

### **Attachment 3**

## **Proposed Roadmap for the Fullerton Fire Department**

The intent of this document is to provide a proposed roadmap for the rebuilding of the Fullerton Fire Department (FFD) to aid in the discussion for the October 18, 2022 City Council meeting.

As the Fire Chief, my organizational goal for the future of the FFD if the City retains its fire department is to implement a long-term stabilization strategy. Below is an outline of the required time, capital, and resources that would be required by City Council to support a sustainable fire department moving forward.

There are three components of this stabilization strategy: compensation, apparatus replacement, and deployment.

- **Compensation** - Based upon the Management Partners' report, the FFD appears to be roughly 16.0% behind in salary of market value of corresponding agencies. Equally as important is a multi-year contract to not only immediately stabilize the FFD but to maintain that stability for a lasting return on the City's investment in its personnel. Lastly, to aid in future promotions, disparity between the ranks and reducing compaction should be addressed. These issues would all be subject to the meet and confer process but are values that will resonate with new hires and established members.  
*\*These costs and related components of compensation necessary for the FFD are built into the current OCFA proposal.*
- **Apparatus replacement** – The fire and public works teams have been working towards a long-term solution to the apparatus replacement situation. Deferred contribution for several years to the Equipment Replacement Allocation has created a substantial gap to catch up. An increase to the Fire Department's allocation to the Vehicle Replacement Internal Service Fund is anticipated to account for depreciation and future replacement of our fire apparatus.

The immediate apparatus need is to replace 3 engines which are all over 20 years old and with 210,000 miles each. Two of these engines would be replaced with new engines and the third would be replaced with a quint which is a fire apparatus capable of handling a high volume of water and able to reach the height of mid-rise buildings in the City. The quint will also act as our backup truck when necessary and eliminate the need to have a reserve truck. The quint has \$750,000 set aside for it right now. The estimated cost of each engine with the same specification used for the 2019 Engine 5 is \$1 million and the estimated cost of the quint is \$2 million for a total estimated cost of \$4 million with a manufacturer build time of 2 to 2½ years. Attachment 3a Cost Scenario #1 incorporates the amortized cost of the quint and two engines over a 10-year lease/purchase term.

There are many financing options available for us to evaluate in order to retain capital and spread these payments out, if necessary, but traditionally we use a 10-year lease/purchase program. Again, this is critical for our consistent and expedited response as we continue to overwork our out-of-date fire engines and struggle to find parts. Below is a table showing our heavy apparatus where the shading denotes apparatus that needs replacement. The National Fire Protection Association (NFPA) 1901 standard is

- Engine: frontline for 15 yrs. and reserve for 5 yrs.=**20 yrs. total**
- Truck or Quint: frontline for 20 yrs. and reserve for 5 yrs.=**25 yrs. total**

*The cost of the required heavy apparatus is built into the current OCFA proposal for 2 trucks and 4 engines to meet their Standards of Cover model.*

Name	Vehicle#	Year	Age	Miles	Location	Replacement Year
<b>Frontline Apparatus</b>						
FE1	349A	2015	7	82,500	Sta.1	2035
FE2	350A	2015	7	97,500	Sta.2	2035
FE3	355C	2007	15	197,500	Sta.3	2027
FE4	363B	2003	19	154,000	Sta.4	2023
FE5	357C	2019	3	35,500	Sta.5	2039
FT6	360A	2002	20	124,000	Sta.6	2027
FT6*	NA	2022	0	0	Sta.6	2047
<b>Reserve Apparatus</b>						
FE7**	352B	1999	23	210,000	NA	2019
FE8	353C	1999	23	209,500	NA	2019
FE9	351C	2004	18	188,000	NA	2024
FE10	354C	2002	20	211,000	NA	2022

\*This denotes the new tillered truck planned to be in service by the end of November. See current picture below:



\*\*Due to the Goodman Project, a quint would be purchased in place of an engine utilizing the \$750,000 from Goodman plus the City's assumed cost of an engine- \$1,000,000=\$250,000 "additional" for funding. For reference, here is a picture of a quint with a 100-foot aerial ladder:



- **Deployment** - As our department is restaffed and promotions begin to occur, it will be important to redeploy Engine 6 for Paramedic and fire suppression equity within our City. We would then relocate our tillered aerial ladder truck back to Station 1 where the majority of the incident volume occurs, and tight alleys and streets are best suited for this unit. We would also upgrade this truck to be Advanced Life Support (ALS) capable which would capture some of the incident volume of Engine 1 thus increasing the availability and decreasing the response time for Paramedic level access to our citizens. This will bring the number of deployed units back to seven which is how the FFD was deployed prior to 2018. This service level would be a combination of 4 and 3 person ALS staffed apparatus. As with the compensation component, this is also a meet and confer item.

LOCATION	PRE-2018	POST-2018	PROPOSED REDEPLOYMENT
Station 1	4-person ALS Engine (2 FF/PMs) 4-person BLS Truck (no PMs)	4-person ALS Engine (2 FF/PMs)	4-person ALS Engine (2 FF/PMs) 4-person ALS Truck (2 FF/PMs)
Station 2	4-person ALS Engine (2 FF/PMs)	4-person ALS Engine (2 FF/PMs)	4-person ALS Engine (2 FF/PMs)
Station 3	3-person BLS Engine (no PMs)	4-person ALS Engine (2 FF/PMs)	3-person ALS Quint (2 FF/PMs)
Station 4	3-person PAU Engine (1 FF/PM)	4-person ALS Engine (2 FF/PMs)	3-person ALS Engine (2 FF/PMs)
Station 5	4-person ALS Engine (2 FF/PMs)	4-person ALS Engine (2 FF/PMs)	4-person ALS Engine (2 FF/PMs)
Station 6	3-person PAU Engine (1 FF/PM)	4-person BLS Truck (no PMs)	3-person ALS Engine (2 FF/PMs)
<b>Total Personnel per Shift</b>	<b>25</b> (75 Suppression Personnel Total)	<b>24</b> (72 Suppression Personnel Total)	<b>25</b> (75 Suppression Personnel Total)
<b>Total Paramedics per Shift</b>	<b>8</b> (This means that 8 of the 25 people are licensed Paramedics)	<b>10</b> (This means that 10 of the 24 people are licensed Paramedics)	<b>14</b> (This means that 14 of the 25 people are licensed Paramedics)

To facilitate this initial redeployment strategy, the strategy components are detailed in the following tables with costing provided in Attachment 3a:

<b>INITIAL REDEPLOYMENT OF 3-PERSON ALS ENGINE AT STATION 6</b>
3 Firefighters (fully burdened)
6 Fire Personnel with Paramedic Incentive Pay
3 Sets of Personal Protective equipment (PPE) & Uniforms

<b>REPLACEMENT OF CURRENT STATION 3 FIRE ENGINE WITH QUINT TRUCK</b>
1 New Quint: <ul style="list-style-type: none"> <li>• Heavy Apparatus Replacement Fund to replace Engine 3</li> <li>• Goodman Development Agreement</li> <li>• Additional Funds Required</li> </ul>
Modifications to Station 3 Apparatus Bay to accommodate height of Quint Truck (one-time cost)

<b>UPGRADE 4-PERSON BLS LADDER TRUCK TO 4-PERSON ALS LADDER TRUCK</b>
6 Fire Personnel with Paramedic Incentive Pay
ALS Equipment to Add to Ladder Truck (one-time cost)

In addition, Fire Department administrative support will need to be addressed. I will need approval to hire a Customer Service Representative and Fire Plan Check Specialist both of which are currently being used for budget reductions for FY2022/2023. Corresponding with the decision to maintain the FFD, would be a proposed work study to evaluate the current fee and permit structure which hasn't been evaluated since 2011. This is an opportunity to offset the entire Fire Prevention Division while enabling it to be high-functioning and cost neutral.

With a watchful eye on the future and learning from our past, it is noted that there are numerous benefits to staffing our fire engines and trucks with four people. These include:

- ✓ Reduced property damage and increased viability of occupants-Required by OSHA for the safety of the Firefighters, two people can enter an IDLH environment if two people are outside as back-up.
- ✓ Ability to flex-staff and capture two response units for the cost of one unit:
  - decreases a fire engine's out-of-service time
  - decreases response times
  - reduces wear and tear on our fire apparatus as they do not need to follow-up to the hospital as often

It's important to provide a roadmap to restaff the remaining 3 fire engines to 4 personnel each and with Paramedics on all seven apparatus. This restaffing process will take additional revenue in addition to what the City commits to maintaining the compensation and apparatus components. As fiscal years approach to add 3 Firefighters, an analysis would be provided to City Council noting the benefits of the staffing addition to the current deployment and how it improves the efficiency and effectiveness of the emergency services to the growing community. This transparency holds the fire department accountable to annual metrics and enables an opportunity for education to any new City Council member.

Below is the proposed timeline for this plan:

<b>FISCAL YEAR</b>	<b>PROPOSED APPARATUS REPLACEMENT</b>	<b>PROPOSED STAFFING INCREASE</b>
2022-2023	1 Quint 2 Fire Engines	Release Customer Service Representative and Fire Plan Check Specialist from Vacancy Savings Plan
2023-2024		No Additional Change
2024-2025		Initiate Redeployment Strategy including 3 Firefighters with PPE to Engine 6
2025-2026		3 Firefighters with PPE to Engine 4
2026-2027		3 Firefighters with PPE to Engine 3
2027-2028		3 Firefighters with PPE to Engine 6
<b>Total</b>		<b>1 Customer Service Representative 1 Fire Plan Check Specialist 12 Firefighters</b>

Stabilizing the Fire Department will require compensation adjustments, right sizing the apparatus replacement allocation amount and fleet, and deploying the proper number personnel to equitably serve our entire community within the fastest amount of time while accounting for an increase of incident volume. The timeline for deployment is benchmarked at 6 fiscal years. This long-term commitment in the fire department is a secure and sensible investment. A consistent staff can optimize the revenue-generating processes enabling the City to provide the fire/EMS/prevention services appropriate for our evolving community.

With multiple vacancies in all three divisions of the Department, a tentative schedule to achieve the proposed deployment would be followed. Additionally, I will provide updates to the City Council every 90 days on the progress of rebuilding the fire department.

## **2022**

- **September**
  - Hire (4) Utility Drivers (within FY 2022-2023 budget)
- **October**
  - Firefighter Recruit Academy for (6) Firefighter Recruits (within FY 2022-2023 budget)
- **November**
  - Open Firefighter and Firefighter/PM Recruitment Process (9-month process) (within FY 2022-2023 budget)

- **December**

- Hire and train (1) Sr. Administrative Analyst (within FY 2022-2023 budget), (2) Customer Service Representatives (1 CSR within FY 2022-2023 budget), & (2) Fire Prevention Specialists (within FY 2022-2023 budget; temporarily contracting out services)
- Recruit for EMS Manager (within FY 2022-2023 budget; temporarily contracting out services)
- Initiate work study via third party on permits and fees for 100% cost recovery (not within FY 2022-2023 budget)

## **2023**

- **January**

- Place order for Pierce quint and two engines (18–24-month process) (not within FY 2022-2023 budget)

- **February**

- Recruit for Fire Plan Check Specialist (not within FY 2022-2023 budget; temporarily contracting out services)

- **March**

- Battalion Chief Promotional Test 3/29/23
- Hire and orient EMS Manager

- **May**

- Captain Promotional Test 4/26/23
- Hire and orient Fire Plan Check Specialist

- **June**

- Install new emergency station alerting system to all 6 fire stations (ARPA funded)
- Care contract expires June 30<sup>th</sup>- transition to month-to-month

- **July**

- Firefighter Recruit Academy for remaining Firefighter vacancies based off new Firefighter recruitment

- **August**

- Send (3-5) Firefighters to Paramedic School (9-month process)



- Engineer Promotional Test: 8/30/23

## **2024**

- **April**
  - Send (3-5) Firefighters to Paramedic School (9-month process)
- **July**
  - Implement Redeployment Strategy including relocating fire ladder truck to Fire Station 1 and Paramedic Engine at Fire Station 6
  - Begin construction to modify Fire Station 3 to accommodate quint

## **2025**

- **January**
  - Send (3-5) Firefighters to Paramedic School (9-month process)
- **July**
  - Add 3 new Firefighters to Engine 4
- **August**
  - Send (3-5) Firefighters to Paramedic School (9-month process)
- **September**
  - Firefighter Recruit Academy

## **2026**

- **July**
  - Add 3 new Firefighters to Engine 3
- **September**
  - Firefighter Recruit Academy

## **2027**

- **July**
  - Add 3 new Firefighters to Engine 6
- **September**
  - Firefighter Recruit Academy