

City of Garden Grove

Fire Service Proposal



Orange County Fire Authority
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Irvine, CA 92602

March 22, 2018

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Foreword

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

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

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

The cost provided herein represents the cost of our services including our basic service charge, station maintenance, and equipment and vehicle replacement costs. The costs represented are for fiscal year 2018/19 and expire June 2019. I have included a brief description of each of OCFA's departments and sections to provide you with an overview of the services available from us as a regional provider. Our commitment is proclaimed in our Mission Statement:

We enhance public safety and meet the evolving needs of our communities through education, prevention, and emergency response.

Patrick McIntosh
Interim Fire Chief

Summary of Proposal

The OCFA deploys resources based on a regional service delivery system, assigning personnel and equipment to emergency incidents without regard to jurisdictional boundaries. Regional fire protection offers the citizens a wide range of services that translates into quality and strength extending well beyond the fire station. It enables the use of existing administrative resources on a broader scale, increases purchasing power for major expenditures, and maximizes the use of all emergency and support resources within the OCFA, regardless of jurisdictional boundaries or physical location.

The Authority presents this service proposal based on OCFA established response standards for structure fires, consisting of three engines, one truck, one paramedic unit, and one battalion chief. All structure fires will have an assigned Advanced Life Support (ALS) unit in the form of a paramedic engine, truck, or squad/van. OCFA determines appropriate emergency response utilizing computer Geographic Information Systems (GIS) programs, data analysis, and OCFA's Standards of Coverage. Garden Grove's geographical size and population warrant the creation of a new battalion within the OCFA utilizing the existing foot print of Garden Grove Battalion One. A Division Chief will provide a level of local control for the City Council and staff by participation on relevant public safety committees, participation at city staff meetings, and attendance at City Council meetings.

OCFA's Emergency Medical Service (EMS) model is three faceted. The first is Emergency Medical Dispatch, where a caller is provided life-saving instructions, while fire department units respond. The second is to front load paramedic service, allowing the first arriving units to provide paramedic level care upon arrival. To ensure only the highest level of service for the City of Garden Grove, the OCFA, as well as the current Garden Grove deployment model has positioned a paramedic unit capable of delivering ALS, at every station and on every unit. Although the OCFA developed the current Paramedic Assessment Unit (PAU) program being utilized within Orange County, it still requires an additional paramedic unit to fulfill the ALS requirement of two paramedics to meet the requirements set by the Orange County Emergency Medical Service Agency (OCEMSA). This additional unit impacts on-scene time and takes the availability of another resource out of service. Within this proposal, the OCFA will increase the number of two-person paramedic units by one-hundred thirty-three percent (133%); every unit in service in Garden Grove will have full ALS capabilities. Transportation of patients is the third facet of EMS delivery and is provided by a private ambulance company in Garden Grove.

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

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Service Option Overview

Contract costs detailed in this proposal reflect the cost of all emergency response units assigned to the City of Garden Grove. These costs include all the equipment, personnel, vehicle and equipment depreciation, station maintenance; as well as services available through OCFA as a regional provider such as urban search and rescue, air operations, fire mechanics, fire prevention and education professionals, handcrews, dozers, dispatch, and all administrative staff. The added benefit to the City of Garden Grove of this regional approach is that it enables the use of existing administrative resources such as Planning and Development, Inspection and Investigation Services, as well as Public Education on a broader scale. In addition, the City will have dedicated Fire Prevention Officers with the primary fire prevention responsibility for the City located at the present Garden Grove Fire Department Headquarters with support from the complete OCFA Community Risk Reduction (Fire Prevention) Department. Garden Grove has frequent community events throughout the year; therefore, the OCFA will assign a Community Education Specialist to be located at the present Garden Grove Fire Department Headquarters.

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

Proposal – FY 2018/19	OCFA Costs (A)	Garden Grove Budgeted Costs (B)
Service Charge	\$22,191,928	\$25,122,000
Facilities Maintenance	\$105,000	Included
Vehicle Depreciation	\$295,293	Included
Total	\$22,592,221	\$25,221,000
Total Savings (B-A)	\$2,529,779	

Battalion Chiefs are included in the proposed contract cost and not included in daily staffing totals. Station maintenance contributions are handled as a revolving fund that is required to maintain an annual balance of \$15,000 per station.

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Deployment Comparison

In the chart below, there are three distinctions. The first being the OCFA deployment model has every engine and truck company as a full ALS unit. The second is the doubling of truck company coverage with a paramedic truck at Station 5. The third distinction between the two deployment models is the Paramedic Truck at Station 1 being staffed by using the Paramedic Squad to fill necessary paramedic positions.

OCFA Proposal Comparison with Current Garden Grove Deployment

	Station 1	Station 2	Station 3	Station 4	Station 5	Station 6	Station 7	Daily Staffing
OCFA	PMT BC	PME	PME	PME	PMT	PME	PME	29
GGFD Current Deployment	Truck BLS Eng. PM Squad BC	PME	PAU	PAU	PME	PAU	PAU	29

Note: 1. PME is Paramedic Engine, PMT is Paramedic Truck, and PAU is Paramedic Assessment Unit. 2. Total transitioning personnel indicate a per shift/daily staffing count.

Start-Up Cost Summary

Not included in the cost of the options are the one-time start-up costs or costs associated with facilities issues listed on page 44. In addition to the annual contract price, a one-time start-up cost will be charged to facilitate hiring of current Garden Grove employees by the OCFA, standardization of equipment, and facilities. One-time costs assume 84 sworn personnel and non-sworn personnel that the OCFA has vacancies for and can be adjusted for variations in transitioning staff. OCFA is willing to discuss amortizing the start-up costs over multiple years rather than incurring a large cash outlay in a single budget year.

Summary of Start-Up Costs – Detail on Page 40	
Communications	\$293,146
Facilities	\$156,500
Personnel	\$152,650
Service Center	\$309,661
Fleet Services	\$20,800
EMS	\$203,468
Total	\$1,136,225

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Long-Term Savings

Over the past ten years, the Orange County Fire Authority's cost increases to contract cities has averaged 2.92%; however, the maximum increase is capped at 4.5%, and this number should be used for budgeting purposes. The table below represents this 4.5% increase to demonstrate the highest possible service charge for each fiscal year. The increases represented for the Garden Grove Fire Department were taken from the published projections represented in the current City of Garden Grove's budget.

OCFA Proposal Cost Budget Comparison with Annual Increases

	2018/19	2019/20	2020/21	2021/22
OCFA Service Charge	\$22,592,221	\$23,608,870	\$24,671,258	\$25,781,464
OCFA % Inc. (Maximum)	Included in cost	4.50%	4.50%	4.50%
Garden Grove FD Budget				
2018/19 Budget	\$24,816,000	\$25,589,000	\$26,557,000	\$27,088,000
Prop 172 Funding	\$306,000	\$323,000	\$259,000	\$251,000
2018/19 GGFD Budget Total	\$25,122,000	\$25,912,000	\$26,816,000	\$27,339,000
% Increase		3.14%	3.49%	1.95%
Annual Savings	\$2,529,779	\$2,303,129	\$2,144,730	\$1,557,523
Cumulative Savings	\$8,535,161			

Note: Excludes one-time start-up costs and City's Annual Unfunded Actuarial Accrued Liability (UAAL) Payment to Public Employees' Retirement System (PERS). Costs quoted are valid for the upcoming fiscal year ending in June 2019.

This table does not factor in savings associated with Workers' Compensation and other departmental efficiencies.

Garden Grove's 2016 Deployment Report

Garden Grove Fire Department staff, at the request of the City Council, completed an analysis assessing the deployment of paramedic units within the city and to determine if the paramedic override assessment fee was meeting the community's needs. This deployment study, referred to as the "Fire Department Deployment Report," thoroughly assessed the deployment of all the Fire Department's emergency response resources. This deployment study, the first in over 30 years, identified several areas of potential service improvement. It should be noted that the current deployment model utilized by the Garden Grove Fire Department meets most of the needs of the community, and is in-line with deployment models used by other fire departments in Orange County and the OCFA. The purpose of the study was to identify possible improvements to the existing deployment model. The study utilized computer generated deployment modeling and found four key issues where improvements could be made:

- Current deployment adversely impacts paramedic units (Paramedic Engine Companies and Paramedic Squad) responding into the response areas of Garden Grove's Paramedic Assessment Engines to meet the ALS response criteria as required by OCEMSA.
- Lack of daily personnel on-duty to meet the effective fire force.
- Increased response time of Occupational Safety and Health Administration (OSHA) mandated two-in/two-out with the utilization of three-person PAUs.
- Need for additional truck company coverage on the west end of Garden Grove.

To enhance service to the City of Garden Grove, the Deployment Study recommended a three-phased approach. Over the three phases, all the existing PAU's with the exception of PAU 7 would be upgraded to Paramedic Engines (PMEs). This change solves the response impact to the paramedic units, increases the effective fire force, and reduces the time necessary to implement two-in/two-out to the City of Garden Grove, with the exception of Garden Grove's Station 7 area. The PME located at Garden Grove Fire Station 5 would be converted to a Paramedic Truck Company (PMT), solving the truck company coverage on the west end of Garden Grove. Also identified within the study was the need for a full-time nurse/paramedic coordinator to "assure compliance with all EMS regulations and quality assurances requirements." The 2016 Deployment Report estimated a total yearly increase to the Fire Department budget (2016 estimate) to implement the three-phased deployment, over three years, as approximately **\$2,069,920**.

The proposed contract offered by the OCFA exceeds all the recommendations of the Garden Grove Fire Department Deployment Report on day-one of the contract. The increase in service to the community is accomplished with every unit in Garden Grove being a paramedic unit, while providing a cost savings to the City of Garden Grove; staffing all units with four fire personnel significantly improves response times needed to fulfill the OSHA mandated two-in/two-out requirement where a three-person PAU currently exists; effective fire force on-scene times are reduced in portions of the City, and a second truck company is added to the west end of Garden Grove. In addition, the proposed contract includes a full-time nurse educator to meet State and Local requirements. OCFA has on order and has begun to receive the first of seven-new tractor drawn quints at a cost of approximately \$1.4 million each. OCFA will select the best of the trucks being replaced to provide truck service at Garden Grove Station 1 with no additional cost incurred to the City.

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Proposal Savings with Garden Grove Fire Department Deployment Study Costs

	2018/19	2019/20	2020/21	2021/22
OCFA Proposal Charge (A)	\$22,592,221	\$23,608,871	\$24,671,270	\$25,781,477
Garden Grove FD Budget w/Prop 172 Funds	\$25,122,000	\$25,912,000	\$26,816,000	\$27,303,000
Deployment Study Costs	\$2,069,920	\$2,069,920	\$2,069,920	\$2,069,920
Annual Cost (B)	\$27,190,920	\$27,981,920	\$28,885,920	\$29,372,920
% Increase		2.91%	3.23%	1.81%
Annual Savings (B-A)	\$4,599,699	\$4,373,049	\$4,214,650	\$3,627,443
Cumulative Savings	\$16,814,841			

Cost Control

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

	Stanton	Placentia	Tustin	Seal Beach	Buena Park	San Clemente	Santa Ana	Westminster
2008/09	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%		4.00%
2009/10	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%		4.00%
2010/11	1.92%	1.92%	1.92%	1.92%	1.92%	1.92%		1.92%
2011/12	3.79%	3.79%	3.79%	3.79%	3.79%	3.79%		3.79%
2012/13	1.34%	1.34%	1.34%	1.34%	1.34%	1.34%	1.34%	1.34%
2013/14	1.44%	1.44%	1.44%	1.44%	1.44%	1.44%	1.44%	1.44%
2014/15	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
2015/16	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%
2016/17	1.29%	1.29%	1.29%	1.29%	1.29%	1.29%	1.29%	1.29%
2017/18	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Avg. Annual Increase	2.92%	2.92%	2.92%	2.92%	2.92%	2.92%	2.92%	2.92%

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

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

Service Charge Relative to Regional Costs

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

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

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

Community Risk Reduction (CRR) Cost Recovery Fee Program

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

The Planning and Development Section engages in development review, plan review, and new construction inspections, and are 100% fee funded. These fees are paid by developers, architects, contractors, and sub-contractors.

The Prevention Field Services Section engages in annual inspections, special events including fireworks, 850 (Board and Care facilities) inspections, citizen complaints, city requests, and company officer assistance. This section is approximately 50% fee funded and primarily based on the issuance of Operational Permits. These fees are paid by local businesses, building owners, and special event contractors. The other 50% is considered a general fund cost for the OCFA as there is no correlating customer to charge. These costs are included in the contract charge calculations for contract cities.

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

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

Associated Savings

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

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

Benefits of Contracting with OCFA

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

Additional benefits include:

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

Transition of Garden Groves City's Fire Department

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

The Orange County Fire Authority is committed to making the transition of the Garden Grove Fire Department operations and personnel to the OCFA as smooth as possible for the present Garden Grove employees, as well for the employees of the OCFA. The OCFA would offer employment to current Garden Grove Fire Department operations safety employees, and

non-sworn Fire Department professional staff¹, subject to the conditions noted in this proposal, position availability, and final contract negotiations.

Governance Structure

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

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

Board of Directors

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

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

Executive Committee

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

¹ - 2 Fire Prevention, 1 Clerical

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

Budget and Finance Committee

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

Claims Settlement Committee

The Claims Settlement Committee has the authority to settle claims, lawsuits, and pre-litigation claims for the amounts above \$50,000, not to exceed \$250,000, including insurance pool settlements, Workers' Compensation settlements, and the initiation and settlement of subrogation claims. Settlements of lawsuits in amounts exceeding \$250,000 are approved by the OCFA Board of Directors.

Human Resource Committee

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

City Managers' Technical Advisory Committee

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

City Managers' Budget and Finance Committee

The City Managers' Budget and Finance Committee (B&FC) is comprised of six City Managers whom meet annually to review the proposed budget. This Committee also meets, when needed, to review significant changes in OCFA's financial condition and to discuss proposed policy decisions which may have financial ramifications for OCFA and/or its member agencies. The Committee provides input to OCFA's financial staff, the Fire Chief, and the OCFA Board of Directors regarding changes that they recommend to proposed financial policies, budget priorities, uses of available fund balance, and/or steps they believe OCFA should take to reduce the budget.

Fiscal Considerations

OCFA's Fiscal Strength

The Orange County Fire Authority, funded much like a fire district, derives the majority of its funds from property taxes and service charges from OCFA's cash contract cities. Currently, OCFA has cash and investments of approximately \$142 million and received the highest credit rating by Standard & Poor's (SP1+) on its last short-term debt issue in 2015. OCFA's strong fiscal management and solid record of fiscal discipline were two of the key contributing factors to the positive rating.

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

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

As of December 31, 2016, OCFA's pension UAAL is \$400.4 million. In 2017, the actuary reported that OCFA has saved \$11.5 million in interest by making additional payments towards its UAAL and is projected to achieve 85% funding by December 31, 2021, and 100% funding by December 31, 2028, assuming all other actuarial inputs are held constant.

Further demonstrating OCFA's fiscal strength is the fact that OCFA's Business Services Department has received national awards for its fiscal management. In fiscal years 1998 through 2017, OCFA has produced a Comprehensive Annual Financial Report (known as CAFR) for which they received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

OCFA received budget awards from California Society of Municipal Finance Officers (CSMFO) from 2001 through 2017 and GFOA's Distinguished Budget Presentation Award from 1999 through 2017. The Distinguished Budget Award is the highest form of recognition bestowed by the GFOA for governmental budgeting.

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In addition to awards for financial reporting, budgeting, and treasury functions, the OCFA's Business Services Department–Purchasing Division earned the Excellence in Procurement Award by the National Purchasing Institute, Inc. (NPI) in 2007, 2008, and yearly 2011 through 2017. This award recognizes organizational excellence in procurement.

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

Structural Fire Fund Cities

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

Cash Contract Cities

The cities of Buena Park, Placentia, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster receive services on a cash contract basis. A base charge was established for each city at time of entry. This charge is updated annually based on the percentage increase in the General Fund budget subject to a cap on the cost of annual adjustments. See chart on page 9 for historical increases. These costs represent the cost of providing service within a contract city and include:

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

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

Future Options for Withdrawal from OCFA

A common question from cities considering joining the OCFA is regarding how they can withdraw from OCFA in the event they wish to return to their own City Fire Department, and what will happen with their Fire Department assets upon withdrawal. The term of the OCFA's JPA is twenty years with an option to withdraw at each ten-year interval (June 30, 2020, and June 30, 2030).

Upon withdrawal from the OCFA, the OCFA's lease-interest in the stations would be terminated and the fire station facilities would be returned to the City for its future use and maintenance. Regarding the City's fire department vehicles, the OCFA will monitor and track the value of the vehicles that are transitioned to OCFA, and maintain an ongoing accounting of "vehicle value" assigned to the City of Garden Grove. During the duration of the contract, we will add the City's ongoing contributions to vehicle replacement, and deduct the cost of new vehicles purchased for the City. Upon withdrawal, the tracked "vehicle value," if positive, would be returned to the City. To date, the OCFA has never had

an agency withdraw from JPA membership. In fact, at the last window for withdrawal on June 30, 2010, all 23-member agencies renewed the JPA with OCFA for a new twenty-year term.

Overview of Garden Grove Fire Department

The Garden Grove Fire Department serves approximately 176,277 residents within its geographical boundaries of 17.9 square miles. The City's real property's assessed value is in excess of \$10.8 billion. Garden Grove's Fire Department provides fire protection, emergency medical services, and public assistance services within the City of Garden Grove and responded to approximately 15,000 emergency calls in the 2017 calendar year.

Garden Grove's fire department currently consists of 84 sworn and 4 non-sworn full-time employees. Of the 84 current suppression personnel, 27 are licensed firefighter-paramedics. The department has 101 budgeted positions which includes 96 sworn career firefighter positions who provide administrative services, as well as staffing for the seven fire stations and 5 non-sworn positions.

Current Fire Station Staffing

Fire Station 1 – 11301 Acacia Parkway

Type I Engine – Basic Life Support Unit (3 personnel)

Medic Van Transport (2 personnel)

Truck Company (3 personnel)

Battalion Chief

Fire Station 2 – 11805 Gilbert Street

Type I Engine - Paramedic Engine (4 personnel)

Fire Station 3 – 12132 Trask Avenue

Type I Engine - Paramedic Assessment Unit (3 personnel)

Fire Station 4 – 12191 Valley View Street

Type I Engine - Paramedic Assessment Unit (3 personnel)

Fire Station 5 – 12751 Western Avenue

Type I Engine - Paramedic Engine (4 personnel)

Fire Station 6 – 12111 Chapman Avenue

Type I Engine - Paramedic Assessment Unit (3 personnel)

Fire Station 7 – 14162 Forsyth Lane

Type I Engine - Paramedic Assessment Unit (3 personnel)

Garden Grove Proposal for Emergency Services

Garden Grove's Dispatching

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

Dispatch Comparative

Garden Grove	OCFA
800 MHz Radio System	800 MHz Radio System
USA Mobility (Private Paging Company)	OC 900 MHz Paging
Keystone CAD	TriTech Inform CAD
MDC Terminals-Broadband	MDC Terminals – Broadband
Criteria Based Dispatch (CBD)	Criteria Based Dispatch (CBD)
<p>Working Structure Fire Response 4 Engines 2 Trucks 2 Battalion Chiefs 1-Medic</p>	<p>Working Structure Fire Response 4 Engines 2 Truck 2 Battalion Chiefs 1 Medic 1 Division/Duty Chiefs 2 Investigators 1 Service Support Unit (Bottles and REHAB) 1 Safety Officer 1 Public Information Officer</p>
<p>Structure Fire/High Rise 4 Engines 2 Trucks 2 Batt Chiefs 1-Medic</p> <p>*Some Metro Agencies have a transport component on the response</p>	<p>Structure Fire/High Rise 6 Engines 2 Trucks 2 Batt Chiefs 1 Medic 1 Division/Duty Chief 1 Safety Officer 1 Service Support Unit (Bottles and REHAB) 1 Public Information Officer</p>
<p>Medical Aid Response *Minimum response is Basic Life Support level unit. Additional resources dependent on nature.</p>	<p>Medical Aid Response 1 Engine or Truck 1 Medic 1 Private Ambulance</p>
<p>Traffic Accident/Person Trapped 1 Engine 1 Truck 1 Batt Chief 1-Medic 1 Private Ambulance</p>	<p>Traffic Accident/Person Trapped 1 Engine 1 Truck 1 Battalion Chief 1 Medic 1 Private Ambulance</p>

Overview of OCFA

The Orange County Fire Authority is one of the largest regional fire service providers in California. The Authority responded to approximately 142,000 emergency incidents throughout its fire protection area during the 2017 calendar year. The Authority's staffing² includes 1,019 firefighters, and 46 fire management personnel, 297 non-safety staff, and 172 reserve positions. The OCFA currently serves 1.8 million residents in an area of 571 square miles. This service area consists of 23 political jurisdictions including the unincorporated county areas and 23-member cities with real property having an assessed valuation more than \$290 billion.

Communities Proudly Served:

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

The OCFA operates out of the Regional Fire Operations & Training Center (RFOTC) as its fire department headquarters in the City of Irvine and 72 fire stations in nine battalions, providing fire suppression, emergency medical, rescue, hazardous materials response, and fire prevention services. The department's service area, which is non-contiguous and includes all parts of the county, is organized into seven major geographical divisions. The equipment used by the department has the versatility to respond to both urban and wildland emergency conditions. The OCFA's inventory includes structural engines, brush engines, trucks/quints, paramedic vans, and other specialized equipment, including hazardous materials units, urban search and rescue units, command units, water tenders, crew-carrying vehicles, air utility units, foam tenders, hose tender unit a fuel tender, dozers, and helicopters.

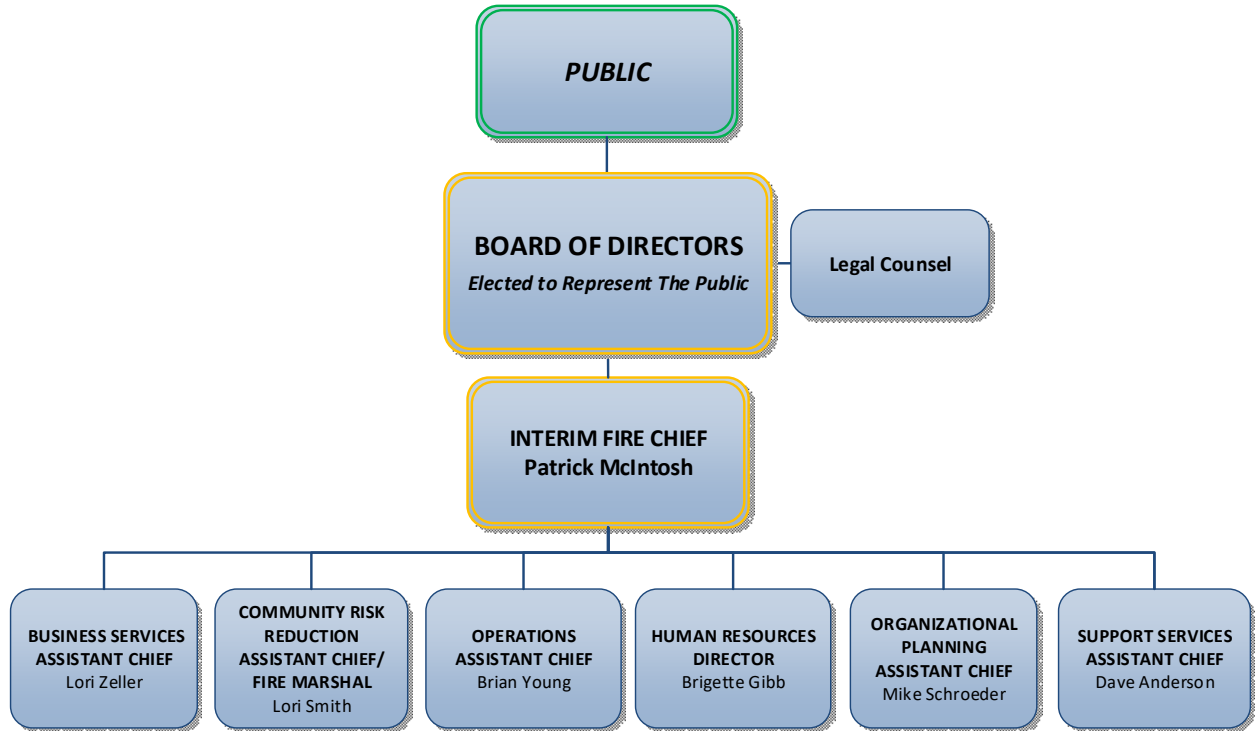
The OCFA has 20 automatic and mutual aid agreements with other fire departments for use and assignment of resources for daily operations and in the event of major emergencies. Under contract to the state, the OCFA protects approximately 175,000 acres of wildland in State and Federal Responsibility Areas located within the county. The OCFA also provides aircraft rescue firefighting services by contract to John Wayne Airport in Irvine.

² Authorized positions, not all are filled.

Organizational Structure

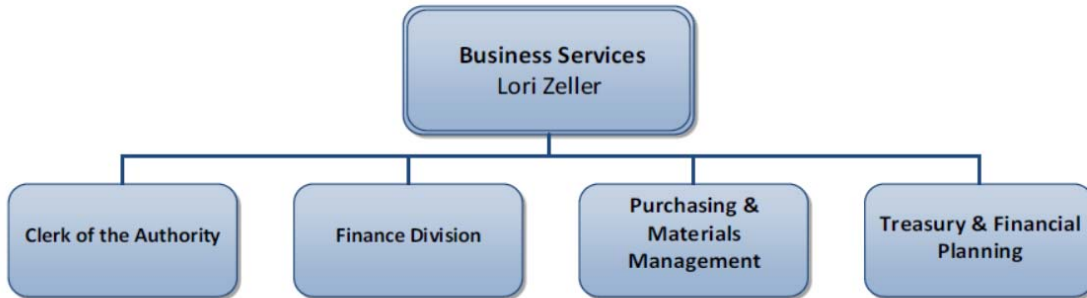
Executive Management

A combination of safety and non-safety managers provide leadership for the OCFA; an appointed Fire Chief, five Assistant Fire Chiefs, and one Director. Service activities are organized into six departments: Business Services, Community Risk Reduction (Fire Prevention), Operations, Human Resources, Organizational Planning, and Support Services.



Business Services

The Business Services Department, under the direction of an Assistant Chief, manages all financial, purchasing, and Board of Director activities. The department coordinates and prepares all budget, payroll, accounting, and administrative support to the Authority; monitors cash balances, makes investments, coordinates issuance and administration of long and short-term debt; provides warehouse, purchasing, shipping and receiving, and mail operations; and provides oversight of the Clerk of the Authority.



Clerk of the Authority

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

Finance

The Finance Section is responsible for providing financial accounting, reporting, planning, and developing procedures and policies to protect and safeguard the financial and material assets of the Authority. Responsibilities include accounts receivable, accounts payable, and payroll; general accounting of fixed assets, and general ledger; and support budget preparation and monitoring, financial forecasting, and special financial studies.

Purchasing and Materials Management

The Purchasing Section processes all purchasing requisitions, develops requests for proposals, manages formal bid processes, and manages surplus property for the Authority. The Materials Management Section (also known as the Service Center) provides shipping, receiving, and warehousing services for the Authority; performs mail processing and delivery services; certifies and maintains apparatus; provides repair and fabrication services on equipment, woodworking, safety garments, and tools; manages the acquisition and distribution of bulk supplies and equipment; and provides logistical support for major emergencies. Based upon the OCFA’s strong purchasing practices and policies, the Section has received an award for Achievement of Excellence in Procurement in 2007, 2008, and 2011 through 2017.

Treasury and Financial Planning Services

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

Community Risk Reduction (Fire Prevention)

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



Planning and Development

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

Prevention Field Services

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

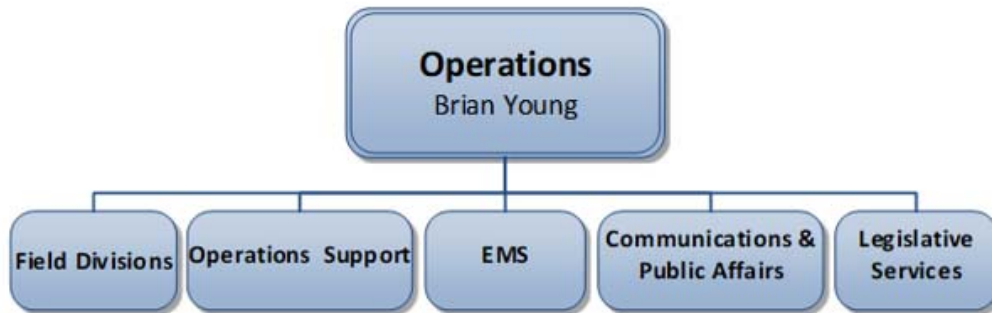
Garden Grove Proposal for Emergency Services

Investigation Services

The Investigation Services Section's investigators review all fires to determine and document fire cause providing the data necessary for effective decision making. A thorough and accurate investigation provides the foundation for current and future prevention, education, and emergency services. Criminal cases are investigated through law enforcement partnerships, and are followed up by filing with the District Attorney's Office, while juvenile-related fires are handled through the Fire FRIENDS (Fire Regional Intervention Education and Delivery System) Program. Cost recovery is pursued on all applicable incidents.

Operations Department

The Operations Department, under the command of an Assistant Chief, is responsible for the delivery of fire, hazardous materials, emergency medical, and rescue services and is most recognizable to the citizens protected by the Orange County Fire Authority. The department is composed of seven divisions, each under the command of a Division Chief. The seven divisions are based on geographical areas and are divided into battalions under the command of Battalion Chiefs. Each battalion contains five to ten stations. Stations are staffed with Captains who are responsible for supervising the fire and emergency medical services for that station on a day-to-day basis. Like fire station personnel positions, Battalion Chief positions are staffed on a shift basis (A, B, and C shift) twenty-four hours a day.



Operation's Field Divisions

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

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

Garden Grove Proposal for Emergency Services

Fire Suppression

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

Emergency Medical Services

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

Fire Prevention Activities

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

Hazardous Materials (HazMat) Emergency Response Team

The HazMat Team responds to hazardous materials spills and leaks, providing expertise in the safe handling, abatement, and documentation of the emergency. The OCFA participated in the inception, and is a member, of the Orange County-City Hazardous Materials Emergency Response Authority, a joint powers response and cost recovery system.

Aircraft Rescue and Firefighting

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

Urban Search and Rescue

The Orange County Fire Authority is capable of providing Urban Search and Rescue (US&R) services, utilizing four US&R truck companies strategically placed within Orange County. One of these truck companies is within close proximity to the City of Garden Grove in Buena Park. In addition, OCFA and the Federal Emergency Management Agency (FEMA) jointly sponsor one of the twenty-eight national Urban Search and Rescue Teams. California Task Force Five (CATF-5) based in Orange County, has an extensive array of equipment and provides advanced search and rescue services to communities in need. CATF-5 is available to respond to local, state, and national emergencies within six hours of notification.

Legislative Services Section

The Legislative Services Section monitors legislation and regulations and advocates the Authority's position before federal, state, and local governing and regulatory agencies. The OCFA takes an active role in state and federal legislation and regularly interacts with

Garden Grove Proposal for Emergency Services

statewide groups such as the League of Cities, California State Association of Counties and California Fire Chiefs Association. Most recently OCFA has communicated directly to state legislators on the potential impacts of State Budget cuts or borrowing from local governments. In addition, the Legislative Services Section assists on fire service grant requests and works with our Orange County Congressional Delegation to seek support and funding for fire agency specific projects. As a stakeholder in Orange County, the OCFA has a strong understanding of the political issues affecting not only the OCFA, but all our partner cities. Efforts at the local, state, and federal level are often on issues that affect our cities, as well as the fire service.

Operations Department Support Sections - Division 10

Air Operations Section

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

Emergency Planning and Coordination

The Emergency Planning and Coordination (EPAC) Section coordinates the Authority's emergency planning with federal, state, and local jurisdictions and agencies, manages the Department's Operations Center (DOC) during major emergencies, and serves as the Authority's liaison to any agency requiring information regarding emergency response or planning. The EPAC Battalion Chief represents the Authority on working task forces, such as the state and federal Terrorism Task Force, Nuclear Power Authority, and Marine Disaster. This section also maintains and updates all city and county emergency plans, the multi-agency Mutual Aid Plan, Office of Emergency Services (OES) Mutual Aid Plan, Supplement Response Guidebook, and the Orange County Fire Chief Association's Mutual Aid Operational Area Plan.

Pre-Fire Management

OCFA's Wildland Pre-Fire Management Section (PFM) provides for wildfire prevention in Orange County's State Responsibility Areas (SRA) as well as the wildland urban interface (WUI) areas of incorporated cities and unincorporated areas of the County. PFM is funded thorough both the State (CAL FIRE) and local funding and is overseen by the PFM Battalion Chief. The overall goal of the PFM team is to ensure operational success through the efforts of three programs, including Wildland Resource Planning, Community Risk Mitigation, Santiago Handcrew, and Heavy Fire Equipment, whose activities include wildfire prevention, suppression, and restoration.

- ***Wildland Resource Planning*** OCFA's Wildland Resource Planner is responsible for overseeing OCFA's remote automated weather stations (RAWS), live fuel moisture monitoring, fuel reduction projects, fire roads and fuel break maintenance, and is the on-scene CAL FIRE agent at SRA-related incidents for Orange County. Additionally, this position works collaboratively with other key stakeholders (i.e. land

Garden Grove Proposal for Emergency Services

owners/managers, government agencies, utilities, etc.) on prevention, suppression and restoration related issues and projects. OCFA's Fire Behavior Decision Support Team also works with the Wildland Resource Planner.

- [Community Wildfire Mitigation \(CWM\)](#) Under the leadership of an Assistant Fire Marshal, this section has three Fire Prevention Specialists, who are responsible for fuel modification plan reviews and compliance, annual defensible space inspections, post-event damage inspections, mapping and reporting, vegetation-related complaint follow-up, and wildfire community outreach. Additionally, this section regularly collaborates with other city, county, state, and federal agencies, as well as with Home Owner's Associations, property owners and local Fire Safe Councils.
- [Santiago Handcrew](#) The Santiago Handcrew is a 22-member Type I Fire Crew. The Crew is utilized for fire suppression activities, as well as prevention efforts, such as fuels removal and fire road maintenance. It is also utilized for weather related events, such as sand-bagging and tree removal during winter rains.
- [Heavy Fire Equipment](#) When not deployed on wildland incidents, the Heavy Fire Equipment Section completes prevention activities such as fire road maintenance and fuels reduction work in OCFA service areas. The equipment is also utilized to perform overhaul activities on structural fires, sand-bagging, and mud and debris removal during winter rains.

Communications and Public Affairs (CAPA)

Communications and Public Affairs is comprised of the Public Information Office and is responsible for providing both internal and external communications; keeping members of the OCFA, and the public apprised of current events and issues regarding the OCFA using various media. The CAPA Battalion Chief ensures the city representative to the OCFA Board of Directors and appropriate agency staff are immediately notified of all significant incidents within the agency's jurisdiction. Notifications are customized for each agency to ensure the needs of our partners are met. Other responsibilities in support of the Fire Chief and executive management team include customer service follow-up, special studies as required by the Fire Chief, and liaison to various constituencies including OCFA member cities.

Community Volunteer Services

The Community Volunteer Services, managed from Battalion 3, coordinates all volunteer programs within the OCFA. This includes the Reserve Firefighter Program, the Fire Exploring Program, and the Fire Chaplain Program. The Fire Exploring Program, in conjunction with Boy Scouts of America and Learning for Life, provides opportunities for youth between the ages of 14 and 21 to develop leadership, management, and accountability skills at an early age.

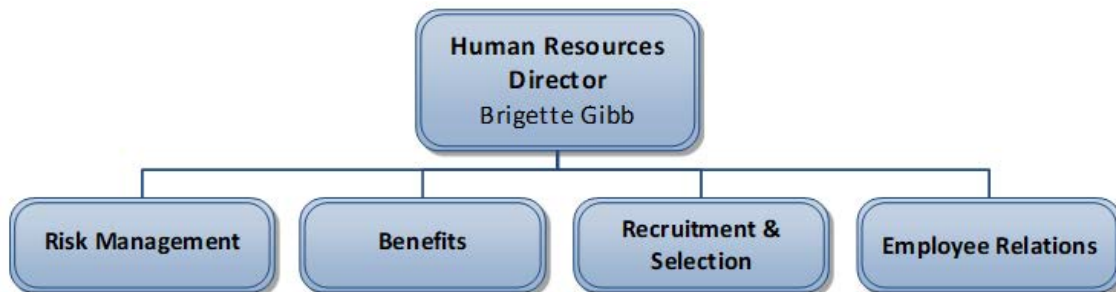
There are seven dedicated Nurse Educators (RN's) for field training, review and certification in addition to the Paramedic Coordinator (RN), and Firefighter/Paramedic field support liaison who report to the EMS Battalion Chief. OCFA employs a medical director for oversight of quality control of pre-hospital care. Physician Claus Hecht is actively involved with OCEMSA and participates in numerous local, state, and federal EMS

Garden Grove Proposal for Emergency Services

and Urban Search and Rescue (US&R) task forces and decision-making commissions. Our EMS Section is dedicated to quality control, training, and tracking the latest emergency medical trends and health care to best serve the citizens in our communities.

Human Resources

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



Risk Management

The Risk Management Section administers the general liability and worker's compensation insurance programs, the safety and occupational health programs and the Wellness and Fitness program (WEFIT). The section secures insurance coverage for the Authority's insurance needs, responds to general liability losses and claims, designs and implements safety compliance programs, conducts health/safety and ergonomic assessments and is responsible for maintaining CalOSHA and NFPA health and Safety records. Risk Management also manages the WEFIT Program. The WEFIT Program Coordinator is responsible for administering the WEFIT exam process, fitness facilities, and maintaining the Peer Fitness Trainer program for the career firefighter work force. This program, which is a joint Labor-Management initiative, emphasizes the prevention of injuries to the employee, and historically, the WEFIT program has decreased the costs associated with lost work days, Workers Compensation, and reduced the potential for re-injury.

Benefits

This section is responsible for the administration of a variety of benefit programs including CalPERS Medical Plans (for non-Firefighter Unit employees), Employee Assistance Program, Retiree Medical Program, and Dependent Care Assistance Program. The Benefits Section is also responsible for the administration of the dental, vision and life insurance programs for non-Firefighter Unit employees, and serves as a liaison to the Orange County Employees Retirement system (OCERS). The Benefits Section is responsible for transmitting the Authority's contribution to the Orange County Professional Firefighters Association Medical Benefit Trust Fund, which is administered by the Association, and coordinates these benefits with Section 125 Premium-Only Plan program.

Garden Grove Proposal for Emergency Services

Recruitment and Selection

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

Employee Relations

Employee Relations consists of classification and compensation, employee and labor relations, including labor negotiations, and the Professional Standards Unit, which strives to ensure ethical, effective, and efficient conduct through developing and communicating conduct related policies, receiving, investigating, and tracking complaints of misconduct, and providing performance management training.

Organizational Planning

Organizational Planning is comprised of four sections – Training and Safety, Organizational Development & Training, Strategic Services Section, and Training Human Resources. Training and Safety provides organization-wide training activities for emergency response personnel. Organizational Development & Training oversees performance improvement, organizational development, workforce/employee development, and succession planning. Strategic Service is responsible for strategic planning, capital improvement planning, facilities planning, and resource planning. Training Human Resources coordinates promotional examinations and assists the Human Resource Department with Firefighter, Fire Apparatus, Fire Captain and, Battalion Chief recruitments.



Training and Safety Section

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

Organizational Development and Training Section

Organizational Development and Training oversees the design, development and implementation of leadership development and succession planning effort for the OCFA.

Garden Grove Proposal for Emergency Services

Leadership development focuses on developing and expanding leadership skills in order to prepare our personnel for current and future leadership roles. Leadership skills include communication, emotional intelligence, dealing with conflict, and many other skills. Succession planning works to evaluate our current internal talent in order to identify areas where we can better prepare internal candidates, as well as to help inform other training and development needs for the Authority.

Strategic Services

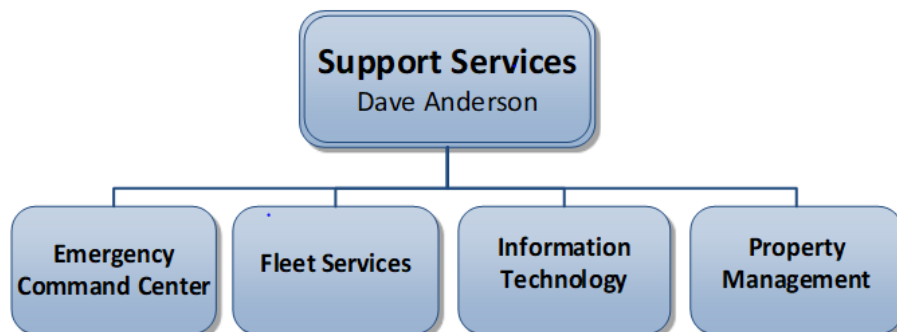
The Strategic Services Section, in conjunction with city/county and Local Agency Formation Commission (LAFCO) planning staff, reviews and responds to major development proposals for public safety and fire protection impacts. Other responsibilities include analyzing and monitoring impacts of development projects, annexations, and incorporations of fire resources, and initiating agreements with developers for acquisition, design, construction, and dedication of fire facilities and equipment. This section also coordinates all California Environmental Quality Act (CEQA) related reviews and processes of the agencies. Also included are all activities associated with analysis of demographic shifts on service delivery, Authority performance standards, management of the OCFA Strategic Plan, and proposal coordination for new partner cities.

Training Human Resources

Training Human Resources Section coordinates the preparation classes with Operations Training and Safety for operations personnel and coordinates all promotional examinations for Fire Apparatus Engineer, Fire Captain, and Battalion Chief with Human Resources. The section head acts as the Operations subject matter expert for the Professional Standards Unit. This section also assists the Human Resources with firefighter recruitments.

Support Services Department

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



Garden Grove Proposal for Emergency Services

Emergency Communications Center (ECC)

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

Fleet Services

The Automotive Section manages a fleet of more than 587 vehicles and fire apparatus; performs preventive maintenance, major and minor repairs, and renovations on the Authority's apparatus and vehicles; tests and certifies specialty equipment; designs and develops specifications; and oversees acquisition and manufacturing quality assurance of all vehicles and apparatus.

Information Technology

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

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

Property Management

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

This section coordinates all requests for repairs to facilities and oversees scheduled maintenance for over half million square feet of facilities space owned or operated by the OCFA. These activities are accomplished primarily through contracted vendors and technicians. Service areas include fuel and power sources, heating and ventilation systems, air quality such as diesel exhaust systems, landscape and irrigation, utilities, and systems required to ensure that facilities are ready, safe, and habitable. In addition, this section also services building systems, including repair and replacement of furnishings, fixtures and household equipment.

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

Resource and Strategic Decisions

Resource Decisions

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

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

OCFA provides a depth of resources which allows for an aggressive move-up and cover program. This allows for rapid coverage of Garden Grove, if resources are committed to incidents in the City. Automatic Vehicle Location (AVL) enables OCFA to utilize the closest resources, including automatic aid for rapid response to emergencies. OCFA continues to implement modern technology such as a resource status system called MUM, or Move-Up Module, which tracks incidents and commitment of resources and recommends coverage; and the new Public Safety Project which will be a multifunctional state of the art GIS/AVL based dispatch system, a records management system, and an integrated Fire Prevention and Inspection system. These new technological improvements will supplement our existing multi-agency 800Mhz radio system and inter-agency dispatch link.

Local Control and the OCFA Liaison

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

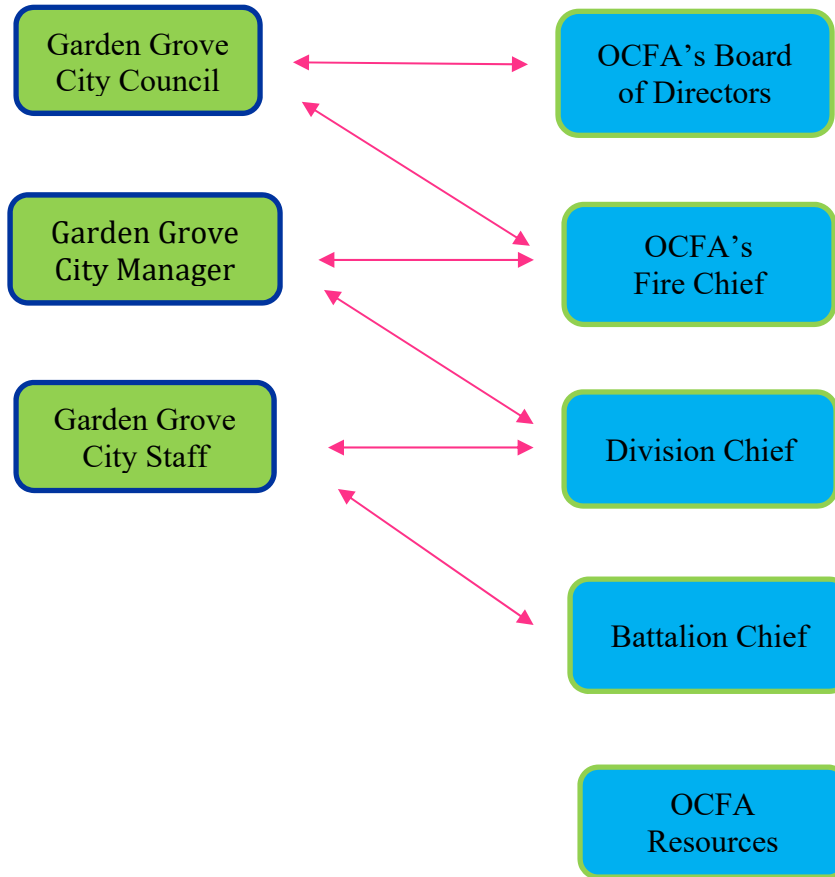
The Division Chief is responsible for representation at meetings called by the City Manager, City Council meetings, and other city staff meetings where fire department input is needed. The Division Chief or Battalion Chief represents the fire department at community events, meetings, or other functions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

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

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

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

City of Garden Grove Access to OCFA Resources



Apparatus

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

- (6) Type I Engines (555, 820, 821, 822, 958, 959)
- (1) Battalion Chief vehicle (113)
- (1) Battalion Utility (139)
- (1) Truck Company (625)
- (1) Air Light Unit (59534)

The City will lease to the OCFA, at no cost, all current fire department vehicles and apparatus necessary to maintain service within the City of Garden Grove, as outlined above. The apparatus will be incorporated into the Authority's vehicle rotation and replacement plans and preventative maintenance program. Currently, an engine is expected to obtain approximately 120,000 miles during a life span of approximately fifteen (15) years.

Garden Grove Proposal for Emergency Services

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

Each of OCFA's fleet of more than 587 vehicles is scheduled for preventative maintenance, based on mileage and use to ensure safety and response capability. The Automotive Section tracks each vehicle's mileage, use, performance, and repairs. If a trend develops, due to increased vehicle failure or need for repair, maintenance schedules are adjusted as necessary to correct any problems or potential problems. If any apparatus develops ongoing issues, the vehicle's use and life span are re-evaluated and adjusted accordingly.

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

Equipment currently assigned to the Fire Department and not requested by OCFA will return to the City, or, the City may choose to have OCFA sell the equipment on Public Auction with the monies gained from the sale applied to the contract.

Facilities

OCFA Property Management completed a cursory review of the seven Garden Grove Fire Stations to evaluate the overall condition. Supporting Garden Grove documents were provided by the City. The inspection included the following areas:

- Electrical
- Plumbing
- HVAC
- Emergency Generators
- Roof
- Apparatus Bay Doors
- Diesel Exhaust Collection
- Underground Storage Tanks
- Dorm, Bath, and Storage Configuration

The inspection revealed all stations to be in serviceable condition, with no major deficiencies apparent with the exception of one identified roof. Each of the facilities could benefit from additional upgrades to meet OCFA station standards. These upgrades require discussion on items listed in the Facilities Issues list on page 44. The facility issues will require separate discussion for action items and are not included in the start-up cost options.

Garden Grove Proposal for Emergency Services

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

OCFA Leasing of Facilities

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

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

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

Hazard Issues

The City will maintain all responsibility for current fuel storage tanks, associated above and underground piping, and any other previously existing hazards including asbestos, asbestos containing materials and mitigation. Associated costs will be the responsibility of the City of Garden Grove and will be addressed expeditiously at the earliest convenience of both the City of Garden Grove and OCFA. A list of additional facilities issues for discussion is located on page 44.

Personnel

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

The OCFA will hire all sworn safety personnel that are current Garden Grove Fire Department employees based on their rank held on 10/17/2017, subject to the conditions noted in this section and the following:

All current sworn employees (84) will be offered positions with the Orange County Fire Authority. The Garden Grove Fire Department non-sworn employees may be offered positions based on funded positions vacant within the Orange County Fire Authority.

Sworn positions by rank needed for contract:

- 3 Battalion Chiefs
- 20 Fire Captains (two staff positions)
- 18 Fire Apparatus Engineers
- 36 Firefighter/Firefighter-Paramedics

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

Compensation

The OCFA Human Resources Section will prepare calculations to match the Garden Grove employees' net salary with the closest comparable base pay on OCFA's salary schedule for the rank in which the employee will transition. If the employee's base salary falls between two steps, the employee will receive the higher step. Non-safety compensation is based on the position they are offered. The safety employees will receive retirement and medical benefits as outlined in the current OCFA Firefighter MOU.³ OCFA is open to negotiations with the City of Garden Grove to help transitioning employees receive a total compensation package that is as close as possible to their current salary, benefits, and retirement.

³ Non-safety employee(s) will follow the OCEA General/Supervisory Unit MOU for new hires, serving a probationary period

Garden Grove Proposal for Emergency Services

Seniority

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

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

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

Probation

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

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

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

Medical/Physicals/Fingerprint/DMV

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

Sick Bank

OCFA does not provide any sick leave balance for the transitioning employees. All sick leave accrued by transitioning employees during their employment with the City of Garden Grove shall be the responsibility of the City of Garden Grove. OCFA suggests a sick leave bank for the City of Garden Grove employees of five shifts (120 hours). If the City of Garden Grove establishes a sick leave bank for the use of transitioning employees whose accrual with the

Garden Grove Proposal for Emergency Services

Authority is insufficient to cover an absence due to a non-occupational illness or injury, the Authority will continue to pay the employee to the extent the employee has time available from such City-maintained sick leave bank provided the City of Garden Grove reimburses the Authority for all salary and benefit costs related to such a paid absence, subject to final contract negotiations.

Vacation Accrual

OCFA does not provide any vacation leave balance for the transitioning employees. All vacation accrued by transitioning employees during their employment with the City of Garden Grove shall be the responsibility of the City of Garden Grove. OCFA is agreeable to establishing a vacation leave bank for the use of transitioning employees provided the City of Garden Grove funds this bank. The City will reimburse the Fire Authority for all salary and benefit costs related to such a paid time subject to final contract negotiations.

Transition

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

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

- Priority Tasks
- Essential Tasks
- Non-Essential Tasks

Priority Tasks

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

Employee Transition

The second priority task is associated with the transfer of personnel. After a contract is signed OCFA Human Resources will begin the necessary transition processing for Garden Grove Fire personnel. The process will begin with presenting job offers to the current Garden Grove employees; once accepted by the employees they will begin medical

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evaluations. OCFA's Human Resource Department routinely processes new employees through University of California, Irvine Medical Center (UCI) and completes between ten (10) to eleven (11) medical exams a day; however, at that rate it could take almost one month to provide Garden Grove Fire personnel with a medical evaluation. Once the employee completes their medical evaluation it may take a week or two for OCFA to be provided the results. As this priority task is the most time consuming of the tasks OCFA's HR Department has been working with UCI to increase the rate of medical evaluations to reduce these timeframes.

Dispatch Transition

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

Essential Tasks

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

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

Non-Essential Tasks

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

Start-Up Costs

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

Based on 84 Sworn Personnel		
Service Center \$309,661	Helmet Shields Station Equipment Brush Helmets Wildland Personal Protective Equipment Fire Shelters Wildland T-shirts	Goggles Rain Gear Apparatus Complement Uniforms Dress Uniforms Apparatus Decaling
Personnel Costs \$152,650	Physicals Insurance (Risk Management) Livescan	
Fleet Services \$20,800	Apparatus Repairs	
Comm/IT \$293,146	Station Alarms Station Phones (Office & Fax) Tablets for Engines/Trucks Radios (Station & Mobile) Pagers OCFA Computer Programs	Station Network Station Computers Printers/Copiers Radio Pacset Mobile Data Computers Vehicle Tech Upgrades
Facilities \$156,500	Gear Grids Air Compressors New Refrigerators	Station Locks Safety on Gates New mattresses
EMS \$203,468	Nurse Education Equipment	Standardize Equipment
Total Start-Up Costs: \$1,136,225		

***Service Center
Safety Equipment***

Charges include the cost of basic safety equipment and protective clothing for wildland and structural emergency incidents. Garden Grove’s safety equipment standards are similar to

Garden Grove Proposal for Emergency Services

those of the OCFA and the majority of the equipment meets and/or exceeds OCFA requirements; therefore, the only items that will require purchase are items that are not currently issued by the Garden Grove Fire Department or identification changes to safety equipment.

Apparatus Complement

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

Uniforms

Charges are for uniforms for the fire department sworn personnel.

Personnel

Hiring

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

Fleet Services

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

Communication Services/Information Technology

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

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

Facilities

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

- Start-up Costs - \$156,500
- Capital Improvements - \$357,000
- Yearly Maintenance - \$105,000 (repair current issues)

Garden Grove Proposal for Emergency Services

Start-up Costs

The facility “Start-up Costs” are required to standardize each of the stations to OCFA standards. The standardization reduces maintenance costs and provides consistency among all the OCFA Fire Stations. Some of the start-up costs include items such gear grids for storing firefighter turnouts where air is allowed to circulate around the turnouts. Safety items on gates such as “miller edge” and exit loops. In addition, each Fire Station will have a compressor with adequate pressure to maintain the fire engines and fire trucks.

Capital Improvements

All capital improvement costs are the responsibility of the City of Garden Grove. More than half of the estimated capital improvement costs (\$357,000) are the repair of cracks/damage and slurry seal parking lots of Stations 1-5. The balance of the estimated capital improvement costs is for a new roof for Station 2, re-piping of Station 1 and repair of existing maintenance issues. The capital improvements can be completed over a period agreed upon by both parties.

- | | |
|--|-----------|
| • Repair Asphalt | \$215,000 |
| • Reroof Station 2 | \$65,000 |
| • Tankless Water Heaters for Station 1 | \$15,000 |
| • Exterior Painting and Termite Repair | \$32,000 |
| • Preventative Maintenance/Recoat Station 5 Roof | \$20,000 |
| • Repair Structural Damage at App Bay Door Station 7 | \$10,000 |

Yearly Maintenance

The OCFA will utilize the yearly facility maintenance charge of \$105,000; which is part of the contract costs to:

- Paint Exterior Trim where cost is under \$15,000
- Replace floor covering
- Replace shower door where identified
- Paint interior and repair ceiling “T-Bar” panels
- Replace interior window coverings at all Stations
 - Except Station 6
- Compressor at Station 5
- Interior and exterior locks at Station 7

If the above listed yearly maintenance exceeds the \$105,000 yearly maintenance fund the repairs may be completed the following year when additional funds become available.

Adoption of Codes and Ordinances

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

- Consider adoption of OCFA amendments to the 2016 California Fire and Building Codes.
- Adopt a Resolution designating OCFA as the Participating Agency for the Business Plan and Fire Code portions of the Orange County Certified Unified Program Agency.
- Designate the Orange County Fire Authority's Fire Chief as the City of Garden Grove's Fire Chief.

Documents for City Council Approval

- Joint Powers Authority Agreement (20-year term through June 30, 2030, with an option to exit at the 10-year interval/2020)
- Fire Services Agreement
- Letter of Understanding on the transition of personnel
- Facility and Vehicle Lease Agreement
- Sample Ordinances and Codes for City Adoption

Facility Issues

The Orange County Fire Authority inspected seven fire station facilities and identified issues that may not require immediate correction, but should be agreed upon for funding and repair responsibilities. System replacements currently in the Garden Grove Capital Improvement Project budget for fire stations will remain in place at the timeline currently established by the budget. OCFA may coordinate and schedule the below listed work at the request of the City, but the replacement cost will remain with the City. These issues are not included in the contract, start-up or capital improvement costs in this proposal.

Issues to be discussed	
All Fire Stations	Asbestos Management Plan and Mitigation Reports All required certifications and permits up to date
Fire Station 1	Fire Safety Systems Dorm Privacy Upgrades Bathroom privacy upgrade Limited egress on 2nd floor, windows do not open Public Works recommended re-piping including drains
Fire Station 2	Dorm privacy upgrades Bathroom privacy upgrade
Fire Station 3	Remove Storage Containers Dorm privacy upgrade Bathroom privacy upgrade Convert front dorm to female dorm – add shower
Fire Station 4	Dorm privacy upgrade Bathroom privacy upgrade
Fire Station 5	Bathroom privacy upgrade Lack of Fire Life Safety systems/egress from dorms
Fire Station 6	New Fire Station being built – upgrades not required
Fire Station 7	Energy management Lack of fire life safety systems

Glossary

Automatic Aid Response Agreement

An agreement between two or more agencies under which designated fire companies are automatically dispatched into predetermined areas for fire protection and medical emergencies.

Battalion

A geographic protection area of the Orange County Fire Authority with approximately 5 to 11 stations.

CAD

Computer-aided dispatch, state of the art communication.

City

The City of Garden Grove.

City Council

The City Council of the City of Garden Grove

Company

Suppression staff assigned to staff a particular piece of firefighting equipment.

Contract City

A city that has chosen to contract with the Orange County Fire Authority for fire protection and emergency medical services.

Cross-Staffing

Personnel assigned to a station's Engine or Truck Company will staff a specialized piece of equipment as necessary.

ECC

Emergency Communications Center of the Orange County Fire Authority located at Orange County Fire Authority headquarters in Orange.

Emergency Medical Service (EMS)

Include pre-hospital paramedic services, but not ambulance transport.

Engine

A mobile piece of fire equipment which carries hose, water, and a pump (750 gpm or larger).

First Alarm

The initial emergency response force. Number and type of equipment is dependent on type of emergency. Standard first alarm for fire includes: 3 Engines, 1 Truck, 1 Medic Unit, 1 Battalion Chief.

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Master Mutual Aid Agreement

An agreement between all fire agencies in Orange County to provide resources to handle large or unusual emergencies. Net 1 (Orange County Fire Authority) serves as the area coordinator.

OCFA

Orange County Fire Authority.

Paramedic Assessment Unit (PAU)

A first-out engine/truck company staffed by full-time career personnel, including a certified paramedic. Authorized to initiate advanced life support care if deemed necessary.

Platoon

Personnel assigned to work the same 24-hour shifts; normally one third of the total suppression work force.

Quint/Truck

A mobile piece of fire equipment which carries hose, water, a pump, ladders, and an aerial ladder.

Second Alarm

Additional equipment dispatched when the emergency exceeds the capability of the first alarm assignment. Standard second alarm for fires includes: 6 Engines, 2 Trucks, 1 Medic Unit, 2 Battalion Chiefs, 1 Division Chief, 1 Safety Officer and additional support units.

Shift

24-hour work period used by the suppression force.

Structure Fire

A fire in a building or other structure of value.

Third Alarm

Additional equipment dispatched when the emergency exceeds the capability of the second alarm assignment. Standard third alarm for fires includes: 9 Engines, 3 Trucks, 1 Medic Unit, 3 Battalion Chiefs, 1 Duty Officer, 1 Division Chief, 2 Safety Officer and additional support units.

Working Structure Fire

A report of an incident with detail supporting active fire in a building. A standard working structure fire includes: 4 Engines, 2 Trucks, 1 Medic Unit, 1 Battalion Chief, 1 Division Chief, 1 Safety Officer.

800 MHz

An advanced high frequency radio transmission band. Also referred to as 800 radio frequency.

2018 OCFA Board of Directors

(Attachment A)



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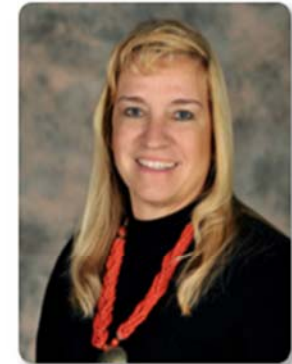
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Garden Grove Proposal for Emergency Services



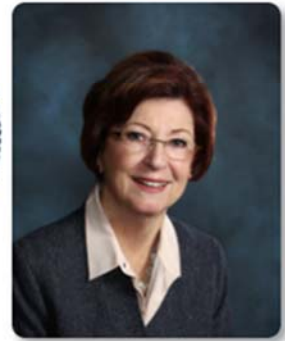
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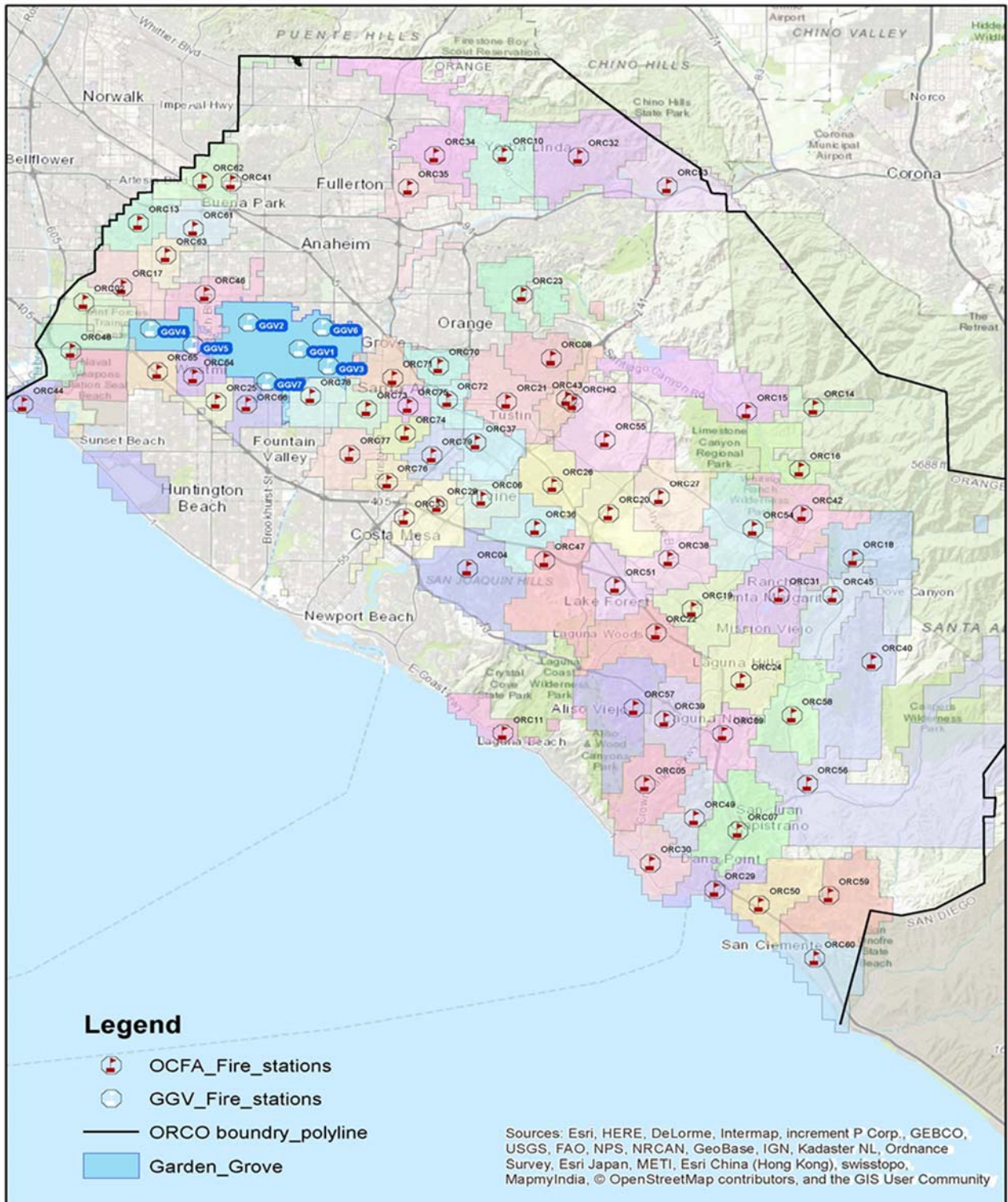


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OCFA Service Area Map

(Attachment B)



2017/18 CRR Adopted Fee Schedule (Attachment C)

Orange County Fire Authority
2017-18 Community Risk Reduction Fee Study
Adopted Fee Schedule - Effective Date September 29, 2017
Prevention Field Services

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

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

Garden Grove Proposal for Emergency Services

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

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

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