



Sacramento Regional Fire/EMS Communications Center
10230 Systems Parkway, Sacramento, CA 95827-3006
www.srfecc.ca.gov

9:00 a.m.

Tuesday, October 11, 2022

REGULAR MEETING OF THE GOVERNING BOARD OF SRFECC
10545 Armstrong Ave – Room #385
Mather, CA 95655-4102

Public Remote Access at:

[Join Microsoft Teams Meeting](#)

+1 916-245-8065 United States, Sacramento (Toll)

Conference ID: 950 282 072#

The Board will convene in open session at 9:00 a.m.

Call to Order

Chairperson

Roll Call of Member Agencies

Clerk of the Board

Primary Board Members

Tyler Wagaman, Chairperson
Chad Wilson, Vice Chairperson
Scott Williams, Board Member
Dan Quiggle, Board Member

Deputy Chief, Sacramento Metropolitan Fire District
Assistant Chief, Folsom Fire Department
Assistant Chief, Sacramento Fire Department
Deputy Chief, Cosumnes Community
Services District

Pledge of Allegiance

AGENDA UPDATE: An opportunity for Board members to (1) reorder the agenda; and (2) remove agenda items that are not ready for presentation and/or action at the present Board meeting.

PUBLIC COMMENT: An opportunity for members of the public to address the Governing Board on items within the subject matter jurisdiction of the Board. Duration of comment is limited to three (3) minutes.

Join on your computer, mobile app or room device

[Join Microsoft Teams Meeting](#)

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Conference ID: 950 282 072#

Please Note:

The Public's health and well-being are the top priority for the Board of Directors ("Board") of Sacramento Regional Fire/EMS Communications Center and therefore, because of the potential threat of COVID-19 (Coronavirus), public access to this meeting will be available through the link set forth above.

* INDICATES NO ATTACHMENT

PRESENTATION:

- 1. Medical Director Naik*

RECESS TO CLOSED SESSION:

1. CONFERENCE WITH LABOR NEGOTIATOR*

Pursuant to Government Code Section 54957.6

Center Negotiator(s) Lindsay Moore, Counsel
Troy Bair, Chief Executive Director
Employee Organization(s) Teamsters Local 150
Teamsters Local 856
Unrepresented Administrators

2. PERSONNEL ISSUES*

Pursuant to California Governing Code Section 54957

a. Employee Evaluation: Chief Executive Director
Operations Manager
Administrative Manager
Medical Director

3. CONFERENCE WITH LEGAL COUNSEL: Anticipated Litigation*

a. Pursuant to California Government Code Section 54956.9(b)
The Board will meet in closed session to discuss significant exposure to litigation. Two (2) potential cases.

RECONVENE TO OPEN SESSION

CONSENT AGENDA: Matters of routine approval including, but not limited to Board meeting synopsis, payroll reports, referral of issues to committee, other consent matters. Consent Agenda is acted upon as one unit unless a Board member requests separate discussion and/or action.

- 1. Resolution 22-2, Accepting a FY2020 State Homeland Security Grant Award Page 5
- 2. Pulsepoint Annual Licensing Invoice (Staff Report 22-35) Page 6

PROPOSED ACTION: Motion to Approve Consent Agenda

STAFF REPORTS/ACTION ITEMS:

- 1. **SUBJECT:** Regional Radio Replacement Project (Staff Report 22-29)*
a. **Recommendation:** Approve Regional Radio Replacement Project
- 2. **SUBJECT:** Resolution 22-4 Fixing Employer’s Contribution to Health Care Premiums (Staff Report 22-31) Page 8
a. **Recommendation:** Approve Resolution 22-4, Fixing Employer Health Care Contribution
- 3. **SUBJECT:** Updated SRFECC Organization Chart (Staff Report 22-32) Page 11
a. **Recommendation:** Approve Updated Organization Chart
- 4. **SUBJECT:** Updated Executive Assistant Job Description (Staff Report 22-33) Page 13
a. **Recommendation:** Approve Updated Job Description
- 5. **SUBJECT:** Strategic Plan Proposal from ICS Consulting (Staff Report 22-34) Page 17
a. **Recommendation:** Approve Strategic Plan Proposal and Funding

* INDICATES NO ATTACHMENT

DISCUSSION/POSSIBLE ACTION:

None

INFORMATION:

- 1. Communications Center Statistics Page 26
- 2. Financial Reports Page 28
 - a. Monthly Credit Card Usage Statement
 - b. Budget to Actuals
 - c. Cash Flow Report
 - d. Monthly Lease Update
- 3. Recruitment Update Page 35
- 4. PAD Update Page 36

CENTER REPORTS:

- 1. Operations Manager Todd*
- 2. Administration Manager Shmatovich*

CORRESPONDENCE:

None

ITEMS FOR DISCUSSION AND POTENTIAL PLACEMENT ON A FUTURE AGENDA:

None

BOARD MEMBER COMMENTS:

ADJOURNMENT:

The next scheduled Board Meeting is November 8, 2022.

Location: 10545 Armstrong Ave, Mather, CA 95655-4102

Time: 9:00 a.m.
Board Members, Alternates, and Chiefs

Posted at: 10230 Systems Parkway, Sacramento, CA 95827
www.srfecc.ca.gov
10545 Armstrong Ave, Mather, CA 95655-4102

DISABILITY INFORMATION:

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Chief Executive Director’s Office at (916) 228-3070. Notification at least 48 hours prior to the meeting will enable the Center to make reasonable arrangements to ensure accessibility to this meeting.

* INDICATES NO ATTACHMENT

POSTING:

This is to certify that on October 7, 2022, a copy of the agenda was posted:

- at 10230 Systems Parkway, Sacramento, CA 95827
- at 10411 Old Placerville Rd – Suite #210, Sacramento, CA 95827
- on the Center's website which is: www.srfecc.ca.gov
- 10545 Armstrong Ave, Mather, CA 95655-4102

A handwritten signature in black ink that reads "Marissa Shmatovich". The signature is written in a cursive, flowing style.

Clerk of the Board

* INDICATES NO ATTACHMENT



Sacramento Regional Fire/EMS Communications Center

10230 Systems Parkway, Sacramento, CA 95827-3006
(916) 228-3058-Fax (916) 228-3079

Resolution #2-22 Resolution to Accept a FY2020 State Homeland Security Grant Award

WHEREAS, the Sacramento Regional Fire/EMS Communications Center ("Center") is a joint powers authority duly organized and existing under Section 6500 et seq. of the Government Code and the Third Amended Joint Powers Agreement dated July 10, 2014 (the "JPA") by and between various political subdivisions of the State of California (collectively, the "JPA Parties"); and

WHEREAS, an application in the amount of \$549,938 was submitted to the Sacramento County Office of Emergency Services ("SacOES") for the FY2020 State Homeland Security Grant ("SHSGP") Program on behalf of the Center for the purpose of funding the Regional Radio Replacement Project and Server Hardware Replacement Project; and

WHEREAS, the Center received an award notification from SacOES on August 30, 2021, in the amount of \$549,938 to fund the Regional Radio Replacement Project and Server Hardware Replacement Project.

NOW, THEREFORE, BE IT RESOLVED THAT: the Governing Board of the Sacramento Regional Fire/EMS Communications Center does hereby:

1. Accept a grant award in the amount of \$549,938 from the FY2020 State Homeland Security Grant Program; and
2. Authorize the Chief Executive Director or his designee as its Authorized Agent(s) to enter into the execute the agreement with the Sacramento County Office of Emergency Services, and further authorize the Chief Executive Director or his designee to execute all required and necessary documents to administer the funds awarded.

Passed and adopted by the Governing Board of Center this # day of MONTH, 2022 by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:

BY:

DocuSigned by:
Tyler Wagaman

906EAEC410E3413...
Tyler Wagaman, Chairperson

ATTEST:

DocuSigned by:
Chad Wilson

7F603638D2DB409...
Chad Wilson, Vice Chairperson



Sacramento Regional Fire/EMS Communications Center

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STAFF REPORT (22-35)

DATE: October 11, 2022
TO: Board of Directors
FROM: Troy Bair, Chief Executive Director
BY: Marissa Shmatovich, Administration Manager
SUBJECT: Pulsepoint Annual Licensing Invoice

RECOMMENDATION

The Center recommends:

1. The Board of Directors approve the Pulsepoint Annual Licensing Invoice.

BACKGROUND/ANALYSIS:

The Center has been utilizing the Pulsepoint application since approximately 2016. This licensing invoice supports annual licensing and 24/7 support.

FINANCIAL ANALYSIS

No unanticipated financial impact; this is a budgeted expense for FY22/23.

Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,

Marissa Shmatovich
Administration Manager
Attachments: Pulsepoint Invoice #12193

Staff Report recommendation authorized by:

Approved as to Form:

Chief Executive Director

Legal Counsel

Invoice

PulsePoint Foundation

PO Box 12594
Pleasanton, CA 94588

P.O. Number	Date	Invoice #
	10/1/2022	12193

Bill To
Sacramento Regional Fire/EMS Comm Center 10230 Systems Parkway Sacramento, CA 95827

Agency / End user
Sacramento Regional Fire/EMS Comm Center 10230 Systems Parkway Sacramento, CA 95827

Please remit to the PulsePoint Foundation at the address above. Please send questions to accounting@pulsepoint.org.

Qty	Description	Amount
1	<p>PulsePoint Tier 3 Annual License Fee Renewal, including 24/7 Support; For the period 12/072022 through 12/06/2023.</p> <p>This fee supports the PulsePoint Foundation and ensures consistent performance, reliable and timely technical support, and a steadily improving product.</p> <p>TERMS: Due by the Period Start Date indicated.</p> <p>Never miss an important announcement. Follow us on Twitter @PulsePoint.</p>	18,000.00
<p><i>The PulsePoint Foundation is a 501(c)(3) non-profit organization (EIN 45-2725805).</i></p>		<p>Total \$18,000.00</p>



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STAFF REPORT (22-31)

DATE: October 11, 2022
TO: Board of Directors
FROM: Troy Bair, Chief Executive Director
BY: Marissa Shmatovich, Administration Manager
SUBJECT: Resolution Fixing Employer Health Care Contributions

RECOMMENDATION

The Center recommends:

1. The Board of Directors approve and ratify Resolution 22-4, Fixing Employer Health Care Contributions.

BACKGROUND/ANALYSIS:

In accordance with Appendix C, Section (2) of the 856 Memorandum of Understanding, and Appendix B, Section (2) of the 150 Memorandum of Understanding:

Effective January 1, 2022:

- If there is an increase in monthly premium charged by Kaiser, the Center and unit member will each pay 50% of that increase.

Medical Premiums increased by 6% this year, and the Center and employees each paid 3% of that increase. The resolution formally accepts and acknowledges the change in the Center contribution as required by CalPERS.

FINANCIAL ANALYSIS

This increase was anticipated as a part of the final budget, approved and resolved at the July 28, 2022 Special Board Meeting.

Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,

Marissa Shmatovich

Administration Manager

Attachments: Resolution 22-4, Fixing Employer's Health Care Contribution

Staff Report recommendation authorized by:

Approved as to Form:

Chief Executive Director

8 Legal Counsel



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RESOLUTION NO. 22-4 FIXING THE EMPLOYER CONTRIBUTION UNDER THE PUBLIC EMPLOYEES' MEDICAL AND HOSPITAL CARE ACT AT AN EQUAL AMOUNT FOR EMPLOYEES AND ANNUITANTS

WHEREAS, (1) Sacramento Regional Fire/EMS Communications Center is a contracting agency under Government Code Section 22920 and subject to the Public Employee's Medical and Hospital Care Act (the "Act"); and

WHEREAS, (2) Government Code Section 22892(a) provides that a contracting agency subject to Act shall fix the amount of the employer contribution by resolution; and

WHEREAS, (3) Government Code Section 22892(b) provides that the employer contribution shall be an equal amount for both employees and annuitants, but may not be less than the amount prescribed by Section 22892(b) of the Act; now, therefore be it

RESOLVED, (a) That the employer contribution for each employee or annuitant shall be the amount necessary to pay the full cost of his/her enrollment, including the enrollment of family members in a health benefits plan up to the maximum of \$863.69 per month with respect to employee enrolled for self alone, \$1,727.38 per month for employee enrolled for self and one family member, and \$2,245.59 per month for employee enrolled for self and two or more family members, plus administrative fees and Contingency Reserve Fund assessments; and be it further

RESOLVED, (b) Sacramento Regional Fire/EMS Communications Center has fully complied with any and all applicable provisions of Government Code Section 7507 in electing the benefits set forth above; and be it further

RESOLVED, (c) That the participation of the employees and annuitants of Sacramento Regional Fire/EMS Communications Center shall be subject to determination of its status as an "agency or instrumentality of the state or political subdivision of the State" that is eligible to participate in a governmental plan within the meaning of Section 414(d) of the Internal Revenue Code, upon publication of final Regulation pursuant to such Section. If it is determined that



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Sacramento Regional Fire/EMS Communications Center would not qualify as an agency or instrumentality of the state or political subdivision of a State under such final Regulations, CalPERS may be obligated, and reserves the right to terminate the health coverage of all participants of the employer; and be it further

RESOLVED, (d) That the executive body appoint and direct, and it does hereby appoint and direct, the Chief Executive Director to file with the Board a verified copy of this resolution, and to perform on behalf of Sacramento Regional Fire/EMS Communications Center all functions required of it under the Act; and be it further

RESOLVED, (e) That coverage under the Act be effective on January 1, 2023.

Adopted at a regular meeting of the Governing Board at 10545 Armstrong Avenue, Mather, California, this 11th day of October, 2022.

Signed: _____
Chairperson

Attest: _____
Clerk of the Board



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STAFF REPORT (22-32)

DATE: October 11, 2022
TO: Board of Directors
FROM: Troy Bair, Chief Executive Director
BY: Marissa Shmatovich, Administration Manager
SUBJECT: Updated Organization Chart

RECOMMENDATION

The Center recommends:

1. The Board of Directors approve the updated organization chart.

BACKGROUND/ANALYSIS:

In March 2022, the Center re-organized the Financial Division under the Chief Executive Director, due to the vacancy of the Deputy Director of Administration position.

With the Administration Manager now in office, and overseeing much of the Financial Division operations, the Center is seeking to re-organize the Financial Division under the Administration Manager.

FINANCIAL ANALYSIS

No financial impact.

Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,

Marissa Shmatovich

Administration Manager

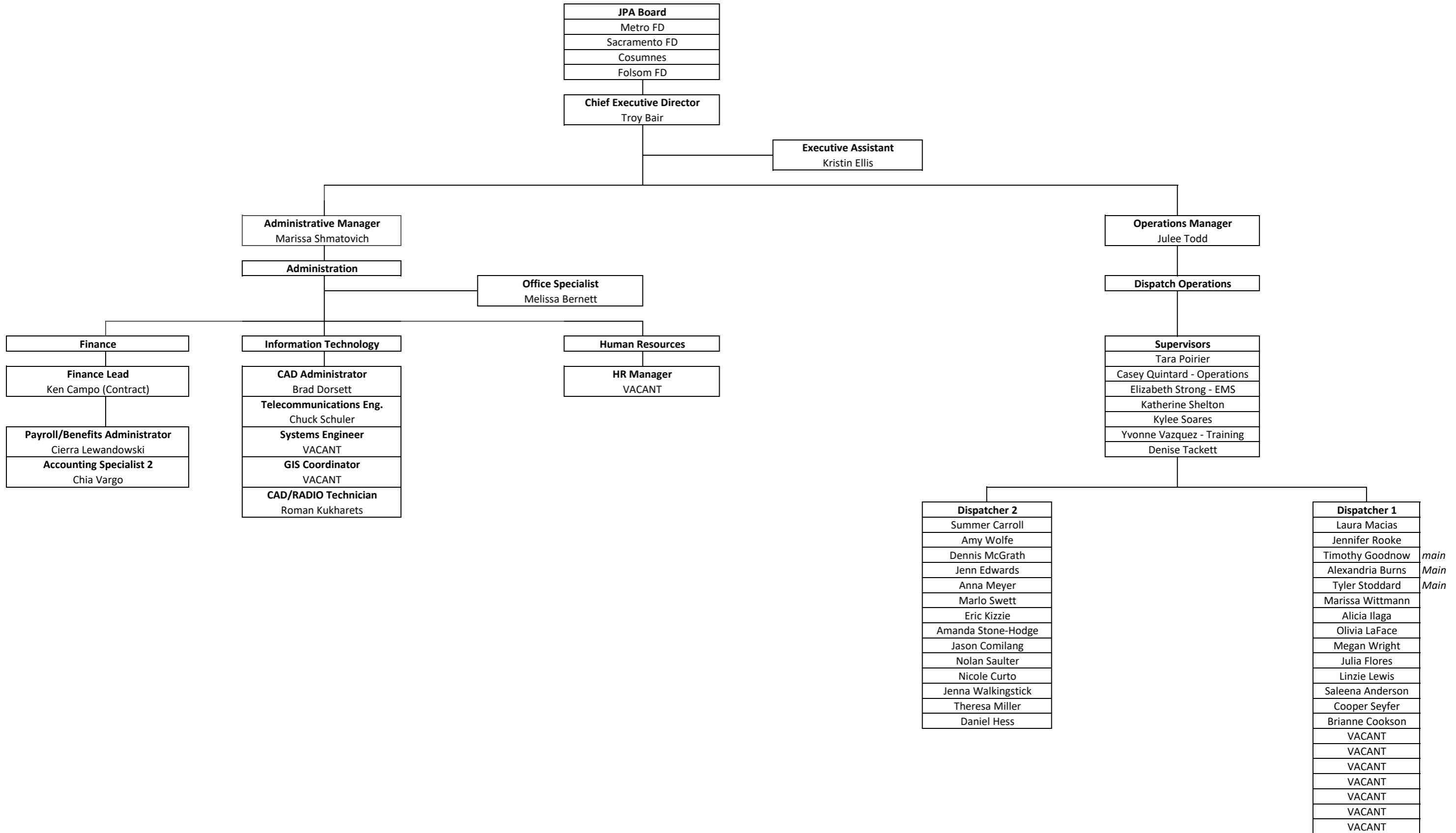
Attachments: SRF ECC Organization Chart

Staff Report recommendation authorized by:

Approved as to Form:

Chief Executive Director

Legal Counsel





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STAFF REPORT (22-33)

DATE: October 11, 2022
TO: Board of Directors
FROM: Troy Bair, Chief Executive Director
BY: Marissa Shmatovich, Administration Manager
SUBJECT: Updated Executive Assistant Job Description

RECOMMENDATION

The Center recommends:

1. The Board of Directors approve the updated Executive Assistant job description.

BACKGROUND/ANALYSIS:

The Board of Directors previously approved the updated job description for the Executive Assistant position at the June 14, 2022 board meeting. The Center is seeking to officially classify this position as a confidential position, as it has functioned as such historically. The only change to the job description is to add the confidential classification.

FINANCIAL ANALYSIS

No financial impact.

Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,

Marissa Shmatovich

Administration Manager

Attachments: Executive Assistant Job Description

Staff Report recommendation authorized by:

Approved as to Form:

Chief Executive Director

Legal Counsel



Sacramento Regional Fire/EMS Communications Center

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EXECUTIVE ASSISTANT

UNREPRESENTED & CONFIDENTIAL

JOB DESCRIPTION AND MINIMUM QUALIFICATIONS

Salary Range: \$5,653.16 - \$6,871.45 Monthly

POSITION SUMMARY:

Under general supervision of the Chief Executive Director (CED), the Executive Assistant is responsible for executive staff coordination, and other administrative support functions in the office of the CED; performs other duties as required.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED:

The Executive Assistant should possess the following specific knowledge and abilities:

Knowledge of:

- Principles and practices of modern Joint Powers Authority management and administration
- Modern office methods, equipment, and procedures, including use of microcomputer database, spreadsheet applications, and software warehouse systems. Complex filing systems management and document administration.
- Principles of effective customer service.
- English usage, spelling, grammar, and punctuation.
- Principles of supervision, training, and performance evaluation.

Ability to:

- Work with and maintain highly sensitive, confidential information, including materials related to negotiations
- Understand the organization and operation of the SRF ECC and affiliated agencies
- Interpret and apply administrative and departmental policies, procedures, laws, rules and regulations
- Establish and maintain harmonious and effective cooperative working relationships with a wide variety of people that include executive management, employees, outside agencies, and the general public
- Understand and interpret the policies and procedures and other pertinent laws and regulations
- Compile information, research data, and access a variety of databases for tracking and generating reports
- Utilize Business English, including letter writing formats and technical report preparation
- Work independently in the absence of supervision; attend and participate in a variety of professional association meetings
- Communicate effectively, clearly, and concisely in English, both orally and in writing
- Prioritize multiple projects and tasks to achieve desired goals in a timely manner



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- Ability to reason and act decisively under stressful situations

ESSENTIAL JOB FUNCTIONS:

The statements contained herein reflect general details as necessary to describe the principle functions of this job, the level of knowledge and skills typically required and the scope of responsibility, but should not be considered an all-inclusive listing of work requirements.

- Plan, coordinate, assign, review, and supervise all administrative and clerical staff work functions in support of the CED's office.
- Recommend organizational, staffing, and procedural changes affecting activities of the CED's office; including inform the CED on sensitive matters with potential impact to the SRF ECC's operations and relationships
- Respond to, initiate and/or maintain a variety of files and records of information related to the CED's office and the Center, including general correspondence, letters, agendas, reports, policy and procedure manuals, negotiation related materials, as well as other materials of a routine nature; prepare reports regarding SRF ECC.
- Act as the Clerk of the Governing Board for Joint Powers Authority.
- Act as Custodian of Records for the agency, receiving, processing, and responding to Public Records requests or subpoenas
- Process requests for commendatory resolutions and certificates of appreciation; purchase and maintain a supply of commemorative gifts for honorees and others.
- Manage vendors and visitors, coordinate vendor visits and receive/direct vendors as appropriate
- Manage supply inventory and ordering
- Process mail and phone calls. General clerical and front desk duties.
- Plan, coordinate, and supervise special events as requested by the ED.
- Research, compile, and analyze data for special projects and various reports.
- Obtain, relay, and coordinate information and activities as well as determine priority of and route correspondence to CED and/or Executive Staff.
- Maintain, coordinate, arrange, and confirm meetings, schedules, calendars, conferences, and appointments involving CED and/or Executive Staff.
- General supervision of the work of support staff; review work upon completion for quality control and compliance with all policies, procedures, rules, and regulations.
- Relieve the CED and/or Executive Staff of routine personnel duties such as timecard processing, vacation calendar maintenance, and other administrative bookkeeping and support duties.
- Represent the CED at staff meetings, committees, and other related meetings.



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EDUCATION AND EXPERIENCE:

Any combination equivalent to experience and education that could likely provide the required knowledge and abilities would be qualifying.

Age:

- Must be at least eighteen (18) years of age.

Education/Training:

- Possess a high school diploma or equivalent GED certificate.
- An Associate's Degree from a post-secondary institution currently accredited by any accreditation body recognized by either the Counsel for Higher Education Accreditation (CHEA) or the United States Department of Education with a major in public or business administration or closely related field is required.
- Additional qualifying experience may substitute for the education requirement on a year-for-year basis.
- Brown Act and Public Records Act Training OR must complete training within first 60 days of employment.

Experience:

- Administrative support, preferably at the executive level. Five years of increasingly responsible work experience including at least two of the five years' experience should be working in a public agency.

DISCLAIMER

This classification is not an exhaustive statement of duties, responsibilities and requirements. Employees are required to perform other job-related tasks/functions as assigned by their supervisor.

NONDISCRIMINATION IN EMPLOYMENT

The SRFECC shall not unlawfully discriminate against employees or job applicants on the basis of sex, race, color, religious creed, national origin, ancestry, age, marital status, sexual orientation, physical or mental disability, status as a veteran or any other basis prohibited by federal, state or local law.

The SRFECC shall not discriminate against physically or mentally disabled persons who, with reasonable accommodation, can perform the essential functions of the job in question.



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STAFF REPORT (REPORT #22-34)

DATE: October 11, 2022
TO: Board of Directors
FROM: Troy Bair, Chief Executive Director
SUBJECT: 2023-23 Strategic Planning Process

RECOMMENDATION

The Board of Directors authorizes the Chief Executive Director to execute a contract with Integrated Communications Strategies, LLC for the creation of a strategic plan for the Sacramento Regional Fire/EMS Communications Center (SRFECC) for an amount not to exceed \$30,000.

BACKGROUND/ANALYSIS:

Many years have passed since SRFECC has had a formal written strategic plan to guide its continued progress into the future. It has been identified through collaborative discussions between labor and management that there is a great desire for personnel to participate in the creation of a Strategic Plan and to reap the benefits of the guidance, vision, and direction a plan of this type can provide.

The Center is in need of a refreshment of its mission statement, vision statement and core values. Lastly, in the recent past many changes have occurred at SRFECC including increasing calls for service, leadership changes at all levels of the organization, and a large turnover in personnel creating the need for a new strategic plan.

As a result, recently staff reached out to our consultants at Integrated Communications Strategies, LLC (ICS) for some guidance regarding a strategic planning process. During these conversations, it came to light that this was one of the services they provide. Center Executive Staff and Legal Counsel met with ICS staff to provide them with an opportunity to determine what needs existed and how best to move forward in aiding us in our strategic planning process. The attached quote came as a result of this endeavor. We feel confident they are the best organization to assist us in moving forward with this process given their extensive knowledge of the Center and its history, their understanding of the agencies we serve and their comprehension of the challenges each of us face today. These facts will also allow them to be more expeditiously than another entity who may not have this knowledge/experience.

SRFECC staff are excited to develop a strategic plan for the Center. We firmly believe that as we develop, regularly review, and revise this plan we will remain united in our efforts to

meet the needs and expectations of the communities and agencies we serve.

FINANCIAL ANALYSIS

As identified in the quote, SRFEC contracts with ICS for \$5,000 per month. ICS has agreed to assist in developing a strategic plan through supplementing this retainer not to exceed \$30,000.

This cost will be funded using a portion of the budget remainder from FY21-22.

Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,

Troy Bair
Chief Executive Director
Attachment A

Staff Report recommendation authorized by:

Approved as to Form:

Chief Executive Director

Legal Counsel

September 22, 2022

Troy A. Bair, Chief Executive Officer
Sacramento Regional Fire/EMS Communications Center
10230 Systems Parkway
Sacramento, CA. 95827

RE: Strategic Plan Proposal

Dear Mr. Bair:

The Sacramento Regional Fire/EMS Communications Center (the Comms Center) and its people have been through a number of difficult transitions over the past few years. Although these issues continue to reverberate within the organization, the Comms Center leadership has done much to stabilize and refocus the organization toward core values and culture. The delivery of exemplary service remains strong, and the Comms Center today is poised to move from a posture of “treading water” to a posture of growth leaning into the future.

As your strategic communications partner, our firm has helped the leadership of the Comms Center successfully navigate a host of challenging issues. Today we are thrilled to have the opportunity to work with you to set a renewed strategic direction that will position the Center as the leading fire service support agency in California.

We understand the importance that this new undertaking be done in close partnership with your leadership team, the Comms Center staff, and your board members. We will need everyone’s commitment and support in order to facilitate the right conversations, coordinate logistics, and provide the essential data and information leading to a set of long-term strategies everyone believes in and wants to see implemented.

Steps to Create a New Strategic Plan for the Comms Center

Traditional strategic planning approaches produce static plans that quickly go out of date. Instead, we propose a proven five-phase process that results in a flexible and adaptive set of interlocking strategies and tactics with clearly identified internal champions, progress measures, and a built-in accountability framework to maintain and communicate forward progress.



No.	Phase	Outcome
1.	Completing a detailed “Landscape Assessment”	<ul style="list-style-type: none"> ▪ Gain knowledge and insights regarding the primary issues impacting the internal and external operating environment affecting the Comms Center, its clients and their customers ▪ Completion of a strengths, weaknesses, opportunities, threats (SWOT) assessment as well as direction on where to invest / maximize, decide, defend, and exit (<i>i.e.</i>, a full “SWOT Plus” exercise)
2.	Defining Operating Values	<ul style="list-style-type: none"> ▪ Existence of staff-driven, leadership-inspired value statements that set clear and unified performance expectations ▪ Embed values that prepare the Comms Center team for an increasingly volatile, uncertain, complex, and ambiguous future
3.	Scenario Planning	<ul style="list-style-type: none"> ▪ The board considers a range of possible futures for the Center based on a realistic set of external conditions (<i>e.g.</i>, economic, financial, social, environmental, technological) and internal drivers that influence future actions and priority setting ▪ The management team and staff rehearse possible futures to (a) build individual and organization-wide awareness of future operating environments and (b) to inform the priorities within the strategic plan
4.	Defining a 2030 Growth Vision	<ul style="list-style-type: none"> ▪ Using data and input from the Comms Center team and board, narrow in on a limited set of practical growth strategies (+/-5) to position the Comms Center for several possible futures while achieving its long-term vision and core mission
5.	2030 Plan Development and Adoption	<ul style="list-style-type: none"> ▪ Existence of a strategic plan that places a premium on clarity, accessibility, and strong justification and evidence for plan priorities and investment areas ▪ The new strategic plan enjoys strong buy-in and commitment from Comms Center staff, management team, and board due to engagement practices, communication, and socialization efforts



The Plan Development Process

The ICS Team will set one hour, bi-monthly Strategic Plan meetings with you, Julee and Marissa to receive regular status updates, review materials, coordinate action, resolve problems, and make decisions. These action-oriented meetings will be informed by a detailed nine-month work plan that ICS will produce with delivery dates and key milestones to ensure project clarity and enable progress and accountability.

Phase 1 will be achieved primarily through prioritized 1:1 interviews of internal and external informants (staff, board members, and select external stakeholders) using a standard questionnaire conducted over Zoom, with responses remaining confidential to enable open and honest feedback.

Phase 2 will utilize the input received in Phase 1 to inform the design and facilitation of several small group sessions held on site to enable individual give-and-take and group development of shared values.

Phase 3 is envisioned as having two, interrelated activities. ICS would facilitate a board-focused scenario planning workshop lasting two hours, incorporating pre-work and information gleaned from the previous two phases. ICS would also facilitate a parallel scenario planning workshop involving Comms Center management, supervisors, and staff as an opt-in activity, subject to team availability given the existence of multiple work shifts. Each activity and its resulting work products will be reviewed on its merits and jointly to arrive at a set of scenario plan findings.

Phase 4 will be achieved through select 1:1 preview calls and priority setting meetings with the Comms Center team and with Board members. ICS will produce a draft growth framework document informed by the proceeding phases and previewed by you, Julee and Marissa, in advance of these conversations so that individual or group input and suggested changes are offered within this framework.

Phase 5 will be completed by the ICS team with drafts of the plan and its elements previewed by you, Julee, and Marissa, and adjustments made. We envision working closely with you to arrange meetings with the staff and board, and orchestrating communications aimed at building awareness, final input and buy-in.

Proposed Timetable

ICS is prepared to start this work in October and complete a final draft of the strategic plan for adoption no later than June 30, 2023. In addition, our firm can deliver both early findings and a preliminary report in April / May to inform your budget deliberations in advance of the final work product.

Deliverables	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Landscape Assessment									
Defining Operating Values									
Scenario Planning									
Defining a 2030 Growth Vision									
Strategic Plan Development and Adoption									



Proposed Budget

ICS proposes that our firm's \$5,000 monthly retainer be supplemented with a not-to-exceed budget of \$30,000 to support all activities related to the development of the strategic plan for the Comms Center. This budget assumes general administrative, meeting support and logistics will be handled by Comms Center staff. ICS will also bill the Comms Center for business-related expenses it incurs in the execution of the strategic plan. We would continue to bill for our services on this matter and any other matter on which we are engaged at the rate of \$300 per hour for all three partners.

Confidentiality

All information acquired by ICS during this engagement is subject to strict confidentiality requirements. This information will not be disclosed to other parties except as required or allowed for by law, or without your express consent.

Next Steps

Thank you for your time and consideration. Please contact Account Lead Bill Mueller at (916) 865-8204 with any questions.

ATTACHMENTS (1-2)



Attachment No. 1: Firm Profile

Integrated Communications Strategies, LLC

ICS provides its clients strategic advisory services, including short- and long-range planning and problem-solving, issue management, and policy and crisis communications. Our office is located in Sacramento, but our clients include public agencies, local governments, trade associations, nonprofit organizations, foundations, and companies throughout California. We offer our clients exclusively senior-level practitioners who have decades of experience working on a wide range of high-profile issues in solving challenges and protecting reputations.

Areas of firm expertise include, but are not limited to:

- **Strategic Advice and Planning:** A clear and compelling organizational strategy is more essential than ever. ICS has the experience and tools to help leaders create alignment around a strategy for near-term impact and long-term performance.
- **Issue Management:** Whether on local issues or high-profile statewide legislative, regulatory or ballot measure issues, ICS provides a full suite of communication support services to amplify the voices of clients and their allies among key stakeholders, within communities and in the media.
- **Crisis Planning and Response:** ICS works with agencies at every stage in the crisis life-cycle to mitigate risks to their reputation. Our services include scenario planning and risk assessment to prepare for different types of crises, protocol development and media training, and communications management and counseling through and after an event.
- **Leadership Coaching:** Today's workplace is moving at breakneck speed, bombarding leaders with difficult choices affecting reputation, revenues, talent, strategic partners, service offerings, operations, and more. ICS offers leaders seasoned coaching in a peer-based, co-learning style that increases self-awareness, insight and performance.

In addition, each ICS partner has extensive professional networks with access to government, business, education, and nonprofit stakeholders often vital to our client's success.

To learn more, click www.integrated-comms.com



Attachment No. 2: ICS Team Member Skills and Experience

Bill Mueller, Partner (Account Lead)

A seasoned public affairs and communications consultant specializing in strategic planning, meeting facilitation and consensus building, Bill applies his knowledge to help businesses, universities and colleges, foundations and nonprofit organizations improve their performance, anticipate and adapt to changes and provide services that advance their missions.

Before joining the firm as a partner, Bill served as CEO of Valley Vision, one of California's most respected triple bottom-line nonprofits established to help private and public sector clients deliver breakthroughs for the communities they serve. Bill doubled the organization's budget, recruited a high performing team and worked closely with a 30-member C-level board of directors. He also directed dozens of region-wide initiatives focused on job and business growth, improved healthcare access, and social and environmental service improvements. During his 15-year tenure at Valley Vision, Bill served as the chairman of the California Stewardship Network and co-chair of the California Economic Summit.

Bill is well versed on federal, state and local policy issues. In the early 2000s, he managed corporate social responsibility issues as the Public Affairs and Global Business Manager for Intel Corporation. In this role, he was responsible for crisis preparation, planning and response for several business lines, including the Intel corporate jet service. Prior to this, Bill served as a policy advisor and field representative for state and federal lawmakers, and was later hired by the Sacramento Metropolitan Chamber of Commerce to serve as Vice President of Public Policy and Programs, where he worked as a legislative advocate, organized political action activities and helped pass ballot measures.

Bill graduated from California State University, Sacramento, where he earned a Bachelor of Arts in Government and Communication Studies. He has won numerous awards, including the Peter McCuen Award for Civic Entrepreneurs (2019), CSU Sacramento's Distinguished Alumni award (2018), the Sacramento Urban League's Unity Award (2011), and three Division Recognition Awards while at Intel (2000-2005).

Jose Hermocillo, Managing Partner

With a career spanning several decades, Jose helps corporate, public and nonprofit entities influence public policy outcomes and protect their reputations during times of crisis and transition. He has been at the center of dozens of high-profile ballot measure, legislative and regulatory battles that have shaped California's policy environment on issues ranging from healthcare and workers' compensation to public pensions and taxation.

PR News, the industry's leading national publication, recognized Jose as "Public Affairs Executive of the Year" in 2007, and he has twice been named one of the most influential people in the region by Sacramento Magazine.

For 20 years Jose served as the managing director for the Sacramento office of APCO Worldwide, a Washington, DC-based strategic communications agency. He previously was a partner for six years in one of the state's top political consulting and public affairs firms. Prior to that he worked as a lobbyist in the State Capitol and practiced law. Jose worked for two years as a consultant for the State Senate's labor committee where his career began.



Jose received his undergraduate degree from Pomona College where he graduated with distinction in the government department. He received a law degree from the University of the Pacific's McGeorge School of Law, where he won top honors for Moot Court Competition, and a certificate in trial and appellate advocacy from University of California, Hastings College of the Law.

Jose has served on the board of directors for Sierra Health Foundation since 2004 and currently serves on the Dean's Cabinet for McGeorge School of Law. He also has served on numerous boards for such organizations as Valley Vision, Umpqua Bank/Holdings Corporation, and Capital Public Radio. Jose is a senior fellow of the Mt. Valley Chapter of the American Leadership Forum.

Jerry Azevedo, Partner

A certified crisis communication manager with 20 years in the issue management business, Jerry is an expert in message development and communications planning.

Jerry has served as a trusted advisor to senior executives at corporations, industry groups and public agencies looking to advance a policy agenda or when facing heightened scrutiny from the media or government officials. He is adept at using diverse communications platforms ranging from traditional media to digital advertising to help position clients with their key audiences.

Jerry manages the firm's media training and crisis communication training curriculum for clients. In this capacity, Jerry prepares clients to engage in public debates with both champions and critics through research and messaging that avoids "spin" and stands up to public scrutiny.

During his career, Jerry has worked with universities and colleges to protect their reputations; served as the grassroots director and on-the-record spokesperson for a statewide coalition on workers' compensation issues; helped cities and special districts build support for taxes, assessments and other revenue enhancing measures; and worked with a wide range of clients facing litigation, investigations and other reputational threats.

Jerry worked for APCO Worldwide's Sacramento office for 15 years. While at APCO, he helped to direct coalition building and media relations efforts on two successful statewide initiative campaigns, as well as legislative campaigns on dozens of policy issues, including workers' compensation, health care, tort reform, consumer privacy, water, financial services, recycling, environmental toxics, and transportation fuels. Jerry also helped to build the office's crisis and issue management practice on behalf of public sector clients, including universities, fire districts, cities, pension systems, and water agencies.

Prior to joining APCO, he worked for Burson-Marsteller as an account manager, working on legislative and ballot measure campaigns.

Jerry is certified in Crisis Communication Management by the Institute for Crisis Management. He graduated with honors from California State University, Sacramento, where he earned a Bachelor of Arts in English.



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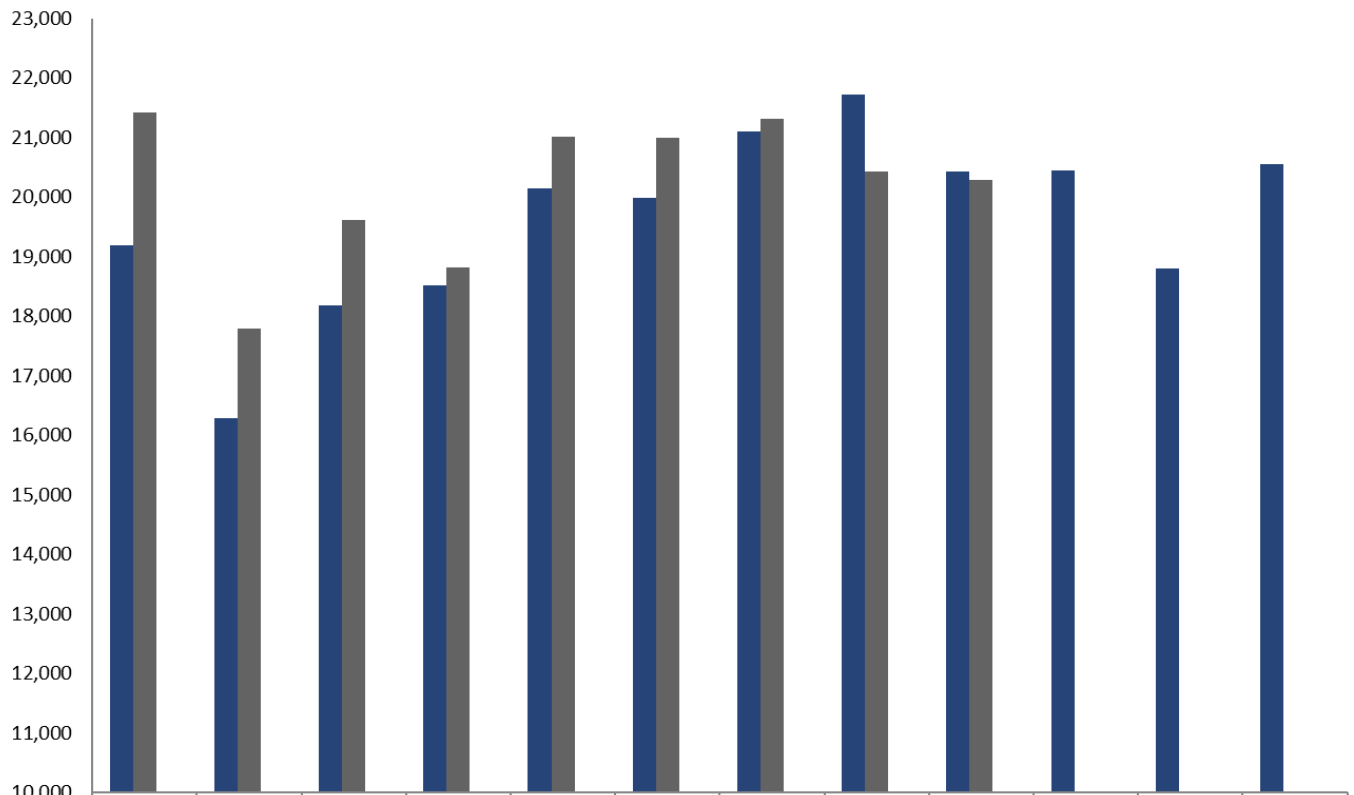
www.srfecc.ca.gov

CAD Incidents

SEPTEMBER 2022

Total number of CAD incidents entered for SEPTEMBER: 20,283

Number of CAD Incidents Per Month



	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
2021	19,197	16,280	18,177	18,508	20,145	19,979	21,101	21,729	20,429	20,440	18,806	20,545
2022	21,427	17,786	19,611	18,814	21,022	20,997	21,313	20,436	20,283			
Average Per Day	691.19	635.21	632.61	627.13	678.13	699.90	687.52	659.23	676.10	-	-	-



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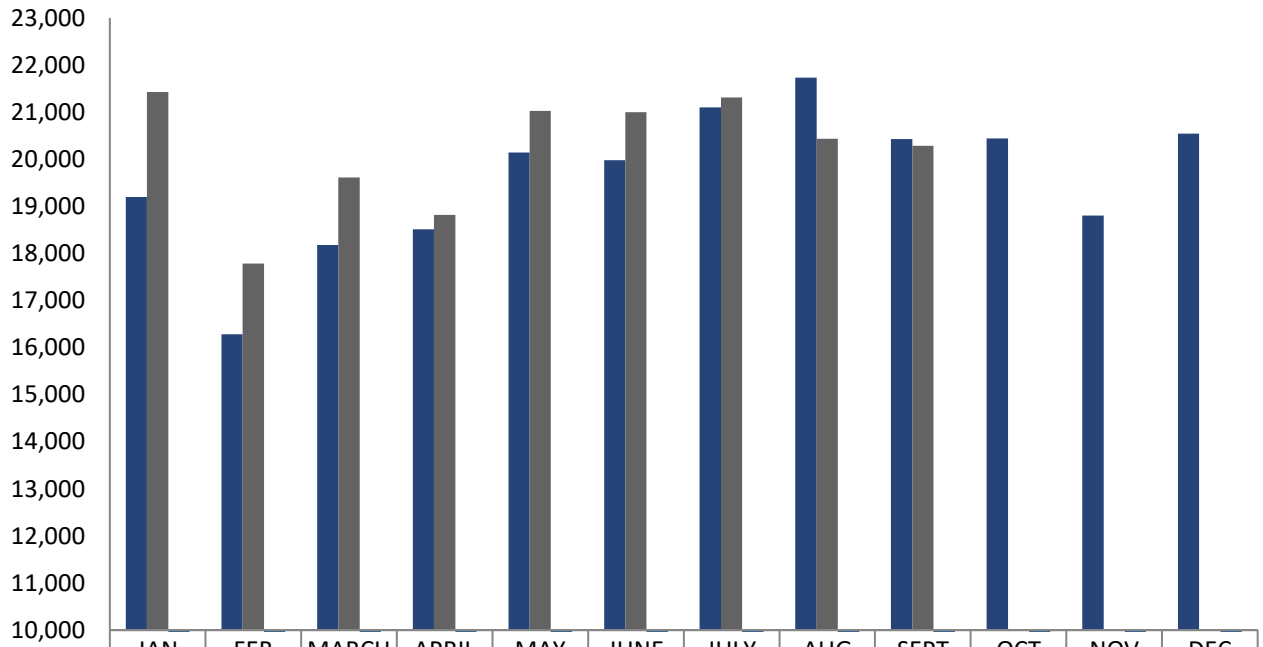
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CAD Incidents SEPTEMBER 2022

Average number of CAD incidents entered per day for

SEPTEMBER: 676

Number of CAD Incidents Per Month





Sacramento Regional Fire/EMS Communications Center

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**Executive Monthly Credit Card Usage Report
FY 22-23**

Reporting Month: September 2022

Last 4 of card	Last Name	Status	Credit Limit	Monthly Usage	Approvals		
					Employee	Manager	CED
5543	Bernett	New	\$ 1,000.00	\$ -			
0827	Shmatovich	Open	\$ 5,000.00	\$ 3,738.03	MS	JT	TB
0239	Todd	Open	\$ 5,000.00	\$ 728.91	JT	MS	TB
0835	Vargo	Open	\$ 5,000.00	\$ 443.21	W	MS	TB
1105	Bair	Open	\$ 5,000.00	\$ 375.31	TB		TB
		Total:	\$ 21,000.00	\$ 5,285.46			

Monthly Activity: September 2022

New/Closed Accounts Added: New card was issued for Mellisa Bernett with \$1,000 limit.

Cards Reported Lost or Stolen: None

Disputed Transactions: None

Changes in Authorization Limits: None

Monthly Liability: \$21,000.00



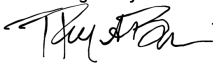
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FY 22-23			
Total Monthly Credit Card Usage			
July	\$ 4,263.61	January	
August	\$ 14,193.91	February	
September	\$ 5,285.46	March	
October		April	
November		May	
December		June	

I certify I have reviewed and approved the monthly credit card transactions and activity as reported. These are legitimate expenses incurred solely for the benefit of SRFECC business. I also certify that no alcoholic beverages, tobacco products, gift cards or gift certificates were purchased.

DocuSigned by:

 AA03C6432AF9462...

10/6/2022

Chief Executive Director Signature

Date



Sacramento Regional Fire/EMS Communications Center

10230 Systems Parkway, Sacramento, CA 95827-3006

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FY 22/23 Budget to Actuals Report

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GL Account	Description	FY 22/23 Budget	Period 1 Actual	Period 2 Actual	Period 3 Actual	FY 22/22 YTD Actual	FY 22/22 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
REVENUE										
4010-910	Member Contribution Metro Fire	(4,793,636)	2,396,818	0	0	2,396,818	(1,198,409)	(3,595,227)	300%	(7,190,454)
4010-920	Member Contribution SFAD	(4,891,955)	2,445,978	0	0	2,445,978	(1,222,989)	(3,668,966)	300%	(7,337,933)
4010-930	Member Contribution CDF	(996,341)	498,170	0	0	498,170	(249,085)	(747,255)	300%	(1,494,511)
4010-940	Member Contribution FFD	(414,139)	207,069	0	0	207,069	(103,535)	(310,604)	300%	(621,208)
4014	OES Deployment	0	0	0	52,235	52,235	0	(52,235)	0%	(52,235)
4015:4998	Other Revenue	0	27,567	3,061	22,724	53,351	0	(53,351)	0%	(53,351)
TOTAL REVENUE		(11,096,071)	5,575,602	3,061	74,959	5,653,621	(2,774,018)	(8,427,638)	304%	(16,749,690)

GL Account	Description	FY 22/23 Budget	Period 1 Actual	Period 2 Actual	Period 3 Actual	FY 22/22 YTD Actual	FY 22/22 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
EMPLOYEE-RELATED EXPENSES										
5010	Base Salaries and Wages	4,282,707	174,824	286,470	279,068	740,362	1,070,677	330,315	31%	3,542,345
5020	Overtime	300,000	17,291	20,415	44,591	82,297	75,000	(7,297)	(10%)	217,703
5030	Overtime - FLSA	129,590	2,541	4,428	5,183	12,151	32,397	20,246	62%	117,439
5035	OES Deployment	1	0	26,925	0	26,925	1	(26,924)	(2692363%)	(26,924)
5040	Uniform Allowance	39,000	21,550	100	488	22,138	9,750	(12,388)	(127%)	16,862
5050	Night/Admin Shift Differential	78,831	5,308	6,803	6,468	18,579	19,708	1,128	6%	60,251
5055	Out-of-Class Pay	35,800	1,775	1,025	700	3,500	8,950	5,450	61%	32,300
5060	Longevity	28,200	2,250	2,100	2,250	6,600	7,050	450	6%	21,600
5065	On-Call Pay	73,400	3,525	5,950	6,200	15,675	18,350	2,675	15%	57,725
5115	Vacation Cash Out	49,000	4,538	1,532	8,773	14,843	12,250	(2,593)	(21%)	34,157
5120	Sick Leave	0	10,377	13,849	8,647	32,873	0	(32,873)	0%	(32,873)
5130	CTO Leave	0	0	0	0	0	0	0	0%	0
5140	Holiday Pay	208,137	12,632	0	10,462	23,093	52,034	28,941	56%	185,044
5220	Training Pay	40,800	1,587	2,276	2,909	6,772	10,200	3,428	34%	34,028
5310	Workers Compensation Insurance	62,903	5,242	5,242	5,242	15,726	15,726	0	0%	47,177
5410	FED ER Tax - Medicare	87,640	5,307	5,072	5,010	15,389	21,910	6,521	30%	72,251
5413	FED ER Tax - Social Security	1,000	0	0	0	0	250	250	100%	1,000
5420	State ER Tax - ETT	2,350	0	0	0	0	587	587	100%	2,350
5423	State ER Tax - UI-	30,000	0	0	0	0	7,500	7,500	100%	30,000
5510	Medical Insurance	1,091,779	74,941	70,484	65,015	210,440	272,945	62,505	23%	881,340
5520	Dental Insurance	105,098	6,955	6,440	6,481	19,876	26,275	6,399	24%	85,223
5530	Vision Insurance	10,900	607	531	572	1,710	2,725	1,015	37%	9,190
5610	Retirement Benefit Expense	1,073,076	81,100	81,208	80,119	242,426	268,269	25,843	10%	830,650
5611	Pension Adjustment-	0	0	0	0	0	0	0	0%	0
5620	OPEB Benefit Expense	386,632	30,506	26,329	26,329	83,164	96,658	13,494	14%	303,468
5625	Education Incentive	30,000	1,745	1,773	1,646	5,164	7,500	2,336	31%	24,836
5690	Other Salary and Benefit Expns	10,000	932	1,356	971	3,259	2,500	(759)	(30%)	6,741
TOTAL EMPLOYEE-RELATED EXPENSES		8,156,844	465,533	570,308	567,124	1,602,962	2,039,212	436,248	21%	6,553,880

GL Account	Description	FY 22/23 Budget	Period 1 Actual	Period 2 Actual	Period 3 Actual	FY 22/22 YTD Actual	FY 22/22 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
MATERIALS & SUPPLIES										
6010	Office Supplies	12,000	0	0	235	235	3,000	2,765	92%	11,765
6013	Office Supplies - Ink Cartridge	4,000	0	0	0	0	1,000	1,000	100%	4,000
6015	Equipment Rental	9,500	585	1,251	870	2,706	2,375	(331)	(14%)	6,794
6020	Postage	1,000	16	45	73	134	250	116	46%	866
6050	Center Supplies	10,000	891	1,418	2,769	5,078	2,500	(2,578)	(103%)	4,922
6090	Other Materials and Supplies	1,000	0	0	0	0	250	250	100%	1,000
TOTAL MATERIALS & SUPPLIES		37,500	1,492	2,714	3,947	8,153	9,375	1,222	13%	29,347

GL Account	Description	FY 22/23 Budget	Period 1 Actual	Period 2 Actual	Period 3 Actual	FY 22/22 YTD Actual	FY 22/22 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
PROFESSIONAL SERVICES										
6110	Legal Services	240,000	11,520	12,053	33,937	57,510	60,000	2,491	4%	182,491
6115	Accounting and Audit Services	23,300	6,875	747	0	7,622	5,825	(1,797)	(31%)	15,679
6125	Consulting Services	778,544	48,717	48,147	48,117	144,981	194,636	49,655	26%	633,563
6140	Technological Services	186,000	33,403	15,681	9,538	58,621	46,500	(12,121)	(26%)	127,379
6190	Other Professional Services	500	0	0	0	0	125	125	100%	500
TOTAL PROFESSIONAL SERVICES		1,228,344	100,515	76,628	91,592	268,734	307,086	38,353	12%	959,611



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COMMUNICATION EQUIPMENT & SERVICES										
6220	Maintenance - Radios & Radio Equipment	32,930	0	0	0	0	8,233	8,233	100%	32,930
6221	Maintenance - Radio Consoles & Other	86,400	4,857	4,857	4,857	14,572	21,600	7,028	33%	71,828
6223	Radio - Backbone Subscription SRRCS	20,000	2,400	2,400	2,400	7,200	5,000	(2,200)	(44%)	12,800
6230	Communication Services	225,924	20,018	20,802	19,578	60,399	56,481	(3,918)	(7%)	165,525
6245	Maintenance - Tower Equipment	16,560	0	111	111	222	4,140	3,918	95%	16,338
6250	Communication Supplies	10,000	133	0	0	133	2,500	2,367	95%	9,866
6290	Other Communication Services and Equipment	1,000	0	0	0	0	250	250	100%	1,000
TOTAL COMMUNICATION EQUIPMENT & SERVICES		392,814	27,408	28,170	26,946	82,526	98,204	15,677	16%	310,288

GL Account	Description	FY 22/23 Budget	Period 1 Actual	Period 2 Actual	Period 3 Actual	FY 22/22 YTD Actual	FY 22/22 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
HW & SW MAINT										
6310	Hardware Maintenance - Equipment	44,900	1,882	1,882	1,882	5,646	11,225	5,579	50%	39,254
6315	Hardware Maintenance - Network	8,150	867	433	433	1,733	2,038	304	15%	6,417
6319	Hardware Maintenance Other	1,000	0	0	0	0	250	250	100%	1,000
6320	Software Maintenance - Applications	76,075	4,876	4,732	5,033	14,641	19,019	4,378	23%	61,434
6322	CAD Maintenance and Support/Northrop Grumman	458,623	41,410	41,410	41,410	124,230	114,656	(9,574)	(8%)	334,393
6323	Software Maintenance - GIS	79,490	6,156	6,439	3,898	16,493	19,873	3,380	17%	62,997
6330	Software Maintenance - Network	19,200	0	0	0	0	4,800	4,800	100%	19,200
6350	Computer Supplies	10,000	51	43	0	95	2,500	2,405	96%	9,905
6390	Other, Computer Services and Supplies	1,000	0	0	0	0	250	250	100%	1,000
TOTAL HW & SW MAINT		698,438	55,242	54,939	52,656	162,838	174,611	11,772	7%	535,601

GL Account	Description	FY 22/23 Budget	Period 1 Actual	Period 2 Actual	Period 3 Actual	FY 22/22 YTD Actual	FY 22/22 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
FACILITIES & FLEET										
6410	Services - Landscaping	4,800	399	399	399	1,196	1,200	4	0%	3,604
6415	Maintenance - Building	24,695	112	112	207	431	6,174	5,743	93%	24,264
6260	Lease - CTC	79,242	6,567	6,567	6,567	19,701	19,810	109	1%	59,541
6420	Services - Custodial	42,000	3,500	3,500	3,500	10,500	10,500	0	0%	31,500
6421	Services - Center Security	480	40	40	40	120	120	0	0%	360
6425	Maintenance - HVAC	17,480	111	99	0	210	4,370	4,160	95%	17,270
6235	Maintenance - Power Supply	14,000	1,042	1,042	1,042	3,126	3,500	374	11%	10,874
6430	Services - Cable	2,300	179	179	179	538	575	37	6%	1,762
6435	Services - Pest Control	1,200	269	70	70	409	300	(109)	(36%)	791
6490	Other, Facilities and Fleet	14,043	320	1,765	320	2,405	3,511	1,106	31%	11,638
6510	Utilities - Electric	50,200	4,595	4,467	5,119	14,181	12,550	(1,631)	(13%)	36,019
6515	Utilities - Water	7,360	649	568	605	1,821	1,840	19	1%	5,538
6520	Utilities - Refuse Collection / Disposal	6,900	324	573	723	1,620	1,725	105	6%	5,280
6525	Utilities - Sewage Disposal Services	1,800	0	139	0	139	450	311	69%	1,661
6635	Services - Bottled Water	4,800	361	271	189	821	1,200	379	32%	3,979
6645	Services - Printing	2,500	87	68	87	242	625	383	61%	2,258
6650	Services - Shredding	2,000	378	262	398	1,038	500	(539)	(108%)	961
6652	Fleet - Maintenance	5,000	135	865	208	1,209	1,250	41	3%	3,791
6654	Fleet - Fuel	13,000	613	515	881	2,009	3,250	1,241	38%	10,991
6655	Insurance (Property and Fleet)	62,000	4,281	4,281	4,281	12,843	15,500	2,657	17%	49,157
6690	Other - Facility & Fleet Management	1,000	0	0	258	258	250	(7)	(3%)	743
TOTAL FACILITIES & FLEET		356,800	23,962	25,782	25,073	74,817	89,200	14,383	16%	281,982



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RECRUITMENT, RETENTION & TRAINING										
6610	Recruitment	41,700	2,016	1,223	1,449	4,688	10,425	5,737	55%	37,012
6612	Employee Retention	10,250	613	868	330	1,811	2,563	752	29%	8,439
6615	Employee Education & Training	28,850	970	1,239	273	2,482	7,212	4,730	66%	26,368
6618	Conference Registration	19,548	0	4,548	0	4,548	4,887	339	7%	15,000
6621	Air	15,500	2,100	0	0	2,100	3,875	1,775	46%	13,400
6622	Lodging	31,000	0	6,716	496	7,211	7,750	539	7%	23,789
6623	Rental Cars	7,750	0	2,073	1,131	3,204	1,937	(1,267)	(65%)	4,546
6624	Parking	0	0	156	0	156	0	(156)	0%	(156)
6625	Membership Dues	2,320	65	15	344	424	580	156	27%	1,896
6626	Taxi, Uber, Mileage, Other	2,000	0	631	467	1,099	500	(599)	(120%)	901
6627	Per Diem	2,480	2,516	0	1,067	3,583	620	(2,962)	(478%)	(1,102)
6640	Uniform/Badges/Shirts	6,000	290	529	0	820	1,500	680	45%	5,180
6660	Operations Support	35,100	0	0	1,154	1,154	8,775	7,621	87%	33,946
6661	Administration Support	22,833	0	738	0	738	5,708	4,970	87%	22,094
TOTAL RECRUITMENT, RETENTION & TRAINING		225,331	8,570	18,736	6,711	34,018	56,332	22,315	40%	191,313
GRAND TOTAL EXPENSES		11,096,071	682,722	777,277	774,049	2,234,048	2,774,020	539,970	19%	8,862,022

GL Account	Description	FY 22/23 Budget	Period 1 Actual	Period 2 Actual	Period 3 Actual	FY 22/22 YTD Actual	FY 22/22 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
CAPITAL IMPROVEMENTS										
6997-021	Capital Improvement - CAD	793,997	0	0	80,863	80,863	198,499	117,636	59%	713,133
6997-023	Capital Improvement - Equipment	14,000	0	0	0	0	3,500	3,500	100%	14,000
6997-024	Capital Improvement - Facility	150,525	0	0	0	0	37,631	37,631	100%	150,525
6997-025	Capital Improvement - Hardware	232,921	0	0	0	0	58,230	58,230	100%	232,921
6997-026	Capital Improvement - Software	424,100	0	85,283	186,875	272,158	106,025	(166,133)	(157%)	151,943
6997-027	Capital Improvement - Technology	12,000	0	0	0	0	3,000	3,000	100%	12,000
TOTAL CAPITAL IMPROVEMENTS		1,627,543	-	85,283	267,738	353,021	406,885	53,865	13%	1,274,522

CASH FLOW FY 22-23	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
1116 Operating - opening balance	3,713,962.11	2,262,081.28	5,806,351.15	5,120,491.47	4,245,491.47	3,370,491.47	2,495,491.47	7,168,526.54	6,293,526.54	5,418,526.54	4,543,526.54	3,668,526.54	
IN	8,898.68	5,592,625.90	15,248.21	-	-	-	5,548,035.07	-	-	-	-	-	11,164,807.86
Member Agencies Contributions	-	5,548,035.07	-				5,548,035.07						11,096,070.14
Sum of Debits	8,898.68	44,590.83	15,248.21										68,737.72
OUT	(1,460,779.51)	(2,048,356.03)	(701,107.89)	(875,000.00)	(875,000.00)	(875,000.00)	(875,000.00)	(875,000.00)	(875,000.00)	(875,000.00)	(875,000.00)	(885,290.64)	(12,095,534.07)
Employee Related Expenses	(265,683.99)	(255,815.01)	(263,539.70)	(315,000.00)	(315,000.00)	(315,000.00)	(315,000.00)	(315,000.00)	(315,000.00)	(315,000.00)	(315,000.00)	(315,000.00)	(3,620,038.70)
CalPERS Expenses	(762,471.00)	(173,338.72)	(162,714.45)	(210,000.00)	(210,000.00)	(210,000.00)	(210,000.00)	(210,000.00)	(210,000.00)	(210,000.00)	(210,000.00)	(210,000.00)	(2,988,524.17)
Operating Expenses	(432,624.52)	(193,266.66)	(274,853.74)	(350,000.00)	(350,000.00)	(350,000.00)	(350,000.00)	(350,000.00)	(350,000.00)	(350,000.00)	(350,000.00)	(360,290.64)	(4,061,035.56)
Transfer Out	-	(1,425,935.64)	-										(1,425,935.64)
1116 Operating - closing balance	2,262,081.28	5,806,351.15	5,120,491.47	4,245,491.47	3,370,491.47	2,495,491.47	7,168,526.54	6,293,526.54	5,418,526.54	4,543,526.54	3,668,526.54	2,783,235.90	
1197 CIP - opening balance	201,607.13	201,607.13	1,542,260.04	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	
IN	-	1,425,935.64	-	-	-	-	-	-	-	-	-	-	1,425,935.64
OUT	-	(85,282.73)	(265,338.29)	-	-	-	-	-	-	-	-	-	(350,621.02)
CAD													-
DRC													-
Equipment													-
Facility													-
Hardware													-
Software		(85,282.73)	(265,338.29)										(350,621.02)
Technology													-
Other													-
1197 CIP - closing balance	201,607.13	1,542,260.04	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	1,276,921.75	
1113 Lease - beginning balance	379,555.84	357,164.54	334,773.04	312,381.27	289,986.93	267,592.59	245,198.25	222,803.91	200,409.57	178,015.23	155,620.89	133,226.55	
IN	3.04	2.84	2.57										8.45
OUT	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(22,394.34)	(268,732.08)
1113 Lease - closing balance	357,164.54	334,773.04	312,381.27	289,986.93	267,592.59	245,198.25	222,803.91	200,409.57	178,015.23	155,620.89	133,226.55	110,832.21	
Grant - opening balance	-	-	-	-	-	-	-	-	-	-	-	-	-
IN	-	-	-	-	-	-	-	-	-	-	-	-	-
OUT	-	-	-	-	-	-	-	-	-	-	-	-	-
Grant - closing balance	-	-	-	-	-	-	-	-	-	-	-	-	-
1114 Reserve - opening balance	908,183.04	908,190.75	908,198.47	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	-
IN	7.71	7.72	7.46										22.89
OUT	-	-	-	-	-	-	-	-	-	-	-	-	-
1114 Reserve - closing balance	908,190.75	908,198.47	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	908,205.93	-
House Fund/FLSA Adjustment												3,917.26	
TOTAL	3,729,043.70	8,591,582.70	7,618,000.42	6,720,606.08	5,823,211.74	4,925,817.40	9,576,458.13	8,679,063.79	7,781,669.45	6,884,275.11	5,986,880.77	5,079,195.79	



Recruiting Report September 2022

244 **>** **90** **>** **10** **>** **5**

Critical tests
sent

Critical tests
taken

Applicants
that passed
Critical

Starting
Academy

Center Vacancies: 5



Sacramento Regional Fire/EMS Communications Center

10230 Systems Parkway, Sacramento, CA 95827-3006

www.srfecc.ca.gov

SRFECC Positions & Authorization Document (PAD) - Revised 10/01/2022			
FY 22/23			
Center Management			
Position	Authorized	Actual	Comments
Chief Executive Director	1	1	
Operations Manager	1	1	
Administration Manager	1	1	
Executive Assistant	1	0	
Totals	4	3	
Operations Division			
Position	Authorized	Actual	Comments
Dispatcher Supervisor	7	7	
Dispatcher	35	28	
Annuitants	3	2	Extra Help
Totals	42	35	
Administration and IT Division			
Position	Authorized	Actual	Comments
Human Resource Manager	1	0	
CAD Administrator	1	1	
Telecommunications Engineer	1	1	
CAD/Radio Technician	1	1	
GIS Coordinator	1	0	
Systems Engineer	1	0	
Office Specialist	1	1	
Accounting Specialist II	1	1	
Payroll & Benefits Administrator	1	1	
Totals	9	6	
Totals	55	44	