



CONFIRE JPA

Organizational Framework And Strategic Management Plan (SMP)

FY 2023-24 (DRAFT)
(January 2023)

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CONFIRE JPA**

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And
Strategic Management Plan (SMP)
FY 2023/24**

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Introduction

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

Products of the Planning Process include:

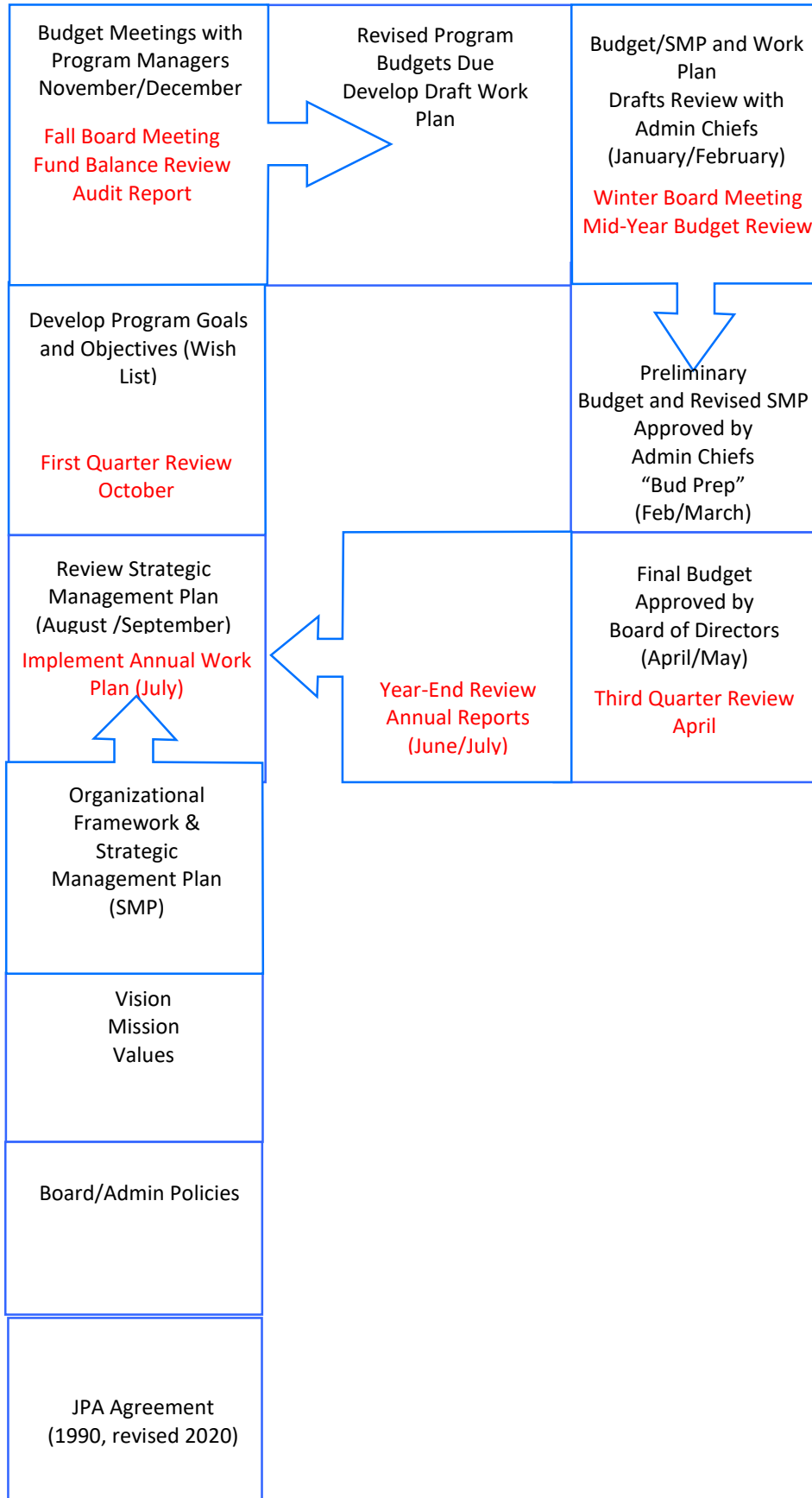
Organizational Framework. The framework succinctly details CONFIRE's vision, mission and core values and connects them to actual direct (core) and support service elements. This Framework is a CONFIRE-wide collaborative effort and is considered a living document that through the Planning Process is reviewed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

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

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

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

The CONFIRE Planning Cycle



CONFIRE JPA

MISSION

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

VISION

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

VALUES

PEOPLE: Dignity and Respect

SERVICE EXCELLENCE: All the Time, Every Time

TEAMWORK: Strength Through Collaboration

INTEGRITY: Honest, Accountable and Transparent

EFFECTIVENESS: Time, Cost and Quality

INNOVATION: Future Ready

SERVICE MOTTO

Always There, Always Ready, Always Proud

PILLARS OF SERVICE

Emergency Communications
Emergency Medical Services
Public Safety Information Technology and Services

General Principles (Leader's Intent)

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

What can or should we be doing together?

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

Clear Expectations

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

Responsiveness

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

System Discipline

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

Workplace Environment and Safety

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

Relationships

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

Continuous Improvement

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

Fiscal Stewardship

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

Strategic Priorities

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

Program Goals

23/24

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

24/25

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

CONFIRE Organizational Framework

Operations

Emergency Communications Division – Tim Franke

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

Call Answering/Processing

9-1-1 Coordination

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

Standards

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

Phones - Tim

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

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

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

Dispatch (Rialto and Hesperia) – John Tucker

Dispatch Operations

- CAD Features
- CAD to CAD

Response Planning (CAD)

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

Paging/Alerting

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

Operational Area (XBO)

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

- BDC
- XBO

Regional Operations

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

Radio Communications

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

Field Communications

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

Communications Support

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

Standard Operational Procedures Policy (SOPP) – John Tucker

- Policy Development
- Policy review

Emergency/back up procedures

- CAD Down Procedures
- Evacuation/Disaster Planning
 - WebEOC

Investigations

- Incident Investigations
- Public records requests
- Audio requests

Training & Development (Communications) -Alisha Johnson

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

Recruitment and Retention

- Recruit Academy
- Hiring events
- Recruitment fairs
- Interns

Dispatch Training Committee

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

Conferences

- Central Square
- NENA
- APCO
- Navigators

Intern Program

- MT SAC
- CSUSB
- Victor Valley College

Emergency Medical Services Division –

Purpose Statement:

Emergency Medical Dispatch (EMD) – Alisha

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

Information Technology and Services – Blessing Ugbo

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

Systems & Infrastructure:

CAD Systems – Thomas C.

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

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

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

CAD Interface

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

CAD Reporting Applications (Data)

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

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

Mobile Devices

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

Paging/Alerting

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

Emergency/backup procedures and Policies – Thomas C.

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

Information Services (Non-CAD)

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

Network & Security

Network

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

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

Cyber Security – Nick L.

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

Geographic Information Services – Sam P.

CAD GIS

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

NG 9-1-1

- Regional GIS
- Regional CAD2CAD map

Mapping services

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

Helpdesk Services (CONFIRE) – Steven C.

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

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

Dedicated IT Service Customers

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

IT Services

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

Agency Liaison Services

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

Training & Development (Information Services)

MIS Staff Development

- StormWind

Conferences

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

Administration and Support Services

Administration (Director)

Executive Leadership

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

Board of Directors

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

Administrative Committee (Chiefs)

- Policy/Procedure
- Daily Operations

Operations Committee (Ops Chiefs)

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

CONFIRE Admin Staff (Director)

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

Planning - Director

Planning Process - Director

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

Long-Range Planning (2-5 years)

- Strategic planning

Personnel Management -Director

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

Human Relations - Director

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

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

Employee Wellness - Alisha

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

Fiscal – Karen Hardy

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

Accounting – Karen

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

Budget – Karen

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

Accounts Receivable – Rana

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

Purchasing - Rana

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

Accounts Payable – Arlene

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

Payroll – Karen

- EMACS

Grant Management - Rana

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

Support Services

Logistics – Liz Berry

Reception

- Front Office
- Mail
- Admin Calendar
- Inventory Control

Supplies

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

Vehicles & Equipment

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

Facilities -

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

Organizational Support

Internal Communications

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

Public Communications

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

Committees

Internal

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

External

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

Meetings

Internal

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

External

- County Chief's (fourth Thursday AM)

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

Milestones in CONFIRE history:

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

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

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

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

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

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

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

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

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

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

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

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

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

1990 –The Consolidated Fire Agencies of the East Valley (CONFIRE) JPA forms with the San Bernardino County Fire Agency, Rialto, Loma Linda, Colton and Redlands Fire Departments as its original members. The agencies agree to “federate together in a cooperative agency for the joint and mutual operation of a centralized public safety communication agency and a cooperative program of fire protection and related functions.” Comm Center remains the centerpiece of this organization. First Computer Aided Dispatch (CAD) system installed.

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

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

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

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

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

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

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

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

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

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

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

- 2012** – CONFIRE achieves National Center of Excellence accreditation from the International Association of Emergency Dispatch only 169th center in the world to do so.
- 2012** – Crest Forest Fire District contracts with the San Bernardino County Fire Department for service.
- 2013** – Rancho Cucamonga Fire District becomes the 6th member of the JPA and the first new member since CONFIRE’s inception in 1990
- 2014** – Montclair and Upland Fire Departments contract with CONFIRE JPA for dispatch services.
- 2015** – The North Fire occurs in the Cajon Pass trapping motorists on I15 and resulting in dozens of cars on the freeway and several homes in the High Desert being destroyed.
- 2015** – CONFIRE achieves reaccreditation (valid until 2018) from the National Academy of Emergency Medical Dispatch for its Emergency Medical Dispatch program.
- 2015** – Comm Center supports the regional response to a terrorist attack in the City of San Bernardino that results in a Mass Casualty Incidents (35 victims)
- 2016** – San Bernardino City Fire annexes into the San Bernardino County Fire District. CONFIRE begins dispatch services for the annexed area on 7/1/2016.
- 2016** – Kendall, Pilot and Blue Cut Fires challenge regional response capacity. XBO Comm Plan exercised successfully during these incidents.
- 2017** – Major winter storms hammer the County
- 2017** – CONFIRE, CALFIRE, USFS and Ontario recognized by CPRA at Annual Awards banquet for collaboration during Blue Cut Fire in 2016
- 2017** – The Upland Fire Department annexes into the San Bernardino County Fire District on July 22.
- 2018** – CONFIRE reaccredited by IAEMD as Center of excellence for the third time.
- 2019** – Chino Valley Fire and Victorville Fire join as contract agencies in March.
- 2019** – Chino Valley Fire and Apple Valley Fire become CONFIRE member agencies in December bringing CONFIRE’s member agency total to eight.
- 2020** – Victorville Fire becomes 9th member agency of CONFIRE
- 2020** – COVID-19 Pandemic challenges all emergency response systems. CONFIRE opens Desert Communications Center full-time
- 2021** – CONFIRE reaccredited by IAEMD as a Center of Excellence for the fourth time
- 2021** – ECNS program initiated with local FD and REMSA (Reno) nurses

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

2022 – Emergency Command Center (ECC) Chief program developed

2022 – Established an Emergency Medical Services Division

2022 – District Transparency Certificate of Excellence Recipient

Definitions

CAD to CAD

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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