RESPONSE TO REQUEST FOR PROPOSALS
FOR FIRE PROTECTION SERVICES
(RFP NO. 2018-02)

Last, Best and Final Offer

SUBMITTED TO:
CITY OF PLACENTIA
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EXECUTIVE SUMMARY

Note: The City’s last, best and final offer for this proposal is contained within Section I of this document which provides a final cost proposal to stand up a City fire department, EMS costs, and other operational changes as proposed in the final offer.

The City of Placentia proposes an innovative and high-performing citizen-centered fire service delivery model that achieves the City’s stated goal of providing services that maintains or improves upon the level of fire protection and life safety services the community currently enjoys. This model provides the best option for the City to maintain ultimate local discretionary decision-making and control over cost and service levels for these critical services. The services to be provided by the Placentia Fire and Life Safety Department (Department) includes fire suppression, fire prevention, fire investigations, hazardous materials response and urban search and rescue services. The City’s proposal provides an equal level of fire protection services and response time performance as provided by the current fire service provider albeit in a financially sustainable and responsible manner. Moreover, the City’s proposal includes some service delivery enhancements, especially in public fire education, fire prevention services, and community outreach and engagement.

The Placentia Fire and Life Safety Department will be a community-based fire department utilizing a service delivery system that focuses on rapid, efficient emergency first response services to protect lives and property, community risk reduction (CRR), and community outreach and engagement. The community’s fire department will be “prevention focused” with the goal of reducing the number of fire incidents in the community. Department personnel will be actively engaged with the community providing daily fire inspections and fire education services to both residents and business owners. Emergency Medical Services (EMS) will be provided by a separate entity under a separate agreement with the City. The bifurcation of EMS and fire protection services will benefit the department and the community by providing more time for department personnel to devote to risk reduction and fire safety education within the community, as well as more time devoted to firefighter training.

The Placentia Fire and Life Safety Department will meet and exceed all local, State, and Federal requirements and comply with applicable national standards, including the National Fire Protection Standard (NFPA) 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. The
department will be organized using the fire service assessment components developed by the Center for Public Safety Excellence’s Commission on Fire Accreditation. The City will also maintain or improve its current Insurance Services Office (ISO) rating of 3 based on the Fire Suppression Rating Schedule (FPRS) components for water supply, communications, fire department, and community risk reduction.

The Placentia Fire and Life Safety Department will consist of a highly trained workforce of full-time career firefighting personnel that will staff three (3) emergency fire apparatus consisting of one (1) Type 1 fire engine, one (1) Quint aerial ladder truck - a combination engine and ladder truck - and one (1) Type 6 Engine/Quick Response Unit. The Type 6 engine will respond to outside fires such as trash fires, vehicle fires, and non-emergent public service calls. These Emergency Response Units will respond from the two City owned fire stations to all reported fires and other emergencies on a 24/7 basis. In addition to these units, the City will purchase or lease one (1) Type 1 Engine as a reserve Engine that will rotate between reserve status and front-line service to extend the useful service life of both apparatus as well as be used for training purposes and to maintain the City’s ISO rating.

The City will use a combination of highly trained full-time career employees and Reserve Firefighters to staff the emergency apparatus and provide the services described in the City’s Request for Proposals for Fire Protection Services. Because the City’s fire and life safety department will have a limited role in emergency medical service (EMS) response, coupled with the extremely low number of fire incidents and public service calls in the community overall, fire department personnel assigned to emergency apparatus will also be trained and certified as Fire Prevention Inspectors based on NFPA Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations. On duty fire personnel will conduct building inspections, enforce the fire code and provide fire safety education to the public. Fire protection plan check reviews for new construction and tenant improvements will be outsourced to a qualified fire protection engineering firm paid for by plan check fees paid by development applicants. Fire investigation services will also be outsourced and provided on an on-call contractual basis.

The City will leverage available technology and implement best practices in its new department. Decisions related to the leadership direction and operational management of the department will be data-driven utilizing fire service software to collect and analyze data resulting in real-time reports and information being made available to City officials and the general public.
Creative and innovative approaches will be used to establish, organize and operate the Placentia Fire and Life Safety Department. Public-private partnerships with community stakeholders such as EMS or other healthcare providers will be formed to enhance efficiency and effectiveness. Collaboration with other City Departments and other public agencies in neighboring jurisdictions via mutual and automatic aid will be necessary to ensure a high level of performance. The department will focus on cost containment and provide a significant savings over the current cost the City pays its provider of fire protection services.

Unique to the City’s proposal is the inclusion of a Community Engagement and Outreach program focusing on community risk reduction and community involvement in shaping its new fire and life safety department at all levels. Although not requested in the RFP, Section K has been added to this proposal and provides an overview of this program. Some of the program’s components include offering fire training scholarships to graduating seniors from the City’s two high schools with the intent to have those City residents become reserve firefighters and eventually career firefighters for the City of Placentia. The City will also develop an at-risk youth fire academy program in conjunction with non-profit organization Solutions For At-Risk Youth (SFARY) based in Richmond, CA.

The Placentia Fire and Life Safety Department, and more specifically the service model it will employ and organizational culture it will espouse, will result in the delivery of high-performing and effective first responder services. For the first time in 45 years, the City Council and its management team will once again have control over one of the most basic of services it is responsible for providing to the community. It will have the ability to control and improve the quality of services provided, encourage innovation, inspire excellence, and ensure these services are delivered in a financially sustainable and responsible manner.

This proposal shall serve as the blueprint and founding charter document for the Placentia Fire and Life Safety Department. This is a department the community will take a great deal of pride in, and one that its personnel will take a great deal of pride in having served in.
SECTION A: COVER LETTER AND PROOF OF INSURANCE

ATTACHED
SECTION B: GENERAL BACKGROUND INFORMATION AND QUALIFICATIONS

On June 19, 2018, the City of Placentia provided notice that it would be withdrawing from its joint powers agreement with the Orange County Fire Authority (OCFA). The last day that services will be provided by OCFA is June 30, 2020. See Tab B-1 in Binder #2.

Public safety is the City’s top priority. For the past 23 years, the City has contracted with OCFA to provide local fire and emergency medical services to its residents. As Placentia’s local population continues to age and the calls for corresponding medical services have increased – now constituting nearly 80% of calls for service in Placentia – and as wildfire hazards have become deadlier, Cities have substantially modified the way they prepare for fire hazards, and the service model used to deliver Placentia’s life-saving fire and emergency medical services must evolve as well. The City’s proposal to establish the Placentia Fire and Life Safety Department seeks to maintain and improve rapid medical emergency response times and ensure a high level of these life-saving services over the long-term, for its residents.

Since 2009, the City’s costs with OCFA have grown by 54%, with no change in service levels being provided to its residents. At the same time, the City’s operating budget has only grown by 10%. Also important to note that during this same time period, the Placentia Police Department has experienced a 7% decrease in its operating budget. The City has a responsibility to its residents to ensure local fire and paramedic models are continually improving, providing high-quality services, are fiscally sustainable, to ensure proper spending priorities on services to its residents.

![Public Safety Expenditures: FY 2009 (Actuals)](image1)

![Public Safety Expenditures: FY 2029 (Projected)](image2)
Service and cost efficiencies achieved by implementing the service model outlined in this proposal will also enable the City to invest more robustly in proactive law enforcement safety approaches, which the community has said is a priority. The City views public safety in a holistic approach that includes not only fire protection services but also its local Police Department, which includes proactive community policing, investigation, gang reduction and intervention efforts and other ways of preventing crime before it happens.

The City of Placentia operated its own fire department prior to 1976. The City has the ability and infrastructure to re-establish a locally controlled and managed fire department in a cost-effective manner providing high-quality services for its residents. For the past 44 years, the City’s fire protection services have been provided by a regional fire agency and during those years the City has had limited ability to control the levels and quality of service, and no ability to control the costs to deliver those services to the community. As soon as three years after Placentia decided to contract with the Orange County Fire
Department in 1975, the City began voicing its concerns with County officials regarding the steadily growing costs of delivering fire protection and EMS services and lamented their inability to control costs and services under the service agreement, see Tab B-2 in Binder #2. City Council members have served on the Board of Directors for the OCFA and have detailed knowledge of fire service delivery methodologies as well as the pros and cons of regionalized “one size fits all” fire protection services. City staff has been engaged with OCFA officials for years and have detailed knowledge of Placentia’s emergency service delivery system and its place in regional mutual and automatic aid response.

Recognizing that the City will not be able to sustain perpetually increasing costs for fire services under the current delivery model, as well as having limited local decision-making authority in the services delivered, the City began exploring options and alternatives for fire protection and EMS delivery. City staff has been researching EMS and fire service delivery in California and beyond for the past several years and has also been following the activities of other Cities that have or are changing the emergency service delivery model in their communities. Two Cities in California, Calimesa and Victorville, have recently established their own fire departments in order to retain local control, ensure fiscal sustainability and accountability to their residents. Placentia staff members have been collaborating with officials from both Cities and conducted site visits with each city fire department. See Tab B-3A and B-3B in Binder #2 for information on these alternative delivery models.

City staff also has engaged in discussions with both fire and EMS subject matter experts (SME) and the City is confident that it will provide high-quality fire protection services in Placentia in the most cost-effective manner to ensure sustainability. Most notably, the City has separated the provision of fire protection services from Emergency Medical Services (EMS) recognizing that EMS is a healthcare function and can be more efficiently delivered by those entities specializing in EMS. To that end, the City has released a separate RFP for 9-1-1/Advanced Life Support EMS and envisions maintaining a separate contract with a qualified service provider for those services who will also be a visible partner in the community, and a collaborative working partner with the City’s Fire and Life Safety Department and other local healthcare providers and community stakeholders.

The City engaged the Center for Public Safety Management, LLC (CPSM) to complete a detailed workload analysis of all fire and EMS emergency calls for service answered by Placentia-based OCFA units between July 1, 2017 and June 30, 2018, in and around Placentia. The entire report, Fire Services Data Analysis Report is provided to the RFP Review Committee and is located under Tab B-4 in Binder
#2. A short summary of the report content and analysis is found below. Some of the data yielded from this report was used in part to develop the service, staffing levels and operational plan for the proposed Placentia Fire and Life Safety Department. The final report provides a comprehensive analysis and summary of services provided by OCFA to the City.

The fire department workload analysis consists of five parts. The first part focuses on call types and dispatches. The second part explores time spent and workload of individual units. The third part presents an analysis of the busiest hours in the year studied. The fourth part provides a response time analysis in Placentia. The fifth, and final part looks at the workload of Placentia-based OCFA units conducted outside of the city as part of mutual or automatic aid responses.

During the year covered by this study, one (1) swift water truck, four (4) fire suppression trucks, and seven (7) engines responded to calls out of the two contracted fire stations (34 and 35) in Placentia. The vast majority of these OCFA apparatus are assigned to other stations and communities and are utilized throughout Orange County by OCFA as part of their regional fire protection responsibilities. OCFA currently has one 3-person paramedic assessment engine operating out of Station 35 (Engine 35), and one 4-person paramedic engine operating out of Station 34 (Engine 34). A 4-person truck company (Truck 34) is housed at Station 34, however that unit spends approximately 82% of its time responding to calls outside of Placentia. Only 18% of the runs Truck 34 participated in during the study period were in response to calls for service within Placentia. The run data provided by OCFA for the CPSM report is below.

<table>
<thead>
<tr>
<th>Call Type</th>
<th>Outside Placentia</th>
<th>Inside Placentia</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS</td>
<td>916</td>
<td>2,590</td>
<td>3,506</td>
</tr>
<tr>
<td>Fire</td>
<td>249</td>
<td>501</td>
<td>750</td>
</tr>
<tr>
<td>Other</td>
<td>296</td>
<td>227</td>
<td>523</td>
</tr>
<tr>
<td>Total</td>
<td>1,461</td>
<td>3,318</td>
<td>4,779</td>
</tr>
</tbody>
</table>

Note: Calls outside Placentia are limited to calls where a unit from a contracted station responded.

EMS calls accounted for 78 percent of OCFA incidents occurring within Placentia and 63 percent of the calls occurring outside Placentia under mutual and automatic aid involving responses from the contracted stations. The total combined workload (deployed time) for unit responses in the city was 1,590.7 hours.
The average dispatch time for the first arriving unit was 0.3 minutes and the average response time of the first arriving OCFA was 5.7 minutes. The 90th percentile dispatch time was 0.4 minutes and the 90th percentile response time was 7.9 minutes. Not included in the total response time analysis is the time it takes for the Placentia Police Department to answer the call, process the call and then transfer the call to OCFA, see Section D for a detailed explanation of response time components. The table below from the CPSM provides an overview of call types and locations of calls.

<table>
<thead>
<tr>
<th>Call Type</th>
<th>Anaheim</th>
<th>Brea</th>
<th>Fullerton</th>
<th>PLU</th>
<th>Yorba Linda</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS</td>
<td>89</td>
<td>53</td>
<td>187</td>
<td>50</td>
<td>515</td>
<td>22</td>
<td>916</td>
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<tr>
<td>Fire</td>
<td>39</td>
<td>23</td>
<td>37</td>
<td>6</td>
<td>130</td>
<td>14</td>
<td>249</td>
</tr>
<tr>
<td>Other</td>
<td>85</td>
<td>38</td>
<td>105</td>
<td>0</td>
<td>57</td>
<td>11</td>
<td>296</td>
</tr>
<tr>
<td>Total</td>
<td>213</td>
<td>114</td>
<td>329</td>
<td>56</td>
<td>702</td>
<td>47</td>
<td>1,461</td>
</tr>
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**Note:** Table 2 shows the five most frequent call locations to which units from the contracted stations responded by grand call type. The sixth location, “Other”, encompasses the call locations whose cumulative sum frequency was less than 3.2 percent.

On December 20, 2018, the City released two requests for proposals (RFP), one for fire protection services and one for 9-1-1/Advanced Life Support Emergency Medical Services. On page 6 of the fire protection services RFP, the City acknowledges it has “considered the costs and benefits associated with re-establishing a municipal fire department” and “the City through a professional consultant shall submit a competitive proposal to stand up a City Fire Department to the City’s Evaluation Committee for its consideration.”

**DEPUTY FIRE CHIEF KENNETH RIDDLE**

The City engaged the services of retired Deputy Fire Chief Kenneth Riddle to research, prepare and submit the City’s response to the fire protection services RFP. Chief Riddle did not participate in the development of the RFP and received a copy of it on the day it was released to the public. His resume, qualifications, list of consulting projects and project/program accomplishments are included in Binder #2 under Tab B-5.

Chief Riddle has over 40 years of experience related to fire and EMS service delivery, including 28 years with Las Vegas Fire & Rescue. He started his fire service career in 1978 in Las Vegas and retired as a Deputy Fire Chief in 2006. He was promoted to a chief officer rank in 1990 and has more than 15 years
of executive leadership and management experience in the fire service. He was responsible for every fire department division including serving as the City’s Fire Marshal overseeing fire prevention services, emergency operations chief, administrative services chief, and medical services chief. Chief Riddle also served as firefighter and paramedic and was the EMS Training Officer. Chief Riddle responded to both the MGM Grand fire in 1980 and the Hilton Hotel fire in 1981 as well as to numerous residential and commercial fires.

As part of the fire department’s executive staff, Chief Riddle was able to initiate and complete several projects and implement several programs that enhanced the delivery of fire and EMS services. Many of these programs either generated revenue for the City of Las Vegas or reduced costs.

Chief Riddle has served as the Executive Director for the Nevada Fire Chiefs Association since 2007. In this role he interacts with the Nevada fire service and is a member of the Board of Trustees. He has written and received three (3) FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grants for the recruitment and retention of firefighters for the Nevada fire service. Chief Riddle also been active with the International Association of Fire Chiefs (IAFC) serving in elected leadership positions in the past.

Chief Riddle also has been providing fire and EMS consulting services for the past 25 years and has completed several successful fire and EMS studies. These studies range from fire station location projects to fire/EMS efficiency studies. This consulting experience has allowed him to see the best and worst practices in fire/EMS delivery.

The combination of Chief Riddle’s fire leadership and management experience with additional experience as a fire and EMS consultant, along with the City’s knowledge and efforts to date, allows the City to submit a highly competitive proposal for high-quality and performing fire protection services that are fiscally sustainable and meet the expectations of residents and the business community.
SECTION C: PROPOSED METHOD FOR PROVIDING SERVICES AND DEPLOYMENT STRATEGIES

OVERVIEW

The Placentia Fire and Life Safety Department will focus on community engagement at all levels in the City. The department’s personnel will concentrate on community risk reduction (CRR) including fire prevention and other risk reduction measures. The goal is to reduce emergency responses throughout the community by providing robust and continual fire safety education programs and other CRR programs. The City will hire full-time employees to staff a career fire department with personnel assigned to the City’s two fire stations on a 24/7 basis. Reserve firefighters will augment the daily on-duty staffing of fire apparatus to ensure a minimum of four persons on an Engine and a Quint Aerial Ladder Truck.

The methods used to deliver these services and the deployment strategies employed are based on national standards and best practices, as well as local, state and federal government requirements. This would include the standards developed by the National Fire Protection Association (NFPA), the Center for Public Safety Excellence’s (CPSE) Commission of Fire Accreditation International (CFAI) Program and the requirements from the Insurance Services Office’s (ISO) Fire Suppression Rating Schedule (FSRS). It is the intent of the City to provide a higher level of fire prevention and fire protection services that the City currently enjoys from its current fire service provider.

The City will provide fire protection services from its two fire stations located at 110 Bradford Avenue, designated as Fire Station 1, and 1530 N. Valencia Avenue, designated as Fire Station 2. Assigned to Fire Station 1 will be Engine 1 and assigned to Station 2 will be Truck 2 and Patrol 2, a Type VI Engine quick-response vehicle.

Engine 1 and Truck 2 will be staffed by four persons consisting of a Fire Captain/EMT, a Fire Apparatus Engineer/EMT, a Firefighter/EMT, and a Reserve Firefighter/EMT. Patrol 2 will be staffed by two Reserve Firefighter/EMTs. Truck 2 will be utilized to provide low and high angle rescues as well as be utilized as a resource for the new 5-story apartment buildings planned for the City’s Transit Oriented District as well as the City’s planned Metrolink Train Station and Parking Structure. This truck will serve an integral component for fire suppression work as well as function as a “rolling toolbox” of equipment for use in extricating patients from totaled vehicles and other rescue activities.
The daily on-duty firefighting force will consist of 10 personnel assigned to the City’s three front-line fire apparatus supported by a full-time Deputy Fire Chief, a part-time Deputy Fire Chief, and an Interim Contract Fire Chief. Additional firefighting resources and personnel will be available to the City through mutual and automatic-aid agreements with neighboring fire departments. The City currently has these types of agreements in place to supplement OCFA’s equipment and personnel during large scale emergencies. The City will also maintain an active roster of 30 Reserve Firefighters that will augment career firefighters.

9-1-1 CALL INTAKE, CALL PROCESSING AND EMERGENCY DISPATCHING SERVICES

The Placentia Police Department is the primary 9-1-1 Public Safety Answering Point (PSAP) for the City of Placentia. Currently, 9-1-1 calls made in the City, except for 9-1-1 calls made by cell phones, are answered by Police Department Dispatcher/Records Clerks at the Placentia Police Department’s Communication Center. Calls to 9-1-1 made by cell phones are answered by the California Highway Patrol (CHP) and are transferred to the Placentia Police Department. Fire and medical calls received in the City are currently transferred by phone to the OCFA Emergency Command Center (ECC). The ECC serves as a secondary 9-1-1 PSAP and currently the primary dispatch center for fire and medical emergencies in Placentia. OCFA Dispatchers will dispatch fire and EMS resources, as well as provide pre-arrival medical instructions to callers with medical emergencies. The transferring of calls, especially by phone, to a secondary PSAP increases the overall response time because of longer call processing times. On page 29 of the attached CPSM Workload Analysis, it is noted that OCFA’s reported dispatch times of 20 seconds is uncharacteristically lower than times typically observed in other agencies they have studied. CPSM concluded that the times provided do not include the full measure of all the dispatch time components and only measure a portion of the processing times that are carried out at the OCFA dispatch.
center. It has been noted by Placentia dispatch staff that the delay in handing off fire and EMS calls to OCFA dispatchers averages between 60-90 seconds.

In addition to the OCFA ECC, the Metro Cities Fire Authority, also known as Metro Net Fire Dispatch, provides fire and EMS dispatching services in Orange County. Under a Joint Powers Authority (JPA) agreement, Metro Net Fire Dispatch serves the fire departments of the Cities of Anaheim, Brea, Fountain Valley, Fullerton, Garden Grove, Huntington Beach, Newport Beach, and Orange.

There are two (2) viable options for 9-1-1 call intake, call processing, and emergency dispatching services for Placentia’s new Fire and Life Safety Department.

- Contract for services with Metro Net Fire Dispatch
- Provide these services through the Placentia Police Department Communications Center

For this proposal, City staff contacted Metro Net Fire Dispatch for a quote to provide 9-1-1 call intake, call processing and emergency dispatching services, see Tab C-1. City staff also analyzed whether these services could be performed in-house with existing Police Department dispatch staff. It is our recommendation that the City provide fire and EMS dispatch services for the reasons noted below:

Although the cost for the City to provide these services is slightly higher than Metro Net’s, the benefits of providing these services in-house far outweigh the drawbacks. The City has struggled with recruitment and retention of City Police Dispatcher/Record Clerks for the past few years because the pay offered by the City is less than other agencies in Orange County provide their dispatch staff. Recruitment and retention issues because of lower wages have resulted in forced overtime for remaining dispatch staff to fill those vacancies, further exacerbating this condition. The City can improve the recruitment and retention for its Police Dispatcher/Records Clerks by negotiating enhancements to their pay based on the additional training and workloads created by dispatching fire department units. Their job titles could be changed to “Public Safety Dispatcher” to better reflect their overall job responsibilities and allow them to focus on public safety dispatching and not filling other roles like working the public counter at the same time. The number of 9-1-1 calls received would not increase since the City staff is already the primary PSAP in Placentia currently answering all 9-1-1 calls for service. The City receives an average of six (6) EMS or fire-related calls per day. This small volume will have no impact on the overall workload and productivity of dispatch staff.
Training and certification will be provided by the Association of Public Safety Communications Officials (APCO) utilizing their Fire Service Communications (FSC) course for initial training and continuing dispatcher education. City Dispatchers will use APCO’s Fire Service Dispatch and EMS Dispatch Guidecards which is a criteria-based dispatch system. Criteria-based dispatching categorizes incidents based on the potential severability allowing for the right unit being sent to the right incident in the right mode. Not all 9-1-1 calls need several resources or need to respond with red-lights and siren. See Tab C-2 for course overview and Fire Service Dispatch Guidecards. The Orange County EMS Medical Director has also stated that he would assist the City in setting up these dispatch protocols and would help train our dispatchers. Per State statute, the Medical Director has ultimate authority and control over establishing and enforcing medical dispatch protocols.

Most City Fire Departments in Orange County have opted to contract their fire and EMS dispatching services for a myriad of reasons. Some of them involve cost savings and other reasons involve productivity and the administrative burden of ensuring dispatch staff are constantly being trained and maintaining their skill sets given the unique and critical nature of emergency medical dispatching. Utilization of training programs such as those offered by APCO guarantees that dispatch staff are being routinely trained and maintaining their certifications and skill sets. This higher level of training and certification needed to provide fire and EMS dispatching, along with corresponding improvements to compensation will serve a dual purpose of stabilizing and improve the City’s law enforcement dispatch capabilities while assuming new fire and EMS dispatching services. This alternative creates a win-win situation.

One key benefit of the City’s continued control over EMS dispatching lies in the future of EMS delivery and more specifically, community paramedicine programs and the Emergency Triage, Treat and Transport (ET3) Model developed by the Centers for Medicare and Medicaid Services. These progressive and innovative service models will radically change how emergency and other healthcare services are delivered to the community. As an example, the ET3 Model aims to reduce EMS costs and preserve or enhance the quality of emergency medical care by allowing paramedics to treat patients on the spot as opposed to transporting them to an emergency room, and it also allows them to transport patients to after-hours urgent care clinics or to patient doctor offices instead of the emergency room. This program will create a unique billing code for service providers to charge Medicare and Medicaid patients directly for these new value-added services. Continued ownership over the City’s fire and EMS
dispatching needs will allow the City to participate in these kinds of innovative and cutting-edge programs that ultimately result in a higher level of care for our residents and reduced healthcare costs for all.

The City’s current computer-aided dispatch (CAD) system, Mark 43, will be integrated with a fire service records management system (RMS) so that data can be collected and analyzed to improve performance, evaluate response effectiveness, and provide useful information to City officials and residents. Data will be available for the fire management team to assist with decision-making and the future direction of the department.

The City’s owned and operated combined police and fire communications center will reduce overall response time to fire and EMS incidents within the City. There will not be a need to transfer fire and EMS calls to a secondary PSAP, such as OCFA ECC or Metro Net. Coordination between police and fire will improve with a single dispatch agency able to communicate with both police and fire personnel during an emergency. The City will also maintain local control over the level of dispatch services provided and control the cost for fire and EMS dispatching services. Moreover, in the City’s RFP for 9-1-1/ALS, the City also contemplates the ability for its EMS service provider to provide its own dispatchers working inside the City’s PSAP as an alternative.

**DEPARTMENT STAFFING LEVELS**

Staffing for the City’s new Fire and Life Safety Department will include administrative or command staff of three (3), one (1) support staff member, eighteen (18) emergency operations staff members, and thirty (30) reserve firefighter staff members.

The Department’s command staff will include a contract Fire Chief/Marshal for the first two to three years of the department’s operation. The City will ultimately recruit a full-time City employee to fill the role of Fire Chief/Marshal. Included in the command staff is a part-time Deputy Fire Chief to oversee and coordinate the department’s training needs and Reserve Firefighter Program, and a full-time Deputy Fire Chief overseeing department emergency operation. A full-time Management Analyst will provide administrative management support to the entire department.

The Emergency Operations staff consists of a total of 18 full-time fire department employees. These employees will be assigned to one of three shifts consisting of 48 hours on-duty followed by 96 hours off-duty, commonly referred to as a 48/96-hour shift. To augment the career staff, a Reserve Firefighter
Program will be established with a roster of 30 active Reserve Firefighters. Reserve Firefighters will be assigned to fire apparatus and will backfill firefighter vacancies as needed. Placentia’s Engine 1 and Truck 2 will be staffed with four (4) personnel consisting of three (3) paid staff members and one (1) Reserve Firefighter. Patrol 2 will be staffed by two (2) Reserve Firefighters. The Reserve Firefighters will also participate in fire training, public education programs, fire inspections, community events, as well as supplement emergency operations staff in the event of a large incident or natural disaster requiring additional firefighters. The Reserve Firefighters will be able to participate in all training opportunities provided by the City and will be able obtain additional fire service credentials and certifications. The Fire and Life Safety Department proposed organizational chart is included on the following page.
Proposed Fire & Life Safety Department Organization Structure

Fire Chief
(Contract Position 2-3 years)

Management Analyst
(1.0 FTE)

Deputy Fire Chief-Operations
(1.0 FTE)

Deputy Fire Chief-Training
(1.0 FTE)

Reserve Firefighter/EMT
(30)

"A" Shift

"B" Shift

"C" Shift

Fire Captain/EMT
(2.0 FTEs)

Fire Captain/EMT
(2.0 FTEs)

Fire Captain/EMT
(2.0 FTEs)

Fire Apparatus Engineer/EMT
(2.0 FTEs)

Fire Apparatus Engineer/EMT
(2.0 FTEs)

Fire Apparatus Engineer/EMTs
(2.0 FTEs)

Firefigther/EMT
(2.0 FTEs)

Firefigther/EMT
(2.0 FTEs)

Firefigther/EMT
(2.0 FTEs)

Reserve Firefigther/EMT (4)

Reserve Firefigther/EMT (4)

Reserve Firefigther/EMT (4)
POSITIONS AND RESPONSIBILITIES

Command Staff

- **(1) Fire Chief/Marshal** – Contract Interim Fire Chief/Marshal for the first 2 – 3 years, transition to permanent City Fire Chief/Marshal
  - Future Chief to be City employee under standard department head employment contract; unrepresented, at-will executive.
  - This position will be responsible for the overall administration and operation of the Placentia Fire and Life Safety Department and will serve as the City’s Fire Code Official (Fire Marshal).
  - The Fire Chief will share on-call duties with the two Deputy Fire Chiefs on a rotating basis for incident command duties and will be expected to respond to all major incidents occurring after-hours. Like all other Placentia department heads, the Fire Chief/Marshal will be a working department head.
  - The Fire Chief will have the necessary education, training and certifications required of this position, including obtaining and maintaining the NFPA Fire Officer IV certification.
  - The Fire Chief will need to live within a 30-minute radius of the City.
  - The Fire Chief will be responsible for establishing the foundation and culture of the new department. The command staff will set the tone and expectations for the new department’s personnel. The goal is to have highly trained, motivated firefighters that are proud to work for the City and serve its residents and business community.

- **(1) Deputy Fire Chief/Training**; Full-time employee, 40 hours per week
  - This position will be responsible for overseeing the Reserve Firefighter Program, recruitment and retention of Reserve Firefighters, and coordination of all department training needs and programs.
  - The Deputy Fire Chief/Training will share on-call and incident command duties with the Fire Chief and Deputy Fire Chief of Operations on a rotating basis and after-hours response to emergency incidents.
• The Deputy Fire Chief will have the necessary education, training and certifications required of this position, including obtaining and maintaining an NFPA Fire Officer III certification.

• The Deputy Fire Chief of Training will need to live within a 30-minute radius of the City.

• (1) Deputy Fire Chief of Operations: Full-time employee, 40 hours per week
  • Exempt employee, no overtime and part of the unrepresented mid-manager’s group.
  • The Deputy Fire Chief/Operations will share on-call and incident command duties with the Fire Chief and Deputy Fire Chief/Training on a rotating basis during normal and after-hours.
  • The Deputy Fire Chief will have the necessary education, training and certifications required of this position, including obtaining and maintaining NFPA Fire Officer III certification.
  • The Deputy Fire Chief Operations will need to live within a 30-minute radius of the City.
  • The Deputy Fire Chief of Operations will be responsible to coordinate the day-to-day routine and emergency operational activities performed by fire personnel.

Support Staff

• (1) Management Analyst – Full-time employee, 40 hours per week
  • Under supervision of the Fire Chief/Marshal, the Management Analyst will provide all administrative management functions for the department and direct administrative support to Command Staff.
  • Manage and prepare the department budget.
  • Manage financial services for the department; processing of contracts, purchase orders, check requests, department purchases.
  • Prepare grant applications/manage grant funds.
  • Special projects and research.
  • Oversee management of department contracts.
  • Maintain department records and reports and prepare City Council agenda reports.
EMERGENCY OPERATIONS STAFF

The proposed staffing levels for emergency response and operations will be an improvement over the levels provided by the current service provider with four highly certified and trained persons assigned to the City’s fire apparatus on 24/7 basis. Emergency Operations staff will be responsible for providing hands-on fire suppression and prevention services as a core function. These personnel will also be trained and certified to provide specific technical rescues disciplines such as high/low angle rescues, swift water rescues, confined space rescues and auto extrication. Operations staff will also be trained and certified at the “operations” level for hazardous materials response. Large scale hazardous material spill responses are typically handled by larger, regional hazmat response teams as they receive State and Federal funding to maintain full-time hazmat response teams to respond to these types of emergencies. Most metropolitan areas rely on this type of response system as the cost to maintain individual hazmat response teams is prohibitive. Smaller fire departments often train with the larger regional hazmat response teams in order to provide unified responses to regional hazmat emergencies.

Emergency Operations staff will consist of a combination of full-time career employees and Reserve Firefighters. Each of the City’s fire apparatus will have a full-time Captain/EMT, Fire Apparatus Engineer/EMT and a Firefighter/EMT. The fourth person assigned to each fire apparatus will be a Reserve Firefighter/EMT. An additional quick-response unit will be staffed with two Reserve Firefighters. Daily on-duty staffing will include 10 fire operations employees assigned to the City’s two (2) fire stations. Command staff members will also respond to emergency incidents and fires to provide incident command functions, public information, and other functions as needed.

The City averages 1.4 fire-related calls per 24-hour period. This low call volume will provide Emergency Operations employees ample time to provide fire prevention and other public services when not responding to fire and other emergency incidents. All firefighting personnel will obtain training and certifications as NFPA Fire Inspectors and will provide the services typically provided by a Fire Prevention Bureau. Firefighting personnel will provide community outreach and engagement activities in support of the community to include fire safety education programs, participation at special events in the City, creation and support of a Fire Explorer Post, engagement with the Placentia Community Emergency Response team (CERT), and public speaking engagements. This is a level of service not currently provided by the City’s existing service provider.
Current Emergency Operations Structure:

Fire Station No. 35

Engine 35

Fire Captain (1.0)

Fire Apparatus Engineer (1.0)

Firefighter/Paramedic (1.0)

Fire Station No. 34

Engine 34

Fire Captain (1.0)

Fire Apparatus Engineer (1.0)

Firefighter/Paramedic (1.0)

Firefighter/Paramedic (1.0)
REQUIREMENTS FOR EMERGENCY OPERATIONS STAFF

The following is an outline of the number of personnel and certifications that will be required as part of the proposed staffing levels for Emergency Operations.

Fire Captain/EMT (6)
- Full-time, 56 hours
- Fire Captains will obtain NFPA Fire Officer II certification.
- Fire Captains will obtain NFPA Fire Instructor and NFPA Fire Inspector certifications.
- Fire Captains will be certified at the Hazardous Materials Operations level.
- Fire Captains will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication

Fire Apparatus Engineer/EMT(6)
- Full-time, 56 hours
- Fire Apparatus Engineers will obtain NFPA Driver Operator certification.
- Fire Apparatus Engineers will obtain NFPA Fire Inspector certification.
- Fire Apparatus Engineers will be certified at the Hazardous Materials Operations level.
- Fire Apparatus Engineers will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication.

Firefighter/EMT (6)
- Full-time, 56 hours
- Firefighters will obtain NFPA Firefighter II certification.
- Firefighters will obtain NFPA Fire Inspector certification.
- Firefighters will be certified at the Hazardous Materials Operations level.
- Firefighters will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication.

Reserve firefighter/EMT (30)
- Reserve Firefighters will have completed a California State Fire Marshal approved fire academy.
- Reserve Firefighters will participate in department training and work towards NFPA Firefighter I and II certifications.
**RESERVE FIREFIGHTER/EMT**

It is the City’s intent to partner with at least three of the fire academies in Southern California to create a continual flow of new firefighter recruits serving the community in a reserve capacity. These fire academies provide the initial firefighter training for several fire departments throughout California. Hundreds of young men and women graduate from these fire academies every year and start looking for a career in the fire service. Upon graduation these individuals have developed a high level of skills related to firefighting and other skills related to emergency response and operations. The process of applying to various fire departments, test taking, and other requirements can take some time and the actual offer for a firefighting job can be prolonged. Moreover, in order to compete for entry-level career firefighter positions at most agencies, candidates must have at least their Firefighter I Certification which can only be obtained by demonstrating at least one year’s experience as a reserve or volunteer firefighter with an existing Fire Department.

The City will provide practical firefighting experience and opportunities for these young men and women in the role as Reserve Firefighter/EMTs. They will be able to further develop their skills in real-world applications under the tutelage of career firefighters and officers and will continue their training while providing fire protection and other services to the City. They will also participate in fire prevention activities, special events, and community outreach and engagement. The City intends to maintain a pool of 30 Reserve Firefighter/EMTs managed by the Deputy Fire Chief/Training.

Reserve Firefighter/EMTs will be assigned to the City’s fire apparatus on a scheduled basis daily. Six (6) Reserve Firefighter/EMTs are needed to cover the fourth person position on each fire apparatus over the three (3) shifts. Six (6) additional Reserve Firefighters, two (2) per shift, are needed to staff the quick-response apparatus (Patrol 2) assigned to Station 2. The additional Reserve Firefighter/EMTs will cover vacancies created in the firefighter ranks. Whenever a firefighter is off-duty creating a vacancy, one of the Reserve Firefighter/EMTs will cover those shifts. This practice is intended to minimize or eliminate overtime costs in the firefighter classification. Off-duty Reserve Firefighters will also respond from home in the event of a major incident or natural disaster requiring additional firefighting personnel.

This partnership with local fire academies will provide the Placentia Fire and Life Safety Department with a reliable source of reserve firefighter candidates qualified and eager to gain valuable experience to further their careers, while providing the community with high-quality services. The Department envisions itself as a learning institution staffed and managed by qualified and experienced career
firefighters mentoring the next generation of firefighters and fire industry leaders. The Department will invite fire academy trainees to ride-along with career and reserve firefighters and to train in real-world scenarios. The idea is to take the recruits out of the classroom to allow them to learn and serve in real-time. Lastly, the Department proposes to initiate an annual program to recruit qualified graduates from El Dorado and Valencia High Schools as Reserve Firefighter Candidates and sponsor their fire academy tuition. Upon successful graduation from the fire academy, the recruits would become Placentia Reserve Firefighters who would then compete for career positions within the department.

PLACENTIA FIRE STATIONS AND EMERGENCY RESPONSE TIMES

The City owns two (2) fire stations located at 110 Bradford Avenue and 1530 N, Valencia Avenue. The Bradford station was built in 1940 and the Valencia station was built in 1970. In 2012 a facility condition assessment of both fire stations was completed. There were several deficiencies noted in the facility condition assessment report, see Tab C-3 in Binder #2. In addition to the noted deficiencies in the report, both fire stations require other repairs and renovations. The addition of female restrooms may need to be added as well. The Bradford station can only accommodate one (1) fire apparatus and at some point, will need to be replaced as it is now 75 years old and no longer able to support a modern fire department operation. The Valencia station accommodates up to three (3) fire apparatus. Both stations are strategically located and the NFPA travel time recommendation of four (4) minutes 90% of the time can be achieved.

The City will be able to reduce travel time throughout the City using an emergency vehicle preemption (EVP) solution installed at City traffic-controlled intersections. The solution identified for Placentia is the Opticom system provided by Global Traffic Technologies (GTT). The Opticom system is a traffic control system that provides a green light – and therefore intersection right-of-way - to emergency vehicles. Equipped vehicles have an emitter, which broadcasts a visible light or invisible infrared signal to a receiver, which is mounted on or near the traffic signal. When the receiver detects a recognized signal, the notifier (a floodlight mounted on or near the traffic signal) is activated as the traffic signals change to allow priority access as requested. The use of an Opticom system can:

- Improve response times up to 25%
- Reduce intersection crash rates by up to 70%
- Prevent injuries and related costs
- Decrease liability for crashes with other motorists
There are approximately 63 traffic-controlled intersections in the City. The City will prioritize intersections that have the most traffic and phase the installation of the Opticom system over a four to five-year period. This system can also be used by the Police Department and will enhance response times and officer safety.

Map 1 below illustrates the 4-minute travel time coverage and Map 2 shows the response time coverage for four (4) minutes, six (6) minutes and eight (8) minutes. Map 3 shows the location and the frequency of fire incidents responses for FY 2017/2018 in the City of Placentia. Additional response time and frequency maps for both fire and EMS are located under Tab C-4 in Binder #2.

Map 1 – Four (4) minute travel time from Bradford and Valencia Fire Stations
Map 2 – Four, six, and eight-minute travel times from Bradford and Valencia Fire Stations

Map Legend:
- Red: 4 minutes
- Green: 6 minutes
- Blue: 8 minutes

Map 3 – Location and frequency of fire incidents

Map Legend:
- Yellow: 1 - 3 incidents
- Orange: 4 - 9 incidents
- Red: 10 - 32 incidents
The City’s current service provider has reported an overall 90th percentile response time of 7.9 minutes during FY 2017-18. The Placentia Fire and Life Safety Department will be able to improve upon that response time significantly by reducing dispatch time, controlling traffic signals, and the utilization of a smaller apparatus able to travel faster through traffic enroute to emergencies.

PLACENTIA EMERGENCY FIRE APPARATUS

The City will purchase four new fire apparatus to provide fire protection and emergency service response. Emergency fire apparatus and staffing will consist of the following:
A Quint is a quintuple combination pumper that designed to provide five tools for firefighters to carry out these tactical firefighting functions:

- Supply fires streams (pump and hoses);
- Provide initial and continuing water supply (pump, water tank, and hoses)
- Provide personnel with access to elevated areas (ground ladder complement and aerial device)
- Provide elevated master fire stream (pump, hose, and aerial device)
Truck 2 will be utilized to provide low and high angle rescues as well as be utilized as a resource for the new 5-story apartment buildings planned for the City’s Transit Oriented District as well as the City’s planned Metrolink Train Station and Parking Structure.

The reserve engine assigned to Station 2 will be used for training and rotated into front-line service as Engine 1 to extend the service life of both engines. In the event of a large-scale incident the reserve engine can also be placed in service with Reserve Firefighters. A reserve engine is required by the ISO to maintain the Public Protection Classification (PPC) rating of 3 or better, which is the rating the City currently maintains.

Patrol 2 will respond to service calls, including outside trash fires and vehicles fires, as well as any other incident that does not require a Type 1 engine. This unit will include an ultra-high-pressure pump (so that it can be constructed with a smaller water tank), auto extrication equipment and other equipment and tools for service calls. Use of this unit will reduce response times and reduce wear and tear on Placentia’s engines and quint extending the service life of these apparatus.

The engines and quint will have a service life up to 20 years. The type 6 engine, Patrol 2, will have a service life of 7 to 10 years. All fire apparatus will be constructed to meet the NFPA Standard 1901:
Standard for Automotive Fire Apparatus. Engines and the Quint will also include the “clean cab” concept that reduces firefighter’s exposure to carcinogens from firefighter’s personal protective equipment (PPE) or turnout gear stored in the apparatus cab.

In addition to the emergency fire apparatus the department will use incident command vehicles for the command staff as well as a one-ton pickup truck and 9 passenger van to support fire and emergency response and routine department business. The Fire Chief and Deputy Fire Chiefs will respond to fires and other emergencies as needed for incident command or to fulfill the roles of incident safety officer or other needed roles in support of the specific emergency incident.

Service and maintenance of the apparatus will be outsourced to a qualified Emergency Vehicle Technician (EVT) service provider. This service can be provided by the fire apparatus distributor, a commercial mechanical shop or a neighboring fire agency. Mobile fire service mechanics will be used to keep Placentia’s fire apparatus in the City for minor maintenance and service issues.

The amount of time it takes to have custom fire apparatus constructed can take up to one-year. For the City to deploy its own fire department by July 1, 2020, the fire apparatus will need to be designed and ordered as soon as possible. To decrease the lead time for obtaining fire apparatus, the City will “piggyback” off an existing competitively bid contract for Type 1 engines, quints and Type 6 engines or use a group purchasing organization such as the Houston-Galveston Area Council (H-GAC) or the Fire-
Rescue Group Purchasing Organization to purchase fire apparatus. The City’s existing purchasing and contract guidelines allow for “piggybacking” onto existing competitively procured service and equipment contracts.

The City will finance fire apparatus over a 10-year period. The projected service life of the Type 1 engines and quint is 20 years allowing the City to build in replacement costs over the second ten-year period. See Tab C-5 for a cost quote that includes maintenance and service provided by a fire apparatus distributor located in Fountain Valley, CA. Tab C-6 provides an overview of the financing terms. Also included in the fire apparatus quote is all the equipment required to meet the NFPA 1901 Standard that can also be financed over ten-years.

The City of Placentia will apply for FEMA grants through the Assistance for Fire Grants (AFG) program. Fire apparatus and fire protection equipment can be purchased with grant funding. The AFG grants can also be used for purchasing firefighter safety equipment.

**FIRE TRAINING**

An emphasis will be placed on training with daily training classes and ongoing programs for fire personnel. The City will adhere to California State Fire Training (SFT) mandatory training requirements for California fire service personnel. The City will also participate in the California Firefighters Joint Apprentice Committee (CFJAC) that will provide additional training funds for the department because of its participation. Because of the very low fire call volume firefighters will need to have both classroom and hands-on practical training to be prepared for responses to fires, hazardous material incidents, motor vehicle accidents, and other emergency incidents. In addition to training for emergency response, on-duty fire personnel will receive training in fire prevention, fire inspections, fire code enforcement, public fire education and customer service. The Deputy Fire Chief/Training will be responsible for coordinating all fire training in collaboration with the Deputy Fire Chief/Operations and the Fire Chief. Fire Captains will obtain NFPA Fire Instructor certification and be responsible for the ongoing training of firefighters they supervise.

For fire ground training that cannot be conducted within the City of Placentia, the City will contract with the North Net Fire Training Center located in Anaheim and at Fullerton’s Fire Department Headquarters. A contract for facility use will be negotiated with North Net for use of their classrooms, fire training tower and fire props. Tab C-7 in Binder #2 includes the contract that La Habra Fire Department has with North Net for participation in monthly fire training with neighboring jurisdictions. It will be important
for fire personnel in Placentia to train with neighboring jurisdiction’s firefighters that Placentia has automatic-aid agreements with to ensure seamless operations.

Fire Apparatus Engineers, Firefighters, and Reserve Firefighters will attend emergency vehicle operations courses (EVOC) on an annual basis. All fire department personnel will receive continuing education for Emergency Medical Technicians (EMT) to maintain certification as required by the Orange County EMS Agency.

A combination of traditional classroom and hands on training will be provided supplemented with appropriate online training. Electronic training records will be created and maintained as required by ISO, NFPA and the CFAI.

COST RECOVERY PROGRAM

The City of Placentia will implement a cost-recovery program that will allow the City to offset costs for emergency responses. A response recovery service will bill the liable party’s insurance company for labor, personnel and consumable costs, shifting the burden away from taxpayers. There are a variety of cost-recovery fees that can be collected from insurance companies including:

- Motor Vehicle Crashes
- Vehicle Fires
- Grass Fires
- Commercial and Residential Fires
- Hazardous Materials Incidents
- False Alarms
- Fire Prevention Services

The City will outsource this service with a firm specializing in these services.
SECTION D: PERFORMANCE MEASURES TO BE UTILIZED IN DEFINING SERVICE DELIVERY AND SERVICE OUTCOMES

Performance measures for Placentia’s Fire and Life Safety Department will be based on national, state and local standards as well as best practices for providing life safety services for fire prevention and fire protection. The applicable standards and guidelines developed by the National Fire Protection Association (NFPA) will be used in the development and operations of the new Fire and Life Safety Department. NFPA publishes more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks. NFPA codes and standards, administered by more than 250 Technical Committees comprising approximately 8,000 volunteers, are adopted and used throughout the world. A list of the NFPA Standards that will be considered or adopted by the City is included under Tab D-1 in Binder #2.

The City will seek accreditation from the Center for Public Safety Excellence (CPSE) through their Commission on Fire Accreditation International (CFAI). Accreditation is defined as an all-hazard, quality improvement model based on risk analysis and self-assessment that promotes the establishment of community-adopted performance targets for fire and emergency service agencies. Department leadership and staff will integrate the quality improvement model and self-assessment processes into the organization’s daily activities along with developing and maintaining a culture of continual self-reflection and excellent customer service. There are four steps in the accreditation process. The first step is to become a “Registered Agency” with CFAI. Registered agencies receive copies of both accreditation publications, gain access to an online platform, and may participate in frequent web-based trainings. The second step is to become an “Applicant Agency”. Applicant Agency status is valid for 18 months and may be extended 12 months, a maximum of three times. Applicant agencies receive their own online site and are assigned a volunteer mentor to provide guidance. During applicant status, agencies will complete their:

- Community Risk Assessment – Standards of Cover Document
- Community-Driven Strategic Plan
- Self-Assessment Manual

The third step is to become a “Candidate Agency” after the three accreditation documents are completed. The fourth and final step is to become and remain an accredited agency. Accreditation is valid for a five-year period. Every year the City will submit an annual compliance report and submit a fee. At the end
of the five-year period, the City will repeat the steps in the Candidate Agency process. The accreditation process can take three to five years to complete. Since the City’s new department will be organized around the accreditation program from the moment the organization is established, the accreditation process will be accelerated. An overview of the accreditation program is included under Tab D-2 in Binder #2.

The City will also use the Fire Suppression Rating Schedule (FSRS) provided by the Insurance Services Office (ISO) which evaluates four primary categories of fire suppression – fire department, emergency communications, water supply, and community risk reduction. Based on the FSRS, ISO uses a Public Protection Classification (PPC) ranging from Class 1 to Class 10. Currently Placentia has a Class 3 PPC and will remain a Class 3 department on day one. Approximately one to two weeks after initiating operations the ISO will conduct an onsite assessment using the FSRS to determine the classification for the new City department. The new department will be organized utilizing the FSRS criteria to ensure a Class 3 PPC or better rating. An overview of the FSRS is included under Tab D-3 in Binder #2. In addition to the ISO rating, State Farm Insurance has identified Placentia as being in their lowest fire risk category. State Farm is the single largest homeowner’s insurance company in California.

Staffing benchmarks and response time performance criteria are included in NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. The City will utilize the NFPA 1710 Implementation Guide jointly developed by the International Association of Fire Chiefs (IAFC) and the International Association of Fire Fighters (IAFF), see Tab D-4 in Binder #2. The Standard addresses staffing and response time performance for career fire departments.

Staffing requirements under NFPA 1710 calls for a minimum of four persons on an engine and four to five persons on aerial ladder apparatus, see Tab D-5 in Binder #2, for the minimum number of fire personnel needed on-scene for the various occupancies listed in the Standard. The Placentia Fire and Life Safety Department will utilize 4-person engine and truck companies as required by the Standard and will meet the various occupancy staffing requirements through automatic and mutual aid agreements with the neighboring fire departments.

Emergency response times are critical to the fire department’s success and quick emergency response times are expected by the City’s residents and business owners. The goal for response times outlined in
the 1710 Standard for structure fires is for the first engine company to arrive within five (5) minutes and eight (8) minutes for the full first-alarm assignment for at least 90 percent of all fire calls.

The rationale behind this is the fact that a room fire will reach a critical stage in fire development (point of flashover) in about 8 to 10 minutes. The variables are whether the fire room is ventilated (open doors or windows), size of the compartment, configuration, fuel load, etc. In the worst-case scenario, the critical temperature is reached, and the flashover engulfs the room in fire before firefighters arrive to control the event. With flashover, the fire moves beyond the room of origin. NFPA 1710 response time standards are meant to ensure that flashover is prevented through fire control. Automatic fire sprinklers are intended to control fire development to prevent flashover, thus keeping the fire to the area or room of origin. With good response times and adequate available water supply, fully staffed fire departments stand a much better chance of minimizing life loss and fire damage.

In addition to the turnout time and travel time for the fire department, there are other time elements not usually controlled by the fire department. The public service answering point (PSAP) has control over the alarm transfer time, alarm answering time, and the alarm processing time. The sum-total of the various time frames for each category make up the total emergency response time.

**Total Emergency Response Time** can be broken down into these categories:

**Alarm transfer time:** The alarm transfer time (NFPA 1710, 3.3.53.4) is “the time interval from the receipt of an emergency alarm at the PSAP until the alarm is first received at the fire department communication center.” Alarm transfer time is generally under the control of the PSAP/911 communications center.

**Alarm answering time:** The alarm answering time (NFPA 1710, 3.3.53.1) is “the time interval that begins when the alarm is received at the fire communication center and ends when the alarm is acknowledged at the fire communication center.” Alarm answering time is generally under the control of the communications center that supports the fire department.

**Alarm processing time:** The alarm processing time (NFPA 1710, 3.3.53.3) is “the time interval from when the alarm is acknowledged at the fire communication center until response information begins to be transmitted via voice or electronic means to emergency-response facilities (ERFs or fire stations) and emergency-response units (ERUs or fire apparatus).” Alarm answering time is generally under the control of the communications center that supports the fire department.
Turnout time: The time interval that begins when the emergency response facilities (ERFs) and emergency response units (ERUs) notification process begins by either an audible alarm or visual annunciation or both and ends at the beginning point of travel time. Turnout time is under the control of the fire department.

Travel time: This is defined as “the time interval that begins when a unit is enroute to the emergency incident and ends when the unit arrives at the scene.” In the 2010 edition of NFPA 1710, the following was added: “The travel times for units responding on the first alarm were clarified to indicate the first unit must arrive within 4 minutes travel time and all units must arrive within 8 minutes travel time.” Travel time is the responsibility of the fire department, but often dependent on factors not in their control, like traffic and distance to the scene.

Initiating Action/Intervention time: This is the interval of time from when a unit arrives on the scene to the initiation of emergency mitigation. Initiating Action/Intervention time is under the control of the fire department.

NFPA 1710 refines terminology for time frames and updates requirements for alarm handling time frames to correspond with the latest edition of NFPA 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.

- 1.2.3.1 The fire department shall establish a performance objective of having an alarm answering time of 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, as specified by NFPA 1221.
- 1.2.3.2 When the alarm is received at a PSAP and transferred to a secondary answering point or communication center, the agency responsible for the PSAP shall establish a performance objective of having an alarm transfer time of not more than 30 seconds for at least 95 percent of all alarms processed, as specified by NFPA 1221.
- 1.2.3.3 The fire department shall establish a performance objective of having an alarm processing time of not more than 60 seconds for at least 90 percent of the alarms and not more than 90 seconds for at least 99 percent of the alarms, as specified by NFPA 1221.

Once the station first receives an alarm, the fire department controls the time to turnout, travel to the scene, and perform some action or intervene in some way at the scene. NFPA 1710 requires that turnout time should be 80 seconds for fire incidents and 60 seconds for EMS incidents. Travel time to a fire
suppression incident, by the initial arriving company, should be 4 minutes or less. There is no benchmark
time frame established for initiating a mitigating action or taking other steps to intervene in resolving
the issue that created the incident. Instead, NFPA 1710 recommends that fire departments track their
action or intervention times and evaluate the data based on the nature of the incident.

The designated PSAP for the City of Placentia is its own Police Department. A reduction in the total
emergency response times in the City will be reduced because the City will not need to transfer these
calls to a secondary answering point or communications center like it does now. That call transfer adds
an additional 60-90 seconds to the overall response time. The Placentia Police Department will provide
fire dispatching and communications services for the Placentia Fire and Life Safety Department
eliminating that call transfer delay. Further reductions in the total emergency response times will be
realized with the use of a smaller quick response unit (Type 6 engine) being deployed instead of a bigger,
heavier Type 1 engine. The Opticom emergency vehicle traffic preemption system will also enhance
response times.

A performance measurement report will be developed to include those performance measures identified
by the NFPA, CFAI and ISO. The City will also participate in the National Fire Operations Reporting
System (NFORS) that includes “dashboards” to measure a department's availability, capability, and
operational effectiveness. NFORS is the most comprehensive way to get accurate and real-time
information to help fire service leaders assure adequate fire resources; optimize fire operations; reduce
firefighter injury and death; minimize civilian injury and death; and minimize property loss. Additional
information on the NFORS can be found on their website at: www.nfors.org.

The Placentia Fire and Life Safety Department will provide notifications and report to the City
Administrator, elected officials and residents in real time.
SECTION E: PROJECTED PARTNERSHIPS AND COLLABORATIONS THAT ARE BEING PROPOSED INCLUDING ANY JOINT/AUTOMATIC RESPONSE OR MUTUAL AID PROVISIONS

The Placentia Fire and Life Safety Department will need to negotiate automatic-aid and mutual-aid agreements with the neighboring fire departments. New automatic-aid agreements will need to be established with the Cities of Anaheim, Brea, Fullerton, Orange and Yorba Linda. Placentia has received letters of intent to enter into these agreements from these cities, see Tab E-1 in Binder #2. Tab E-2A through Tab E-2C in Binder #2 includes the existing automatic and mutual-aid agreements with the Cities of Anaheim, Brea and Fullerton. Orange County currently operates under the Automatic Vehicle Locator Program developed by the Orange County Fire Chiefs Association that automatically dispatches the nearest unit to an emergency, regardless of jurisdictional boundaries. This program has had some recent controversies as the mutual response between OCFA and neighboring municipal fire departments has not been equitably shared. Municipal fire departments are responding into OCFA service areas on 60% of the calls whereas OCFA units are responding into municipal service areas 40% of the time. This disparity is a result of OCFA’s posture as a regional service provider that is often stretched thin because of those regional responsibilities. As a future member of the Orange County Fire Chiefs Association, the City’s Fire Chief/Marshal will integrate the department into the Automatic Vehicle Locator program.

Automatic-aid agreements will need to be in place for structure fires, large scale incidents, and other types of emergency incidents that require an immediate response. Mutual-aid agreements will need to be in place for hazardous materials incidents requiring hazardous materials specialist and for other certain technical rescue capabilities. The difference between an automatic-aid agreement and a mutual-aid agreement is that automatic-aid is immediately provided, and mutual-aid is requested on an incident by incident basis. The City will provide reciprocal automatic and mutual-aid services to neighboring fire departments.

Since the City is seeking a 9-1-1 ALS first-response service provider, there will need to be collaboration and a partnership relationship with the City’s contracted EMS service provider. Placentia fire department units will respond to life threatening EMS incidents, such as cardiac arrest, unconsciousness, breathing difficulties and motor vehicle accidents at the basic life support (BLS) levels with its fire EMT personnel. There will be policies established to ensure that the two service providers work well together.
in the most effective and efficient manner. Since the City will oversee the 911/ALS service provider, that collaboration and cooperation will be built-in to this new service model and adopted as part of the organizational culture. Quick response and high-quality patient care will be the goal of both service providers.
SECTION F: PROPOSED PREVENTION EFFORTS INCLUDING NEW AND EXISTING CONSTRUCTION INSPECTION SERVICES, PLAN REVIEW, FIRE/ARSON INVESTIGATIONS, PRE-FIRE PLANNING, CODE ENFORCEMENT, AND FIRE MITIGATION EFFORTS OR VEGETATION MANAGEMENT

FIRE PREVENTION

Fire prevention activities will have the biggest impact on reducing fire deaths and fire property losses in the City of Placentia. Most fire departments in America focus on the fire response component and less on fire prevention efforts. Fire prevention programs in Placentia will focus on the three E’s of fire prevention – Engineering, Enforcement and Education as described below.

- Engineering – Design and build structures that are safe from fire. Use the best building practices to resist fire or prevent great loss from fire.
- Enforcement – Enforce fire codes. While buildings are being designed and built, ensure that the work is done within required fire codes. Once construction is completed, fire and life safety codes should be followed and enforced.
- Education – Teach people how to prevent fires and what to do in the event of a fire. Most people really do not know what to do in the event of a fire. Most think they do, but when you quiz them on it, you will be amazed on how many do not.

Of the “Three E’s,” education usually gets the least amount of attention. Every age group in the City will receive fire and life safety education, as each group has its own specific needs. Small children at the elementary school level do not know what to do when there is a fire or understand why we do things like have fire drills. Drills reinforce “conditioned reflexes” that is practiced monthly in schools, but most fire deaths occur in the home. How many times do children practice or know what to do in the home? The Placentia Fire and Life Safety Department will establish and maintain home and school fire safety education programs to children and their parents.

Adults are the ones who take care of the children and are responsible for them. But many times, the children know more of what to do in the event of a fire because of what they learned in school. Adults will receive the highest amount of fire and life safety education both for home and at work.

Senior citizens have diminished capabilities and need to receive training on how to evacuate properly and how to prevent fires. There are still some senior citizens out there who do not know what a smoke alarm is or how it operates. About 800 senior citizens die in fires every year in the U.S. The Placentia Fire and Life Safety Department will establish strong links on day one with the senior population in
Placentia and will connect with seniors through the City’s Senior Center, as well as assisted living and senior living facilities in Placentia.

The City is proposing to establish a Fire and Life Safety Department focused on community risk reduction (CRR) with fire prevention education activities and programs. EMS prevention and home safety will be provided in collaboration with the City’s ALS EMS provider. It will be the City’s goal to enhance public safety and reduce the need for fire and EMS responses in the City through CRR education programs. By providing public fire prevention and home safety education, an aggressive fire inspection program, and a robust community outreach and engagement program the City intends to enhance life safety for its residents while at the same time reducing the number of emergency fire and EMS calls within the City of Placentia.

The City’s Fire Chief will serve as the Fire Marshal and be responsible for ensuring fire prevention efforts are effective and efficient, including new and existing construction inspection services, plans review, fire/arson investigations, pre-fire planning, code enforcement, and fire mitigation efforts or vegetation management.

Traditional fire prevention activities will be performed by fire and life safety personnel assigned to the City’s fire stations. This includes responsibility for commercial and home fire inspections, public fire education, pre-fire planning and code enforcement activities.

**Engineering:** Based on the data OCFA provided to the City, there were 71 plans reviewed in 2017 and for the first three quarters of 2018, 96 plans were reviewed. Of the 71 plans reviewed in 2017, 19 were 5-day plan reviews and 52 were 10-day plan reviews. Of the 96 plans reviewed in the first three quarters of 2018, 15 were 5-day plan reviews and 81 were for 10-day plan reviews. There were 87 new construction inspections in 2017 and in the first three quarters of 2018, 65 new construction inspections were completed. Based on these numbers the City will outsource fire protection engineering services with either a private fire protection engineering firm or with one of the neighboring fire agencies that provides fire protection engineering services. OCFA currently has a fee schedule for 5-day and 10-day plan reviews. The City will develop its own fee schedule to recoup the costs for providing fire protection engineering services related to plan checks and new construction inspections in the same manner it currently collects plan check fees for engineering and development services.

**Enforcement:** OCFA conducted 411 annual inspections in FY 2017/18 and an additional 143 inspections were completed from July 1, 2018 to December 2018. An additional 270 annual inspections were assigned to Operations personnel to be completed by June 30, 2019 for a total of 413 annual inspections for FY 2018/19. The Placentia Fire and Life Safety Department operations personnel
assigned to the City’s two fire stations will conduct these annual fire inspections. Operations personnel will be trained and certified to perform these annual fire inspections based on the NFPA 1031 Standard: *Standard for Professional Fire Inspector and Plans Examiner*. As previously stated, plan check reviews will be outsourced through an on-call professional services contract. The City will develop a fee schedule for annual fire inspections like the current fee schedule used by OCFA, see Tab I-1 in Binder #2. The City’s fire operations personnel will receive education and training to become proficient fire inspectors and will be guided and aided using iPad devices with fire code and fire inspection software. The fire prevention software will also allow for personnel to document each inspection, create records of inspections and provide business owners a copy of the inspection reports in real time.

Each fire station will be responsible for annual fire inspections and fire safety activities in their response jurisdiction. A fire management district (FMD) program will developed assigning businesses and neighborhoods to each fire station and each shift. The projected number of annual fire inspections provided by OCFA for FY2018/2019 is 413. The Placentia Fire and Life Safety Department will increase the number of annual inspections to ensure the fire safety of businesses and residential occupancies. In addition to the required annual inspections, fire operations personnel will conduct pre-fire plan inspections that will enhance firefighter safety. A software application will be used to develop specific pre-fire plans that will be available to all responding fire personnel.

**Education:** The City will provide several venues for CRR education in the community. These opportunities will consist of traditional fire safety programs at physical locations and the use of virtual channels such as iPlacentia and various software applications. The Placentia Fire and Life Safety Department will engage the community’s schools, businesses, churches, social organizations, and other government entities to develop meaningful and effective fire prevention programs. The City will collaborate with the schools at all levels to develop age appropriate fire prevention education. Fire prevention education will also be provided for senior citizens and the disabled population in Placentia.

The City will utilize an interactive educational system called Fire-ED Interactive developed in Canada. This program is used by several jurisdictions in Canada and is migrating to the US because of its effectiveness. This teaching tool is unlike any other educational safety systems and uses unique auditory, visual, and interactive tactile elements. The Fire-ED Interactive system can be used by fire department personnel as well as non-fire personnel. The traditional approach that only fire personnel can teach fire safety is not true and this system engages members of the community to provide fire safety education.

Home fire safety surveys will be conducted using an iPad application or through a web-based link called Virtual Community Risk Reduction (https://virtualcrr.com). The Virtual CRR application will give the City the ability to reach every home in Placentia and ask questions related to fire safety. The types of
questions asked can be customized and include questions related to home fire safety, i.e. smoke alarms, home escape plan, smoking, etc. While completing the surveys, fire safety education is provided related to the question being asked. The surveys will be in English and Spanish to reach as many residents as possible. There are several innovative uses for the Virtual CRR system including doing surveys at community events, homework assignments in the schools that require parents to participate, adding the survey to the City’s website, etc. The results of the surveys are collected, analyzed, and reports are generated identifying areas of the City that are at risk in graph form or on a map. Once these areas are identified, fire department personnel can develop a risk reduction strategy for each area. The CRR strategy may include fire safety education, installation of smoke detectors, help with home escape plans, etc. A sample of a statistical Virtual CRR report can be found under Tab F-1 in Binder #2.

**FIRE PROTECTION ENGINEERING AND FIRE INVESTIGATIONS**

Based on the number of plans reviewed by OCFA for FY 2017/2018 (71) and the first three quarters of FY 2018/2019 (96), the City will not need to hire a full-time Fire Protection Engineer. Fire protection engineering services can be outsourced to a commercial professional firm or contracted with a neighboring fire agency that provides this service. The cost for these services can be recovered through the plan check fees paid by developers and project applicants.

The workload analysis conducted by CPSM (page 40) revealed that there were 11 incidents in Placentia that required a fire investigation. A total of 44.1 hours of fire investigation services were provide by OCFA in FY 2017/2018. The City will not need to hire a full-time Fire Investigator. Fire investigation services can be outsourced with a commercial professional firm or contracted with a neighboring fire agency that provides fire investigations. The City will also explore the possibility of an existing fire or police employee becoming trained and certified to conduct fire investigations later.

A price quote for fire protection engineering services and fire investigation services is included under Tab F-2 in Binder #2. If the City does decide to stand up its own fire department, cost proposals will be obtained from neighboring fire agencies and the most cost-effective approach will be implemented.
SECTION G: QUALITY CONTROL AND SYSTEM MANAGEMENT (INCLUDING THE USE OF CUSTOMER SERVICE SURVEYS)

The Placentia Fire and Life Safety Department will ensure quality control over the services it provides and system management using key performance indicators tied to national, state and local standards, National Fire Protection Association (NFPA) standards, Commission on Fire Accreditation International (CFAI) and the Insurance Services Office (ISO) Fire Suppression Rating Schedule (FSRS).

A records management system (RMS) provided by Emergency Reporting will be used to monitor system performance and quality control. The Fire Package (See Tab G-1 in Binder #2) provided by Emergency Reporting (ER) consists of cloud-based data collection and storage that includes:

- Dynamic National Fire Incident Reporting System real-time validation
- Easy-to-use interface
- 16 modules for daily operations
- Comprehensive fire prevention occupancy/inspection solution
- Training & Certifications – API integration with leading fire content providers
- Comprehensive Length of Service Awards Program (LOSAP) tracking
- Asset management - Equipment and apparatus maintenance
- Powerful system reports and analytics tools
- Improve the City’s ability to win local, state, and federal grants with higher quality data
- Secure and reliable – Hosted in Microsoft Azure
- Unlimited users per agency
- Accessible anywhere, cloud-based, no software to install
- Customer success – Training, support, ER community

In addition to the RMS provided by Emergency Reporting, the City will use the National Fire Operations Reporting System (NFORS) that includes "dashboards" to measure a department's availability, capability, and operational effectiveness. NFORS is the most comprehensive way to get accurate and real-time information to help fire service leaders assure adequate fire resources; optimize fire operations; reduce firefighter injury and death; minimize civilian injury and death; and minimize property loss. This performance data and dashboard will be made available to the public, so the community can follow in
real time how effective its Fire and Life Safety Department is at delivering these critical services and meeting minimum performance standards. The City’s future 9-1-1/ALS service provider’s performance data will also be shared with the community in real time. The City will work with the Orange County Healthcare Agency to develop and publish a public dashboard for its Orange County Meds database for the purpose of sharing performance data and to monitor the quality of healthcare the community is receiving.

Fire and Life Safety management will be able to access real time and historical information regarding the department’s performance and identify areas that need improvement. This data will also be collected and analyzed as part of detailed workload analysis conducted in the future to identify opportunities for new operational efficiencies and performance improvements. The Department will provide monthly, quarterly and annual reports to the City Administrator and City Council.

The City will also utilize paper and electronic customer service survey instruments to obtain feedback from Placentia residents and business owners. Lastly, the Fire and Life Safety Department will also be integrated into the City’s existing iPlacentia citizen relationship management system. iPlacentia allows the community to engage directly with City staff for the purpose of obtaining information and reporting problems such as barking dogs or graffiti. Citizens will be able to report non-emergent Life Safety issues and make requests for services to the Department along with scheduling fire inspections and obtaining fire prevention assistance.
SECTION H: REFERENCES FOR ANY SERVICE CONTRACTS OR SERVICE COLLABORATION ARRANGEMENTS THAT THE PROVIDER IS OR HAS BEEN INVOLVED.

The City of Placentia has no service contracts or service collaboration arrangements in place for fire protection service delivery currently.
SECTION I: PROPOSED FEE STRUCTURE
Last, Best, and Final Offer

Upon receiving notice that the City’s proposal was selected as the top-ranked Fire Protection Services proposal, staff was directed to update this section of its proposal with a last, best, and final offer based on more refined cost estimates developed with input from City Finance and Administrative Services staff. The refined cost estimates have yielded lower operating and one-time costs than what was originally proposed. In addition, the updated proposed fee structure also includes an operational staffing change from the proposed full-time and part-time Deputy Fire Chiefs to three Battalion Chiefs assigned to each shift instead. The information contained below reflects those cost refinements and shall serve as the final proposed operating budget for the City to re-establish its own fire department.

INITIAL SERVICE PERIOD COST TO CITY

The fee structure for the services proposed herein is based on several large one-time expenditures the City will incur standing up its own Fire and Life Safety Department as well as ongoing labor, maintenance and operation costs that are typical of a modern fire department. Costs for new fire apparatus and their associated financing costs are included in the proposed department budget as are all other equipment, supplies, and materials the department will need. The addition of a new City department with more than fifty (50) full and part-time employees will create new administrative burdens and workloads specifically in Human Resources (HR) and Information Technology (IT). The additional administrative support needed to establish and maintain a new City department, and the cost to supply that additional labor has been accounted for and included within the cost proposal noted below. The anticipated cost savings of standing up a City fire department will allow the City to reinvest in its own organization and pay for these additional HR and IT resources that will also be used to provide added support to the Police Department.

Labor costs are typically the largest expense any business will incur. A salary survey of surrounding municipal fire departments was conducted by the City’s Administrative Services Department and the recommended salary scales for the department were further analyzed within the context of the City’s salary scales to ensure parity with existing employees. Costs for training, tuition reimbursement and overtime are also included in the cost proposals below. The cost proposal also assumes that Fire and Life Safety Department employees will receive the same fringe benefits enjoyed by all other full-time City employees and those costs are accounted for. Should the City Council elect to stand up its own Fire and
Life Safety Department, staff will solicit competitive proposals or negotiate price and terms to further reduce start up and ongoing annual costs.

**COST PROPOSAL SUMMARY**

Proposed department budgets and associated details are included in Tab 1-1 however the following table summarizes the proposed operating costs of a City-run fire protection and EMS program. The costs noted below are inclusive of all one-time capital equipment purchases, annual operating expenditures, and EMS costs:

<table>
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<tr>
<th>Retirement Benefit Type</th>
<th>FY 2020-21 Fire/EMS Service Delivery Cost</th>
<th>FY 2021-22 Fire/EMS Service Delivery Cost</th>
<th>FY 2022-23 Fire/EMS Service Delivery Cost</th>
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</thead>
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<td>OCFA</td>
<td>$7,102,705</td>
<td>$7,429,429</td>
<td>$7,771,183</td>
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<tr>
<td>City FD and EMS</td>
<td>$6,129,218</td>
<td>$5,706,131</td>
<td>$5,867,146</td>
</tr>
</tbody>
</table>

For comparison purposes, the City will pay its current service provider $6,421,986 in Fiscal Year 2018-19 and $6,616,000 in Fiscal Year 2019-20. An analysis of comparative costs associated with standing up a City fire department versus what the City is currently paying, and what it will continue paying in the future if it elects to stay with its current provider through 2030 is highlighted below.
The anticipated growth in OCFA’s service charge to the City is based on a historical annual average increase of 3.92%, which is a growth rate the City has no ability to control. As such, should the City elect to stay with OCFA, their services will cost $87,687,296 from 2020 through the Year 2030, with no change in service levels and no ability to improve the quality of service provided to the community. Conversely, should the City stand up its own department it will have the ability to control costs, service levels and quality and a maximum annual budget growth factor of 2% was utilized to project future costs into 2030. The City’s overall budget has only grown by 10% since 2009. The City’s projected 2020-2030 ten-year fire and EMS costs amount to $59,288,232. The City stands to save $28,399,064 over the next ten years by separating from its current service provider and delivering fire and EMS independent of one another.
PROPOSED PRICING METHODOLOGY FOR FUTURE OR EXTENDED SERVICE TERMS

It is important to note that the City’s costs to implement the Placentia Fire and Life Safety Department will be higher in the first year than they will be in the second year and beyond as a result of significant one-time start-up costs. The City will realize significant reductions in cost since the capital equipment needed to establish a new department will have been purchased or leased in the first year. The City is proposing to limit fire and life safety budget increases to 2% annually, when justified compared to OCFA’s average annual increase of 3.92% for the past 10 years.

IDENTIFICATION OF ANY ADDITIONAL USER FEE OR SERVICE FEE THAT MAY BE INSTITUTED (PLANS REVIEW FEES, INSPECTIONS FEES, STAND-BY FEES FOR SPECIAL EVENTS, FALSE ALARM FEES, AUTO EXTRICATION FEES, FREEWAY RESPONSE FEES, HAZARDOUS MATERIALS CLEAN-UP FEES, EQUIPMENT OF SUPPLY USE FEES, NON-RESIDENT SERVICE FEES, ETC.) TO DEFRAY ANNUAL CITY SERVICE COSTS

The City of Placentia’s Fire and Life Safety Department will include a variety of user fees and cost recovery strategies. OCFA currently has user fees for plans review, fire inspections, and other code enforcement related activities, see Tab 1-2 in Binder #2. The City will develop its own fee schedule based on the OCFA fee schedule as well as the fee schedules in neighboring fire agencies.

In addition to these user fees, the City will contract with a response recovery company that will bill insurance companies or other responsible parties for emergency responses when someone it at fault. Examples of these types of incidents where the cost to respond and provide services can be recovered includes:

- Motor Vehicle Crashes
- Vehicle Fires
- Vehicle Extrication
- Scene Safety
- Traffic Control
- Standby Services

Other City Departments, including the Police Department and Public Works, can also recover response and service costs under this program.
Section J: Proposal Exhibits and Forms (Binder #2)

Tab A-1: Liability Insurance Cover Page

Tab A-2: CSAC Excess Insurance Coverage

Tab A-3: PARSAC Layers of Coverage 2018/2019

Tab B-1: OCFA Withdrawal Letter

Tab B-2: 1978 – 1983 Letter to Orange County

Tab B-3A: Calimesa Fire Services Information

Tab B-3B: Victorville Fire Department Information

Tab B-4: Placentia Fire Services Data Analysis Report

Tab B-5: Chief Riddle Resume and Information

Tab C-1: Metro Dispatch Cost Estimate

Tab C-2: APCO Fire Service Communications Training Information

Tab C-3: Placentia Fire Stations Facility Condition Report

Tab C-4: Placentia Fire Response and Coverage Maps

Tab C-5: Fire Apparatus Quote

Tab C-6: Fire Apparatus Financing Options

Tab C-7: City of La Habra Training Agreement with North Net

Tab D-1: National Fire Protection Association (NFPA) List of Standards

Tab D-2: Commission of Fire Accreditation International Program Overview

Tab D-3: ISO Fire Suppression Rating Schedule Overview

Tab D-4: NFPA 1710 Implementation Guide

Tab D-5: NFPA Staffing for Career Fire Departments Requirements
Tab E-1: Letter of Intent to Enter into Automatic/Mutual-Aid Agreements with Placentia

Tab E-2A: City of Anaheim Automatic/Mutual-Aid Agreement

Tab E-2B: City of Brea Automatic/Mutual-Aid Agreement

Tab E-2C: City of Fullerton Automatic/Mutual-Aid Agreement

Tab F-1: Sample Virtual Community Risk Reduction Report

Tab F-2: Proposal for Fire Investigations and Fire Protection Engineering Services

Tab G-1: Emergency Reporting Records Management System (RMS) Overview

Tab I-1: Proposed Fire & Life Safety Department Budget and Financial Forecasts

Tab I-2: OCFA 2017-2018 Fee Schedule – Planning and Development
SECTION K: COMMUNITY ENGAGEMENT AND OUTREACH PLAN

Should the City Council elect to stand up its own fire and life safety department, direct and ongoing engagement with the community will be critical in securing the community’s confidence in the City’s ability to organize and deliver these services effectively. This Community Engagement and Outreach Plan will be implemented and placed into practice at the direction of the City Council and is designed to:

- Provide and maintain a constant flow of information to the community highlighting major milestones and critical path items.
- Draw the community into the planning process and provide it with a conduit to ask questions and provide input.
- Allow the community the ability to participate in this process to engender buy-in and community pride.
- Document an important historic moment in the City’s history.

SOCIAL MEDIA

The utilization of social media will be an important component of the outreach plan as it can reach a wide audience. A new Fire and Life Safety Department webpage will be developed to serve as a resource to obtain information relative to the new department and to advertise for the various new job opportunities with the department. Tools such as Facebook, Twitter and other relevant social media will allow news and updates regarding the department to be pushed out to the community in real-time and can provide a daily source of important information. The City can also use its existing digital freeway billboards to advertise Department job openings and recruitments along with important announcements. The City will also utilize the services of a professional public relations firm to develop a larger scale media campaign to organize these various online and social media sources in conjunction with traditional print and television news sources to keep our regional partners and stakeholders informed of the City’s progress. The goal is to ensure the community’s trust in a fully open and transparent step-by-step process that has included the community’s considerations and needs and allowed for it to participate fully in the creation of the department.

COMMUNITY DESIGN COMPETITION

The City is proposing a unique competition to help create community interest and pride in their new Fire and Life Safety Department. The Department will have new uniform patches, badges and a department logo to design. Staff proposes to allow the community to design those unique and enduring department
symbols that will be used for decades to come. Allowing the community that level of ownership will create a great deal of pride and civic engagement that furthers the credibility and confidence in the new department and its leadership team.

**FIRE ACADEMY SCHOLARSHIPS**

A robust reserve firefighter program will form the backbone of the City’s Fire and Life Safety Department. Within this reserve program, Placentia residents will have an opportunity to become members of this new department and serve their community both as reservists and career firefighters and life safety professionals. To that end, staff proposes implementing a Fire Academy Scholarship Program. This program will provide a financial grant to qualified Placentia residents interested in the fire service. Each year, the Department will set aside $25,000 in its budget to send up to ten (10) qualified Placentia residents to a local fire academy and upon graduation, offer reserve firefighter positions with the Placentia Fire and Life Safety Department. This program will help to maintain the reserve ranks in the department and provide Placentia residents an opportunity to become paid, career firefighters in their own community. Over the long-term, this program will create a strong sense of community pride and identity and create a tradition amongst generations of family members serving in their local fire department.

**FIREFIGHTER YOUTH ACADEMY**

There is an opportunity to engage the at-risk and disadvantaged youth in the community through mentorship programs as well as a Fire Explorer program led by the department’s leadership team. Providing an outlet for talented local youth to learn new skills, work as a team, and inspire civic engagement serves to benefit our youth by inspiring them to become tomorrow’s leaders in our community. The City will collaborate with Solutions For At-Risk Youth (SFARY) and the school district to replicate this successful Firefighter Youth Academy model that is currently in place in the cities of Vallejo, Richmond, San Francisco and regionally in Sacramento.

The Firefighter Youth Academy is a youth development and mentoring program born out of the experience of everyday professional firefighters in Richmond, California. The program provides life guidance and career exploration for youth who are at risk of social, academic, and/or economic failure. The fundamental principles of the Firefighter Youth Academy are academic achievement, community service and self-discipline. The initial site has been operating in Richmond for over 20 years and has yielded measurable results with multiple community benefits. In response to requests from other municipalities to replicate these results and benefits in their communities, Solutions For At Risk Youth (SFARY), a 501 (c)(3) non-profit organization, will partner with local fire departments and school
districts to serve youth of the most socio-economically challenged communities. Additional information on this successful innovative program can be found at www.firefighteryouthacademy.org.

COMMUNITY ENGAGEMENT WITH DEPARTMENT LEADERSHIP

One of the City’s first actions upon moving forward with establishing the Placentia Fire and Life Safety Department will be to appoint an Interim Fire Chief/Marshal. The Chief will be tasked with executing a plan to implement a fully-functioning department delivering critical life-safety services to the community by July 1, 2020. To be charged with such responsibility, and to ensure the public’s confidence in the City’s ability to ensure its safety, the Interim Fire Chief/Marshal will be fully and often engaged with the community. The Interim Chief/Marshal will not only be charged with outlining and implementing a vision for a modern Fire and Life Safety Department and a culture of excellence and public service but will also be tasked with sharing and communicating that vision with the community and integrating that vision within the overall City organization.