



4/29/2021

**BOARD OF DIRECTORS MEETING
AGENDA
THURSDAY, APRIL 29, 2021**

ZOOM

10:00 A.M.

The Governor has declared a State of Emergency to exist in California as a result of the threat of COVID-19 (aka the “Coronavirus”). The Governor issued Executive Order N-25-20, which directs Californians to follow public health directives including canceling large gatherings. The Executive Order also allows local legislative bodies to hold meetings via conference calls while still satisfying state transparency requirements. The Governor has also issued Executive Order N-33-20, prohibiting people from leaving their homes or places of residence except to access necessary supplies and services or to engage in specified critical infrastructure employment.

The Public’s health and well-being are the top priority for the Board of Directors (“Board”) of CONFIRE and you are urged to take all appropriate health safety precautions. To facilitate this process, the meeting of the Board will be available by web-based virtual meeting (Zoom). Details for participating in the meeting are below:

CONFIRE BOARD OF DIRECTORS Meeting

Join Zoom Meeting

<https://confire.zoom.us/j/91370428346?pwd=d3ZlVkJkZ2UkNmb0dDNk1MRElyTGvQQT09>

Meeting ID: 913 7042 8346

Passcode: 837309

One tap mobile

+16699009128,,91370428346# US (San Jose)

+12532158782,,91370428346# US (Tacoma)

Meeting ID: 913 7042 8346

Find your local number: <https://confire.zoom.us/u/acW4OHifH>

The Public Comment portion of the agenda pertains to items NOT on the agenda and is limited to 30 minutes; 3 minutes allotted for each speaker. Pursuant to the Brown Act, no action may be taken by the Board of Directors at this time; however, the Board may refer your comments/concerns to staff or request that the item be placed on a future agenda.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact CONFIRE at (909) 356-2302. Notification 48 hours prior to the meeting will enable CONFIRE to



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make reasonable arrangements to ensure accessibility to this meeting. Later requests will be accommodated to the extent feasible.

A recess may be called at the discretion of the Board of Directors.

OPENING

Call to order – Chairperson Ernest Cisneros
Flag Salute

ROLL CALL

BOARD OF DIRECTORS COMMITTEE

Chairperson – Ernest R. Cisneros, Council Member – City of Colton
Vice-Chairperson-Lynne Kennedy, Mayor Pro Tem – City of Rancho Cucamonga
Andy Carrizales, Council Member – City of Rialto
Denise Davis, Council Member – City of Redlands
Dr. Rhodes Rigsby, Mayor – City of Loma Linda
Dawn Rowe, 3rd District Supervisor - County of San Bernardino
Dan Leary, Board President - Apple Valley Fire Protection District
John DeMonaco, Board President - Chino Valley Independent Fire District

ADMINISTRATIVE COMMITTEE

Chief Tim McHargue, Chairperson– Colton Fire Department
Chief Ivan Rojer, Vice Chairperson– Rancho Cucamonga Fire District
Chief James Peratt - Apple Valley Fire Protection District
Chief Tim Shackelford – Chino Valley Independent Fire District
Chief Dan Harker – Loma Linda Fire Department
Chief Jim Topoleski – Redlands Fire Department
Chief Brian Park – Rialto Fire Department
Chief Dan Munsey – San Bernardino County Fire District

CONFIRE STAFF

Art Andres, Director
Yvette Calimlim, Business Management Analyst
Blessing Ugbo, IT Manager
Tim Franke, Communications Manager
Kristen Anderson, Assistant Communications Manager
Liz Berry – Admin. Secretary I



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PUBLIC COMMENT

An opportunity provided for persons in the audience to make brief statements to the Board of Directors. (Limited to 30 minutes; 3 minutes allotted for each speaker)

INFORMATION RELATIVE TO POSSIBLE CONFLICT OF INTEREST

Agenda items may require member abstentions due to conflict of interests and financial interests. Board Member abstentions shall be stated under this item for recordation on the appropriate item.

CONSENT ITEMS

The following items are considered routine and non-controversial and will be voted upon at one time by the Board of Directors. An item may be removed by a Board Member or member of the public for discussion and appropriate action.

1. Approve the Board of Director Minutes of December 10, 2020 (**Attachment A**)
2. Financial Statements thru March 31, 2021 (**Attachments B1 & B2**)
3. JPA Revision (**Attachment C**)

ACTION REQUEST: The Administrative Committee requests the Board accept and approve consent items 1-3.

ACTION:

Motion by:

Second:

Ernest Cisneros, City of Colton-
Lynne Kennedy, City of Rancho Cucamonga-
Andy Carrizales, City of Rialto-
Denise Davis, City of Redlands-
Dr. Rhodes Rigsby, City of Loma Linda-
Dawn Rowe, County of San Bernardino-
Dan Leary, Apple Valley Fire Protection District-
John DeMonaco, Chino Valley Independent Fire District-

Ayes:

Noes:

Abstain:

Absent:

UPDATE ON CONFIRE ACTIVITIES – CONFIRE Director to give an update on the various activities within CONFIRE.



OLD BUSINESS

4. ECNS
 - a. ET3 Application
 - b. Business Plan (**Attachment D**)
 - c. CARES Act Funding. REMSA vs Fire Department Staffing

5. CAD to CAD
 - a. Executive Committee
 - b. Ontario, Chino PD, AMR and CAL Fire

NEW BUSINESS

6. Board Policies (**Attachment E**)- **Action Item**
 - a. Board vs. Administrative Committee purchasing authorization.

ACTION REQUEST: The Administrative Committee requests the Board accept and approve the Board of Directors policies as presented.

ACTION:

Motion by:

Second:

Ernest Cisneros, City of Colton-
Lynne Kennedy, City of Rancho Cucamonga-
Andy Carrizales, City of Rialto-
Denise Davis, City of Redlands-
Dr. Rhodes Rigsby, City of Loma Linda-
Dawn Rowe, County of San Bernardino-
Dan Leary, Apple Valley Fire Protection District-
John DeMonaco, Chino Valley Independent Fire District-

Ayes:

Noes:

Abstain:

Absent:

7. Acceptance of UASI grant funding MOU (**Attachment F**)- **Action Item**

ACTION REQUEST: The Administrative Committee requests the Board accept and approve the UASI grant funding MOU as presented.

ACTION:

Motion by:

Second:



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Ernest Cisneros, City of Colton-
Lynne Kennedy, City of Rancho Cucamonga-
Andy Carrizales, City of Rialto-
Denise Davis, City of Redlands-
Dr. Rhodes Rigsby, City of Loma Linda-
Dawn Rowe, County of San Bernardino-
Dan Leary, Apple Valley Fire Protection District-
John DeMonaco, Chino Valley Independent Fire District-

Ayes:

Noes:

Abstain:

Absent:

8. RESOLUTION 2021-01: FY 2021/22 BUDGET APPROVAL (Attachment G)- Action Item

ACTION REQUEST: The Administrative Committee recommends the adoption of Board of Directors Resolution 2021-01 approving the Budget Document for FY 2021/22 budget as presented.

ACTION:

Motion by:

Second:

Ernest Cisneros, City of Colton-
Lynne Kennedy, City of Rancho Cucamonga-
Andy Carrizales, City of Rialto-
Denise Davis, City of Redlands-
Dr. Rhodes Rigsby, City of Loma Linda-
Dawn Rowe, County of San Bernardino-
Dan Leary, Apple Valley Fire Protection District-
John DeMonaco, Chino Valley Independent Fire District-

Ayes:

Noes:

Abstain:

Absent:

CLOSED SESSION:

ADJOURNMENT

ACTION: To adjourn the CONFIRE Board of Directors' Meeting

Motion by:



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Second:

Ayes:

Noes:

Abstain:

Absent:

NEXT MEETING: To be determined.

POSTING:

This is to certify that on April 26, 2021, I posted a copy of the agenda:

-on the Center's website which is: www.confire.org

-1743 Miro Way, Rialto CA 92376

Liz Berry

Administrative Secretary I



12/10/2020

BOARD OF DIRECTORS MEETING

THURSDAY, DECEMBER 10, 2020

1:00 P.M.

ZOOM

MINUTES

OPENING

Call to order – Vice-Chairperson Ernest R. Cisneros
Flag Salute

ROLL CALL

BOARD OF DIRECTORS COMMITTEE

Chairperson – Dr. Rhodes Rigsby, Mayor - City of Loma Linda-*Absent*
Vice-Chairperson – Ernest R. Cisneros, Council Member – City of Colton
Andy Carrizales, Council Member – City of Rialto
Eddie Tejada, Council Member – City of Redlands-*Absent*
Lynne Kennedy, Mayor Pro Tem – City of Rancho Cucamonga
Dawn Rowe, 3rd District Supervisor – County of San Bernardino
Dan Leary, Board President – Apple Valley Fire Protection District-*Absent*
John DeMonaco, Board President – Chino Valley Independent Fire District

ADMINISTRATIVE COMMITTEE

Chief Tim McHargue, Chairperson – Colton Fire Department
Chief Ivan Rojer, Vice Chairperson – Rancho Cucamonga Fire District
Chief Jim Topoleski – Redlands Fire Department-*Absent*
Chief Dan Munsey – San Bernardino County Fire Department
Chief Dan Harker – Loma Linda Fire Department
Chief Brian Park – Rialto Fire Department
Chief Lorenzo Gigliotti – Apple Valley Fire Protection District
Chief Tim Shackelford – Chino Valley Independent Fire District



CONFIRE

12/10/2020

CONFIRE STAFF

Art Andres, Director
Yvette Calimlim, Business Manager/Analyst
Blessing Ugbo, IT Manager
Tim Franke, Communications Manager
John Tucker, Assistant Communications Manager
Kristen Anderson, Assistant Communications Manager
Liz Berry, Admin. Secretary I
Mike Bell

GUESTS

Chief John Becker - Victorville Fire Department
Chief Fred Stout - Victorville Fire Department
Chief Tim Bruner - Loma Linda Fire Department
Terry Shea – Rogers, Anderson, Malody & Scott, LLP
Rana Gilani
Vanessa Meyer
Mike Bell

PUBLIC COMMENT

An opportunity provided for persons in the audience to make brief statements to the Board of Directors. (Limited to 30 minutes; 3 minutes allotted for each speaker)

CONSENT ITEMS

The following item is considered routine and non-controversial and will be voted upon at one time by the Board of Directors. An item may be removed by a Board Member or member of the public for discussion and appropriate action.

1. Approve the Board of Director Minutes of June 17, 2020 (**Attachment A**)

ACTION REQUEST: The Administrative Committee requests the Board accept and approve Consent Item 1.

ACTION: *The CONFIRE Board of Directors accepts and approves the minutes for June 17, 2020 as presented.*

Motion by: *Lynne Kennedy, City of Rancho Cucamonga*

Second: *Dawn Rowe, County of San Bernardino*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Andy Carrizales, City of Rialto-Yes

Eddie Tejada, City of Redlands-Absent



*Dan Leary, Apple Valley Fire Protection District-Absent
John DeMonaco, Chino Valley Independent Fire District-Yes*

Ayes: 5
Noes: 0
Abstain: 0
Absent: 3

2. Financial Statements thru November 30, 2020 (**Attachments B1 & B2**)

ACTION REQUEST: The Administrative Committee requests the Board accept and approve consent item 2.

ACTION: *The CONFIRE Board of Directors accepts and approves the Financial statements thru November 30, 2020 as presented.*

Motion by: *Lynne Kennedy, City of Rancho Cucamonga*

Second: *Dawn Rowe, County of San Bernardino*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Andy Carrizales, City of Rialto - Yes

Eddie Tejeda, City of Redlands-Absent

Dan Leary, Apple Valley Fire Protection District-Absent

John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 5
Noes: 0
Abstain: 0
Absent: 3

UPDATE ON CONFIRE ACTIVITIES – Communications Director to give an update on the various activities within CONFIRE.

OLD BUSINESS

3. APPROVE RESOLUTION [2020-02] ENTITLED “RECOMMENDATION TO ADMIT CITY OF VICTORVILLE AS A PARTY TO CONSOLIDATED FIRE AGENCIES JOINT POWERS AGREEMENT” TO ADD VICTORVILLE AS A MEMBER AGENCY. (**Attachment C**)

ACTION REQUEST: Adopt Resolution no. [2020-02] to recommend that each current party to the Joint Powers Agreement and member approve the admission of Victorville as a Member Agency.



ACTION: *The CONFIRE Board of Directors adopts Resolution no. [2020-02] approving the admission of Victorville as a Member Agency.*

Motion by: *Andy Carrizales, City of Rialto*

Second: *Dawn Rowe, County of San Bernardino*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Eddie Tejeda, City of Redlands-Absent

Lynne Kennedy, City of Rancho Cucamonga-Yes

Dan Leary, Apple Valley Fire Protection District-Absent

John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 5

Noes: 0

Abstain: 0

Absent: 3

4. APPROVE RESOLUTION NO. [2020-03] ENTITLED "RECOMMENDATION TO AMMEND CONSOLIDATED FIRE AGENCIES JOINT POWERS AGREEMENT" TO AMEND THE JOINT POWERS AGREEMENT. **(Attachment D)**

ACTION REQUEST: Adopt Resolution No. [2020-03] to recommend that each current party to the Joint Powers Agreement and member approve the substantial amendments to the Joint Powers Agreement.

ACTION: *The CONFIRE Board of Directors adopts Resolution [2020-03] approving the substantial amendments to the Joint Powers Agreement with the following amendment: CONFIRE assets if applicable shall be utilized first to satisfy retirement obligations of a Defaulting Party before the remaining parties are obligated to pay their pro-rata shares.*

Motion by: *Lynne Kennedy, City of Rancho Cucamonga*

Second: *Dawn Rowe, County of San Bernardino*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Andy Carrizales, City of Rialto-Yes

Eddie Tejeda, City of Redlands-Absent

Dan Leary, Apple Valley Fire Protection District-Absent

John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 5

Noes: 0

Abstain: 0

Absent: 3



5. COVID UPDATES-
 - a. Emergency Staffing Minimums
 - b. XBO Incident Management Team – response plan activation
6. IE REGIONAL INTEROPERABILITY PROJECT (CAD – CAD)

NEW BUSINESS

7. PRESENTATION OF 2019-2020 INDEPENDENT FINANCIAL AUDIT – Yvette Calimlim
Presented by Terry Shea from the auditing firm Rogers, Anderson, Malody & Scott, LLP. **(Attachments E1 & E2)**

ACTION REQUEST: The Administrative Committee requests the Board accept and approve the FY 2019/20 audit as presented by the auditing firm.

ACTION: *The CONFIRE Board of Directors approves the 2019/2020 audit as presented by the auditing firm Rogers, Anderson, Malody & Scott, LLP.*

Motion by: *John DeMonaco, Chino Valley Independent Fire District*

Second: *Lynne Kennedy, City of Rancho Cucamonga*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Andy Carrizales, City of Rialto-Yes

Eddie Tejeda, City of Redlands-Absent

Dawn Rowe, County of San Bernardino-Yes

Dan Leary, Apple Valley Fire Protection District-Absent

Ayes: 5

Noes: 0

Abstain: 0

Absent: 3

8. ADDITION OF SPECIAL FUND FOR CAD TO CAD – Yvette Calimlim **(Attachment F)**

ACTION REQUEST: Approve the addition of a special fund for CAD to CAD

ACTION: *The CONFIRE Board of Directors approves the addition of a special fund for CAD to CAD.*

Motion by: *Lynne Kennedy, City of Rancho Cucamonga*

Second: *Andy Carrizales, City of Rialto*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes



Eddie Tejeda, City of Redlands-Absent
Dawn Rowe, County of San Bernardino-Yes
Dan Leary, Apple Valley Fire Protection District-Absent
John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 5
Noes: 0
Abstain: 0
Absent: 3

9. ADOPTION OF STAFFING STUDY – Art Andres (**Attachments G1 & G2**)

ACTION REQUEST: Approve request to duel fill current vacant authorized positions.

ACTION: *The CONFIRE Board of Directors approves the request to duel fill current vacant authorized positions.*

Motion by: *John DeMonaco, Chino Valley Independent Fire District*

Second: *Dawn Rowe, County of San Bernardino*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Andy Carrizales, City of Rialto-Yes

Eddie Tejeda, City of Redlands-Absent

Lynne Kennedy, City of Rancho Cucamonga-Yes

Dan Leary, Apple Valley Fire Protection District-Absent

Ayes: 5
Noes: 0
Abstain: 0
Absent: 3

10. USE OF UNASSIGNED FUND BALANCE – Art Andres/Yvette Calimlim (**Attachments H1 & H2**)

ACTION REQUEST: Approve allocation of the unassigned Fund Balance as recommended by the Administrative Committee.

ACTION: *The CONFIRE Board of Directors approves the allocation of the unassigned Fund Balance as recommended by the Administrative Committee.*

Motion by: *Lynne Kennedy, City of Rancho Cucamonga*

Second: *John DeMonaco, Chino Valley Independent Fire District*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Andy Carrizales, City of Rialto-Yes



Eddie Tejada, City of Redlands-Absent
Dawn Rowe, County of San Bernardino-Yes
Dan Leary, Apple Valley Fire Protection District-Absent

Ayes: 5
Noes: 0
Abstain: 0
Absent: 3

11. REMSA AGREEMENT – Art Andres (Attachments I1 thru I3)

ACTION REQUEST: Approve funds to staff ECNS program through contracting for services with REMSA.

ACTION: *The Board of Directors moves to approve the funds to staff the ECNS program through contracting for services with REMSA. The Board also approves a motion to provide 1 month of ECNS/REMSA funding, not to exceed \$70,000 for the month of January in event Cares Act funding is not provided.*

Motion by: *Lynne Kennedy, City of Rancho Cucamonga*

Second: *Andy Carrizales, City of Rialto*
Dr. Rhodes Rigsby, City of Loma Linda-Absent
Ernest Cisneros, City of Colton-Yes
Eddie Tejada, City of Redlands-Absent
Dawn Rowe, County of San Bernardino-Yes
Dan Leary, Apple Valley Fire Protection District-Absent
John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 5
Noes: 0
Abstain: 0
Absent: 3

12. FY 2020/21 MID-YEAR BUDGET ADJUSTMENT (Attachments J1 & J2)

ACTION REQUEST: Approve the mid-year budget adjustment to include CARES Act funding. Approval of this item will increase CONFIRE’s General Reserve Budget by \$2,071,000 to fund the following projects: CAD to CAD (\$650,000), Nurse Triage System or ECNS (\$360,000), and Regional Dispatch Improvement (\$1,061,000).

ACTION: *The Board of Directors moves to approve the mid-year budget adjustment to include CARES Act funding. Approval of this item increases CONFIRE’s General Reserve Budget by \$2,071,000 to fund the following projects: CAD to CAD (\$650,000), Nurse Triage System or ECNS (\$360,000), and Regional Dispatch Improvement (\$1,061,000).*



Motion by: *Dawn Rowe, County of San Bernardino*

Second: *Andy Carrizales, City of Rialto*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Eddie Tejeda, City of Redlands-Absent

Lynne Kennedy, City of Rancho Cucamonga-Yes

Dan Leary, Apple Valley Fire Protection District-Absent

John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 5

Noes: 0

Abstain: 0

Absent: 3

13. ELECTION OF OFFICERS: SECTION 12 OF THE JOINT POWERS AGREEMENT REQUIRES THAT THE BOARD ELECT OFFICERS (CHAIR-VICE CHAIR) EACH YEAR.

ACTION REQUEST: Request to vote in Chair and Vice-Chair to 1-year term.

ACTION: *The Board of Directors moves to elect Ernest Cisneros as Chair and Lynne Kennedy as Vice Chair for a term of 1 year.*

Motion by: *Lynne Kennedy, City of Rancho Cucamonga*

Second: *Dawn Rowe, County of San Bernardino*

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Ernest Cisneros, City of Colton-Yes

Andy Carrizales, City of Rialto-Yes

Eddie Tejeda, City of Redlands-Absent

Dan Leary, Apple Valley Fire Protection District-Absent

John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 5

Noes: 0

Abstain: 0

Absent: 3

CLOSED SESSION

14. Pursuant to California Government Code Section 54956.9(a) The Board will meet in closed session to be briefed regarding (1) case of pending litigation Claim No. 18W21F928762 Joel Rothschild V. Consolidated Fire Agencies (CONFIRE). One (1) case.



CONFIRE

12/10/2020

ADJOURNMENT

ACTION: *To adjourn the CONFIRE Board of Directors' Meeting*

Motion by: *Ernest Cisneros, City of Colton*

Ayes: 5

Noes: 0

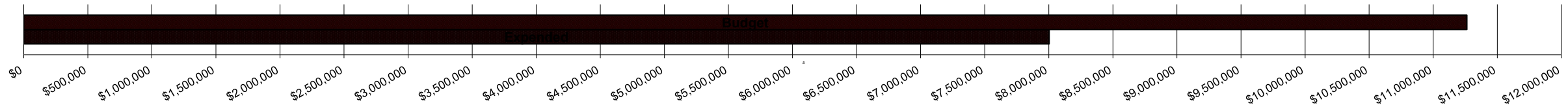
Abstain: 0

Absent: 3

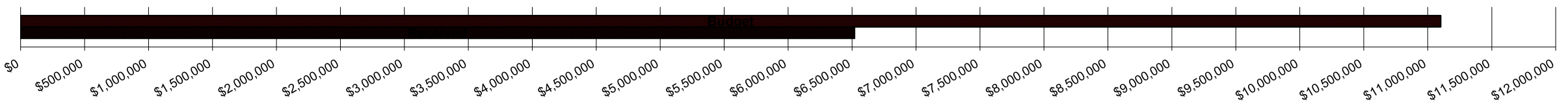


**OPERATIONS FUND 5008
MONTHLY SUMMARY FY 2020/21**

Expenditures	3 PP					3 PP					3 PP	Total YTD	2020/21	Bud - Exp	% Used		
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr						May	June
Salary/Benefits	703,250	500,928	528,753	527,455	518,203	774,990	500,670	499,399	494,972	-	-	-	5,048,619	7,763,114	\$2,714,495	65.0%	
Overtime/Call Back	36,039	24,901	27,203	25,540	24,806	42,257	28,451	24,401	25,878	-	-	-	259,477	330,565	\$71,088	78.5%	
Phone/Circuits/Internet	57,606	23,347	56,744	39,590	54,826	67,988	72,496	28,995	88,088	-	-	-	489,681	538,049	\$48,368	91.0%	
County IS/Data Services/Counsel	-	6,866	1,635	1,539	3,188	3,494	13,979	(3,889)	3,164	-	-	-	29,976	61,761	\$31,785	48.5%	
Radio/Pager, Console Maint	-	39,459	39,459	43,014	39,581	40,125	39,659	39,686	39,731	-	-	-	320,714	483,541	\$162,827	66.3%	
Computer Software	185,678	459,075	201,684	3,268	6,558	144	(3,270)	28,520	541,826	-	-	-	1,423,483	1,421,299	(\$2,184)	100.2%	
Computer Hardware	-	187,089	(185,089)	787	288	162	-	105,756	(105,436)	-	-	-	3,556	18,450	\$14,894	19.3%	
Office Exp/Copier Lease	5,058	3,528	3,122	3,731	4,904	3,043	2,543	10,005	4,235	-	-	-	40,168	71,044	\$30,876	56.5%	
Insurance/Auditing	18,936	-	21,213	11,322	-	-	2,995	-	-	-	-	-	54,466	37,600	(\$16,866)	144.9%	
Payroll/HR/Medical Director	5,001	65,524	3,839	18,655	2,350	2,928	(9,266)	3,598	2,304	-	-	-	94,932	232,850	\$137,918	40.8%	
Travel/Training	300	9,396	(891)	943	2,502	200	1,066	3,542	85	-	-	-	17,143	65,000	\$47,857	26.4%	
Auto/Structure/Fuel	-	2,010	2,115	1,060	9,977	7,722	(4,023)	(5,941)	1,906	-	-	-	14,826	22,900	\$8,074	64.7%	
Other/HDGC Rent/Equip Trans	22,218	35,080	28,692	2,669	27,340	14,540	13,693	46,796	14,781	-	-	-	205,810	216,649	\$10,839	95.0%	
Total	1,034,086	1,357,204	728,479	679,572	694,523	957,591	658,994	780,868	1,111,535	-	-	-	8,002,851	11,262,822	\$3,259,971	71.1%	
																% Fiscal Year Passed	75.0%



Revenue	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Received	Budget	Difference	% Rcvd	
	Services	-	2,713,004	-	2,761,819	248	-	2,792,465	(7,908)	-	-	-	-	8,259,628	11,101,465	\$2,841,837	74%
Interest	12,712	(12,712)	-	11,089	-	-	7,511	-	-	-	-	-	18,600	-	(\$18,600)		
Other	(61)	(1,018)	(56,635)	-	-	-	(1,702,261)	1,000	-	-	-	-	(1,758,975)	-	\$1,758,975		
Total	12,651	2,699,273	(56,635)	2,772,908	248	-	1,097,715	(6,908)	-	-	-	-	6,519,253	11,101,465	\$4,582,212	59%	
																% Fiscal Year Passed	75.0%





Fund Balance Report FY 2020-2021

		Fund Balance As Of 03/31/21
Operations Fund (5008)		
Audited Fund Balance 7/1/20	*	\$ 2,906,494
Revenue	8,221,514	
Expenditures	(8,002,851)	
	Net	218,663
Transfers Out to 5010	(1,250,000)	
Transfers Out to 5011	(452,261)	
	Net Transfers In/Out	(1,702,261)
	Fund Balance as of 03/31/21	\$ 1,422,896
<i>*FY 2020-21 Operating costs 10% is \$1,110,147 Per Board Policy</i>		
Equipment Reserve Fund (5009)		
Audited Fund Balance 7/1/20	\$	2,090,834
Revenue	334,639	
Expenditures	(295,056)	
	Net	39,583
	Fund Balance as of 03/31/21	\$ 2,130,417
General Reserve Fund (5010)		
Audited Fund Balance 7/1/20	*	\$ 5,212,728
Revenue - Membership/Interest	50,047	
Revenue - Grant	648,967	
Expenditures	(1,263,567)	
	Net	(564,553)
Residual Equity Transfer In	1,250,000	
	Net Transfers In/Out	1,250,000
	Fund Balance As Of 03/31/21	\$ 5,898,175
Reserve for CIP	(2,000,000)	
EMD Optimization (ECNS) Project	(250,000)	
	Net Committed	(2,250,000)
	Available Fund Balance	\$ 4,212,728
<i>*FY 2020-21 Operating costs 25% is \$2,224,736 Per Board Policy</i>		
Term Benefits Reserve Fund (5011)		
Audited Fund Balance 7/1/20	\$	755,024
Revenue	89,737	
Expenditures		
	Net	89,737
Transer Comp. Absence From 5008	67,272	
Unfunded Liability	384,989	
	Net Transfers In/Out	452,261
	Fund Balance as of 03/31/21	\$ 1,297,022

JOINT POWERS AGREEMENT
(Third Amended and Restated)

This Joint Powers Agreement (“Agreement”) is by and between the public entities listed in **Exhibit A** (individually, a “Party,” and collectively, the “Parties”).

This Agreement is made and entered into **as of March 23, 2021** (“Effective Date”).

RECITALS

1. **Prior Agreements.** As authorized by Section 6500 of the Government Code, the Parties previously entered into a joint powers agreement relating to the operation of the Consolidated Fire Agencies (the “Existing Agreement”). The joint powers agreement was:
 - a. Effective on September 21, 1990; and
 - b. Amended on September 3, 2013 and September 17, 2013, and amended again on September 10, 2019.
2. **Desire to Amend.** The Parties desire to amend the Existing Agreement.

AGREEMENT

1. **Amendment and Restatement.** This Third Amended and Restated Agreement shall, on the Effective Date, supersede and replace the Existing Agreement.
2. **Agency Established.**
 - a. Pursuant to Section 6500 et seq. of the Government Code, the legislative body of each Party hereby authorizes, by entry into this Agreement, the joint exercise of powers common to the Parties to further the Purpose, defined below.
 - b. This joint exercise of powers shall be conducted by an agency or entity that is separate from the Parties to the Agreement and responsible for the administration of the Agreement.
 - c. The name of that agency or entity created by this Agreement is:

Consolidated Fire Agencies (“CONFIRE”).
3. **Purpose and Method.**
 - a. The purpose of CONFIRE and this Agreement is, for the benefit of those persons served by the Parties and those persons served by other agencies who contract with CONFIRE for services, to engage in any lawful act or activity that arises out of or relates to the operation of a regional public safety communication system and cooperative program of fire protection, rescue and emergency medical services system (the “Purpose”).

- b. By way of illustration and not by limitation, the Purpose includes:
 - (1) the provision of hardware, software, services, and other items necessary and appropriate for the establishment, operation, and maintenance of a regional public safety communications system; and
 - (2) a cooperative program for dispatch of fire and emergency medical services and related functions for the mutual benefit of the members of CONFIRE; and
 - (3) the provision of such services on a contract basis to other governmental agencies and private entities; and
 - (4) the provision of a forum for discussion, study, development and implementation of recommendations of mutual interest regarding public safety, communications, operations and related matters within Parties and contracting agencies.
- c. The method by which the Purpose will be accomplished is any lawful act that arises out of or relates to the Purpose.

4. Powers of CONFIRE. CONFIRE shall have:

- a. All of the powers common to the Parties necessary or appropriate to the Purpose except the power of eminent domain (“Powers”).
- b. The Powers include, by way of illustration and not by limitation, the following:
 - (1) To sue and be sued;
 - (2) To acquire, hold, dispose of, convey and encumber the property, real and personal, and to create a leasehold interest in the property for the benefit of the Parties;
 - (3) To appoint and employ necessary employees, to define their qualifications and duties, and to provide a pay schedule for performance of their duties;
 - (4) To employ counsel;
 - (5) To enter into and perform all necessary contracts;
 - (6) To adopt a seal and alter it at its pleasure;
 - (7) To issue revenue bonds pursuant to Government Code section 6540, et seq.; and

- (8) To apply for, receive and disburse grants, loans, or other funds from any private or public entity.

5. **Restriction on Manner of Exercise of Powers of CONFIRE.** The Powers of CONFIRE, such as the powers of CONFIRE relating to bidding, contracting, and procurement, are subject to the restrictions upon the manner of exercising the Powers of the “Restriction Designee” designated below:

- a. By default, San Bernardino County Fire Protection District is the Restriction Designee.
- b. Should San Bernardino County Fire Protection District withdraw or otherwise cease to be a Party to this Agreement, the Restriction Designee shall be Rancho Cucamonga Fire Protection District.
- c. Should both San Bernardino County Fire Protection District and Rancho Cucamonga Fire Protection District withdraw or otherwise cease to be a Party to this Agreement, the Restriction Designee shall be Chino Valley Fire District.
- d. Should San Bernardino County Fire Protection District, Rancho Cucamonga Fire Protection District, and Chino Valley Fire District, withdraw or otherwise cease to be a Party to this Agreement, the Restriction Designee shall be the remaining Party that is first in alphabetical order.

6. **Governance.** CONFIRE shall be governed by a Board of Directors and an Administrative Committee.

a. **Board of Directors.**

- (1) CONFIRE shall have a “Board of Directors,” which is hereby established and governed by the Brown Act.
- (2) The Board of Directors shall consist of one elected official appointed by the legislative body of each Party.
- (3) The legislative body of each Party shall designate in writing to CONFIRE its primary and alternate elected official to serve on the Board of Directors.
- (4) The Board of Directors is responsible for:
 - (a) the appointment of a treasurer;
 - (b) the appointment of an auditor;
 - (c) providing recommendations to the governing bodies of the Parties regarding the addition of new parties to this Agreement; and
 - (d) approval of the annual budget and assessment schedule of CONFIRE.

- (5) The Board of Directors may establish rules governing its own conduct and procedure, including Board Bylaws and Policies that are consistent with this Agreement
- (6) A quorum for the transaction of all business by the Board of Directors shall exist when a simple-majority (50.1%) of the members are present. (or is lawfully present via teleconference).
- (7) No one serving on the Board of Directors shall receive any salary or compensation from CONFIRE.
- (8) At its annual organizational meeting, the Board of Directors shall:
 - (a) select one (1) of its Directors to serve as Chairperson of the Board of Directors and one Director to serve as the Vice Chairperson of the Board until the next annual meeting; and
 - (b) establish a regular meeting schedule for the coming year. Unless waived by the Board of Directors, the Board of Directors shall schedule at least two (2) regular meetings per year.

b. Administrative Committee. The purpose of the Administrative Committee is to meet regularly with the CONFIRE Director (and his/her staff) to provide advice, direction and consent on matters related to operations and administration.

- (1) CONFIRE shall have an “Administrative Committee,” which is hereby established and governed by the Brown Act
- (2) The Administrative Committee shall consist of the Fire Chief of each Party.
- (3) The legislative body of each Party shall designate in writing to CONFIRE its primary, and one (1) alternate individual, to serve on the Administrative Committee.
- (4) At its annual organizational meeting, the Administrative Committee shall:
 - (a) select one (1) of its Chiefs to serve as Chairperson of the Administrative Committee and one Chief to serve as the Vice Chairperson of the Administrative Committee until the next annual meeting; and
 - (b) establish a regular meeting schedule for the coming year.
- (5) The Administrative Committee is responsible for all matters relating to the conduct of CONFIRE as delegated by the Board of Directors.

- (6) The Administrative Committee may establish rules governing its own conduct and procedure.
- (7) A quorum for the transaction of all business by the Administrative Committee shall exist when two-thirds of the members are present (or is lawfully present via teleconference).
- (8) No one serving on the Administrative Committee shall receive any salary or compensation from CONFIRE.
- (9) Policies. The Administrative Committee may establish policies to govern the affairs of CONFIRE that are consistent with this Agreement and applicable law.
- (10) Subsidiary Committees.
 - (a) The Administrative Committee may establish subsidiary committees as it deems fit to:
 - (i) Exercise authority lawfully delegated by the Administrative Committee
 - (ii) Provide advisory recommendations to the Board of Directors or the Administrative Committee.
- (11) Except for those powers expressly reserved to the Board of Directors under this Agreement, the Administrative Committee has all express or implied powers which are consistent with applicable law and this Agreement.

c. Voting.

- (1) Board of Directors
 - (a) Each member of the Board of Directors shall cast one vote.
 - (b) A vote may only be cast by that Party's director (primary or alternate) who is physically present (or is lawfully present via teleconference).
- (2) Administrative Committee
 - (a) A member of the Administrative Committee, shall cast weighted votes set annually, effective July 1 based upon the dispatch incidents in the preceding Calendar Year as follows:
 - (i) A Party that had at least 50% of the dispatch incidents in the preceding Calendar Year, four (4) votes.

- (ii) A Party that had between 15% and 49.9% of the dispatch incidents in the preceding Calendar Year, two (2) votes.
- (iii) All other Parties, one (1) vote.

All transactions of business shall require a majority of eligible votes which may be different than the number of Parties.

Example: Based on eight agencies, if an agency has 50% of the dispatch incidents, they are entitled to four votes, and the remaining agencies are entitled to one vote, the number of eligible votes would be a total of eleven. In this case six votes would be required for a majority.

- (iv) In the event that all agencies are not represented (i.e. full quorum), no two agencies shall be able to authorize the transaction of business on behalf of CONFIRE. If two agencies represent a majority of eligible votes and are the only two agencies voting to authorize action, the Board of Directors shall convene a meeting to consider the proposed action.
- (b) A vote (weighted vote) may only be cast by that Party's Administrative Committee representative (primary or alternate) who is physically present (or is lawfully present via teleconference).
- (c) If a merger of a member agency takes place with another member or contract agency that party shall cast weighted vote/votes according to the criteria noted in Section 6.C.2 above.
- (d) Should the number of Parties decline due to withdrawal, involuntary termination, merger etc. the percentages noted in Section 6.C.2 shall be revisited so that no two members becomes a super majority.

d. Vacancies.

A vacancy shall immediately occur in the office of any director of the Board of Directors, or member of the Administrative Committee, upon the resignation or death of such person holding such office, or upon his/her ceasing to be an officer or employee of the Party that appointed him or her.

7. Fiscal Contributions.

a. Dispatch and Dispatch-Related Services.

- (1) Each Party shall pay its pro-rata share of all capital, operating, and related costs of CONFIRE that benefit all Parties (Universal Service).

- (2) Pro-rata share shall be calculated in the following manner:

All dispatched incidents originating in a Party's respective jurisdiction over the immediately preceding one (1) calendar year

divided by

All dispatched incidents dispatched by CONFIRE over the immediately preceding one (1) calendar year.

- b. Additional Services.** A Party or Parties shall pay for any additional services that are received or requested by the Party or Parties if those additional services (seat-based) are not also deemed by the Administrative Committee as a Universal Service, of general benefit to CONFIRE and made available to all Parties. Additional services shall be provided by CONFIRE at rates to be determined by the Administrative Committee.
- c. Other Costs and Expenses.** The Parties recognize that, from time-to-time, CONFIRE may incur costs and expenses which are not directly related to the provision of services to Parties. In addition to the payments specified in Sections 7.a and 7.b above, each Party shall pay its pro-rata share of such costs and expenses upon approval by the Administrative Committee.
- d. Ongoing Financial Obligations.** Each Party is responsible for its pro-rata share of any obligation which was incurred at a time when that entity was a Party. This shall include, by way of illustration and not limitation: long-term debt and multi-fiscal-year debt related to the above described Services, Costs and Expenses.
- (1) Pro-rata share shall be in the same proportion as that entity's pro-rata share determined pursuant to Section 7.a.2 of the Agreement.
- (2) The pro-rata obligation of each Party is immediately binding on the Party at the time the obligation is incurred.
- e. Billing.**
- (1) CONFIRE shall bill each Party for its Fiscal Contributions quarterly, unless a request is made and approved for bi-annual billing. The Parties shall pay the bill within sixty (60) days of receipt.
- (2) Any Party whose bill has not been paid within sixty (60) days may be deemed by CONFIRE to be in default and required to pay interest on the unpaid balance, not to exceed one (1) percent per month ("Defaulting Party").
- (3) CONFIRE has the power, at its option, to take the following action against a Defaulting Party:

- (i) commence an action in its own name against the Defaulting Party to recover the amount of the obligation due to CONFIRE hereunder; or
- (ii) suspend the voting rights of the Defaulting Party until all Fiscal Contributions have been paid; or
- (iii) involuntarily terminate the Defaulting Party as set forth in Paragraph 12, below.

8. Accountability and Audits. CONFIRE shall be strictly accountable for all funds and shall report all receipts and disbursements, as required by Government Code section 6505.

- a. Pursuant to Section 6505.6 of the Government Code, the Board of Directors may designate a CONFIRE employee as treasurer and auditor of CONFIRE as set forth in Section 6505.5.
- b. The CONFIRE treasurer and auditor shall perform the duties set forth in Section 6505 of the Government Code.
- c. The CONFIRE treasurer and auditor shall cause an independent audit of CONFIRE to be made by a certified public accountant, or public accountant, in compliance with Section 6505 of the Government Code.

9. Indemnification.

- a. To the furthest extent permitted by law, each Party, including CONFIRE, hereby agrees to defend, indemnify, and hold CONFIRE and the other Parties, and their respective officials, officers, agents, employees, and volunteers free and harmless from any and all liability or claims for personal injury, death, and property damage to the extent that it may arise from the indemnifying party's breach of this Agreement or negligent or otherwise tortious acts or omissions.
- b. CONFIRE and each Party shall procure and maintain their own general liability, auto, professional, and worker's compensation policies with limits set out in **Exhibit B**, as amended from time to time by the Board of Directors, attached hereto and incorporated herein by reference. To the extent that CONFIRE or any Party does not have an employee, workers compensation coverage shall not be required. CONFIRE and each Party may satisfy the insurance requirement set forth herein with an adequate self-insurance program or participation in a public agency insurance pool.

10. Force Majeure. Neither CONFIRE nor any of the Parties shall be held responsible or liable to any other Party or CONFIRE for any loss, damage or delay caused by accidents, strikes, lockouts, fire, flood, act of civil or military authority or by insurrection or riot or by any other cause which is beyond its control.

11. Withdrawal. Any Party may withdraw as a party to this Agreement as follows:

- a. Notice of Intent to Withdraw shall be given not less than eighteen (18) months prior to the proposed date that the withdrawal shall take effect.
 - (1) Notice of Intent to Withdraw shall be in writing and addressed to the Chairperson of the Board of Directors of CONFIRE at its primary address (currently 1743 Miro Way, Rialto CA 92376).
 - (2) Notice of Intent to Withdraw must be accompanied by a proof of service that notice was sent by certified mail with return receipt requested. Notice shall be considered given on the date of service.
- b. June 30 (11:59 p.m.), annually, shall be the only month and day on which a withdrawal shall take effect.
- c. No withdrawing Party shall be entitled to any payment for its interests or assets in CONFIRE upon withdrawal.
- d. Notwithstanding Paragraph 11.a., no Party may withdraw until they have:
 - (1) Either, paid in full their pro-rata share of all outstanding debts and obligations that were incurred while they were a Party. This shall include, by way of illustration and not limitation: long-term debt, pension obligations and multi-fiscal-year debt.
 - (2) Or, executed a contract with CONFIRE to pay for all outstanding debts and obligations that were incurred while they were a Party.

12. Involuntary Termination.

- a. This Agreement may be terminated with respect to a Party for material non-compliance with provisions of this Agreement upon a no less than a two-thirds vote of the Board of Directors, excluding the vote of the Party subject to possible termination. Prior to any vote to terminate this Agreement with respect to a Party, written notice of the proposed termination shall be provided. The written notice of proposed termination shall identify the specific provisions of this Agreement that the Party has allegedly violated and provide notice of the right to provide a written response within ten (10) business days, either evidencing compliance with the terms of this Agreement or a plan to cure the default and a reasonable timeline acceptable to CONFIRE within which the Party subject to termination will diligently prosecute the same to completion.
- b. In the event that the Party subject to possible termination is unable to provide satisfactory evidence of their compliance with the Agreement or ability to cure the default, the Party subject to possible termination shall have the right to respond to the reasons for the proposed termination at the Board of Directors meeting prior to any vote regarding termination. Any vote for termination by the Board of Directors shall

be at least forty (40) business days after delivery of the written notice identified in Paragraph 12(a), above.

- c. Any Party that is involuntarily terminated in accordance with Paragraph 12(a), above, shall remain responsible for their pro-rata share of all outstanding debts and obligations that were incurred while they were a Party. This shall include, by way of illustration and not limitation: long-term debt, pension obligations and multi-fiscal-year debt.

13. Enforcement.

CONFIRE is hereby given authority to enforce this Agreement. If suit is necessary to enforce any of the provisions of this Agreement, CONFIRE and the Parties shall pay their own reasonable attorney fees, regardless of who is the prevailing party.

14. Dissolution.

- a. This Agreement may be dissolved and terminated, in its entirety, by a Board of Directors' vote to terminate that is not less than ninety percent (90%) of the total number of votes of the then-remaining Parties.
- b. No assets may be distributed (divided or returned) until all outstanding debts and obligations have been resolved. Resolved means that each Party has:
 - (1) Either paid their pro-rata share of all outstanding debts and obligations that were incurred while they were a Party; or
 - (2) Executed a contract with CONFIRE to pay for all outstanding debts and obligations that were incurred while they were a Party.
 - (3) All assets of CONFIRE will be distributed in proportion to the contributions of the Parties during the fiscal year of dissolution.

15. Debts.

- a. To the furthest extent permitted by law, the debts, liabilities and obligations of CONFIRE shall not be the debts, liabilities, and/or obligations of the Parties.
- b. Notwithstanding Paragraph 15.a, with respect to the retirement liabilities of CONFIRE:
 - (1) The debts, liabilities and obligations of CONFIRE shall be the debts, liabilities, and/or obligations of the Parties.
 - (2) Pursuant to Section 6508.2 of the Government Code, the Parties agree to apportion CONFIRE's retirement obligations among themselves as follows:

- (a) Each Party is responsible for its pro-rata share of any retirement obligations of CONFIRE which were incurred at a time when that entity was a Party (“Retirement Obligation”).
- (b) Pro-rata share shall be in the same proportion as that entity’s pro-rata share determined pursuant to Section 7.a.2 of the Agreement.
- (c) The pro-rata obligation of each Party is immediately binding on the Party at the time the obligation is incurred.
- (d) In the event that one Party is forced to pay the Retirement Obligation of another Party by virtue of joint and several liability with respect to retirement liabilities of joint powers authorities under A.B. 1912 (2018), affecting Sections 6508.1, 6508.2, 20574.1, 20575, and 20577.5 of the Government Code effective January 1, 2019:
 - i. The Party that failed to pay its Retirement Obligation (“Defaulting Party”) shall indemnify the Party that paid the Defaulting Party’s Retirement Obligation actions, assessments, counts, citations, claims, costs, damages, demands, judgments, liabilities (legal, administrative or otherwise), losses, notices, expenses, fines, penalties, proceedings, responsibilities, violations, reasonable attorney’s and consultants’ fees and causes of action to property or persons (each a “Claim”) to the extent that the Claim arises out of, pertains to, or relates to the Defaulting Party’s failure to pay its Retirement Obligation (collectively, the Defaulting Party Indemnity”).
 - ii. Each Party hereby irrevocably waives sovereign immunity with respect to any assets it may have or later acquire to the extent necessary for another Party to recover under the Defaulting Party Indemnity.
 - iii. To the extent that a Defaulting Party is unable to satisfy its obligations under the Defaulting Party Indemnity by virtue of its insolvency (“Defaulting Party Insolvency”), the Retirement Obligation of each Party other than the Defaulting Party shall be increased in the amount of its pro-rata share of the Defaulting Party Insolvency in the same proportion as that entity’s pro-rata share determined pursuant to Section 7.a.2 of the Agreement.
 - iv. CONFIRE Assets, if applicable shall be utilized first to satisfy retirement obligations of a Defaulting Party before the remaining parties are obligated pay their pro-rata shares.

16. Provisions Required by Law Deemed Inserted.

- a. This Agreement is subject to all provisions of the Constitution and laws of California and the United States which: (1) govern, control, or affect CONFIRE and/or the Parties; or (2) the property, funds, operations, or powers of CONFIRE and/or the Parties.
- b. Such provisions are by this reference made a part of this Agreement.
- c. Any provision required by law to be included in this Agreement shall be deemed to be inserted; and, had that provision been included in the most recent former joint powers agreement of CONFIRE, then such provision shall be deemed inserted in the form set forth in the most recent former joint powers agreement of CONFIRE.

17. Amendment.

- a. This Agreement may be amended as follows:
 - (1) The Board of Directors adopts a Resolution recommending the amendment which will be presented to the governing body of each Party for ratification.
 - (2) The Amendment shall be effective when the required Resolution Recommending Amendment has been ratified by the governing bodies of all Parties. .

IN WITNESS WHEREOF, the undersigned public agencies have set their signature on the respective dates set forth below.


This document may be signed in duplicate originals or counterparts.

ATTEST:

APPLE VALLEY FIRE PROTECTION
DISTRICT
A Fire Protection District

Date: 04/06/2021

Date: 04/06/2021


Name: Danelle Fletcher
Title: Secretary I

By: 
Name: JAMES PERATT
Title: FIRE CHIEF

ATTEST:

CHINO VALLEY FIRE DISTRICT
A Fire Protection District

Date:

Date:

Sandra Wodarck.
Name: Sandra A Wodarck
Title: Admin Secy.

By: [Signature]
Name: TIM SHACKELFORD
Title: FIRE CHIEF

ATTEST:

CITY OF COLTON
A Municipal Corporation

Date: 3/31/21

Date: 3/31/21

[Signature]
Name: Down Miller
Title: Executive Assistant

By: [Signature]
Name: William R. Smith
Title: City Manager

ATTEST:

CITY OF LOMA LINDA
A Municipal Corporation

Date: 03/29/2021

Date: 03/29/2021

[Signature]
Name: Barbara Nicholson
Title: City Clerk

By: [Signature]
Name: Phill Dupper
Title: Mayor

ATTEST:

Date: 3/25/21

Jeanne Donaldson
Name: JEANNE DONALDSON
Title: CITY CLERK

CITY OF REDLANDS
A Municipal Corporation

Date:

Paul T. Barich
By: Paul T. Barich
Name: PAUL T. BARICH
Title: MAYOR

ATTEST:

Date: 3/22/21

Pat Villanueva
Name: Pat Villanueva
Title: Executive Assistant

CITY OF RIALTO
A Municipal Corporation

Date: 3/22/21

Brian Paik
By: B. Paik
Name: BRIAN PAIK
Title: INTERIM FIRE CHIEF

ATTEST:

Date:

Tony Camargo
Name: Tony Camargo
Title: Administrative Analyst

CITY OF VICTORVILLE
A Municipal Corporation

Date:

Keith C. Metzler
By: Keith C. Metzler
Name: Keith C. Metzler
Title: City Manager

ATTEST:

Date: April 7, 2021

Linda A. Trojan, MMC
Name: Linda A Trojan, MMC
Title: City Clerk Serv. Director

RANCHO CUCOMONGA FIRE
PROTECTION DISTRICT
A Fire Protection District

Date: April 7, 2021


L. Dennis Michael
By: L. Dennis Michael
Name: L. Dennis Michael
Title: Board President

ATTEST:

SAN BERNARDINO COUNTY FIRE
PROTECTION DISTRICT
A Fire Protection District

Date: 3-29-21

Date: 3-29-21


Name: Aurora Hernandez
Title: Executive Assistant


By: 
Name: Dan Munsey
Title: Fire chief / Fire warden

EXHIBIT A
TO
JOINT POWERS AGREEMENT
(Third Amended and Restated)

The Parties to the Agreement are:

- **Apple Valley Fire Protection District**, a fire protection district duly formed and existing under the Fire Protection District Law of 1987, Government Code section 13800 et seq. (“Apple Valley FPD”); and
- **Chino Valley Fire District**, a fire protection district duly formed and existing under the Fire Protection District Law of 1987, Government Code section 13800 et seq. (“Chino Valley FPD”); and
- **City of Colton**, a general law city duly formed and existing under Art. XI, section 7 of the California Constitution (“Colton”);
- **City of Loma Linda**, a charter city duly formed and existing under Art. XI, section 5 and section 7 of the California Constitution (“Loma Linda”);
- **City of Redlands**, a general law city duly formed and existing under Art. XI, section 7 of the California Constitution (“Redlands”);
- **City of Rialto**, a general law city duly formed and existing under Art. XI, section 7 of the California Constitution (“Rialto”);
- **City of Victorville**, City of Victorville, a municipal corporation duly authorized and existing under Government Code Section 34000 et seq. (“Victorville”);
- **Rancho Cucamonga Fire Protection District**, a fire protection district duly formed and existing under the Fire Protection District Law of 1987, Government Code section 13800 et seq. (“Rancho Cucamonga FPD”); and
- **San Bernardino County Fire Protection District**, a fire protection district duly formed and existing under the Fire Protection District Law of 1987, Government Code section 13800 et seq. (“San Bernardino County FPD”).

EXHIBIT B
TO
JOINT POWERS AGREEMENT
(Third Amended and Restated)

INSURANCE SPECIFICATIONS

1. Workers' Compensation/Employers Liability

A program of Workers' Compensation insurance or a State-approved Self-Insurance Program in an amount and form to meet all applicable requirements of the Labor Code of the State of California, including Employer's Liability with two hundred and fifty thousand dollar (\$250,000) limits, covering all persons, including volunteers, providing services on behalf of Party and all risks to such persons under this Agreement.

2. Commercial/General Liability Insurance

Party shall carry General Liability Insurance covering all operations performed by or on behalf of Party providing coverage for bodily injury and property damage with a combined single limit of not less than one million dollars (\$1,000,000), per occurrence. The policy coverage shall include:

- a. Premises operations and mobile equipment.
- b. Products and completed operations.
- c. Broad form property damage (including completed operations)
- d. Explosion, collapse and underground hazards.
- e. Personal Injury
- f. Contractual liability
- g. \$2,000,000 general aggregate limit

3. Automobile Liability Insurance

Primary insurance coverage shall be written on ISO Business Auto coverage form for all owned, hired and non-owned automobiles or symbol 1 (any auto). The policy shall have a combined single limit of not less than one million dollars (\$1,000,000) for bodily injury and property damage, per occurrence.

If Party is transporting one or more non-employee passengers in performance of services, the automobile liability policy shall have a combined single limit of two million dollars (\$2,000,000) for bodily injury and property damage per occurrence.

4. Umbrella Liability Insurance

An umbrella (over primary) or excess policy may be used to comply with limits or other primary coverage requirements. When used, the umbrella policy shall apply to bodily injury/property damage, personal injury/advertising injury and shall include a "dropdown" provision providing primary coverage for any liability not covered by the primary policy. The coverage shall also apply to automobile liability.

5. Cyber Liability Insurance - Cyber Liability Insurance with limits of no less than \$1,000,000 for each occurrence or event with an annual aggregate of \$2,000,000 covering privacy violations, information theft, damage to or destruction of electronic information,

intentional and/or unintentional release of private information, alteration of electronic information, extortion, network security, breach response cost, and regulatory fines and penalties.



**Proposal to Implement the Emergency Communications Nurse System
To Serve San Bernardino County**

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Introduction

Rising costs of the healthcare system, steady population growth, a relatively fixed and finite nature of hospital resources and a reliance on the 911 system as an immediate response to any physical condition has led us to explore new and innovative ideas in responding to emergency calls. A variety of stakeholders have worked continuously to improve the 911 emergency response system from receipt of a call, response by fire department paramedics, transport by ambulance and definitive care in hospital emergency rooms. Over the past 5 years it has become evident that a significant proportion of 911 medical calls do not require the highest levels of response, transport and care. About three years ago the ICEMA Emergency Medical Care Committee (EMCC) created a multidisciplinary Emergency Medical Dispatch Ad Hoc Subcommittee. The task of the subcommittee was to pursue potential solutions with the goal of getting callers to the right resource within the right timeframe for the situation presenting and, consequently, take demand out of the system to free fire department paramedics, ambulances and hospitals to deal with the most critical patients.

Great efforts have been made to advance these goals and given that CONFIRE receives 80% of the 911 medical response calls, it was determined that they would be the lead agency to guide these efforts. Funding to conduct an initial analysis of the current 911 emergency response system and EMS innovations was secured from the San Bernardino County Council of Governments (SBCOG). One of the selected innovations was the implementation of a pre-dispatch nurse triage system. .

The pre-dispatch nurse triage system selected was the Emergency Communications Nurse System (ECNS). ECNS was developed by the International Academies of Emergency Dispatch (IAED), a worldwide organization focused on police, fire, and medical response. ECNS is an internationally accredited system that utilizes specially trained registered nurses, co-located in the 911 dispatch center, to triage calls and to route callers to the most appropriate response and care resource for their medical needs.

As efforts were made to implement the ECNS program, the COVID-19 pandemic was declared. The healthcare delivery system was significantly impacted. In July 2020, hospital critical care capacity was overwhelmed such that over 75% of hospitals had activated surge plans and restricted procedures that could be deferred. The forecasted overlay of COVID- 19 and seasonal influenza the “twindemic”, has made this project not just desirable but a necessity. Reducing emergency response volumes, especially hospital emergency department volumes, may be the difference between an overwhelmed system and a system that can appropriately respond to people suffering from this virus. Implementing ECNS is one of several strategies to reduce the impact of the pandemic.

This proposal is in essence a business plan for the implementation of the ECNS program within San Bernardino County. The following are key points supporting the implementation of this project by January 1, 2021:

1. Healthcare experts have warned about the impact of a “twindemic” during the 2020 – 21 flu season, where a COVID-19 surge will overlay a normal flu season thereby likely

overwhelming the healthcare delivery system. Implementation of ECNS can provide decreased hospital ED volumes to enable hospitals to accommodate the COVID-19 surge.

2. ECNS provides effective standardized clinical nursing assessments that lead to the most appropriate care for each low-acuity patient as well as establishing safe, efficient and effective uses of other EMS and community health resources.
3. ECNS will be co-located and initially operate under the auspices of CONFIRE. While positioned under the governance and operations, CONFIRE will not take financial responsibility for the program.
4. Ambulance transports are estimated to decrease by 7% (approximately 11,000 trips per year).
5. Individual hospital ambulance visits are estimated to decrease by up to 7% to 10%.
6. The impact on fire departments will be insignificant when viewed across the 180 fire response units across the County. On the other hand, it is anticipated that response times to more critical patients or situations may improve significantly.
7. CARES Act funding will be utilized to build the ECNS program since the impetus for developing this tool is to address the upcoming “twindemic” and its impact on the local healthcare delivery system. \$740,000.
8. Phase 1 operations which include costs for technologies, staffing and other related contract costs are \$646,140 through 06/30/2021. It is anticipated that after the COVID-19 crisis is stabilized, sustainable funding for ongoing operation of the program (Phase 2) will come from payers such as health insurance companies. It is the payers of healthcare that will financially benefit by avoiding the costs of transport and having patients guided to sources of treatment that are more appropriate and less costly. The annual operating budget in current dollars is approximately \$1.6 million.

How Did We Get Here?

For approximately 10 years, the ICEMA Emergency Medical Care Committee (EMCC) has discussed the emergency transportation system and, in particular, Ambulance Patient Offload Delay (APOD). APOD occurs when care of incoming ambulance patients cannot be transferred immediately from paramedics to hospital emergency department staff. APOD has been a chronic and growing problem and has been a topic of many stakeholder discussions that have stimulated operational changes for both hospitals and first responders. APOD is one of many reasons for documented response times that well exceed ICEMA standards. In hundreds of cases per year, excessive APOD has resulted in ambulances arriving late to critical calls potentially compromising care and negatively impacting outcomes.

APOD is a symptom of several aspects of the healthcare delivery and emergency response system. These include but are not limited to:

- The relatively fixed nature of hospital resources, principally emergency department space and hospital critical care beds
- A relative shortage of physicians, especially in the context of the healthcare insurance coverage expansion under the Affordable Care Act
- A shortage, lack or mal-distribution of mental health resources
- The reflex behavior to call 911 for any medical problem as opposed to seeking care from primary care resources (i.e. physician offices, urgent care centers or telehealth resources).
- Regional population growth

While there are those who might conclude that APOD is a “hospital problem” to solve, hospitals are very constrained in their ability to respond to rapid spikes in ambulance and walk in volumes. The EMCC appreciated this fact, recognized the factors noted above and the discussion shifted to looking at the demand side of the problem, the increased utilization of ambulances and hospital EDs for low acuity concerns.

Approximately 3 years ago, an unprecedented and collaborative effort was undertaken to coordinate and optimize the emergency medical service infrastructure and develop innovative solutions to improve the existing system. A committee made up of affected stakeholders, the EMD Ad Hoc Committee, was formed to address needed improvements in the emergency medical services delivery system in San Bernardino County. The increased utilization of the 911 system for low-acuity health care concerns was causing a strain on the finite resources available to provide efficient emergency medical care and driving up overall healthcare costs. In addition, unnecessary ambulance transports to the emergency department were contributing to APOD. A significant outgrowth of this collaboration was the search for a structure to address this issue. ECNS was selected as the program that would provide the essential tools to address this problem.

Current Situation

COVID-19 has been a significant challenge to hospitals. This reached a peak in July 2020, when the healthcare system was nearly overwhelmed by a spike in COVID-19 patients. For example, 911 transport volumes and APOD during July 2020 exceeded pre-COVID numbers reached in January 2020, a relatively high flu season month. Weeks prior to the COVID-19 peak in July, most hospitals had activated surge plans (principally to open ICU beds) and sought waivers from state-imposed staffing standards. Many hospitals set up tents and temporary shelters to expand capacity of their EDs often in ED arrival areas. Segregation of COVID-19 patients for infection control purposes consumed bed space in ways that effectively limited hospital capacity. The system was well over capacity and as a result, APOD and response delays were approaching record setting levels.

During a normal flu season, the healthcare delivery system fills nearly to capacity. Bed space is tight and available staffing is absorbed across the region. The overlay of any COVID – 19

volume to a normal flu season, which is anticipated for the winter of 2020-21, will be a deluge that could totally overwhelm the local (State and National) health care delivery system. ECNS will be a significant mitigation to the anticipated extraordinary hospital emergency department volumes that will result from the 2020-21 COVID-19/Influenza “twindemic”.

Solution

As noted above, several solutions for these problems were explored and ECNS was identified as a feasible and timely option (See Attachment A for detailed analysis). As a pre-dispatch tool, the ECNS program needs to be co-located in an emergency medical dispatch center. All four Emergency Communications Centers (ECCs) were examined. Two of the four ECCs were accredited by the IAED, hence able to immediately implement the system. The remaining two would be eligible to join the system once accredited.

The course was set to secure accreditation in the remaining two centers when the Covid-19 outbreak in March 2020 disrupted this process. To address system overload during the pandemic, CONFIRE, the ECC with the vast majority of 911 calls, moved swiftly and purchased the ECNS software (LowCode). Efforts toward implementation are now focused on CONFIRE which handles over 70% of emergency medical dispatch calls with the future goal of expanding to the County’s remaining ECCs.

Emergency Communications Nurse System – ECNS

ECNS is a comprehensive nurse triage system that includes over 200 protocols. The IAED develops products like ECNS to ensure high quality emergency medical dispatch. The foundation of the ECNS program is a software algorithm that a certified Emergency Communications Nurse (ECN) utilizes to perform an assessment with a series of questions to determine the health status of the caller. ECNS consists of clinically sound evidence-based medical protocols that are built on a structured call taking methodology and drawn from time-tested and scientifically validated algorithms. The world-class training and certification make sure the dispatch process is grounded in proven practices. The protocols are continuously evaluated and updated.

The ECN assessment will determine whether the patient requires immediate care or whether a more appropriate level of care can be provided with little risk of harm. The 911 call is received by a 911 dispatcher who utilizes the Emergency Medical Dispatch (EMD) protocols to determine whether the patient acuity is low enough to transfer the patient to the ECNS. Based on the initial responses, the dispatcher will either proceed with dispatching resources immediately or refer the caller to an ECNS nurse. When the caller is transferred to the ECN, the 911 call is terminated in the 911 system. The ECN then performs a nursing assessment based on the ECNS protocols and guides the patient to the appropriate level of care. At any time the nurse may refer the call back to the 911 center for an emergency response. Post call surveys are administered along with Quality Assurance Reviews.

The ECNS product has been operational in Reno, Las Vegas, Fort Worth, Memphis and locations around the world. San Francisco City and county implemented the program temporarily in

response to the COVID outbreak. A consultant engaged by County Fire has had active involvement with the Reno site and has provided enhanced insights of the ECNS program and its operation. Las Vegas and Memphis are approximately the same size, 660,000 and 650,000 respectively, and Fort Worth is approximately 900,000. By comparison, San Bernardino County has 2.2 million people and is the largest county by land mass in the USA.

Two of these regions, Fort Worth and Reno have been operating the ECNS program for 7 and 8 years respectively. They report “great patient experience scores” and “high patient satisfaction scores”. The Fort Worth program has achieved patient satisfaction scores of 4.9 out of 5. They have indicated that the program has achieved the expected results in reductions in transport volumes and hospital emergency department visits. Both believe it to be an excellent program

Impacts

The goal of ECNS is to re-direct 911 callers with low acuity complaints (not requiring emergency department care) to the most appropriate healthcare resource to match their needs. This will, in turn, allow EMS and fire department resources to decrease response times to higher acuity calls and decrease the amount of unnecessary ambulance transports to the ED. The following is a brief analysis of the impacts of ECNS on several stakeholders.

A review of 2019 call data indicated that 160,000 calls to 911 had information from which to measure the impact of ECNS in San Bernardino County (See Attachment B for a detailed analysis of calls). The total number of 911 calls for medical assistance is a greater number but not all call records yielded reliable determinant codes. Based on the information gathered from these calls it was determined that approximately 18,000 calls met the criteria to be included in an ECNS program. Given what is believed to be the most efficient staffing matrix for the program it is estimated that approximately 15,000 calls could be directed to the ECNS nurse. Retrospectively, approximately 3,800 of the ECNS eligible calls were not transported. In these cases, emergency resources arrived at the scene and ambulance transport to a hospital was not required or desired. Some of these people may have gone to their local hospital via their own private vehicle or other means. Assuming this trend continues with the implementation of an ECNS program, approximately 11,000 calls would be directed to more appropriate resources other than ambulance transports.

- **Callers**

Areas utilizing ECNS have reported that callers are very satisfied with the program. For example, the Fort Worth program reports a score of 4.9 out of 5 for patient satisfaction. Further, a recently released article included the findings of research on this topic. It included people from the Fort Worth and Memphis ECNS programs. Satisfaction with the initial dispatcher was 92%, 91% with the ECNS nurse process and 91% satisfaction with the ECNS nurse recommendations and advise. In addition, proper navigation to the appropriate level of care leads to decreased cost to the patient. Deductibles and co-payments will decrease for the caller that is not being taken to the hospital ED via ambulance in favor of being routed to the appropriate level of care for treatment.

- **Fire Resources**

Fire Department based paramedics respond to 911 calls along with EMS transport vehicles. The implementation of the ECNS program could reduce the number of paramedic responses by approximately 15,000 calls or 9% of 911 medical calls. This translates to a reduction of approximately 9,848-unit hours and over 29,000 personnel hours annually.

At first blush one might conclude that there is a cost savings opportunity here. However, when viewed more critically, it is considered that the impact of this program on emergency medical response staff is not significant when viewed at the station or unit level. There are 180 response units in the County. It is estimated that the impact per response unit would range from between 0.1 – 1.2 calls per shift per unit. Studies indicate that ECNS like programs reduce response times to more emergent situations be they emergency medical or fire response. The value of this program from a fire perspective is that valuable resources are preserved to respond to critical situations. Also, given the projected continuous population growth in the County, any short-term marginal savings at the station level will be offset by the growth in population.

- **Emergency Transport Volumes**

As noted earlier, it is estimated that emergency transport (ambulance) volume will decrease by approximately 11,000 trips per year (15,000 less approximately 4,000 calls that historically have not been transported once deployed) due to the ECNS program.

- **Hospitals**

Data is not readily available or in a form that enables a precise estimation of the impact of ECNS on individual hospitals. Data collected in First Watch, which is used by CONFIRE, Ontario FD and AMR was used to develop estimates of potential impacts on individual hospitals. For areas not covered by these data sources (i.e. Barstow and East) estimates were made assuming like patterns of use demonstrated in areas for which data was available. In general, the impact on individual hospital ambulance volumes could be as high as 7 to 10%. The impacts are likely to be less than these calculated percentages for a couple of reasons. First, the ECN may conclude that the caller needs immediate care at a hospital. Second, callers who come to the conclusion that they don't need an ambulance ride to a care site might still opt to go to a hospital ED by other means. It should be noted that based on the analysis of the data there was no apparent weekday/weekend variation in calls or transports. There was a pattern of utilization that is quite similar to the daily pattern of hospital ED volumes where volumes build in the morning, sustain into the late evening and then decrease. The lost hospital emergency department volume directly corresponds to lost revenue. Consequently, thoughts that hospitals should contribute to funding this project are misplaced.

Implementation Plan

At a high level, the implementation of the ECNS program is necessitated by the anticipated COVID 19 surge during the 2020-21 flu season. Every reasonable action should be taken to mitigate the impact of the “twindemic” and its impacts on the healthcare delivery system and, in turn, the residents of the County. If the program achieves its objectives, it will be an ongoing program. There are three phases of this project and they are as follows:

- **Build Phase** – a period that is marked by developmental activities including but not limited to the following:
 - Drafting of this business plan,
 - Securing stakeholder involvement,
 - Securing necessary approvals from the County and CONFIRE
 - Securing funding for the Phase 1 Pilot Program,
 - Staff acquisition and training,
 - Equipment and space acquisition,
 - Identifying and confirming referral resources and other critical tasks.

Financing for this part of the project is anticipated to come from CARES Act funding as this program is being initially set up to reduce non-emergent ambulance transports and unwarranted emergency department visits, freeing hospital and first responder resources to respond to more emergent calls during the COVID-19 pandemic.

- **Phase 1** – This is the initial operational phase. The ECNS program will be co-located in the CONFIRE Emergency Medical Dispatch Center. CONFIRE will be the “lead” agency for the program. Funding for the first months of this phase is being provided by the CONFIRE member agencies. There are three objectives of this phase:
 - Run the system and make refinements to achieve program goals
 - Track key performance metrics to prove the concept that service is improved, and that utilization of expensive resources is reduced resulting in less costs to callers and healthcare insurance companies.
 - Secure sustainable funding from healthcare insurance companies based on anticipated proven savings.
- **Phase 2 – Ongoing Operation** – To be pursued when Phase 1 achieves its goals and sustainable funding can be secured. To sustain the program, stable funding sources need to be secured. The ECNS model that is being developed here is different from other localities in that this model will be routing callers who agree with the ECNS nurse to less costly insurance company network resources for needed care without the cost of ambulance transport. The assumption is that insurance companies will benefit financially from this new system. Kaiser and Inland Empire Health Plan (IEHP), currently account for between 50 – 60% of the residents of the County. Given the potential benefits to the insurance companies, partial funding for Phase 1 will be solicited from these two major health insurance companies among other sources. The experience

recorded during Phase 1 is anticipated to provide the proof of concept needed to engage other major payers as financial supporters of the program.

Major implementation milestones are as follows:

Task	Target Completion Date
Hardware / ECNS software in place	Completed
System Testing complete	Completed
CONFIRE Board approval of REMSA staffing contract	Completed
Phase 1 Staff acquisition and training complete	12/07/2020
Phase 1 funding in place/secured	12/31/2020
Kaiser/IEHP letters of interest Phase 2 funding	12/21/2020
Commence Phase 1 operations (through June 30, 2021)	2/4/2021
Secure Funding for Phase 2 Operations	6/15/2021
Suspend project or commence ongoing operations	06/30/2021

Financial Analysis

The following provides an overview of the expenses and costs to build and operate the ECNS project. Detailed budgets with key assumptions are provided in Attachment C.

NOTE: *These budgets are preliminary and draft for purposes of discussion. They are helpful in that they provide order of magnitude estimates to build and operate the program. They have not been reviewed, confirmed, or approved by key stakeholders. This is especially true of the salaries, wages and benefits that must be reviewed and approved following set procedures prior to the issuance of a final draft of this business plan.*

Start up

Salaries, Wages and Benefits	\$208,000
Recruitment Onboarding Costs	\$127,000

Purchased Services	\$73, 284
Information Technology	\$139,000
Equipment / Furnishings	\$160,000
Marketing / Public Relations	\$ 30,000
Other	\$ 10,000
Total Startup / Build	\$740,369

Phase 1 Operations (January 2021-June 30, 2021)

Salaries, Wages and Benefits	\$ 90,600
Purchased Services	\$ 455,140
Information Technology	\$ 69,400
Rent / Utilities	\$ 6,500
Supplies/Equipment	\$ 3,000
Travel and Training	\$ 9,000
Marketing / Public Relations	\$ 12,500
Total Annual Operating Expense	\$ 646,140

Annual Ongoing Operations

Salaries, Wages and Benefits	\$1,316,000
(Full time CONFIRE employees)	
Purchased Services	\$ 180,000
Information Technology	\$ 60,000
Rent / Utilities	\$ 13,000
Supplies	\$ 6,000
Uniforms	\$ 3,000
Travel and Training	\$ 19,000
Marketing / Public Relations	\$ 25,000
Total Annual Operating Expense	\$1,622,000

Note: These are current dollar costs subject to escalation factors to be determined.

Program Assessment / Risk Mitigation

The goal in implementing ECNS is aligned with Triple Aim: achieve better care by improving the quality and experience of care, provide better health and provide better value by reducing per capita costs. The ECNS program is designed to navigate people to the appropriate level of care in the right amount of time. ECNS has been operational in other communities and has been proven to be a safe process. Like any other healthcare service, there is a continuous effort to review outcomes against set metrics, and, if an untoward outcome be experienced, there is a process for a multidisciplinary review to determine and understand the circumstances and make adjustments to minimize the risk of a repeat occurrence.

The ECNS program has triaged more than 85 million calls over a 15-year period. It is currently in use on four continents including North America/Canada, Europe, Africa, and Australia. In one study of 911 call referrals to a nurse, there was a high percentage (94%) of patients who reported feeling better after the call, 6% reported feeling the same and none felt worse. As

noted above, the agencies surveyed showed high levels of caller satisfaction. Considering the volume of calls referred and the duration of the program, it appears as though the program is proven and likely has a very small number of untoward events.

The IAED promotes an active quality assurance and improvement program. This starts with a common training platform, nurse certification and a program to monitor nurse performance, which requires random review of cases monthly. The Quality program also includes a multi-disciplinary quality assurance committee composed of management, a medical director and Emergency Communications Nurses (ECNs) who will review performance and outcomes on a regular basis. One goal of the program will be to achieve the status of an Accredited Center of Excellence (ACE) accreditation, which promotes quality in IAED programs including ECNS. The San Bernardino County CONFIRE emergency dispatch system is one of few across the country that has received this distinction.

Disparities

The emergency response system responds to any person regardless of social characteristics. A question that has been raised is will the implementation of the ECNS system disproportionately impact certain communities? While this topic should be one that is analyzed to see if there is an unintended disproportionate impact on certain demographic groups, a baseline analysis has been done. The analysis considered CONFIRE data in the context of an ESRI database that identifies low income areas (Low Income Identified Census Tracts using HUD criteria that include communities where 50% of the households have incomes less than 60% of the Area Median Gross Income, or have a poverty rate of more than 25%). This analysis demonstrated that the total number of calls and the number of ECNS qualified calls from these underserved areas was essentially the same, 48% and 50% respectively. There is no way to predict how the implementation of ECNS will impact this comparison. It is an important time to be actively considering this topic. If implemented, the project must strive to understand any variances from this baseline or other comparative demographic metrics. The program will monitor this area carefully and make appropriate efforts to identify disparities and mitigate them.

A related topic is cultural sensitivity. The demographics of our County indicate a need to have language proficiency in this system. The current standard in 911 centers is the use of a language line or telephone translation service. The ECNS program will utilize a translation service.

Appendix A – Detailed Analysis of Program Alternatives

Solutions of how to address the stated problems were sought, where it was agreed to pursue options in the pre-dispatch portion of the 911 sequence. Exploring nurse navigation solutions was the first of several service changes identified.

Due Diligence

Three nurse navigation systems were identified:

- 1) Access2Care – Nurse Navigation (Global Medical Response)
- 2) Emergency Communications Nurse System (ECNS), a program provided by the International Academy of Emergency Dispatch (IAED)
- 3) A shell algorithm software program by APCO ¹was an option, but would require full medical, clinical and emergency communications development.

Each option of the above was to be analyzed and a recommendation to be made to the EMD Ad Hoc Committee and the County Fire Chiefs. Two of three of the options listed above were researched. The APCO Intelligent Workstation was not pursued, as content needed to be created, vetted and approved, which was deemed to be cost prohibitive for time and money.

Access2Care – Nurse Navigation (Global Medical Response also known as AMR) – Analysis
GMR's nurse navigation is a triage solution that works in a partnership between GMR and the local entity. GMR offers several options from staffing their nurse call center, 24 hours a day, seven days a week, embedding personnel into the 911 center, or providing situational services such as call screening during the Covid-19 pandemic. There are no pre-requisites of the 911 call center in this solution. For example, the 911 call center is not required to use the EMD system nor be accredited. Regardless of level of service contracted for, the GMR nurse uses and refers patients to the local entity pre-approved points of care.

Emergency Communications Nurse System – ECNS

ECNS is a nurse triage system that includes over 200 evidence based protocols and works in conjunction with the EMD practice in the 911 center. The foundation of the ECNS program is the 'LowCode' software, which facilitates the EMD and certified Registered Nurse trained in both EMD and Emergency Communications Nurse (ECN) practices, through a series of questions to determine the health status of the caller and the appropriate community Point of Care (POC). It is certified by the International Academies of Emergency Dispatch (IAED), a worldwide organization that provides emergency medical, fire and police dispatch call screening protocols, accreditation and quality improvement programs. Callers requesting an ambulance are asked EMD questions and when a low acuity call type is reached, it is transferred for an Emergency Communication Nurse (ECN) assessment. There are several key elements to this process that must be kept on the forefront:

¹ Association of Professional Communications Operators Inc – Intelligent Workstation

- The EMD process has ruled out life-threatening patient conditions
- All low acuity call types are pre-approved by the dispatch center medical director
- The only call types that are eligible for transfer to the ECN are those deemed the lowest acuity in the EMD, *Alpha's* and *Omega's*.

When the caller has safely been transferred to the ECN, the EMD closes the 911 call, terminating the call in the 911 system. During the ECN's call questioning, the ECN can, at any time, refer the call back to the 911 center an emergency response if patient conditions change. Assuming the patient status remains low in acuity, the assessment leads the nurse to a safe recommended care level for the patient, ideally outside the 911 system. Post call surveys are administered along with Quality Assurance Reviews. All calls in the ECNS are documented in the LowCode software and follow-up surveys administered post call, and quality assurance reviews on all emergency declarations are performed.

In order to use the LowCode System and interface it with the EMD system, the ECC must be an *Accredited Center of Excellence (ACE)*. ACE's are awarded this distinction after completing a rigorous EMD program evaluation and quality assurance review. There are 14 ACE's in California and just over 100 of the honored few in the world to have this stature.

Due Diligence Outcome

Delays associated with Covid-19 have impacted two of the County's ECC's to obtain ACE accreditation. CONFIRE has proceeded with the implementation but support will be provided to other ECCs to expand the ECNS service delivery model to include all 911 calls in the region. CONFIRE has purchased the LowCode software. This purchase accelerated the analysis process of all ECC's and narrowed the project focus to program development and the discussion of how to approach countywide impacts.

Attachment B – Call Volume Analysis

CONFIRE engaged in a series of studies using data to support or oppose assumptions of the impacts of ECNS. Using 2019 CAD data, the number and percent of 911 EMS calls that were coded with an EMD call type by the 911 dispatcher and the number of those calls that were determined eligible for an ECNS assessment, are considered baseline data for future studies:

Agency	All EMS Calls with an EMD Call Type	% of total Call Volume with EMD Call Type	# of eligible call types
CONFIRE	125,500	80.9%	14,443

Figure 1 - 2019 CONFIRE ECC EMD CAD to ECNS Call Eligibility

11.5% of CONFIRE’s EMS calls processed with an applicable call type were projected to be eligible for an ECN assessment.

Risk Tolerance

Risk tolerance is a measure of the level of **risk** an organization is willing to accept, expressed in either qualitative or quantitative terms and used as a key criterion when making **risk**-based decisions. The following chart illustrates CONFIRE’s risk in diverting low acuity calls to an ECN for definitive care options:

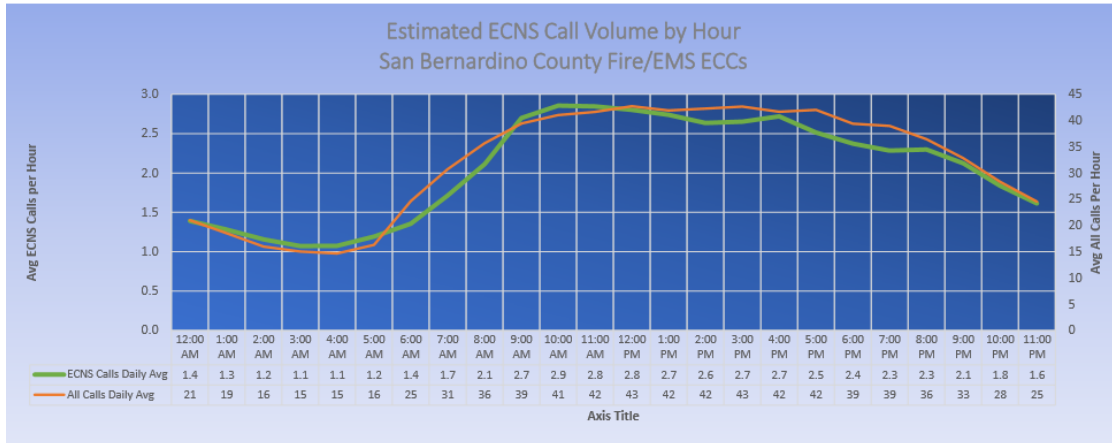
EMD Call Type	# Calls in 2019	Risk Scale
True-time emergency - Echo	1,797	10% - probability of failure, or 1 in 10 could occur.
High Level of Acuity – Delta	43,371	5% - probability of failure, or 1 in 50 could occur.
Moderate Acuity – Charlie	33,218	1% - probability of failure, or 1 in 100 could occur.
Average Acuity – Bravo	14,197	0.1% - probability of failure, or 1 in 1,000 could occur.
Low Level of Acuity – Alpha	30,962	0.01% - probability of failure, or 1 in 10,000 could occur.
Remote Level of Acuity – Omega	1,955	<0.01% probability of failure

In terms of risk tolerance, a total of 32,817 calls were classified as Omegas and Alphas. Of those calls, 14,443 had eligible call types for an ECNS assessment. Using the risk scale, 1.5 calls may be at risk of falling back to the 911 system.

Attachment C - Budget and Assumptions

Staffing and Program Costs

In order to determine the costs associated with this program, it is necessary to determine all costs, not just human resource finances. First, it was important to collect data that demonstrates when the eligible call types are received. The following table illustrates ECNS eligible calls received per hour:



¹ Projections are based on call counts illustrated in Table 1 and use the same assumptions. The number of calls by hour is also based on actual time frames from CONFIRE that are applied to the calls from the other ECCs as that level of detail is not currently available.

The following table illustrates and projects the possible duplication of calls received in the same period of time:

ECNS Volume and Overlap by Hour of day. Projections for all SB County Comm Centers based on 2019 data. Percentage represents the hourly percent of the total number of 2nd overlap calls.



As demonstrated, the overlap hours occur, on average, between 9am to 5pm. To mitigate risk to the fullest extent, policy decisions would need to be made from the following assumptions:

- 1) The first caller who is being served, can be put on hold without taking additional medical risk. This caller or patient has been screened once for life-threatening acuity and is presumably in the process of being screened a second time by the ECN. Being put on hold is acceptable from a content perspective, however, from a time perspective, the average ECN call can take up to 15 to 20 minutes, leaving the first caller to grow impatient and restart the 911 call sequence all over.
- 2) Staffing two ECN's during a statistically predictable period mitigates the risk of being unable to serve simultaneous ECN assessments.

From a risk perspective, staffing two ECN's during a predictable overlap period reduces risk to less than 1% of simultaneous occurrences, thus reducing overall risk to negligible levels.

Staffing Recommendations

Based on the above data, the need to achieve ACE status and to become a best practice organization, the following staffing recommendations are made:

Type	Status	Amount
ECN (RN)	Full-time	6
Quality Assurance Manager	Full-time	1
ECN Manager	Full-time	1

Proposed Schedule

The Core Implementation Committee proposes the following schedule/staffing model

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Shift 1	0700-1900	0700-1900	0700-1900				Swing day – Shifts rotate and work every other weekend 0900-1700
Shift 2	1900-0700	1900-0700	1900-0700				
Overlap	0900-1700	0900-1700	0900-1700				
Shift 3				0700-1900	0700-1900	0700-1900	Swing day – Shifts rotate and work every other weekend 0900-1700
Shift 4				1900-0700	1900-0700	1900-0700	
Overlap				0900-1700	0900-1700	0900-1700	
Totals	32	32	32	32	32	32	32
QA Reviewer		8		8		8	
Program Manager		8	8	8	8	8	
Total	32	48	48	48	48	48	32

Total Program Hours:

Type	Amount	Program Hours
ECN (RN)	6	224 per week/ 896 per month / 10,752 per year
Quality Assurance Manager	1	40 hours/ 160 per month/ 2080 per year
ECN Manager	1	40 hours/ 160 per month/ 2080 per year



**POLICIES OF THE BOARD OF
DIRECTORS OF CONFIRE**

POLICIES OF THE BOARD OF DIRECTORS OF CONFIRE
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**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 1.001**

TITLE: **Policy Establishment and Numbering**

ADOPTED: [_____]

REVISED: [_____]

The Board of Directors (“Board”) of the Consolidated Fire Agencies (“CONFIRE”) establishes Policies to provide guidance concerning the conduct of CONFIRE within the jurisdiction of the Board of Directors to:

- Members of the CONFIRE Board (“Directors”);
- Parties to the Joint Powers Agreement of CONFIRE (“Parties to the Joint Powers Agreement”);
- The CONFIRE Director;
- Members of the CONFIRE Administrative Committee;
- Agencies that contract with CONFIRE for dispatch and communications services (“Contracting Agencies”); and
- Members of the public.

The definitions in this Policy shall apply to all of the Policies of the Board of Directors.

Supersession

Any previously adopted policy that predates a Policy included in this Manual of Policies shall be superseded. In addition, this Manual of Policies shall supersede the pre-existing By-Laws of CONFIRE.

Interpretation

1. In the event of a conflict between these Policies of the Board of Directors and the Joint Powers Agreement governing CONFIRE, the Joint Powers Agreement shall control.
2. In the event of a conflict between these Policies of the Board of Directors and a provision of the CONFIRE’s Standard Operating Procedures, these Policies of the Board of Directors shall control.
3. In the event of a conflict between these Policies of the Board of Directors and a memorandum of understanding (“MOU”) entered into between CONFIRE and a duly recognized employee organization pursuant to the Meyers-Milias-Brown Act (Government Code Sections 3500-3510), the MOU shall control.

4. In the event of a conflict between these Policies of the Board of Directors and the Policies of the Administrative Committee, these Policies shall control as to matters within the responsibility of this Board of Directors, and those Policies of the Administrative Committee shall control as to those matters within the responsibility of the Administrative Committee.

Numbering

1. The first set of digits reflects the Series (i.e., General, Board of Directors and Officers, Board Meetings, Finance, etc.);
2. The second set of digits reflects the Policy number; and
3. The third set of digits, if any, memorializes revisions to the Policy. Using this Policy as an example, 1.001.01 would reflect the first revision.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 1.002**

TITLE: **Adoption/Amendment of Policies**

ADOPTED: [_____]

REVISED: [_____]

Any member of the Board of Directors, the CONFIRE Director, or any member of the Administrative Committee established by the Joint Powers Agreement may propose adoption of a new policy or amendment of an existing policy. The request for adoption or modification shall be initiated by: (1) submitting a written draft of the proposed new or amended policy to each member of the Board of Directors and to the CONFIRE Director; and (2) requesting that the item be included for consideration on the agenda of the next appropriate regular meeting of the Board.

Adoption of a new policy, or amendment of an existing policy, shall require a simple majority vote (50 percent, plus one) of the Board of Directors.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 1.003**

TITLE: **Public Complaints**

ADOPTED: []

REVISED: []

This Policy applies only to complaints relating to matters within the responsibility of the Board of Directors.

The Board desires that public complaints be resolved at the lowest possible administrative level, and that the method used for resolution should be logical and systematic.

Definition

A public complaint is an allegation by a member of the public that there has been a violation or misinterpretation of State or federal law, or CONFIRE policy, which has adversely affected the complainant.

Resolution Process

Complaints shall be resolved as follows:

1. A complainant shall first make an appointment and discuss the matter with the Communications Manager with the objective of resolving the matter informally.
2. If the complainant is not satisfied with the disposition of the complaint by the Communications Manager, or the complaint involves the Communications Manager, the complaint shall be reduced to writing and shall be forwarded to the CONFIRE Director. At the option of the CONFIRE Director, he/she may conduct conferences, may take testimony or receive written documentation to develop facts to use in resolving the complaint. The CONFIRE Director shall memorialize his/her decision in a writing setting forth in detail the basis for his/her decision, and a copy shall be provided to the complainant.
3. If the complainant is not satisfied with the disposition of the matter by the CONFIRE Director, he/she may file a written request that the complaint be considered by the Administrative Committee. Any request must be filed within ten (10) days of receiving the CONFIRE Director's written decision. The Administrative Committee shall issue a written decision which, in its sole discretion will be issued after:
 - a. considering the matter at its next regular meeting; or

- b. calling a special meeting; or
 - c. deciding the matter on the record presented.
 - d.
4. If the complainant is not satisfied with the disposition of the matter by the Administrative Committee, he/she may file a written request that the complaint be considered by the Board of Directors. Any request must be filed within ten (10) days of receiving the Administrative Committee's written decision. The Board of Directors, may, in its sole discretion:
- a. Consider the matter at its next regular meeting; or
 - b. Call a special meeting; or
 - c. Decide the matter on the record presented; or
 - d. Conduct conferences, hear testimony, or take other action to resolve/decide the complaint.
5. The Board's final decision shall be memorialized in writing and a copy will be provided to the individual registering the complaint.
6. This policy does not prohibit a member of the community, or a staff member, from appearing before the Board to verbally present testimony or a statement regarding actions of: (1) the Board; (2) CONFIRE programs and services; or (3) matters pending consideration by the Board.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 2.001**

TITLE: **Board of Directors, Generally**

ADOPTED: [_____]

REVISED: [_____]

1. The Board of Directors is the unit of authority that governs CONFIRE with respect to the limited matters set forth as its responsibility under the Joint Powers Agreement. Apart from his/her normal function as a part of this unit, the members of the Board of Directors have no individual authority. As individuals, members of the Board of Directors may not commit CONFIRE to any policy, act, or expenditure.

2. No one serving on the Board of Directors shall receive any salary or compensation from CONFIRE.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 2.002**

TITLE: **Duties of Officers**

ADOPTED: []

REVISED: []

1. The officers of CONFIRE shall consist of a Chairperson, a Vice-Chairperson, a Secretary and a Treasurer. The Chairperson and Vice-Chairperson shall be members of the Board of Directors.
2. The Chairperson shall preside over all Board meetings. The Chairperson shall have the same rights as other members of the Board in voting, introducing motions, resolutions, and any discussion related to such topics.
3. In the absence of the Chairperson, or in the event of his/her inability or refusal to act, the Vice-Chairperson shall perform the duties of the Chairperson, and when so acting, shall have all the powers of and be subject to all the restrictions upon the Chairperson.
4. In the absence of the Chairperson and Vice-Chairperson, assuming a quorum is present, the remaining members present shall select one of themselves to act as chairperson of the meeting.
5. The Director of CONFIRE shall be the Secretary to the Board of Directors, but shall be a non-voting member.
6. The Treasurer shall be the Financial Officer from the County Fire Department, but shall be a non-voting member.
7. The Treasurer shall have the powers and duties as set forth in Section 6505 and 6505.5 of the Government Code, any other applicable provisions of State law, the Joint Powers Agreement, or as may be established by the Board of Directors. The Treasurer shall serve the CONFIRE without charge to the CONFIRE, except for the administrative services charges to the County Fire Department.

There shall be strict accountability of all funds of CONFIRE and a report of all receipts and disbursements as required by Section 6505 of the Government Code.

8. The Treasurer shall give a bond in the amount of \$25,000 for the faithful discharge of his/her

duties, with such surety or sureties as the Board of Directors shall determine. The Treasurer shall: (a) have charge and custody of and be responsible for all funds, securities and assets of CONFIRE; receive and give receipts for monies due and payable to CONFIRE from any source whatsoever, and deposit all such monies in a separate fund in the name of CONFIRE with the County Auditor/Controller; (b) in general, perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him/her by the Board of Directors.

9. The Secretary shall; (a) keep the minutes of the Agency meetings in one or more books provided for that purpose; (b) see that all notices are duly given in accordance with provisions of these Policies or as required by law; (c) be custodian of the records of the CONFIRE; (d) in general, perform all duties as, from time to time, may be assigned to him/her by the Board of Directors.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 2.003**

TITLE: **Board Member Access to CONFIRE Records**

ADOPTED: []

REVISED: []

To make informed decisions, any member of the Board of Directors who is acting in his/her official capacity as a CONFIRE Board Member shall have access to CONFIRE records as described below to assist them in performing official functions.

1. All requests for access to CONFIRE records shall be directed to the CONFIRE Director. If the CONFIRE Director determines that there is a question regarding access to records, the Board Member who requested the records may present the request to the Board of Directors.
2. Requests by a Board Member for access to Personnel Records of employees, other than the CONFIRE Director, shall be submitted to the Board Chairperson for consideration.
3. Personnel Records of the CONFIRE Director shall be open to inspection by any member of the Board of Directors.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 3.001**

TITLE: **Board Meetings**

ADOPTED: [_____]

REVISED: [_____]

Regular Meetings

1. The date, time and place of regular public meetings shall be established by action of the Board of Directors pursuant to the provisions of Section 54954 of the Government Code.
2. Notice of each regular meeting of the Board shall be given to the respective Board Member of each CONFIRE Party to the Joint Powers Agreement at least fourteen (14) calendar days prior to such meeting and an agenda for such meeting shall accompany the notice.
3. The Board shall hold an annual organizational meeting at its first regular meeting of each calendar year (calendar year runs from January through December). At this meeting, the Board will elect a Chairperson and a Vice Chairperson from among its members to serve during the coming calendar year.

Non-Emergency Special Meetings

1. Special meetings of the Board of Directors may be called by:
 - a. The Board Chairperson; or
 - b. A quorum of the Board of Directors; or
 - c. The Director; or
 - d. The Administrative Committee upon a simple majority vote of its members.
2. Seven (7) calendar days' prior written notice of a special meeting shall be given to all Members of the Board of Directors and the Director.
 - a. An agenda specifying the matters to be considered and/or acted upon at the special meeting shall accompany the notice of the meeting.
 - b. Business conducted at the noticed meeting shall be limited to those items specified in the agenda.

- c. However, if deemed necessary, due to the urgent nature of the issue, the Board Chairperson, by its own motion, may call for an emergency meeting on a twenty-four (24) hour notice for the purpose of discussing a specific issue.

Emergency Special Meetings

1. In the event of an emergency situation involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities, the Board may hold an emergency Special Board meeting without complying with the twenty-four (24) hour notice required above. An emergency situation means a crippling disaster which severely impairs public health, safety, or both, as determined by Director, Chairperson or Vice Chairperson (in the Chairperson's absence).
2. Newspapers of general circulation in CONFIRE's area of operations, radio stations and television stations which have requested notice of Special Board meetings in accordance with the Ralph M. Brown Act (California Government Code §54950 through §54926) shall be notified by at least one (1) hour prior to the emergency Special Board meeting. In the event that telephone services are not functioning, the notice requirement of one (1) hour is waived, but the Director, or his/her designee, shall notify such newspapers, radio stations, or television stations of the fact of the holding of the emergency Special Board meeting, and of any action taken by the Board, as soon after the meeting as possible.
3. No closed session may be held during an emergency Special Board meeting, unless agreed to by two-thirds of the Board, or if less than two thirds of the Board is present by unanimous vote, during the emergency meeting. All other rules governing Special Board meetings shall be observed except for the twenty-four (24) hour notice. The Minutes of the emergency Special Board meeting, a list of persons the Director, or his/her designee notified or attempted to notify, a copy of the roll call vote(s), and any actions taken at such meeting shall be posted for a minimum of ten (10) days in the CONFIRE office as soon after the meeting as possible.

General Provisions

1. Regular, special and emergency meetings shall be held within the County of San Bernardino.
2. Provided they are not contrary to these Policies, or the Joint Powers Agreement, or the Brown Act, Robert's Rules of Order shall govern all meetings of the Board.
3. All Directors and the Director shall be notified of the scheduling of any meeting and the purpose or purposes for which it is called.
4. Newspapers of general circulation in CONFIRE's area of operations, radio stations and television stations, organizations, and property owners who have requested notice of special meetings in accordance with the Ralph M. Brown Act (California Government Code §54950 through §54926) shall be notified by a mailing unless the Special Board meeting is called less than one (1) week in advance, in which case notice, including business to be transacted,

will be given by telephone during business hours as soon after the meeting is scheduled as practicable.

5. The Chairperson shall determine the order in which agenda items shall be considered for discussion and/or action by the Board of Directors.
6. The Chairperson and the Director shall ensure that appropriate information is available for the audience at meetings of the Board, and that physical facilities for meetings are functional and appropriate.
7. A simple majority vote by the Board of Directors may terminate any Board meeting at any place in the agenda and adjourn to any time and place specified in the order of adjournment; except that, if less than a quorum of the Board of Directors is present at any regular or adjourned regular meeting, the Director may declare the meeting adjourned to a stated time and place, and he/she shall cause a written notice of adjournment to be given to those specified in the provisions of *Non-Emergency Special Meetings* above.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 3.002**

TITLE: **Board Meeting Agendas**

ADOPTED: [_____]

REVISED: [_____]

The Director, in conjunction with the Chairperson, will prepare an agenda for each regular and special meeting of the Board. Any member of the Board of Directors may direct the Director to place an item on the agenda.

Regular Meetings

An agenda shall be posted conspicuously for public review at the CONFIRE offices and on the CONFIRE website at least seventy-two (72) hours prior to the time of the meeting.

Special Meetings

An agenda shall be posted conspicuously for public review at the CONFIRE offices and on the CONFIRE website at least twenty-four (24) hours prior to the time of the meeting.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 3.003**

TITLE: **Board Actions and Decisions**

ADOPTED: [_____]

REVISED: [_____]

Actions by the Board include, by way of illustration and not limitation:

1. Adoption or rejection of regulations or policies;
2. Adoption or rejection of a resolution;
3. Approval or rejection of any contract or expenditure;
4. Approval or rejection of any proposal which commits CONFIRE funds or facilities, including employment and dismissal of personnel; and
5. Approval or disapproval of matters that require or may require CONFIRE or its employees to take action and/or provide services.

Action can only be taken pursuant to the terms of: (1) the Joint Powers Agreement in effect between the Parties to the Joint Powers Agreement; and (2) these Policies. In case of a conflict, the Joint Powers Agreement shall prevail.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 3.004**

TITLE: **Minutes of Board Meetings**

ADOPTED: [_____]

REVISED: [_____]

The Secretary of the Board shall keep Minutes of all regular and special meetings of the Board.

An audio recording will be made of regular and special meetings of the Board for the purpose of ensuring accurate and complete Minutes. Such audio recording shall be saved electronically.

Motions or resolutions shall be recorded in the Minutes as having passed or failed, and individual votes will be recorded unless the action was unanimous.

All resolutions adopted by the Board shall be numbered consecutively, starting new at the beginning of each year. In addition to other information that the Board may deem to be of importance, the following information (if relevant) shall be included in the Minutes of each meeting:

1. Date, place and type of each meeting;
2. Directors, or Alternates, present and absent by name;
3. Administrative staff present by name;
4. Call to order;
5. Time and name of late arriving Directors or Alternates;
6. Time and name of early departing Directors or Alternates;
7. Names of Directors absent during any agenda item upon which action was taken;
8. Summary record of staff reports;
9. Summary record of public comment regarding matters not on the agenda, including names of commentators;
10. Name of Director or Alternate that identified a conflict of interest, the item on the agenda that presented the conflict of interest and whether the Director or Alternate recused themselves from the discussion and vote or abstained from the vote.

11. Approval of the Minutes or modified Minutes of preceding meetings;
12. Approval of financial reports;
13. Record by number (a sequential range is acceptable) of all warrants approved for payment;
14. Complete information as to each subject of the Board's deliberation;
15. Record of the vote of each Director on every action item for which the vote was not unanimous (including any abstention or recusal);
16. Resolutions described as to their substantive content and sequential numbering;
17. Record of all contracts and agreements, and their amendment, approved by the Board;
18. Approval of the annual budget;
19. Approval of all policies, rules and/or regulations;
20. Time of meeting's adjournment.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 4.001**

TITLE: **Finance**

ADOPTED: []

REVISED: []

Generally

1. The fiscal year of CONFIRE shall commence on July 1st and conclude on June 30.
2. The CONFIRE budget for each coming fiscal year shall be processed as follows:
 - a. The Director shall submit a draft budget to the Administrative Committee on or before the February Administrative Committee meeting of each year.
 - b. The Administrative Committee shall adopt a tentative budget on or before March 1 of each year and forward the same to the Board of Directors for review.
 - c. The Board of Directors shall adopt the annual budget for CONFIRE not later than May 1 of each year
 - d. Upon adoption, copies shall be mailed immediately to the Chief Administrative Officer of each Party to the Joint Powers Agreement and each Contracting Agency.
 - e. The annual budget shall include the necessary funds with which CONFIRE shall obtain and maintain worker's compensation and liability insurance to fully protect CONFIRE and each of the Parties to the Joint Powers Agreement. Said insurance shall be obtained and maintained in force at all times during the effective term of this Agreement.

Administrative Matters

1. The **San Bernardino County Fire Protection District** (“San Bernardino County FPD”) shall provide administrative and support services functions to CONFIRE consisting of personnel administration, facility site usage, purchasing, payroll and related functions.
2. Reimbursement to the San Bernardino County FPD for services shall be based upon a cost percentage rate to be determined for the following fiscal year budget. The cost percentage rate shall be given to the Director in writing from the San Bernardino County FPD no later than April 1 preceding the forthcoming fiscal year budget. It is stipulated that the

percentage rate charged by the San Bernardino County FPD shall not be applied to the following expense items of any approved fiscal year budget appropriation:

- a. The expense of the applied percentage rate.
- b. Capital Outlay or improvement items.
- c. Contract Maintenance items to include telephone expense items.

Additional Services Charges/Other Costs and Expenses

1. The activities of CONFIRE shall be financed by a cost sharing formula which shall require a proration among the Parties to the Joint Powers Agreement.

Expenditures made and indebtedness incurred by CONFIRE relating to special equipment and services shall be paid entirely by the Party to the Joint Powers Agreement involved. Facility and rental and/or space utilization shall be a separate item approved in CONFIRE's annual budget.

2. The Administrative Committee shall recommend the cost-sharing charge for each Party to the Joint Powers Agreement in an amount sufficient to provide the funds required by the budget. The Administrative Committee shall fix membership assessments, and shall cause the Chief Administrative Officer of each Party to the Joint Powers Agreement to be informed of his/her agency's charge on or before April 1 of each year.

Contracts, Loans, Checks and Deposits

1. The Administrative Committee may authorize any officer or officers, agency or agents, to enter into any contract or to execute and deliver any instrument in the name of and on behalf of CONFIRE, and such authority may be general or confined to specific instances.
2. No loans shall be contracted on behalf of CONFIRE and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Administrative Committee. Such authority may be general or confined to specific instances.
3. All checks, drafts or other orders for the payment of monies, notes or other evidences of indebtedness issued in the name of CONFIRE shall be signed by such officer or officers, agent or agents, of CONFIRE and in such manner as shall from time to time be determined by the Administrative Committee.
4. All funds of CONFIRE not otherwise encumbered shall be deposited, from time to time, to the credit of CONFIRE in such banks, trust companies or other depositories by the Treasurer with the consent of the Administrative Committee.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 4.002**

TITLE: **Operations and General Reserves Funds Policy**

ADOPTED: [_____]

REVISED: [_____]

Description and Purpose of CONFIRE Funds

CONFIRE maintains one operating fund and three separate reserve funds each with a different purpose.

A. General Operating Fund (5008) – Unassigned

This is the primary fund utilized for CONFIRE’s core mission for administrative and operational tasks for the joint powers authority which are not reported in any other Fund. This Fund is used for the general day to day expenditures for the Agency such as: Salaries and Benefits, Services and Supplies, Facility Charges, Training and Travel Expenses, and Other Debt Expenditures. Revenue is generated through the approved budget cycle and billed out on a quarterly basis to all Contract Members and Members of CONFIRE JPA. The fund balance is made up of the difference between the Revenue minus the Expenditures or appropriations spent in a year. CONFIRE maintains an Unassigned Fund Balance of ten percent of the operational budget, to be utilized for any unforeseen expenditures throughout the budget year.

B. Equipment Reserve Fund (5009) - Assigned/Committed

This fund is to ensure CONFIRE Information Services (IS) and the agencies it supports build and retain sufficient funds to procure updated information technology related equipment, software and services on a programmed basis. All agencies (members and contract) are assessed a CONFIRE (infrastructure) equipment replacement amount each year based on the projected replacement cost for inventoried equipment. Similarly, agencies that receive full information services from CONFIRE are annually assessed for ‘agency’ equipment replacement. This ensures adequate funds are in place to pay for equipment refreshes as well as new (non-replacement) equipment when needed.

C. General Reserve Fund (5010) – Unassigned/Assigned

The general reserves are used to provide emergency or contingency funding for CONFIRE operations (5008) if the need arises due to lack of payment, catastrophe or other unforeseen

fiscal circumstances. Capital purchases or projects (CIP) may also be made from this Fund with appropriate budget approval.

It shall be the policy of CONFIRE to build and retain a level of cash in the General Reserve Fund to cover one quarter (25%) of the annual operating costs (5008).

Carrying an excess of the 25% contingency recommended in the General Reserves is appropriate as long it can be demonstrated that in so doing CONFIRE is building toward a significant known or projected capital expenditure (building replacement, Computer-Aid Dispatch (CAD) software replacement, etc.) as identified in the Planning process and approved by the Administrative Committee.

D. Employee Term Benefit Fund (5011) - Assigned

This fund is maintained to cover the liability of CONFIRE employee leave accruals as determined by an annual actuary. New Member fees shall be deposited into this fund.

It shall be the policy of CONFIRE to fully fund this reserve fund each year.

(Additional analysis to be done to determine pension liability and determine proposed funding levels)

Mid-Year Analysis

As part of the annual CONFIRE budget process an on-going analysis of current year expenditures and revenue will be conducted and reported to the Administrative Chiefs and Board of Directors. If, at the mid-year timeframe (Jan/Feb) there is an expected Operating Fund balance developing in the current year budget the Chiefs may decide that certain planned capital expenditures recommended for the following fiscal year be moved into the current fiscal year. The Administrative Chiefs may also elect to apply a portion of the projected fund balance to their final quarter billing of the year or may apply it to offset revenue in the following fiscal year.

Distribution of Year End Operating Fund Balance

CONFIRE's Operating Fund (5008) is established through an annual planning and budget process that results in a fiscal year budget adopted by the CONFIRE Board of Directors. Once approved, the Administrative Committee is charged with expending the funds in support of the priorities established in the budget process and by applicable Polices. The Administrative Committee delegates the day to day operations of CONFIRE and the managing and monitoring of the budget to the Director who reports those activities to the Administrative Committee on a monthly basis.

At the close of the fiscal year an independent audit is performed which may result in the determination of an Operating Fund balance. This report is presented to the Board of Directors at a late fall (Nov/Dec) meeting. At this time the Director may recommend a portion of the Operating Fund balance be carried into the current fiscal year to augment operating costs or purchase planned or unexpected capital items. Any balance beyond what is approved for expenditure in the current fiscal year shall be distributed to either or both the General Reserve Fund (5010) or the Employee Term Benefit Fund (5011).

The priority for the distribution of Operating Fund is as follows:

- E. General Reserves - Contingency (25% goal min)
- F. General Reserves - (CIP) Earmarked for specified project/purchase
- G. General Reserves – Unfunded Actuarial Accrued Liability (UAAL)
- H. Term Benefit Fund - Per Board adopted funding goal

Authorization for Administrative Committee to Expend Reserve Funds

Because of the frequency of the Board of Directors meetings, a policy is needed to clearly define the uses of the reserve funds and allow the Administrative Committee the flexibility to approve a fund transfer from the reserves on an emergency basis. This action would be reported to the Chairperson and Vice-Chairperson of the Board of Directors within seven days and ratified at the next scheduled Board of Directors meeting. Some possible reasons for authorizing a cash transfer from reserves would be if cash is needed to continue daily operations as a result of:

- Agency payments are not received in a timely manner.
- A critical, unbudgeted expenditure depletes operations funds (5008) cash account.
- Fees/expense as a result of a legal action.
- A disaster results in emergency expenditures that deplete operations funds cash account and/or approved expenditure allocations from the Equipment Reserve Fund (5009) or General Reserve Fund (5010).
- Unbudgeted (approved) grant expenditures.

The recommended limit on the amount the Administrative committee could authorize on an emergency basis would be equal to one (1) month's operating budget.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 4.003**

TITLE: **Contracts, Loans, Checks and Deposits**

ADOPTED: [_____]

REVISED: [_____]

1. The Board of Directors may authorize any officer or officers, agency or agents, to enter into any contract or to execute and deliver any instrument in the name of and on behalf of CONFIRE, and such authority may be general or confined to specific instances.

2. The Board authorizes:
 - a. The Director of CONFIRE has signature authority up to \$50,000 except for Public Works Contracts whereas his/her signature authority will be \$75,000 in accordance to the Uniform Public Construction Cost Accounting Act (CUPCCA). The Director will have full discretion on designating below his/her authority.

 - b. If purchases are \$25,000 or below the MIS Manager or Business Management/Analyst has signature authority.

3. No loans shall be contracted on behalf of CONFIRE and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

4. All checks, drafts or other orders for the payment of monies, notes or other evidences of indebtedness issued in the name of CONFIRE shall be signed by such officer or officers, agent or agents, of CONFIRE and in such manner as shall from time to time be determined by the Board of Directors. Such agents include: Director or Administrative Manager.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 4.004**

TITLE: **Purchasing Procedures/Procurement**

ADOPTED: []

REVISED: []

PROCUREMENT BIDDING THRESHOLDS

Procedure Type	Proposed
Open Market	Up to \$25,000
Informal Solicitation (Request for Quote (“RFQ”))	\$25,001 – up to \$50,000 (Commodities and Non-Professional Services only)
Formal Solicitation (Request for Bid (“RFB”) or Proposal (“RFP”))	\$50,001 and over (Commodities and Non-Professional Services only)
Professional Services Solicitation	Open Market – up to \$100,000 Formal Solicitation - \$100,001 and over
Public Works Bidding	Informal Solicitation – up to \$45,000 CUPCCA Formal Solicitation - \$175,000 and over

Open Market up to \$25,000 – To be utilized for one-time procurement of a commodity from a vendor or a series of procurements from one vendor up to \$25,000. Should a procurement or series of procurements breach the \$25,000 with one vendor a solicitation process will be required.

Informal Solicitations (RFQ) \$25,001 up to \$50,000 – This dollar threshold is per vendor on an annual basis. A formal solicitation would be required for anything above \$50,000.

Formal Solicitations (RFB or RFP) (Commodities or Non-Professional Services) \$50,001 and over – \$50,001 and over requires the Director’s approval Up to \$100,000 at his discretion with the oversight of the Administrative Committee’s direction. Anything over \$100,000 requires the Administrative Committee’s approval up to the one month’s budget total for current Budget Year in accordance to the Reserve Fund Policy.

Should a Professional Services Agreement (“PSA”) be included as a part of the solicitation, the threshold amount considered for approval is the total contract amount over the term of the contract, not the amount for one year.

As an example, a PSA compensation amount for \$40,000 per year for a term of seven years, the total contract amount is \$280,000 and requires Administrative Committee approval.

Professional Services Solicitation, Open Market Up to \$100,000 – To be utilized for onetime projects that are for a one-year term that equal \$100,000 or less. Can be utilized for an amount that does not exceed \$100,000 across term of a multiyear contract. Cannot be for a \$100,000 project with a PSA term of more than one year or with options to renew.

PROCUREMENT TYPES & PROCEDURES

A. OPEN MARKET- UP TO \$25,000

Open Market procurements are non-competitive in nature. These types of Procurement activities are typically based on vendor qualifications, requesting department research or previous knowledge base regarding the awarded vendor. While Open Market procurements are noncompetitive, comparative shopping on common commodities is strongly advised to get the best price. Up to \$25,000 is per vendor on an annual basis. The Staff Analyst II is always available to assist staff with the solicitation process to make sure the department is within the range of open market procedures.

UP TO \$5,000:

- Procurements up to \$5,000 do not require a Purchase Order,
- Staff may utilize vendor of choice,
- All price quotes must be submitted by the vendor to the department,
- Departments must make sure the Vendor is a current CONFIRE Vendor or get a W-9 form from the Vendor, prior to any commodity or service being provided.

\$5,001 UP TO \$25,000:

- Procurements from \$5,000 up to \$25,000 require a Purchase Order,
- Staff may utilize vendor of choice however, comparative shopping on common items is strongly advised,
- Departments will submit to the Staff Analyst II;
 - a complete signed Purchase Requisition (“PR”) identifying vendor of choice,
 - a complete signed vendor quote with vendor number or W-9,
 - when applicable, a complete signed PSA with current Certificates of Insurance.
- The Staff Analyst II will;
 - Review PRs for completeness,
 - Verify funds are available in identified account numbers,
 - Verify the vendor number is on file or set up new vendor number.
- If any of the above are not complete, the responsible department will be notified and advised the purchasing requirements and ensuring requirements are fulfilled prior to a Purchase Order (“PO”) being generated,

- If a PSA is included,
 - Verify that the agreement compensation amount is in alignment with the PR,
 - Verify that the PSA is signed by applicable parties,
 - Verify that the Certificates of Insurance (“COI”) are valid.
- Should the PR packet be incomplete it will be returned to the requesting department for completion,
- Upon verification that the PR packet is complete the Staff Analyst II will generate a PO and scan a copy to the vendor and requesting department.

B. REQUEST FOR QUOTE “RFQ” - \$25,001 - \$50,000

RFQs are an informal solicitation process which requires at least three viable bids.

- Departments will submit to the Staff Analyst II;
 - A complete signed PR indicating “Search Vendor”, funding account numbers, and an estimated or not to exceed amount,
 - A complete Line Item Spreadsheet, identifying items, pricing and account codes being charged,
 - If applicable, a complete Specification Sheet,
 - A list of any known vendors, including contact information, that the requesting department would like to ensure are invited to participate in the solicitation,
- The Staff Analyst II will review the PR packet for completeness. If a vendor list is included, conduct a vendor outreach to ensure identified vendors become registered to participate in the quote,
 - Prepare and post a RFQ to the bid system,
 - Monitor RFQ activity to ensure vendors identified on the departments vendor list have registered and been notified of the RFQ,
 - After the RFQ closing date and time, review quote responses for the lowest, most responsive vendor,
 - Forward the lowest, most responsive bidder bid tabulation and specification response to the requesting department for review,
 - If the lowest, most responsive vendor is not approved by the requesting department, the requesting department must provide a written justification as to the reason,
 - Should clarification be required to make an award decision, forward clarification requests to the vendor,
 - Identify the lowest most responsive vendor is identified for award,
 - Verify that the vendor has a current W-9 on file;
 - Issue and scan a PO to the awarded vendor and requesting department.

C. REQUEST FOR BID “RFB” \$50,001 AND UP

RFBs is a formal solicitation and is utilized primarily for the procurement of commodities. The formal bid solicitation would be to post for at least ten full business days.

- Departments will Submit to the Staff Analyst II;

- A complete signed PR indicating “Search Vendor”, funding account numbers, and an estimated or not to exceed amount,
- A complete line item spreadsheet identifying each item requiring pricing,
- A complete specification sheet,
- A list of any known vendors, including contact information, that the requesting department would like to ensure are invited to participate in the solicitation,
- After a vendor is identified for award, if necessary, draft a PSA and forward to the vendor. A vendor signed PSA is required prior to getting on the Committee Agenda,
- Inform the vendor of the requirement for any applicable Licenses and W-9 Form,
- Draft a Staff Report and forward to the Procurement Manager for review and input regarding the Procurement Process.
- Forward final Staff Report to the Director
- After Director award approval, submit a fully signed PSA with contract number, COI, and any other associated documentation to the Staff Analyst II.
- The Staff Analyst II will;
 - Review the PR packet for completeness, if a vendor list is included, conduct a vendor outreach to ensure identified vendors may participate in the bid process,
 - Prepare and post an RFB to the bid system,
 - Monitor the RFB activity throughout the process to ensure vendors identified on the departments vendor list have been notified of the RFB clarifications throughout the bid process,
 - After the RFB closing date and time, review bid responses for the lowest, most responsive vendor,
 - Forward the lowest, most responsive bidder bid tabulation and specification response to the requesting department for review,
 - If the lowest, most responsive vendor is not approved by the requesting department, the requesting department must provide a written justification as to the reason,
 - Should clarification be required to make an award decision, forward clarification requests to vendor,
- Once lowest most responsive vendor is identified for award, the Staff Analyst II will verify that the vendor has the proper licenses or W-9 information. If not, the department will be notified and responsible for advising the vendor of the requirements and ensure the requirement be fulfilled prior to a PO being generated,
 - Advise the requesting department if a PSA will be required,
 - Review and add input to the draft Staff Report and forward back to department,
- After the Director approves the procurement, if a PSA is required,
 - Verify that the agreement compensation amount is in alignment with the amount on the PR,
 - Verify that the PSA is signed by both applicable parties,
 - Verify that the Certificate of Insurance are valid.
 - Generate and scan a PO to the vendor and department.

D. REQUEST FOR PROPOSAL

1. PROFESSIONAL SERVICES UP TO \$100,000

Although Professional Services up to \$100,000.00 is open market and is conducted by the requesting department, the Staff Analyst II is available to assist or conduct a process should the requesting department choose.

- First select the most highly qualified provider of those services based on demonstrated competence and qualifications,
- Attempt to negotiate with that provider a contract at a fair and reasonable price,
- If a satisfactory contract cannot be negotiated with the most highly qualified provider of architectural, engineering, or land surveying services, the department will, formally end negotiations with that provider,
- Select the next most highly qualified provider and attempt to negotiate a contract with that provider at a fair and reasonable price.
- The department shall continue the above process to select and negotiate with providers until a contract is entered into,
- Once department has solidified reasonable pricing with the highest qualified vendor for the services to be rendered, department will submit vendor financial documents to the Fiscal Office for review, conduct reference checks, complete a justification memo describing the process for which they have chosen to award this vendor and complete a Conflict of Interest Disclosure,
- Inform the vendor of the requirement for any Licenses, W-9 or Insurance requirements,
- Submit complete PR packet with all the above referenced documentation to the Staff Analyst for processing.

The Staff Analyst II will; once a vendor is identified for award, will:

- Verify that the vendor has current licenses, W-9 and insurance requirements; if not, advise department to contact vendor and obtain a current licenses or proof of application,
- The Staff Analyst II will review for completeness and forward anything over \$50,000 to Director for review and approval,
- Once approved the Staff Analyst II will generate and scan a PO to the vendor and the department.

2. NON-PROFESSIONAL SERVICES AND THOSE PROFESSIONAL SERVICES \$100,001 AND UP

Departments will Submit to the Staff Analyst II;

- A complete signed PR indicating “Search Vendor”, funding account numbers, and an estimated cost or not to exceed amount,
- A complete Line Item Spreadsheet identifying any items requiring pricing,

- A Word Document with a complete, detailed Scope of Work (“SOW”) or Services,
- A list of relevant criteria that the vendors proposal response will be rated against,
- A list of any known vendors, including contact information, that the requesting department would like to ensure are invited to participate in the solicitation,
- Provide the names of three staff members from the requesting department to sit on the RFP Evaluation Committee,
- Provide the questions that will be asked of each vendor should there be a need for vendor interviews/presentations/demonstration,
- After a vendor is identified for award, if necessary, draft a PSA and forward to the vendor for review and signature. A vendor signed PSA is required prior to submitting a Committee Agenda Item,
- Draft a Staff Report and forward to the Staff Analyst II for review and input regarding the Procurement Process.
- Forward final Staff Report to the Staff Analyst II for submittal for the next Administrative Agenda
- After Administrative Committee award approval, submit a fully signed PSA with contract number, valid COI and appropriate Business License(s).

The Staff Analyst will;

- Review the PR packet for completeness,
- If a vendor list is included, conduct a vendor outreach to ensure identified vendors become registered to participate in the bid process,
- Draft a RFP,
- Forward draft RFP to requesting department for review and revise,
- Finalize RFP and post to the bid system,
- Monitor the RFP activity throughout the process to ensure vendors identified on the departments vendor list have registered and been notified of the RFP,
- Schedule an RFP evaluation kick-off meeting at the beginning of the process,
- Prepare RFP rating documents for reviewers of the RFP,
- After the RFP closing date and time, open RFPs and review for completeness,
- Schedule follow-up RFP evaluation meeting with responsive vendors,
- Compile ratings from the RFP evaluation meeting into vendor rankings and advise requesting department of outcome,
- If necessary, schedule vendor presentations, interviews or demonstrations,
- Prepare rating documentation for vendor presentations, interviews or demonstrations, based from a set of pre-determined questions provided by the requesting department,
- Schedule the vendor presentation, interview or demonstration meeting with evaluation committee and vendors,
- Conduct the meeting and provide instruction on questioning and discussions,
- Compile the ratings from the vendor presentation, interview or demonstration and advise requesting department of outcome.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 5.001**

TITLE: **Qualifications for Status as a Party to the Joint Powers Agreement of CONFIRE –Member**

ADOPTED: [_____]

REVISED: [_____]

An agency that has contracted with CONFIRE for dispatch services for one year or more may request to become a voting member. The written request must be presented to the CONFIRE Administrative Committee for consideration. The Administrative Committee will present the request to the CONFIRE Board of Directors for approval and to amend the Joint Powers Agreement.

All member agencies have contributed to the accumulation, and share ownership of CONFIRE assets. New members will be required to pay a baseline ‘buy-in’ fee, currently set at \$300,000. Additionally, a new member will contribute an amount that is in excess of the baseline fee to “buy in” to ownership of CONFIRE assets based on their percentage of incidents in relation to total number of incidents used to determine cost allocation in the fiscal year the agency is seeking membership.

For the purpose of determining a new member’s “buy in” in excess of the baseline fee, the value of CONFIRE capital assets and reserve accounts will be as stated at the close of the prior fiscal year.

CONFIRE assets for determining new member “buy in” will consist of the following:

- Cash balance of 5011-Term Benefit Fund as of June 30th close of last fiscal year.
- Cash balance of 5010- General Reserve Fund as of June 30th close of last fiscal year.
- Cash balance of 5009- Equipment Reserve Fund (Admin and Network Infrastructure only) as of June 30th close of last fiscal year.
- Capital assets, exclusive of agency specific equipment, net of accumulated depreciation as of June 30th close of last fiscal year.
 - Buildings (including lease hold improvements)
 - Vehicles

Upon approval by the Board of Directors, the new member may pay the “buy in” obligation over a five year period.

All Parties must agree to the new member application through an amendment to the existing Joint Powers Agreement. Once the amendment to the Agreement is signed by all parties and the new member has agreed to their “buy in” obligation terms, the agency is considered a member and is

entitled to all the rights and privileges and subject to the obligations of membership, as provided in the Joint Powers Agreement.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 5.002**

TITLE: **Request for Bi-Annual Billing**

ADOPTED: [_____]

REVISED: [_____]

As set forth in the Joint Powers Agreement, a request must be submitted by a Member/Party to the Administrative Committee for bi-annual billing approval. The Administrative Committee shall establish the process and conditions for such approval.

In the absence of any approved request, a Member/Party shall be billed quarterly.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 5.003**

TITLE: **Qualifications for Status as a Contracting Party**

ADOPTED: [_____]

REVISED: [_____]

To become a Contracting Party of CONFIRE, the Party must satisfy all of the following criteria:

1. The entity must be sponsored by an existing member agency. CONFIRE, on terms acceptable to the Board of Directors, conferring the status of a Contracting Party.
2. Each Contracting Party must be approved by the Board of Directors.
3. The decision to approve, or deny, Contract Party status is in the sole discretion of the Board of Directors.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 6.001**

TITLE: **Administrative Committee**

ADOPTED: [_____]

REVISED: [_____]

1. There is hereby established an Administrative Committee of CONFIRE, which shall be organized and be responsible for functions hereinafter set forth.
2. Each Party to the Joint Powers Agreement, or an amended Joint Powers Agreement, shall be entitled to one (1) seat on the Administrative Committee for each Chief Officer or Executive of the public agency's departments which share in the CONFIRE System.
3. The Director shall be the Secretary to the Administrative Committee, as a non-voting member.
4. The operations of CONFIRE shall be conducted under the direction and supervision of the Administrative Committee. Except as specifically excepted herein, no contract or other obligation of CONFIRE shall be binding unless approved or ratified by the Administrative Committee.
5. The Administrative Committee may establish rules for its own procedures and have such express or implied authority as is not inconsistent with or contrary to the laws of California, these Policies, or the Joint Exercise of Powers Act of the Government Code of the State of California.
6. Regular meetings of the Administrative Committee shall be held as required but not less than quarterly each year. Special meetings of the Administrative Committee may be called by its Chairperson, or by a member of the Administrative Committee. The time, date and location of regular meetings of the Administrative Committee shall be determined by the Administrative Committee. The Secretary shall cause to be delivered to each member agency at least five (5) calendar days prior to the meeting, an agenda and written notice calling a meeting of the Administrative Committee.

Meetings of the Administrative Committee must comply with the Brown Act.

7. The Administrative Committee Chairperson shall be the principal executive officer of the Agency and shall be authorized to execute documents and instruments on behalf of the Agency and in general shall perform all duties incident to the office of Chairperson and such other duties as may be prescribed by the Board of Directors. He/she shall serve a one (1) year

term as Chairperson and shall be elected to that position annually by the members of the Administrative Committee.

8. The Administrative Committee shall have the authority to contract with other governmental bodies for use of CONFIRE facilities, equipment, and programs and to establish appropriate charges therefore.
9. The Administrative Committee shall have the following duties:
 - a. Within the limits fixed by an approved budget, the Administrative Committee shall conduct the operation of CONFIRE.
 - b. Direct the preparation of the proposed annual budget. Following approval thereof by the Administrative Committee, the proposed budget shall be submitted to the Board of Directors. After adoption of the annual budget by the Board of Directors, the Administrative Committee shall control all expenditures in accordance with such budget.
 - c. The Administrative Committee shall have the power to expend funds in accordance with the adopted budget.
 - d. At each regular meeting of the Board of Directors, the Administrative Committee shall report budget and financial transactions since the previous regular meeting.
10. The Administrative Committee, through the Director, shall present a full report of its activities at each regular meeting of the Board of Directors.
11. The Administrative Committee shall, as provided by the approved budget, have the authority to hire, fix the salary of, and remove the Director.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 7.001**

TITLE: **Director**

ADOPTED: [_____]

REVISED: [_____]

1. The Director shall perform such duties as shall be delegated by the Administrative Committee.
2. The Director shall attend all Administrative Committee meetings and give advice on technical matters.
3. The Director shall participate in the Technical and Operations Committee. He/she shall provide to the Administrative Committee recommendations on operations and problems associated with the daily operation and maintenance of CONFIRE.
4. The Director shall review jointly with the Administrative Committee all bid specifications for the purchase of all communications equipment prior to issuance and equipment modifications by member agencies.

**CONSOLIDATED FIRE AGENCIES
POLICIES OF THE BOARD OF DIRECTORS**

POLICY: **BP 7.002**

TITLE: **CONFIRE Employees**

ADOPTED: [_____]

REVISED: [_____]

1. CONFIRE employees are under the authority of CONFIRE. As such CONFIRE retains the authority to approve all benefits and privileges that may accrue to CONFIRE employees. However, CONFIRE employees shall be entitled to all benefits and privileges secured by Special Districts employees as provided by the Personnel Rules and Regulations of the Special Districts Department, but subject to the approval of, and the organizational lines of authority contained within CONFIRE as structured by the Joint Powers Agreement and Policies.
2. The duties of, and the organizational authority over the Director are stipulated in previous articles within these Policies. The Director is also authorized to establish a non-management line of supervision to assist him/her in the day-to-day communications CONFIRE operations which include delegation of certain personnel management procedures and supervision. Therefore, non-management personnel shall follow the organizational lines of authority as defined by the Director and set forth within these Policies.
3. Benefits and privileges of CONFIRE employees shall be associated with the following representation units for the employees of the Special Districts Department:
 - a. Director. A County Fire Department recognized Management employee. No representation.
 - b. Administrative Technician and all Communications employees. The same as the Special Districts recognized non-safety group.
4. Paragraph 3 above does not obligate CONFIRE to recognize the representation units associated with the Office of Special Districts for any separate meet and confer matters. However, should employees exercise their rights to secure separate representation units under Employer/Employee Organizations guidelines as set forth in the Government Code of the State of California, Section 3500 et seq., and such representation units are officially recognized by CONFIRE, then Paragraph C et al., of this Policy shall defer to that agreement between the employees and CONFIRE.
5. The Office of Special Districts Personnel Office shall immediately provide the Director with all ratified Memoranda of Understanding (MOU) that affects employees' benefits and

privileges. Upon receipt of such MOU(s) the Director will request a special joint meeting of the Administrative Committee and Board of Directors for determination.

**CONFIRE****STAFF REPORT**

DATE: April 29, 2021

FROM: Art Andres, Director

TO: Board of Directors

SUBJECT: MOU between CONFIRE and Riverside UASI for 2020 Grant Funds

Recommendation

Approve MOU with Riverside UASI for grant award of \$350,000 for the 2020 period to be utilized for the regional CAD to CAD project.

Background Information

The Administrative Committee authorized CONFIRE to submit an application for Urban Area Security Initiative (UASI) funds for the regional CAD to CAD project in 2018, 2019 and 2020. The 2020 application was approved by the Riverside UASI in the amount of \$350,000. These funds have been included in the Board approved FY 2021/22 budget in fund 5019, Special Revenue Fund.

In order to utilize these funds, CONFIRE must enter into an MOU with the City of Riverside which is the administrative agency for the Riverside-San Bernardino-Ontario area UASI. CONFIRE staff has worked closely with the Riverside UASI staff to complete all the elements of the MOU. The document has also been reviewed by CONFIRE legal counsel who endorsed the document as submitted.

The MOU binds CONFIRE to utilize the funds according to the application and within the strict guidelines of the UASI rules while maintaining all performance reporting requirements. The intent of these funds is to assist CONFIRE, as the lead agency, in developing and implementing a regional CAD to CAD solution in San Bernardino as well as Riverside County. The first phase of the project has been completed using a combination of CONFIRE and UASI Grant funds.

The project is currently active with CONFIRE and San Manuel Public Safety sharing call information. A two-county task force is engaged in the project with several new public and private member agencies expected to be participating by the end of calendar year 2021.

FISCAL IMPACTS

There is no fiscal impact to CONFIRE. The UASI award does not require cost sharing or matching funds. UASI grant awards provide for reimbursement of actual and allowable cost incurred, subject to the Federal cost principles.

RESOLUTION NO. 2021 - 01

RESOLUTION OF THE BOARD OF DIRECTORS OF THE CONSOLIDATED FIRE AGENCIES (“CONFIRE”)

ADOPTION OF ANNUAL BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2022

WHEREAS, the Consolidated Fire Agencies (“CONFIRE”) is a joint powers authority duly organized and existing under Section 6500 et seq. of the Government Code; and

WHEREAS, there has been presented to the Board of Directors a proposed Annual Budget for the Fiscal Year Ending June 30, 2022 (“2022 Budget”); and

WHEREAS, on February 23, 2021, the CONFIRE Administrative Committee reviewed the preliminary 2021 Budget at public meetings and recommended that the CONFIRE Director prepare the 2022 Budget for the Board of Directors to consider at its April 29, 2021 meeting; and

WHEREAS, the proposed 2022 Budget has been reviewed and considered by the Board of Directors and it has been determined to be in the best interests of CONFIRE to adopt said budget for the sound financial operation of CONFIRE.

BE IT HEREBY RESOLVED by the Board of Directors of the Consolidated Fire Agencies as follows:

1. The 2022 Budget, as detailed in the budget document entitled “CONFIRE JPA Budget Book, Fiscal Year 2021-22,” is hereby adopted. A copy of the 2022 Budget is attached hereto as Exhibit A, and incorporated herein by reference.
2. The expenditure amounts designated for the Fiscal Year 2021-22, pursuant to the 2022 Budget, are hereby appropriated and may be expended by the CONFIRE Administrative Committee in the manner for which they are designated.
3. The Recitals set forth above are incorporated herein and made an operative part of this Resolution.
4. If any section, subsection, sentence, clause or phrase in this Resolution or the application thereof to any person or circumstances is for any reason held invalid, the validity of the remainder of this Resolution or the application of such provisions to other persons or circumstances shall not be affected thereby. The Board of Directors hereby declares that it would have passed this Resolution and each section, subsection, sentence, clause or phrase thereof, irrespective of the fact that one or more sections, subsections, sentences, clauses or phrases or the application thereof to any person or circumstance be held invalid.
5. This Resolution will be effective immediately upon adoption.

6. The Director of CONFIRE is hereby authorized to take any action necessary to implement the intent of this Resolution.

THIS RESOLUTION was passed and adopted by the Board of Directors at a regular meeting held on the 29th day of April 2021, by the following roll call vote:

AYES:
NOES:
ABSENT:

Signed and approved by me after its passage.

Attest:

Art Andres
Director, CONFIRE

Ernest Cisneros
Chairperson, Board of Directors

**EXHIBIT A
TO
RESOLUTION NO. 2020 - 01**

(CONFIRE JPA Budget Book, Fiscal Year 2020-21)

Always There, Always Ready, and Always Proud



CONFIRE

**Budget Book
Fiscal Year 2021-2022**



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CONFIRE has experienced tremendous growth and change over its 31-year history. 2020 was filled with rapid growth and, at times, chaotic challenges. Often, we find opportunities during these challenging times which have forced and/or allowed CONFIRE to take advantage of accelerating various components outlined in its Strategic Management Plan (SMP).

Looking ahead to Fiscal Year 2021/22, CONFIRE is well positioned to face the unique challenges of today’s public safety telecommunications agencies. It is critical we determine the appropriate resources required to respond to each unique emergency while processing multiple sources of information. Serving members of our community while constantly anticipating how to improve our service delivery model is a priority. We strive to add value to our customer while preparing for future growth in the communities we proudly serve.

CONFIRE member agencies formulate their fiscal responsibility balanced with vision, planning and a strategic management plan allowing CONFIRE to continue as the robust regional operational area communications center while embracing innovation to improve the services we provide to the citizens of San Bernardino County and beyond. This is the message outlined in this Budget presentation.

Major accomplishment in 2020 include:

CARES ACT Funding

CONFIRE entered into an agreement with San Bernardino County Fire Protection District which allowed San Bernardino County to allocate CARES Act federal grant funds to offset costs associated with planning and responding to the CoVID-19 pandemic. The goal was to prepare and improve response capacity relating to the crisis. CONFIRE was awarded \$2,071,000 of CARES Act money which were designated to be utilized for:

- CAD to CAD \$ 650,000
- Emergency Communications Nurse System (ECNS) \$ 360,000
- Regional dispatch center improvements \$1,061,000

Emergency Communications Nurse System

The implementation of the ECNS program occurred December 21, 2020 through a contractual agreement with Regional Emergency Medical Services Agency (REMSA) out of Reno, NV. REMSA provides California licensed nurses, who are EMD trained in LowCode software, to run the program. ECNS is considered the “Fourth Pillar of Care” and uses LowCode as a second-tier medical telephonic triage system. The program is designed to process low acuity calls for appropriate dispositions that best meet the patient’s needs.



CONFIRE has played a major role in the regional Incident Management Team (IMT) efforts to address CoVID-19. Continued use of the LowCode system, through staffing provided from REMSA, has proven to be an effective tool to address surge concerns in emergency rooms from low acuity patients. The patient often receives proper care from alternative destinations rather than an ambulance ride to an overcrowded emergency room. The program has been enhanced through staffing from local fire department nursing staff and the goal is to secure funding enabling CONFIRE to add full time staff to maintain ECNS 24 hours a day, 7 days a week.

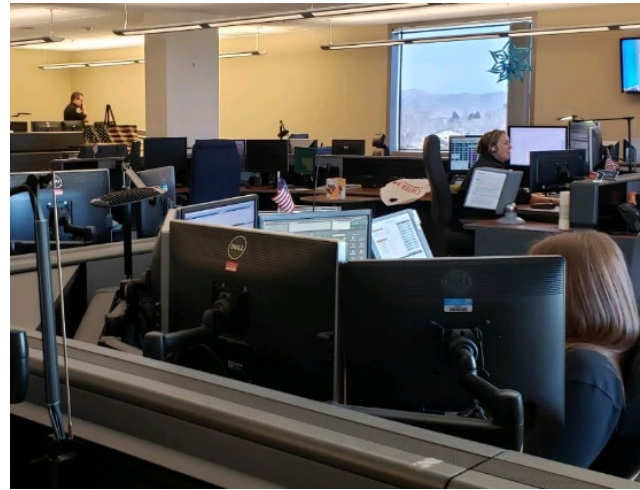
Regional Computer Aided Dispatch (CAD) to Computer Aided Dispatch (CAD) Program

CAD to CAD continues to be an important project to develop a regional situational awareness capability. The IMT utilized a CAD fusion center where all public safety resources, as well as private ambulance units, were visible in one centralized location. This was the first time all resources in San Bernardino County were identified in an emergency operations center. Previously, the tedious process of making multiple phone calls to various providers was the only way to identify availability of resources. This capability helped incident managers address the CoVID-19 threat facing our community in a time sensitive manner. Access to “real time” data, which includes all regional resources, has been the objective of the CAD to CAD project which had been in various stages of development for several years. The Inland Empire Regional Interoperability Program (IE RIP) has been established and an MOU was executed in 2020 among the initial participants, including a public safety agency in Riverside County. CONFIRE is currently the administrative agency and is leading the way to incorporate outlying areas in Riverside and San Bernardino Counties to enhance interoperability not only of public safety agencies but private ambulance providers and public utility companies. Efforts continue to expand the program and we anticipate several new agencies entering into agreements with the IE RIP during 2021.



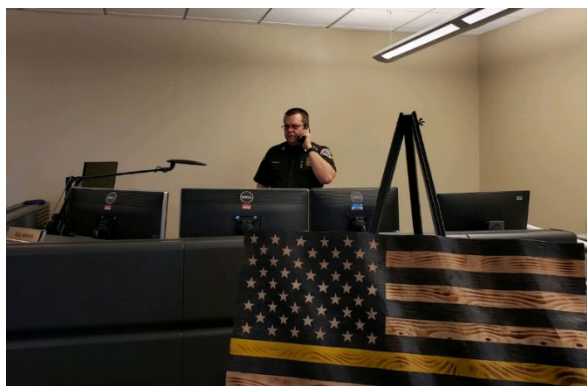
Dispatch Center Improvements

Multiple dispatch center improvements outlined in the SMP as priorities were implemented, none more important than the opening of the High Desert Government Center. CONFIRE has seen tremendous growth including the expansion of our workforce to address new service areas, increase in demands for service and call volume increases. The Rialto footprint established in 1987 did not allow for any expansion and the CDC guidelines required for a safe workplace during the pandemic would not have been possible if we were not able to shift a portion of our dispatchers to the Desert Center. CONFIRE Board of Directors authorized the addition of four dispatch supervisors to allow for increased efficiencies in the Desert Center. Individuals have been selected and comprehensive training has begun allowing for a July 2021 implementation date. CONFIRE dispatch staff sacrificed above and beyond during an extremely difficult period when faced with CoVID challenges, including a low work force due to positives cases amongst staff or individuals unable to report to work due to quarantine. I couldn't be prouder of the hard work and dedication of all CONFIRE staff while faced with unprecedented circumstances.



Improvements include VESTA (9-1-1) phone system upgrades, automatic voice dispatch, and space to expand the ECNS program. Also, much work has been completed to improve and upgrade the technology infrastructure that operates the mission critical systems for CONFIRE in both locations. This has included improved storage and computing capacity, redundant network connections, and computer work-station replacements.

CONFIRE processed **237,157** separate emergency incidents which is an increase of **9,188** incidents from 2019. Our largest member agency, San Bernardino County Fire District, represents 54% of the total call volume. The CONFIRE Operations Chiefs developed a radio realignment plan, for a trial period, to allow for greater situational awareness and efficient operations between the two centers. In addition, San Bernardino County Fire has assigned a chief officer to implement a command center presence in the Desert Center as



a resource for dispatchers, decrease approval time for mutual aid in many areas of the County and provide for a more efficient service with greater resource availability. On average, CONFIRE processed **1,390** calls per day in 2020. 4th of July was an extraordinary day where we experienced a significant increase and processed **2,610** emergent and non-emergent calls for services. The Command presences in our center allows for maximum utilization of resources, especially during critical unexpected events. These operational initiatives have thus far proven to be very successful.



Next Generation 9-1-1

CONFIRE has been actively engaged with Cal OES in preparation for Next Generation 911 (NG911). Most 911 systems were originally built using analog rather than digital technologies. Public safety answering points across the nation are in some phase of upgrading to a digital or Internet Protocol based 911 system which is commonly referred to as NG911. California has been leading the way in the implementation of NG911. The success and reliability of 911 will be greatly improved with enhanced emergency number services which allows for voice, photos, videos, and text messages to flow seamlessly from the public in to our 911 network. Call overload is common during man-made or natural disasters. NG911 allows for transferring of 911 calls and proper jurisdictional responses including a common technology platform for alerts and warnings. Cal OES has begun installing the infrastructure in San Bernardino County and we are excited to be positioned to utilize the most advanced technology available to meet current and future demands for service.

JPA Agreement Revision and New Member Agency

The original Joint Powers Agreement (JPA) established in August of 1990 was created by the leadership from the original members; San Bernardino County Fire Agency, Rialto, Loma Linda, Colton and Redlands Fire Departments. There has been tremendous growth and consolidation in the County which resulted in several dispatch centers roles/responsibilities being absorbed by CONFIRE. In addition, there have been three additional member agencies added to CONFIRE, requiring revisions to the JPA agreement. A subcommittee comprised of representatives from the Administrative Committee and Board of Directors spent two years revising the JPA agreement to position the organization for the future. This revised agreement as well as the process for adding our ninth member, the City of Victorville, are in progress and should be completed by mid-year.

2021/22 Budget Highlights:

CONFIRE's budget is organized into four separate funds that are consolidated with other County agencies funds in accounts managed by the County Auditor-Tax Collector's Office (ATC). These funds will be detailed in subsequent sections of this document. Briefly, the funds are:

5008 – General Operations Fund (day to day operations)

5009 – Equipment Reserve Fund (dedicated funds for information systems equipment replacement)

5010 – General Reserve Fund (Operational reserves, contingency funds, and capital improvement funds)

5011 – Term Benefit Fund (Employee accrued-benefit payout fund)

The IE RIP will continue to grow so the Board of Directors, during the December 10, 2020 meeting, approved the creation of a new Special Revenue Fund, 5019, which is specific to the CAD to CAD program. Multiple grants have been awarded to fund the project and future maintenance agreements entered into by CONFIRE with participating agencies currently outside the CONFIRE organization require a dedicated fund to maintain efficient accounting practices.



The agencies served by CONFIRE provide the funding required to maintain the high level of service expected of CONFIRE. Costs allocated to each agency are separated by the “universal” or “seat-based” distribution model. Universal costs make up 86.9% of the overall operational budget. Seat-based costs comprise the remaining balance of 13.1%. When analyzing the universal costs, the median cost per call assessed to the agencies is \$43.54. There are very slight variations to this due to mathematical rounding. This cost per call is the lowest of comparable agencies in the region.

The budget for Fiscal Year 2021/22 was developed with an understanding that many communities are facing financial challenges. Several highlights built into the budget include the ongoing negotiations with the bargaining group which we anticipate will result in an increase in salaries/benefits. Several positions have been reclassified to allow for the transition of 2 dispatch supervisors per shift. In addition, the part-time Budget Officer will be replaced with a full-time Staff Analyst I, resulting in a net savings. With the increased level of service provided by ECNS, our Medical Director is required to assume new roles justifying an increase in compensation. Services and Supplies saw the largest increase in the overall budget (\$409,321 increase or 3%). The major increases were seen in Payroll System Services, General Liability Insurance and other Professional Services.

Agency	Universal Cost per Agency	Seat-Based per Agency	Total
AppleValley Fire Protection Dist.	556,906	48,869	605,775
Big Bear Fire Department	178,103	67,317	245,420
Chino Valley Fire Dist.	557,297	75,992	633,289
Colton Fire Dept.	316,938	154,622	471,560
Loma Linda Fire Dept.	169,657	76,655	246,312
Montclair Fire Dept.	201,091	5,353	206,443
Rancho Cucamonga Fire Dist.	704,186	65,147	769,333
Redlands Fire Dept.	458,907	184,744	643,652
Rialto Fire Dept.	482,634	242,592	725,227
Running Springs Fire	25,120	17,859	42,979
San Bernardino County Fire Dist.	5,568,619	482,027	6,050,646
San Manuel Fire	58,424	37,616	96,040
Victorville Fire Dist.	1,004,581	88,289	1,092,870
Baker Ambulance	31,998	-	31,998
County Road Dept.	10,274	-	10,274
AMR	-	5,030	5,030
Total	10,324,737	1,552,112	11,876,849
		Cost per Call	\$ 43.54



As your new CONFIRE Director, I am pleased to present to the CONFIRE Board of Directors a balanced budget for Fiscal Year 2021/22. This budget anticipates the needs of the various public safety organizations we serve ensuring that by working together we provide the highest level of care to the residents, businesses, and visitors in our community. The 96 full and part-time employees of CONFIRE stand in full partnership with the approximately 1,500 first responders represented by the 14 agencies that comprise CONFIRE. In that sense CONFIRE is much more than a dispatch center. It is a federation of first responders closely allied in their efforts to serve their communities, region, and one another in delivering a wide array of professional, world-class emergency services to everyone and anyone who calls for help. Together we are **'always there, always ready and always proud'**.

Respectfully,

Art Andres

Director, CONFIRE JPA



CONFIRE JPA is a Joint Powers Authority (JPA) located in San Bernardino County established to provide 9-1-1 communications, public safety dispatch, information technology systems support (MIS), and geographic information systems (GIS) to the JPA member and contract agencies.

MISSION

CONFIRE provides regional Fire, Rescue and Emergency Medical Services 9-1-1 call answering services, emergency communications, resource coordination and technology services to enable allied agencies to meet the safety and welfare needs of those we serve.

VISION

To be recognized as an exceptional Regional Emergency Communications and Public Safety Information Technology and Services provider for public and private Fire, Rescue and Emergency Medical Service agencies.

VALUES

SERVICE EXCELLENCE: All the Time, Every Time

EFFECTIVENESS: Time, Cost and Quality

INNOVATION: Future Ready

TEAMWORK: Strength Through Collaboration

INTEGRITY: Honest, Accountable and Transparent

PEOPLE: Dignity and Respect

SERVICE MOTTO

Always There, Always Ready, Always Proud

PILLARS OF SERVICE

**Emergency Communications
Public Safety Information Technology and Services**

CONFIRE JPA History

The CONFIRE Communications Centers (CONFIRE) are housed in two locations: one in the City of Rialto at 1743 Miro Way and the other at the High Desert Government Center at 15900 Smoke Tree Street, in the City of Hesperia, CA.

CONFIRE began operations in 1973, as Comm Center, with a centralized dispatch office to serve the newly established Central Valley Fire District. In 1974, a cooperative agreement was reached between the Central Valley Fire District and the San Bernardino County Communications Department for the fire dispatchers to staff the vacant dispatch center located in the basement of the County Library at 4th St. and Sierra Way in downtown San Bernardino. Comm Center began dispatching for other San Bernardino County fire agencies during this time, including, Redlands, Rialto, Colton and Loma Linda.

In 1987, Comm Center moved the facility to 1771 W. Miro Way, Rialto. This facility was located directly across the street from the Sheriff's Aviation Division Headquarters. It was configured into a co-dispatch center housing the Sheriff and Fire/EMS Communications. Situated on the same property (approximately one-acre), are the County Emergency Operations Center (EOC) and the 800/900MHz Radio Command and Control Center.

In August of 1990, the Comm Center dispatched agencies united into a formalized "Joint Powers Authority", with the San Bernardino County Fire Agency, Rialto, Loma Linda, Colton and Redlands Fire Departments as its original members. The agencies agreed to "federate together in a cooperative agency for the joint and mutual operation of a centralized public safety communication agency and a cooperative program of fire protection and related functions." Named the Consolidated Fire Agencies of the East Valley – the "CONFIRE" Joint Powers Authority would provide hardware, software, services and other items necessary and appropriate to establish the operation and maintain a joint central public safety communications center. In addition, CONFIRE JPA intended to provide dispatching services on a contracted basis to other agencies. The human resources administrative and support service functions for CONFIRE JPA's employees were handled by San Bernardino County Fire Department consisting of personnel administration, facility site usage, payroll, and related functions.

In 2004 construction was completed on a building where part of CONFIRE still operates. In 2014, the satellite or 'back-up center was opened in Hesperia. In May 2020, the Desert Comm Center became fully operational to allow the agency to provide staff a safe workplace required by the CDC guidelines due to CoVID pandemic. The Desert Center allowed expansion for dispatching staff, along with assignment of a Chief Officer presences to better serve the community through a command center. The facility has undergone many technology and program improvements and is located at 15900 Smoketree in Hesperia.

The current member agencies of the CONFIRE JPA are:

- Apple Valley Fire Protection District
- Chino Valley Independent Fire District
- Colton Fire Department
- Loma Linda Fire Department
- Rancho Cucamonga Fire District
- Redlands Fire Department
- Rialto Fire Department
- San Bernardino County Fire District
- Victorville Fire Department

In addition, the agencies that currently contract for services with the CONFIRE JPA are:

- Baker Ambulance Inc.
- Big Bear Fire Authority
- Montclair Fire Department
- Running Springs Fire Department
- San Manuel Band of Mission Indians Fire Department

CONFIRE Operations

CONFIRE is comprised of three divisions: Communications, Management Information Services (MIS) and Administration/Support. The Communications Division operates 24 hours per day, 365 days per year. This team answers all 9-1-1 and 10-digit emergency calls in addition to non-emergency calls. These calls are prioritized and dispatched to responding agencies while call-takers provide emergency instructions over the phone to callers. Dispatchers coordinate the movement of emergency resources throughout the region to ensure coverage is maintained and incident commanders receive the resources required to mitigate the emergency. Personnel training and certifications are also managed by this division.

The Management Information Services Division ensures all critical systems needed by the communications staff to operate effectively are up to date and maintained. The Division also supports all CONFIRE administrative functions, as well as provide full information services to three of the member agencies. The Division also supports mobile and remote technology enabling response vehicles and crew members to operate in the field.

The Administrative and Fiscal Division manages all fiscal, human resource, facility and vehicle maintenance matters. The Administrative staff handles all board related agendas and minutes for the boards in compliance with the Brown Act. Makes sure to follow up with all human resources and risk management issues for both centers. The Fiscal staff makes sure procurement policy is utilized to better serve the employees and agency. Monthly budget to actual spending reports are given both to Administrative Committee along with managers to keep them informed. Quarterly billings are completed and reconciled to the cash reports to make sure the funds are available for the operations of two centers along with our fleet and agencies. Grant and State reporting are completed throughout the year with the year-end Financial Audit and Budget to make sure CONFIRE JPA stays fiscally transparent and solid.

CONFIRE JPA Governance

Board of Directors

The Board of Directors is composed of the designated elected representatives from each member agency. The Board of Directors is responsible for adopting the CONFIRE budget, for establishing assessments, and for establishing overall fiscal policy. Secondly, the Board establishes overall policy direction for CONFIRE and its operation. Lastly, the Board assures that the well-being and interests of each of the agencies or entities are maintained.

Administrative Committee

The Administrative Committee reports to the Board of Directors and is composed of the Fire Chief or Executive of the Fire Department of each member agency or their designated alternate. The Administrative Committee conducts the operation of CONFIRE, directs the preparation of the CONFIRE budget and presents it to the Board of Directors, has the power to expend funds and control all expenditures, has the

responsibility to report budget and financial transactions, hires the Director of Communications and establishes and maintains contracts as they relate to the operation of CONFIRE.





CONFIRE

Board of Directors



Dan Leary-Apple Valley
Fire Protection District
Board Director



John DeMonaco—Chino Valley
Fire Independent Fire District
Board Director



Ernest Cisneros
City of Colton
Council Mayor Pro Tem
CONFIRE Chairperson



Dr. Rhodes Rigsby
City of Loma Linda
Council Member



Lynne Kennedy
Rancho Cucamonga Fire District
Mayor Pro Tem
CONFIRE Vice Chairperson



Eddie Tejada
City of Redlands
Council Mayor Pro Tem



Andy Carrizales
City of Rialto
Council Member



Dawn Rowe
San Bernardino County Fire District
Board of Supervisor—Vice Chair



Elizabeth Becerra
City of Victorville
Council Member



CONFIRE

ADMINISTRATIVE CHIEFS COMMITTEE



Interim Chief James Peratt
Apple Valley Fire Protection District



Chief Tim Shackelford
Chino Valley Independent
Fire District



Chief Tim McHargue
Colton Fire Department
Chairperson



Chief Dan Harker
Loma Linda Fire Department



Chief Ivan Rojer
Rancho Cucamonga Fire District
Vice-Chairperson



Chief Jim Topoleski
Redlands Fire Department



Interim Chief Brian Park
Rialto Fire Department



Chief Dan Munsey
San Bernardino County Fire District

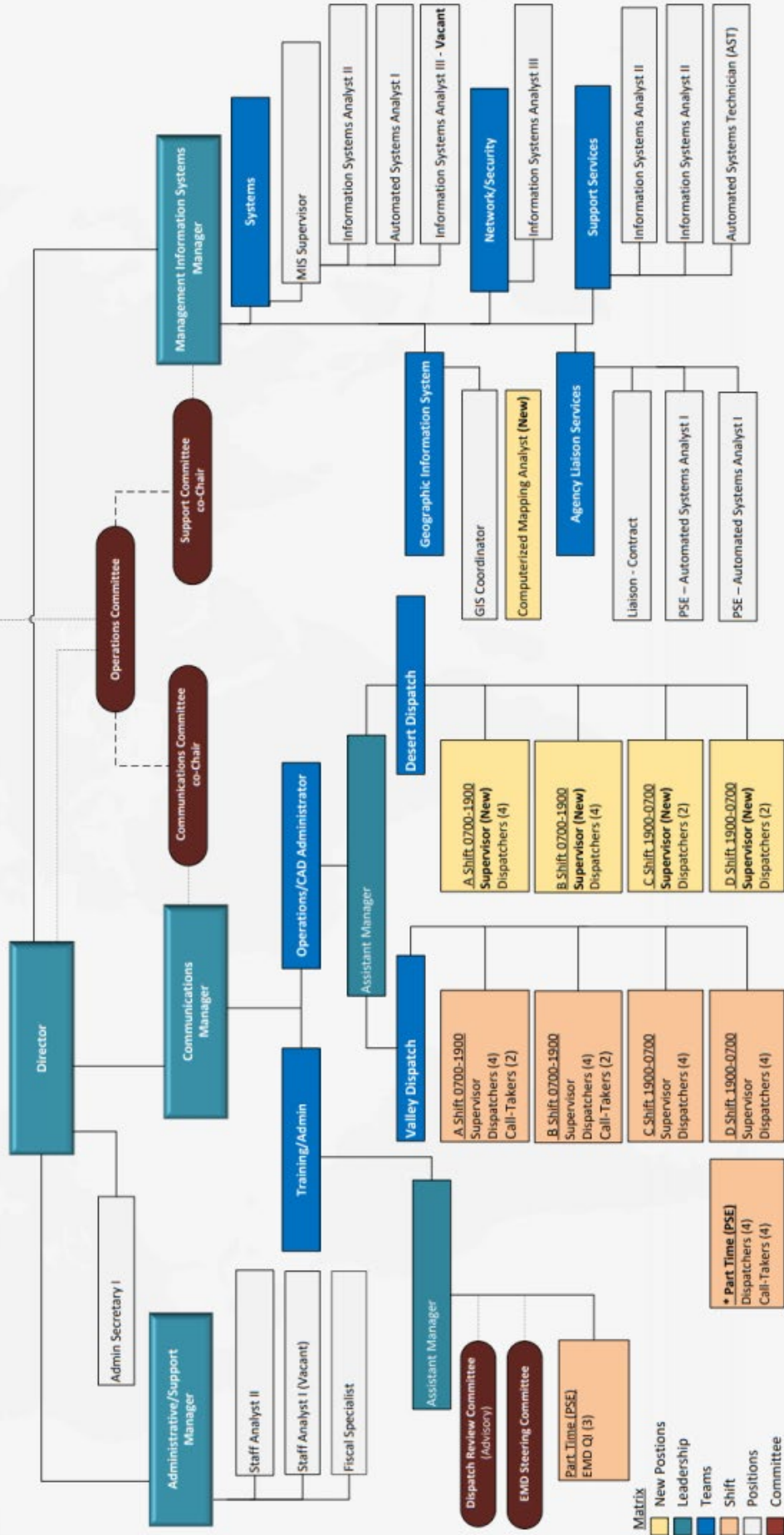


Chief Jeffrey Armstrong
Victorville Fire Department

CONFIRE Org Chart



Board of Directors – Chair – (Representative from Member Agencies)
 Apple Valley Fire District, Chino Valley Fire District, City of Loma Linda, City of Colton, City of Redlands, Rancho Cucamonga Fire District, City of Rialto, San Bernardino County Fire District,
Administrative Committee – Chair – (Voting Representative from)
 Apple Valley Fire District, Chino Valley Fire District, City of Loma Linda, City of Colton, City of Redlands, Rancho Cucamonga Fire District, City of Rialto, San Bernardino County Fire District



Matrix
 ■ New Positions
 ■ Leadership
 ■ Teams
 ■ Shift
 ■ Positions
 ■ Committee

CONFIRE, JPA BUDGET SUMMARY

This section represents a summary of the entire CONFIRE budget as developed for each of its five funds (described further below). The FY 2021-22 CONFIRE proposed budget is balanced in all five funds. This summary, the expenditure and revenue information make up the substance of the proposed CONFIRE budget under consideration by the Board of Directors.

FUND DESCRIPTIONS

Fund 5008 Operations Fund

CONFIRE has five separate Funds accounted through the San Bernardino County Treasurer's along with the accounting system SAP. The normal operational costs for CONFIRE is accounted for in the Operations Fund. The current year's budget has increased by four percent due to increased expenses including salaries and cost associated with employee benefits according to the Memorandum of Understanding (MOU). Communications expenses have increased due to costs of wireline connections. CONFIRE'S General Liability Insurance increased in line with CONFIRE'S assets increasing, along with the opening the High Desert Center for fulltime operations. The CoVID 19 pandemic effect on health and safety needs created a surge for professional services such as expanding janitorial services for both communication locations to 7 days a week and additional consultant services to provide the extended care for serving the community.

Fund 5009 Equipment Reserve Fund

The Equipment Reserve Fund is an account to support the Management Information Services (MIS) Division to replace equipment based on projected replacement cost for inventoried equipment. There are two sections of this fund resources. One is to support CONFIRE equipment and infrastructure and the second is to pay for equipment to support the individual agencies. This can be from standard office equipment to the infrastructure to tie into our servers, related components, dispatch equipment and CAD equipment. CONFIRE receives income according to call volume or individual agencies equipment maintained by the MIS Division (seat base).

Fund 5010 General Reserve Fund

The General Reserve Fund is a planned funding source utilized to provide emergency or contingency funding for CONFIRE Operations (5008) if the need arises due to lack of payment, catastrophe, or other unforeseen fiscal circumstances. This is also reserve funding for JPA one-time capital purchases with appropriate budget approval. This year's one-time projects being funded through the Reserve Fund are preparing CAD system for the onset of the new CAD to CAD system, the Emergency Communications Nurse System (ECNS) along with the MIS consulting to keep our programs sustainable. Office space needs have increased for Administrative and MIS staff either through additional rental or purchased space. This will allow the current Rialto site to be remodeled for expansion to meet the needs for dispatching personal and support management.

Currently, there are grant supported revenue received in this fund for one-time JPA's projects. The current year grant funded budgeted projects are NICE 911 voice recording system upgrade, Server KVM Switch, Vxrail to FX2 storage, and the ECNS project.

Fund 5011 Term Benefit Reserve Fund

This Term Benefit Reserve Fund is to cover the liability of CONFIRE employee leave accruals as well as set aside for pension or benefit liabilities. The Board's both agreed to set aside an extra percentage of contract agencies operational yearly costs to help with any outstanding pension liabilities due to extra personal to service these agencies. Effective July 2021, City of Victorville will become a part of CONFIRE's member agencies.

In addition to the contract agencies contribution to revenue, Fund 5011 will be receiving Apple Valley's 3rd buy-in installment payment and Victorville's 1st of 5 yearly buy-in installment payment totaling \$193,101. This will allow CONFIRE to budget for Administrative Leave cash outs and future retirement cash outs that may occur this fiscal year, as well as saving for future retirement liabilities within the Fund Balance.

Fund 5019 CAD to CAD Fund (New)

During Fiscal Year 2021, the Board approved the request to establish a Special Revenue Fund allowing CONFIRE to budget revenues and expenses specific to the CAD to CAD System. In Fiscal Year 2021/22, budgeted expenditures consist of professional services for consulting on the new system as well as computer hardware and software costs associated to maintain the system. The current Fiscal Year Revenue Sources for this project are provided by the Urban Areas Security Initiative (UASI) grant totaling approximately \$825,663 and two current members CAD to CAD agency's special revenue of \$25,000. The Special Revenue funding will increase as more agencies subscribe into the CAD to CAD system. As the system expands in the future, the earmarked revenues will increase along with expenditures. Examples of such support may be for employee salaries and benefits supporting the new system along with respective travel expenses and other operational fees to maintain the CAD to CAD project.

**CONFIRE
FUND BALANCE SUMMARY
Fund 5008 - Operating**

	<u>2019-20</u> <u>Actual</u>	<u>2020-21</u> <u>Budget</u>	<u>2020-21</u> <u>Revised</u>	<u>2021-22</u> <u>Budget</u>
Total Revenue	10,584,592	11,101,465	11,101,465	11,570,714
Transfers In	0	0	0	0
Budgeted Reserves	0	161,358	161,358	-
Total Resources (Revenue, Transfers In, and Reserves)	<u>10,584,592</u>	<u>11,262,823</u>	<u>11,262,823</u>	<u>11,570,714</u>
Total Expenditures	9,711,750	11,262,823	11,262,823	11,570,714
Transfers Out	0	0	1,702,261	
Total Expenditures & Transfers Out	<u>9,711,750</u>	<u>11,262,823</u>	<u>12,965,084</u>	<u>11,570,714</u>
Difference Total Revenue and Expenditures and Transfers Out	<u>\$ 872,842</u>	<u>\$ -</u>	<u>\$ (1,702,261)</u>	<u>\$ -</u>
 FUND BALANCE				
July 1st Beginning Balance	\$ 2,033,652	\$ 2,906,494	\$ 2,906,494	\$ 1,204,233
Residual Equity Transfer				
Budgeted Reserves				
Difference Total Resources & Expenditures and Transfers Out	872,842	-	(1,702,261)	-
June 30th Ending Balance	<u>\$ 2,906,494</u>	<u>\$ 2,906,494</u>	<u>\$ 1,204,233</u>	<u>\$ 1,204,233</u>

FY 2021-22 Reserve Balance per Board Policy \$1,157,071

**CONFIRE
FUND BALANCE SUMMARY
Fund 5009 - Equipment Reserve**

	<u>2019-20</u> <u>Actual</u>	<u>2020-21</u> <u>Budget</u>	<u>2020-21</u> <u>Revised</u>	<u>2021-22</u> <u>Budget</u>
<u>Total Revenue</u>	559,358	448,883	448,883	459,555
Transfers In				
Budgeted CONFIRE Reserves		371,417	371,417	208,695
Total Resources (Revenue, Transfers In, and Reserves)	559,358	820,300	820,300	668,250
<u>Total Expenditures</u>	468,942	820,300	820,300	668,250
Transfers Out	1,995,710			
Total Expenditures & Transfers Out	2,464,652	820,300	820,300	668,250
Difference Total Revenue and Expenditures and Transfers Out	\$ (1,905,294)	\$ -	\$ -	\$ -
 <u>FUND BALANCE</u>				
July 1st Beginning Balance	\$ 3,996,128	\$ 2,090,834	\$ 2,090,834	\$ 2,090,834
Residual Equity Transfer				
Budgeted Reserves				
Difference Total Resources & Expenditures and Transfers Out	(1,905,294)			
June 30th Ending Balance	* \$ 2,090,834	\$ 2,090,834	\$ 2,090,834	\$ 2,090,834

**Total Fund Balance for Agencies and CONFIRE equipment replacement.*

**CONFIRE
FUND BALANCE SUMMARY
Fund 5010 - General Reserve**

	<u>2019-20</u> <u>Actual</u>	<u>2020-21</u> <u>Budget</u>	<u>2020-21</u> <u>Revised</u>	<u>2021-22</u> <u>Budget</u>
<u>Total Revenue</u>	675,580	2,224,736	4,295,736	916,000
Transfers In			1,250,000	825,663
Budgeted Reserves				
Total Resources (Revenue, Transfers In, and Reserves)	<u>675,580</u>	<u>2,224,736</u>	<u>5,545,736</u>	<u>1,741,663</u>
<u>Total Expenditures</u>	327,295	2,224,736	4,295,736	916,000
Transfers Out	10,000			825,663
Total Expenditures & Transfers Out	<u>337,295</u>	<u>2,224,736</u>	<u>4,295,736</u>	<u>1,741,663</u>
Difference Total Revenue and Expenditures and Transfers Out	<u>\$ 338,285</u>	<u>\$ -</u>	<u>\$ 1,250,000</u>	<u>\$ -</u>
 <u>FUND BALANCE</u>				
July 1st Beginning Balance	\$ 4,874,443	\$ 5,212,728	\$ 5,212,728	\$ 6,462,728
Residual Equity Transfer				
Budgeted Reserves				
Difference Total Resources & Expenditures and Transfers Out	<u>338,285</u>	<u>-</u>	<u>1,250,000</u>	<u>-</u>
June 30th Ending Balance	<u>\$ 5,212,728</u>	<u>\$ 5,212,728</u>	<u>\$ 6,462,728</u>	<u>\$ 6,462,728</u>

CONFIRE
FUND BALANCE SUMMARY
Fund 5011 - Term Benefit Reserve

	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-22</u>
	<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>Budget</u>
<u>Total Revenue</u>	185,271	130,469	130,469	222,861
Transfers In	10,000		452,261	
Budgeted Reserves				
Total Resources (Revenue, Transfers In, and Reserves)	<u>195,271</u>	<u>130,469</u>	<u>582,730</u>	<u>222,861</u>
<u>Total Expenditures</u>	-	130,469	130,469	128,445
Transfers Out / Contribution to Fund Balance				*
Total Expenditures & Transfers Out	<u>-</u>	<u>130,469</u>	<u>130,469</u>	<u>222,861</u>
Difference Total Revenue and Expenditures and Transfers Out	<u>\$ 195,271</u>	<u>\$ -</u>	<u>\$ 452,261</u>	<u>\$ -</u>
<u>FUND BALANCE</u>				
July 1st Beginning Balance	\$ 559,753	\$ 755,024	\$ 755,024	\$ 1,207,285
Residual Equity Transfer				
Budgeted Reserves				
Difference Total Resources & Expenditures and Transfers Out	195,271	-	452,261	-
June 30th Ending Balance	<u>\$ 755,024</u>	<u>\$ 755,024</u>	<u>\$ 1,207,285</u>	<u>\$ 1,207,285</u>

**Planned Contribution of \$94,416 to Fund Balance for Pension Liability*

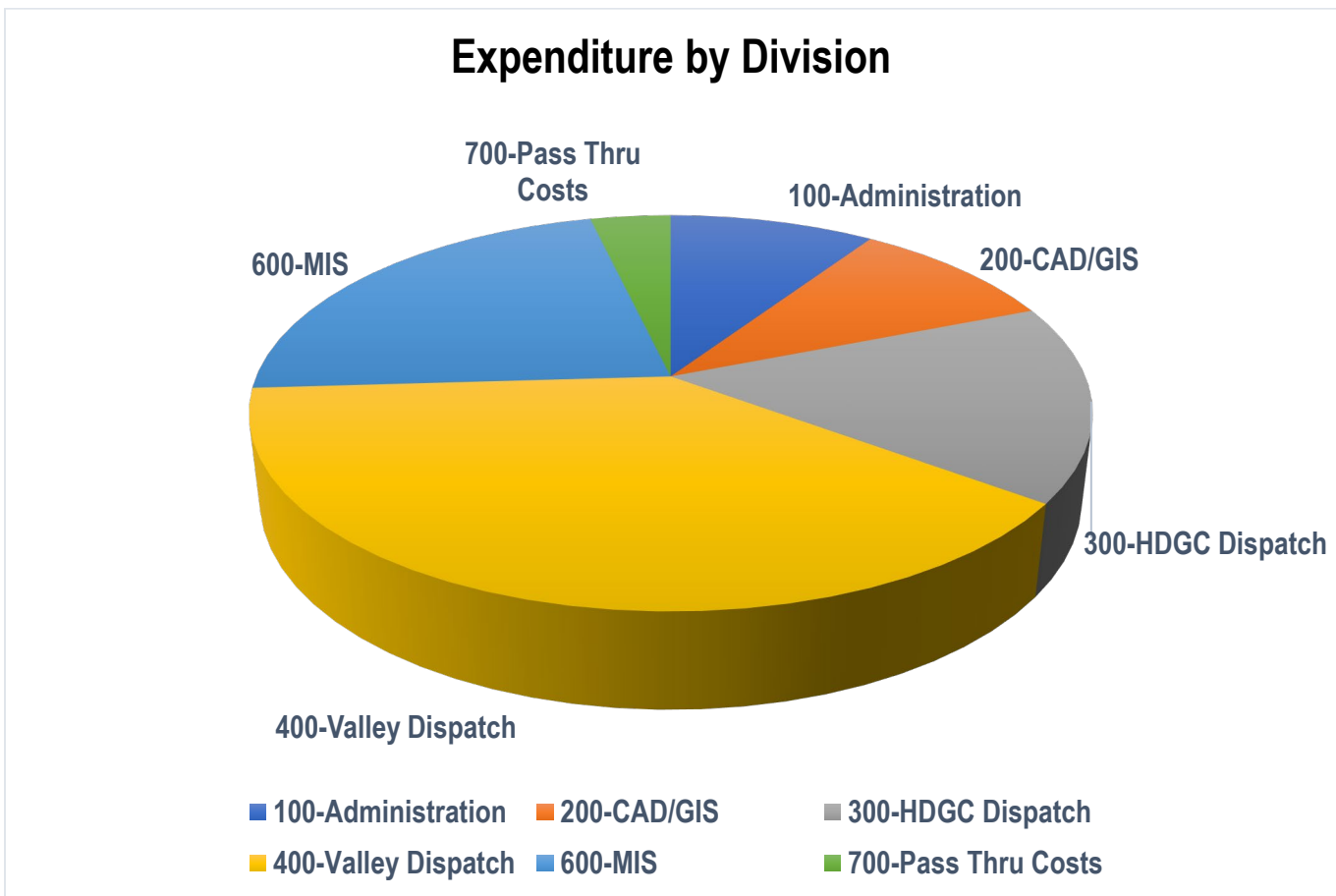
**CONFIRE
FUND BALANCE SUMMARY
Fund 5019 - CAD to CAD Fund**

	<u>2019-20</u> <u>Actual</u>	<u>2020-21</u> <u>Budget</u>	<u>2020-21</u> <u>Revised</u>	<u>2021-22</u> <u>Budget</u>
<u>Total Revenue</u>				1,012,163
Transfers In				825,663
Budgeted Reserves				
Total Resources (Revenue, Transfers In, and Reserves)	-	-	-	1,837,826
<u>Total Expenditures</u>	-	-	-	1,012,163
Transfers Out				825,663
Total Expenditures & Transfers Out	-	-	-	1,837,826
Difference Total Revenue and Expenditures and Transfers Out	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>FUND BALANCE</u>				
July 1st Beginning Balance	\$ -	\$ -	\$ -	\$ -
Residual Equity Transfer				
Budgeted Reserves				
Difference Total Resources & Expenditures and Transfers Out				
June 30th Ending Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Fund: CONFIRE Operations Fund 5008

Department: Consolidated Fire Agency 883

DIVISION EXPENDITURE SUMMARY	2019-20 Actual	2020-21 Adopted	2020-21 Modified	2021-22 Proposed Budget	% Change From 2020-21 Budget
Salaries & Benefits	\$ 6,518,320	\$ 7,932,230	\$ 7,932,230	\$ 8,210,790	3%
Services & Supplies	2,993,569	2,976,794	2,976,794	3,163,753	6%
Travel Related	21,241	65,000	65,000	65,000	0%
Other Reimb	111,348	127,350	127,350	131,171	3%
TOTAL	\$ 9,644,477	\$11,101,374	\$11,101,374	\$11,570,714	4%



CONFIRE OPERATING EXPENDITURES PER FUND CENTER FISCAL YEAR 2021-2022

Obj Code	Fund Center Item	Description	Admin - General (100-5008)	Mis Universal CAD/GIS (200-5008)	Desert Dispatch (300-5008)	Valley Dispatch (400-5008)	MIS Universal (600-5008)	MIS Seat-Based (600-5008)	Pass Thru (700-5008)	FY 21-22 Fund Center Sub Totals	FY 21-22 TOTAL EXPENDITURE FUND 5008	FY 20-21 Fund 5008 Total	% of Diff
5100 1010		SALARIES AND BENEFITS	770,663	341,648	1,971,899	3,711,399	877,101	538,080		8,210,790	\$8,210,790	\$8,093,679	1%
		Committed Fund Balance for HDGC staff											
5200 2027		STAFF UNIFORMS				13,000	1,400			14,400	\$14,400	\$14,400	0%
5200 2031		PAYROLL SYSTEMS SERVICES (ISD/EMACS)	1,069	401	2,939	5,879	1,470			11,758	\$11,758	\$10,734	9%
5200 2033		WAN & VPN ISD CONTRACT									\$146,815	\$146,815	0%
		CONFIRE					7,776			7,776			
		County Fire(BDC)						139,039		139,039			
5200 2035		COMMUNICATIONS - Wireless Devices					13,676	195,573		209,249	\$209,249	\$204,690	2%
5200 2036		COMMUNICATIONS - Wireline Connections					152,140	68,297		220,437	\$220,437	\$175,810	20%
5200 2037		COMNET ISD Dial Tone-Phones Landlines				10,017	7,810			17,827	\$17,827	\$17,827	0%
5200 2043		DATA SERVICES ISD Labor (ISF)				1,500	1,000			2,500	\$2,500	\$2,500	0%
5200 2044		COMNET ISD (ISF)									\$1,434	\$1,434	0%
		Voice Mail				401	433			834			
		Global Tool Directory	600							600			
5200 2062		800 MHZ RADIO CHGS (ISF)									\$500,618	\$480,041	4%
		NSCSO - Radio and Paging (ISD)					14,389		307,712	322,101			
		NSCSC-Dispatch Console Access/Maint.			105,487	73,030				178,517			
5200 2070	FOOD	Dispatch (Incident Meals)	2,000							2,000	\$2,000	\$2,000	0%
5200 2075		MEMBERSHIPS									\$6,630	\$6,630	0%
		APCO	450							450			
		NENA (10 - Full, 60 partial)	2,200							2,200			
		CFCA Comm Sect	200							200			
		AFSS	70							70			
		County Chiefs	200							200			
		CSDA Annual Membership	1,450							1,450			
		GFOA	460							460			
		MISAC					100			100			
		Center for Internet Security					1,500			1,500			
5200 2115		COMPUTER SOFTWARE									\$1,470,965	\$1,421,299	3%
		Applications - Universal	66,713	706,006	19,972	27,897	157,545			978,133			
		Applications - Seat Based						492,832	-	492,832			
5200 2116		COMPUTER HARDWARE (Misc Expenses)									\$18,450	\$18,450	0%
		Plotter Maintenance		3,200						3,200			
		Minolta (Fax - 2)				250				250			
		Miscellaneous Hardware					15,000			15,000			
5200 2120		SMALL TOOLS	1,000							1,000	\$1,000	\$1,000	0%
5200 2130		NON INVENTORABLE EQUIP									\$7,000	\$7,000	0%
		Headsets			1,000	2,000				3,000			
		Admin/MIS Office Chairs	4,000							4,000			
5200 2220		OTHER GENERAL LIABILITY (ISF)									\$40,655	\$24,600	39%
		Alliant-SLIP, PIP, Medical Director	40,655							40,655			
		Employee Gen Liability (Cnty Fire Transfer)								-			
5200 2305		GENERAL OFFICE EXPENSE									\$26,700	\$26,700	0%
		Office Supplies	7,500	3,000	2,500	5,000	1,500			19,500			
		Cable/Satellite TV				2,200				2,200			
		Medical Supplies				2,000				2,000			
		Employee Recognition/Outreach	3,000							3,000			
5200 2310		POSTAGE	2,200							2,200	\$2,200	\$2,200	0%
5200 2405		AUDITING	14,000							14,000	\$14,000	\$13,000	7%
5200 2415		AUDITOR/CONTROLLER-RECORDER									\$16,500	\$16,500	0%
		Payables/Data Entry/EFT	16,500							16,500			
5200 2445		OTHER PROF SERVICES									\$148,700	\$105,500	29%
		Medical Director	18,000							18,000			
		EAP - Counseling Team	7,500							7,500			
		Security	-							-			
		EMD QA	65,000							65,000			
		Enviro-Master System	11,000							11,000			
		Santa Fe Building Maintenance	7,200							7,200			
		Messina Consultant	40,000							40,000			
5200 2460		GIMS CHARGES (ISD/GIS) AERIAL IMAGERY		3,500						3,500	\$3,500	\$3,500	0%
5200 2540		LEGAL SERVICES	40,000							40,000	\$40,000	\$40,000	0%
5200 2855		GENERAL MAINT - EQUIPMENT	2,500							2,500	\$2,500	\$2,500	0%
5200 2870		GENERAL MAINT - STRUCTURE	1,500							1,500	\$1,500	\$1,500	0%
5200 2895		RENTS & LEASES - EQUIP									\$25,644	\$25,644	0%
		Trailer Lease					9,000			9,000			
		Cort Furniture Rental					6,444			6,444			
		Copy Machine Lease	5,000	5,000	200					10,200			

CONFIRE OPERATING EXPENDITURES PER FUND CENTER FISCAL YEAR 2021-2022

Obj Code	Fund Center Item	Description	Admin - General (100-5008)	Mis Universal CAD/GIS (200-5008)	Desert Dispatch (300-5008)	Valley Dispatch (400-5008)	MIS Universal (600-5008)	MIS Seat-Based (600-5008)	Pass Thru (700-5008)	FY 21-22 Fund Center Sub Totals	FY 21-22 TOTAL EXPENDITURE FUND 5008	FY 20-21 Fund 5008 Total	% of Diff
5200 2905	RENTS & LEASE STRUCTURE										\$190,724	\$185,619	3%
		HDGC - Floor Space			80,357					80,357			
		HDGC - Equipment Space			17,154					17,154			
		Rialto - Floor Space				57,704				57,704			
		Rialto - ISD Vault					35,509			35,509			
5200 2925	FLEET MANAGEMENT (Motor Pool Assigned)		19,845							19,845	\$20,047	\$18,900	6%
		Fleet Fuel Infrastructure	202							202			
5294 2941	CONF/TRNG/SEMINAR FEES										\$65,000	\$65,000	0%
		Admin/Supervisor Training	10,000							10,000			
		Communications Dispatch Training		15,000		10,000				25,000			
		MIS Training					30,000			30,000			
5540 5010	TRANSFER OUT -Reimburse Cnty Fire for Payroll/HR					131,171				131,171	\$131,171	\$127,350	3%
	FY 2021-2022 TOTAL EXPENDITURES		\$1,162,677	\$1,077,755	\$2,201,508	\$4,067,837	\$1,319,404	\$1,433,822	\$307,712	\$ 11,570,714	\$11,570,714	\$11,101,465	4%

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Administration 100

Divison Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits	623,634	732,085	732,085	770,663	5%
Services & Supplies	222,567	301,726	301,726	382,014	27%
Travel Related	1,986	10,000	10,000	10,000	0%
Other Reimbursements			-	-	0%
Total	848,187	1,043,811	1,043,811	1,162,677	11%

DEPARTMENT STAFFING

Title	FY2019-20		FY2020-21		FY2021-22	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Director	1		1		1	
Administrative Secretary	1		1		1	
Business Management Analyst	1		1		1	
Budget Officer				1		
Staff Analyst II	1		1		1	
Staff Analyst I					1	
Fiscal Specialist	1		1		1	
Public Service Employee						1
Total	5	0	5	1	6	1

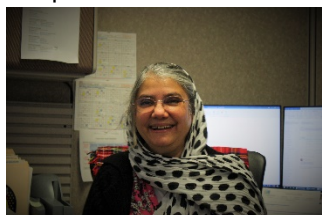
DIVISION DESCRIPTION

- Administration – Director enacts the Board of Director’s and Administrative Board Mission and Vision for CONFIRE, through the direction and guidance of Division activities. The Director ensures plans are in compliance with public administration laws and financial oversight. This oversight includes the employee relations through the Human Resources of County Fire, along with maintaining the Facilities and Fleet of the JPA.



Director-Art Andres with Business Manager- Yvette Calimlim

- Fiscal – Supports the financial operations of the JPA. Upholds the Board’s policy and expectation of financial health through the budgeting process; including monitoring the revenue billings, purchasing, and accounts payable expenditures on a monthly basis reporting out to the Director and Administrative Committee. Maintains the accounting policies to safeguard the fixed assets, cash deposits, liabilities and expenditures for review by the JPA’s auditors to produce the yearly financial statements. Prepares various Federal and State reports and provides support to guide the agency’s served by the JPA. Manages all grants awarded to CONFIRE.



Staff Analyst II - Rana Gilani

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Administration 100

SIGNIFICANT DIVISION EXPENDITURES AND STAFFING CHANGES

Reclassifying part-time Budget Officer position (approved during FY 19/20 mid-year budget review) to full-time Staff Analyst I. This position will be able to assist the Business Manager with the development of policy and procedures and allow the Business Manager to allocate more time to managing the CONFIRE budget and records retention. The Staff Analyst I will oversee grants management which will allow the Staff Analyst II to assist Management Information Systems Division with procurement activities and free up technical staff to focus on their primary role, and backup Accounts Payable staff.

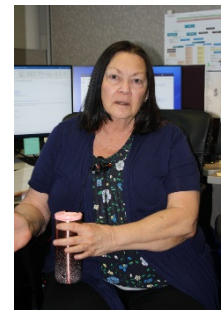


Business Manager - Yvette Calimlim

A 27% increase in Services & Supplies is mainly due to the increase in Other General Liability which includes insurance cost for CONFIRE. Additional Consultant Services (\$40,000) and Professional Services such as providing a 7 day a week janitorial cleaning for both Communication locations (\$7,500) contributed to the increase in budget.

2020-21 DIVISION ACCOMPLISHMENTS

- Completed the JPA Agreement revision
- Completed Victorville membership process
- Awarded \$350,000 for UASI Grant 2020 (CAD to CAD project)
- FY 2020 Financial Audit completed with no findings
- Support the opening of HDGC to Command Center
- Replace flooring and paint interior/exterior of the Valley Dispatch Center
- Implemented Desktop Scanner for Check Deposit
- Establish a new Special Revenue Fund (5019) specifically for the CAD to CAD System
- Produce the Annual Budget Book
- Reported Monthly Financial Statements to Administrative Committee
- Monthly Budget to Actual Statements Reporting to Management
- Recorded Board and Committee Meeting according to Brown Act



*Fiscal Specialist
Debbie Sisson*

2021-22 DIVISION GOALS AND OBJECTIVES

- Implement new procurement database
- Implement Records Retention and Management Policy
- Keep strategic implementation planning ongoing for future site
- Oversight of the Grant Funded projects for CAD to CAD
- Update the Travel Policy
- Review and update Purchasing Policy
- Create and Implement a Financial Policy for CONFIRE
- Implement new software to record Committee and Board Meetings



Administrative Secretary - Liz Berry

Fund: CONFIRE Operations Fund 5008
 Department: Consolidated Fire Agency 883
 Division: CAD/GIS 200

					% of Change
Divison Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits	290,981	336,213	336,213	341,648	2%
Services & Supplies	407,232	715,963	715,963	721,107	1%
Travel Related	838	15,000	15,000	15,000	0%
Other Reimbursements	-	-	-	-	0%
Total	699,051	1,067,176	1,067,176	1,077,755	1%

DEPARTMENT STAFFING

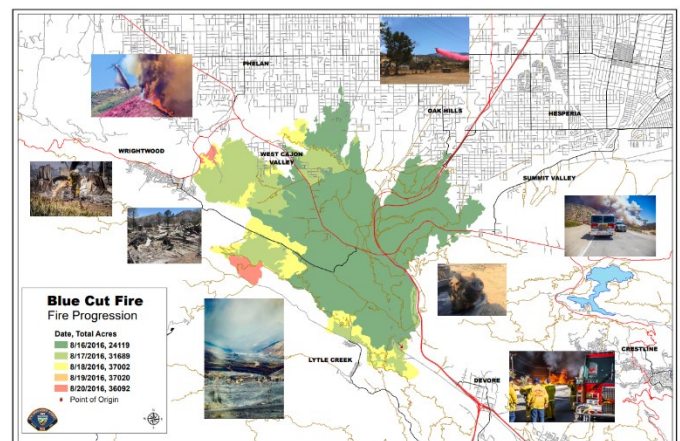
Title	FY2019-20		FY2020-21		FY2021-22	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Automated Systems Analyst I	1		1		1	
GIMS Coordinator	1		1		1	
Computerized Mapping Analyst	0		1		1	
Total	2	0	3	0	3	0

DIVISION DESCRIPTION

This element of the budget represents two functional sub-sections of the Management Information Systems Division (MIS).

CAD stands for Computer Aided Dispatch system. CONFIRE’s CAD vendor is Central Square. The CAD system is an array of interconnected software and hardware systems hosted on the CONFIRE server infrastructure. This system is the heart of CONFIRE’s operation, enabling the Call-Takers and Dispatchers to receive and process emergency calls, determine the location and assign the appropriate response. It also maintains the location and status of all field resources for first responder safety. Numerous third-party systems operate in conjunction with the CAD system. Maintaining CAD and the associated interface systems requires the full-time efforts of one FTE and the occasional efforts of several other team members.

GIS stands for Geographic Information Systems. This is a specific discipline within the broader context of Information Systems and technology. GIS professionals support the public safety mission by developing and maintaining mission critical mapping and location accuracy products. For CONFIRE, the primary role of the GIS team is to maintain the County street network and address point and work in conjunction with the CAD team to ensure that information is kept up to date and accurate within the CAD system. This is a nearly full-time job. In addition to supporting CAD, the CONFIRE GIS team produces and maintains agency specific maps for use by first responders. These include wall maps for fire stations, printed or electronic



Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: CAD/GIS 200

map books in apparatus, specialized maps for mutual aid and wildland fire high hazard areas, fire prevent and weed abatement programs etc. Additionally, the GIS team assists during actual incidents developing real-time mapping products for incident commanders, damage assessment teams and after-action reports.



*GIMS Coordinator –
Ingrid Johnson out in
the field*

The role of GIS is rapidly expanding in public safety. Next Generation 9-1-1, CAD to CAD, drone technology, wireless calling, text to 9-1-1 etc. requires robust integration of authoritative, locally produced and maintained location information. CONFIRE's regional role will demand more from its current GIS capacity. Making GIS services available online to CONFIRE agencies is a major goal of the MIS division.

SIGNIFICANT DIVISION EXPENDITURES AND STAFFING CHANGES

Increases to the budget is primarily due to projected salary raises and cost of living adjustments.

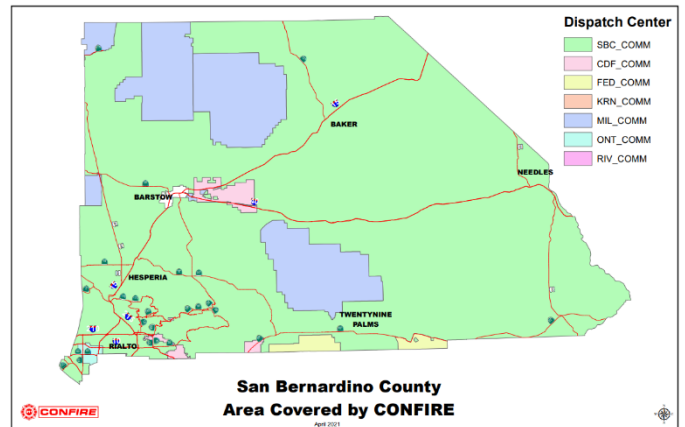
2020-21 DIVISION ACCOMPLISHMENTS

- CAD to CAD hub Interoperability (Interconnection of regional dispatch centers through CAD systems)
- Finalize business process flow to facilitate corporation between CONFIRE and County ISD to manage and update geospatial data.
- ECNS/LowCode
- WestNet Automatic Voice Dispatch (AVD) Implementation – Valley
- WestNet Implementation – Desert
- Regional Project to Adjust Call Types to a Standardized Set Used by All ProQA Agencies
- Layers and Imagery For VESTA
- Routing Street ID to Continue to Improve – Address Point
- Geospatial Data Analytics for Agency Situation Awareness
- Implement the Improved CAD Mobile Interface
- Update Emergency Medical Service Level response plans in CAD
- CAD Rehost (Upgrade hosted hardware to optimize system performance and Uptime)
- Desktop refresh – Valley and Desert Dispatch Centers
- Hardware refresh – Desert and Valley Dispatch Center
- Implement VDI Solution for Valley and Desert Dispatch Centers
- Enterprise Backup Solution Replacement (Data Domain)
- Establish CONFIRE Admin Data Replication Admin
- Internet Redundancy BGP (Border Gateway Protocol) - Seamless Automatic Internet Failover
- Legacy Telestaff Decommission
- CAD Transfer to New Hardware

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: CAD/GIS 200

2020-21 DIVISION ACCOMPLISHMENTS (Continued)

- Desert Dispatch Center Hardware Upgrade to Support Operations
- Supported San Manuel Station Renovation
- LOM IT Service Transition
- Supported Montclair WestNet Implementation
- Rialto Desktop Refresh
- Rialto SDWAN Project & Conversion to Meraki Firewalls
- Convert Rancho and Apple Valley to Meraki Firewall
- Supported San Manuel Station Renovation
- Supported New Data Connection to RSTC and Wireless Migration
- Rialto Station 205 Wiring Project Completion
- MobileIron Decommission/AirWatch Transition
- Upgraded Internet Access Connections for Valley and Desert Dispatch centers
- Built New WAN Infrastructure Linking Valley and Desert Dispatch centers
- CAD Version Upgrades/Updates
- Replace Existing Admin Storage System
- Avamar Virtual Edition Update/Upgrades
- Implemented New Wireless Network System for Desert Dispatch Center
- New Audio-Visual System for Desert Dispatch Center
- SolarWinds Update/Upgrades
- MS SCCM Updates/Upgrades
- Tablet Command Single Instance
- Identified and Completed Turndown of Unnecessary Circuits – Cost Savings
- Implemented New Sophos Firewall and Content Filter for BDC



2021-22 DIVISION GOALS AND OBJECTIVES

- Upgrade NICE 911 recording logs system.
- UPS Power Backup Refresh -Valley
- Confire Infrastructure Assessment
- Expand Storage Capacity to Migrate Cad Systems During Cad Maintenance to Reduce Down Time
- New CAD Server (Backup)
- Single Sign-on for Computer Aided Dispatch (CAD) and Active Directory (AD)
- Firewall Upgrade (Valley/Desert)
- 1 Gig wavelength Fiber link between Valley and Desert (Dedicated connection for data replication)
- Desktop (New& Refresh) – MIS/Comm/Admin
- Reverify and Update All State Route Mile Markers in the County for Correct Position

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Desert Dispatch Center 300

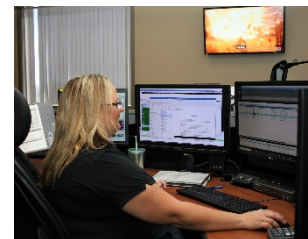
					% of Change
Division Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits	-	1,568,199	1,568,199	1,971,899	26%
Services & Supplies	297,888	218,261	218,261	229,609	5%
Travel Related	-	-	-	-	
Other Reimbursements	(7,840)	-	-	-	
Total	290,047	1,786,460	1,786,460	2,201,508	23%

DEPARTMENT STAFFING

Title	FY2019-20		FY2020-21		FY2021-22	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Assist Comm Manager			1		1	
Emer Svcs Supervising Dispatcher			3		4	
Emergency Svcs Dispatcher I			15		15	
Call Taker					2	
Total	0	0	19	0	22	0

DIVISION DESCRIPTION

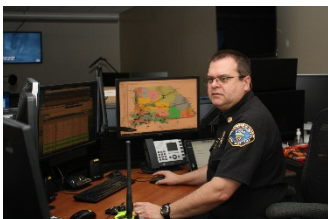
CONFIRE Communication Center consists of a group of professionals that receives requests for emergency and non-emergency assistance. We dispatch fire, emergency medical, and local government resources. Responsibilities include monitoring radios, telephones, field personnel, and coordinating mutual aid procedures and operations. Management assists with coordination in training and operational guidance for communication personnel.



Tara De Nunzio - Dispatcher

SIGNIFICANT DIVISION EXPENDITURES AND STAFFING CHANGES

2020-21 DIVISION ACCOMPLISHMENTS



Battalion Chief Bill Mahan

- Opened the Desert Dispatch Center full-time with a command presence
- Developed a Communication Plan for staffing model for everyday use
- EMD Full Determinate Code

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Desert Dispatch Center 300

2020-21 DIVISION ACCOMPLISHMENTS (Continued)

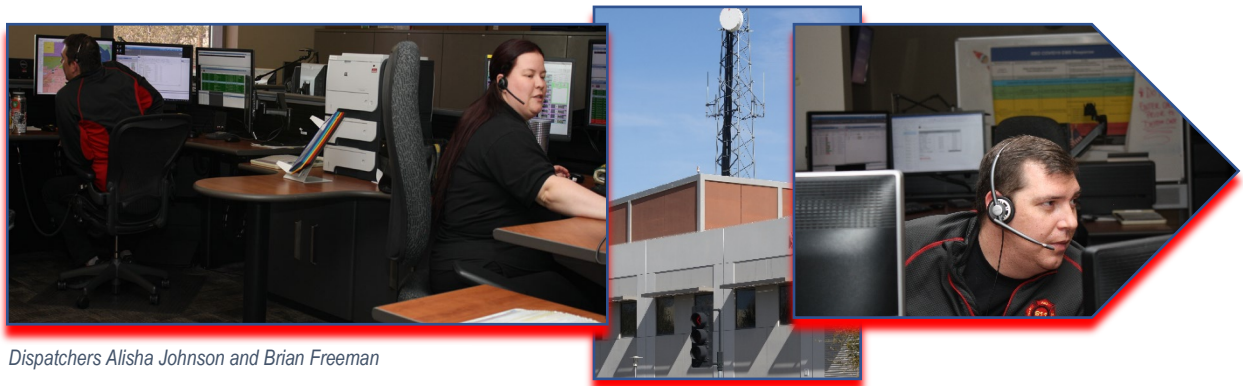
- Hiring of 4 additional Supervisor's
- Implemented Emergency Communication Nurse System (ECNS) using outside agency
- 6 APX portable radios along with back up batteries purchased
- Purchase of items to improve conditions - copier, water cooler, floor mats, footrest, name plates, hand sanitizer station
- Headset replacement



Diane Charlton Dispatcher

2021-22 DIVISION GOALS AND OBJECTIVES

- Continue working with Motorola Solution on phone refresh with 14 positions
- Creating a functional Supervisor position
- Continue working with CONFIRE MIS on an Audio/Visual system
- Implementing WestNet Station Alerting Redundancy System
- Improving CONFIRE Agency Command Concept
- Chair replacement program
- Voice Recorder replacement



Dispatchers Alisha Johnson and Brian Freeman

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Valley Dispatch Center 400

					% of Change
Division Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits	4,630,124	3,974,297	3,974,297	3,711,399	-7%
Services & Supplies	301,583	212,948	212,948	215,267	1%
Travel Related	9,580	10,000	10,000	10,000	0%
Other Reimbursements	96,756	127,350	127,350	131,171	3%
Total	5,038,044	4,324,595	4,324,595	4,067,837	-6%

DEPARTMENT STAFFING

Title	FY2019-20		FY2020-21		FY2021-22	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Communication Manager	1		1		1	
Assist Comm Manager	1		1		1	
Emer Svcs Supervising Dispatcher	4		5		4	
Emergency Svcs Dispatcher I	43		26		23	
Emergency Svcs Dispatcher EH		8		5		6
Call Taker	6		6		4	
Call Taker PSE		8		5		7
Public Service Employee						2
Total	55	16	39	10	33	15

DIVISION DESCRIPTION



*Communication Manager
Tim Franke*

CONFIRE Communication Center consists of a group of professionals that receives requests for emergency and non-emergency assistance. We dispatch fire, emergency medical, and local government resources. Responsibilities include monitoring radios, telephones, field personnel, and coordinating mutual aid procedures and operations. Management assists with coordination in training and operational guidance for communication personnel.

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Valley Dispatch Center 400



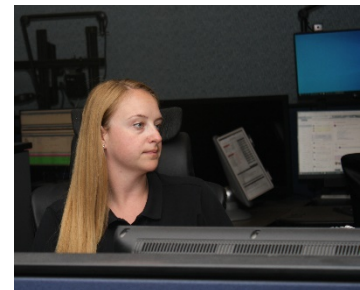
Call Taker – Kirsten Mendoza

SIGNIFICANT DIVISION EXPENDITURES AND STAFFING CHANGES

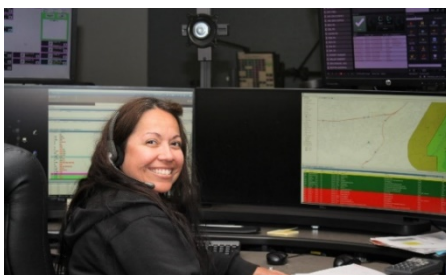
- Decrease in Salaries & Benefits is primarily due to the movement of existing positions to the High Desert Government Center location.
- Dual filling will be incorporated into the hiring of Call Taker and Dispatcher positions to assist in filling vacant positions.

2020-21 DIVISION ACCOMPLISHMENTS

- Automatic Dispatch trial test with all CONFIRE agencies on alpha and bravo call types
- EMD Full Determinate Code
- Implemented Emergency Communication Nurse System (ECNS) using outside agency
- Review of staffing study with recommendations
- Implementation of the resource tracking module Interagency Resource Ordering Capability (IROC).
- Update to the staffing module Telestaff
- ReddiNet System upgrade with a satellite phone
- Updated Text to 911 system
- Completed the 800 Radio agency consolidation
- Implementation of Automatic Voice Dispatch
- Established Associate Supervisor Training Class
- Developed a Communication Plan for staffing model for everyday use
- New vendor and process for uniform purchases
- Update to Emergency Call Taking Screen in CAD
- Additional CAD call types created
- Fire Victim Protocol established
- Dispatch Personnel assisted with agency testing
- Revisions to Policies/Procedures and Training documents
- Hiring of 9 Dispatchers and 1 Calltaker
- Headset replacement



Dispatching Supervisor – Lisa Shaver



Yvette Payne Dispatcher

2021-22 DIVISION GOALS AND OBJECTIVES

- Full staffing by the end of 2021
- Complete implementation of CAD to CAD
- Continue working with Motorola Solution on phone refresh for 14 positions.

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Valley Dispatch Center 400

2021-22 DIVISION GOALS AND OBJECTIVES (Continued)

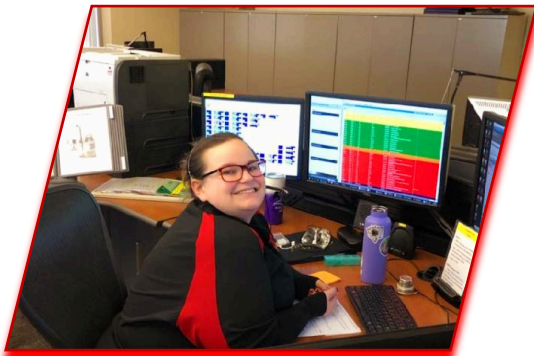
- Continuous improvement of CAD Maintenance updates
- Establishing the Quick Launch Concept with Emergency Medical Dispatching (EMD)
- Automatic Dispatch with all CONFIRE agencies on all echo and delta call types
- Establishing Emergency Communication Nurse System (ECNS) using CONFIRE Agency Nurses
- CAD Rebuild
- Voice Recorder replacement



ECNS Nurse - Sarah Mourning (Front)
Call Taker - Sarah Kaestner (Back)



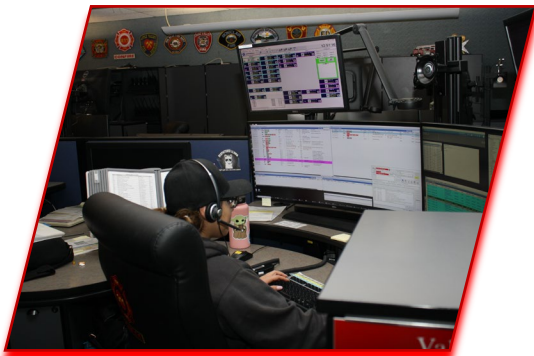
Supervising Dispatchers - Lisa Shaver & Otto Schramm



Call Taker - Katelyn Mayhew



Assistant Communication Manager - Kristen Anderson (left)
Communication Manager - Tim Franke (right)



Dispatcher - Valerie Lucero

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Mgmt. Information Services 600

					% of Change
Division Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits	973,581	1,321,527	1,321,527	1,415,181	7%
Services & Supplies	1,491,702	1,119,141	1,119,141	1,308,045	17%
Travel Related	8,837	30,000	30,000	30,000	0%
Other Reimbursements	-	-	-	-	
Total	2,474,120	2,470,668	2,470,668	2,753,226	11%

DEPARTMENT STAFFING

Title	FY2019-20		FY2020-21		FY2021-22	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
MIS Manager	1		1		1	
MIS Supervisor	1		1		1	
Information Systems Analyst II	3		3		3	
Information Systems Analyst III	2		2		2	
Automated Systems Technician	1		1		1	
Public Service Employee		2		3		3
Total	8	2	8	3	8	3

DIVISION DESCRIPTION

The MIS Division provides secure, reliable, and sustainable mission-critical IT infrastructure and systems that support CONFIRE and its agencies by leveraging emerging technologies and strategies aligned with organizational objectives.



*Jim Bloomquist(L) – Info. Sys. Analyst III
 Travis Padilla(R) – Info. Sys. Analyst II*

SIGNIFICANT DIVISION EXPENDITURES AND STAFFING CHANGES

Services and Supplies has increased by 17% or \$89,143 compared to prior year. This is mainly due to the increase number of wireless devices, increased cost associated to the wireline connections and Westnet Agency Account, and the purchase of additional applications such as new procurement, agenda management system, Westnet AVD, LowCode License – ProQA, CAD to CAD yearly maintenance. This year, Westnet costs were moved from Pass Through (700) Division to a Seat-Based cost. The expense was moved into the correct budget category. With this movement, MIS Support cost has increased for each agency using Westnet.

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Mgmt. Information Services 600

SIGNIFICANT DIVISION EXPENDITURES (Continued)

- Infrastructure modernization
- Technical resources
- Software solutions - increased service delivery capability
- Maintenance and increased cost of current service level agreements (SLA)

2020-21 DIVISION ACCOMPLISHMENTS

- Server refresh – CONFIRE/agencies
- Computer workstation refresh – CONFIRE dispatch
- Full deployment and management of system center configuration manager (SCCM)
- Modem technology transition – Apple Valley
- Transition helpdesk support for Loma Linda FD to Loma Linda City IT
- Developed SLA tracking process (Smartsheet)
- Server refresh
- 3g Connection turn down
- Re-align CONFIRE and agencies mobile data plan to reduce overall monthly with carriers.
- Expand storage capacity (to support data backup)
- Office 365 - email split – County Fire MIS transition
- TeleStaff – Version Upgrade
- Restructured internal shared-drive structure to align with the org chart.
- Intterra – implementation for County Fire
- Firstwatch deployment
- XBO Page migration
- Westnet deployment - Victorville and Chino Fire
- Twilio paging deployment for TeleStaff
- Deployed Tablet Command to multiple CONFIRE agencies
- Vault server rack provisioning
- Migrate VPN users to Ad Connect
- Completed SD-WAN project - Rialto
- Faster Connection between Rialto/Hesperia
- Websense upgrade (web filtering solution)
- Computer-Aided Dispatch (CAD) server updates
- Continue moving core CAD hardware to County ISD data center (reinforced vault)
- Improved network infrastructure and redundancy failover
- Expanded storage capacity
- Telestaff training and agency onboarding
- Revamped on-call schedule to reduce burn-out rate for on-call staff

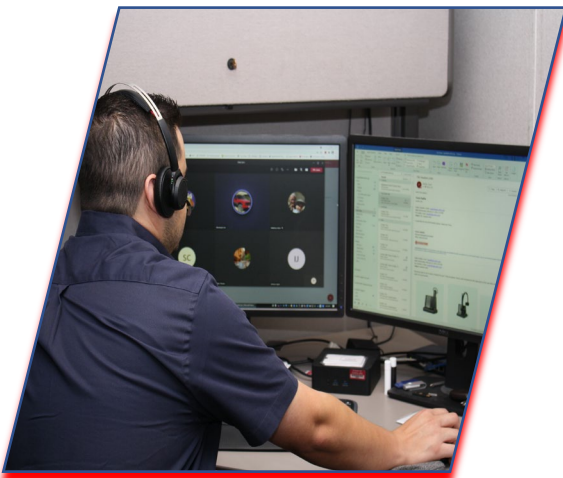


*Automated Systems Technician
Steven Cendejas*

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Mgmt. Information Services 600

2021-22 DIVISION GOALS AND OBJECTIVES

- Consistently delivering innovative and cost-saving solutions in alignment with organizational objectives.
- Increase MIS research and development projects.
- Improve MIS services by leveraging resources and streamlining internal processes
 - Complete computer-aided dispatch (CAD) hardware upgrade
 - Complete hardware upgrade at the desert dispatch location.
 - Isolate core CAD systems with a dedicated network demilitarized zone (DMZ).
 - Implement a disaster recovery plan.
 - Implement virtual desktop infrastructure (VDI) for CAD.
 - Migrate tablet command to a single instance to improve situational awareness
 - Implement a high availability infrastructure for tier 2 (none-critical) production applications



*Jim Bloomquist(Top Left) – Info. Sys. Analyst III with
Travis Padilla(Center & Bottom Left) – Info. Sys. Analyst II*

Fund: CONFIRE Operations Fund 5008
Department: Consolidated Fire Agency 883
Division: Pass Thru Back to Agency 700

					% of Change
Division Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits	-				0%
Services & Supplies	272,572	408,755	408,755	307,712	-25%
Travel Related	-				0%
Other Reimbursements					
Total	272,572	408,755	408,755	307,712	-25%

DEPARTMENT STAFFING

No staff assigned to Division 700.

DIVISION DESCRIPTION

This is a pass thru account for various agencies expenditures charged to CONFIRE which are in-turned billed back to the specific agency.

SIGNIFICANT DIVISION EXPENDITURES AND STAFFING CHANGES

This account is used for specific expenditures agencies incur and for which CONFIRE will charge back the agency for these individual charges. It is used for charges for radio and pagers provided to agencies through an agreement between CONFIRE and the San Bernardino County Information Services Division (ISD). In this budget year, Westnet (station alerting) annual maintenance charges has been moved to the Operation Fund (5008) as a seat-based application. The reason for the reallocation is that the expense is based on the number of licenses (seat-based) each agency has and there should be MIS Support cost associated with the maintenance of the software. This move caused a decrease in this portion of the budget in the amount of \$101,043 or 25% compared to prior year.

CONFIRE Reserve Funds & Grants FY 2021-2022					
Revenue	Equipment Reserve (5009)	General Reserve (5010)	General Reserve (5010) Grant Fund	Term Benefit Reserve (5011)	CAD to CAD Fund (5019)
5009 CONFIRE Equipment Replacement Fund Balance	54,405				
CONFIRE Equipment Replacement	495,555				
Agency Equipment Replacement (5009)	118,290				
5010 General Reserve Fund Balance					
9970 Use of Fund Balance		453,000			
9999 Transfers from 5019 (June)		825,663			
5010 Grant Fund					
CARES Act (CAD to CAD)					150,000
CARES Act (ECNS)			220,000		
CARES Act (Regional Upgrades)			83,000		
State 911			160,000		
5011 Term Benefit Reserves					
5011 Term Benefit Reserves					
Apple Valley 3rd Year Installment				78,596	
Victorville 1st Year Installment				114,505	
5019 CAD to CAD Grant Fund					
UASI Grant (2019)					475,663
UASI Grant (2020)					350,000
Special Revenue					
Contract Agencies 5% - 10% Contribution				29,760	
Corona CAD to CAD Agencies Maintenance Contribution					12,500
San Manuel CAD to CAD Agencies Maintenance Contribution					12,500
Chino CAD to CAD Pilot Program					11,500
Operating Transfers In					
9995 Transfers Into 5019 (July)					825,663
TOTAL REVENUE	\$ 668,250	\$ 1,278,663	\$ 463,000	\$ 222,861	\$ 1,837,826
Expenditures	Equipment Reserve (5009)	General Reserve (5010)	General Reserve (5010) Grant Funded	Term Benefit Reserve (5011)	CAD to CAD Fund (5019)
1010 SALARIES AND BENEFITS					
Admin Leave Cash Out				10,000	
Possible Retirement Cash Out				118,445	
2115 COMPUTER SOFTWARE					
EMD Optimization (ECNS) Project			220,000		
CAD Projects		150,000			150,000
IE RCIP CAD to CAD					560,000
Chino CAD to CAD 2-year Pilot					23,000
2116 COMPUTER HARDWARE					
Agency Replacement Equipment					
Various Agency Equip Replacement	50,000				
CONFIRE Refresh					
CONFIRE Equipment Replacement	150,000				
CONFIRE Desktop Refresh	22,000				
Access Switch for Valley	10,000				
Upgrade Access Point	90,000				
Firewall Upgrade (Valley/Desert)	110,000				
CAD Server (Backup)	30,000				
Desktop KVM Switch	8,250				
CAD Dispatch Workstation License	50,000				
SQL License	20,000				
Upgrade the ARCGIS (basic license to an advanced license)	10,000				
Technology Upgrade Project					
SolarWind Configuration/Upgrade	50,000				
1 gig wavelength fiber link between Valley - Desert	18,000				
Single Sign-on for CAD and AD	50,000				
Grant Funded Projects					
Refresh NICE 911 Voice recording log system.			160,000		
Server KVM Switch		2,000			
Vxrail to FX2 Storage		6,000	83,000		
2130 NON INVENTORIABLE EQUIP					
Chairs (New)					
2445 OTHER PROF SERVICES					
MIS Project Consulting Services		100,000			
Technology Master Plan		5,000			
Consulting					254,163
Legal					25,000
2870 GENERAL MAINT - STRUCT					
Dispatch Floor Improvements		20,000			
Building Improvements		20,000			
Office Space		150,000			
4090 Accum Reserve					
9999 Transfers from 5019 (June)		825,663			
9999 Transfers from 5019 (July)					825,663
6010 Accum Reserve					
Contribution to Fund Balance				94,416	
TOTAL EXPENDITURES	\$ 668,250	\$ 1,278,663	\$ 463,000	\$ 222,861	\$ 1,837,826

Fund: CONFIRE EQUIPMENT RESERVE FUND 5009

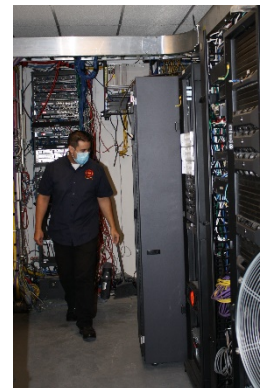
Department: Consolidated Fire Agency 883

					% of Change
Division Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits					0%
Services & Supplies	468,972	820,300	820,300	668,250	-19%
Travel Related					0%
Other Reimbursements					0%
Total	468,972	820,300	820,300	668,250	-19%

FUND DESCRIPTION

The Equipment Reserve Fund holds funds collected annually from each agency to maintain an ample reserve to replace the information technology equipment based on the inventory of such equipment at each agency. There are two components of this fund; one component accounts for funds that are designated to fund the replacement of CONFIRE equipment. This is a “universal” cost apportioned to each agency based on the proportion of overall call volume that agency represents. The other component accounts for the funds that are designated to fund the replacement for agency specific equipment. Only agencies that possess equipment supported by CONFIRE MIS pay into this fund. All equipment replacement costs are developed based on projected replacement costs for each item divided by that anticipated service life of the equipment (usually 4-5 years).

Typically, these funds are accounted for in the budget as an expenditure offset by the equal revenue. In case of any unforeseen expenditures that could occur due to equipment failure. Any unexpended funds remain in the Equipment Reserves. CONFIRE staff must receive approval from agency Chiefs to expend their Equipment Reserve funds. CONFIRE staff works with agencies to maintain sufficient funds in this account to cover the costs for a complete equipment replacement process should that be necessary. Board policy does not set a funding level for this fund.



*Information System Analyst II
Travis Padilla*

FUND HIGHLIGHTS



MIS Trailer

In FY2020/21, CONFIRE MIS staff has replaced equipment for Rialto Fire Department and the Hesperia Communication Center included the replacement of the call processing equipment (CPE). Funds were expended to purchase a new Veritiv UPS battery at the Valley Communication Center. The UPS is a backup battery to prevent loss of service in case of power outage/surge.

In FY2021/22, MIS staff will be completing several CONFIRE equipment and desktop replacements which include but not limited to an upgrade to Access switch for Valley, firewall upgrade for both Communication locations, and purchase a backup CAD server. Besides equipment refreshes, CONFIRE is looking to procure additional CAD Dispatch Workstation licenses, SQL licenses, and upgrade basic ArcGIS license to advance. MIS also plans to implement technology projects such as SolarWinds Configuration/Upgrade, install a 1 gig wavelength fiber link between Valley and Desert locations, and single sign-on for CAD.

Fund: CONFIRE GENERAL RESERVE FUND 5010

Department: Consolidated Fire Agency 883

					% of Change
Division Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits					
Services & Supplies	327,295	2,224,736	4,295,736	1,741,663	-59%
Travel Related					
Other Reimbursements					
Total	327,295	2,224,736	4,295,736	1,741,663	-59%

FUND DESCRIPTION

The General Reserve Fund is used to provide emergency or contingency funding for CONFIRE operations (5008) if the need arises due to lack of payment, catastrophe, or other unforeseen fiscal circumstances. Capital improvement purchases or projects (CIP) may also be made from this Fund with appropriate budget approval.

Grant funds awarded to CONFIRE are also accounted for in the General Reserves with exception of grant(s) awarded for the CAD to CAD project which is captured in a separate fund. These funds must be spent according to the provisions of the applicable grant, usually within a prescribed timeframe.

It is the policy of the CONFIRE Board of Directors to build and retain a level of cash in the General Reserve Fund to cover one quarter (25%) of annual operating costs (5008).

Carrying an excess of the 25% contingency recommended in the General Reserves is appropriate as long it can be demonstrated that in so doing CONFIRE is building toward significant known or projected capital expenditures (building replacement, Computer-Aid Dispatch (CAD) software replacement etc.) as identified in the Planning process and approved by the Administrative Committee and Board of Directors

Current Board policy has established a Capital Improvement Plan (CIP) element of this fund. It is funded at \$2,000,000.

Funds budgeted as expenditures are in excess of the required 25% contingency. If unexpended those funds remain in the General Reserves.

FUND HIGHLIGHTS

- Allocated \$1,000,000 from FY 2019/20 fund balance towards the CIP fund.
- Completed budgeted improvements to CONFIRE technology infrastructure.
- Implemented the ECNS program using CARES Act Funding
- Funded regional dispatch improvements to both Communications locations using CARES Act funding which include:
 - Desert technology upgrades
 - Desert station alerting

Fund: CONFIRE GENERAL RESERVE FUND 5010
Department: Consolidated Fire Agency 883

- **FUND HIGHLIGHTS (Continued)**

- Call taking equipment (Motorola Vesta Phones)
- FY2021/22 projects budgeted from the General Reserves include:
 - Funding ECNS using remaining CARES Act dollars
 - Refresh of NICE 911 voice recording system
 - Upgrade Server KVM Switch and Vrail to FX2 Storage
- Potential office space rental for Admin and MIS staff
- Renovation of Valley Dispatch location



Fund: CONFIRE TERM BENEFIT RESERVE FUND 5011
Department: Consolidated Fire Agency 883

					% of Change
Division Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits		130,469	130,469	128,445	-2%
Services & Supplies					
Travel Related					
Other Reimbursements					
Other: Contribution to Fund Balance				94,416	
Total	-	130,469	130,469	222,861	71%

FUND DESCRIPTION

This fund is maintained to cover the liability of CONFIRE employee leave accruals as determined by an annual actuary. It is the policy of the CONFIRE Board of Directors to fully fund this reserve fund each year. The fund is supported by the addition of contract agency fees assessed annually.

A component of this fund has been established to build reserves specific to the CONFIRE pension liability. Additional funds may be allocated to this component by the Board during the annual Fund Balance discussion.

FUND HIGHLIGHTS

On December 10, 2020, the Board of Directors approved the reallocation of unassigned fund balance from the Operations Fund (5008) in the amount of \$452,261. A transfer of \$67,272 is assigned to the liability for CONFIRE employees' leave accruals and added to the previous reserve compensated absences. The remaining \$384,989 unassigned fund balance is to cover unfunded liabilities that may arise due to unforeseen circumstances from the pandemic, pension liability, and potential increase on the anticipated Memorandum of Understand (MOU) negotiations.

In FY2021-22, buy-in contributions from Apple Valley (\$78,596) and Victorville (\$114,505) will be a revenue source for this fund. The budgeted revenue will be used to contribute towards CONFIRE's Unfunded Actuarial Accrued Liability (UAAL). The movement of these appropriations contributed to 71% or \$92,392 increase compared to prior year. In previous years, the buy-in contributions were allocated to the General Reserve Fund (5010).

This fund continues to build in FY 2020-21.

GOALS

CONFIRE staff is working SBCERA to better understand CONFIRE pension liability.



Fund: CAD to CAD FUND 5019
Department: Consolidated Fire Agency 883

Division Expenditure	2019-20	2020-21	2020-21	2021-22	2020-21
Summary	Actual	Adopted	Modified	Budget	Budget
Salaries & Benefits				1,837,826	0%
Services & Supplies					
Travel Related					
Other Reimbursements					
Total	-	-	-	1,837,826	0%

FUND DESCRIPTION

CONFIRE is implementing a regional computer aided dispatch (CAD) solution, Inland Empire Regional Interoperability Project (IE RIP) or CAD to CAD Project, which connects multiple different proprietary CAD systems through a hosted interface enabling emergency communications center. This is to improve interoperability, situational awareness, resource share, coordination and system resilience.

This fund will be used to budget revenues committed to specific expenses for the CAD to CAD system such as salaries/benefits, travel, professional services, computer hardware, software, and maintenance. Revenue sources for this project are mainly funded through Urban Areas Security Initiative (UASI) grant and contribution from agency’s participating in the project.

FUND HIGHLIGHTS

Sources for the CAD to CAD project are primarily grant funded. CONFIRE was approved for UASI 2019 (\$475,663) and UASI 2020 (\$350,000) grants. Unused CARES Act funding from prior year, will be carried over to assist with start-up costs for incoming agencies who are interested in participating with CAD to CAD. Additional, revenue sources are from participating agencies. CONFIRE currently has two agencies, City of Corona and San Manuel, participating in the project. Each agency will be charged a yearly maintenance fee of \$12,500; for a total of \$25,000.

CONFIRE will be transferring funds in the amount of \$825,663 from the General Reserve Fund (5010) to cover costs such as agency start-up, consulting, and legal charges until reimbursements from UASI are received. All borrowed funds from 5010 will be returned prior to the end of the fiscal year.

GOALS

- To recruit four (4) additional agencies to the part of the CAD to CAD project.
- To apply for additional grants to cover start-up cost for new agencies.

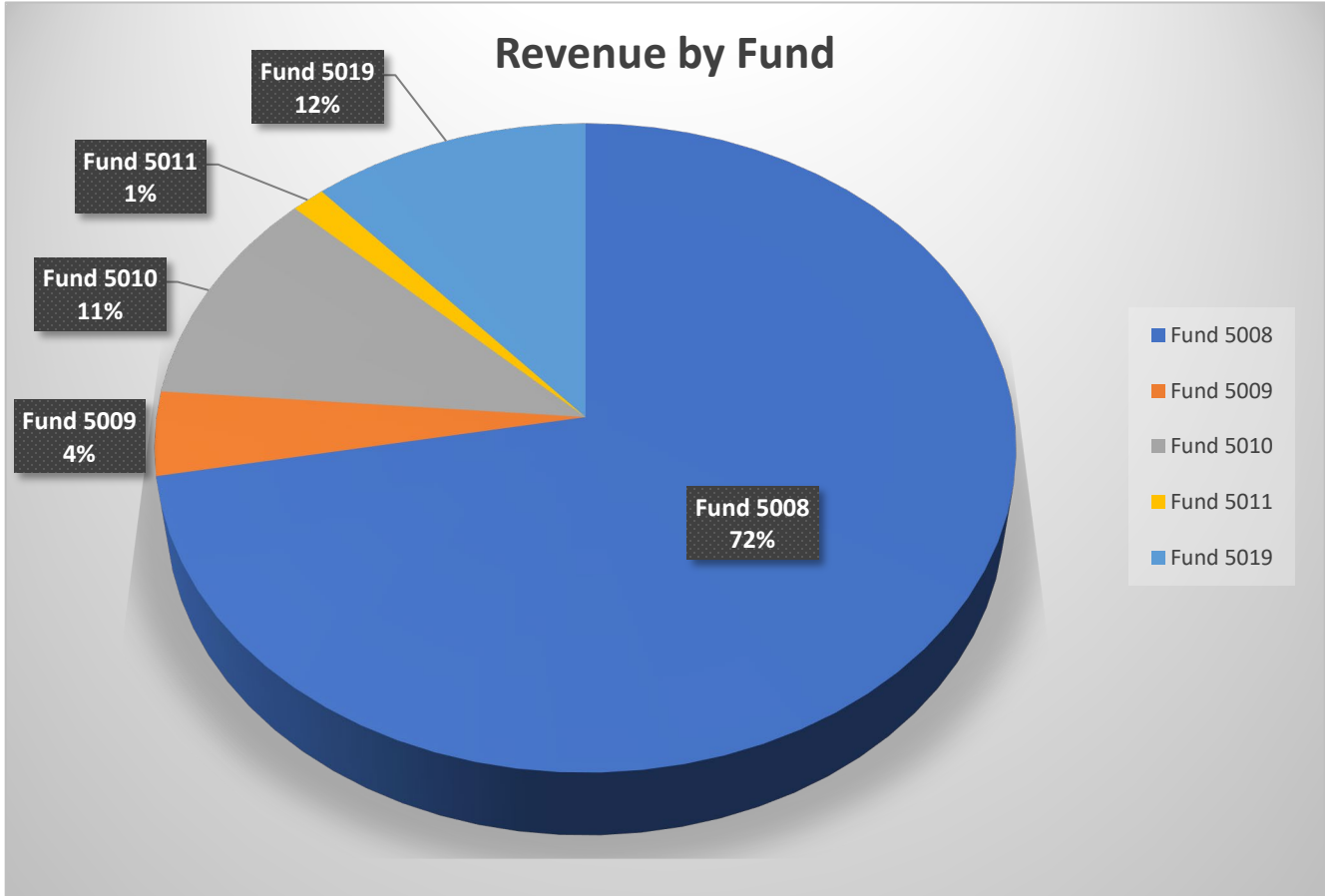
**CONFIRE, JPA
REVENUE
FUND SUMMARY**

CONFIRE, Joint Powers Authority was established for local agencies within the region to join forces and tackle issues together. This was a regional solution for Fire Agencies to synergize efforts of issues prevalent to dispatching and supporting agency with the equipment needed to provide services for dispatching resources within the region. This cooperation within the Joint Powers Authority allows cost savings for its agencies served through collaboration with the vendors who serve us. Revenue is received by each agency served according to their call volume of dispatching calls or by each individual use of equipment, software or services (seat base).

CONFIRE UNIVERSAL COST PER CALL

Agency	Call Volume	Call %	Universal Cost	
			per Agency	Total
AppleValley Fire Protection Dist.	12,792	5.39%	556,906	605,775
Big Bear Fire Department	4,091	1.73%	178,103	245,420
Chino Valley Fire Dist.	12,801	5.40%	557,297	633,289
Colton Fire Dept.	7,280	3.07%	316,938	471,560
Loma Linda Fire Dept.	3,897	1.64%	169,657	246,312
Montclair Fire Dept.	4,619	1.95%	201,091	206,443
Rancho Cucamonga Fire Dist.	16,175	6.82%	704,186	769,333
Redlands Fire Dept.	10,541	4.44%	458,907	643,652
Rialto Fire Dept.	11,086	4.67%	482,634	725,227
Running Springs Fire	577	0.24%	25,120	42,979
San Bernardino County Fire Dist.	127,910	53.93%	5,568,619	6,050,646
San Manuel Fire	1,342	0.57%	58,424	96,040
Victorville Fire Dist.	23,075	9.73%	1,004,581	1,092,870
Baker Ambulance	735	0.31%	31,998	31,998
County Road Dept.	236	0.10%	10,274	10,274
AMR			-	5,030
Total	237,157	100.00%	10,324,737	11,876,849
			Cost per Call	\$ 43.54

CONFIRE REVENUE FUND SUMMARY					
					% of Change
FUND	2019-20 Actual	2020-21 Adopted	2020-21 Revised	2021-22 Budget	2020-21 Budget
5008 Operations Fund					
Revenue from Other Govt Entities	\$ 10,493,329	\$ 11,101,465	\$ 11,101,465	\$ 11,570,714	4%
Interest	85,462				0%
Residual Transfer In/Out					0%
Other: Sale of Fixed Assets	5,801				0%
	\$ 10,584,592	\$ 11,101,465	\$ 11,101,465	\$ 11,570,714	4%
5009 Equipment Reserve Fund					
Revenue from Other Govt Entities	\$ 446,456	\$ 563,300	\$ 563,300	\$ 613,845	9%
Interest	113,334				0%
Residual Transfer In/Out	(1,995,710)				0%
Other: Fund Balance		257,030	257,030	54,405	-79%
	\$ (1,435,920)	\$ 820,330	\$ 820,330	\$ 668,250	-19%
5010 General Reserve Fund					
Revenue from Other Govt Entities	\$ 497,767	\$ 78,596	\$ 78,596	\$ -	-100%
Revenue from Grants		899,736	2,970,736	463,000	-84%
Interest	177,812				0%
Residual Transfer In/Out	(10,000)			825,663	0%
Other: Fund Balance		1,246,404	1,246,404	453,000	-64%
	\$ 665,579	\$ 2,224,736	\$ 4,295,736	\$ 1,741,663	-59%
5011 Term Benefits Reserve Fund					
Revenue from Other Govt Entities	\$ 162,741	\$ 130,469	\$ 130,469	\$ 222,861	71%
Interest	22,530				0%
Residual Transfer In/Out	10,000				0%
Other:					0%
	\$ 195,271	\$ 130,469	\$ 130,469	\$ 222,861	71%
5019 CAD to CAD Fund					
Revenue from Other Govt Entities				\$ 36,500	0%
Revenue from Grants				975,663	0%
Interest					0%
Residual Transfer In/Out				825,663	0%
Other:					0%
	\$ -	\$ -	\$ -	\$ 1,837,826	0%



**CONFIRE JPA
REVENUE BY AGENCY
FISCAL YEAR 2021-22**

Department / District	% of Call Volume 2020	CONFIRE Operating Fund (5008)	Total Equipment Replacement (5009)	FY 2021/22 Operating & Equipment Costs	5% - 10% Contract Charge (5011)	CAD to CAD Fund (5019)	FY 2021/22 Total Costs
Apple Valley	5.39%	576,362	29,413	605,775			\$ 605,775
Big Bear	1.73%	279,006	10,250	245,420	12,271		\$ 301,527
Chino Valley	5.40%	606,215	27,074	633,289		11,500	\$ 644,789
Colton	3.07%	476,358	44,427	471,560			\$ 520,785
Loma Linda	1.64%	283,960	11,686	246,312			\$ 295,646
Montclair	1.95%	196,628	9,815	206,443	10,322		\$ 216,765
Rancho Cucamonga	6.82%	735,208	34,125	769,333			\$ 769,333
Redlands	4.44%	657,025	56,516	643,652			\$ 713,541
Rialto	4.67%	732,462	67,450	725,227			\$ 799,912
Running Springs	0.24%	62,202	1,519	42,979			\$ 63,721
San Bernardino Cty Fire	53.93%	5,783,370	267,276	6,050,646			\$ 6,050,646
San Manuel	0.57%	92,584	3,456	96,040	4,802	12,500	\$ 113,342
Victorville	9.73%	1,044,327	48,543	1,092,870			\$ 1,092,870
Needles Ambulance	0.31%	30,462	1,536	31,998	1,600		\$ 33,598
County Road Dept	0.10%	9,781	493	10,274	514		\$ 10,788
AMR		4,764	266	5,030	252		\$ 5,282
TOTAL REVENUE	100%	\$ 11,570,715	\$ 613,845	\$ 11,876,848	\$ 29,760	\$ 24,000	\$ 12,238,319