (A, B, C & D) - 25'x25' or 625 sq ft each

1 x Cadre Support Room – 20'x20' or 400 sq ft

* if it becomes difficult to find rooms of adequate size, it is possible to mitigate with some additional breakout rooms, get cadre involved in this discussion

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

- ☐ Confirm client has supply list and room diagrams: (attached)
- ☐ NOTE: No radios, frequencies or role players are required for this course. This is different from the other MCS training components of the leader development program you may be using.

Evaluation Status

- ☐ Client commitment to a 4 person evaluation? (Must be qualified Type 2 C&GS if L-481 cert is desired)
- ☐ Names and contact info for evaluators?
- ☐ Report time for evaluators (normally 1500 on Sunday for briefing at training site)
- ☐ MCS will email detailed evaluation guidance to each evaluator and mail workbook materials

Certificate preparation

- ☐ L-481 (Advanced Leadership for the C&GS) – client prints NWCG Cert, MCS will sign

Because of nature of evaluation and potential impact to student's careers, we feel it is more appropriate that the actual evaluation checklist document is signed by an agency rep versus a contractor.

- ☐ MCS will also provide a course certificate for Intent into Action

Pre-Course Activity

- ☐ Does client need help filling 32 seats (MCS can announce to local cooperators in area)?
- ☐ Course login and password issued to client?
- ☐ Does client have pre-work letter template?

Training Center location

Travel to Training Site

Hotels & restaurants near hotel and training center

Items unique to training center (badge access, parking, etc)

Pre-Work Process to log onto website

Registration/Sign In – Time, Place, Process

What to bring

What to wear

Course Schedule

Snacks and lunch

Program description and outcomes: NWCG L-481 interchangeable with S-420 Command & General Staff Courses

Host agency course contact for attendance/registration issues

MCS course contact for pre-work issues

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

- ☐ Estimated date pre-work letter will go out?
- ☐ Course web access active?

Shipping

MCS will ship 4-5 boxes of course materials and possibly 4 Equipment Bags to the host agency approximately 2-4 weeks out.

- ☐ Shipping address and POC?
- ☐ Is return shipping support available? (We would do waybills, just need help with drop off)

Travel

- ☐ Nearest commercial airport?
- ☐ Any travel considerations in and around airport to training and lodging sites?
- ☐ Recommended lodging sites near the training center?

Kick Off Speaker

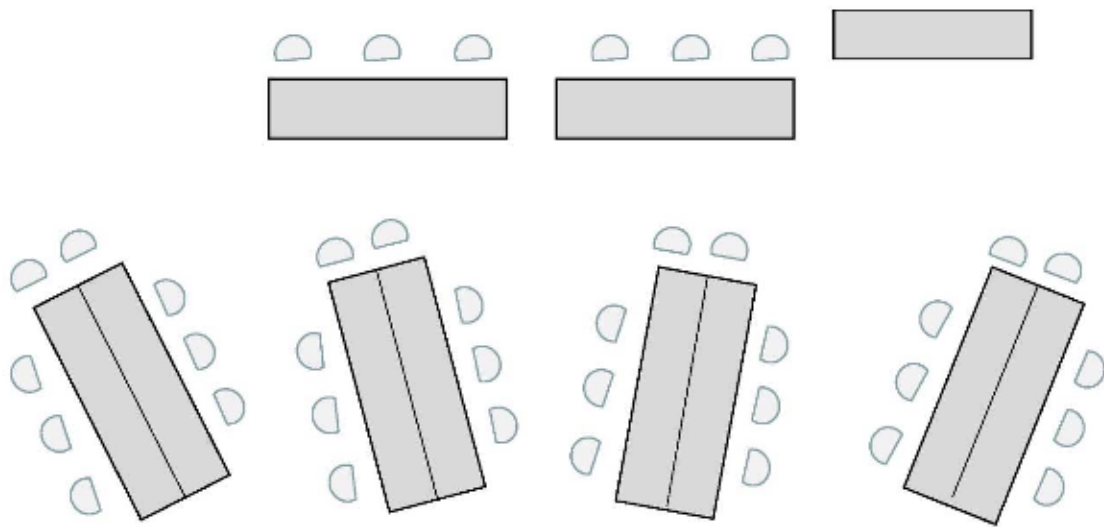
- ☐ Prefer *not to have* at course opening

Due to very challenging schedule on Monday, we would prefer that any opening remarks by host agency are kept to a minimum. Cadre has no need for opening remarks by agency representative, but can accommodate if important to host agency.

Having an agency representative to speak at the end of the course is very easy to work into the program and is preferred over an opening speaker.

Finance

- ☐ Confirm Invoice POC and contact info?
- ☐ Confirm payment terms as needed
- ☐ Confirm cancellation policy



**Intent into Action Course
Facility Requirements
Page 1 of 3**

**Big Classroom – 30'x35' (1050sqft)
10x11m (110sqm)**

- 12 x Folding Tables
- 40 x Chairs
- 1 x Small AV Table
- 1 x AV Screen
- 1 x Podium
- 1 x Extension Cord
- 1 x Power Strip
- 1 x Flip Chart

1

4 X Team Rooms

ICPs (1, 2, 3 & 4)
25'x25' (625sqft)
8x8m (64sqm)

Each Room:

8 x Folding Tables
13 x Chairs
1 x Small Table
1 x Flip Chart
1 x Power Strip

Cell Phone Coverage

**Intent into Action Course
Facility Requirements
Page 2 of 3**

1 x Cadre Room

20'x20' (400sqft)

6x6m (36sqm)

8 x Folding Tables

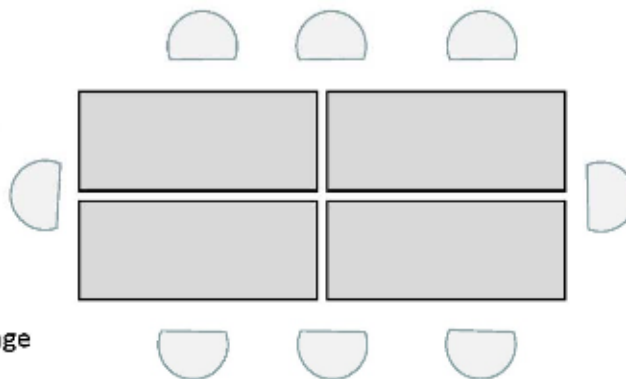
8 x Chairs

1 x Small Table

1 x Flip Chart

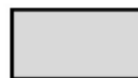
1 x Power Strip

Cell Phone Coverage
and
Internet Connection



**Intent into Action Course
Facility Requirements**

Page 3 of 3



3

Intent Into Action

Training Schedule

	Day 1 (0800-1800)	Day 2 (0800-1800)	Day 3 (0800-1700)			
0730	Check-in					
0745						
0800						
0815	Intro	Sim 1ee: Objectives briefing	Sim 2 — IMT — Green	Sim 2 — Support — Black	Organizational Alignment — Red & Blue	
0830	Theatre Briefing	Sim 1f: Strategy Meeting				
0845	Ex: Command Presence Message					
0900	Ex: Practicing Command Presence					Sim 1g: Tactics Meeting
0915						
0930						
0945		Committing to the Plan				
1000						
1015						
1030	Sim 1h: Planning Meeting					
1045		Break				
1100		Assuming Command				
1115						
1130	Sim 1a: AA Briefing					
1145						
1200	Lunch	Lunch	Lunch			
1215						
1230						
1245						
1300	Sim 1b: IC Briefing	Communicating Intent	Sim 2 — IMT — Blue	Sim 2 — Support — Red		Organizational Alignment — Black & Green
1315		Sim 1i: Prepare to Communicate Intent				
1330	Sim 1c: Functional COP					
1345	Break	Break				
1400						
1415	Sim 1d: COP Briefing	Sim 1j: Communicate Intent			Sim 2 — IMT — Red	
1430						
1445						
1500						
1515						
1530						
1545						
1600						
1615	Break					
1630	Sim 1e: Objectives Meeting	Sim 1 AAR Sim 2 Briefing				
1645		Evaluator mentoring				
1700						
1715						
1730						
1745						
1800						

Intent Into Action**Training Schedule**

	Day 4 (0800-1630)	Day 5 (0800-1700)
0800	Sim 3a: AA Briefing	Sim 3a: AA Briefing
0815		
0830	Sim 3b : IC Briefing	Sim 3b : IC Briefing
0845		
0900	Sim 3c: Assume Command	Sim 3c: Assume Command
0915		
0930		
0945	Sim 3d Objectives Meeting	Sim 3d Objectives Meeting
1000		
1015		
1030	Sim 3e: Strategy	Sim 3e: Strategy
1045		
1100	Sim 3f: Tactics Meeting	Sim 3f: Tactics meeting
1115		
1130		
1145	Sim 3h: Planning Meeting	Sim 3h: Planning meeting
1200		
1215	Sim 3i: Prepare for Ops Briefing	Sim 3i: Prepare for Ops Briefing
1230		
1245		
1300	Sim 3j: Operations Period Briefing	Sim 3j: Operations Period Briefing
1315		
1330	Sim 3k: Unit Leader Briefings	Sim 3k: Unit Leader Briefings
1315		
1400	Sim 3.m: Prep VIP	Sim 3.m: Prep VIP
1415		
1430	Sim 3n: VIP Briefing	Sim 3n: VIP briefing
1445		
1500	AAR + Evaluation	AAR + Evaluation
1515		
1530		
1545		
1600		
1615		
1630		Course closeout
1645		
1700		

14 Appendix D - The International Association of Fire Chiefs

Since 1873, IAFC represents the leadership of firefighters and emergency responders worldwide, a powerful network of more than 11,000 fire chiefs, chief officers, company officers and aspiring fire and emergency service leaders. IAFC members are the world's leading experts in firefighting, emergency medical services, terrorism response, hazmat spills, natural disasters, search and rescue, and public-safety policy. Since 1873, the IAFC has provided a forum for its members to exchange ideas, develop professionally, and uncover the latest products and services available to first responders.

14.1.1 IAFC Mission

To provide leadership to current and future career and volunteer fire-rescue and EMS chiefs, chief fire officers, company officers and managers of emergency-service organizations throughout the international community through vision, information, education, services, and representation to enhance their professionalism and capabilities.

14.1.2 Goals

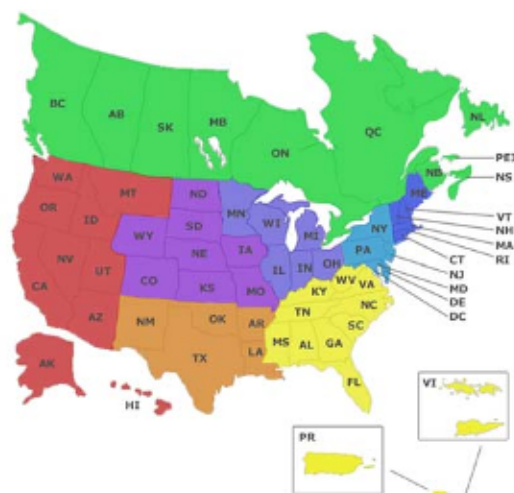
- To **LEAD** by being the preeminent voice and advocate for fire and emergency service delivery, management, and policy.
- To **EDUCATE** current and future fire and emergency service leaders by providing training, education, and professional-development opportunities.
- To **SERVE** by providing services and products of value to our membership, affiliates, and partners.

14.1.3 Governance

The IAFC board of directors develops broad objectives and goals for the association, including policies, programs, and budgets. As the elected representatives of the membership, members of the 18 board of directors plus CEO and Executive Director Mark W. Light are responsible for the business and affairs of the association.

14.1.4 IAFC Divisions

The IAFC consists of eight divisions representing distinct geographic areas of the United States and Canada, including Eastern, Great Lakes, Missouri Valley, New England, Southeastern, Southwestern, Western, and Canadian Divisions. Divisions provide a conduit between the IAFC and the local fire/EMS community and support advocacy, education, and networking.



14.1.5 IAFC Sections

The association is also organized around special interest groups, called sections. The sections provide our members with specialized opportunities to network and share information with those of similar interests on topics such as:

- Company Officers
- Emergency Vehicle Management
- EMS
- Executive Fire Officers
- Federal and Military Fire Services
- Fire & Life Safety
- Industrial Fire & Safety
- Metro Chiefs
- Safety, Health & Survival
- Volunteer & Combination Officers

Sections share their expertise throughout the fire and emergency service community through publications, workshops and conferences, websites, and online discussion forums.

14.1.6 IAFC Committees

IAFC members play a vital role in the association's governance, policy, and program functions through the work of committees. Committees are structured in various ways for various functions but play the same vital role. Committee members are subject-matter experts, gather critical information, produce reports and recommendations, and provide guidance to the IAFC board of directors.

- Communications
- Emergency Management
- Hazardous Materials
- Human Relations
- Program Planning
- Professional Development
- Terrorism and Homeland Security
- Wildland Fire Policy

15 Appendix E – Program Partners

The IAFC will use two delivery partners to assure the highest quality products and services are delivered to OCFA:

MCS

Mission-Centered Solutions

MCS is responsible for delivering all initiative training programs and for support outreach. Since 1996, MCS has been providing global leadership in the development of adaptive operational culture. The firm is best known for the development of the L-series curriculum for wildland fire, and its training is the most common system used for leader development in the fire services. MCS specializes in cultural development of fire organizations and has trained more than 30,000 fire response leaders across five countries.



Oklahoma State University

Founded in 1890, OSU is a national leader in programming around disaster management, emergency management, and the human dimensions of leadership. OSU has designed and conducts the cultural measurement system used by the Transforming Response Initiative, and by the IAFC for this project. OSU is responsible for analysis and reporting.



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
September 24, 2020

Agenda Item No. 2F
Consent Calendar

Mission-Driven Culture
Organizational and Leadership Development

Contact(s) for Further Information

Brian Fennessy, Fire Chief

brianfennessy@ocfa.org

714.573.6010

Summary

This agenda item is submitted for approval to issue a special procurement contract to Mission Centered Solutions (MCS) to transfer organizational cultural and leadership development services, including remaining agreement balance, from the International Association of Fire Chiefs to MCS.

Prior Board/Committee Action

At its regular meeting on August 23, 2018, the Board of Directors approved and authorized the Purchasing Manager to issue a Professional Services Agreement to the International Association of Fire Chiefs for a three-year term in an aggregate amount not to exceed \$880,000.

RECOMMENDED ACTION(S)

Approve and authorize the Purchasing Manager to execute the proposed Professional Services Agreement with Mission Centered Solutions for a two-year term in an amount not to exceed \$391,700 (Year One - \$209,300, Year Two - \$182,400) to continue providing Mission-Driven Culture education development training.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funding was previously approved in 2018 and remaining agreement funds will be carried-over into the FY 2020/21 budget, specifically in the Executive Management Department.

Background

Special Procurement Justification

In 2018 when this program was initiated, the IAFC partnered with Mission Centered Solutions (MCS) and Oklahoma State University (OSU) to provide implementation support for the Mission-Driven Culture training program. IAFC is a non-profit organization that supports the advancement of fire services locally, as well as internationally. The training programs offered under the IAFC have been approved by the Department of Homeland Security and the Federal Emergency Management Agency through California Office of Emergency Services.

While there are other firms that offer leadership programs, the MCS Mission-Driven Culture training program was designed specifically for fire service agencies with an understanding of the

unique culture. The Mission-Driven Culture program includes tools and workforce training programs, doctrine development and integration assistance, as needed consultation for planning and program support, and pre- and post-program cultural measurements.

Project Implementation

MCS has been the primary training facilitator since the start of the development training program. Due to recent organizational restructuring at the IAFC, staff has found that it would be most efficient to transfer the remaining agreement services and balance of funds, to MCS so that they may provide the services directly to OCFA. As with the IAFC, MCS will subcontract with OSU.

Recommendation

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

Attachment(s)

1. Professional Services Agreement
2. Special Procurement Form

**ORANGE COUNTY FIRE AUTHORITY
PROFESSIONAL SERVICES AGREEMENT**

THIS AGREEMENT FOR PROFESSIONAL SERVICES ("Agreement") is made and entered into this 24th day of September, 2020 by and between the Orange County Fire Authority, a public agency, hereinafter referred to as "OCFA", and Mission-Centered Solutions, Inc., hereinafter referred to as "Firm". OCFA and Firm are sometimes individually referred to herein as a "Party" and collectively as the "Parties".

RECITALS

WHEREAS, OCFA requires the services of a qualified firm to provide implementation support for OCFA operational culture, hereinafter referred to as "Project"; and

WHEREAS, Firm has submitted to OCFA a proposal dated September 7, 2020, incorporated herein by this reference ("Proposal"); and

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

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

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

AGREEMENT

1. PROFESSIONAL SERVICES

1.1 Scope of Services

In compliance with all terms and conditions of this Agreement, Firm shall provide those services specified in the Scope of Services, attached hereto as Exhibit "A", which includes by reference and by addendum: (1) Firm's Proposal, and (2) any amendments, addendums, change orders, or modifications mutually agreed upon by the parties hereto ("Services" or "Work"). Firm warrants that all Services shall be performed in a competent, professional and satisfactory manner in accordance with all standards prevalent in the same profession in the State of California. Firm represents and warrants that it and all employees, subconsultants and subcontractors providing any Services pursuant to this Agreement shall have a sufficient skill and experience to perform the Services. All Services shall be completed to the reasonable satisfaction of the OCFA. In the event of any inconsistency between the terms contained in the Scope of Services,

and/or the terms set forth in the main body of this Agreement, the terms set forth in the main body of this Agreement and then the Scope of Services shall govern, in that order.

1.2 Compliance with Law

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

1.3 Licenses and Permits

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

1.4 Familiarity with Work

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

1.5 Care of Work

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

1.6 Additional Services

Firm shall perform services in addition to those specified in the Scope of Services when directed to do so in writing by the OCFA Purchasing Manager, provided that Firm shall not be required to perform any additional services without compensation. Any additional compensation not exceeding fifteen percent (15%) of the agreement amount annually must be approved in writing by the OCFA Purchasing Manager. Any greater increase must be approved in writing by the Executive Committee of the OCFA Board of Directors.

2. TIME FOR COMPLETION

The time for completion of the Services to be performed by Firm is an essential condition of this Agreement. Firm shall prosecute regularly and diligently the work of this Agreement according to the schedules set forth in Firm's proposal. Firm shall not be accountable for delays in the progress of its work caused by any condition beyond its control and without the fault or negligence of Firm. Delays shall not entitle Firm to any additional compensation regardless of the party responsible for the delay.

3. COMPENSATION OF FIRM

3.1 Compensation of Firm

For the Services rendered pursuant to this Agreement, Firm shall be compensated and reimbursed, in accordance with the pricing set forth in Exhibit "A," in an aggregate amount not to exceed Three Hundred Ninety-one Thousand Seven Hundred Dollars (\$391,700) for the initial agreement term.

3.2 Method of Payment

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

3.3 Changes

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

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

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

3.4 Appropriations

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

4. PERFORMANCE SCHEDULE

4.1 Time of Essence

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

4.2 Schedule of Performance

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

4.3 Force Majeure

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

4.4 Term

This agreement shall continue in full force and effect for two years (initial term) unless earlier terminated in accordance with Sections 8.5 or 8.6 of this Agreement. The contract may be renewed upon mutual written agreement between OCFA and the Firm.

5. COORDINATION OF WORK

5.1 Representative of Firm

The following principal of the Firm is hereby designated as being the principal and representative of Firm authorized to act in its behalf with respect to the work specified herein and make all decisions in connection therewith: **Lark McDonald**

It is expressly understood that the experience, knowledge, capability and reputation of the foregoing principal is a substantial inducement for OCFA to enter into this Agreement. Therefore, the foregoing principal shall be responsible during the term of this Agreement for directing all activities of Firm and devoting sufficient time to personally supervise the Services hereunder. The foregoing principal may not be changed by Firm without the express written approval of OCFA.

5.2 Contract Officer

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

5.3 Prohibition Against Subcontracting or Assignment

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

5.3.2 Provisions in the Event Subcontractor(s) Are Authorized. If Firm is authorized to subcontract any part of the Services as provided in Section 5.3.1, Firm shall be responsible to OCFA for the acts and omissions of its subcontractor(s) and subconsultant(s) in the same manner as it is for persons directly employed. For purposes of this Agreement, all persons engaged in the performance of Services will be considered employees of Firm. OCFA will deal directly with and will make all payments to Firm. Nothing contained in this Agreement shall create any contractual relationships between any subcontractor and OCFA. Firm shall ensure that all subcontractor insurance requirements set forth in Section 6 below (including its subsections) are complied with prior to commencement of Services by each subcontractor.

5.3.2.1 Withholding Payment for Non-Authorized Subcontractors. OCFA shall have the right to withhold payment from Firm

for Services performed by any subcontractor or subconsultant performing Services but not authorized in writing by OCFA, or regarding which the insurance or other requirements under this Agreement have not been satisfied.

5.3.3 Assignments. Neither this Agreement nor any interest herein may be assigned, transferred, conveyed, hypothecated, or encumbered voluntarily or by operation of law, whether for the benefit of creditors or otherwise, without the prior written approval of OCFA. Transfers restricted hereunder shall include the transfer to any person or group of persons acting in concert of more than twenty five percent (25%) of the present ownership and/or control of Firm, taking all transfers into account on a cumulative basis. In the event of any such unapproved transfer, including any bankruptcy proceeding, this Agreement shall be void. No approved transfer shall release Firm or any surety of Firm from any liability hereunder without the express written consent of OCFA.

5.4 Independent Contractor

5.4.1 The legal relationship between the Parties is that of an independent contractor, and nothing herein shall be deemed to make Contractor, or any of its personnel, an OCFA employee. During the performance of this Agreement, Firm and its officers, employees, and agents shall act in an independent capacity and shall not act as OCFA officers or employees. Firm will determine the means, methods and details of performing the Services subject to the requirements of this Agreement. The personnel performing the Services under this Agreement on behalf of Firm shall at all times be under Firm's exclusive direction and control. Neither OCFA nor any of its officials, officers, employees, agents or volunteers shall have control over the conduct of Firm or any of its officers, employees, or agents, except as set forth in this Agreement. Firm, its officers, employees or agents, shall not maintain a permanent office or fixed business location at OCFA's offices. OCFA shall have no voice in the selection, discharge, supervision, or control of Firm's officers, employees, representatives or agents or in fixing their number, compensation, or hours of service. Firm shall pay all wages, salaries, and other amounts due its employees in connection with the performance of Services under this Agreement and shall be responsible for all reports and obligations respecting them, including but not limited to social security income tax withholding, unemployment compensation, workers' compensation, and other similar matters. OCFA shall not in any way or for any purpose be deemed to be a partner of Firm in its business or otherwise a joint venturer or a member of any joint enterprise with Firm.

5.4.2 Firm shall not incur or have the power to incur any debt, obligation, or liability against OCFA, or bind OCFA in any manner.

5.4.3 No OCFA benefits shall be available to Firm, its officers, employees, or agents, in connection with the performance of any Work or Services under this Agreement. Except for professional fees paid to Firm as provided for in this Agreement, OCFA shall not pay salaries, wages, or other compensation to Firm for the performance of any Work or Services under this Agreement. OCFA shall not be liable for

compensation or indemnification to Firm, its officers, employees, or agents, for injury or sickness arising out of performing any Work or Services hereunder. If for any reason any court or governmental agency determines that the OCFA has financial obligations, other than pursuant to Section 2 herein, of any nature relating to salary, taxes, or benefits of Firm's officers, employees, representatives, agents, or subconsultants or subcontractors, Firm shall defend, indemnify, and hold harmless OCFA from and against all such financial obligations.

5.6 Employee Retirement System Eligibility Indemnification

5.6.1 In the event that Firm or any employee, agent, or subcontractor of Firm providing any Work or Services under this Agreement claims or is determined by a court of competent jurisdiction to be eligible for enrollment in an employee retirement system as an employee of the OCFA, Firm shall indemnify, defend, and hold harmless OCFA against: (1) all such claim(s) and determination(s); (2) for the payment of any employee and/or employer contributions for employee retirement system benefits on behalf of Firm or its employees, agents or subcontractors; and (3) the payment of any penalties and interest on such contributions which would otherwise be the responsibility of the OCFA.

5.6.2 Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Contractor and any of its employees, agents, and subcontractors providing any Work or Services under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by OCFA, including but not limited to eligibility to enroll in PERS as an employee of OCFA and entitlement to any contribution to be paid by OCFA for employer contribution and/or employee contributions for PERS benefits.

6. INSURANCE AND INDEMNIFICATION

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

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

6.2.1 Professional Liability/Technology Errors and Omissions Insurance ("PLI"). Firm shall obtain and maintain PLI insurance applicable to each licensed profession practiced by Firm. Firm shall maintain PLI insurance with per-claim and aggregate limits no lower than one million dollars (\$1,000,000.00) each occurrence and two million dollars (\$2,000,000.00) aggregate. Covered professional services shall specifically include all Services to be performed under the Agreement and the policy shall be endorsed to delete any exclusions that may exclude coverage for claims within the minimum PLI Limits for the Services to be performed under this Agreement.

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

6.2.1.2 If the PLI policy of insurance is written on a "claims-made" basis, the policy shall be continued in full force and effect at all times during the term of this Agreement, and for a period of three (3) years from the date of the completion of all Services provided hereunder (the "PLI Coverage Period"). If any PLI policy is replaced, cancelled, non-renewed, discontinued, or otherwise terminated, or if the limits of a PLI policy are reduced or the available coverage depleted below the required minimum coverage amounts for any reason during the PLI Coverage Period, Firm shall immediately obtain replacement PLI coverage meeting the requirements of this Section 6.2.1. Such replacement coverage shall satisfy all requirements herein, and shall include coverage for the prior acts or omissions of Firm during the time period during which any Services were performed. The coverage shall be evidenced by either a new policy evidencing no gap in coverage, or by obtaining separate extended "tail" coverage with the present or new carrier or other insurance arrangements providing for complete coverage, either of which shall be subject to the written approval by the OCFA.

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

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

6.2.2 Commercial General Liability Insurance. Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, Insurance Services Office (ISO) Form CG 00 01 covering CGL on an "occurrence" basis, including property damage, bodily injury and personal & advertising injury with limits no less than one million dollars (\$1,000,000.00) per occurrence and two million dollars

(\$2,000,000.00) aggregate. If a general aggregate limit applies, the general aggregate limit shall be no less than two million dollars (\$2,000,000.00). Coverage for products and completed operations is required with limits no less than two million dollars (\$2,000,000.00) aggregate. CGL insurance shall be provided on an occurrence-based coverage form; a "claims made" CGL policy is not acceptable. Firm shall maintain CGL insurance with per-claim, aggregate and products and operations completed limits no lower than the minimum CGL coverage limits set forth above. Defense costs shall be paid in addition to the limits. The policy shall contain no endorsements or provisions limiting coverage for any of the following: (1) contractual liability; (2) cross liability exclusion for claims or suits by one insured against another; or (3) any other exclusion contrary to this Agreement.

6.2.3 Automobile Liability Insurance. Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, a policy of Automobile liability insurance written on a per occurrence basis with limits of at least one million dollars (\$1,000,000.00) combined limit for each occurrence covering bodily injury, disease and property damage. Defense costs shall be paid in addition to the policy limits. The policy shall specifically include coverage for owned, non-owned, leased, and hired automobiles, and be endorsed to eliminate any exclusion applicable to any of them.

6.2.4 Workers' Compensation Insurance. Firm shall obtain and maintain, in full force and effect throughout the term of this Agreement, a policy of Workers' Compensation Insurance with limits no less than one million dollars (\$1,000,000.00), and in compliance with all other statutory requirements applicable in the State of California. Firm hereby waives on its own behalf, and shall obtain an endorsement from its workers' compensation insurer waiving on the insurance company's behalf, all rights of subrogation against the OCFA, its board members, officials, officers, employees, agents and volunteers.

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

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

6.3 Acceptability of Insurers. Each insurance policy required by this section shall be issued by a licensed company authorized to transact business by the Department of Insurance for the State of California with a current rating of A-:VII or better (if an admitted carrier), or a current rating of A:X or better (if offered by a non-admitted insurer listed on the State of California List of Approved Surplus Line Insurers (LASLI)), by the latest edition of A.M. Best's Key Rating Guide, except that the OCFA will accept

workers' compensation insurance from the State Compensation Fund. In the event the OCFA determines that the Services to be performed under this Agreement creates an increased or decreased risk of loss to the OCFA, the Firm agrees that the minimum limits of the insurance policies may be changed accordingly upon receipt of written notice from the OCFA.

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

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

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

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

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

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

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

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

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

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

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

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

6.7 Evidence of Coverage. Concurrently with the execution of the Agreement, Firm shall deliver certificates of insurance together with original endorsements affecting each of the insurance policies required to be maintained by Firm by this Section 5. Firm shall promptly furnish, at OCFA's request, copies of actual policies

including all declaration pages, endorsements, exclusions and any other policy documents OCFA requires to verify coverage.

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

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

6.7.3 Renewal/Replacement Policies. At least fifteen (15) days prior to the expiration of any policy required by this Agreement, evidence of insurance showing that such insurance coverage has been renewed or extended shall be filed with the OCFA. If such coverage is cancelled or reduced and not replaced immediately so as to avoid a lapse in the required coverage, Firm shall, within ten (10) days after receipt of written notice of such cancellation or reduction of coverage, file with the OCFA evidence of insurance showing that the required insurance has been reinstated or has been provided through another insurance company or companies meeting all requirements of this Agreement.

6.8 Requirements Not Limiting. Requirement of specific coverage or minimum limits contained in this section are not intended as a limitation on coverage, limits, or other requirements, or a waiver of any coverage normally provided by any insurance. The insurance obligations under this Agreement shall be: (1) all the insurance coverage and/or limits carried by or available to Firm; or (2) the minimum insurance coverage requirements and/or limits shown in this Agreement; whichever is greater. Any insurance proceeds in excess of or broader than the minimum required coverage and/or minimum required limits, which are applicable to a given loss, shall be available to the OCFA. No representation is made that the minimum insurance requirements of this Agreement are sufficient to cover the obligations of Firm under this Agreement. Nothing in this section shall be construed as limiting in any way the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for losses of any type or amount.

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

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

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

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

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

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

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

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

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

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

6.12 Indemnification.

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

Notwithstanding the foregoing, and only to the extent that the Services performed by Firm are subject to California Civil Code Section 2782.8, the above indemnity shall be limited, to the extent required by Civil Code Section 2782.8, to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Firm.

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

7. RECORDS AND REPORTS

7.1 Reports

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

7.2 Records

Firm shall keep such books and records as shall be necessary to properly perform the Services required by this Agreement and enable the Contract Officer to

evaluate the performance of such Services. Except as provided in Section 7.5, the Contract Officer shall have full and free access to such books and records at all reasonable times, including the right to inspect, copy, audit and make records and transcripts from such records.

7.3 Ownership of Documents

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

7.4 Release of Documents

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

7.5 Confidential Materials

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

8. ENFORCEMENT OF AGREEMENT

8.1 California Law

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

8.2 Waiver

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

8.3 Rights and Remedies are Cumulative

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

8.4 Legal Action

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

8.5 Termination Prior to Expiration of Term

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

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

8.6 Termination for Default of Firm

If termination is due to the failure of the Firm to fulfill its obligations under this Agreement, OCFA may take over the work and prosecute the same to completion by contract or otherwise, and the Firm shall be liable to the extent that the total cost for completion of the Services required hereunder exceeds the compensation herein stipulated, provided that OCFA shall use reasonable efforts to mitigate damages, and

OCFA may withhold any payments to the Firm for the purpose of set-off or partial payment of the amounts owed to OCFA.

8.7 Attorneys' Fees

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

9. OCFA OFFICERS AND EMPLOYEES; NON-DISCRIMINATION

9.1 Non-Liability of OCFA Officers and Employees

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

9.2 Covenant Against Discrimination

Firm covenants that, by and for itself, its heirs, executors, assigns, and all persons claiming under or through them, that there shall be no discrimination or segregation in the performance of or in connection with this Agreement regarding any person or group of persons on account of race, color, creed, religion, sex, marital status, national origin, or ancestry. Firm shall take affirmative action to insure that applicants and employees are treated without regard to their race, color, creed, religion, sex, marital status, national origin, or ancestry.

10. MISCELLANEOUS PROVISIONS

10.1 Confidentiality

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

10.2 Notice

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

Orange County Fire Authority
Attention: Sara Kennedy
1 Fire Authority Road
Irvine, CA 92602

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

To Firm:

Mission-Centered Solutions, Inc.
Attention: Lark McDonald
P.O. BOX 969
Franktown, CO 80116

10.2 Integrated Agreement

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

10.3 Amendment

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

10.4 Severability

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

10.5 Corporate Authority

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

[Signatures on Following Page]

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

"OCFA"

ORANGE COUNTY FIRE AUTHORITY

Date: _____

By: _____

Sara Kennedy, CPPB
Purchasing Manager

APPROVED AS TO FORM.

By: _____

David E. Kendig
General Counsel

ATTEST:

Maria D. Huizar
Clerk of the Board

Date: _____

"FIRM"

MISSION-CENTERED SOLUTIONS, INC.

Date: 09/10/2020

By: _____

Lark McDonald
Chief Executive Officer

EXHIBIT "A"

PROPOSAL FOR SERVICES

Implementation Support for OCFA Operational Culture

Orange County Fire Authority
1 Fire Authority Road
Irving, CA 92602

7 September 2020

MCS

Mission-Centered Solutions

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1 INTRODUCTION

1.1 Background

Cultural development has been articulated by the Orange County Fire Authority (OCFA) as a primary goal for the department's advancement and to set the foundation for its future growth. Since 2018 the department has been pursuing the goal of building strength within its operational culture. Since its inception in 2018, the OCFA work has included:

1. Measuring attitudes concerning operational culture through an online survey process.
2. Restoring and updating "The OCFA Way", an organizational level doctrine that describes the mission of the organization, and the expected personal values that its members should aspire towards.
3. Building an Operational Philosophy, that describes the operational values and culture of the department.
4. Holding several educational briefings and sessions with the membership and the leadership to lay out the foundation for the effort.
5. Providing leader development training for Captains and BCs.
6. Established internal resources to support the initiative's activities.
7. Additionally, outside the original effort the following MDC-related activities have been launched by the department:
 - A COVID-19 Strategic Planning effort and process
 - A capture of Lessons Learned of the COVID-19 response and establishment of a tool that can be leveraged in the future for managing lessons learned long-term.

This work is ongoing and has not yet reached completion. Given the impacts from the COVID-19 pandemic and the lessons learned in the past two years of implementation, the OCFA seeks to continue work but also seeks to realign priorities within the project to reflect the current needs.

1.2 Overview of Scope of Work

In this proposal Mission-Centered Solutions seeks to assist the OCFA in completing the initiative's goals through the following lines of effort:

1. Given the current priorities and status of the MDC effort, assist OCFA leadership in prioritizing the use of the remaining funds allocated to this project.
2. Provide technical and educational support as requested to OCFA leadership and groups, to include continued support for:
 - MDC Activities Implementation Support
 - Doctrinal development assistance
 - Process facilitation and education of MDC-related concepts and planning
 - Cultural measurement activities
3. Provide training and education support for leader development programs administered for the OCFA. This will include:
 - Train-the-Trainer courses to assist OCFA training personnel to deliver programs internally within the department
 - Delivery of externally-certified programs by approved cadre.

We anticipate that the term of this effort will be 2 years.

2 PROPOSING ORGANIZATIONS

MCS Mission-Centered Solutions

MCS is a consulting and education firm that specializes in serving clients operating in high-risk or high-consequence environments. Since 1996 the firm has supported the wildland and municipal fire services in developing doctrines and education to advance operational culture. This work has included the design and development of the NWCG leader development curriculum, the framework of the Mission-Driven Culture now adopted by NWCG advanced incident management, and the Emergency Management Australia (EMA) Crisis Appreciation & Strategic Planning (CASP) process, a national level application of intent-based operations to catastrophic response.

MCS is currently an implementation subcontractor to the International Association of Fire Chiefs (IAFC) in support of the cultural and strategic planning underway. MCS will serve as Prime for this effort.

Mission-Centered Solutions is located in the Denver metropolitan area.



Oklahoma State University

Founded in 1890, OSU is a national leader in programming around disaster management, emergency management, and the human dimensions of leadership. OSU has designed and conducted the measurement effort used by OCFA in 2018 to provide a baseline for operational culture.

OSU will be responsible for remeasuring the OCFA organization in year two of this effort and comparing the results with the baseline collected in 2018

Oklahoma State University will be serving as a supporting subcontractor.

3 MDC PROGRAM SUPPORT

Currently the OCFA is engaged with several ongoing lines of effort under the goal of operational culture and MDC. As the focus of the effort moves from upper leadership into the other ranks, MCS proposes providing as-needed technical support in the following areas:

3.1 Leadership/Project Management Support Activities

- Assist OCFA project managers and team members through providing leader mentoring and other consultative assistance and support to department personnel on an as-needed, ad hoc basis. This work may include consultation on implementation planning or communication with OCFA MDC team leaders or members, or support requiring facilitation, briefing or education supporting the MDC initiative.

Assist OCFA project managers and team members as needed with setting up the internal support structure for education support of the OCFA Operational Philosophy. For change to occur, it must be supported day-to-day on the job as well as by the organization. For these reasons, there is an ongoing need for an internal resource for supporting personnel who are wrestling with implementing the concepts and tools or are encountering barriers within the organization

- Assist OCFA project managers and team members with design and implementation of the first phase of an OCFA-wide organizational learning platform/system. The core of this work was accomplished in spring 2020 which focused on collection and storing of lessons learned. Within the scope of this effort, MCS proposes the following support activities:
 - Training for OCFA personnel on existing LL collection system
 - Assistance with developing a general employee feedback process for properly adjudicating, routing and tracking employee input and lessons learned
- Assist OCFA leadership and the Communications group as requested with planning and generating web content for MDC-related activities/content.

3.2 Assistance with Completing and Integrating Operational Doctrine

Foundational operational doctrine describes the basis of operation regardless of circumstance. It also provides the underpinning values and priorities for what the Department conducts. In 2019 the OCFA expanded the development of doctrine to include not only the OCFA Way update, but also the development of new doctrines relating to Operational Philosophy. This includes Operational Values, Intent-based Operations, and the Leadership Standard originally identified in 2018 which defines the principles and concepts that form a foundation for leader behavior across the department. Through these doctrines, the Department communicates its expectations and operational leadership vocabulary to the members of the department as well as others outside the Department.

In 2019 the update of the OCFA Way was completed and the Division Chiefs started to work on the Operational Philosophy documents. The status of these documents as of Sept 15, 2020 is:

- Operational Philosophy Overview – complete
- Operational Values – complete
- Intent-based Operations – final completion by the Division Chiefs expected in October
- Leadership Standard – in the design phase

Description of Proposed Activities

1. Assist with development, editing, and finalization of the Intent-based Operations doctrine. This work is currently in the process of finalization.
2. Assist with design, development, editing, and finalization of the Leadership Standard doctrine. This work is in the design phase and is currently in progress.
3. Assist in drafting, planning, and shooting the OCFA Media group with shooting supporting video discussions. This effort involves the product of educational video segments which help to explain the application of the doctrines to current operations. It is anticipated that the Communications group will be responsible for the shooting and editing of the interviews. MCS will serve as a project coordinator and provide assistance during planning, production and post-product as needed.
4. Provide ongoing support to the Division Chief group as they migrate the concepts into the BC and Captain ranks. This includes teleconferences and in-person meetings as deemed needed.
5. Provide assistance with planning and implementing the use of the doctrines within the non-operational groups in OCFA. This work has not started yet.

3.3 Post-COVID Strategic Planning Assistance

In June 2020, the OCFA formed a team to begin planning for the long-term effects and roll outs of the COVID-19 pandemic. Over the following months the COVID-19 Strategic Plan was formed and has approved by executive leadership. As the organization enters the next phase of implementation, continued support is expected to be needed as the tasks of the plan are delegated to various parts of the organization. This is a continuation of work that is currently in progress.

4 RE-MEASURE OF OPERATIONAL CULTURE

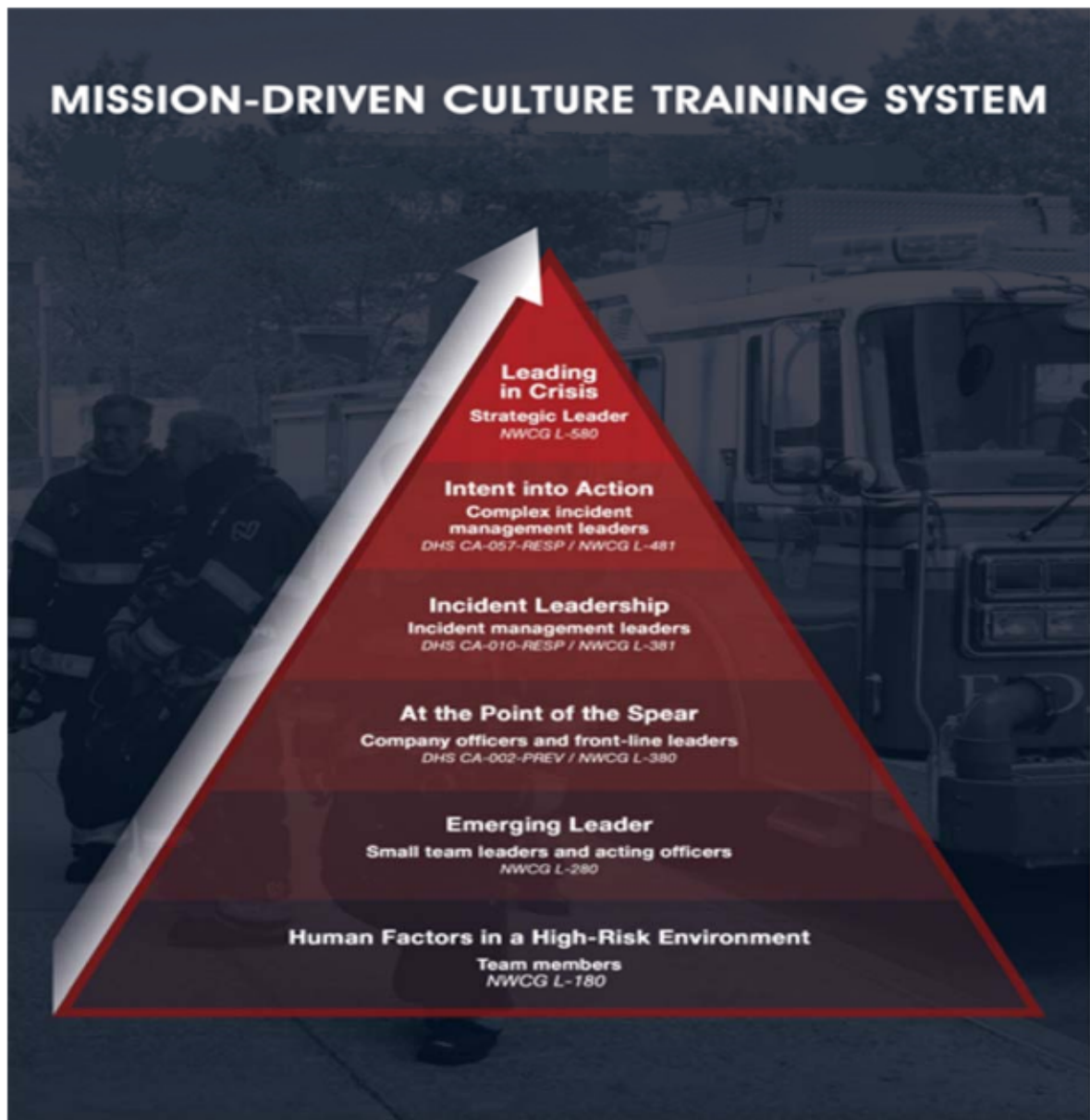
In 2018 the OCFA successfully conducted the first baseline inventory under the guidance of researchers at Oklahoma State University.

By the end of this two-year effort, the organization will likely be in position to re-measure using the same 2018 survey with the purpose of detecting trends and to determine if the changes in the past years were successful in achieving their goals.

Description of Proposed Activities

- Deploy online survey to re-measure the organization using the same criteria and conditions as used in 2018.
- Provide technical support to the OCFA personnel supporting the survey roll out and collection period.
- Analyze data and determine results from a comparison of 2018 results.
- Provide a summary report to OCFA leadership. The OCFA shall retain control over the collected data and approve any release or use in the national database.
- Assist OCFA project personnel as needed in planning efforts to determine correlation of survey results with other measures of operational performance.

5 TRAINING DELIVERY



In 2019 the OCFA adopted the above leader development curriculum for its Operational members. The Emerging Leader and Human Factors programs are designed to be implemented within the Department. The remaining programs must be delivered by a certified cadre and entity for credit to be given. In addition to these listed programs, there are additional supplemental training modules that occupy the space between At the Point of the Spear (CA-002-PREV/L-380) and Incident Leadership (CA-010-PREV/L-381). There is more information available on those further below.

5.1 Proposed Activities: Training Delivery

MCS proposes to provide delivery for the following programs, as requested by the OCFA:

- *At the Point of the Spear* (CA-002-PREV)
- *Incident Leadership* (CA-010-PREV)
- *Intent into Action* (CA-057-RESP)
- *Train the Trainer for Human Factors* (L-180)
- *Train the Trainer for Emerging Leader* (L-280)

Details on these programs are listed below. *Leading in Crisis* (L-580) shown in the above diagram is also part of the OCFA curriculum, but is not included in this proposal.

5.1.1 OCFA Logistical Support Requirements

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

5.1.2 At the Point of the Spear (POTS)

At the Point Of The Spear: Preparing and Leading Cohesive, Adaptive, and Resilient Teams (FEMA CA-002-PREV) This program presents principles for leading in high-risk and high-stress environments, building team cohesion, and resolving conflicts and problems within the team. Using a mix of theory, classroom exercises, and field exercises, this interactive program is designed to reinforce mission-driven operational culture at the team level and to provide a framework from which to launch future organizational development.

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

Subjects included in the program:

- Human Factors
- Fear and the Leader

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

Length

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

Composition

Mixed traditional classroom, exercises, and simulations

Number of students

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

Target audience

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

Delivery location

As determined by OCFA.

Product ID

POTSFSL3.MCS

Certifications

U.S. Department of Homeland Security/FEMA: CA-002-PREV

National Wildfire Coordinating Group: L-380 Fireline Leadership

Specific Items Provided by MCS and Included in SOW

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

Specific items provided by OCFA and Not included in SOW

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

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

5.1.3 Incident Leadership (IL)

Incident Leadership (IL): Applying the Principles of a Mission-Driven Culture during Chaotic and Escalating Events (FEMA CA-010-PREV & NWCG L-381) This hands-on program helps participants learn strategies for implementing the principles of intent-based (or mission command) operations. The programs are also focused on building operational momentum within temporary and diverse teams, and in leading operational planning that extends into a strategic time frame. This program builds new trigger points and recognition skills within students that are directly transferable to future operations and incidents.

Subjects included in the program:

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

Length

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

Composition

20% classroom, 80% simulation-related activities

Number of students

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

Target audience

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

Delivery location

As determined by OCFA.

Product ID

IL24AH3.MCS

Certifications

U.S. Department of Homeland Security/FEMA: CA-010-PREV

National Wildfire Coordinating Group: L-381

Specific Items Provided by MCS and Included in SOW

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

Specific items provided by OCFA and Not included in SOW

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

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

5.1.4 Intent into Action (IIA)

Intent into Action (IIA): Advanced Leadership for the Command and General Staff (CA-057-RESP) The program offers command teams (North American Type 2 and Type 1 or Australian Level 2 and Level 3) the practical skills and tools to build cohesion, adaptiveness, and resilience during complex incident planning and operations. At this level, the ambiguous, undefined, and dynamic nature of incidents requires a degree of teamwork and integration beyond what is needed for smaller incidents. C&G members need to function as an integrated unit to build a common operating picture, plan strategically, and conduct effective operations. Salient themes – leadership, teamwork, intent, communication, and operational culture – extend beyond the confines of the incident organization to have a significant effect on cooperators, jurisdictional owners, and political-public spheres.

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

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

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

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

Length

40 hours over 5 days

Composition

20% classroom, 80% simulation-related activities

Number of students

24-32

Target Audience

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

Certifications

U.S. Department of Homeland Security/FEMA: CA-057-RESP

National Wildfire Coordinating Group: L-481

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

5.1.5 Train the Trainer – *Emerging Leader*

Emerging Leader/Small Team Leadership (NWCG L-280) This program is designed to be delivered by trained instructors within the Department. The train-the-trainer program is delivered by MCS to potential instructors. Focuses on mastery of the program content and assisting with instructional techniques as needed.

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

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

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

Length

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

Composition

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

Number of OCFA instructor trainees

6-8

Target Audience for Train the Trainer Program

Internal instructors with facilitative instructor skills

Certifications

N/A

Emerging Leader Program (delivered by OCFA)

Length

16 hours over two days

Number students

10-20

Target Audience

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

5.1.6 Train the Trainer – *Human Factors*

Train the Trainer for delivering *Human Factors in the High-Risk Environment (NWCG L-180)* This program is designed to be delivered by trained instructors within the department. The train-the-trainer program is delivered by MCS to potential instructors. Focuses on mastery of the program content and assisting with instructional techniques as needed.

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

- Communication responsibilities
- Situation awareness and decision making

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

Train the Trainer Program: Length

8 +10 hours of prep time

Composition

Mixed traditional classroom, exercises, role playing, instruction feedback

Number of OCFA instructor trainees

6-8

Target Audience

Internal instructors with facilitative instructor skills

Certifications

N/A

Human Factors program (delivered by OCFA) Length

6-8 hours

Number students

10-40

Target Audience

All departmental personnel

5.1.7 Refresher Training Modules

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

The OCFA has now two pilot programs amounting to a total of 10-12 hours of refresh training that can be implemented with L-380/At the Point of the Spear graduates when it is ready to do so:

- Facilitating Effective After-Action Reviews
- Communicating Leader's Intent

Under this offering, MCS proposes to assist OCFA Training with finalizing these modules for delivery within the Department, including providing Train-the-Trainer events for both modules, and provide final changes to the modules prior to implementation as requested.

5.2 Use Licenses

For all MCS training programs provided to OCFA person under this scope, the OCFA shall be granted license to use and or draw derivative works from the various models or concepts presented in the programs. Where appropriate, licenses will be extended in perpetuity provided that the use of the products are limited to the OCFA organization. This permission pertains only to property that MCS owns. Some additional use permissions may be needed from Third Party organizations, depending upon what use is sought.

Permitted use shall include any tools, materials or concepts used to support the implementation of a Mission-Driven Culture at OCFA, including models, artwork, papers and other products introduced in training designed to support decision making tools, after action reviews, counseling, and target leader behavior.

5.3 Contextualization

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

6 PROPOSED TRAINING IMPLEMENTATION

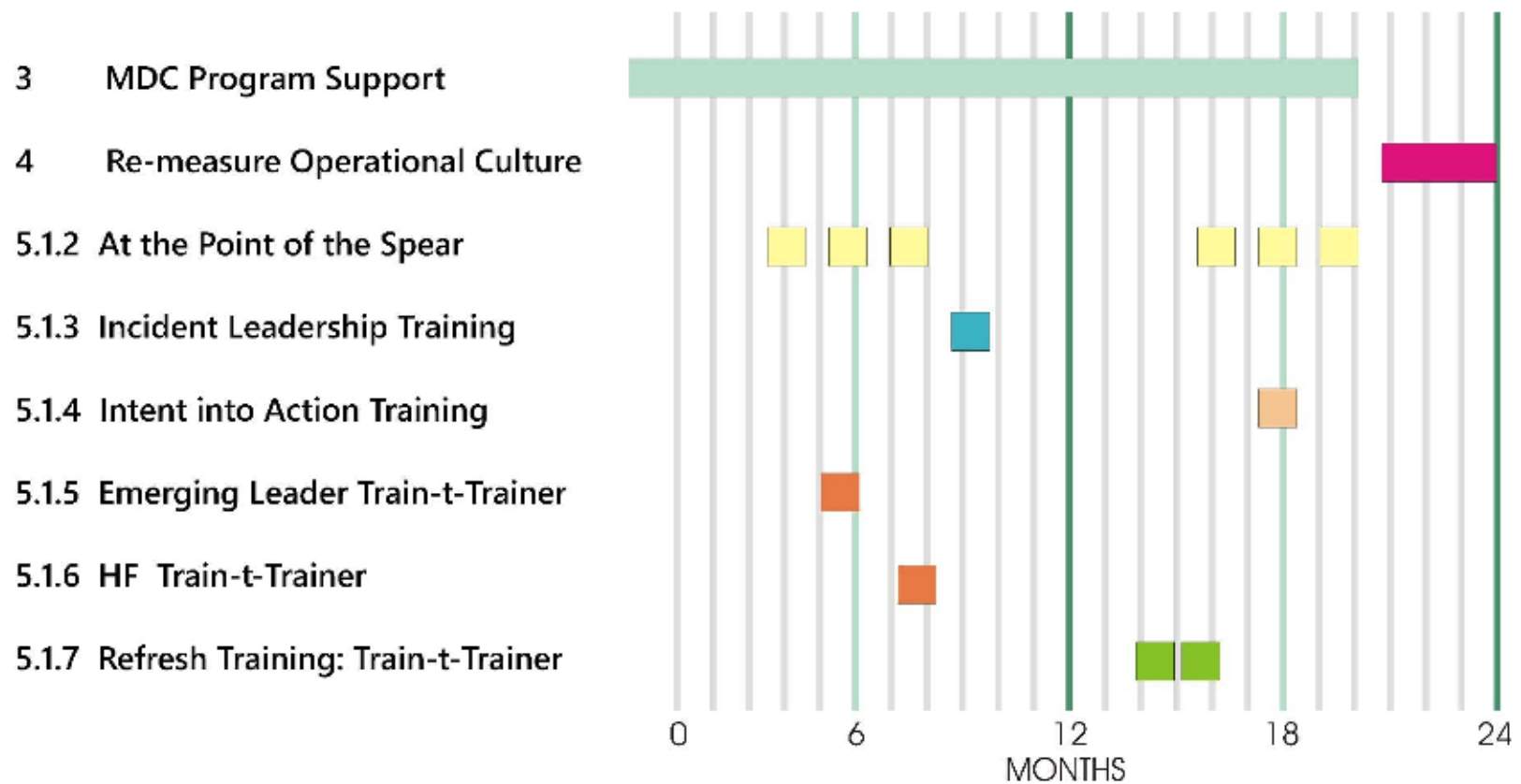
6.1 Level of Effort

Based upon the number of graduates recorded in the records of OCFA and other regional offerings, the projected number of training programs needed to train the remaining Operations personnel:

- *HF in the High-Risk Environment* – Train the Trainer: **1**
- *Emerging Leader* – Train the Trainer: **1**
- *At the Point of the Spear* (Captains, BCs): **6**
- *Incident Leadership* (BCs, DCs): **1**
- *Intent into Action* (IMT and DCs): **1**

The Intent in Action program will be likely shared with personnel from other regional resources.

6.2 Proposed Training Program Implementation Schedule



6.3 Proposed Cost

REF	TRAINING PROGRAM	QTY	UNIT COST	YR 1 TOTAL	YR 2 TOTAL
3	MDC Program Support	N/A	N/A	\$50,000	\$9,500
4	Re-measure Operational Culture		N/A	\$0	\$15,000
5.1.2	At the Point of the Spear (Captains, BCs)	6	* \$39,300	\$117,900	\$117,900
5.1.3	Incident Leadership (BCs, DCs)	1	** \$41,400	\$41,400	\$0
5.1.4	Intent into Action (IMT)	1	Φ \$80,000	\$0	\$40,000
5.1.5	Emerging Leader – Train the Trainer	1	included	included	N/A
5.1.6	HF in the High-Risk Environment – Train the Trainer	1	included	included	N/A
5.1.7	Refresh Training Programs: T the T, finalize	N/A	included	included	N/A
	Estimated Cost Per Year			\$209,300	\$182,400
	Total Project Cost (2 years)				\$391,700

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

** = Role players are included in the cost. Deduct \$3000.00 if OCFA options to provide role players for program

Φ = The Intent into Action program is designed for 32 students and will likely be shared with students from other regional agencies. This proposal assumes that OCFA would cover 50% of the \$80K cost of this program, or \$40K.

NOTE: 5.1.2, 5.1.3, and 5.1.4 are programs that are pre-approved for use with FEMA UASI or HSGP grant money.

7 TERMS AND CONDITIONS

Validity

This quote is valid until 11/1/2020 unless otherwise extended by Mission-Centered Solutions.

Terms

Invoices due upon receipt.

Payment Information

Payments by check or electronic funds transfer accepted.

Payments should be made to:

Mission-Centered Solutions
P.O. Box 969, Franktown, CO 80116
Attn: Finance

Finance POC: Laura Walsh
o: 303.646.3700 x410
lwash@mcsolutions.com

Advanced Consulting and Support Advanced Authorization Required

The OCFA assigned project manager must authorize all support and consulting activities in advance of work commencing. If requested, MCS shall provide an estimate of the level of effort and the estimated cost, including estimated travel, for all non-training work under Section 3 of this proposal.

Training Program Cancellation Terms

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

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

- Airline tickets

- Materials and shipping costs
- Assembly and overhead costs
- Cadre contract and security costs

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

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

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

Intellectual Property

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

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

APPENDIX A: POTS LOGISTICAL REQUIREMENTS

Program Schedule

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

Standard Five-Day Schedule

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

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

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

Four-Day Schedule

This option is offered to provide additional flexibility to students.

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

Six-Day (3+3) Schedule

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

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

Guest Speaker

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

The intent of this talk is to emphasize two points:

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

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

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

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

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

Training Location

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

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

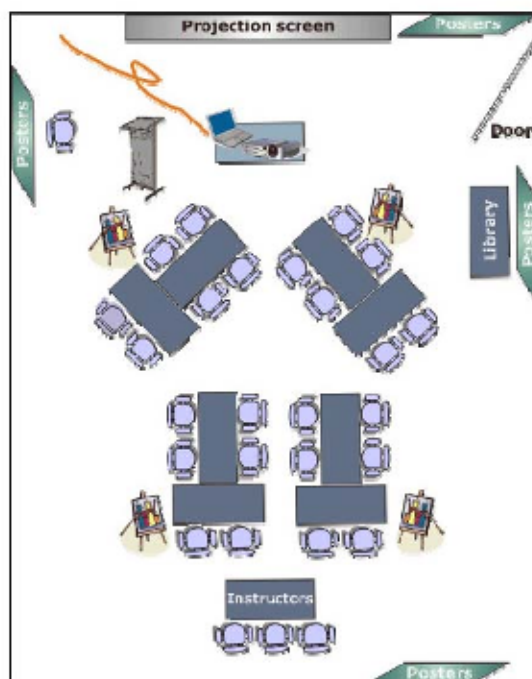
In addition, the training location needs to have an Internet connection so the cadre can send participant information to the MCS office.

Room Logistics

The main classroom has the following logistic requirements:

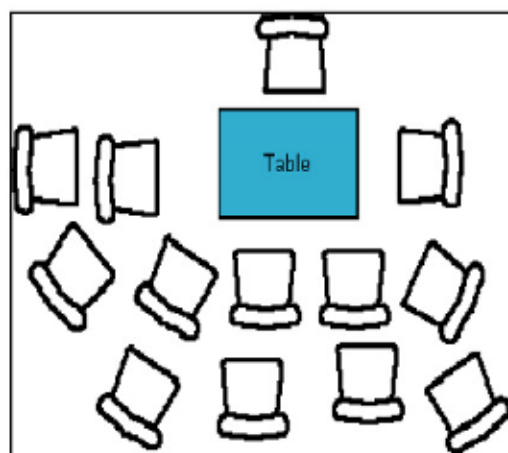
- Projection screen
- 28 chairs (24 for participants – 4 for instructors or observers)
- 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- Secure storage area
- 8 rectangular tables for participants (If rectangular tables are unavailable, 4 round tables can be substituted.)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

The following diagram illustrates the recommended main classroom setup:



Both breakout rooms have these requirements:

- 13 chairs
- 1 small table



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

Equipment Requirements

The main classroom has the following equipment requirements:

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

Room Scheduling

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

Five-Day Schedule					
Room	Day 1	Day 2	Day 3	Day 4	Day 5
Main Classroom	1300 – 1730	0800 – 1700	0800 – 1700	0800 – 1900	0800 – 1200
Breakout Room 1		1200 – 1700	0800 – 1200	1200 – 1900	
Breakout Room 2				1200 – 1900	

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

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

Field Exercise Radio Requirements

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

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

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

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

Outdoor Field Exercise Requirements

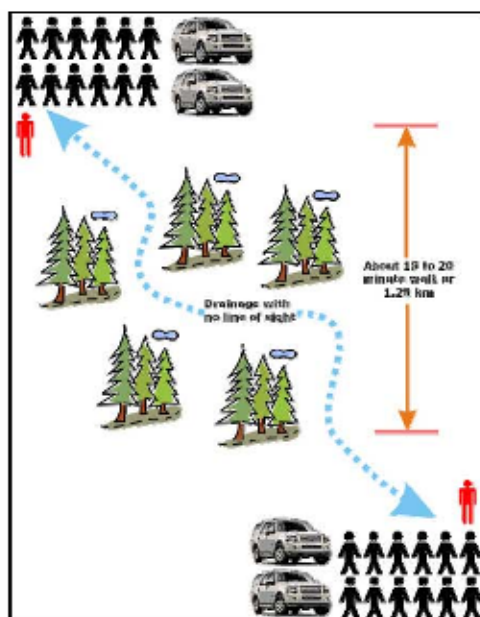
In the evening on Day 2, the cadre conducts an outdoor field exercise. (The timing of the exercises—from 1900 to 2300 on Day 2—is the same for all program schedules.) This section outlines the site, equipment, and personnel requirements for this field exercise.

Site Requirements

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

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

The following diagram illustrates the recommended site layout:



Vehicle Requirements

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

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

Role Players

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

- An emergency responder (crew or team leader)
- A local landowner
- A television news reporter or photographer.

The field exercise simulates the aftermath of a natural disaster. Role players will meet with the training cadre the morning or afternoon of Day 2 before the start of the exercise for a briefing that may include an orientation of the training site and a walk through of the exercise. This orientation could take up to two hours. Role players show up on site by 1830 to start the exercise. Their participation continues to the end of the exercise at approximately 2200.

Role players should be able to walk (at times quickly) through uneven terrain and drainages at night. The most important characteristics of selected role players are a high level of energy and a desire to make training realistic and meaningful for exercise participants.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *At the Point of the Spear* programs.

Committing to a Program	
<input type="checkbox"/>	Once the terms of the training have been set, sign the Quote for Training and fax it to MCS, send the purchase order, or otherwise commit to the program, as negotiated.
<input type="checkbox"/>	Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).
Initial Planning for Program	
<input type="checkbox"/>	After you order a program, Logistics sends a Course Information Sheet to begin the logistics process. Complete and return the form.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Locate potential field exercise site that meets the criteria. As appropriate, contact owners of site used for field exercise to arrange for access. Exercises will not involve the use of fire or be disruptive to the ground or flora. They involve only walking activities.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.
Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact MCS Logistics to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.

Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the Night Field exercise.
<input type="checkbox"/>	Verify receipt of shipped program materials with MCS Logistics.
<input type="checkbox"/>	Arrange for additional vehicles as needed to support exercises. In some cases, participants can bring in the needed vehicles. Make sure that participants are approved to drive the vehicles, or arrange for other drivers, as needed.
<input type="checkbox"/>	<p>Determine whether an icebreaker on the first night would be appropriate. Usually we invite the participants to a local watering hole or restaurant for an icebreaker to give the class an opportunity to meet informally with the cadre and other participants. MCS usually offers to pick up the first round. Any additional drinks or food are on the participants. In most cases, the icebreaker is worthwhile when students may not know each other and there are suitable places close by.</p> <p>If an icebreaker is desirable, identify local bar, pizza joint, or restaurant that could serve as a location for an icebreaker from 1800-2000 on the evening of Day 1 so that we can give a warning to the manager that we might be dropping in with 15 to 20 people. Communicate icebreaker plans to MCS.</p>
<input type="checkbox"/>	Secure radio frequencies for use during the Night and Afternoon field exercises.
<input type="checkbox"/>	<p>Contact MCS Logistics to arrange contact with the lead instructor.</p> <p>When you arrange to address particular focus points or special issues during the program, the lead instructor will contact you approximately 2 weeks from start of the program to discuss these issues.</p>
<input type="checkbox"/>	(Optional) Verify guest speaker.
One Week Prior to Program	
<input type="checkbox"/>	Arrange for MCS cadre to have access to classrooms for setup on the afternoon or evening on the day before class.
<input type="checkbox"/>	Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program eight two-way radios. Radios are needed for the Night and Afternoon exercises.
<input type="checkbox"/>	Arrange access to shipped materials for MCS cadre upon arrival Sunday.
<input type="checkbox"/>	Complete any permits and obtain access keys for the night field exercise area.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.

<input type="checkbox"/>	Set up classroom according to specification.
<input type="checkbox"/>	Arrange time for the role players to meet with the cadre.
<input type="checkbox"/>	(Optional) Confirm guest speaker availability.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with MCS cadre.
<input type="checkbox"/>	Tour the night field exercise area with the cadre members. They will flag, walk, and time out the area for use on Day 2.
<input type="checkbox"/>	Bring MCS cadre to training rooms. Have on location all of the following: boxed course materials, radios, flipcharts, and extension cord.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with MCS cadre on Monday before class for final setup needs.
<input type="checkbox"/>	(Optional) Provide kickoff speaker information to cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Verify transportation plan and vehicles for Day 2 and ensure vehicles are full of fuel.
<input type="checkbox"/>	Arrange a time and location with the role players and the MCS cadre for the role player briefing.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with MCS cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.
Day of Night Field Exercise (Typically Tuesday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Confirm the briefing time and place with the role players and MCS cadre.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Check in with the cadre at the end of the day to verify all is well with the vehicles, etc.
Course Midpoint	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day. Ensure access to breakout rooms.

Day of Afternoon Exercise (Typically Thursday)	
<input type="checkbox"/>	Check in with the MCS cadre before class begins.
<input type="checkbox"/>	Deliver radio equipment for exercise, and arrange for its return at the end of the exercise.
<input type="checkbox"/>	Remind Dispatch and other authorities about exercise, radio traffic, etc.
Last Day of Program (Typically Friday)	
<input type="checkbox"/>	Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.

APPENDIX B: IL LOGISTICAL REQUIREMENTS

Program Schedule

The program has the following five-day schedule:

Day	Time
1	0800-1745
2	0800-1800
3	0800-1730
4	0800-1730
5	0700-1430

Pework Assignment

Students' prework assignment for *Incident Leadership* takes approximately six hours and usually is sent out six weeks before the program start date.

MCS can package and mail the prework assignments individually or in bulk for distribution by the organization's training officer. We include a prework letter with the program information, a list of items the student should bring with them to class, the prework assignment, and the hotel and travel information provided by the client.

MCS can produce and send out this letter to each student, or we can provide you with information to include in your own standard letters. Communicate your preference, and we'll take care of the rest.

Additionally, some clients have opted to include a book to encourage further leadership self-development after class. If you would like us to include post-program materials in shipments of MCS materials, we would be glad to add them to your charges at cost.

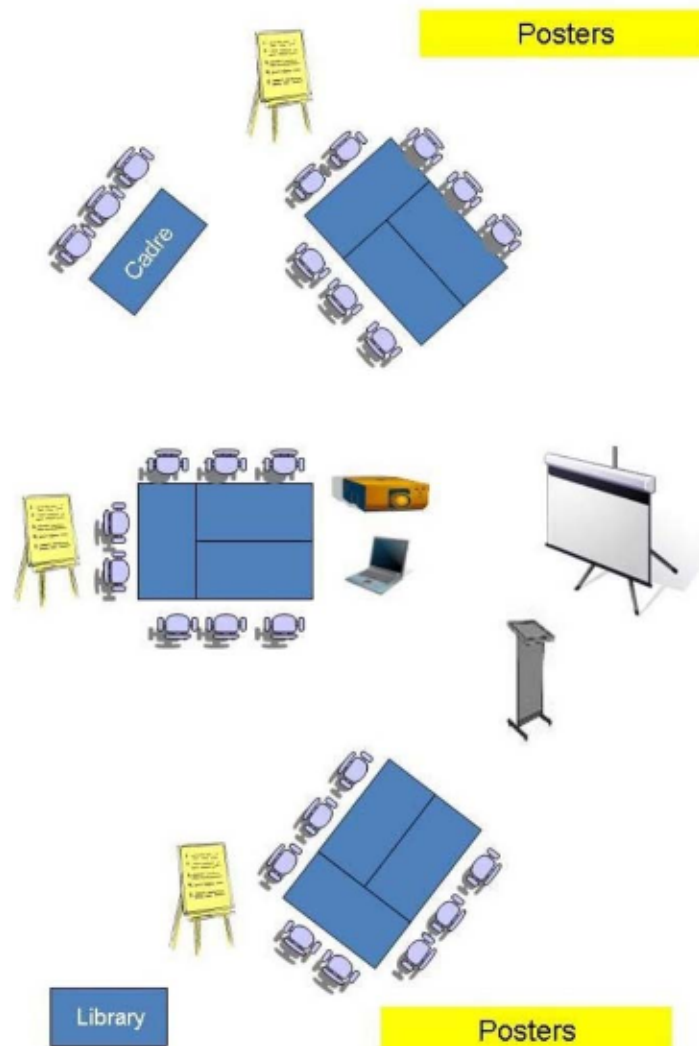
Training Location

The training location requirement is five rooms: one main classroom, one Incident Command Post (ICP), two Division (DIVS) areas, and one simulation room.

- The Simulation Room, ICP, and DIVS areas need to be in close proximity to each other (across or down the same hallway). They can be separated from the classroom (on a different floor or, in the worst case, a building next door).
- Two of the rooms can be located in one large room as long as a divider provides a sufficient sound barrier.
- All rooms should have wall space to hang posters, maps, and flip charts.
- A DIVS area can be a small room, break area, or alcove isolated from walk-through traffic. Both DIVS areas should be located near the ICP room.

In addition, the cadre needs access to Internet or E-mail so that they can send participant information in an electronic file to MCS offices on Monday.

Main Classroom



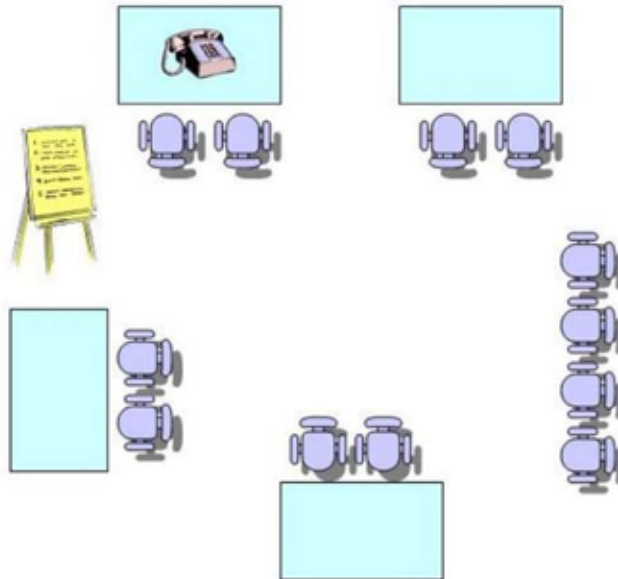
Main Classroom Specifications and Logistics

- Minimum size is 1000 square feet (roughly 30 by 35 feet)
- 27 chairs (24 for participants and 3 for instructors or observers) □ 1 lectern
- Wall space and suitable method for hanging heavy signs and posters
- 3 sets of tables for participants that are large enough to allow all of them to view the front of the room (If rectangular tables are not available, 3 round tables can be substituted.).
- 1 table for instructors
- 1 table for library items
- 1 table, cart, or stand for projector and laptop
- Secure room or storage area

Main Classroom Equipment Requirements

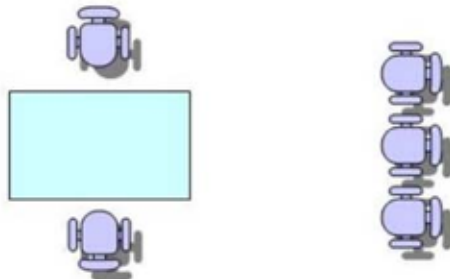
- 3 flipchart easels with paper and markers
- 1 projection screen
- 1 projector with sound system
- 1 25-foot extension cord with power strip

ICP Specifications and Logistics



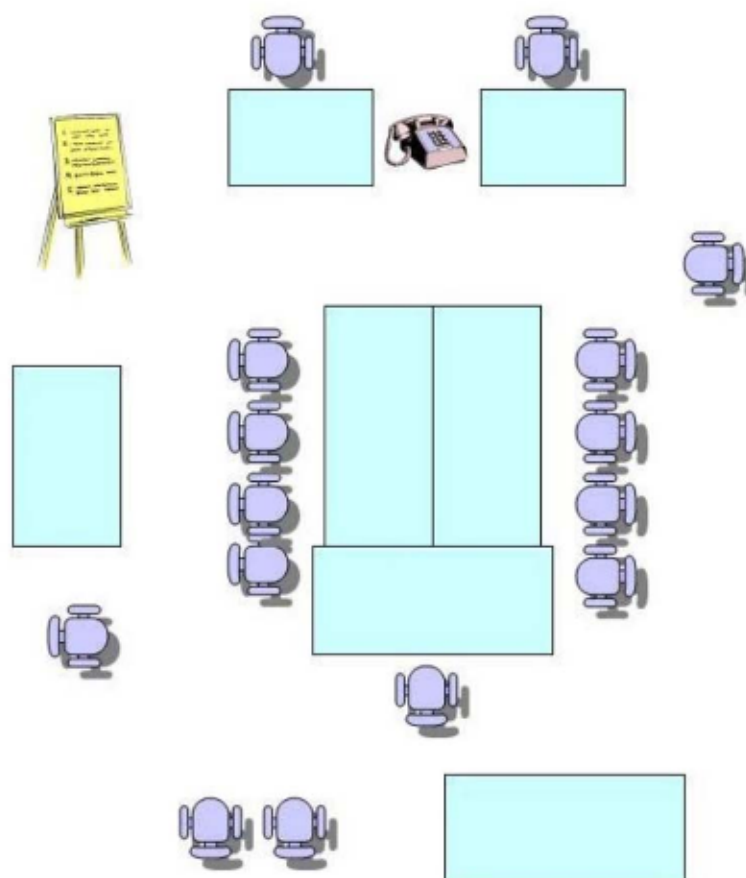
- Minimum size = 625 square feet (roughly 25 by 25 feet)
- 12 chairs
- 1 flip chart and 1 set of markers
- 4 desks or folding tables
- 1 phone

DIVS Area Specifications and Logistics (x2)



- Minimum size = 144 square feet (roughly 12 by 12 feet)
- 5 chairs
- 1 desk or folding table

Simulation Room



Specifications and Logistics

- Minimum size = 750 square feet (roughly 25 by 30 feet)
- 15 chairs
- 1 flip chart and 1 set of markers
- Wall space and suitable method for hanging heavy signs and posters
- 7 desks or folding tables (assuming 3 tables configured as central table for 9 chairs).
- 1 small table
- 1 phone able to connect to the phone in the ICP room.

Simulation Room Costumes

Clients provide costumes that are standard for their workforce:

- 8 turn-out gear jackets: 1 extra-extra large (XXL), 3 extra large (XL), 4 large (L) May be in poor condition.
- 8 hard hats or helmets May be non-operational or in poor condition.

Radio Requirements

Throughout the week, students need 20 programmable radios with four radio frequencies and full batteries. Frequencies must be discrete with enough separation to prevent bleed over.

The following table details these requirements:

Radio	Channel			
	1	2	3	4
1	Frequency 1	Frequency 2	Frequency 3	Frequency 4
2	Frequency 1	Frequency 2	Frequency 3	Frequency 4
3	Frequency 1	Frequency 2	Frequency 3	Frequency 4
4	Frequency 1	Frequency 2	Frequency 3	Frequency 4
5	Frequency 1	Frequency 2	Frequency 3	Frequency 4
6	Frequency 1	Frequency 2	Frequency 3	Frequency 4
7	Frequency 1	Frequency 2	Frequency 3	Frequency 4
8	Frequency 1	Frequency 2	Frequency 3	Frequency 4
9	Frequency 1	Frequency 2	Frequency 3	Frequency 4
10	Frequency 1	Frequency 2	Frequency 3	Frequency 4
11	Frequency 1	Frequency 2	Frequency 3	Frequency 4
12	Frequency 1	Frequency 2	Frequency 3	Frequency 4
13	Frequency 1	Frequency 2	Frequency 3	Frequency 4
14	Frequency 1	Frequency 2	Frequency 3	Frequency 4
15	Frequency 1	Frequency 2	Frequency 3	Frequency 4
16	Frequency 1	Frequency 2	Frequency 3	Frequency 4
17	Frequency 1	Frequency 2	Frequency 3	Frequency 4
18	Frequency 1	Frequency 2	Frequency 3	Frequency 4
19	Frequency 1	Frequency 2	Frequency 3	Frequency 4
20	Frequency 1	Frequency 2	Frequency 3	Frequency 4

Role Players

Incident Leadership requires two client-provided role players to depict characters that span all the simulations through the entire week. These role players are integral to the MCS cadre, and their assignment spans from 1000 Monday through 1200 Friday with roughly a one-hour lunch break each day.

These characters, when played well, help to provide fidelity and continuity from simulation to simulation and are important to the learning of the participants. For this reason, careful consideration should be given when choosing people for these two roles.

Ideally, both role players are graduates of this program so that they are familiar with the scenario and the conceptual approach of the program. If they are not graduates, it is best if there are no plans for them to attend future programs as they will become familiar with the scenario and it will reduce the benefits they can receive from the course. Having a former role play subsequently attend the program as a student may also limit the benefits for others in the course.

As a minimum, these personnel should be familiar with the Incident Command System, adaptable, and enthusiastic. Below are the descriptions of the two roles:

- **Zone Dispatcher (Armando Ricardo)**—A person who is familiar enough with radio protocol as well as fire and other operational terminology to simulate the dispatch function for a zone. In addition, this person should be familiar enough with the typical resources on a Type-3 incident to allocate and track these resources.
- **ITF Regional Emergency Coordinator (Roger Keen)**—A person who has the credibility and experience to role play a commander overseeing a Type-3 IMT. This supervision includes making decisions as the ITF Regional Emergency Coordinator as well as counseling and mentoring the IMT-3 in the leadership skills, behaviors, and principles covered in the program.

Client Logistics Checklist

The following checklist describes chronologically the tasks performed by clients to support *Incident Leadership*.

Committing to a Program	
<input type="checkbox"/>	Once the terms of the training have been set, sign the Quote for Training and fax it to MCS; send the purchase order, or otherwise commit to the program, as negotiated.
<input type="checkbox"/>	Determine prospective training sites. For information about the requirements, see Summary of Workspace Requirements for Incident Leadership (IL).
Initial Planning for Program	
<input type="checkbox"/>	After you order a program, complete and return the Course Information Sheet to begin the logistics process.
<input type="checkbox"/>	(Optional) Arrange for a kickoff speaker. The most influential guest speakers are from students' management chain of command.
Seven to Eight Weeks Prior to Program	
<input type="checkbox"/>	Make arrangements to reserve the facility to be used for the program.
<input type="checkbox"/>	Select a location for student and cadre lodging. If local lodging is difficult to obtain, consider setting up a block of rooms. If arranging for a block of rooms, include three rooms for the cadre at the same hotel.
<input type="checkbox"/>	Send the information about the locations for the lodging and training facilities to MCS so that we can make reservations for our cadre members and process the prework letter/package.

Six Weeks Prior to Program	
<input type="checkbox"/>	Finalize the student roster.
<input type="checkbox"/>	Contact MCS Logistics to arrange the distribution of the prework package to the students.
<input type="checkbox"/>	Make arrangements to reserve radios.
Two to Four Weeks Prior to Program	
<input type="checkbox"/>	Confirm reservation for the training location.
<input type="checkbox"/>	Recruit role players for the simulation.
<input type="checkbox"/>	Verify receipt of shipped program materials with MCS Logistics.
<input type="checkbox"/>	Secure radio frequencies for use in the simulation.
<input type="checkbox"/>	Arrange for specified costumes for the students to use as role players: turn-out gear jackets—1 extra-extra large (XXL), 3 extra large (XL), 4 large (L); 6 helmets or hard hats
<input type="checkbox"/>	Contact MCS Logistics to arrange contact with the lead instructor.
<input type="checkbox"/>	(Optional) Verify guest speaker.
One Week Prior to Program	
<input type="checkbox"/>	Arrange for MCS cadre to have access to classrooms on Sunday afternoon or evening for setup.
<input type="checkbox"/>	Arrange for e-mail access for the MCS cadre during the late afternoon of the first day. (They will need to e-mail an attached file to the office; it can be done from anyone's internet or e-mail connection).
<input type="checkbox"/>	Secure, test, charge, and program radios. Radios are needed for the entire program.
<input type="checkbox"/>	Arrange access to shipped materials for MCS cadre upon arrival Sunday.
<input type="checkbox"/>	Verify availability of flipcharts, extension cords with power bar, and projection screen.
<input type="checkbox"/>	Communicate with MCS lead instructor during week and confirm the link up plan for Sunday.
<input type="checkbox"/>	Notify any cooperative agencies such as police, fire, dispatch, etc., that may be affected by radio or training activities. This includes verifying usable radio frequencies and notifying agencies, which may have to field calls from the public concerning the simulations radio traffic.
Day Before Program (Typically Sunday)	
<input type="checkbox"/>	Meet with MCS cadre.
<input type="checkbox"/>	Bring MCS cadre to training rooms. Have on location all of the following: both boxes of course materials, radios, flipcharts, tables, chairs, phones, and extension cord. The MCS cadre will begin set-up no later than 1700.

<input type="checkbox"/>	Verify any security arrangements for rooms and equipment with MCS cadre.
Day 1 (Typically Monday)	
<input type="checkbox"/>	Meet with MCS cadre on Monday before class for final setup needs.
<input type="checkbox"/>	Remind Dispatch and other authorities as needed about radio traffic from the program simulation.
<input type="checkbox"/>	Arrange for the role players meet with the MCS cadre by 1000.
<input type="checkbox"/>	Confirm e-mail access arrangements and share information with MCS cadre.
<input type="checkbox"/>	During the afternoon of Day 1, touch bases with the MCS cadre about any outstanding issues.
Day 2	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day.
Day 3	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day.
Day 4	
<input type="checkbox"/>	Check in with the MCS cadre twice—before class begins and at the end of the day.
<input type="checkbox"/>	Discuss with cadre any needs regarding room closedown or clean up.
Day 5	
<input type="checkbox"/>	Before class begins, check in with the MCS cadre and verify arrangements for returning items used during the program.
<input type="checkbox"/>	Meet with MCS cadre for final turn in at the end of the simulation.

APPENDIX C: INTENT INTO ACTION LOGISTICAL REQUIREMENTS

MCS Course Coordination Checklist

Intent into Action – Advanced Leadership for the Command & General Staff (L-481)

Review Overall Schedule and Timing for the Week

☐ Course Description

Course includes about 8 hours of pre-work and then 5 days of dynamic classroom and simulation environment. 32 participants are organized into four, eight person teams representing the eight functional positions of the command & general staff.

☐ Course Schedule

Monday – 0800*-1800 – **Check-in begins at 0730; the course starts promptly at 0800*

Tuesday – 0800-1700 - *Voluntary evaluator mentoring session after class until 1800*

Wednesday – 0800-1715

Thursday – 0800-1700

Friday – 0800-1700 - *For travel planning, the course finishes at 1700*

- ☐ Review lunch (no lunch break on Day 4 and 5 – working straight through as on an incident) – review Snacks plan (Cadre provides Day 1, Student Teams Days 2-5)

- ☐ Confirm on-site course coordinator and contact info

- ☐ Brief on linkup with cadre either Sat afternoon or Sunday early

Coordinate access to training center for set up all day Sunday (once cadre & coordinator have discussed initial coordination items, course coordinator's presence will not be required)

Review Course Cadre

- ☐ 6 MCS facilitators (provide names and contact info as needed)

Training Site:

- ☐ Training Site location and address?

- ☐ Review Facility Requirements:

Good cell phone coverage between the rooms

Internet connection in the cadre support room

On scene copier support for a few small jobs

- ☐ Rooms:

1 x Large Classroom - 30'x35' or 1050 sq ft

4 x Incident Command Posts (ICPs) - (A, B, C & D) - 25'x25' or 625 sq ft each

1 x Cadre Support Room – 20'x20' or 400 sq ft

* if it becomes difficult to find rooms of adequate size, it is possible to mitigate with some additional breakout rooms, get cadre involved in this discussion

- ☐ Confirm client has supply list and room diagrams: (attached)
- ☐ NOTE: No radios, frequencies or role players are required for this course. This is different from the other MCS training components of the leader development program you may be using.

Evaluation Status

- ☐ Client commitment to a 4 person evaluation? (Must be qualified Type 2 C&GS if L-481 cert is desired)
- ☐ Names and contact info for evaluators?
- ☐ Report time for evaluators (normally 1500 on Sunday for briefing at training site)
- ☐ MCS will email detailed evaluation guidance to each evaluator and mail workbook materials

Certificate preparation

- ☐ L-481 (Advanced Leadership for the C&GS) – client prints NWCG Cert, MCS will sign

Because of nature of evaluation and potential impact to student's careers, we feel it is more appropriate that the actual evaluation checklist document is signed by an agency rep versus a contractor.

- ☐ MCS will also provide a course certificate for Intent into Action

Pre-Course Activity

- ☐ Does client need help filling 32 seats (MCS can announce to local cooperators in area)?
- ☐ Course login and password issued to client?
- ☐ Does client have pre-work letter template?

Training Center location

Travel to Training Site

Hotels & restaurants near hotel and training center

Items unique to training center (badge access, parking, etc)

Pre-Work Process to log onto website

Registration/Sign In – Time, Place, Process

What to bring

What to wear

Course Schedule

Snacks and lunch

Program description and outcomes: NWCG L-481 interchangeable with S-420 Command & General Staff Courses

Host agency course contact for attendance/registration issues

MCS course contact for pre-work issues

- ☐ Estimated date pre-work letter will go out?
- ☐ Course web access active?

Shipping

MCS will ship 4-5 boxes of course materials and possibly 4 Equipment Bags to the host agency approximately 2-4 weeks out.

- ☐ Shipping address and POC?
- ☐ Is return shipping support available? (We would do waybills, just need help with drop off)

Travel

- ☐ Nearest commercial airport?
- ☐ Any travel considerations in and around airport to training and lodging sites?
- ☐ Recommended lodging sites near the training center?

Kick Off Speaker

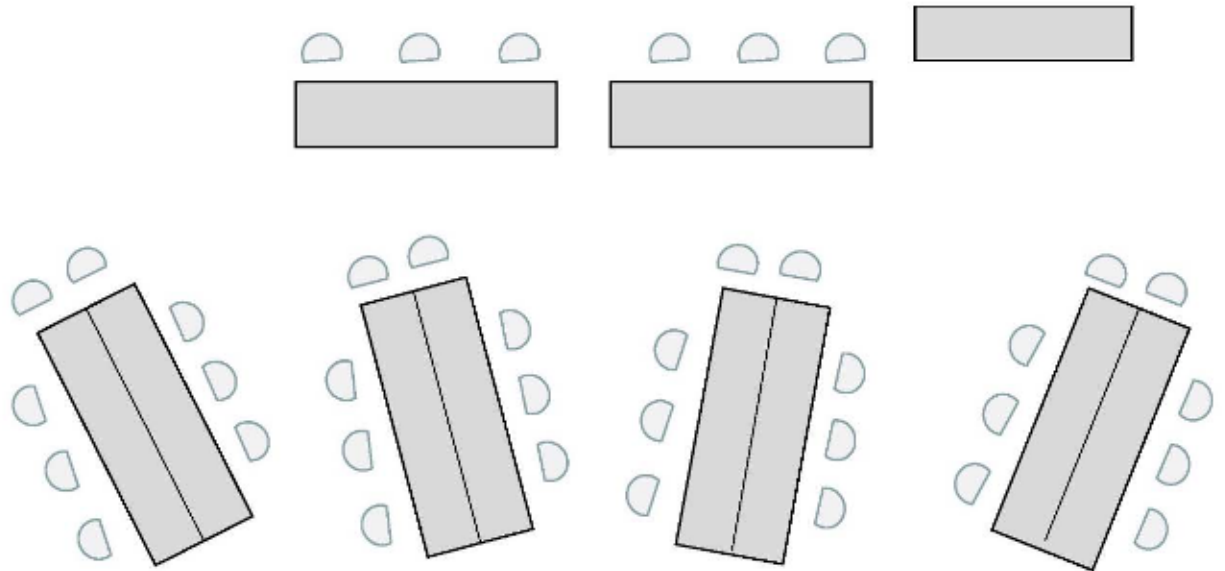
- ☐ Prefer *not to have* at course opening

Due to very challenging schedule on Monday, we would prefer that any opening remarks by host agency are kept to a minimum. Cadre has no need for opening remarks by agency representative, but can accommodate if important to host agency.

Having an agency representative to speak at the end of the course is very easy to work into the program and is preferred over an opening speaker.

Finance

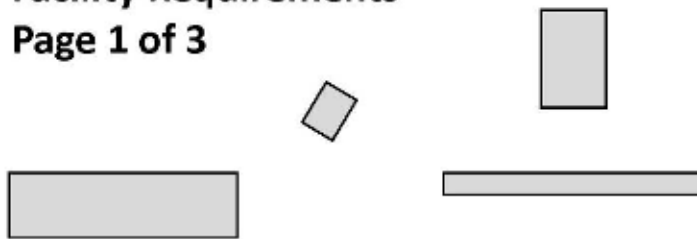
- ☐ Confirm Invoice POC and contact info?
- ☐ Confirm payment terms as needed
- ☐ Confirm cancellation policy



**Intent into Action Course
Facility Requirements
Page 1 of 3**

**Big Classroom – 30'x35' (1050sqft)
10x11m (110sqm)**

- 12 x Folding Tables
- 40 x Chairs
- 1 x Small AV Table
- 1 x AV Screen
- 1 x Podium
- 1 x Extension Cord
- 1 x Power Strip
- 1 x Flip Chart



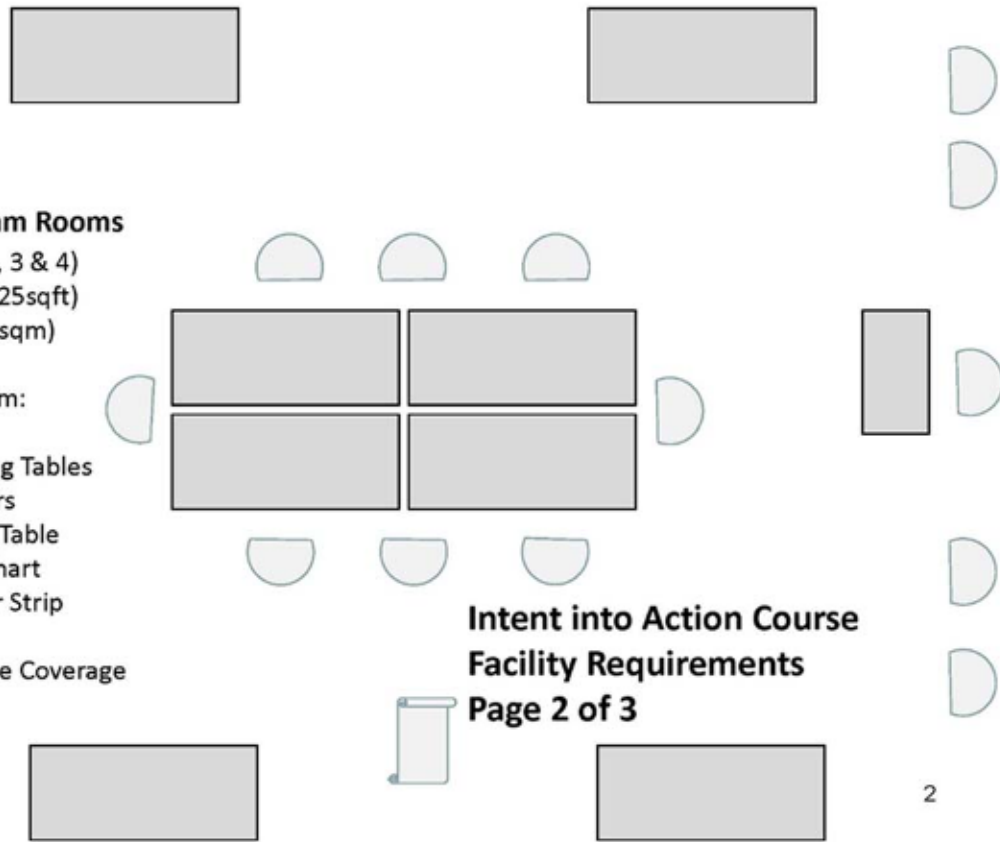
4 X Team Rooms

ICPs (1, 2, 3 & 4)
25'x25'(625sqft)
8x8m (64sqm)

Each Room:

8 x Folding Tables
13 x Chairs
1 x Small Table
1 x Flip Chart
1 x Power Strip

Cell Phone Coverage



Intent into Action Course
Facility Requirements
Page 2 of 3

1 x Cadre Room

20'x20' (400sqft)

6x6m (36sqm)

8 x Folding Tables

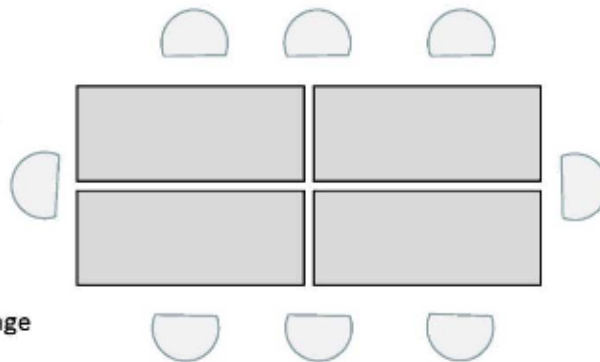
8 x Chairs

1 x Small Table

1 x Flip Chart

1 x Power Strip

Cell Phone Coverage
and
Internet Connection



**Intent into Action Course
Facility Requirements
Page 3 of 3**



3

	Day 1 (0800-1800)	Day 2 (0800-1800)	Day 3 (0800-1700)			
0730	Check-in					
0745						
0800	Intro	Sim 1ee: Objectives briefing	Sim 2 — IMT — Green	Sim 2 — Support — Black	Organizational Alignment — Red & Blue	
0815						
0830	Theatre Briefing	Sim 1f: Strategy Meeting				
0845	Ex: Command Presence Message					
0900						
0915						
0930	Ex: Practicing Command Presence	Sim 1g: Tactics Meeting				
0945						
1000						
1015						
1030	Committing to the Plan	Sim 2 — IMT — Black	Sim 2 — Support — Green			
1045	Break					
1100	Assuming Command			Sim 1h: Planning Meeting		
1115						
1130	Sim 1a: AA Briefing					
1145						
1200	Lunch	Lunch	Lunch			
1215						
1230						
1245						
1300	Sim 1b: IC Briefing	Communicating Intent	Sim 2 — IMT — Blue	Sim 2 — Support — Red		Organizational Alignment — Black & Green
1315		Sim 1i: Prepare to Communicate Intent				
1330						
1345	Sim 1c: Functional COP					
1400						
1415	Break					
1430	Sim 1d: COP Briefing	Sim 1j: Communicate Intent	Sim 2 — IMT — Red	Sim 2 — Support — Blue		
1445						
1500						
1515						
1530	Developing Intent					
1545						
1600	Break					
1615	Sim 1e: Objectives Meeting		Sim 1 AAR Sim 2 Briefing			
1630		<i>Evaluator mentoring</i>				
1645						
1700						
1715						
1730						
1745						
1800						

	Day 4 (0800-1630)	Day 5 (0800-1700)
0800		
0815	Sim 3a: AA Briefing	Sim 3a: AA Briefing
0830		
0845	Sim 3b : IC Briefing	Sim 3b : IC Briefing
0900		
0915	Sim 3c: Assume Command	Sim 3c: Assume Command
0930		
0945		
1000	Sim 3d Objectives Meeting	Sim 3d Objectives Meeting
1015		
1030		
1045	Sim 3e: Strategy	Sim 3e: Strategy
1100		
1115	Sim 3f: Tactics Meeting	Sim 3f: Tactics meeting
1130		
1145		
1200	Sim 3h: Planning Meeting	Sim 3h: Planning meeting
1215		
1230	Sim 3i: Prepare for Ops Briefing	Sim 3i: Prepare for Ops Briefing
1245		
1300		
1315	Sim 3j: Operations Period Briefing	Sim 3j: Operations Period Briefing
1330		
1315	Sim 3k: Unit Leader Briefings	Sim 3k: Unit Leader Briefings
1400		
1415	Sim 3.m: Prep VIP	Sim 3.m: Prep VIP
1430		
1445	Sim 3n: VIP Briefing	Sim 3n: VIP briefing
1500		
1515		
1530		
1545	AAR + Evaluation	AAR + Evaluation
1600		
1615		
1630		
1645		Course closeout
1700		

OCFA Special Procurement Justification Form

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

SECTION I - INSTRUCTIONS

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

SECTION II - REQUEST INFORMATION

Department/Section: Operations	Requested By: Chief Fennessy	Date: 9/11/2020
Recommended Vendor: Mission-Centered Solutions	Vendor Contact: Lark McDonald	Vendor's E-mail Address: l.mcdonald@mcsolutions.com
Vendor Address: P.O. Box 969, Franktown, CO 80116		Vendor's Telephone #: (303) 646-3700
Type of Contract: <input type="checkbox"/> One-time <input checked="" type="checkbox"/> Multi-Year <input type="checkbox"/> Renewal <input type="checkbox"/> Amendment <input type="checkbox"/> Increase	Contract Term (Dates): 9/24/2020 - 9/23/2022	Contract Amount: \$391,700
If the contract type is a Renewal, Amendment or Increase, please provide previous contract information with this request (PO, BO, previous approval date, Chief approval or EC approval, and dollar amount).		Attachments: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

SECTION III - JUSTIFICATION

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

Mission-Centered Solutions (MCS) has provided a high-level scope of work to assist OCFA to achieve the goals of leadership development, specific to the fire services to support, reinforce, and model the values and behaviors for cultural development, a goal of the Fire Chief.

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

While there are other firms that offer leadership programs, the MCS Mission Driven Culture training program was designed specifically for fire service agencies with an understanding of the unique culture. OCFA's Mission Driven Culture development training program was launched successfully

SECTION III – JUSTIFICATION (continued)

in 2018 with the majority of the classroom-portion of the scope of services complete by MCS under the IAFC agreement. MCS has been the primary training facilitator since the start of the development training program. As such, engaging MCS directly for the two final years of the program will ensure consistency and continuity of the training.


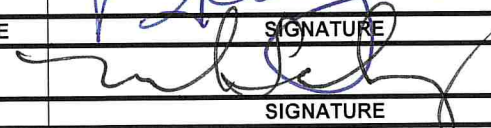
3. **Pricing - What efforts were made to get the best pricing (e.g., did you simply request a quote, negotiate a better price with the vendor, did the vendor provide a discount)?** Please provide the quote with your special procurement request.

Pricing is standard, and travel costs are included. Much of the future training is not guaranteed, thus providing OCFA flexibility to scale the program if needed.

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

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

Special Procurement Request Submitted by:

REQUESTORS NAME	SIGNATURE	DATE
Chief Fennessy		9/14/20
DIVISION CHIEF/SECTION MANAGER NAME	SIGNATURE	DATE
Chief Sanchez		9/14/20
ASSISTANT CHIEF NAME	SIGNATURE	DATE

Purchasing Manager's Comments:

PURCHASING MANAGER'S APPROVAL	DATE
	9/16/2020
ASSISTANT CHIEF, BUSINESS SERVICES APPROVAL	DATE
	9/14/20

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

Executive Committee Approved: ☐ Yes ☐ No Date approved _____



ORANGE COUNTY FIRE AUTHORITY

P. O. Box 57115, Irvine, CA 92619-7115 • 1 Fire Authority Road, Irvine, CA 92602-0125

Brian Fennessy, Fire Chief

(714) 573-6000

www.ocfa.org

October 19, 2020

**Via Electronic Mail and
pre-paid, first class mail**

International Association of Fire Chiefs
Attn: Nancy H. Weaver, Contracts Administrator
nweaver@iafc.org
4795 Meadow Wood Lane, Suite 100
Chantilly, VA 20151

**Re: OCFA Blanket Order 01883-1 – Leader and Command Education
Development Training**

Dear Ms. Weaver:

International Association of Fire Chiefs (“IAFC”) currently provides leader and command education development training services to the Orange County Fire Authority (“Authority”) pursuant to that certain Professional Services Agreement dated August 23, 2018, as most recently modified by Amendment One to Professional Services Agreement dated July 22, 2019 (collectively, the “Agreement”). This year the impacts of the COVID-19 have forced the department to readjust priorities and schedules. As a result, we will be terminating the current the 3-year professional services contract we have with your organization to provide leadership training and support. This action will terminate all scheduled Year 3 activities and any remaining uncompleted tasks of the project. Thank you for your service and understanding in this matter. Per Section 8.5 of the Agreement, the Authority is exercising its right to terminate without cause and hereby issues this Notice of Termination to IAFC, to be effective November 18, 2020, at which time IAFC shall cease all related services to the Authority.

This decision is in no way a reflection of the services that IAFC has provided. If OCFA should issue a solicitation for training services in a future endeavor your firm is welcome to participate. I want to thank you for the services that your firm has provided to OCFA. If you have any questions about this action, please contact Robert Cortez, Assistant Chief at (714) 573-6012.

Sincerely,

Sara Kennedy
Purchasing Manager

Cc: David Kendig, General Counsel
Robert Cortez, Assistant Chief
Brian Fennessy, Fire Chief

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

RESIDENTIAL SPRINKLERS AND SMOKE ALARMS SAVE LIVES



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
September 24, 2020

Agenda Item No. 2B
Consent Calendar

Carryover of FY 2019/20 Uncompleted Multi-Year Projects

Contact(s) for Further Information

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

Summary

This agenda item is a routine annual request for approval to carryover funding for various projects, grants, and unexpended funds that were not used in FY 2019/20 and require funding in FY 2020/21.

Prior Board/Committee Action

On September 9, 2020, the Budget and Finance Committee approved the item as recommended by a 7-0 vote (Farias and Rossini absent).

RECOMMENDED ACTION(S)

1. Approve a budget adjustment in the FY 2020/21 General Fund (121) increasing revenues by \$7,853,974 and expenditures by \$10,468,027.
2. Approve a budget adjustment in the FY 2020/21 General Fund CIP (12110) increasing expenditures by \$4,251,843.
3. Approve a budget adjustment in the FY 2020/21 Fire Stations and Facilities Fund (123) increasing expenditures by \$6,021,771.
4. Approve a budget adjustment in the FY 2020/21 Communications and Information Systems Fund (124) increasing expenditures by \$2,948,389.
5. Approve a budget adjustment in the FY 2020/21 Fire Apparatus Fund (133) increasing expenditures by \$2,409,530.
6. Approve a budget adjustment in the FY 2020/21 Irvine Settlement Agreement Fund (139) increasing expenditures by \$1,500,000.
7. Approve a budget adjustment in the FY 2020/21 Structural Fire Entitlement Fund (171) increasing expenditures by \$1,226,020.

Impact to Cities/County

The proposed adjustments to the FY 2020/21 budget will have no impact to cash contract city charges.

Fiscal Impact

Approval of the requested adjustments will accommodate a change in timing of revenues and appropriations, from FY 2019/20 to FY 2020/21, in the funds listed as per the recommended actions.

Background

The annual carryover request includes projects in the General, Capital Improvement Program and other funds, as summarized in the table below. Due to the complexity, size, timing and resources available to complete projects, as well as changes in priorities, not all projects were completed within the fiscal year. Therefore, staff is recommending to carry over the appropriations for such projects so that they may continue and be completed within fiscal year 2020/21. Carryover requests reflect simply a timing change of planned expenditures.

Fund	Revenues	Expenditures
General Fund (121)	\$7,853,974	\$10,468,027
GF Capital Improvement Program (12110)	-	\$4,251,843
Fire Stations & Facilities (123)	-	\$6,021,771
Comm. & Info Systems (124)	-	\$2,948,389
Vehicle Replacement (133)	-	\$2,409,530
Irvine Settlement Agreement (139)	-	\$1,500,000
SFF Entitlement Fund (171)	-	\$1,226,020

Staff recommends the approval of the recommended actions.

Attachment(s)

Carryover FY 2019/20 to FY 2020/21

ORANGE COUNTY FIRE AUTHORITY
Carryover FY 2019/20 to FY 2020/21

ATTACHMENT 1

Fund#	Description	Carryover Revenue	Carryover Expenditure	Budget by Category	Appropriate Fund Balance
Fund 121 - General Fund					
	Restricted				
121	US&R Grant (2018 & 2019)	\$759,528	\$759,528		\$0
121	SAFER Grant	844,852			(844,852)
121	AFG Fire Ground Survival Training Grant	866,760	866,760		0
121	CalFire Tree Pest Mitigation Grant	5,152,079	5,152,079		0
121	CalFire Fire Prevention Grant (cameras)	30,952	30,952		0
121	CalFire Augmentation/GGRF (revenues received prior years)		1,715,690		1,715,690
121	CALJAC	199,803	199,803		0
121	Maruchan Donation		380,398		380,398
			Restricted	9,105,210	
	Training				
121	Mission Driven Culture Training		396,350		396,350
121	L-Series Gettysburg Training		83,507		83,507
121	Special Operations - Air Ops Training		160,000		160,000
121	Clerk of the Authority-Virtual Training		3,000		3,000
121	Academy 51 Performance Coaching and Physician Oversight		86,833		86,833
121	Outreach & Recruitment Volunteer Training		75,000		75,000
			Training	804,690	
	Other Services & Supplies				
121	Special Operations - Aircraft Maintenance		384,000		384,000
121	Incident Management Team Logistical Support		51,868		51,868
121	Badge Purchases		37,259		37,259
121	Marketing/Advertising re: FF Trainee Recruitment		60,000		60,000
121	Drowning Prevention Program		25,000		25,000
			Other Services & Supplies	558,127	
Total: Fund 121		7,853,974	10,468,027	10,468,027	2,614,053
Fund 12110 - General Fund CIP					
	Equipment				
12110	Network, Servers, Security (P337)		334,673		334,673
12110	PCs, Laptops, Tablets, Printers (P331)		63,483		63,483
12110	Thermal Imaging Cameras (P411)		1,100,000		1,100,000
12110	Mobile Data computer system upgrade (P303)		130,567		130,567
12110	800 MHz Radios (P332)		137,106		137,106
12110	High Pressure Airbags (P410)		170,000		170,000
			Equipment	1,935,829	
	Fire Station Improvements				
12110	Enterprise Phone/Public Address System Upgrade (P408)		1,157,232		1,157,232
12110	Station Bathroom Gender Accommodation (P413)		233,750		233,750
12110	FS#26 Kitchen, Flooring and Bathroom Remodel (P414)		243,492		243,492
12110	Dormitory Privacy - FS#53 (P416)		77,000		77,000
12110	Dormitory Repairs - FS#41 (P417)		265,000		265,000
12110	Bathroom Modification - FS#13 (P418)		227,165		227,165
12110	Kitchen Remodel - FS#6 (P420)		77,273		77,273
12110	FS#32 New Security Fencing, Automatic Gate (P425)		35,102		35,102
			Fire Station Improvements	2,316,014	
Total: Fund 12110		-	4,251,843	4,251,843	4,251,843

ORANGE COUNTY FIRE AUTHORITY
Carryover FY 2019/20 to FY 2020/21

ATTACHMENT 1

Fund#	Description	Carryover Revenue	Carryover Expenditure	Budget by Category	Appropriate Fund Balance
Fund 123 - Fire Stations and Facilities					
	Fire Station Improvements				0
123	Replacement of Fire Station 10 Yorba Linda) (P503)		1,712,231		1,712,231
123	Fire Station 49 Apparatus Bay Floor Reconstruction (P253)		1,032,570		1,032,570
123	Retrofit existing Station Fire Life Safety Systems (P258)		270,000		270,000
123	Construction of new FS#12 (Laguna Woods) (P553)		500,000		500,000
	Fire Station Improvements			3,514,801	
	Other Facility Improvements				
123	RFOTC Training Grounds Expansion and Upgrade (P251)		1,598,739		1,598,739
123	Infrastructure Security Enhancements (P247)		641,062		641,062
123	US&R Warehouse Training Center Improvements (P246)		267,169		267,169
	Other Facility Improvements			2,506,970	
Total: Fund 123		-	6,021,771	6,021,771	6,021,771
Fund 124 - Communications & Information Systems					
	Communications & Equipment				
124	OCFA Enterprise Audio Video Equipment Upgrades (P350)		278,720		278,720
	Communications & Equipment			278,720	
	Applications and Systems Upgrade				
124	RFOTC Data Ctr Fire Suppression Sys Upgrade (P348)		967,262		967,262
124	Incident Reporting Application Replacement (P325)		142,881		142,881
124	CRR Automation-IFP Replacement (P326)		760,448		760,448
124	TheHive Cloud Upgrade (P351)		100,000		100,000
124	EMS Immunization Tracking (P352)		82,515		82,515
	Applications and Systems Upgrade			2,053,106	
	Business Continuity				
124	OCFA Disaster Recovery Co-Location Facility (P349)		616,563		616,563
	Business Continuity			616,563	
Total: Fund 124		-	2,948,389	2,948,389	2,948,389
Fund 133 - Vehicle Replacement Fund					
133	Haz Mat Support Vehicle		1,042,973		1,042,973
133	Heavy Rescue		835,000		835,000
133	US&R Support Vehicle		208,524		208,524
133	Paramedic Squad		273,033		273,033
133	Trailer - IT/IMT		50,000		50,000
Total: Fund 133		-	2,409,530	2,409,530	2,409,530
Fund 139 - Irvine Settlement Agreement Fund					
139	Joint Training Facility Design Allocation		1,000,000		1,000,000
139	Bidirectional Amplifiers		500,000		500,000
Total: Fund 139		-	1,500,000	1,500,000	1,500,000
Fund 171 - Structural Fire Fund Entitlement Fund					
171	Balance of remaining SFF funds		1,226,020		1,226,020
Total: Fund 171		-	1,226,020	1,226,020	1,226,020



Orange County Fire Authority
AGENDA STAFF REPORT

Board of Directors Meeting
May 25, 2017

Agenda Item No. 5B
Discussion Calendar

Professional Labor Negotiation Services

Contact(s) for Further Information

Lori Zeller, Assistant Chief
Business Services Department

lorizeller@ocfa.org

714.573.6020

Summary

This item is submitted for approval of a renewed contract for Professional Labor Negotiation Services with Peter Brown of Liebert Cassidy Whitmore (LCW).

Prior Board/Committee Action

Labor Negotiator Ad Hoc Committee Recommendation: *APPROVE OPTION 1*

Executive Committee Recommendation: *APPROVE w/MODIFIED TERMS*

In September 2016, as labor Memorandum of Understanding (MOU) negotiations with the Firefighter unit were concluding, Director Spitzer requested that the Labor Negotiator Ad Hoc Committee reconvene to discuss potential billing terms with Mr. Brown for a future renewed contract. The Ad Hoc Committee met on March 23, 2017, and recommended a contract renewal (Option 1) as outlined below.

On April 27, 2017, the Executive Committee reviewed the agenda item and voted 4-yes, 2-no, 1-abstention to approve a contract with modified billing terms from those that had been offered by LCW. The modified terms included the hourly billing rate offered under Option 1, combined with travel billing terms offered under Option 2. Since these modifications had not been approved by LCW, the Executive Committee directed staff to discuss the terms with Mr. Brown of LCW for concurrence. Subsequent to the meeting, Mr. Brown informed staff that he does not concur with the modified terms; however, he stands behind the options originally offered, as described below.

RECOMMENDED ACTION(S)

Approve the Professional Services Agreement (Option 1) with Peter Brown, Liebert Cassidy Whitmore, for professional labor negotiation services for a three year term (July 1, 2017, to June 30, 2020), at an annual amount not to exceed \$100,000.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funds are budgeted annually at \$100,000 per year for ongoing labor negotiation services.

Background

In December 2013, the Board of Directors appointed Peter Brown of Liebert Cassidy Whitmore to serve as OCFA's professional labor negotiator. Since 2013, Mr. Brown has successfully negotiated the following MOUs with the Fire Authority's four labor groups:

- One-year MOU (Nov. 2014 - Oct. 2015) with the Orange County Professional Firefighters Association (OCPFA)
- Three-year MOU (Dec. 2014 - Dec. 2017) with the Orange County Employees Association (OCEA)
- Three-year MOU (June 2015 - June 2018) with the OCFA Management Association (OCFAMA)
- Four-year MOU (July 2016 - June 2020) with the OCFA Chief Officers' Association (COA)
- Four-year MOU (Sept. 2016 – Aug. 2020) with OCPFA
- Five-year Firefighter Healthcare Agreement (2017 – 2021) with OCPFA

Staff met with the Labor Negotiator Ad Hoc Committee on March 23, 2017, to discuss potential terms with Mr. Brown/LCW for contract renewal, in particular, billing terms related to travel time. Mr. Brown offered options 1 and 2 to OCFA for a renewed contract:

Option 1: Hourly rate of \$350, billed for hours spent performing work for the client, as well as hours spent traveling to/from client meetings *only when* the travel time is not otherwise billable for other work purposes. Billing for travel time is excluded when the time spent traveling was utilized for other purposes, such as:

- Travel time is already being incurred to meet with other clients in the area
- Travel time was spent on phone calls or dictating notes on behalf of clients

Option 2: Hourly rate of \$425, billed only for hours spent performing work for the client, and excluding all travel time

Option 3: On May 11, 2017, Mr. Brown offered the following as a third option:

Contract with LCW for a choice of negotiators including Mr. Brown, various Associates, and Labor Relations Director Kristi Recchia, who is a non-attorney labor negotiator who lives locally and has a billing rate of \$230 per hour. Ms. Recchia would not charge for travel. If OCFA choose to use Ms. Recchia, Mr. Brown will be available for on-site or conference call consultation at a rate of \$425 per hour.

Staff analyzed past activity billed by LCW to OCFA, comparing costs under option 1 and 2 now being offered to OCFA for a new contract. Option 3 was not costed out due to lack of history on what the mix of negotiations would be. Results are shown below indicating that costs which would be billed to OCFA under both options are similar; however, the costs under Option 1 are slightly lower. Option 1 was recommended for approval by the Labor Negotiator Ad Hoc Committee, and a hybrid of Options 1 and 2 was recommended by the Executive Committee; however, the hybrid was not agreed by LCW.

Dates of Service	Billed Travel Hours	Billed Work Hours	Combined Hours	<u>Billing Option 1</u> \$350 x Combined Hours	<u>Billing Option 2</u> \$425 x Work Hours
July – Dec 2014	37.30	162.80	200.10	\$70,035.00	\$69,190.00
Jan – June 2015	33.00	139.60	172.60	\$60,410.75	\$59,330.21
July – Dec 2015	24.10	137.79	161.89	\$56,661.50	\$58,560.75
Jan – June 2016	41.20	220.43	261.63	\$91,570.50	\$93,682.75
July – Dec 2016	12.10	95.70	107.80	\$37,730.00	\$40,672.50
Totals	147.70	756.32	904.02	\$316,407.17	\$321,436.21

Selection of Special Counsel is typically completed by the Board of Directors, while contract increases/extensions for Special Counsel have been completed by the Executive Committee. In the event we don't identify agreeable terms for renewal of this contract for Special Counsel/Labor Negotiator, then staff's next step will be to complete a Request for Proposal (RFP) process to identify an alternative firm for Labor Negotiator services. The RFP is ready for issuance, should that be the direction from the Board.

Attachment(s)

Proposed Professional Services Agreement (Recommended Option 1)

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Board of Directors Regular Meeting
Thursday, May 25, 2017
6:00 P.M.**

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

CALL TO ORDER

A regular meeting of the Orange County Fire Authority Board of Directors was called to order on May 25, 2017, at 6:04 p.m. by Chair Swift.

INVOCATION

Chaplain Duncan McColl offered the invocation.

PLEDGE OF ALLEGIANCE

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

ROLL CALL

Lisa Bartlett, County of Orange
Tim Brown, San Clemente
Ellery Deaton, Seal Beach
Melissa Fox, Irvine
Craig Green, Placentia
Shelley Hasselbrink, Los Alamitos
Robert Johnson, Cypress
Al Murray, Tustin
Ed Sachs, Mission Viejo
David Shawver, Stanton
Elizabeth Swift, Buena Park
Juan Villegas, Santa Ana

Leah Basile, Lake Forest
Laurie Davies, Laguna Niguel
Sergio Farias, San Juan Capistrano
Carol Gamble, Rancho Santa Margarita
Dave Harrington, Aliso Viejo
Gene Hernandez, Yorba Linda
Joe Muller, Dana Point
Bill Nelson, Villa Park
Don Sedgwick, Laguna Hills
Michele Steggell, La Palma
Tri Ta, Westminster

Absent: Noel Hatch, Laguna Woods

Todd Spitzer, County of Orange

Also present were:

Fire Chief Jeff Bowman
Assistant Chief Brian Young
Assistant Chief Lori Smith
General Counsel David Kendig
Clerk of the Authority Sherry Wentz

Assistant Chief Lori Zeller
Assistant Chief Mike Schroeder
Assistant Chief Dave Anderson
Human Resources Director Brigitte Gibb

PRESENTATIONS

1. Requests for Commendations and Proclamations

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

- A. Chair Swift and Fire Chief Bowman presented a recognition to Director Hernandez for his service as chair. (F: 11.09)
- B. Chair Swift and Fire Chief Bowman presented Length of Service recognitions to Fire Captain Rick Van Auken for 40 years of service, and Battalion Chief Ron Roberts and Fire Captain Gary Lee for their 35 years of service. (F: 11.09D) (X: 11.09)
- C. Chair Swift and Fire Chief Bowman recognized Fire Captain Steve Concialdi's recent work for the Friends Against Drinking and Driving (FADD). Assistant Chief Schroeder introduced a video montage of Captain Concialdi's work with FADD. (F: 11.09B) (X: 11.09)

Director Murray arrived at this point (6:20 p.m.).

PUBLIC COMMENTS (F: 11.11)

Stephen Wontrobski, Mission Viejo resident, addressed transparency in public agencies and opposition to State Senate Bill 302.

CLOSED SESSION (F: 11.15)

General Counsel David Kendig reported the Board would convene to Closed Session to consider the matter on the agenda identified as CS1, Threat to Public Services or Facilities, CS2, Conference with Legal Counsel – Anticipated Litigation, CS3, Conference with Legal Counsel – Existing Litigation, CS4, Conference with Legal Counsel – Existing Litigation, CS5, Conference with Legal Counsel – Existing Litigation, CS6, Conference with Legal Counsel – Existing Litigation, and CS7, Conference with Labor Negotiator.

Chair Swift recessed the meeting to Closed Session at 6:37 p.m.

Director Farias arrived at this point (6:44 p.m.).

CS1. THREAT TO PUBLIC SERVICES OR FACILITIES

Authority: Government Code Section 54957(a)

Consultation with Irvine Police Department Lieutenant and Sergeant

CS2. CONFERENCE WITH LEGAL COUNSEL—ANTICIPATED LITIGATION

Authority: Government Code Section 54956.9(d)(2) – Significant Exposure to Litigation (1 cases)

CS3. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION

Name of Claim: Gregory Hennessey vs. OCFA

Case Nos. 0518-WC-14-0500306

Authority: Government Code Section 54956.9(a)

CS4. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION

Name of Claim: Gregory Lonza vs. OCFA

Case Nos. 0518-WC-14-0500164

Authority: Government Code Section 54956.9(a)

CS5. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION

Name of Claim: Roger James vs. OCFA

Case Nos. ADJ1029504

Authority: Government Code Section 54956.9(a)

CS6. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION

Name of Case: Medix Ambulance Inc. v. Orange County Fire Authority

Case No.: OC Superior Court Case No. 30-2015-00773054-CU-BT-CJC

Authority: Government Code Section 54956.9(d)(1)

CS7. CONFERENCE WITH LABOR NEGOTIATOR

Agency Designated Representative: Lori Zeller, Assistant Chief

Employee Organizations: All Groups

Authority: Government Code Section 54957.6

Chair Swift reconvened the meeting at 7:50 p.m., with all prior Committee Members present.

CLOSED SESSION REPORT (F: 11.15)

General Counsel Kendig stated the Board of Directors unanimously approved settlements of CS3, CS4, and CS5; the specifics of the settlements will be disclosed upon request once the settlements are approved by all of the parties; otherwise there was no reportable action.

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

Budget and Finance Committee Chair Ed Sachs reported at the May 10, 2017, meeting, the Committee voted unanimously to receive and file the Communication with Auditors for Fiscal Year 2016/17 Financial Audit and the Rosenow Spevacek Group, Inc. Final Property Tax Revenue Projections; send the Monthly Investment Report and the Third Quarter Financial Newsletter to the Executive Committee for approval; and send the Updated Cost Reimbursement Rates, Orange County Drowning Prevention Task Force, and the Review of the Proposed Fiscal Year 2017/18 Budget to the Board of Directors for approval of the recommended actions.

REPORT FROM THE CLAIMS SETTLEMENT COMMITTEE CHAIR (F: 11.12)

Claims Settlement Committee Chair Swift reported the Committee considered Worker's Compensation claims for claimants Brad Jarrell, Charles Vollrath, and James Davis, and that there were no reportable actions.

REPORT FROM THE FIRE CHIEF (F: 11.14)

Fire Chief Jeff Bowman reported the Gold Spotted Oak Borer report will be presented at the July Board of Directors meeting, and noted the Urban Search and Rescue Contingency Fund Use was presented this evening at the Executive Committee meeting. Chief Bowman introduced Assistant Chief Anderson who presented an update of the PulsePoint app. General Counsel David Kendig reported on the Grand Jury status report, and Chief Bowman provided follow up to his October 2016 Action Items Update.

2. MINUTES

A. Minutes from the (A) March 23, 2017, Regular Board of Directors Meeting, and Minutes from the (B) April 27, 2017, Special Board of Directors Meeting (F: 11.06)

On motion of Director Johnson and second by Director Davies, the Board of Directors voted unanimously by those present to approve the Minutes of the March 23, 2017, Regular Board of Directors Meeting and the Minutes of the April 27, 2017, Special Board of Directors Meeting as submitted. Directors Gamble, Harrington, Hernandez, and Ta were recorded as abstentions due to their absence from the March 23, 2017, Board meeting. Directors Basile, Shawver, Hasselbrink, and Nelson were recorded as abstentions due to their absence from the April 27, 2017, Board meeting.

3. **CONSENT CALENDAR** (Agenda Item Nos. 3A and 3D were pulled for separate consideration)

A. Updated Cost Reimbursement Rates (F: 15.12)

Stephen Wontrobski, Mission Viejo resident, pulled this item to address transparency and the working papers of auditors Lance Soll Lunghard, LLP.

On motion of Director Murray and second by Director Shawver, the Board of Directors voted unanimously by those present to approve and adopt the proposed Cost Reimbursement Rate schedules to be effective July 1, 2017.

B. Orange County Drowning Prevention Task Force (F: 20.18)

On motion of Director Murray and second by Vice Chair Sachs, the Board of Directors voted unanimously by those present to approve a budget adjustment in the General Fund (121) increasing appropriations in the amount of \$25,000 for funding of the Orange County Drowning Prevention Task Force.

C. Amendment to County Island Fire and Medical Services Agreement with the City of Anaheim (F: 18.02)

On motion of Director Murray and second by Vice Chair Sachs, the Board of Directors voted unanimously by those present to approve and authorize the Board Chair to execute the Fifth Amendment to the Agreement with the City of Anaheim for the period of July 1, 2015, through June 30, 2020, for the purpose of providing fire and medical services to county unincorporated areas (county islands) located within, or adjacent to, the boundaries of the City of Anaheim.

D. Ratify Appointment to Executive Committee (F: 12.02A1)

Stephen Wontrobski, Mission Viejo resident, pulled this item to comment on his support of the appointment of Director Tri Ta to the Executive Committee.

On motion of Director Johnson and second by Director Murray, the Board of Directors voted unanimously to ratify the appointment of Tri Ta (Westminster) to the Executive Committee.

END OF CONSENT CALENDAR

4. PUBLIC HEARING(S)

A. Review of the Proposed Fiscal Year 2017/18 Budget 15.04 17/18

Assistant Chief Lori Zeller presented a PowerPoint presentation and review of the Proposed Fiscal Year 2017/18 Budget.

Chair Swift opened the public portion of the Public Hearing. Chair Swift closed the public portion of the Public Hearing without any comment from the general public.

Brief discussion ensued.

On motion of Director Ta and second by Director Muller, the Board of Directors voted unanimously by those present to:

1. Conduct a Public Hearing.
 2. Adopt the proposed FY 2017/18 Budget as submitted.
 3. Adopt Resolution No. 2017-03 entitled A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS ADOPTING AND APPROVING THE APPROPRIATIONS BUDGET FOR THE ORANGE COUNTY FIRE AUTHORITY FOR FISCAL YEAR 2017/18.
 4. Approve and authorize the temporary transfer of up to \$42 million from the following Funds to cover a projected temporary cash flow shortfall for FY 2017/18:
 - Fund 123 Fire Stations and Facilities - \$15 million
 - Fund 124 Communications and Information Systems - \$13 million
 - Fund 133 Fire Apparatus - \$14 million
 5. Approve and authorize the repayment of \$42 million borrowed funds from Fund 121 to the above Funds along with interest when General Fund revenues become available in FY 2017/18.
- Approve and authorize a FY 2016/17 budget adjustment to increase net revenues by \$138,450 and appropriations by \$447,113, as further described in this staff report.

5. DISCUSSION CALENDAR

A. Review of Request for Stanford Study (F: 11.17A)

Assistant Chief Lori Zeller presented the review of the Request for Stanford Study.

Stephen Wontrobski, Mission Viejo resident, addressed bankruptcy and pension law.

Brief discussion ensued.

On motion of Director Shawver and second by Director Ta, the Board of Directors voted by those present to decline the request for OCFA to take action to facilitate a Stanford Study.

SUPPORT (19):

Lisa Bartlett, County of Orange
Tim Brown, San Clemente
Laurie Davies, Laguna Niguel
Ellery Deaton, Seal Beach
Sergio Farias, San Juan Capistrano
Melissa Fox, Irvine
Carol Gamble, Rancho Santa Margarita
Dave Harrington, Aliso Viejo
Shelley Hasselbrink, Los Alamitos
Gene Hernandez, Yorba Linda
Robert Johnson, Cypress
Al Murray, Tustin
Ed Sachs, Mission Viejo
Don Sedgwick, Laguna Hills
David Shawver, Stanton
Michele Steggell, La Palma
Elizabeth Swift, Buena Park
Tri Ta, Westminster
Juan Villegas, Santa Ana

OPPOSED (4):

Leah Basile, Lake Forest
Craig Green, Villa Park
Joe Muller, Dana Point
Bill Nelson, Villa Park

ABSENT (2):

Noel Hatch, Laguna Woods
Todd Spitzer, County of Orange County Fire Authority

B. Professional Labor Negotiation Services (F: 17.10J1)

Assistant Chief Lori Zeller presented the Professional Labor Negotiation Services.

Stephen Wontrobski, Mission Viejo resident, spoke in opposition to the Professional Services Agreement.

On motion of Vice Chair Sachs and second by Director Ta, the Board of Directors voted unanimously by those present to approve the Professional Services Agreement (Option 1) with Peter Brown, Liebert Cassidy Whitmore, for professional labor negotiation services

for a three year term (July 1, 2017, to June 30, 2020), at an annual amount not to exceed \$100,000.

BOARD MEMBER COMMENTS (F: 11.13)

Director Ta thanked the Board Members for supporting his appointment to the Executive Committee.

Director Johnson noted the City of Cypress will be participating in the Orange County Task Force on Drowning Prevention.

Director Fox commended OCFA firefighters on the handling of a fuel truck fire at Bowerman Landfill.

Director Murray thanked OCFA Board of Directors for the contribution of \$25,000 toward the Orange County Task Force on Drowning Prevention, and Irvine's Director Fox, for bringing the request of a contribution to her city council where they also contributed \$25,000.

Director Gamble noted the City of Rancho Santa Margarita hosted the 1st Friends Against Drinking and Driving event and commended Captain Steve Concialdi's for his 100th presentation; bringing awareness of the consequences to high school students of drinking and driving.

Director Hernandez commended OCFA for the great tribute given to retiring Assistant Chief Dave Thomas.

Director Shawver thanked Board Members, staff, and firefighters for their well wishes during his recent surgery.

Director Green reported attending the OCFA Open House, the Placentia-Linda Hospital awards ceremony recognizing first responders, noting OCFA was well represented. He commented the Placentia City Council recently adopted a proclamation on drowning prevention.

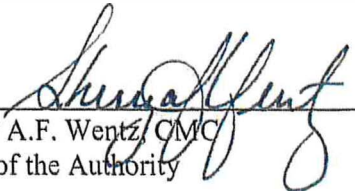
Fire Chief Bowman commended Assistant Chief Lori Zeller and her team for their exceptional work on the 2017/18 Budget.

Vice Chair Sachs stated he and Chair Swift visited several fire stations recently, and encouraged all Board Members to visit fire stations outside of their own cities.

Chair Swift thanked Board Members who joined her and Vice Chair Sachs when they toured their respective city's fire stations. She encouraged the Board Members to approach their city managers for contributions to the efforts of drowning prevention.

Director Muller reported the City of Dana Point contributed \$5,000 towards the Orange County Task Force on Drowning Prevention and adopted a proclamation on the prevention of drowning. He noted attending the event for retiring Assistant Chief Dave Thomas.

ADJOURNMENT – Chair Swift adjourned the meeting at 9:35 p.m. The next regular meeting of the Orange County Fire Authority Board of Directors is scheduled for Thursday, July 27, 2017, at 6:00 p.m.



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



Orange County Fire Authority
AGENDA STAFF REPORT

**Executive Committee Meeting
June 28, 2018**

**Agenda Item No. 3C
Consent Calendar**

**Contract Increase for
Professional Labor Negotiation Services**

Contact(s) for Further Information

Lori Zeller, Assistant Chief
Business Services Department

lorizeller@ocfa.org

714.573.6020

Summary

This item is submitted for approval to increase the contract for Professional Labor Negotiation Services with Peter Brown of Liebert Cassidy Whitmore (LCW).

Prior Board/Committee Action

At the May 25, 2017, Board of Directors meeting, a contract with Peter Brown/LCW was approved for a three-year term not to exceed \$100,000 per year.

RECOMMENDED ACTION(S)

Approve an increase to the Professional Services Agreement with Peter Brown, Liebert Cassidy Whitmore, in the amount of \$25,000 per year for the three-year term, for professional labor negotiation services.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funds are budgeted annually at \$100,000 per year for ongoing labor negotiation services. Additional funding is budgeted for legal services and professional consulting services, and staff will seek to absorb the increased labor negotiating costs from these other consulting categories.

Background

During FY 2017/18, Peter Brown of Liebert Cassidy Whitmore has been assisting OCFA to negotiate memorandums of understanding (MOUs) with two of the Fire Authority's four labor groups. The Orange County Employees Association's (OCEA) MOU expired in December 2017; however, the parties are at impasse, and are currently working with a mediator to seek resolution. The OCFA Management Association's (OCFAMA) MOU expired on June 24, 2018, and the negotiations continue in an effort to reach an agreement.

In addition, many other topics have required meet and confer processes with all four of the OCFA labor groups. Mr. Brown is actively involved in assisting the parties in negotiating agreements. The increased level of activity is necessitating an adjustment to the contract, and therefore, staff is seeking approval to adjust the contract by \$25,000 per year.

Attachment(s)

None

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Executive Committee Regular Meeting
Thursday, June 28, 2018
5:30 P.M.**

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

CALL TO ORDER

Chair Sachs called the regular meeting of the Orange County Fire Authority Executive Committee to order at 5:30 p.m. on June 28, 2018.

INVOCATION

Chaplain Harry Robinson offered the invocation.

PLEDGE OF ALLEGIANCE

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

ROLL CALL

Present: Shelley Hasselbrink, Los Alamitos
Noel Hatch, Laguna Woods
Vince Rossini, Villa Park (Alternate)
Ed Sachs, Mission Viejo
Dave Shawver, Stanton
Todd Spitzer, County of Orange
Elizabeth Swift, Buena Park
Tri Ta, Westminster

Absent: Gene Hernandez, Yorba Linda
Joe Muller, Dana Point

Also present were:

Fire Chief Brian Fennessy	Assistant Chief Dave Anderson
Assistant Chief Lori Smith	Assistant Chief Lori Zeller
General Counsel David Kendig	Human Resources Director Brigette Gibb
Clerk of the Authority Sherry Wentz	

1. PRESENTATIONS

No items.

REPORTS

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

Human Resources Committee Member Noel Hatch reported at the June 7, 2018, special meeting, the Committee met in Closed Session to consider the matter identified on the agenda as Conference with Labor Negotiator. There was no reportable action.

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

Chair Sachs reported as the June Budget and Finance Committee meeting was cancelled there is no report this month.

REPORT FROM THE FIRE CHIEF (F: 12.02A7)

Fire Chief Fennessy stated he will reserve his report to the Board of Directors meeting.

PUBLIC COMMENTS (F: 12.02A3)

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

2. MINUTES

A. Minutes from the May 24, 2018, Regular Executive Committee Meeting (F: 12.02A2)

On motion of Director Swift and second by Director Shawver, the Executive Committee voted unanimously by those present to approve the May 24, 2018, Minutes as submitted. Directors Rossini and Spitzer were recorded as abstentions due to their absence from the meeting.

3. CONSENT CALENDAR (Agenda Item No. 3C was pulled for separate consideration)

A. Monthly Investment Reports (F: 11.10D2)

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

B. Santa Ana Fire Museum Amendment One to License Agreement (F: 19.07C75a)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Fire Chief to execute Amendment One to License Agreement with the Santa Ana Historical Preservation Society to extend its License Agreement to continue maintenance and operation of the Santa Ana Fire Museum at OCFA Fire Station 75 (Santa Ana), for an additional ten years.

C. Contract Increase for Professional Labor Negotiation Services (F: 17.10J1)

Director Spitzer pulled this item from the Consent Calendar to inquire about the threshold of the contract and the inclusion of mileage.

On motion of Director Shawver and second by Director Ta, the Executive Committee voted by those present to approve an increase to the Professional Services Agreement with Peter Brown, Liebert Cassidy Whitmore, in the amount of \$25,000 per year for the three-year term, for professional labor negotiation services. Director Spitzer voted in opposition.

D. Blanket Order Contract Increase and Extension for Security Guard Services (F: 19.07B2)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Purchasing Manager to increase and extend the current professional services agreement for the remaining two-year options with Allied Universal Security Services for security guard services at RFOTC in an aggregate amount not to exceed \$345,800 (Year four \$166,488 and Year five \$179,312).

E. Annual Renewal of Aviation Insurance (F: 18.10A1)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Fire Chief, or his designee, to bind the Aviation Insurance Program coverage with AIG for the policy period from June 30, 2018, to June 30, 2019, with a premium amount of \$125,778.

F. Annual Renewal of California State Association of Counties Excess Insurance Authority Workers' Compensation Excess Insurance (F: 18.10A2b1)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Fire Chief, or his designee, to bind workers' compensation excess insurance coverage with the California State Association of Counties Excess Insurance Authority for the policy period July 1, 2018, to July 1, 2019, with a premium of \$468,000.

G. Award of RFP #JA2271 Purchase of One Heavy Duty Service Truck (F: 19.09A)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Purchasing Manager to issue a purchase order to Boise Mobile Equipment for the purchase of one heavy duty service truck in an amount of \$208,060.41.

H. Blanket Order Increase and Renewal for 800MHz Radio Communications System (F: 18.04A)

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

1. Approve and authorize the Purchasing Manager to increase and extend the current blanket order contract with OCSD for a three-year period at a new amount not to exceed \$473,205 annually (\$1,419,615 during the three-year period).
2. Approve and authorize the Purchasing Manager to increase the contract up to 10% during each term for increased costs associated with adding additional radios to the 800MHz radio communications system.

I. Award of Contract Microsoft Enterprise License Agreement (F: 19.08A2a)

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

1. Approve and authorize the Purchasing Manager to increase the existing Microsoft Enterprise License Agreement Purchase Order for PCMG for a "True-up" of Year 3 for additional Microsoft software licenses in the amount of \$11,479.52 (contract term ending 7/31/2018).
2. Approve and authorize the Purchasing Manager to establish a three-year blanket order contract to purchase a Microsoft Enterprise License Agreement from Crayon for an aggregate not to exceed total of \$1,250,868.27 (Year 1: \$402,892.07; Year 2: \$423,988.10; Year 3: \$423,988.10).
3. Approve and authorize the Purchasing Manager to increase the contract up to 10% during each term for annual licensing "True-ups" based on additional licensing revisions that may occur during each renewal term.

J. Fire Agencies Insurance Risk Authority General Liability Insurance Program (F: 18.10A4)

On motion of Director Spitzer and second by Director Ta, the Executive Committee voted unanimously by those present to approve and authorize the Fire Chief, or his designee, to renew the General Liability Insurance Program coverage with the Fire Agencies Insurance Risk Authority for the policy period July 1, 2018, to July 1, 2019, with a premium amount of \$929,839.

END OF CONSENT CALENDAR

4. DISCUSSION CALENDAR

No items.

CLOSED SESSION

No items.

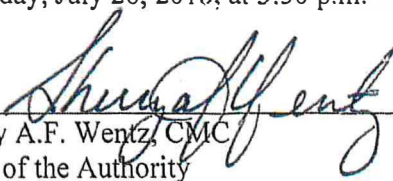
COMMITTEE MEMBER COMMENTS (F: 12.02A4)

Director Shawver questioned if the Committee should wait until 6:00 p.m. to adjourn the meeting to consider Agenda Item No. 3J, as the Supplemental Agenda indicated the meeting's convene time is at 6:00 p.m., which would allow for the item's reconsideration, if needed due to potential public comment.

RECESSED – Chair Sachs recessed the meeting at 5:44 p.m.

RECONVENE – Chair Sachs reconvened the regular meeting of the Orange County Fire Authority Executive Committee at 6:00 p.m. on June 28, 2018, to allow for Public Comment of Agenda Item No. 3J. Chair Sachs closed the public comment portion without any comments from the general public.

ADJOURNMENT – Chair Sachs adjourned the meeting at 6:01 p.m. The next regular meeting of the Executive Committee is scheduled for Thursday, July 26, 2018, at 5:30 p.m.



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



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
March 26, 2020

Agenda Item No. 2C
Consent Calendar

Professional Labor Negotiation Services

Contact(s) for Further Information

Lori Zeller, Deputy Chief
Administration & Support Bureau

lorizeller@ocfa.org

714.573.6020

Summary

This item is submitted for approval to renew the contract for Professional Labor Negotiation Services with Peter Brown of Liebert Cassidy Whitmore (LCW).

Prior Board/Committee Action

At the May 25, 2017, Board of Directors meeting, a contract with Peter Brown/LCW was approved for a three year term not to exceed \$100,000 per year. At the June 28, 2018, Executive Committee meeting, the contract was increased to \$125,000 per year.

RECOMMENDED ACTION(S)

Approve and authorize the Purchasing Manager to extend the Professional Services Agreement with Peter Brown, Liebert Cassidy Whitmore, for professional labor negotiation services for a three-year term (July 1, 2020, to June 30, 2023), at an annual amount not-to-exceed \$125,000.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funds are budgeted annually at \$125,000 per year for ongoing labor negotiation services.

Background

In December 2013, the Board of Directors appointed Peter Brown of Liebert Cassidy Whitmore (LCW) to serve as OCFA's professional labor negotiator. Since 2013, Mr. Brown has negotiated multiple Memorandums of Understanding (MOUs) with the Fire Authority's four labor groups:

- One-year MOU (Nov. 2014 - Oct. 2015) with the Orange County Professional Firefighters Association (OCPFA)
- Three-year MOU (Dec. 2014 - Dec. 2017) with the Orange County Employees Association (OCEA)
- Three-year MOU (June 2015 - June 2018) with the OCFA Management Association (OCFAMA)
- Four-year MOU (July 2016 - June 2020) with the OCFA Chief Officers' Association (COA)
- Four-year MOU (Sept. 2016 - Aug. 2020) with OCPFA
- Five-year Firefighter Healthcare Agreement (2017 - 2021) with OCPFA
- Three-year MOU (June 2018 - June 2021) with the OCFA Management Association (OCFAMA)
- Three-year MOU (Aug. 2018 - Aug. 2021) with the Orange County Employees Association (OCEA)

Mr. Brown remains very responsive to OCFA's needs for labor negotiation services, and he is currently engaged in the midst of negotiating a new MOU between OCFA and OCPFA, and between OCFA and the COA. In addition, during the latter half of next fiscal year, it will be time to negotiate new MOUs with OCFAMA and OCEA. As a result, staff is recommending approval to renew our Professional Services Agreement with Mr. Brown for a three-year term (July 1, 2020, to June 30, 2023) with an annual contract amount not to exceed \$125,000.

Attachment(s)

None.

MINUTES ORANGE COUNTY FIRE AUTHORITY

**Executive Committee Regular Meeting
Thursday, March 26, 2020
5:30 P.M.**

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

CALL TO ORDER

Chair Hasselbrink called the regular meeting of the Orange County Fire Authority Executive Committee to order at 5:30 p.m. on March 26, 2020.

INVOCATION

Chaplain Emily McColl offered the invocation.

PLEDGE OF ALLEGIANCE

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

ROLL CALL

Present: Shelley Hasselbrink, Los Alamitos
Noel Hatch, Laguna Woods*
Gene Hernandez, Yorba Linda*
Joe Muller, Dana Point
Vince Rossini, Villa Park*
Ed Sachs, Mission Viejo*
Dave Shawver, Stanton*
Elizabeth Swift, Buena Park*
Donald P. Wagner, County of Orange*

Absent: None

Also present were:

Fire Chief Brian Fennessy
Deputy Chief Pokey Sanchez
Assistant Chief Robert Cortez
Assistant Chief Lori Smith
Assistant Chief Nina Collins
Assistant Chief Kenny Dossey

Deputy Chief Lori Zeller
Assistant Chief Randy Black
Assistant Chief Jim Ruane
General Counsel David Kendig
Director of Communications Colleen Windsor
Acting Clerk of the Authority Martha Halvorson

**Executive Committee Members participating via Teleconferencing*

1. PRESENTATIONS

No items.

REPORTS

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

Budget and Finance Chair Gene Hernandez reported at the March 11, 2020, meeting, the Committee voted unanimously to send the Monthly Investment Reports to the Executive Committee for its approval. The Committee voted unanimously to send the FY 2019/20 Mid-Year Budget Adjustment and the Fiscal Year 2018/19 Backfill/Overtime and Calendar Year 2019 Total Earnings/Compensation Analysis to the Board of Directors for approval of the recommended actions. After lengthy discussion, the Committee continued the Options to Mitigate Escalating Charges to Contract Cities Beginning FY 2020/21 to a special meeting of the Budget and Finance Committee on the 25th of March. The special meeting was cancelled, and the item is now scheduled for the April 8, 2020, Budget and Finance Committee regular meeting.

PUBLIC COMMENTS (F: 12.02A3)

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

2. CONSENT CALENDAR (Agenda Item No. 2C was pulled for separate consideration)

A. Minutes from the February 27, 2020, Regular Executive Committee Meeting (F: 12.02A2)

On motion of Director Muller and second by Director Hernandez, the Executive Committee voted unanimously by those present by roll call vote to approve the February 27, 2020, Minutes as submitted. Director Hernandez was recorded as an abstention due to his absence from the February 27, 2020, meeting.

B. Monthly Investment Reports (F: 11.10D2)

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

C. Professional Labor Negotiation Services (F: 17.10J1)

This item was pulled by Director Wagner to address concerns about the agreement.

On motion of Director Muller and second by Director Hernandez, the Executive Committee voted by those present by roll call vote to approve and authorize the Purchasing Manager to extend the Professional Services Agreement with Peter Brown, Liebert Cassidy Whitmore, for professional labor negotiation services for a three-year term (July 1, 2020, to June 30, 2023), at an annual amount not-to-exceed \$125,000. Director Wagner voted in opposition.

END OF CONSENT CALENDAR

3. DISCUSSION CALENDAR

No items.

CLOSED SESSION

No items.

COMMITTEE MEMBER COMMENTS

The Committee Members offered no comments.

ADJOURNMENT – Chair Hasselbrink adjourned the meeting at 5:39 p.m. The next regular meeting of the Orange County Fire Authority Executive Committee is scheduled for Thursday, April 23, 2020, at 5:30 p.m.



Martha Halvorson, CMC
Acting Clerk of the Authority

Orange County Fire Authority
Executive Management

M E M O

DATE: April 13, 2021

TO: All Operations Personnel

FROM: Brian Fennessy, Fire Chief

SUBJECT: **Volunteers Needed for SDFD's Girls Empowerment Camp, April 17-18, 2021**

The San-Diego Fire-Rescue Department (SDFD) is hosting its Girls Empowerment Camp (GEC) this upcoming weekend on April 17-18, 2021. The SDFD's GEC is intended to help bridge the gap from youth development to recruitment. Camp participants receive hands-on orientation and training with real firefighting tools and equipment, as well as classroom instruction. The GEC program is designed to inspire those interested in a career in the fire service by focusing their efforts on future success and engaging them in the recruitment and mentoring process.

You may recall that the OCFA has held two GECs of our own, and planning is underway to resume this annual OCFA event in FY 2021/22. Many of our Operations personnel have volunteered for both OCFA GECs and our neighboring fire department's GECs in the past, fostering positive recruitment outreach on behalf of OCFA.

How Can You Help?

The OCFA encourages participation by our Operations personnel who are interested in this overtime opportunity in support of the SDFD's Girls Empowerment Camp. Employees who are interested and available to work on April 17-18, 2021 may contact the following at SDFD:

Amber M. Taddeo
Engineer/Paramedic, Station 20/A
Fire-Rescue Department
C (619) 379-6412
ataddeo@sandiego.gov

Those who volunteer for the event should enter their actual overtime hours worked, not-to-exceed 8 hours per day, for each day of the GEC event. We appreciate any support provided.



Orange County Fire Authority
AGENDA STAFF REPORT

Executive Committee Meeting
September 24, 2020

Agenda Item 2H
Consent Calendar

**Reconciliation of Emergency Procurements in
Response to the COVID-19 Pandemic**

Contact(s) for Further Information

Robert Cortez, Assistant Chief
Business Services

robertcortez@ocfa.org

714.573.6012

Sara Kennedy, Purchasing Manager

sarakennedy@ocfa.org

714.573.6641

Summary

This agenda item is submitted to reconcile emergency purchases of services and supplies made in response to the COVID-19 Pandemic that require subsequent Executive Committee ratification.

Prior Board/Committee Action

At its regular meeting on June 25, 2020, the Board of Directors approved the Year End 2019/20 Budget Adjustment that addressed, in part, expenditures made due to the OCFA response to the COVID-19 Pandemic.

RECOMMENDED ACTION(S)

Approve and authorize the emergency procurement reconciliation in response to the COVID-19 Pandemic that require subsequent Executive Committee ratification, as detailed herein.

Impact to Cities/County

Not Applicable.

Fiscal Impact

Funding was made available in the FY2019/20 and FY 2020/2021 budgets, to allow for the purchase of services and supplies that were needed in response to the COVID-19 Pandemic. This was done with the understanding that OCFA would seek cost reimbursements from FEMA and other reimbursement sources.

Background

Emergency Procurement Justification

An "emergency procurement" is authorized per the Purchasing Ordinance and Roles/Responsibilities/Authorities Matrix when a situation exists that makes compliance with the source selection methods outlined in the Ordinance contrary to the public interest; provided that as much competition as is practicable under the circumstances is obtained.

COVID-19 Pandemic

On March 2, 2020, the Board of Supervisors of Orange County, California voted unanimously to ratify the local state of emergency that was declared by the County's Health Officer on February

26, 2020 in response to the COVID-19 pandemic. OCFA activated its Incident Management Team (IMT) to coordinate OCFA's actions and response during the first stages of the pandemic.

The IMT was tasked with ensuring the continuity of operations for OCFA staff. This necessitated the purchase of commodities such as personal protective equipment (PPE), various technology to enable staff to work remotely, services such as enhanced security and sanitation, consumables such as meals for the IMT and conference space rental. The rental of conference space at a local hotel allowed OCFA to continue essential training activities such as the Fire Captain Academy in a manner compliant with social distancing requirements.

In accordance with the Ordinance, purchases were made with as much competition as was practicable at the time, and staff utilized existing OCFA and/or national cooperative agreements that had been established from a competitive solicitation wherever possible. As a result, most of the COVID-19 emergency purchases did result from competition. In some instances however, competition was not feasible and emergency purchases were made that either exceed the normal threshold for no competition, or exceeded the aggregate threshold for management authority to award an agreement.

In all cases, staff utilized the emergency procedures described in the Ordinance, and Emergency Purchase Request Forms were obtained from the requesting departments to ensure that purchases were limited to those materials necessary to satisfy the emergency need and to provide justification regarding vendor selection. In some instances where there was an immediate need to secure PPE purchases, staff sought the approval and concurrence of Executive Management and the Board Chair to proceed with the purchase. A reconciliation of these purchases are included in the attachment.

COVID-19 Cost Reimbursements

As of the end of August 2020, OCFA has expended an estimated \$6.5M in COVID-19 related costs. Thus far, OCFA has successfully secured \$718K in cost reimbursements from the Assistance to Firefighters Grant (AFG) COVID-19 PPE grant and will also seek \$4.1M in FEMA eligible cost reimbursements. The balance between the overall COVID-19 costs and total reimbursements is considered OCFA's 25% cost share and non-reimbursables per FEMA.

Conclusion

Staff is required to present emergency procurements exceeding normal management authority at the subsequent meeting of the Executive Committee. Although the state of emergency is ongoing, and in-lieu of waiting for an emergency declaration to end, staff now provides a reconciliation of those emergency purchases for Executive Committee ratification. Staff recommends approval of the Recommended Action as stated herein.

Attachment(s)

Reconciliation of COVID-19 Emergency Procurements

**Reconciliation of COVID-19 Emergency Procurements
Requiring Executive Committee Ratification**

Vendor Name	Vendor Notes	Date	PO Number	PO Amount	PO Description
Airgas, Inc	Masks were in short supply and a purchase needed to be made immediately so no additional competition was obtained. The aggregate threshold for no competition is \$50,000.	3/18/2020	P0013194	\$53,177.29	3M half mask and particulate filters
		4/2/2020	P0013246	\$10,069.25	Reusable facemasks
Allied Universal Janitorial Services	Services are provided in accordance with the pricing from Blanket Order #B01999 established as a result of RFP SK2303. The aggregate amount of the special sanitation services and the regular cleaning services exceeds the threshold of \$200,000 for management authority. The monthly rate for services is \$7,371	4/15/2020	P0013271	\$7,371.00	Additional monthly sanitation service for RFOTC due to COVID-19. Pro-rated services for the month of March
		5/14/2020	P0013384	\$5,551.88	Additional monthly sanitation service for RFOTC due to COVID-19 for the month of April
		6/9/2020	P0013451	\$110,565.00	Additional ongoing monthly sanitation service for RFOTC due to COVID-19 beginning 5/1/2020 at a monthly rate of \$7,371. Request includes the amount required to continue these services for the full duration of next contract renewal term (Agreement Year Two).
Allied Universal Security Services	Special security guard services provided in accordance with the pricing from Blanket Order #B01597-2, established as a result of RFP DC2011. The aggregate amount of special services and the regular security services exceeds the threshold of \$100,000 for management authority. Services are provided at the monthly rate of \$20,143. Authorization to continue the services through June 30, 2021 was obtained at the May 28th meeting of the Executive Committee.	4/28/2020	P0013323	\$14,363.08	Special Security Guard Services - addition of guards to facilitate the closure of RFOTC
		4/28/2020	P0013322	\$4,502.94	Special Security Guard Services - addition of guards to facilitate the closure of RFOTC
		5/13/2020	P0013374	\$37,328.72	Special Security Guard Services - addition of guards to facilitate the closure of RFOTC
AllStar Fire Equipment	Masks were in short supply and a purchase needed to be made immediately so no additional competition was obtained. The aggregate threshold for no competition is \$50,000.	3/16/2020	P0013190	\$11,063.60	Face masks
		3/18/2020	P0013195	\$42,551.56	Face mask filters

**Reconciliation of COVID-19 Emergency Procurements
Requiring Executive Committee Ratification**

Vendor Name	Vendor Notes	Date	PO Number	PO Amount	PO Description
Brightway One	Brightway One is used occasionally throughout the year for cleaning services. When aggregated, the amount exceeds the \$50,000 threshold for no competition.	4/2/2020	P0013247	\$11,588.00	Sanitation services for the USAR warehouse to be provided monthly.
Clean Harbors	Clean Harbors is used occasionally throughout the year. The emergency sanitation services required due to COVID-19 needed to be secured immediately so no additional competition was obtained. The aggregate threshold for these services exceeds the \$50,000 threshold for no competition.	4/28/2020	P0013320	\$9,187.77	Facility decontamination services completed at RFOTC on March 21 & 23, 2020.
		4/28/2020	P0013317	\$3,992.50	Facility decontamination services completed at RFOTC on March 25, 2020.
		4/28/2020	P0013321	\$12,957.08	Facility decontamination services completed at RFOTC on March 28, 29, & 31, 2020.
		6/9/2020	P0013452	\$17,798.63	Facility decontamination services completed at Station #4 on March 19 & 20, 2020.
		6/16/2020	P0013474	\$3,357.66	Disposal of COVID-19 hazardous waste from the Ayres hotel.
Orange Hill	Due to numerous restaurant closures resulting from the stay-at-home order during the early phases of the pandemic, members of the Incident Management Team encountered significant challenges in sourcing meals.	3/1/2020 - 6/30/2020	CalCard	\$136,624.52	
Marriott Irvine Spectrum	The Fire Captain Academy was deemed essential. No space at RFOTC was found adequate to accommodate social distancing, so staff utilized hotel conference rooms for the training.	3/1/2020 - 6/30/2020	CalCard	\$67,168.57	
Harbor Point	Installation of HVAC air purifiers to reduce contagion. Services provided in accordance with the pricing from Blanket Order #B01990 established as a result of RFP RO2356. The aggregate amount of the special services and regular maintenance services exceeds the threshold of \$200,000 for management authority.	3/1/2020 - 6/30/2020	B01990	\$63,350.69	

Orange County Fire Authority
Executive Management

M E M O

DATE: March 8, 2021

TO: OCFA Board of Directors

FROM: Brian Fennessy, Fire Chief

SUBJECT: **Prior Work Performed by AP Triton for OCFA**

During the discussion of a Proposed EMS Optimization Study at our February 25, 2021 meeting of the Board of Directors, staff was requested to provide the Board with a copy of any reports from prior work that AP Triton performed for OCFA.

The attached information is being provided in response:

- **July 11, 2019 Presentation to OCFA City Managers' Technical Advisory Committee:**
Slides number 4 through 9 of this presentation summarized the initial consulting analytics that AP Triton performed for OCFA in advance of the County completing its RFP process for new 911 Emergency Ambulance Transport contracts. The Power-Point was presented to the OCFA's City Manager Technical Advisory Committee (TAC) on July 11, 2019. OCFA staff also invited the Orange County Health Care Agency's former Director (who was the active Director at that time) Richard Sanchez and EMS Administrator Tammi McConnell to this meeting, both of whom did attend, heard the presentation, and participated in the dialogue.
- **July 25, 2019 OCFA Board of Directors Agenda Staff Report:**
This agenda staff report was prepared for the purpose of seeking Board support to send a letter to the Orange County Board of Supervisors requesting a shortened contract period for 911 Emergency Ambulance Transport contracts. At that time, the County was in the process of conducting an RFP process to award new ambulance contracts for a five-year term. The intent of requesting a shortened contract period for the RFP was to allow for OCFA and its stakeholders to fully explore alternatives for optimized EMS services, with the ability to implement enhancements at the end of the shortened contracts.

This July 25th staff report was prepared as a result of the initial consulting analytics that AP Triton had performed for OCFA. However, prior to Board discussion of this item, staff was requested to pull the item by several Directors and the OCFA Board Chair.

Please contact me or Assistant Chief Randy Black with any questions.

Attachments:

1. July 11, 2019 Presentation
2. July 25, 2019 Agenda Staff Report

**Purchasing Report
3rd Quarter - FY 2020/21**

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

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

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

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

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

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

Date	PO/BO Number	Amount	Department	Vendor Name	Description	Formal IFB/RFP No.
2/11/2021	B02057-1	\$30,000	Logistics Department	H&H AUTO PARTS WHOLESale	ODYSSEY AUTOMOTIVE BATTERIES AS-NEEDED	
2/11/2021	P0014032	\$1,618	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION MAINTENANCE - FS49	
2/16/2021	P0014037	\$1,445	Business Services Department	PJ PRINTERS	EMERGENCY ACTIVITY REPORT FORM	
2/16/2021	P0014038	\$1,805	Special Operations Division	KOKATAT INC.	NEW PPE FOR TRT MEMBER BRIAN TARIN	
2/16/2021	P0014039	\$5,463	Special Operations Division	LINEGEAR FIRE & RESCUE	SALOMON BOOTS FOR AIOPS	
2/16/2021	P0014040	\$6,648	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	REPAINT UNIT # 5387	
2/16/2021	P0014035	\$7,087	Logistics Department	WILLIAMS & MAHER INC	ELECTRICAL WORK AT USAR FOR EMS	
2/16/2021	P0014036	\$24,140	EMS & Training Department	MERIDIAN MEDICAL TECHNOLOGIES, INC.	REPLACE SOON TO BE EXPIRED CYANOKIT IN ALL BC UNITS	
2/17/2021	B01567-6	\$10,000	Logistics Department	PLATINUM NETWORKS	NORTEL PHONE EQUIPMENT	
2/17/2021	B01918-2	\$33,000	Logistics Department	MOTOROLA SOLUTIONS INC.	MOTOROLA MDC FLAT RATE REPAIRS	
2/18/2021	P0014041	\$15,103	Logistics Department	FULLER TRUCK ACCESSORIES	BED COVERS FOR NEW UNITS 2109-2119	
2/22/2021	P0014043	\$728	Operations Department	BRIGHTVIEW LANDSCAPE SERVICES, INC.	IRRIGATION REPAIRS @ FS32	
2/22/2021	P0014045	\$814	Special Operations Division	LANDCARE	LANDSCAPE MAINTENANCE - FS41	
2/22/2021	P0014046	\$1,450	Logistics Department	ROBERT STEWART ARCHITECTS	STANDARD CABINETRY DRAWINGS	
2/22/2021	P0014044	\$2,488	Operations Department	U.S. RUBBER RECYCLING INC.	GYM FLOORING FOR FS10	
2/22/2021	P0014047	\$2,504	Logistics Department	SERVICE KING PAINT AND BODY	PAINT AND REPAIR SERVICE FOR UNIT 2350 2015 CHEVROLET TAHOE 2WD VIN: 1GN5CBKXFR722929	
2/22/2021	P0014042	\$3,080	Operations Department	SO CAL ARBOR CARE	TREE TRIMMING SERVICES AT FIRE STATION 39	
2/22/2021	B02197	\$5,906	Human Resources Department	ADVANCED WORKPLACE STRATEGIES, INC.	DRUG & ALCOHOL TESTING, PROGRAM ADMIN SUPPORT FEDERAL DEPARTMENT OF TRANSPORTATION	
2/23/2021	P0014049	\$6,648	Logistics Department	PRECISION TRUCK AND TRAILER REPAIR	RE-PAINT UNIT # 5387 1990 FREIGHTLINER FLC11 VIN: 1FVX1DYB7LH410653, LIC: 1073028	
2/24/2021	P0014051	\$1,954	Special Operations Division	ALLSTAR FIRE EQUIPMENT	ROPE RESCUE EQUIPMENT FOR USAR FEMA CA-TF5	
2/24/2021	P0014052	\$1,977	Operations Department	SOURCE CREATIVE OFFICE INTERIORS	OFFICE FURNITURE FOR FIRE STATION 22	
2/24/2021	P0014050	\$2,984	Special Operations Division	LANDCARE	IRRIGATION SYSTEM UPGRADE FS41	
2/24/2021	P0014053	\$5,084	Logistics Department	SIGNATURE FLOORING, INC.	CARPET TILE REPLACEMENT AT RFOTC, FIRE PREVENTION	
2/24/2021	B01933-2	\$75,000	Logistics Department	WESTRUX INTERNATIONAL	INTERNATIONAL TRUCKS PARTS, MAINTENANCE AND REPAIR	JA2340

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

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

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

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

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