



**CONFIRE**

**CONFIRE JPA**

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

**FY 2021-22**

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CONFIRE JPA**

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FY 2021/22**

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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:**

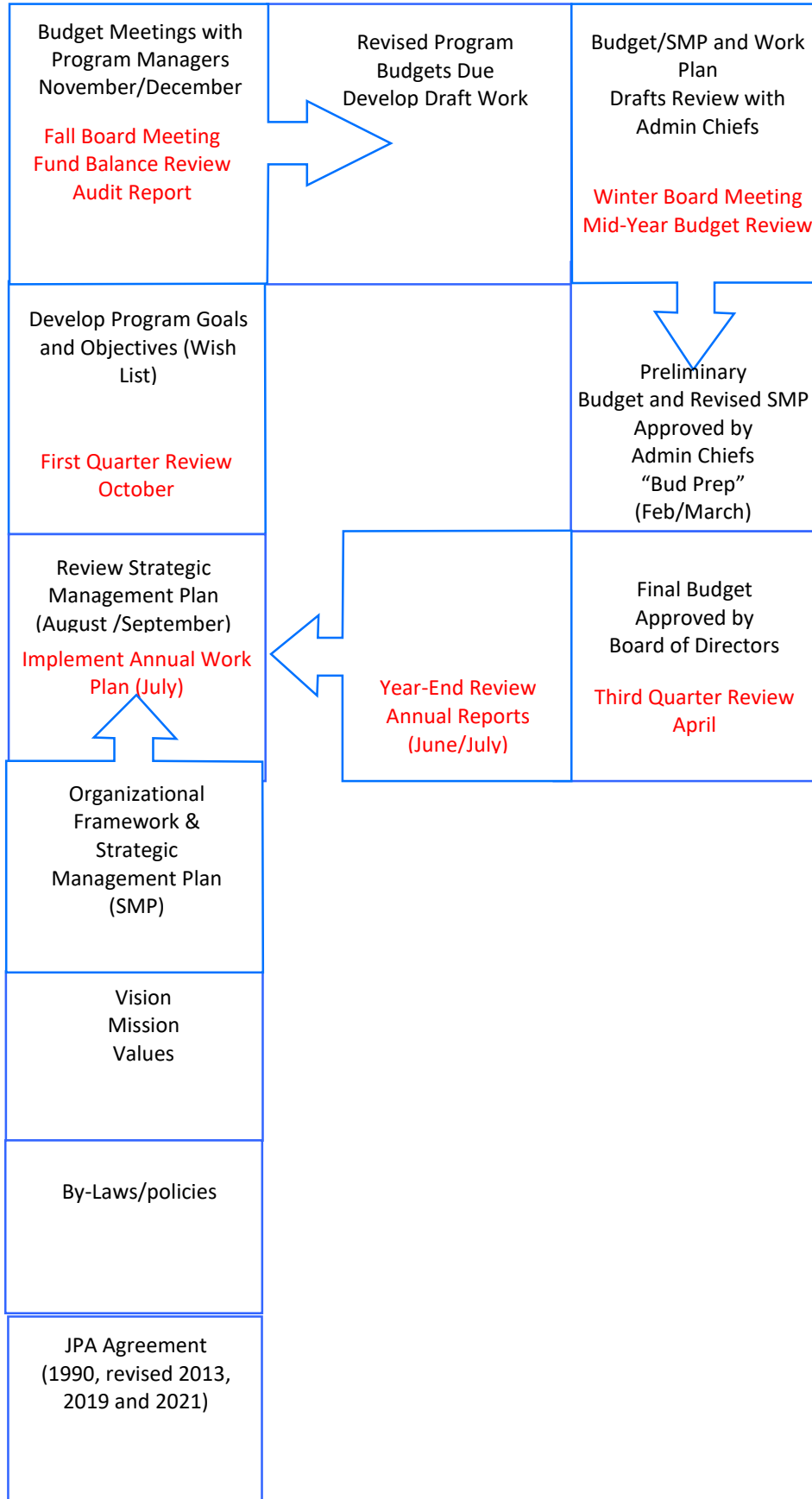
**Organizational Framework.** The framework succinctly details CONFIRE's vision, mission and core values and connects them to actual direct (core) and support service elements. This Framework is a CONFIRE-wide collaborative effort and is considered a living document that through the Planning Process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

**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**

SERVICE EXCELLENCE: All the Time, Every Time

EFFECTIVENESS: Time, Cost and Quality

INNOVATION: Future Ready

TEAMWORK: Strength Through Collaboration

INTEGRITY: Honest, Accountable and Transparent

PEOPLE: Dignity and Respect

## **SERVICE MOTTO**

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

## **PILLARS OF SERVICE**

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

## **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

- Update JPA Agreement and By-Laws (policies)
- Continue Information Services/Technology improvements
  - Transfer desktop support and other MIS roles specific to BDC to BDC MIS
- Improve recruitment/retention practices
  - Prepare for Labor Negotiations (2020)
- Pursue strategic partnerships (ICEMA, ECNS, Ambulance Dispatch, CAD to CAD)
- Open High Desert Dispatch Center
- Engage in planning for updated Valley Communications Center (resolve RES lease agreements)
- Update and Improve CONFIRE Administrative and Fiscal Management Policy and Procedures (SDCA Accreditation)
- Develop and monitor internal performance measurements for call-taking/dispatch operations.

### Program Goals

#### 20/21

- Open High Desert Government Center/Initiate ECC Capability
- Deploy Automated Voice Dispatch (AVD)
- Victorville Membership process
- Complete BDC MIS Transition – In Progress (6/21 target)
- Complete By-Laws Revision
- Implement EMD/ECNS Pilot
- Deploy CAD to CAD (UASI) – In Progress (5/21 target)
- Regional GIS Database - In Progress (12/21 target)

#### 21/22

- NG 9-1-1 deployment – In Progress
- Firstnet deployment – (Monitoring)
- ECNS implementation
- Explore space utilization (Admin/MIS)
- Replace agenda/mtg management meeting software
- Procure management solution
- IROC interface with CAD (Cal Fire)
- Initiate CAD re-host & re-build (2-year project- 6/22 target)
- Staffing study implementation
  - Achieve Full Staffing (12/21 target)
  - Achieve vertical alignment (12/21 target)

Further out:

Valley Communications Center

# **CONFIRE Organizational Framework**

## **Operations**

### **Emergency Communications – Tim Franke**

*Purpose Statement: To deliver the best 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**

- Master Street Address Guide (MSAG) – Kristen Anderson
  - Assist San Bernardino County Sherriff
- Next Gen 9-1-1 – Tim Franke
  - Location Accuracy (Rapid SOS, Rapid Deploy)

##### **Phones - Tim**

- VESTA (Air Bus/Motorola – State 9-1-1)
- 10-digit emergency lines
- Ringdown and Admin lines

##### **Emergency Medical Dispatch (EMD) – Kristen Anderson**

- Accreditation
- Q/I
- ECNS

#### **Dispatch (Rialto and Hesperia) – John Tucker/Kristen Anderson**

##### **Dispatch Operations**

- CAD Features
- Live MUM (move-up Module)
- Auto Dispatch
- Automatic Voice Dispatch

##### **Response Planning (CAD)**

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

##### **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/ CICCS
- XBO Comm Plan – Vanessa Meyer/Otto Schramm/Ingrid Johnson

##### **Regional Operations**

- Ambulance Dispatch (Vision)
- Air Ambulance
  - ICEMA (MOU??)
  - Flight Following (??)
- ReddiNet



- MCI
- Redirect

### **Radio Communications**

- Radios – Otto Schramm
  - Inventory
  - VHF Testing
- County Chiefs
  - Comm Section – John Tucker/Vanessa Meyer/Otto Schramm
- Geographic Segments
  - XBO Valley – CHO, COL, LOM, MTC, RCF, RED, RIA, SMI
  - XBO – Desert/Mountains – APP, VCV, BFA, RSP
  - BDC – Valley
  - BDC – Desert/Mountains

### **Field Communications**

- Type III IMT (Damage Assessment – GIS) – Ingrid Johnson
- Incident Dispatchers (Future)

### **Communications Support**

- Positions
  - Consoles (Furniture) – Tim Franke
  - Chairs – John Tucker
  - Headsets – Tim Franke
- Scheduling/Admin
  - Telestaff/Leave Requests
  - Shift Bids
  - PSE monthly requirements
- Information File Updates – Gary Morton
- On-calls lists - Supervisors
- Flip guides/Console Books – Lisa Shaver

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

#### **Emergency/back up procedures**

- CAD Down Procedures
- Evacuation/Disaster Planning

#### **Investigations - Managers**

- Incident Investigations
- Public records requests
- Audio requests

## **Training & Development (Communications) -Kristen**

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

### **Emergency Medical Dispatch**

- Medical Director
- Quality Improvement/Assurance (Q/I & Q/A)
  - EMD-“Q” training
  - National Q
- Accreditation
- Dispatch Review Committee (DRC)
- Steering Committee

### **Recruit Academy**

- Supervisor Academy
- Leadership Training

### **ECNS**

- Manager (vision)

### **Dispatch Training Committee**

- Target Solutions
- Training Manual
- Training Workbook
- Shift Trainers
- Guardian Tracking

### **Conferences**

- Tri Tech (Central Square)
- Deccan
- NENA
- APCO
- Navigators
- FirstWatch

### **Intern/Telecommunications Program**

- MT SAC
- CSUSB

## **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 System (Tri Tech) - Thomas**

- Maintenance – Karen/Thomas
- Tickets – Karen
- Pro QA - Travis

#### **Mobile Devices - Travis**

- AVL - Travis
- Tablet Command (IPADS) -Mike McMath
- AirWatch – Mobile Device Management (MDM)- Mike McMath
- MDC's - Steve

#### **Paging/Alerting -**

- Station Alerting - Dana
- Tablet Command – Mike McMath
- Pulse Point - Travis
- Active 911- Steve

#### **Emergency/back up procedures**

- CAD Down Procedures - Thomas
- Evacuation/Disaster Planning - Blessing

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

- Email – Travis
- Internet – Jim
  - Websense - Jim

### **Network & Security – Jim**

- Network Connectivity - Jim
- Circuits - Jim
- Equipment replacement - Jim

#### **Cyber Security – Jim**

- Endpoint Monitoring – Jim

#### **End User Training**

- KnowB4 - Travis

### **Geographic Information Services - Ingrid**

- **Street Network**
  - Tickets
  - CAD Updates
  - Map Layers
- **NG 9-1-1**
  - Regional GIS
- **Mapping services**
  - Map Books

- Preplans
- Special projects
- Arc GIS Online
- XBO Comm Plan

### **Helpdesk – Robert**

- Equipment Replacement
- Procurement
- Ticketing
- Documentation – Blessing
- Policy/Procedures - Blessing

### **Agency Liaison Services-**

- Image Trends – Blessing/McMath
- Firstwatch – Mike McMath
  - F.O.A.M
  - First Pass
- Kronos Workforce – Dave
- WestNet – Dana

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

### **MIS Staff Development – Blessing/Director**

- Pluralsight

### **Conferences**

- Firstwatch
- Image Trends
- Kronos
- Smartsheets
- ESRI
- VM Ware

# Administration and Support Services

## Administration (Art Andres)

### 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
  - Board of Directors policies

#### Administrative Committee (Chiefs)

- Policy/Procedure
  - Administrative Committee policies
- Daily Operations

#### Operations Committee (Ops Chiefs)

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

#### CONFIRE Admin Staff (Director)

- Board Secretary (Director)
  - Meeting Agendas, Brown Act posting & 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
- Interviews, confirmation and non-select letters- **Liz**
- Work Performance Evaluations (WPE'S)
  - Spreadsheet with monthly updates
  - Guardian Tracking Program (2019)
- Rules and Regs
- Policies/Procedures
- Labor/Management Task Force

#### **Employee Wellness - Kristen**

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

### **Fiscal – Business Manager (Yvette Calimlim)**

***Purpose Statement:** Manage and maintain a strong Financial support to CONFIRE through sound accounting principles in accordance to the Administrative Committee and Board's direction.*

#### **Accounting – Business Manager**

- Fund Management
  - Operations Fund (5008)
  - Equipment Reserve Fund (5009)
  - General Reserve Fund (5010)
  - Term Benefits Reserve Fund (5011)
  - CAD to CAD Fund (5019)
- 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 – Yvette**

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

## **Accounts Receivable - Rana**

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

## **Purchasing - Rana**

- Purchase order management
  - Cooperative Purchasing Websites
- Contract management
- Receiving Inventory – **Liz**
  - KissFlow/tagging
- Solar Winds documentation – **Liz**
- PO tracking against Budgeted amounts

## **Accounts Payable – Debbie**

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

## **Payroll – Yvette**

- EMACS

## **Grant Management – Rana/New Staff Analyst I**

- Fiscal oversight
- Reporting and tracking
- Inventory Control
- Emergency Management Performance Grant (EMPG)
- UASI/HSGP

## **Records Retention-New Staff Analyst I**

- Policies and Procedures

## **Support Services**

### **Logistics – Liz Berry**

#### **Reception**

- Front Office
- Mail
- Admin Calendar

#### **Supplies**

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

#### **Vehicles & Equipment**

- Staff vehicles -
  - Check out - **Liz**
  - Maintenance – **Liz**
  - Voyager pin tracking- **Liz**
  - Parking Permits- **Liz**
- Tools & Equipment

#### **Facilities -**

- Rialto
  - Dispatch/Admin
  - IS Trailers
  - Vault
- Hesperia



- Facilities Management - **Liz**
- Lease Agreements - **Director**
- Capital construction
- Environmasters

## **Organizational Support**

### **Internal Communications**

- Employee Recognition - **Liz**
- Comm Center page – **John Tucker/Vanessa Meyer**
- Bulletin Board – **Hannibal/Garcia**
- History
- Seasonal décor - **Liz**

### **Public Communications**

- CONFIRE Website – **Blessing Ugbo**
- Public Relations Committee
  - 9-1-1 for Kids – Diane Boyles
  - Public relations materials/supplies- **Liz**

## **Committees**

### **Internal**

- Labor/Management
- Safety Committee
- SOPP Committee
- Training Committee
- EMD Q Committee
- Equipment Committee

### **External**

- Emergency Medical Care Committee (EMCC) - Director
  - EMD Ad Hoc
- County Chief's
  - Comm Section
  - Ops
- Cal Chief's Comm Section
- CAL-OES Southern Region NG 9-1-1 Task Force – Managers
  - NG 9-1-1 GIS Task Force - Ingrid
- NENA
- APCO
- Regional PSAP Managers

## **Meetings**

### **Internal**

- Weekly
  - Leadership Updates (Monday AM)
  - BDC Conference call (Monday AM)
  - Operational Area conference call (Thursday AM - Seasonal)
  - CONFIRE/REMSA DRC

- 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)
- OACC (quarterly)

#### **Milestones in CONFIRE history:**

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

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

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

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

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

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

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

**1970's**—A grant from the Robert Wood Johnson Foundation helps fund a county wide Emergency Medical Communications System (MEDNET/HEAR) the precursor to several agencies initiating paramedic programs. Comm Center dispatched and was the last to

communicate with two Loma Linda University managed EMS helicopters that are involved in separate fatal accidents.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**2020** – Open Desert Center, located in High Desert Government Center (Hesperia). One dispatch center, operating out of two locations. Initiate ECC Capability.

**2020** – CoVID dramatically impacts all service providers in XBO. XBO IMT activated under unified command. Several directives implemented, including XBO Response Plan.

**2020-** IMT activates XBO Response Plan-Level 1 on November 28. 1<sup>st</sup> time in San Bernardino County, no ambulances dispatched on Alpha level calls on initial assignment based on surge levels at all hospitals. Fire EMS only unless requested by public safety-first responders.

**2020-** CONFIRE implements an Emergency Communications Nurse System (ECNS) on December 20 through an agreement with Regional Emergency Medical Services based in Reno Nevada. ECNS uses EMD to remove low acuity calls out of the 911 system. Alpha and Omega level calls do not get an ambulance or fire resource. Calls are transferred to ECNS for appropriate follow up care.

## **Definitions**

**CONFIRE** (Consolidated Fire Agencies) : Is a cooperative association voluntarily established by its members per the Government Code 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** (general definition): Encompasses the operations and employees of the following components:

**Comm Center:** a jointly operated regional public safety communications center (currently providing service to 6 member and 5 contract agencies), the San Bernardino County Operational Area Coordinating Center, the designated provider of dispatch services for air ambulance resources as prescribed by ICEMA.

**Management Information Services (MIS):** Provides Comm Center and three of its nine 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).

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

The 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.

The 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.

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

**Weighted Voting:** The Administrative Committee cast weighted votes set annually, effective July 1 based upon the dispatch incidents in the preceding Calendar Year. A member agency that had at least 50% of the dispatch incidents in the preceding Calendar Year has four (4) votes, a member that had between 15% and 49.9% of the dispatch incidents in the preceding Calendar Year has two (2) votes and all other Parties, one (1) vote.

**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.