



BOARD OF DIRECTORS MEETING
MONDAY, NOVEMBER 29, 2021 – 10:00 AM
LOMA LINDA-EOC 25541 BARTON RD, LOMA LINDA

AGENDA

The CONFIRE Board of Directors Meeting is scheduled for Monday, November 29, 2021 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 Board of Directors.

OPENING

- a. Call to order
- b. Flag Salute

ROLL CALL

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 April 2, 2021
- [2.](#) CONFIRE Operations Statement as of 10/31/2021
 - Fund Balance Report
- [3.](#) Audited Fund Balance Report
- [4.](#) FY 2021/22 Mid-Year Budget Adjustment
- [5.](#) Revised Operations and General Reserve Funds Policy
- [6.](#) Call Summary YTD 2021
- [7.](#) Year To Date Billable Incidents
- [8.](#) PSAP Answer Time YTD 2021

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

- [9.](#) Emergency Communications Nurse System
 - Public Safety Announcement tool kit
 - Introduction Letter
 - Logo and Branding Guide
 - Press Release
 - Center for Medicare & Medicaid NOFO letter
 - American Rescue Plan Act funding opportunity
 - Inland Empire Economic Partnership "Turning Red Tape Into Red Carpet" Award
- [10.](#) Accredited Center of Excellence

OLD BUSINESS

- [11.](#) Valley Communications Center - **DISCUSSION ITEM**
 - Proposed Increase in Lease Agreement
 - Alternatives Moving Forward

NEW BUSINESS

- [12.](#) Financial Audit Report - **ACTION ITEM**



CONFIRE

4/29/2021

BOARD OF DIRECTORS MEETING

THURSDAY, APRIL 29, 2021

10:00 A.M.

ZOOM

MINUTES

OPENING

Call to order – Chairperson Ernest R. Cisneros

Flag Salute

ROLL CALL

BOARD OF DIRECTORS COMMITTEE

Chairperson – Ernest R. Cisneros, Mayor Pro Tem – 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 - *Absent*

Dawn Rowe, 3rd District Supervisor – County of San Bernardino

Dan Leary, Board President – Apple Valley Fire Protection District – *Arrived at item 6 a.*

John DeMonaco, Board President – Chino Valley Independent Fire District

ADMINISTRATIVE COMMITTEE

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 Bertral Washington – San Bernardino County Fire Department



4/29/2021

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

GUESTS

Council Member Liz Becerra – City of Victorville
Chief Jeff Armstrong - Victorville Fire Department
Chief Fred Stout – Victorville Fire Department
Leslie Parham – Chino Valley Independent Fire District
Claire Cozad – County of San Bernardino
Karen Hardy
Rana Gilani
Debbie Sisson

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.

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 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.



4/29/2021

ACTION: *The CONFIRE Board of Directors accepts and approves consent items 1-3.*

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

Second: *Dawn Rowe, County of San Bernardino*

Ernest Cisneros, City of Colton-Yes

Andy Carrizales, City of Rialto-Yes

Denise Davis, City of Redlands-Yes

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Dan Leary, Apple Valley Fire Protection District-Absent

John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 6

Noes: 0

Abstain: 0

Absent: 2

Motion Approved

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: *The CONFIRE Board of Directors approves the Board of Directors policies as presented.*

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



4/29/2021

Second: *Lynne Kennedy, City of Rancho Cucamonga*
Ernest Cisneros, City of Colton-Yes
Andy Carrizales, City of Rialto-Yes
Denise Davis, City of Redlands-Yes
Dr. Rhodes Rigsby, City of Loma Linda-Absent
Dan Leary, Apple Valley Fire Protection District-Yes
John DeMonaco, Chino Valley Independent Fire District-Yes

Ayes: 7
Noes: 0
Abstain: 0
Absent: 1

Motion Approved

- 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: *The CONFIRE Board of Directors approves the UASI grant funding MOU as presented.*

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

Ayes: 7
Noes: 0
Abstain: 0
Absent: 1

Motion Approved

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

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.



4/29/2021

ACTION: *The CONFIRE Board of Directors approves Resolution 2021-01 approving the Budget Document for FY 2021/22 budget as presented.*

Motion by: *Andy Carrizales, City of Rialto*

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

Ernest Cisneros, City of Colton-Yes

Lynne Kennedy, City of Rancho Cucamonga-Yes

Denise Davis, City of Redlands-Yes

Dr. Rhodes Rigsby, City of Loma Linda-Absent

Dawn Rowe, County of San Bernardino-Yes

Dan Leary, Apple Valley Fire Protection District-Yes

Ayes: *7*

Noes: *0*

Abstain: *0*

Absent: *1*

Motion Approved

CLOSED SESSION

ADJOURNMENT

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

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

Ayes: *7*

Noes: *0*

Abstain: *0*

Absent: *1*



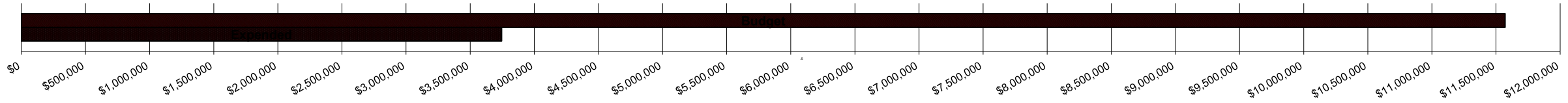
**OPERATIONS FUND 5008
UNAUDITED MONTHLY SUMMARY FY 2021/22**

Transactions thru October 31, 2021

Item 2.

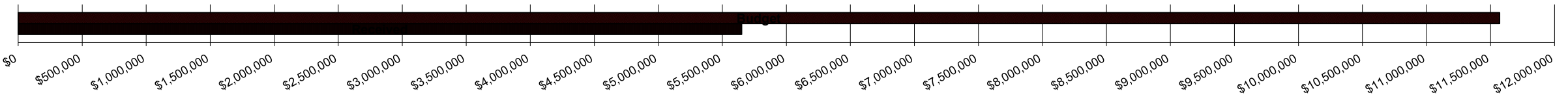
Expenditures	3 PP					3 PP Dec	Jan	Feb	Mar	Apr	May	3 PP June	Total YTD Expended	2020/21 Budget	Bud - Exp Difference	% Used
	July	Aug	Sep	Oct	Nov											
Salary/Benefits	519,723	478,214	556,180	494,631	-	-	-	-	-	-	-	-	2,048,748	7,921,125	\$5,872,377	25.9%
Overtime/Call Back	29,711	33,060	29,966	26,151	-	-	-	-	-	-	-	-	118,888	289,665	\$170,777	41.0%
Phone/Circuits/Internet	58,668	30,159	52,327	59,100	-	-	-	-	-	-	-	-	200,253	588,259	\$388,006	34.0%
County IS/Data Services/Counsel	4,996	(7,239)	2,189	8,049	-	-	-	-	-	-	-	-	7,995	61,761	\$53,766	12.9%
Radio/Pager, Console Maint	-	40,310	40,271	40,312	-	-	-	-	-	-	-	-	120,892	504,118	\$383,226	24.0%
Computer Software	584,029	310,561	35,045	600	-	-	-	-	-	-	-	-	930,236	1,470,965	\$540,729	63.2%
Computer Hardware	45,479	192	108	80	-	-	-	-	-	-	-	-	45,859	18,450	(\$27,409)	248.6%
Office Exp/Copier Lease	11,598	4,558	1,645	3,343	-	-	-	-	-	-	-	-	21,144	71,044	\$49,900	29.8%
Insurance/Auditing	25,949	-	19,792	4,373	-	-	-	-	-	-	-	-	50,115	54,655	\$4,540	91.7%
Payroll/HR/Medical Director	7,908	64,657	4,237	3,888	-	-	-	-	-	-	-	-	80,689	279,871	\$199,182	28.8%
Travel/Training	2,025	1,153	1,306	548	-	-	-	-	-	-	-	-	5,032	65,000	\$59,968	7.7%
Auto/Structure/Fuel	-	1,937	2,133	1,668	-	-	-	-	-	-	-	-	5,737	24,047	\$18,310	23.9%
Other/HDGC Rent/Equip Trans	39,989	42,773	12,943	13,877	-	-	-	-	-	-	-	-	109,582	221,754	\$112,172	49.4%
Total	1,330,076	1,000,333	758,142	656,618	-	-	-	-	-	-	-	-	3,745,170	11,570,714	\$7,825,544	32.4%

% Fiscal Year Passed 33.3%



Revenue	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Received	Budget	Difference	% Rcvd
	Services	2,827,160	-	-	2,842,682	-	-	-	-	-	-	-	-	5,669,842	11,570,714	\$5,900,872
Interest	6,896	(6,896)	-	5,294	-	-	-	-	-	-	-	-	5,294	-	(\$5,294)	
Other	-	(24,693)	-	-	-	-	-	-	-	-	-	-	(24,693)	-	\$24,693	
Total	2,834,055	(31,589)	-	2,847,976	-	-	-	-	-	-	-	-	5,650,442	11,570,714	\$5,920,272	49%

% Fiscal Year Passed 33.3%





CONFIRE

FY 2021-2022 Unaudited Fund Balance Report as of October 31, 2021

Operations Fund (5008)

Audited Fund Balance 7/1/21		* \$	2,278,609
Revenue	5,650,442		
Expenditures	(3,745,170)		
	Net		1,905,272
Transfers Out to 5010			
Transfers Out to 5011			
	Net Transfers In/Out		-
	Total Fund Balance	\$	4,183,881

*FY 2021-22 Operating costs 10% is \$1,157,071 Per Board Policy

Equipment Reserve Fund (5009)

Audited Fund Balance 7/1/21		\$	2,104,323
Revenue	294,222		
Expenditures	(38,479)		
	Net		255,743
	Total Fund Balance	\$	2,360,066

General Reserve Fund (5010)

Audited Fund Balance 7/1/21		* \$	6,337,376
Revenue - Membership/Interest	107,661		
Revenue - Grant			
Expenditures	(480,969)		
	Net		(373,308)
Transfers Out to Fund 5019	(500,000)		
	Net Transfers In/Out		(500,000)
	Total Fund Balance	\$	5,464,068
Reserve for CIP	(2,000,000)		
EMD Optimization (ECNS) Project	(250,000)		
	Net Committed		(2,250,000)
	Available Fund Balance	\$	3,214,068

*FY 2021-22 Operating costs 25% is \$2,892,679 Per Board Policy

Term Benefits Reserve Fund (5011)

Audited Fund Balance 7/1/21		\$	1,340,998
Revenue	203,478		
Expenditures			
	Net		203,478
Transer Comp. Absence From 5008			
Unfunded Liability			
	Net Transfers In/Out		-
	Total Fund Balance	\$	1,544,476



CONFIRE

Item 2.

**FY 2021-2022
Unaudited
Fund Balance Report
as of October 31, 2021**

CAD-to-CAD Project Fund (5019) - New Fund

Audited Fund Balance 7/1/21		\$	-
Revenue	80		
Expenditures	(71,491)		
	Net		(71,411)
Transfers In from Fund 5010	500,000		
	Net Transfers In/Out		500,000
	Total Fund Balance	\$	428,589

Total Beginning Fund Balance - 07/01/21	\$	12,061,306
Total Ending Fund Balance - 10/31/21	\$	13,981,080


CONFIRE

STAFF REPORT

DATE: 11/29/2021

**FROM: Art Andres, Director
Yvette Calimlim, Business Management Analyst**

TO: CONFIRE Board of Directors

SUBJECT: ALLOCATION OF FY2020-21 FUND BALANCE

RECOMMENDATION

Approve the proposed audited fund balance allocation plan for FY 2020-21 as listed below:

1. Operating Fund (5008)
 - a. Hold the available fund balance of \$1,206,795, per Board policy to retain 10% of the Operating Budget cost (\$1,157,071). In addition, increase budget in Services/Supplies by \$49,724 for increased expenses in (i.e. Insurance, Auditing, Software).
 - b. Transfer \$1,000,000 to General Reserve Fund (5010) for additional CIP funding.
 - c. Transfer \$71,813 to Term Benefits Reserve (5011) to fund liability of CONFIRE employee leave accruals.
2. Equipment Fund (5009)

Retain the current fund balance \$2,104,322 for the use to procure information technology equipment, software, and/or services for CONFIRE and Agencies.
3. General Reserve Fund (5010)
 - a. Retain the remaining fund balance of \$6,337,376 for the following needs:
 - i. Per Board policy to retain 25% of the Operating Budget (5008) cost in the amount of \$2,892,679.
 - ii. EMD Optimization (ECNS) Project = \$250,000
 - iii. \$2,000,000 currently reserved for CIP funding
4. Term Benefits Reserve (5011)
 - a. Retain the current fund balance of \$1,340,998 in for the following:
 - i. Per Board policy maintain the Compensated Absences in the amount of \$546,278 as of June 30, 2021.
 - ii. Leave remaining balance of \$794,720 from unfunded liability of pensions (\$394,989) and accrued interested and annual premium (\$399,731) received from Contracted Agencies

BACKGROUND

The FY 2020-21 audited fiscal records indicates that CONFIRE Operation Fund (5008) ended the fiscal year with an unassigned fund balance of \$1,121,537 in revenue over expenditures. Savings are primary from the potential increases of the anticipation of the Memorandum of Understanding (MOU) for the Emergency Services Unit (ESU) and salary savings from unfilled vacancies.

The remaining balance in General Reserves (5010) is a carryover from budget projects that had not been completed in FY2020/21 and includes reserve funds for the Department's CIP project.

The additional funds in the Term Benefit Reserve Fund (5011) are a result of assessing contract agencies a contract fee that is intended to bolster this fund for potential future pension liability issues.

ATTACHMENT: Audited Fund Balance Report 6/30/2021



FY 2020-2021
Audited
Fund Balance Report
as of June 30, 2021

Operations Fund (5008)

Audited Fund Balance 7/1/20		* \$ 2,906,494
Revenue	11,099,416	
Expenditures	(9,953,227)	
	Net	1,146,189
Transfers Out to 5010	(1,250,000)	
Transfers Out to 5011	(452,261)	
	Net Transfers In/Out	(1,702,261)
Compensated Absence	(71,813)	
		(71,813)
Total Fund Balance		\$ 2,278,609

**FY 2020-21 Operating costs 10% is \$1,110,147 Per Board Policy*

Equipment Reserve Fund (5009)

Audited Fund Balance 7/1/20		\$ 2,090,834
Revenue	492,922	
Expenditures	(479,433)	
	Net	13,489
Total Fund Balance		\$ 2,104,323

General Reserve Fund (5010)

Audited Fund Balance 7/1/20		* \$ 5,212,728
Revenue - Membership/Interest	75,951	
Revenue - Grant	1,658,864	
Expenditures	(1,860,166)	
	Net	(125,352)
Residual Equity Transfer In	1,250,000	
	Net Transfers In/Out	1,250,000
Total Fund Balance		\$ 6,337,376
Reserve for CIP	(2,000,000)	
EMD Optimization (ECNS) Project	(250,000)	
	Net Committed	(2,250,000)
Available Fund Balance		\$ 4,087,376

**FY 2020-21 Operating costs 25% is \$2,224,736 Per Board Policy*

Term Benefits Reserve Fund (5011)

Audited Fund Balance 7/1/20		\$ 755,024
Revenue	133,713	
Expenditures		
	Net	133,713
Transer Comp. Absence From 5008	67,272	
Unfunded Liability	384,989	
	Net Transfers In/Out	452,261
Total Fund Balance		\$ 1,340,998

**CONFIRE****STAFF REPORT****DATE: 11/29/2021****FROM: Art Andres, Director
Yvette Calimlim, Business Management Analyst****TO: CONFIRE Board of Directors**

SUBJECT: FY2021-22 Mid-Year Budget Adjustment

RECOMMENDATION

Approve the mid-year budget adjustment as follows:

1. Equipment Reserve (5009)
 - a. Increase Services and Supplies by \$15,000 for the purchase of dispatch chairs.
 - b. Decrease Reserves by \$15,000 to purchase non-inventoriable equipment.
2. General Reserve (5010)
 - a. Increase Services and Supplies by \$628,653 for CARES Act projects and purchase of First Due software.
 - b. Increase Federal Grant revenue source by \$510,653 for carry over of CARES Act funding.
 - c. Decrease Reserves by \$118,000 for the purchase of First Due software.
3. CAD-to-CAD (5019)
 - a. Transfer appropriations in the amount of \$150,000 from 5019 (Computer Software) to 5010.
 - b. Decrease Federal Grant revenue source by \$150,000 for the purpose of moving appropriations to General Reserve for grant funded expenses.

BACKGROUND

The Equipment Reserve Fund (5009) is an account to support CONFIRE and its agencies with IT and dispatch equipment, infrastructure refreshes, and assets such as vehicles as set forth in the budget. Communications Unit has requested to purchase (8) dispatch chairs for a total cost of \$15,000. CONFIRE is requesting an increase in Services and Supplies to purchase items using the reserves set aside for such expense.

On July 14, 2020 (Item No. 65), the Board of Supervisors of the County of San Bernardino approved Agreement No. 20-597 between SBCFPD and CONFIRE (Department) authorizing the transfer of \$2,071,000 CARES Act funding for costs associated to Department projects in

support of the COVID-19 preparation, mitigation, response, and recovery efforts for costs incurred through December 30, 2020. On December 27, 2020, President Donald Trump signed a law extending the date by which state and local governments must exhaust the CARES ACT Coronavirus Relief Fund awards from December 30, 2020 to December 31, 2021 and on June 22, 2021 (Item No. 123), the Board of Supervisors of the County of San Bernardino approved the reallocation of \$500,000 of CARES Act funds included in Agreement No. 20-597 from the CAD-to-CAD Program to the Emergency Communication Nurse System (ECNS). CONFIRE is requesting an increase in appropriations in the amount of \$628,653 primarily due to the carryover of CARES Act funding for department projects listed in the Financial Impact section above.

The CAD-to-CAD Fund (5019) is a Special Revenue Fund allowing CONFIRE to budget revenues and expenses specifically to the CAD-to-CAD System. CONFIRE is requesting the transfer of \$150,000 of CARES Act funding from 5019 to the General Reserve fund (5010) for the purpose of keeping all CARES Act related expense in a centralized location. A Work Breakdown Structure Element (WBSE) code was established to account all expense relating to CARES Act funding. This expense code is assigned specifically for 5010.

FINANCIAL IMPACT

Approval of this item will do the following:

- Increase CONFIRE's Equipment Reserve (5009) budget by \$15,000 and decrease its Reserve by \$15,000
- Increase General Reserve (5010) budget by \$628,653 primarily due to the carryover of CARES Act funding to fund the following projects:
 - CAD to CAD (\$150,000)
 - Nurse Triage System or ECNS (\$312,784)
 - Regional Dispatch Improvement (\$47,869)
 - First Due Software (\$118,000)
- Transfer \$150,000 from CAD-to-CAD (5019) to Grant Reserve (5010)

ATTACHMENT(S): FY21-22 Mid-Year Budget Adjustment Spreadsheets

CONFIRE Budget Adjustment - Proposed
Fund 5009: Equipment Reserve
FY2021-22

Revenue	Adopted Budget	Budget Adjustment	Proposed Modified Budget
5009 CONFIRE Equipment Replacement Fund Balance	54,405	15,000	69,405
CONFIRE Equipment Replacement	495,555		495,555
Agency Equipment Replacement (5009)	118,290		118,290
TOTAL REVENUE	\$ 668,250	\$ 15,000	\$ 683,250
Expenditures	Adopted Budget	Budget Adjustment	Proposed Modified Budget
2116 COMPUTER HARDWARE			
Agency Replacement Equipment			-
Various Agency Equip Replacement	50,000		50,000
CONFIRE Refresh			-
CONFIRE Equipment Replacement	150,000		150,000
CONFIRE Desktop Refresh	22,000		22,000
Access Switch for Valley	10,000		10,000
Upgrade Access Point	90,000		90,000
Firewall Upgrade (Valley/Desert)	110,000		110,000
CAD Server (Backup)	30,000		30,000
Desktop KVM Switch	8,250		8,250
CAD Dispatch Workstation License	50,000		50,000
SQL License	20,000		20,000
Upgrade the ARCGIS (basic license to an advanced license)	10,000		10,000
Technology Upgrade Project			-
SolarWind Configuration/Upgrade	50,000		50,000
1 gig wavelength fiber link between Valley - Desert	18,000		18,000
Single Sign-on for CAD and AD	50,000		50,000
			-
2130 NONINVENTORIAL EQUIPMENT			-
Dispatch Chairs (HDGC)		15,000	15,000
			-
TOTAL EXPENDITURES	\$ 668,250	\$ 15,000	\$ 683,250

CONFIRE Budget Adjustment - Proposed
Fund 5010: General Reserve
FY2021-22

Revenue	General Reserve (5010)	General Reserve (Grant Fund)	Adopted Budget	Budget Adjustment	Modified Budget
5010 General Reserve Fund Balance					
Use of Fund Balance	453,000		453,000	118,000	571,000
Transfers from 5019 (June)	825,663		825,663		825,663
5010 Grant Fund					
CARES Act (CAD to CAD)			-	150,000	150,000
CARES Act (ECNS)		220,000	220,000	312,784	532,784
CARES Act (Regional Upgrades)		83,000	83,000	47,869	130,869
State 911		160,000	160,000		160,000
TOTAL REVENUE	\$ 1,278,663	\$ 463,000	\$ 1,741,663	\$ 628,653	\$ 2,370,316
Expenditures	General Reserve (5010)	General Reserve (Grant Fund)	Adopted Budget	Budget Adjustment	Modified Budget
2115 COMPUTER SOFTWARE					
EMD Optimization (ECNS) Project		220,000	220,000		220,000
CAD Projects	150,000		150,000		150,000
IE RCIP CAD to CAD			-	150,000	150,000
First Due				118,000	118,000
2116 COMPUTER HARDWARE					
Grant Funded Projects			-		
Refresh NICE 911 Voice Recording		160,000	160,000		160,000
Server KVM Switch	2,000		2,000		2,000
Vxrail to FX2 Storage	6,000	83,000	89,000		89,000
Equipment Upgrade			-	47,869	47,869
2445 OTHER PROF SERVICES					
MIS Project Consulting Services	100,000		100,000		100,000
Technology Master Plan	5,000		5,000		5,000
Consulting			-	312,784	312,784
Legal			-		-
2870 GENERAL MAINT - STRUCT					
Dispatch Floor Improvements	20,000		20,000		20,000
Building Improvements	20,000		20,000		20,000
Office Space	150,000		150,000		150,000
4090 Accum Reserve					
9999 Transfers from 5019 (June)	825,663		825,663		825,663
9999 Transfers from 5019 (July)			-		-
TOTAL EXPENDITURES	\$ 1,278,663	\$ 463,000	\$ 1,741,663	\$ 628,653	\$ 2,370,316

CONFIRE Budget Adjustment - Proposed
Fund 5019: CAD-to-CAD
FY2021-22

Revenue	Adopted Budget	Budget Adjustment	Proposed Modified Budget
5019 CAD to CAD			
Grant Fund			
CARES Act (CAD to CAD)	150,000	(150,000)	-
UASI Grant (2019)	475,663		475,663
UASI Grant (2020)	350,000		350,000
Special Revenue			
Contract Agencies 5% - 10% Contribution			-
Corona CAD to CAD Agencies Maintenance Contribution	12,500		12,500
San Manuel CAD to CAD Agencies Maintenance Contribution	12,500		12,500
Chino CAD to CAD Pilot Program	11,500		11,500
Operating Transfers In			
9995 Transfers Into 5019 (July)	825,663		825,663
TOTAL REVENUE	\$ 1,837,826	\$ (150,000)	\$ 1,687,826
Expenditures	CAD to CAD Fund (5019)	Budget Adjustment	Proposed Modified Budget
2115 COMPUTER SOFTWARE			
EMD Optimization (ECNS) Project			-
CAD Projects	150,000		150,000
IE RCIP CAD to CAD	560,000	(150,000)	410,000
Chino CAD to CAD 2-year Pilot	23,000		23,000
2445 OTHER PROF SERVICES			
MIS Project Consulting Services			-
Technology Master Plan			-
Consulting	254,163		254,163
Legal	25,000		25,000
4090 Accum Reserve			
9999 Transfers from 5019 (June)			-
9999 Transfers from 5019 (July)	825,663		825,663
TOTAL EXPENDITURES	\$ 1,837,826	\$ (150,000)	\$ 1,687,826

**CONFIRE****STAFF REPORT****DATE: 11/29/2021****FROM: Art Andres, Director****Yvette Calimlim, Business Management Analyst****TO: CONFIRE Board of Directors**

SUBJECT: Revised Operations and General Reserve Fund Policy

Recommendation

Adopt revised Fund Balance Policy to include CAD to CAD Fund (5019).

Background

The Fund Balance Policy was established to enable CONFIRE staff and the Administrative Committee to effectively manage the annual Budget within industry standard guidelines. It designates committed funds within the General Reserve Fund for future capital projects and future pension liability. In addition, a modest reserve balance will be established within the Operation Fund to manage minor unforeseen budgetary changes or take advantage of unforeseen opportunities not previously planned in the budget.

On December 10, 2020, the Board of Directors approved the request to establish a Special Revenue Fund for the CAD-to-CAD System. This fund was established to restrict spending specifically for the CAD-to-CAD System and will allow CONFIRE to collect revenues for specific expenditures separate from the Operations Fund.

The adoption of this policy revision allows the inclusion of the CAD-to-CAD fund and its description for the purpose of efficiently managing the account.

There are no other changes being made to the other funds.

Financial Impact

No financial impact.

Operations and General Reserve Funds Policy

Description and Purpose of CONFIRE Funds

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

- **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 most 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 five to ten percent of the operational budget, to be utilized for any unforeseen expenditures throughout the budget year.
- **Equipment Reserve Fund (5009) - Assigned/Committed**
This fund is to ensure CONFIRE Management Information Services (MIS) and the agencies it supports build and retain sufficient funds to procure updated information technology related equipment, software and services on a programmed basis. CONFIRE infrastructure equipment for all member and contract agencies are assessed each year based on the projected replacement cost and years of service for inventoried equipment. Similarly, agencies that receive full information services from CONFIRE (Colton, Redlands, Rialto) 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.
- **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 CONFIRE is building toward a significant known or projected capital expenditure such as for building replacement, new Computer-Aid Dispatch (CAD) software replacement etc. as identified in the Planning Process and approved by the Administrative Committee.

- **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 along with pension liabilities.

- **Employee Term Benefit Fund (5011) – Assigned (continued)**
It shall be the policy of CONFIRE to fully fund this reserve fund each year for leave accruals. Along with future analysis to determine pension liability and determine proposed funding levels for employee’s benefit liabilities.
- **CAD to CAD Fund (5019) – Assigned**
The special revenue fund is restricted to spend on the implementation and operational tasks of CONFIRE’S regional computer aided dispatch CAD to CAD system. The funding sources can be funded from grants or through contracted agencies or partners involved with the CAD to CAD system. The revenue generated support this project which is restricted for the CAD systems ability to host a interface enabling emergency communication center. The project revenue and expenditures are separate from CONFIRE’S operational funding sources and are specific for to this major capital project CAD to CAD system.

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 during the mid-year timeframe (Nov/Dec) there is an expected Operating Fund balance developing from the prior year funds into the current year fund balance, the Chiefs may decide through the Budget planning process certain capital expenditures recommendation be moved forward into the current fiscal year. The Administrative Chiefs has the option to apply a portion of the projected prior year fund balance, to offset CONFIRE’s agency current fiscal year revenue. This could be process against the agencies final quarter billing for the 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 CONFIRE policies. The Administrative Committee delegates the day-to-day operations of the agency, managing and monitoring of the budget to the CONFIRE Director. Director 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) or CAD to CAD (5019).

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


- General Reserves - Contingency (25% minimum of Current Year Budget)
- General Reserves - (CIP) Earmarked for specified project/purchase
- Term Benefit Fund – Employee Benefits absences liability and Board proposed projection of Unfunded Actuarial Accrued Liability (UAAL)
- Special Revenue Fund – Restricted for CAD to CAD Project

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 of the Board of Directors 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 such 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 Fun (5010).
- Approved grant expenditures (Unbudgeted).

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



Summary

CONFIRE/Comm Center

1743 W Miro Way
 Rialto, CA 92376 County: San

Year: 2021

From: 1/1/2021
To: 10/31/2021
Period: Month
Group:
Call Type: All
Abandoned Filters: Include Abandoned

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-21	19569	65	19634	0.33%	14978	989	15967	20246	9203	2303	31752	67353	100
Feb-21	15820	65	15345	0.42%	13030	938	13968	16156	8140	1809	26105	55418	98.5
Mar-21	16681	140	16821	0.83%	14960	1119	16079	17013	11824	2652	30949	63849	117.7
Apr-21	17849	256	18105	1.41%	15340	1384	16724	17531	10412	2169	30112	64941	95.8
May-21	18145	89	18234	0.49%	15610	1157	16767	19789	10260	2130	32179	67180	96.3
Jun-21	18607	85	18692	0.45%	14939	1398	16337	19490	9404	2224	31118	66147	98.3
Jul-21	20322	108	20430	0.53%	16337	1422	17759	20744	9970	2947	33661	71850	96.7
Aug-21	20051	105	20156	0.52%	14270	1078	15348	19463	10345	1626	31434	66938	102.7
Sep-21	18267	68	18335	0.37%	12939	830	13769	17704	10503	425	28632	60736	103.3
Oct-21	17606	46	17652	0.26%	13564	821	14385	17995	9123	884	28002	60039	102.1
2021 Totals	182377	1027	183404	0.56%	145967	11136	157103	186131	98644	19169	303944	644451	101.1
2020 Totals	171781	769	172550	0.45%	125949	5642	131591	172470	122481	2814	297766	601907	101.5

CONFIRE Billable Incidents

Period: 01/01/2021 thru 11/21/2021

Jurisdiction	# of Incidents	% of Total
San Bernardino County	115,217	53.48%
VictorvilleFD	21,721	10.08%
RanchoCucamonga	14,956	6.94%
ChinoValleyFD	11,654	5.41%
AppleValley	11,370	5.28%
Rialto	10,005	4.64%
Redlands	9,831	4.56%
Colton	6,463	3.00%
MontclairFD	4,056	1.88%
Loma Linda	3,718	1.73%
Big Bear Fire	3,481	1.62%
San Manuel FD	1,570	0.73%
Baker Ambulance	579	0.27%
Running Springs	574	0.27%
Road Department	242	0.11%
XBO	1	0.00%
Total	215,438	100%
BDC Division	# of Incidents	% of Total
East Valley	38,024	33.00%
Fontana	18,026	15.65%
Valley	15,851	13.76%
Hesperia	11,380	9.88%
North Desert	11,247	9.76%
South Desert	11,123	9.65%
Mountain	4,752	4.12%
Adelanto	4,603	4.00%
Hazmat	211	0.18%
Total	115,217	100%



PSAP Answer Time

CONFIRE/Comm Center

1743 W Miro Way

Rialto, CA 92376

County: San Bernardino

Month - Year: 1/1/2021 - 10/31/2021

Agency Fire

Affiliation

From: 1/1/2021

To: 10/31/2021

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 2021 Total	17,242	962	520	613	203	91	3	19,634
% answer time ≤ 10 seconds	87.82%	4.90%	2.65%	3.12%	1.03%	0.46%	0.02%	100.00%
% answer time ≤ 15 seconds	92.72%							
% answer time ≤ 40 seconds	98.49%							
February 2021 Total	13,431	779	391	474	172	93	5	15,345
% answer time ≤ 10 seconds	87.53%	5.08%	2.55%	3.09%	1.12%	0.61%	0.03%	100.00%
% answer time ≤ 15 seconds	92.60%							
% answer time ≤ 40 seconds	98.24%							
March 2021 Total	14,942	768	452	430	145	78	6	16,821
% answer time ≤ 10 seconds	88.83%	4.57%	2.69%	2.56%	0.86%	0.46%	0.04%	100.00%
% answer time ≤ 15 seconds	93.40%							
% answer time ≤ 40 seconds	98.64%							
April 2021 Total	15,519	992	531	639	216	176	32	18,105
% answer time ≤ 10 seconds	85.72%	5.48%	2.93%	3.53%	1.19%	0.97%	0.18%	100.00%
% answer time ≤ 15 seconds	91.20%							
% answer time ≤ 40 seconds	97.66%							
May 2021 Total	15,477	1,017	548	786	249	138	19	18,234
% answer time ≤ 10 seconds	84.88%	5.58%	3.01%	4.31%	1.37%	0.76%	0.10%	100.00%
% answer time ≤ 15 seconds	90.46%							
% answer time ≤ 40 seconds	97.77%							
June 2021 Total	15,019	1,225	741	1,039	435	213	20	18,692
% answer time ≤ 10 seconds	80.35%	6.55%	3.96%	5.56%	2.33%	1.14%	0.11%	100.00%
% answer time ≤ 15 seconds	86.90%							
% answer time ≤ 40 seconds	96.43%							
July 2021 Total	15,945	1,550	898	1,212	512	281	32	20,430
% answer time ≤ 10 seconds	78.05%	7.59%	4.40%	5.93%	2.51%	1.38%	0.16%	100.00%

% answer time ≤ 15 seconds	85.63%							
% answer time ≤ 40 seconds	95.96%							
August 2021 Total	15,559	1,381	907	1,386	535	346	42	20,156
% answer time ≤ 10 seconds	77.19%	6.85%	4.50%	6.88%	2.65%	1.72%	0.21%	100.00%
% answer time ≤ 15 seconds	84.04%							
% answer time ≤ 40 seconds	95.42%							
September 2021 Total	15,027	790	581	1,169	421	302	45	18,335
% answer time ≤ 10 seconds	81.96%	4.31%	3.17%	6.38%	2.30%	1.65%	0.25%	100.00%
% answer time ≤ 15 seconds	86.27%							
% answer time ≤ 40 seconds	95.81%							
October 2021 Total	14,761	692	510	964	391	288	46	17,652
% answer time ≤ 10 seconds	83.62%	3.92%	2.89%	5.46%	2.22%	1.63%	0.26%	100.00%
% answer time ≤ 15 seconds	87.54%							
% answer time ≤ 40 seconds	95.89%							
Year to Date 2021 Total	152,922	10,156	6,079	8,712	3,279	2,006	250	183,404
% answer time ≤ 10 seconds	83.38%	5.54%	3.31%	4.75%	1.79%	1.09%	0.14%	100.00%
% answer time ≤ 15 seconds	88.92%							
% answer time ≤ 40 seconds	96.98%							
Year to Date 2020 Total	148,249	9,768	5,276	5,941	2,094	1,133	89	172,550
% answer time ≤ 10 seconds	85.92%	5.66%	3.06%	3.44%	1.21%	0.66%	0.05%	100.00%
% answer time ≤ 15 seconds	91.58%							
% answer time ≤ 40 seconds	98.08%							

RIGHT CARE RIGHT TIME

EVERY SECOND COUNTS

In 2019, CONFIRE, and San Bernardino Council of Governments (SBCOG) implemented a successful pilot program to serve our community called the Emergency Communication Nurse System (ECNS). ECNS is an innovative program by which dispatch operators work alongside trained Registered Nurses stationed in the County's 9-1-1 call center network to quickly assess the level of response required for medical calls.

Through this program, 9-1-1 dispatchers determine if a traditional response (fire, ambulance, police) is required, or if the caller can be routed to a trained Registered Nurse at the County's 9-1-1 call center. ECNS provides callers with non-life-threatening conditions with services such as local urgent care, all while preserving fire, ambulance, and police assistance for emergencies.

CONFIRE and SBCOG are partnering with jurisdictions throughout San Bernardino County to inform and educate the public about the program and its benefits.

The enclosed toolkit provides each jurisdiction with the tools to share details about the program with their unique constituencies. The toolkit includes:

- Instruction Booklet with how to use each tool in the toolkit
- Project Branding Guide with logos and taglines
- Collateral including a Fact Sheet, FAQ, and Website copy (English and Spanish)
- Social media Posts and Graphics for Facebook, Twitter, and Instagram (English and Spanish)
- Sample Utility Bill Insert (English and Spanish)
- PowerPoint presentation for use with elected officials and local organizations/service clubs (English and Spanish)
- Short Video for use on website and/or social media platforms
- Press release for local publications (English and Spanish)
- :15 and :30 second radio spots for use on local radio such as PSAs (English and Spanish)
- Newspaper ads for local newspapers and jurisdiction/organization newsletters (English and Spanish)
- Bus ads for local transportation within the jurisdiction (English and Spanish)

For more information about the ECNS program, or the toolkit, please contact me at mreza-arellano@gosbcta.com or (909) 884-8276. We look forward to working with you on this project.

Sincerely,



Monique Reza-Arellano
Council of Governments and Equity Programs Manager
San Bernardino Council of Governments



cog

San Bernardino
Council of Governments

Item 9.

MEDIA RELEASE

Contact: Tim Watkins, SBCTA (SBCOG)
Chief, Legislative & Public Affairs
909.884.8276 | Office
twatkins@gosbcta.com

Art Andres, CONFIRE JPA
Director
909.356.2377 | Office
aandres@confire.org

Updated 9-1-1 service improves response times, frees up emergency crews

9-1-1 service throughout San Bernardino County has been significantly enhanced with a new, more efficient process for handling incoming calls to determine the appropriate level of service.

CONFIRE is partnering with the San Bernardino County Council of Governments (SBCOG) and emergency agencies across the county to implement an Emergency Communication Nurse System™ (ECNS) Plan called *Right Care, Right Time*, helping to ensure that residents receive the right care at the right time in the right place.

Right Care, Right Time addresses overuse of the 9-1-1 System which creates the domino effect of impacting Emergency Room overcrowding and the domino effect of having ambulances waiting to transfer patient care to Emergency Room staff. The service also frees up ambulances and fire crews for situations that require their urgent attention.

“Public safety agencies have done a fantastic job teaching the public to call 9-1-1 when there is an emergency. What we have not done a very good job of is teaching everyone what is a true emergency. We are now able to use evidence-based protocols to safely determine the appropriate level of care,” said Art Andres, CONFIRE Director. “Not every 9-1-1 call should have fire department paramedics on a fire engine and an ambulance going with lights/sirens. ECNS allows trained nurses to recommend the *Right Care, Right Now*. Once a 9-1-1 call is determined to be lower acuity, nurses spend time with the caller to determine the appropriate level of care and facilitate the location to receive care based on a directory of resources.”

Right Care Right Time was launched in December 2020 and is currently provided to those who call for an ambulance within the CONFIRE service area, including Colton, Loma Linda, Apple Valley, Rancho Cucamonga, Redlands, Chino Valley, Rialto, San Bernardino County, Big Bear, Montclair, San Manuel, Running Springs and Victorville.

Once a 9-1-1 call comes into the dispatch center, it is given a code. Any call requiring an emergency response will be processed as such. Non-Emergency calls routed to the system will go through a series of questions, and will be given a recommended level of care. If transportation is necessary, ambulance alternatives are then determined.

- more -



cog

San Bernardino
Council of Governments

“ECNS is a bold step forward in improving 9-1-1 service and response times in the nation’s largest geographic county and one of California’s fastest-growing population centers. This builds on the tremendous work our emergency personnel are already known for, and is one more example of why our County has become such a desirable destination for residents and businesses,” said Curt Hagman, Chairman of the County Board of Supervisors and President of the SBCOG Board.

CONFIRE gets about 19,000 9-1-1 calls a month. Of those, 18-20% are low acuity and can be diverted to the ECNS nurses. Currently, *Right Care, Right Time* being in its infancy, has limited capacity to divert as many calls as could be. Currently about 45 calls per day are eligible to be diverted to a Registered Nurse in the CONFIRE dispatch system, but due to staffing and fund availability, *Right Care, Right Time* is unable to capture all the calls. However, as the program grows and ultimately finds a dedicated funding source, the goal is to address all eligible calls.

For more information, please visit: <https://www.gosbcta.com/ecns>

###

Local agency partners are available for direct contact.

Tracey Martinez	San Bernardino County Fire Protection District	TMartinez@SBCFire.org	(909)387- 5950
Lesley Copeland	Town of Yucca Valley	LCopeland@yucca-valley.org	(760) 369- 7209 x226
Jennifer Camacho- Curtis	City of Rancho Cucamonga	Jennifer.Camacho- Curtis@cityofrc.us	(909) 774- 2048
Sue Jones	City of Victorville	sjones@victorvilleca.gov	(760) 955- 5028
Meagan McLees	City of Upland	mmclees@ci.upland.ca.us	(909) 931- 4106

RIGHT CARE  **RIGHT TIME**
EVERY SECOND COUNTS

**EMERGENCY COMMUNICATION
NURSE SYSTEM**
Identity Standards Manual





Table of Contents

Primary Logo	3
Clear Zone	
Minimum Size	
City/Jurisdiction Logo Placement	4
Color	5
Positive	
Reverse	
Incorrect Usage	6
Typography	7
Typefaces	
System Fonts	
Color Palette	8

To maintain and strengthen the desired perception of the Emergency Communication Nurse System (ECNS) brand, the Identity Standards Manual should be utilized. The guidelines represent an opportunity to establish and extend equity for the Emergency Communication Nurse System brand, ensuring that consistent messages are delivered. Communications created based on these guidelines will help ensure that a professional and positive image is conveyed to the public.

This manual is intended for use as a handy reference to help you incorporate identity elements as you create and reproduce ECNS-branded materials. It provides simple guidelines for logo, color and typography. These standards apply to all visual representations of ECNS, including print collateral, electronic communications, and websites. The ECNS logo must be prominent in all public communications.

Primary Logo:



Clear Space:



Minimum Size:



Logo

The logo shown at left is the foundation of the ECNS identity system. To reproduce the logo, approved artwork files must be used. The ECNS logo is a piece of artwork—not a font. It should never be hand-typeset.

Clear Space

The ECNS logo must be surrounded by a clear space of at least the height of “RIGHT” to ensure maximum recognition. The clear space is measured from the top, right, left, and bottom-most points of the logo.

When a color background is used, choose a background that allows sufficient contrast (less than 40% gray or equivalent).

Minimum Size

The minimum allowable reproduction width for the ECNS logo is 1.5 inches wide. The slogan is not readable at a smaller size.

center logos horizontally



.25" .25"



center logos vertically



.125" .125"



Co-Branding— City/Jurisdiction Logo Placement

When possible, the official ECNS logo is placed on the left; it may NOT be altered by proportions, colors, tagline or special effects. A 1 pt. line should be used to separate the two logos. For horizontal placement, this line should be the same height as the ECNS logo. In a vertical placement, the line should be the width of the ECNS slogan (Every Second Counts).

The ECNS logo and City logo may also be stacked vertically if this is more appropriate for the layout space available.

All logos SHOULD be center-aligned along the vertical and horizontal axes. Guide lines are recommended to ensure equal visual weight.

All logos SHOULD maintain an adequate clear space of .25 inches in between any horizontal placement and .125 inches in between any vertical placement. Make sure any other graphics in the layout are not too close to the set of logos.

Primary Logo: Full Color



Dark blue - PMS Reflex Blue C
Red - PMS 7597 C
Blue - PMS 660 C
Gray - 15% Black

Primary Logo: Black and White



Black

Primary Logo: 1-Color reversed



Positive Reproduction

For all applications, the primary logo must be used in color as specified.

A one-color, black version of the logo is available for use in situations that print in black and white. This version should only be used when the logo must appear in black and white such as newspapers.

Reverse Reproduction

When reproducing the ECNS logo on a background color, the preferred application is to place the logo on one of the identity colors (see page 7). The logo should be reversed out to white on the darker colors in the palette.

Do Not tilt or transform the logo in any way.



Do Not reproduce the logo in colors other than those specified on page 4.



Do Not reorganize any elements of the logo.



Do Not apply a drop shadow.



Do Not reproduce the logo at a width smaller than indicated on page 3.



Do Not enclose the identity within boxes or shapes defined by white or any other background color, in effect creating a new lock-up.



Do Not add any modifiers to the logo except the approved lock-ups.



Do Not alter the composition of the logo.



Do Not set the logo on a competitive background that will detract from its readability.



Incorrect Usage

The ECNS logo is the visual expression of the program to the outside world. No other configuration or any variation on the logo is permitted under any circumstances. Examples of such variations are demonstrated to the left. These examples are meant to be representative and do not encompass all possible cases. To ensure proper application of the logo, use only the supplied artwork. Artwork may be enlarged or reduced proportionately to satisfy design requirements; however, it may in no other way be altered.

Proxima Nova Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Proxima Nova Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Arial Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Arial Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Proxima Nova Extrabold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Arial Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Arial Bold Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Typography

Logo Font

Proxima Nova is the typeface used in the logo. If available, it should be used in ECNS collateral.

System Fonts

System fonts should be used in electronic and web-based applications, and where the logo font is not available.

Titles/Body Copy:
Arial/Helvetica

Color Palette

Dark Blue CMYK 100/93/14/12 RGB 0/22/137 PMS Reflex Blue C #001689	Blue CMYK 76/47/0/0 RGB 61/125/202 PMS 660 C #3d7dca
Red CMYK 10/89/100/2 RGB 214/65/35 PMS 7597 C #d64123	Gray CMYK 0/0/0/15 RGB 220/221/222 PMS Cool Gray 1 C #dcdde

Color Palette

The logo colors should be used for typography and solid areas where appropriate.

September 10, 2021

Consolidated Fire Agencies dba CONFIRE JPA
1743 W. Miro Wy
Rialto, CA 92376

Dear Mr. Art Andres:

Thank you for your application submitted in response to the Emergency Triage, Treat, and Transport (ET3) Model Notice of Funding Opportunity (NOFO). After careful consideration, the Centers for Medicare & Medicaid Services (CMS) has decided not to move forward with the ET3 Model NOFO. The insufficient number of received applications will not allow CMS to adequately determine whether the medical triage line intervention, as described in the NOFO, has the potential to maintain or improve quality of care for beneficiaries and reduce Medicare program spending under the Model.

This decision was made in accordance with Section H of the NOFO, which states:

“The Federal Government is not obligated to make any Federal award as a result of this announcement. Only Grants Management Officers can bind the Federal Government to the expenditure of funds.

Publication of this notice does not oblige CMS to award any specific project or to obligate any available funds. If applicants incur any costs prior to an award being made, they do so at their own risk of not being reimbursed by the government. Notwithstanding verbal or written assurance that may have been received, there is no obligation on the part of CMS to cover pre-award costs unless approved by the Grants Management Officer as part of the terms and conditions if an award is made”.

This decision does not affect ET3 Model Participation Agreements as they relate to the Alternative Destination and Treatment-in-Place facilitation ambulance payment component of the ET3 Model. Additionally, this decision will not affect NOFO applicants’ ability to apply for any subsequent or future NOFOs, if eligible.

If you have any questions about the ET3 Model, please email ET3Model@cms.hhs.gov.

Again, thank you for your application for the ET3 NOFO.

Sincerely,
**Jason G.
Vollmer -S**

Digitally signed by Jason
G. Vollmer -S
Date: 2021.09.10
16:14:51 -04'00'

Jason Vollmer
Chief Grants Management Officer
Office of Acquisition & Grants Management
Centers for Medicare & Medicaid Services



CERTIFICATE OF RECOGNITION

Presented to the

San Bernardino Council of Governments's
"Right Care, Right Time" Emergency
Communication Nurse System

in honor of receiving

Inland Empire Economic Partnership's
Cooperation Among Cities and Counties Award

*Thank you for providing a better quality of life for residents to live and work in your city.
Thank you for your outstanding efforts to cut through the bureaucratic red tape making things
more efficient and streamlined for residents, business owners, and their employees.*

Congratulations!

Presented on This 3rd Day of November, 2021

ROSILICIE OCHOA BOGH
SENATOR, 23RD DISTRICT



INTEROFFICE MEMO

DATE: September 8, 2021

FROM: Kristen Anderson
Assistant Communications Manager

TO: Art Andres
Director

SUBJECT: IAED EMD Re-Accreditation

CONFIRE Communications has been Re-Accredited as the 169th Accredited Center of Excellence (ACE) with the International Academy of Emergency Dispatch (IAED). IAED has been the standard-setting organization for emergency dispatch and response services worldwide. IAED has been the leading body of emergency dispatch experts for over 40 years.

Every three years CONFIRE goes through a rigorous process of submitting the 20 Points of Accreditation. These points include documentation about who we are, what we do, and how we do it. IAED reviews our QA process, EMD, CPR, and EMD-Q certification status, our training records, meeting notes, even our history as a 9-1-1 center. They evaluate our compliance and they also evaluate the CONFIRE Quality Assurance Team's compliance.

Accreditation (and subsequent re-accreditation) from IAED is the highest distinction given to emergency communication centers, certifying that the center is performing at or above the established standards for the industry. CONFIRE has earned and kept their Medical ACE status for 9 years which proves we are the embodiment of dispatch done right. Our ACE designation puts us in with the top-performing dispatch centers in the WORLD! It shows our citizens and departments that we are 100% committed to providing the best service possible. It is a representation of the hard work that everyone at CONFIRE puts in every day – and not just dispatch, but everyone that supports the operations and services we provide!

“Accreditation is truly a pinnacle achievement”, said Christof Chwojka, Accreditation Board Chair at IAED. “We applaud the dedicated calltakers, dispatchers, and leadership team at CONFIRE for their commitment to quality, and for meeting that high standard that

few achieve. We know their community can count on these first, first responders to do an outstanding job.”

With all the mountains that we have climbed over the last three years, not just with COVID, but with splitting centers, staffing challenges, retirements, injuries/ illness, constant training, major fires, and losing one of our own, we are beyond honored to have gone through the re-accreditation process and come out on top.

ACCREDITED CENTER OF EXCELLENCE



Board of Accreditation Review

STATUS

Approved

Agency Name:	Confire JPA
Call Volume:	120,170
Type:	Medical
MPDS	13.3
ProQA ©	5.1.1.41
AQUA™	7.1.0.7
ED-Q™	10.0.2
Date:	7/2/2021
Reviewer:	SHELLEY ROZEK
Agency Contact	Kristen Anderson/kanderson@confire.org/909-356-2326
Agency History	EMD RE-ACE also uses ECNS QPR client
6 month window	December - May

Section 1. Communication Centre Overview and Description

1a. Document the total number of stations that are active (call taking and dispatching) and those that are supervisory or standby (enter on line 9 of the application form).

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

1b. Include a floor plan showing the placement of each workstation.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

1c. List any current accreditations and the accrediting body.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

Section 2. Medical Priority Dispatch System Version and Licensing Confirmation

2a. Provide the following, as applicable

2ai. MPDS Version Number

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	version 13.3
Outstanding Requirement(s)	

2a.ii. ProQA® Version Number

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

2a.iii. AQUA™ version number

Assessment	Meets ACE Standard after clarification
AD Comments	7.1.0. current is 7.1.0.7 please upgrade
Reviewer Notes	Updated to 17.1.0.7 Aug 3/2021
Outstanding Requirement(s)	

2a.iv. ED-Q™ Version Number

Assessment	Meets ACE Standard after clarification
AD Comments	10.0 current is 10.0.2
Reviewer Notes	Updated to 10.0.2 Aug 3/2021
Outstanding Requirement(s)	

2b. Include documentation (policy, directive, etc.) stating that the most recent versions of the MPDS (ProQA and/or card sets) and Performance Standards will be implemented within one year of their release

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

Section 3. Current Academy EMD Certification of All Personnel Authorized to Process Emergency Calls

3a. Provide a list of all EMDs, indicating their names, hire dates, last certification dates, next recertification dates, and Academy EMD certification numbers

Assessment	Meets ACE Standard after clarification
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

Section 4. All EMD Certification Courses are Conducted by Academy-Certified Instructors, and All Case Review is Conducted by Academy-Certified ED-Qs

4a. If you have an in-house or contracted instructor, include her/his name, next recertification date, and certification number.

Assessment	Meets ACE Standard
AD Comments	

Reviewer Notes No In house instructor
Outstanding Requirement(s)

4b. List all ED-Qs, indicating their names, next recertification dates, and Academy ED-Q certification numbers

Assessment Meets ACE Standard
AD Comments
Reviewer Notes
Outstanding Requirement(s)

Section 5. Full Activity of Quality Improvement (QI) Committee Processes

5a. Include copies of agendas and minutes of all Dispatch Review Committee (DRC) and Dispatch Steering Committee (DSC) meetings (at least two DRC meetings and one DSC meeting in the six months immediately preceding the application).

Assessment Meets ACE Standard
AD Comments
Reviewer Notes
Outstanding Requirement(s)

5b. List the names and titles of all committee members for the following:

5bi. Quality Improvement Unit

Assessment Meets ACE Standard
AD Comments
Reviewer Notes
Outstanding Requirement(s)

5bii. Dispatch Review Committee

Assessment Meets ACE Standard
AD Comments
Reviewer Notes
Outstanding Requirement(s)

5biii. Dispatch Steering Committee

Assessment Meets ACE Standard
AD Comments
Reviewer Notes
Outstanding Requirement(s)

5c. List the objectives and tasks of each of these committees

Assessment Meets ACE Standard
AD Comments
Reviewer Notes
Outstanding Requirement(s)

Section 6. IAED Quality Assurance and Improvement Methodology

6a. Attach a complete description of the methods used to evaluate EMD performance in using all elements of the MPDS correctly as outlined in the ED-Q Course Manual (consistent reviewing practices). The document should outline the following:

6ai. How cases are randomly selected.

Assessment	Meets ACE Standard after clarification
AD Comments	Are PAI calls pulled at the end of the month included in the random?
Reviewer Notes	These were originally included in the monthly random. Policy updated to state they are not adding these to the random but using them as focused reviews
Outstanding Requirement(s)	

6aii. The minimum number of cases reviewed monthly.

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

6aiii. Any focused case review practices employed. This can include cases identified by the agency that warrant additional reviews. Examples are cardiac arrest, choking, and childbirth.

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

6b. Attach a detailed description of how EMD performance is checked, tabulated, and tracked.

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

6c. Include details and dates of when case review began and how scores were shared with each employee.

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

6d. Include details and dates of when shift and center scores were posted.

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

Section 7. Consistent Case Evaluation That Meets or Exceeds the Academy's Minimum Expectation

7a. The minimum case evaluation requirement is based on agency size (120170), as follows

between 1% -3% please consult calculator

Assessment	Meets ACE Standard
AD Comments	267 per month
Reviewer Notes	
Outstanding Requirement(s)	

7b. List the total number of emergency medical calls received by the center in the six months immediately prior to the accreditation application.

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

7c. List the total number of cases reviewed in the same time period.

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

Section 8. Historical Baseline QA Data from Initial Implementation of Structured Academy QA Processes (First QI Summary Report, if available)

8a. A baseline QI Summary Report (or equivalent) that includes the following:

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

8b. Determinant Drift Reports (or equivalent) for the center. *Indicate on cover letter if these items are not available.

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

Section 9. Monthly average case evaluation compliance levels for the communication center for the six months preceding the accreditation application, with compliance levels at or above accreditation levels for at least the three months immediately preceding application

9a. Include Accreditation report showing compliance levels for the communication center for the six months preceding the accreditation application, with compliance levels at or above accreditation levels for at least three months immediately preceding application:

Assessment **Meets ACE Standard after clarification**

AD Comments
 There is a variation in the number of randoms completed each month
 Dec 247, Jan 288, Feb 300, March 211, April 272, May 229
 This was due to emergency rule because they didn't get to SEND. Struggled to find enough calls to Q. Overdoing some months to make up for less in others to ensure annual random was met.

Reviewer Notes

Outstanding Requirement(s)

9b Include a Communications Center Determinant Drift Report for the three months preceding the application showing that under-response and over-response each occur in no more than 5% of cases.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

Section 10. Verification of correct case evaluation and QI techniques, validated through independent Academy review

10a. Provide copies of 25 case review audio files with merge file for Academy assessment.

10ai. Include 22 calls from the one-month period immediately preceding the application. These calls must be selected purely at random; they must not be cases specifically marked for feedback or other review. Include 22 calls from the one-month period immediately preceding the application. These calls must be selected purely at random; they must not be cases specifically marked for feedback or other review.

Assessment **Meets ACE Standard after clarification**

AD Comments MERGE FILE has 29 cases in it. Please resubmit with 25 cases

Reviewer Notes Updated and submitted

Outstanding Requirement(s)

10aai. State the process for random selection of these calls

Assessment **Suggestions for Improvement**

AD Comments

Reviewer Notes For future packages please pull from the previous calendar month for example June instead of the previous 30 days

Outstanding Requirement(s)

10aiii. Include an additional 3 cases involving Pre-Arrival Instructions. These should be the first case with Pre-Arrival Instructions reviewed in each of the three months immediately preceding the application

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

Section 11. Implementation and/or maintenance of MPDS orientation and Case feedback methodology for all field personnel

11a. Describe your MPDS field personnel orientation process.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

11ai. Include copies of handouts, presentations, and any other materials used.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

11a.iii. List the number of Field Responder Guides distributed, along with the dates these were given out

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

11b. Describe your EMD case feedback methodology.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

11c. Include a blank copy of the field feedback form utilized by your agency.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

11ci. Include documentation of the dates field feedback forms were distributed to all field stations.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

Section 12. Verification of local policies and procedures for implementation and maintenance of the MPDS. Include all policies relating to EMD practices, which must include the following:

12a. Implementation and application of MPDS

Assessment	Meets ACE Standard
------------	--------------------

AD Comments	
-------------	--

Reviewer Notes	
----------------	--

Outstanding Requirement(s)	
----------------------------	--

12b. Medical Director approval of all MPDS protocols, including those requiring local approval, for example:

OMEGA referrals (OMG VERSION ONLY)

Assessment	Meets ACE Standard
------------	--------------------

OBVIOUS DEATH

Assessment	Meets ACE Standard
------------	--------------------

EXPECTED DEATH

Assessment	Meets ACE Standard
------------	--------------------

Protocol 14 Obvious Death (submersion ≥ 6 hours)

Assessment	Meets ACE Standard
------------	--------------------

Protocol 18 Headache treatment Time Window

Assessment	Meets ACE Standard
------------	--------------------

12b. Protocol 24 HIGH Risk

Assessment	Meets ACE Standard
------------	--------------------

Protocol 24 OMEGA Referral

Assessment	Meets ACE Standard
------------	--------------------

STROKE Treatment Time Window

Assessment	Meets ACE Standard
------------	--------------------

Protocol 33 ACUITY Levels (required if using P-33)

Assessment	N/A
------------	-----

Protocol 37 Medical Professional Authorization (required if using P-37)

Assessment	N/A
------------	-----

Protocol 37 Stroke Treatment Time Window

Assessment	Meets ACE Standard
------------	--------------------

Aspirin Diagnostic and Instruction Tool

Assessment	Meets ACE Standard
------------	--------------------

Cardiac Arrest Pathway

Assessment	Meets ACE Standard
------------	--------------------

AD Comments	
-------------	--

Reviewer Notes	Not initially added - Updated Sept 3rd
----------------	--

Outstanding Requirement(s)	
----------------------------	--

12c. Protocol compliance.

Assessment	Meets ACE Standard after clarification
------------	--

AD Comments incremental compliance policy is outdated. These metrics are no longer valid
Individual dispatchers are not required to meet ACE performance.
Performance Threshold Report is intended for individual PIP compliance

Reviewer Notes

Outstanding Requirement(s) Updated replaced the ACE metric with Performance threshold report

12ci. Quality improvement

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

12cii. CDE requirements

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

12ciii. Performance management and remediation

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

12civ. Customer service skills (how customer service scores are addressed by your agency)

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

12cv. Language translation processes

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

12d. A policy stating that all emergency medical calls are only processed by EMD-certified personnel, and that employees are removed from their call taking duties if their certification is expired, suspended, or revoked.

Assessment Meets ACE Standard after clarification

AD Comments

Reviewer Notes Updated to include Suspended or revoked.

Outstanding Requirement(s)

Section 13. Copies of All Documents Pertaining to Your Continuing Dispatch Education (CDE) Program

13a. Submit the CDE schedules and topics for the past six months.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

13b. Submit EMD attendance records

Assessment **Meets ACE Standard after clarification**

AD Comments

Reviewer Notes Originally attendance showed greater than 6 months update to 6 months of data

Outstanding Requirement(s)

13c. Submit a CDE schedule draft for the next six months

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

Section 14. Secondary Emergency Notification of Dispatch (SEND) Orientation

14a. Include documentation of the distribution of SEND Protocol information to all police and fire dispatchers and to other agencies routinely forwarding emergency calls.

Assessment **Meets ACE Standard**

AD Comments Is P-36 and Advanced SEND as this is intended for use with things like ski patrol
Have Police services been approached about use of SEND? There is mention of this in April 2020, but no training documentation provided
Have SEND card been distributed to ski patrol?

Reviewer Notes SEND card or copies are distributed to ski patrol on a yearly basis.

Outstanding Requirement(s)

14ai. List the other agencies as applicable.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

14b. Include documentation of agencies trained, copies of attendance records, and any training materials used for this process.

Assessment **Meets ACE Standard**

AD Comments

Reviewer Notes

Outstanding Requirement(s)

Section 15. Establish Local Response Assignment For Each MPDS Determinant Code

15a. Include a description of the process for developing response assignments.

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

15b. Include a list of all MPDS Determinant Codes and each locally determined response assignment.

Assessment Meets ACE Standard after clarification

AD Comments

This point requires a list of all MDPS codes and their corresponding local response assignments. A response configuration report is customarily provided for this point. Link in email to instructions

Reviewer Notes Updated and submitted

Outstanding Requirement(s)

15c. Include copies of the specific Dispatch Steering Committee (DSC) minutes with verification that all response assignments are approved.

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

Section 16. Maintenance and Modification Processes for Local Response Assignments to MPDS Determinant Codes

16a. Provide documentation describing how local MPDS response assignments are regularly reviewed and how recommended changes are approved.

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

Section 17. The Communication Center's Incident (Number of Occurrences) of All MPDS Codes and Levels of the Six Months Immediately Preceding Applicants

17a. Each Chief Complaint (1-37).

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

17b. Each individual Determinant Code (approximately 393).

Assessment Meets ACE Standard

AD Comments

Reviewer Notes

Outstanding Requirement(s)

17c. Each Determinant Level (Ω, A, B, C, D, and E).	
Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

Section 18. Appointments and Appropriate Involvement of the Medical Director to Provide Oversight of the Center's EMD Activities

18a. List the name, address, license number, and country/state/province (or equivalent) in which the Medical Director is licensed to practice.	
Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

18b. Include a copy of the documentation appointing the Medical Director.	
Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

18c. List the approved roles and responsibilities of the Medical Director within the dispatch system.	
Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

Section 19. Agreement to Share Non-Confidential EMD data With the Academy and Others for the Improvement of the MPDS and the Enhancement of EMD in General

19a. Include written verification, signed by the agency's senior executive, agreeing to the above requirement.	
Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

19b. Include written verification, signed by the agency's senior executive, agreeing to submit the quarterly compliance summary reports to the Academy (submitted electronically through the Academy's website).	
Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

Section 20. Agreement to Abide by the Academy's Code of Ethics, Code of Conduct, and the Standards Set Forth for an Accredited Center of Excellence

20a. Include written verification, signed by the agency's senior executive, agreeing to the above requirement.

Assessment	Meets ACE Standard after clarification
AD Comments	
Reviewer Notes	Originally missing code of conduct - update to include all three
Outstanding Requirement(s)	

20b. Provide the date, location, and verification of the prominent posting of the Code of Ethics, Code of Conduct, and standards

Assessment	Meets ACE Standard
AD Comments	
Reviewer Notes	
Outstanding Requirement(s)	

GENERAL REVIEW COMMENTS:

CONFIRE did a wonderful job on this package. It was well organized, and their policies are easy to read. Kristen was great to work with. If a clarification was required she quickly got to work updating the point. Their staff clearly take pride in their job, they follow the protocols well, and provide fantastic customer service. Great work.



International Academies of Emergency Dispatch.

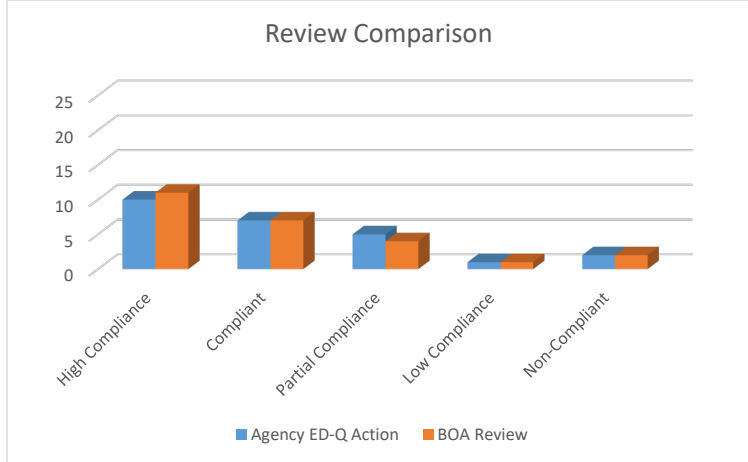
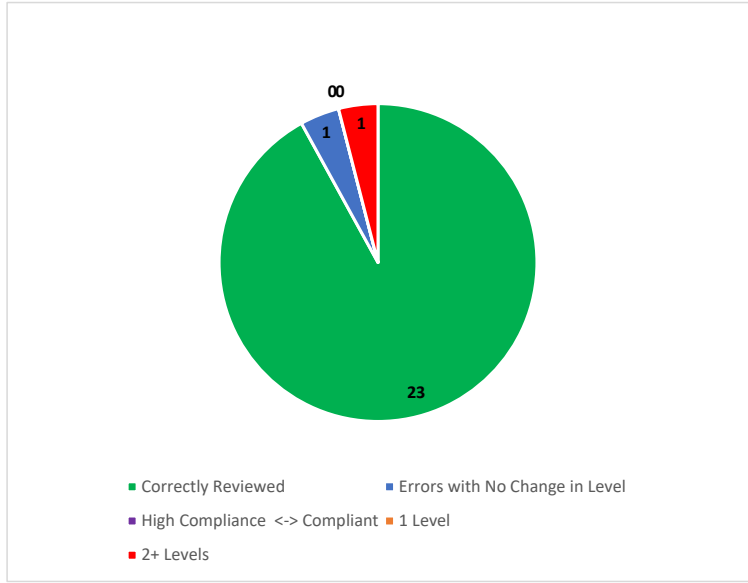


PLEASE DO NOT try to manipualte this sheet. It is being filled automatically from data from Point 10 Notes.

COMPLIANCE VARIANCE	
Correctly Reviewed	23
Errors with No Change in Level	1
High Compliance <-> Compliant	0
1 Level	0
2+ Levels	1

REVIEWS	
AGENCY ED-Q	
High Compliance	10
Compliant	7
Partial Compliance	5
Low Compliance	1
Non-Compliant	2

BOA REVIEWER	
High Compliance	11
Compliant	7
Partial Compliance	4
Low Compliance	1
Non-Compliant	2



Case Type	AQUA #	Agency Compliance	BOA Compliance	Variance	Comments
PAI-1	PAI - 2791526	COMPLIANT	COMPLIANT	Correctly Reviewed	Call taker was very persistent with the caller who was extremely hard to get an answer from. Caller was very vague and provided conflicting information.
PAI-2	PAI - 2760990	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
PAI-3	PAI - 2733122	PARTIAL COMPLIANCE	PARTIAL COMPLIANCE	Correctly Reviewed	
Random-1	2805023	NON COMPLIANCE	NON COMPLIANCE	Correctly Reviewed	
Random-2	2803298	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
Random-3	2801599	PARTIAL COMPLIANCE	PARTIAL COMPLIANCE	Correctly Reviewed	
Random-4	2799741	COMPLIANT	COMPLIANT	Correctly Reviewed	
Random-5	2799016	COMPLIANT	COMPLIANT	Correctly Reviewed	
Random-6	2797481	PARTIAL COMPLIANCE	PARTIAL COMPLIANCE	Correctly Reviewed	AQUA - subchief compliant marked as NA when it was used - no score change
Random-7	2797535	LOW COMPLIANCE	LOW COMPLIANCE	Correctly Reviewed	
Random-8	2796908	COMPLIANT	COMPLIANT	Correctly Reviewed	
Random-9	2794756	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
Random-10	2794764	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
Random-11	2794121	PARTIAL COMPLIANCE	HIGH COMPLIANCE	2+ Levels	There was a space before the letter in the final coding suffix, causing a partial compliance deduction when it should have been high compliant
Random-12	2790365	PARTIAL COMPLIANCE	PARTIAL COMPLIANCE	Correctly Reviewed	
Random-13	2788088	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
Random-14	2788238	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
Random-15	2786385	COMPLIANT	COMPLIANT	Correctly Reviewed	
Random-16	2785044	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
Random-17	2784093	COMPLIANT	COMPLIANT	Correctly Reviewed	
Random-18	2783314	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
Random-19	2783268	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	
Random-20	2782266	COMPLIANT	COMPLIANT	Correctly Reviewed	AQUA errors - PDIs were not marked as obvious or NA - No change in the AQUA score.
Random-21	2782351	NON COMPLIANCE	NON COMPLIANCE	Errors with No Change in Level	Inappropriate clarifier "You fell through the wood?" This call taker did a wonderful job reassuring this patient multiple times that help was on the way.
Random-22	2779650	HIGH COMPLIANCE	HIGH COMPLIANCE	Correctly Reviewed	

This area is for General Comments and Notes:

The scoring of the calls were extremely accurate. The reviewers obviously have a good understanding of the Performance Standards. They easily picked up on inappropriate clarifiers and where there were errors explained why it was considered an error. The call takers were very polite, professional and obviously adhere to policy extremely well. Great work.


CONFIRE

STAFF REPORT

DATE: 10/14/2021

FROM: Art Andres, Communications Director

TO: Administrative Committee

SUBJECT: PROPOSED VALLEY COMMUNICATIONS CENTER

The Valley Communications Center (VCC) was discussed at the November 2020 Administrative Committee planning meeting where Chief Park and Chief Munsey were designated as a sub-committee to work with the CONFIRE Director. On June 22, 2021, the San Bernardino County Board of Supervisors awarded a contract to Griffin Structures Inc. for preconstruction and construction management for the VCC project. The site location selection process has been completed and costs associated with construction have been allocated by the Board. Preconstruction meetings have begun to determine space needs as well as common space required for all stakeholders. Construction is expected to be completed in 2025.

CONFIRE currently has 4 lease agreements with the County for the locations occupied in Rialto and Hesperia totaling **\$193,527** annually for 6,940 sq ft of space as well as 2 separate rack space agreements (Exhibit A). Real Estate Services Department has provided CONFIRE with a proposed calculation of \$37,246/monthly for 16,408 sq ft of space, including common space for the VCC (Exhibit B). The \$446,952 annual total is excluding rack space which would be approximately \$35,509. The proposal includes maintaining the Desert Dispatch Center in the High Desert Government Center which would bring the total cost to maintain the current CONFIRE operations to **\$582,775** (Exhibit C). The proposal for VCC includes CONFIRE dispatch, MIS, Administration, and access to common space (Exhibit D).

The sub-committee considered the significant increase in proposed annual operating expenses and determined four possible options moving forward:

- Remain actively engaged with the VCC project with the anticipation of moving Valley Dispatch Center operations (Rialto) to VCC in 2025 and assume the increase in cost associated with the new lease agreement.
- Purchase property or an existing building and develop a new CONFIRE communications center to operate independent of the VCC.
- Purchase current location in Rialto and expand Valley Dispatch Center once County staff transition to VCC. Once the VCC is completed, the County plans to sell the current property.
- Pursue lease agreement with a member agency to co-locate Valley Dispatch Center.

There are two possible options to reduce the cost of the lease agreement for the VCC.

- Proposed lease agreement for the VCC includes CONFIRE admin and MIS (5,112 sq ft). MIS and admin could be located off site but unless space was donated, there would still be a cost associated with occupying the space.
 - 5,112 less lease space at VCC would save \$139,248 annually.
- Close the Desert Dispatch Center in Hesperia and combine centers at the VCC.
 - Hesperia office and rack space lease savings would be \$99,734.

The combine savings would be \$238,982 and the new VCC lease would total \$243,479 annually assuming MIS and Admin space could be found at no cost.

CONFIRE is a legal JPA and can own assets in addition to assuming debt. Currently, fund 5010 has \$2,000,000 designated for capital improvement projects specific for a new dispatch center. Initial cost analysis compares current costs with VCC and considers alternative of a new building assuming \$5,000,000 of debt for 30-year loan at 3.66% interest:

CURRENT AGREEMENTS

\$16,792/month \$201,503/year

VALLEY COMMUNICATIONS CENTER (proposed)- Assumes Desert Dispatch Center remains operational

\$48,565/month \$582,775/year

NEW LOCATION/BUILDING *

- Loan payment \$22,904/month
- Property Tax \$4,050/month
- Direct Costs \$8,320/month (custodial, maintenance, utilities, etc.)

\$35,274/month \$423,288/year

** Assumptions: property paid for through CIP, 8,000 sq ft of space, and \$700/sq ft for tenant improvements.*

EXHIBIT "A"

CURRENT CONFIRE LEASE COSTS

Location	Description	Square Footage	Billed Monthly	Billed Annually	Total Annual Cost	Notes
1743 Miro Way, Rialto	Dispatch/Admin	3,500	4,808.66		57,703.92	RES 3.5% increase per yr on 09/01; contract expires 08/31/25
1743 Miro Way, Rialto	2 IT trailer rentals	880		8,556.89	8,556.89	Williams Scotsman-fixed amount exp 12/2021
1743 Miro Way, Rialto	Rack space	4 Racks		35,509.00	35,509.00	RES 3.5 % increase per yr. on 06/12; contract expires 06/11/23
		Rialto Cost:	\$ 4,808.66	\$ 44,065.89	\$ 101,769.81	
15900 Smoke Tree, Hesperia	Dispatch/Admin	3,441	6,930.00		83,160.00	RES 3.5 % increase per yr. on 05/01; contract expires on 04/30/29
15900 Smoke Tree, Hesperia	Rack Space	2 Racks		16,574.00	16,574.00	RE Services 3.5% increase per yr on 07/01; contract expires on 06/30/25
		HDGC Cost:	\$ 6,930.00	\$ 16,574.00	\$ 99,734.00	
		TOTAL COST:	\$ 11,738.66	\$ 60,639.89	\$ 201,503.81	

\$ 16,791.98 per month

Combine sq ft 7,821

Item 11.

Valley Communication Center
Confire
Calculation of Monthly/sq. ft. Cost

The estimates of costs for the Valley Communication Center are based upon the data for COWCP and Direct Billing Costs as presented by the Auditor/Controller/Treasurer in their annual calculations and the Direct Billing Costs used to calculate the Facility Charges for Confire's occupancy at the High Desert Government Center.

COWCAP Cost Allocation (High Desert Government Center)

FY 2021-22 ÷ Square Feet = Annual COWCAP/sq. ft.

$$\$151,623 \div 10,253.66 = \$14.78$$

$$\$14.78 \div 12 \text{ months} = \mathbf{1.23/sq. ft./month^*}$$

Direct Bill Costs/sq. ft. (Note a 4% COLA was applied for the two years from 2019-2021)

Custodial + Grounds Maintenance + Maintenance + Utilities = Total Direct Costs

$$\$2.27 + \$0.42 + \$3.23 + \$6.53 = \$12.45$$

$$\$12.45 \div 12 \text{ months} = \mathbf{\$1.04/sq. ft./month^*}$$

$$*\$1.23 + \$1.04 = \mathbf{\$2.27/sq. ft./month}$$
 (Present rate)

Rent Calculation

Proposed sq. ft. Occupancy	x	Rate/sq. ft. (Includes COWCAP & Direct Bill Costs)	=	Rent
16,408	x	\$2.27	=	\$37,246

**CONFIRE
Site Cost Analysis**

Occupied / Vacated Space	Monthly Cost	Annual Cost	Total
Rialto-Office Space Lease	\$ 4,808.66	\$ 57,704.00	\$ 57,704.00
Rialto-Rack Space License		\$ 35,509.00	\$ 35,509.00
Hesperia-Office Space Lease*	\$ 6,930.00	\$ 83,160.00	\$ 83,160.00
Hesperia-Rack Space Lease		\$ 17,154.00	\$ 17,154.00
*Includes Maintenance, Ground Maintenance, Utilities and Janitorial Costs		Total of Current Occupied Space Cost	\$ 193,527.00
Pending-Lease, Valley Communication Center (VCC)-Office Space	\$ 37,246.00	\$ 446,952.00	\$ 446,952.00
Pending-VCC-Rack Space License	(Pending quantity of racks, antennas and type of antennas)		Pending
		Total of Current and Pending Space	\$ 640,479.00
VACATE-Rialto-Office Space	\$ (4,808.66)	\$ (57,704.00)	\$ (57,704.00)
VACATE-Rialto-Rack Space		\$ (35,509.00)	\$ (35,509.00)
		Total of Forecasted Occupied Space	\$ 547,266.00

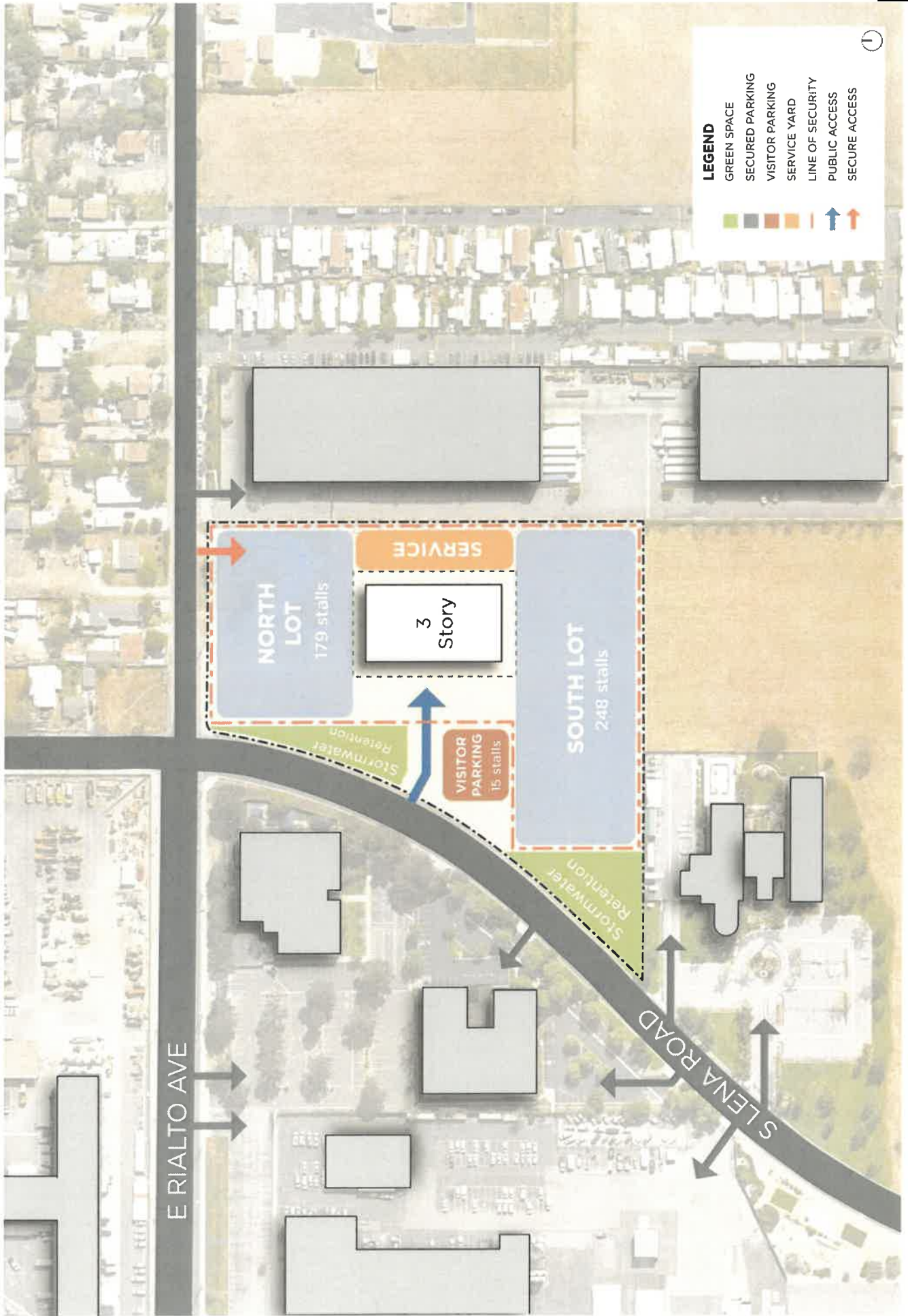
DRAFT FOR REVIEW ONLY
 County of San Bernardino Valley Comm Ctr
 CONFIRE Breakout Conceptual Cost

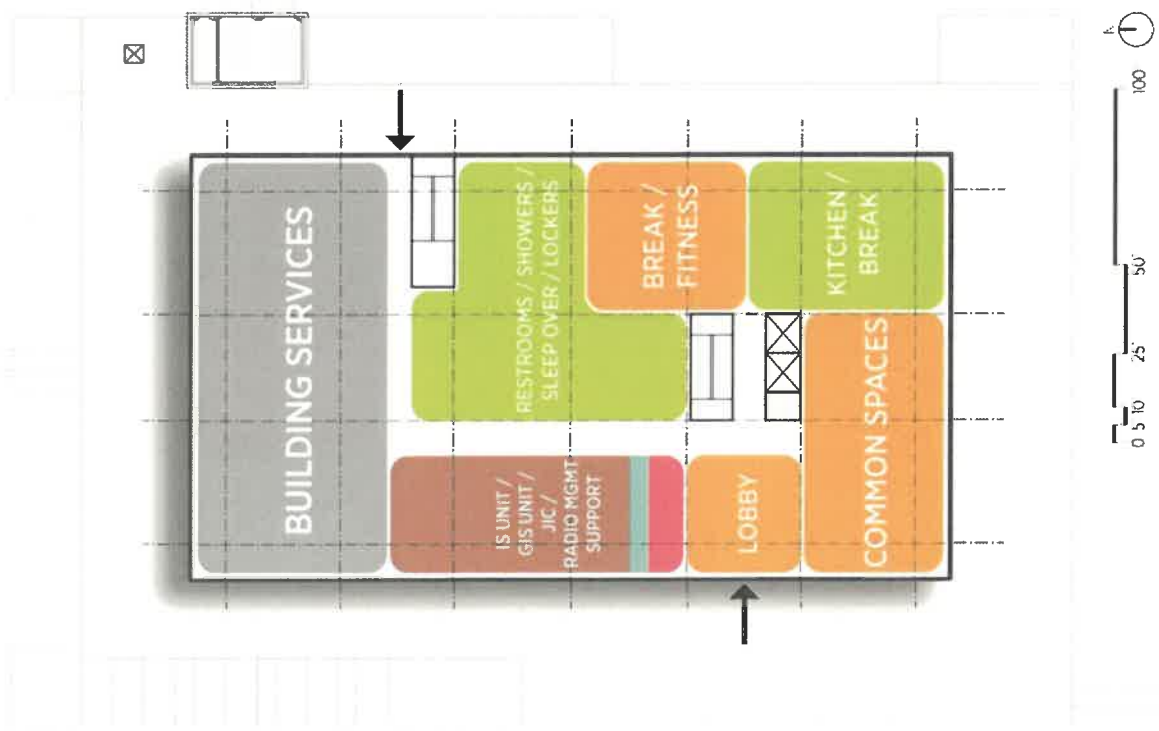
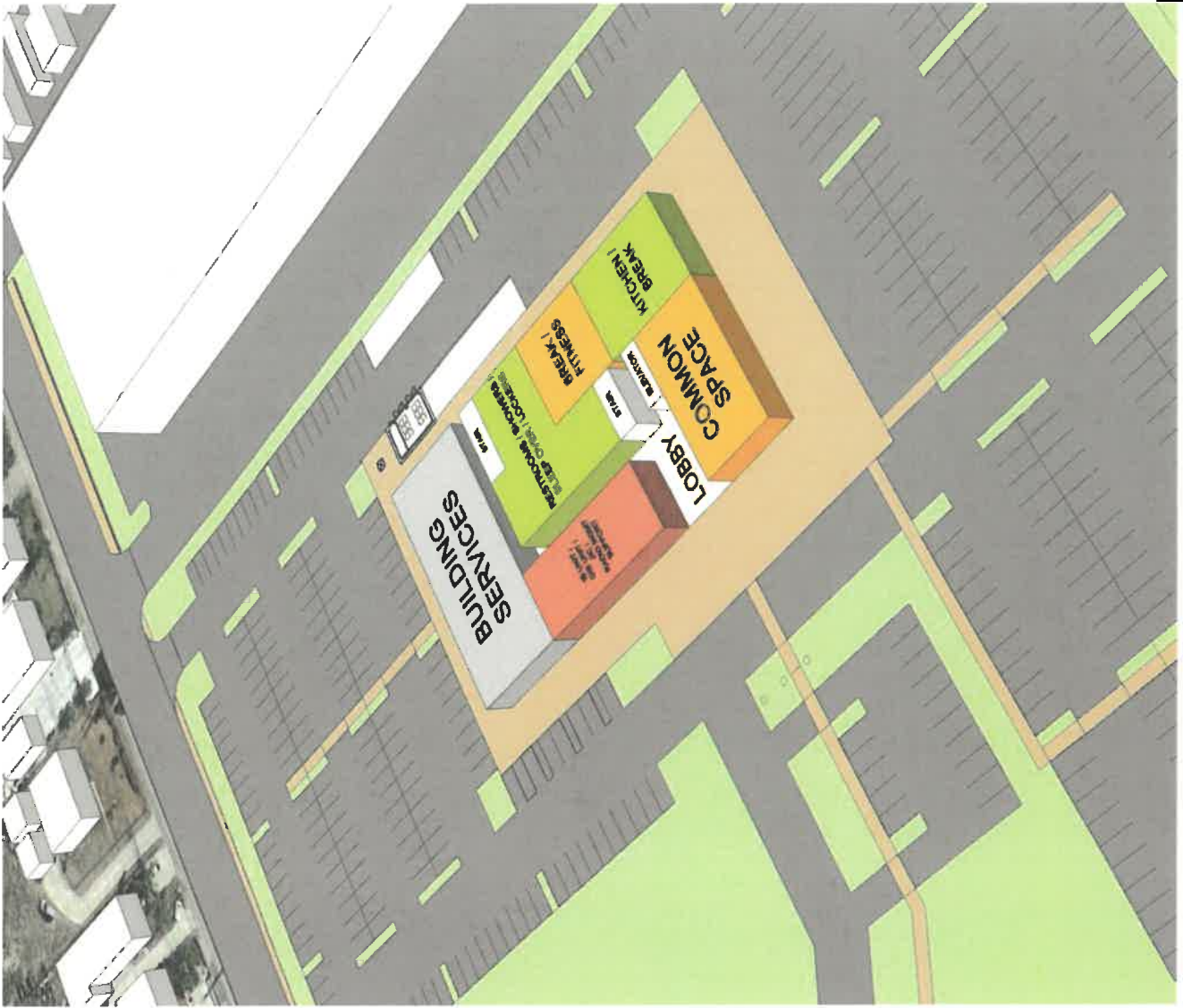
Item 11.

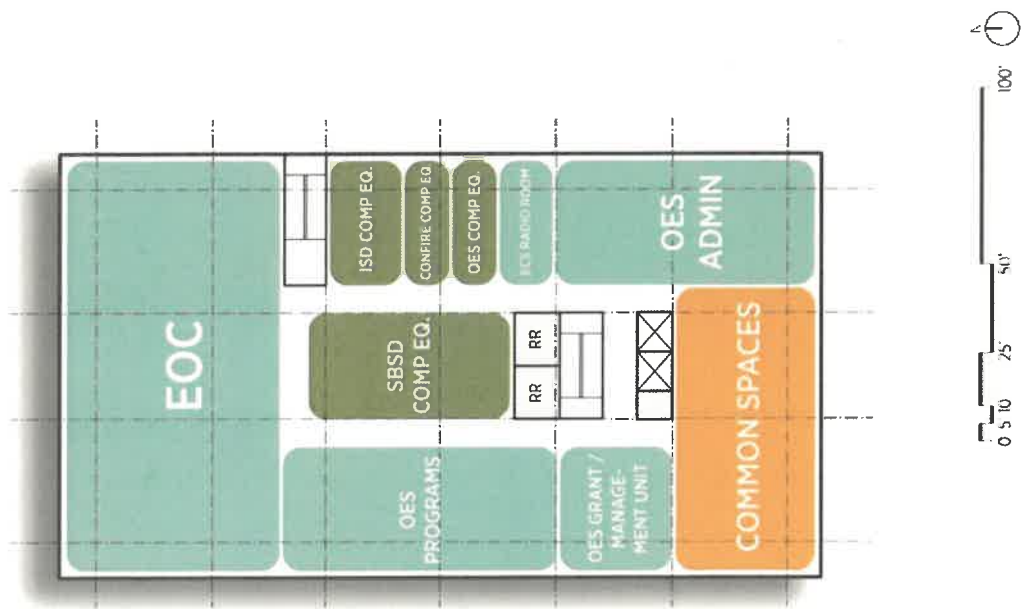
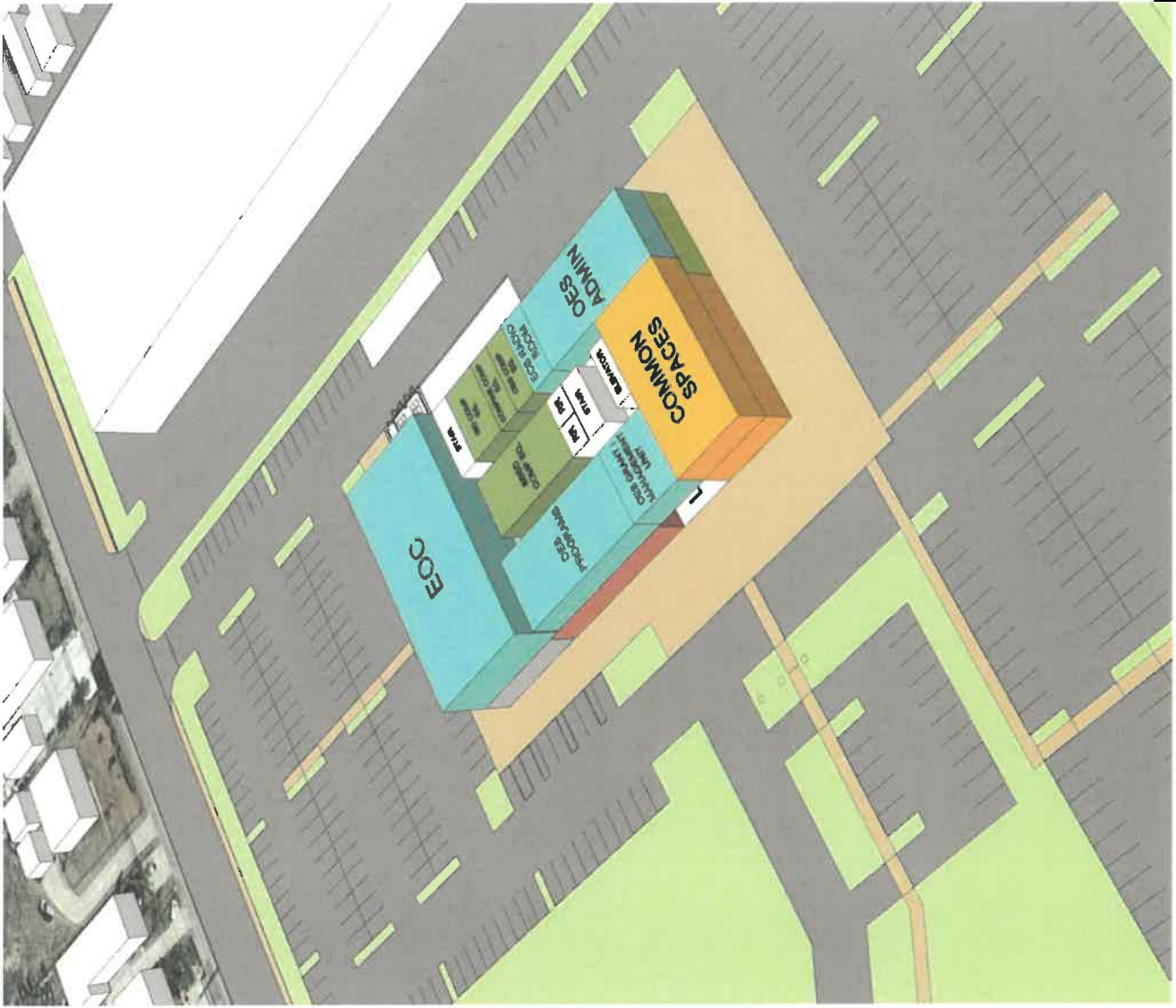
CONFIRE Areas	Program SF	Net Circulation (Varies)	Net SF	Gross Circulation 12.5%	Gross SF
Administration					
CONFIRE Administration	1,755	incl	1,755	219	1,974
Information Services Unit	1,635	incl	1,635	204	1,839
GIS Unit	880	incl	880	110	990
Application Support Staff	0	incl	0	0	0
ICEMA Administrative	275	incl	275	34	309
Emergency Communication Center					
Dispatch Floor					
CONFIRE / ICEMA Radio Dispatch / Call Intake Consoles	2,800	840	3,640	455	4,095
CONFIRE / ICEMA Supervisor Consoles	240	72	312	39	351
Administration Space					
CONFIRE Dispatch Manager	150	38	188	23	211
CONFIRE Supervisor Office	120	30	150	19	169
CONFIRE Command & Control Officer	120	30	150	19	169
CONFIRE Asst. Dispatch Manager	360	90	450	56	506
Live Training Room / Desert Comm Backup					
CONFIRE Dispatch Training Consoles / ROSS	480	144	624	78	702
ECC Support Space (Pro-Rata of 1,775 SF)	586	incl	586	73	659
ECC / EOC Shared Support Spaces (Pro-Rata of 5,759 SF)	910	incl	910	114	1,024
Common Space (Pro-Rata of 8,171 SF)	1,492	incl	1,492	186	1,678
Computer Equipment - CONFIRE	486	incl	486	61	547
Building Services (Pro-Rata of 5,766 SF)	1,053	incl	1,053	132	1,184
	13,341	1,244	14,584	1,823	16,408

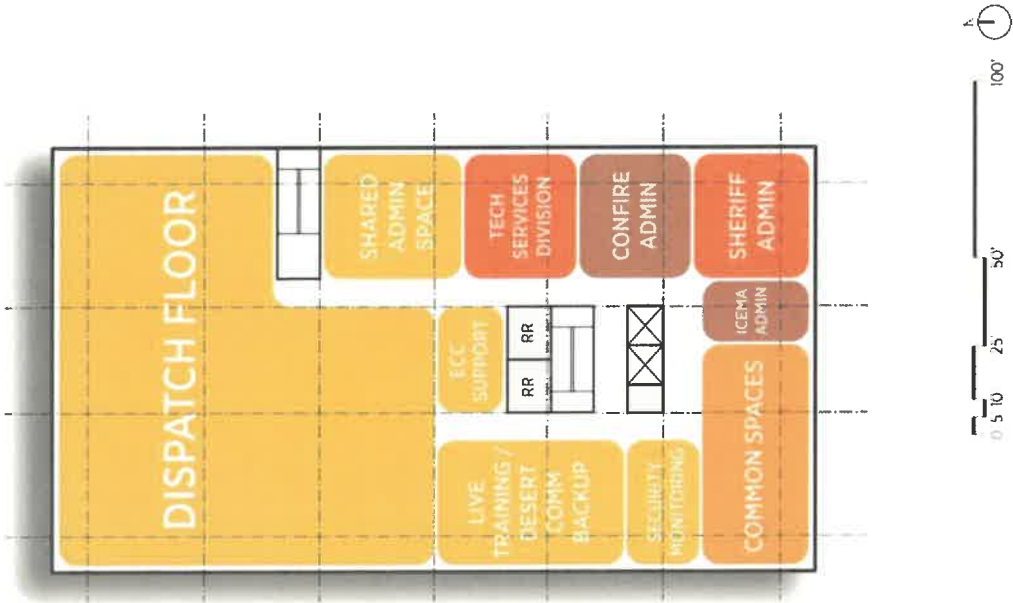
Confire Allocation @ \$1,190 / GSF \$19,526,917

Percentage of Bldg 22%











735 E. Carnegie Dr. Suite 100
San Bernardino, CA 92408
909 889 0871 T
909 889 5361 F
ramscca.net

November 18, 2021

To the Board of Directors
Consolidated Fire Agencies
Rialto, California

PARTNERS

Brenda L. Odle, CPA, MST
Terry P. Shea, CPA
Scott W. Manno, CPA, CGMA
Leena Shanbhag, CPA, MST, CGMA
Bradferd A. Welebir, CPA, MBA, CGMA
Jenny W. Liu, CPA, MST

MANAGERS / STAFF

Charles De Simoni, CPA
Gardenya Duran, CPA, CGMA
Brianna Schultz, CPA
Seong-Hyea Lee, CPA, MBA
Evelyn Morentin-Barcena, CPA
Veronica Hernandez, CPA
Laura Arvizu, CPA
Xinlu Zoe Zhang, CPA, MSA
John Maldonado, CPA, MSA
Thao Le, CPA, MBA
Julia Rodriguez Fuentes, CPA, MSA

MEMBERS

American Institute of
Certified Public Accountants

*PCPS The AICPA Alliance
for CPA Firms*

*Governmental Audit
Quality Center*

*Employee Benefit Plan
Audit Quality Center*

California Society of
Certified Public Accountants

We have audited the financial statements of the Consolidated Fire Agencies (the Agency) as of and for the year ended June 30, 2021, and have issued our report thereon dated November 18, 2021. Professional standards require that we advise you of the following matters relating to our audit.

Our Responsibility in Relation to the Financial Statement Audit

As communicated in our engagement letter dated May 3, 2021, our responsibility, as described by professional standards, is to form and express opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency’s internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the Agency solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.



Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you.

Compliance with All Ethics Requirements Regarding Independence

The engagement team, others in our firm, as appropriate, and our firm have complied with all relevant ethical requirements regarding independence.

Significant Risks Identified

We have identified the possibility of the following significant risks during our audit:

Management's override of internal controls over financial reporting.

The significant risk is presumptive in most audits and merits attention by the auditors due to the direct impact over financial reporting and internal control processes. Although identified as significant risks, we noted no matters which caused us to modify our procedures or any matters which are required to be communicated to those charged with governance due to these identified risks.

Qualitative Aspects of the Agency's Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the Agency is included in Note 1 to the financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during 2021. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

The most sensitive accounting estimates affecting the financial statements are:

Management's estimate of capital asset depreciation is based on historical estimates of each capitalized item's useful life. We evaluated the key factors and assumptions used to develop the estimated useful lives and determined that it is reasonable in relation to the basic financial statements taken as a whole and in relation to the applicable opinion units.

Management's estimate of the net pension liability and related deferred outflows and deferred inflows of resources is based on actuarial reports provided by independent actuaries. We evaluated the key factors and assumptions used to develop the estimate and determined that it is reasonable in relation to the basic financial statements taken as a whole and in relation to the applicable opinion units.

Financial Statement Disclosures

Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the Agency's financial statements relate to:

The disclosure of fair value of investments in the financial statements represents amounts susceptible to market fluctuations.

The disclosure of accumulated depreciation in the financial statements is based on estimated useful lives which could differ from actual useful lives of each capitalized item.

The disclosure of net pension liability and related deferred outflows and deferred inflows of resources in the financial statements is based on actuarial assumptions. Actual future liabilities may vary from disclosed estimates.

Significant Difficulties Encountered during the Audit

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

Uncorrected and Corrected Misstatements

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole and each applicable opinion unit. Management has accepted all identified misstatements. Uncorrected misstatements or matters underlying those uncorrected misstatements could potentially cause future-period financial statements to be materially misstated, even though the uncorrected misstatements are immaterial to the financial statements currently under audit.

In addition, professional standards require us to communicate to you all material, corrected misstatements that were brought to the attention of management as a result of our audit procedures. These material misstatements were brought to the attention of, and accepted by, management.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the Agency's financial statements or the auditor's report. No such disagreements arose during the course of the audit.

Representations Requested from Management

We have requested certain written representations from management, which are included in the attached letter dated November 18, 2021.

Management's Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Matters, Findings, or Issues

In the normal course of our professional association with the Agency, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, operating and regulatory conditions affecting the Agency, and operational plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the Agency's auditors.

This report is intended solely for the information and use of the Board of Directors, and management of the Agency and is not intended to be and should not be used by anyone other than these specified parties.

Rogers, Anderson, Malody & Scott, LLP.

November 18, 2021
San Bernardino, California



*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*

Consolidated Fire Agencies

*1743 W. Miro Way, Rialto, CA 92376-8630
Phone 909-356-2302 Fax 909-356-3809*

November 18, 2021

Rogers, Anderson, Malody & Scott, LLP

This representation letter is provided in connection with your audit of the basic financial statements of Consolidated Fire Agencies (CONFIRE) as of June 30, 2021 and for the fiscal year then ended, and the related notes to the financial statements, for the purpose of expressing opinions on whether the basic financial statements present fairly, in all material respects, the financial position, and results of operations of the various opinion units of CONFIRE in accordance with accounting principles generally accepted for governments in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement.

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves as of November 18, 2021:

Financial Statements

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated May 3, 2021, for the preparation and fair presentation of the financial statements of the various opinion units referred to above in accordance with U.S. GAAP.
- We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- We acknowledge our responsibility for compliance with the laws, regulations, and provisions of contracts and grant agreements.

BOARD OF DIRECTORS

*Dan Leary.... Apple Valley
Ernest R. Cisneros.... Colton
Lynne Kennedy.... Rancho Cucamonga
Andy Carrizales.... Rialto
Elizabeth Becerra.... Victorville*

*John DeMonaco.... Chino
Dr. Rhodes Rigsby.... Loma Linda
Denise Davis.... Redlands
Dawn Rowe.... San Bernardino County*

- We have reviewed, approved, and taken responsibility for the financial statements and related notes.
- We have identified and communicated to you all previous audits, attestation engagements, and other studies related to the audit objectives and whether related recommendations have been implemented.
- Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
- The effects of all known actual or possible litigation and claims have been accounted for and disclosed in accordance with U.S. GAAP.
- All funds and activities are properly classified.
- All funds that meet the quantitative criteria in GASB Statement No. 34, *Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments*, GASB Statement No. 37, *Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments: Omnibus as amended*, and GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*, for presentation as major are identified and presented as such and all other funds that are presented as major are considered important to financial statement users.
- All components of net position, non-spendable fund balance, and restricted, committed, assigned, and unassigned fund balance are properly classified and, if applicable, approved.
- Our policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position/fund balance are available is appropriately disclosed and net position/fund balance is properly recognized under the policy.
- All revenues within the statement of activities have been properly classified as program revenues, general revenues, contributions to term or permanent endowments, or contributions to permanent fund principal.
- All expenses have been properly classified in or allocated to functions and programs in the statement of activities, and allocations, if any, have been made on a reasonable basis.
- Deposit and investment risks have been properly and fully disclosed.
- Capital assets, including infrastructure assets, are properly capitalized, reported, and if applicable, depreciated.
- All required supplementary information is measured and presented within the prescribed guidelines.
- With regard to investments and other instruments reported at fair value:
 - The underlying assumptions are reasonable and they appropriately reflect management's intent and ability to carry out its stated courses of action.

- The measurement methods and related assumptions used in determining fair value are appropriate in the circumstances and have been consistently applied.
- The disclosures related to fair values are complete, adequate, and in accordance with U.S. GAAP.
- There are no subsequent events that require adjustments to the fair value measurements and disclosures included in the financial statements.
- With respect to the preparation of the financial statements, we have performed the following:
 - Made all management decisions and performed all management functions;
 - Assigned a competent individual to oversee the services;
 - Evaluated the adequacy of the services performed;
 - Evaluated and accepted responsibility for the result of the service performed; and
 - Established and maintained internal controls, including monitoring ongoing activities.

Information Provided

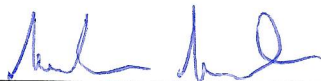
- We have provided you with:
 - Access to all information, of which we are aware that is relevant to the preparation and fair presentation of the financial statements of the various opinion units referred to above, such as records, documentation, meeting minutes, and other matters;
 - Additional information that you have requested from us for the purpose of the audit; and
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
- All transactions have been recorded in the accounting records and are reflected in the financial statements.
- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- We have no knowledge of any fraud or suspected fraud that affects the entity and involves:
 - Management;
 - Employees who have significant roles in internal control; or
 - Others where the fraud could have a material effect on the financial statements.
- We have no knowledge of any allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, vendors, regulators, or others.
- We are not aware of any pending or threatened litigation, claims, and assessments whose effects should be considered when preparing the financial statements.

- There have been no communications from regulatory agencies concerning noncompliance with or deficiencies in accounting, internal control, or financial reporting practices.
- CONFIRE has no plans or intentions that may materially affect the carrying value or classification of assets and liabilities.
- We have disclosed to you all guarantees, whether written or oral, under which CONFIRE is contingently liable.
- We have disclosed to you all nonexchange financial guarantees, under which we are obligated and have declared liabilities and disclosed properly in accordance with GASB Statement No. 70, *Accounting and Financial Reporting for Nonexchange Financial Guarantees*, for those guarantees where it is more likely than not that the entity will make a payment on any guarantee.
- For nonexchange financial guarantees where we have declared liabilities, the amount of the liability recognized is the discounted present value of the best estimate of the future outflows expected to be incurred as a result of the guarantee. Where there was no best estimate but a range of estimated future outflows has been established, we have recognized the minimum amount within the range.
- We have disclosed to you all significant estimates and material concentrations known to management that are required to be disclosed in accordance with GASB Statement No. 62 (GASB-62), *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements*. Significant estimates are estimates at the balance sheet date that could change materially within the next year. Concentrations refer to volumes of business, revenues, available sources of supply, or markets or geographic areas for which events could occur that would significantly disrupt normal finances within the next year.
- We have identified and disclosed to you the laws, regulations, and provisions of contracts and grant agreements that could have a direct and material effect on financial statement amounts, including legal and contractual provisions for reporting specific activities in separate funds.
- There are no:
 - Violations or possible violations of laws or regulations, or provisions of contracts or grant agreements whose effects should be considered for disclosure in the financial statements or as a basis for recording a loss contingency, including applicable budget laws and regulations.
 - Unasserted claims or assessments that our lawyer has advised are probable of assertion and must be disclosed in accordance with GASB-62.
 - Other liabilities or gain or loss contingencies that are required to be accrued or disclosed by GASB-62.
 - Continuing disclosure consent decree agreements or filings with the Securities and Exchange Commission and we have filed updates on a timely basis in accordance with the agreements (Rule 240, 15c2-12).

- CONFIRE has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset or future revenue been pledged as collateral, except as disclosed to you.
- We have complied with all aspects of grant agreements and other contractual agreements that would have a material effect on the financial statements in the event of noncompliance.
- With respect to the required supplementary information in the financial statements described above:
 - We acknowledge our responsibility for the presentation of the required supplementary information in accordance with accounting principles generally accepted in the United States of America.
 - We believe the required supplementary information, including its form and content, is measured and fairly presented in accordance with applicable criteria.
 - The methods of measurement of presentation have not changed from those used in prior periods.

Use of a Specialist

We agree with the findings of specialists (SBCERA) in evaluating our pension liability and related deferrals and have adequately considered the qualifications of the specialist in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an impact on the independence or objectivity of the specialists.



Arthur Andres
Director



Yvette Calimlim
Business Management Analyst



CONSOLIDATED FIRE AGENCIES

FINANCIAL STATEMENTS
WITH INDEPENDENT AUDITOR'S REPORT

JUNE 30, 2021



ROGERS, ANDERSON, MALODY & SCOTT, LLP
CERTIFIED PUBLIC ACCOUNTANTS, SINCE 1948

Table of Contents
June 30, 2021

	<u>Page</u>
Independent Auditor's Report	1
Financial Statements	
Statement of Net Position	4
Statement of Activities	5
Balance Sheet	6
Reconciliation of the Balance Sheet of the Governmental Fund to the Statement of Net Position	7
Statement of Revenues, Expenditures and Changes in Fund Balance	8
Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balance to the Statement of Activities	9
Notes to the Basic Financial Statements	10
Required Supplementary Information	
Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual	30
Schedule of Proportionate Share of the Net Pension Liability as of the Measurement Date	31
Schedule of Plan Contributions	32
Note to Required Supplementary Information	33
Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	34



735 E. Carnegie Dr. Suite 100
San Bernardino, CA 92408
909 889 0871 T
909 889 5361 F
ramsca.net

Independent Auditor's Report

PARTNERS

Brenda L. Odle, CPA, MST
Terry P. Shea, CPA
Scott W. Manno, CPA, CGMA
Leena Shanbhag, CPA, MST, CGMA
Bradferd A. Welebir, CPA, MBA, CGMA
Jenny W. Liu, CPA, MST

Board of Directors
Consolidated Fire Agencies (CONFIRE)
Rialto, California

MANAGERS / STAFF

Charles De Simoni, CPA
Gardenya Duran, CPA, CGMA
Brianna Schultz, CPA
Seong-Hyea Lee, CPA, MBA
Evelyn Morentin-Barcena, CPA
Veronica Hernandez, CPA
Laura Arvizu, CPA
Xinlu Zoe Zhang, CPA, MSA
John Maldonado, CPA, MSA
Thao Le, CPA, MBA
Julia Rodriguez Fuentes, CPA, MSA

Report on the Financial Statements

Opinions

We have audited the accompanying financial statements of the governmental activities and the General Fund of Consolidated Fire Agencies (the Agency), as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the Agency's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the General Fund of the Agency, as of June 30, 2021, and the respective changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

MEMBERS

American Institute of
Certified Public Accountants

*PCPS The AICPA Alliance
for CPA Firms*

*Governmental Audit
Quality Center*

*Employee Benefit Plan
Audit Quality Center*

California Society of
Certified Public Accountants



Responsibilities of Management for the Financial Statements

The Agency's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Agency's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the budgetary comparison information and schedules as listed in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Management has omitted management's discussion and analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of the financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. Our opinion on the basic financial statements is not affected by this missing information.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated November 18, 2021, on our consideration of the Agency's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Agency's internal control over financial reporting and compliance.

Rogers, Anderson, Malody & Scott, LLP.

San Bernardino, California
November 18, 2021

Statement of Net Position
June 30, 2021
ASSETS

Current assets:

Cash and investments	\$ 11,542,497
Due from other governments	867,108
Interest receivable	27,497
Prepaid expenses	583,796

Total current assets	13,020,898
----------------------	------------

Non-current assets:

Capital assets, net of accumulated depreciation	3,366,190
---	-----------

Total non-current assets	3,366,190
--------------------------	-----------

Total assets	16,387,088
--------------	------------

DEFERRED OUTFLOWS OF RESOURCES

Pension related	5,095,523
-----------------	-----------

LIABILITIES

Current liabilities:

Accounts payable	54,014
Accrued liabilities	259,369
Due to other governments	65,890

Total current liabilities	379,273
---------------------------	---------

Non-current liabilities:

Compensated absences	546,278
Net pension liability	7,379,866

Total non-current liabilities	7,926,144
-------------------------------	-----------

Total liabilities	8,305,417
-------------------	-----------

DEFERRED INFLOWS OF RESOURCES

Pension related	200,285
-----------------	---------

NET POSITION

Net investment in capital assets	3,366,190
Unrestricted	9,610,719

Total net position	\$ 12,976,909
--------------------	---------------

The accompanying notes are an integral part of the financial statements.

**Statement of Activities
For the Year Ended June 30, 2021**

PROGRAM EXPENSES

Governmental Activities:

Public Safety - 911 Communications \$ 11,846,834

Total program expenses 11,846,834

PROGRAM REVENUES

Operating grants and contributions 11,833,819

Capital grants and contributions 1,658,863

Total program revenues 13,492,682

Net Program Revenues (Expense) 1,645,848

GENERAL REVENUES

Investment income (31,818)

Total general revenues (31,818)

CHANGE IN NET POSITION 1,614,030

NET POSITION, BEGINNING OF YEAR 11,362,879

NET POSITION, END OF YEAR \$ 12,976,909

The accompanying notes are an integral part of the financial statements.

Balance Sheet
June 30, 2021

	General Fund
ASSETS	
Cash and investments	\$ 11,542,497
Due from other governments	867,108
Interest receivable	27,497
Prepaid expenses	583,796
	<hr/>
Total assets	<u>\$ 13,020,898</u>
LIABILITIES	
Accounts payable	\$ 54,014
Accrued liabilities	259,369
Due to other governments	65,890
	<hr/>
Total liabilities	<u>379,273</u>
DEFERRED INFLOWS OF RESOURCES	
Unavailable Revenue	864,969
	<hr/>
FUND BALANCE	
Nonspendable	583,796
Committed	
Benefits reserve	1,340,998
Assigned	
Equipment replacement	2,138,366
Unassigned	7,713,496
	<hr/>
Total fund balance	<u>11,776,656</u>
Total liabilities and fund balance	<u>\$ 13,020,898</u>

The accompanying notes are an integral part of the financial statements.

**Reconciliation of the Balance Sheet of the Governmental Fund
to the Statement of Net Position
June 30, 2021**

Fund balance of the governmental fund	\$	11,776,656
Net capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds		3,366,190
Deferred outflows and inflows of resources related to pensions have not been included in the governmental fund activity:		
Deferred outflows of resources		5,095,523
Deferred inflows of resources		(200,285)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds:		
Compensated absences		(546,278)
Net pension liability		(7,379,866)
Revenues reported as unavailable revenue in the governmental funds are recognized in the Statement of Activities. These are classified as operating grants and contributions in the government-wide financial statements.		864,969
		<hr/>
Net position of the governmental activities	\$	12,976,909
		<hr/> <hr/>

The accompanying notes are an integral part of the financial statements.

**Statement of Revenues, Expenditures and Changes in Fund Balance
For the Year Ended June 30, 2021**

	General Fund
REVENUES	
Contributions from agencies	\$ 11,833,819
Investment income	(31,818)
Intergovernmental - federal and state	793,894
	<hr/>
Total revenues	12,595,895
	<hr/>
EXPENDITURES	
Salaries and benefits	7,150,361
Services and supplies	3,678,650
Capital outlay	1,408,583
	<hr/>
Total expenditures	12,237,594
	<hr/>
Net change in fund balance	358,301
FUND BALANCE, BEGINNING OF YEAR	11,418,355
	<hr/>
FUND BALANCE, END OF YEAR	\$ 11,776,656
	<hr/> <hr/>

The accompanying notes are an integral part of the financial statements.

**Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balance to the Statement of Activities
For the Year Ended June 30, 2021**

Net change in fund balance	\$ 358,301
-----------------------------------	-------------------

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense. The capital assets activity is reconciled as follows:

Capital additions	1,408,583
Depreciation expense	(779,389)

Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.

Change in compensated absences	(71,813)
Net pension related adjustments	(166,621)

Revenues reported as unavailable revenue in the governmental funds are recognized in the Statement of Activities. These are classified as operating grants and contributions in the government-wide financial statements.

	<u>864,969</u>
Change in net position	<u><u>\$ 1,614,030</u></u>

The accompanying notes are an integral part of the financial statements.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. General

The Consolidated Fire Agencies (CONFIRE) (the Agency) was established pursuant to a Joint Powers Agreement dated August 20, 1990. The Agency is a cooperative association voluntarily established by its members pursuant to the Joint Exercise of Powers Act of Title 1, Division 7, Chapter 5 of the Government Code of the State of California. Its purpose is to provide 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; to provide such services on a contract basis to other governmental units; and to provide a forum for discussion, study, development, and implementation of recommendations of mutual interest regarding public safety communications and related matters within member agencies.

The Agency has a Board of Directors, which consists of a representative of the governing body of each member city and district.

The activities of the Agency are financed by a cost-sharing formula, which requires a prorating among the participating members and contracted agencies based on the demand percentage on the system by the members to be determined by the Administrative Committee and approved by the Board of Directors.

B. Financial Statement Presentation

The accompanying financial statements have been prepared in conformity with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB). The GASB determined that fund accounting is essential in helping governments to achieve fiscal accountability and that government-wide financial statements are needed to allow users of financial reports to assess a government's operational accountability.

The statement of net position and the statement of activities are the government-wide financial statements and report information on the governmental activities of the Agency.

The balance sheet and statement of revenues, expenditures and changes in fund balance report information on the general operating fund of the Agency.

The Agency is engaged in a single-governmental activity and has only a general fund.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

C. Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Accordingly, all of the Agency's assets and liabilities, including capital assets and long-term debt, are included in the accompanying statement of net position. The statement of activities presents changes in net position. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash receipts and disbursements.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Accordingly, only current assets and current liabilities are included on the balance sheet. Revenues are recognized when they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Agency considers revenues to be available if they are collected within 60 days after year-end. Expenditures are recorded when a liability is incurred.

The Agency reports one major governmental fund, the General Fund, which is the Agency's primary operating fund. It accounts for all financial resources of the general government.

D. Budgetary Practice

The Agency's budget for the following fiscal year shall be submitted by the Communications Director to the Administrative Committee on or before January 15 of each year. The Administrative Committee shall adopt a tentative budget on or before February 1 of each year and forward the same to the Board of Directors for review. The Board of Directors shall adopt the annual budget for the Agency not later than March 1 of each year.

E. Capital Assets

Capital assets are reported in the government-wide statement of net position but are not reported in the fund financial statements.

Capital assets are recorded at historical cost or estimated historical cost if purchased or constructed and updated for additions and retirements during the year. The Agency has a capitalization threshold of \$5,000. Donated capital assets are recorded at acquisition value. Improvements that add to the value of the asset or materially extend the asset's life are capitalized. The costs of normal maintenance and repairs are expensed.

Notes to the Basic Financial Statements
June 30, 2021

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

E. Capital Assets (continued)

The cost of capital assets is depreciated over the estimated useful lives of the related assets using the straight-line method. The useful lives of capital assets for purposes of computing depreciation are as follows:

Buildings and leasehold improvements	25 years
Vehicles	5 years
Computer equipment and software	4 years
Radio consoles	10 years

F. Investments

Generally accepted accounting principles requires governmental entities to report certain investments at fair value in the balance sheet and recognize the corresponding change in the fair value of investments in the year in which the change occurred. Investments are included within the financial statement classifications of "cash and investments" and are stated at fair value.

G. Fund Balance

Generally accepted accounting principles establishes criteria for classification of fund balances into specifically-defined classifications and clarifies definitions for other governmental fund types. The nonspendable fund balance classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Amounts that are restricted for specific purposes by external resource providers or by law through constitutional or enabling legislation are reported as restricted fund balance. Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority are reported as committed fund balance. The assigned fund balance consists of amounts that the government intends to use for specific purposes, but are neither restricted nor committed. The unassigned fund balance is the residual classification for the General Fund.

The Agency's Board of Directors is the body authorized to establish commitments through a formal action.

Amounts the Board of Directors intends to use for a specific purpose are considered assigned.

For the classification of fund balances, the Agency considers restricted amounts to have been spent before unrestricted if the expenditure meets the criteria for use of restricted funds. Unrestricted funds are used in the following order: committed, assigned, and unassigned funds.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

H. Program Revenues

Program revenues consist of three categories: (1) charges for services, (2) operating grants and contributions, and (3) capital grants and contributions.

Charges for services include revenues from customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function. Operating grants and contributions include revenues restricted to meeting the requirements of a particular operating function and may include state-shared revenues and grants. Capital grants and contributions include revenues restricted to meeting the requirements of a particular capital function and may include grants or other contributions. Other items not classified as program revenues are reported as general revenues.

I. Deferred Compensation Plan

The Agency offers its employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457. The Plan, available to all Agency employees, permits them to defer a portion of their salary until future years. The deferred compensation is not available to employees until termination, retirement, death, or unforeseeable emergency.

Management believes that the Agency has no fiduciary role under the revised Plan, and Plan funds are not available to the Agency's general creditors. Accordingly, the Agency has not reported Plan assets in the accompanying financial statements.

J. Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

K. Pension Plan

For purposes of measuring the net pension liability, deferred outflows and inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the San Bernardino County Employees' Retirement Association (SBCERA) and additions to/deductions from SBCERA's fiduciary net position have been determined on the same basis as they are reported by SBCERA. For this purpose, employer and employee contributions are recognized in the period the related salaries are earned and become measurable pursuant to formal commitments, statutory or contractual requirements, benefit payments (including refunds of employee contributions) are recognized when currently due and payable in accordance with the benefit terms, and investments are reported at fair value.

Notes to the Basic Financial Statements
June 30, 2021

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

K. Pension Plan (continued)

SBCERA's audited financial statements are publicly available reports that can be obtained at SBCERA's website at www.sbcera.org.

Generally accepted accounting principles requires that the reported results must pertain to liability and asset information within certain defined timeframes. For this report, the following timeframes are used.

Valuation Date (VD)	June 30, 2020
Measurement Date (MD)	June 30, 2020
Measurement Period (MP)	July 1, 2019 to June 30, 2020

NOTE 2 – CASH AND INVESTMENTS

In accordance with the Agency's bylaws, the treasurer has the ability to deposit funds in banks, trust companies, or other depositories with the consent of the Board of Directors. Currently, all cash held by the Agency is on deposit with the San Bernardino County Treasury Pool.

The County of San Bernardino Treasurer pools its funds with other governmental agencies in the County and invests them as prescribed by the California Government Code and the County of San Bernardino's Investment Policy. The Agency's deposits in the County pool may be accessed at any time. The Agency is allocated interest income on monies deposited with the County based on its proportional share of the pooled investments. All investments are carried at fair value. Cash and investments as of June 30, 2021 consisted of the following:

	Credit Quality Ratings	Amount
Cash and investments	*	\$ 11,542,247
Imprest cash	Not rated	250
Total cash and investments		<u>\$ 11,542,497</u>

* All investments within the pool have a Standard & Poor's Rating of A-1 or higher.

Investments were stated at fair value, resulting in the following investment income:

	Amount
Changes in fair value of investments	\$ (161,037)
Interest income	129,219
Total investment income	<u>\$ (31,818)</u>

Notes to the Basic Financial Statements
June 30, 2021

NOTE 2 – CASH AND INVESTMENTS (continued)

In accordance with generally accepted accounting principles, the portfolio for year-end reporting purposes is treated as if it were sold. Therefore, the fund balance must reflect the portfolio's change in fair value. The Agency relied on information provided by the San Bernardino County Treasurer in estimating the fair value of the Agency's cash and investments at June 30, 2021. The fair value of the Agency's cash and investments totaled \$11,542,497 of which the Agency had a contractual withdrawal value of \$11,381,210 as of June 30, 2021. These portfolio balance changes are unrealized unless sold.

The San Bernardino County Treasurer's Investment Pool is a governmental investment pool managed and directed by the elected San Bernardino County Treasurer. The County Pool is not registered with the Securities and Exchange Commission. An oversight committee comprised of local government officials and various participants provide oversight to the management of the fund. The daily operations and responsibilities of the pool fall under the auspices of the County Treasurer's office. The Agency is a voluntary participant in the investment pool.

The Agency is authorized under the California Government Code to make direct investments; however, the Agency has not adopted an investment policy and thus does not maintain policies for exposure to interest rate risk, credit risk, and concentration of credit risk. Investment policies and related credit, custodial credit, concentration of credit, interest rate, and foreign currency risks applicable to the Agency are those of the County and are disclosed in the County's basic financial statements. As of June 30, 2021, the cash and investments with the County Treasury were allocated as follows:

<u>Investment Type</u>	<u>Fair Value</u>
Asset-Backed Security	\$ 322,029
Bank Note	51,940
Certificates of Deposit	2,804,766
Commercial Paper	1,824,829
Corporate Note	268,934
Federal Agency Bond/Note	2,882,100
Federal Agency Collateralized Mortgage Obligation	255,084
Federal Insured Cash Account	28,856
Joint Powers Authority	537,869
Money Market Mutual Fund	2,308
NOW Account	228,536
Supra-National Agency Bond/Note	345,113
U.S. Treasury Bond/Note	1,725,566
Cash Balance	<u>264,317</u>
 Total cash and investments with county treasury pool	 \$ <u>11,542,247</u>

See the County of San Bernardino's Annual Comprehensive Financial Report (ACFR) for details of their investment policy and disclosures related to investment types, credit risk, concentration of credit risk, interest rate risk and custodial credit risk. The County pool is rated AAA by Fitch.

Notes to the Basic Financial Statements
June 30, 2021

NOTE 2 – CASH AND INVESTMENTS (continued)

The Agency follows the County's investment policy for permitted investments. The bond document allows the fiscal agent to invest in obligations of the United States government obligations, United States Agencies, deposit accounts, federal funds, bankers' acceptances, certificates of deposit, commercial paper, municipal obligations, repurchase agreements, investment agreements and money market funds.

The Agency categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs.

The County Pool values participant shares on an amortized cost basis during the year and adjusts to fair value at year-end. The Agency's money market funds are valued at amortized cost. The Agency has no investments subject to the fair value hierarchy established by generally accepted accounting principles.

NOTE 3 – CAPITAL ASSETS

Changes in the capital assets during the year ended June 30, 2021 were as follows:

	Balance as of June 30, 2020	Additions	Deletions	Transfers	Balance as of June 30, 2021
Capital assets, not being depreciated					
Construction in Progress	\$ 186,485	\$ 413,868	\$ -	\$ (600,353)	\$ -
Capital assets, being depreciated					
Building	460,476	-	-	-	460,476
Leasehold improvements	84,680	-	-	-	84,680
Vehicles	104,027	-	-	-	104,027
Computer equipment and software	5,926,722	994,715	-	600,353	7,521,790
Total capital assets being depreciated	6,575,905	994,715	-	600,353	8,170,973
Accumulated depreciation					
Building	(299,310)	(18,419)	-	-	(317,729)
Leasehold improvements	(20,464)	(8,468)	-	-	(28,932)
Vehicles	(22,433)	(14,191)	-	-	(36,624)
Computer equipment and software	(3,683,187)	(738,311)	-	-	(4,421,498)
Total accumulated depreciation	(4,025,394)	(779,389)	-	-	(4,804,783)
Total capital assets, being depreciated, net	2,550,511	215,326	-	600,353	3,366,190
Total capital assets, net	\$ 2,736,996	\$ 629,194	\$ -	\$ -	\$ 3,366,190

For the fiscal year ended June 30, 2021, depreciation expense of \$779,389 was charged to Public Safety - 911 Communications.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 4 – FUND BALANCE

The Agency's nonspendable fund balance classification consists of prepaid expenses. The committed fund balance consists of a term benefits reserve. The assigned classification consists of the equipment reserve. The unassigned classification includes a general reserve and the balance of the operations fund.

NOTE 5 – RISK MANAGEMENT

The Agency participates in the County of San Bernardino's self-insurance program for public liability, property damage, unemployment insurance, employee dental insurance, hospital and medical malpractice liability, and workers' compensation claims. Public liability claims are self-insured for up to \$1 million per occurrence. Excess insurance coverage over the self-insured retention (SIR) up to \$35 million is provided through a risk-pool agreement with California State Association of Counties (CSAC) Excess Insurance Authority (EIA) Liability Program 11.

Workers' compensation claims are self-insured up to \$2 million per occurrence and are covered by CSAC EIA for up to \$10 million for employer's liability and up to \$50 million for workers' compensation per occurrence.

Property damage claims are insured on an occurrence basis over a \$25,000 deductible and are insured with CSAC EIA Property Program.

All public officials and County employees are insured under a blanket comprehensive disappearance, destruction, and dishonesty policy covering County monies and securities, also with CSAC EIA, with excess limits up to \$5 million per occurrence.

The activities related to such programs are accounted for in the County of San Bernardino's Risk Management Fund (an Internal Service Fund). The IBNR and IBNS liabilities included in the Risk Management Fund are based on the results of actuarial studies and include amounts for claims incurred, but not reported, and allocated loss adjustment expense. The liabilities for these claims are reported using a discounted rate of 2.75%. It is the County's practice to obtain actuarial studies on an annual basis.

The Agency also purchases general liability, automobile liability, public official's errors and omissions, employment practices liability, special property insurance coverage and cyber liability coverage. The Agency is covered up to \$5 million per occurrence for general liability, automobile liability, and public officials errors and omissions, up to \$10 million per occurrence for cyber liability, up to \$2 million per occurrence for employment practices liability (with a \$10,000 deductible), and up to \$20 million per occurrence for special property insurance coverage.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 6 – DEFINED BENEFIT PENSION PLAN

A. General Information about the Pension Plan

Plan Description

The Agency participates in the San Bernardino County Employees' Retirement Association (SBCERA) pension plan – a cost-sharing multiple employer defined benefit retirement plan (the Plan). SBCERA administers the Plan which provides benefits for two membership classifications, General and Safety, and those benefits are tiered based upon date of SBCERA membership. Safety membership is extended to those involved in active law enforcement and fire suppression. All other members are classified as General members. Generally, those who become members prior to January 1, 2013 are Tier 1 members. All other members are Tier 2. An employee who is appointed to a regular position, whose service is greater than fifty percent of the full standard of hours required are members of SBCERA, and are provided with pension benefits pursuant to Plan requirements.

The Plan operates under the provisions of the California County Employees' Retirement Law of 1937 (CERL) and the California Public Employees' Pension Reform Act of 2013 (PEPRA), and the regulations, procedures and policies adopted by SBCERA's Board of Retirement (Board). The Plan's authority to establish and amend the benefit terms are set by the CERL and PEPRA, and may be amended by the California state legislature and in some cases require approval by the County of San Bernardino Board of Supervisors and/or the SBCERA Board. SBCERA is a tax qualified plan under Section 401(a) of the Internal Revenue Code.

SBCERA is a legally separate entity from the Agency, not a component unit, and there is no financial interdependency with the County of San Bernardino. For these reasons, the Agency's financial statements exclude the SBCERA pension plan as of June 30, 2021. SBCERA publishes its own comprehensive annual financial report that includes its financial statements and required supplementary information, that can be obtained by writing SBCERA at, 348 W. Hospitality Lane, Third Floor, San Bernardino, CA 92415-0014 or visiting the website at: www.sbcera.org.

Benefits Provided

SBCERA provides retirement, disability, death and survivor benefits. The CERL and PEPRA establish benefit terms. Retirement benefits are calculated on the basis of age, average final compensation and service credit as follows:

Notes to the Basic Financial Statements
June 30, 2021

NOTE 6 – DEFINED BENEFIT PENSION PLAN (continued)

A. General Information about the Pension Plan (continued)

Benefits Provided (continued)

	General - Tier 1	General - Tier 2
Final average compensation	Highest 12 months	Highest 36 months
Normal retirement age	Age 55	Age 55
Early Retirement: Years of service required and/or age eligible for	Age 70 any years 10 years age 50 30 years any age	Age 70 any years 5 years age 52 N/A
Benefit percent per year of service for normal retirement age	2% per year of final average compensation for every year of service credit	2.5% per year of final average compensation for every year of service credit
Benefit adjustments	Reduced before age 55, increased after 55, up to age 65	Reduced before age 67
Final average compensation limitation	Internal Revenue Code section 401(a)(17)	Government Code section 7522.10

An automatic cost of living adjustment is provided to benefit recipients based on changes in the local region Consumer Price Index (CPI) up to a maximum of 2% per year. Any increase greater than 2% is banked and may be used in years where the CPI is less than 2%. There is a one-time 7% increase at retirement for members hired before August 19, 1975. The Plan also provides disability and death benefits to eligible members and their beneficiaries, respectively. For retired members, the death benefit is determined by the retirement benefit option chosen. For all other members, the beneficiary is entitled to benefits based on the number of years of service or if the death was caused by employment. General members are also eligible for survivor benefits which are payable upon a member’s death.

Contributions

Participating employers and active members are required by statute to contribute a percentage of covered salary to the Plan. This requirement is pursuant to Government Code sections 31453.5 and 31454, for participating employers and Government Code sections 31621.6, 31639.25 and 7522.30 for active members. The contribution requirements are established and may be amended by the SBCERA Board pursuant to Article 1 of the CERL, which is consistent with the Plan’s actuarial funding policy. The contribution rates are adopted yearly, based on an annual actuarial valuation, conducted by an independent actuary, that requires actuarial assumptions with regard to mortality, expected future service (including age at entry into the Plan, if applicable and tier), and compensation increases of the members and beneficiaries. The combined active member and employer contribution rates are expected to finance the costs of benefits for employees that are allocated during the year, with an additional amount to finance any unfunded accrued liability. Participating employers may pay a portion of the active members’ contributions through negotiations and bargaining agreements.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 6 – DEFINED BENEFIT PENSION PLAN (continued)

A. General Information about the Pension Plan (continued)

Contributions (continued)

Employee contribution rates for the fiscal year ended June 30, 2021 ranged between 7.26% and 15.55% for Tier 1 General members and between 7.48% and 9.11% for Tier 2 General members. The required employer contributions and the amount paid to SBCERA by the Agency for the year ended June 30, 2021 was \$1,236,533.

B. Net Pension Liability

At June 30, 2021, the Agency reported a net pension liability of \$7,379,866 for its proportionate share of SBCERA’s net pension liability. The net pension liability was measured as of June 30, 2020, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of June 30, 2020. The Agency’s reported liability at June 30, 2021, increased by \$2,339,715 from the Agency’s prior year liability of \$5,040,151 because of changes in the SBCERA net pension liability and the Agency’s proportionate share of that liability. The SBCERA’s publicly available financial report provides details on the change in the net pension liability.

The Agency’s proportion of the net pension liability at June 30, 2021 was based on the Agency’s contributions received by SBCERA during the measurement period for employer payroll paid from dates July 1, 2019 through June 30, 2020, relative to the total contributions received from all of SBCERA’s participating employers. At measurement date June 30, 2020, the Agency’s proportionate share of total employer contributions was 0.28%, which was an increase of 0.05% from its proportion measured as of measurement date June 30, 2019. A summary of principal assumptions and methods used to determine the net pension liability is as follows.

Actuarial Methods and Assumptions Used to Determine Net Pension Liability

The significant actuarial assumptions and methods used to measure the net pension liability as of June 30, 2021 are as follows:

Valuation Date (VD)	June 30, 2020
Measurement Date (MD)	June 30, 2020
Actuarial Cost Method	Entry age normal
Amortization Method	Level percent of payroll
Remaining Amortization Period	20-year closed period for each valuation
Asset Valuation Method	Market Value of Assets
Actuarial assumptions:	
Discount Rate ¹	7.25%
Inflation	2.75%
Salary Increases ²	General: 4.55% to 12.75% and Safety: 4.75% to 12.25%
Cost-of-Living-Adjustments	Contingent upon consumer price index with a 2% maximum
Administrative expenses	0.85% of payroll

¹ Includes inflation and is net of pension plan investment expense.

² Includes inflation, real “across the board” salary increases of 0.50%, plus merit and promotional increases. Amounts vary by service.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 6 – DEFINED BENEFIT PENSION PLAN (continued)

B. Net Pension Liability (continued)

Mortality rates used in the June 30, 2020 and 2019 actuarial valuations are based on the RP 2014 Healthy Annuitant Mortality Table projected generationally with the two-dimensional MP-2016 projection scale. For healthy General male members, the ages are set forward one year. No adjustment is made for healthy General female members. For all healthy and disabled Safety members, the ages are set back one year. For all general members that are disabled, the ages are set forward seven years. Beneficiaries are assumed to have the same mortality as a General member of the opposite sex who is receiving a service (non-disability) retirement.

The actuarial assumptions used to determine the Net Pension Liability as of June 30, 2020 and 2019, were based on the results of the June 30, 2020 Actuarial Experience Study, which covered the periods from July 1, 2016 through June 30, 2019. They are the same assumptions used in the June 30, 2020 and 2019 actuarial valuations. Key assumptions used in the actuarial valuations are presented on the next page.

The long-term expected rate of return on Plan investments was determined using a building block method in which expected future real rates of return (expected returns, net of inflation) are developed for each major asset class. This information is combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage, and by adding expected inflation and subtracting expected investment expenses and a risk margin. The target allocations approved by the SBCERA Board, and projected arithmetic real rates of return for each major asset class, after deducting inflation, but before deducting investment expenses, used in the derivation of the long-term expected investment rate of return assumptions, are summarized in the following table. This information will change every three years based on the triennial actuarial experience study.

Notes to the Basic Financial Statements
June 30, 2021

NOTE 6 – DEFINED BENEFIT PENSION PLAN (continued)

B. Net Pension Liability (continued)

Actuarial Methods and Assumptions Used to Determine Total Pension Liability

SBCERA'S Long-Term Expected Real Rate of Return
As of June 30, 2020 (MD)

Asset Class	Investment Classification	Target Allocation⁽¹⁾	Long-Term Expected Real Rate of Return (Arithmetic)
Large Cap U.S. Equity	Domestic Common and Preferred Stock	11.00%	5.42%
Small Cap U.S. Equity	Domestic Common and Preferred Stock	2.00%	6.21%
Developed International Equity	Foreign Common and Preferred Stock	9.00%	6.50%
Emerging Market Equity	Foreign Common and Preferred Stock	6.00%	8.80%
U.S. Core Fixed Income	U.S. Government and Municipals/ Domestic Bonds	2.00%	1.13%
High Yield/Credit Strategies	Domestic Bonds/Foreign Bonds	13.00%	3.40%
Global Core Fixed Income	Foreign Bonds	1.00%	-0.04%
Emerging Market Debt	Emerging Market Debt	8.00%	3.44%
Real Estate	Real Estate	3.00%	4.57%
International Credit	Foreign Alternatives	3.00%	6.53%
Absolute Return	Domestic Alternative/Foreign Alternatives	11.00%	5.89%
Real Assets	Domestic Alternative/Foreign Alternatives	7.00%	3.69%
Long/Short Equity	Domestic Alternative/Foreign Alternatives	5.00%	10.64%
Private Equity	Domestic Alternative/Foreign Alternatives	16.00%	10.70%
Cash & Equivalents	Short-Term Cash Investment Funds	3.00%	-0.03%
Total		<u>100.00%</u>	

(1) For actuarial purposes, target allocations only change once every three years based on the triennial actuarial experience study.

Change in Assumptions

There were no changes in assumptions.

Discount Rate

The discount rate used to measure the total pension liability was 7.25% for the measurement period June 30, 2020. The projection of cash flows used to determine the discount rates assumed that contributions from participating employers and active Plan members are made at the actuarially determined contribution rates. For this purpose, only employee and employer contributions that are intended to fund benefits of current Plan members and their beneficiaries are included. Projected employer contributions that are intended to fund the service costs of future members and their beneficiaries, as well as projected contributions from future members, are not included.

Notes to the Basic Financial Statements
June 30, 2021

NOTE 6 – DEFINED BENEFIT PENSION PLAN (continued)

B. Net Pension Liability (continued)

Based on those assumptions, the Plan's fiduciary net position was projected to be available to make all projected future benefit payments of current members. Therefore, the long-term expected rate of return on Plan investments of 7.25% was applied to all periods of projected benefit payments to determine the total pension liability as of June 30, 2020.

Sensitivity of the Agency's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following table presents the Agency's proportionate share of the net pension liability of the Plan as of the measurement date, calculated using the discount rate of 7.25%, as well as what the Agency's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.25%) or 1- percentage-point higher (8.25%) than the current rate:

	Discount Rate - 1% (6.25%)	Current Discount Rate (7.25%)	Discount Rate + 1% (8.25%)
Agency's proportionate share of the County's net pension liability	\$ 11,424,849	\$ 7,379,866	\$ 4,067,695

Pension Plan Fiduciary Net Position

Detailed information about the SBCERA's fiduciary net position is available in a separately issued SBCERA annual comprehensive financial report. That report may be obtained on the Internet at www.sbcera.org; by writing to SBCERA at 348 W. Hospitality Lane, Third Floor, San Bernardino, CA 92415; or by calling (909) 885-7980 or (877) 722-3721.

C. Proportionate Share of Net Pension Liability

The following table shows the Plans proportionate share of the net pension liability over the measurement period.

	Total Pension Liability	Plan Fiduciary Net Position	Plan Net Pension Liability
Balance at 6/30/2019 (MD)	\$ 33,675,037	\$ 28,634,886	\$ 5,040,151
Balance at 6/30/2020 (MD)	26,322,042	(18,942,176)	7,379,866
Net change	<u>\$ (7,352,995)</u>	<u>\$ (47,577,062)</u>	<u>\$ 2,339,715</u>

Consolidated Fire Agencies (CONFIRE)**Notes to the Basic Financial Statements
June 30, 2021****NOTE 6 – DEFINED BENEFIT PENSION PLAN (continued)****C. Proportionate Share of Net Pension Liability (continued)**

The Agency's net pension liability for the Plan is measured as the proportionate share of the net pension liability. The Agency's proportion of the net pension liability was based on a projection of the Agency's long-term share of contributions to the pension plan relative to the projected contributions of all participating employers, actuarially determined. The Agency's proportionate share of the net pension liability for the Plan as of June 30, 2021 was as follows:

Proportionate share at June 30, 2021 (measurement date June 30, 2020)	0.28%
Proportionate share at June 30, 2020 (measurement date June 30, 2019)	<u>0.23%</u>
Change – Increase (Decrease)	<u>0.05%</u>

Subsequent Events

There were no subsequent events that would materially affect the results presented in this disclosure.

Recognition of Gains and Losses

Under generally accepted accounting principles, gains and losses related to changes in total pension liability and fiduciary net position are recognized in pension expense systematically over time.

The first amortized amounts are recognized in pension expense for the year the gain or loss occurs. The remaining amounts are categorized as deferred outflows and deferred inflows of resources related to pensions and are to be recognized in future pension expense. The amortization period differs depending on the source of the gain or loss:

Difference between projected and actual earnings	5 year straight-line amortization
All other amounts	Straight-line amortization over the average expected remaining service lives of all members that are provided with benefits (active, inactive and retired) as of the beginning of the measurement period

The expected average remaining service lifetime (EARSL) of all employees that are provided with pensions through SBCERA is calculated by dividing the total future service years by the total number of plan participants (active, inactive, and retired) in the Plan. The EARSL for the Plan as of July 1, 2019 (the beginning of the measurement period ended June 30, 2020) is 6.04 years.

Notes to the Basic Financial Statements
June 30, 2021

NOTE 6 – DEFINED BENEFIT PENSION PLAN (continued)

D. Pension Expense and Deferred Outflows and Deferred Inflows of Resources Related to Pensions

For the year ended June 30, 2021, the Agency recognized pension expense of \$1,301,126 and reported its proportionate share of deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 90,503	\$ (70,020)
Changes in assumptions	864,515	-
Net difference between projected and actual earnings on pension plan investments	1,557,271	-
Changes in proportion and differences between employer contributions and proportionate share of contributions	1,346,701	(130,265)
Employer contributions paid by Agency subsequent to the measurement date	1,236,533	-
Total	<u>\$ 5,095,523</u>	<u>\$ (200,285)</u>

The amounts above are net of outflows and inflows recognized in the 2019-2020 measurement period expense. Deferred outflows of resources related to contributions subsequent to the measurement date of \$1,236,533 will be recognized as a reduction of the net pension liability in the upcoming fiscal year. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in future pension expense as follows:

Fiscal Year Ending June 30,	Deferred Outflows/(Inflows) of Resources
2022	\$ 848,791
2023	1,019,540
2024	873,360
2025	664,930
2026	199,351
Thereafter	52,733
Total	<u>\$ 3,658,705</u>

E. Payable to the Pension Plan

The Agency reported a payable of \$-0- for the outstanding amount of contributions to the pension plan required for the years ended June 30, 2021.

Notes to the Basic Financial Statements
June 30, 2021

NOTE 7 – LEASES

The Agency entered into a ten-year operating lease commencing on September 1, 2010 with the County of San Bernardino for a building in Rialto for \$1 per year. The lease agreement was amended beginning November 1, 2018 increasing the rent from \$1 to \$52,034 per year. The space is used to house the administrative, technology, and dispatch personnel for the Agency. The lease expense for the year ended June 30, 2021 was \$55,133. Upon expiration of the initial term of the lease, the Agency is granted two consecutive five-year lease renewal options. The option must be exercised by the Agency, giving the landlord notice before the expiration of the initial term, or any option period, of its intention to exercise the option. In May 2021, the first option was executed for lease term beginning September 1, 2020. The future minimum payments on the lease are as follows:

Fiscal Year Ending	Lease Payments
6/30/2022	\$ 57,379
6/30/2023	59,387
6/30/2024	61,465
6/30/2025	63,615
6/30/2026	10,663
Total	<u>\$ 252,508</u>

The Agency entered into a three-year operating lease commencing April 2020 with Konica Minolta Business Solutions for three copiers. The lease expense for the year ended June 30, 2021 was \$7,728. The future minimum payments on the lease are as follows:

Fiscal Year Ending	Lease Payments
6/30/2022	\$ 7,728
6/30/2023	5,796
Total	<u>\$ 13,524</u>

Notes to the Basic Financial Statements
June 30, 2021

NOTE 7 – LEASES (continued)

The Agency entered into a five-year lease agreement commencing on February 1, 2017 with ModSpace for the lease of modular office space. The lease expense for the year ended June 30, 2021 was \$5,604. The future minimum payments on the lease are as follows:

Fiscal Year Ending	Lease Payments
6/30/2022	\$ 3,269
Total	\$ 3,269

The Agency entered into five year lease agreement commencing March 1, 2019 with the County of San Bernardino for the use of a portion of the County’s existing rack space within the County-owned equipment shelter located at 1743 W. Miro Way, Rialto, to install and operate electronic server system equipment. The lease expense for the year ended June 30, 2021 was \$34,708. The future minimum payments on the lease are as follows:

Fiscal Year Ending	Lease Payments
6/30/2022	\$ 35,924
6/30/2023	37,184
6/30/2024	25,360
Total	\$ 98,468

The Agency entered into a ten-year operating lease commencing on May 1, 2019 with the County of San Bernardino for a building in Hesperia for \$6,251 per month for the first year. The monthly lease payment is subject to an increase on each anniversary of the commencement date during the initial term of 3.5% over the monthly lease payment due immediately prior to each such anniversary date. Upon expiration of the initial term of the lease, the Agency is granted two consecutive five-year lease renewal options. The option must be exercised by the Agency, giving the landlord notice at least six (6) months prior to the expiration of the initial term, or any option period, of its intention to exercise the option.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 7 – LEASES (continued)

The lease expense for the year ended June 30, 2021 was \$78,090. The future minimum payments on the lease are as follows:

Fiscal Year Ending	Lease Payments
6/30/2022	\$ 80,823
6/30/2023	83,651
6/30/2024	86,579
6/30/2025	89,610
6/30/2026	92,746
6/30/2027 - 6/30/2029	280,306
Total	<u>\$ 713,715</u>

NOTE 8 – COMPENSATED ABSENCES

The following table presents the compensated absences activity for the year ended June 30, 2021:

Balance June 30, 2020	Additions	Deletions	Balance June 30, 2021
\$ 474,465	\$ 597,265	\$ (525,452)	\$ 546,278

Vacation and sick leave benefits will be recorded as expenditures in the General Fund when the related expenditure is incurred.

NOTE 9 – COVID-19 CONSIDERATIONS

On March 11, 2020, the World Health Organization declared the novel strain of coronavirus (COVID-19) a global pandemic and recommended containment and mitigation measures worldwide. The COVID-19 outbreak in the United States has caused business disruption through mandated and voluntary closings of businesses and shelter in place orders for all but those deemed essential services. While the business disruption is currently expected to be temporary, there is considerable uncertainty around the duration of the closings and shelter in place orders. As a result, the outbreak has caused uncertainty in the financial markets. Although the Agency's services are considered essential and its major revenue sources are not directly impacted by these events, it is uncertain whether this matter will negatively impact the Agency. Therefore, the ultimate financial impact and duration cannot be estimated at this time, and no adjustments have been made to these financial statements as a result of this uncertainty.

**Notes to the Basic Financial Statements
June 30, 2021**

NOTE 9 – COVID-19 CONSIDERATIONS (continued)

Due to the pandemic, the Agency was able to request funds through the CARES Act to reimburse projects that came about due to COVID-19 or where implementations were moved forward to an earlier date. For instance, the Agency has opened a second communication center earlier than expected to provide staff enough space to social distance. The new location is located in the High Desert Government Center (HDGC). The additional funding allowed the Department to purchase additional workstations, radios, and alerting and call taking equipment. Another project is the Computer Aided Dispatch (CAD) or “CAD to CAD” project. A regional CAD to CAD solution connect multiple disparate proprietary CAD systems through a hosted interface enabling emergency communications centers to improve interoperability, situational awareness, resource sharing and coordination and system resiliency. These systems will improve response readiness and operational efficiency when resources are needed most. The final project that was onset due to the pandemic is the Emergency Communications Nurse System or ECNS. This interface is required to integrate the Low Code software into the Agency’s existing Central Square CAD system. This software is integral to expeditious implementation of the ECNS in response to and in preparation for the COVID-19 pandemic.

Other precautions that the Agency has put in place to slow down the spread of COVID-19 are:

- Biweekly sanitizing spray by Enviro-Masters.
- Daily temperature check stations.
- Encourage wearing masks, washing of hands, and social distancing.
- The department has provided laptops and hot spots to encourage staff to work remotely.
- The department has reached out to agencies to encourage the use of electronic fund transfers (EFT) when making payments.
- The department is also trying to establish a desktop deposit procedure to avoid physically going to the bank when making deposits.

NOTE 10 – SUBSEQUENT EVENT: GASB STATEMENT NO. 87 IMPLEMENTATION

In June 2017, GASB issued Statement No. 87, Leases. This Statement increases the usefulness of governments' financial statements by requiring recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this Statement, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about governments' leasing activities. The implementation of this statement will impact the financial statements of the governmental activities of the Agency as of and of the year ended June 30, 2022, significantly.

REQUIRED SUPPLEMENTARY INFORMATION

**Schedule of Revenues, Expenditures and Changes
in Fund Balance – Budget and Actual
For the Year Ended June 30, 2021**

	Original Budget	Final Budget	Actual	Variance with Final Budget
REVENUES				
Contributions from agencies	\$ 11,795,234	\$ 11,795,234	\$ 11,833,819	\$ 38,585
Investment income	-	-	(31,818)	(31,818)
Intergovernmental - federal and state	899,736	445,576	793,894	348,318
Total revenues	<u>12,694,970</u>	<u>12,240,810</u>	<u>12,595,895</u>	<u>355,085</u>
EXPENDITURES				
Salaries and benefits	8,077,190	8,077,190	7,150,361	926,829
Services and supplies	4,711,044	4,711,044	3,678,650	1,032,394
Capital outlay	589,000	589,000	1,408,583	(819,583)
Total expenditures	<u>13,377,234</u>	<u>13,377,234</u>	<u>12,237,594</u>	<u>1,139,640</u>
Net change in fund balance	(682,264)	(1,136,424)	358,301	1,494,725
FUND BALANCE, BEGINNING OF YEAR	<u>11,418,355</u>	<u>11,418,355</u>	<u>11,418,355</u>	<u>-</u>
FUND BALANCE, END OF YEAR	<u><u>\$ 10,736,091</u></u>	<u><u>\$ 10,281,931</u></u>	<u><u>\$ 11,776,656</u></u>	<u><u>\$ 1,494,725</u></u>

See accompanying note to required supplementary information.

**Schedule of Proportionate Share of the Net Pension Liability as of the Measurement Date
Last 10 Fiscal Years***

Measurement Date	Agency's proportion of the net pension liability	Agency's proportionate share of the net pension liability	Covered payroll ^{(1) (2)}	Agency's proportionate share of the net pension liability as a percentage of its covered payroll	Plan fiduciary net position as a percentage of the total pension liability
6/30/2014	0.23%	\$ 3,308,618	\$ 3,100,081	106.73%	82.47%
6/30/2015	0.21%	3,488,800	3,042,104	114.68%	80.98%
6/30/2016	0.22%	4,591,583	3,105,759	147.84%	76.86%
6/30/2017	0.22%	4,752,847	3,201,531	148.46%	77.90%
6/30/2018	0.23%	4,754,567	3,605,489	131.87%	79.89%
6/30/2019	0.23%	5,040,151	3,586,448	140.53%	79.61%
6/30/2020	0.22%	7,379,866	3,610,773	204.38%	71.96%

Notes to Schedule:

In 2021, the actuarial assumptions used in the June 30, 2020 valuation were based on the results of the actuarial experience study for the period from July 1, 2016 through June 30, 2019. Amounts reported in 2021 primarily reflect a decrease of 0.25% inflation rate, an increase of 0.15% payroll for administrative expenses, and adjustments of projected salary increases and mortality rates to more closely reflect actual experience. Mortality rates were based on the Pub-2010 Amount-Weighted Above-Median Mortality Table projected generationally with the two-dimensional MP-2019 projection scale.

In 2019 and 2020, there were no changes of assumptions. In 2018, the actuarial assumptions used in the June 30, 2017 valuation were based on the results of an actuarial experience study for the three year period of July 1, 2013 through June 30, 2016. Amounts reported in 2018 primarily reflect a decrease of 0.25% for both the investment rate of return and inflation rate, an increase of 0.1% of payroll for administrative expenses, and adjustments of projected salary increases and mortality rates to more reflect actual experience. Mortality rates used in the June 30, 2017 actuarial valuation were based on the Headcount-Weighted RP 2014 Healthy Annuitant Mortality Table rather than on the RP-2000 Combined Healthy Mortality Table, which was used to determine amounts reported prior to 2018.

* Historical information is required only for measurement dates for which GASB 68 is applicable. Future years' information will be displayed up to 10 years as information becomes available. Fiscal Year 2015 was the first year of implementation.

⁽¹⁾ This covered payroll total is the actual amount based on the queries generated from the EMACS and may not match to the covered payroll total projected by Segal Consulting on the GASB 68 Report.

⁽²⁾ Covered payroll for the measurement period.

**Schedule of Plan Contributions
Last 10 Fiscal Years***

Fiscal Year	Contractually required contribution	Contributions in relation to the contractually required contribution	Contribution deficiency (excess)	Covered payroll ⁽¹⁾	Contributions as a percentage of covered payroll
6/30/2015	\$ 596,791	\$ (817,404)	\$ (220,613)	\$ 3,042,104	26.87%
6/30/2016	621,004	(925,430)	(304,426)	3,105,759	29.80%
6/30/2017	705,250	(967,377)	(262,127)	3,201,531	30.22%
6/30/2018	787,889	(1,083,969)	(296,080)	3,605,489	30.06%
6/30/2019	906,488	(1,209,589)	(303,101)	3,586,448	33.73%
6/30/2020	874,979	(1,165,493)	(290,514)	3,610,773	32.28%
6/30/2021	944,183	(1,236,533)	(292,350)	3,804,094	32.51%

*Historical information is required only for measurement dates for which GASB 68 is applicable. Future years' information will be displayed up to 10 years as information becomes available. Fiscal Year 2015 was the first year of implementation.

⁽¹⁾ This covered payroll total is the actual amount based on the queries generated from the EMACS and may not match to the covered payroll total projected by Segal Consulting on the GASB 68 Report.

**Note to Required Supplementary Information
June 30, 2021**

BUDGET AND BUDGETARY ACCOUNTING

Consolidated Fire Agencies (Agency) prepares and legally adopts a final budget on or before June 30 of each fiscal year. The Agency's operation, commencing July 1, is governed by the proposed budget, which is adopted by the Agency's Board of Directors before June of the prior year. The legal level of budgetary control is at the fund level.

After the budget is approved, the appropriations can be added to, subtracted from, or changed only by resolution. All such changes must be within the revenues and reserves estimated as available in the final budget or within revised revenue estimates as approved by the Agency.

An operating budget is adopted each fiscal year on the modified accrual basis. Additionally, encumbrance accounting is utilized to assure effective budgetary control.

OTHER REPORTS



735 E. Carnegie Dr. Suite 100
San Bernardino, CA 92408
909 889 0871 T
909 889 5361 F
ramscca.net

REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

PARTNERS

Brenda L. Odle, CPA, MST
Terry P. Shea, CPA
Scott W. Manno, CPA, CGMA
Leena Shanbhag, CPA, MST, CGMA
Bradferd A. Welebir, CPA, MBA, CGMA
Jenny W. Liu, CPA, MST

Independent Auditor's Report

Board of Directors
Consolidated Fire Agencies (CONFIRE)
Rialto, California

MANAGERS / STAFF

Charles De Simoni, CPA
Gardenya Duran, CPA, CGMA
Brianna Schultz, CPA
Seong-Hyea Lee, CPA, MBA
Evelyn Morentin-Barcena, CPA
Veronica Hernandez, CPA
Laura Arvizu, CPA
Xinlu Zoe Zhang, CPA, MSA
John Maldonado, CPA, MSA
Thao Le, CPA, MBA
Julia Rodriguez Fuentes, CPA, MSA

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and the General Fund of Consolidated Fire Agencies (the Agency), as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the Agency's basic financial statements, and have issued our report thereon dated November 18, 2021.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Agency's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control. Accordingly, we do not express an opinion on the effectiveness of the Agency's internal control.

A *deficiency* in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

MEMBERS

American Institute of
Certified Public Accountants

*PCPS The AICPA Alliance
for CPA Firms*

*Governmental Audit
Quality Center*

*Employee Benefit Plan
Audit Quality Center*

California Society of
Certified Public Accountants



Proud Member of
AlliottGlobalAlliance™

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Agency's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Rogers, Anderson, Malody & Scott, LLP.

San Bernardino, California
November 18, 2021

Consolidated Fire Agencies

Audit Presentation
For the year ended June 30, 2021

November 29, 2021

Brianna Schultz, CPA
Engagement Manager



ROGERS, ANDERSON, MALODY & SCOTT, LLP
CERTIFIED PUBLIC ACCOUNTANTS, SINCE 1975

Auditor's Responsibilities

- Obtain reasonable assurance that the financial statements are free of material misstatement
- Examine, on a test basis, evidence supporting amounts and disclosures
- Assess accounting principles used, estimates made, and evaluate the overall financial statement presentation
- Review the District's internal control policies and procedures
- Express an opinion on the District's financial statements

Agency's Responsibilities

- Present the District's financial position and results of its operations fairly and in conformity with generally accepted accounting principles
- Adopt sound accounting policies
- Provide reasonable accounting estimates
- Establish and maintain internal controls
- Prevent and detect fraud

Audit Opinion

- Financial statements are fairly presented in all material respects
- Significant accounting policies have been consistently applied
- Estimates are reasonable
- Disclosures are properly reflected in the financial statements

Other Key Points

- No disagreements with management
- No material errors or irregularities discovered
- No significant accounting issues discovered


CONFIRE

STAFF REPORT

DATE: 11/24/2021

FROM: Art Andres, Director

TO: CONFIRE Administrative Committee

SUBJECT: STAFFING REPORT

RECOMMENDATION

Authorize a side letter agreement with Communications Workers of America for the Emergency Services Unit MOU regarding Equity Costing.

BACKGROUND

CONFIRE hired Mission Critical Partners to conduct a comprehensive analyze of the staffing needs for the Emergency Communications Center. The Administrative Committee adopted the study during the November 2020 meeting and CONFIRE staff has used the information to guide staffing decisions. There were 35 distinct recommendations broken in to 8 separate categories. To date we have implemented or accomplished 23 of the 35 recommendations. Several highlights include: Automatic Voice Dispatch, Quick Launch, Auto Dispatch of high acuity calls along with implementation of the Emergency Communication Nurse System.

Staffing remains CONFIRE's number one priority and operational concern. Authorized staffing includes 38 radio dispatchers and 6 call takers. In the period since adopting the staffing study, we have hired 13 and promoted 4 dispatchers to supervisor. Unfortunately, 6 did not complete training and we experienced the departure of an additional 6 personnel including a supervisor and assistant communications manager. We are currently 20% below authorized staffing. Overtime combine with the quantity of force overtime remain at unacceptable levels, above industry standards of 4%:

2018 = 6.1%
 2019 = 11.5%
 2020 = 7.9%

Recruitment and retention historically are a challenge in the telecommunications profession. The staffing report is a useful guide, but we have been unable to obtain the desired outcome of

full staffing. Several factors limited our ability to attain our strategic management goal of full staffing by the end of calendar year 2021. Contract negotiations have been affected by multiple issues. The current Emergency Services Unit Memorandum of Understanding represented by Communications Workers of America was approved June of 2017 and expired June of 2020. Delays have become a hinderance for increasing compensation for current as well as future employees. Recruiting new quality employees will require appropriate compensation in alignment with other telecommunications professionals in the region. Several additional strategies are being used separate from the staffing report recommendations. We have begun to utilize the San Bernardino County Work Force Development Board and Economic Development Agency to create pathways. In addition, we have been meeting with Victor Valley College to develop curriculum for public safety personnel to create a talent pool of telecommunications staff for both police and fire dispatch centers in the region.

The Board of Directors authorized CONFIRE to dual fill positions in December 2020. We currently have an open recruitment and are waiting for a certified list to schedule interviews. We anticipate increasing the number of academies and remain focused on the vertical alignment to better utilize our resources. Current authorized call takers will increase from 6 to 12 to cover all shifts in both dispatch centers. The time required to train a call taker is typically 3 months vs 10 months for a dispatcher. Historically a fully trained call taker requires less time to become a competent dispatcher so increasing the number of call takers will allow us to promote internally and streamline the training process along with increasing the retention of successful trainees.

CONFIRE is an ever-changing organization, adapting to the innovations of next generation technology. We strive to increase customer and staff engagement while leveraging those assets to exceed industry standards and member expectations. Achieving full staffing remains a challenge but we remain focused on reaching this goal as soon as possible using every available resource.

FINANCIAL IMPACT

Approval of equity cost increase will provide an approximate 10% increase for all unit classifications covered in the Emergency Services Unit MOU effective January 15, 2021. The net result would be an approximately \$174,000 increase in personnel costs for the remainder of fiscal year 2021/22. Due to the cost savings resulting for current vacancies, no net increase will be required in fund 2008 for the current fiscal year.

Anticipating full staffing is achieved would result in a total cost over base of \$409,274 for fiscal 2022/23.



CONFIRE Emergency Communications Center Staffing Analysis

Final - Draft Report

PREPARED FOR
CONFIRE JOINT POWERS AUTHORITY, CALIFORNIA
NOVEMBER 2020

Table of Contents

Executive Summary	iii
1 Introduction	8
2 Methodology	9
3 Background	10
4 Industry Standards/Best Practices and State Statutes/Rules	12
5 Current State - Findings	12
5.1 Organizational Structure	13
5.2 Operational Configuration	15
5.3 CAL OES Fire Operational Area Coordination	16
5.4 Shift Configuration	17
5.5 Retention	19
5.6 Technology	19
5.7 Training and Quality Assurance	20
5.8 Current State - Key Observations	21
6 Analysis and Recommendations	22
6.1 Organizational Structure	22
6.2 Operational Configuration	23
6.3 CAL OES Fire Operational Area Coordination	25
7 Staffing	26
7.1 Introduction	26
7.2 Telephony Call Volume	27
7.3 Call answering performance and compliance	29
7.4 Coverage-based Staffing	30
7.5 CONFIRE Current State Staffing Requirements	32
8 PSAP/ECC Future State – Trends and Growth	36
9 CONFIRE - Future State	38
9.1 Critical Success Factors	38
9.2 Innovation and Pilots	40
9.3 Operational re-configuration	45
9.4 Staffing and Operational Configurations	Error! Bookmark not defined.
10 Recommendations	51
11 Conclusion	55
Appendix A – Industry Standards/Best Practices and State Statutes/Rules	56

Appendix B – Staffing Methodology 60

Executive Summary

Mission Critical Partners is pleased to have partnered with CONFIRE to analyze the staffing needs of the CONFIRE Emergency Communications Center (ECC). This report provides insight into possibilities of restructuring operational configurations and its relation to staffing requirements. CONFIRE has split operations into two physical locations, while adding new programs and services, and enhanced technology.

Recent developments that prompted this staffing study include:

- The CONFIRE ECC has an authorized staff strength of 46 ECC staff (6 call-takers, 40 dispatchers). There are seven vacancies, which accounts for 15% of the current ECC workforce allocation. Eight authorized supervisory staff, including four newly created positions, which at the time of this report, remain unfilled. A total of 11 positions are unfilled. Unfilled dispatcher vacancies are filled with existing staff who are forced to work overtime.
- CONFIRE has operationalized a second ECC in Hesperia, known as Desert ECC. This effort was due to organic growth, which out-paced the space afforded in the legacy facility in the Rialto (Valley ECC). The lack of space facilitated this split, which was dramatically compounded with the spontaneous need to expand and comply with COVID-19 pandemic safety measures. It is anticipated that this facility will continue to operate full-time indefinitely.
- CONFIRE has incorporated a (sworn) Command and Control position into its operations. Initial design has a BDC Chief Officer assigned to the Desert ECC on a 40-hour per week and on-call basis. This position's role and responsibility is to monitor and oversee the movement of BDC resources. The new position is being monitored and evaluated by the CONFIRE Operations Chiefs, to determine pitfalls and benefits before expanding its scope.

With above dynamics in mind, the premise of this report is simple. The authorized staffing numbers and measure how performance is delivered as calculated against industry call answering standards. The report details three sections:

- Current State – provides a baseline of data and a snapshot of today's current environment
- Analysis – provides findings and recommendations using staffing calculations and the operational configuration, and their alignment with the mission, standards compliance, and organizational culture.
- Future State – provides options and recommendations for the (new or) future CONFIRE ECC operational configuration and staffing requirements

CONFIRE is not unlike the majority of 911 centers across the country, as workload and growth out paces the established facility space, technology capacity and infrastructure that supports its operations. These factors, coupled with the State of California commencing its migration to next generation of 911 (NG-911)

services throughout the State, necessitates agencies like CONFIRE to make plans to prepare for and adapt to the changing nature of the emergency communications universe.

Staffing ECC's or PSAPs has been and continues to be a serious challenge industry wide. To that end, MCP addressed not just the numbers, but also the organizational structure and operational configuration of the ECC. This assessment includes observations and suggestions regarding radio configuration, staff retention, training and quality assurance and technology uses.

While MCP was narrowly focused on staffing, our broad observation of the operation finds that CONFIRE is well managed, well equipped and well situated for further progress and success and has the operational mindset to adapt to new ways of doing business.

Current State

Without the benefit of analysis, MCP found several current state practices to note and has made correlating recommendations as summarized below. Not listed in these findings are the following areas, which MCP has identified as sound and best practices in place:

- **Organizational Structure:** CONFIRE employs a solid organizational structure with each needed ECC operational component well represented.
- **ECC Technology:** CONFIRE is forward-thinking with the tools that allows maximum efficiency and proficiency for ECC staff.
- **Performance:** CONFIRE's recognition as achieving and maintaining international recognition as an Accredited Center of Excellence (ACE) is an exceptional accomplishment that few in the industry can attain. While call answering and call processing timeframes continue to be areas of needed improvement, the performance impediments may be more a result of staffing needs than executing duties and expectations.

A combination of staffing, operational and technology enhancements are in the summary of findings and recommendations. The full list of recommendations is in Section 10.

Current State Findings and Recommendations Summary

Current State Findings and Recommendations		
Item	Findings	Recommendation(s)
Staffing climate	The CONFIRE ECC has experienced an approximate 15-30% staffing deficit over the past four years.	Strive to achieve and maintain full staffing levels.
	Existing ECC staff must work overtime to meet (minimum) staffing requirements. Much of this is forced overtime.	It is estimated to take a minimum of two years to achieve full staffing strength; prepare ECC for an aggressive effort of

		training new staff after conducting back-to-back academies and on-the-job training.
	To maintain operational capacity CONFIRE backfills scheduled vacancies with existing staff working voluntary or forced overtime. CONFIRE employs a small contingency of extra-help staff for straight time shift coverage.	Over-hire to create a pool to backfill vacancies and minimize forced OT as attrition occurs Expand the extra-help bench to fill shift vacancies with straight time and schedule hours as part of the base schedule rather than ad-hoc sign-ups.
Organizational Structure	The Training and QA division has one full-time assistant manager and two part-time staff. There are not enough people in this unit to support the demand to aggressively recruit, select, hire, on-board and train new staff.	Entry-level training will consume this division over the next two years; the hiring process and the entry-level training efforts need to be fully supported and funded during this aggressive staffing effort.
	Academic and on-the-job training has and will continue to be in high demand	Prepare staff to adjust to the interim - organizational paradigm in new hire and training cycles. This is a critical success factor that impacts all staff. Consider a significant increase in the training stipend provided to communications training officers (CTO) during the 18-24-month period to incentivize staff engagement.
	Training instructor support is needed.	For the critical 18-24-month period, necessary temporary assignments from existing ECC staff will be needed for new hire training. If the option of hiring personnel from outside who are familiar with CONFIRE ECC's operation, this should be exercised.
Operational Configuration	CONFIRE ECC operates in a hybrid configuration (vertical and horizontal), where both call-takers and radio dispatchers answer incoming phone calls. CONFIRE ECC allocates shifts specifically for call-takers; when the call-	Integrate the vertical operational configuration and phase-in over time in order to achieve clear lines of duty and expectation. Retain personnel who are proficient at call-taking who may not be proficient at the

	takers are not on duty, radio dispatchers handle incoming calls.	essential job functions of a radio dispatcher. Schedule part-time staff to fill peak hour vacant shifts
	After-hours notifications, other dispatch functions and miscellaneous duties may be inconsistent with the ECC's mission.	Assess after-hours notifications and dispatch functions to gauge whether the notifications are part of a working call or are separate and inconsistent with CONFIRE call flow. Evaluate if non-compensated work should be part of the ECC's mission.
Shift Configuration	CONFIRE ECC operates on 12-hour shifts.	Consider flexible scheduling (hours of the day and length of shift) particularly when shortages continued to be experienced, to retain staff.

Summary of Staffing Analysis

After an examination of the CONFIRE current state, MCP was provided with data that drove staffing calculations and further study of the overall operation. To achieve optimal performance, it is projected that 25-30 additional positions at CONFIRE ECC would be necessary. However, there are areas to adjust operations that will afford efficiencies without increasing staff. It is important that the projected numbers are kept in perspective in that they are results of calculations that indicate best call taking performance without expending overtime dollars. This measurement, along with real and estimated population growth, technology changes and operational shifts, create the opportunity to re-engineer the ECC current state practice.

Future State

While the current state recommendations provide known and significant change to CONFIRE ECC, the future state focuses on exploring various operational reconfigurations that refine workload distribution and allow the organization to adopt a model that provides consistency and equity in executing ECC workload. Two models are identified and address operations during peak and non-peak load hours:

- Model A – Division of Labor and Tasks
- Model B – North / South Operations Command

These models are examined in Section 9, along with critical success factors that should be paired with implementation objectives.

The models mentioned above re-engineer the approach and business plan for the CONFIRE ECC. These plans will require wholesale changes in not only what will be done and how, but also a plan addressing the dependencies needed to be successful. The goal of these models is to coordinate the workload so that each of the centers remain clear on the mission and objectives of CONFIRE and perform seamlessly as a cohesive regional operation.

As the future operation is being designed, MCP offers the following suggestions to enhance the vision being planned for:

- Review and decide on what critical success factors (See Section 9.1) pertain to the future ECC.
- Engage employees in the future staffing models options and selection, so that they are included in decisions that will impact them.
- Streamline ECC operations by determining the feasibility of technology enhancements such as ASAP-to-PSAP and situational awareness software.

From a strategic standpoint and in support of the CONFIRE Vision, Mission and Core Values, the roadmap of the ECC's journey for the next several years can be summarized as

An ever-changing organization, adapting to the innovations of next generation technology, increasing customer and staff engagement and satisfaction and leveraging those assets to exceed industry standards and member expectations.

Finally, there is a need for key policy and strategic commitments that are recommended that create the best path for the CONFIRE ECC:

- Alignment of operational objectives to performance expectations
- Adjust operational configuration as recommended to achieve the above
- Achieve recommendations over time

The CONFIRE ECC is well situated to accept the challenges of the journey and become a flagship emergency communications center in the State and Nation.

1 Introduction

The CONFIRE ECC is transforming legacy operations by expanding to two physical locations and enhancing operational performance including groundbreaking patient care to 911 callers. Recent developments that prompted this staffing study include:

The CONFIRE ECC has a total authorized strength of 54 full-time personnel—40 radio dispatchers, six call-takers, and eight shift supervisors. There are a total of 11 vacancies, seven of which are Calltaker/Dispatch staff. The cycle of hiring, training and the turnover of new employee has reached critical levels, as well as accepting that tenured staff will leave the organization towards retirement or other life choices.

While determining the numbers of optimal staffing levels is the focus of the report, the analysis identifies areas of efficiency and effectiveness in CONFIRE's ability to deliver quality service consistent with its mission and vision:

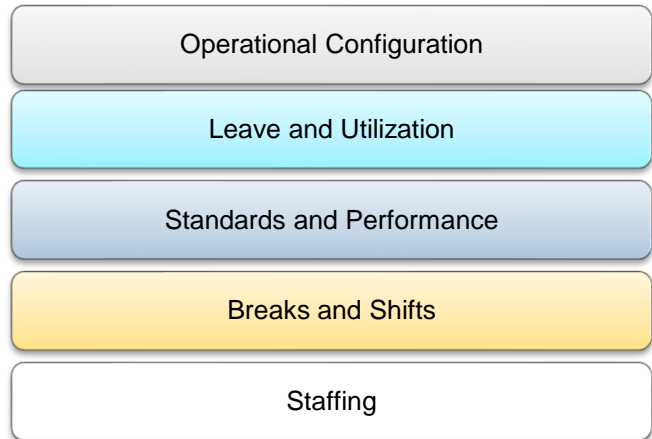
Our Mission: CONFIRE provides regional Fire, Rescue and EMS communications, resource coordination and technology services to enable allied agencies to meet the safety and welfare needs of all those they serve.

Our Vision: To be recognized as an exceptional Regional Emergency Communications and Information Services provider for public and private Fire, Rescue and Emergency Medical Service agencies.

2 Methodology

Over the course of several months, MCP collected data, thoughts, and ideas on ECC operations, the division of labor, work schedules and personnel practices. The CONFIRE ECC Director and designees have been the points of contact for this project. Their assistance was instrumental in gathering comprehensive call, incident, and personnel data; their efforts are appreciated.

During this analysis, MCP focused on five factors, shown to the right, with special attention towards determining opportunities for baseline staffing in the two-site ECC model. These factors are used in MCP's proprietary *Model for Advancing Public SafetySM* (MAPSSM) tool, the outcome of which is a visualization of strengths and risks within the ever-expanding public safety communications ecosystem. Each MAPS is unique to a respective agency and, specifically for CONFIRE ECC, specific to staffing components.



The MAPS tool provides stakeholders with a graphic depicting strengths and risks within a specific area of the ever-expanding public safety communications ecosystem. A sample diagram is shown below.

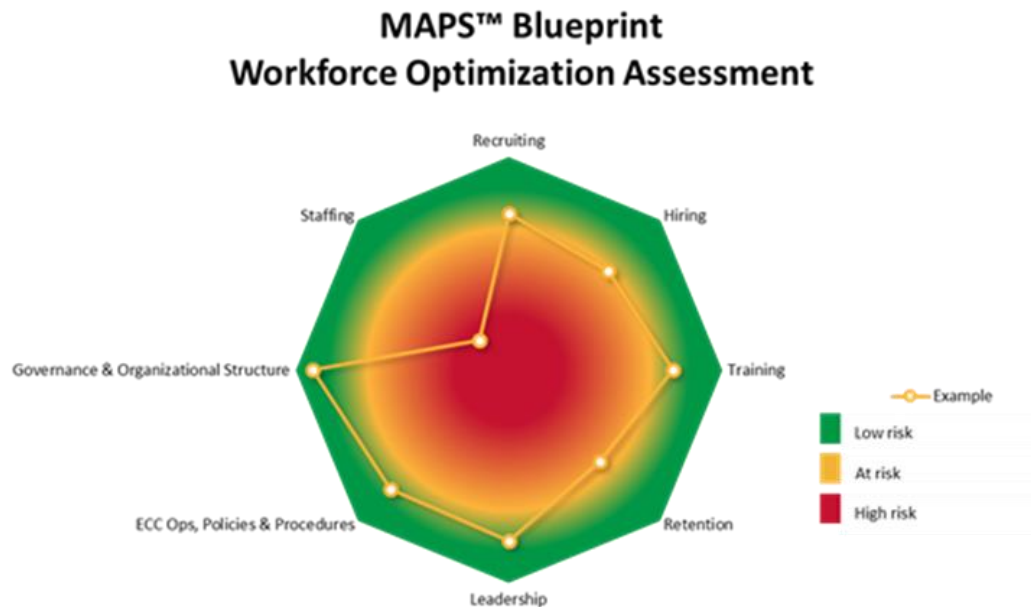


Figure 1: MAPS Sample Diagram

This visual representation should enable CONFIRE to easily discern its relation to the assessment factors. MCP’s analysis using the MAPS tool demonstrates that staffing and retention are key factors that place CONFIRE at risk for achieving its stated vision and goals. Staffing in particular is in the ‘high-risk’ category of this assessment.

3 Background

CONFIRE is a Joint Powers Authority (JPA) in San Bernardino County, California. San Bernardino County, the nation’s largest county, encompasses more than 20,056 square miles and is home to over 2.15 million residents. The CONFIRE JPA was specifically established to provide public safety communications, dispatch, computer information systems support, and geographic information systems (GIS) to member and contract agencies.

Member Agencies	Contract Agencies
Colton Fire Department Loma Linda Fire Department Rancho Cucamonga Fire District Redlands Fire Department Rialto Fire Department San Bernardino County Fire District Apple Valley Fire Protection District Chino Valley Fire District	Big Bear Fire Department Running Springs Fire District Montclair Fire Department San Manuel Fire Department Victorville Fire Department Baker Ambulance

Of the four fire ECCs in the county, CONFIRE serves the largest population. In total, CONFIRE member agencies operate 100+ fire stations, serving approximately 80% of the residents and businesses within San Bernardino County.

CONFIRE ECC is a secondary PSAP, defined by the Federal Communications Commission (FCC) as “a PSAP to which 9-1-1 calls are transferred from a primary PSAP.”¹ CONFIRE ECC also answers ten-digit emergency and non-emergency administrative lines. CONFIRE works closely with the San Bernardino County Sheriff’s Department Communications Division in maintaining the equipment and technology associated with the call-taking process.

Primary services provided by the ECC include the allocation of resources for fire, EMS² and rescue equipment and emergency medical call-taking, known as emergency medical dispatch (EMD). CONFIRE ECC serves as an Operational Area coordination and dispatch point under the authority of the regional

¹ “911 Master PSAP Registry,” Federal Communications Commission, April 3, 2020. <https://www.fcc.gov/general/9-1-1-master-psap-registry>

² Emergency medical services

coordinator and the California State Office of Emergency Services (CAL-OES); these duties include dispatching and tracking local and state front-line and overhead resources to events in California and to states that have requested mutual aid.

Most notably, CONFIRE ECC is recognized as an Accredited Center of Excellence (ACE) for EMD by the International Academies of Emergency Dispatch (IAED). This achievement is a result of labor-intensive work in quality assurance (QA) practices. While the QA process is time-consuming, the outcome of providing staff with feedback, both subjective and objective, is a critical component of 911 operations. First accredited on September 13, 2012, CONFIRE completed a rigorous 20-point approval process and, once achieved, maintains regular QA assessments to continue superior, up to date first-level patient care, and efficient resource utilization. CONFIRE re-accredited in 2015 and 2018 and is congratulated for this continued achievement.

CONFIRE ECC operates from two locations. The Valley (Rialto) ECC occupies a leased building on a shared site with the County's Sheriff, Emergency Operations Center and, Information Services Department. The Valley ECC is equipped with 12 telephony workstations, nine of which have radio operations. All are configured with the same features and functions for continuity. The operations area is approximately 2500 square feet, with one private office.

Figure 2: CONFIRE Valley ECC



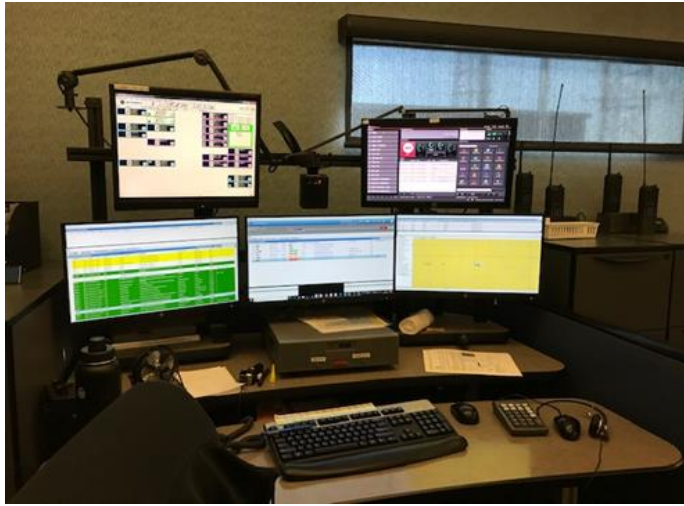


Figure 3: CONFIRE ECC Console Arrangement

The Desert (Hesperia) ECC occupies leased space in the High Desert Government Center. The CONFIRE operation shares space with the County Sheriff's Desert Communications office. The dispatch floor has 13 radio workstations with six of those capable of answering 9-1-1 calls. Additionally, there are several cubicles and two private offices available for use by CONFIRE staff.

4 Industry Standards/Best Practices and State Statutes/Rules

Throughout the country, ECCs adopt and use industry standards and best practices to assure the effectiveness of the center and that the best possible service is provided to citizens and first responders. Measurable standards create an objective view of 911 operations and provide for consistent interactions with the public and first responders. Measurable standards also create an objective measure of PSAP operations and the effectiveness and efficiency of the technologies and systems in use that assist in data driven decision-making.

Appendix A provides information on industry organizations that set standards applicable to an ECC. Adoption of, and adherence to, recognized standards provides ECC managers with the ability to assess their organization's service delivery.

5 Current State - Findings

The following data serves to level-set the information MCP gathered and provides the platform for analysis and recommendation in the succeeding sections.

5.1 Organizational Structure

As previously noted, the CONFIRE ECC has an authorized strength of 54 full-time personnel—40 radio dispatchers, six call-takers, and eight shift supervisors. ECC administrative staff include the director, communications center manager, two assistant communications center managers, and administrative support staff. CONFIRE also manages an Information Services Division comprised of 11 full-time and 2 part-time staff.

There are two telecommunicator classifications. The call-taker position is dedicated to answering incoming calls and applying medical protocols, then forwarding the incident to the dispatch queue. This classification has no radio dispatch responsibilities. Radio dispatchers perform both call-taking and dispatching functions. Both classifications are represented by the Communication Workers of America (CWA) collective bargaining unit.

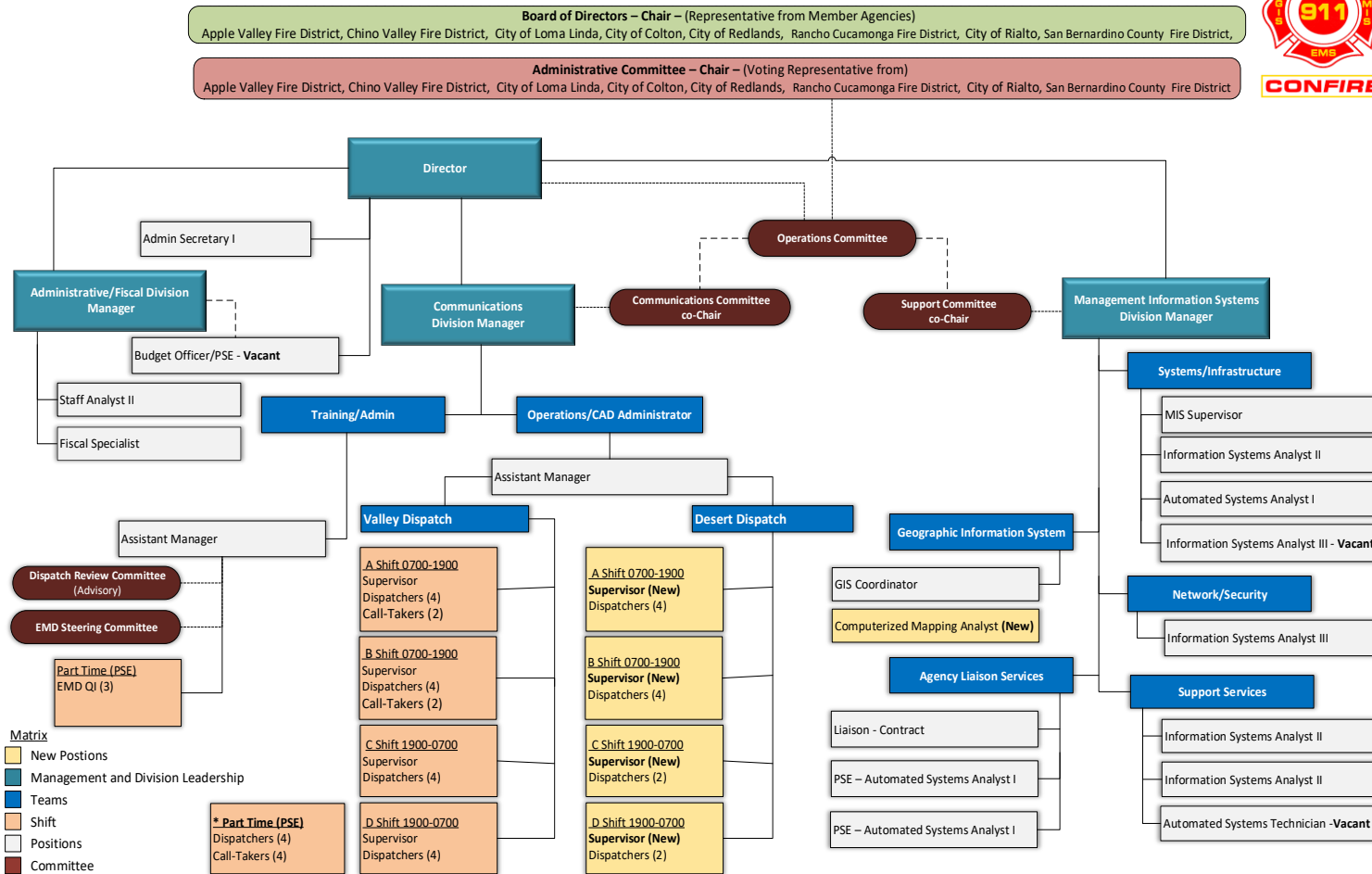
Shift supervisors can perform both call-taking and dispatching duties, but this is not routine, which allows them to supervise people and operations.

The CONFIRE organizational structure is shown on the following page.

The probationary period for an entry level dispatcher trainee classification is 1,040 service hours (six months). The probationary period for an entry level call-taker trainee classification is 2,080 service hours (one year) as is the dispatcher position. Supervisory personnel have a probationary period of 1,600 hours.

- The remainder of this page is intentionally left blank -

Figure 4: CONFIRE Organizational Structure



5.2 Operational Configuration

A PSAP's operational configuration is generally 'who is doing what in the dispatch center. Growth of modern PSAP's has facilitated the definition of how best to function, when more than one workstation (that answers phones and the radio) are staffed. These definitions are vertical or horizontal.

In horizontal operations, a telecommunicator performs call handling and dispatches responders. This configuration is typical in small to medium sized PSAPs.

Figure 5 – SAMPLE Horizontal PSAP Configuration



In a vertical configuration, call handling and dispatch are two distinct functions performed by different persons. This is most common in large, busy ECCs, where the number of field units is only manageable if there are no other primary duties distracting from radio traffic and status management.

Figure 6 – SAMPLE Vertical PSAP Configuration



The CONFIRE ECC configuration is combination of the two. When call-takers are on-duty, they exclusively answer incoming calls. When a call-taker is not on-duty, or incoming calls outnumber the call-takers' capacity to answer them, radio dispatchers answer phones while managing field resources and their status.

CONFIRE ECC separates radio functions into different assignments:

- The primary radio dispatcher (PRD) – validates response configuration, initiates the dispatch process and broadcasts calls and related radio traffic on the radio. The ECC is currently piloting the use of Automated Voice Dispatch announcements which pre-empts the broadcast dispatch announcement.
- Command channel dispatchers – allocates additional resource and monitors activity, tracks unit status, communicates with field units and supports incident commanders.

The CONFIRE operational configuration is shown below.



Figure 7: Current CONFIRE operational configuration

Shift supervisors are not included in the operational configuration. Their primary function is supervising staff and monitoring all operations from a console on the ECC floor.

5.3 CAL OES Fire Operational Area Coordination

The CONFIRE ECC has the role of area coordination for the CAL-OES Fire Branch, which is part of the California State Fire Mutual Aid Plan, which manages resources by breaking the state into manageable regions. San Bernardino County is Region VI, which is further broken down into north and south operations due to its size. Each fire operational area is responsible for reporting the status of area apparatus daily to the operations chief, who acts as the liaison between their area and the regional coordinator. The communications unit's responsibility, in this case CONFIRE, is to track the status and availability of all apparatus for the southern operational area so that availability is known should a deployment be received.

The ECC updates status daily on the XBO Resources Status Page and is responsible for status keeping in the CAL-OES Fire Branch's Interagency Resource Ordering Capability (IROC) system. These responsibilities are handled by a shift supervisor with assistance from the Operations Assistant Manager and are not part of the calculations for staffing. When mutual aid requests are received, a supervisor or Assistant Manager, when available, will assume the initial role and responsibility, and once initial activity has subsided, a working radio position is delegated while remaining available for routine and essential duties.

Other duties CONFIRE ECC staff perform include:

- Receive calls from citizens regarding burn permits and log burn activity into CAD
- Coordination of medical transport helicopters requested for high priority medical or mass casualty incidents

- Intermediary coordination point between medical transport assignments and regional hospitals using ReddiNet technology
- After-hours notification and dispatch for:
 - San Bernardino County Public Health
 - San Bernardino County Public Works and Flood Agency (compensated)
 - City government services for the City of Loma Linda

These additional duties equate to approximately 15,000 CAD incidents per year.

5.4 Shift Configuration

CONFIRE ECC staff work seven 12-hours shifts in a 14-day pay period. The pay period begins at midnight on a Saturday and ends at midnight on the second Friday thereafter. In a typical 80-hour pay period, ECC staff work 84 hours, which is a negotiated term between the labor group and CONFIRE management.³

This shift configuration is illustrated in the table below. “W” represents a workday and “O” represents an off day.

Table 1: Shift Configuration

³ <https://cms.sbcounty.gov/Portals/54/Documents/EmployeeRelations/MOUs/Fire/MOU-SBCFPD-CAO-06-27-2017-ESU%20MOU%202017-2020.pdf?ver=2017-07-05-102517-323>

ECC Operations Shift Configuration														
	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
	Week 1							Week 2						
A Shift 0700-1900	O	O	W	W	O	O	W	W	W	O	O	W	W	O
B Shift 0700-1900	W	W	O	O	W	W	O	O	O	W	W	O	O	W
C Shift 1900-0700	O	O	W	W	O	O	W	W	W	O	O	W	W	O
D Shift 1900-0700	W	W	O	O	W	W	O	O	O	W	W	O	O	W
*E Shift 1100-2300	O	O	W	W	O	O	W	W	W	O	O	W	W	O
*F Shift 1100-2300	W	W	O	O	W	W	O	O	O	W	W	O	O	W
* Designated call-taker shifts which can be filled by dispatchers														

Meal and rest periods are stipulated in the Memorandum of Understanding (MOU) between San Bernardino Fire Protection District (Emergency Service Unit) and the Communication Workers of America. Specifically, it states that rest and meal periods are consistent with past practices in the ECC and that due to high call volume or other situations, breaks may not be given. Breaks are part of the paid compensation during the 12-hour work period. Due to short staffing, staff take a two 20-minute breaks, and are not capable of taking meal and relief breaks as defined. ECC shifts are typically either 8-, 10- or 12-hour shifts, or a combination thereof. MCP recognizes that even the discussion of alternate shift configurations can bring anxiety to those who have grown

accustomed to the existing configuration. There are pros and cons for every shift configuration, as what works in one organization, may very well be more difficult for the next. For example, fire-specific ECCs have been known to work 24-hour shift configurations with staff on-duty 18 hours out of 24, with a six-hour rest period. This schedule affords staff to work 11 days a month, reducing commutes and time at work. This schedule is more an anomaly today, but still exists in some states and federal command and control centers. In general, in MCPs experience, 12-hour shifts provide a more balanced schedule as staff are on-duty 50% of the time and off-duty 50% of the time. At the employee's discretion, when they are off and can fill a vacancy, they can do so and still have days off.

On paper, this schedule provides on and off-duty balance, however, when in use, existing staff are often put in the position of having to work up to 16-hours a shift when overtime backfill and/or filling vacancy positions exist. These extended hours, coupled with a commute home, leaves little time for rest, particularly if they are scheduled to work a regular shift the next day. There are times when staff work these extended shifts a couple of time in a week. These situations can create the possibility of worker fatigue, which over prolonged periods of time, have an impact on employee wellness.

5.5 Retention

While retention and efforts towards retention are not part of the scope of this analysis, it is worth noting that few high call volume ECCs are fully staffed. APCO RETAINS identifies the national turnover rate at 17 percent for 2005 and 19 percent for 2009.⁴ CONFIRE reports a three-year attrition or turnover rate of approximately 24 percent.

Challenges in hiring and selecting potential employees as well as encouraging (some) new employees to persevere through the training period are experienced nationwide. As recently as April 2020, MCP became aware that trainees across the nation were separating from their organizations due to the complex work environment, and the stress added by the COVID-19 pandemic. This example highlights that there is a myriad of reasons why people leave the workplace.

5.6 Technology

Technology use in the ECC is noted below as an overview, not an in-depth review. The purpose of this overview is to highlight the use of state-of-the-art technology (or not) and how technology drives dispatcher and/or call-taker efficiency. If an ECC uses manual systems that require more time to perform a task than an automated system, the increased time it takes to perform that task may contribute to the perceived lack of staffing in the ECC (i.e., too much to do, not enough people to do it).

CONFIRE is a technology savvy ECC and has invested a considerable amount of time and effort to maintain technologically efficient core applications.

⁴ According to the APCO RETAINS Retention document, the comparison rates were derived from Project RETAINS Study I and the RETAINS Next Generation Study.

Core technology includes the following:

- Motorola VESTA® – system refresh pending
 - Rapid SOS Lite Module
- CentralSquare Enterprise (Inform) Computer-aided Dispatch (CAD)
 - Automatic Vehicle Location (native to product)
 - Inform Mobile Data (native to product)
- Motorola P25 compliant 800-megahertz (MHz) trunked radio and very-high frequency (VHF) systems – 13 fire and one private ambulance talkgroups

Interfaces to the CAD system include the following:

- ImageTrend Records Management System (RMS) for EMS and fire agencies
- First Watch – data surveillance and dashboard system
- Tablet Command – mobile status keeping and incident command system
- Medical Priority Dispatch – ProQA and Aqua software
- GIS – Esri mapping solution
- Fire Station Alerting System – Westnet Internet Protocol (IP) system and legacy analog
- Pulse Point – cardio-pulmonary resuscitation (CPR) citizen alert system
- Deccan – deployment, apparatus movement and analytical software (LiveMUM in trial phase)

Third-party applications include the following:

- Active911 notification and call back software
- Alert Wildfire – camera surveillance system
- Text-to-911
- Intterra – situational status software (San Bernardino County Fire only)
- First Due – Preplanning and size-up software (Chino Fire Fire only)

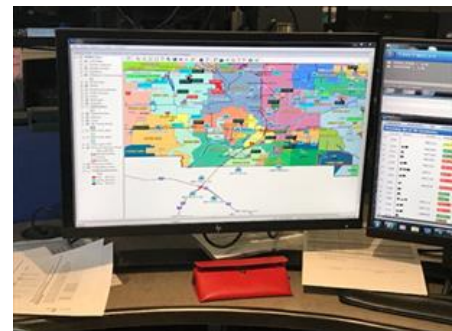


Figure 8: CONFIRE GIS Map

It should be noted that as of this report, CONFIRE and allied agencies are engaged in a CAD-to-CAD (C2C) development project with an anticipated implementation in 2021.

5.7 Training and Quality Assurance

Training

New employee training is conducted in-house. CONFIRE holds at least one academy a year, and more when the number of vacancies rise. All trainees receive both academy and on-the-job training in concurrent intervals. For Dispatchers and Dispatcher Trainees, call-taking and EMD are the starting points in training; if successful, the trainee moves to fire dispatch operations training during their first year of

probationary status. It takes one full year to train new employees, some may progress quicker, but making sure they are truly ready to work independently is the priority.

As part of the EMD QA requirements, call-takers and dispatchers receive 24 hours of medical update training a year, including CPR certification or refresh every two years. Personnel also receive approximately 12 hours of fire-specific operational training a year.

Quality Assurance

CONFIRE does an exceptional job in ensuring QA feedback is processed and provided to ECC staff. An assistant communications center manager runs the program. CONFIRE has engaged National Q to audit the necessary volume of calls to comply with accreditation standards. National Q is a service provided by Priority Dispatch that provides expert case review and reporting to align with the IAED's case review requirements for protocol usage. According to Priority Dispatch, use of the National Q provides an objective review of the calls for service, ensuring consistency among reviews. National Q performs 50% of the audits, about 150 calls per month. CONFIRE also has one QA specialist who audits calls; a dispatcher who is certified to audit calls assists when available. In July 2020, the National Q engagement will increase to 100% of audits.

5.8 Current State - Key Observations

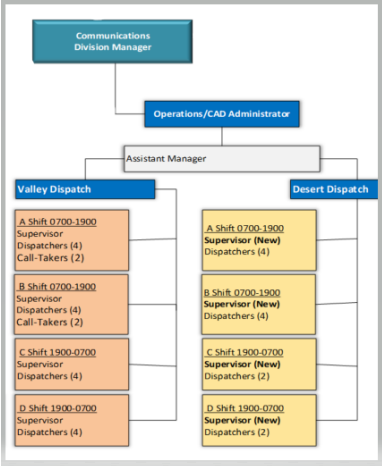
Based on findings above, the following table details key observations of the ECC's current state. The method used, identifies items to "keep, start and stop" and why and/or how these observations should remain in their status or change.

Table 2: Key Observations

Keep	Why?
Organizational Structure	Each high-level component of the operation is well represented as a priority.
Operational Configuration	The hybrid model should be seen as transitional. Adopting a vertical model should be pursued and staffing reconfiguration should begin. For periods of high vacancy rates, keeping personnel who excel at call-taking but cannot perform the essential job functions as a radio dispatcher is a benefit towards fulfilling the ECC primary job duties.
Technology on the Forefront	Provides ECC staff with efficiency and focus (when properly integrated); provides tools for data-driven decisions.
Accreditation	There are few meaningful industry certifications, IAED's data-driven protocols are a best practice.

Start	Why/How?
Shift Configuration	Look at diversifying the base 12-hour schedule, adding 8- or 10-hour overlap shifts to address varying workforce needs, i.e., different times of day/night. Alternative work schedules could increase staff retention.
Training	Assume staff vacancies for the next two years. Schedule academies back-to-back during this period, so that planning start and end dates correlate with recruitment, selection and hiring targets for hiring. Provide a referral incentive to staff to be paid when the trainee passes probation.
Staffing	Achieve and maintain full staffing at current authorized levels
Medical Helicopter Dispatch	Conduct cost/benefit analysis on whether to further develop this program to provide dedicated ECC staff when activated. This study should detail costs for services to include (dedicated) staffing or 'as-is' fees charged for service, procedural changes and flight-related technology to enhance operations.
Stop (or address)	Why?
After-hours Notifications	Notifications for city or governmental services that are not related to incidents or calls at hand diverts attention from the mission. Explore other options that allow employee focus and performance optimization that meets client needs.

6 Analysis and Recommendations



MCP’s analysis is based on findings in relation to industry standards, best practices and general experience.

6.1 Organizational Structure

Management Overhead

On paper, the two assistant managers have few support staff. As CONFIRE continues to grow, the elasticity of the existing structure is bound to snap, as workload and responsibility outpaces an individual’s ability to do the job accurately and efficiently. While the supervisor to line staff coverage is currently within traditional span of control parameters,

there could concern with the Assistant Managers ability to effectively manage a heavy project workload and the supervisory role of their respective positions.

CONFIRE should expedite filling the four new Dispatch Supervisor positions that was authorized in the FY20-21 budget. Adding these positions will improve supervisory oversight at the Desert ECC and will reduce the span of control, allowing supervisors to focus on individual and organizational performance. This will also enable the Assistant Manager of Operations to more effectively oversee all aspects of the organization.

The Assistant Manager for Training/Emergency Medical Dispatch and Employee Wellness has an ever-increasing workload with very little support staff in place to help manage the workload. The need for several back-to-back recruitments, training academies and probationary performance reviews demands reinforcement for this role. As does the pending Emergency Community Nurse System (ECNS) program and a growing need for an active employee wellness program. Assigning an individual off the dispatch floor to work in this capacity would support the Assistant Manager, while also building internal capacity for succession planning purposes.

Shift Supervision

The shift supervisors oversee, on average, 12 employees each. This is not unmanageable if the supervisor is not functioning as a call-taker or dispatcher. Supervisors should have routine and frequent communications with their subordinates, while ensuring performance standards of the individuals and shift are met. In the future, CONFIRE will need to address supervisor training, and create more of a coaching style that facilitates career development, performance enhancement, and conduct optimization. This can be accomplished by establishing a 'Lead Dispatcher' or permanent classification for the "Associate Supervisor" role in the workforce that can be the "working" element of shift supervision, while the shift supervisor maintains a broader overview of the daily work flow, including administrative, personnel, staffing and real-time 'coaching' efforts.

Recommendations

- Expedite filling the four new Dispatch Supervisor positions authorized in the FY20-21 budget.
- Develop staff position to support the Assistant Manager of Training/EMD/ Wellness. Consider a rotational position from the floor for mentoring/succession planning purposes.

6.2 Operational Configuration

The hybrid operational model currently provides CONFIRE with the flexibility it needs to remain operationally responsive. However, MCP recommends the ECC move to a strict vertical configuration will best serve CONFIRE in two important ways:

- Operational focus - when call processing and resource/incident support roles and responsibilities are clearly defined and the operational configuration is set-up to support those distinct functions, staffing levels and performance metrics can be more effectively managed. Flexibility can be built into this model to address high-call volume surges, but under normal operating conditions radio dispatchers should rarely be taking and process incoming emergency calls.
- The vertical model serves to enhance all risk operations, but with special emphasis on supporting the *EMD As Designed/ECNS* approach to call processing.

Radio Positions

The technology landscape at CONFIRE has provided opportunities for change that are progressive and assist in developing enhanced staff efficiencies:

- The new P25 digital radio system allows reconfiguration of loading radio consoles to meet changing operational needs and objectives of the ECC regardless of geography. This allows for reassignment and redistribution of radio workload.
- CONFIRE approved the installation of an Automated Voice Dispatch (AVD) system, expected to be operational by Jan 1, 2021. This technology eliminates the PRD's need to broadcast the dispatch assignment, while keeping consistency in speed, pacing and sequencing in the broadcast delivery.

In October 2020, the CONFIRE Operations Chiefs agreed to a one-year trial of assigning the command channels on an agency basis rather than geographical. This eliminates one radio dispatch position, freeing it up for call processing or other duties.

The revised radio configuration is indicated in the chart below:

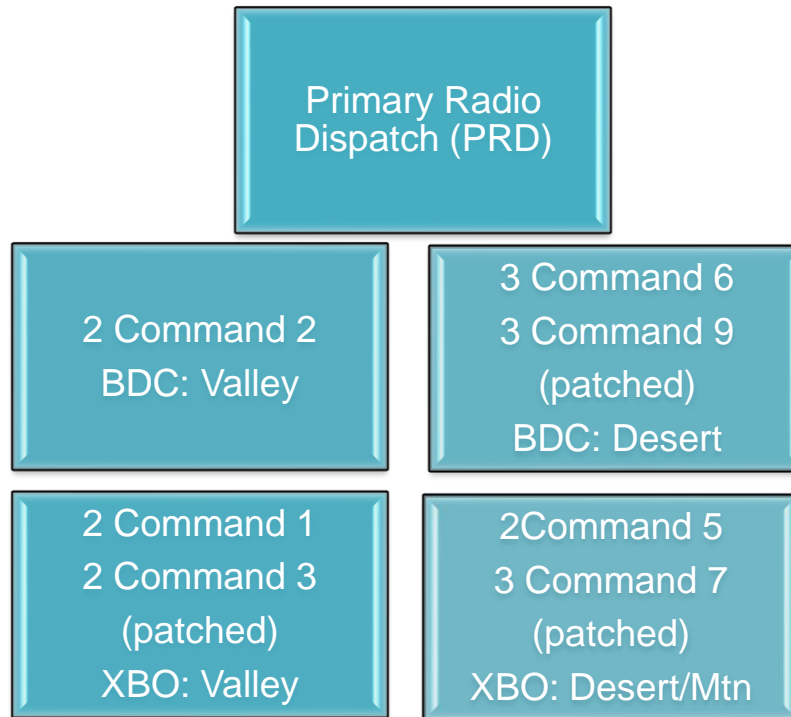


Figure 8: CONFIRE Radio Assignments

6.3 CAL OES Fire Operational Area Coordination

The XBO assignment is an important component in the overall job duties of the ECC. While the ECC dispatchers have proven their ability to execute the duties associated with fulfilling mutual aid requests and deploying and tracking resources. Given that County Fire has assigned a Chief Officer to the ECC for department operations, and perhaps, overall CONFIRE resource management, the XBO duties and management thereof, are a natural fit for ECC operations. The ECC Chief and ECC radio dispatchers partnering to address mutual aid duties when summoned, is commensurate with like organizations, such as Orange County Fire Authority, Las Angeles County Fire Department, CAL-FIRE operations and others.

Recommendation

- Define the role and responsibility of the BDC ECC Chief, and over time, explore opportunities to expand the role to include management of all CONFIRE resources and XBO duties.

Other duties

Finally, MCP recommends CONFIRE revisit the ECC business model and the other duties performed to ensure mission alignment. CONFIRE ECC staff perform several ancillary tasks that are either time consuming with no compensation or not directly related to the core mission:

- Medical Helicopter dispatching - (time consuming – non compensated)
- Burn Permit logging in CAD – (time consuming – not compensated)
- After Hours notifications – (not mission driven – minor compensation)

CONFIRE dispatches medical helicopters for the region, which is reported to be labor intensive when duties are executed. For 2019, there were 628 medical helicopter incidents dispatched and tracked. The average time on task for these calls (measured from phone pick-up to “Call Complete”) was 6 min. 43 seconds.

While the time on task is relatively low, a dispatcher is dedicated to this activity from start to finish, taking them away from their primary assignment. The time dedicated to this task is equivalent to 70 hours of ECC time that is not monetarily compensated and time away from the ECC primary assignments.

The activity associated to this call volume relatively equivalent to call volume generated by a Rancho Cucamonga sized organization in terms of CAD incidents.

Recommendations

- Evaluate effectiveness and efficiency in radio position re-alignment as defined by the CONFIRE Operations Chiefs and if ratified, incorporate into radio configuration models
- Evaluate all additional dispatch/CAD activities to determine if these align with the overall CONFIRE mission.
- Address the medical helicopter function for cost recovery opportunities.
- Assess the burn permit function for more efficient methods to achieve tracking and notification objectives

7 Staffing

7.1 Introduction

The primary goal of a staffing analysis is to determine whether a PSAP is appropriately staffed with the number of personnel to ensure efficient processing and managing of emergency calls now and to determine the number of personnel that may be needed in the future; A staffing analysis considers projected population growth to ensure that the agency is well-positioned in its future planning efforts and that it meets the expectations of the public and the agencies it serves. Operational efficiency is gauged by

comparing statistical data and personnel utilization with appropriate national and locally adopted standards.

Industry tools are available to assist ECCs with determining baseline staffing requirements for call-takers, dispatchers, and supervisors. The Association of Public-Safety Communications Officials-International (APCO) offers Project RETAINS⁵, developed by researchers from the University of Denver Research Institute in 2004. The RETAINS toolkit 2.0 expanded its functionalities and capabilities.⁶ The National Emergency Number Association (NENA) offers a Communications Center Staffing Tool, which is available through the Staffing Workshop or the Center Manager Certification Program.⁷ Both tools utilize agency-specific data, such as call and incident volumes, and other data, such as employee leave, to calculate baseline staffing needs. The California Office of Emergency Services 9-1-1 Branch has a tool available to ECC's through its ECaTS online call handling data analysis tools.

In addition to APCO and/or NENA tools, MCP also uses Erlang C⁸ and experience in the industry to assist in projecting the number of telecommunicators required to efficiently answer and dispatch emergency and non-emergency calls for law enforcement, fire, and EMS agencies. MCP analyzes resulting data with a respective center's operational configuration to determine staffing requirements.

MCP's staffing analysis involves a multimodal approach that considers workload, volume- and coverage-based staffing, and performance metrics. Volume-based staffing calculates the number of personnel required to handle the volume of the respective data, while coverage-based staffing calculates the number of personnel required to staff a position 24 hours a day, 7 days a week (24 x 7). Coverage-based staffing is used most often as a PSAP generally has a defined operational configuration. MCP uses these calculations in tandem. Statistical calculations are balanced with operational logistics to identify how many personnel are needed for a PSAP to achieve its performance goals while providing efficient and effective service.

Additional information on the staffing analysis methodology and the statistical calculation used (including any assumptions made) can be found in Appendix B, Staffing Methodology.

7.2 Telephony Call Volume

A large amount of data is required to assure that staffing baseline calculations are accurate. To frame this section, we must identify the different intervals or benchmarks in the 911 call continuum.

⁵ "APCO Project RETAINS," APCO International, 2018, <https://www.apcointl.org/resources/staffing-and-retention/retains.html>.

⁶ RETAINS is available for a subscription. From appearances, the last update was in 2009.

⁷ Both the Workshop and the Center Manager Certification Program are available for a cost. NENA notes that the workshop is hands-on, that has "you using the Tool during the workshop to determine your center's staffing needs at a high-level. You will use a combination of facilitator-provided practice data and your PSAP's actual data to determine the staffing needs of your center." <http://www.nena.org/?page=CommCenterStaffing>.

⁸ The Erlang C calculator is a standard tool in the public safety industry utilized to assist emergency communications centers in determining call taker staffing needs.

There are four phases in the call processing continuum:

1. Call Answering: the time a call rings in the ECC to the time ECC staff answer.
2. Call Processing: the time a call is started in CAD to the time the call is queued for dispatch.
3. Call Dispatched: the time a call is received in the dispatch queue to the time and resources are dispatched.
4. Supplemental: the time that remains from the time of dispatch of resources to the time the call terminates.

To provide a basis of workload volume, the following tables identify workload indicators that will be referred to or will support the succeeding narrative.

Table 3: Telephony Volume Data (2019) *

CONFIRE Total Calls 2019	
911	194,779
10-digit Emergency and Non-emergency	152,832
Total Emergency calls processed	347,611
Admin Calls Inbound	132,804
Admin calls Outbound	208,938
Total Admin Calls	341,742
Total Abandoned Calls	12,398
Total Call Load	701,751

*excluding answering of ringdown lines and Text-to-911

The aggregate data reflects a 38.5% increase in call volume at CONFIRE over the past five years.

Table 5: Historical Five-Year Telephony Volume Data (2015-19)

CONFIRE Total Calls 2015-18	
2015	506,553
2016	578,450

2017	623,255
2018	627,702
2019	701,751

7.3 Call answering performance and compliance

CONFIRE call answering performance from 2015-2019 as measured by California Office of Emergency Services 9-1-1 Office call answering time standard of 95% of all 9-1-1 calls answered in 15 seconds or less is listed in the table below.

Table 6: Aggregation of CAL-OES Standards Compliance

CONFIRE Call Answering Time Compliance	
2015	97.04%
2016	95.42%
2017	93.26%
2018	92.91%
2019	92.39%

As shown above, CONFIRE met or exceeded the CAL-OES standard for call answering until 2017. It can be assumed that the most significant factor effecting performance was when County Fire annexed the San Bernardino City Fire Department into operations in July of 2016. The CONFIRE ECC receive some but not all staff positions requested and to date, has yet to catch up with the demand of that annexation. Compounding the annexation deficit was the addition of the Chino Valley Fire District responsibilities in 2019. While these operational additions are good public policy decisions, the need to examine the impact of the workload to existing staff is necessary as CONFIRE re-engineers service delivery.

Staffing increases have been welcomed and gradual throughout the same call volume reporting period:

Table 6: Five-year aggregation of authorized ECC positions

Authorized Staffing from 2015-2020				
	Supervisors	Dispatchers	Call-Takers	Total
2015	4	22	10	36
2016	4	22	12	38
2017	8	38	6	52
2018	6	40	6	52
2019	5	40	6	51
2020	8*	40	6	54

*added four supervisors, four each at each ECC

The above table tells a story of the earlier explanation of radio technology limitations:

- As radio volume loading on workstations in early years was inflexible, the need for more radio dispatchers became apparent.
- The addition of new member agencies required more radio dispatchers than calltakers, presumably, because radio dispatchers are trained to operate both phones and radio and radio technology was still inflexible.

Now, radio technology is flexible and provides opportunities for change and re-balancing radio and telephone answering responsibilities.

While re-balancing is necessary, it is also necessary to ensure that a complete picture of how many people it takes to staff a radio console 24 hours a day, seven days a week, to include the average time away an employee takes from staffing a console.

7.4 Coverage-based Staffing

This coverage-based staffing formula considers the time away from a post position. A post position is one that must be staffed 24-hours a day, seven days a week.

Using the staffing calculations, and based on CONFIRE personnel data, staffing one position 24 x 7 requires 5.9 telecommunicators.

When reviewing this table, it is important to note that line F, *true availability* is a calculation of the following:

- CONFIRE ECC FTEs work a shift that totals 2,184 hours worked in one year.
- Minus the average of leave hours used by individual ECC staff, leaving their shifts vacant

- Line F is an average of leave that was accrued and used by ECC staff for the last three years.
- Net availability is determined and multiplied by a utilization factor (87%). Utilization is the time, when a telecommunicator is on-duty but is away from their post, i.e., health breaks, meal breaks, making copies, etc.

Table 4: 24 x 7 Staffing (to meet coverage requirements)

Full-time Equivalents (FTEs) for requirement of one 24 x 7 console		
A	1	Total number of console positions to be covered
B	24	Number of hours per day that need to be covered
C	7	Number of days per week that need to be covered
D	52	Number of weeks per year that need to be covered
E	8,736	Total Hours needing coverage (A x B x C x D)
Telecommunicator Availability:		
F	470	Average Annual Leave per Telecommunicator
G	1484.23	True Availability (in hours) per Telecommunicator (F x 87% utilization factor)
FTEs Needed:		
H	5.9	FTE base estimate = E / F

If you added the number of hours backfilled by turnover (attrition) which is calculated at 24.4%, the FTE's required increases to 7.3 per 24/7 workstation.

The most revealing information in the above table is the true time that an FTE is available, versus most 911 centers authorized strength. It is not uncommon to see vacancy statistics of a 911 center and do what is necessary to fill the void. If a manager has five vacancies out of a staffing strength of 25, the strain on staff can permeate the entire organization. When the five vacancies are filled, there is a collective sigh of relief that the strain is over. However, the strain continues to be felt as backfilling vacancies in the schedule still occur. Why?

One reason may be that an entity's authorized staff strength does not accurately reflect the time that is needed to fill a post or full-time position. A post position refers to a position that must be covered 24 x 7. Post positions are unlike administrative positions. If the person who fills an administrative position is absent from work for a week, the work will accumulate until the person returns. The post position must be filled in order to do the work at hand. Therefore, when there are built-in leave hours for each post position, they must be filled, usually by existing staff, when in reality those hours should be part of the vacancy equation.

Using 1,484 hours (shown in the table above) of true availability per telecommunicator translates this way: each telecommunicator took an average of 470 hours away from the workplace that needed to be backfilled by overtime. Therefore, 21% of each telecommunicator must be backfilled by someone else.

Furthermore, extrapolating 470 hours, 50 times (authorized CONFIRE staffing strength), results in 23,500 hours of time in one year that is typically backfilled (presumably with overtime compensation). This does

not include backfilling position vacancies at the same rate. These 23,500 hours amount to approximately 11 full-time staff positions. So, the challenge is to find a number that is financially reasonable and operationally practical. To that end, the following table provides the numbers from the low (no attrition) and the high (attrition) and includes the mean number so ECC managers can visualize the middle ground when determining what staffing numbers for CONFIRE ECC are feasible.

7.5 CONFIRE Current State Staffing Requirements

The tables below identify the number of people it takes in each classification. That said, this section is by classification knowing that radio dispatchers at CONFIRE also answer phones. This calculation, however, provides the baseline of what staffing should be to:

- meet adopted performance standards
- meet workload demands
- minimize mandatory or forced overtime during high turnover and vacancy periods
- reduce shift backfill during employee leave periods

Recognizing that CONFIRE Radio Dispatchers also answer phones, merging responsibilities disturbs the utilization factor in the calculations, thus rendering the results as baseless. It is also important to note that the succeeding table differs from the previous section, where *coverage-based* staffing was used to determine the number of employees it takes to staff a 24- hour day, seven a day a week console.

7.5.1 Radio Dispatcher

Today, the seven radio dispatch positions consist of the PRD and six command channel dispatchers. The table below illustrates the formula used to determine the number of radio dispatchers needed for the current operational configuration.

Table 5: Radio Dispatchers

FTEs for Coverage		
A	6	Total number of console positions to be covered
B	24	Number of hours per day that need to be covered
C	7	Number of days per week that need to be covered
D	52	Number of weeks per year that need to be covered
E	52,146	Total Hours needing coverage (A x B x C x D)
Telecommunicator Availability:		
F	1,484.23	True Availability per Telecommunicator
FTEs Needed:		
G	41.2	FTE base estimate (FTE) = E / F
H	24.4%	Attrition Rate
I	51.3	FTEs required to accommodate turnover

7.5.2 Call-taker Coverage

CONFIRE schedules one call-taker shift per crew rotation, resulting in two shifts, seven days a week. Both shifts overlap the core shifts (0700-1900/1900-0700) and are scheduled near the busiest times of day from 1100-2300 (busiest times identified as 0900-2200). Filling the shifts can be a challenge. For equity purposes, CONFIRE has done an admirable job attempting to keep forced overtime at a minimum while keeping this shift filled as much as possible. The calltaker shift is filled by:

- Calltakers when available
- Radio dispatchers
- Forced overtime

Policy dictates that vacant call-taker positions are first filled by volunteer sign ups and allocated to the call taker, dispatcher and supervisor classifications in that order to fill it. The forced overtime assignment for those positions is by any rank with the lowest total overtime hours pursuant to ECC policy.

Peak and Non-Peak hours

A breakdown of 911 and emergency 10-digit calls per hour was evaluated to determine the optimal number of call-takers needed to staff each shift, as call volume is not equal throughout the day.

Peak hours	0900-2200	5 Calltakers
Non-Peak Hours	2200-0900	3.5 Calltakers

To answer non-emergency calls, which do not require the same urgency and do not have an industry standard the hours are slightly modified to reflect demand:

Peak Hours	0600-2200	2 Calltakers
Non-Peak Hours	2200-0300	1 Calltaker two call-takers

This assumes that radio dispatchers do not answer emergency lines.

7.5.3 Staff overtime

Wellness and the employers responsibility in it is critical to a productive workforce. Overtime, while welcome to some, can be an imposition to others. When its minimum to moderate, it might be manageable but when it's excessive and continuous, which is the case in many PSAP's, reform of the schedule and staffing strategies must be addressed.

The ECC staff worked 19,848 of overtime hours last year, and 17,114 hours in 2018. The two-year hourly overtime average is 18,481 hours. This equates to 8.5 full-time equivalents. Or said differently, that is 8.5 existing staff that must fill the position vacancies.

Table 6 - CONFIRE ECC Overtime - Actual **2018** Time

2018 - Overtime Assigned	Total	Percent of Annual Total
Total 2018 Overtime	18,229	100%
Total Voluntary Overtime	17,114	95.5%
Total Forced Overtime	1,115	4.5%

Table 7 - CONFIRE ECC Overtime – Actual **2019** Time

2019 - Overtime Assigned	Total	Percent of Annual Totals
Total 2019 Overtime	22,410	100%
Total Voluntary Overtime	19,848	88.5%
Total Forced Overtime	2,562	11.5%

Forced overtime is unplanned overtime hours caused by spontaneous sick leave, disability, etc. These situations are common in ECCs that have position vacancies and have staff working voluntary overtime to fill those hours, and don't chose to work the new overtime created. Supervisory and/or management staff are then left with difficult decisions to force staff to work a shift.

Below minimum staffing is the situation when unexpected vacancies occur, and all resources have been exhausted to fill it, with no avail. In this situation, the consideration of placing a supervisor on a post position or consolidating radios may be needed to meet the workload. Minimum staffing is that level that allows some shifts to go unfilled. For instance, not backfilling power or overlap vacant shifts, not backfilling supervisory vacancies, etc. Normal staffing is the level that is provides the amount of coverage that is needed to meet configuration workloads, and surge is when levels go beyond normal depending on schedule configuration overlap shifts or days.

Because this situation is more common than not, it is important to keep these issues in mind when discussing future staffing strength:

- Staffing the number of post positions (staffing a console 24 hours a day, seven days a week) should be flexible. Many ECC's practice this already but may not have it in policy. The flexibility is exercised when the ECC can reduce and increase staff according to workload, while able to maintain the expected level of service.

- Staffing levels should be institutionalized to provide expectations to both labor and field services. For example, the below table shows staffing levels that meet flexibility.

Recommendations

- Overhire – leverage overtime dollars to new positions in order to hire as many qualified candidates as possible even if it exceeds the authorized staffing strength
- Revisit minimum staffing and permitted time-off policies to minimize staffing deficits while keeping forced overtime at a minimum
- Create a pool of relief or extra-help bench by recruiting journey-level dispatchers in the region or fire recruits
- Develop a stand-by schedule per CWA MOU provision to address unplanned shortages

7.5.4 Supervisors

The span of control is a tool to determine the number of subordinates one supervisor can effectively supervise.⁹ The range in the span of control ratio is three to seven or eight (according to the various textbooks). Using the three to eight span of control ratio, the theory would apply that the ninth employee exceeds the recommended span and an additional supervisor is required. In CONFIRE's current shift configuration, it is reasonable that the ninth employee (i.e., the call-taker position if filled), can be absorbed by the one supervisor. Should the recommendation of two call-takers per shift with an additional power shift staffed by a call-taker be implemented, these additional numbers would then necessitate an additional supervisor.

When supervisors take leave, depending on policy, the position should be backfilled by one of the four supervisors. This configuration is inefficient, as it requires overtime by the three supervisors who are already on a shift or must come in on their day off to fill. By using the industry calculation, 14 ECC staff would require two on-duty supervisors.

Recommendation

- Fill vacant supervisor positions by internal promotion and recruit externally for qualified candidates if necessary.

⁹ NPFA 1561 – Incident Management Standards

8 PSAP/ECC Future State – Trends and Growth

Predicting staff needs for the long-term is not as statistically simple as it used to be. Current calculations rely on statistical data, such as population, as well as call volume and incident volume data. However, the 911 community already has begun its transition to Next Generation 9-1-1 (NG9-1-1), which has allowed new types of media into PSAPs that traditionally have been voice-centric. For instance, many PSAPs already accept text-to-911 calls. While this has proven, to date, to have little effect on current staffing needs, images and streaming video soon may be accepted by PSAPs. In addition, the number of devices with the capability to transmit data continually increases body cameras, drones, smart home devices, personal and industrial sensors—the list continues to grow. All these devices have the potential to transmit data to a PSAP to provide situational awareness. Impacts of these technology advances must be monitored and considered to develop the required skill sets and staffing levels necessary to operate effectively.

The Command and Control function CONFIRE is developing will also require careful review and analysis to determine if staffing needs to be addressed to support that function. It is quite certain that an imbedded Command Officer in the center will eventually require some level of staff support in addition to the development of a expanded dispatch capacity and a field operations capability. These enhancements are outside the scope of this study but are mentioned to ensure they remain on the radar of CONFIRE managers as future considerations.

Additionally, the ECNS program if it is to be sustained will impact the center including potential staffing changes depending on the number of incidents that are shifted from radio dispatchers to Emergency Care Nurses. That program will likely be staffed and managed in a manner related to but separate from the regular dispatch operations.

With respect to organic growth based on populations and demographic changes the following information is presented:

The 2010 San Bernardino County Community Indicators Report¹⁰ projects a population growth factor for the county of 28% through 2045. This growth rate would equate to a countywide population of approximately 2,784,000 in 2045 (equivalent to an approximate service area population of 2,227,000 for CONFIRE). This equals an approximate 1.12% annual growth rate.

2018 Population	Projected Growth 2020 – 2045	Persons per Square Mile (countywide)	Persons per Square Mile (Valley Region only)
2,174,938	28%	108	3,072

¹⁰ <https://www.sbcounty.gov/Uploads/CAO/Feature/Content/ComIndicatorsReport10Rev.pdf>

CONFIRE's service area covers approximately 80% of the county's population, approximately 1,800,000 people. Based on this estimated population and the provided call and incident statistics, the average number of incoming calls per person is 0.28. The average number of fire/EMS incidents per person is 0.13. This information is used with projected population data to determine the potential growth that an ECC in the county could realize.

Based on a 1.12% annual population growth and the calls per person listed herein, incoming telephony call volume over the next five years could reach 522,000 (rounded to the nearest thousand); of these, 209,000 could be 911 calls (rounded). Fire/EMS incidents could reach 240,000 (rounded).

The current operational configuration and projected staffing calculations discussed herein should be able to absorb the increases in call and incident volumes without the need to staff additional workstations. However, based on yet unknown call data intake methods (i.e., drone, video, etc.), this new task time will require analysis, and how it impacts the traditional methods of call processing. Considering this factor, increasing call volume commensurate with population growth is likely to continue but exactly how that call volume will be delivered to the center is not certain.

Considering the above information, it is prudent to take a contrary view as well. It is possible that PSAPs may experience a decrease in call and incident volumes due to the various forms of data that could be presented to a telecommunicator. Technology may develop that allows sensory devices to input data from the consumer, directly into a CAD system, bypassing a call-taker altogether. Citizens may be able to access systems to report events without speaking to a call-taker. In these scenarios, call-takers may be more "data controllers" than call-takers, and a shift from entering data may be more verifying, validating and monitoring data. One thing is certain, the types of media that may be presented to a PSAP undoubtedly will affect staff in ways it does not today. PSAPs must consider such impacts to staff when making decisions for the future.

Additionally, the use of 911 for non-acute medical calls will likely decrease over time with the advent of improved methods of accessing the health care system. This may offset population driven incident volume growth. These trends will need to be monitored going forward.

9 CONFIRE - Future State

Creating a strategic vision and executing on its objectives demands flexibility in weighing what works and doesn't work for an organization and determining if organizational capacity is tolerant or has expanded outside its ability to grow and adjust to this vision. MCP has prepared several critical success factors that when considering execution of staffing adjustments, supervisions, configuration, etc, that the organization is mindful of basic principles that contribute to success.

9.1 Critical Success Factors

A. Business Plan: Risk Tolerance

Policies and procedures provide the foundation for an ECC's core services and have a direct relationship with an organization's risk exposure. Often overlooked, as emergency services expand and increases in field personnel occur, is how many field responders a radio dispatcher is responsible for at a position. This also is, at times, connected with how many primary radio frequencies or talk groups a dispatcher is responsible for as well as requirements to "monitor" secondary or emergency talk groups. Defining these thresholds in policy allows current-day operations to be monitored with the thresholds in mind, and successors understand what the business approach was at the time of policy approval.

B. Supervision

How effective supervision is in an ECC is impacted by its operational configuration. Depending on the size of the organization, it is not unusual for small ECCs to have working supervisors who are not only responsible for operational oversight by shift, or for the organization, but are simultaneously performing the functions of a telecommunicator. Typically, these positions also include authority to discipline and write performance reviews, but not always. What is also important is that the span of control for each supervisor or management position is appropriate to provide effective supervision.

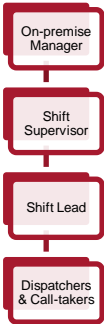


Figure 9: Proposed Supervisory Chain of Command

CONFIRE's expansion to provide exceptional service to both the call-taking process and dispatch functions will require supervision of personnel performance and operational oversight. Rarely can working supervisors do both. Both locations, if that is the path forward, will require levels of supervision, as shown below.

In this model, supervisors should have less operational focus and more personnel and performance emphasis. The operational focus is shifted to a new classification of the Lead Dispatcher. Today CONFIRE has an assignment of Associate Supervisor, which is a dispatcher who assumes supervisory responsibility in the absence of Shift Supervisor. An Associate Supervisor is paid a stipend for this assignment. The Lead Dispatcher classification is slightly different.

In this model the Shift Supervisor and Lead co-exist, instead of in the absence of. The Lead classification would be considered a promotion to the next higher classification from dispatcher. This supports retention by providing a step in the career ladder, that can also be considered as a preparatory step to the Supervisory class. In this model, Leads would be regarded as the “go to” on the shift and the point of contact for operational questions, issues, etc. that are outside of personnel issues. Leads typically do not conduct personnel performance evaluations, as their concentration is more on shift operational needs and efficiency. Additionally, the lead is present on the operations floor, allowing supervisors to achieve best practices in personnel management to include regular one-on-ones, career pathing, QA review, performance evaluations, and shift assignments/management of the operations floor.

** it is important to recognize that this function is to strictly answer emergency telephones and meet the State and industry standards, while also answering administrative and text calls. This number assumes that radio dispatchers would not be responsible for answering the phones.

C. New Classifications

As just introduced, the need for greater supervision in personnel and operational management increases under new operational models. These models also expand operations to managing the low acuity medical calls through the ECNS program. If CONFIRE proceeds with either model, the need to study the classification of Nurse Practitioner, Lead and any classification that does not exist that will support the training and QA unit, i.e., management analyst, will need to be a component of the project plan. Taking it a step further, should CONFIRE venture outside the typical ECC operation, drone pilots and coordinators that are part of the ECC staff should be considered, along with any other program that contributes to increased situational awareness.

D. Support

Regardless of the operational model chosen, as staff grows so will the demand on primary and secondary support functions.

Support positions may need to be re-calibrated as QA and training will have increased demands; operational changes and content management will need more support and liaison to client agencies will be more important.

Primary support is the parallel division in CONFIRE’s organizational chart, which is the Management Information Support Division. More positions mean more maintenance of hardware and software systems, management of interfaces, third-parties, and all redundancy and back-up capabilities.

Secondary support, just as important as primary, are those duties that are carried out by all other positions in the organization that include payroll, HR, clerical, custodian of records, etc.

Recommendations

- Convert existing Dispatcher vacancies to Lead positions
- Create and experiment with two Lead Dispatcher positions for day shift
- Create support positions to training and QA by either administrative assignment from the ECC staff or hire externally in temporary capacity until full-time funding can be secured

9.2 Innovation and Pilots

CONFIRE has a vision of creating an ECC that will continue to serve the public with efficiency and effectiveness, but in a much more strategic fashion. The ECC is reengineering its scope of practice to meet growing demands, while providing data-driven decisions that result in good public policy.

9.2.1 Medical Resourcing and Deployment

In EMD, there are levels of patient acuity and corresponding senses of urgency to a field response. When a caller describes the patient condition or their signs and symptoms, the call-taker selects a pre-described determination, better known as a determinant, in the EMD protocol that categorizes the patient's status and recommends a level of response (as identified by local agencies). Choosing a determinant can take time due to varying factors such as caller focus or availability to answer questions, language barriers, etc. The determinant-based deployment process allows the call-taker to select a determinant, which then places the call information into the dispatch queue. This process can take from 90 to 180 seconds.

This process is a departure from the formerly used pre-dispatch process, which alerted crews of a generic medical call prior to the selection of a determinant. Changing the dispatch sequence allows field crews to truly understand the level of patient acuity to which they are responding and sets the stage for other systematic ways to approach high acuity versus low acuity care. In the pre-dispatch scenario, all apparatus responded to most, if not all calls, with lights and sirens, so level of acuity and corresponding response was essentially meaningless. There are strong arguments for either call flow, which is why determinant-based deployment is currently a pilot so it can be further studied.

9.2.2 Emergency Communication Nurse System

IAED's Emergency Communication Nurse System™¹¹ (ECNS™) is a comprehensive nurse triage system comprised of over 200 protocols that are programmed into the Low Code software, which is designed to augment the EMD protocol system. ECNS provides alternative care when calls processed through EMD are categorized to be low acuity (determinant codes ALPHA and OMEGA). There are, however, limitations in the form of prerequisites when considering purchasing and operating this system, such as:

- ECNS can only be bought and operated by a center that has achieved EMD ACE status
- The system cannot be utilized by existing EMD-certified telecommunicators
- ECNS can only be utilized and applied by an experienced, specially trained, and ECNS-certified registered nurse

It is reported that approximately 30% of the 911 calls processed by CONFIRE for a fire response and ambulance are determined to be low acuity.

9.2.3 CONFIRE - ECHO Determinant Study - Accelerated Call Processing for high acuity medical calls

CONFIRE has been measuring performance and EMD call-processing times. The intent of this examination is to analyze the time it takes to process high acuity calls, while meeting the industry standards. The industry standard used here is NFPA 1221 – Section 7 – Operating Procedures. As previously mentioned, call answering of 15 seconds, 90% of the time has been calculated. What is further established in the regulation is the tasks included in the call processing. The 2019 Edition of NFPA 1221 – 7.4.2 states: "Call processing time shall include the time from call answer to initial notification of the responding ¹²ERU(s)."

Section 7.4.3 states: "Emergency alarm processing for the highest prioritization level emergency events listed in 7.4.3.1 through 7.4.3.2 shall be completed within 60 seconds, 90 percent of the time."¹³

Section 7.4.3.1 and 7.4.3.2 list the following call types or nature of the incident as:

- Trauma (penetrating chest injury, gunshot wound), etc
- Neurologic emergencies (stroke, seizures)
- Cardiac-related events
- Unconscious/unresponsive patients
- Allergic reactions
- Patient not breathing
- Choking

¹¹ https://www.emergencydispatch.org/sites/default/files/downloads/ecns/NAE_ECNS_4Pager2016_web.pdf

¹² ERU is defined as Emergency Response Units

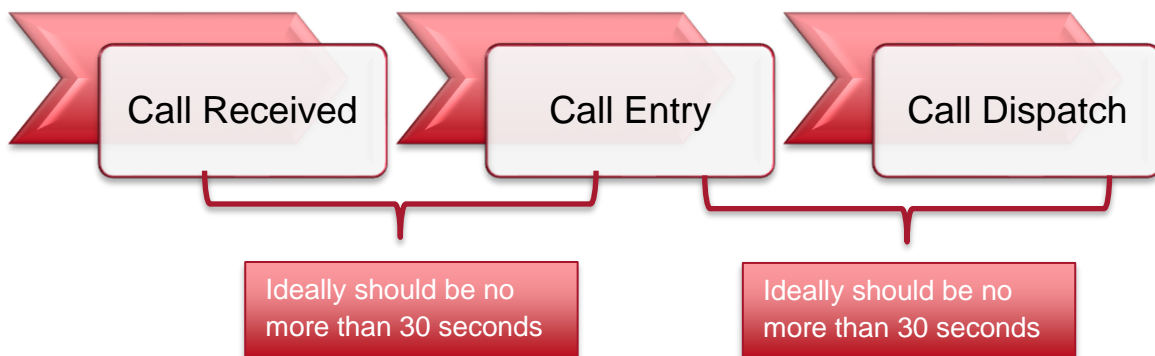
¹³ Ibid.

- Other calls as determined by the Agency Having Jurisdiction (AJH)
- Fire involving or potentially extending to (a) structure(s)
- Explosion
- Other calls as determined by the AHJ

CONFIRE has established a goal of a dispatch processing time of 90 seconds or less on 90% of the 911 calls received. The time interval for this goal is measured from the call received or “Pick-up” time to when the first responding resource is assigned to the call. A study of calendar year 2019 ECHO calls or those identified in the above, reveals the call processing interval, at the 90th percentile, averaged one minute, forty-eight seconds (0:01:48). During this time, calls were sent to the first responding unit prior to reaching a full EMD type code. Several circumstances can increase call processing times from over 60 seconds. The most common are language barrier, wireless caller without a dispatchable location, third party caller without needed information, etc. In terms of compliance using an industry standard, these call types can be compared against the commonly used call type in the Medical Priority Dispatch System and examined monthly as to the barriers to overcome for more expedient processing (NFPA 1221 – 7.4.1.1)

In the following scenario, call processing is broken up by task relative to the time elements expected for each interval in the continuum. There are two benchmarks involved in this process.

- 1) A call-taker should enter an incident that has a dispatchable location and a call type within 30 seconds. Once this task is completed, the call enters the dispatch queue. In this instance, if the PRD is busy on other calls, the call pends in queue waiting for a dispatch.
- 2) The dispatcher receiving the call entered, should process the call, this includes unit type recommendations, validation and launch within a 30 second interval.



80%, if not more, of calls received by CONFIRE are processed using the EMD protocols. The International Academy of Emergency Dispatch does not set call processing standards as their position is that the design of the protocols allows for the most expedient processing based on level of acuity.

It should be noted that the operational configuration at CONFIRE may play a role in the how long it takes to dispatch a call. CONFIRE's ECC workflow provides one Primary Radio Dispatch position that activates all the dispatches for all calls for service. If several calls for dispatch are in the queue, this time between call received and entry can be extended beyond the 30 second mark as not only voice dispatch is performed but tones that are activated for station and apparatus alerting transmit on the same frequency as well.

Another configuration that is not validated but suspected to process seconds faster is one where the call-taker is also the dispatcher of the resources. Call entry to dispatch can be navigated and entered without going to a dispatch que, thus, activating station alerting and all other alerting mechanisms can be activated without time delay.

To reduce call processing times, CONFIRE is currently exploring mechanisms and procedures that reduce the call handling times.

- Automatic Voice Dispatch

This also is a pilot, enacted to shorten the task time in that dispatchers do not broadcast the call for service, they simply allow the mobile devices to alert crews of the location and call nature. These devices generally are the equipment relied upon for details of a call and location dispatched in addition to a voice broadcast. This innovative approach may soon be the start of replacing a legacy practice within CONFIRE. The broadcast in previous eras of alerting was necessary as the only mobile device was handheld portable or mobile radios (inside apparatus). This innovation reduces the dispatch queue backlog (if any) at the primary radio dispatch position by allowing the dispatcher to push the dispatch button in secession of calls received instead of having to sequence each call with a corresponding broadcast.

- "Quick Launch"

This is intended to reduce the time from the caller's declaration that a patient is in a life-threatening status to a dispatch. For example, if caller states that the patient fell, is not conscious, and breathing status is unknown, the call bypasses the EMD protocol sequence and is quickly dispatched with a high priority field response code. This process will occur while the caller is kept on the phone for more details and to determine a potential change to patient status. In the meantime, field crews are responding to what is believed a life-threatening incident.

- Emergency rule activation for call-takers to fast track all calls during busy periods
- Improved caller location technology available on newer mobile devices and detectable by upgraded 9-1-1 call-taking equipment (CPE).

Other mechanisms also have been identified, but not in effect.

- Westnet Station Alerting Automated Voice Dispatch (AVD)

This system provides automated text-to-speech broadcasting, if it is determined for situational awareness purposes that broadcasting is preferred over the silent dispatch approach. The First-In

Automated Voice Dispatch System™¹⁴ (FiAVD) automatically translates the CAD dispatch data into true text to speech. FiAVD call information (units assigned to the call, incident type, address, cross streets, business name, tactical channel, etc.) is then transmitted over the station speakers and over the air to all units out of quarters.

- Automatic Call Distribution (ACD)

CONFIRE uses ACD, but without an automatic call drop function in which a call is queued to the first available call-taker, who is alerted via a beep tone in the headset, signaling they have three seconds until the call drops in their headset? This feature eliminates a call-taker's ability to select what calls they take and provides the caller with efficient service. CONFIRE administration advises that with the VESTA telephone system refresh, this feature will be available.

- Real-time Situational Awareness (Strategic Command)

Technology has provided agencies with several platforms by which to gather data pre-incident, at incident initiation, as the incident is evolving, and post-incident activity. These factors play a part in incident management, but more importantly, field safety. Technology that would assist a fire agency obtain more data as they respond, or while on-the scene, changes regularly. Some emerging technology that impacts ECCs is best aggregated at a single point, rather than coming into the ECC via various mechanisms to various people. Like their law enforcement partners, intelligence gathering at a single point in real time is valuable situational awareness information that can change approaches and response to a call. Technologies in place in various agencies across the nation include the following:

- Drone programs – Several fire agencies across the nation are implementing drone programs to increase their ability to see what is happening at a reported scene, without the advantage of being there. “By having real-time aerial pictures and info, you're able to move companies into specific locations quicker, and that can sometimes allow you to find areas that you would have never known otherwise,” said LAFD Firefighter Derrick Ward of the Los Angeles City Fire Department.¹⁵
- Camera surveillance – One community in the CONFIRE serve area is currently using ALERTWildfire.¹⁶ Big Bear Mountain ski resorts have provided space, power, and communication backhaul for eight ALERTWildfire cameras on their property. This type of partnership between technology and fire agencies will only proliferate, prompting monitoring and data entry updates in the ECC.

¹⁴ <https://www.firehouse.com/stations/building-components/in-station-technology/product/21015603/firstin-by-westnet-product-of-the-day-westnet-inc-firstin-automated-voice-dispatch-firefighter-news>

¹⁵ <https://www.commercialuavnews.com/public-safety/success-lafd-drone-program>

¹⁶ ALERTWildfire is a consortium of three universities -- The University of Nevada, Reno (UNR), University of California San Diego (UCSD), and the University of Oregon (UO) -- providing access to state-of-the-art Pan-Tilt-Zoom (PTZ) fire cameras and associated tools to help firefighters and first responders: (1) discover/locate/confirm fire ignition, (2) quickly scale fire resources up or down appropriately, (3) monitor fire behavior through containment, (4) during firestorms, help evacuations through enhanced situational awareness, and (5) ensure contained fires are monitored appropriately through their demise.

- Sensor data transmission – Smart technology is developing at a quick and vast rate. Firefighter wearables can transmit one’s health and wellness during an event, while the same can be said for consumers having a medical event being able to relay life-safety information via a smart watch. These and many other mobile device transmissions are impacting PSAPs and ECCs globally. Aggregating this data is a key point to use data to the ECC’s advantage.

These technologies and the data derived from them provide supervisory and/or Command personnel the tools needed to make safety and deployment decisions while developing strategy for sustained operations.

Recommendations:

- Complete development and implementation of EMD as Designed pilot project
- Utilize NFPA 1221 highest prioritization list as a basis for “quick launch” call types, including fire related calls.
- Develop a high and low priority call metric and measure processing times for these calls separately
- Evaluate use of automatic call drop function with the Automated Call Distribution feature of the Vesta 911 system.
- Install Alert WildFire cameras on the radio masts at both ECC locations.

9.3 Operational re-configuration

CONFIRE is exploring an operational reconfiguration, with two feasible scenarios from which to choose:

- Model A – Division of Labor and Tasks
- Model B – North / South Operations Command

These models will be examined in this section, along with what is proposed to constitute CONFIRE’s success in these endeavors.

The two scenarios mentioned above re-engineer the approach and business plan for the CONFIRE ECC. These plans will require wholesale changes in not only what will be done and how, but also a plan addressing the dependencies needed to be successful. Before examining these two configurations, critical success factors have been identified in order to gauge project/program success (or not) and if more needs to be done (or not). In general, MCP’s experience with the term critical success factors can be interpreted as “if you don’t do these things, the project/program may fail.” This would be for CONFIRE to decide, but as MCP looks towards the future, these factors are identified as those that are commensurate with best practices and in general, what is practical and prudent for a world-class ECC.

Staffing scenarios and operational input are identified below. To better understand the flexibility manager's have in radio assignments, the following table provides geographically aligned areas and the incident workload for each of those geographical zones otherwise known as Command Channels.

9.3.1 Model A – Division of Labor and Tasks

Model A characteristics include:

- Geographically split locations, separating the operational configuration into two disciplines: radio activity at the Desert ECC and Call-Taking activity at the Valley ECC.

In both centers, there is a Strategic Command Operations (SCO) position that would be staffed as needed to not only monitor and manage XBO activity but all other situation awareness tools. The SCO at the Desert ECC looks at the data presented in its various formats in order to make decisions. The data comes from the Desert and is input by the CONFIRE Information, Triage, and Watch Center (iTAC).

Model A - Division of Labor and Tasks

CONFIRE COMMAND AND CONTROL CENTER - HESPERIA					
CORE DUTIES	Deploy Resources, (deployment, tracking, planning) Command & Control of XBO Area <u>Resources</u> , Strategic Operations Command TOTAL CALLS DISPATCHED: 238,810				
	Peak Hours 0900-2200		Base Hours 2200-0900		
Position	# of staff	Est. Volume / Divided into 2 Tours	Position	# of staff	Est. Volume / Divided into 2 Tours
PRD	1 Dispatcher	150,399 / 75,199	PRD	1 Dispatcher	85,411/42,705
Break/Surge	1 Dispatcher	-	Break/Surge	1 Dispatcher	-
West Valley	1 Dispatcher	43,577 / 21,788	West Valley & Other	1 Dispatcher	23,763 <u>5,587</u> 29,350
East Valley	1 Dispatcher	47,703 / 23,851	East Valley	1 Dispatcher	27,518
South Desert Mountains & Other	1 Dispatcher	13,757 <u>3,842</u> 17,599 / 8,799	South Desert Mountains Metro North Desert	1 Lead	6,583 17,736 4,224 28,543
Metro North Desert	1 Dispatcher	33,583 <u>7,937</u> 41,520 / 20,760			
Lead (Strategic Command) XBO	1 Lead		Lead (Strategic Command) XBO	1 Supervisor	
Totals	6 Dispatchers 1 Lead 1 Shift Supervisor	150,399/75,199	Totals	4 Dispatchers 1 Lead 1 Shift Supervisor	85,411/42,705

Workflow descriptions:

Calls are initiated in the Rialto Center (see next page) and calls received in the Hesperia Center. By design, public facings contact information, i.e., 911, 10-digit, Text, email, social media, etc are answered at the Hesperia Center, in order to focus radio Dispatchers on time on task.

Less multi-toggling between radio and phones, allows for increased capacity at (combined) consoles, thus increasing time on task.

Alleviating the task of answering phones allows for more consolidation of work during base or low peak hours, to conserve staff.

An alternate configuration at the base shift would be to eliminate the PRD and allow each region to dispatch and track their own resources (Model: San Mateo County) This further refines resources during base or non-peak hours, leaving the break/surge or supervisor as fireground communications should a complex or large scale incident occur.



Model A - Division of Labor and Tasks – Incident Entry

CONFIRE INFORMATION, TRIAGE AND WATCH CENTER - RIALTO						
CORE DUTIES	Call Answering, Call Handling (protocol call processing), Medical Call Triage (ECNS), Intelligence-gathering and Watch (monitoring)					
	Peak Hours 0900-2200 ☀️		Base Hours 2200-0900 🌙		Workflow descriptions: Calls are initiated in the Rialto Center and calls created are routed through CAD to the Hesperia Center. By design, public facings contact information, i.e., 911, 10-digit, Text, email, social media, etc. are answered at the Hesperia Center, in order to focus radio Dispatchers on time on task. Less multi-toggling between radio and phones, allows for increased capacity at (combined) consoles, thus increasing time on task. Concentrating on the task of answering phones allows for a level of expertise in call processing, optimizing call processing operations in order to meet local and industry standards. The break relief and Lead positions can be counted as part of the basic staffing number or in addition to a base calltaker strength. The Shift Supervisor hours can be flexed to an overlap shift if need be, if Lead is on-duty during absence	
Position	# of staff	Est. Volume / Divided into 2 Tours	Position	# of staff		Est. Volume / Divided into 2 Tours
	Annual Estimation	150,399/75,199		Annual Estimation		85,411/42,705
Break/Surge Lead (Strategic Operations)	*1 Calltaker		Break/Surge Lead (Strategic Operations)	*1 Calltaker		
	*1 Lead			*1 Lead		
Calltaker	3 to 5		Calltaker	1 to 2		
Shift Supervisor	1		Shift Supervisor	*1		
Totals	3 to 5 Calltakers 1 Lead 1 Shift Supervisor		Totals	2-3 Calltakers *1 Lead *1 Shift Supervisor		

9.3.2 Model B – North and South Operations Command

The model geographically divides the CONFIRE service area. North and South operations would be individually assigned agencies that are geographically aligned to facilitate efficiency, mutual aid deployments, etc. Finding the balance between geographically aligned agencies and their respective call volume that would achieve balance for the ECC may be a challenge.

Model B - *Geographic Divisions - North and South Operations*

NORTH					
HESPERIA					
97,152 or 41% of total 2019 CAD Volume (237,807) 41% of total inbound phone volume (494,271) = 202,651					
Core Duties Deploy Resources, Call Answering Call Handling (protocol call processing), Strategic Operations Command North Intelligence-gathering and Watch (monitoring) Command & Control of OBX Area Resources Medical Call Triage					
Peak Hours 0900-2200 			Base Hours 2200-0900 		
Position	Volume / 2 tours	Staff	Position	Volume / 2 tours	Staff
PRD	65,356 / 32,678	1 Dispatcher	PRD	31,796 / 18,010	1 Dispatcher
Break Relief	-	-	Break Relief	-	-
East Valley	47,703 / 23,851	1 Dispatcher	East Valley	27,518 / 13,759	1 Dispatcher
North Desert/ Mountains	13,757 / 6,878	1 Lead	North Desert/ Mountains	4,224 / 31,742 / 17,983	
Strategic Command North /	3,842 / 1,921 / <u>54/27</u> / 17,653 / 8,826		Break Relief	Strategic Command North /	54 / 27
Break Relief			Break Relief		
<u>Calltakers</u>	135,776 / 67,888	5/5 <u>Calltakers</u>	<u>Calltakers</u>	66,875 / 33,437	3-4 <u>Calltakers</u>

Concentrating on the task of answering phones allows for a level of expertise in call processing, optimizing call processing operations in order to meet local and industry standards.

The break relief and Lead positions can be counted as part of the basic staffing number or in addition to a base calltaker strength.

The Shift Supervisor hours can be flexed to an overlap shift if need be, if Lead is on-duty during absence.

On the base shift, the Metro channel would assume the South Desert and Command channels so the Lead can provide Break Relief.

South Ops is 65% of the CONFIRE inbound phone load. The Peak shift represents 65% of the total 153,358 CAD incident, leaving 35% on the base shift.

Phone load assumes the same percentages. There are 321,276 inbound calls, dividing 65% or 208,829 calls on peak loads and 35% or 112,447 on the base shift.

SOUTH					
RIALTO					
153,358 or 65% of total 2019 CAD Volume 65% of total inbound phone volume (494,271) = 321,276					
Core Duties Deploy Resources, Call Answering Call Handling (protocol call processing), Strategic Operations Command <i>North</i> Intelligence-gathering and Watch (monitoring) Command & Control of OBX Area Resources Medical Call Triage					
Peak Hours 0900-2200 ☀️			Base Hours 2200-0900 🌙		
Position	Volume / 2 tours	Staff	Position	Volume / 2 tours	Staff
PRD	100,562/50,281	1	PRD	52,796/26,398	1
Break Relief		1	Break Relief		0
West Valley	43,469/21,734	1 RD for 38,525	West Valley	23,655/11,827	1 RD for 20,695
Metro	33,583/16,791		Metro	17,736/8,868	
<u>South Desert</u>	13,757/6,878	1 Lead for 9,289	South Desert	6,583/3,291	1 Lead for 5,792
Strategic Command South (XBO and Local Govt/Air Ambulance)	4,822/2,411		Strategic Command South / Break Relief	4,822/2,411	
<u>Calltakers</u>	CAD Incidents 100,562/50,281 Inbound Calls 208,829/104,414	5/10	<u>Calltakers</u>	CAD Incidents 52,796/26,398 Inbound Calls 112,447/57,223	3/6

Concentrating on the task of answering phones allows for a level of expertise in call processing, optimizing call processing operations in order to meet local and industry standards.

The break relief and Lead positions can be counted as part of the basic staffing number or in addition to a base calltaker strength.

The Shift Supervisor hours can be flexed to an overlap shift if need be, if Lead is on-duty during absence.

On the base shift, the Metro channel would assume the South Desert and Command channels so the Lead can provide Break Relief.

South Ops is 65% of the CONFIRE inbound phone load. The Peak shift represents 65% of the total 153,358 CAD incident, leaving 35% on the base shift.

Phone load assumes the same percentages. There are 321,276 inbound calls, dividing 65% or 208,829 calls on peak loads and 35% or 112,447 on the base shift.

10 Recommendations

Current State Findings and Recommendations Summary

Process Recommendation

MCP recommends that ECC leadership (Chiefs, management and supervision) approve a process that allows for the comprehensive review of the following recommendations specifically developed not just for staffing adjustments, but for operational changes for now and in the future. MCP further recommends a simple process to prioritize recommendation, using criteria established by CONFIRE. For instance, resource availability to accomplish within specified timeframes, the organization's ability to fund, human capital support and implement processes. MCP understands that budgets are challenged when considering how to fund staffing requisitions; but over time, knowing that organizational goals can be accomplished, measured and complied with, the planning process to fund what it takes to be successful can begin.

A sample process to consider puts recommendations in "buckets" to start this plan:

- What can be achieved within the next two to 12 months
- What can be achieved during the "interim period" of 12-24 months
- What should be achieved looking at the longer term

Once the above process has been completed, prioritize based on acuity (need):

- (#1) Critical – a must for immediate organizational success
- (#2) Important – significant impact to the organization and will be done within timeframe established
- (#3) Long Term Initiative – is important and can be critical but is most definitely strategic when it comes to funding and needed resources to achieve success.

This process can provide high-level initiatives for future budget cycles and allow staff to engage in the development of workplace priorities and how best to accomplish them.

Content Recommendations

1. Industry Standards/Best Practices

- A. Formally adopt (re-adopt) State of California Office of Emergency Services standard of answered all 9-1-1 calls within 15 seconds, 95% of the time.
- B. Adopt National Fire Protection Association (NFPA) 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems* (Edition 2019), Chapter 4 as the basis for call processing benchmarks.
- C. Establish separate call processing performance benchmarks for high priority and non-high priority call types.

- D. Adopt goal of completing full EMD process on 90% of all ECHO calls that apply, develop metric, and reporting, ie., every month, three months, etc

2. Organizational Structure

- A. Develop staff position to support the Assistant Manager of Training/EMD/ Wellness.
- B. Support and fund what will be needed to accomplish an aggressive hiring process and back-to-back entry-level training efforts during two-year interim period.
- In interim, consider a rotational position from the ECC for mentoring/succession planning purposes. If the option of hiring personnel from outside who are familiar with CONFIRE ECC's operation, this should be exercised.
- C. Expedite filling the four new Dispatch Supervisor positions authorized in the FY20-21 budget.
- Fill vacant supervisor positions by internal promotion and recruit externally for qualified candidates if necessary.

3. Operational Configuration

- A. Integrate the vertical operational configuration and phase-in over time in order to achieve clear lines of duty and expectation. Define the two distinct functions of the communications operations as:
- Call Processing (includes call taking, EMD, response configuration and initial dispatch).
 - Resource/Incident Management (includes resource status management, call reconfiguration, communications with responding and operating units, incident support (resource requests, notifications, tactical monitoring etc).
 - Staff and support each element accordingly to achieve adopt performance standards as well as each job assignment thoroughly described.
- B. Assess after-hours notifications and dispatch functions to gauge whether the notifications are part of a working call or are separate and inconsistent with CONFIRE call flow. Evaluate if non-compensated work should be part of the ECC's mission. This includes the medical helicopter function for cost recovery opportunities and burn permit CAD entry for more efficient methods to achieve tracking and notification objectives.
- C. Evaluate the Command and Control function. Define the role and responsibility of the BDC ECC Chief in policy, and over time, explore opportunities to expand the role to include management of all CONFIRE resources and XBO duties.

- D. Evaluate and approve the Operations Chiefs radio position realignment into the recommended staffing matrix and if ratified, incorporate and codify in policy.
- E. Complete development and implementation of EMD as Designed pilot project to include the creation of a list of high priority incidents (Quick launch). Utilize NFPA 1221 highest prioritization list as a basis for “quick launch” call types, including fire related calls.
- F. Measure processing times for these calls separately from lower priority calls.
- G. Evaluate use of automatic call drop function with the Automated Call Distribution feature of the Vesta system.
- H. Determine best model for operations (Model A or B or variation thereof). Consider piloting both for specified periods and define metrics for decisions to (dis)continue. Determine if one PRD in the configuration is enough, or if two regional PRD’s would best achieve standards compliance.

4. Staffing

- A. Overhire – leverage overtime dollars to new positions in order to hire as many qualified candidates as possible even if it exceeds the authorized staffing strength to create a pool to backfill vacancies and minimize forced OT as attrition occurs. Recommend Consider a slow decrease in overtime and use funding to increase full-time equivalents or overhire funding.
- B. Collaborate with line staff on the staffing scenarios described in this report, to ensure that employees are part of the decision and change process.
- C. Expand the extra-help bench by recruiting journey-level dispatchers in the region or fire recruits and fill shift vacancies with straight time and schedule.
- D. Schedule existing extra-help staff hours as part of the base schedule rather than ad-hoc sign-ups.
- E. Upon achieving full staffing, revisit minimum staffing and permitted time-off policies to minimize staffing deficits and keep forced overtime hours below 5% of overall overtime hours.
- F. Develop a stand-by schedule per CWA MOU provision to address unplanned shortages.
- G. Consider classifying the four Lead Dispatcher positions from Dispatch classification ranks.
- H. Consider rebalancing dispatcher radio assignments to calltaker assignments as radio reconfiguration and (recommended) consolidation occurs.

- I. Create support positions to training and QA by either administrative assignment from the ECC staff or hire externally in temporary capacity until full-time funding can be secured.

5. Shift Configuration

- A. Consider flexible scheduling (hours of the day and length of shift) particularly when shortages continued to be experienced, to retain staff.
- B. Schedule part-time staff to fill peak hour vacant shifts.

6. Retention

- A. Consider a significant increase in stipend to communications training officers (CTO) during interim period to incentivize staff engagement.
- B. Prepare the ECC for an aggressive effort of training new staff after conducting back-to-back academies and on-the-job training cycles.
- C. Retain personnel who are proficient at call-taking who may not be proficient at the essential job functions of a radio dispatcher.

7. Technology

- A. Complete upgrade of Desert ECC to mirror Rialto ECC operational capability (using the same CAD)
- B. Request the installation of an Alert Wildfire camera on the radio masts at both ECC locations.
- C. Consider enhancing dispatch performance by implementing:
 - o ASAP-to-PSAP alarm technology
 - o Situational awareness technology
 - o Automatic Call Distribution enhancement

8. Training and Quality Assurance

- A. For the critical 18-24-month period, make temporary assignments from existing ECC staff or hire personnel from outside who are familiar with CONFIRE ECC's operation to assist in academic training. This is to be temporary and increase backfill overtime but is necessary for the interim period's success.

- B. Structure an aggressive hiring plan over the course of 18-months. During that time, schedule academic entry-level training every 10 weeks. Attempt to hire a minimum of six trainees per session. Five academic sessions will fill the current vacancy level of 28. If overhire is approved, six academic sessions will be needed. If a two-person washout is assumed, two additional sessions will be needed, totaling eight academic sessions over the 18-month period. This amounts to an entry-level training session every nine weeks. This structure does not address any additional positions above the current staffing strength vacancy and four-position over-hire.
- C. Emphasize training for shift supervisors in: performance-based evaluations and feedback sessions, coaching, career development for subordinates, and career pathing.

11 Conclusion

The results of a staffing study can be overwhelming to digest. When agencies see what staffing they have compared to what is recommended to meet industry standards and operational best practices, the thought of needing “that” many more people can be intimidating. To put the issue in perspective, these same reactions can be felt by the ECC/PSAP staff when seeing the growth factor, absorbing increasing call volume, additional duties (i.e., ECNS or drone programs), and expanding reporting structures. If CONFIRE ECC accepts the calculations herein, a phased and graduated increase to staffing should be developed, so that strategically, the increase of staffing correlates with the increase of responsibilities.

MCP applauds CONFIRE’s vision and steps toward realizing it in the future. Changing times can be exciting when executed with well thought-out plans and inclusion of staff. MCP is happy to be able to provide this one portion of work towards your vision.

Appendix A – Industry Standards/Best Practices and State Statutes/Rules

National organizations that develop public-safety communications standards and best practices include those noted below, along with relevant standards used in staffing analyses.

Association of Public-Safety Communications Officials-International (APCO)

APCO “is the world’s oldest and largest organization of public safety communications professionals and supports the largest United States membership base of any public safety association. It serves the needs of public safety communications practitioners worldwide – and the welfare of the public as a whole – by providing complete expertise, professional development, technical assistance, advocacy, and outreach.”¹⁷ APCO has undertaken many projects over the years. Two notable projects are P25, the development of standards for digital telecommunications technology, and Project 33, development of a telecommunications training standard. In Project 33, APCO collaborated with NENA “to evaluate what type of standardized training programs (if any) each state had. The information gathered helped APCO build the foundation for the National Public Safety Telecommunicator Training Standard, which is the minimum standard used today.”¹⁸

National Emergency Number Association (NENA)

NENA, a non-profit corporation, is dedicated to a “public made safer and more secure through universally available state-of-the-art 9-1-1 systems and trained 9-1-1 professionals.”¹⁹ NENA’s mission is to improve “9-1-1 through research, standards development, training, education, outreach, and advocacy.”²⁰ NENA has several topic-specific committees that develop ECC-related recommendations and standards and other information documents pertaining to ECC operations. NENA recommendations and standards give ECCs the tools needed to maintain a consistent level of service and work in relation to their peers in neighboring counties and states.

NENA 56-005, *Call Answering Standard/Model Recommendation*, states, “Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume, as defined in the NENA Master Glossary 00-001). Ninety-five (95%) of all 9-1-1 calls should be answered within twenty (20) seconds.”²¹

¹⁷ “About APCO,” APCO International, 2017, <https://www.apcointl.org/about-apco.html>.

¹⁸ “APCO Projects,” APCO International, 2017, <https://www.apcointl.org/about-apco/apco-projects.html>.

¹⁹ “NENA’s Mission,” National Emergency Number Association, <http://www.nena.org/?page=Mission>.

²⁰ Ibid.

²¹ “9-1-1 Call Answering Standard,” National Emergency Number Association,” June 10, 2006, <https://www.nena.org/?page=911CallAnswerStnd>, page 8 of 12.

National Fire Protection Association (NFPA)

NFPA “delivers information and knowledge through more than 300 consensus codes and standards, research, training, education, outreach, and advocacy ...”²²

NFPA has higher standards for call processing. Also a non-profit organization, NFPA “delivers information and knowledge through more than 300 consensus codes and standards, research, training, education, outreach, and advocacy ...”²³ NFPA 1221, 2019 version, states "Ninety- [sic] percent of events received on emergency lines shall be answered within 15 seconds, and 95 percent of alarms shall be answered within 20 seconds."²⁴

NFPA further defines call processing times. Section 7.4.2 states: "Call processing time shall include the time from call answer to initial notification of the responding ERU(s)."²⁵ Explanatory material for this section states, in part:

Transfers, especially multiple transfers, have the impact of making compliance with the overall processing time standard nearly impossible. Given the life safety implications for critical incidents, PSAPs should make every effort to reduce/eliminate transfers, thereby reducing the amount of time required to answer, process, transfer, and dispatch alarms.

Section 7.4.3 states: "Emergency alarm processing for the highest prioritization level emergency events listed in 7.4.3.1 through 7.4.3.2 shall be completed within 60 seconds, 90 percent of the time."²⁶

Sections 7.4.3.1 and 7.4.3.2 provide the highest prioritization levels. These sections all represent changes from the 2016 edition.

NFPA does not address law enforcement call processing and dispatching times, allowing the jurisdictions to establish time frames for dispatch in accordance with respective SOPs.

NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems* (Edition 2019), Chapter 7 sets forth the standards for PSAP operations; Section 1 of Chapter 7 addresses management.

NFPA 1221, 7.1.1 states, “All system operations shall be under the control of a manager, director, or supervisor of the jurisdiction served by the system.

²² “NFPA Overview,” National Fire Protection Association, 2017, <http://www.nfpa.org/about-nfpa/nfpa-overview>.

²³ “NFPA Overview,” National Fire Protection Association, 2017, <http://www.nfpa.org/about-nfpa/nfpa-overview>.

²⁴ “NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*,” National Fire Protection Association, 2019.

²⁵ Ibid.

²⁶ Ibid.

7.1.3 states, “Personnel in supervisory roles shall receive supervisory training as defined by the AHJ.” (AHJ is defined as the Authority Having Jurisdiction.)

7.1.4 states, “The AHJ shall be responsible for initial and ongoing training in supervisory skills of personnel in supervisory roles.”

Section 3 of Chapter 7 addresses staffing.

7.3.4.1 states, “Supervision shall be provided by personnel located within the communications center who are familiar with the operations and procedures of the communications center.”

7.3.4.2 states, “The supervisor shall be allowed to provide short-term relief coverage for a telecommunicator, provided that the telecommunicator does not leave the communications center and is available for immediate recall as defined in the policies and procedures of the AHJ.”

International Academies of Emergency Dispatch (IAED)

The IAED “is a non-profit standard-setting organization promoting safe and effective emergency dispatch services worldwide. Comprising three allied academies for medical, fire, and police dispatching, the IAED supports first responder-related research, unified protocol application, legislation for emergency call center regulation, and strengthening the emergency dispatch community through education, certification, and accreditation.”²⁷

Entities that utilize the IAED’s internationally recognized protocols, available through Priority Dispatch Corporation, can apply to become an ACE.

Insurance Services Office (ISO)

The ISO has established criteria for assessing and grading fire-protection agencies. The ISO’s Fire Suppression Rating Schedule (FSRS) evaluates four primary categories of fire suppression: fire department, emergency communications, water supply, and community risk reduction. The FSRS “measures the major elements of a community’s fire protection system and develops a numerical grading called a Public Protection Classification.”²⁸

The ISO notes:

“We base our evaluations on nationally recognized standards developed by the Association of Public-Safety Communication Officials International (APCO) and the

²⁷ International Academies of Emergency Dispatch (IAED), “Welcome to the Academy.” <http://www.emergencydispatch.org/>.

²⁸ PPC “is the countrywide classification system used by the Insurance Services Office (ISO) to reflect a community’s local fire protection for property insurance rating purposes. The public fire protection of a city, town or area is graded using ISO’s Fire Suppression Rating Schedule to develop the community’s classification.”

*National Emergency Number Association (NENA). ISO works very closely with APCO, NENA, the National Fire Protection Association (NFPA), county coordinators, directors, and staff at the communications centers we survey. We've found that the most critical factor in responding to emergencies is telecommunicators. Having a sufficient number of well-trained telecommunicators can make all the difference when responding to an emergency, and our evaluation gives this component the weight it deserves.*²⁹

California State Organizations

The California Governor's Office of Emergency Services (CAL-OES)

The Public Safety Communications Branch maintains the state's standards for PSAP call answering. This office administers funding for equipment and services related to the delivery and handling of 9-1-1 calls in California, which is based upon laws passed by the California State Legislature, as defined in CA Government Code, Sections 53100-53120 (known as the Warren-911-Emergency Assistance Act) and the CA Revenue and Taxation Code, Sections 41001 - 41176 (known as the Emergency Telephone Users Surcharge Act).

CAL-OES monitors compliance with its call-handling standards, which are among several mandatory PSAP and network standards documented in the State's operating manual. The statewide call-handling standards are as follows:

- Automatic location identification (ALI) format – PSAPs shall accommodate the most current ALI standard for the State of California, currently Format 04, in any equipment replacement or upgrade.
- The *9-1-1 Operations Manual*, Chapter 1 – Standards, Public Safety Answering Point (PSAP) Standards, 2. Call Answer Time Within Fifteen (15) Seconds, states “Ninety-five (95) percent of incoming 9-1-1 calls shall be answered within fifteen (15) seconds. The CA 9-1-1 Branch realizes that unpredictable spikes may occur and will take abnormalities into consideration when reviewing statistics.”³⁰

²⁹ ISO Mitigation, “Emergency Communications.” (2018) <https://www.isomitigation.com/emergency-communications/>.

³⁰ “CA 9-1-1 Operations Manual,” CA.gov, 2017, <http://www.caloes.ca.gov/cal-oes-divisions/public-safety-communications/ca-9-1-1-emergency-communications-branch/ca-9-1-1-operations-manual>.

Appendix B – Staffing Methodology

A staffing analysis is conducted to determine whether a PSAP has an adequate number of personnel to assure efficient processing of emergency calls now and/or to determine the number of personnel that may be needed in the future—although the further into the future one looks, the more difficult it is to predict. A forward-looking staffing analysis considers projected population growth to assure that the agency is well-positioned in its future planning efforts and that it meets the expectations of the public and the agencies it serves. Operational efficiency is gauged by comparing statistical data and personnel utilization to appropriate national standards.

Additionally, a staffing analysis often is conducted to assess the number of physical console positions required for PSAP operations and how many of these positions should be routinely staffed throughout the day. The number of required positions can be used to assist in programming any future facility to ensure that adequate space is allotted.

Industry tools are available to assist with determining baseline staffing requirements for call-takers, dispatchers, and supervisors. APCO offers Project RETAINS,³¹ developed by the University of Denver Research Institute in 2004. The RETAINS toolkit 2.0 expanded its functionalities and capabilities.³² NENA offers a Communications Center Staffing Tool, which is available through a staffing workshop or the Center Manager Certification Program (CMCP).³³ Both tools utilize agency-specific data, such as call and incident volumes and other data, such as employee leave, to calculate baseline staffing requirements. One difference between the tools is that NENA considers the workload in terms of incidents that a dispatcher can or should be able to handle at one time, whereas RETAINS does not. While this is a subjective number, the agency itself defines the parameters.

MCP's staffing analysis involves a multimodal approach that considers workload, volume- and/or coverage-based staffing, and performance metrics. Volume-based staffing calculates the number of staff required to handle the volume of the respective data, while coverage-based staffing calculates the number of personnel required to staff a position 24 x 7, regardless of volume. MCP uses these calculations in tandem. Statistical calculations are balanced with operational logistics to identify how many personnel are needed for a PSAP to achieve its performance goals while providing efficient and effective service. In addition, MCP uses Erlang C calculations and its experience in the 911 community to assist in projecting the number of staff required to efficiently answer and dispatch emergency and non-emergency calls for law enforcement, fire, and EMS agencies. MCP analyzes resulting data with a respective center's operational configuration to approximate staffing requirements. The value of any resulting staff projections is

³¹ APCO International, "APCO Project RETAINS," (2018) <https://www.apcointl.org/resources/staffing-and-retention/retains.html>.

³² RETAINS is available for a subscription. From appearances, the last update was in 2009.

³³ Both the workshop and the center manager program are available for a cost. NENA notes that the workshop is hands-on, that has "you using the Tool during the workshop to determine your center's staffing needs at a high-level. You will use a combination of facilitator-provided practice data and your PSAP's actual data to determine the staffing needs of your center." <http://www.nena.org/?page=CommCenterStaffing>.

dependent upon the accuracy of the data and statistics provided by the PSAP. CONFIRE provided statistical data, including incident volume, call volume, and personnel data.

Many factors play a role in determining appropriate staffing levels, including available work hours, utilization, and attrition rates. Available work hours are the number of hours a telecommunicator (call-takers and dispatchers) is available to work during a year. There are many subfactors to this calculation, including leave usage (i.e., any time that the employee is away from his or her assigned duties). This time includes vacation, holiday, sick, and personal leave; training; military leave; and other activities.

In 2019, CONFIRE ECC personnel³⁴ used approximately 470 hours of leave per person. This is not to say that each person used this amount of leave; some may have used less, and some may have used more. Based on a 12-hour day, this is approximately 39 days of leave per person.

Utilization is a subjective number, designed to provide an estimate of the time per shift that a telecommunicator should be busy providing call-handling and dispatching services.³⁵ Breaks and meals are subtracted from the shift length, as is time spent doing other work-related activities, such as filing paperwork or decompressing after a stressful incident. In MCP's experience, telecommunicators may spend four to seven minutes per hour on other work-related activities. CONFIRE reported other work-related activities of approximately five minutes per hour with the resulting utilization rate of 87 percent. As APCO notes, "Researchers in commercial call centers report increased employee turnover and 'undesirable' agent behaviors when agent occupancy rates exceed 85 to 90% over extended periods of time." Unfortunately, always trying to maintain utilization below 85 percent can lead to overstaffing.

Calculating the net work hours (scheduled hours less leave) and the utilization rate results in the true availability of an employee. This means that a telecommunicator is scheduled to work 2,184 hours but subtracting leave an employee may only work 1,714 hours during a year, based on leave data provided by CONFIRE and the utilization rate.

Attrition, also referred to as turnover, is a factor that must be considered. The attrition data includes the highest number of employees for a given year as well as the number of staff that left voluntarily or involuntarily. The result is the attrition rate. The national average for recent years is estimated to be approximately 13 percent; however, MCP is aware of several PSAPs whose attrition rate has been higher than 15 percent, and some upwards of 25 percent. APCO RETAINS Retention report does not have a current turnover rate, reporting 2009 data as its latest reference. In its report, APCO RETAINS identifies the national turnover rate at 17 percent for 2005 and 19 percent for 2009.³⁶ CONFIRE reports a three-year attrition rate of approximately 24 percent.

³⁴ Those whose primary assignment is shift work.

³⁵ Utilization should not be confused with agent occupancy. Utilization is the total time an employee is at work and able to do their respective tasks, such as call-taking and dispatch. (This would not occur on breaks, for example.) Occupancy is the actual time at work busy on assigned tasks. This link (<http://www.thinkhdi.com/~media/HDICorp/Files/Library-Archive/Insider%20Articles/agent-occupancy.pdf>) provides good information.

³⁶ According to the APCO RETAINS Retention document, the comparison rates were derived from Project RETAINS Study I and the RETAINS Next Generation Study.

Staffing calculations also should consider performance metrics, which measure the operational efficiency of a PSAP compared with targeted goals and established standards. MCP uses performance metrics and national standards to ascertain how staffing may be positively or negatively affecting PSAP operations.

The most common metric involves the average time it takes a PSAP to answer its incoming emergency calls. PSAPs typically try to align their call-answering goals with either NENA³⁷ or NFPA³⁸ standards.

Another metric is the abandoned call rate. Every center will experience abandoned calls; the goal is to keep them as low as possible. There are many reasons for abandoned calls, including those who realized they have misdialed. When telecommunicators are on another line, incoming calls cannot be answered immediately. Regardless of the reason, this creates additional work as telecommunicators must try to reestablish contact with the caller to determine if there is an actual emergency. There is no industry metric for a “normal” number of abandoned calls. In MCP’s experience, an abandoned call rate of 8 percent or less is ideal and attainable when a center is appropriately staffed. MetricNet, a performance-benchmarking company in McLean, Virginia, for IT and call centers, suggests an abandoned call rate of 4 percent to 7 percent.³⁹ While their focus is on the service industry, not the 911 sector, there is a correlation between the two. Both are answering calls from the public in response to their stated mission or objective. CONFIRE’s abandoned call rate is approximately 0.79 percent.

³⁷ NENA: 90 percent of 9-1-1 calls answered within 10 seconds during the busy hour and 95 percent 9-1-1 calls answered within 20 seconds

³⁸ NFPA: 90 percent answered within 15 seconds and 95 percent answered within 20 seconds

³⁹ MetricNet, “Call Abandonment Rate,” (May 23, 2012) <http://www.metricnet.com/call-abandonment-rate>.

**CONFIRE****STAFF REPORT****DATE: 11/24/2021****FROM: Art Andres, Director****TO: CONFIRE Board of Directors**

SUBJECT: 2022 BOARD OF DIRECTORS OFFICERS

RECOMMENDATION

Elect a Chairperson and Vice Chairperson from among CONFIRE Board of Directors to serve during the coming calendar year.

BACKGROUND

Consolidated Fire Agencies Board of Directors policy 3.001 requires the Board to hold an annual organizational meeting where the Board will elect a Chairperson and a Vice Chairperson from among its member to serve during the coming calendar year.

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. 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.

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.

The Director of CONFIRE shall be the Secretary to the Board of Directors but shall be a non-voting member.