



## ADMINISTRATIVE COMMITTEE MEETING

TUESDAY, JANUARY 24, 2023 – 1:30 PM

LOMA LINDA-COMMUNITY ROOM 25541 BARTON RD, LOMA LINDA

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### AGENDA

The CONFIRE Administrative Committee Meeting is scheduled for Tuesday, January 24, 2023, in the Loma Linda Fire Department Community Room, 25541 Barton Road, Loma Linda, California.

Reports and Documents relating to each agenda item are on file at CONFIRE and are available for public inspection during normal business hours.

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 Administrative Committee at this time; however, the Committee 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 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 Administrative Committee.

Liz Berry  
1743 Miro Way, Rialto, CA 92376  
909-356-2302  
[lberry@confire.org](mailto:lberry@confire.org)

#### CALL TO ORDER

- a. Flag Salute
- b. Roll call/Introductions

#### PUBLIC COMMENT

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

#### INFORMATION RELATIVE TO POSSIBLE CONFLICT OF INTEREST

Agenda items may require committee member abstentions due to conflict of interests and financial interests. CONFIRE Administrative Committee 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 Administrative Committee. An item may be removed by a Committee Member or member of the public for discussion and appropriate action.

- [1.](#) Approve Administrative Committee Meeting Minutes of December 13, 2022
- [2.](#) CONFIRE Operations Statement as of December 31, 2022
- [3.](#) FY2022-23 Fund Balance Report Ending 12-31-2022
- [4.](#) Call Summary YTD 2022
- [5.](#) PSAP Answer Time YTD 2022
- [6.](#) Billable Incidents - 2022

## **DIRECTOR REPORT**

- a. Staffing Update
- b. Emergency Rule Phase Update
- c. EMD/ECNS Update

## **COMMITTEE REPORTS**

- a. Support Committee Report/MIS Updates - Blessing Ugbo
- b. Ops Chief Committee Report - Chief Augie Barreda
- c. CAD to CAD - Mike Bell

## **OLD BUSINESS**

## **NEW BUSINESS**

7. 3AM Innovations, Patrick O'Connor & Izzy Rufat - **Presentation**
8. Brown Act, Lindsay Moore - **Presentation**
- [9.](#) Budget/Planning - **Discussion**

## **ROUND TABLE**





## ADMINISTRATIVE COMMITTEE MEETING

TUESDAY, DECEMBER 13, 2022 – 1:30 PM

LOMA LINDA COMMUNITY ROOM – 25541 BARTON RD. LOMA LINDA

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### MINUTES

#### ROLL CALL

##### **ADMINISTRATIVE COMMITTEE MEMBERS:**

Chief Dan Harker/Chairperson, Loma Linda Fire Department  
Chief Rich Sessler/Vice-Chairperson, Redlands Fire Department  
Chief Buddy Peratt, Apple Valley Fire Protection District  
Chief Dean Smith, Chino Valley Fire District – *Arrived @ 1:39 p.m.*  
Chief Tim McHargue, Colton Fire Department  
Chief Mike McCliman, Rancho Cucamonga Fire Department  
Chief Brian Park, Rialto Fire Department- *Absent*  
Chief Bertral Washington, San Bernardino County Fire  
Chief Brian Fallon, Victorville Fire Department - *Absent*

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*No conflicts were announced.*

#### CONSENT ITEMS

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

1. Approve Administrative Committee Minutes of November 17, 2022
2. CWA Settlement Agreement

*Motion to accept all items on Consent*

*Motion by: Chief Mike McCliman*

*Second by: Chief Tim McHargue*

*Yes - 9*

*No - 0*

*Abstain - 0*

*Absent - 3*

**DIRECTOR REPORT**

a. Staffing Update

*Staffing continues to be a priority, three Call Takers and one Fiscal Specialist will start on 12/31, 9 additional dispatch employees to start on January 2<sup>nd</sup>.*

*Introduction of interim CFO Karen Hardy.*

**COMMITTEE REPORTS**

a. Support Committee Report/MIS Updates - Blessing Ugbo

*Update on the status of Cyber Security Awareness Training by the agencies.*

b. Ops Chief Committee Report – Chief Augie Barreda

*Chairperson Tim Bruner is retiring early next year, Chief Augie Barreda will be serving as interim liaison until the committee appoints a new chairperson.*

c. CAD to CAD – Mike Bell

*2023 UASI Grant is lower than in past years, but monies were secured.*

*Riverside County and Murietta are testing between agencies.*

*Ontario is delayed with their Soma project but continues to move forward.*

**OLD BUSINESS**

**NEW BUSINESS**

3. EMS Division Committee Governance Policy Update – **ACTION ITEM**

*Review by Administrative Chiefs of revised Policy 6.002, EMS Division Subsidiary Committee.*

*Motion to approve revised CONFIRE Policy 6.002 – EMS Division Subsidiary Committee as presented.*

*Motion by: Chief Tim McHargue*





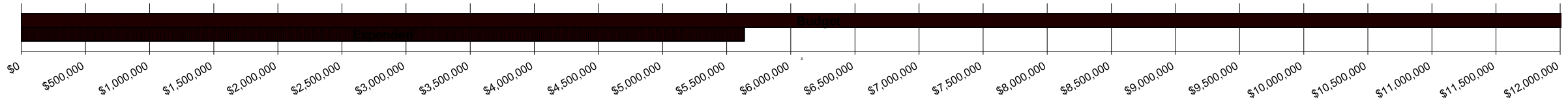
**OPERATIONS FUND 5008  
MONTHLY SUMMARY FY 2022-23**

Transactions thru December 31 2022

Item 2.

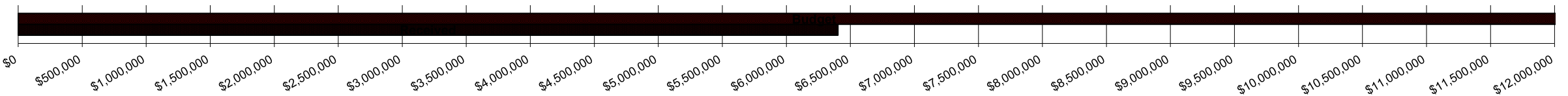
<b>Expenditures</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>3 PP Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>3 PP June</b>	<b>Total YTD Expended</b>	<b>2022/23 Budget</b>	<b>Bud - Exp Difference</b>	<b>% Used</b>
Salary/Benefits	479,125	474,647	480,955	536,867	722,854	543,772	-	-	-	-	-	-	3,238,220	8,160,358	\$4,922,138	39.7%
Overtime/Call Back	30,415	32,897	33,822	32,497	46,289	31,703	-	-	-	-	-	-	207,623	323,000	\$115,377	64.3%
Phone/Circuits/Internet	38,249	31,909	44,221	48,353	46,048	35,312	-	-	-	-	-	-	244,093	589,467	\$345,374	41.4%
County IS/Data Services/Counsel	13,287	(6,244)	8,333	9,927	17,780	7,666	-	-	-	-	-	-	50,748	60,926	\$10,178	83.3%
Radio/Pager, Console Maint	-	41,784	42,098	43,871	41,255	45,609	-	-	-	-	-	-	214,618	516,947	\$302,329	41.5%
Computer Software	18,738	1,148,207	212,456	(64,623)	46,978	-	-	-	-	-	-	-	1,361,756	1,891,258	\$529,502	72.0%
Computer Hardware	129	(129)	-	-	866	-	-	-	-	-	-	-	866	18,450	\$17,584	4.7%
Office Exp/Copier Lease	6,539	2,693	3,383	4,027	4,574	5,465	-	-	-	-	-	-	26,682	98,245	\$71,563	27.2%
Insurance/Auditing	31,987	-	22,522	4,788	8,000	4,600	-	-	-	-	-	-	71,897	69,792	(\$2,105)	103.0%
Payroll/HR/Medical Director	74,878	904	5,473	10,081	8,570	3,912	-	-	-	-	-	-	103,818	352,183	\$248,365	29.5%
Travel/Training	3,498	612	4,662	720	1,820	5,003	-	-	-	-	-	-	16,315	70,000	\$53,685	23.3%
Auto/Structure/Fuel	-	1,942	4,309	2,319	6,905	2,916	-	-	-	-	-	-	18,391	30,077	\$11,686	61.1%
Other/HDGC Rent/Equip Trans	13,658	13,789	26,416	141	14,273	14,752	-	-	-	-	-	-	83,030	251,488	\$168,458	33.0%
<b>Total</b>	<b>710,504</b>	<b>1,743,011</b>	<b>888,650</b>	<b>628,970</b>	<b>966,212</b>	<b>700,711</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,638,058</b>	<b>12,432,191</b>	<b>\$6,794,133</b>	<b>45.4%</b>

**% Fiscal Year Passed 50.0%**



<b>Revenue</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>Received</b>	<b>Budget</b>	<b>Difference</b>	<b>% Rcvd</b>
Services	3,144,053	15	(7,103)	3,167,239	15	15	-	-	-	-	-	-	6,304,234	12,432,190	\$6,127,956	51%
Interest	7,689	(7,689)	-	11,854	-	-	-	-	-	-	-	-	11,854	-	(\$11,854)	
Other	-	59,228	14,627	13,033	-	-	-	-	-	-	-	-	86,888	-	(\$86,888)	
<b>Total</b>	<b>3,151,741</b>	<b>51,554</b>	<b>7,524</b>	<b>3,192,126</b>	<b>15</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,402,976</b>	<b>12,432,190</b>	<b>\$6,029,214</b>	<b>52%</b>

**% Fiscal Year Passed 50.0%**





**FY 2022-2023  
Audited Fund Balance Report  
as of Decemvber 31, 2022**

**Operations Fund (5008)**

Audited Fund Balance 7/1/22		* \$	2,695,737
Revenue	6,402,976		
Expenditures	(5,638,058)		
	Net		764,918
Transfers Out to 5010 - CIP	-		
Transfers Out to 5011 - Compensated Abs	-		
	Net Transfers In/Out		-
<b>Total Fund Balance</b>		<b>\$</b>	<b>3,460,655</b>

*\*FY 2022-23 Operating costs 10% is \$1,282,856 Per Board Policy*

**Equipment Reserve Fund (5009)**

Audited Fund Balance 7/1/22		\$	2,235,361
Revenue	358,356		
Expenditures	(300,436)		
	Net		57,920
<b>Total Fund Balance</b>		<b>\$</b>	<b>2,293,281</b>

**General Reserve Fund (5010)**

Audited Fund Balance 7/1/22		* \$	6,151,643
Revenue	216,172		
Revenue - Grant (ARPA)	-		
Expenditures	(523,525)		
	Net		(307,353)
Transfers in to Fund 5019 (Loan Pmt.)	500,000		
	Net Transfers In/Out		500,000
<b>Total Fund Balance</b>		<b>\$</b>	<b>6,344,291</b>
Reserve for CIP	(2,937,547)		
EMD Optimization (ECNS) Project	(228,899)		
	Net Committed		(3,166,446)
<b>Available Fund Balance</b>		<b>\$</b>	<b>3,177,845</b>

*\*FY 2022-23 Operating costs 25% is \$3,207,140*

**Term Benefits Reserve Fund (5011)**

Audited Fund Balance 7/1/22		\$	1,610,781
Revenue	243,677		
Expenditures			
	Net		243,677
Transer Comp. Absence From 5008	-		
Unfunded Liability			
	Net Transfers In/Out		-
<b>Total Fund Balance</b>		<b>\$</b>	<b>1,854,458</b>






**CONFIRE**

**FY 2022-2023  
Audited Fund Balance Report  
as of Decemvber 31, 2022**

<b>CAD-to-CAD Project Special Revenue Fund (5019)</b>			
Audited Fund Balance 7/1/22		\$	904,203
Revenue	30,651		
Expenditures	<u>(122,259)</u>		
	Net		(91,608)
Transfers out from Fund 5010 (Loan Pmt.)	<u>(500,000)</u>		
	Net Transfers In/Out		<u>(500,000)</u>
<b>Total Fund Balance</b>		<b>\$</b>	<b>312,595</b>
<b>Total Beginning Fund Balance - 07/01/22</b>		<b>\$</b>	<b>13,597,725</b>
<b>Total Ending Fund Balance - 10/31/22</b>		<b>\$</b>	<b>14,265,279</b>



**Call Summary**  
CONFIRE/Comm Center  
1743 W Miro Way  
Rialto, CA 92376

County: San Bernardino  
Year: 2022

From: 1/1/2022  
To: 12/31/2022  
Period: Month  
Group: All  
Call Type: Include Abandoned  
Abandoned Filters:

Date	911	911 Abdn	Total 911	911 Abdn Percentage	10-Digit Emergency Inbound	10-Digit Emergency Abdn	Total 10-Digit Emergency	Admin Outbound	Admin Inbound	Admin Inbound Abandoned	Total Admin	Total All Calls	Average Call Duration
Jan-22	22276	1476	23752	6.21%	13048	709	13757	17186	5902	391	23479	60988	104.8
Feb-22	16543	155	16698	0.93%	11468	542	12010	14154	4729	189	19072	47780	110.7
Mar-22	18025	211	18236	1.16%	12092	1568	13660	13907	5199	142	19248	51144	108.7
Apr-22	17106	61	17167	0.36%	11494	760	12254	13521	5053	138	18712	48133	114
May-22	19109	83	19192	0.43%	12288	590	12878	14520	5286	136	19942	52012	113.8
Jun-22	19902	59	19961	0.30%	12834	886	13720	15245	5537	184	20946	54627	110
Jul-22	19578	65	19643	0.33%	12431	1870	14301	15072	5401	124	20597	54541	111.2
Aug-22	19490	45	19535	0.23%	12553	628	13181	14777	5552	139	20468	53184	112.6
Sep-22	18203	61	18264	0.33%	12516	561	13077	14799	5385	128	20312	51653	109.9
Oct-22	17935	77	18012	0.43%	11824	406	12230	14234	4936	107	19277	49519	94.7
Nov-22	19253	47	19300	0.24%	12065	493	12558	14342	4835	134	19311	51169	98.6
Dec-22	18370	60	18430	0.33%	11856	425	12281	13934	4961	107	19002	49713	97.8
<b>2022 Totals</b>	<b>225855</b>	<b>2414</b>	<b>228269</b>	<b>1.06%</b>	<b>146469</b>	<b>9438</b>	<b>155907</b>	<b>175691</b>	<b>62776</b>	<b>1899</b>	<b>240366</b>	<b>624542</b>	<b>107.3</b>
<b>2021 Totals</b>	<b>219458</b>	<b>8951</b>	<b>228409</b>	<b>3.92%</b>	<b>171904</b>	<b>12463</b>	<b>184367</b>	<b>221608</b>	<b>114327</b>	<b>20404</b>	<b>356339</b>	<b>769115</b>	<b>100.8</b>



### PSAP Answer Time

CONFIRE/Comm Center  
 1743 W Miro Way  
 Rialto, CA 92376 County: San Bernardino

Month - Year: 1/1/2022 - 12/31/2022  
 Agency Affiliation Fire

From: 1/1/2022  
 To: 12/31/2022  
 Period Group: Month  
 Time Group: 60 Minute  
 Time Block: 00:00 - 23:59  
 Call Type: 911 Calls

Call Hour	Answer Times In Seconds							Total
	0 - 10	11-15	16 - 20	21 - 40	41 - 60	61 - 120	120+	
January 2022 Total	19,978	969	661	1,257	509	335	43	23,752
% answer time ≤ 10 seconds	84.11%	4.08%	2.78%	5.29%	2.14%	1.41%	0.18%	100.00%
% answer time ≤ 15 seconds	88.19%							
% answer time ≤ 40 seconds	96.27%							
February 2022 Total	14,256	596	460	629	281	210	36	16,698
% answer time ≤ 10 seconds	85.56%	3.57%	2.75%	4.96%	1.68%	1.26%	0.22%	100.00%
% answer time ≤ 15 seconds	89.12%							
% answer time ≤ 40 seconds	96.84%							
March 2022 Total	15,873	652	427	780	259	227	18	18,236
% answer time ≤ 10 seconds	87.04%	3.58%	2.34%	4.28%	1.42%	1.24%	0.10%	100.00%
% answer time ≤ 15 seconds	90.62%							
% answer time ≤ 40 seconds	97.24%							
April 2022 Total	14,784	607	429	604	294	227	22	17,167
% answer time ≤ 10 seconds	86.12%	3.54%	2.50%	4.68%	1.71%	1.32%	0.13%	100.00%
% answer time ≤ 15 seconds	89.65%							
% answer time ≤ 40 seconds	96.84%							
May 2022 Total	16,706	647	492	642	289	187	29	19,192
% answer time ≤ 10 seconds	87.05%	3.37%	2.56%	4.39%	1.51%	0.97%	0.15%	100.00%
% answer time ≤ 15 seconds	90.42%							
% answer time ≤ 40 seconds	97.37%							
June 2022 Total	17,118	657	519	958	296	192	21	19,961
% answer time ≤ 10 seconds	85.76%	4.29%	2.60%	4.80%	1.48%	0.96%	0.11%	100.00%
% answer time ≤ 15 seconds	90.05%							
% answer time ≤ 40 seconds	97.45%							
July 2022 Total	17,132	689	459	633	317	196	17	19,643
% answer time ≤ 10 seconds	87.22%	3.51%	2.34%	4.24%	1.61%	1.00%	0.09%	100.00%
% answer time ≤ 15 seconds	90.72%							
% answer time ≤ 40 seconds	97.30%							
August 2022 Total	16,461	934	611	1,014	310	176	9	19,535
% answer time ≤ 10 seconds	84.37%	4.78%	3.13%	5.19%	1.59%	0.90%	0.05%	100.00%
% answer time ≤ 15 seconds	89.15%							
% answer time ≤ 40 seconds	97.47%							
September 2022 Total	16,150	710	424	618	230	117	15	18,264
% answer time ≤ 10 seconds	88.43%	3.89%	2.32%	3.38%	1.26%	0.64%	0.08%	100.00%
% answer time ≤ 15 seconds	92.31%							
% answer time ≤ 40 seconds	98.02%							
October 2022 Total	16,330	634	297	535	152	64	0	18,012
% answer time ≤ 10 seconds	90.66%	3.52%	1.65%	2.97%	0.84%	0.36%	0.00%	100.00%
% answer time ≤ 15 seconds	94.18%							
% answer time ≤ 40 seconds	98.80%							
November 2022 Total	17,861	516	304	425	133	54	7	19,300
% answer time ≤ 10 seconds	92.54%	2.67%	1.58%	2.20%	0.69%	0.28%	0.04%	100.00%
% answer time ≤ 15 seconds	95.22%							
% answer time ≤ 40 seconds	98.99%							
December 2022 Total	17,323	482	253	286	59	27	0	18,430
% answer time ≤ 10 seconds	93.99%	2.62%	1.37%	1.55%	0.32%	0.15%	0.00%	100.00%
% answer time ≤ 15 seconds	96.61%							
% answer time ≤ 40 seconds	99.53%							
Year to Date 2022 Total	200,085	8,294	5,337	9,185	3,129	2,012	217	228,289
% answer time ≤ 10 seconds	87.66%	3.63%	2.34%	4.02%	1.37%	0.88%	0.10%	100.00%
% answer time ≤ 15 seconds	91.29%							
% answer time ≤ 40 seconds	97.65%							
Year to Date 2021 Total	192,548	11,573	7,035	10,507	3,955	2,467	323	228,409
% answer time ≤ 10 seconds	84.30%	5.07%	3.08%	4.60%	1.73%	1.08%	0.14%	100.00%
% answer time ≤ 15 seconds	89.37%							
% answer time ≤ 40 seconds	97.05%							

# CONFIRE Billable Incidents

Period: 01/01/2022 thru 12/31/2022

Jurisdiction	# of Incidents	% of Total
San Bernardino County	132,549	53.37%
VictorvilleFD	24,282	9.78%
RanchoCucamonga	17,988	7.24%
ChinoValleyFD	13,584	5.47%
AppleValley	12,946	5.21%
Rialto	11,711	4.71%
Redlands	11,301	4.55%
Colton	7,694	3.10%
MontclairFD	4,703	1.89%
Loma Linda	4,392	1.77%
Big Bear Fire	3,846	1.55%
San Manuel FD	1,755	0.71%
Baker Ambulance	815	0.33%
Running Springs	559	0.23%
Road Department	253	0.10%
<b>Total</b>	<b>248,378</b>	<b>100%</b>
BDC Division	# of Incidents	% of Total
East Valley	44,228	33.37%
Fontana	20,905	15.77%
Valley	18,818	14.20%
Hesperia	13,453	10.15%
North Desert	12,414	9.37%
South Desert	12,171	9.18%
Adelanto	5,178	3.91%
Mountain	5,158	3.89%
Hazmat	223	0.17%
Government	1	0.00%
<b>Total</b>	<b>132,549</b>	<b>100%</b>



# CONFIRE BUDGET CYCLE

## Fiscal Year 2022-23

### Budget FY 2023-24 Update December 2022

*An evolving process. Dates are subject to change.*

#### October

- 10/17/22** Year-End Estimates to be sent out
- 10/25/22** ADMIN COMMITTEE MEETING

#### November

- 11/10/22** Deadline to Receive Project Wishlist from Managers
- 11/16/22** Year-End Estimates to be sent out
- 11/22/22** ADMIN COMMITTEE MEETING

#### December

- 12/12/22** Send Budget Calendar
- 12/12/22** Send out Wishlist with link to smartsheets (Blessing)
- 12/13/22** ADMIN COMMITTEE MEETING Request planning meeting for Jan 24th
- 12/14/22** Year-End Estimates to be sent out
- 12/19/22** Project Wishlist due to Mangers
- TBD** Meet with Director/Asst Director to review wishlist items

#### January

- 01/09/23** Board of Directors Meeting
  - Audit and Fund Balances Review
  - Current and Mid-Year Budget Update and Revisions???
- 01/11/23** MIS Budget Sheets Due to CFO/Fiscal  
Salary / Benefit Estimates with MOU Changes Due
- 01/18/23** Year-End Estimates to be sent out
- 01/24/23** ADMIN COMMITTEE MEETING
  - Call Volume Review
- lunch** - Planning Meeting with the Chiefs
- lunch** - Update Strategic Management Plan  
(make early planning meeting before regular meeting)

#### February

- 02/15/23** Year-End Estimates to be sent out
- 02/28/23** ADMIN COMMITTEE MEETING

#### March

- 03/14/23** Year-End Estimates to be sent out
- 03/22/23** Director's Message Due for Budget Book
- 03/28/23** ADMIN COMMITTEE MEETING
  - Preliminary Revenue Sheet Budget Review
- TBD** SAP Budget Module open for Department Input

#### April

- 04/17/23** Year-End Estimates to be sent out
- 04/25/23** ADMIN COMMITTEE MEETING
  - Budget Book Draft
- TBD** SAP Budget Module closed for Department Input
- TBD** BOARD OF DIRECTORS MEETING
  - Adoption of Budget Book

#### May

- 05/15/23** Year-End Estimates to be sent out
- 5/23/2023** ADMIN COMMITTEE MEETING

#### June

- 06/14/23** Year-End Estimates to be sent out
- 6/27/2023** ADMIN COMMITTEE MEETING

**Note:** The final adopted budget may be amended during the year for unforeseen revenue and expenditure changes. The Board of Directors can approve budget modifications at their mid-year meeting or in an adhoc meeting.





## **CONFIRE JPA**

# **Organizational Framework And Strategic Management Plan (SMP)**

**FY 2023-24 (DRAFT)**  
**(January 2023)**

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CONFIRE JPA**

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FY 2023/24**

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## Introduction

This document serves as the basis for fulfilling the vision of the Admin Chiefs by laying out the one to three year plans for the CONFIRE JPA. CONFIRE engages in a robust Planning Process each year. The Planning Process is similar to a large incident management planning and operational cycle. While the operation of the previous year's plan is being implemented, the Planning Process for the following year gets underway. In this way the organization is virtually always in a planning mode which ensures it remains adaptable to the changing economic and operational conditions facing CONFIRE.

### Products of the Planning Process include:

**Organizational Framework.** The framework succinctly details CONFIRE's vision, mission and core values and connects them to actual direct (core) and support service elements. This Framework is a CONFIRE-wide collaborative effort and is considered a living document that through the Planning Process is reviewed and revised as needed to reflect the activities and general direction of the organization.

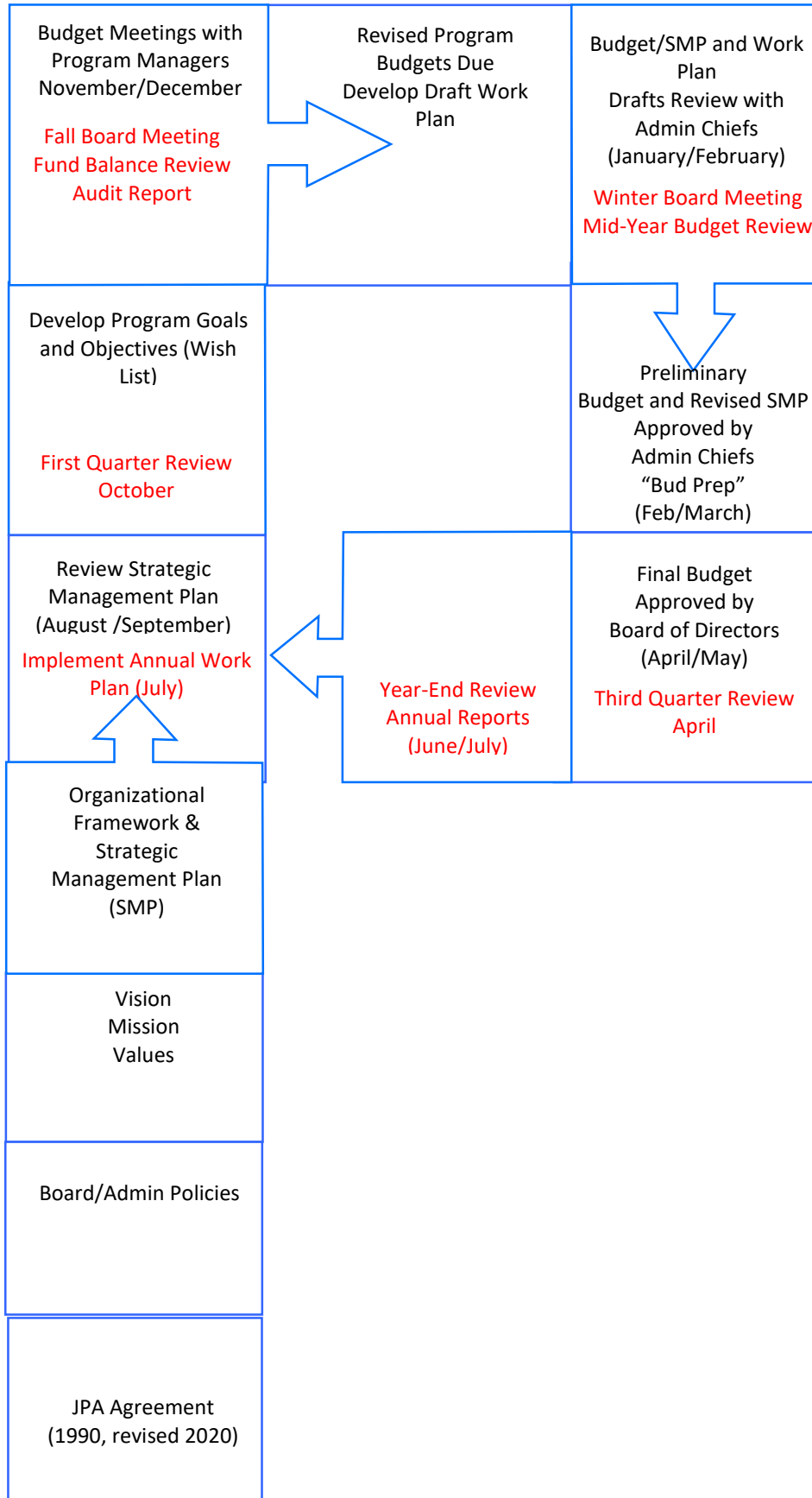
**Strategic Management Plan (SMP).** Updated annually, the SMP represents the **near term** plans of the organization providing a road map for CONFIRE staff and agencies reps to articulate and implement strategic planning goals and objectives with the support and direction of the Admin Chief's and CONFIRE Board.

**Annual Budget and Fund Balance Spreadsheets.** The annual budget includes the operational and capital line items necessary to effectively carry out CONFIRE's vision and mission during a given fiscal year. It is the by-product of a thorough, objectives-based vetting process that involves staff, program managers and policy makers. Fund balance spreadsheets are updated annually to account and plan for long-term program needs such as capital items and equipment replacement cycles. **These work books are utilized to create the Budget Book presented yearly to the Admin Chief's and Confire Board for encumbrance approval. This is the baseline to fiscally plan the new year.**

**Annual Work Plan (Smart Sheets).** The annual Work Plan is developed from the adopted budget and provides the organization with a prioritized schedule of significant projects for the coming year with related milestones. This document will serve as a barometer for project progress and form the basis for an annual report at the end of the fiscal year.



## The CONFIRE Planning Cycle



## **CONFIRE JPA**

### **MISSION**

CONFIRE provides regional Fire, Rescue and Emergency Medical Services 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**

**PEOPLE:** Dignity and Respect

**SERVICE EXCELLENCE:** All the Time, Every Time

**TEAMWORK:** Strength Through Collaboration

**INTEGRITY:** Honest, Accountable and Transparent

**EFFECTIVENESS:** Time, Cost and Quality

**INNOVATION:** Future Ready

### **SERVICE MOTTO**

**Always There, Always Ready, Always Proud**

### **PILLARS OF SERVICE**

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

## **General Principles (Leader's Intent)**

These statements represent current organizational philosophies relative to the mission, vision and core values as they are applied to the specific components of the organizational framework.

### **What can or should we be doing together?**

*CONFIRE will ask this question of itself when considering current and proposed activities. Where it can be demonstrated that an activity will provide mutual and sustainable benefits to our agencies it will generally be considered further. Where an activity is proven to be best managed by individual agencies CONFIRE will provide a support role where appropriate.*

### **Clear Expectations**

*CONFIRE will endeavor to provide clear definitions of its services with agreed upon levels of service articulated in a manner that is reasonable and responsive to the agencies we serve.*

### **Responsiveness**

*CONFIRE will strive to meet the needs of our agencies in a manner that understands complications, sensitive matters, political and administrative pressures. Conversely, CONFIRE agencies will strive to minimize unforeseen circumstances through good planning and adherence to published CONFIRE schedules and procedures as much as possible.*

### **System Discipline**

*Operational and Administrative policies and procedures should be followed by all CONFIRE personnel and participants without exception as much as possible. CONFIRE and Agency administrators will hold their members accountable accordingly.*

### **Workplace Environment and Safety**

*All personnel associated with CONFIRE will diligently maintain a professional demeanor when working in the CONFIRE sphere. People are our most important asset and investment and should be treated with dignity and respect at all times. Individuals should feel welcome and supported at work and be free of any behavior that creates a hostile work environment. There shall be zero tolerance for any demeaning or harassing behavior by those associated with CONFIRE. Employee safety is a priority at CONFIRE. Steps will be taken to ensure all employees work in a safe environment and hazards are mitigated in an expeditious manner.*

### **Relationships**

*CONFIRE will pursue and engage in active relationships with partner agencies, city departments, community groups and other stakeholders to ensure the organization is a vital contributor to the overall success of the communities we serve.*

### **Continuous Improvement**

*CONFIRE is a growing and developing organization that will continuously elevate its performance and delivery of services in order to achieve the highest standard of quality to the communities we serve.*

### **Fiscal Stewardship**

*CONFIRE will provide services and conduct its support activities within the context of its given financial resources. It will manage these resources in a professional, transparent and accountable fashion demonstrating fiscal leadership to its constituents.*

## Strategic Priorities

- **Develop succession plan for CONFIRE Executive role**
- **Prepare to adjust all priorities depending on outcome of Ambulance RFP**
- **Complete Agreement for Services with San Bernardino County Clarification Project (CCP)**
- **Cultural Strategic Imperatives:**
  - **Improve recruitment/retention practices**
    - **Achieve Full Staffing per staffing study**
  - **Establish Organizational Branding Initiatives**
    - **Develop recruitment media**
      - **Website**
      - **Printed material**
      - **Develop PIO Program**
  - **Develop Internal Culture Building Initiatives**
    - **Leadership Development**
  - **Review and enhance peer support program**
    - **Explore Cordico or similar tools**
- **Continue development of ECC Chief Program**
- **Complete update of Board/Admin/Ops policies**
- **Monitor/participate in Valley Communications Center project**
- **Explore Call Taking Innovations**
  - **Vertical Alignment**
  - **Remote call taking**
- **Develop and monitor internal performance measurements for call-taking/dispatch operations.**

### Program Goals

#### 23/24

- **Achieve Full Staffing (Dec 23)**
- **Staff XBO ECC Chief (Jan 24)**
- **Fully fund and staff ECNS program (June 24)**
- **Continue CAD to CAD Deployment (Current projects Dec 23)**
- **Initiate CAD re-build (2-year project- 6/24 target)**

#### 24/25

- **NG 9-1-1 deployment – In Progress**
- **Firstnet deployment – (Monitoring)**
- **Occupy new facility (2025)**

# CONFIRE Organizational Framework

## Operations

### Emergency Communications Division – Tim Franke

*Purpose Statement: To deliver the finest level of customer service while receiving requests for emergency and non-emergency assistance; this includes maintaining radio communication and coordinating incidents among all agencies and cooperators.*

#### Call Answering/Processing

##### 9-1-1 Coordination

- Next Gen 9-1-1
  - Updating 911 Trunks through the State Plan

##### Standards

- NFPA 1221 for call processing
- State 9-1-1 Office Standard for call taking

##### Phones - Tim

- VESTA (Air Bus/Motorola – State 9-1-1)
- 10-digit emergency lines
- Ringdown and Admin lines
- Activity View – Situational Awareness for the Emergency Rule
- ECATS Analytic tool to meet the State standards
- VESTA Analytics for Staff Performance Metrics

#### Emergency Community Nurse System (ECNS) – Nurse Manager (Vacant)

- Nurse Call Takers
- Resource Directory
- Community Outreach
- Sustainability/Funding

#### Dispatch (Rialto and Hesperia) – John Tucker

##### Dispatch Operations

- CAD Features
- CAD to CAD

##### Response Planning (CAD)

- Response Plans – Steve Lehnhard/CAD Committee
- Response Areas
  - Boundary Drop

##### Paging/Alerting

- Station Alerting (see MIS)
- Tablet Command (See MIS)
- Pulse Point (See MIS)
- Active 911(See MIS)

##### Operational Area (XBO)

- XBO Resource Page – Dave Graves/Vanessa Meyer
- IROC/ CICC - John
- XBO Comm Plan – Vanessa Meyer/Otto Schramm
- ECC Chief Officer Coverage

- BDC
- XBO

### Regional Operations

- Ambulance Dispatch (Vision)
  - MCI/REDDINET
  - REDDINET (Hospital Status) – Situational Awareness for Field Crews
- Air Ambulance
  - ICEMA (MOU??)
  - Flight Following (??)

### Radio Communications

- Radios
  - Inventory
  - VHF Testing
  - Radio Discipline/ Reliance on Technology
- County Chiefs - Director
  - Comm Section
- Geographic Segments
  - XBO Valley
  - XBO Desert/Mountains
  - BDC Valley
  - BDC Desert/Mountains

### Field Communications

- Collaborate with other dispatch centers
  - Comms Mutual Aid
- Incident Dispatchers (Future)
  - RADO-radio operator
  - INCM - incident communication manager

### Communications Support

- Positions (Equipment Replacement Fund)
  - Consoles (Furniture) – Tim Franke
  - Chairs – John Tucker
  - Headsets –
- Scheduling/Admin
  - Telestaff/Leave Requests
  - PSE monthly requirements
- Information File Updates
  - Share Point

### Standard Operational Procedures Policy (SOPP) – John Tucker

- Policy Development
- Policy review

### Emergency/back up procedures

- CAD Down Procedures
- Evacuation/Disaster Planning
  - WebEOC

### Investigations

- Incident Investigations
- Public records requests
- Audio requests

## **Training & Development (Communications) -Alisha Johnson**

*Purpose Statement: CONFIRE will establish and maintain a high level of preparedness through the development and training of newly hired and established members.*

### **Recruitment and Retention**

- Recruit Academy
- Hiring events
- Recruitment fairs
- Interns

### **Dispatch Training Committee**

- Target Solutions
- Training Manual
- Training Workbook
- Shift Trainers
- Communications Training Officers
- Train the trainer program

### **Conferences**

- Central Square
- NENA
- APCO
- Navigators

### **Intern Program**

- MT SAC
- CSUSB
- Victor Valley College

## **Emergency Medical Services Division –**

*Purpose Statement:*

### **Emergency Medical Dispatch (EMD) – Alisha**

- New Hire Certification
- Continuing Education
- Medical Director
- Quality Improvement/Assurance (Q/I & Q/A)
  - EMD-“Q” training
- Accreditation
- Dispatch Review Committee (DRC)
- Steering Committee
- Emergency Rule

## **Information Technology and Services – Blessing Ugbo**

**Purpose Statement:** Provide exceptional technical services and create solutions for our agencies. Be future-ready, grow and adapt to advancements in technology to streamline and improve operations.

### **Systems & Infrastructure:**

#### **CAD Systems – Thomas C.**

- CAD - Central Square Enterprise
- CAD History
- CAD Reports/Reporting – **Steve L.**
- SQL (Replication System)
- Tritech CAD ImageTrend Interface

#### **CAD2CAD Integration - Tellus Hub (Central Square Unify) – Steve L.**

- **Active Implementation**
  - Riverside
  - San Manuel
  - Murietta
  - Chino
  - Direct Integration – AMR Rancho
- **Future Implementation**
  - San Bernardino CAL Fire
  - AMR – Rancho (Integration into Tellus Hub)
  - AMR – Riverside (Integration into Tellus Hub)
  - Ontario
  - Corona

#### **CAD Interface**

- TabletCommand API Support/Management
- CAD Printers interface (Station Alerting) – **Steve L.**
- ECNS – **Thomas C.**
- ProQA – **Thomas C.**
- Aqua
- TeleStaff (ImageTrend Interface) – **Dave G.**
- ANI/ALI – **Steve L.**
- Westnet – **Dana D.**
- Pulse Point – **Travis P.**
- VisiNet CAD Browser – **Steve L.**
- First Watch

#### **CAD Reporting Applications (Data)**

- XBO
- Active 911
- PulsePoint
- FirstWatch
- FirstPass
- ProQA
- VoicePrint



- ImageTrend Web (SaaS) – **Dave G.**
- IROC (Formerly ROSS) – **Dave G.**

### **Mobile Devices**

- AVL
- MDC Mapping, Modems, Software
- MDC Hardware (Tablets, Toughbooks)
- Mobile Computing Cellular Device Support (iPads, tablets Non-MDC)

### **Paging/Alerting**

- WestNet (Station Alerting) – **Dana D.**
- Tablet Command – **Aaron Mulhall**
- PulsePoint – **Steven C.**
- Active 911 – **Steve L.**
- Verizon Paging Systems – **Travis P.**
- Twilio – **Travis P.**

### **Emergency/backup procedures and Policies – Thomas C.**

- CAD Maintenance Management
- CAD Down Procedures
- CAD Failover Procedures
- Evacuation/Disaster Planning – **Blessing U.**
- Incident Response Planning – **Blessing U.**

### **Information Services (Non-CAD)**

- Active Directory (AD) Domain Management
- SCCM Server (Microsoft Updates/SP) – **Thomas C.**
- Microsoft Desktop (Operating Systems)
- Microsoft Sharepoint Services – **Travis P.**
- Microsoft SQL Servers (Database Services)
- Microsoft SQL Reporting
- SolarWinds Orion (Systems Monitoring)
- SolarWind Helpdesk (Backend)
- TeleStaff - Kronos Workforce
- Smartsheet – **Blessing U.**
- NetOp (Remote Support Access)
- Email Services - Archiving (Frontend Management)
- Microsoft Office 365

## **Network & Security**

### **Network**

- Circuits – **Nick L.**
- LAN Management – **Travis P.**
- Site to Site VPN – **Travis P.**
- WAN Connection Management – **Travis P.**
- Wireless Network Management – **Travis P.**
- CONFIRE Internet Access – **Travis P.**
- Virtualization – **Nick L.**
- Wiring (Server Room/Patch/Intra Building) **Travis P.**
- Cradlepoint Wireless Modem Management (MDC Modems) – **Steve L.**

- Westnet Station Alerting Install/Maintain (IP BASED) – **Steve L.**
- Storage Area Network (SAN)
- Network Attached Storage (NAS)
- Data Domain (Disaster Recovery) – **Thomas C.**

### **Cyber Security – Nick L.**

- Vulnerability Assessment and Scanning
- Managed Detection and Response
- Cisco VPN Concentrator (VPN Access)
- Edge Firewalls
- Sophos MDR (Monitor, Detect, Respond)
- Active Directory Hardening and Security
- Server Share Management (File/Folder Security & Archiving)
- Sophos Endpoint Monitoring and Protection (AntiVirus Suite)
- Meraki's (Station Firewalls)
- KnowBe4 (Cybersecurity Awareness Training) – **Travis P.**
- Lan Sweeper (Asset Scanning and Tracking)
- Websense (Monitors Internet requests)

### **Geographic Information Services – Sam P.**

#### **CAD GIS**

- Tickets
- Street Network and Address data update
- Response Area Update
- Map Layers (GEO)
- Data Loads

#### **NG 9-1-1**

- Regional GIS
- Regional CAD2CAD map

#### **Mapping services**

- Tickets
- Map Books
- Preplans
- Special projects
- Arc GIS Online
- XBO Comm Plan
- Reports

### **Helpdesk Services (CONFIRE) – Steven C.**

- Helpdesk Software/Portal
- Equipment Replacement
- Procurement – **Robert M.**
- Documentation
- Policy/Procedures – **Blessing U.**
- Purchasing (Quotes, Logistics) **Travis P**
- Software Licensing/Management
- Office Printers

- Multi-Function Copiers (Konica - Scan, Print, Email, Fax)
- Kantech Door Security – **Travis P**
- CONFIRE.org Content Management (WIX) – **Blessing U.**
- Asset Tracking/Management/Inventory
- Mobile Device Account Creation/Management - Tablet Command, iPads, and iPhones
- Equipment Surplus
- Desktop Wiring
- Desktop Hardware Support (PC, Monitor, Peripherals)
- Infrastructure Battery Backup Systems (Managed UPS) – **Travis P**
- Desktop Battery Backup Systems (Non-Managed UPS) – **Travis P**
- Mobile Computing Cellular Device Support (Account Management)

### **Dedicated IT Service Customers**

- Colton – **Dana D.**
- Redlands – **Dana D.**
- Rialto – **Dave G.**

### **IT Services**

- Tickets
- Desktop Wiring
- Equipment Replacement
- Project Management
- Procurement
- Software Licensing/Management
- Asset Tracking/Management/Inventory
- LAN Management
- WAN Connection Management

### **Agency Liaison Services**

- Tickets
- Image Trends – **Dave G.**
- TabletCommand – **Dave G.**
- FirstDue
- Firstwatch
  - F.O.A.M
  - First Pass
- Kronos Workforce – **Dave G.**
- WestNet – **Dana D.**
- XBO – **Dave G.**
- TeleStaff – **Dave G.**

## **Training & Development (Information Services)**

### **MIS Staff Development**

- StormWind

### **Conferences**

- |                  |         |
|------------------|---------|
| • Central Square | ESRI    |
| • Firstwatch     | VM WARE |
| • Image Trends   | APCO    |
| • Kronos         | NENA    |
| • Smartsheets    | MISAC   |

## Administration and Support Services

### Administration (Director)

#### Executive Leadership

*Purpose Statement: Establishes the Mission and Vision of CONFIRE. Sets priorities and directs CONFIRE activities, to ensure those priorities are successfully completed.*

#### Board of Directors

- JPA Agreement
  - By-Laws
  - Membership Process
  - Budget Approval
- Policy Development

#### Administrative Committee (Chiefs)

- Policy/Procedure
- Daily Operations

#### Operations Committee (Ops Chiefs)

- Communications Sub-Committee
  - CAD Work Group
- Support/Data Committee

#### CONFIRE Admin Staff (Director)

- Board Secretary (Director)
  - Meeting Agendas & Minutes - Liz

### Planning - Director

#### Planning Process - Director

- Framework review
- Goal Setting
- Work Planning
- Performance Measures

#### Long-Range Planning (2-5 years)

- Strategic planning

### Personnel Management -Director

*Purpose Statement: CONFIRE in cooperation with its recognized Labor groups and applicable County offices will provide programs that promote health and safety and the fair and equitable treatment of all employees and participants.*

#### Human Relations - Director

- Recruiting and Hiring
  - Recruitment Process
  - Probationary and Promotional Testing

- Work Performance Evaluations (WPE'S)
  - Guardian Program (2019)
- Rules and Regs
- Policies/Procedures
- Labor/Management Task Force

#### **Employee Wellness - Alisha**

- Physical Fitness/Health Program
- Peer Counseling
- Employee Assistance Program
- Safety

### **Fiscal – Karen Hardy**

**Purpose Statement:** Manage and maintain a strong financial support to CONFIRE through sound accounting principles in accordance to the law with guidance and direction of the governing Administrative Committee and CONFIRE'S Board's direction.

#### **Accounting – Karen**

- Fund Management
  - Operations Fund (5008)
  - Equipment Reserve Fund (5009)
  - General Reserve Fund (5010)
  - Term Benefits Reserve Fund (5011)
  - CAD to CAD Fund (5019)
  - Emergency Medical Service (5020)
- Cash Management
- General Ledger SAP Oversight
- Capital expenditure planning
- Monthly Administrative Financial Reports
- Monthly Agency Equipment Replacement Reports
- State Controller Reports
- Year-end reports
  - Audits
  - Accruals
  - Fund Balance Policy
- Insurance
  - General Liability
  - Medical Director
  - Vehicle
- Agency Contract Management
- Fiscal Records Management

## Budget – **Karen**

- Budget Cycle (see planning)
- Budget Payroll
- Budget Reporting to Boards
- Budget Prep
- Monthly Revenue & Expenditures Reports per Dept. (Program managers checkbooks)
- Year End Close of Budget to Actuals
- PO tracking against amounts

## Accounts Receivable – Rana

- Agency Billing
- Radio Billings
- Chargebacks
- Bank Deposits
- Reconciliation of AR – **Rana**

## Purchasing - Rana

- Purchase order management
  - Cooperative Purchasing Websites
  - Purchase Orders Procurement
  - RFP/RFQ PlanetBids
- Contract management
- Receiving Inventory – **Liz**
- PO tracking against Budgeted amounts

## Accounts Payable – **Arlene**

- Accounts Payable -
  - ISD Charges
  - Motorpool Expenditures
  - Pass through (Radios)
  - Softeligent
  - SAP
  - Payment Tracking
  - Vendor Management
  - JE Reconciliation
- Travel –
- Petty Cash – **Liz**
  - Audit Fund – **Rana**
  - Replenish - **Arlene**
- Credit Cards

**Payroll – Karen**

- EMACS

**Grant Management - Rana**

- Fiscal oversight
- Reporting and tracking
- UASI
- HSGP
- ARPA

**Support Services****Logistics – Liz Berry****Reception**

- Front Office
- Mail
- Admin Calendar
- Inventory Control

**Supplies**

- Uniforms –Liz
- Office - Liz
  - Furniture
  - Office supplies
- Janitorial - Liz
- Kitchen - Liz
  - BBQ
  - Water
  - Recycling

**Vehicles & Equipment**

- Staff vehicles -
  - Check out - Liz
  - Maintenance - Liz
- Tools & Equipment

**Facilities -**

- Rialto
  - Dispatch/Admin
  - IS Trailers
  - Vault
- Hesperia
- Facilities Management - Liz
- Lease Agreements - Director
- Capital construction

## Organizational Support

### Internal Communications

- Employee Recognition - **Liz**
- Intranet page – **John Tucker**
- Bulletin Board – **Hannibal/Garcia**
- History
- Seasonal décor - **Liz**

### Public Communications

- CONFIRE Website - **Blessing**
- 9-1-1 for Kids – **Diane Boyles**

## Committees

### Internal

- Labor/Management – Tim/CWA
- Safety Committee
- SOPP Committee
- Training Committee
- EMD Q Committee

### External

- IE PSOP Committees:
  - Executive Committee
  - Operations Committee
- Emergency Medical Care Committee (EMCC) - Director
- County Chief's Comm Section
- NENA
- APCO
- Regional PSAP Managers - Tim

## Meetings

### Internal

- Weekly
  - Leadership Updates (Monday AM)
  - BDC Conference call (Monday AM)
  - Operational Area conference call (Thursday AM - Seasonal)
- Monthly
  - Administrative Committee (fourth Tuesday PM)
  - Labor/Management (fourth Tuesday AM)
  - Communications/Support Committees (first Tuesday AM)
  - Dispatch Review Committee (EMD)
  - Steering Committee (EMD) – Annual meeting
- Board of Directors (Winter/Spring/Fall)
- EMD Q
- Supervisor Meeting
- Training Committee

### External

- County Chief's (fourth Thursday AM)



- Comm Section (varies, monthly)
- PSAP Managers (varies)
- CICC (IROC)
- OACC (quarterly)

## Milestones in CONFIRE history:

**1968**—Dave Dowling is ‘hired’ as a volunteer dispatcher for the Muscoy Fire Department by Chief Earl Mathiot

**1969**—Dave Dowling begins receiving \$45 every two weeks to dispatch and keep the fire departments finances in order.

**1973**—The Central Valley Fire District forms combining Muscoy, Bloomington and Fontana. Dave Dowling becomes the Lead Dispatcher out of an office at the downtown Fontana fire station on Arrow. Comm Center is born. The other original dispatchers are Cliff Ellis, Tony Alvarez, Kurt Prine, Bob Mendez, and Gil Rangel.

**1974**—Comm Center dispatchers are ‘re-employed’ through a grant by Loma Linda University managed by local EMS Administrator Phil Kransey.

**1975**—Comm Center is relocated to the basement of the County Library at 4<sup>th</sup> and Sierra Way in San Bernardino. Several new dispatchers were hired under a federal grant...these included Karon Humphreys, Sue Hood, Dave Nunez, Sue Bertel, Arlene Donohue and others.

**1975**—Colton, Loma Linda and Redlands Fire Departments begin contracting for dispatch services with Comm Center. Greg Turner (COL), Peter Hills (LOM) and Dave McLees (Red) among others are hired as part-time dispatchers.

**1976**—Central Valley Fire Chief R.J. Keen appoints Dave Dowling as Dispatch Supervisor for Comm Center.

**1970’s**—A grant from the Robert Wood Johnson Foundation helps fund a county wide Emergency Medical Communications System (MEDNET/HEAR) the precursor to several agencies initiating paramedic programs. Comm Center dispatched and was the last to communicate with two Loma Linda University managed EMS helicopters that are involved in separate fatal accidents.

**1979-80** – Comm Center becomes the Operational Area Dispatch Center for OES. Comm Center is fully engaged in managing resources during the Panorama Fire during fierce November Santa Ana winds.

**1980’s** – After a season of heavy rains the basement of the County Building is subject to perpetual flooding from long dormant artesian wells. Pumps had to be installed to manage the 1200 gallons per minute of water flowing through the basement. Eventually Comm Center had to hastily relocate to higher ground in the upstairs area of the Library.

**1982** – San Bernardino County adopts 9-1-1 for emergency calls. Joyce Micallef is the first County 9-1-1 Coordinator. Computer Aided Dispatch (CAD) programs begin to become available. Chino FD merges with Central Valley, agency renamed West San Bernardino Fire Agency.

**1985** – The San Bernardino County Fire Agency was formed consolidating Central Valley, Wrightwood, Lucerne Valley, Lake Arrowhead, Yucca Valley, Forest Falls, Searles Valley and Green Valley Lake FD’s. Chino disbanded from the agency at the same time.

**1980's (late)** – Under the leadership of County Sheriff Captain Terry Jagerson the consolidation of public safety emergency operations in Rialto began to take shape. Jagerson would eventually lead the Sheriff's aviation unit out of Rialto and help lead the development of the County's 800 mhz radio system infrastructure. Comm Center Co-locates with the Sheriff's Valley (EAGLE Center) dispatch office on Miro Way.

**1990** –The Consolidated Fire Agencies of the East Valley (CONFIRE) JPA forms with the San Bernardino County Fire Agency, Rialto, Loma Linda, Colton and Redlands Fire Departments as its original members. The agencies agree 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.” Comm Center remains the centerpiece of this organization. First Computer Aided Dispatch (CAD) system installed.

**1994** –The County Consolidated Fire District (aka, San Bernardino County Fire Department) is formed to manage fire protection in all unincorporated areas with the exception of CSA 38 which remained with the California Department of Forestry (CDF).

**1997** –The County cancels its contract with CDF and assumes jurisdiction over the areas of Devore, Grand Terrace, San Antonio Heights, Needles, Phelan, Fawnskin, Baker, Mentone and Harvard as well as other unfunded areas of the County. The communities of Highland and Yucaipa incorporate as cities and retain CDF (Cal Fire) for fire protection.

**1999** – The City of Adelanto contracts with San Bernardino County Fire Department for service.

**2003** – Comm Center moves into the new CONFIRE JPA built and owned facility adjacent to the Sheriff's Valley dispatch center on Miro Way.

**2004** – The Hesperia Fire District contracts with the San Bernardino County Fire Department for service.

**2004** – CONFIRE assumes the role of MIS support for County Fire with several employees transferring from County Fire to CONFIRE.

**2008** – The City of Victorville contracts with the San Bernardino County Fire Department for service

**2008** – CONFIRE purchases and implements a completely new computer-aided dispatch system (Tri-Tech)

**2009** – With the departure of Victorville, Desert Comm disbands. Apple Valley, Barstow, Big Bear City and Big Bear Lake FD's contract with CONFIRE for dispatch services.

**2009** – After an extensive vetting process the Rancho Cucamonga Fire Districts selects CONFIRE as its new dispatch services provider in 2008 and transitions to Comm Center in December 2009.

**2010** – CONFIRE fully implements Emergency Medical Dispatch (EMD) utilizing the Pro QA product provided by Priority Dispatch.

**2012** – CONFIRE achieves National Center of Excellence accreditation from the International Association of Emergency Dispatch only 169<sup>th</sup> center in the world to do so.

**2012** – Crest Forest Fire District contracts with the San Bernardino County Fire Department for service.

**2013** – Rancho Cucamonga Fire District becomes the 6<sup>th</sup> member of the JPA and the first new member since CONFIRE's inception in 1990

**2014** – Montclair and Upland Fire Departments contract with CONFIRE JPA for dispatch services.

**2015** – The North Fire occurs in the Cajon Pass trapping motorists on I15 and resulting in dozens of cars on the freeway and several homes in the High Desert being destroyed.

**2015** – CONFIRE achieves reaccreditation (valid until 2018) from the National Academy of Emergency Medical Dispatch for its Emergency Medical Dispatch program.

**2015** – Comm Center supports the regional response to a terrorist attack in the City of San Bernardino that results in a Mass Casualty Incidents (35 victims)

**2016** – San Bernardino City Fire annexes into the San Bernardino County Fire District. CONFIRE begins dispatch services for the annexed area on 7/1/2016.

**2016** – Kendall, Pilot and Blue Cut Fires challenge regional response capacity. XBO Comm Plan exercised successfully during these incidents.

**2017** – Major winter storms hammer the County

**2017** – CONFIRE, CALFIRE, USFS and Ontario recognized by CPRA at Annual Awards banquet for collaboration during Blue Cut Fire in 2016

**2017** – The Upland Fire Department annexes into the San Bernardino County Fire District on July 22.

**2018** – CONFIRE reaccredited by IAEMD as Center of excellence for the third time.

**2019** – Chino Valley Fire and Victorville Fire join as contract agencies in March.

**2019** – Chino Valley Fire and Apple Valley Fire become CONFIRE member agencies in December bringing CONFIRE's member agency total to eight.

**2020** – Victorville Fire becomes 9<sup>th</sup> member agency of CONFIRE

**2020** – COVID-19 Pandemic challenges all emergency response systems. CONFIRE opens Desert Communications Center full-time

**2021** – CONFIRE reaccredited by IAEMD as a Center of Excellence for the fourth time

**2021** – ECNS program initiated with local FD and REMSA (Reno) nurses

**2021** – CAD to CAD live with San Manuel DPS, Chino PD and AMR

**2022** – Emergency Command Center (ECC) Chief program developed

**2022** – Established an Emergency Medical Services Division

**2022** – District Transparency Certificate of Excellence Recipient

## **Definitions**

### **CAD to CAD**

Program that enables communications centers to interact via their respective and disparate CAD systems, thus alleviating/minimizing the use of telephonic communications for resource requests and information sharing. CONFIRE is a member agency of the Inland Empire Public Safety Operations Platform (IE PSOP). CONFIRE also acts as the system administrator for the program which include grant procurement and management activities. The system includes law, fire and EMS providers from San Bernardino and Riverside Counties.

**CONFIRE (Consolidated Fire Agencies)** : Is a cooperative association voluntarily established by its members per the Government Code 6500 of the State of California for the purpose of providing hardware, software services, and other items necessary and appropriate for the establishment, operation, and maintenance of a joint centralized public safety communications system and a cooperative program of fire related functions for the mutual benefit of the members of the agency and to provide such services on a contract basis to other governmental units, and to provide a forum of discussion, study, development and implementation of recommendations of mutual interest regarding public safety communications and related matters within member agencies.

**CONFIRE Governance and Administration (see Org chart):** CONFIRE is an independent legal entity governed by a Board of Directors and an Administrative Committee. The agency has the following powers and responsibilities;

- To enter into contract, including the performance of services for other governmental units
- To employ agents and employees
- To acquire, lease, hold, and dispose of property, real and personal
- To incur debts, liabilities or obligations
- The purchase or lease of the equipment and machinery necessary
- The employment of the necessary personnel and the operation and maintenance of a communications system
- All powers necessary and incidental to carrying out the purpose of the agency as set forth in its formation documents and by-laws
- The power to sue and be sued in its own name

The Board of Directors are elected officials appointed by each of the member agencies. They meet at least twice per year to approve the annual budget, set fiscal policy and select officers.

The Administrative Committee is made of the Fire Chiefs of the six member agencies. They meet at least quarterly (presently meets monthly) and are responsible for the following duties:

- Within the limits fixed by the Board approved budget, conduct the operation of the Agency
- Direct the preparation of the proposed annual budget for review and adoption by the Board of Directors
- Expend funds in accordance with the adopted budget

**CONFIRE Director** Executive officer appointed by and reports to the Administrative Committee. Is responsible to manage the day to day operations of CONFIRE. The Director also acts as the Secretary to the Board of Directors.

**Operations Committee** (formerly Tech Committee) is made up of representatives appointed by the Fire Chief of each member agency. This committee is responsible for identifying and recommending solutions to operational matters and forwarding those items to the Administrative Committee for consideration.

**Support/Data Committee** is made up of representatives appointed by the Fire Chief of each member agency. This committee is responsible for identifying and recommending solutions to technology and data issues and forwarding those items to the Administrative Committee for consideration.

It is expected by the Admin Committee that the Operations and Support Committees coordinate their efforts.

**CONFIRE** (general definition): Encompasses the operations and employees of the following components:

- **Communications Division (Comm Center):** a jointly operated regional public safety communications center (currently providing service to nine member and five contract agencies), the San Bernardino County Operational Area Coordinating Center, the designated provider of dispatch services for air ambulance resources as prescribed by ICEMA. Includes the recruitment and training programs for Communications employees.
- **Emergency Medical Services Division:** Currently administers the Emergency Medical Dispatch (EMD) program, coordinates with the Communications Division to ensure program effectiveness.

- **Management Information Services Division (MIS):** Provides Comm Center and three of its member agencies with the full range of Information Services and Technology. MIS also supports various technologies on behalf of all CONFIRE agencies (MDC's, AVL, ePCR etc). Includes recruitment and training programs for MIS employees.
- **ADMIN/Finance Division:** Provides executive and fiscal oversight of all CONFIRE Divisions and operations, coordination of CONFIRE Board and Admin Committee activities and meetings, planning and budget preparation and management, purchasing accounts payable, payroll, grant management, human resources, logistics and facilities management.

**Member Agency:** An entity which is signatory to the CONFIRE agreement and associated By-Laws. Each member agency is represented by one voting member on the Board of Directors, The Administrative Committee, Operations (Tech) Committee and Support/Data Committees.

**Contract Agency:** An entity whom as entered into a contract for service with CONFIRE. Contract agencies are highly encouraged but not required to participate at all Committee meetings in an advisory but non-voting capacity.

**CONFIRE Employees:** All full-time, part-time and volunteer employees of CONFIRE under the direction of the CONFIRE Director.