



**Sacramento Regional Fire/EMS Communications Center**  
10230 Systems Parkway, Sacramento, CA 95827-3006  
[www.srfecc.ca.gov](http://www.srfecc.ca.gov)

**9:00 a.m.**

**Tuesday, March 9, 2021**

**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](tel:+19162458065) United States, Sacramento (Toll)

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

**Call to Order**

Chairperson

**Roll Call of Member Agencies**

Secretary

**Primary Board Members**

Chris Costamagna, Chairperson  
Tyler Wagaman, Vice Chairperson  
Troy Bair, Board Member  
Chad Wilson, Board Member

Deputy Chief, Sacramento Fire Department  
Deputy Chief, Sacramento Metropolitan Fire District  
Deputy Chief, Cosumnes Fire Department  
Division Chief, Folsom Fire Department

**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.

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**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.

**PRESENTATION:**

1. UPS Project Completion After Action Report

Page 4

\* INDICATES NO ATTACHMENT

**RECESS TO CLOSED SESSION:**

1. CONFERENCE WITH LABOR NEGOTIATOR\*

Pursuant to Government Code Section 54957.6

Center Negotiator(s)	Lindsay Moore, Counsel Ty Bailey, 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: Executive 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 AT ESTIMATED TIME: 10:00 a.m.

**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. Board Meeting Synopsis (February 9, 2021) Page 21

PROPOSED ACTION: Motion to Approve Consent Agenda

**ACTION ITEMS:**

- |  |         |
|--|---------|
| 1. Northrop Grumman/Peraton Amendment 7 – MS SQL Server Exchange           | Page 28 |
| 2. Northrop Grumman/Peraton Amendment 8 – 5 year Maintenance               | Page 31 |
| 3. Independent Contract with Rahul Maharaj for EMDQ Services               | Page 35 |
| 4. Mission Critical Partners Essential Services Structural Review Proposal | Page 45 |
| 5. Priority Dispatch – Additional ProQA Licenses Quote                     | Page 68 |

**DISCUSSION/POSSIBLE ACTION:**

NONE

**INFORMATION:**

- |   |          |
|---|----------|
| 1. Communications Center Statistics                               | Page 69  |
| 2. Financial Reports  | Page 77  |
| a. Monthly Credit Card Usage Statement (January)                  |          |
| b. Budget to Actuals  |          |
| c. Umpqua Lease Update  |          |
| 3. Recruitment Update   | Page 83  |
| 4. Project Update   | Page 84  |
| 5. PAD Update   | Page 85  |
| 6. SRFEC Power Failure AAR Final Report                           | Page 86  |
| 7. SRFEC Board Up Contractor Selections, Contract Years 2021-2024 | Page 101 |

\* INDICATES NO ATTACHMENT

**CENTER REPORTS:**

1. Executive Director Bailey\*
2. Deputy Director House – Administration\*
3. Deputy Director Soares – Operations\*
4. Medical Director Dr. Mackey\*

**CORRESPONDENCE:**

None

**ITEMS FOR DISCUSSION AND POTENTIAL PLACEMENT ON A FUTURE AGENDA:**

**BOARD MEMBER COMMENTS:**

**ADJOURNMENT:**

The next scheduled Board Meeting is April 13, 2021.

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](http://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 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.

**POSTING:**

This is to certify that on March 5, 2021, 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](http://www.srfecc.ca.gov)
- 10545 Armstrong Ave, Mather, CA 95655-4102



Clerk of the Board

\* INDICATES NO ATTACHMENT

# *Sacramento Regional Fire/EMS Communications Center*

Presentation to SRFECJPA Governing Board

**After Action Report  
UPS Power Completion 2/4/2021**





# *Introduction*

On 2/4/21, SRFEC completed a safe and successful transition from the old UPS equipment to the new UPS equipment.

During the power transition, all mission critical systems were offline for a period of seven hours.

SMUD power remained available at the Center.

Call takers relocated to Metro HQ and Dispatchers remained at the Center.



# Objectives

During the power transition, the objectives included:

1. Ensuring safety of the Regions employees and citizens.
2. Ensuring the continuous performance of the Regions essential functions/operations.
3. Protecting essential facilities, equipment, records, and other assets.
4. Reducing or mitigating disruptions to operations.
5. Achieving a timely and orderly recovery from the power transition and resumption of full service.
6. Successfully respond, resume, recover and restore communications operations following the power transition.





# *What Went Well*

1. Mission accomplished! Objectives achieved; UPS transferred from the old equipment to the new.
2. Metro HQ DR proof of concept tested successfully.
3. Metros IT team assisted with the design, planning and implementation of the DR for several months prior and supported the event.
4. Collaboration and professionalism among all involved at the Center and the field.
5. AREPs onsite at the Center and Metro HQ providing external support as needed and available should there have been significant issues or unplanned impact.
6. Prep work for station alerting was successful in continuing alerting with the RIC/keypad.
7. The catchup process was much cleaner this time around (the incident numbers matched, and calls were inserted back into LIVE CAD faster than previous times).
8. All vendors responded quickly when needed. All support tickets are resolved except for one related to failed data sync with CAD Jr.





## *What Needs Improvement*

1. Communication across the board to set the expectations especially to those working the day of the event.
2. Continue building at the Metro HQ DR to include an AT&T satellite 911 phone system, radios and Live CAD.
3. Radio communications for dispatchers. Research alternatives to the portable to provide a mic and foot pedal.
4. The time it takes to shutdown and bring back up the equipment.
5. The ability to provide times, and incident numbers.
6. The ability to provide call information leveraging Active911.





# *Recommendations*

There are five priority recommendations:

1. Complete the UPS demo, circuit labeling and training.
2. To improve the timing, create a list of equipment and workstations to power down and up again.
3. Improve communications – review the project communications and identify the improvement needed.
4. Emergency preparedness – continue to improve the Continuity of Operations Plan (COOP).
5. Hold monthly AAR meetings until all action items are complete.



# *Supporting Documentation*

1. Power Failure After Action Report slide deck
2. ATTACHMENT 1 – SRFECCE UPS Completion Timeline (Initial)
3. ATTACHMENT 2 – SRFECCE UPS Completion Final Timeline
4. ATTACHMENT 3 – SRFECCE Updated Essential Functions
5. ATTACHMENT 4 – SRFECCE UPS Completion Project AAR Action Items





***QUESTIONS?***







# Sacramento Regional Fire/EMS Communications Center

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## SRFECC UPS Project Completion – 2/4/2021

The objective of the UPS Completion Project is to complete a safe and successful transition from the old UPS equipment to the new UPS system at SRFECC. During the power transition, all mission critical systems to be offline for a period of 3 to 4 hours and SMUD power will be available at the Center. Call takers will relocate to Metro HQ and Dispatchers will remain at the Center.

The primary objective is ensuring the continuance of communications essential functions during this time:

1. Ensuring safety of the Regions employees and citizens.
2. Ensuring the continuous performance of the Regions essential functions/operations during the power transition.
3. Protecting essential facilities, equipment, records, and other assets.
4. Reducing or mitigating disruptions to operations.
5. Achieving a timely and orderly recovery from the power transition and resumption of full service.
6. Successfully respond, resume, recover and restore communications operations following the power transition.

SRFECC - UPS Completion Project				
Date	Time	Action	Responsible	Location
2/4	1:30	Brad arrives at Metro HQ - bring up DR, CADJr, logging onto workstations	Brad	Metro
2/4	1:30	Ben arrives at Metro HQ - IT Support	Ben	Metro
2/4	1:45	Diane arrives at Center	Diane	Center
2/4	2:00	DD Soares arrives at Metro HQ	DD Soares	Metro
2/4	2:00	Chuck and Jeff Urban/DT arrive at Center	Chuck/Jeff	Center
2/4	2:00	Whiteboard the power down order of servers	Jeff	Center
2/4	2:15	Power down non critical servers and workstations	Jeff/Brad	Center
2/4	2:30	AREPs arrive at Center	AREP	Center
2/4	2:30	AREPs arrive at Metro	AREP	Center
2/4	2:30	TS Quintard and ES Strong arrive at Metro HQ	DD Soares	Metro
2/4	2:30	2 On-Duty dispatchers arrive at Metro HQ (Miller/Rodriguez)	DD Soares	Metro
2/4	2:30	Ready all five CAD/Phone positions at Metro HQ - complete by 2:45	DD Soares	Metro
2/4	2:30	Ready Main/CROs with laptops, WIFI hotspot, MFA and CADJr - by 2:45	Brad/Supervisor Poirier	Center
2/4	2:45	Update CADJr unit status	Supervisor Poirier	Center
2/4	2:45	Mission Critical Systems (MCS) team arrives	MCS	Center
2/4	2:45	Power down Kickoff - conference bridge open 916-245-8065 ID:712317835#	Center/Metro Team	Teams
2/4	2:50	Roll call - all agencies represented on the call	Diane	Center
2/4	2:51	Metro HQ Staff - confirm in ready position	DD Soares	Metro
2/4	2:52	Center Staff - confirm in ready position	Supervisor Poirier	Center
2/4	2:52	Call AT&T to begin 911 reroutes	Diane	Center
2/4	2:53	Agencies - confirm in ready position	Agencies	Teams
2/4	2:55	Broadcast on Hotline "DUE TO SCHEDULED MAINTENANCE, SRFECC WILL BE OFF THE HOTLINE UFN & DROP LINE WILL BE DOWN; AVAILABLE VIA LL: 916-228-3000" (REPEAT)	Supervisor Poirier	Center
2/4	2:55	Page OPSCHIEF, COML "UPS PROJECT BEGINNING, MODIFIED SRFECC OPERATIONS"	Supervisor Poirier	Center
2/4	2:55	Transfer phone lines to Metro (See SOP)	Chuck/Supervisor Poirier	Center
2/4	2:55	Test phone lines (911, 3035, 3025, 3000, 3003)	Chuck/Supervisor Poirier	Center
2/4	2:55	Confirm test calls received at Metro HQ	DD Soares	Metro
2/4	2:55	Confirm Metro HQ team is ready to take over call taking	DD Soares	Metro
2/4	2:55	Confirm Center team is ready to dispatch on CADJr and portables	Supervisor Poirier	Center
2/4	2:55	Power down mission critical servers	Jeff/Brad	Center
2/4	2:55	Confirm ready for all systems down - power down	Chuck/Brad/Diane	Center
2/4	3:00	<b>POWER DOWN - ALL SYSTEMS DOWN , except phones and CADJr</b>		



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2/4	4:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#		
2/4	5:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#		
2/4	6:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#		
2/4		Power transition complete	MCS	Center
2/4		Bring up mission critical systems - CAD, Phone, Radio, Westnet	Brad/Chuck	Center
2/4		Clear CAD queues (printer, MDC, Active 911, Pulse point, Westnet)	Brad	Center
2/4		Provide number of master and internal incidents in CADJr	DD Soares	Metro
2/4		Advance Master and Internal incident numbers for each agency	Brad	Center
2/4		Confirm CAD is up and ready	Brad	Center
2/4		Bring up CAD workstations	Brad	Center
2/4		Test CAD Workstations	Supervisor Poirier	Center
2/4		Bring up map workstations	Brad	Center
2/4		Test Map workstations	Supervisor Poirier	Center
2/4		Check CAD for units status (logged on? AIQ?)	Supervisor Poirier	Center
2/4		Update unit statuses in Live CAD	Supervisor Poirier	Center
2/4		Bring up radios consoles	Chuck	Center
2/4		Test radio consoles	Supervisor Poirier	Center
2/4		Bring up viper phone system	Chuck/Brad	Center
2/4		Test viper phone system	Supervisor Poirier	Center
2/4		Bring up office workstations	Brad	Center
2/4		Test workstations	Supervisor Poirier	Center
2/4		Bring up Text to 911 on identified workstations	Supervisor Poirier	Center
2/4		Test Text to 911	Supervisor Poirier	Center
2/4		Bring up Westnet	Chuck	Center
2/4		Test Westnet with each agency - confirm operational	Chuck/Supervisor Poirier	Center
<b>If power remains down at 0645</b>				
2/4		Center night shift hold-over until staffing stabilizes	Center/Metro Team	Center
2/4		2 additional dispatchers sent to Metro HQ	Center Team	Metro
2/4	7:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#		
2/4		All mission critical systems up - CAD, Phone, Radio and Westnet	Brad/Chuck	Center
2/4		Transfer phone lines back to SRF ECC	Chuck/Supervisor	Center
2/4		Test phone lines (911, 3035, 3025, 3000)	Chuck/Supervisor	Center
2/4		Return on-duty dispatchers to SRF ECC	DD Soares	Metro
2/4		Broadcast on Hotline "SRF ECC HAS RESUMED NORMAL OPERATIONS"	Supervisor Poirier	Center
2/4		Bring up Mobiles	Brad	Center
2/4		Test mobiles with each agency	Brad/Agencies	Center
2/4		Confirm mobiles are operational	Brad	Center
2/4		Confirm ready to resume normal operations	Supervisor Poirier	Center
2/4		Page OPSCHIEF, COML "UPS PROJECT COMPLETE, RESUMING NORMAL OPERATIONS"	Supervisor Poirier	Center
2/4		Release AREPs	Center/Metro Team	Center/Metro
2/4	8:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#		
<b>Post-Work</b>				
2/4		Tear down Metro HQ	DD Soares	Metro
2/4		Sanitize Metro HQ workstations	DD Soares	Metro
2/4		Bring up non mission critical servers	Brad/Jeff	Center
2/4		<b>Test and validate all essential functions are operational</b>	Brad/Diane	Center
2/4		Bring up Pulsepoint - confirm operational	Brad	Center
2/4		Bring up MySQL - confirm all transfers are operational	Brad	Center
2/4		Bring up Paging/Active911 - confirm operational	Brad	Center
2/4		Bring up remaining applications	Brad	Center
2/4		<b>All status updates via email</b>	Brad	Center
2/4		Return EMD Cardsets/portables/wipes	DD Soares	Metro
2/4		Print CADJr Calls	DD Soares	Metro
2/4		Enter calls into CATCHUP	DD Soares	Metro
2/4		Reset CADJr	Brad	Center
2/4		Advise SRRCS to un-patch A2/A3 & B2/B3	Chuck	Center
2/4		Re-patch at Center	On Duty Supervisor	Center



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## SRFECC UPS Project Completion – Final Timeline

Date	Time	Action	Responsible	Location	Status	Notes
2/3	13:00	Advise SRRCS to patch A2/A3 & B2/B3	Chuck	Center	Complete	
2/3	13:00	Unpatch channels at SRFECC to ensure patch remains	On Duty Supervisor	Center	Complete	
2/3		Test 3 workstations with WIFI hotspot at Center - confirm CADJr working	Brad	Center	Complete	
2/3		Document how to log on to WIFI, MFA and CADJr	DD Soares	Center	Complete	
2/3		Request for three additional Metro accounts	DD Soares/Brad	Center	Complete	
2/3		Test headsets at Metro - unpack and install at the five workstations	DD Soares	Center	Complete	
2/3		NOTIFICATION: Call Motorola advise of shutdown	Chuck	Center	Complete	
2/3		NOTIFICATION: Call NICE advise of shutdown	Diane	Center	Complete	
2/3		NOTIFICATION: Call AT&T - open ticket, advise of shutdown. #ET101402	Diane	Center	Complete	
2/3		NOTIFICATION: Call Access Systems advise of shutdown	Marissa	Center	Complete	
2/3		NOTIFICATION: Call Sac City Schools, advise of shutdown	DD Soares	Center	Complete	
2/3		Logistics - meals (dinner/breakfast)	Marissa	Center	Complete	
<b>SRFECC - UPS Completion Project</b>						
Date	Time	Action	Responsible	Location	Status	Notes
2/4	1:30	Brad arrives at Metro HQ - bring up DR, CADJr, logging onto workstations	Brad	Metro	Complete	
2/4	1:30	Ben arrives at Metro HQ - IT Support	Ben	Metro	Complete	
2/4	1:45	Diane arrives at Center	Diane	Center	Complete	
2/4	2:00	DD Soares arrives at Metro HQ	DD Soares	Metro	Complete	
2/4	2:00	Chuck and Jeff Urban/DT arrive at Center	Chuck/Jeff	Center	Complete	
2/4	2:00	Document the power down order of servers - Whiteboard issues/calls	Jeff	Center	Complete	
2/4	2:15	Power down non critical servers and workstations	Jeff/Brad	Center	Started	Delayed
2/4	2:30	AREPs arrive at Center	AREP	Center	Complete	
2/4	2:30	AREPs arrive at Metro	AREP	Center	Complete	
2/4	2:30	TS Quintard and ES Strong arrive at Metro HQ	DD Soares	Metro	Complete	
2/4	2:30	2 On-Duty dispatchers arrive at Metro HQ (Miller/Rodriguez)	DD Soares	Metro	Complete	
2/4	2:30	Ready all five CAD/Phone positions at Metro HQ - complete by 2:45	DD Soares	Metro	Complete	
2/4	2:30	Ready Main/CROs with laptops, WIFI hotspot, MFA and CADJr - by 2:45	Brad/Supervisor Poirier	Center	Complete	
2/4	2:45	Update CADJr unit status	Supervisor Poirier	Center	Complete	
2/4	2:45	Mission Critical Systems (MCS) team arrives	MCS	Center	Complete	
2/4	2:45	Power down Kickoff - conference bridge open 916-245-8065 ID:712317835#	Center/Metro Team	Teams	2:45	
2/4	2:50	Roll call - all agencies represented on the call	Diane	Center	2:50	
2/4	2:51	Metro HQ Staff - confirm in ready position	DD Soares	Metro	2:51	
2/4	2:52	Center Staff - confirm in ready position	Supervisor Poirier	Center	2:52	
2/4	2:52	Call AT&T to begin 911 reroutes	Diane	Center	2:53	0314 received test 911
2/4	2:53	Agencies - confirm in ready position	Agencies	Teams	2:54	ticket et101402
2/4	2:55	Broadcast on Hotline "DUE TO SCHEDULED MAINTENANCE, SRFECC WILL BE OFF THE HOTLINE UFN & DROP LINE WILL BE DOWN; AVAILABLE VIA LL: 916-228-3000" (REPEAT)	Supervisor Poirier	Center	2:58	
2/4	2:55	Page OPSCHIEF, COML "UPS PROJECT BEGINNING, MODIFIED SRFECC OPERATIONS"	Supervisor Poirier	Center	3:03	
2/4	2:55	Transfer phone lines to Metro (See SOP)	Chuck/Supervisor Poirier	Center	3:25	
2/4	2:55	Test phone lines (911, 3035, 3025, 3000, 3003)	Chuck/Supervisor Poirier	Center	3:04	All lines successfully forwarded
2/4	2:55	Confirm test calls received at Metro HQ	DD Soares	Metro	3:04	
2/4	2:55	Confirm Metro HQ team is ready to take over call taking	DD Soares	Metro	3:04	
2/4	2:55	Confirm Center team is ready to dispatch on CADJr and portables	Supervisor Poirier	Center	3:04	
2/4	2:55	Power down mission critical servers	Jeff/Brad	Center	3:09	
		Received test 911 at Metro HQ DR	Kylee	Metro	3:14	
2/4	2:55	Confirm ready for all systems down - power down	Chuck/Brad/Diane	Center	3:49	336 Fire 1 and Fire 2, 0340 network and nice servers
2/4	2:59	Mission Critical Systems (MCS) confirm ready			2:59	
2/4	3:00	<b>POWER DOWN - ALL SYSTEMS DOWN , except phones and CADJr</b>			3:50	delayed due to powering down servers taking longer





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2/4	4:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#			Complete	
		CADJr connectivity issues at the Center with MIFIs	Brad	Center	4:00	
		Chief Bailey arrived at Center	Chief Bailey	Center	4:00	
		Chief Bailey advised Dispatch to voice the address twice	Chief Bailey	Center	4:00	
2/4	5:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#			Complete	
2/4	6:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#			Complete	
2/4		Power transition complete	MCS	Center	6:35	
		MCS bringing UPS back online	MCS	Center	6:55	
		<b>Shift Change Adjustments</b>				
2/4		Center night shift hold-over until staffing stabilizes	Center/Metro Team	Center	Complete	
2/4		2 additional dispatchers sent to Metro HQ	Center Team	Metro	Complete	
2/4	7:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#			Complete	Power transtion complete
2/4		Start bringing up mission critical systems - CAD, Phone, Radio, Westnet	Brad/Chuck	Center	7:00	
		Bringing up workstations on dispatch floor and test	Roman/Casey	Center	7:00	
2/4		Bring up map workstations	Roman	Center	7:00	
2/4		Test Map workstations	Casey	Center	7:00	
		D4 doesn't have any power - breaker issue	Chuck	Center	7:03	
		Casey arrived on the dispatch floor	Casey	Center	7:05	
		Westnet and Radio bypassing work to enable alerting and radio - undone/back to normal	Chuck	Center	7:08	
		Mission Critical Systems left the building	Diane	Center	7:18	
		Jenna unable to log into CADJr, Brad added her, Kylee confirmed up and running	Kylee/Brad	Metro	7:18	
2/4		Bring up radios consoles	Chuck	Center	7:18	
2/4		Test radio consoles	Casey	Center	7:19	
2/4		Bring up viper phone system	Chuck	Center	7:25	
2/4		Test viper phone system	Casey	Center	7:30	
		Casey reporting alerting issues	Chuck	Center	7:41	
		Casey reporting CADJr connectivity issues	Brad	Center	7:41	
		Westnet back up - alerting back up, no interface to CAD, using the client	Chuck	Center	7:43	
2/4		Bring up Westnet	Chuck	Center	7:43	
2/4		Test Westnet with each agency - confirm operational	Chuck/Casey	Center	7:43	
		SRRCs onsite - paged for an alarm on the radio system - all clear	Kurt/Chuck	Center	7:51	
2/4		Advise SRRCs to un-patch A2/A3 & B2/B3	Chuck	Center	7:58	
2/4		Re-patch at Center	Casey	Center	7:58	
2/4	8:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#			Complete	Network up, Westnet up, dispatch using the client, Radios up, patch removed at SRRCs
		Units updating statuses in mobiles - thinking they are on CADJr	Chief Wagaman/Brad	Center	8:30	Lines were up
		Casey back on the Bridge	Casey	Center	8:35	
		Live CAD up	Brad	Center	8:40	Issue with the lines on the CAD connection
2/4		Clear CAD queues (printer, MDC, Active 911, Pulse point, Westnet)	Brad	Center	8:41	
		<b>Kylee requested Live CAD at Metro - concerned about calls coming in</b>	Kylee	Metro	8:50	
		Provide number of master and internal incidents in CADJr	DD Soares	Metro	8:53	
2/4		Advance Master and Internal incident numbers for each agency	Brad	Center	8:55	
		Update LIVE CAD statuses from CADJr	Casey	Center	8:55	
2/4	9:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#				
2/4		Confirm CAD is up and ready	Brad	Center	9:04	
2/4		Check CAD for units status (logged on? AIQ?)	Casey	Center	9:00	
2/4		Update unit statuses in Live CAD	Casey	Center	9:00	
		First call entered into Live CAD	Kylee	Metro	9:06	
2/4		Bring up office workstations	Brad	Center	9:24	
2/4		Test workstations	Brad	Center	9:24	
2/4		Bring up Text to 911 on identified workstations	Casey	Center	9:25	
2/4		Test Text to 911	Casey	Center	9:26	
2/4		All mission critical systems up - CAD, Phone, Radio and Westnet	Brad/Chuck	Center	9:10	
2/4		Transfer phone lines back to SRFEC	Chuck/Casey	Center	9:05	3035, 3025, 3000, 3003
2/4		Test phone lines (911, 3035, 3025, 3000, 3003)	Chuck/Casey	Center	9:05	
		Called AT&T to reroute 911 lines back to the Center	Diane	Center	9:30	
		Casey confirmed receiving 911 calls	Casey	Center	9:42	
		Kylee confirmed 2 911 calls in progress at Metro	Kylee	Metro	9:42	
		Casey confirmed receiving AT&T 911 test call (after the live 911 call)	Casey	Center	9:43	
		<b>AT&amp;T called back and confirmed the reroute is complete</b>	Diane	Center	9:46	
2/4		Bring up Mobiles	Brad	Center	9:10	
2/4		Test mobiles with each agency	Brad/Agencies	Center	9:10	
2/4		Confirm mobiles are operational	Brad	Center	9:10	Voice all traffic
2/4		Return on-duty dispatchers to SRFEC	DD Soares	Metro	9:10	
		Tim heading over from Metro to Center	DD Soares	Center	9:12	
		Jenna heading over from Metro to Center	DD Soares	Center	9:15	
2/4		Bring up Paging/Active911 - confirm operational	Brad	Center	9:16	
		Broadcast on Hotline "SRFEC HAS RESUMED NORMAL OPERATIONS"	Casey	Center	9:17	
2/4		Bring up MySQL - confirm all transfers are operational	Brad	Center	9:18	
		Calling Allied Agencies as well	Casey	Center	9:19	
2/4		Bring up Pulsepoint - confirm operational	Brad	Center	9:31	
2/4		Confirm ready to resume normal operations	Casey	Center	9:48	
2/4		Page OPSCHIEF, COML "UPS PROJECT COMPLETE, RESUMING NORMAL OPERATIONS"	Casey	Center	9:50	
2/4		Release AREPs	Center/Metro Team	Center/Metro	9:50	
2/4	10:00	Top of the hour update - Conf bridge 916-245-8065 ID:712317835#			10:04	Bridge closed
		<b>Post-Work</b>				
2/4		Tear down Metro HQ	DD Soares	Metro	10:10	Eli and Kylee there, Tmiller released
2/4		Sanitize Metro HQ workstations	DD Soares	Metro	10:15	
2/4		Bring up non mission critical servers	Brad/Jeff	Center	11:00	
2/4		<b>Test and validate all essential functions are operational</b>	Brad/Diane	Center	11:10	Validated, however, did not test all
2/4		Bring up remaining applications	Brad	Center	11:30	
2/4		<b>All status updates via email</b>	Brad	Center	10:04	
2/4		Return EMD Cardsets/portables/wipes	DD Soares	Metro	10:15	
2/4		Print CADJr Calls	DD Soares	Metro	11:00	
2/4		Enter calls into CATCHUP	DD Soares	Metro	19:46	114 processed, Eli and Kylee will catchup in Live back at the Center

Essential Function	Resource	Critical Function Y/N	Avail @ DR Y/N	Vendor Support 24x7 Y/N	Vendor	Vendor Contact
E911 - Trunks Transfer	Diane	Y	Y	Y	AT&T Site ID: 17/EGNC/911342/PT	877-500-4911
7DNE Lines	Diane	Y	Y	Y	AT&T Site ID: 17/EGNC/911342/PT	877-500-4911
7DE Lines	Diane	Y	Y	Y	AT&T Site ID: 17/EGNC/911342/PT	877-500-4911
Ring Downs – Hotline	Diane	N	N	Y	AT&T Site ID: 17/EGNC/911342/PT	877-500-4911
Station Red Phones	Diane			Y	Center	Chuck
TDD	Diane	Y	N	Y	AT&T	877-500-4911
TEXT 2 911	Brad	Y	Y	N	CommTech	800-959-3749
Eprinter	Brad	N	N		AT&T	877-500-4911
NICE IP Logger - Viper Phones	Diane	N	N	Y	NICE - Sacramento Fire	800-642-3611
NICE IP Logger - Radio	Diane	N	N	Y	NICE - Sacramento Fire	800-642-3611
NICE – IRR (Install Recorder Recall)	Diane	N	N	Y	NICE - Sacramento Fire	800-642-3611
Intrado Phone System	Diane	N	N	Y	AT&T	877-500-4911
CADI Interface for PTT	Chuck	N	N	Y	Sac Co SO PJ Durrell - Versaterm	916-874-4999
MCC7500 Radio Consoles	Chuck	N	N	Y	Motorola Site ID: A05F21D17	(800) 323-9949 Motorola FSO (916) 449-8006 Ron Simpson (916) 225-7082
Harris - Microwave	Chuck	N	N	Y	Motorola Site ID: A05F21D17	(800) 323-9949 Motorola FSO (916) 449-8006 Ron Simpson (916) 225-7082
County Radio System - Astro	Chuck	N	N	Y	SRRCS	916-876-6962
Portable Radios	Chuck	Y	Y	Y	Chuck/Delta Wireless	916-591-0380
Cell Phones - SRF ECC Assigned	Diane	Y	Y	Y	Verizon	800-922-0204
Cellular Communications – Voice&Data	Diane	Y	N	Y	Verizon	800-922-0204
Cellular modems – AT&T/Verizon	Chuck	N	N	Y	Verizon	800-922-0204
Utility Power - SMUD	Diane	Y	Y	Y	SMUD	888-456-7683
Commerical Power - UPS / Generator	Diane	Y	N	Y	Mission Critical Systems	888-627-6979
UPS 1 and UPS 2	Diane	Y	N	Y	Mission Critical Systems	888-627-6979
UPS Monitoring	Diane	Y	Y	Y	Mission Critical Systems	888-627-6979
CAD – Production	Brad	Y	N	Y	Northrup Grumman	800-421-7773
CAD Jr	Brad	Y	Y	Y	Northrup Grumman	800-421-7773
Mobile Interface - PCMSS	Brad	N	N	Y	Northrup Grumman	800-421-7773
Internet – Primary AT&T	Diane - DT	N	N	Y	AT&T	877-500-4911
Internet – Back up (Comcast)	Diane - DT	N	N	Y	Comcast Account #932782655	800-741-4141
Internet - MIFI Hotspots	Diane	Y	Y	Y	Verizon	800-922-0204
Email Access	Diane - DT	Y	Y	Y	Direct Technology	916-787-2299
HVAC – System / Data Cooling	Marissa	Y	Y	Y	Howes	916-869-9691
Key pads, door locks Access Systems	Marissa	Y	Y	Y	Access Systems	916-293-1195
Security Cameras	Marissa	Y	N	Y	Hue and Cry	800-800-2527
Paging – Notification	Brad	N	N	N	Active 911	541-223-7992
Web Paging	Brad	N	N	N	Direct Technology	916-787-2299
Westnet - Station Alerting	Brad/Chuck	N	N	N	Westnet	714-548-3500
Pulsepoint	Brad	N	N	Y	Pulsepoint	866-669-0706
Active911	Brad	N	N	N	Active 911	541-223-7992
Alpha Logger - Internal SRF1/2	Brad	N	N	N	Direct Technology	916-787-2299
Exchange Server - On Prem	Jeff	Y	N	Y	Direct Technology	916-787-2299
NetMotion - CSFD, Wilton, AMR mobiles	Brad	Y	N	Y	Direct Technology	916-787-2299
CAD MySQL	Brad	N	N	N	Direct Technology	916-787-2299
ePCR	Brad	N	N	N	Direct Technology	916-787-2299
RMS Transfers	Brad	N	N	N	Direct Technology	916-787-2299
Firehouse Records	Brad	N	N	N	Direct Technology	916-787-2299
Health EMS ePCR	Brad	N	N	N	Direct Technology	916-787-2299
ImageTrend Fire EMS and ePCR	Brad	N	N	N	Direct Technology	916-787-2299
Emergency Reporting	Brad	N	N	N	Direct Technology	916-787-2299
ECaTS	Marissa	N	N	Y	ECaTS	(855) 333-0827
GIS infrastructure	Diane	N	N	Y	Direct Technology	916-787-2299

DTMF Tones	Chuck	N	N	Y	Internal	916-591-0380
NWS – remote terminal access	Kylee	N	N	N		
Network printers	Brad	N	N	N	Direct Technology	916-787-2299
Rip and Run Printing	Brad	N	N	N	Direct Technology	916-787-2299
Digitizer - Sac City Schools	Kylee	N	N	Y	Sacramento Schools	Wes Stout - Cell: 916-741-1044
Kronos/Telestaff	Cierra	N	N	N	Kronos	800-394-4357
GP/PowerOnline	Cierra	N	N	N	Njevity	
Target Solutions	Marissa	N	N	N	Target Solutions	800-840-8048
Guardian Tracking	Casey	N	N	N	Guardian Tracking	833-781-6820
Intterra	Brad	N	N	N	Intterra	408-579-2000
Deccan	Brad	N	N	N	Deccan	
Criticall	Mark	N	N	N	Criticall	800-999-0438
SharePoint Access	Diane	N	N	N	Direct Technology	916-787-2299
Virtual Hosts and Desktops	Brad - DT	N	N	N	Direct Technology	916-787-2299
Generator	Diane	Y	N	Y	Mission Critical Systems	888-627-6979
Headsets - for DR	Diane	Y	Y	N	Amazon	
Sanitary headset covers	Mark	Y	Y	N	Amazon	
MyAcuRite Temperature	Marissa	N	N	N		
Rapid Deploy - Radius Map	Brad	N	N	Y	AT&T	877-500-4911
USB Hub for ProQA/AQUA	Brad	Y	N	Y	Direct Technology	916-787-2299



#	AAR Action Item Description	Comments	Status	Assigned To
1	Not enough time was provided in the timeline for shutting down workstations and servers	Primary reason for the delay. Action: Create a list of all workstations and servers that need to be shutdown. Determine the appropriate number of staff for the time allotted.	In Progress	Jeff/Direct Technologies
2	AT&T took too long to transfer the 911s	Interim solution, CAMA trunks will take 10-20 minutes. Final solution in the design phase with AT&T and OES.	Closed	Diane
3	Start time change two days prior	Following onsite prep, MCP needed 3-4 hours to complete their work. Decision to back up the event one hour in attempt to complete prior to 0700 hrs.	Closed	Diane
4	Poor cellular coverage with MIFIs	Not expected to improve with activating internal laptop cellular cards. Verizon tower is almost complete in the parking lot which would provide better coverage. Other solution is to move ALL staff to the DR location.	Closed	Diane
5	Agencies, other than Metro, were not receiving alerts from Active 911.	Metro was manually entering incidents and alerting via Active 911, proactive engagement by Metro. Other agencies have the same ability. Is this a possible task for the AREPs? Kylee to address at Ops Chiefs meeting.	In Progress	Kylee
6	The dispatcher team onshift during the event was not involved in the planning.	Evaluate and advise the communication and involvement prior to the event, during this event and the plan for improved communication and involvement going forward.	In Progress	Kylee
7	UPS and Utility power outlets mismarked	Center wide, however on the dispatch floor it was an issue with a few machines. This is task to be completed as part of the UPS project.	In Progress	Roman/Diane
8	Agencies, other than Metro, were not able to log into CAD Jr for times.	CAD Jr now on the Metro network. Will Metro consider opening the network to the AREPs/other agencies? Or would it be best for the AREPs to be onsite at Metro with a CAD Jr connection?	In Progress	Kylee
9	Concerns with dispatch and calltakers at two separate locations.	Connectivity issues with the dispatchers remaining at the Center. Additional evaluation of moving all staff to DR location will be completed.	In Progress	Kylee
10	Radio communications for dispatchers	What can be done to improve the radio communications for the dispatchers? Can we build out a board with a mic and footpedals? What about an ear piece?	In Progress	Roman/Chuck

11	Improve communcations to all	Not everyone involved understand the objectives, timelines and/or their role. Evaluate how to improve the communcation all around.	In Progress	Diane/Kylee
12	Transition back to Center took a bit of ballet. More dispatchers were needed.	Reevaluate the staffing plan and determine if adding a couple more dispatchers for coverage is needed.	In Progress	Kylee
13	LIVE CAD is needed at Metro HQ DR	Work with Metro IT to accomplish this.	In Progress	Brad
14	CAD jr updates failed - environment rejected the most recent response plans	Will work with NG as to why were files were not accepted.	In Progress	Brad
15	Medics needing times/incident numbers	Evaluate possible workflows - updating CAD Jr with Live numbers or keep a manual log.	In Progress	Kylee
16	Active 911 working, no cad text messages, brad looking into it - active directory - exchange not syncing	Contacts reverted back to old data, updated.	Resolved	Brad
17	ECaTS did not come back up	Called in a ticket, rebooted modem, data started flowing.	Resolved	Diane
18	Need more than one access point to bring up servers.	Going forward, separate connections will be avaiable for individual resources. This will allow multiple admins to work in paralell.	Resolved	Brad
19	Essential services validated/not tested	The majority of the essential services were validated to be operational, however, there were some that were others that were only validated to be up and not tested if operational. An additional step will be added to the timeline. One for validated on and the other tested to be operational.	Complete	Diane
20	Essential services - services not on the list	Services were identified that were not on the list like ProQA and Rapid Deploy. The list has been updated.	Complete	Diane
21	Additional call takers were needed at SRFEC/METRO HQ when phone lines were transferred back to SRFEC	Staff assignments to be reviewed.	In Progress	Kylee
22	Give agency AREPs a task to complete, to keep them engaged, and make sure everyone is in agreeance with this task	The role of the AREPs was not clear. The Center through they would be assiting with call the stations and assisting with other items. Going forward, their role and tasks to complete needs to be clear for all.	In Progress	Kylee
23	Test Text to 911 using the same computer prior to maintenance	Tested prior to event. Will retest to identify any potential issue.	In Progress	Brad
24	Prepare roles with a "script of tasks", which could be handed out to those assisting to execute.	Evaluate the roles in the COOP and add the scripted tasks.	In Progress	Kylee
25	Identify dispatchers involved, and test CAD JR log in, prior to day of maintenance	Cad Jr rsps - sync CAD Jr to Live	Complete	Brad
26	Identify a radio tac to use incase conference bridge does not work, but do not monitor unless needed	It was identified on Comm Plan, going forward it will be announced at top of the bridge	Complete	Chuck
27	Remind allied agencies to pass on information to day shift in-case our operations were extended	Meet with the Ops Chiefs.	In Progress	Kylee

28	Better communication to field units including what to expect when maintenance begins, and what to expect when completed. Communication to field units when maintenance begins, and when it is complete.	Determine the best process. Is it email? To who? Does dispatch go on alert? What does this mean? No calls into dispatch except by the BCs?	In Progress	Kylee
29	The time to bring workstations was unknown, in the future a more realistic time-frame of how long this might take could assist in better staffing needs planning	Noted. The same list provided to shut down the workstations will be used to bring them back up. The timeline will be adjusted for the next event.	In Progress	Diane
30	Advise all dispatchers/call takers of a realistic time-frame of when incident numbers would be available for field crews so a uniform message is being delivered	Supervisors and dispatchers were not aware when the incidents would be entered back into to CAD and were receiving calls from the field. Kylee to adopt a communication point.	In Progress	Kylee
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# REGULAR GOVERNING BOARD MEETING

February 9, 2021

## GOVERNING BOARD MEMBERS

Deputy Chief Chris Costamagna	Sacramento Fire Department
Deputy Chief Tyler Wagaman	Sacramento Metropolitan Fire District
Deputy Chief Troy Bair	Cosumnes Community Services District
Division Chief Chad Wilson	Folsom Fire Department

## GOVERNING BOARD MEMBERS ABSENT

## COMMUNICATIONS CENTER MANAGEMENT

Ty Bailey	Executive Director
Diane House	Deputy Director – Administrative
Kylee Soares	Deputy Director - Operations

## OTHERS IN ATTENDANCE

Lindsay Moore	Counsel, SRFECC
Marissa Shmatovich	Executive Assistant, SRFECC
Brad Dorsett	CAD Administrator, SRFECC
Lisa Duvall	Northrop Grumman
Scott Johnson	Northrop Grumman
Jay Bailey	Northrop Grumman
Sherrie Wright	Northrop Grumman
Brian Dunkle	Deccan
Jack Breitbeil	Deccan

NOTE: Because the Governor declared a State of Emergency to exist in California as a result of the threat of COVID-19 (aka the Coronavirus) attendance by the public at this meeting was by telephonic means only and was made accessible to members of the public solely through the link set forth below.

### Join Microsoft Teams Meeting

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

Conference ID: 950 282 072#

The meeting was called to order and roll call taken at 9:03 a.m.

1. The Pledge of Allegiance was recited.
2. There were no agenda updates.
3. There was no Public Comment.
4. **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.

A motion was made by Chief Wilson and seconded by Chief Bair to approve the consent agenda and Board Meeting minutes (January 12, 2021).

AYES: Sacramento Fire Department, Sacramento Metro, Cosumnes Community Services District, Folsom Fire

NOES:

ABSENT:



ABSTAIN:

Motion passed.

## 5. PRESENTATION

Lisa Duvall, Sherrie Wright, and Scott Johnson with Northrop Grumman presented a CommandPoint CAD demonstration for the board.

The demonstration began with showing the work screen and dashboard. Ms. Duvall walked through the menu and dashboard, explaining each function, role, and explains what the displays mean.

Ms. Duvall walked through the call taking window, again explaining functions, roles, and displays. This included the viewpoint map as well as the incident mask, incident log, and unit log. Ms. Duvall showed how to incident mask entry would look, and how it interacts with other screens, including the EMD/ProQA screen.

A variety of monitors were demonstrated, with their role and display explained.

Following the monitors, Ms. Duvall demonstrated the procedure for dispatching units on an incident, based on system recommendations and incident priority.

Ms. Duvall and her associates addressed questions regarding AVRR, otherwise known as AVL (automatic vehicle location), in which a unit's AVL is offline. They also addressed questions regarding the MDC display and workflow for the dispatchers.

With the assistance of Ms. Wright, Ms. Duvall demonstrated how an urgent message appears, and how to balance the event as a result of a message.

Ms. Duvall shared the appearance of the MDC, how a dispatched call would appear, and the functions of each button and tab. The final configuration of the MDC has yet to be determined.

In response to a question, Ms. Duvall demonstrated how to add a greater alarm to the status monitor.

## 6. ACTION ITEMS:

### 1. Approval of the Agreement with Local 150, settling Health Pool Grievance

A motion was made by Chief Wagaman and seconded by Chief Bair to approve the agreement with Local 150, settling the health pool grievance.

AYES: Sacramento Metro, Cosumnes Community Services District, Folsom Fire

NOES:

ABSENT:

ABSTAIN:

Motion passed.

### 2. Approval of the Agreement with Local 856, settling Health Pool Grievance

A motion was made by Chief Wilson and seconded by Chief Wagaman to approve the agreement with Local 856, settling the health pool grievance.

AYES: Sacramento Fire, Cosumnes Community Services District, Folsom  
NOES:  
ABSENT:  
ABSTAIN:

Motion passed.

**7. DISCUSSION/POSSIBLE ACTION:**

None

**8. INFORMATION:**

1. Recruitment Update

A copy of this report was contained in the board packet. Chief Bailey added that the Center is currently hiring 7 recruits, with backgrounds concluding shortly. The Center also selected a final candidate for the CAD/Radio technician position, and that dispatcher has accepted the offer.

2. PAD Update

A copy of this document was contained in the board packet. Deputy Director House shared that the current PAD does not reflect the CAD/Radio Technician position as filled, but the next PAD update will. Chief Bailey added that as the Center continues to work through the budgeting process that there will be additional updates to the PAD.

Chief Wagaman asked for clarification regarding the CAD/Radio Technician position being filled as the reason the academy number was increased to 7, rather than the original 6 as planned. Chief Bailey explained that the dispatcher vacancy created by the CAD/Radio Technician position being filled by a dispatcher is the reason the academy number was increased. The Center recognizes that the addition will mean more work for the Training Supervisor, as well as the IT Team as more positions will need to be added for the academy.

**9. CENTER REPORTS**

1. Executive Director

The UPS Project completion was a huge success, with preparation work taking place for months. The Center demonstrated the ability to vacate the Center and move over to the DR site at Metro Headquarters, without down time or an interruption in service. The old UPS equipment is being demoed within the next week. Additionally, the Center is working on an AAR, to look at what went well and what can be improved on for the future, and that will be reported out at the next board meeting.

As already mentioned, 7 recruits are scheduled to begin the dispatch academy on March 8. The first 3 weeks will take place at Metro Headquarters, and the remaining time will take place at the Center.

Peraton has closed on the acquisition of Northrop Grumman, and the Center continues to work towards the go-live of December 2021. The Center is currently in the hardware verification phase, with Northrop Grumman in the final design and specification phases

to be submitted for approval. Chief Bailey thanked Northrop Grumman for their presentation and demonstrated today. FitGap enhancements are under review, with final review to be discussed during closed session and during budget review.

ProQA training began February 9, and go-live is scheduled for March 2, 2021, and the Center looks forward to those changes.

Chief Bailey extended thanks to Supervisor Strong and Supervisor Quintard for their work on all the training, workflow and interface challenges for ProQA. Additional thanks were expressed for the cooperative effort on the UPS project, from individuals at the Center as well as the agencies.

## 2. Deputy Director House

Deputy Director House elaborated on the UPS project that it truly was mission accomplished. With cooperation of AT&T to transfer the phone lines, and Metro IT, it took extensive planning from all involved and was very successful. DD House is very proud of the administrative team, as well as the contributions of Supervisor Strong and Supervisor Quintard. Many long hours went into the preparation and execution of the project, especially Brad Dorsett who is always looking for ways to improve the experience for the dispatchers and the field personnel, whose commitment and dedication is always appreciated.

Direct Technologies also played an important role in the success of the UPS project with Center servers and network infrastructure, being able to shut everything off cleanly and bring everything back online cleanly.

Chuck Schuler, with assistance from Steve Jordan at Metro, were able to get an alternate power source for the RIC and preserve station alerting and radio consoles through the outage which contributed significantly to the success of the project through the extended outage.

DD House also mentioned there will be an After Action Report for the UPS project in the next board meeting, as well as the final After Action Report for the January 2019 power outage.

The NICE project is moving along with success as well. The hardware upgrade has been completed, and the software upgrade with AQUA will be installed the week of February 22 and the project will go live that week just in time for ProQA.

DD House extended thanks to all agencies for their prompt attention to the December invoices for member contributions.

## 3. Deputy Director Soares

DD Soares reiterated the sentiments of ED Bailey and DD House regarding agency support and participation in the UPS project. She also thanked the dispatch staff for their flexibility, and with the cooperation of all involved, including the last minute ability to maintain station alerting, the field and public was unaffected by the outage. DD Soares is excited to be able to call this project a success, and completed.

Despite all the ongoing projects, the Center is still continuing with training. One dispatcher completed CRO training, with another completing training. Two of the 20-1 academy dispatchers are in main dispatch training. The Center is preparing for the March Academy of 7.

On the EMS front, the Center continues to move forward with go-live of ProQA on March 2<sup>nd</sup>. Training continues this week for the individuals who were unable to complete ProQA training in November of 2020.

DD Soares was able to share that the Center dispatched 114 calls while the UPS project was underway, and the manual process of entering those calls into live CAD from CAD JR was completed in less than 12 hours from the completion of the UPS project.

Chief Costamagna asked DD Soares for information in the future regarding how the Center fared during the storm, and what total call volume was during that time.

#### 4. Medical Director

Dr. Mackey started with acknowledgement of all 4 fire agencies for their efforts in standing up vaccine pods. A significant amount of effort on Dr. Mackey's part has gone into harmonizing the vaccine distribution and the Department of Public Health. One site has been stood up for vaccine storage, with another coming in the near future.

To date, 2,200 vaccine doses have been given, with about 2,400 doses in storage. One issue the agencies are facing is the challenge of knowing when enough vaccine sites have been established so that the agencies can sunset their work. The agencies' involvement with the Department of Public Health has been instrumental, first in the surveillance and swabbing stages, and now with vaccinating the public. There has been success in vaccinating the agency staff, as well as law enforcement. The next big project is going to be vaccinating educators which is beginning now, with the end goal of getting the school districts vaccinated. Dr. Mackey is working to get more information regarding what groups will be working with which school districts to get vaccinations completed. Dr. Mackey attended a mass-vaccination effort at Jesuit to observe, and is confident in a plan he put together to administer 1,400 vaccines in a 5 hour time frame. The end goal would be to have cooperative efforts from all groups to continue vaccinate the public.

Dr. Mackey projected that in approximately 8 weeks, the fire agencies can sunset their efforts on the vaccine front, due to the vaccine supply reaching a level in which the large pharmacy groups will be able to begin distributing the vaccine as well.

Dr. Mackey brought up an issue he wants to address, but does not yet have an answer to, is how to address the underserved populations who do not have the resources to get to the vaccination sites. This is a major problem throughout the country.

A CDC and WHO predictor model was released, comparing the vaccine rate uptake to the infectivity of the new variants. The vaccine rate uptake is lagging significantly behind the infectivity of new variants, and if more people are not vaccinated sooner, March will be a larger COVID surge than previously seen. Chief Costamagna requested this information get sent to the board.

Chief Bair asked Dr. Mackey if there has been any movement from the Department of Public Health regarding reimbursement for the agencies' efforts on the COVID-19 front. Dr. Mackey shared that there is work in progress to create a funding stream from FEMA, and Dr. Mackey is not under the impression that DPH has the funding for that. Chief Bair expressed concern that the agencies could be facing funding challenges in the future and this is a factor to consider in those funding considerations.

Chief Costamagna inquired as to how vaccination doses are being tracked. Dr. Mackey shared that there are several ways in which that information is tracked. VaccineFind is



a report that Dr. Mackey submits to the state, reporting the number of vaccines in storage. This is cross-matched to large vaccine events database entries, and this is how the state tracks how the vaccines are administered. It was discovered recently that the data transfer to the state from Sacramento County was faulty, and is under review to repair.

Dr. Mackey shared that if the agencies can partner with local medical groups to administer the vaccine, then the draw on fire department resources would be less. He is aware of this challenge and is working to find a solution to lessen the department impact.

**10. CORRESPONDENCE:**

None.

**11. ITEMS FOR DISCUSSION AND POTENTIAL PLACEMENT ON A FUTURE AGENDA:**

Included in the March Board Packet will be an After Action Report (AAR) for both the January 2019 power outage as well as the February 2021 UPS Replacement project.

**12. CLOSED SESSION:**

**1. CONFERENCE WITH LABOR NEGOTIATOR\***

Pursuant to Government Code Section 54957.6

Center Negotiator(s) Lindsay Moore, Counsel  
Ty Bailey, 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: Executive 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

Closed session was convened at 10:38 a.m.

Open session was reconvened at 3:27 p.m.

1. The Board received direction. No formal action was taken.
2. The Board received an update; no formal action was taken.
3. The Board received an update; no formal action was taken.

**14. BOARD MEMBER COMMENTS:**

Chief Costamagna

Chief Costamagna thanked all agencies for their work during the storm and during the UPS project completion.

Chief Bair

Chief Bair thanked the Center, and Brad Dorsett, for the CommandPoint presentation which was very helpful and informative. He also expressed thanks to all for the UPS project efforts.

Chief Wilson

Chief Wilson echoed the thanks of Chief Bair and Chief Costamagna. He stated that 2020 was difficult, and 2021 is shaping up to be difficult as well. The Center exemplifies the resiliency of Sacramento Regional fire agencies, and despite the challenges all missions and goals are being accomplished. He called the Center a shining, bright light in Sacramento County and thanked everyone for their efforts in maintaining that.

Chief Wagaman

Chief Wagaman reiterated that the efforts during the most recent wind event were appreciated, especially given the rarity of this type of event. Chief Wagaman shared that he presented the Center's outstanding efforts during that event to the Metro board of directors as well. Those efforts, paired with the DR operation, demonstrated the successful backup plan that all agencies can count on. He expressed thanks.

In regards to the demonstration, Chief Wagaman enjoyed that demonstration and is excited where the project is headed.

**14. ADJOURNMENT:**

The meeting was adjourned at 3:30 p.m.

Respectfully submitted,



Marissa Shmatovich  
Clerk of the Board

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Chris Costamagna, Chairperson

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Tyler Wagaman, Vice Chairperson

**Amendment No. 7 to the SRFECC  
AMENDED AND RESTATED  
SOFTWARE LICENSE AND SERVICES AGREEMENT**

This Amendment No. 7 to SRFECC AMENDED AND RESTATED SOFTWARE LICENSE AND SERVICES AGREEMENT dated March 29, 2019 (the “Agreement”) for Computer Aided Dispatch System (CAD) upgrade services is made and entered between the Sacramento Regional Fire/EMS Communications Center (“Center” or “Customer”) and Peraton.

Customer and Peraton agree and recognize they have executed the following contract Amendments:

1. Amendment 1 – CommandPoint® Hardware in the amount of \$512,171.00.
2. Amendment 2 – Fit/Gap Process for CommandPoint® CAD in the amount of \$199,381.00.
3. Amendment 3 – Payment Schedule to provide for milestone payments (no change in price).
4. Amendment 4 – Letter of Credit in the amount of \$25,000.00.
5. Amendment 5 – Revision to the Payment Milestones and Schedule (no change in price).
6. Amendment 6 – Revision to the Payment Milestones and Schedule (no change in price).

**Now, therefore** the Parties agree:

1. Peraton and SRFECC recognize that the original contract included Oracle 12c Standard Edition database software licensing, installation and configuration services for the CommandPoint® CAD for relational database data storage reference in Sections 2.2.1 and 2.3.2.
2. Therefore the parties have agreed to amend the contract as follows:
  - a. Remove Oracle 12c Standard Edition database software licensing, installation and configuration services from the contract.
  - b. Exchange the Oracle 12c Standard Edition database software licensing, installation and configuration services with two (2) 2-Core Microsoft SQL Server Enterprise Edition licenses providing up to four (4) server cores along with the installation and configuration services needed in order run the CommandPoint® CAD system on a Microsoft SQL Server relational database for CAD data storage.
  - c. Remove the originally contracted four (4) Microsoft SQL Server Enterprise Edition single-core licenses for up to four (4) server cores for ViewPoint Mapping relational database storage given that Microsoft SQL Server Enterprise Edition licenses are now bundled into 2-Core licenses.
  - d. Replace the originally contracted four (4) Microsoft SQL Server Enterprise Edition single-core licenses by adding two (2) 2-Core Microsoft SQL Server Enterprise Edition licenses for up to four (4) server cores for ViewPoint Mapping relational database storage
  - e. These changes will result in Microsoft SQL Server Enterprise Edition licensing support for up to eight (8) server cores in total in order to run both CommandPoint® CAD and ViewPoint/GIS Mapping.
  - f. The revised milestone schedule with current estimated dates are shown in the attached Exhibit “A”.

**Amendment No. 7 to the SRFECC  
AMENDED AND RESTATED  
SOFTWARE LICENSE AND SERVICES AGREEMENT**

3. There is no price change for this Amendment #7.

All other Terms and Conditions of the Agreement, except as specifically changed hereby, shall remain in full force and effect.

IN WITNESS WHEREOF, the Parties hereto have executed this amendment, the day and year written below.

**Sacramento Regional Fire/EMS  
Communications Center:**

**Peraton:**

\_\_\_\_\_  
Signature of Authorized Representative

*Cynthia Williams*  
Cynthia C. Williams  
Contract Administrator

\_\_\_\_\_  
Printed Name

02/22/2021

Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date



**Amendment No. 7 to the SRFECC  
AMENDED AND RESTATED  
SOFTWARE LICENSE AND SERVICES AGREEMENT**

Exhibit "A"

Description	% of Original Contract	Amount	Estimated Date
<b><u>Task</u></b>			
Project Start-Signing of Contract	30%	\$516,014.00	4/1/2019
Project Initiation-Conduct Kickoff Meeting	10%	\$172,005.00	7/12/2019
Contract Amendment #1 - Hardware			
Milestone 1: 60% upon signing CA#1	N/A	\$307,302.60	7/12/2019
Milestone 2 - 40% upon delivery and installation of all hardware	N/A	\$204,868.40	3/27/2020
System Installation at Site	10%	\$172,004.50	11/15/2019
Start of Fit-Gap Super User Training	10%	\$172,004.50	2/24/2020
Contract Amendment # 2 - Fit/Gap			
Milestone 1: 50% upon signing CA#2	N/A	\$99,690.50	7/12/2019
Milestone 2.1 - 90% upon delivery of the Fit/Gap report by Peraton	N/A	\$89,721.45	12/20/2020
Milestone 2.2 - 10% upon completion of Mobility Client ViewPoint™ Map Integration	N/A	\$9,969.05	1/4/2021
Complete Fit Gap			12/20/2020
Letter of Credit - Fixed charge	N/A	\$25,000.00	11/19/2019
Complete System Readiness Demo	20%	\$344,009.00	TBD – Pending Rebase lining Project Schedule
Completion of Peraton Training	5%	\$86,002.00	TBD – Pending Rebase lining Project Schedule
Go-Live	10%	\$172,005.00	TBD – Pending Rebase lining Project Schedule
Final Acceptance	5%	\$86,002.00	TBD – Pending Rebase lining Project Schedule
<b>Total Invoices - Implementation</b>		<b>\$2,456,598.00</b>	
<b><u>Peraton Maintenance</u></b>			
Annual O&M Payment - Start of Fit/Gap - (90%)		\$244,363.50	2/24/2020
Annual O&M Payment - Completion of Mobility Client ViewPoint™ Map Integration (10%)		\$27,151.50	1/4/2021
<b>TOTAL:</b>		<b>\$2,728,113.00</b>	

**Amendment No. 8 to the SRFECC  
AMENDED AND RESTATED  
SOFTWARE LICENSE AND SERVICES AGREEMENT**

This Amendment No. 8 to SRFECC AMENDED AND RESTATED SOFTWARE LICENSE AND SERVICES AGREEMENT dated March 29, 2019 (the “Agreement”) for Computer Aided Dispatch System (CAD) upgrade services is made and entered between the Sacramento Regional Fire/EMS Communications Center (“Center” or “Customer”) and Peraton.

Customer and Peraton agree and recognize they have executed the following contract Amendments:

1. Amendment 1 – CommandPoint® Hardware in the amount of \$512,171.00.
2. Amendment 2 – Fit/Gap Process for CommandPoint® CAD in the amount of \$199,381.00.
3. Amendment 3 – Payment Schedule to provide for milestone payments (no change in price).
4. Amendment 4 – Letter of Credit in the amount of \$25,000.00.
5. Amendment 5 – Revision to the Payment Milestones and Schedule (no change in price).
6. Amendment 6 – Revision to the Payment Milestones and Schedule (no change in price).
7. Amendment 7 – Replace the CommandPoint® CAD Oracle database to Microsoft SQL Server (no change in price).

**1. SCOPE OF AMENDMENT**

Peraton will provide the following services:

- Maintenance support in accordance with the SRFECC CommandPoint® CAD Maintenance Agreement dated 04.21.2020 and SRFECC Licenses Services Agreement dated 04.10.2019 for both the current COBOL CAD system and new CommandPoint® CAD until the CommandPoint® CAD system is put into live production use and the COBOL CAD system is decommissioned

**2. TERMS OF AMENDMENT**

The term of this Agreement shall commence on February 24, 2021, and shall continue for a 5-year term.

**3. PRICE AND PAYMENT**

**Period No. 1 – 02/24/2021 to 02/23/2022**

Peraton Software Maintenance: \$274,471.00

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Total Software Support	<u>\$274,471.00</u>
<b>Total Due, Period No. 1</b>	<b><u>\$274,471.00</u></b>

**Amendment No. 8 to the SRFEEC  
AMENDED AND RESTATED  
SOFTWARE LICENSE AND SERVICES AGREEMENT**

**Period No. 2 – 02/24/2022 to 02/23/2023**

Peraton Software Maintenance: \$288,195.00

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Total Software Support \$288,195.00  
**Total Due, Period No. 2** **\$288,195.00**

**Period No. 3 – 02/24/2023 to 02/23/2024**

Peraton Software Maintenance: \$302,604.00

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Total Software Support \$302,604.00  
**Total Due, Period No. 3** **\$302,604.00**

**Period No. 4 – 02/24/2024 to 02/23/2025**

Peraton Software Maintenance: \$317,735.00

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Total Software Support \$317,735.00  
**Total Due, Period No. 4** **\$317,735.00**

**Period No. 5– 02/24/2025 to 02/23/2026**

Peraton Software Maintenance: \$333,621.00

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Total Software Support \$333,621.00  
**Total Due, Period No. 5** **\$333,621.00**

**Amendment No. 8 to the SRFECC  
AMENDED AND RESTATED  
SOFTWARE LICENSE AND SERVICES AGREEMENT**

All other Terms and Conditions of Amendment, except as specifically changed hereby, shall remain in full force and effect.

Amendment 8, SRFECC CommandPoint® CAD Maintenance Agreement dated 04.21.2020 (Attachment A), and SRFECC Licenses Services Agreement dated 04.10.2019 (Attachment B) represent the entire and integrated agreement between the parties hereto and supersedes all prior and contemporaneous negotiations, representations, understandings, and agreements, whether written or oral, with respect to the subject matter hereof. This Agreement may be amended only by written instrument signed by the parties hereto.

IN WITNESS WHEREOF, the Parties hereto have executed this amendment, the day and year written below.

**Sacramento Regional Fire/EMS  
Communications Center:**

**Peraton:**

\_\_\_\_\_  
Signature of Authorized Representative

*Cynthia Williams*  
\_\_\_\_\_  
Cynthia C. Williams  
Contract Administrator

\_\_\_\_\_  
Printed Name

02/22/2021

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

Attachments:

Attachment A: SRFECC-CommandPoint CAD Maintenance Agreement dated 04.21.2020

Attachment B: SRFECC-License Services Agreement less SOW dated 04.10.2019



**Amendment No. 8 to the SRFECC  
AMENDED AND RESTATED  
SOFTWARE LICENSE AND SERVICES AGREEMENT**

Exhibit "A"

Description	% of Original Contract	Amount	Estimated Date
<b><u>Task</u></b>			
Project Start-Signing of Contract	30%	\$516,014.00	4/1/2019
Project Initiation-Conduct Kickoff Meeting	10%	\$172,005.00	7/12/2019
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Annual O&M Payment - Start of Fit/Gap - (90%)		\$244,363.50	2/24/2020
Annual O&M Payment - Completion of Mobility Client ViewPoint™ Map Integration (10%)		\$27,151.50	1/4/2021
<b>TOTAL:</b>		<b>\$2,728,113.00</b>	

**INDEPENDENT CONTRACTOR AGREEMENT  
FOR SPECIAL SERVICES  
Project Management Services**

This agreement (“Agreement”) is by and between the Sacramento Regional Public Safety Communications Center (“Center”) and Rahul Maharaj (“Contractor”) (together, they are referred to as “Parties,” and individually, as a “Party”).

**RECITALS**

1. Center is authorized by Section 53060 of the California Government Code to contract with and employ any persons to furnish special services and advice in financial, economic, accounting, engineering, legal or administrative matters, if those persons are specially trained, experienced, and competent to perform the special services that are required.
2. Center is in need of such services and advice, and the Contractor warrants that it is specially trained, licensed, experienced, and competent to perform the services required by Center.

**AGREEMENT**

**1. EXHIBITS**

This Agreement has multiple Exhibits. Any Exhibit that is specified in this Agreement is by this reference made a part of it.

Exhibits include:

- Exhibit A: Scope of Services
- Exhibit B: Compensation
- Exhibit C: General Terms and Conditions

**2. EFFECTIVE DATE AND TERM**

- a. This Agreement is effective on February 1, 2021 (“Effective Date”).
- b. Unless terminated or otherwise cancelled in accordance with a provision of this Agreement, the term of this Agreement shall be: (i) from the Effective Date to (ii) February 1, 2024.

**3. INDEPENDENT CONTRACTOR**

Contractor, in the performance of this Agreement, is and shall act as an independent contractor. Contractor understands and agrees that Contractor and all of Contractor’s employees shall not be considered officers, employees, agents, partner, or joint venture of the Center, and are not entitled to benefits of any kind or nature normally provided employees of the Center and/or to which Center’s employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker’s Compensation. Contractor shall assume full responsibility for payment of all federal, state and local taxes or contributions, including unemployment insurance, social security and income taxes with respect to Contractor’s employees.

**4. SCOPE OF SERVICES**

Contractor shall furnish to the Center the services described in Exhibit A (“Services”).

**5. COMPENSATION**

Contractor shall receive payment, for Services satisfactorily rendered pursuant to this Agreement, as specified in Exhibit B (“Compensation”).

**6. GENERAL TERMS AND CONDITIONS**

The General Terms and Conditions are set forth in Exhibit C.

**7. NOTICE**

Any notice required by this Agreement may be given either by personal service or by deposit (postage prepaid) in the U.S. mail addressed as follows:

To Center:

Sacramento Regional Public Safety  
Communications Center  
10230 Systems Parkway  
Sacramento, CA 95827-3007

To Contractor:

Rahul Maharaj  
161 Trimble Court  
Gilroy, CA 95020

**8. LIMITATION OF LIABILITY**

Other than as provided in this Agreement, Center’s financial obligations under this Agreement shall be limited to the payment of the compensation provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event shall Center be liable, regardless of whether any claim is based on contract or tort, for any special, consequential, indirect or incidental damages, including, but not limited to, lost profits or revenue, arising out of or in connection with this Agreement for the services performed in connection with this Agreement.

The Parties have executed this Agreement on the dates indicated below.

**Sacramento Regional Public Safety  
Communications Center**

**Rahul Maharaj**

Date: \_\_\_\_\_, 20\_\_

Date: \_\_\_\_\_, 20\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Print Name: \_\_\_\_\_

Its: \_\_\_\_\_

Its: \_\_\_\_\_

**EXHIBIT A  
to AGREEMENT FOR SERVICES**

**SCOPE OF SERVICES**

Contractor shall, as directed by the Center's Executive Director and Deputy Directors, perform EMD Quality Improvement Specialist services, which include, by way of illustration and not by limitation, the following:

**Quality Improvement Specialist**

As the Quality Improvement Specialist for the Sacramento Regional Fire/EMS Communications Center, with over 17 years of experience in the dispatch profession, including 12 in the Quality Improvement and Training divisions, Mr. Maharaj has a solid background in planning, organizing, and directing various training and quality improvement units. His experience in this field has taken him from being an entry level trainee to running Quality Improvement Programs for ACE certified agencies. He has coordinated/assisted with nine successful submissions for ACE or Re-ACE during his career.

As a current EDQ with multiple agencies in California, he will assist in matters relating to EMD and EMDQ including:

- Conducting case evaluations of a random selection of 911 calls for review and measurement of protocol compliance.
- Providing feedback reporting to dispatch administration.
- Providing feedback personnel through emailed and printed reports.
- Developing and delivering continuing education for Emergency Medical Dispatchers.
- Organizing, filing and distributing all QI data, findings, and recommendations. Providing reports of Agency Performance on a monthly basis to Senior Staff.
- Providing Quality Assurance in accordance with Center Policy and in accordance with the Medical Priority Dispatch System and the International Academy of Emergency Medical Dispatch.
- Assisting with the process to become an ACE agency.
- Be an integral member of the Center team and integrate into the Center environment to effectively guide and assist with change management and quality improvement related to EMD performance.



**EXHIBIT B  
to AGREEMENT FOR SERVICES**

**COMPENSATION**

**A. Compensation**

Contractor shall be compensated at the rate of fifty-five dollars (\$55.00) per hour.

**B. Expenses**

Contractor shall be reimbursed for actual expenses incurred for the proper completion of project services set forth in Exhibit A, and only if it has been preapproved by SRFECC.

**C. Payment**

1. Schedule

Contractor shall be paid in monthly increments.

2. Process

Payment shall be made (for all undisputed amounts) within thirty (30) calendar days after the Contractor submits an invoice to the Center for Services completed.

**EXHIBIT C**  
**to AGREEMENT FOR SERVICES**

**GENERAL TERMS AND CONDITIONS**

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1. **STANDARD OF CARE.** Contractor's Services will be performed, findings obtained, reports and recommendations prepared in accordance with generally and currently accepted principles and practices of his/her profession for services to California public agencies.

2. **ORIGINALITY OF SERVICES.** Contractor agrees that all technologies, formulae, procedures, processes, methods, writings, ideas, dialogue, compositions, recordings, teleplays and video productions prepared for, written for, or submitted to the Center and/or used in connection with this Agreement, shall be wholly original to Contractor and shall not be copied in whole or in part from any other source, except those submitted to Contractor by Center as a basis for such services.

3. **PRODUCT.** Contractor understands and agrees that all matters produced under this Agreement shall become the property of Center and cannot be used without Center's express written permission. Center shall have all right, title and interest in said matters, including the right to secure and maintain the copyright, trademark and/or patent of said matter in the name of the Center. Contractor consents to use of Contractor's name in conjunction with the sale, use, performance and distribution of the matters, for any purpose and in any medium.

4. **TERMINATION.**

a. **Without Cause by Center.** Center may, at any time, with or without reason, terminate this Agreement and compensate Contractor only for services satisfactorily rendered to the date of termination. Written notice by Center shall be sufficient to stop further performance of services by Contractor. Notice shall be deemed given when received by the Contractor or no later than three (3) days after the day of mailing, whichever is sooner.

b. **Without Cause by Contractor.** Contractor may not terminate this Agreement without cause.

c. **With Cause by Center.** Center may terminate this Agreement upon giving written notice of intent to terminate for cause. Cause shall include:

- (1) material violation of this Agreement by the Contractor; or
- (2) any act by Contractor exposing the Center to liability to others for personal injury or property damage; or
- (3) Contractor is adjudged bankrupt, Contractor makes a general assignment for the benefit of creditors, or a receiver is appointed on account of Contractor's insolvency.

Written notice by Center shall contain the reasons for such intent to terminate and unless within three (3) calendar days after that notice the condition or violation shall cease, or

satisfactory arrangements for the correction thereof be made, this Agreement shall upon the expiration of the three (3) calendar days cease and terminate. In the event of this termination, the Center may secure the required services from another Contractor. If the expense, fees, and/or costs to the Center exceeds the cost of providing the service pursuant to this Agreement, the Contractor shall immediately pay the excess expense, fees, and/or costs to the Center upon the receipt of the Center's notice of these expense, fees, and/or costs. The foregoing provisions are in addition to and not a limitation of any other rights or remedies available to Center.

d. **With Cause by Contractor.** Contractor may terminate this Agreement upon giving of written notice of intention to terminate for cause. Cause shall include:

- (1) material violation of this Agreement by the Center; or
- (2) any act by Center exposing the Contractor to liability to others for personal injury or property damage; or
- (3) Center is adjudged bankrupt, Center makes a general assignment for the benefit of creditors or a receiver is appointed on account of Contractor's insolvency.

Written notice by Contractor shall contain the reasons for such intention to terminate and unless within thirty (30) calendar days after that notice the condition or violation shall cease, or satisfactory arrangements for the correction thereof be made, this Agreement shall upon the expiration of the thirty (30) calendar days cease and terminate. The foregoing provisions are in addition to and not a limitation of any other rights or remedies available to Contractor.

e. Upon termination, Contractor shall provide the Center with all documents produced maintained or collected by Contractor pursuant to this Agreement, whether or not such documents are final or draft documents.

5. **INDEMNIFICATION/ DEFENSE /HOLD HARMLESS.**

a. **Generally.** To the furthest extent permitted by California law, Contractor shall indemnify, defend, and hold free and harmless the Indemnified Parties from any Claim to the extent that the Claim:

- (1) arises out of, pertains to, or relates to the negligent errors or omissions (active or passive, ordinary or gross), recklessness (ordinary or gross), or willful misconduct of Contractor, its directors, officials, officers, employees, contractors, subcontractors, consultants, or subconsultants; **or**
- (2) arises out of, pertains to, or relates to the

performance of this Agreement

- b. **Indemnified Parties, Defined.** The “Indemnified Parties” are the Center, its officers, consultants, employees, and trustees.
  - c. **Claim, Defined.** A “Claim” consists of actions, assessments, counts, citations, claims, costs, damages, demands, judgments, liabilities (legal, administrative or otherwise), losses, notices, expenses, fines, penalties, proceedings, responsibilities, violations, reasonable attorney’s and consultants’ fees and causes of action to property or persons, including personal injury and/or death, except that:
    - (1) If the Contract is a contract for design professional services under Civ. Code, § 2782.8, a “Claim” shall be limited to those that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Contractor; and
    - (2) If the Contract is a construction contract with a public agency under Civ. Code, § 2782, a “Claim” shall exclude any loss to the extent that such loss arises from the active negligence, sole negligence, or willful misconduct of the Indemnified Parties or defects in design furnished by those persons.
  - d. The Center may accept or reject legal counsel Contractor proposes to defend the Center with, in its sole and absolute discretion, and may thereafter appoint, legal counsel to defend the Center at Contractor’s expense against a Claim set forth in Section 5.a, supra, of this Exhibit C.
- 6. CONFIDENTIALITY.** The Contractor and the Contractor’s agents, personnel, employee(s), and/or subcontractor(s) shall maintain the confidentiality of all information received in the course of performing the Services (“Confidential Information”), and shall not disclose Confidential Information, including information derived from Confidential Information, to any person not a party to this Agreement without the express prior written consent of the Center, except as required by law or as necessary for Contractor’s agents, personnel, employee(s), and/or subcontractor(s) to perform the Services. If Contractor or any of Contractor’s agents, personnel, employee(s), and/or subcontractor(s) is served with any subpoena, court order, or other legal process seeking disclosure of any Confidential Information, both Contractor and the person served shall each promptly send to Center notice(s) of the legal process”, but in no event shall do so any later than forty-eight (48) hours or such shorter time frame as necessary so that Center may exercise any applicable legal rights and remedies. Contractor shall require its agents, personnel, employee(s), and/or subcontractor(s), as a condition of their retention, appointment, employment, or contract, to agree to comply with

the provisions of this Section, and shall not permit its agents, personnel, employee(s), and/or subcontractor(s) access to Confidential Information in the absence of such agreement being effective. The obligations imposed in this Section shall survive the termination of this Agreement.

- 7. CONFLICT OF INTEREST.** Through its execution of this Agreement, Contractor acknowledges that it is familiar with the provisions of Gov. Code, § 1090 et seq. and Chapter 7 of the Political Reform Act of 1974 (Gov. Code, § 87100 et seq.), and certifies that it does not know of any facts that constitute a violation of those provisions. In the event Contractor receives any information subsequent to execution of this Agreement that might constitute a violation of these provisions, Contractor agrees it shall immediately notify Center of this information.
- 8. APPROVAL OF LEGISLATIVE BODY.** This Agreement shall not be binding upon Center until Center’s Governing Board has approved all the terms and conditions contained herein.
- 9. DISPUTES.** Pending resolution of any dispute, Contractor shall neither rescind the Agreement nor stop performing the Services.
- 10. COMPLIANCE WITH LAWS.** Contractor shall observe and comply with all rules and regulations of the governing board of the Center and all federal, state, and local laws, ordinances and regulations. Contractor shall give all notices required by any law, ordinance, rule and regulation bearing on conduct of the Services as indicated or specified. If Contractor observes that any of the Services required by this Agreement is at variance with any such laws, ordinance, rules or regulations, Contractor shall notify the Center, in writing, and, at the sole option of the Center, any necessary changes to the scope of the Services shall be made and this Agreement shall be appropriately amended in writing, or this Agreement shall be terminated effective upon Contractor’s receipt of a written termination notice from the Center. If Contractor performs any work that is in violation of any laws, ordinances, rules or regulations, without first notifying the Center of the violation, Contractor shall bear all costs arising therefrom.
- 11. PERMITS/LICENSES.** Contractor and all Contractor’s employees or agents shall secure and maintain in force all permits and licenses that are required by law in connection with the furnishing of Services pursuant to this Agreement.
- 12. ANTI-DISCRIMINATION.** It is the policy of the Center that in connection with all work performed under contracts there be no discrimination against any employee engaged in the work because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex,

gender, gender identity, gender expression, age, sexual orientation, or military and veteran status, or any other class or status protected by applicable law, and therefore the Contractor agrees to comply with applicable Federal and California laws including, but not limited to the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735. In addition, the Contractor agrees to require like compliance by all its subcontractor(s).

**13. AUDIT.** Contractor shall establish and maintain books, records, and systems of account, in accordance with generally accepted accounting principles, reflecting all business operations of Contractor transacted under this Agreement. Contractor shall retain these books, records, and systems of account during the Term of this Agreement and for three (3) years thereafter. Contractor shall permit the Center, its agent, other representatives, or an independent auditor to audit, examine, and make excerpts, copies, and transcripts from all books and records, and to make audit(s) of all billing statements, invoices, records, and other data related to the Services covered by this Agreement. Audit(s) may be performed at any time, provided that the Center shall give reasonable prior notice to Contractor and shall conduct audit(s) during Contractor's normal business hours, unless Contractor otherwise consents.

**14. EVALUATION OF CONTRACTOR AND SUBORDINATES.** The Center may evaluate the Contractor in any manner which is permissible under the law. The Center's evaluation may include, without limitation:

- a. Requesting that Center employee(s) evaluate the Contractor and the Contractor's employees and subcontractors and each of their performance.
- b. Announced and unannounced observance of Contractor, Contractor's employee(s), and/or subcontractor(s)

**15. TIME IS OF THE ESSENCE.** Time is of the essence in the performance of Services and the timing requirements agreed upon by the Parties, if any, shall be strictly adhered to unless otherwise modified in writing in accordance with Section 28 of this Agreement. Contractor shall commence performance and shall complete all required Services no later than the dates agreed upon by the Parties. Any Services for which times for performance are not specified shall be commenced and completed by Contractor in a reasonably prompt and timely manner based upon the circumstances and direction communicated to Contractor by Center.

**16. PROVISIONS REQUIRED BY LAW DEEMED INSERTED.** Each and every provision of law and clause required by law to be inserted in this Agreement shall be deemed to be inserted and this

Agreement shall be read and enforced as though it were included. If through mistake or otherwise, any provision is not inserted or is not correctly inserted, then upon application of either Party, the Agreement shall be amended to make the insertion or correction. All references to statutes and regulations shall include all amendments, replacements, and enactments in the subject which are in effect as of the date of this Agreement, and any later changes which do not materially and substantially alter the positions of the Parties.

**17. ASSIGNMENT AND SUCCESSORS.** Neither Center nor Contractor shall, without the prior written consent of the other Party, assign the benefit or in any way transfer their respective obligations under this Agreement. This Agreement shall inure to the benefit of and be binding upon the Parties hereto and, except as otherwise provided herein, upon their executors, administrators, successors, and assigns.

**18. SEVERABILITY.** In the event that any provision of this Agreement shall be construed to be illegal or invalid for any reason, said illegality or invalidity shall not affect the remaining provisions hereof, but such illegal or invalid provision shall be fully severable and this Agreement shall be construed and enforced as if such illegal or invalid provision had never been included herein, unless to do so would frustrate the intent and purpose of this Agreement.

**19. FORCE MAJEURE.** No Party shall be liable to any other Party for any loss or damage of any kind or for any default or delay in the performance of its obligations under this Agreement (except for payment obligations) if and to the extent that the same is caused, directly or indirectly, by fire, flood, earthquake, elements of nature, epidemics, pandemics, quarantines, acts of God, acts of war, terrorism, civil unrest or political, religious, civil or economic strife, or any other cause beyond a Party's reasonable control.

**20. VENUE/GOVERNING LAWS.** This Agreement shall be governed by the laws of the State of California and venue shall be in the County and/or federal judicial district in which the Center's principal administrative office is located.

**21. ATTORNEY'S FEES.** If suit is brought by either Party to enforce any of the terms of this Agreement, each Party shall bear its own attorney's fees and costs.

**22. EXHIBITS.** All Exhibits referred to in this Agreement are incorporated in this Agreement and made a part of this Agreement as if fully set forth herein.

**23. ENTIRE AGREEMENT.** This Agreement represents the entire agreement between Center and Contractor and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended or modified only



by an agreement in writing, signed by both Center and Contractor.

- 24. MODIFICATION.** This Agreement may be amended at any time by the written agreement of Center and Contractor.
- 25. WAIVER.** Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Agreement.
- 26. AUTHORITY.** The individual executing this Agreement on behalf of Contractor warrants that he/she is authorized to execute the Agreement on behalf of Contractor and that Contractor will be bound by the terms and conditions contained herein.
- 27. HEADINGS AND CONSTRUCTION.** Headings at the beginning of each paragraph and subparagraph are solely for the convenience of the Parties and are not a part of the Agreement.

Whenever required by the context of this Agreement, the singular shall include the plural and the masculine shall include the feminine and vice versa. This Agreement shall not be construed as if it had been prepared by one of the Parties, but rather as if both Parties had prepared the same. Unless otherwise indicated, all references to paragraphs, sections, subparagraphs, and subsections are to this Agreement.

- 28. COUNTERPARTS.** This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which, together, when signed by all of the Parties hereto, shall constitute one and the same instrument. A facsimile or electronic signature shall be as valid as an original.



**MissionCriticalPartners**  
Because the Mission Matters

## Essential Services Facility Structural Review

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### Proposal

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PREPARED FEBRUARY 3, 2021  
FOR SACRAMENTO, CALIFORNIA  
REGIONAL FIRE/EMS COMMUNICATIONS CENTER

[MissionCriticalPartners.com](http://MissionCriticalPartners.com)

Denver Office | 1512 Larimer St., Suite 950 | Denver, CO 80202 | 888.8.MCP.911 or 888.862.7911

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## Introduction Letter

February 3, 2021

Diane House  
Deputy Director  
Sacramento Regional Fire/EMS Communications Center  
10230 Systems Parkway  
Sacramento, CA 95827

Re: Essential Services Facility Structural Review

Dear Ms. House:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to provide this proposal to the Sacramento Regional Fire/EMS Communication Center (SRFECC) for professional services support for an essential services facility structural review.

MCP is prepared to serve SRFECC by assisting you with achieving optimal delivery of emergency communications services. If you have any questions regarding the information submitted, please contact me at 279.444. 2988 or via email at [AndyNielsen@MissionCriticalPartners.com](mailto:AndyNielsen@MissionCriticalPartners.com).

On behalf of our entire team, we stand behind Sacramento Regional Fire/EMS Communication Center to serve as your partner.

Sincerely,

Mission Critical Partners, LLC



Andy Nielsen  
Business Development Manager



## About Mission Critical Partners

Mission Critical Partners (MCP) is a leading provider of data integration, consulting, and network and cybersecurity solutions specializing in transforming critical-communications networks into integrated ecosystems that improve outcomes.

Through our breadth and depth of experience and an extensive network of resources, we offer innovative, vendor-independent and forward-thinking solutions that solve our clients' complex challenges.

Our capabilities span all aspects of mission-critical communications, while our expertise covers everything from wireless communications, technology, networks and 911, and facilities and operations. We provide confidence and support every step of the way, from procurement and design to implementation, integration and management. The result is an integrated, high-performing and modern ecosystem that achieves maximum value and optimal efficiency.

With MCP, the proof is in the numbers:

- Loyalty is the foundation of our business, with more than 90% of our clients remaining with us from project to project.
- Our specialized professionals are integral members of our team, with each bringing an average of 25 years or more to every project.
- We expand upon our experience year after year, completing more than 1,400 projects since our inception in 2009.
- We've performed services for clients in nearly all 50 states with a full suite of solutions and services.
- We invest more than a million dollars each year in training our subject-matter experts.

MCP stands behind the importance and nobility of the work our clients do. We understand the criticality of effective and critical communications systems, not just for our clients, but also for the communities and customers they serve. While we are proud to have the most experienced and knowledgeable team of professionals in the industry, our greatest pride comes in seeing the successful results of our clients' mission-critical operations.

Because at the end of the day, it's the mission that truly matters.

### OFFICE LOCATIONS

Mission Critical Partners serves clients in the public safety, criminal justice, healthcare, transportation and utility markets across North America with offices in the following locations:

#### Corporate Headquarters

##### **State College Office**

690 Gray's Woods Blvd.  
Port Matilda, PA 16870  
Phone: 888.862.7911  
Fax: 814.217.6807  
Web: [MissionCriticalPartners.com](http://MissionCriticalPartners.com)

#### Branches

##### **Raleigh Office**

4208 Six Forks Road, Suite 100  
Raleigh, NC 27609

##### **Pittsburgh Office**

105 Bradford Rd. Suite 400  
Wexford, PA 15090

##### **Harrisburg Office**

2578 Interstate Dr. Suite 106  
Harrisburg, PA 17110

##### **New Jersey Office**

35 Beechwood Rd. Suite 2A  
Summit, NJ 07901

##### **Providence Office**

166 Valley St., Bldg. 6M, Suite 103  
Providence, RI 02909

##### **Denver Office**

1512 Larimer Street, Suite 950  
Denver, CO 80202

##### **Dallas Office**

502 N. Carroll Ave. Suite 120  
Southlake, TX 76092



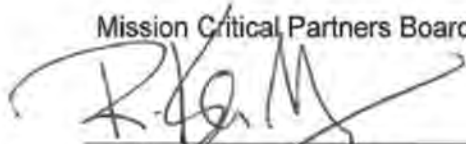
## We're Committed to Putting our Clients First

Partnering with a firm that brings an independent, objective perspective to every engagement is a top priority of our clients. We stand behind our commitment to always put the fundamental interests of our clients first.

From our inception, vendor-neutrality is a value that underpins every aspect of what we do. Our goal is to determine the most favorable solution for our clients based on their unique requirements, budget, governance structure, operations, and existing technologies. We provide a holistic perspective regarding the entire mission-critical communications ecosystem, free of bias or favoritism to any specific product or service provider. Our recommendations always are based solely on the value and the benefit provided to the client.

For clients, this approach means more control and greater visibility into the systems they ultimately are responsible for operating and maintaining, and—more importantly—a successful project that improves outcomes.

Mission Critical Partners Board of Directors



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R. Keyin Murray



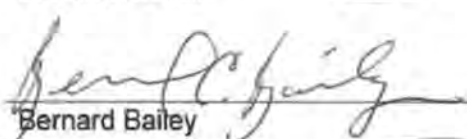
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Robert Chefitz



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E. Perot Bissell



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Bernard Bailey



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Douglas Butler

## Public Safety Experience

Mission Critical Partners is in its 11<sup>th</sup> year of providing public safety consulting services to enhance and evolve mission-critical systems and operations. Our footprint includes more than 1,400 projects.

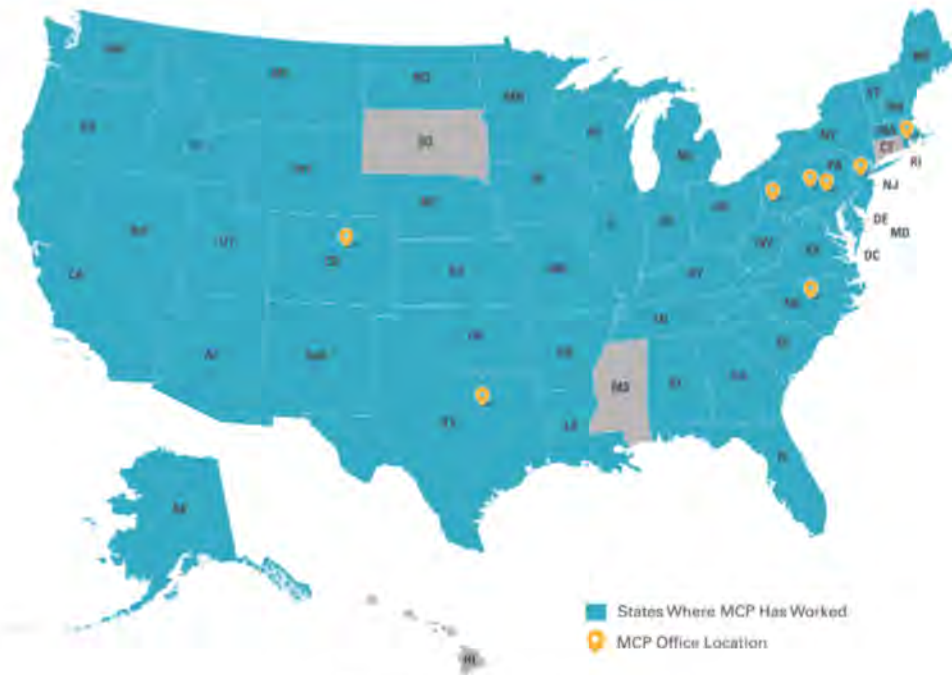


Figure 1: MCP's National Footprint

## Standards and Best Practices

MCP uses proven methods, industry expertise and experience, and knowledge of standards and best practices, to help our clients realize their vision. MCP has contributed to the development of more than 75 standards and best practices throughout the industry. Our contributions to applicable standard development organizations are highlighted on our website at <https://www.missioncriticalpartners.com/industry-standards-and-best-practices-contributions/>.

## Public Safety Ecosystem

MCP is the national leader in providing the full range of public safety, criminal justice, data integration, and network and information technology services. While some firms bring a siloed approach, MCP will help agencies think of the communications ecosystem as a holistic network, interconnected on many levels, to enable the smooth flow of critical and relevant data to provide emergency responders with the best information to perform their duties. Additional information is provided in Appendix A.

## Full-Service Offering

A description of MCP's full services offered across the entire ecosystem is provided in Appendix B.



## Scope of Work

Mission Critical Partners understands the Sacramento Regional Fire/EMS Communication Center (SRFECC) is seeking to determine whether the current facility meets or can meet the requirements specified in the California Essential Services Facility (ESF) Seismic Act of 1986 requirements

### Project Approach

The SRFECC is seeking to determine whether the current facility meets or can meet the requirements specified in the California ESF Seismic Act of 1986 requirements. Task 1 will be to determine if the existing facility meets the California requirements of the ESF Seismic Act of 1986. At the conclusion of the task, if there is a positive determination to move forward, which is a more detailed review of the facility with estimated renovation and technology cost for renovating and outfitting the facility.

#### Task 1: Facility ESF Structural Review

Task 1 will determine if it is feasible to use the existing facility as a dispatch center. In 1986, California instituted the ESF Act. This Act determined that buildings providing essential services should be capable of providing these services to the public after a disaster. This required the building to be “designed and constructed to minimize fire hazards and to resist the forces of earthquakes, gravity and wind.”

This initial task will provide a high-level assessment of the facility to determine the feasibility of moving forward with a renovation project by reviewing the structural drawings.

The following deliverables will be provided:

- Initial structural review based on facility as-built drawing to determine if the facility can meet the ESF requirements.

#### Task 2: Facility Programming and Cost Estimates

Task 2 of the project will build on the initial assessment conducted in Task 1. A detailed structural review will be performed. MCP will work directly with the SRFECC stakeholders to identify space requirements as well the technology requirements for the facility. This information will be captured in a programming study that will allow the SRFECC to have a complete picture of the estimated costing for the facility renovation.

MCP will work with SRFECC stakeholders to perform a programming study for the renovation. The study will provide the following information:

- Space programming and conceptual layout of the facility
- Identify technology requirements in coordination with stakeholders
- Cost estimates for the renovation
- Cost estimates for technology

MCP will provide Program Management services to include project schedules, diagrams, meeting minutes, and program oversight services, communicate issues, track action items and deliverables. MCP's services do not include technology specifications, procurement, detailed design services, or construction management in this task; however, those services can be provided as an additional task.

## Project Team

With more than 140 staff members, MCP's specialized professionals are integral members of our team:

MCP's Specialized Professionals	
<ul style="list-style-type: none"><li>• Former public safety managers</li><li>• Project Management Professionals (PMP)</li></ul>	<ul style="list-style-type: none"><li>• Emergency Number Professionals (ENP)</li><li>• Technology, forensic, and policy specialists</li></ul>

The figure below identifies the key team members from our staff that we plan to assign to this important project.

### Resumes

Resumes highlighting our qualifications and experience are included on the following pages.



## Andrew Nielsen

Business Development Manager, Mission Critical Partners

Andy is an experienced sales manager with the proven ability to manage relationships and large-scale projects while exceeding client's expectations. His intensive experience in meeting with customers has provided him the skills to understand the needs of his clients.

### Representative Experience

- Senior Director of Sales
  - Sales of public safety communications equipment, Next Generation 911 (NG911) network solutions, cloud-based software solutions and associated data applications to public safety answering points (PSAPs) in the Western Region of the United States and the Pacific Territories
- 911 Division Chief
  - Developed the State of California's NG911 strategy, and applied for and received a Federal Grant to implement the first 911 network to use Functional & Interface Standards for NG9-1-1 i3 technology for routing calls ("locate before route") in Northeastern CA
- Principal Consultant
  - Developed requirements for a call reporting system for disparate call handling platforms for the State of California that eventually became known as ECaTs product from Direct Technologies
- Sales Manager Enhanced 911 (E911)
  - External stakeholder management, including the State of California E911 Administration
  - California Public Utilities Commission and other key industry organizations
  - Developed and implemented the E911 wireless tariff for California
  - Originated and developed the process for wireless 911 service providers to utilize the existing State of California 911 Network
- Senior Consultant
  - Consulting specialist in city, county, and state government entities for telecommunications, voice, data and wireless networks and systems
  - Expert in strategic and tactical business planning
  - In-depth proposal and policy development
  - Project management of multiple projects nationwide
  - Development and delivery of the City of San Francisco's IT strategy
- E911 Network Product Manager
  - Product development of the nation's first Integrated Services Digital Network PSAP, including both network and customer premises equipment (CPE) products
  - Product development for first 311 call taking solution in CA
  - Development and implementation of the nation's first digital SS7 911 network
  - Development of product and implementation of Los Angeles Police Department's networked automatic call distribution (ACD) solution
  - Conducted wireless 911 trial in Los Angeles to identify processes, features and procedures for implementing wireless 911 in California
  - Participated in identifying and developing 911 standards for SignalingSS7 and wireless 911
  - Product development of E911 tandem-to-tandem features and functionality
  - Identified procedures that allowed competitive local exchange carriers in CA to provide 911 service



Industry Experience  
31 years

Education  
B.A., Business  
Administration, University of  
Phoenix

Associations  
National Emergency  
Number Association  
(NENA)

Association of Public-Safety  
Communications Officials  
(APCO)



## Patrick W. McFeely

Enterprise Client Manager, Mission Critical Partners

Pat has extensive experience in IT while providing leadership, technical direction, coordination, education, training, and technical support. As the program manager and lead technical consultant for MCP's Chemical Stockpile Emergency Preparedness Program (CSEPP) project, Pat has assisted with the design, construction and systemization of ten emergency operations and 911 facilities over the past seven years, as well as the replacement of multiple radio systems, alert warning systems and general information technology systems.



### Representative Experience

#### Federal Experience

- Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA) CSEPP—Program manager/lead technical consultant for the planning, design and integration of eight new EOC facilities, and two facility redesign and reuse
  - Blue Grass Army Depot—Chemical Limited Area (CLA) camera surveillance system design and implementation
  - Arkansas—Grant and Jefferson counties, technical integration services for radio, grounding and alert warning systems
  - Alabama—Calhoun County, technical integration services for IT
  - Kentucky—Powell, Rockcastle, Clark, Madison, Lexington-Fayette, Jackson, Garrard and Estill counties:
    - Technology design and integration services for new emergency operation centers (EOCs)
  - Project management and technical services for enhanced grounding system; 911 and administrative phones; radio system and alert warning system replacements and upgrades
  - Colorado—Pueblo County and Pueblo Chemical Depot, new EOC
    - Project management and technical over-site for 800 MHz trunk radio system, redesign Colorado State EOC audio/video (A/V) systems, Pueblo Chemical Depot CLA camera surveillance design

#### State/Regional Experience

- Pennsylvania Emergency Management Agency (PEMA)—EOC technology integration services
- North Central Texas Council of Governments—Workforce Solutions RFP for wide area network, internet and session initiation protocol (SIP) trunk phone service
- Beverly Hills, CA—Siren planning and design
- Malibu, CA—Siren system feasibility design
- Contra Costa Fire District, CA—PSAP staffing study, growth projections and facility space programming study
- North Communications Fire District, CA—PSAP staffing study, growth projections and facility space programming study
- El Paso Teller County, CO—PSAP facility space planning study
- Milwaukee County, WI—Facility space planning
- Dare County, NC—Audio/Visual (A/V) design for EOC
- Manatee County, FL—EOC A/V system upgrade design and implementation

#### Additional Experience

- Manager IT Services
  - Managed conversion of Novell Directory Services and GroupWise email to a Microsoft Active Directory and Exchange environment upgraded and consolidated fileserver infrastructure and deployed 180+ new desktops to support upgraded software applications and environment

#### Industry Experience

30 years

#### Education

B.S., Supply Chain and Information Systems, Pennsylvania State University

#### Certifications

Certified Cisco Network Associates (CCNA), Retired

Microsoft Certified Systems Engineer (MCSE), Retired

Microsoft Certified Trainer (MCT)

Certified Technical Trainer, Chauncey Group (CTT)

# Experience

## Relevant Project Experience



### Contra Costa Fire Protection District, California

**Service Provided:** Facility Feasibility Study

**Contact:** Traci Barkley, Communications Manager, 925.383.5104, [tbarkley@cccfpd.org](mailto:tbarkley@cccfpd.org)

**Project Dates:** October 2017 to December 2017

**Challenge:** The Contra Costa County Fire Protection District (CCFPD) identified the need to conduct a study to determine the technical feasibility of renovating an existing 6,000 square foot facility. The renovated facility would house CCFPD dispatch operations and would need to allow for future growth.

**Solution:** Mission Critical Partners was retained by the CCFPD to review current staffing and predict future space requirements required to support the growth of the CCFPD dispatch group. MCP worked with Contra Costa County to define the needs and reviewed an existing building owned by the County. MCP provided budgetary costs for building renovations to meet California building requirements for essential facilities. MCP performed the following services:

- Renovation programming study
  - Space programming and conceptual layout of the facility
  - Identify technology requirements in coordination with stakeholders
  - Cost estimates for the renovation
- Determined if existing facility met California requirements and Essential Services Facility (ESF) Seismic Act of 1986

**Key Result:** In November 2017, MCP delivered an environmental and structural review report to the CCFPD. The report provided a high-level assessment of the facility to determine the feasibility of moving forward with a renovation project and included a structural review of the proposed building drawings and an Environmental Site Assessment (ESA) with an asbestos and earthquake damage review. The report provided the CCFPD with a complete picture of a path forward and the estimated costing for the facility renovation.





## Humboldt County, California

**Service Provided:** PSAP Consolidation Feasibility Study

**Contact:** William Honsal, Sheriff, 707.268.3618, [whonsal@co.humboldt.ca.us](mailto:whonsal@co.humboldt.ca.us)

Bryan Quenell, Captain, 707.496.8430, [bquenell@co.humboldt.ca.us](mailto:bquenell@co.humboldt.ca.us)

**Project Dates:** April 2019 to December 2019

**Challenge:** Located in Northern California, Humboldt County's footprint is vast, encompassing 3,558 square miles, including 110 miles of Pacific Ocean coastline. Much of the terrain is mountainous with limited access and Humboldt County is densely populated with forest lands. From a public safety aspect, some of the challenges include, but are not limited to:

- Vulnerability to natural disasters
- Getting in or out of Humboldt County can be difficult if basic transportation infrastructure is damaged
- Geographical isolation making immediate response from external resources challenging

Humboldt County sought to retain a professional consulting firm to conduct a multi-agency Emergency Communication Center (ECC) and EOC consolidation study. This study would consolidate the four PSAPs managed by the Humboldt County Sheriff's Office (HCSO) and police departments in the cities of Eureka, Fortuna, and Arcata. The PSAPs provide services to the HCSO, six police departments, two fire departments, and an animal-control department and a population of more than 134,493 citizens.

**Solution:** Mission Critical Partners was retained by Humboldt County to support the study. MCP conducted benchmarking of current conditions through data collection and stakeholder interviews. This benchmarking included:

- Political feasibility
- Technological feasibility
  - CAD, records management system (RMS), voice and data radio
  - Survivability and security
  - Interoperability and flexibility
- Logging records and telephony
- Facility options/existing facility review
- Call volume/workload and staffing levels
- Cost estimates
- Consolidation models
- Governance options and funding mechanisms
- Human resources

**Key Result:** In December 2019, MCP delivered its final consolidation study to Humboldt County. The report contained MCP's findings and recommendations regarding technologies, funding and staffing, along with:

- Optimal organizational and governance structures for regionalization
- Best practices in EOC set-up and space needs
- Existing and future funding sources for development
- Service delivery options available and gaps in current or future service needs and opportunities for growth
- Best management and business practices that may be applied to the emergency systems to maximize operations and efficiency
- Space needs for the ECC and EOC facilities

MCP's recommendations supported the County's goal of further discussing a consolidated PSAP to enhance emergency communications and response countywide through more efficient use of resources.



## North County Dispatch Joint Powers Authority (North Comm), California

**Service Provided:** Facility Space Needs Analysis and Staffing

**Contact:** Christopher Herren, Administrator, 760.410.4087, [cherren@sdrecc.org](mailto:cherren@sdrecc.org)

**Project Dates:** March 2018 to September 2018

**Challenge:** The North County Dispatch Joint Powers Authority (North Comm) provides fire and medical dispatch services to the majority of the city fire departments in northern San Diego County, serving a population of 817,265. North Comm identified the need to retain a professional consulting firm to perform a programming and space planning study to determine required current and future space needs based on population growth in the area. North Comm also requested that Mission Critical Partners evaluate an available building for possible reuse as a fire dispatch area.

**Solution:** MCP conducted a programming workshop that included the development of the overall space program based on the current levels of staffing. Information was also gathered to perform a staffing study to ensure that the current dispatch resources were adequate and to estimate the required dispatch staff in the next five, ten and 20 years.

MCP developed a high-level staffing study from data supplied by North Comm, as well as information gathered based on growth projections for the region. MCP's services also included:

- Space programming development and documentation
  - Administrative area
  - Fire dispatch
  - Information technology
  - Common area
- Analysis of current and future dispatch staffing needs
- Development of preliminary space programs for the proposed facility
- Review of proposed location

**Key Result:** In May 2018, MCP delivered a staffing and space needs analysis report to the County. The report provided a space estimate that can serve North Comm now, while being sufficient to accommodate expected growth. The report considered population growth to assure that North Comm is well positioned in its future planning efforts and that its operational efficiency is gauged by comparing statistical data and personnel utilization to relevant national standards.





## City of Richmond, Virginia

**Service Provided:** PSAP Assessment and Strategic Plan

**Contact:** Stephen Willoughby, Director; 804.646.5142  
[stephen.willoughby@richmondgov.com](mailto:stephen.willoughby@richmondgov.com)

**Project Dates:** February 2017 to July 2017

**Challenge:** The City of Richmond (City) Department of Emergency Communications (DEC) has encountered staffing challenges like many of its counterparts throughout the country. DEC has undertaken an initiative to attain emergency communications center accreditation and, in so doing, wants to ensure its staffing levels, hiring practices, standard operating procedures (SOP), training and technology are at the highest levels attainable.

**Solution:** Mission Critical Partners was hired by the City to assess the DEC staffing, technology and formulate strategic objectives for the agency. MCP conducted a staffing analysis and a review of DEC hiring practices, with a focus on the screening process for applicants. The training curriculum, quality assurance/quality improvement program and standard operating procedures (SOPs) were assessed to ensure DEC was in conformance to national standards and best practices. MCP also reviewed and made recommendations on technology that included computer-aided dispatch, call-handling equipment, logging recorders and fire station alerting.

**Key Result:** MCP was able to validate that the positions that were recently unfunded from the DEC budget need to be restored to help mitigate DEC's staffing shortage. This was done utilizing nationally recognized staffing calculators for emergency communications centers. MCP also made extensive recommendations to DEC that would significantly modify their hiring practices and allow more viable candidates to be considered for employment. Further, actionable recommendations with regard to its training program were offered.

MCP offered its recommendations to DEC regarding its operational SOPs and the frequency of its full staff and supervisory meetings. Developing a consistent rhythm for these meetings not only serves to disseminate important policy or procedural changes, but serves to increase the level of employee engagement, subsequently, positively influencing morale. Further, the DEC had several areas within its technology infrastructure that needed to be addressed and MCP played a key role in identifying areas not foreseen before the assessment was conducted. If MCP technology recommendations are implemented, DEC will be on a much more stable footing with regard to network redundancy, system backups and failover capabilities. MCP also provided high-level facility recommendations and identified a potential security concern, as well as a potential single point-of-failure within its facility power system.

MCP provided its prioritized list of strategic objectives in an easy-to-read table and, subsequently, presented the findings of its study to the mayor's staff and the City's public safety managers.



## Tri-Com Central Dispatch, Illinois

**Service Provided:** Technology Assessment and Strategic Technology Plan

**Contact:** Joseph Schelstreet, Executive Director, Tri-Com, 630.584.8169,  
[sschelstreet@tri-com911.org](mailto:sschelstreet@tri-com911.org)

**Project Dates:** October 2016 to December 2016

**Challenge:** Tri-Com Central Dispatch (Tri-Com) has made significant investments in public safety technology and supporting infrastructure over the past several years to maintain a high level of operational efficiency. Investing in mission-critical CAD, 911 telephony, land mobile radio (LMR) and other systems requires strategic and budgetary planning. It also requires a maintenance-and-support plan that provides a structure that balances vendor-provided support with internal system administrative support.

To better meet the challenges that lie ahead, such as NG911 and an ever-increasing reliance on GIS, Tri-Com sought to develop a five-year strategic plan. The plan was intended to assess existing systems and infrastructure, and to develop a public safety systems roadmap that included priorities, timelines and appropriate support personnel to maintain optimal system performance.

**Solution:** Mission Critical Partners was hired to assess existing systems and provide recommendations regarding upcoming procurements based on Tri-Com's priorities and industry best practices. The MCP assessment provided a holistic view of the Tri-Com enterprise from funding, public safety systems, personnel support and underlying technology infrastructure perspectives. Bringing MCP in as a partner in this initiative allowed Tri-Com to gain objective insights from a firm with national experience and solid understanding of best practices.

**Key Result:** MCP provided Tri-Com with a comprehensive assessment of its current public safety technology footing and its strengths and weaknesses. Looking at the state of existing technology platforms enabled MCP to develop a five-year strategic plan with Tri-Com for upgrading, replacing or migrating systems. The future technology investments or initiatives projected were interwoven with recommendations regarding the hiring of IT support personnel and a GIS specialist to ensure the systems are maintained appropriately. Partnering with MCP allowed Tri-Com to plan for its future, anticipate growth and be better positioned to undertake new initiatives in the years ahead.



## Estimated Pricing

Professional services outlined in Task1 of the above scope of work can be provided for an **estimated fee** of between **\$8,000 and \$10,000**, including expenses, depending on the availability of facility drawings..

The fee is fully loaded, and MCP recognizes that it is responsible for costs related to travel, housing, transportation, per diems, communications devices, and computer equipment. Any additional services contracted in subsequent years will be performed at MCP's then current fee schedule. Prior to initiating any such additional work, MCP would require a formal letter of authorization from Sacramento Regional Fire/EMS Communication Center.

An invoice shall be submitted each month and include the percentage of work completed relevant to the fee and shall be reviewed and paid within 30 days of receipt.

Based on the current MCP understanding of what is to be accomplished, the pricing identified above represents an estimate of the work anticipated for the project to be successful. MCP's priority is for this project to be successful for Sacramento Regional Fire/EMS Communication Center.

MCP's pricing is based on our understanding of the City's request and our current estimate of support required to successfully complete the project. After 120 days from the submittal date, MCP reserves the right to revisit scope and pricing with the City to address any potential changes that may have occurred since submittal that could impact project delivery.

## Appendix A: The Public Safety Ecosystem

Since 911's inception in 1968, public safety officials have continued to leverage technology advancements to make emergency response even more efficient and effective. The counterbalance is these advancements occurred in distinct silos that developed within the emergency communications ecosystem (enhanced 911 service, digital land mobile radio networks, and computer-aided dispatch systems).

Today, we stand on the precipice of another technology transformation like the advent of 911 service. As public safety moves through this transformation over the next several years and beyond, it is critical that the agencies begin thinking of the ecosystem as a holistic network, i.e., a network of networks.

The new public safety ecosystem will interconnect on many levels to enable the smooth flow of critical and relevant data to provide emergency responders with the best information to perform their duties.



Only MCP can provide the public safety, criminal justice, data integration, network and information technology services required to help agencies start thinking of the ecosystem as a single entity, taking into consideration how each piece will interconnect and interact with the others. With MCP's support, agencies will transition from siloed communication environments to realizing significant improvements in emergency-response outcomes.



## Appendix B: Areas of Specialization

### Executive Consulting Services



MCP partners with clients to develop customized technical and operational solutions for public safety communications—**because the mission matters.**

Our staff has extensive experience serving in public sector and public safety management roles. We draw on our real-world experience when advocating for our clients. Through first-hand experience, we have earned the reputation for being accountable, prudent, persistent, progressive and reliable problem solvers and innovators.

We provide services that are initiated at a strategic level. An integral part of our executive-level consulting is providing master planning services. Our team of policy specialists collaborates with clients to create comprehensive plans that help direct decision-making in the public safety sector. When developing a strategic plan, MCP incorporates master planning, organizational structuring, hiring assistance, fiscal planning, operations and technology and policy solutions.

We first seek to gather insights into our client's unique organization. We then apply these insights with our deep industry experience to formulate a strategy designed to serve as a guide to our client's future. We focus on combining a comprehensive yet tactical approach that addresses every element of the client's sphere of influence. Our team directs its collective energy on understanding the full scope of the client's responsibilities and objectives. We uncover the unique challenges that stand in the way of achieving success. Our goal is to mitigate those challenges by leveraging policy, technology, fiscal and human assets to develop a sustainable solution.

Our clients are responsible for delivering reliable service 24 hours a day, seven days a week to emergency responders and the public while operating with limited resources. In recognition of the need to achieve more with less, we aim to put the client in a position to do more with more. This means structuring organizations, programs and projects for available grant funding through policy development, technology and appropriate fiscal planning.

## Network 911 Services



Our professionals have extensive experience with planning, designing, procuring, negotiating and implementing all Next Generation 911 (NG911) call delivery and processing elements. The public safety answering point (PSAP) environment continually will evolve with new technologies, processes and expectations. MCP's goal is to help our clients implement resilient, effective and future-focused solutions that enhance emergency response and result in better outcomes for public safety—**because the mission matters.**

The MCP approach considers funding models, system lifecycle analysis, objectives, incident processing, network resources and governance opportunities to establish a thorough understanding of a client's unique PSAP environment.

Our NG911 experts have extensive experience with incident processing in the PSAP, as well as incident dispatch and data management. MCP can develop a comprehensive master plan for the agency or region and a conceptual design for NG911 deployment. The master plan assesses all options and ensures timely deployment by incrementally upgrading technology and recommending policy, funding and governance modifications. Our offerings include, but are not limited to, master planning and design and procurement support for a wide variety of communications networks, including Internet Protocol (IP)-based networks, such as Emergency Services IP Networks (ESInets).

## Wireless Communications Services



Our radio experts bring an average of 25 years of experience to every project and have supported large municipal radio system implementations in ten of the top Metropolitan Statistical Areas. One hundred percent of our experts have hands-on experience using two-way radios. MCP's leadership and support for your project means that your new system will boost coverage and capacity, exceed the needs of the user community and create maximum value.

Our team approaches your project with only one task in mind—helping you achieve your goals. This is accomplished through our unique approach that determines your operational requirements and designs a radio network around your needs and budget. Many agencies face constraints because of the design and operation of their radio network. The network should serve public safety users, as well as be another tool to keep our emergency responders and communities safe. The protection of life and property begins with a single dispatch. From there, the radio system is the link that connects and delivers your response and services to your citizens. It is far too important to trust to anyone other than your partner, your advocate, and your agent for innovative solutions—**because the mission matters.** Our professionals work tirelessly to provide the necessary guidance for our clients to evolve to a radio communications system that is capable, reliable and affordable—custom designed for their needs and budgets. Offerings include, but are



not limited to, operational and technical assessments, procurement support, Federal Communications Commission (FCC) licensing, performance acceptance testing and First Responder Network Authority (FirstNet) support.

## Operations and Facilities Services



When everything you do is considered mission-critical, you require reliable systems to meet the demands of your always-on operation. Our planning, designing and integration services improve the return on your technology investments, while delivering project success. And our project management expertise helps you complete your

initiatives on time and on budget.

MCP is passionate about creating environments, processes and systems that enable our clients to experience greater success. We do this by bringing innovative ideas to every project with the end goal of improving your operations. Our applications expertise spans all aspects of public safety communications including emergency services studies, computer-aided dispatch (CAD), logging, records management systems (RMS), geographic information systems (GIS), mobile data and more. We believe that the way in which these applications combine with other systems and your agency's unique organization is fundamental to success. Our specialized team of experts work shoulder to shoulder with our clients to align requirements with their goals to implement the best possible solution.

Our operations and facilities services include operations consulting; technology procurement and implementation; shared services and consolidation; strategic and executive-level consulting; facility planning services; and professional development and mentoring.

## Shared Services and Consolidation



In today's market, everyone is asking, "How can we do more with less?" Communications centers are impacted by this question as budgets become tighter, technology matures, operational demands become more complex and training needs increase. Many are finding that consolidation is a solution to consider. The MCP team has extensive experience with consolidation efforts in past public-sector roles and as consultants.

We recognize that elected and public safety leaders strive to provide the most effective and efficient emergency response system possible. Ultimately, the delivery of quality life-safety services is the achievable objective. We develop a collaborative approach with our clients to assess the opportunity for operational and administrative efficiencies through potential consolidation, colocation or organizational change. Our professionals use an impartial and even-handed approach that has a proven track record of success.

Today's economic realities require a thorough program analysis to define a future path to economizing, while effectively delivering service. Appropriately applied, consolidation or colocation can achieve operational efficiencies through systemic interoperability via staffing, scheduling, technology, training and reduction in system's costs.

We appreciate the necessary balance required of seemingly competing objectives with operations, organizational, technology, fiscal, human resources and governance issues. The variables and constraints associated with each are carefully weighed to develop an approach with a lasting solution. MCP is sensitive to the sense of ownership and loyalty each community and agency has with a local communications center. We honor the history of service while providing an independent view of how the community is best served by advancing to the future. To ensure a comprehensive, yet smooth, transition, we provide migration assistance and help address the challenges inherent in combining organization, facility, technology and operational resources.

### Facility and Technology Design and Integration

MCP is well-versed about the requirements of mission-critical facility architectural and engineering design and we are highly qualified to manage the many complexities that arise with each building project. We also apply our understanding of all elements of the facility construction—including site selection and development, and implementation of electrical, mechanical, structural, security and other technology systems—to coordinate systems installation, acceptance, training and operational transition.

The focus of every project is to optimize the functional use of the space for operational integrity. We work closely with the client to develop technology solutions, migration schedules and a forward-looking operations floor layout that scales as each client's needs grow. Our team has a profound passion for results, an indefatigable work ethic, and a proven record of success; we utilize industry-leading intellectual capital to provide highly responsive, customized, solutions and strategies for our clients.

### Network and IT Support Services



We help our clients increase the reliability of their network and IT environment long after implementation. Our holistic IT and network support solution help our clients realize significant IT cost-savings, while remaining confident that their systems are running at peak performance, protected by unplanned network outages.

Clients partner with us so that they can focus on the strategic aspects of managing their public safety operations while we provide expanded continuity, capacity, and capability. We provide solutions that achieve our clients' goals, not their vendors, by applying a technology-independent approach.



With MCP's help maintaining their network environment, our clients have greater confidence that their IT infrastructure and related systems are running smoothly. Our objective is to help our clients drive a greater return from their maintenance investments while reducing their operating expenses. We provide a broad portfolio of assessment, monitoring, and support solutions that improve network reliability and provide agencies with a greater pulse on their IP network and IT enterprise.

IT Network and Support Solutions	Network Management and Monitoring Solutions	Cybersecurity Solutions	Additional Offerings
Mission-Critical NetInform <sup>SM</sup> discovery services	Mission-Critical NetPulse <sup>SM</sup> 24x7 network monitoring	Mission-Critical NetInform <sup>SM</sup> security assessments	On-request services
Mission-Critical NetInform <sup>SM</sup> enterprise IT assessments		Mission-Critical NetPulse <sup>SM</sup> security monitoring	IT helpdesk services Integrated vendor support services

These support solutions can provide a holistic, end-to-end view into an agency's entire network and supporting infrastructure with support available for the following networks and applications:

- CAD systems
- Call-handling equipment (CHE)
- RMS
- Microwave and fiber optic backhaul systems
- ESInets
- Telephony
- 911 and administrative networks
- Environmental site networks

### Data Integration Services

In the courts, justice and public safety arena, the business environment includes vendors, suppliers, partners, community, private organizations, and various government agencies. MCP's Data Integration Services team specializes in the planning and implementation of complex data exchange and integration projects for the criminal justice market. Our successes include integration initiatives that span all major entities within the criminal justice community, including:

- Law enforcement
- Courts
- State bureaus of investigation
- Social Services
- Prosecution
- Probation
- Human and health services
- Department of Motor Vehicles
- Public defenders
- Adult/Juvenile Corrections
- Child support

We've made it our business to help you facilitate, integrate, and improve your ability to work together—by focusing on workflow integration—to achieve real-time accessibility to information that is relevant to the business environment. This event-triggered information sharing has the benefit of reducing paper dependencies, cutting costs and uncovering innovative revenue opportunities that exist in your ecosystem.

MCP has implemented large-scale, multi-year workflow integration projects at the state, county and local level. The benefit to our clients is that our full range of system integration capabilities is augmented with real-world experiences, proven methodologies, industry standards, and best practices that are demonstrated in the breadth, depth, and realism of our strategic planning and implementation efforts.

Our court, justice, and public safety capabilities include, but are not limited to:

Services
<ul style="list-style-type: none"><li>• Strategic Planning and Governance</li><li>• Analysis</li><li>• Exchange Architecture</li><li>• Integration</li><li>• Project Management</li><li>• National Standards</li><li>• Product Solutions</li></ul>

MCP uses national standards, modeling tools, and open technologies day in and day out, including:

- Justice Information Exchange Model (JIEM)
- Service-Oriented Architecture (SOA) and Global Reference Architecture (GRA)
- Web Services Standards
- eXtensible Markup Language (XML) Standards and National Information Exchange Model (NIEM)



# QUOTE

110 Regent Street, Suite 500

Salt Lake City, UT 84111  
USA

[www.prioritydispatch.net](http://www.prioritydispatch.net)

Prepared By: Chris Murdock

Phone: (800) 363-9127

Direct: Ext. 143

Email: [chris.murdock@prioritydispatch.net](mailto:chris.murdock@prioritydispatch.net)

**Bill To:**

Sacramento Regional Fire EMS Comm Cntr  
10230 Systems Pkwy  
Sacramento, California 95827  
United States

**Agency:**

Sacramento Regional Fire EMS  
Comm Cntr

**Agency ID#:**

878

**Quote #:**

Q-55332

**Date:**

3/2/2021

**Offer Valid Through:**

6/30/2021

**Payment Terms**

Net 30

**Currency:**

USD

**Ship To:**

Sacramento Regional Fire EMS Comm Cntr  
10230 Systems Pky  
Sacramento, California 95827  
United States

Product	Qty	Amount
ProQA Medical Software Licenses Automated calltaking software	8	USD 32,000.00
Priority Dispatch System ESP (P) M System License Renewal, Service & Support	8	USD 9,600.00
General Discount Cost difference to remove 5 Training licenses and credit toward 8 full ProQA licenses.	1	USD -10,000.00

<b>Subtotal</b>	USD 31,600.00
<b>Estimated Tax</b>	
<b>Total</b>	USD 31,600.00

<b>Customer Signature:</b>		<b>Date:</b>	
<b>Customer Name:</b>		<b>Purchase Order ID:</b>	
<b>Expiration Date:</b>			

## TERMS AND CONDITIONS

This quote is valid for 120 days from date of issue. All prices quoted are exclusive of any applicable taxes, duties, or government assessments relating to this transaction, which are the sole obligation of Buyer. You can find it here: <https://prioritydispatch.net/licensing/>

"To lead the creation of meaningful change in public safety and health."



## Sacramento Regional Fire/EMS Communications Center

10230 Systems Parkway, Sacramento, CA 95827-3006

[www.srfecc.ca.gov](http://www.srfecc.ca.gov)

### Telephony Performance Measure January 2021

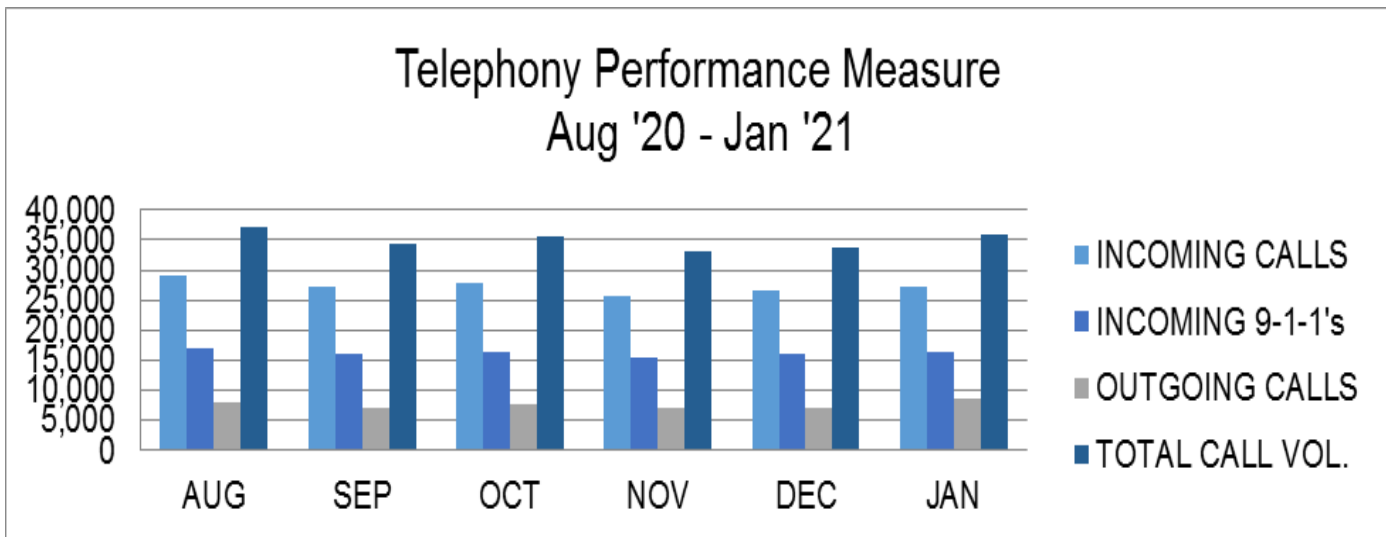
The following data is the telephony performance measures for the Sacramento Regional Fire/EMS Communications Center (SRFECC) during the month of January 2021 for all incoming and outgoing calls to and from the Center on 9-1-1 lines, Seven-Digit Emergency (7DE) lines, Allied Agencies (i.e. Sacramento Police Dept.), Alarm Company lines, as well as Seven-Digit Administrative lines.

#### Summary of Information

During the month of January 2021, dispatch staff processed **27,248** incoming calls and **8,499** outgoing calls for a total call volume of **35,786**.

#### Detailed Breakdown of Information – Incoming Lines

- **9-1-1 Emergency lines: 16,386**
- **“Seven-Digit” Emergency lines (7DE): 4,415**
- **Allied Agency/Alarm Companies: 2,950**
- **Non-Emergency/Administrative (7DA) lines: 3,795**



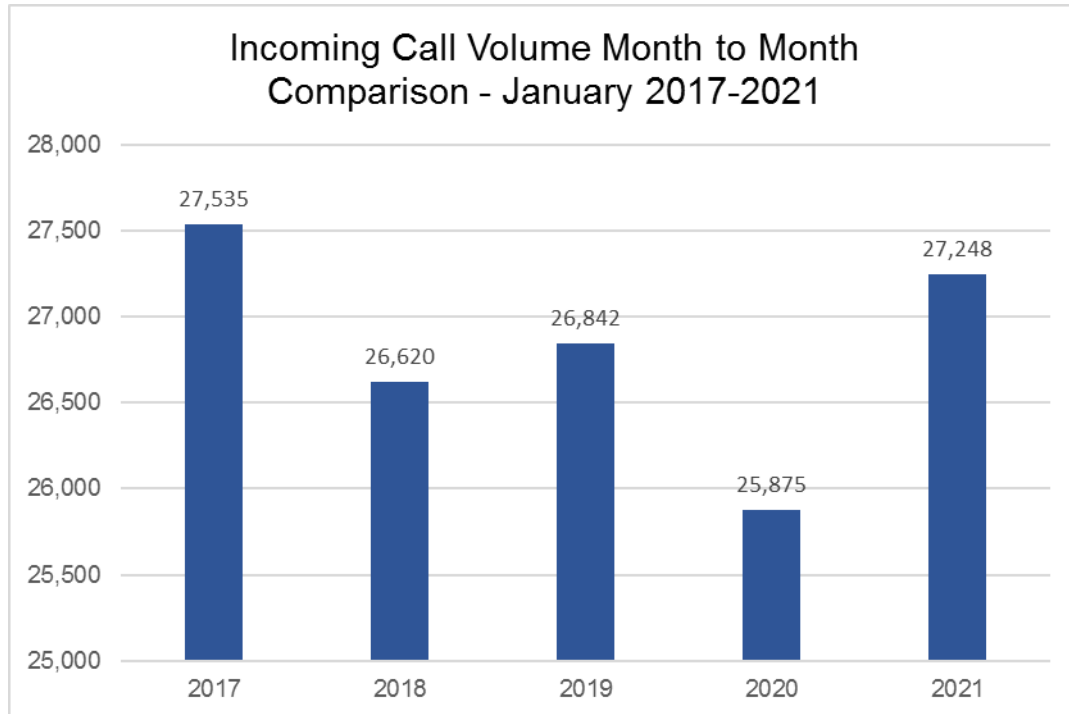


## **Sacramento Regional Fire/EMS Communications Center**

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The following data represents incoming call comparisons for the same month over a 5 year time period:







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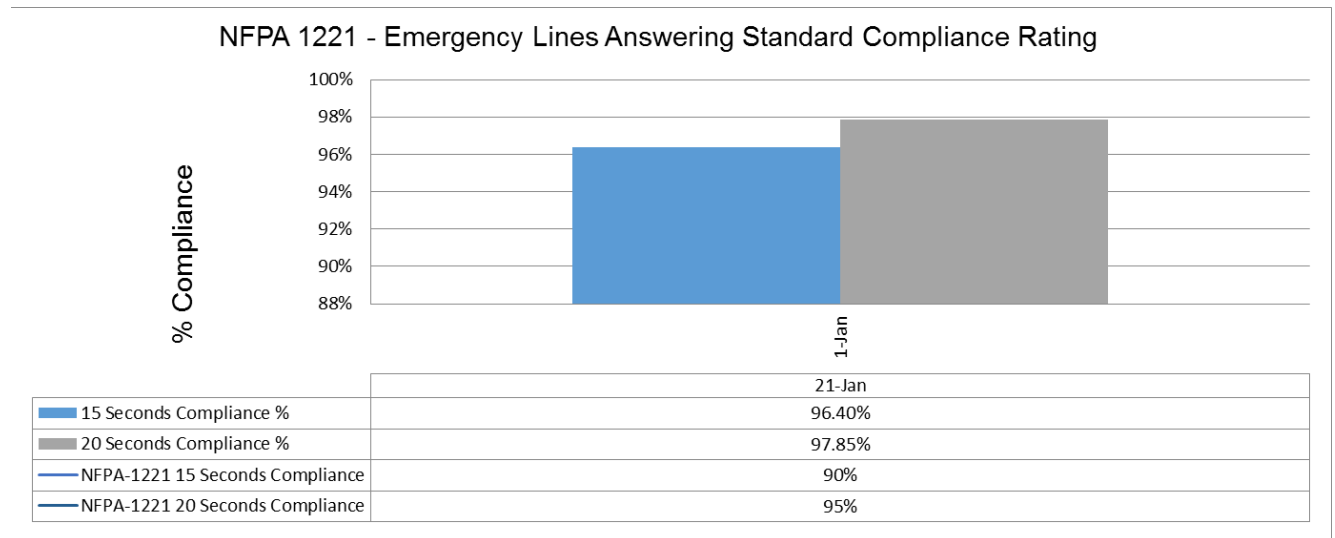
## Emergency Lines Answering Standard: NFPA-1221 (2019 Edition)

According to NFPA-1221 (2019 ed.), Chp. 7, Sec. 7.4 – Operating Procedures:

**Rule 7.4.1:** “Ninety percent of events received on emergency lines shall be answered within 15 seconds, and 95 percent of alarms shall be answered within 20 seconds.”

NFPA-1221 (2019 ed.) recommends that all calls received on emergency lines shall be answered within 15 seconds 90% of the time and 95% percent of alarms shall be answered within 20 seconds – In January, the dispatch team answered all calls on emergency lines within 15 seconds 96.40% of the time and answered within 20 seconds 97.85% of the time.

The following chart represents the Emergency Lines Answering Standard under NFPA-1221 (2019 ed.), Chapter 7, Section 7.4 – Operating Procedures, Rule 7.4.1 for identifying the compliance performance ratings.





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## Telephony Performance Measure February 2021

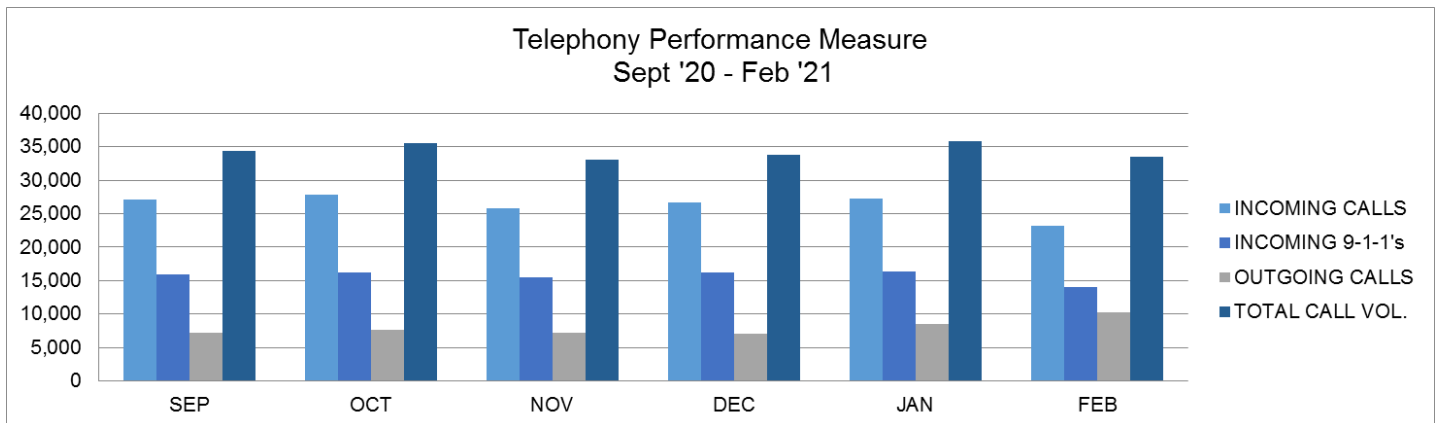
The following data is the telephony performance measures for the Sacramento Regional Fire/EMS Communications Center (SRFECC) during the month of February 2021 for all incoming and outgoing calls to and from the Center on 9-1-1 lines, Seven-Digit Emergency (7DE) lines, Allied Agencies (i.e. Sacramento Police Dept.), Alarm Company lines, as well as Seven-Digit Administrative lines.

### Summary of Information

During the month of February 2021, dispatch staff processed **23,240** incoming calls and **10,282** outgoing calls for a total call volume of **33,525**.

### Detailed Breakdown of Information – Incoming Lines

- **9-1-1 Emergency lines: 14,002**
- **“Seven-Digit” Emergency lines (7DE): 3,501**
- **Allied Agency/Alarm Companies: 2,744**
- **Non-Emergency/Administrative (7DA) lines: 3,259**



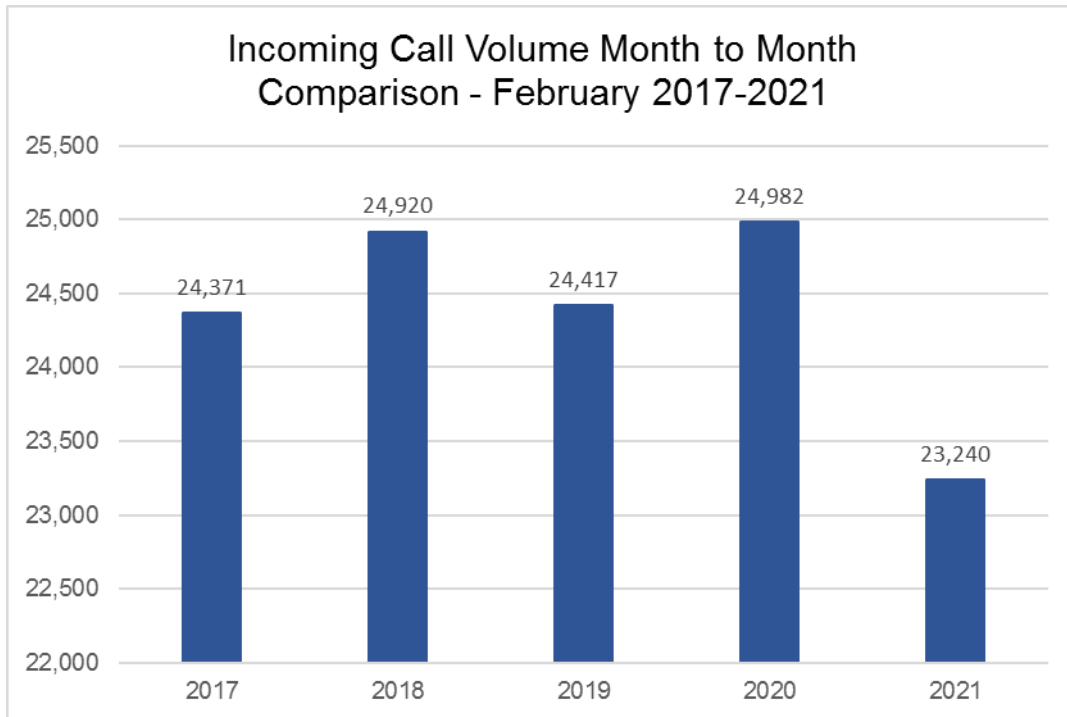


## **Sacramento Regional Fire/EMS Communications Center**

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The following data represents incoming call comparisons for the same month over a 5 year time period:





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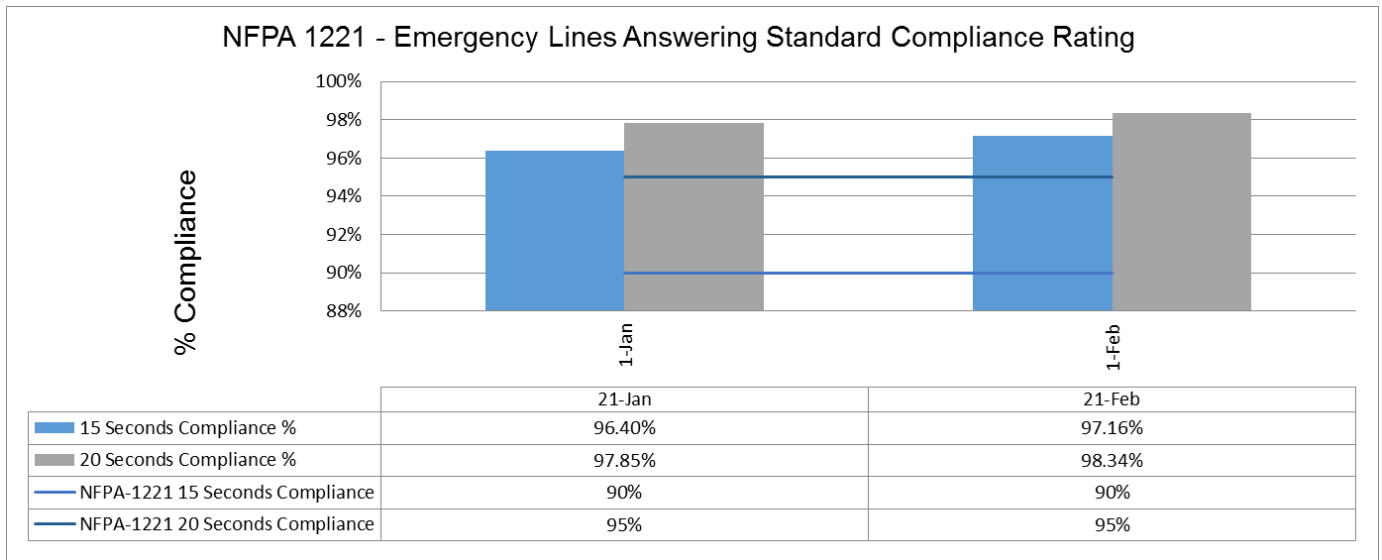
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**Rule 7.4.1:** “Ninety percent of events received on emergency lines shall be answered within 15 seconds, and 95 percent of alarms shall be answered within 20 seconds.”

NFPA-1221 (2019 ed.) recommends that all calls received on emergency lines shall be answered within 15 seconds 90% of the time and 95% percent of alarms shall be answered within 20 seconds – In February, the dispatch team answered all calls on emergency lines within 15 seconds 97.16% of the time and answered within 20 seconds 9.34% of the time.

The following chart represents the Emergency Lines Answering Standard under NFPA-1221 (2019 ed.), Chapter 7, Section 7.4 – Operating Procedures, Rule 7.4.1 for identifying the compliance performance ratings.







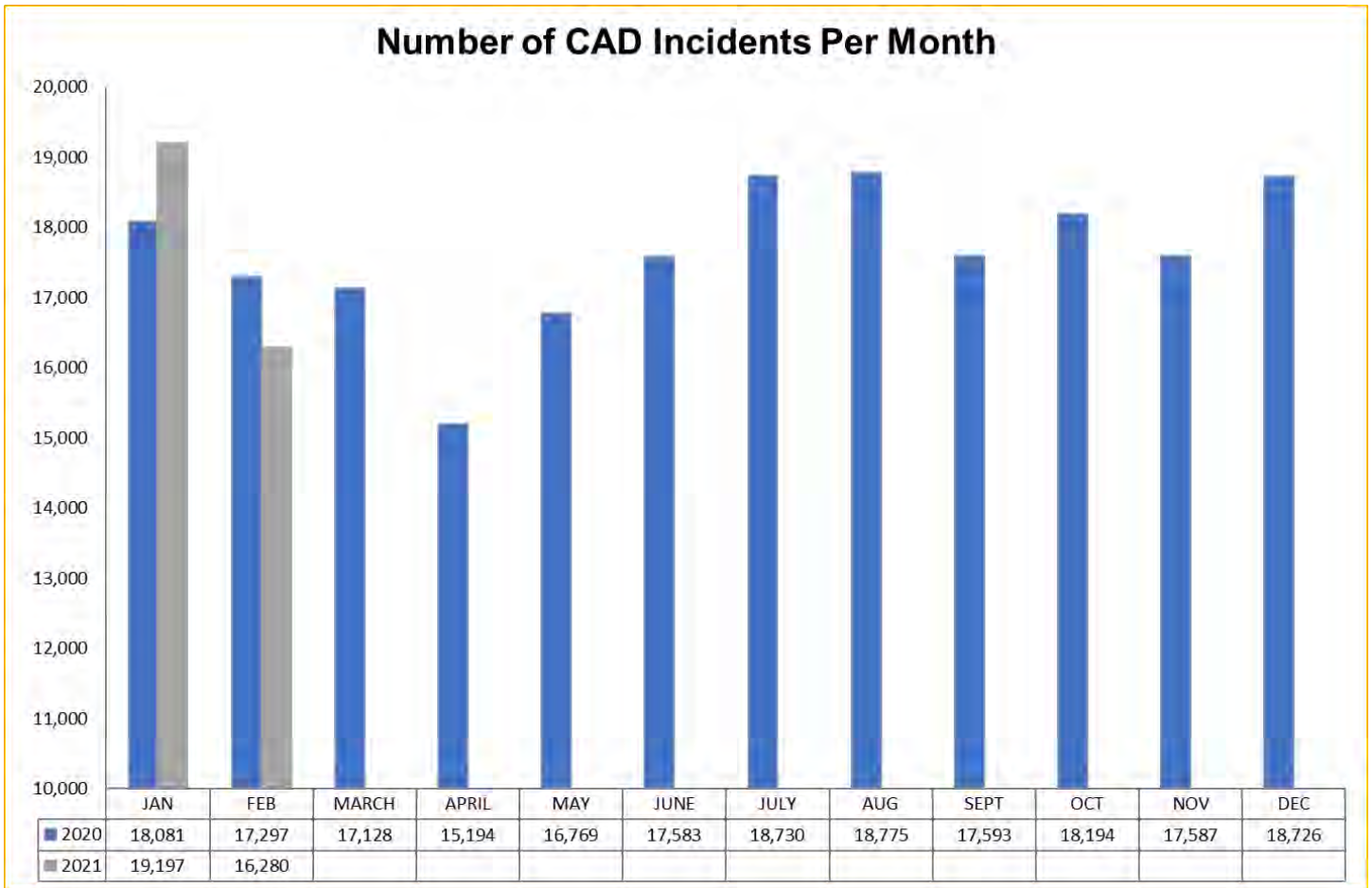
**Sacramento Regional Fire/EMS Communications Center**

10230 Systems Parkway, Sacramento, CA 95827-3006

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**CAD Incidents  
February 2021**

**Total number of CAD incidents entered for FEBRUARY: 16,280**





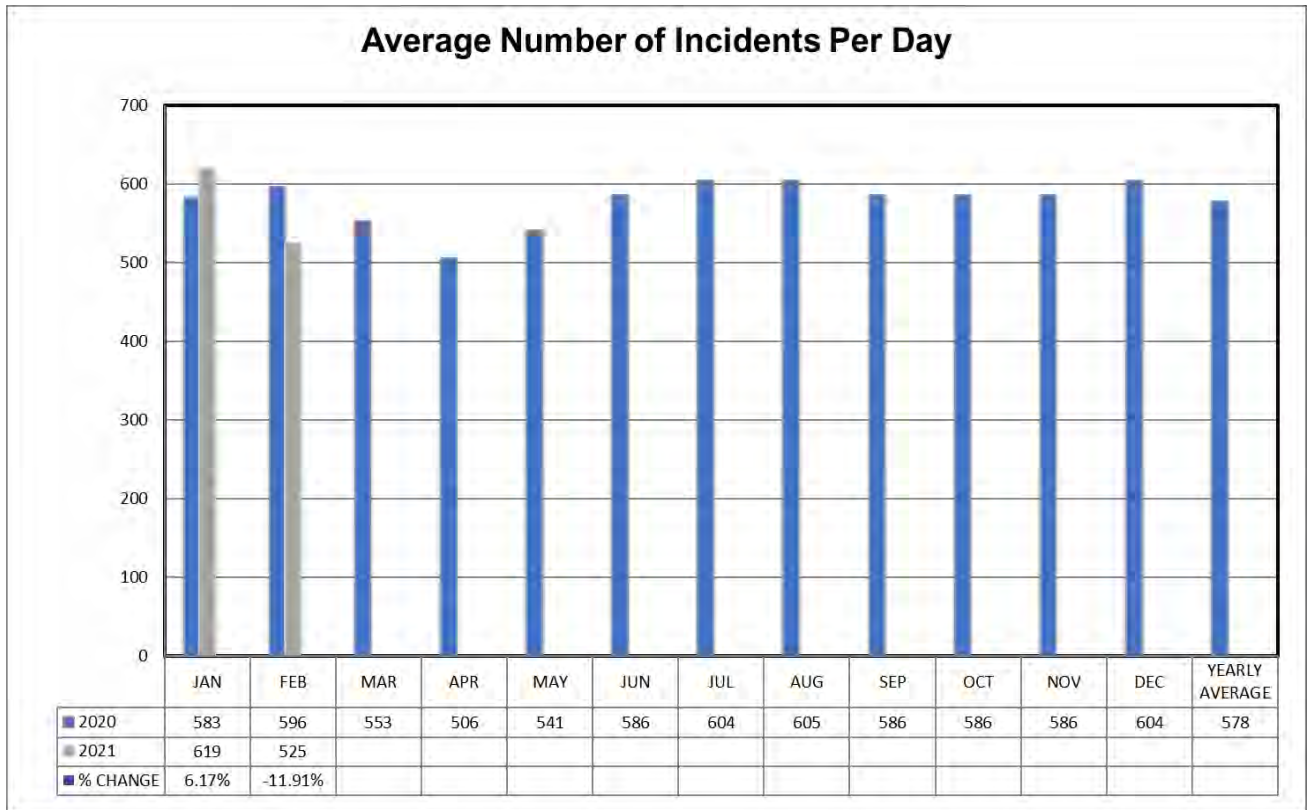
# Sacramento Regional Fire/EMS Communications Center

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## CAD Incidents February 2021

**Average number of CAD incidents entered per day for FEBRUARY: 525**





**Sacramento Regional Fire/EMS Communications Center**

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**Executive Monthly Credit Card Usage Report**

**Reporting Month: January 2021**

Last 4 of card	Last Name	Status	Credit Limit	Monthly Usage	Approvals		
					Employee	DD	ED
3418	Shmatovich	Open	\$ 5,000.00	\$ 1,262.46	MS	DH	TB
7447	Tackett	Closed	\$ 1,500.00	\$ 40.69		DH	TB
4358	Vargo	Open	\$ 5,000.00	\$ 500.61	CV	DH	TB
6115	Mackey	Open	\$ 1,500.00	\$ 285.90	KM	DH	TB
6917	House	Open	\$ 1,000.00	\$ -			
6925	Soares	Open	\$ 1,000.00	\$ 237.87	KS	DH	TB
9507	Bailey	Open	\$ 5,000.00	\$ 1,193.31	TB	DH	TB
		<b>Total:</b>	<b>\$ 20,000.00</b>	<b>\$ 3,520.84</b>			

**Monthly Activity:** January 2021

**New/Closed Accounts Added:** Closed – Shelby Tackett as of January 31, 2021

**Cards Reported Lost or Stolen:** None

**Disputed Transactions:** None

**Changes in Authorization Limits:** None

**Monthly Liability:** \$20,000.00



**Sacramento Regional Fire/EMS Communications Center**

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FY 20-21					
Total Monthly Credit Card Usage					
July	\$	2,458.07	January	\$	3,520.84
August	\$	1,761.92	February		
September	\$	1,361.75	March		
October	\$	1,587.32	April		
November	\$	5,643.94	May		
December	\$	4,495.97	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 SRF ECC business. I also certify that no alcoholic beverages, tobacco products, gift cards or gift certificates were purchased.

DocuSigned by:

*Ty Bailey*  
3A9025160EE64E1

2/5/2021

Executive Director Signature

Date





# Sacramento Regional Fire/EMS Communications Center

10230 Systems Parkway, Sacramento, CA 95827-3006

www.srfecc.ca.gov

## FY 20/21 Budget to Actuals Report

Month End January 2021

Page 1 of 3

GL Account	Description	FY 20/21 Budget	Jan-21 Actual	FY 20/21 YTD Actual	FY 20/21 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
<b>EMPLOYEE-RELATED EXPENSES</b>								
5010	Base Salaries and Wages	3,859,165	260,617	1,986,197	2,251,180	264,983	12%	1,872,968
5020	Overtime	189,000	16,419	263,906	110,250	(153,656)	(139%)	(74,906)
5030	Overtime - FLSA	145,824	10,816	78,333	85,064	6,731	8%	67,491
5040	Uniform Allowance	53,650	10,350	29,593	31,296	1,703	5%	24,057
5050	Night/Admin Shift Differential	48,332	3,849	22,324	28,194	5,870	21%	26,008
5055	Out-of-Class Pay	29,167	800	1,525	17,014	15,489	91%	27,642
5060	Longevity	35,200	2,150	14,850	20,533	5,683	28%	20,350
5065	On-Call Pay	51,506	4,425	31,325	30,045	(1,280)	(4%)	20,181
5115	Vacation Cash Out	58,335	4,798	20,459	34,029	13,570	40%	37,876
5120	Sick Leave	0	17,306	72,099	0	(72,099)	0%	(72,099)
5130	CTO Leave	0	0	0	0	0	0%	0
5140	Holiday Pay	196,847	20,045	113,640	114,827	1,188	1%	83,207
5220	Training Pay	39,267	2,901	27,092	22,906	(4,186)	(18%)	12,175
5310	Workers Compensation Insurance	65,000	0	28,647	37,917	9,269	24%	36,353
5410	FED ER Tax - Medicare	87,640	4,745	35,924	51,123	15,199	30%	51,715
5413	FED ER Tax - Social Security	13,149	0	0	7,670	7,670	100%	13,149
5420	State ER Tax - ETT	2,632	277	308	1,536	1,228	80%	2,325
5423	State ER Tax- Ul-	27,541	8,600	9,689	16,066	6,376	40%	17,852
5510	Medical Insurance	827,353	65,378	436,923	482,623	45,699	9%	390,430
5520	Dental Insurance	79,905	5,843	36,965	46,611	9,646	21%	42,940
5530	Vision Insurance	7,909	547	3,681	4,614	932	20%	4,228
5610	Retirement Benefit Expense	1,115,007	93,661	658,792	650,421	(8,371)	(1%)	456,215
5611	Pension Adjustment-	0	0	0	0	0	0%	0
5620	OPEB Benefit Expense	289,656	22,870	166,322	168,966	2,644	2%	123,334
5625	Education Incentive	20,172	2,122	12,225	11,767	(458)	(4%)	7,977
5690	Other Salary and Benefit Expens	9,563	852	3,477	5,578	2,102	38%	6,086
<b>TOTAL EMPLOYEE-RELATED EXPENSES</b>		<b>7,251,820</b>	<b>559,371</b>	<b>4,054,296</b>	<b>4,230,230</b>	<b>175,934</b>	<b>4%</b>	<b>3,197,526</b>

GL Account	Description	FY 20/21 Budget	Jan-21 Actual	FY 20/21 YTD Actual	FY 20/21 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
<b>MATERIALS &amp; SUPPLIES</b>								
6010	Office Supplies	12,000	0	2,206	7,000	4,794	68%	9,794
6013	Office Supplies - Ink Cartridge	4,000	122	600	2,334	1,733	74%	3,400
6015	Equipment Rental	7,200	582	4,210	4,200	(10)	(0%)	2,990
6020	Postage	1,000	93	260	583	324	56%	741
6090	Other Materials and Supplies	7,200	673	11,177	4,200	(6,977)	(166%)	(3,977)
<b>TOTAL MATERIALS &amp; SUPPLIES</b>		<b>31,400</b>	<b>1,470</b>	<b>18,453</b>	<b>18,317</b>	<b>(135)</b>	<b>-1%</b>	<b>12,948</b>

GL Account	Description	FY 20/21 Budget	Jan-21 Actual	FY 20/21 YTD Actual	FY 20/21 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
<b>PROFESSIONAL SERVICES</b>								
6110	Legal Services	240,000	17,093	86,898	140,000	53,102	38%	153,102
6115	Accounting and Audit Services	18,500	0	18,500	10,792	(7,708)	(71%)	0
6120	Actuary Services	17,000	16,000	16,000	9,917	(6,083)	(61%)	1,000
6125	Consulting Services	636,561	49,809	360,545	371,327	10,782	3%	276,016
6140	Technological Services	182,000	4,725	40,995	106,167	65,172	61%	141,005
6710	Umpqua Lease Interest Only	120,000	22,394	75,880	70,000	(5,880)	(8%)	44,120
6190	Other Professional Services	0	646	646	0	(646)	0%	(646)
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>1,214,061</b>	<b>110,667</b>	<b>599,464</b>	<b>708,203</b>	<b>108,738</b>	<b>15%</b>	<b>614,597</b>



# Sacramento Regional Fire/EMS Communications Center

10230 Systems Parkway, Sacramento, CA 95827-3006

www.srfecc.ca.gov

## FY 20/21 Budget to Actuals Report Month End January 2021

Page 2 of 3

GL Account	Description	FY 20/21 Budget	Jan-21 Actual	FY 20/21 YTD Actual	FY 20/21 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
<b>COMMUNICATION EQUIPMENT &amp; SERVICES</b>								
6220	Maintenance - Radios & Radio Equipment	32,930	0	0	19,209	19,209	100%	32,930
6221	Maintenance - Radio Consoles & Other	51,000	3,982	30,719	29,750	(969)	(3%)	20,281
6223	Radio - Backbone Subscription SRRCS	20,000	908	6,353	11,667	5,314	46%	13,648
6230	Communication Services	221,223	13,765	108,592	129,047	20,455	16%	112,631
6245	Maintenance - Tower Equipment	15,000	103	3,473	8,750	5,277	60%	11,527
6290	Other Communication Services and Equipment	40,000	0	745	23,333	22,588	97%	39,255
<b>TOTAL COMMUNICATION EQUIPMENT &amp; SERVICES</b>		<b>380,153</b>	<b>18,758</b>	<b>149,882</b>	<b>221,756</b>	<b>71,874</b>	<b>32%</b>	<b>230,271</b>

GL Account	Description	FY 20/21 Budget	Jan-21 Actual	FY 20/21 YTD Actual	FY 20/21 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
<b>HW &amp; SW MAINT</b>								
6310	Hardware Maintenance - Equipment	12,200	0	0	7,117	7,117	100%	12,200
6315	Hardware Maintenance - Network	23,400	134	1,017	13,650	12,633	93%	22,383
6316	Hardware Maint - Network	0	0	0	0	0	0%	0
6319	Hardware Maintenance Other	14,500	0	0	8,458	8,458	100%	14,500
6320	Software Maintenance - Applications	134,349	7,992	40,740	78,370	37,630	48%	93,609
6322	CAD Maintenance and Support/Northrop Grumman	396,428	47,686	333,803	231,250	(102,554)	(44%)	62,625
6323	Software Maintenance - GIS	26,424	6,113	42,790	15,414	(27,376)	(178%)	(16,366)
6330	Software Maintenance - Network	16,630	0	1,845	9,701	7,856	81%	14,785
6390	Other, Computer Services and Supplies	12,000	366	2,395	7,000	4,605	66%	9,605
<b>TOTAL HW &amp; SW MAINT</b>		<b>635,931</b>	<b>62,291</b>	<b>422,590</b>	<b>370,960</b>	<b>(51,631)</b>	<b>-14%</b>	<b>213,341</b>

GL Account	Description	FY 20/21 Budget	Jan-21 Actual	FY 20/21 YTD Actual	FY 20/21 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
<b>FACILITIES &amp; FLEET</b>								
6410	Services - Landscaping	4,800	399	2,790	2,800	10	0%	2,010
6415	Maintenance - Building	20,000	0	5,618	11,667	6,049	52%	14,382
6260	Lease - CTC	78,000	6,129	42,904	45,500	2,596	6%	35,096
6420	Services - Custodial	36,000	3,000	21,000	21,000	0	0%	15,000
6421	Services - Center Security	0	0	0	0	0	0%	0
6425	Maintenance - HVAC	16,742	670	34,005	9,766	(24,238)	(248%)	(17,263)
6235	Maintenance - Power Supply	35,000	930	7,262	20,417	13,155	64%	27,738
6430	Services - Cable	3,108	172	1,195	1,813	618	34%	1,913
6435	Services - Pest Control	600	50	350	350	0	0%	250
6490	Other, Facilities and Fleet	6,026	160	3,055	3,515	460	13%	2,971
6510	Utilities - Electric	48,700	3,977	27,068	28,408	1,340	5%	21,632
6515	Utilities - Water	7,250	137	3,069	4,229	1,161	27%	4,181
6520	Utilities - Refuse Collection / Disposal	3,800	562	3,879	2,217	(1,662)	(75%)	(79)
6525	Utilities - Sewage Disposal Services	1,800	0	416	1,050	634	60%	1,384
6635	Services - Bottled Water	1,200	16	1,819	700	(1,119)	(160%)	(619)
6645	Services - Printing	2,000	283	942	1,167	224	19%	1,058
6650	Services - Shredding	2,000	105	825	1,167	342	29%	1,175
6652	Fleet - Maintenance	7,000	1,463	3,441	4,083	642	16%	3,559
6654	Fleet - Fuel	14,000	319	2,691	8,167	5,476	67%	11,309
6655	Insurance (Property and Fleet)	62,000	3,613	27,676	36,167	8,491	23%	34,324
6690	Other - Facility & Fleet Management	7,000	5,857	11,804	4,083	(7,721)	(189%)	(4,804)
<b>TOTAL FACILITIES &amp; FLEET</b>		<b>357,026</b>	<b>27,842</b>	<b>201,809</b>	<b>208,266</b>	<b>6,458</b>	<b>3%</b>	<b>155,219</b>



# Sacramento Regional Fire/EMS Communications Center

10230 Systems Parkway, Sacramento, CA 95827-3006

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## FY 20/21 Budget to Actuals Report

Month End January 2021

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GL Account	Description	FY 20/21 Budget	Jan-21 Actual	FY 20/21 YTD Actual	FY 20/21 YTD Budget	YTD Variance Bud - Act	YTD Var % Bud - Act	Budget Remainder
<b>RECRUITMENT, RETENTION &amp; TRAINING</b>								
6610	Recruitment	20,050	4,118	24,334	11,696	(12,638)	(108%)	(4,284)
6612	Employee Retention	2,500	0	77	1,458	1,382	95%	2,423
6615	Employee Education & Training	10,150	0	7,066	5,921	(1,145)	(19%)	3,084
6618	Conference Registration	0	0	0	0	0	0%	0
6620	Travel / Transportation	0	0	0	0	0	0%	0
6621	Air	0	0	0	0	0	0%	0
6622	Lodging	0	0	2,218	0	(2,218)	0%	(2,218)
6624	Parking	1,200	0	0	700	700	100%	1,200
6625	Membership Dues	290	0	100	169	69	41%	190
6626	Taxi, Uber, Mileage, Other	560	0	3,928	327	(3,601)	(1102%)	(3,367)
6627	Per Diem	12	0	747	7	(740)	(10901%)	(735)
6640	Uniform/Badges/Shirts	9,000	131	1,004	5,250	4,246	81%	7,996
6660	Operations Support	21,300	628	7,340	12,425	5,085	41%	13,960
6661	Administration Support	17,000	0	3,553	9,917	6,364	64%	13,447
<b>TOTAL RECRUITMENT, RETENTION &amp; TRAINING</b>		<b>82,062</b>	<b>4,877</b>	<b>50,367</b>	<b>47,870</b>	<b>(2,496)</b>	<b>-5%</b>	<b>31,697</b>
<b>GRAND TOTAL</b>		<b>9,952,453</b>	<b>785,276</b>	<b>5,496,861</b>	<b>5,805,602</b>	<b>308,742</b>	<b>5%</b>	<b>4,455,599</b>



# Sacramento Regional Fire/EMS Communications Center

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## SRFECC – Umpqua Lease Agreement Monthly Report February 5, 2021

Umpqua Lease-Purchase Budget	\$	4,000,000	Hardware	Software & Services	Warranty Mnt
NG COBOL CAD Hardware Stabilization	\$	(429,446)	\$ 97,411.00	\$ 262,679.00	\$ 69,356.00
NG Command Point SW Upgrade	\$	(1,991,562)		\$ 1,720,047.00	\$ 271,515.00
NG CommandPoint Fit Gap	\$	(199,381)		\$ 199,381.00	
NG CommandPoint Hardware Upgrade	\$	(512,171)	\$ 512,171.00		
NG CommandPoint switches and power	\$	(200,000)	\$ 200,000.00		
Westnet Hardware and Software	\$	(667,440)	\$ 412,633.40	\$ 254,806.60	
<b>Total</b>	<b>\$</b>	<b>-</b>			

Umpqua Payment Schedules		Lease Payments		
Schedule 1 - Funding Request #1		Date	Description	Amount
NG Invoice 1001	\$ 52,487.00	10/1/2019	Lease Initiation	\$ 500.00
NG Invoice 0011	\$ 88,214.00	10/1/2019	Legal Fees (June)	\$ 385.00
NG Invoice 0003	\$ 150,306.10	10/1/2019	Legal Fees (July)	\$ 6,757.50
NG Invoice 1002Z	\$ 37,487.00	10/3/2019	Interest Payment	\$ 4,318.69
NG Invoice 0001R	\$ 214,723.00	11/1/2019	Interest Payment	\$ 10,558.31
NG Invoice 0002	\$ 516,014.00	12/2/2020	Interest Payment	\$ 7,656.19
<b>Schedule 1 - Funding Request #1 Total:</b>	<b>\$ 1,059,231.10</b>	1/2/2020	Interest Payment	\$ 7,656.19
		2/1/2020	Interest Payment	\$ 7,656.19
		3/2/2020	Interest Payment	\$ 7,360.20
		4/1/2020	Interest Payment	\$ 7,344.10
		5/1/2020	Interest Payment	\$ 6,122.25
		6/1/2020	Interest Payment	\$ 6,113.70
<b>Schedule 1 - Funding Request #2</b>		7/1/2020	Interest Payment	\$ 5,242.37
NG Invoice 0004	\$ 406,993.50	8/1/2020	Interest Payment	\$ 5,260.88
<b>Schedule 1 - Funding Request #3</b>		9/1/2020	Interest Payment	\$ 5,234.54
Westnet Invoice 24637	\$ 242,269.09	10/1/2020	Interest Payment	\$ 5,198.81
<b>Total Schedule 1</b>	<b>\$ 1,708,494</b>	11/1/2020	Interest Payment	\$ 5,199.66
		12/1/2020	Lease Payment	\$ 23,021.75
		12/1/2020	Interest Payment	\$ 4,327.36
		1/1/2021	Lease Payment	\$ 22,394.34
		2/1/2021	Lease Payment	\$ 22,394.34
Schedule 2 - Estimate Q2 2020	\$ 1,300,000			
Schedule 2 - Estimate Dec 2020	\$ 1,000,000			
<b>Total</b>	<b>\$ 4,008,494</b>		<b>Total</b>	<b>\$ 170,702.37</b>





## **Sacramento Regional Fire/EMS Communications Center**

10230 Systems Parkway, Sacramento, CA 95827-3006

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### **SRFECC Staff Report – March 3, 2021**

#### **Dispatcher Positions:**

We currently have 7 vacant 911 Dispatcher openings.

#### **Academy 21-1:**

We have Seven 911 dispatchers starting on March 8, 2021.

#### **Recruitment Activity:**

We continue to review resumes, conduct phone screens and schedule CrtiCall assessments to build our candidate pipeline for Academy 21-2 which we anticipate will be in the Summer of 2021. We have 2 other candidates from previous recruitments who are ready to initiate background checks and have 6 additional candidates ready for the Panel Interview Stage.



# Sacramento Regional Fire/EMS Communications Center

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## SRFECC Projects Update – 3/1/2021

Project Description	Operations Lead	IT/Admin Lead	Key Dates	Project Update
WestNet and AVD	Roman Kukharets	Brad Dorsett Chuck Schuler	Q1 2021	Working through final list of project issues for project acceptance.
Priority Dispatch - ProQA	Eli Strong	Brad Dorsett	3/2/2021	Go live on 3/2/21, training complete.
ACE Accreditation	Kylee Soares	Diane House	Q4 2021	Dependent on ProQA go live
NG FitGap	Tara Poirier Casey Quintard Summer Carroll	Brad Dorsett	Q1 2021	Fit Gap wrapped up in Dec 2020 for NG to provide quotes. Meetings with Ops Chiefs and Board.
NG CommandPoint Hardware	Tara Poirier	Brad Dorsett	Q2 2021	3/1/21 - NG finalized hardware 1/5/21 - NG advised to proceed with this step.
NG CAD CommandPoint CAD	Tara Poirier	Brad Dorsett	Go Live EY 2021	1/5/21 - NG advised to proceed to next step - hardware.
Dispatch Academy 21-1	Casey Quintard	Brad Dorsett	3/8/2021	Academy of 7 scheduled.
NICE Hardware and Software Upgrade with AQUA Integration	Kylee Soares	Brad Dorsett Diane House	Q1 2021	3/1/21 - Hardware and software installed. IP Logger and AQUA audio configuration in progress. Kicked off 1/5/21, hardware ordered.
Kronos Upgrade - TeleStaff	Supervisors	Marissa Shmatovich Cierra Lewandowski	Q3 2021	WFR configuration issues created delay. Pay calc engine upgrade required.
Kronos Upgrade - PayCalc II		Marissa Shmatovich Cierra Lewandowski	Q2 2021	Engagement kick off in 1/11/21
NextGen (NG) 911		Diane House	Q2 2021	Power installed. Server Rack installed, Oracle DB installed. Pending installation scheduled for remaining application servers.
Website Update/Maintenance		Mark Hicks Marissa Shmatovich	Q1 2021	2/26 Photo shoot completed Kicked off 1/4/21
SharePoint	Katherine Shelton Kylee Soares	Diane House	Q3 2021	Department by department migrating in progress - Finance and Facilities departments complete. Operations, HR, Executive and Contract management in progress.
Audio Files - Move to OneDrive/SP	Eli Strong Kylee Soares	Diane House	Q2 2021	Working through the workflow and requests. Email group set up.
OES Radius Map	Kyler Soares	Brad Dorsett	Q2 2021	Bug fixed applied, application working. Pending Ops full deployment and use.
OES Radius Mapping Plus	Kylee Soares	Diane House	Q2 2021	Added feature of Text FROM 911, need Center deployment plan.
Employee Handbook Update	Kylee Soares	Marissa Shmatovich	Q1 2021	Final reviews in progress.
Add eFax - decommission fax lines		Shelby Tackett	1/1/2021	
ESRI - Event Server		Diane House	Hold	GIS Resource needed
ECaTS Real Time		Diane House	Hold	GIS Resource needed
EM Resource		Diane House	Hold	On hold for NG CommandPoint CAD

SRFECC Positions & Authorization Document (PAD) - Revised 03/01/2021			
FY 20/21			
Center Management			
Position	Authorized	Actual	Comments
Executive Director	1	1	
Deputy Director, Operations	1	1	
Deputy Director, Administration	1	1	
Executive Assistant	1	1	
<b>Totals</b>	<b>4</b>	<b>4</b>	
Operations Division			
Position	Authorized	Actual	Comments
EMS Coordinator "Temporary"	1	0	
Dispatcher Supervisor	6	6	
Dispatcher	35	27	
<b>Totals</b>	<b>42</b>	<b>33</b>	
Administration and IT Division			
Position	Authorized	Actual	Comments
Human Resource Manager	1	1	
CAD Administrator	1	1	
Telecommunications Engineer	1	1	
CAD/Radio Technician	1	1	
Office Specialist - Admin	1	0	
Accounting Specialist II	1	1	
Payroll & Benefits Administrator	1	1	
<b>Totals</b>	<b>7</b>	<b>6</b>	
<b>Totals</b>	<b>53</b>	<b>43</b>	



## **Sacramento Regional Fire/EMS Communications Center**

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### **SRFECC Power Outage AAR Final Report March 1, 2021**

#### **2019 Power Outage AAR What Needs Improvement:**

1. Due to a hard shutdown, the CAD database experience a hard disk failure. The failing CAD hardware must be replaced as soon as possible.  
UPDATE: CAD hardware upgraded and live in September of 2019
2. Completion of Phase 2 UPS project – not completed due to COBOL CAD hardware which had not been powered down in over a decade.  
UPDATE: Complete on 2/4/21.
3. Train SRFECC staff on how to support the full back up power cycle.  
UPDATE: To be scheduled in Mary 2021
4. Add quarterly maintenance on the power equipment ATS.  
UPDATE: Completed
5. Add quarterly maintenance on the full back up power cycle – utility, generator, ATS and UPS.  
UPDATE: Completed
6. Add scheduled and unscheduled power failure tests.  
UPDATE: To be scheduled after training in Mary 2021
7. Backup/DR Center UPS at CTC – needs generator power to be a true backup/DR location  
UPDATE: DR relocated from CTC to Metro HQ which has generator power.
8. Emergency preparedness – while we all did well, we did not have a plan, nor have we trained to the plan. A Continuity of Operations Plan (COOP) is needed.  
UPDATE: First draft of COOP is complete. The COOP is a continuous work in progress.
9. Back up phone lines are needed in the Center, both analog and cellular to each position.  
UPDATE: Supervisor desk cell phone added. Each supervisor now has a cell phone.
10. Building security and access.  
UPDATE: Building security and access improved with cameras and monitors.
11. Improved cameras and lighting, both indoor and outdoor.  
UPDATE: Cameras updated, trees trimmed, and lighting improved.
12. AT&T contingency plan – was not current at the time of the event. An updated contingency plan is needed with an EMD qualified PSAP to reroute our 911 calls to.  
UPDATE: AT&T contingency plan is updated and tested with reroutes to Metro HQ.
13. Add the role of a Facility Manager.  
UPDATE: Added and them removed with 20-21 budget reduction.



## **Sacramento Regional Fire/EMS Communications Center**

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14. Replace VDI workstations in the Center with a laptop and cellular card to provide internet access when power and internet is down. This would be phase 1 of our back up plan.  
UPDATE: Complete. Air cards are not on continuously. 2 MIFI hotspots available to be activated as well.
15. Shared notification list with regional PSAPS, departments and agencies.  
UPDATE: Complete on SharePoint and reference binder.
16. Radio templates, with tac channels for regional PSAPs, departments and agencies.  
UPDATE: Complete.

### **2019 Power Outage AAR Urgent Recommendations:**

There are seven urgent recommendations:

1. CAD Stabilization with hardware upgrade
  - a. 25-year-old hardware is failing; parts are unavailable
  - b. Currently, the CAD hardware is a single point of failureSTATUS: Complete
2. Complete the UPS project with CAD hardware upgrade cutover  
STATUS: Complete
3. Expand backup power supply maintenance to include ATS and a power load test.  
STATUS: Complete
4. Configure backup power settings to remain in manual mode.  
STATUS: After the UPS completion it was determined best to leave the ATS in automatic mode.
5. Add the role of a Facility Manager  
STATUS: Added, then removed with staff reduction
6. Complete Continuity of Operations Plan (COOP) – Emergency Preparedness plan and training.  
STATUS: First draft is in place, continuously in progress
7. Hold monthly AAR meetings until all action items are complete.  
STATUS: Complete





## Sacramento Regional Fire/EMS Communications Center

10230 Systems Parkway, Sacramento, CA 95827-3006

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### 2019 Power Outage AAR Highlights:

1. Replaced and tested root cause of failed power transfer. It was a failed Voltage Sensor in Automatic Transfer Switch (ATS).
2. Generators, Automatic Transfer Switches, and Uninterruptible Power Sources all now serviced by one vendor, Mission Critical Specialists.
3. Repeatedly tested successful automatic power transfer from utility power to UPS to Generators.
4. Master key for exterior entry doors identified and placed in secure location.
5. New evacuation maps for Communications Center created.
6. All trees trimmed away from building for better visibility.
7. New security camera monitoring system installed.
8. UPS Phase 2 complete by transition all hardware off the legacy UPS equipment.
9. Updated the power outage documentation.
10. Only 7 actions items remain open out of 176 action items resulting from the AAR.

### 2019 Power Outage AAR Open Action Items:

The remaining open action items will be managed as internal projects and tasks.

AAR#	AAR Action Item Description	Comments	Status
1	Continuity of Operations Plan (COOP)	Build the COOP from the template, document and train	In Progress
13	Complete UPS project	Completed Circuit ID project and UPS transition to new equipment. Removal of old equipment in progress and estimated time of completion is 3/31/2021.	In Progress
15	Power Outage Training	To be scheduled in May 2021	To be scheduled
19	Weekly Power Load Testing	To be scheduled after completion of UPS project.	To be scheduled
20	Unscheduled power load testing	To be scheduled after completion of UPS project.	To be scheduled
32	Cell Phones	Document the use policy on Center cell phones. Policy in draft.	In Progress
108	Power Outlets	Need to be relabeled with the updated Circuit Plan.	To be scheduled

### 2019 Power Outage AAR Closed Action Items – Attachment A

AAR#	AAR Action Item Description	Comments	Status
2	Notifications Tree	Create a notifications tree as part of the Comm Plan	Complete
3	Notifications to LE PSAPS	Create a notifications tree as part of the Comm Plan	Complete
4	Notification to Yolo County	Create a notifications tree as part of the Comm Plan	Complete
5	Adopt the ICS Model	ICS 100 - 400 training for all staff, document our ICS model. Will be part of the COOP.	Complete
6	Logistics Personnel	Add to our response procedure	Complete
7	Timekeeper	Add to our response procedure	Complete
8	PIO	Notifications - management	Complete
9	Center keys - master keys	Master keys - IT need access to them. Need to document and train on key location and policy	Complete
10	Major Equipment Alerts and Monitoring	Shared agency alerting	Complete
11	Power	Tested failover after root cause is determined. Once bad voltage sensor was replaced, Cummins Pacific tested it with power transfers from utility to generators and back to utility.	Complete
12	Power Outage Documentation	Update procedures	Complete
14	UPS/ATS - Emergency Stay Mode.	MCS confirmed the ATS has a return to utility timer, this will allow manual Emergency Stay Mode. Only downside is generators may run longer than they need to. This is a favorable option to prevent power loss at time of transfer back to utility.	Complete
16	Place plaques on all Power Equipment	MCS provided updated plaques	Complete
17	Power Equipment Maintenance	Mission Critical Specialists (MCS) is now sole vendor for all Infrastructure Power. Gen's, ATS, & UPS	Complete

18	Add Anthem Monitoring to the Power Equipment	Determined the ROI was not beneficial for the generators and ATS. Monitoring is configured for UPSs.	Complete
21	Disaster Recovery Site - Generator Power	DR site has moved to Metro HQ. Where there are generators and UPS power.	Complete
22	Disaster Recovery Site Alerts and Monitoring	Monitored by Metro HQ staff.	Complete
23	Complete an AAR		Complete
24	AT&T	Confirmed our 2 911 trunk groups are placed in different central offices	Complete
25	ATT – RE-ROUTE	Contingency plan in place due to DR phones being disconnected. Issues with going to Sac PD (in error). Contingency plan updated and tested to Metro HQ	Complete
26	West	Maintenance transferred from West/Intrado to AT&T for CPE 911.	Complete
27	KNOX Box	6/2/2020 - Casey confirmed that an alarm does sound by the fire alarm panel on the dispatch floor (close to D1).	Complete
28	RESPOND TO CENTER – PERSONNEL		Complete
29	Radio consoles	Confirm the config is correct on each console. The emergency alarm is piercing in the center. Chuck reduced the number of workstations it was coming from.	Complete
30	Radio training	Repeaters and DTMF	Complete
31	Portable Radios	Document the maintenance and use	Complete
33	Staffing in the Center	Evaluate the staffing with different events	Complete
34	On Call	Reviewed.	Complete
35	Day or Night Shift hold overs	Reviewed.	Complete
36	IT Staff	Reviewed.	Complete
37	Admin Staff	Reviewed.	Complete
38	Support Staff	Reviewed.	Complete

39	FIRE ALRM S/S	Documented the fire alarm procedures	Complete
40	*APCO	Reviewed APCO PSAP standards	Complete
41	*NENA	Reviewed NENA PSAP standards	Complete
42	*NFPA- 1221	Reviewed NFPA 1221 standards	Complete
43	*DOD	Reviewed DOD UPS standards.	Complete
44	Building Access	New camera installation complete. JPA members badge access addressed with current access controls	Complete
45	Radio Beeps	Motorola set the bios to reboot with power cycle.	Complete
46	ATS - Transfer Switch	Tested and operational after power failure	Complete
47	Voltage Sensor replacement	Replaced on 1/11/19	Complete
48	Retest Generators	Generators have performed as expected during several small outages over the past two years.	Complete
49	Review Power Maintenance Contracts	Reviewed.	Complete
50	Request updated power maintenance contract	Complete.	Complete
51	Add ATS Maintenance	Maintenance added.	Complete
52	Add load testing	Included in maintenance agreement.	Complete
53	Emergency Contact List	Indicating all vendors, contract support time, numbers	Complete
54	Emergency Contact List	Update with our new SMUD Account Manager's contact info	Complete
55	Emergency Contact List	Update with Cummins stand by number and Mission Critical Systems.	Complete

56	Station Phone List	Updated	Complete
57	Personnel Contact List	Updated	Complete
58	PSAPs Contact List	Complete	Complete
59	Duty Chiefs	Complete	Complete
60	CAD Ports	Fixed by NG	Complete
61	CATCHUP / UACT	Fixed by NG and Brad/Kylee updated all incidents	Complete
62	Roof leaks	Repaired the seam. Ongoing repairs as needed.	Complete
63	Network diagram	Completed by Direct Technology	Complete
64	Electrical diagram	Completed with the Circuit Tracing project by MCS.	Complete
65	Radio Portable Training	Documentation complete - Channel selection, radio templates	Complete
66	Backup email process	Many were using their personnel Gmail. Moved to O365 which is off prem. Tested in UPS completion project on 2/4/21 and worked successfully.	Complete
67	Blocked email groups	Moving to O365 resolved this.	Complete
68	AT&T Contingency Plan	Completed	Complete
69	Metro MDC Issues	Firewall issue - resolved.	Complete
70	Manual Dispatch Process	Updated call taking form and ready for UPS project completion 2/4/21.	Complete
71	Access to outside resources	Replaced VDI with laptops and air card. Laptops to be loaded with all necessary recourses.	Complete
72	Access Systems	New cameras and intercoms installed. Decided to continue to work with Access Systems for access control.	Complete
73	Doors locked, not access	Doors can be overridden with a key.	Complete
74	Update AT&T Contingency Plan – Phase 1	Sac SO - Complete	Complete
75	Update AT&T Contingency Plan – Phase 2	Metro HQ - Complete	Complete



76	Cell phone at the supervisor's workstation preprogrammed with emergency numbers, message groups	Complete	Complete
77	Replace virtual desktops with laptop, air card, internet access, address verification, offline run orders	Complete	Complete
78	Stabilize current CAD environment with upgraded hardware	Complete	Complete
79	Documented COOP (see template attached)	First draft complete.	Duplicate
80	Quarterly schedule to exercise the COOP or components of the COOP (See Cal OES doc)	Duplicate	Duplicate
81	Facility Manager (see job description addendum)	Complete, later position was included in reduction of staff.	Complete
82	Complete UPS project – after new CAD cutover	Duplicate	Duplicate
83	Electrical plans and necessary updates	Complete	Duplicate
84	MCP attachment	Complete	Complete
85	CTC – as DR site, currently no back up power, portable generator	CTC DR relocation to Metro DR with generators in place.	Duplicate
86	Implement IAPs with planned events, like 4th of July, weather	Confirmed	On Going
87	Secondary systems affected:		Duplicate
88	Blank		Duplicate
89	Ctr-vcenter shows no hosts- we can operate, but degraded	Resolved	Complete
90	Vmhost3 is stuck in reboot, almost all vm's are running successfully on #4 as #5 hasn't taken any (due to issue above)	Resolved	Complete
91	Backups	Backups failed during power outage. Need to diagnose. All resolved.	Complete
92	NICE Recorder	One of our two Nice recorders was broken/can't verify either are working 100% yet. NICE ticket and engineer assistance. Now operational.	Complete
93	Need to repair our backup Verizon VPN connection	Resolved	Complete
94	ICS System - Training and IAPs		Duplicate

95	Radio Consoles	Resolved. Talked to Ron Simpson/Asked us to work with Dave French on the D1 issue (Dave was already off for the day). Also asked us to reboot inform, then retest and if that failed shutdown/restart the IP loggers-want to have Motorola for that and as Ron is in Washington, he was going to inform folks internally.	Complete
96	Cummins Pacific - Generators After Hours	Unable to reach them the night of the event. They also lost power and their VoIP phones. 1/11/19: Cummins provided a standby number should this occur again. (Anthony Cohen, Regional Service Manager)	Complete
97	UPS After Hours	Challenging reaching the number on the ATS. New numbers received.	Complete
98	HVAC Alerts	Resolved	Complete
99	HVAC Sensor Batteries replaced	Resolved	Complete
100	Power Grounding	Motorola confirmed the radio equipment does meet R56 grounding, unsure about all other traffic.	Complete
101	Antistatic Carpet in the Center	There is an incredible amount of interference. This could be related to not having the proper carpet in the center. The carpet needs to be anti static for proper grounding and NFPA 1221 compliance. Further research is needed. Link herein provides helpful information. <a href="https://www.staticworx.com/articles/static-dissipative-esd-carpet-for-911-emergency-call-centers.php">https://www.staticworx.com/articles/static-dissipative-esd-carpet-for-911-emergency-call-centers.php</a>	Complete
102	Smoke Detectors	Need to evaluate the detectors in the building.	Complete

103	Interior Door Alarm	1/8/19 Now we have a door at our center that is buzzing. This started today. It is an endless buzz until we tape down the button, which is not great for security. How should we proceed?	Complete
104	Sprinklers in Computer Room	Need to be replaced with dry chem	Complete
105	Sprinklers in Equipment Room	Need to be replaced with dry chem	Complete
106	Equipment Room	Numerous chairs, e-waste, light bulbs, ladders, shelves were in the Equipment Room as a place to store them. Staff training is needed - the Equipment Room is not a storage room and is off limits unless specifically needing access to the equipment in the room. Placards are needed for the door, staff notification and staff training.	Complete
107	Emergency contact list – updated 1/9/19, needs additional updates	On going updates in progress	Complete
109	CAD PC D3	Resolved - Several issues since the power outage event. Will need to replace the PC.	Complete
110	vCenter	Resolved	Complete

111	Vhost 4	Resolved	Complete
112	Add POTS/analog lines to each console	Will use cellular vs POTS lines.	Complete
113	Cummins Pacific	1/09/19 - annual maintenance complete on generators	Complete
114	Cummins Pacific	Met to discuss voltage sensor replacement	Complete
115	Send UPS timeline to MCP for review	feedback is needed for root cause	Complete
116	Call with MCP to review feedback	Complete	Complete
117	Share MCP feedback with UPS	Complete	Complete
118	GIS environment	Resolved	Complete
119	GIS DR Environment	Resolved	Complete
120	NICE Logging	Resolved	Complete
121	Security Cameras	New security cameras installed.	Complete
122	Roof leaking - at seam	New roof is needed, however, a reseal over the seam from the old/new parts of the building will do for now.	Complete
123	Roof leaking - in cabins	Will continue to repair as the need arises vs replace the roofs.	Complete

124	Tree trimming	All trees trimmed away from building.	Complete
125	Caltronics – all printers in the office lost their mapping, or many of them	All operational now	Complete
126	Outdoor lighting	Existing lighting is good. No requests to add additional lighting since the addition of cameras.	Complete
127	AT&T meeting to review PSAP reroute	Determined how the 911 reroute went to Sac PD	Complete
128	Hold meeting with PSAPs	Provided and update, no root cause as of meeting on 1/14/19	Complete
129	Determined root cause	Following meetings with MCP and MCS , 2/16/19	Complete
130	Radio templates, with tac channels for other departments and agencies	Complete	Complete
131	Advise all agencies of EMD Emergency rule – EMD pre-arrival stops. This would have eliminated the need for other agencies to EMD incoming calls.	Review for SRFEC procedure	Complete
132	Revisit our emergency documents on file with AT&T. Make sure organizations have a binder or some other record with contact information for other agencies in case of emergency.	Document the workflow of CTC/DR site and back up PSAP	Complete
133	Hold monthly AAR meetings	evaluate all reports, flush out the issues	Complete
134	Prepare a financial report of the power failure	Complete - ~375,000	Complete
135	Need more portable training on how to change channels and/or have designated channels at stations	Complete and will train as needed.	Complete
136	CB1/CB2 – bypass procedure	Training to be scheduled.	Duplicate
137	UPS training	There is a specific procedure, can damage if flip switches out of order or out of procedure	Duplicate
138	Surplus and e-waste Project	Remove all e-waste. Project kicked off and will be complete end of March 2020.	Complete
139	Mark old equipment as inoperable	Complete	Duplicate



140	Master key at Julee's desk to open all doors (@ D8) – did not work on ED's office or Hall of Honor.	Resolved	Complete
141	When do we declare the Emergency rule, who can declare it, and what does it mean	Document the time in CAD or timekeeper of the event	Complete
142	Backup center that can do EMD	Going to the emergency rule will be the option vs a backup center to do EMD.	Closed
143	T-cards documentation and training	Complete	Complete
144	Update T-cards	Complete	Complete
145	FirePOPS – revisit project	Determined it will not be used.	Complete
146	Geography familiarity – used personal phones with Google maps	Complete	Complete
147	2 shifts on – had immediate man power	Complete	Complete
148	Need to make LE notification with # changes	Complete	Complete
149	CAD JR at the CTC	CAD Jr needs primary center to function IF operating out of primary site. Can operate at CTC IF there is power independent of primary site.	Complete
150	CTC back up power	**CTC had lost power twice, Shane was concerned that CAD Jr would not have functionality. CAD Jr + UPS 20 minute life time. (UPS runs longer, but core switch can only run for about 18 minutes before run out of power)	Complete
151	CAD- DATA LOSS	Resolved	Complete
152	Kelson – Schedule a meeting with Mission Critical Systems (MCS) to review MCP's evaluation and recommendations.		Complete
153	Kelson – Review NFPA 1221 and begin attending the annual NFPA conference.	In progress. Conference in June.	Complete
154	Jim (MCP) – Forward specifications of our Mitsubishi UPS system along with the installation recommendations, N+1, which should allow for a spare module.	Pending	Complete
155	Kelson/Diane – Review the specifications and confirm with MCS how we are installed and configured.	Pending	Complete
156	Kelson/Diane – Confirm with MCS if our UPS is a 10KVA model. Do we have 40? Then we only need a 30 KVA. We can run 40, require a 30 leaving the ability to shut down a module (10).	Pending	Complete

157	Kelson/MCS – change the backup power supply conjunction to never automatically switch from generator to Utility. Once utility power is available, the Center will determine when it is best to switch back to Utility.	Determined to leave as is with the UPS completion project.	Complete
158	Call Athena/MCP for UPS support	Called and referred to facility specialist	Complete
159	Met with Dennis/Athena	Reviewed the current back up power design	Complete
160	Call with SMUD	Much confusion over the power failure	Complete
161	MCP Facility specialist	Several calls and review of the timeline	Complete
162	Kelson/Diane – Schedule a meeting with Access Systems to review their board and the issues of the power outage	Complete.	Complete
163	Dan – Update the Method of Procedure (MOP) to complete Phase 2 of the UPS project and include a list of critical and single corded equipment. Has the option to be plugged into two separate power source. Related to electrical plan from Mission Critical. Needed ahead of UPS project.	Complete.	Complete
164	Jim/Dan – Provide updated support documentation following completion of UPS project	Complete.	Complete
165	Jim/Dan – Provide training to SRFECC support staff on how to support the UPS system	Complete.	Complete
166	Dan – Provide updated placards with positional direction and place on all back up power supply equipment	Complete.	Complete
167	Dan – Schedule an onsite walk through of SRFECC electrical configuration	Complete.	Complete
168	Jim/Dan – Configure the back up power supply to NEVER automatically switch back to Utility power. The SRFECC staff will manually switch back when ready.	Complete.	Complete
169	Jim/Dan – Confirm our configuration. Is it an N+1? Is it NFPA 1221 compliant?	Confirmed our UPS's are N+6	Complete
170	MSC to provide numerous quotes	Received.	Complete
171	o End to end back power supply maintenance to include generators, ATs and UPS	Complete.	Complete

172	o Anthem – monitoring of the switch gear, generator and ATS. This is IP monitoring using a Cradle point access point with cellular connectivity	Does not provide ROI.	Complete
173	o Annual thermal image scanning	Does not provide ROI.	Complete
174	o Certificate course for UPS Training and Support	Training to be scheduled.	Duplicate
175	Update the manual call entry form	Complete for UPS Completion.	Complete
176	Train on the manual cards	Training will occur as needed.	Complete



## **Sacramento Regional Fire/EMS Communications Center**

10230 Systems Parkway, Sacramento, CA 95827-3006

[www.srfecc.ca.gov](http://www.srfecc.ca.gov)

### **SRFECC Board Up Program Selected Contractors, Contract years 2021-2024** *(in no particular order)*

Regional Builders, Inc.  
B-Line Construction  
DH Construction  
Duarte Construction  
Golden State Construction  
Five Star Restoration and Construction