

SHARED FIRE DEPARTMENT COMMAND STAFF SERVICES

BY THE CITIES OF BREA AND FULLERTON

for

THE CITY OF PLACENTIA



In Response to Request for Proposal (RFP) No. 2018-02, for

Fire Protection Services

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Submission to:

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SECTION 1

Executive Summary

The City of Placentia (Placentia) is actively seeking a new contract opportunity for fire protection and emergency medical services (EMS). A need for change has been highlighted in a June 19, 2018 vote to notify the Orange County Fire Authority (OCFA) of Placentia's possible intent to discontinue ongoing services, upon contract expiration dated July 1, 2020. Placentia has a geographical footprint of 6.57 square miles, with a population of 52,157 (U.S. Census Bureau, 2018). OCFA operates two city-owned fire stations within Placentia, responding to a true 4,779 annual calls for service (OCFA, 2018). Fee for service costs to Placentia continue to rise, despite stagnant deployment and inefficient models. Annual fees charged by the fire authority have increased 47% since 2009; while the city's general fund budget for all departments only increased 12% (Goulding, 2018). Placentia is seeking a more fiscally responsible and efficient means of all-risk fire service delivery. The City of Brea (Brea) is directly north of Placentia, and the City of Fullerton (Fullerton) is directly to the west. Since 2011, Brea and Fullerton have been parties to a cooperative agreement consolidating their fire department command staff. The consolidation resulted in a leaner, more efficient regionalized option to previous antiquated models of fire department management. This innovative approach has an annual net shared savings of \$1.5 million (Citygate, 2017), while managing and delivering high performing fire and EMS services to both cities. As a neighboring city, Placentia is well positioned to financially and operationally benefit from this well-established joint effort.

The Brea and Fullerton shared fire department command staff cooperative agreement is being offered to Placentia as an opportunity to take part in a proven and more fiscally responsible means of fire department management. Should this proposal prove to be a desirable option for Placentia, we shall seek the Brea City Council's and the Fullerton City Council's formal authorization for a cooperative agreement amendment that welcomes Placentia into the shared fire department command staff.

William Galardo

Brea City Manager

Kenneth Domer

Fullerton City Manager

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Introduction

The City of Placentia, California, has formally released a request for proposal (RFP) seeking proposals for 9-1-1 advanced life support (ALS) emergency medical services (EMS), with a parallel request for fire suppression, hazardous materials, heavy rescue, prevention and investigative responses. Placentia contracted with the Orange County Fire Authority (OCFA) for these services in 1995, and has remained consistent in that practice since. Growing annual OCFA costs and shrinking city general fund budgets have forced Placentia to seek alternative options. Fiscal year 2017-2018 resulted in \$5,914,287 fee for service (OCFA, 2017). This is a \$215,384 growth from fiscal year 2016-2017. Consistent data shows a 50% cost increase over a 10 year time span, while deployment has remained stagnant. Based on the current cooperative agreement between the City of Brea (Brea) and the City of Fullerton (Fullerton) for shared fire department command staff, this proposal identifies the potential for Placentia to join that cooperative agreement and obtain management of its own all-risk fire protection services at a significant cost savings, while enjoying an efficient and personal experience overall.

Goals & Objectives

As of FY 17/18, OCFA charges an insufficient rate of \$5.9 million for its services for Placentia. OCFA realizes this price tag is not enough to cover its overhead. Through better deployment and newer operational techniques, a fire department overseen by the Fullerton and Brea command staff can meet Placentia's fire and EMS needs at a cost savings of at least \$500,000. Fullerton and Brea should not only focus on the cost savings they can achieve through a third partner in command staff collaboration, but also the opportunity to be an industry leader of change. Growing a regional alternative in opposition to a large entity such as OCFA is significantly beneficial to communities that are both contiguously connected and seeking a more personal experience. Larger agencies typically offer management representatives to city officials and deployment models that may not necessarily be in line with the desires of the city. The Fullerton and Brea fire department command staff can offer an entire group of Chief Officer professionals who are experienced in a regionalized working concept to serve as that alternative, and who are also in a position to offer a much needed fiscal reevaluation. These selling points should be consistently highlighted moving forward as the essential, more community-minded approach to Placentia's search for change.

General Background

Placentia, California is a small city in the northern region of Orange County. As reported by the U.S. Census Bureau report, dated July 1, 2018, Placentia geographically covers 6.57 square miles with a residential population of just over 52,000. Within a 7 year time frame, the residential population experienced a very mild 2% population growth. Median owner-occupied home value is \$585,000, with a median household income of \$88,500. Primarily a residential, middle class, working community, Placentia experiences a modest negative population change during the weekday hours. Placentia is a charter city with elected council members, city clerk, city treasurer, and mayor. Historically, the population has experienced a Republican majority, however in the most recent elections, the Democratic Party became more prevalent.

The Placentia Annual Budget Study for Fiscal Year 2018-2019 (June 2018) indicates several deficient areas requiring city officials to reevaluate services in attempt to achieve cost savings with little-to-no city impact. While property taxes were up 4.92%, consistently declining “sales and use” taxes were down another 2.64%, as were several other revenue generating local taxes. An overall -0.55% decrease in revenue was projected. These negative projections have been a continuing trend for Placentia for several preceding years. OCFA is challenged to continue its current staffing and deployment models within Placentia, likely leading to a reevaluation of asset commitment.

Brea is located directly to the north of Placentia. Together, both cities make up the northern most part of Orange County. Brea is a 12.08 square mile city, with a residential population of 42,777 (U.S. Census Bureau, 2018). In contradiction to Placentia, the Brea population swells 63% during weekday hours due to heavy industrial presence. Also in stark contrast to Placentia, the Brea Annual Budget Study for Fiscal Year 2018-2019 shows a healthy general fund balance. With a much stronger financial outlook, Brea continues to operate its own fire department. The Brea Fire Department is a 4 station, multi-mission capable department responding to 4,942 annual calls for service (Metro Cities Fire Authority, 2018). Under the oversight of the Fullerton and Brea joint command staff, the Brea Fire Department continues to meet all public safety obligations in the leanest, most efficient manner possible, ensuring responsible fiscal spending through consistent data and performance driven standards.

Like Brea, Fullerton continues to maintain a healthy general reserve fund. As a result, Fullerton also elects to operate its own public safety departments. Similarly, the Fullerton Fire

Department is also a multi-mission capable department, spread among 6 stations. The department realizes 14,253 annual calls for service (Metro Cities Fire Authority, 2018) showcasing the need for both a high performing fire department and leadership team. Covering 22.4 square miles, Fullerton is home to 142,000 people. Like Placentia, Fullerton experiences a negative population change during the weekday periods, leading it to be more of a similar bedroom type of community. The greatest difference from Placentia is the minor industrial occupancy Fullerton houses near the south end of the city. Ultimately, this provides a diverse infrastructure which creates professional and political growth within its public safety professionals.

Current positioning with OCFA places the Placentia mayor on a Board of Directors, as one voice with many others. One OCFA Division Chief serves as the only shared representative accessible to city officials when needed. Serving as Placentia's Fire Department, OCFA responds to 4,779 unit responses annually, of which 3,318 are EMS related calls, 501 are fire related calls and 227 are "other" calls. OCFA currently deploys 1 station with 1 Engine company, staffed by 4 personnel. A second station is also staffed with 1 Engine company staffed by 4 personnel, and with 1 Truck company, also staffed with 4 personnel. One shift Battalion Chief is also included. Three rotating shifts of personnel alternate to ensure 24 hour staffing, 365 days a year. Through innovative deployment tactics, the Fullerton and Brea fire department command staff has identified a more efficient means of operating. Through analysis of NFPA 1710 and modern day industry standard practices more indicative of heavy EMS call loads, this proposal identifies a potentially more efficient model.

Qualifications

In 2011, the Fullerton and Brea Fire Departments sought an innovative approach to fire department management. This approach joined the Fullerton and Brea fire departments at the Chief Officer levels, allowing both departments to remain independent, yet also be led and managed by one group of commanding officers. This move created a new model of fire service delivery for the two cities, which realized a combined savings of \$1.5 million annually (Western City, 2015). The result is full service command staff consisting of 1 Fire Chief, 1 Operations Deputy Chief, 3 Division Chiefs and 3 suppression Battalion Chiefs and 1 RN EMS Manager managing two, full service fire departments, at a significantly reduced cost. In light of such accomplishment, it is important to understand the fundamental successes of the collaboration. Both cities are able to take part in a regionalized approach to improve service delivery, while still

ensuring complete local control. Further, the entirety of all elected and appointed officials maintain real time access to all members of the fire command staff. Each respective department can be maintained or modified as policy makers see fit, without influence or approval from other outside organizations.

A high-performing, strategic thinking group of professionals with no less than 20 years each of fire suppression, emergency medical services, heavy rescue, hazardous materials, and prevention experience, the Fullerton and Brea joint command staff is exceptionally tested and proven through real world experience. Related management experience includes tactical emergency scene oversight, patient care control measures, specialized all-hazard mitigation techniques, large scale incident command, project development and implementation, inventory control, personnel administration and operational performance improvement. Command staff members hold specialized certifications such as search and rescue, disaster and emergency management, tactical emergency medicine, nursing, aircraft emergency operations and national level wildland specialties.

Every operational member of the command staff holds a California State Fire Marshal Chief Officer Certification. In addition, 5 command staff members hold bachelor's degrees, with one member also being educated to a master's degree level. As a result, the command staff is highly versed in relationship building among private/public partners and also between various interdisciplinary teams. Overall, the command staff is outstanding at assessing needs, root cause analysis, producing options and implementing solutions at both an individual level and in collaboration with business partners, team members and cross-organizational teams.

Further, members of the joint command staff find extreme value in maintaining networks, relationships and exposure to modern day industry trends and common practice. To remain consistent in these practices, group members belong to organizations such as Orange County Fire Chiefs, Orange County Operations Chiefs, Orange County Training Chiefs, Cal-Chiefs and Orange County Counseling Team, North Orange County Tactical Medics, Southern California Fire Prevention Officers, Orange County Fire Prevention Officers, Hazardous Materials Certified Unified Program Agency, and Orange County Cities Hazardous Materials Emergency Response Agency.

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SECTION 2

Purpose & Proposal

Attention should be paid to Placentia's specific need, as this proposal is carefully constructed to ensure that an appropriate level of service is offered. Specific target hazards within the city include numerous elementary, junior high and high school education facilities, a hospital, multiple assisted or nursing facilities, retail sales centers, moderate manufacturing facilities and the 57 freeway directly to the west.

This proposal assumes that there is significant opportunity for change within Placentia for Fire and EMS service delivery. Much of this opportunity is financially based, considering there is no valid information stating Placentia residents and businesses are unhappy with the level of service they are currently receiving.

Method & Deployment

Public safety organizations and their respective local, county, state or federal governing bodies continue to understand the need to modernize service delivery and efficiency. Much literature is available to aid in the process of seeking the viability of Placentia joining the Fullerton and Brea fire department command staff cooperative agreement. With continued shared fire management, Fullerton and Brea are on track to continue as a viable service delivery model from a long-range fiscal perspective; our business plan appears to be fiscally stable from an operating as well as a capital perspective (Citygate, 2017). Placentia should consider the fundamental first step of its decision to select a relationship with the successful oversight of a cost effective, fiscally responsible and high performing command staff.

The National Fire Protection Agency (NFPA) standard 1710 (2016 edition) sets the standard for the organization and deployment of fire suppression operations, emergency medical operations and special operations to the public by career fire departments. NFPA 1710-5.2.2 (2016), states, "The number of on-duty fire suppression members shall be sufficient to perform the necessary fire-fighting operations given the expected fire-fighting conditions. Further, those numbers shall be determined through task analyses that take the following into consideration:

1. Life hazard to the populace protected
2. Provisions of safe and effective fire-fighting performance conditions for the firefighters
3. Potential property loss
4. Nature, configuration, hazards and internal protection of the properties involved

5. Types of fire-ground tactics and evolutions employed as standard procedure, type of apparatus used, and results expected to be obtained at the fire scene. (NFPA, 2016).

NFPA guidelines are recommended practices set forth through careful study and ongoing industry evaluation. Albeit validated information, the practices are not mandatory. With that said, deployment model considerations for Placentia by the Fullerton and Brea fire department command staff should be respectively modeled after the light industrial, mostly residential and minimal target hazard community that it is. Additionally, attention will need to be paid to the following for all responses, including EMS:

1. Alarm handling time to be completed in accordance with NFPA 1710 - 4.1.2.3.1 - The fire department shall establish a performance objective of having not more than 15 seconds for at least 95 percent of the alarms received and not more than 40 seconds for at least 99 percent of the alarms received
2. 80 seconds turnout time for fires and special operations, 60 seconds turnout time for EMS
3. 240 seconds or less travel time for the arrival of the first arriving engine company at a fire suppression incident
4. 480 seconds or less for travel time for the deployment of an initial full alarm assignment
5. 240 seconds or less travel time for the arrival of a unit with first responder with an Automated External Defibrillator (AED) or higher level capability
6. 480 seconds or less travel time for the arrival of an advanced life support (ALS) unit at an emergency medical incident, where this service is provided by the fire department, provided the fire department provides a first responder with an AED, or BLS unit arriving within the first 240 seconds (NFPA, 2016)

With such strict guidelines for public safety expectation, the Fullerton and Brea command staff recognize the need for a precise approach to fire department management, while providing the much needed change. As such, the City Managers of Brea and Fullerton propose and offer Placentia the opportunity to join the fire department shared command staff. The invitation to be a part of a modern approach to public safety delivery is both taken very seriously and with excitement. Although Brea and Fullerton work seamlessly to orchestrate the shared command staff, adding a third city will undoubtedly require further expansion and recalculation. This proposal is *not* an offer for a fire department contract-for-service from either city. Rather, this proposal is an offer to expand the Brea-Fullerton cooperative agreement to incorporate

Placentia and achieve oversight and leadership of Placentia's own fire department. To be more specific, the Fullerton and Brea fire department command staff shall take on all operational and logistical needs required to consult on the development, training, deployment and maintenance of the fire department under the financial veil of Placentia. Placentia's own proud fire department will maintain its own employees and assets, while under the management oversight of the new Fullerton/Brea/Placentia Fire Command Staff.

To ensure the Fullerton and Brea command staff are assuming these duties responsibly, industry standards will be adhered to, paying respect to the aforementioned NFPA 1710 guidelines. Any conversation related to reducing station coverage from 2 to 1 appears highly unlikely to be a plausible option and will not be validated by the shared command staff. Although the city encompasses a small 6.57 square mile area, a 4,779 annual call volume cannot be feasibly handled by a single station, even if equipped with two apparatus. However, in light of modern response data, the Fullerton and Brea fire department command staff are prepared to reduce personnel count (and operating costs) for the Placentia Fire Department, through "flex-staffing" alternatives already employed in Brea and Fullerton. By allowing an open-minded approach toward the aforementioned information, Placentia can provide and further thrive with this new fire and EMS deployment model. This program allows Paramedic personnel to triage and transport patients with 1 Paramedic, rather than 2. The fire apparatus can then return to service immediately as an available Paramedic resource, response ready for the next call. The transporting Paramedic will be returned by the ambulance after the call. The current service model by OCFA requires the fire apparatus to remain out of service through the entirety of the transport, until the patient is completely transferred to hospital staff. This "flexed response" system can ensure NFPA 1701 response requirements are met with one less apparatus permanently deployed in the city. Ultimately, 2 to 4 less personnel and 1 less apparatus may result in significant savings. Because of this modern approach, the Fullerton and Brea command staff suggests a deployment model of 2 fire stations. One station equipped with a 4 person Paramedic Engine Company and a second station equipped with a 4 person Paramedic Quint Company and a Firefighter/EMT Squad staffed with 2 personnel. Should the Placentia Fire Department decide not to accept this recommendation, the Fullerton and Brea fire department command staff will only agree to oversee and manage a department deploying a mutually agreed upon fire/EMS model. The Fullerton and Brea fire department command staff are only prepared

to offer command services to Placentia under the stipulation of a fire department based ALS program, as is the Orange County operational area standard.

Mutual Aid Agreements

Through the California Office of Emergency Services, an agreement dated November, 1950 is entered into by and between the State of California, its various departments and agencies, and the various political subdivisions, municipal corporations, and other public agencies of the State of California to executing a cooperative agreement for the interchange of such mutual aid on a local, countywide regional, statewide and interstate basis. Each cooperating party agrees to furnish resources and facilities to render services to each and every other party to the agreement to prevent and combat any type of disaster by the interchange of fire, police, medical and health, communication and transportation resources.

By cooperating with this agreement, as all local, county and state agencies do, resources are consistently shared between agencies during times of disaster. Fullerton and Brea partake in this cooperation by both receiving and lending resources to surrounding agencies, including Placentia when OCFA is unable to respond. Mutual aid under the joint command staff shall operate the same as it currently does, as the new Placentia Fire Department will also lend its resources to its surrounding cities. The Fullerton and Brea fire department command staff would expect to maintain positive working relationships with the Cities of Anaheim and Yorba Linda as to ensure the Master Mutual Aid Agreement continues to be honored. This would apply to all emergency responses for fires, medical aids, hazardous materials response, urban search and heavy rescue needs, and fire investigation.

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SECTION 3

Prevention

Fire Prevention services in the Fullerton and Brea remain independent of joint command staff efforts. Although overseen and managed by a command staff Chief Officer, each city elects to employ and support its Fire Prevention Bureau in harmony with the other components of its independent fire department. To remain consistent in this practice, this proposal excludes fire prevention services. Instead, the Brea and Fullerton fire department command staff will advise Placentia to also include the hiring of 1 or 2 Fire Prevention Officers in Placentia's pursuit of establishing its own fire department.

Current Engine Company level fire prevention practices allow for minor business fire inspections to be performed in day to day routine duties. Fire Prevention officers will be required for more complex and more hazardous commercial oversight, as well as high-density housing, permitting and plans check purposes. Logistical implications of deploying Fire Prevention Officers typically also include light vehicles, uniforms and light protective equipment. These costs will need to be included in any analysis of Fire Prevention needs.

Fire Investigation

Fire investigation specialists are highly-trained fire department members who may be categorized as operations, prevention or even be a completely independent operator. Fire investigation aids in fire recovery efforts, keeping insurance premiums down and reduces the amount of criminal fire related incidents. Not all fire departments are in a position to offer in-house fire investigation capabilities. Contractual and handshake agreements typically allow those cities to receive investigative efforts when needed. On occasion, those agreements will be free of cost, however typical trends are a fee for service based understanding.

The Brea Fire Department has trained and certified its own Fire Investigator. Not only is this investigator at the ready for the Cities of Brea and Fullerton, but consideration is currently being given to offering services to surrounding agencies. As a benefit of joining the shared command staff, Placentia would also have access to Brea's fire investigator at minimal cost, and on an as needed basis. There will be no initiation, annual or maintenance fees of any kind. Costs are strictly related to personnel hourly salary reimbursement. All logistical costs related to equipment, transportation, training, etc. are not charged to Placentia.

Specialty Response

Fire service specialty responses are those calls for service which require specialized skill sets and subsequent specialty training to obtain different certifications. The California State Fire Marshal (CSFM) determines the requirements and curriculums experienced Firefighters must adhere to in order to qualify for response. Examples of these responses are hazardous materials, confined space rescue, building collapse, high and low angle rope rescue, swift-water rescue, wildland fire/rescue and aircraft firefighting and rescue (ARFF). Depending on each municipality's specific needs and identified target hazards, fire departments will elect to train in house personnel or rely on surrounding agencies for assistance should the need arise.

The shared command staff has elected to deploy and support much of these specialties in-house. Between the two departments, personnel are trained in confined space rescue, building collapse rescue, high and low angle rope rescue, swift-water rescue, multiple areas of wildland fire and rescue, and aircraft emergency response. Fullerton Fire Department maintains a highly specialized urban search & rescue (USAR) program and apparatus. Brea Fire Department maintains a one-of-a-kind off road/wildland rescue response program and vehicle; the only one in Orange County. Like fire investigation, these services will be operationally and logistically available to the Placentia Fire Department under the leadership of the shared command staff.

Although the shared command staff has chosen to not deploy an in-house hazardous materials response team, all members are trained to a minimum first responder level. Initial actions always give priority to life safety and incident stabilization, regardless of specialty. For complete mitigation and recovery, the shared command staff utilizes the California mutual aid agreement, Orange County operational agreement, Metro Net operating agreement and a contributing membership to the Orange County Cities Hazardous Materials Emergency Response Authority (OCCHMERA) to receive hazardous materials specialists from neighboring agencies. Placentia may opt to pay an annual membership to be a part of the OCCHMERA JPA at an estimated \$5,000 annual fee or pay as needed for any hazardous materials response. At all times, members of the command staff are always in command of these incidents, directing operations and tactics of all members on the scene. Any concerns by appointed or elected officials will be addressed by a shared command staff member without delay. Regardless of specialty response type, Placentia will always have access to any additional specialty response.

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SECTION 4

Joint Command Staff Collaboration

At time of writing, the joint command staff is simply a collaboration between Brea and Fullerton. In 2017, the shell of a JPA was created between Brea and Fullerton, under the name of the North Orange County Cities Joint Powers Authority (NOCC-JPA). Members of the NOCC-JPA board include elected and appointed officials from both cities. However, the joint command staff is not formally operated or listed under the JPA. Rather, the staff is a mix of Fullerton and Brea employees working together as a group pursuant to a 2014 cooperative agreement executed by Brea and Fullerton. Future vision of the joint command staff reveals desire to move the staff completely under the JPA as a standalone entity, contracted for fire command services.

Full JPA Study

January, 2017, Citygate Associates, LLC was commissioned by Brea and Fullerton for a feasibility study of the joined command staff, and potential to convene both departments into one JPA. At time of writing, Citygate Associates, LLC found significant benefit to combining both departments into one department under the NOCC-JPA. However, elected officials were not politically ready to do so at that time. The study also identified the shared fire management concept as a very productive component to both departments. Fullerton and Brea, with continued shared fire management, were both said to be on track to continue as a viable service delivery model from a long-range fiscal perspective given continued stable revenue growth in their respective general funds. The business plan appears to be fiscally stable from an operating as well as a capital perspective. Given continuation of operations and capital funding with minor rate increases, stable long-term expenditures will be adequate to meet the Department's funding needs (Citygate, 2017).

Ambulance Cooperation

Placentia maintains a contract with Emergency Ambulance Company for 9-1-1 response and patient transportation to local hospitals. The contract for service is administered through OCEMS and set to expire May 31, 2020 (OC Health, 2015). Taking into consideration the financial outlook of Placentia, and the desire to consider alternative fire and EMS delivery, there is significant potential for the Fullerton and Brea command staff to evaluate fire department owned and operated ambulances. Exponential cost recovery can result by removing or

renegotiating with the private contract provider. Departments may choose to implement respective “first-responder” fees outside of the transport fees. Placentia is interested in other alternatives to these fees through a subscription program and/or other revenue generating measures. The Fullerton and Brea fire department command staff has experience in all of the above programs and successful negotiations. Additionally, Fullerton currently contracts with CARE ambulance and Brea with Emergency Ambulance. Optimism is high for the joint command staff and Placentia to work hand in hand as they navigate through options with ground ambulance transportation opportunities.

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SECTION 5

Pricing Methodology

Currently, the Fullerton and Brea splits are 50/50 for the Fire Chief, Deputy Operations Chief, 3 Division Chiefs. The 3 Battalion Chiefs and EMS Manager are split 59/41. Utilizing FY 20/21 (anticipated Placentia start date) projected fully burdened personnel costs and the previously mentioned percentages, the calculations are as follows:

1 - Fire Chief - \$394,409

1 - Deputy Chief - \$332,531

Total - \$726,940 / 2 = \$363,470 annual cost to each city

3 - Division Chiefs

Total - \$889,213 / 2 = \$444,606.50 annual cost to each city

3 - Battalion Chiefs

Total - \$798,650 - FULLERTON @ 59% - \$471,203.50 annually - BREA @ 41% - \$327,446.50 annually

EMS Manager

Total - \$173,062 - FULLERTON @ 59% - \$102,106.58 annually - BREA @ 41% - \$70,955.42 annually

TOTAL ANNUAL COST OF CURRENT COMMAND STAFF (Personnel costs only)

\$2,587,865 (Fullerton @ \$1,381,386.58 / Brea @ \$1,206,478.42)

With the addition of Placentia, the joint command staff would need to add a second Battalion staffed by 3 additional shift Battalion Chiefs in order to remain within industry standard span of control. The additional, fully burdened cost of staffing the second Battalion is estimated at \$800,000. This would increase the command staff annual cost (personnel only) to \$3,387,865. In order to provide for a defined consistent percentage of the overall cost each city would be responsible for, it has been determined a 40/35/25 split would be appropriate (Fullerton/Brea/Placentia). The percentages are calculated taking several components into account including call volume, department size and anticipated management impact.

Projected FY20/21 obligation to each of the 3 cities would be as follows:

Fullerton - \$1,355,146 Brea - \$1,185,752 Placentia - \$846,966

The methodology applied is a first year scenario only, not including cost of living increases moving forward. We estimate a 4% growth each year, based on local industry standard. Logistically, the joint command staff requires a vehicle and equipment maintenance budget to support emergency operations and day to day management. With the addition of Placentia, the necessary budget raises to \$100,000 from a current \$75,000. Placentia's obligation being the \$25,000 growth.

Initial Investment

As is the case with any new implementation, initial startup costs are prevalent and must be addressed. A one-time startup fee is determined necessary for workforce hours to design, prepare, train and implement all department functions. The fee is calculated from a standard Cal-OES reimbursement formula validated annually by state auditors. Fortunately, the initial investment costs are relatively minor in the estimated amount of \$326,764 (defined below):

- Administrative startup fee - \$135,514 (16% of annual operating cost)
- Command Truck - \$150,000
- Uniforms (3 sets x \$450 x 3 BCs) - \$4,050
- Turnouts (2 sets x \$3,000 x 3 BCs) - \$18,000
- SCBA (2 harnesses x \$5,000) - \$10,000
- SCBA Bottles (4 x \$800) - \$3,200
- Misc. PPE (\$2,000 x 3 BCs) - \$6,000

Dispatching

Fullerton, Brea and the joint command staff are participating members of the Metro Net Fire Dispatch JPA (Metro Net). This agency is made up of 8 contract cities for fire and EMS dispatching needs. Should Placentia choose to join the Fullerton and Brea joint command staff, the required method of dispatching would be through the Metro Net for consistency and ease of transition purposes. Per a Metro Net study dated January 7, 2019, Metro Net is prepared to assume dispatching responsibility for the Placentia Fire Department within 3 months of notice of intent.

To join Metro Net as a member would require a one-time approximate \$24,000 in equipment and labor costs to move dispatch services from OCFA to Metro Net, a one-time capital reserves "buy in" fee of \$16,521 and an annual fair share amount of \$197,446. With Metro Net approval, Placentia may pay the one-time costs over 5 years.

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SECTION 6

Further Discussion

The intent of this proposal is merely to identify the facts and figures associated with this RFP and how the Fullerton and Brea joint command staff can offer real solutions to Placentia's desire to improve a more fiscally responsible delivery model. Many potential options can be offered to Placentia. Regionalization is rapidly becoming the future of public safety all over the nation. Traditional processes are no longer sufficient to ensure positive outcomes, instead, municipalities are practicing "pragmatic municipalism" to maintain their public roles as governments are using alternative service delivery methods (Kim & Warner, 2016).

Joining the innovative Fullerton and Brea fire department command staff cooperative agreement yields an annual fully burdened cost of \$846,966, with an additional Metro Net annual cost of \$197,446. Dispatching costs, however, should be more associated with the annual operating costs of Placentia's new fire department, and as such, are not directly included in the joint command staff overall costs. It is estimated the Fullerton and Brea fire department command staff are capable of providing a cost savings in excess of \$500,000 for Placentia. If Placentia were to employ its own command staff to oversee its fire department, the absolute minimum staffing to do so would require 1 Fire Chief, 1 Training Officer and 3 shift Battalion Chiefs. Applying industry standard costs to these positions yields an annual operating cost of roughly \$1,350,000. For a reduced cost, Placentia will enjoy a complete command staff, capable of handling all needs.

The Fullerton and Brea fire department command staff will focus on the cost savings through deployment alternatives and also on the ability to offer a more customizable service to the City of Placentia. Growing a regional alternative in opposition to a large entity such as OCFA is significantly more beneficial to communities who are both contiguously connected and also seeking a more personal experience. As should be consistently highlighted moving forward to show an essential, more community-minded approach to Placentia's search for change.

As equally important to these concepts is also the discussions related to a realistic and sustainable ongoing future. A five-year, progressive vision results in increased revenue ensuring that inevitable cost growth can be mitigated without any true impact to Placentia, Brea or Fullerton. In addition to an in-house ambulance program, an entire "north-county" JPA can be

considered. In doing so, a fire-district formation should be studied for long term survivability through independent funding and addition of other municipalities.

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