

Ross Valley Fire Department

777 San Anselmo Avenue, San Anselmo, CA 94960

AGENDAS & STAFF REPORTS ONLINE: <https://rossvalleyfire.org/about/board/board-meetings>
Email: mblack@rossvalleyfire.org

ROSS VALLEY FIRE DEPARTMENT BOARD OF DIRECTORS AGENDA Wednesday, January 11, 2023

Workshop: 5:30 pm
RVFD Board Meeting: 6:30pm
Closed Session: Following the Board Meeting

This meeting will be held via teleconference only in order to reduce the risk of spreading COVID-19 and pursuant to Governor Newsom's Executive Orders N-25-20 and N-29-20.

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For callers *9 to raise your hand *6 to mute/unmute

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Workshop

1. **Call to order – 5:30 pm.**
2. Open time for public expression. The public is welcome to address the Board at this time on matters, not on the agenda. However, please be advised that pursuant to Government Code Section 54954.2, the Board is not permitted to take action on any matter not on the agenda unless it determines that an emergency exists or that the need to take action arose following the posting of the agenda.
3. Presentation from Local Motion Solutions on Leadership and Governance Study;
recommendation: Receive Presentation and direct staff.
[Item 3a - Staff Report for Governance and Leadership](#)
[Item 3b - Future Governance and Leadership Draft Report from LMS](#)
[Item 3c - Future Governance and Leadership Slide Presentation](#)
4. Adjourn

Committed to the protection of life, property, and environment.

SAN ANSELMO • FAIRFAX • ROSS • SLEEPY HOLLOW

1

RVFD Board Meeting

1. **Call to order – 6:30 pm.**
2. Open time for public expression. The public is welcome to address the Board at this time on matters, not on the agenda. However, please be advised that pursuant to Government Code Section 54954.2, the Board is not permitted to take action on any matter not on the agenda unless it determines that an emergency exists or that the need to take action arose following the posting of the agenda.
3. Board requests for future agenda items, questions, and comments to staff, staff miscellaneous items.
4. Chief Report – Verbal update by Chief Weber
5. Consent Agenda: Items on the consent agenda may be removed and discussed separately. Discussion may take place at the end of the agenda. Otherwise, all items may be approved with one action.
 - a) Acknowledge check register issued during October, November, December
[Item 5a – Check Register](#)
 - b) Receive call report and out of jurisdiction report for October, November, December
[Item 5b – Call and Out of Jurisdiction Reports](#)
 - c) Receive current budget report for FY 22-23 through December
[Item 5c – Budget Report](#)
 - d) Approve Minutes of the October 12, 2022, Board Meeting
[Item 5d – Minutes October 12, 2022](#)
 - e) Approve Resolution 23-01 Allowing Virtual RVFD Board Meetings in Compliance with AB 361
[Item 5e – Staff Report for Resolution 23-01](#)
[Item 5e – Resolution 23-01](#)
6. Appoint President and Vice President to the Board for 2023
[Item 6a - Staff Report to Appoint President and Vice President to the Board for 2023](#)
7. Receive Audit Presentation from MD&A and accept FY 21-22 audited financials.
[Item 7a - Staff Report for the Annual Independent Audit](#)
[Item 7b - RVFD Audit Presentation](#)

8. Receive update on Fire Dispatch Services; Recommendation: receive update and authorize Executive Officer to send a letter of intent to participate in Countywide Fire Dispatch services.

[Item 8a – Staff Report for Dispatch Services](#)

[Item 8b - MCSO Letter](#)

[Item 8c - REDCOM Feasibility Study Report](#)

[Item 8d - Letter of Intent Dispatch](#)

9. **Convene in Closed Session-** Consider adoption of Resolutions 23-02 and 23-03. Resolutions of the Ross Valley Fire Department Board of Directors delegation of authority to make an industrial disability determination for CalPERS.

[Item 9a - Staff Report to request closed session](#)

10. **Announcement of Closed Session Action-** Reporting on any action taken at this meeting will be done in open session at the beginning of the next RVFD Board of Directors' regular meeting.

11. Adjourn

The next meeting is scheduled for Wednesday, February 8, 2023, Location TBD.



s/Monique Black, Temporary Administrative Assistant

This agenda was posted in accordance with #54954.2 and #54954.3 of the Government Code. Any writings or documents provided to a majority of the Board regarding any item on this agenda after the distribution of the original packet will be made available for public inspection at the public counter at the Fire Station located at 777 San Anselmo Ave., San Anselmo. AMERICAN SIGN LANGUAGE INTERPRETERS AND ASSISTIVE LISTENING DEVICES MAY BE REQUESTED BY CALLING (415) 258-4686 AT LEAST 72 HOURS IN ADVANCE. COPIES OF DOCUMENTS ARE AVAILABLE IN ACCESSIBLE FORMATS UPON REQUEST.

**ROSS VALLEY FIRE DEPARTMENT
STAFF REPORT**

For the meeting of January 11, 2023

To: Board of Directors

From: Jason Weber, Fire Chief

Subject: Workshop from Local Motion Solutions related to Governance and Leadership Study

RECOMMENDATION

Receive draft report and presentation from Local Motion Solutions on options surrounding future Governance and Leadership of the Ross Valley Fire Department. Direct staff regarding next steps in the process.

BACKGROUND:

The Ross Valley Fire Department (RVFD) is a consolidated department protecting lives, property, and the environments of Ross, San Anselmo, Sleepy Hollow, and Fairfax. The Department's history can be traced to the early 1900s, starting with the formation of small volunteer fire departments in the newly formed towns of Ross, San Anselmo, and Fairfax. Built near the wildfire-prone slopes of Mount Tamalpais, these communities were and continue to be acutely aware of the risk of fire.

In 1982, the Fairfax Fire Department and the San Anselmo Fire Department joined forces and became the Ross Valley Fire Services. At the time, Sleepy Hollow was receiving fire protection from the Town of San Anselmo through a service contract. Sleepy Hollow chose not to become a Joint Powers Authority (JPA) member while maintaining a non-voting seat on the Board. In 2010, the JPA expanded to make Sleepy Hollow a full JPA member, ending its contract for service with the Town of San Anselmo.

In 2012, Ross Valley Fire Department's Board of Directors voted to consolidate fire services with the Town of Ross, incorporating the Town of Ross Fire Station 18 into the Ross Valley Fire Department. Therefore, the current aggregate population of the Department's service area is estimated to be 24,785, served from 4 fire stations with nine (9) suppression personnel on duty daily.

In 2015 RVFD outsourced financial services to the Town of San Anselmo to provide accounting services such as account receivables (AR), account payables (AP), payroll, and other general

finance services. In August 2018, the RVFD entered into a Memorandum of Understanding (MOU) with Marin County Fire Department (MCFD) to provide administrative and executive services. However, the MOU between RVFD and MCFD terminates on June 30, 2023.

The Ross Valley Fire Department has used the services provided by MCFD as outlined in the MOU for “Fire Chief” and other command/leadership since August of 2018. However, the MOU won’t be renewed. Instead, the department is using the opportunity to recommend a path forward for governance and leadership, ensuring the long-term sustainability of Fire and Emergency Services.

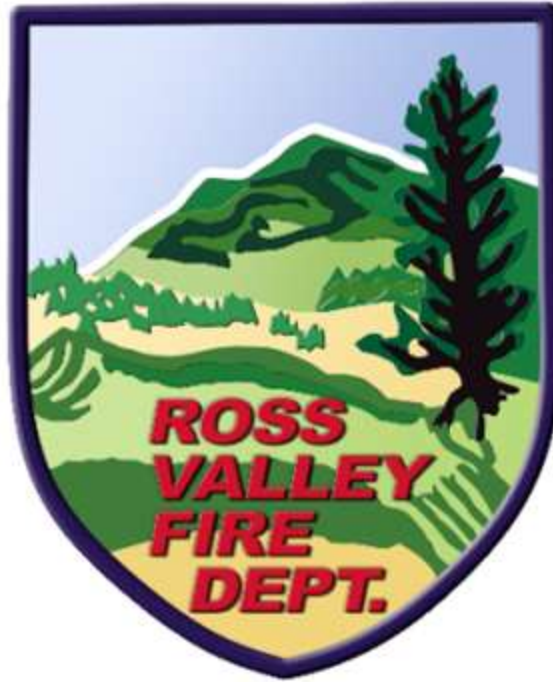
The department is seeking options for the succession of the MOU, which could include multiple scenarios that require research and, ultimately, policy options to be presented to the RVFD Fire Board. Therefore, the RVFD proposes a phased approach to gather information, compile and narrow options, and present to the RVFD Board several policy considerations.

The RVFD released a request for proposal after your May board meeting, soliciting a contractor to complete a leadership and governance study. RVFD received three proposals from well qualified vendors to complete the study. RVFD Management Team including a member of the Sleepy Hollow Fire District reviewed the three proposals. Your board selected Local Motion Solutions (LMS) to complete the “Governance and Leadership” study. The attached draft report from LMS and accompanying presentation will be the first opportunity for your board to review different options for future department leadership and governance.

Staff is recommending you take this first opportunity to review the information presented in the workshop. The management team is recommending a presentation to each Town Council during the months of January and February and will return to your Board for policy direction.

FISCAL IMPACTS:

The receipt of this staff report and Local Motion Solutions presentation has no direct fiscal impacts. Any fiscal impacts will be brought back to your Board at a future date.



Ross Valley Fire Department

Future Governance Leadership

January 11, 2023

LMS

Local Motion Solutions

Contents	Page
Overview	3
History of Ross Valley Fire Department	4
Management Leadership	5
Summary of Scope of Work	6
Executive Summary	6
Revenue and Future Expenses	7
Governance vs Leadership	8
Overview of Options	
Independent Fire District	10
Dependent Fire District	12
Joint Powers Agreement	14
Joint Powers Authority	18
Contract for Service	19
Stand Alone Agency	21
Next Steps	22

Overview

This report was developed to assist the Ross Valley Fire Department (RVFD) in evaluating options for managing the agency. This was brought about by the expiration of the contract for services with the Marin County Fire Department. Because Marin County Fire Department has chosen not to renew the contract for services with Ross Valley Fire Department, the Board needs to develop a plan for the management of the agency going forward.

RVFD has requested that Local Motion Solutions provide pros and cons, and other considerations of six potential management solutions for the future.

It should be noted that some of the options may not be implemented by the time the contract with Marin County Fire Department expires. This may require the RVFD to explore short-term options as a bridge to get to the desired model. The MOU for administrative and executive services with the Marin County Fire Department terminates on July 1, 2023.

Although the Ross Valley Fire Department Board had requested the pros and cons of each of the different options, not all the options are mutually exclusive. As an example, RVFD may opt to go with a District model but at the same time rehire a Fire Chief and move forward with a stand-alone Fire Department. Another option is to opt for the district model but choose to enter a Joint Powers Authority.

The Board really has two separate actions that it needs to make in its effort to move forward. The first is determining which governance model to pursue. Because the Ross Valley Fire Department serves four different agencies, there are basically two options, a district or a Joint Powers Authority. Each of these is discussed in greater detail later in this report.

The second is to determine how to manage fire services. This can be a contract for services, Joint Powers Agreement, Joint Powers Authority, or returning to a stand-alone fire chief model. Each of these options is discussed in greater detail later in this report.



History of the Ross Valley Fire Department

Historically, the towns of Fairfax, Ross, and San Anselmo each had their own stand-alone fire department. The Sleepy Hollow Fire Protection District (SHFPD) formed in 1949 and had a long-standing contract with the Town of San Anselmo for fire protection services. The Town of San Anselmo and the Town of Fairfax merged their two departments in 1982 into a joint powers agency, creating the Ross Valley Fire Department. Prior to the JPA, each agency had its own fire chief. The new agency would operate under a single fire chief. Service to Sleepy Hollow continued under the contract with the Town of San Anselmo. In 2010, the JPA was expanded to make SHFPD a full member of the JPA, ending its contract for service with the Town of San Anselmo. In 2012, the Town of Ross, which had been under contract with the Ross Valley Fire Department for Battalion Chief staffing coverage, became a member agency of the Ross Valley Fire Department Joint Powers Agreement.

The Ross Valley Fire Department is governed by an eight-member board that is comprised of two designees from each of the four participating agencies. The Town Councils of Fairfax, San Anselmo, Ross, and the Sleepy Hollow Fire Protection District Board of Directors annually designate two voting members to sit on the RVFD Board. Additionally, each entity has an alternate designated to serve in his/her place in the event of a scheduling conflict.

The RVFD Board of Directors oversees policy adoption, approving an annual budget, and setting fees for services, among other things. Any of the following changes requires a unanimous vote of the full board; Changes in the member agency's cost-sharing percentage, revision of the adopted budget that results in an increase in the annual member's contribution, any change to fire station service levels, or approval of any single expenditure in excess of 3%.

Management Leadership

RVFD receives administrative oversight from an Executive Officer (currently the Town Manager of San Anselmo). The Executive position is appointed by the Town Managers of Fairfax, San Anselmo, and Ross. The Board of Directors appoints a Fire Chief for operational oversight. The Fire Chief reports to the Board through the Executive Officer.

The current Fire Chief is the Marin County Fire Chief, whose services are currently rendered through a memorandum of understanding (MOU) with the Marin County Fire Department (MCFD).

The MOU also provides the Department with the services (when necessary) of the Deputy Chief-Operations, Deputy Director of Fire, Fire Marshal, Battalion Chief-Wildfire Protection, Battalion Chief (Training), Battalion Chief (EMS), Administrative Services Manager, Administrative Services Associate, and other MCFD staff as determined necessary by the MCFD.

Under this shared services agreement, RVFD pays 30% of the total cost of the Fire Chief's services to the MCFD, as well as varying lesser percentages for the other previously mentioned positions.

Other services provided to RVFD by MCFD include management and oversight for financial services and administration, managing human resource functions, providing management and general oversight of the Department's community risk reduction programs, providing management and general oversight of the Department's Emergency Medical Services (EMS) program, and providing general coordination of the Department's training program.

The current staffing level is 33 Full-Time Equivalent (FTE) employees. The MOU for administrative and executive services with the Marin County Fire Department terminates on July 1, 2023.

The RVFD is seeking options for a succession of the MOU which could include multiple scenarios that require research and ultimately policy options, to be presented to the RVFD Fire Board. The RVFD is proposing a phased approach to gather information, compile and narrow options, and present RVFD Board with several policy considerations.



Summary Of Scope of Work

Ross Valley Fire Department appointed Local Motion Solutions, LLC to conduct a fire and emergency services Governance study to include a high-level assessment of:

1. The existing emergency service levels.
2. The service delivery cost-effectiveness of the six broad approaches to organizing the delivery of fire services and a discussion of the appropriate governance arrangements as alternatives to the present situation:
 - a. Independent District
 - b. Dependent District
 - c. Contract For Services
 - d. Joint Powers Agreement
 - e. Joint Powers Authority
 - f. Stand Alone Fire Department
3. A gap analysis to determine where the existing revenue structure can or cannot support the existing and improved service levels and a summary discussion of available fiscal approaches to closing the fiscal gap.
4. The study was designed to provide options for the parties to consider that will most effectively organize the delivery of fire services and achieve the following objectives:
 - a. Stabilize existing services.
 - b. Maintain what is working well.
 - c. Expand partnerships to gain economies of scale.
 - d. Broadly identify the next steps depending on the policy options chosen.

Executive Summary

It is important to note there are no mandatory federal or state regulations directing the level of fire service a department must provide. What is required is that the Ross Valley Fire Department Board provide fire services with the safety of the firefighters and community as its primary objective. Given this requirement, the Ross Valley Fire Department is now charged to choose a Governance model that meets the goal to staff, train, and equip an effective fire service across four neighboring communities.

Local Motion Solutions finds the costs associated with providing fire services are only rising. The challenges to sustain small Fire Departments are not exclusive to the Ross Valley Fire Department, as it is a challenge most small fire departments are facing statewide. The goals are similar, and that is providing the highest level of fire services based on the financial resources available. Each of the four agencies needs to balance the competing needs of the community with limited financial resources against the fire threat faced year-round.



Revenue and Future Expenses

The current revenue structure should be reviewed as long-range planning continues. The Board is working towards staffing each of the engine companies, so that there are three firefighters on every engine vs the current staffing level of two.

This increase staffing level comes with ongoing expenses. Some of the expense will be absorbed by

the closure of Station #18 in Ross. It is clear, that additional sources of revenue are needed to assure the firefighters are working in safe and operational effective facilities.

There is also a need to address the immediate upgrades to bring the Fire Stations into code and equipped with modern living facilities. Long-range funding needs to be explored to address significant remodeling of the three Fire Stations, each with different upgrades needed at Stations #19, #20, and #21.

The overall General Fund Budget for Ross Valley Fire Department as budget at projected in 2021-22 is \$12,058,636 and the cost allocation per the four agencies is as follows:

Total Budget Allocation Per Agency FY 2021-22:

Agency	Fire Budget	% of Allocation
San Anselmo	\$3,739,735	40.53%
Town of Ross	\$2,183,012	23.37%
Town of Fairfax	\$2,149,921	23.30%
Sleepy Hollow	\$1,181,073	12.80%
Total	\$9,253,741	100%

Marin County Fire Administrative Budget & Allocation Per Agency:

Agency	Fire Budget	% of Allocation
San Anselmo	\$132,865	40.53%
Town of Ross	\$76,611	23.37%
Town of Fairfax	\$76,381	23.30%
Sleepy Hollow	\$41,961	12.80%
Total	\$327,818	100%

Governance vs Leadership/Management

In addition to the normal challenges of providing fire services, the Ross Valley Fire Department must now navigate the transition of separating from the leadership of Marin County Fire and moving to a new leadership structure by July 1, 2023. Local Motion Solutions evaluated all aspects of the six governance options. All options are presented with pros and cons.



It is important to understand that not all options are mutually exclusive. As an example, the Department may opt to go with a district model and opt for a stand-alone Fire Chief model. It may also remain a Joint Powers Authority and enter into a Joint Powers Agreement with other agencies. As a result, the Board has two separate decisions:

Governance

How is it funded and managed politically?

- Independent District
- Dependent District
- Joint Powers Authority (current agencies)
- Joint Powers Authority (additional agencies)

Leadership/Management

How is it managed, led, and organized?

- Contract for Service
- Joint Powers Agreement (shared Services)
- Joint Powers Authority (additional agencies)
- Stand Alone Fire Agency

It should be noted that some of the options may not be implemented by the time the contract with Marin County Fire Department expires. This may require the RVFD to explore short-term options as a bridge to get to the desired model.

In this report, Local Motion Solutions is highlighting what we believe to be the first step in a multi-step process.

Fire Services Governance

There are two fundamental governance models. The first is the creation of or annexation into a single district with a single board of directors. As shared in more detail below this could be with either an Independent District or a Dependent District. This is the most stable form of governance but, not as common because the Town Councils of separate municipalities prefer their communities to maintain local fiscal and policy control. This could be with either an Independent District or a Dependent District.

The second model is a Joint Powers Authority. When local government agencies seek to provide consolidated services and yet want to retain a greater measure of fiscal and operational oversight than a single enlarged district would allow, they usually turn to the creation of a Joint Powers Authority.

Joint Powers Authority vs Special District

	Joint Powers Authority	Special District
Legal Authority:	Section 6500 of the California Government Code	Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Act)
Formation:	Joint exercise of powers agreements	LAFCO approval and Board/Council or voter approval
Governance:	Determined by the JPA's member agencies	Governing board (elected/appointed)
Services:	Any common powers	Only what state law allows

Explanation of Each Governance and Leadership Option

Independent District

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Act) establishes procedures for local government changes of organization, including city incorporations, annexations to a city or special district, and city and special district consolidations.

An Independent Fire District is a financially and politically separate government agency.

"District" or "special district" are synonymous and mean an agency of the state, formed pursuant to general law or special act, for the local performance of governmental or proprietary functions within limited boundaries and in areas outside district boundaries when authorized by the commission pursuant to Section 56133 of Reorganization Act of 2000.

A fire district board may be elected "at large" or elected to represent a geographical area.

Examples of independent fire districts in Marin

Fire District	Area Served
Kentfield Fire Protection District	Kentfield and unincorporated Greenbrae
Novato Fire Protection District	City of Novato and surrounding unincorporated areas (Ignacio, Black Point, Green Point, Bel Marin Keys, Atherton)
Southern Marin Fire Protection District	City of Sausalito, ¼ Town of Tiburon, Unincorporated area surrounding Mill Valley (Tamalpais Valley, Almonte, Homestead Valley, Alto, Strawberry) Marin Headlands, Fort Cronkhite, Fort Baker, Fort Berry by contract with NPS *There is currently an application to LAFCO for the annexation of the City of Mill Valley into the District

Independent District - Two Options

There are two options for an independent district model for Ross Valley. The first is the creation of a completely new district.

The second option is to use the existing Sleepy Hollow Fire Protection District as the base agency and for each Town to be annexed into the existing District. Either option would require an application to Marin LAFCO (Local Agency Formation Commission).

To create a Ross Valley Fire District, each town council would have to vote to move forward with the application process for the formation of a new district or to be annexed into the Sleepy Hollow Fire Protection District.

While not optimal, it is possible to create a district without all the current members of the RVFD being in the new district. This would require renegotiation and rewriting of the existing JPA. This would have to include a plan for dealing with retirement liabilities and OPEB (Other Post-retirement Employee Benefits).

The expansion or creation of any district would have to be approved by LAFCO. The application to LAFCO can be a lengthy process and would likely not be concluded by the end date of the contract with the Marin County Fire Department. The application would include a pre-application meeting with LAFCO to discuss the process and required components of the application. The process would include the application itself, plan for services, legal boundary description, potentially GIS data, CEQA compliance (likely to be CEQA exempt), fiscal impact report, illustrative maps, a sphere of influence amendment, and application fees.

The plan for services would have to include how the new district would be funded. The only realistic option would be a tax transfer from the existing towns to the new fire district. The amount of the tax-transfer would be approximately the current cost borne by the agencies.

Towns would no longer be responsible for fire protection.

Pros

- The ability of the Fire District to address its own responsibilities and remain autonomous.
- Elected representatives make up the Board of Directors.
- Budget is independent and no longer part of the Town budgets.
- Property Tax shift is negotiated.
- Current “islands” in the Ross Valley Area could be included.
- Future cost is no longer a strain on the Town budgets.

Cons

- Lack of Town Council Oversight (loss of local control).
- The shift of Property Tax (most stable Town revenue).
- Disconnected from individual Town services.
- Focus on the creation of a district may distract from the pursuit of other models that may provide a greater immediate financial benefit.

Cost

- The cost for a dependent district is directly tied to the type of leadership Model that the future RVFD employs.
- Given a specific leadership model, the cost to maintain the current governance versus a district will likely be very similar.

Dependent Fire District

A dependent fire district is financially separate but politically subservient.

A dependent special district includes any special district that has a legislative body that consists, in whole or part, of ex officio members who are officers of a county or another local agency.

All the same laws (Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000) apply to a dependent district, just as an independent district.

The creation of a dependent district would also follow the same LAFCO procedure.

Dependent District – Examples of Dependent Districts in Marin

District	Area Served/Board Makeup
Marin/Sonoma Mosquito Abatement District	Marin County, Sonoma County, every city or town in Marin or Sonoma Counties. Supervisors and town/city council members
Golden Gate Bridge District	San Francisco, Marin County, Sonoma County, Napa County, Mendocino County, and Del Norte County. Combination of Board of Supervisors and Appointees.
Marin County Open Space District	Marin County Board of Supervisors serves as the MCOSD Board.
CSA 19 (Unincorporated islands, San Rafael)	Marin County Board of Supervisors
CSA 31 (Unincorporated islands, Marin)	Marin County Board of Supervisors

There are no dependent districts in Marin that are true fire agencies. There are two County Service Areas that provide funding to existing fire agencies.

The process for creating a dependent district is the same as in an independent district, A plan for services would have to include how the new district would be funded. Again, the only realistic option would be a tax transfer from the existing towns to the new fire district. The amount of the tax-transfer would be approximately the current cost borne by the agencies.

The District Board would be appointed by the individual agencies.

Fire examples: Contra Costa County Fire, Alameda County Fire, Santa Clara County Fire, and South Santa Clara County Fire.

Pros

- Ability of the Fire District to address its own responsibilities and remain autonomous.
- Elected representatives make up the Board of Directors.
- Budget is independent and no longer part of the Town budgets.
- Property Tax shift is negotiated.
- Current “islands” in the Ross Valley Area could be included.
- Future cost is no longer a strain on the Town budgets.
- Council appoints Board representatives.

Cons

- Board focus is not independent of the individual agencies.
- The shift of Property Tax (most stable Town revenue).
- Disconnected from individual Town Services.
- Focus on the creation of a district may distract from the pursuit of other models that may provide a greater immediate financial benefit.

Cost

- The cost for a dependent district is directly tied to the type of leadership Model that the future RVFD employs.
- Given a specific leadership model, the cost to maintain the current governance versus a district will likely be very similar.

JPA's - Joint Powers Agreements or Joint Powers Authority

Section 6500 of the California Government Code allows public agencies to enter into joint powers agreements and joint powers authorities.

Joint Powers Agreement

A Joint powers agreement consists of two or more agencies sharing or exercising common powers. Each agency continues to maintain independence for providing the service. Employees continue to work for the original agency. This should not be confused with a joint powers authority, such as the Ross Valley Fire Department.

Joint powers agreements may also be referred to as simply *shared services* or a *shared services agreement*. This enables agencies to share any services that both can provide legally. This allows the agencies to utilize personnel or resources to greater advantage by eliminating duplication of services.

This differs from a contract for service in that both agencies put resources or services into the agreement. As an example, one agency may put in management services while another agency puts in battalion chief coverage. It's up to the two agencies to determine what is fair and equitable between them. Sometimes it may also involve payment to cover an imbalance in resources put into the joint powers agreement. Examples of this are many and varied throughout Marin (see below).

One of the difficulties in shared services agreements or joint powers agreements is that there is not a single governing body overseeing the provision of service. Direction often relies on a committee with limited authority or *ad hoc* agreements between the two agencies. Over time, these understandings between the two agencies can drift or change. Because the agencies are separate, it can be difficult to focus on long-range planning and long-range capital outlay. Each agency still maintains its own budget, employees, and policies. Because employees work for separate agencies, there may be misunderstandings about the chain of authority, priorities, allegiances, and the mission of the organization. This can lead to difficulties with employee discipline, collective bargaining, working conditions, and benefits.

Joint powers agreements are good for sharing a single service or function within an organization, or as a bridge to get to another governance model, such as annexation, a full contract for service, or a joint powers authority. Joint powers agreements should not be used as a permanent replacement for any of those.

Examples of Joint Powers Agreements in Marin

Agencies	Services Shared
Southern Marin fire protection District City of Mill Valley	<p>Currently, the SMFPD and the MVFD operate a single fire department under a Joint Powers Agreement.</p> <p>As noted earlier in this report, the City of Mill Valley and the Southern Marin Fire Protection District currently have an application with LAFCO for the annexation of the City of Mill Valley into the Fire District.</p>
Central Marin Fire Authority Kentfield Fire Protection District	<p>The CMFA and the KFPD share battalion Chief coverage for the two service areas with CMFA covering two shifts and KFPD covering one shift.</p>
City of San Rafael Marinwood Community Services District (Marinwood Fire Department)	<p>SRFD and MCSD share initial response resources with Marinwood providing first-due response to city areas and San Rafael providing Battalion Chief Coverage.</p> <p>*Under separate agreements, San Rafael provides a Fire Chief and Fire Prevention services.</p>

Joint Powers Agreements

Pros

- Joint Powers Agreements are flexible and easy to form.
- Joint Powers Agreements are effective for sharing limited services or as a bridge to get to a more permanent agreement.
- Any government agency can participate in a Joint Powers Agreement.
- Member agencies may negotiate their levels of commitment.
- It allows agencies to essentially trade services or resources.
- It's up to the agencies to determine what is fair and equitable between them.
- Sometimes it may also involve payment to cover an imbalance in resources put into the Joint Powers Agreement.
- Joint Powers Agreements may be canceled without significant unwinding.

Joint Powers Agreements

Cons

- There is not a single governing body overseeing the provision of service.
- Direction often relies on a committee with limited authority or ad hoc agreements between agencies.
- Over time, understandings between the two agencies can drift or change.
- Each agency still maintains its own budget, employees, and policies.
- Because the agencies are separate, it can be difficult to focus on long-range planning and long-range capital outlay.
- Because employees work for separate agencies, there may be misunderstandings about the chain of authority, priorities, allegiances, or the mission of the organization. This can lead to difficulties with employee discipline, collective bargaining, working conditions, and benefits



Central Marin Fire

Central Marin Fire has expressed interest in a joint powers agreement as a potential bridge to a joint powers authority. No other agency expressed an interest in participating in a joint powers agreement.

A joint powers agreement or authority with Central Marin Fire presents the only opportunity which is either cost-neutral or a potential opportunity for savings.

Central Marin Fire and Ross Valley Fire are similar agencies, both agencies are joint powers authorities serving small municipalities. Each agency has four stations and a similar management structure.

We have worked with the management staff of Ross Valley Fire and Central Marin Fire to create a possible organizational structure and potential cost for the structure.

It should be noted that this is a hypothetical structure and costs represent a high-level look at potential costs.

Current Staffing RVFD and CMFD vs Potential Staffing of a Combined Agency

Position	CMFD	RVFD	Combined	Combined Agency
Fire Chief	1		1	1
Dep Chief		1	1	1
Batt Chief (Shift)	2	2	4	2*
Batt Chief (Admin)	1		1	3*
Total Chief Officers	4	3	7	7
Inspector	1	2	3	3
Wildfire Hazard Spec II	1	1	2	2
Wildfire Hazard Spec I		1	1	1
Emergency Prep Coord	1	1	2	2
Total Prevention/Preparedness	3	5	8	8

*Currently CMFD participates in a JPA with Kentfield Fire for a Shift Battalion Chief. Whether this makes sense in the long-term should be evaluated. Admin B/Cs would include a Training Officer, Fire Marshall, and possibly an EMS Officer.

Cost

Because the proposed organizational structure uses existing personnel reassigned to eliminate duplication and focus on more strategic needs, the cost would likely be approximately or possibly slightly less than the current cost.

Joint Powers Authority or Agency

A joint powers authority is distinct from the member authorities; they have separate operating boards of directors. These boards can be given any of the powers inherent in all the participating agencies. The authorizing agreement states the powers the new authority will be allowed to exercise. The term, membership, and standing orders of the board of the authority must also be specified. The joint authority may employ staff and establish policies independently of the constituent authorities.

A joint powers agency or joint powers authority (JPA) is a new, separate government organization created by the member agencies, but is legally independent from them.

Like a joint powers agreement (in which one agency administers the terms of the agreement), a joint powers agency shares powers common to the member agencies, and those powers are outlined in the joint powers agreement.

Joint powers authorities receive existing powers from the creating government agencies.

Examples of Joint Powers Authorities or Agencies in Marin

Agency	Area Served
Ross Valley Fire Department	Town of Fairfax, Town of Ross, Town of San Anselmo, and Sleepy Hollow Fire Protection District
Central Marin Fire Authority	Town of Corte Madera and City of Larkspur
Central Marin Police Authority	Town of Corte Madera, City of Larkspur and Town of San Anselmo

The Joint Powers Authority model with Central Marin Fire presents an opportunity which is either cost neutral or possibly presents an opportunity for savings. We have worked with the management staff of Ross Valley Fire and Central Marin Fire to create a possible organizational structure and potential cost for the structure. It should be noted that this is a hypothetical structure and costs represent a high level estimate of the anticipated costs.

Pros

- Joint Powers Authorities are flexible.
- A Joint Powers authority may be more efficient than separate governments.
- Joint Powers Authorities allow local agencies to join forces and tackle issues together.

- A Joint Powers Authority can use the personnel, expertise, equipment, and property of each agency, promoting economy and efficiency.
- A Joint Powers Authority can work on regional solutions.

Cons

- It is unlikely that a Joint Powers Authority could be completed before the termination of the contract with MCFD.
- A Joint Powers Authority requires that all employee benefits be brought into alignment.
- All employees must be transferred to the new agency.
- Cost-sharing formulas need to account for existing unfunded retirement liabilities and OPEB (Other Post-Employment Benefits).
- Joint Powers Authorities can be difficult to unwind (unfunded retirement liabilities and OPEB).
- Larger Joint Powers Authorities may have a large Board of Directors.
- Because Directors represent individual agencies, Board focus may not be independent of the Cities and Towns

Cost

- Because the proposed organizational structure uses existing personnel reassigned to eliminate duplication and focus on more strategic needs, the cost would likely be approximately or possibly slightly less than the current cost.

Contract for Service

A contract for service is one agency paying another to provide a service or a portion of service.

Contracts can be for management services, fire prevention, shift battalion chief coverage, or for the provision of all emergency response.



Contracts for Service Examples

Agencies	Services
Marin County/Ross Valley	Overhead services: Fire Chief, Deputy Chief, Fire Marshall
Tiburon Fire, City of Belvedere	Tiburon provides all fire services to Belvedere
San Rafael, Marinwood	San Rafael provides Fire Chief and Prevention services
Southern Marin, National Park Service	Southern Marin provides all emergency response but, does not provide fire prevention.

Pros

- Quick to initiate, good short-term solution.
- Can be easy to negotiate.
- Focused contract responsibilities.
- Cost-effective.
- Can provide experienced leadership.

Cons

- The contract agency may not get the same level of attention as the contractor agency.
- It may place heavier or competing workloads on contractor employees.
- Expectations may not always be clear.
- Lines of authority are not always clear.
- The contractor may have to hire additional personnel to meet expectations (this creates long-term obligations).
- Costs may be more volatile.
- Not always a long-term solution.

Contract for Service - Possibilities

Unfortunately, none of the surrounding agencies were interested in pursuing a contract for services for overhead. This included providing a fire chief or a deputy chief acting as the primary administrator for Ross Valley.

Marin County did express an interest in a contract for providing all fire services in a long-term contract (all employees under the County contract).

Because of differences in compensation packages, the increased cost to Ross Valley would likely be in excess of \$1 million.

A full contract for service polled very unfavorably with Board and Council members.

LMS did not pursue this option in detail.

Stand Alone model – Hire Fire Chief and Management Team

Ross Valley Fire Department historically has had a single fire chief who oversaw administration, operations, and fire prevention.

The fire service has become more complex with greater demands placed on fire service managers. Most modern fire agencies of Ross Valley's size have separate managers assigned to these three functions.

Fire service leaders who are overworked cannot provide mentorship and leadership for their agencies. Mentorship programs are essential in building future fire service leaders.

Ross Valley would likely have to hire/promote not only a fire chief but likely a deputy chief and possibly a fire marshal.

Pros

- Maintains local control.
- Ross Valley Fire Department would be the chief's sole focus.
- Simple and maintains the status quo.

Cons

- Will increase costs.
- A small pool of candidates internally.
- Hiring from the outside can bring unknown qualities.
- Duplicates services of adjacent agencies

Cost

- The cost to return to a stand-alone fire chief model will be dependent on the management structure employed. Below is an estimate of the likely costs.

Stand-Alone Fire Management vs Current Cost	
Current Cost with Marin County	\$ 327,000
Projected Cost Stand-Alone RVFD	
Fire Chief	\$ 291,000
Deputy Chief	\$ 280,000
Fire Marshall	\$ 269,000
Total	\$ 840,000
Projected Increase	\$ 513,000

Next Steps

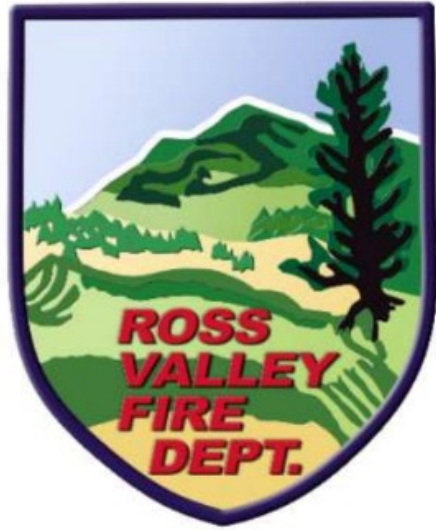
This report summarizes a high-level overview of each of the options available to the Ross Valley Fire Department. For all the options above, there will need to be additional discussion by elected officials and potentially members of the department.

It would benefit the agency to put further focus on a limited set of options that have the greatest potential for success. The Board should narrow the options for a deeper review.

Based on a limiting of options, Local Motion Solutions can provide a more in-depth review of possible options.

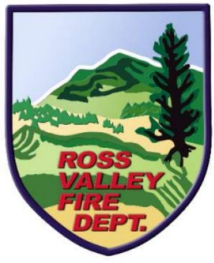
Board members should review the presentation, read over the report, and forward any questions to the fire chief.





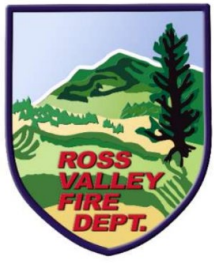
Ross Valley Fire Department Future Governance Leadership Project Update

Wednesday, January 11th, 2023



Scope of Work

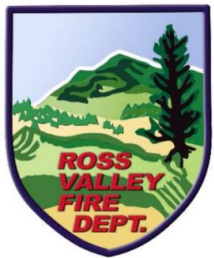
The Fire Board has requested that Local Motion Solutions provide pros, cons, and other considerations of six potential management solutions for the future.



Timeline vs Time Constraint

It should be noted that some of the options may not be implemented by the time the contract with Marin County Fire Department expires (June 30th, 2023).

This may require the Fire Board to explore short-term options as a bridge to get to the desired model.



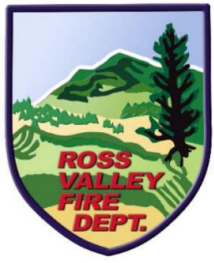
Governance vs Leadership

Not all options are mutually exclusive.

As an example, the RVFD may opt to go with a District model but also opt for a stand-alone Fire Chief model.

It may remain a Joint Powers Authority and enter into a Joint Powers Agreement with other agencies.

As a result, the Board has really two separate decisions.



Two Different Decisions

Governance vs Leadership/Management

Governance

How is it funded and managed politically?

Independent District

Dependent District

Joint Powers Authority (current agencies)

Joint Powers Authority (additional agencies)

Leadership/Management

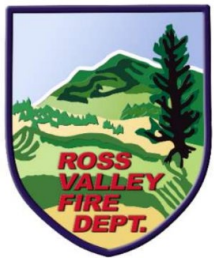
How is it managed, led, and organized?

Contract for Service

Joint Powers Agreement (shared Services)

Joint Powers Authority (additional agencies)

Stand Alone Fire Agency

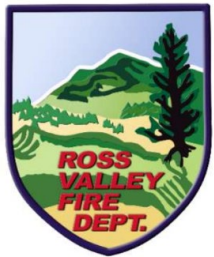


Independent Fire District

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Act) establishes procedures for local government changes of organization, including city incorporations, annexations to a city or special district, and city and special district consolidations.

An Independent Fire District is financially and politically a separate government agency.

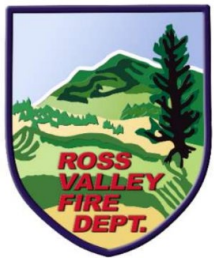
A Fire District board could be elected at large or elected by geographical areas.



Independent Fire District

Examples of Independent Fire Districts in Marin

Fire District	Area Served
Kentfield Fire Protection District	Kentfield and unincorporated Greenbrae
Novato Fire Protection District	City of Novato and surrounding unincorporated areas (Ignacio, Black Point, Green Point, Bel Marin Keys, Atherton)
Southern Marin Fire Protection District	City of Sausalito, ¼ Town of Tiburon, Unincorporated area surrounding Mill Valley (Tamalpais Valley, Almonte, Homestead Valley, Alto, Strawberry) Marin Headlands, Fort Cronkhite, Fort Baker, Fort Berry by contract with NPS *There is currently an application to LAFCO for the annexation of the City of Mill Valley into the District



Independent Fire District

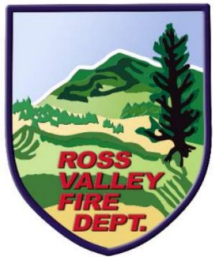
There are two options for an independent district.

The first is the creation of a completely new district.

The second option is to use the existing Sleepy Hollow Fire Protection District as the base agency and for each Town to be annexed into the existing District.

Each option would require an application to Marin LAFCO.

To create a Ross Valley Fire District, each town council would have to vote to move forward with the application process for the formation of a new district or to be annexed into the Sleepy Hollow Fire Protection District.

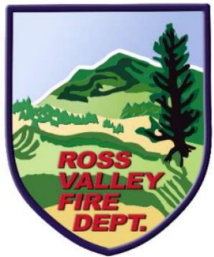


Independent Fire District

LAFCO Process

The application to LAFCO can be a lengthy process and would likely not be concluded by the termination date of the contract with the Marin County Fire Department.

If the Board were to pursue the formation of a district, a plan for a “bridge” would need to be developed.

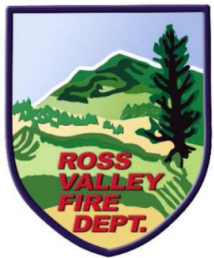


Independent Fire District

LAFCO Process

The plan for services would have to include how the new district would be funded. The only realistic option would be a tax transfer from the existing towns to the new fire district.

The amount of the tax transfer would be approximately the current cost borne by the agencies (subject to LAFCO approval).



Independent Fire District

Pros

The ability of the Fire District to address its own responsibilities and remain autonomous.

Fiscally independent

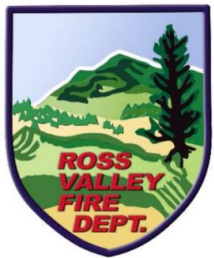
Elected representatives make up the Board of Directors

Budget is independent and no longer part of the town's budget

Property Tax shift is negotiated

Current unincorporated "islands" in the Ross Valley Area could be included

Future cost is no longer a strain on the City's budget



Independent Fire District

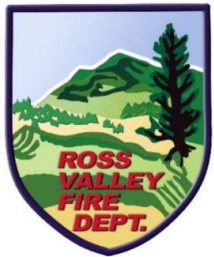
Cons

Lack of Town Council Oversight (Loss of local control).

Shift of Property Tax (Most stable Town revenue).

Disconnected from City Services.

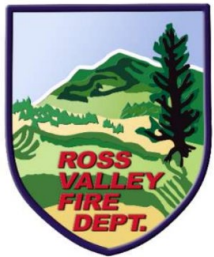
Focus on the creation of a District may distract from pursuit of other models that may provide a greater immediate financial benefit.



Dependent Fire District

Financially separate & politically subservient

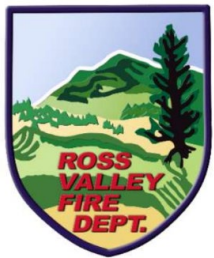
Dependent Special District includes any Special District that has a legislative body that consists, in whole or part, of ex officio members who are officers of a county or another local agency.



Dependent Fire District

Examples of Dependent Districts in Marin

District	Area Served/Board Makeup
Marin/Sonoma Mosquito Abatement District	Marin County, Sonoma County, every city or town in Marin or Sonoma Counties. Supervisors and town/city council members
Golden Gate Bridge District	San Francisco, Marin County, Sonoma County, Napa County, Mendocino County, and Del Norte County. Combination of Board of Supervisors and Appointees.
Marin County Open Space District	Marin County Board of Supervisors serves as the MCOSD Board.
CSA 19 Fire Protection (Unincorporated islands, San Rafael)	Marin County Board of Supervisors
CSA 31 Fire Protection (Unincorporated islands, Marin)	Marin County Board of Supervisors



Dependent Fire District

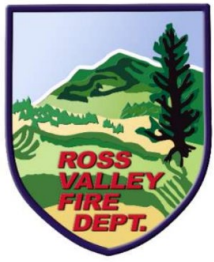
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The application to LAFCO can be a lengthy process and would likely not be concluded by the end date of the contract with the Marin County Fire Department.

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The amount of the tax transfer would be approximately the current cost borne by the agencies (subject to LAFCO approval).

If the Board were to pursue the formation of a district, a plan for a “bridge” would need to be developed.

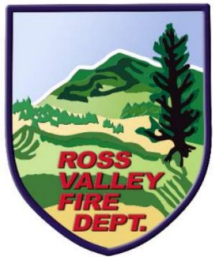


Dependent Fire District

Pros

Generally, the Same as an Independent District but, with more local control Council appoints Board representatives.

Board members could be either Council Members or be appointed by each Council.



Dependent Fire District

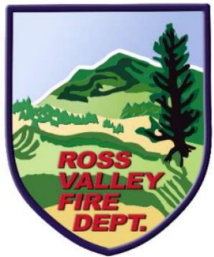
Cons

Shift of Property Tax (Most stable Town revenue)

Disconnected from City Services

Board focus is not independent of the Cities and Towns

Board is not directly elected by the voters.



Joint Powers Agreement

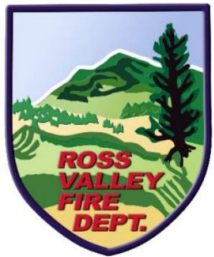
JPA's - Joint Powers Agreements

Section 6500 of the California government code allows public agencies to enter into joint powers agreements and joint powers authorities.

A Joint Powers Agreement consists of two or more agencies sharing or exercising common powers. Each agency continues to maintain independence for providing the service and employees continue to work for one of the original agencies.

This should not be confused with a Joint Powers Authority, such as the Ross Valley Fire Department (which may also be called A JPA).

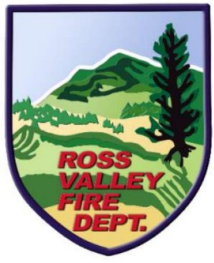
Joint powers agreements may also be referred to as simply shared services or a shared services agreement



Joint Powers Agreement

Examples of Joint Powers Agreements in Marin

Agencies	Services Shared
Southern Marin fire protection District City of Mill Valley	<p>Currently, the SMFPD and the MVFD operate a single fire department under a Joint Powers Agreement.</p> <p>*The City of Mill Valley and the Southern Marin Fire Protection District currently have an application with LAFCO for the annexation of the City into the Fire District.</p>
Central Marin Fire Authority Kentfield Fire Protection District	<p>The CMFA and the KFPD share battalion Chief coverage for the two service areas with CMFA covering two shifts and KFPD covering one shift.</p>
City of San Rafael Marinwood Community Services District (Marinwood Fire Department)	<p>SRFD and MCSD share response resources with Marinwood providing first-due response to city areas and SRFD providing Battalion Chief Coverage.</p> <p>*Under separate agreements, San Rafael provides a Fire Chief and Fire Prevention services.</p>



Joint Powers Agreement

Pros

JPAs are flexible and easy to form.

JPAs are very good for sharing limited services or a bridge to get to a more permanent agreement.

Any government agency can participate in a JPA.

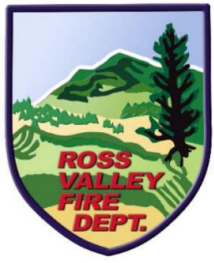
Member agencies may negotiate their levels of commitment.

It allows agencies to essentially trade services or resources.

It's up to the agencies to determine what is fair and equitable between them.

Sometimes it may also involve payment to cover an imbalance in resources put into the joint powers agreement.

JPAs may be cancelled without significant unwinding.



Joint Powers Agreement

Cons

There is not a single governing body overseeing the provision of service.

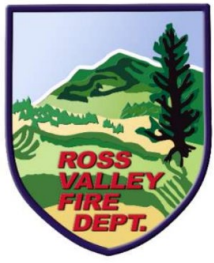
Direction often relies on a committee with limited authority or ad hoc agreements between agencies. Over time, understandings between the two agencies can drift or change.

Each agency still maintains its own budget, employees, and policies.

Because the agencies are separate, it can be difficult to focus on long-range planning and long-range capital outlay.

Because employees work for separate agencies, there may be misunderstandings about the chain of authority, priorities, allegiances, or the mission of the organization.

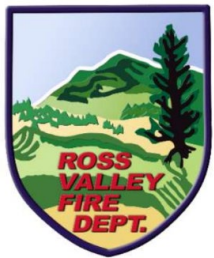
This can lead to difficulties with employee discipline, collective bargaining, working conditions, and benefits.



Joint Powers Agreement

Joint powers agreements are good for sharing limited services or functions between organizations, or as a bridge to get to another governance model, such as annexation, a contract for service, or a joint powers authority.

Joint powers agreements should not be used as a permanent replacement for any of those.



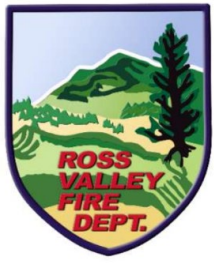
Joint Powers Agreement

Central Marin Fire

Central Marin fire has expressed interest in a joint powers agreement as a potential bridge to a joint powers authority. No other agency expressed an interest.

A joint powers agreement or authority with Central Marin Fire presents the only opportunity which is either cost neutral or possibly presents an opportunity for savings.

Central Marin Fire and Ross Valley Fire are similar agencies, both agencies are joint powers authorities serving small municipalities. Each agency has four stations and a similar management structure.

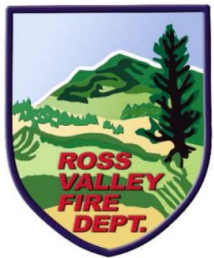


Joint Powers Agreement

Potential Central Marin Fire / Ross Valley Fire JPA

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It should be noted, that this is a hypothetical structure and costs represent a high level look at potential costs.

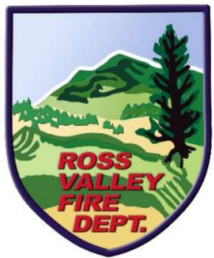


Joint Powers Agreement

Potential Central Marin Fire / Ross Valley Fire JPA

Position	CMFD	RVFD	Combined	Combined Agency
Fire Chief	1		1	1
Dep Chief		1	1	1
Batt Chief (Shift)	2	2	4	2*
Batt Chief (Admin)	1		1	3*
Total Chief Officers	4	3	7	7
Inspector	1	2	3	3
Wildfire Hazard Spec II	1	1	2	2
Wildfire Hazard Spec I		1	1	1
Emergency Prep Coord	1	1	2	2
Total Prevention/Preparedness	3	5	8	8

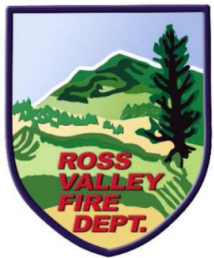
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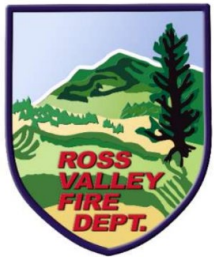
Like a joint powers agreement (in which one agency administers the terms of the agreement), a joint powers agency shares powers common to the member agencies, and those powers are outlined in the joint powers authority agreement.



Joint Powers Authority or Agency

As a legally separate public agency, the JPA can sue or be sued, hire staff, obtain financing to build public facilities, and manage property. Joint powers agreements usually protect their member agencies from a JPA's debts or other liabilities.

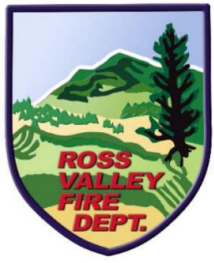
To avoid the financial problems that can result if member agencies pull out of JPAs, some joint powers agreements include specific protocols that make it difficult to dissolve the agreements.



Joint Powers Authority or Agency

Examples of Joint Powers Authorities or Agencies in Marin

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Joint Powers Authority or Agency

Pros

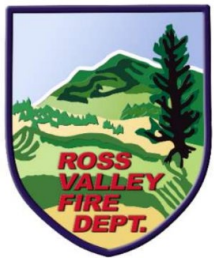
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JPAs can use the personnel, expertise, equipment, and property of each agency, promoting economy and efficiency.

JPAs cooperate on regional solutions.



Joint Powers Authority or Agency

Cons

It is unlikely that a JPA could be completed before the termination of the contract with MCFD.

A JPA requires that all employee benefits be brought into alignment.

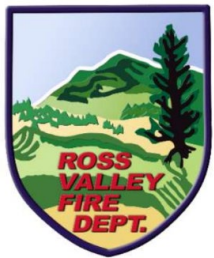
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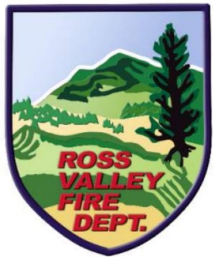
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Joint Powers Authority vs Special District

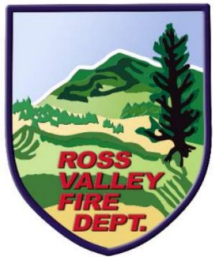
	Joint Powers Authority	Special District
Legal authority:	Joint Exercise of Powers Act	Separate principal acts
Formation:	Joint exercise of powers agreements	LAFCO and voter approval
Governance:	Determined by the JPA's member agencies	Governing board (elected/appointed)
Services:	Any common powers	Only what state law allow



Joint Powers Authority or Agency

Central Marin fire

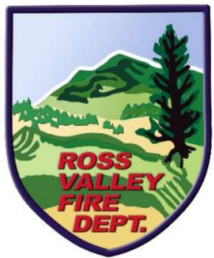
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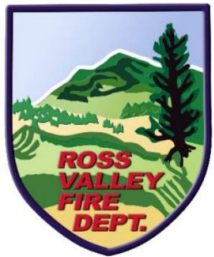
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Contract for Service

Examples of Contract for Service

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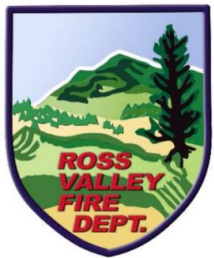
Contract for Service

Pros

- Quick to initiate, good short-term solution.
- Focused contract responsibilities.
- Cost-effective.
- Can provide experienced leadership.

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- The contract agency may not get the same level of attention as the contractor agency.
- It may place heavier or competing workloads on contractor employees.
- Expectations may not always be clear.
- Lines of authority are not always clear.
- The contractor may have to hire additional personnel to meet expectations (this can create long-term obligations).
- Costs may be more volatile.
- Not always a long-term solution



Contract for Service

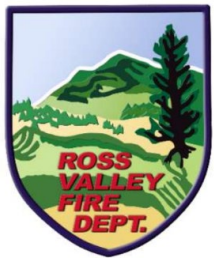
Unfortunately, none of the surrounding agencies were interested in pursuing a contract for services for overhead. This included providing a Fire Chief or a Deputy Chief acting as the primary administrator for Ross Valley.

Marin County would be interested in a contract for providing all fire services in a long-term contract.

Because of differences in compensation packages, the increase cost to Ross Valley would likely be in excess of \$1 million.

A full contract for service polled very unfavorable with Board and Council members.

LMS did not pursue this option in detail.



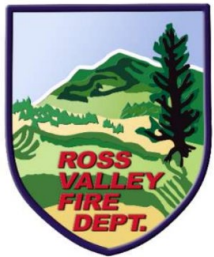
Stand Alone Fire Agency

Ross Valley, historically has had a single Fire Chief who oversaw administration, operations, and fire prevention.

The fire service has become more complex with greater demands placed on fire service managers.

Most modern fire agencies of Ross Valley's size have separate managers assigned to these three functions.

Ross Valley would likely have to not only hire/promote a Fire Chief, but likely a Deputy chief and possibly a Fire Marshal.



Stand Alone Fire Agency

Pros

Maintains local control.

Ross Valley Fire Department would be the chief's sole focus.

Simple and maintains the status quo.

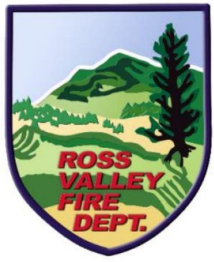
Cons

Will increase costs.

A small pool of candidates internally.

Hiring from the outside can bring unknown qualities.

Duplicates services of adjacent agencies.



Stand-Alone Fire Management vs Current Cost

Current Cost with Marin County	\$ 327,000
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Projected Cost Stand-Alone RVFD

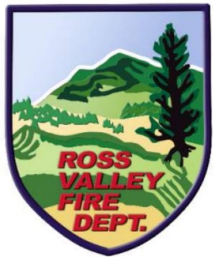
Fire Chief	\$ 291,000
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Deputy Chief	\$ 280,000
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Fire Marshall	\$ 269,000
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Total	\$ 840,000
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Projected Increase	\$ 513,000
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Next Steps:

Restating The Two Different Decisions Before the Board

Governance vs Leadership/Management

Governance

How is it funded and managed politically?

Independent District

Dependent District

Joint Powers Authority (current agencies)

Joint Powers Authority (additional agencies)

Leadership/Management

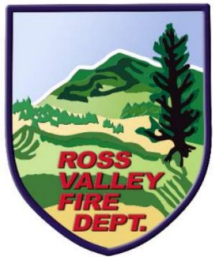
How is it managed, led, and organized?

Contract for Service

Joint Powers Agreement (shared Services)

Joint Powers Authority (additional agencies)

Stand Alone Fire Agency



Next Steps:

Provide Feedback, Ask Questions, Seek Clarification

Provide Direction on which of the six governance models you would like additional information included in the final report.

Provide Direction on any additional information you would like included in the Final Report

Interviews as of Board Meeting 12/14/2022

Town of Ross	
Christa Johnson	Town Manager
Julie McMillan	Council Member
Beach Khul	Mayor
Elizabeth Brekhus	Mayor Pro Tem
Elizabeth Robbins	Council Member
William Kircher	Council Member
Town of Fairfax	
Heather Abrams	Town Manager
Stephanie Hellman	Mayor
Chance Cutrano	Vice Mayor
Barbara Coler	Council Member
Bruce Ackerman	Council Member
Renee Goddard	Council Member
Town of San Anselmo	
Dave Donery	Town Manager
Alexis Fineman	Mayor
Steve Burdo	Vice Mayor
Eileen Burke	Council Member
Ford Greene	Council Member
Brian Colbert	Council Member
Jeff Zuba	Finance Manager
Sleepy Hollow FPD	
Rich Shortall	Board President
Thomas Finn	Board Member

Ross Valley Firefighter's Ass'n	
Oscar Arenas	Union President
Sid Jamont	Past Union President
Marin County Fire	
Jason Weber	Fire Chief
Chris Martinelli	Deputy Fire Chief
Ross Valley Fire	
Dan Mahoney	Battalion Chief
Tim Glasser	Battalion Chief
Gavin Illingworth	Battalion Chief
Rob Bastianon	Senior Fire Inspector
Derrick Shaw	Fire Inspector
LAFCO	
Jason Fried	Director
Kentfield Fire Protection District	
Mark Pomi	Fire Chief
Central Marin Fire	
Ruben Martin	Fire Chief
Dan Schwartz	City Manager – Larkspur
Adam Wolfe	Town Manager Corte Madera
San Rafael Fire Department	
Darrin White	Fire Chief
Marin Professional Firefighters	
John Bagala	Union President



Ross Valley Fire, CA

Check Report

By Check Number

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: AP-Accounts Payable						
01326	AMAZON.COM SERVICES LLC	10/06/2022	Regular	0.00	37.81	22710
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
1GFK-3DGT-6TKJ	Invoice	10/06/2022	10.041.2022 - ROUND DELINEATOR POST	0.00	37.81	
	01.10.61000.00		TRAINING AND EDUCATIO		37.81	
01000	American Messaging	10/06/2022	Regular	0.00	5.81	22711
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
W4106073WJ	Invoice	10/06/2022	10.01.2022 - SIREN ALERT - OCTOBER 202	0.00	5.81	
	01.10.63150.00		COMMUNICATIONS EQUI		5.81	
01304	B.W.S. DISTRIBUTORS, Inc.	10/06/2022	Regular	0.00	176.65	22712
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
278476	Invoice	10/06/2022	09.13.2022 - FILTER SET - CALIBRATION	0.00	176.65	
	01.10.63131.00		EQUIPMENT		176.65	
01054	BoundTree Medical	10/06/2022	Regular	0.00	2,886.25	22713
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
84583615	Invoice	10/06/2022	06.30.202 - TRAUMA BAG - SEMI RIGID	0.00	109.32	
	01.10.62204.00		PARAMEDIC RESPONSE S		109.32	
84585077	Invoice	10/06/2022	07.01.2022 - LIFE PAK 1000 - BATTERY REP	0.00	1,046.78	
	01.10.62204.00		PARAMEDIC RESPONSE S		1,046.78	
84602568	Invoice	10/06/2022	07.15.2022 - TRAUMA BAGS - RIGID CASE	0.00	1,065.52	
	01.10.62204.00		PARAMEDIC RESPONSE S		1,065.52	
84703373	Invoice	10/06/2022	09.28.2022 - IV MODULE - RED	0.00	262.45	
	01.10.62204.00		PARAMEDIC RESPONSE S		262.45	
84708761	Invoice	10/06/2022	10.03.2022 - FASPLINT VACUUM - MEDIC	0.00	402.18	
	01.10.62204.00		PARAMEDIC RESPONSE S		402.18	
01313	Comcast	10/06/2022	Regular	0.00	833.42	22714
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
632-09232022	Invoice	10/06/2022	632 - BUSINESS INTERNET - 09.28.2022 - 1	0.00	833.42	
	01.14.61705.00		TELEPHONE		833.42	
01272	Diesel Direct West Inc	10/06/2022	Regular	0.00	1,430.94	22715
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
84765383	Invoice	10/06/2022	09.29.2022 - ULSD CLEAR - 224.6 GALLON	0.00	1,430.94	
	01.25.62988.00		FUEL		1,430.94	
01295	Grier Argall Plumbing Inc	10/06/2022	Regular	0.00	218.75	22716
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
15373	Invoice	10/06/2022	09.29.2022 - FLUSHOMETER - REPLACEM	0.00	218.75	
	01.14.61500.20		BUILDING MAINTENANCE		218.75	
01200	Kronos Inc	10/06/2022	Regular	0.00	45.00	22717

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
11968691	Invoice	10/06/2022	09.29.2022 - PROJECT SUPPORT - RESOUR COMPUTER SOFTWARE/S	0.00	45.00	
	01.05.61121.00		09.29.2022 - PROJECT SUPPORT		45.00	
01105	Lexipol LLC	10/06/2022	Regular	0.00	7,394.00	22718
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INVLEX12585	Invoice	10/06/2022	10.01.2022 - FIRE POLICY MANUAL - ANN OTHER CONTRACT SERVI	0.00	7,394.00	
	01.05.61105.00		10.01.2022 - FIRE POLICY MANU		7,394.00	
01089	Life-Assist Inc	10/06/2022	Regular	0.00	62.60	22719
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
1246781	Invoice	10/06/2022	09.02.2022 - BAXTER SODIUM CLORIDE - PARAMEDIC RESPONSE S	0.00	62.60	
	01.10.62204.00		09.02.2022 - BAXTER SODIUM C		62.60	
01344	NELSON	10/06/2022	Regular	0.00	2,390.80	22720
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
6405219	Invoice	10/06/2022	10.06.2022 - ADMIN ASSISTANT - 40 HRS TEMPORARY HIRE	0.00	2,390.80	
	01.00.60010.00		10.06.2022 - ADMIN ASSISTANT		2,390.80	
01020	PG&E	10/06/2022	Regular	0.00	1,992.20	22721
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
758-09232022	Invoice	10/06/2022	758 - GAS/ELECTRIC - UTILITIES - 08.05. - GAS AND ELECTRIC	0.00	1,992.20	
	01.14.61702.00		758 - GAS/ELECTRIC - UTILITIES -		1,992.20	
01188	Staples Credit Plan	10/06/2022	Regular	0.00	78.38	22722
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
391-09232022	Invoice	10/06/2022	09.23.2022 - HEAVY DUTY TAPE - MOVING OFFICE SUPPLIES	0.00	78.38	
	01.05.62000.00		09.23.2022 - HEAVY DUTY TAPE		78.38	
01098	Verizon Wireless	10/06/2022	Regular	0.00	693.07	22723
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
9916597793	Invoice	10/06/2022	09.23.2022 - WIRELESS - UTILITES -08.24 - TELEPHONE	0.00	693.07	
	01.14.61705.00		09.23.2022 - WIRELESS - UTILITE		693.07	
01073	U.S. Bank (CalCARD)	10/12/2022	Regular	0.00	10,572.75	22724
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0004932	Invoice	09/22/2022	09.21.2022 - MAHONEY - MARIN AUTOM FLEET MAINTENANCE/RE	0.00	169.14	
	01.25.61600.00		09.21.2022 - MAHONEY - MARI		169.14	
INV0004933	Invoice	09/22/2022	09.047.2022 - ILLINGWORTH - ARCO GAS EMERGENCY RESPONSE S	0.00	53.11	
	01.10.62203.00		09.047.2022 - ILLINGWORTH - A		53.11	
INV0004934	Invoice	09/22/2022	09.15.2022 - ILLINGWORTH - PETRO - FUE EMERGENCY RESPONSE S	0.00	58.07	
	01.10.62203.00		09.15.2022 - ILLINGWORTH - PE		58.07	
INV0004935	Invoice	09/22/2022	09.07.2022 - ILLINGWORTH - CHEVRON - EMERGENCY RESPONSE S	0.00	43.07	
	01.10.62203.00		09.07.2022 - ILLINGWORTH - CH		43.07	
INV0004936	Invoice	09/22/2022	09.15.2022 - ILLINGWORTH - IN N OUT - F EMERGENCY RESPONSE S	0.00	9.87	
	01.10.62203.00		09.15.2022 - ILLINGWORTH - IN		9.87	
INV0004937	Invoice	09/22/2022	09.07.2022 - ILLINGWORTH - CHEVRON - EMERGENCY RESPONSE S	0.00	150.00	
	01.10.62203.00		09.07.2022 - ILLINGWORTH - CH		150.00	
INV0004938	Invoice	09/22/2022	09.01.2022 - ILLINGWORTH - GOPRO - AC TRAINING AND EDUCATIO	0.00	1,406.62	
	01.10.61000.00		09.01.2022 - ILLINGWORTH - G		1,630.25	

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
	01.10.61000.00		TRAINING AND EDUCATIO		-223.63	
INV0004939	Invoice	09/22/2022	09.17.2022 - STANDFIELD - LAKE NATOMA	0.00	106.90	
	01.10.62203.00		EMERGENCY RESPONSE S		106.90	
INV0004940	Invoice	09/22/2022	09.17.2022 - STANDFIELD - LAKE NATOMA	0.00	106.90	
	01.10.62203.00		EMERGENCY RESPONSE S		106.90	
INV0004941	Invoice	09/22/2022	08.24.2022 - BASTIANON - CHEVRON - FU	0.00	62.17	
	01.25.62988.00		FUEL		62.17	
INV0004942	Invoice	09/22/2022	09.06.2022 - POPPE- USPS.COM - SHIPPIN	0.00	12.95	
	01.10.63131.00		EQUIPMENT		12.95	
INV0004943	Invoice	09/22/2022	09.16.2022 - POPPE - COSTCO - JANATORI	0.00	386.13	
	01.14.62206.00		JANITORIAL MAINTENAN		211.54	
	01.14.62206.00		JANITORIAL MAINTENAN		174.59	
INV0004944	Invoice	09/22/2022	08.24.2022 - GONZALEZ - STAMPS.COM -	0.00	17.99	
	01.05.62003.00		POSTAGE		17.99	
INV0004945	Invoice	09/22/2022	09.19.2022 - JAMOTTE - REI.COM - SLEEPI	0.00	64.49	
	01.10.63131.00		EQUIPMENT		64.49	
INV0004946	Invoice	09/22/2022	08.30.2022 - HOGGAN - AIRGAS USA - SE	0.00	489.44	
	01.10.63131.00		EQUIPMENT		489.44	
INV0004947	Invoice	09/22/2022	08.25.2022 - SHAW - SOURDOUGH - MEE	0.00	161.97	
	01.15.61131.00		FIRE PREVENTION		161.97	
INV0004948	Invoice	09/22/2022	09.18.2022 - HERBERTSON - SAFEWAY - S	0.00	27.20	
	01.05.62200.00		GENERAL DEPARTMENT S		27.20	
INV0004950	Invoice	09/22/2022	08.23.2022 - CUTTER - FAIRFAX LUMBER -	0.00	7.60	
	01.10.61902.00		MWPA DEFENDSIBLE SPA		7.60	
INV0004951	Invoice	09/22/2022	08.24.2022 - CUTTER - MARIN ACE - MISC	0.00	7.83	
	01.10.61902.00		MWPA DEFENDSIBLE SPA		7.83	
INV0004952	Invoice	09/22/2022	09.13.2022 - CUTTER - NEXT DAY FLYERS -	0.00	767.19	
	01.10.61902.00		MWPA DEFENDSIBLE SPA		767.19	
INV0004953	Invoice	09/22/2022	09.15.2022 - CUTTER - AMAZON - INK CA	0.00	81.73	
	01.10.61902.00		MWPA DEFENDSIBLE SPA		97.99	
	01.10.61902.00		MWPA DEFENDSIBLE SPA		-16.26	
INV0004964	Invoice	09/22/2022	08.24.2022 - GALLI - CHEVRON - TURTLE B	0.00	86.87	
	01.10.62203.00		EMERGENCY RESPONSE S		86.87	
INV0004965	Invoice	09/22/2022	08.24.2022 - GALLI - CHEVRON - FUEL	0.00	175.00	
	01.10.62203.00		EMERGENCY RESPONSE S		175.00	
INV0004966	Invoice	09/22/2022	08.24.2022 - GALLI - CHEVRON - LARKSPU	0.00	59.42	
	01.10.62203.00		EMERGENCY RESPONSE S		59.42	
INV0004967	Invoice	09/22/2022	08.28.2022 - GALLI - REI - SLEEPING PAD	0.00	108.45	
	01.10.62203.00		EMERGENCY RESPONSE S		108.45	
INV0004968	Invoice	09/22/2022	09.03.2022 - GALLI - IN N OUT - FOOD	0.00	44.46	
	01.10.62203.00		EMERGENCY RESPONSE S		44.46	
INV0004969	Invoice	09/22/2022	09.03.2022 - GALLI - ARCO - REDDING - F	0.00	175.00	
	01.10.62203.00		EMERGENCY RESPONSE S		175.00	
INV0004970	Invoice	09/22/2022	09.03.2022 - GALLI - ARCO - REDDING - F	0.00	65.59	
	01.10.62203.00		EMERGENCY RESPONSE S		65.59	
INV0004971	Invoice	09/22/2022	09.06.2022 - GALLI - BEST WESTERN - RO	0.00	172.83	
	01.10.62203.00		EMERGENCY RESPONSE S		172.83	
INV0004972	Invoice	09/22/2022	09.06.2022 - GALLI - BEST WESTERN - RO	0.00	172.83	
	01.10.62203.00		EMERGENCY RESPONSE S		172.83	
INV0004973	Invoice	09/22/2022	09.07.2022 - GALLI - BEST WESTERN - RO	0.00	172.83	
	01.10.62203.00		EMERGENCY RESPONSE S		172.83	
INV0004974	Invoice	09/22/2022	09.07.2022 - GALLI - BEST WESTERN - RO	0.00	172.83	

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
	01.10.62203.00		EMERGENCY RESPONSE S		172.83	
INV0004975	Invoice	09/22/2022	09.08.2022 - GALLI - SOURDOUGH & CO -	0.00	49.64	
	01.10.62203.00		EMERGENCY RESPONSE S		49.64	
INV0004976	Invoice	09/22/2022	09.08.2022 - GALLI - ARCO - FUEL	0.00	175.00	
	01.10.62203.00		EMERGENCY RESPONSE S		175.00	
INV0004977	Invoice	09/22/2022	09.08.2022 - GALLI - ARCO - FUEL	0.00	47.18	
	01.10.62203.00		EMERGENCY RESPONSE S		47.18	
INV0004978	Invoice	09/22/2022	09.08.2022 - GALLI - AFTERMARKET PART	0.00	40.02	
	01.10.62203.00		EMERGENCY RESPONSE S		40.02	
INV0004979	Invoice	09/22/2022	09.09.2022 - GALLI - HAMPTON INN - RO	0.00	190.24	
	01.10.62203.00		EMERGENCY RESPONSE S		190.24	
INV0004980	Invoice	09/22/2022	09.09.2022 - GALLI - HAMPTON INN - RO	0.00	190.24	
	01.10.62203.00		EMERGENCY RESPONSE S		190.24	
INV0004981	Invoice	09/22/2022	09.11.2022 - GALLI - MARRIOT- ROOM	0.00	187.97	
	01.10.62203.00		EMERGENCY RESPONSE S		187.97	
INV0004982	Invoice	09/22/2022	09.11.2022 - GALLI - MARRIOT - ROOM	0.00	187.97	
	01.10.62203.00		EMERGENCY RESPONSE S		187.97	
INV0004983	Invoice	09/22/2022	09.12.2022 - GALLI - FAIRFIELD - ROOM	0.00	163.80	
	01.10.62203.00		EMERGENCY RESPONSE S		163.80	
INV0004984	Invoice	09/22/2022	09.12.2022 - GALLI - FAIRFIELD - ROOM	0.00	163.80	
	01.10.62203.00		EMERGENCY RESPONSE S		163.80	
INV0004985	Invoice	09/22/2022	09.14.2022 - GALLI - FAIRFIELD - ROOM	0.00	169.41	
	01.10.62203.00		EMERGENCY RESPONSE S		169.41	
INV0004986	Invoice	09/22/2022	09.14.2022 - GALLI - FAIRFIELD - ROOM	0.00	169.41	
	01.10.62203.00		EMERGENCY RESPONSE S		169.41	
INV0004987	Invoice	09/22/2022	09.20.2022 - GALLI - QUICKBOOKS - FIRST	0.00	2,424.95	
	01.10.63131.00		EQUIPMENT		2,424.95	
INV0004992	Invoice	09/22/2022	09.10.2022 - WILSON - BEST WESTERN - R	0.00	102.08	
	01.10.62203.00		EMERGENCY RESPONSE S		102.08	
INV0004993	Invoice	09/22/2022	09.10.2022 - WILSON -- BEST WESTERN -	0.00	102.08	
	01.10.62203.00		EMERGENCY RESPONSE S		102.08	
INV0004994	Invoice	09/22/2022	09.12.2022 - WILSON - BEST WESTERN - R	0.00	102.08	
	01.10.62203.00		EMERGENCY RESPONSE S		102.08	
INV0004995	Invoice	09/22/2022	09.12.2022 - WILSON - BEST WESTERN - R	0.00	102.08	
	01.10.62203.00		EMERGENCY RESPONSE S		102.08	
INV0004996	Invoice	09/22/2022	09.15.2022 - WILSON - FAIRFIELD INN - R	0.00	102.08	
	01.10.62203.00		EMERGENCY RESPONSE S		102.08	
INV0004997	Invoice	09/22/2022	09.15.2022 - WILSON - FAIRFIELD INN - R	0.00	102.08	
	01.10.62203.00		EMERGENCY RESPONSE S		102.08	
INV0004998	Invoice	09/22/2022	09.16.2022 - WILSON - HILTON - ROOM	0.00	102.08	
	01.10.62203.00		EMERGENCY RESPONSE S		102.08	
INV0004999	Invoice	09/22/2022	09.16.2022 - WILSON - HILTON - ROOM	0.00	102.08	
	01.10.62203.00		EMERGENCY RESPONSE S		102.08	
	Void	10/12/2022	Regular	0.00	0.00	22725
	Void	10/12/2022	Regular	0.00	0.00	22726
	Void	10/12/2022	Regular	0.00	0.00	22727
01438	Able Fence Co. Inc	10/13/2022	Regular	0.00	2,845.00	22728
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
8026	Account Number					
	Invoice	10/13/2022	09.28.2022 - REMOVE & FABRICATE FENC	0.00	2,845.00	
	01.10.61105.00		OTHER CONTRACT SERVI		2,845.00	
01058	Able Tire & Brake	10/13/2022	Regular	0.00	336.29	22729

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
661268	Invoice	10/13/2022	09.26.2022 - TIRE & BRAKE MAINTENANC FLEET MAINTENANCE/RE	0.00	336.29	
	01.25.61600.00		09.26.2022 - TIRE & BRAKE MAI		336.29	
01326	AMAZON.COM SERVICES LLC	10/13/2022	Regular	0.00	292.26	22730
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
1H7Q-39DY-GLCX	Invoice	10/13/2022	09.02.2022 - UNIVERSIAL VACUUM - LOW BUILDING MAINTENANCE	0.00	97.64	
	01.14.61500.19		09.02.2022 - UNIVERSIAL VACU		97.64	
1MHT-YJN4-FV77	Invoice	10/13/2022	10.10.2022 - STATE OF CA FLAG - NYLON GENERAL DEPARTMENT S	0.00	194.62	
	01.05.62200.00		10.10.2022 - STATE OF CA FLAG		194.62	
01059	AT&T Mobility	10/13/2022	Regular	0.00	1,034.37	22731
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
287301083016X1	Invoice	10/13/2022	10.02.2022 - WIRELESS - 09.03.2022 - 10. TELEPHONE	0.00	1,034.37	
	01.14.61705.00		10.02.2022 - WIRELESS - 09.03.2		1,034.37	
01054	BoundTree Medical	10/13/2022	Regular	0.00	105.59	22732
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
84714205	Invoice	10/13/2022	10.06.2022 - CURAPLEX - MEDICAL SUPPL PARAMEDIC RESPONSE S	0.00	105.59	
	01.10.62204.00		10.06.2022 - CURAPLEX - MEDIC		105.59	
01016	Diego Truck Repair Inc	10/13/2022	Regular	0.00	4,435.06	22733
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
65426	Invoice	10/13/2022	10.04.2022 - VEHICLE REPAIR - TRANSMIS FLEET MAINTENANCE/RE	0.00	2,808.47	
	01.25.61600.00		10.04.2022 - VEHICLE REPAIR - T		2,808.47	
65440	Invoice	10/13/2022	10.05.2022 - VEHICLE REPAIR - STARTER - FLEET MAINTENANCE/RE	0.00	1,626.59	
	01.25.61600.00		10.05.2022 - VEHICLE REPAIR - S		1,626.59	
01272	Diesel Direct West Inc	10/13/2022	Regular	0.00	1,244.78	22734
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
84779676	Invoice	10/13/2022	10.07.2022 - ULSD CLEAR - 179.2 GALLON FUEL	0.00	1,244.78	
	01.25.62988.00		10.07.2022 - ULSD CLEAR - 179.		1,244.78	
01017	Fairfax Lumber	10/13/2022	Regular	0.00	35.96	22735
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
253794	Invoice	10/13/2022	10.08.2022 - BOX LEVEL - TOOLS BUILDING MAINTENANCE	0.00	35.96	
	01.14.61500.19		10.08.2022 - BOX LEVEL - TOOLS		35.96	
01028	L. N. Curtis and Sons	10/13/2022	Regular	0.00	1,242.33	22736
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV632108	Invoice	10/13/2022	09.15.2022 - GLOBE PANT SYSTEM - HERB TURNOUTS	0.00	1,242.33	
	01.10.63160.00		09.15.2022 - GLOBE PANT SYSTE		1,242.33	
01354	Matrix HG	10/13/2022	Regular	0.00	254.50	22737
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
162193	Invoice	10/13/2022	10.04.2022 - HEATER REPAIR - THERMOST BUILDING MAINTENANCE	0.00	254.50	
	01.14.61500.19		10.04.2022 - HEATER REPAIR - T		254.50	
01415	Miranda Miller	10/13/2022	Regular	0.00	7.50	22738

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005002	Invoice	10/13/2022	10.05.2022 - REIMBURSEMENT - MILEAGE	0.00	7.50	
	01.15.62220.00		COMMUNITY EDUCATION		7.50	
01344	NELSON	10/13/2022	Regular	0.00	3,129.34	22739
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
6405808	Invoice	10/13/2022	10.13.2022 - ADMIN ASSISTANT - 48.25 H	0.00	3,129.34	
	01.00.60010.00		TEMPORARY HIRE		3,129.34	
01255	TIAA Commercial Bank Inc.	10/13/2022	Regular	0.00	463.77	22740
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
048-10052022	Invoice	10/13/2022	10.05.2022 - COPIER LEASE - OCTOBER	0.00	463.77	
	01.05.61105.00		OTHER CONTRACT SERVI		463.77	
01147	Town of Ross	10/13/2022	Regular	0.00	6,506.00	22741
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
Qtr2FYE23	Invoice	10/13/2022	10.01.2022 - UTILITIES - PG&E - WATER	0.00	6,506.00	
	01.14.61702.00		GAS AND ELECTRIC		5,824.00	
	01.14.61703.00		WATER		682.00	
	Void	10/20/2022	Regular	0.00	0.00	22742
	Void	10/20/2022	Regular	0.00	0.00	22743
	Void	10/20/2022	Regular	0.00	0.00	22744
	Void	10/20/2022	Regular	0.00	0.00	22745
	Void	10/20/2022	Regular	0.00	0.00	22746
	Void	10/20/2022	Regular	0.00	0.00	22747
	Void	10/20/2022	Regular	0.00	0.00	22748
	Void	10/20/2022	Regular	0.00	0.00	22749
	Void	10/20/2022	Regular	0.00	0.00	22750
	Void	10/20/2022	Regular	0.00	0.00	22751
01026	AT&T Calnet	10/20/2022	Regular	0.00	825.16	22752
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
000018887394	Invoice	10/20/2022	10.10.2022 - WIRELESS - 09.10.2022 - 10.	0.00	825.16	
	01.14.61705.00		TELEPHONE		825.16	
01075	Batteries Plus Bulbs	10/20/2022	Regular	0.00	102.91	22753
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
P56059985	Invoice	10/20/2022	10.17.2022 - BATTERIES - 12V HIGH RATE	0.00	102.91	
	01.05.61121.00		COMPUTER SOFTWARE/S		102.91	
01054	BoundTree Medical	10/20/2022	Regular	0.00	103.73	22754
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
84724917	Invoice	10/20/2022	10.14.2022 - RING CUTTER - MEDICAL SU	0.00	103.73	
	01.10.62204.00		PARAMEDIC RESPONSE S		103.73	
01148	Brian Costello	10/20/2022	Regular	0.00	495.00	22755
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
2022-5B	Invoice	10/20/2022	09.01.2022 - REPLACEMENT - LOST CHECK	0.00	495.00	
	01.05.61121.00		COMPUTER SOFTWARE/S		495.00	
01272	Diesel Direct West Inc	10/20/2022	Regular	0.00	779.07	22756

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
84791053	Invoice	10/20/2022	10.14.2022 - ULSD CLEAR - 111.6 GALLON	0.00	779.07	
	01.25.62988.00	FUEL	10.14.2022 - ULSD CLEAR - 111.		779.07	
01421	Elite Tree Trimming Services, Inc.	10/20/2022	Regular	0.00	31,950.00	22757
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005031	Invoice	10/20/2022	10.17.2022 - FIRE PREVENTION - CLEARIN	0.00	10,270.00	
	01.10.61902.00	MWPA DEFENDSIBLE SPA	10.17.2022 - FIRE PREVENTION -		10,270.00	
INV0005032	Invoice	10/20/2022	10.14.2022 - FIRE PREVENTION - CLEARIN	0.00	21,680.00	
	01.10.61902.00	MWPA DEFENDSIBLE SPA	10.14.2022 - FIRE PREVENTION -		21,680.00	
01017	Fairfax Lumber	10/20/2022	Regular	0.00	18.92	22758
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
254284	Invoice	10/20/2022	10.18.2022 - LUMBER - SUPPLIES	0.00	18.92	
	01.05.62200.00	GENERAL DEPARTMENT S	10.18.2022 - LUMBER - SUPPLIE		18.92	
01276	Municipal Emergency Services, Inc	10/20/2022	Regular	0.00	1,922.52	22759
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
IN1772522	Invoice	10/20/2022	09.30.2022 - EMERGENCY MEDICAL SUPP	0.00	1,922.52	
	01.10.62210.00	BREATHING APPARATUS	09.30.2022 - EMERGENCY MEDI		1,922.52	
01356	Stryker Sales Corporation	10/20/2022	Regular	0.00	33,408.94	22760
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
11308323DM	Invoice	10/20/2022	10.10.2022 - PROCARE LIFEPAK - MAINTE	0.00	33,408.94	
	01.05.61105.00	OTHER CONTRACT SERVI	10.10.2022 - PROCARE LIFEPAK -		33,408.94	
01400	World Tree Service, Inc.	10/20/2022	Regular	0.00	12,690.00	22761
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
8177	Invoice	10/20/2022	10.13.2022 - 71 FERNHILL RD - CLEAN UP	0.00	12,690.00	
	01.10.61902.00	MWPA DEFENDSIBLE SPA	10.13.2022 - 71 FERNHILL RD - C		12,690.00	
01439	Cappo Management XXVIII, Inc	10/24/2022	Regular	0.00	50,790.37	22762
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005033	Invoice	10/20/2022	10.20.2022 - 2022 FORD EXPLORER XLT 4	0.00	50,790.37	
	15.00.63154.00	VEHICLE PURCHASE	10.20.2022 - 2022 FORD EXPLO		50,790.37	
01433	AT&T Corp	10/27/2022	Regular	0.00	1,799.53	22763
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
222872335	Invoice	10/27/2022	10.27.2022 - TELEPHONE SERVICE - OCT 20	0.00	1,799.53	
	01.14.61705.00	TELEPHONE	10.27.2022 - TELEPHONE SERVIC		1,799.53	
01230	BAUER COMPRESSORS	10/27/2022	Regular	0.00	2,353.75	22764
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
0000299320	Invoice	10/27/2022	10.12.2022 - COMPRESSOR SERVICE - LIVE	0.00	1,091.39	
	01.10.62211.00	BREATHING APPARATUS-C	10.12.2022 - COMPRESSOR SER		1,091.39	
0000299351	Invoice	10/27/2022	10.12.2022 - COMPRESSOR SERVICE - LIVE	0.00	1,262.36	
	01.10.62211.00	BREATHING APPARATUS-C	10.12.2022 - COMPRESSOR SER		1,262.36	
01054	BoundTree Medical	10/27/2022	Regular	0.00	1,277.89	22765

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
84726683	Invoice	10/27/2022	10.17.2022 - LARYNGOSCOPE - MEDICAL	0.00	253.63	
01.10.62204.00			PARAMEDIC RESPONSE S		253.63	
84726684	Invoice	10/27/2022	10.17.2022 - SMART CAPNOLINE PLUS - M	0.00	994.95	
01.10.62204.00			PARAMEDIC RESPONSE S		994.95	
84733627	Invoice	10/27/2022	10.21.2022 - SLING ARM STANDARD - ME	0.00	29.31	
01.10.62204.00			PARAMEDIC RESPONSE S		29.31	
01272	Diesel Direct West Inc	10/27/2022	Regular	0.00	1,742.92	22766
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
84800402	Invoice	10/27/2022	10.20.2022 - GASOLINE UNL - 157.0 GALL	0.00	870.85	
01.25.62988.00			FUEL		870.85	
84800403	Invoice	10/27/2022	10.20.2022 - ULSD CLEAR - 144.1 GALLON	0.00	872.07	
01.25.62988.00			FUEL		872.07	
01421	Elite Tree Trimming Services, Inc.	10/27/2022	Regular	0.00	18,600.00	22767
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005035	Invoice	10/27/2022	10.24.2022 - BERRY LANE CLEARING - OCT	0.00	18,600.00	
01.10.61131.00			FIRE PREVENTION		18,600.00	
01363	Forster & Kroeger Landscape Maintenance, Inc.	10/27/2022	Regular	0.00	70,000.00	22768
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
8450	Invoice	10/27/2022	09.09.2022 - MITIGATE RAPID FIRE SPREA	0.00	42,000.00	
01.15.61131.00			FIRE PREVENTION		42,000.00	
8485	Invoice	10/27/2022	09.23.2022 - RAPID FIRE SPREAD MITIGAT	0.00	28,000.00	
01.15.61131.00			FIRE PREVENTION		28,000.00	
01050	Golden State Emergency Veh Svc	10/27/2022	Regular	0.00	709.71	22769
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
W1002626	Invoice	10/27/2022	10.20.2022 - BODY COMPARTMENTS - PIE	0.00	709.71	
01.25.61600.00			FLEET MAINTENANCE/RE		709.71	
01434	Local Motion Solutions	10/27/2022	Regular	0.00	4,423.00	22770
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005034	Invoice	10/27/2022	10.11.2022 - PRE BOARD MEETING - SCHE	0.00	4,423.00	
01.05.61105.00			OTHER CONTRACT SERVI		4,423.00	
01344	NELSON	10/27/2022	Regular	0.00	2,390.80	22771
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
6407073	Invoice	10/27/2022	10.27.2022 - ADMIN ASSITANT - 40 HRS	0.00	2,390.80	
01.00.60010.00			TEMPORARY HIRE		2,390.80	
01146	Ross Valley Sanitary District	10/27/2022	Regular	0.00	3,667.20	22772
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
IN100499	Invoice	10/27/2022	10.17.2022 - SEWER SERVICES - FY23	0.00	3,667.20	
01.14.61704.00			SEWER		3,667.20	

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01097	MidAmerica	10/18/2022	Bank Draft	0.00	27,253.03	DFT0003357
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005039	Invoice	10/18/2022	Mid-America Retiree Health Premiums	0.00	27,253.03	
	01.00.60231.00		RETIREES' HEALTH INSUR		27,253.03	
	Account Number	Account Name	Item Description	Distribution Amount		

Bank Code AP Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	114	50	0.00	290,802.60
Manual Checks	0	0	0.00	0.00
Voided Checks	0	13	0.00	0.00
Bank Drafts	1	1	0.00	27,253.03
EFT's	0	0	0.00	0.00
	115	64	0.00	318,055.63

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01013	AFLAC Business Services	10/06/2022	Regular	0.00	1,733.72	11212
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0004907	Invoice	10/14/2022	AFLAC	0.00	1,733.72	
	01.00.20271.00		AFLAC P/R DEDUCTION		1,733.72	
01004	CAPF	10/06/2022	Regular	0.00	531.00	11213
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0004910	Invoice	10/14/2022	DISABILITY INSURANCE	0.00	531.00	
	01.00.20275.00		DISABILITY INSURANCE W		531.00	
01161	Nationwide Retirement Solutions	10/06/2022	Regular	0.00	3,018.23	11214
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0004912	Invoice	10/14/2022	NATIONWIDE RETIREMENT	0.00	2,008.00	
	01.00.20277.00		DEFERRED COMP. W/ NR		2,008.00	
INV0004913	Invoice	10/14/2022	NATIONWIDE RETIREMENT	0.00	1,010.23	
	01.00.20277.00		DEFERRED COMP. W/ NR		1,010.23	
01069	Ross Valley Firefighters Association	10/06/2022	Regular	0.00	2,490.00	11215
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0004924	Invoice	10/14/2022	UNION DUES	0.00	2,490.00	
	01.00.20289.00		UNION DUES WITHHELD		2,490.00	
01013	AFLAC Business Services	10/18/2022	Regular	0.00	1,733.72	11229
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005005	Invoice	10/31/2022	AFLAC	0.00	1,733.72	
	01.00.20271.00		AFLAC P/R DEDUCTION		1,733.72	
01004	CAPF	10/18/2022	Regular	0.00	531.00	11230
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005008	Invoice	10/31/2022	DISABILITY INSURANCE	0.00	531.00	
	01.00.20275.00		DISABILITY INSURANCE W		531.00	
01161	Nationwide Retirement Solutions	10/18/2022	Regular	0.00	2,834.02	11231
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005010	Invoice	10/31/2022	NATIONWIDE RETIREMENT	0.00	2,008.00	
	01.00.20277.00		DEFERRED COMP. W/ NR		2,008.00	
INV0005011	Invoice	10/31/2022	NATIONWIDE RETIREMENT	0.00	826.02	
	01.00.20277.00		DEFERRED COMP. W/ NR		826.02	
01069	Ross Valley Firefighters Association	10/18/2022	Regular	0.00	2,490.00	11232
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005022	Invoice	10/31/2022	UNION DUES	0.00	2,490.00	
	01.00.20289.00		UNION DUES WITHHELD		2,490.00	
01159	Vantagepoint Transfer Agents 302247	10/31/2022	Bank Draft	0.00	15,419.32	DFT0003307
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0004905	Invoice	10/14/2022	ICMA	0.00	15,419.32	
	01.00.20276.00		DEFERRED COMP. W/H IC		15,419.32	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	7.20	DFT0003308

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0004906	Invoice	10/14/2022	AD&D	0.00	7.20	
	01.00.20270.00	STANDARD LIFE INS. WIT	AD&D		7.20	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	27.00	DFT0003309
INV0004908	Invoice	10/14/2022	LIFE INSURANCE	0.00	27.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	LIFE INSURANCE		27.00	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	2,179.55	DFT0003310
INV0004909	Invoice	10/14/2022	DENTAL	0.00	2,179.55	
	01.00.20280.00	DENTAL WITHHELD	DENTAL		2,179.55	
01158	P.E.R.S. Health	10/31/2022	Bank Draft	0.00	31,779.43	DFT0003311
INV0004911	Invoice	10/14/2022	MEDICAL INS	0.00	31,779.43	
	01.00.20282.00	HEALTH PERS WITHHELD	MEDICAL INS		31,779.43	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	1,300.44	DFT0003312
INV0004914	Invoice	10/14/2022	PEPRA MISC	0.00	1,300.44	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC		1,300.44	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	1,439.15	DFT0003313
INV0004915	Invoice	10/14/2022	PEPRA MISC	0.00	1,439.15	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC		1,439.15	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	8,988.94	DFT0003314
INV0004916	Invoice	10/14/2022	PEPRA SAFETY	0.00	8,988.94	
	01.00.20281.00	PERS WITHHELD	PEPRA SAFETY		8,988.94	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	8,930.08	DFT0003315
INV0004917	Invoice	10/14/2022	PEPRA Safety	0.00	8,930.08	
	01.00.20281.00	PERS WITHHELD	PEPRA Safety		8,930.08	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	442.27	DFT0003316
INV0004918	Invoice	10/14/2022	PERS MISC	0.00	442.27	
	01.00.20281.00	PERS WITHHELD	PERS MISC		442.27	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	775.63	DFT0003317
INV0004919	Invoice	10/14/2022	PERS MISC	0.00	775.63	
	01.00.20281.00	PERS WITHHELD	PERS MISC		775.63	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	11,424.85	DFT0003318

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0004920	Invoice	10/14/2022	PERS SAFETY	0.00	11,424.85	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		11,424.85	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	30,060.11	DFT0003319
INV0004921	Invoice	10/14/2022	PERS SAFETY	0.00	30,060.11	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		30,060.11	
01160	Vantagepoint Transfer Agents - 803422	10/31/2022	Bank Draft	0.00	3,011.10	DFT0003320
INV0004922	Invoice	10/14/2022	RETIREE HEALTH	0.00	3,011.10	
	01.00.20284.00	RETIREE HEALTH SAVINGS	RETIREE HEALTH		3,011.10	
01157	P.E.R.S.	10/14/2022	Bank Draft	0.00	33.30	DFT0003321
INV0004923	Invoice	10/14/2022	SURVIVOR BENEFIT	0.00	33.30	
	01.00.20290.00	PERS SURV. BEN. WITHHE	SURVIVOR BENEFIT		33.30	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	0.60	DFT0003322
INV0004925	Invoice	10/14/2022	VOL CHILD LIFE	0.00	0.60	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL CHILD LIFE		0.60	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	270.00	DFT0003323
INV0004926	Invoice	10/14/2022	VOLUNTARY LIFE	0.00	270.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOLUNTARY LIFE		270.00	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	11.00	DFT0003324
INV0004927	Invoice	10/14/2022	VOL SPOUSE LIFE	0.00	11.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL SPOUSE LIFE		11.00	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	88.13	DFT0003325
INV0004928	Invoice	10/14/2022	VISION	0.00	88.13	
	01.00.20283.00	VSP DEDUCTION	VISION		88.13	
01163	Internal Revenue Service	10/14/2022	Bank Draft	0.00	7,637.27	DFT0003326
INV0004929	Invoice	10/14/2022	Medicare	0.00	7,637.27	
	01.00.20302.00	ACCRUED PAYROLL	Medicare		7,637.27	
01164	Employment Development Dept	10/14/2022	Bank Draft	0.00	14,127.33	DFT0003327
INV0004930	Invoice	10/14/2022	State W/H	0.00	14,127.33	
	01.00.20302.00	ACCRUED PAYROLL	State W/H		14,127.33	
01163	Internal Revenue Service	10/14/2022	Bank Draft	0.00	33,728.05	DFT0003328

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0004931	Invoice	10/14/2022	Fed W/H	0.00	33,728.05	
	01.00.20302.00	ACCRUED PAYROLL	Fed W/H		33,728.05	
01159	Vantagepoint Transfer Agents 302247	10/31/2022	Bank Draft	0.00	16,341.20	DFT0003332
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005003	Invoice	10/31/2022	ICMA	0.00	16,341.20	
	01.00.20276.00	DEFERRED COMP. W/H IC	ICMA		16,341.20	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	7.20	DFT0003333
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005004	Invoice	10/31/2022	AD&D	0.00	7.20	
	01.00.20270.00	STANDARD LIFE INS. WIT	AD&D		7.20	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	27.00	DFT0003334
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005006	Invoice	10/31/2022	LIFE INSURANCE	0.00	27.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	LIFE INSURANCE		27.00	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	2,179.55	DFT0003335
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005007	Invoice	10/31/2022	DENTAL	0.00	2,179.55	
	01.00.20280.00	DENTAL WITHHELD	DENTAL		2,179.55	
01158	P.E.R.S. Health	10/31/2022	Bank Draft	0.00	31,779.43	DFT0003336
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005009	Invoice	10/31/2022	MEDICAL INS	0.00	31,779.43	
	01.00.20282.00	HEALTH PERS WITHHELD	MEDICAL INS		31,779.43	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	1,300.44	DFT0003337
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005012	Invoice	10/31/2022	PEPRA MISC	0.00	1,300.44	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC		1,300.44	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	1,439.15	DFT0003338
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005013	Invoice	10/31/2022	PEPRA MISC	0.00	1,439.15	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC		1,439.15	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	8,988.94	DFT0003339
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005014	Invoice	10/31/2022	PEPRA SAFETY	0.00	8,988.94	
	01.00.20281.00	PERS WITHHELD	PEPRA SAFETY		8,988.94	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	8,930.08	DFT0003340
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount	Payable Amount		
INV0005015	Invoice	10/31/2022	PEPRA Safety	0.00	8,930.08	
	01.00.20281.00	PERS WITHHELD	PEPRA Safety		8,930.08	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	442.27	DFT0003341

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005016	Invoice	10/31/2022	PERS MISC	0.00	442.27	
	01.00.20281.00	PERS WITHHELD	PERS MISC		442.27	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	775.63	DFT0003342
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005017	Invoice	10/31/2022	PERS MISC	0.00	775.63	
	01.00.20281.00	PERS WITHHELD	PERS MISC		775.63	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	11,424.86	DFT0003343
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005018	Invoice	10/31/2022	PERS SAFETY	0.00	11,424.86	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		11,424.86	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	30,060.11	DFT0003344
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005019	Invoice	10/31/2022	PERS SAFETY	0.00	30,060.11	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		30,060.11	
01160	Vantagepoint Transfer Agents - 803422	10/31/2022	Bank Draft	0.00	3,011.10	DFT0003345
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005020	Invoice	10/31/2022	RETIREE HEALTH	0.00	3,011.10	
	01.00.20284.00	RETIREE HEALTH SAVINGS	RETIREE HEALTH		3,011.10	
01157	P.E.R.S.	10/31/2022	Bank Draft	0.00	33.30	DFT0003346
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005021	Invoice	10/31/2022	SURVIVOR BENEFIT	0.00	33.30	
	01.00.20290.00	PERS SURV. BEN. WITHHE	SURVIVOR BENEFIT		33.30	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	0.60	DFT0003347
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005023	Invoice	10/31/2022	VOL CHILD LIFE	0.00	0.60	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL CHILD LIFE		0.60	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	270.00	DFT0003348
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005024	Invoice	10/31/2022	VOLUNTARY LIFE	0.00	270.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOLUNTARY LIFE		270.00	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	11.00	DFT0003349
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005025	Invoice	10/31/2022	VOL SPOUSE LIFE	0.00	11.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL SPOUSE LIFE		11.00	
01162	FDAC Employee Benefit Authority	10/31/2022	Bank Draft	0.00	88.13	DFT0003350
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005026	Invoice	10/31/2022	VISION	0.00	88.13	
	01.00.20283.00	VSP DEDUCTION	VISION		88.13	
01163	Internal Revenue Service	10/31/2022	Bank Draft	0.00	136.40	DFT0003351

Check Report

Date Range: 10/01/2022 - 10/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005027	Invoice	10/31/2022	Social Security	0.00	136.40	
	01.00.20302.00	ACCRUED PAYROLL	Social Security		136.40	
01163	Internal Revenue Service	10/31/2022	Bank Draft	0.00	7,730.33	DFT0003352
INV0005028	Invoice	10/31/2022	Medicare	0.00	7,730.33	
	01.00.20302.00	ACCRUED PAYROLL	Medicare		7,730.33	
01164	Employment Development Dept	10/31/2022	Bank Draft	0.00	13,378.90	DFT0003353
INV0005029	Invoice	10/31/2022	State W/H	0.00	13,378.90	
	01.00.20302.00	ACCRUED PAYROLL	State W/H		13,378.90	
01163	Internal Revenue Service	10/31/2022	Bank Draft	0.00	32,028.72	DFT0003354
INV0005030	Invoice	10/31/2022	Fed W/H	0.00	32,028.72	
	01.00.20302.00	ACCRUED PAYROLL	Fed W/H		32,028.72	
01303	CalPERS	10/09/2022	Bank Draft	0.00	5,086.88	DFT0003356
INV0005036	Invoice	10/07/2022	October 2022 CalPERS Retiree Health	0.00	5,086.88	
	01.00.60231.00	RETIREES' HEALTH INSUR	October 2022 CalPERS Retiree H		109.14	
	01.00.60231.00	RETIREES' HEALTH INSUR	October 2022 CalPERS Retiree H		209.74	
	01.00.60231.00	RETIREES' HEALTH INSUR	October 2022 CalPERS Retiree H		4,768.00	

Bank Code PY Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	10	8	0.00	15,361.69
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	46	46	0.00	347,151.97
EFT's	0	0	0.00	0.00
	56	54	0.00	362,513.66

All Bank Codes Check Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	124	58	0.00	306,164.29
Manual Checks	0	0	0.00	0.00
Voided Checks	0	13	0.00	0.00
Bank Drafts	47	47	0.00	374,405.00
EFT's	0	0	0.00	0.00
	171	118	0.00	680,569.29

Fund Summary

Fund	Name	Period	Amount
98	POOLED PAYROLL	10/2022	362,513.66
99	POOLED CASH	10/2022	318,055.63
			680,569.29



Ross Valley Fire, CA

Check Report

By Check Number

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: AP-Accounts Payable						
01326	AMAZON.COM SERVICES LLC	11/03/2022	Regular	0.00	19.53	22773
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
11PG-TDMK-TKM	Invoice	11/03/2022	10.27.2022 - QUICK RELEASE SIDE BUCKLE EQUIPMENT	0.00	19.53	
	01.10.63131.00		10.27.2022 - QUICK RELEASE SI		19.53	
01000	American Messaging	11/03/2022	Regular	0.00	5.81	22774
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
W4106073WK	Invoice	11/03/2022	11.01.2022 - SIREN ALERT - NOVEMBER COMMUNICATIONS EQUI	0.00	5.81	
	01.10.63150.00		11.01.2022 - SIREN ALERT - NOV		5.81	
01128	Brian Sheldon McCarthy	11/03/2022	Regular	0.00	4,420.00	22775
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
111012022	Invoice	11/03/2022	11.01.2022 - BERRY LANE - TREE REMOVA FIRE PREVENTION	0.00	3,060.00	
	01.15.61131.00		11.01.2022 - BERRY LANE - TREE		3,060.00	
211012022	Invoice	11/03/2022	11.01.2022 - MARINDA FIRE RD - CREW M FIRE PREVENTION	0.00	1,360.00	
	01.15.61131.00		11.01.2022 - MARINDA FIRE RD		1,360.00	
01421	Elite Tree Trimming Services, Inc.	11/03/2022	Regular	0.00	18,600.00	22776
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
2022-10-4	Invoice	11/03/2022	10.28.2022 - BERRY LANE - CLEARANCE FIRE PREVENTION	0.00	18,600.00	
	01.15.61131.00		10.28.2022 - BERRY LANE - CLEA		18,600.00	
01421	Elite Tree Trimming Services, Inc.	11/03/2022	Regular	0.00	-18,600.00	22776
01017	Fairfax Lumber	11/03/2022	Regular	0.00	89.25	22777
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
254895	Invoice	11/03/2022	10.30.2022 - LED BULBS - SUPPLIES GENERAL DEPARTMENT S	0.00	25.48	
	01.05.62200.00		10.30.2022 - LED BULBS - SUPPL		25.48	
255013	Invoice	11/03/2022	11.01.2022 - MISC SUPPLIES - CHALK, HOS FLEET PARTS	0.00	63.77	
	01.25.62989.00		11.01.2022 - MISC SUPPLIES - C		63.77	
01050	Golden State Emergency Veh Svc	11/03/2022	Regular	0.00	9,746.10	22778
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
CI036398	Invoice	11/03/2022	10.26.2022 - SWITCH, MIRROR, REMOTE FLEET PARTS	0.00	661.29	
	01.25.62989.00		10.26.2022 - SWITCH, MIRROR,		661.29	
WI002591	Invoice	11/03/2022	08.17.2022 - HME PUMPER - PUMP SWIT FLEET MAINTENANCE/RE	0.00	9,084.81	
	01.25.61600.00		08.17.2022 - HME PUMPER - PU		9,084.81	
01089	Life-Assist Inc	11/03/2022	Regular	0.00	967.88	22779
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
1261883	Invoice	11/03/2022	10.25.2022 - EMERGENY THORACENTESIS PARAMEDIC RESPONSE S	0.00	967.88	
	01.10.62204.00		10.25.2022 - EMERGENY THORA		967.88	
01415	Miranda Miller	11/03/2022	Regular	0.00	33.38	22780

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005038	Invoice	11/03/2022	11.01.2022 - REIMBURSEMENT - MILEAGE	0.00	33.38	
	01.15.62220.00		COMMUNITY EDUCATION		33.38	
01344	NELSON	11/03/2022	Regular	0.00	2,390.80	22781
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
6407645	Invoice	11/03/2022	11.03.2022 - ADMIN ASSITANT - 40 HRS -	0.00	2,390.80	
	01.00.60010.00		TEMPORARY HIRE		2,390.80	
01095	Richards Watson Gershon	11/03/2022	Regular	0.00	58.14	22782
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
239409	Invoice	11/03/2022	10.26.2022 - REVIEW, APPROVE & AUDIT	0.00	58.14	
	01.05.61107.00		ATTORNEY/LLEGAL FEES		58.14	
01188	Staples Credit Plan	11/03/2022	Regular	0.00	951.14	22783
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
3152367381	Invoice	11/03/2022	10.05.2022 - BATTERIES - SUPPLIES - OCT	0.00	951.14	
	01.05.62000.00		OFFICE SUPPLIES		951.14	
01440	The Tree Man, LLC	11/03/2022	Regular	0.00	32,700.00	22784
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
080922-13	Invoice	11/03/2022	09.09.2022 - TREE REMOVAL/CHIPPING -	0.00	13,500.00	
	01.15.61131.00		FIRE PREVENTION		13,500.00	
080922-21	Invoice	11/03/2022	09.26.2022 - EXCAVATION/CHIPPING - ME	0.00	19,200.00	
	01.15.61131.00		FIRE PREVENTION		19,200.00	
01098	Verizon Wireless	11/03/2022	Regular	0.00	685.64	22785
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
9918969641	Invoice	11/03/2022	10.23.2022 - TELEPHONE SRVC - 09.24.22	0.00	685.64	
	01.14.61705.00		TELEPHONE		685.64	
01339	WATTCO	11/03/2022	Regular	0.00	279.93	22786
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
60517	Invoice	11/03/2022	10.12.2022 - SUB ASSY - 500 LED	0.00	279.93	
	01.25.62989.00		FLEET PARTS		279.93	
01326	AMAZON.COM SERVICES LLC	11/10/2022	Regular	0.00	495.87	22787
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
13GF-33J9-9FG6	Invoice	11/10/2022	11.05.2022 - THREAD PIPE FITTING - VALV	0.00	123.93	
	01.14.61500.00		BUILDING MAINTENANCE		123.93	
1DR7-JNXY-HL61	Invoice	11/10/2022	11.03.2022 - SPIDER REPELLENT - MIGHTY	0.00	295.12	
	01.14.61500.00		BUILDING MAINTENANCE		295.12	
1M7N-GPV9-DPJY	Invoice	11/10/2022	11.06.2022 - PLASTIC KEY TAGS - SPLIT RI	0.00	38.35	
	01.05.62200.00		GENERAL DEPARTMENT S		38.35	
1T4Q-GMHX-TTR	Invoice	11/10/2022	11.06.2022 - TABELT MOUNT - COMPUTE	0.00	38.47	
	01.10.63131.00		EQUIPMENT		38.47	
01054	BoundTree Medical	11/10/2022	Regular	0.00	2.09	22788

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
84643764	Invoice	11/10/2022	08.15.2022 - IV SOLUTION - MEDICAL SUP	0.00	2.09	
	01.10.62204.00		PARAMEDIC RESPONSE S		2.09	
01272	Diesel Direct West Inc	11/10/2022	Regular	0.00	1,910.09	22789
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
84811949	Invoice	11/10/2022	10.27.2022 - ULSD CLEAR - 190.0 GALLON	0.00	1,168.36	
	01.25.62988.00		FUEL		1,168.36	
84823586	Invoice	11/10/2022	11.03.2022 - USLD CLEAR - 118.6 GALLON	0.00	741.73	
	01.25.62988.00		FUEL		741.73	
01017	Fairfax Lumber	11/10/2022	Regular	0.00	8.71	22790
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
255199	Invoice	11/10/2022	11.04.2022 - RAPIDFUSE - GLUE	0.00	8.71	
	01.14.61500.20		BUILDING MAINTENANCE		8.71	
01295	Grier Argall Plumbing Inc	11/10/2022	Regular	0.00	95.00	22791
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
15524	Invoice	11/10/2022	11.03.2022 - BACKFLOW TESTING - STATIO	0.00	95.00	
	01.14.61500.20		BUILDING MAINTENANCE		95.00	
01200	Kronos Inc	11/10/2022	Regular	0.00	1,215.00	22792
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
11983160	Invoice	11/10/2022	10.28.2022 - REVIEW OF MUTAL AID RULE	0.00	1,215.00	
	01.05.61121.00		COMPUTER SOFTWARE/S		1,215.00	
01089	Life-Assist Inc	11/10/2022	Regular	0.00	107.77	22793
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
1263465	Invoice	11/10/2022	10.31.2022 - EKG PAPER - MEDICAL SUPPL	0.00	62.31	
	01.10.62204.00		PARAMEDIC RESPONSE S		62.31	
1263859	Invoice	11/10/2022	11.01.2022 - EKG PAPER - MEDICAL SUPPL	0.00	45.46	
	01.10.62204.00		PARAMEDIC RESPONSE S		45.46	
01279	Marin Health & Human Services	11/10/2022	Regular	0.00	104.00	22794
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
1	Invoice	11/10/2022	11.08.2022 - EMT RENEWAL - ADAM VAN	0.00	52.00	
	01.10.61000.00		TRAINING AND EDUCATIO		52.00	
2	Invoice	11/10/2022	11.08.2022 - EMT RENEWAL - SCOTT POP	0.00	52.00	
	01.10.61000.00		TRAINING AND EDUCATIO		52.00	
01344	NELSON	11/10/2022	Regular	0.00	2,253.88	22795
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
6408120	Invoice	11/10/2022	11.10.2022 - ADMIN ASST - 11.06.2022	0.00	2,253.88	
	01.00.60010.00		TEMPORARY HIRE		2,253.88	
01020	PG&E	11/10/2022	Regular	0.00	1,654.63	22796
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
758-10242022	Invoice	11/10/2022	10.24.2022 - GAS & ELECTRIC - 09.03.22 -	0.00	1,654.63	
	01.14.61702.00		GAS AND ELECTRIC		1,654.63	
01357	The Knox Company	11/10/2022	Regular	0.00	8,457.78	22797

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV-KA-131943	Invoice	11/10/2022	10.17.2022 - WIFI ANTENNA - MOUNTING	0.00	8,457.78	
	01.10.63131.00	EQUIPMENT	10.17.2022 - WIFI ANTENNA - M		8,457.78	
01073	U.S. Bank (CalCARD)	11/10/2022	Regular	0.00	6,244.33	22798
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005040	Invoice	10/24/2022	09.27.2022 - GALLI - POSTAL SERVICE PLU	0.00	41.85	
	01.10.62204.00	PARAMEDIC RESPONSE S	09.27.2022 - GALLI - POSTAL SER		41.85	
INV0005042	Invoice	10/24/2022	10.11.2022 - GALLI - THE UPS STORE - SHI	0.00	78.02	
	01.10.62204.00	PARAMEDIC RESPONSE S	10.11.2022 - GALLI - THE UPS ST		78.02	
INV0005044	Invoice	10/24/2022	09.26.2022 - SHAW - MARIN AUTOMOTIV	0.00	372.48	
	01.25.61600.00	FLEET MAINTENANCE/RE	09.26.2022 - SHAW - MARIN AU		372.48	
INV0005045	Invoice	10/24/2022	10.05.2022 - JAMOTTE - ROGUE - SHORT	0.00	23.66	
	01.14.63042.00	EXERCISE EQUIPMENT	10.05.2022 - JAMOTTE - ROGUE		23.66	
INV0005047	Invoice	10/24/2022	10.20.2022 - HOGGAN - AIRGAS USA - SU	0.00	244.72	
	01.10.63131.00	EQUIPMENT	10.20.2022 - HOGGAN - AIRGAS		244.72	
INV0005048	Invoice	10/24/2022	10.17.2022 - ILLINGWORTH - MARIN AUT	0.00	73.00	
	01.25.61600.00	FLEET MAINTENANCE/RE	10.17.2022 - ILLINGWORTH - M		73.00	
INV0005049	Invoice	10/24/2022	10.19.2022 - ILLINGWORTH - EMPIRE AUT	0.00	251.43	
	01.25.61600.00	FLEET MAINTENANCE/RE	10.19.2022 - ILLINGWORTH - E		251.43	
INV0005050	Invoice	10/24/2022	09.24.2022 - GRASSER - STAMPS.COM - P	0.00	17.99	
	01.05.62003.00	POSTAGE	09.24.2022 - GRASSER - STAMPS		17.99	
INV0005051	Invoice	10/24/2022	09.27.2022 - GRASSER - WEB NETWORK S	0.00	299.86	
	01.05.61122.00	WEB PAGE DESIGN AND	09.27.2022 - GRASSER - WEB NE		299.86	
INV0005052	Invoice	10/24/2022	10.07.2022 - GRASSER - WEB NETWORK S	0.00	122.97	
	01.05.61122.00	WEB PAGE DESIGN AND	10.07.2022 - GRASSER - WEB NE		122.97	
INV0005053	Invoice	10/24/2022	10.24.2022 - POPKEN - CHEVERON - FUEL	0.00	67.03	
	01.25.62988.00	FUEL	10.24.2022 - POPKEN - CHEVER		67.03	
INV0005054	Invoice	10/24/2022	10.05.2022 - BASTIANON - MARIN AUTO	0.00	64.75	
	01.25.61600.00	FLEET MAINTENANCE/RE	10.05.2022 - BASTIANON - MAR		64.75	
INV0005055	Invoice	10/24/2022	09.23.2022 - MAHONEY - MARIN AUTOM	0.00	885.48	
	01.25.61600.00	FLEET MAINTENANCE/RE	09.23.2022 - MAHONEY - MARI		885.48	
INV0005056	Invoice	10/24/2022	09.28.2022 - MAHONEY - MARIN AUTOM	0.00	2,364.50	
	01.25.61600.00	FLEET MAINTENANCE/RE	09.28.2022 - MAHONEY - MARI		2,364.50	
INV0005057	Invoice	10/24/2022	10.03.2022 - MAHONEY - DMI DELL SALES	0.00	828.65	
	01.05.62000.00	OFFICE SUPPLIES	10.03.2022 - MAHONEY - DMI D		828.65	
INV0005059	Invoice	10/24/2022	10.01.2022 - HERBERTSON - JACKSONS - S	0.00	21.80	
	01.10.63131.00	EQUIPMENT	10.01.2022 - HERBERTSON - JAC		21.80	
INV0005060	Invoice	10/24/2022	09.22.2022 - CUTTER - ESIGNS - PRINTING	0.00	255.07	
	01.15.61902.00	MWPA D-Space	09.22.2022 - CUTTER - ESIGNS -		255.07	
INV0005061	Invoice	10/24/2022	09.24.2022 - CUTTER - AMAZON - USB C C	0.00	25.15	
	01.15.61902.00	MWPA D-Space	09.24.2022 - CUTTER - AMAZON		25.15	
INV0005062	Invoice	10/24/2022	09.25.2022 - CUTTER - AMAZON - OFFICE	0.00	10.84	
	01.15.61902.00	MWPA D-Space	09.25.2022 - CUTTER - AMAZON		10.84	
INV0005063	Invoice	10/24/2022	09.29.2022 - CUTTER - USPS - POSTAGE	0.00	75.20	
	01.15.61902.00	MWPA D-Space	09.29.2022 - CUTTER - USPS - P		75.20	
INV0005091	Invoice	10/24/2022	10.11.2022 - MAHONEY - DROPBOX INC -	0.00	119.88	
	01.05.61105.00	OTHER CONTRACT SERVI	10.11.2022 - MAHONEY - DROP		119.88	
	Void	11/10/2022	Regular	0.00	0.00	22799
01400	World Tree Service, Inc.	11/10/2022	Regular	0.00	11,850.00	22800

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
8192	Invoice	11/10/2022	11.02.2022 - EXCAVATOR - CHPPING SERVI	0.00	11,850.00	
	01.15.61903.00	MWPA Local Projects	11.02.2022 - EXCAVATOR - CHPP		11,850.00	
01326	AMAZON.COM SERVICES LLC	11/17/2022	Regular	0.00	729.54	22801
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
1793-TGY-Y9XCW	Invoice	11/17/2022	11.11.2022 - ETHERNET ADAPTER - MACB	0.00	21.30	
	01.14.63041.00	OFFICE EQUIPMENT	11.11.2022 - ETHERNET ADAPTE		21.30	
1933-FWJ1-TM11	Invoice	11/17/2022	11.11.2022 - CAR CHARGER - ADAPTER - I	0.00	86.67	
	01.10.63150.00	COMMUNICATIONS EQUI	11.11.2022 - CAR CHARGER - AD		86.67	
1F1V-L4TT-TQF9	Invoice	11/17/2022	11.11.2022 - OTTERBOX DEFENDER SERIE	0.00	98.93	
	01.10.63150.00	COMMUNICATIONS EQUI	11.11.2022 - OTTERBOX DEFEN		98.93	
1FHT-FPQQ-X6VV	Invoice	11/17/2022	11.11.2022 - NETGEAR - ETHERNET SWITC	0.00	70.68	
	01.14.63041.00	OFFICE EQUIPMENT	11.11.2022 - NETGEAR - ETHER		70.68	
1M9P-DF3M-WP	Invoice	11/17/2022	11.11.2022 - AMAZON BASICS 8K - DISPLA	0.00	8.06	
	01.14.63041.00	OFFICE EQUIPMENT	11.11.2022 - AMAZON BASICS 8		8.06	
1TY7-LPYM-WTX	Invoice	11/17/2022	11.11.2022 - SAMSUNG COMPUTER MON	0.00	443.90	
	01.14.63041.00	OFFICE EQUIPMENT	11.11.2022 - SAMSUNG COMPU		443.90	
01026	AT&T Calnet	11/17/2022	Regular	0.00	797.24	22802
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
000019032791	Invoice	11/17/2022	11.10.2022 - TELEPHONE - 10.10.22- 11.0	0.00	797.24	
	01.14.61705.00	TELEPHONE	11.10.2022 - TELEPHONE - 10.1		797.24	
01059	AT&T Mobility	11/17/2022	Regular	0.00	1,034.37	22803
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
287301083016X1	Invoice	11/17/2022	11.02.2022 - WIRELESS SERVICE - 10.03.2	0.00	1,034.37	
	01.14.61705.00	TELEPHONE	11.02.2022 - WIRELESS SERVICE		1,034.37	
01272	Diesel Direct West Inc	11/17/2022	Regular	0.00	734.57	22804
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
84835571	Invoice	11/17/2022	11.10.2022 - GASOLINE UNL - 26.2 GALLO	0.00	150.86	
	01.25.62988.00	FUEL	11.10.2022 - GASOLINE UNL - 2		150.86	
84835572	Invoice	11/17/2022	11.10.2022 - ULSD CLEAR - 93.3 GALLON	0.00	583.71	
	01.25.62988.00	FUEL	11.10.2022 - ULSD CLEAR - 93.3		583.71	
01421	Elite Tree Trimming Services, Inc.	11/17/2022	Regular	0.00	3,000.00	22805
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
2022-11-3	Invoice	11/17/2022	11.04.2022 - 222 BOLINAS AVE - CLEARIN	0.00	3,000.00	
	01.15.61903.00	MWPA Local Projects	11.04.2022 - 222 BOLINAS AVE -		3,000.00	
01295	Grier Argall Plumbing Inc	11/17/2022	Regular	0.00	285.00	22806
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
15458	Invoice	11/17/2022	11.06.2022 - BACKFLOW TESTING - SAN A	0.00	285.00	
	01.14.61500.19	BUILDING MAINTENANCE	11.06.2022 - BACKFLOW TESTIN		285.00	
01036	Marin County Tax Collector	11/17/2022	Regular	0.00	1,302.00	22807
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
21085-11082022	Invoice	11/17/2022	11.08.2022 - COUNTY COUNCEL - 1ST QTR	0.00	1,302.00	
	01.05.61107.00	ATTORNEY/LEGAL FEES	11.08.2022 - COUNTY COUNCEL		1,302.00	

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01037	Marin Municipal Water District	11/17/2022	Regular	0.00	800.04	22808
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
087-11092022	Invoice	11/17/2022	087 - 777 SAN ANSELMO AVE - 09.08.22 - WATER	0.00	372.18	
	01.14.61703.00				372.18	
135-11072022	Invoice	11/17/2022	135 - 14 -18 PARK RD - 09.03.222-11.02.2 WATER	0.00	132.83	
	01.14.61703.00				132.83	
263-11072022	Invoice	11/17/2022	263 - 14-18 PARK RD - 09.03.2022 - 11.02. WATER	0.00	101.89	
	01.14.61703.00				101.89	
868-11092022	Invoice	11/17/2022	868 - 777 SAN ANSELMO AVE - 09.08.22 - WATER	0.00	101.89	
	01.14.61703.00				101.89	
957-11092022	Invoice	11/17/2022	957 - 800-804 SAN ANSELMO AVE - 09.08. WATER	0.00	91.25	
	01.14.61703.00				91.25	
01344	NELSON	11/17/2022	Regular	0.00	4,437.73	22809
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
6406383	Invoice	11/17/2022	10.20.2022 - ADMIN ASSIST - 41.5 HRS TEMPORARY HIRE	0.00	2,525.09	
	01.00.60010.00				2,525.09	
6408690	Invoice	11/17/2022	11.17.2022 - ADMIN ASSIT - 32 HRS TEMPORARY HIRE	0.00	1,912.64	
	01.00.60010.00				1,912.64	
01092	Stroupe Petroleum	11/17/2022	Regular	0.00	811.33	22810
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
0000036593	Invoice	11/17/2022	11.04.2022 - MISC GALVANIZED TEE - PU BUILDING MAINTENANCE	0.00	811.33	
	01.14.61500.19				811.33	
01255	TIAA Commercial Bank Inc.	11/17/2022	Regular	0.00	463.77	22811
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
048-11052022	Invoice	11/17/2022	11.05.2022 - COPIER LEASE - STATION 19 OTHER CONTRACT SERVI	0.00	463.77	
	01.05.61105.00				463.77	
01313	Comcast	11/17/2022	Regular	0.00	843.57	22812
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
632-10232022	Invoice	11/17/2022	632 - BUSINESS INTERNET 10.28.22 - 11.2 TELEPHONE	0.00	843.57	
	01.14.61705.00				843.57	
01326	AMAZON.COM SERVICES LLC	11/22/2022	Regular	0.00	894.86	22813
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
1374-197K-MNM	Invoice	11/22/2022	11.19.2022 - MAGLITE LED - CHARGER VEHICLE PURCHASE	0.00	837.25	
	15.00.63154.00				837.25	
1DVC-71L3-Y76W	Invoice	11/22/2022	11.17.2022 - MOB ARMOR - PHONE MOU RADIO REPAIR	0.00	57.61	
	01.10.61101.00				57.61	
01054	BoundTree Medical	11/22/2022	Regular	0.00	1,273.15	22814
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
84746927	Invoice	11/22/2022	11.02.2022 - ADENOSINE - MEDICAL SUPP PARAMEDIC RESPONSE S	0.00	716.44	
	01.10.62204.00				716.44	
84750327	Invoice	11/22/2022	11.04.2022 - BANDAGES - MEDICAL SUPP PARAMEDIC RESPONSE S	0.00	22.71	
	01.10.62204.00				22.71	
84764881	Invoice	11/22/2022	11.17.2022 - TRAUMA BAG - MEDICAL SU PARAMEDIC RESPONSE S	0.00	534.00	
	01.10.62204.00				534.00	

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01148	Brian Costello	11/22/2022	Regular	0.00	1,035.00	22815
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
2022-8	Invoice	11/22/2022	11.19.2022 - CONFIGURE FIREWALL - STAT	0.00	1,035.00	
	01.05.61120.00		CONTRACT SERVICES-SAN		1,035.00	
			11.19.2022 - CONFIGURE FIREW			
01272	Diesel Direct West Inc	11/22/2022	Regular	0.00	1,410.15	22816
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
84847940	Invoice	11/22/2022	11.17.2022 - ULSD CLEAR - 228.9 GALLON	0.00	1,410.15	
	01.25.62988.00		FUEL		1,410.15	
			11.17.2022 - ULSD CLEAR - 228.			
01017	Fairfax Lumber	11/22/2022	Regular	0.00	47.98	22817
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
255672	Invoice	11/22/2022	11.14.2022 - PLASTIC PAIL - MISC SUPPLIE	0.00	47.98	
	01.25.62989.00		FLEET PARTS		47.98	
			11.14.2022 - PLASTIC PAIL - MIS			
01332	Jones Garage Door Co. Inc	11/22/2022	Regular	0.00	5,369.00	22818
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
50113	Invoice	11/22/2022	11.15.2022 - NEW DOOR - INSTALLATION	0.00	5,369.00	
	01.14.61500.21		BUILDING MAINTENANCE		5,369.00	
			11.15.2022 - NEW DOOR - INST			
01279	Marin Health & Human Services	11/22/2022	Regular	0.00	52.00	22819
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
3	Invoice	11/22/2022	11.18.2022 - EMT RENEWAL - ROSECRANS	0.00	52.00	
	01.10.61000.00		TRAINING AND EDUCATIO		52.00	
			11.18.2022 - EMT RENEWAL - R			
01037	Marin Municipal Water District	11/22/2022	Regular	0.00	728.96	22820
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
256-11142022	Invoice	11/22/2022	256 - 150 BUTTERFIELD RD - 09.09.22 - 11	0.00	101.89	
	01.14.61703.00		WATER		101.89	
			256 - 150 BUTTERFIELD RD - 09.			
354-11142022	Invoice	11/22/2022	354 - 150 BUTTERFIELD RD - 09.09.22 - 11	0.00	627.07	
	01.14.61703.00		WATER		627.07	
			354 - 150 BUTTERFIELD RD - 09.			
01234	Napa Auto Parts	11/22/2022	Regular	0.00	1,007.98	22821
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
746262	Invoice	11/22/2022	11.04.2022 - BATTERY - FLEET SUPPLIES	0.00	419.62	
	01.25.62989.00		FLEET PARTS		419.62	
			11.04.2022 - BATTERY - FLEET S			
748614	Invoice	11/22/2022	11.15.2022 - DIESEL EXHAUST FLUID - FLE	0.00	228.27	
	01.25.62988.00		FUEL		228.27	
			11.15.2022 - DIESEL EXHAUST FL			
748616	Invoice	11/22/2022	11.15.2022 - DIESEL EXHAUST FLUID - FLE	0.00	273.92	
	01.25.62988.00		FUEL		273.92	
			11.15.2022 - DIESEL EXHAUST FL			
748617	Invoice	11/22/2022	11.18.2022 - STIK HOSE - FLEET SUPPLIES	0.00	86.17	
	01.25.62989.00		FLEET PARTS		86.17	
			11.18.2022 - STIK HOSE - FLEET			
01020	PG&E	11/22/2022	Regular	0.00	251.56	22822
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
937-11102022	Invoice	11/22/2022	11.10.2022 - GAS/ELECTRIC - 10.06.22 - 1	0.00	251.56	
	01.14.61702.00		GAS AND ELECTRIC		251.56	
			11.10.2022 - GAS/ELECTRIC - 10			
01095	Richards Watson Gershon	11/22/2022	Regular	0.00	95.00	22823

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
239864	Invoice	11/22/2022	11.10.2022 - LEGAL COUNCIL - AUDIT LET	0.00	95.00	
	01.05.61107.00		ATTORNEY/LEGAL FEES		95.00	
01107	Sam Brown "Shields"	11/22/2022	Regular	0.00	894.16	22824
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
6278	Invoice	11/22/2022	11.11.2022 - MEDALLIONS - TRADITIONAL	0.00	894.16	
	01.10.62213.00		PERSONAL PROTECTIVE E		894.16	
01097	MidAmerica	11/15/2022	Bank Draft	0.00	26,249.03	DFT0003416
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005124	Invoice	11/15/2022	November Retiree Health Ins	0.00	26,249.03	
	01.00.60231.00		RETIREES' HEALTH INSUR		26,249.03	

Bank Code AP Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	99	51	0.00	133,645.71
Manual Checks	0	0	0.00	0.00
Voided Checks	0	2	0.00	-18,600.00
Bank Drafts	1	1	0.00	26,249.03
EFT's	0	0	0.00	0.00
	100	54	0.00	141,294.74

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01013	AFLAC Business Services	11/08/2022	Regular	0.00	1,733.72	11233
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005066	Invoice	11/15/2022	AFLAC	0.00	1,733.72	
	01.00.20271.00		AFLAC P/R DEDUCTION		1,733.72	
01004	CAPF	11/08/2022	Regular	0.00	531.00	11234
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005069	Invoice	11/15/2022	DISABILITY INSURANCE	0.00	531.00	
	01.00.20275.00		DISABILITY INSURANCE W		531.00	
01161	Nationwide Retirement Solutions	11/08/2022	Regular	0.00	3,082.89	11235
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005071	Invoice	11/15/2022	NATIONWIDE RETIREMENT	0.00	2,008.00	
	01.00.20277.00		DEFERRED COMP. W/ NR		2,008.00	
INV0005072	Invoice	11/15/2022	NATIONWIDE RETIREMENT	0.00	1,074.89	
	01.00.20277.00		DEFERRED COMP. W/ NR		1,074.89	
01069	Ross Valley Firefighters Association	11/08/2022	Regular	0.00	2,490.00	11236
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005083	Invoice	11/15/2022	UNION DUES	0.00	2,490.00	
	01.00.20289.00		UNION DUES WITHHELD		2,490.00	
01013	AFLAC Business Services	11/18/2022	Regular	0.00	1,638.04	11242
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005094	Invoice	11/30/2022	AFLAC	0.00	1,638.04	
	01.00.20271.00		AFLAC P/R DEDUCTION		1,638.04	
01004	CAPF	11/18/2022	Regular	0.00	531.00	11243
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005097	Invoice	11/30/2022	DISABILITY INSURANCE	0.00	531.00	
	01.00.20275.00		DISABILITY INSURANCE W		531.00	
01161	Nationwide Retirement Solutions	11/18/2022	Regular	0.00	2,855.57	11244
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005099	Invoice	11/30/2022	NATIONWIDE RETIREMENT	0.00	2,008.00	
	01.00.20277.00		DEFERRED COMP. W/ NR		2,008.00	
INV0005100	Invoice	11/30/2022	NATIONWIDE RETIREMENT	0.00	847.57	
	01.00.20277.00		DEFERRED COMP. W/ NR		847.57	
01069	Ross Valley Firefighters Association	11/18/2022	Regular	0.00	2,490.00	11245
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005111	Invoice	11/30/2022	UNION DUES	0.00	2,490.00	
	01.00.20289.00		UNION DUES WITHHELD		2,490.00	

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01303	CalPERS	11/09/2022	Bank Draft	0.00	5,086.88	DFT0003355
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005037	Invoice	11/09/2022	November 2022 CalPERS Retiree Health	0.00	5,086.88	
	01.00.60231.00		RETIREES' HEALTH INSUR		4,768.00	
	01.00.60231.00		RETIREES' HEALTH INSUR		209.74	
	01.00.60231.00		RETIREES' HEALTH INSUR		109.14	
01164	Employment Development Dept	11/04/2022	Bank Draft	0.00	-305.11	DFT0003368
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
CM0000173	Credit Memo	11/04/2022	State W/H	0.00	-305.11	
	01.00.20302.00		ACCRUED PAYROLL		-305.11	
01163	Internal Revenue Service	11/04/2022	Bank Draft	0.00	-661.29	DFT0003369
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
CM0000174	Credit Memo	11/04/2022	Fed W/H	0.00	-661.29	
	01.00.20302.00		ACCRUED PAYROLL		-661.29	
01159	Vantagepoint Transfer Agents 302247	11/30/2022	Bank Draft	0.00	16,341.20	DFT0003370
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005064	Invoice	11/15/2022	ICMA	0.00	16,341.20	
	01.00.20276.00		DEFERRED COMP. W/H IC		16,341.20	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	7.20	DFT0003371
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005065	Invoice	11/15/2022	AD&D	0.00	7.20	
	01.00.20270.00		STANDARD LIFE INS. WIT		7.20	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	27.00	DFT0003372
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005067	Invoice	11/15/2022	LIFE INSURANCE	0.00	27.00	
	01.00.20270.00		STANDARD LIFE INS. WIT		27.00	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	2,179.55	DFT0003373
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005068	Invoice	11/15/2022	DENTAL	0.00	2,179.55	
	01.00.20280.00		DENTAL WITHHELD		2,179.55	
01158	P.E.R.S. Health	11/30/2022	Bank Draft	0.00	31,779.43	DFT0003374
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005070	Invoice	11/15/2022	MEDICAL INS	0.00	31,779.43	
	01.00.20282.00		HEALTH PERS WITHHELD		31,779.43	
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	1,300.44	DFT0003375
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005073	Invoice	11/15/2022	PEPRA MISC	0.00	1,300.44	
	01.00.20281.00		PERS WITHHELD		1,300.44	
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	1,439.15	DFT0003376

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005074	Invoice	11/15/2022	PEPRA MISC	0.00	1,439.15	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC		1,439.15	
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	8,988.93	DFT0003377
INV0005075	Invoice	11/15/2022	PEPRA SAFETY	0.00	8,988.93	
	01.00.20281.00	PERS WITHHELD	PEPRA SAFETY		8,988.93	
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	8,930.08	DFT0003378
INV0005076	Invoice	11/15/2022	PEPRA Safety	0.00	8,930.08	
	01.00.20281.00	PERS WITHHELD	PEPRA Safety		8,930.08	
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	442.27	DFT0003379
INV0005077	Invoice	11/15/2022	PERS MISC	0.00	442.27	
	01.00.20281.00	PERS WITHHELD	PERS MISC		442.27	
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	775.63	DFT0003380
INV0005078	Invoice	11/15/2022	PERS MISC	0.00	775.63	
	01.00.20281.00	PERS WITHHELD	PERS MISC		775.63	
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	11,513.78	DFT0003381
INV0005079	Invoice	11/15/2022	PERS SAFETY	0.00	11,513.78	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		11,513.78	
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	30,294.05	DFT0003382
INV0005080	Invoice	11/15/2022	PERS SAFETY	0.00	30,294.05	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		30,294.05	
01160	Vantagepoint Transfer Agents - 803422	11/30/2022	Bank Draft	0.00	3,011.10	DFT0003383
INV0005081	Invoice	11/15/2022	RETIREE HEALTH	0.00	3,011.10	
	01.00.20284.00	RETIREE HEALTH SAVINGS	RETIREE HEALTH		3,011.10	
01157	P.E.R.S.	11/15/2022	Bank Draft	0.00	33.30	DFT0003384
INV0005082	Invoice	11/15/2022	SURVIVOR BENEFIT	0.00	33.30	
	01.00.20290.00	PERS SURV. BEN. WITHHE	SURVIVOR BENEFIT		33.30	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	0.60	DFT0003385
INV0005084	Invoice	11/15/2022	VOL CHILD LIFE	0.00	0.60	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL CHILD LIFE		0.60	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	270.00	DFT0003386

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005085	Invoice	11/15/2022	VOLUNTARY LIFE	0.00	270.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOLUNTARY LIFE		270.00	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	11.00	DFT0003387
INV0005086	Invoice	11/15/2022	VOL SPOUSE LIFE	0.00	11.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL SPOUSE LIFE		11.00	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	88.13	DFT0003388
INV0005087	Invoice	11/15/2022	VISION	0.00	88.13	
	01.00.20283.00	VSP DEDUCTION	VISION		88.13	
01163	Internal Revenue Service	11/15/2022	Bank Draft	0.00	8,050.78	DFT0003389
INV0005088	Invoice	11/15/2022	Medicare	0.00	8,050.78	
	01.00.20302.00	ACCRUED PAYROLL	Medicare		8,050.78	
01164	Employment Development Dept	11/15/2022	Bank Draft	0.00	14,587.04	DFT0003390
INV0005089	Invoice	11/15/2022	State W/H	0.00	14,587.04	
	01.00.20302.00	ACCRUED PAYROLL	State W/H		14,587.04	
01163	Internal Revenue Service	11/15/2022	Bank Draft	0.00	35,081.72	DFT0003391
INV0005090	Invoice	11/15/2022	Fed W/H	0.00	35,081.72	
	01.00.20302.00	ACCRUED PAYROLL	Fed W/H		35,081.72	
01159	Vantagepoint Transfer Agents 302247	11/30/2022	Bank Draft	0.00	15,487.20	DFT0003392
INV0005092	Invoice	11/30/2022	ICMA	0.00	15,487.20	
	01.00.20276.00	DEFERRED COMP. W/H IC	ICMA		15,487.20	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	7.20	DFT0003393
INV0005093	Invoice	11/30/2022	AD&D	0.00	7.20	
	01.00.20270.00	STANDARD LIFE INS. WIT	AD&D		7.20	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	27.00	DFT0003394
INV0005095	Invoice	11/30/2022	LIFE INSURANCE	0.00	27.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	LIFE INSURANCE		27.00	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	2,179.55	DFT0003395
INV0005096	Invoice	11/30/2022	DENTAL	0.00	2,179.55	
	01.00.20280.00	DENTAL WITHHELD	DENTAL		2,179.55	
01158	P.E.R.S. Health	11/30/2022	Bank Draft	0.00	31,779.43	DFT0003396

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005098	Invoice	11/30/2022	MEDICAL INS	0.00	31,779.43	
	01.00.20282.00	HEALTH PERS WITHHELD	MEDICAL INS	31,779.43		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	1,300.44	DFT0003397
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005101	Invoice	11/30/2022	PEPRA MISC	0.00	1,300.44	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC	1,300.44		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	1,439.15	DFT0003398
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005102	Invoice	11/30/2022	PEPRA MISC	0.00	1,439.15	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC	1,439.15		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	8,988.93	DFT0003399
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005103	Invoice	11/30/2022	PEPRA SAFETY	0.00	8,988.93	
	01.00.20281.00	PERS WITHHELD	PEPRA SAFETY	8,988.93		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	8,930.08	DFT0003400
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005104	Invoice	11/30/2022	PEPRA Safety	0.00	8,930.08	
	01.00.20281.00	PERS WITHHELD	PEPRA Safety	8,930.08		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	442.27	DFT0003401
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005105	Invoice	11/30/2022	PERS MISC	0.00	442.27	
	01.00.20281.00	PERS WITHHELD	PERS MISC	442.27		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	775.63	DFT0003402
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005106	Invoice	11/30/2022	PERS MISC	0.00	775.63	
	01.00.20281.00	PERS WITHHELD	PERS MISC	775.63		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	11,623.55	DFT0003403
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005107	Invoice	11/30/2022	PERS SAFETY	0.00	11,623.55	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY	11,623.55		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	30,582.87	DFT0003404
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005108	Invoice	11/30/2022	PERS SAFETY	0.00	30,582.87	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY	30,582.87		
01160	Vantagepoint Transfer Agents - 803422	11/30/2022	Bank Draft	0.00	3,011.10	DFT0003405
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005109	Invoice	11/30/2022	RETIREE HEALTH	0.00	3,011.10	
	01.00.20284.00	RETIREE HEALTH SAVINGS	RETIREE HEALTH	3,011.10		
01157	P.E.R.S.	11/30/2022	Bank Draft	0.00	33.30	DFT0003406

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005110	Invoice	11/30/2022	SURVIVOR BENEFIT	0.00	33.30	
	01.00.20290.00	PERS SURV. BEN. WITHHE	SURVIVOR BENEFIT		33.30	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	0.60	DFT0003407
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005112	Invoice	11/30/2022	VOL CHILD LIFE	0.00	0.60	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL CHILD LIFE		0.60	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	270.00	DFT0003408
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005113	Invoice	11/30/2022	VOLUNTARY LIFE	0.00	270.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOLUNTARY LIFE		270.00	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	11.00	DFT0003409
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005114	Invoice	11/30/2022	VOL SPOUSE LIFE	0.00	11.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL SPOUSE LIFE		11.00	
01162	FDAC Employee Benefit Authority	11/30/2022	Bank Draft	0.00	88.13	DFT0003410
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005115	Invoice	11/30/2022	VISION	0.00	88.13	
	01.00.20283.00	VSP DEDUCTION	VISION		88.13	
01163	Internal Revenue Service	11/30/2022	Bank Draft	0.00	136.40	DFT0003411
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005116	Invoice	11/30/2022	Social Security	0.00	136.40	
	01.00.20302.00	ACCRUED PAYROLL	Social Security		136.40	
01163	Internal Revenue Service	11/30/2022	Bank Draft	0.00	8,361.58	DFT0003412
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005117	Invoice	11/30/2022	Medicare	0.00	8,361.58	
	01.00.20302.00	ACCRUED PAYROLL	Medicare		8,361.58	
01164	Employment Development Dept	11/30/2022	Bank Draft	0.00	14,736.90	DFT0003413
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005118	Invoice	11/30/2022	State W/H	0.00	14,736.90	
	01.00.20302.00	ACCRUED PAYROLL	State W/H		14,736.90	
01163	Internal Revenue Service	11/30/2022	Bank Draft	0.00	35,300.25	DFT0003414

Check Report

Date Range: 11/01/2022 - 11/30/2022

Vendor Number Payable #	Vendor Name Payable Type Account Number	Payment Date Post Date	Payment Type Payable Description Account Name	Discount Amount Discount Amount Distribution Amount	Payment Amount Payable Amount	Number
INV0005119	Invoice 01.00.20302.00	11/30/2022	Fed W/H ACCRUED PAYROLL	0.00	35,300.25	
			Fed W/H		35,300.25	

Bank Code PY Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	10	8	0.00	15,352.22
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	48	48	0.00	354,785.42
EFT's	0	0	0.00	0.00
	58	56	0.00	370,137.64

All Bank Codes Check Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	109	59	0.00	148,997.93
Manual Checks	0	0	0.00	0.00
Voided Checks	0	2	0.00	-18,600.00
Bank Drafts	49	49	0.00	381,034.45
EFT's	0	0	0.00	0.00
	158	110	0.00	511,432.38

Fund Summary

Fund	Name	Period	Amount
98	POOLED PAYROLL	11/2022	370,137.64
99	POOLED CASH	11/2022	141,294.74
			511,432.38



Ross Valley Fire, CA

Check Report

By Check Number

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01326	AMAZON.COM SERVICES LLC	12/01/2022	Regular	0.00	503.19	22825
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
17T3-NYM4-3VY	Invoice	12/01/2022	11.27.2022 - FIRE INSPECTION - CODE BO	0.00	482.80	
	01.10.61000.00		TRAINING AND EDUCATIO		482.80	
1LYR-P4WY-YL6T	Invoice	12/01/2022	11.27.2022 - WASHING MACHINE CLEANE	0.00	20.39	
	01.14.62206.00		JANITORIAL MAINTENAN		20.39	
01433	AT&T Corp	12/01/2022	Regular	0.00	2,053.33	22826
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
223182527	Invoice	12/01/2022	11.27.2022 - TELEPHONE - 10.11.22 - 11.1	0.00	2,053.33	
	01.14.61705.00		TELEPHONE		2,053.33	
01202	CDCE Inc	12/01/2022	Regular	0.00	10,295.60	22827
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
140678	Invoice	12/01/2022	11.21.2022 - CRADLEPOINT R1900 - ROUT	0.00	9,262.89	
	01.10.63150.00		COMMUNICATIONS EQUI		9,262.89	
140679	Invoice	12/01/2022	11.21.2022 - 5G MODEM - UPGRADE	0.00	1,032.71	
	01.10.63150.00		COMMUNICATIONS EQUI		1,032.71	
01272	Diesel Direct West Inc	12/01/2022	Regular	0.00	840.87	22828
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
84860504	Invoice	12/01/2022	11.25.2022 - ULSD CLEAR - 152.5 GALLON	0.00	840.87	
	01.25.62988.00		FUEL		840.87	
01049	Fishman Supply Company	12/01/2022	Regular	0.00	708.97	22829
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
1379752	Invoice	12/01/2022	11.23.2022 - JANITORIAL SUPPLIES - NOV	0.00	708.97	
	01.14.62206.00		JANITORIAL MAINTENAN		708.97	
01267	James Barona	12/01/2022	Regular	0.00	270.00	22830
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005122	Invoice	12/01/2022	11.28.2022 - REIMBURSEMENT - EMS FIR	0.00	270.00	
	01.10.61000.00		TRAINING AND EDUCATIO		270.00	
01130	James L Popken III	12/01/2022	Regular	0.00	595.00	22831
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005120	Invoice	12/01/2022	11.22.2022 - REIMBURSEMENT - CA FIRE	0.00	595.00	
	01.10.61000.00		TRAINING AND EDUCATIO		595.00	
01344	NELSON	12/01/2022	Regular	0.00	1,701.29	22832
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
6409989	Invoice	12/01/2022	12.01.2022 - ADMIN ASST - 28.5 HRS - 11.	0.00	1,701.29	
	01.00.60010.00		TEMPORARY HIRE		1,701.29	
01181	Royce Wintermute	12/01/2022	Regular	0.00	595.00	22833

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005121	Invoice	12/01/2022	11.22.2022 - REIMBURSEMENT - CA FIRE	0.00	595.00	
	01.10.61000.00		TRAINING AND EDUCATIO		595.00	
01073	U.S. Bank (CalCARD)	12/05/2022	Regular	0.00	9,552.82	22834
INV0005125	Invoice	11/22/2022	10.28.2022 - MAHONEY - APPLE STORE -	0.00	2,728.91	
	01.14.63044.00		TECHNOLOGY PURCHASE		2,728.91	
INV0005126	Invoice	11/22/2022	11.10.2022 - MAHONEY - POSITIVE PROM	0.00	597.64	
	01.15.62220.00		COMMUNITY EDUCATION		597.64	
INV0005127	Invoice	11/22/2022	10.28.2022 - BASTIANON - CA NEWSPAPE	0.00	74.60	
	01.15.61131.00		FIRE PREVENTION		74.60	
INV0005128	Invoice	11/22/2022	10.31.2022 - BASTIANON - HUSKY LINERS	0.00	312.33	
	01.25.62989.00		FLEET PARTS		312.33	
INV0005129	Invoice	11/22/2022	11.04.2022 - BASTIANON - CA NEWSPAPE	0.00	74.60	
	01.15.61131.00		FIRE PREVENTION		74.60	
INV0005130	Invoice	11/22/2022	11.10.2022 - PETERSEON - APPLE STORE -	0.00	1,272.91	
	01.10.63150.00		COMMUNICATIONS EQUI		1,272.91	
INV0005131	Invoice	11/22/2022	10.25.2022 - POPKEN - AYRES HOTEL - RO	0.00	688.92	
	01.10.61000.00		TRAINING AND EDUCATIO		688.92	
INV0005132	Invoice	11/22/2022	10.25.2022 - POPKEN - SHELL OIL CO - FU	0.00	29.77	
	01.25.62988.00		FUEL		29.77	
INV0005133	Invoice	11/22/2022	10.28.2022 - POPKEN - 76 STATION - FUEL	0.00	46.63	
	01.25.62988.00		FUEL		46.63	
INV0005134	Invoice	11/22/2022	10.28.2022 - POPKEN - CHEVERON - FUEL	0.00	31.46	
	01.25.62988.00		FUEL		31.46	
INV0005135	Invoice	11/22/2022	10.31.2022 - POPKEN - ARCO -FUEL	0.00	30.00	
	01.25.62988.00		FUEL		30.00	
INV0005136	Invoice	11/22/2022	10.31.2022 POPKEN - ENTERPRISE - CAR R	0.00	306.14	
	01.10.61000.00		TRAINING AND EDUCATIO		306.14	
INV0005137	Invoice	11/22/2022	11.2.2022 - POPKEN - PETERSON - VEHICL	0.00	345.00	
	01.25.61600.00		FLEET MAINTENANCE/RE		345.00	
INV0005138	Invoice	11/22/2022	11.07.2022 - POPKEN - ENTERPRISE - TOLL	0.00	11.95	
	01.10.61000.00		TRAINING AND EDUCATIO		11.95	
INV0005139	Invoice	11/22/2022	10.25.2022 - GRASSER - STAMPS.COM - P	0.00	17.99	
	01.10.61902.00		MWPA DEFENDSIBLE SPA		17.99	
INV0005140	Invoice	11/22/2022	11.07.2022 - GRASSER - APPLE.COM - APP	0.00	9.99	
	01.05.61121.00		COMPUTER SOFTWARE/S		9.99	
INV0005141	Invoice	11/22/2022	11.07.2022 - GRASSER - APPLE.COM - APP	0.00	9.99	
	01.05.61121.00		COMPUTER SOFTWARE/S		9.99	
INV0005142	Invoice	11/22/2022	11.07.2022 - GRASSER - AVENZA - MAPS	0.00	115.75	
	01.05.61121.00		COMPUTER SOFTWARE/S		115.75	
INV0005143	Invoice	11/22/2022	11.16.2022 - GRASSER - APPLE.COM - APP	0.00	49.95	
	01.05.61121.00		COMPUTER SOFTWARE/S		49.95	
INV0005144	Invoice	11/22/2022	11.16.2022 - GRASSER - APPLE.COM - APP	0.00	19.98	
	01.05.61121.00		COMPUTER SOFTWARE/S		19.98	
INV0005145	Invoice	11/22/2022	11.14.2022 - STANDFIELD - KESTRELMETE	0.00	13.05	
	01.10.63131.00		EQUIPMENT		13.05	
INV0005146	Invoice	11/22/2022	11.08.2022 - ILLINGWORTH - CALTAINING	0.00	250.00	
	01.10.61000.00		TRAINING AND EDUCATIO		250.00	
INV0005147	Invoice	11/22/2022	11.21.2022 - ILLINGWORTH - GENUINE PA	0.00	36.76	

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
	01.14.61500.18	BUILDING MAINTENANCE	11.21.2022 - ILLINGWORTH - GE		36.76	
INV0005148	Invoice	11/22/2022	11.04.2022 - POPPE - HOME DEPOT - CLE	0.00	74.59	
	01.14.62206.00	JANITORIAL MAINTENAN	11.04.2022 - POPPE - HOME DE		74.59	
INV0005149	Invoice	11/22/2022	11.09.2022 - SHAW - SA COFFEE ROASTER	0.00	17.59	
	01.15.61131.00	FIRE PREVENTION	11.09.2022 - SHAW - SA COFFEE		17.59	
INV0005150	Invoice	11/22/2022	11.17.2022 - SHAW - FFX COFFEE ROASTE	0.00	39.26	
	01.15.61131.00	FIRE PREVENTION	11.17.2022 - SHAW - FFX COFFE		39.26	
INV0005151	Invoice	11/22/2022	11.18.2022 - SHAW - GOOD EARTH - SUPP	0.00	114.66	
	01.15.61131.00	FIRE PREVENTION	11.18.2022 - SHAW - GOOD EAR		114.66	
INV0005152	Invoice	11/22/2022	10.27.2022 - CUTTER - FAIRFAX LUMBER -	0.00	27.23	
	01.15.61902.00	MWPA D-Space	10.27.2022 - CUTTER - FAIRFAX		27.23	
INV0005153	Invoice	11/22/2022	10.27.2022 - CUTTER - FAIRFAX LUMBER -	0.00	33.77	
	01.15.61902.00	MWPA D-Space	10.27.2022 - CUTTER - FAIRFAX		33.77	
INV0005154	Invoice	11/22/2022	10.28.2022 - CUTTER - O'RIELY - AUTO PA	0.00	114.66	
	01.15.61902.00	MWPA D-Space	10.28.2022 - CUTTER - O'RIELY -		114.66	
INV0005155	Invoice	11/22/2022	10.31.2022 - CUTTER - SAFEWAY - SUPPLI	0.00	53.71	
	01.15.61902.00	MWPA D-Space	10.31.2022 - CUTTER - SAFEWAY		53.71	
INV0005156	Invoice	11/22/2022	10.31.2022 - CUTTER - COMFORTS - MEET	0.00	545.80	
	01.15.61902.00	MWPA D-Space	10.31.2022 - CUTTER - COMFOR		545.80	
INV0005157	Invoice	11/22/2022	11.03.2022 - CUTTER - USPS - POSTAGE	0.00	28.00	
	01.15.61902.00	MWPA D-Space	11.03.2022 - CUTTER - USPS - P		28.00	
INV0005158	Invoice	11/22/2022	11.11.2022 - CUTTER - STAPLES - SUPPLIE	0.00	51.79	
	01.15.61902.00	MWPA D-Space	11.11.2022 - CUTTER - STAPLES -		51.79	
INV0005159	Invoice	11/22/2022	11.01.2022 - HERBERTSON - SAFEWAY - S	0.00	39.97	
	01.05.62200.00	GENERAL DEPARTMENT S	11.01.2022 - HERBERTSON - SAF		39.97	
INV0005160	Invoice	11/22/2022	11.07.2022 - HERBERTSON - WHITMER - B	0.00	681.63	
	01.10.62213.00	PERSONAL PROTECTIVE E	11.07.2022 - HERBERTSON - WH		681.63	
INV0005161	Invoice	11/22/2022	11.10.2022 - HERBERTSON - GALLS - BOO	0.00	374.73	
	01.10.62213.00	PERSONAL PROTECTIVE E	11.10.2022 - HERBERTSON - GA		374.73	
INV0005162	Invoice	11/22/2022	11.03.2022 - BARONA - MAGLITE - FLASHL	0.00	117.98	
	01.10.63131.00	EQUIPMENT	11.03.2022 - BARONA - MAGLIT		117.98	
INV0005163	Invoice	11/22/2022	11.15.2022 - BARONA - MAGLITE - FLASHL	0.00	163.13	
	01.10.63131.00	EQUIPMENT	11.15.2022 - BARONA - MAGLIT		163.13	
	Void	12/05/2022	Regular	0.00	0.00	22835
	Void	12/05/2022	Regular	0.00	0.00	22836
01058	Able Tire & Brake	12/08/2022	Regular	0.00	3,684.35	22837
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
663729	Invoice	12/08/2022	11.28.2022 - NEW TIRES - INSPECTION	0.00	760.00	
	01.25.61600.00	FLEET MAINTENANCE/RE	11.28.2022 - NEW TIRES - INSPE		760.00	
663865	Invoice	12/08/2022	11.30.2022 - NEW TIRES - SERVICE CALL	0.00	2,924.35	
	01.25.62989.00	FLEET PARTS	11.30.2022 - NEW TIRES - SERVI		2,924.35	
01326	AMAZON.COM SERVICES LLC	12/08/2022	Regular	0.00	61.58	22838
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
19CJ-N7NL-7DYY	Invoice	12/08/2022	12.07.2022 - KITCHEN SUPPLIES - SPATUL	0.00	33.69	
	01.14.61500.00	BUILDING MAINTENANCE	12.07.2022 - KITCHEN SUPPLIES		33.69	
1X66-64RF-14JK	Invoice	12/08/2022	12.05.2022 - OFFICE SUPPLIES - MARKERS	0.00	27.89	
	01.05.62000.00	OFFICE SUPPLIES	12.05.2022 - OFFICE SUPPLIES -		27.89	
01000	American Messaging	12/08/2022	Regular	0.00	5.78	22839

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
W4106073WL	Invoice	12/08/2022	12.01.2022 - MESSEGING SRVC - 12.01.22	0.00	5.78	
	01.10.63150.00		COMMUNICATIONS EQUI		5.78	
01313	Comcast	12/08/2022	Regular	0.00	1,682.20	22840
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
632-11232022	Invoice	12/08/2022	632 - INTERNET/CABLE - 11.28.2022 - 12.2	0.00	1,682.20	
	01.14.61705.00		TELEPHONE		1,682.20	
01272	Diesel Direct West Inc	12/08/2022	Regular	0.00	879.69	22841
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
84870229	Invoice	12/08/2022	12.01.2022 - ULSD CLEAR - 155.8 GALLON	0.00	879.69	
	01.25.62988.00		FUEL		879.69	
01305	Kyocera Document Solution Northern California	12/08/2022	Regular	0.00	50.00	22842
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
55E1704511	Invoice	12/08/2022	12.01.2022 - GMAIL SETUP - TRAVEL CHA	0.00	50.00	
	01.05.61105.00		OTHER CONTRACT SERVI		50.00	
01415	Miranda Miller	12/08/2022	Regular	0.00	67.13	22843
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005192	Invoice	12/08/2022	12.01.2022 - REIMBURSEMENT - MILEAGE	0.00	67.13	
	01.15.62220.00		COMMUNITY EDUCATION		67.13	
01282	Motorola Solutions Inc	12/08/2022	Regular	0.00	413.38	22844
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
8281520867	Invoice	12/08/2022	11.28.2022 - ANTENNA - WIRELESS	0.00	413.38	
	01.10.61101.00		RADIO REPAIR		413.38	
01020	PG&E	12/08/2022	Regular	0.00	1,658.78	22845
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
758-11232022	Invoice	12/08/2022	758 - GAS/ELEC - UTILITIES - 10.05.22 - 11	0.00	1,658.78	
	01.14.61702.00		GAS AND ELECTRIC		1,658.78	
01179	Postal Services Plus	12/08/2022	Regular	0.00	179.03	22846
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
22447	Invoice	12/08/2022	11.03.2022 - SHIPPING SUPPLIES - POSTA	0.00	8.00	
	01.15.61904.00		MWPA CORE FUNDS		8.00	
22452	Invoice	12/08/2022	11.14.2022 - RETURNS - SHIPPING - POST	0.00	27.40	
	01.15.61904.00		MWPA CORE FUNDS		27.40	
22453	Invoice	12/08/2022	11.14.2022 - MAG LITE - RETURN - POSTA	0.00	27.90	
	01.15.61904.00		MWPA CORE FUNDS		27.90	
22467	Invoice	12/08/2022	11.22.2022 - METER ENVELOPES - POSTA	0.00	115.73	
	01.15.61904.00		MWPA CORE FUNDS		115.73	
01188	Staples Credit Plan	12/08/2022	Regular	0.00	518.79	22847
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
391-11232022	Invoice	12/08/2022	11.23.2022 - OFFICE SUPPLIES - 10.23.22 -	0.00	518.79	
	01.05.62000.00		OFFICE SUPPLIES		518.79	
01098	Verizon Wireless	12/08/2022	Regular	0.00	686.91	22848

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
9921350176	Invoice	12/08/2022	11.23.2022 - TELEPHONE - 10.24.2022 - 1 TELEPHONE	0.00	686.91	
	01.14.61705.00		11.23.2022 - TELEPHONE - 10.2		686.91	
01058	Able Tire & Brake	12/15/2022	Regular	0.00	2,381.27	22849
663773	Invoice	12/15/2022	11.29.2022 - REPLACE FRONT TIRES - SER FLEET PARTS	0.00	2,381.27	
	01.25.62989.00		11.29.2022 - REPLACE FRONT TI		2,381.27	
01326	AMAZON.COM SERVICES LLC	12/15/2022	Regular	0.00	16.29	22850
1M9F-D61V-46XY	Invoice	12/15/2022	12.13.2022 - HALOGEN BULBS - SUPPLIES BUILDING MAINTENANCE	0.00	16.29	
	01.14.61500.19		12.13.2022 - HALOGEN BULBS -		16.29	
01059	AT&T Mobility	12/15/2022	Regular	0.00	1,034.37	22851
287301083016X1	Invoice	12/15/2022	12.02.2022 - WIRELESS SERVICE - DECEM TELEPHONE	0.00	1,034.37	
	01.14.61705.00		12.02.2022 - WIRELESS SERVICE		1,034.37	
01272	Diesel Direct West Inc	12/15/2022	Regular	0.00	1,242.35	22852
84883162	Invoice	12/15/2022	12.08.2022 - GASOLINE UNL - 31 GALLON FUEL	0.00	137.30	
	01.25.62988.00		12.08.2022 - GASOLINE UNL - 3		137.30	
84883163	Invoice	12/15/2022	12.08.2022 - ULSD CLEAR - 221.2 GALLON FUEL	0.00	1,105.05	
	01.25.62988.00		12.08.2022 - ULSD CLEAR - 221.		1,105.05	
01050	Golden State Emergency Veh Svc	12/15/2022	Regular	0.00	99.44	22853
CI037119	Invoice	12/15/2022	12.13.2022 - CAP, FUELTANK WITH CHAIN FLEET PARTS	0.00	99.44	
	01.25.62989.00		12.13.2022 - CAP, FUELTANK WI		99.44	
01434	Local Motion Solutions	12/15/2022	Regular	0.00	11,165.00	22854
INV0005195	Invoice	12/15/2022	12.14.2022 - MEETINGS, EDITING, PRESE OTHER CONTRACT SERVI	0.00	11,165.00	
	01.05.61105.00		12.14.2022 - MEETINGS, EDITIN		11,165.00	
01036	Marin County Tax Collector	12/15/2022	Regular	0.00	275.00	22855
2022-9241	Invoice	12/15/2022	12.02.2022 - PRINT SHOP SERVICES - 1028 COMMUNITY EDUCATION	0.00	275.00	
	01.10.62220.00		12.02.2022 - PRINT SHOP SERVI		275.00	
01344	NELSON	12/15/2022	Regular	0.00	2,380.00	22856
6411005	Invoice	12/15/2022	12.15.2022 - ADMIN ASST - 40 HRS - 12.1 TEMPORARY HIRE	0.00	2,380.00	
	01.00.60010.00		12.15.2022 - ADMIN ASST - 40 H		2,380.00	
01255	TIAA Commercial Bank Inc.	12/15/2022	Regular	0.00	463.77	22857

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
9279868	Invoice	12/15/2022	12.05.2022 - KYOCERA COPIER LEASE - DE	0.00	463.77	
	01.05.61105.00		OTHER CONTRACT SERVI		463.77	
01144	Town of San Anselmo	12/15/2022	Regular	0.00	22,517.50	22858
2022-23-MISC05	Invoice	12/15/2022	12.12.2022 - FINANCIAL SRVCS - 2ND QTR	0.00	22,517.50	
	01.05.61120.00		CONTRACT SERVICES-SAN		22,517.50	
01058	Able Tire & Brake	12/27/2022	Regular	0.00	703.00	22859
664520	Invoice	12/21/2022	12.16.2022 - TRUCK TIRE MOUNT - FLEET	0.00	703.00	
	01.25.62989.00		FLEET PARTS		703.00	
01390	Badawi & Associates	12/27/2022	Regular	0.00	1,562.00	22860
1332	Invoice	12/21/2022	12.19.2022 - AUDIT - 2022	0.00	1,562.00	
	01.05.61103.00		AUDIT & BOOKEEPING SE		1,562.00	
01054	BoundTree Medical	12/27/2022	Regular	0.00	360.96	22861
84782435	Invoice	12/21/2022	12.05.2022 - CURAPLEX DART - MEDICAL	0.00	360.96	
	01.10.62204.00		PARAMEDIC RESPONSE S		360.96	
01148	Brian Costello	12/27/2022	Regular	0.00	300.00	22862
2022-9	Invoice	12/27/2022	12.20.2022 MIGRATION ISSUES AT&T STAT	0.00	300.00	
	01.05.61121.00		COMPUTER SOFTWARE/S		300.00	
01402	Davis Sign Company	12/27/2022	Regular	0.00	54.63	22863
35943	Invoice	12/21/2022	12.07.2022 - RECOGNITION HELMET DEC	0.00	54.63	
	01.05.62200.00		GENERAL DEPARTMENT S		54.63	
01016	Diego Truck Repair Inc	12/27/2022	Regular	0.00	29,479.78	22864
65625	Invoice	12/21/2022	11.04.2022 - LABOR/SERVICE - DIAGNOST	0.00	482.75	
	01.25.61600.00		FLEET MAINTENANCE/RE		482.75	
65659	Invoice	12/27/2022	11.10.2022 - 2010 PIERCE ALL STEER	0.00	23,123.66	
	01.25.61600.00		FLEET MAINTENANCE/RE		23,123.66	
65769	Invoice	12/21/2022	12.05.2022 - LABOR/SERVICE - OIL FILTER	0.00	1,118.81	
	01.25.61600.00		FLEET MAINTENANCE/RE		1,118.81	
65779	Invoice	12/21/2022	12.06.2022 - LABOR/SERVICE - OIL FILTER	0.00	1,379.00	
	01.25.61600.00		FLEET MAINTENANCE/RE		1,379.00	
65812	Invoice	12/21/2022	12.09.2022 - LABOR/SERVICE - OIL FILTER	0.00	1,154.30	
	01.25.61600.00		FLEET MAINTENANCE/RE		1,154.30	
65838	Invoice	12/21/2022	12.13.2022 - LABOR/SERVICE - OIL FILTER	0.00	1,108.83	
	01.25.61600.00		FLEET MAINTENANCE/RE		1,108.83	
65841	Invoice	12/21/2022	12.14.2022 - OIL FILTER - FILTER SYSTEM S	0.00	1,112.43	
	01.25.61600.00		FLEET MAINTENANCE/RE		1,112.43	

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01272	Diesel Direct West Inc	12/27/2022	Regular	0.00	957.95	22865
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
84895319	Invoice	12/27/2022	12.15.2022 - 53.4 GALLONS GASOLINE UN	0.00	230.00	
	01.25.62988.00		FUEL		230.00	
84895320	Invoice	12/27/2022	12.15.2022 - 130.1 GALLONS ULSD CLEAR	0.00	727.95	
	01.25.62988.00		FUEL		727.95	
01017	Fairfax Lumber	12/27/2022	Regular	0.00	16.44	22866
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
256828	Invoice	12/21/2022	12.08.2022 - GOO GONE GEL - SUPPLIES	0.00	16.44	
	01.25.62989.00		FLEET PARTS		16.44	
01050	Golden State Emergency Veh Svc	12/27/2022	Regular	0.00	608.53	22867
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
CI037055	Invoice	12/21/2022	12.08.2022 - GASKET RUBBER - U-CHANN	0.00	33.17	
	01.25.62989.00		FLEET PARTS		33.17	
CI037212	Invoice	12/21/2022	12.19.202 - PART NO . 1453192-0680	0.00	575.36	
	01.25.62989.00		FLEET PARTS		575.36	
01344	NELSON	12/27/2022	Regular	0.00	4,781.60	22868
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
6410433	Invoice	12/21/2022	12.08.2022 - ADMIN ASST - 40 HRS	0.00	2,390.80	
	01.00.60010.00		TEMPORARY HIRE		2,390.80	
6411714	Invoice	12/22/2022	12.22.2022 - ADMIN ASST - 40 HRS	0.00	2,390.80	
	01.00.60010.00		TEMPORARY HIRE		2,390.80	
01357	The Knox Company	12/27/2022	Regular	0.00	1,220.74	22869
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
INV-KA-132372	Invoice	12/27/2022	10.18.2022 KEYSECURE 5, 2 MKEY WIFI IN	0.00	1,220.74	
	01.10.63131.00		EQUIPMENT		1,220.74	
01326	AMAZON.COM SERVICES LLC	12/29/2022	Regular	0.00	278.37	22870
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
1GW4-6749-RLPK	Invoice	12/29/2022	11.29.2022 - IPAD SCREEN PROTECTOR - S	0.00	45.47	
	01.10.61101.00		RADIO REPAIR		45.47	
1QP1-1TN1-7WD	Invoice	12/29/2022	12.13.2022 - VIDEO HDMI TRANSMITTER	0.00	217.49	
	01.05.62200.00		GENERAL DEPARTMENT S		217.49	
1X1W-WJP4-19L7	Invoice	12/29/2022	11.07.2022 - LIQUID ELETRICAL TAPE - SU	0.00	15.41	
	01.25.62989.00		FLEET PARTS		15.41	
01026	AT&T Calnet	12/29/2022	Regular	0.00	809.97	22871
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
000019182472	Invoice	12/29/2022	12.10.2022 - WIRELESS - 11.10.2022 - 12.	0.00	809.97	
	01.14.61705.00		TELEPHONE		809.97	
01433	AT&T Corp	12/29/2022	Regular	0.00	2,350.25	22872
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number		Account Name		Distribution Amount	
223482703	Invoice	12/29/2022	12.27.2022 - INTERNET - UTILITIES - JANU	0.00	2,350.25	
	01.14.61705.00		TELEPHONE		2,350.25	
01272	Diesel Direct West Inc	12/29/2022	Regular	0.00	1,312.52	22873

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
84907037	Invoice	12/29/2022	12.22.2022 - GASOLINE UNL - 49.2 GALLO	0.00	235.23	
	01.25.62988.00	FUEL	12.22.2022 - GASOLINE UNL - 4		235.23	
84907038	Invoice	12/29/2022	12.22.2022 - ULSD CLEAR - 196.9 GALLON	0.00	1,077.29	
	01.25.62988.00	FUEL	12.22.2022 - ULSD CLEAR - 196.		1,077.29	
01020	PG&E	12/29/2022	Regular	0.00	367.70	22874
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
937-12132022	Invoice	12/29/2022	937 - GAS/ELEC - 11.04.2022 - 12.06.2022	0.00	367.70	
	01.14.61702.00	GAS AND ELECTRIC	937 - GAS/ELEC - 11.04.2022 - 1		367.70	
01010	Redwood Security Systems Inc	12/29/2022	Regular	0.00	495.00	22875
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
4116561	Invoice	12/29/2022	01.01.2023 - FIRE MONITORING - 01.01 - BUILDING MAINTENANCE	0.00	495.00	
	01.14.61500.00	01.01.2023 - FIRE MONITORING			495.00	
01151	Zoll	12/29/2022	Regular	0.00	693.00	22876
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV00130166	Invoice	12/29/2022	12.01.2022 - FIRE RMS ENTERPRISE EDITI OTHER CONTRACT SERVI	0.00	693.00	
	01.05.61105.00	12.01.2022 - FIRE RMS ENTERPR			693.00	
01097	MidAmerica	12/16/2022	Bank Draft	0.00	27,941.28	DFT0003453
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005196	Invoice	12/16/2022	December Retiree Health Insurance	0.00	27,941.28	
	01.00.60231.00	RETIREES' HEALTH INSUR	December Retiree Health Insura		27,941.28	

Bank Code AP Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	108	50	0.00	124,931.12
Manual Checks	0	0	0.00	0.00
Voided Checks	0	2	0.00	0.00
Bank Drafts	1	1	0.00	27,941.28
EFT's	0	0	0.00	0.00
	109	53	0.00	152,872.40

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01013	AFLAC Business Services	12/07/2022	Regular	0.00	1,685.88	11246
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005166	Invoice	12/15/2022	AFLAC	0.00	1,685.88	
	01.00.20271.00		AFLAC P/R DEDUCTION		1,685.88	
01004	CAPF	12/07/2022	Regular	0.00	531.00	11247
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005169	Invoice	12/15/2022	DISABILITY INSURANCE	0.00	250.75	
	01.00.20275.00		DISABILITY INSURANCE W		250.75	
INV0005170	Invoice	12/15/2022	DISABILITY INSURANCE	0.00	280.25	
	01.00.20275.00		DISABILITY INSURANCE W		280.25	
01161	Nationwide Retirement Solutions	12/07/2022	Regular	0.00	2,834.02	11248
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005172	Invoice	12/15/2022	NATIONWIDE RETIREMENT	0.00	2,008.00	
	01.00.20277.00		DEFERRED COMP. W/ NR		2,008.00	
INV0005173	Invoice	12/15/2022	NATIONWIDE RETIREMENT	0.00	826.02	
	01.00.20277.00		DEFERRED COMP. W/ NR		826.02	
01069	Ross Valley Firefighters Association	12/07/2022	Regular	0.00	2,490.00	11249
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005184	Invoice	12/15/2022	UNION DUES	0.00	2,490.00	
	01.00.20289.00		UNION DUES WITHHELD		2,490.00	
01013	AFLAC Business Services	12/27/2022	Regular	0.00	1,685.88	11255
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005199	Invoice	12/30/2022	AFLAC	0.00	1,685.88	
	01.00.20271.00		AFLAC P/R DEDUCTION		1,685.88	
01004	CAPF	12/27/2022	Regular	0.00	531.00	11256
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005202	Invoice	12/30/2022	DISABILITY INSURANCE	0.00	250.75	
	01.00.20275.00		DISABILITY INSURANCE W		250.75	
INV0005203	Invoice	12/30/2022	DISABILITY INSURANCE	0.00	280.25	
	01.00.20275.00		DISABILITY INSURANCE W		280.25	
01161	Nationwide Retirement Solutions	12/27/2022	Regular	0.00	2,814.37	11257
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005205	Invoice	12/30/2022	NATIONWIDE RETIREMENT	0.00	2,008.00	
	01.00.20277.00		DEFERRED COMP. W/ NR		2,008.00	
INV0005206	Invoice	12/30/2022	NATIONWIDE RETIREMENT	0.00	806.37	
	01.00.20277.00		DEFERRED COMP. W/ NR		806.37	
01069	Ross Valley Firefighters Association	12/27/2022	Regular	0.00	2,490.00	11258
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005217	Invoice	12/30/2022	UNION DUES	0.00	2,490.00	
	01.00.20289.00		UNION DUES WITHHELD		2,490.00	

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
01303	CalPERS	12/01/2022	Bank Draft	0.00	4,934.08	DFT0003415
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005123	Invoice	12/01/2022	December 2022 CalPERS Retiree Health	0.00	4,934.08	
	01.00.60231.00		RETIREES' HEALTH INSUR		105.34	
	01.00.60231.00		RETIREES' HEALTH INSUR		209.74	
	01.00.60231.00		RETIREES' HEALTH INSUR		4,619.00	
01159	Vantagepoint Transfer Agents 302247	12/31/2022	Bank Draft	0.00	15,487.20	DFT0003417
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005164	Invoice	12/15/2022	ICMA	0.00	15,487.20	
	01.00.20276.00		DEFERRED COMP. W/H IC		15,487.20	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	7.20	DFT0003418
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005165	Invoice	12/15/2022	AD&D	0.00	7.20	
	01.00.20270.00		STANDARD LIFE INS. WIT		7.20	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	27.00	DFT0003419
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005167	Invoice	12/15/2022	LIFE INSURANCE	0.00	27.00	
	01.00.20270.00		STANDARD LIFE INS. WIT		27.00	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	2,141.22	DFT0003420
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005168	Invoice	12/15/2022	DENTAL	0.00	2,141.22	
	01.00.20280.00		DENTAL WITHHELD		2,141.22	
01158	P.E.R.S. Health	12/31/2022	Bank Draft	0.00	34,481.50	DFT0003421
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005171	Invoice	12/15/2022	MEDICAL INS	0.00	34,481.50	
	01.00.20282.00		HEALTH PERS WITHHELD		34,481.50	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	1,300.44	DFT0003422
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005174	Invoice	12/15/2022	PEPRA MISC	0.00	1,300.44	
	01.00.20281.00		PERS WITHHELD		1,300.44	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	1,439.15	DFT0003423
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005175	Invoice	12/15/2022	PEPRA MISC	0.00	1,439.15	
	01.00.20281.00		PERS WITHHELD		1,439.15	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	8,988.48	DFT0003424
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005176	Invoice	12/15/2022	PEPRA SAFETY	0.00	8,988.48	
	01.00.20281.00		PERS WITHHELD		8,988.48	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	8,929.64	DFT0003425

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005177	Invoice	12/15/2022	PEPRA Safety	0.00	8,929.64	
	01.00.20281.00	PERS WITHHELD	PEPRA Safety		8,929.64	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	442.27	DFT0003426
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005178	Invoice	12/15/2022	PERS MISC	0.00	442.27	
	01.00.20281.00	PERS WITHHELD	PERS MISC		442.27	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	775.63	DFT0003427
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005179	Invoice	12/15/2022	PERS MISC	0.00	775.63	
	01.00.20281.00	PERS WITHHELD	PERS MISC		775.63	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	11,628.52	DFT0003428
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005180	Invoice	12/15/2022	PERS SAFETY	0.00	11,628.52	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		11,628.52	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	30,595.99	DFT0003429
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005181	Invoice	12/15/2022	PERS SAFETY	0.00	30,595.99	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		30,595.99	
01160	Vantagepoint Transfer Agents - 803422	12/31/2022	Bank Draft	0.00	3,011.10	DFT0003430
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005182	Invoice	12/15/2022	RETIREE HEALTH	0.00	3,011.10	
	01.00.20284.00	RETIREE HEALTH SAVINGS	RETIREE HEALTH		3,011.10	
01157	P.E.R.S.	12/15/2022	Bank Draft	0.00	33.30	DFT0003431
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005183	Invoice	12/15/2022	SURVIVOR BENEFIT	0.00	33.30	
	01.00.20290.00	PERS SURV. BEN. WITHHE	SURVIVOR BENEFIT		33.30	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	0.60	DFT0003432
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005185	Invoice	12/15/2022	VOL CHILD LIFE	0.00	0.60	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL CHILD LIFE		0.60	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	270.00	DFT0003433
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005186	Invoice	12/15/2022	VOLUNTARY LIFE	0.00	270.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOLUNTARY LIFE		270.00	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	11.00	DFT0003434
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
INV0005187	Invoice	12/15/2022	VOL SPOUSE LIFE	0.00	11.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	VOL SPOUSE LIFE		11.00	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	97.42	DFT0003435

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005188	Invoice	12/15/2022	VISION	0.00	97.42	
	01.00.20283.00	VSP DEDUCTION	VISION		97.42	
01163	Internal Revenue Service	12/15/2022	Bank Draft	0.00	8,173.95	DFT0003436
INV0005189	Invoice	12/15/2022	Medicare	0.00	8,173.95	
	01.00.20302.00	ACCRUED PAYROLL	Medicare		8,173.95	
01164	Employment Development Dept	12/15/2022	Bank Draft	0.00	13,551.26	DFT0003437
INV0005190	Invoice	12/15/2022	State W/H	0.00	13,551.26	
	01.00.20302.00	ACCRUED PAYROLL	State W/H		13,551.26	
01163	Internal Revenue Service	12/15/2022	Bank Draft	0.00	32,420.67	DFT0003438
INV0005191	Invoice	12/15/2022	Fed W/H	0.00	32,420.67	
	01.00.20302.00	ACCRUED PAYROLL	Fed W/H		32,420.67	
01163	Internal Revenue Service	12/12/2022	Bank Draft	0.00	278.78	DFT0003439
INV0005193	Invoice	12/12/2022	12.8.2022 RVFD IRS Tax Penalty Payment	0.00	278.78	
	01.00.20302.00	ACCRUED PAYROLL	12.8.2022 RVFD IRS Tax Penalty		278.78	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	-312.46	DFT0003445
CM0000175	Credit Memo	12/30/2022	PERS SAFETY	0.00	-312.46	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		-312.46	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	-822.12	DFT0003446
CM0000176	Credit Memo	12/30/2022	PERS SAFETY	0.00	-822.12	
	01.00.20281.00	PERS WITHHELD	PERS SAFETY		-822.12	
01163	Internal Revenue Service	12/30/2022	Bank Draft	0.00	-42.51	DFT0003450
CM0000177	Credit Memo	12/30/2022	Medicare	0.00	-42.51	
	01.00.20302.00	ACCRUED PAYROLL	Medicare		-42.51	
01164	Employment Development Dept	12/30/2022	Bank Draft	0.00	-323.20	DFT0003451
CM0000178	Credit Memo	12/30/2022	State W/H	0.00	-323.20	
	01.00.20302.00	ACCRUED PAYROLL	State W/H		-323.20	
01163	Internal Revenue Service	12/30/2022	Bank Draft	0.00	-830.57	DFT0003452
CM0000179	Credit Memo	12/30/2022	Fed W/H	0.00	-830.57	
	01.00.20302.00	ACCRUED PAYROLL	Fed W/H		-830.57	
01159	Vantagepoint Transfer Agents 302247	12/31/2022	Bank Draft	0.00	15,487.20	DFT0003454

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005197	Invoice	12/30/2022	ICMA	0.00	15,487.20	
	01.00.20276.00	DEFERRED COMP. W/H IC	ICMA	15,487.20		
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	7.20	DFT0003455
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005198	Invoice	12/30/2022	AD&D	0.00	7.20	
	01.00.20270.00	STANDARD LIFE INS. WIT	AD&D	7.20		
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	27.00	DFT0003456
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005200	Invoice	12/30/2022	LIFE INSURANCE	0.00	27.00	
	01.00.20270.00	STANDARD LIFE INS. WIT	LIFE INSURANCE	27.00		
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	2,141.22	DFT0003457
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005201	Invoice	12/30/2022	DENTAL	0.00	2,141.22	
	01.00.20280.00	DENTAL WITHHELD	DENTAL	2,141.22		
01158	P.E.R.S. Health	12/31/2022	Bank Draft	0.00	34,481.50	DFT0003458
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005204	Invoice	12/30/2022	MEDICAL INS	0.00	34,481.50	
	01.00.20282.00	HEALTH PERS WITHHELD	MEDICAL INS	34,481.50		
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	1,254.39	DFT0003459
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005207	Invoice	12/30/2022	PEPRA MISC	0.00	1,254.39	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC	1,254.39		
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	1,388.19	DFT0003460
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005208	Invoice	12/30/2022	PEPRA MISC	0.00	1,388.19	
	01.00.20281.00	PERS WITHHELD	PEPRA MISC	1,388.19		
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	9,026.64	DFT0003461
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005209	Invoice	12/30/2022	PEPRA SAFETY	0.00	9,026.64	
	01.00.20281.00	PERS WITHHELD	PEPRA SAFETY	9,026.64		
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	8,967.56	DFT0003462
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005210	Invoice	12/30/2022	PEPRA Safety	0.00	8,967.56	
	01.00.20281.00	PERS WITHHELD	PEPRA Safety	8,967.56		
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	442.27	DFT0003463
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005211	Invoice	12/30/2022	PERS MISC	0.00	442.27	
	01.00.20281.00	PERS WITHHELD	PERS MISC	442.27		
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	775.63	DFT0003464

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
	Account Number	Account Name	Item Description	Distribution Amount		
INV0005212	Invoice	12/30/2022	PERS MISC	0.00	775.63	
	01.00.20281.00		PERS WITHHELD		775.63	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	11,583.66	DFT0003465
INV0005213	Invoice	12/30/2022	PERS SAFETY	0.00	11,583.66	
	01.00.20281.00		PERS WITHHELD		11,583.66	
01157	P.E.R.S.	12/31/2022	Bank Draft	0.00	30,477.97	DFT0003466
INV0005214	Invoice	12/30/2022	PERS SAFETY	0.00	30,477.97	
	01.00.20281.00		PERS WITHHELD		30,477.97	
01160	Vantagepoint Transfer Agents - 803422	12/31/2022	Bank Draft	0.00	3,011.10	DFT0003467
INV0005215	Invoice	12/30/2022	RETIREE HEALTH	0.00	3,011.10	
	01.00.20284.00		RETIREE HEALTH SAVINGS		3,011.10	
01157	P.E.R.S.	12/30/2022	Bank Draft	0.00	33.30	DFT0003468
INV0005216	Invoice	12/30/2022	SURVIVOR BENEFIT	0.00	33.30	
	01.00.20290.00		PERS SURV. BEN. WITHHE		33.30	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	0.60	DFT0003469
INV0005218	Invoice	12/30/2022	VOL CHILD LIFE	0.00	0.60	
	01.00.20270.00		STANDARD LIFE INS. WIT		0.60	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	274.00	DFT0003470
INV0005219	Invoice	12/30/2022	VOLUNTARY LIFE	0.00	274.00	
	01.00.20270.00		STANDARD LIFE INS. WIT		274.00	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	11.00	DFT0003471
INV0005220	Invoice	12/30/2022	VOL SPOUSE LIFE	0.00	11.00	
	01.00.20270.00		STANDARD LIFE INS. WIT		11.00	
01162	FDAC Employee Benefit Authority	12/31/2022	Bank Draft	0.00	97.42	DFT0003472
INV0005221	Invoice	12/30/2022	VISION	0.00	97.42	
	01.00.20283.00		VSP DEDUCTION		97.42	
01163	Internal Revenue Service	12/30/2022	Bank Draft	0.00	136.40	DFT0003473
INV0005222	Invoice	12/30/2022	Social Security	0.00	136.40	
	01.00.20302.00		ACCRUED PAYROLL		136.40	
01163	Internal Revenue Service	12/30/2022	Bank Draft	0.00	9,377.04	DFT0003474

Check Report

Date Range: 12/01/2022 - 12/31/2022

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005223	Invoice	12/30/2022	Medicare	0.00	9,377.04	
01.00.20302.00	ACCRUED PAYROLL	Medicare	9,377.04			
01164	Employment Development Dept	12/30/2022	Bank Draft	0.00	16,980.34	DFT0003475
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005224	Invoice	12/30/2022	State W/H	0.00	16,980.34	
01.00.20302.00	ACCRUED PAYROLL	State W/H	16,980.34			
01163	Internal Revenue Service	12/30/2022	Bank Draft	0.00	41,682.94	DFT0003476
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
Account Number	Account Name	Item Description	Distribution Amount			
INV0005225	Invoice	12/30/2022	Fed W/H	0.00	41,682.94	
01.00.20302.00	ACCRUED PAYROLL	Fed W/H	41,682.94			

Bank Code PY Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	12	8	0.00	15,062.15
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	52	52	0.00	364,360.11
EFT's	0	0	0.00	0.00
	64	60	0.00	379,422.26

All Bank Codes Check Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	120	58	0.00	139,993.27
Manual Checks	0	0	0.00	0.00
Voided Checks	0	2	0.00	0.00
Bank Drafts	53	53	0.00	392,301.39
EFT's	0	0	0.00	0.00
	173	113	0.00	532,294.66

Fund Summary

Fund	Name	Period	Amount
98	POOLED PAYROLL	12/2022	379,422.26
99	POOLED CASH	12/2022	152,872.40
			532,294.66

Ross Valley Fire Dept

San Anselmo, CA

This report was generated on 1/5/2023 7:55:16 AM



Incident Type Count per Station for Date Range

Start Date: 10/01/2022 | End Date: 12/31/2022

INCIDENT TYPE	# INCIDENTS
Station: 00 - MUTUAL AID RESOURCES	
611 - Dispatched & cancelled en route	1
# Incidents for 00 - Mutual Aid Resources:	1

Station: 18 - STATION 18	
111 - Building fire	3
311 - Medical assist, assist EMS crew	1
321 - EMS call, excluding vehicle accident with injury	42
322 - Motor vehicle accident with injuries	1
424 - Carbon monoxide incident	1
444 - Power line down	1
531 - Smoke or odor removal	1
550 - Public service assistance, other	1
551 - Assist police or other governmental agency	1
553 - Public service	3
554 - Assist invalid	1
571 - Cover assignment, standby, moveup	4
600 - Good intent call, other	1
611 - Dispatched & cancelled en route	12
651 - Smoke scare, odor of smoke	3
733 - Smoke detector activation due to malfunction	2
735 - Alarm system sounded due to malfunction	2
743 - Smoke detector activation, no fire - unintentional	2
744 - Detector activation, no fire - unintentional	1
745 - Alarm system activation, no fire - unintentional	1
# Incidents for 18 - Station 18 :	84

Station: 19 - STATION 19	
111 - Building fire	1
113 - Cooking fire, confined to container	2
131 - Passenger vehicle fire	1
140 - Natural vegetation fire, other	2
160 - Special outside fire, other	1
321 - EMS call, excluding vehicle accident with injury	92
322 - Motor vehicle accident with injuries	9
324 - Motor vehicle accident with no injuries.	2
381 - Rescue or EMS standby	1

Only REVIEWED incidents included.



INCIDENT TYPE	# INCIDENTS
412 - Gas leak (natural gas or LPG)	2
444 - Power line down	3
445 - Arcing, shorted electrical equipment	2
550 - Public service assistance, other	11
551 - Assist police or other governmental agency	2
553 - Public service	18
554 - Assist invalid	9
611 - Dispatched & cancelled en route	15
622 - No incident found on arrival at dispatch address	4
651 - Smoke scare, odor of smoke	5
700 - False alarm or false call, other	1
730 - System malfunction, other	1
733 - Smoke detector activation due to malfunction	4
735 - Alarm system sounded due to malfunction	3
736 - CO detector activation due to malfunction	4
743 - Smoke detector activation, no fire - unintentional	6
745 - Alarm system activation, no fire - unintentional	14

Incidents for 19 - Station 19: 215

Station: 20 - STATION 20

321 - EMS call, excluding vehicle accident with injury	62
322 - Motor vehicle accident with injuries	3
323 - Motor vehicle/pedestrian accident (MV Ped)	1
324 - Motor vehicle accident with no injuries.	2
412 - Gas leak (natural gas or LPG)	3
422 - Chemical spill or leak	1
550 - Public service assistance, other	1
552 - Police matter	1
553 - Public service	10
554 - Assist invalid	4
611 - Dispatched & cancelled en route	10
622 - No incident found on arrival at dispatch address	2
651 - Smoke scare, odor of smoke	3
700 - False alarm or false call, other	2
733 - Smoke detector activation due to malfunction	3
743 - Smoke detector activation, no fire - unintentional	1
745 - Alarm system activation, no fire - unintentional	2

Incidents for 20 - Station 20: 111

Station: 21 - STATION 21

111 - Building fire	3
321 - EMS call, excluding vehicle accident with injury	135
322 - Motor vehicle accident with injuries	4
323 - Motor vehicle/pedestrian accident (MV Ped)	3

Only REVIEWED incidents included.



INCIDENT TYPE	# INCIDENTS
381 - Rescue or EMS standby	1
412 - Gas leak (natural gas or LPG)	1
440 - Electrical wiring/equipment problem, other	1
444 - Power line down	1
500 - Service Call, other	1
531 - Smoke or odor removal	2
550 - Public service assistance, other	6
553 - Public service	12
554 - Assist invalid	18
571 - Cover assignment, standby, moveup	1
611 - Dispatched & cancelled en route	22
651 - Smoke scare, odor of smoke	5
700 - False alarm or false call, other	3
733 - Smoke detector activation due to malfunction	4
736 - CO detector activation due to malfunction	1
740 - Unintentional transmission of alarm, other	1
743 - Smoke detector activation, no fire - unintentional	6
745 - Alarm system activation, no fire - unintentional	1

Incidents for 21 - Station 21:

232

Only REVIEWED incidents included.



Ross Valley Fire Dept

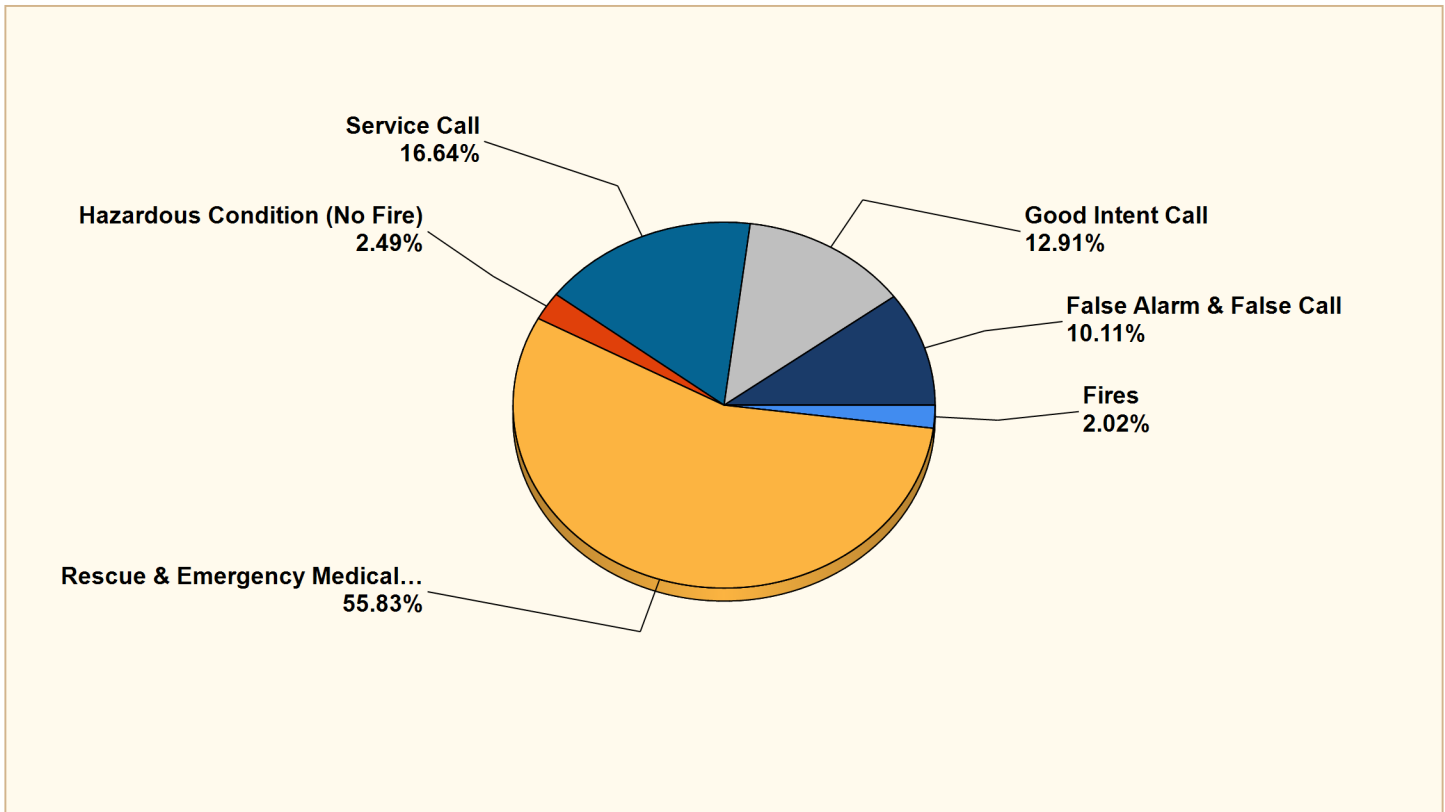
San Anselmo, CA

This report was generated on 1/5/2023 7:58:48 AM



Breakdown by Major Incident Types for Date Range

Zone(s): All Zones | Start Date: 10/01/2022 | End Date: 12/31/2022



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	13	2.02%
Rescue & Emergency Medical Service	359	55.83%
Hazardous Condition (No Fire)	16	2.49%
Service Call	107	16.64%
Good Intent Call	83	12.91%
False Alarm & False Call	65	10.11%
TOTAL	643	100%

Only REVIEWED and/or LOCKED IMPORTED incidents are included. Summary results for a major incident type are not displayed if the count is zero.



Detailed Breakdown by Incident Type

INCIDENT TYPE	# INCIDENTS	% of TOTAL
111 - Building fire	7	1.09%
113 - Cooking fire, confined to container	2	0.31%
131 - Passenger vehicle fire	1	0.16%
140 - Natural vegetation fire, other	2	0.31%
160 - Special outside fire, other	1	0.16%
311 - Medical assist, assist EMS crew	1	0.16%
321 - EMS call, excluding vehicle accident with injury	331	51.48%
322 - Motor vehicle accident with injuries	17	2.64%
323 - Motor vehicle/pedestrian accident (MV Ped)	4	0.62%
324 - Motor vehicle accident with no injuries.	4	0.62%
381 - Rescue or EMS standby	2	0.31%
412 - Gas leak (natural gas or LPG)	6	0.93%
422 - Chemical spill or leak	1	0.16%
424 - Carbon monoxide incident	1	0.16%
440 - Electrical wiring/equipment problem, other	1	0.16%
444 - Power line down	5	0.78%
445 - Arcing, shorted electrical equipment	2	0.31%
500 - Service Call, other	1	0.16%
531 - Smoke or odor removal	3	0.47%
550 - Public service assistance, other	19	2.95%
551 - Assist police or other governmental agency	3	0.47%
552 - Police matter	1	0.16%
553 - Public service	43	6.69%
554 - Assist invalid	32	4.98%
571 - Cover assignment, standby, moveup	5	0.78%
600 - Good intent call, other	1	0.16%
611 - Dispatched & cancelled en route	60	9.33%
622 - No incident found on arrival at dispatch address	6	0.93%
651 - Smoke scare, odor of smoke	16	2.49%
700 - False alarm or false call, other	6	0.93%
730 - System malfunction, other	1	0.16%
733 - Smoke detector activation due to malfunction	13	2.02%
735 - Alarm system sounded due to malfunction	5	0.78%
736 - CO detector activation due to malfunction	5	0.78%
740 - Unintentional transmission of alarm, other	1	0.16%
743 - Smoke detector activation, no fire - unintentional	15	2.33%
744 - Detector activation, no fire - unintentional	1	0.16%
745 - Alarm system activation, no fire - unintentional	18	2.8%
TOTAL INCIDENTS:	643	100%

Only REVIEWED and/or LOCKED IMPORTED incidents are included. Summary results for a major incident type are not displayed if the count is zero.





Ross Valley Fire, CA

Budget Report Account Summary

For Fiscal: 2022-2023 Period Ending: 12/31/2022

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 01 - GENERAL FUND							
Revenue							
01.00.47501.00	FAIRFAX	2,260,173.00	2,260,173.00	188,347.75	1,129,351.67	-1,130,821.33	50.03 %
01.00.47502.00	ROSS	2,266,963.00	2,266,963.00	188,913.58	1,133,481.48	-1,133,481.52	50.00 %
01.00.47503.00	SAN ANSELMO	3,931,536.00	3,931,536.00	327,628.00	1,965,768.00	-1,965,768.00	50.00 %
01.00.47504.00	SLEEPY HOLLOW	1,241,640.00	1,241,640.00	103,470.00	622,735.49	-618,904.51	49.85 %
01.00.47507.00	PRIOR AUTHORITY RETIREE HEALTH	48,856.00	48,856.00	4,071.33	25,105.66	-23,750.34	48.61 %
01.00.47510.00	PRIOR AUTHORITY RETIREMENT	1,301,864.00	1,301,864.00	108,488.66	648,484.46	-653,379.54	50.19 %
01.00.49501.00	COUNTY OF MARIN	242,856.00	242,856.00	0.00	245,293.00	2,437.00	101.00 %
01.00.49502.00	OES REIMBURSEMENT OUT OF CO	0.00	0.00	158,225.02	158,225.02	158,225.02	0.00 %
01.00.49504.00	RVPA REIMBURSEMENT MEDIC PR	287,558.00	287,558.00	0.00	0.00	-287,558.00	100.00 %
01.00.49506.00	RVPA RENTAL	32,624.00	32,624.00	0.00	32,624.09	0.09	100.00 %
01.00.49507.00	LAIF INTEREST	5,000.00	5,000.00	0.00	2,167.97	-2,832.03	56.64 %
01.00.49509.00	RVPA EMS TRAINING/SUPPLY REIM	47,290.00	47,290.00	0.00	0.00	-47,290.00	100.00 %
01.00.49510.00	PLAN CHECKING FEES	265,000.00	265,000.00	14,590.15	151,483.59	-113,516.41	42.84 %
01.00.49511.00	RE-SALE INSPECTION FEES	50,000.00	50,000.00	0.00	176.70	-49,823.30	99.65 %
01.00.49512.00	MISCELLANEOUS INCOME	10,000.00	10,000.00	135,529.12	140,330.41	130,330.41	1,403.30 %
01.00.49513.00	WORKERS COMP REIMBURSEMENT	0.00	0.00	5,425.24	55,278.47	55,278.47	0.00 %
01.00.49517.00	DISASTER COORDINATOR REIMB.	87,462.00	87,462.00	6,923.03	16,508.77	-70,953.23	81.12 %
01.00.49518.00	DEFENSIBLE SPACE INSPECTION CO	303,817.00	303,817.00	0.00	0.00	-303,817.00	100.00 %
01.00.49523.00	APPARATUS REPLACEMENT	355,006.00	355,006.00	22,670.08	219,454.55	-135,551.45	38.18 %
01.00.49524.00	TECHNOLOGY FEES	23,600.00	23,600.00	1,098.18	10,668.58	-12,931.42	54.79 %
01.00.49526.18	STATION MAINT REVENUE #18	15,000.00	15,000.00	0.00	0.00	-15,000.00	100.00 %
01.00.49526.19	STATION MAINT REVENUE #19	15,000.00	15,000.00	0.00	0.00	-15,000.00	100.00 %
01.00.49526.20	STATION MAINT REVENUE #20	15,000.00	15,000.00	0.00	0.00	-15,000.00	100.00 %
01.00.49526.21	STATION MAINT REVENUE #21	15,000.00	15,000.00	0.00	0.00	-15,000.00	100.00 %
01.00.49528.00	MWPA LOCAL FUNDS	0.00	0.00	4,360.00	4,360.00	4,360.00	0.00 %
	Revenue Total:	12,821,245.00	12,821,245.00	1,269,740.14	6,561,497.91	-6,259,747.09	48.82 %
Expense							
01.00.60000.00	REGULAR SALARIES	4,845,101.00	4,845,101.00	395,348.87	2,376,039.49	2,469,061.51	50.96 %
01.00.60010.00	TEMPORARY HIRE	16,883.00	16,883.00	8,862.89	55,670.87	-38,787.87	-229.75 %
01.00.60020.00	MINIMUM STAFFING	765,346.00	765,346.00	95,028.90	468,942.68	296,403.32	38.73 %
01.00.60021.00	HOURLY OVERTIME	93,418.00	93,418.00	4,056.68	52,766.99	40,651.01	43.52 %
01.00.60024.00	SHIFT DIFFERENTIAL OT	22,511.00	22,511.00	5,359.05	14,551.28	7,959.72	35.36 %
01.00.60025.00	OT OES RESPONSE	0.00	0.00	0.00	259,317.92	-259,317.92	0.00 %
01.00.60026.00	OT TRAINING	62,520.00	62,520.00	789.79	8,075.92	54,444.08	87.08 %
01.00.60027.00	HOLIDAY	216,444.00	216,444.00	17,966.51	107,661.41	108,782.59	50.26 %
01.00.60028.00	PARAMEDIC TRAINING OVERTIME	23,340.00	23,340.00	0.00	0.00	23,340.00	100.00 %
01.00.60029.00	FLSA O/T	104,672.00	104,672.00	8,515.65	46,974.95	57,697.05	55.12 %
01.00.60030.00	S/L BUY BACK	4,000.00	4,000.00	0.00	0.00	4,000.00	100.00 %
01.00.60035.00	RETIRED S/L COMPENSATION	50,000.00	50,000.00	0.00	0.00	50,000.00	100.00 %
01.00.60039.00	EXECUTIVE OFFICER	3,600.00	3,600.00	300.00	1,800.00	1,800.00	50.00 %
01.00.60040.00	BOARD MEMBER STIPEND	8,000.00	8,000.00	800.00	4,800.00	3,200.00	40.00 %
01.00.60100.00	RETIREMENT	2,316,633.00	2,316,633.00	83,349.76	1,762,527.08	554,105.92	23.92 %
01.00.60200.00	CAFETERIA HEALTH PLAN	895,522.00	895,522.00	73,990.44	424,459.02	471,062.98	52.60 %
01.00.60210.00	RETIREE HEALTH SAVINGS MATCH	28,906.00	28,906.00	3,011.10	18,166.97	10,739.03	37.15 %
01.00.60215.00	WORKERS' COMPENSATION INSUR	443,214.00	443,214.00	0.00	88,872.00	354,342.00	79.95 %
01.00.60220.00	PAYROLL TAXES	93,275.00	93,275.00	7,799.52	50,555.02	42,719.98	45.80 %
01.00.60221.00	HOUSING ALLOWANCE	2,400.00	2,400.00	0.00	0.00	2,400.00	100.00 %
01.00.60223.00	UNIFORM REIMBURSEMENT	25,200.00	25,200.00	2,101.73	12,617.73	12,582.27	49.93 %
01.00.60225.00	EDUCATION REIMBURSEMENT	115,361.00	115,361.00	9,809.59	58,787.59	56,573.41	49.04 %
01.00.60231.00	RETIREES' HEALTH INSURANCE	536,878.00	536,878.00	32,875.36	193,806.97	343,071.03	63.90 %

Budget Report

For Fiscal: 2022-2023 Period Ending: 12/31/2022

		Original	Current	Period	Fiscal	Variance	Percent
		Total Budget	Total Budget	Activity	Activity	Favorable (Unfavorable)	Remaining
01.00.61103.00	AUDIT & BOOKKEEPING SERVICES	0.00	0.00	0.00	231.46	-231.46	0.00 %
01.00.61115.00	LIABILITY INSURANCE	30,342.00	30,342.00	0.00	54,863.00	-24,521.00	-80.82 %
01.00.62204.00	PARAMEDIC RESPONSE SUPPLIES	0.00	0.00	0.00	701.45	-701.45	0.00 %
01.00.62999.00	CONTINGENCY	15,000.00	15,000.00	0.00	0.00	15,000.00	100.00 %
01.00.67099.00	TRANSFERS OUT	355,006.00	355,006.00	0.00	0.00	355,006.00	100.00 %
01.05.61103.00	AUDIT & BOOKKEEPING SERVICES	31,626.00	31,626.00	1,650.44	14,193.78	17,432.22	55.12 %
01.05.61105.00	OTHER CONTRACT SERVICES	62,800.00	62,800.00	12,371.77	88,615.80	-25,815.80	-41.11 %
01.05.61106.00	CONTRACT SERVICES - MCFD	332,653.00	332,653.00	0.00	0.00	332,653.00	100.00 %
01.05.61107.00	ATTORNEY/LEGAL FEES	10,928.00	10,928.00	0.00	7,782.14	3,145.86	28.79 %
01.05.61112.00	PERS ADMINISTRATIVE FEE	2,900.00	2,900.00	0.00	0.00	2,900.00	100.00 %
01.05.61120.00	CONTRACT SERVICES-SAN ANSELM	90,070.00	90,070.00	22,517.50	46,070.00	44,000.00	48.85 %
01.05.61121.00	COMPUTER SOFTWARE/SUPPORT	34,093.00	34,093.00	300.00	2,790.31	31,302.69	91.82 %
01.05.61122.00	WEB PAGE DESIGN AND MAINTENA	8,446.00	8,446.00	0.00	422.83	8,023.17	94.99 %
01.05.61127.00	HEALTH AND WELLNESS	27,500.00	27,500.00	0.00	460.00	27,040.00	98.33 %
01.05.61129.00	HIRING EXPENSES	12,360.00	12,360.00	0.00	69.00	12,291.00	99.44 %
01.05.61300.00	PUBLICATIONS AND DUES	9,579.00	9,579.00	0.00	1,666.28	7,912.72	82.60 %
01.05.62000.00	OFFICE SUPPLIES	4,635.00	4,635.00	546.68	3,752.69	882.31	19.04 %
01.05.62003.00	POSTAGE	1,082.00	1,082.00	0.00	232.93	849.07	78.47 %
01.05.62200.00	GENERAL DEPARTMENT SUPPLIES	13,132.00	13,132.00	272.12	1,165.71	11,966.29	91.12 %
01.10.60060.01	VOLUNTEER SHIFT PAY/DRILLS	17,510.00	17,510.00	0.00	0.00	17,510.00	100.00 %
01.10.60064.01	VOLUNTEER LENGTH OF SERVICE	4,223.00	4,223.00	0.00	0.00	4,223.00	100.00 %
01.10.60065.02	EXPLORER POST	9,270.00	9,270.00	0.00	-11,700.64	20,970.64	226.22 %
01.10.60220.00	PAYROLL TAXES	1,340.00	1,340.00	0.00	0.00	1,340.00	100.00 %
01.10.61000.00	TRAINING AND EDUCATION	42,000.00	42,000.00	1,942.80	11,256.47	30,743.53	73.20 %
01.10.61100.00	DISPATCH	224,594.00	224,594.00	0.00	0.00	224,594.00	100.00 %
01.10.61101.00	RADIO REPAIR	5,150.00	5,150.00	458.85	516.46	4,633.54	89.97 %
01.10.61102.00	HAZARDOUS MATERIAL REMOVAL	1,030.00	1,030.00	0.00	2,013.64	-983.64	-95.50 %
01.10.61108.00	HAZARDOUS MATERIAL CONTRACT	4,326.00	4,326.00	0.00	0.00	4,326.00	100.00 %
01.10.61110.00	MERA OPERATING EXPENSE	107,339.00	107,339.00	0.00	0.00	107,339.00	100.00 %
01.10.61131.00	FIRE PREVENTION	0.00	0.00	0.00	3,250.00	-3,250.00	0.00 %
01.10.61410.00	EQUIPMENT MAINTENANCE	11,900.00	11,900.00	0.00	-2,752.96	14,652.96	123.13 %
01.10.61902.00	MWPA DEFENDSIBLE SPACE	0.00	0.00	0.00	-7,019.37	7,019.37	0.00 %
01.10.62203.00	EMERGENCY RESPONSE SUPPLIES	4,347.00	4,347.00	0.00	4,944.29	-597.29	-13.74 %
01.10.62204.00	PARAMEDIC RESPONSE SUPPLIES	38,500.00	38,500.00	360.96	13,441.13	25,058.87	65.09 %
01.10.62210.00	BREATHING APPARATUS	6,900.00	6,900.00	0.00	3,827.92	3,072.08	44.52 %
01.10.62211.00	BREATHING APPARATUS-CONTRACT	7,313.00	7,313.00	0.00	2,353.75	4,959.25	67.81 %
01.10.62213.00	PERSONAL PROTECTIVE EQUIPMEN	38,196.00	38,196.00	0.00	3,090.98	35,105.02	91.91 %
01.10.62220.00	COMMUNITY EDUCATION & PREP.	0.00	0.00	275.00	275.00	-275.00	0.00 %
01.10.63131.00	EQUIPMENT	40,000.00	40,000.00	1,220.74	13,208.58	26,791.42	66.98 %
01.10.63140.00	HYDRANTS	23,500.00	23,500.00	0.00	0.00	23,500.00	100.00 %
01.10.63150.00	COMMUNICATIONS EQUIPMENT	21,630.00	21,630.00	10,301.38	11,788.94	9,841.06	45.50 %
01.10.63160.00	TURNOUTS	23,123.00	23,123.00	0.00	-2,455.73	25,578.73	110.62 %
01.10.64401.00	MERA BOND PAYMENT PRIOR AUT	0.00	0.00	0.00	57,991.00	-57,991.00	0.00 %
01.14.61500.00	BUILDING MAINTENANCE AND LAN	17,500.00	17,500.00	528.69	1,756.55	15,743.45	89.96 %
01.14.61500.18	BUILDING MAINTENANCE STATION	15,000.00	15,000.00	0.00	86.65	14,913.35	99.42 %
01.14.61500.19	BUILDING MAINTENANCE STATION	15,000.00	15,000.00	16.29	2,050.89	12,949.11	86.33 %
01.14.61500.20	BUILDING MAINTENANCE STATION	15,000.00	15,000.00	0.00	621.53	14,378.47	95.86 %
01.14.61500.21	BUILDING MAINTENANCE STATION	15,000.00	15,000.00	0.00	6,225.56	8,774.44	58.50 %
01.14.61702.00	GAS AND ELECTRIC	45,320.00	45,320.00	662.82	18,960.95	26,359.05	58.16 %
01.14.61703.00	WATER	8,147.00	8,147.00	0.00	4,414.84	3,732.16	45.81 %
01.14.61704.00	SEWER	2,781.00	2,781.00	0.00	3,667.20	-886.20	-31.87 %
01.14.61705.00	TELEPHONE	79,858.00	79,858.00	7,253.37	26,982.16	52,875.84	66.21 %
01.14.62206.00	JANITORIAL MAINTENANCE SUPPLI	10,000.00	10,000.00	729.36	4,062.02	5,937.98	59.38 %
01.14.62501.00	FURNISHINGS	8,240.00	8,240.00	0.00	0.00	8,240.00	100.00 %
01.14.63040.00	APPLIANCES	5,000.00	5,000.00	0.00	0.00	5,000.00	100.00 %
01.14.63041.00	OFFICE EQUIPMENT	10,000.00	10,000.00	0.00	609.18	9,390.82	93.91 %
01.14.63042.00	EXERCISE EQUIPMENT	10,300.00	10,300.00	0.00	3,711.74	6,588.26	63.96 %
01.14.63044.00	TECHNOLOGY PURCHASES	22,351.00	22,351.00	0.00	2,728.91	19,622.09	87.79 %

Budget Report

For Fiscal: 2022-2023 Period Ending: 12/31/2022

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
01.15.60220.00	PAYROLL TAXES - COMMUNITY EDU	0.00	0.00	0.00	11.85	-11.85	0.00 %
01.15.61131.00	FIRE PREVENTION	4,738.00	4,738.00	0.00	408.61	4,329.39	91.38 %
01.15.61902.00	MWPA D-Space	0.00	0.00	0.00	67,521.22	-67,521.22	0.00 %
01.15.61903.00	MWPA Local Projects	0.00	0.00	0.00	25,830.00	-25,830.00	0.00 %
01.15.61904.00	MWPA CORE FUNDS	0.00	0.00	179.03	179.03	-179.03	0.00 %
01.15.62220.00	COMMUNITY EDUCATION & PREP.	9,064.00	9,064.00	67.13	4,738.90	4,325.10	47.72 %
01.25.61411.00	BURN TRAILER MAINTENANCE	9,579.00	9,579.00	0.00	0.00	9,579.00	100.00 %
01.25.61600.00	FLEET MAINTENANCE/REPAIRS	113,300.00	113,300.00	24,598.57	77,029.36	36,270.64	32.01 %
01.25.62988.00	FUEL	42,500.00	42,500.00	5,233.38	31,129.87	11,370.13	26.75 %
01.25.62989.00	FLEET PARTS	15,000.00	15,000.00	6,748.44	10,257.49	4,742.51	31.62 %
	Expense Total:	12,821,245.00	12,821,245.00	848,201.16	6,626,425.24	6,194,819.76	48.32 %
	Fund: 01 - GENERAL FUND Surplus (Deficit):	0.00	0.00	421,538.98	-64,927.33	-64,927.33	0.00 %
Fund: 15 - VEHICLE FUND							
Revenue							
15.00.51999.00	TRANSFERS IN	355,006.00	355,006.00	0.00	0.00	-355,006.00	100.00 %
	Revenue Total:	355,006.00	355,006.00	0.00	0.00	-355,006.00	100.00 %
Expense							
15.00.63154.00	VEHICLE PURCHASE	262,633.00	262,633.00	0.00	51,627.62	211,005.38	80.34 %
15.00.64010.00	LEASE PAYMENT - PRINCIPAL	297,797.00	297,797.00	0.00	156,213.76	141,583.24	47.54 %
15.00.64110.00	LEASE PAYMENT - INTEREST	26,032.00	26,032.00	0.00	12,903.46	13,128.54	50.43 %
	Expense Total:	586,462.00	586,462.00	0.00	220,744.84	365,717.16	62.36 %
	Fund: 15 - VEHICLE FUND Surplus (Deficit):	-231,456.00	-231,456.00	0.00	-220,744.84	10,711.16	4.63 %
	Report Surplus (Deficit):	-231,456.00	-231,456.00	421,538.98	-285,672.17	-54,216.17	-23.42 %

Group Summary

Account Type	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 01 - GENERAL FUND						
Revenue	12,821,245.00	12,821,245.00	1,269,740.14	6,561,497.91	-6,259,747.09	48.82 %
Expense	12,821,245.00	12,821,245.00	848,201.16	6,626,425.24	6,194,819.76	48.32 %
Fund: 01 - GENERAL FUND Surplus (Deficit):	0.00	0.00	421,538.98	-64,927.33	-64,927.33	0.00 %
Fund: 15 - VEHICLE FUND						
Revenue	355,006.00	355,006.00	0.00	0.00	-355,006.00	100.00 %
Expense	586,462.00	586,462.00	0.00	220,744.84	365,717.16	62.36 %
Fund: 15 - VEHICLE FUND Surplus (Deficit):	-231,456.00	-231,456.00	0.00	-220,744.84	10,711.16	4.63 %
Report Surplus (Deficit):	-231,456.00	-231,456.00	421,538.98	-285,672.17	-54,216.17	-23.42 %

Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)
01 - GENERAL FUND	0.00	0.00	421,538.98	-64,927.33	-64,927.33
15 - VEHICLE FUND	-231,456.00	-231,456.00	0.00	-220,744.84	10,711.16
Report Surplus (Deficit):	-231,456.00	-231,456.00	421,538.98	-285,672.17	-54,216.17

ROSS VALLEY FIRE DEPARTMENT

Minutes of the Ross Valley Fire Board Meeting of October 12, 2022

Note: These are summary action minutes only. The zoom recording can be accessed by clicking [here](#)

1. 6:30 pm Call to order. Announce action in closed session, if any.

Board Present: Brekhus, Kuhl, Greene, Burdo, Goddard, Hellman

Board absent: Shortall, Finn

Staff present: Weber, Zuba, Black, Mahoney, Arenas

Town Managers Present: Donery, Johnson, Abrams

Agenda – October 12, 2022

2. Open time for Public Expression: The public is welcome to address the Board on matters not on the agenda. Please be advised that pursuant to Government Code Section 54954.2, the Board is not permitted to take action on any matter not on the agenda unless it determines that an emergency exists and that the need to take action arose following the posting of the agenda.

None.

3. Board requests for future agenda items, questions, and comments to Staff, staff miscellaneous items.

Director Kuhl queried if the Board will be recommencing in-person meetings.

Per Chief Weber, hybrid board meetings will commence at the Boards discretion. Options will be discussed at the next Town Managers Meeting, then brought back at the upcoming Board Meeting November 9, 2022. Currently the law allows Board Meetings to continue in video conferencing form.

No public comment concerning this item.

4. Chief Report – Verbal Update by Chief Weber

Bald Hill Vegetation Management Project:

Cal Fire Grant and Camp De Marancho will work over the next 5 months with project scoping well underway. Cedars in the triangle of San Rafael, San Anselmo and the County unincorporated is a superb example of jurisdictional boundaries not being the driver for vegetation management projects.

Marin Municipal Water District:

Making plans on the watershed for a prescribed fire on test plots (30 acres) to burn in timber. This will require a little bit of rain, followed by a dry period, with predicted rain ahead of it in order to have a successful burn.

5. Consent Agenda: Items on the consent agenda may be removed and discussed separately. Discussion may take place at the end of the agenda. Otherwise, all items may be approved with one action.

M/S Burdo / Greene – roll call vote, 6 ayes.

6. **Update on Leadership and Governance Study – Verbal Update by Chief Weber**

Local Motion Solutions (LMS) have completed interviewing stakeholders. Protentional options are currently being assessed to provide the Board a high level of costing and the operational impact. The project is currently on track. After exploring options and gathering data LMS will present the Board with a thorough presentation. The timing is such that a December Board Meeting will be required to discuss the options and data.

Director Hellman made a request to hold the Board Meeting on December 14, 2022.

Chief Webber added, there may be a workshop if extra time is required.

Director Greene asked for a description of Local Motion Solutions next steps.

Chief Webber explained that LMS will meet with stakeholders, gather basic information, then identify potential options. In phase two the potential options will be reviewed.

- 1- Standalone fire chief
- 2- Shared services with a neighboring agency
- 3- Contract for services
- 4- Others that live within that realm

LMS are currently assessing associated costs and operational impacts, both beneficial and detrimental.

Director Greene confirmed that in December the Board will receive a written presentation detailing what was presented to the Board at the previous Board meeting in September.

Burdo verified that LMS is on track in regards to the timeline.

Chief Weber explained that LMS is on track for November and prepared to go into December if required.

No public comment concerning this item.

7. **Notice of contract termination from Marin County Sheriff's Office related to fire dispatch services; Recommendation: Receive report from Fire Chief and Direct staff. – Fire Chief Weber**

It is required that law enforcement answer the first emergency call in every county of California, known as the Public Service Answering Point (PSAP). PSAP then determines if the call is a fire, medical or law enforcement emergency. PSAP will then transfer the call to the correct dispatching agency. Marin County has the four following police departments (PSAP): Novato, San Rafael, Fairfax (answers for Ross as well) and Marin County Sherriff.

County fire related calls are transferred to one of two fire service-related centers, the Marin County Sheriff's office or Marin County Fire in West Marin. Marin County Fire dispatches for Marin County Fire and volunteer agencies on the coast. Through the Cal Fire contract, Ross Valley Fire manages wild land fire dispatch within California state responsibility areas. Marin County towns do not participate.

Key point: 4 dispatch centers, 2 fire dispatch centers.

Historically Marin County towns handled their own fire dispatch. 25 years ago, the Marin County Sheriff began to oversee fire dispatch. Over the past 5-7 years fire agencies have been looking at alternatives for dispatch to improve services. The following are examples of the differences between Fire and Law Enforcement dispatch; Law – running license plates, domestic issues or a robbery; Fire – a medical incident, CPR pre-arrival instructions or taking aspirin for a heart attack. Advanced emergency medical procedures pose as a challenge in a dispatcher’s ability to be knowledgeable in both settings.

A study has been conducted with Sonoma County and Marin County conducted a study to see if it would behoove them to combine all resources under one roof. Providing fire and EMS services on a regional level is thought to create a scale of economy and depth in the system.

Sonoma County fire dispatch utilizes a private ambulance company. Recent legislature does not allow fire agencies and private ambulance companies to enter into new agreements for public safety dispatching fire and EMS.

In the study dispatch provider American Medical Responses offered services at a built-in profit margin. The cost is similar to a JPA with predicted issues to arise. Due to SP4-38 and recent legislature it is a violation of the law for private ambulances to cross the county jurisdiction.

The preferred option is JPA because there is ownership in the system. Most fire agencies prefer contracting out services out of convenience due to difficulties in creating a JPA, such as growing unfunded liabilities. A cost analysis can be found in the Staff Report.

Both options increase costs, nonetheless come with enhancements and opportunities to improve public safety. The exact percentage increase can be located in the staff report.

Town Managers have been made aware and the board does not have to take action just yet. This is merely informational allowing time to understand and ask questions before making a decision. Recommendations will be presented to the Board. Chief Weber asked the other fire agencies for their questions, concerns and wishes by Dec 1, 2022. It will take time to develop a CAD system and such. The Sheriff is willing to share systems but wants to separate operations, staffing and functions.

Director Brekhus questioned if the Ross - Fairfax dispatch center can be utilized for fire.

Heather explained that Ross – Fairfax dispatch do not have the bandwidth to expand services.

Burdo asked which CAD service RVFD are planning to use.

Chief Webber explained that the multimillion-dollar Hexagon CAD system will be utilized by sharing the system and costs.

Director Goddard stated a collaboration would be the ultimate goal.

Chief Weber explained the importance of sharing costs with design and development as well.

Director Goddard verified the number of supervisor/dispatchers required and cost.

Chief Weber stated there would be 12 dispatchers. Chief Webber used the same costing formula as the Sheriff’s office. The elevated cost is due to the need for additional staff, 4 more supervisor positions, a technical manager and a director. Under the JPA model proposal the JPA will become the employer.

Director Goddard queried if going forward the Sherriff will continue managing Alert Marin.

Chief Weber stated that the county will move Alert Marin services under fire. Around January 1, 2022 County Fire will oversee Emergency Services. Additionally, County Fire will add on 3 Captains who will work 24-7 to ensure operational consistency and safety.

Director Burdo asked if the JPA option will require creating a new board?

Chief Weber confirmed that the JPA option will require an additional Board. The addition of a new Board may create challenges, such as both Boards agreeing to have a governess structure, voting structure and costing appointment. These are examples of why many agencies use contracted services and pay 10% more. Due to the many intricacies the Sheriff is willing to work with RVFD on timing.

Director Beach noted that it's challenging to find goo employees in a short amount of time.

Chief Weber explained the advantage with contracting out for fire dispatch services, affording the ability to transfer knowledge to dispatchers who want to focus on Fire and EMS Dispatching. This will take roughly 9 months to hire an Executive, 6 months to hire Management and many months to hire staff which is concerning.

Director Greene requested cost analysis clarification on page 5 of 7 regarding the contract for services amount increase. There was concern over weather there is sufficient funds in the budget and allotted time for executing the endeavor.

Director Kuhl stated that RVFD will have to take on a new form of JPA and Governess. These additions to the current Board will also have to discuss and approve the issue being weighed on today.

Director Goddard asked if any of the information provided require feedback from Town Council.

Chief Weber, Executive Director Donery and Director of Finance Zuba explained there would be a onetime cost estimate of \$129k plus the annual increase of costs of \$90K equaling to \$223k for the first year. The continuing annual cost would be the increase of \$90k plus the baseline. As of now the cost would be \$94k more than the organization is currently paying in which 40% of is paid for by the town. This would equal to \$38k being covered by savings. The team is very couscous about the cost which is based on the usage of the dispatch system regardless of the Governess Model. Additional details will be brought back at the November Board Meeting.

8. **Authorize Board President to execute first amendment to the MOU between the County of Marin Fire Department and the Ross Valley Fire Department, reducing the annual contract amount and implementing a cost covered Interim Deputy Chief position to support increased workload;**
Recommendation: Authorize Board President to execute an amendment to the Memorandum of Understanding between the County of Marin Fire Department and the Ross Valley Fire Department for Shared Services from the Marin County Fire Department to the Ross Valley Fire Department, Reducing the annual contract for fiscal year 2022-23 by \$125,000.

Chief Weber recently spoke with Town Managers and the County Administrator proposing an interim deputy chief. Adding this component will add depth with a lower lever step up. Adding this component will not come at the cost of Ross Valley Fire Fighters and the current contract will be followed through with. The County agreed in reducing the contractual amount by \$125k for the rest of the year allowing one Ross Valley Battalion Chief to work at a higher-level role. This individual will work with County Fire Executives during the transition period of the next 8 months. This is required to ensure a smooth transition period. The is cost neutral to the RVFD.

The role and responsibility will include daily operational tasks, making sure RVFD is responsive to the community and the Firefighters. The implementation plan being developed is well thought out. If the Board approves it would be effective at 11/1/22 through 6/30/23.

Director Burdo highlighted the \$125 reduction in cost for the backfill position due to the governess study. Concern was expressed regarding leadership details after June 30, 2023, when the Deputy Battalion Chief goes back to the original position. There was also concern over the new position affecting what Local Motion Solutions is considering.

Director Goddard was curious if there is an issue operationally with labor and how this would affect Firefighters operationally.

Director Greene requested additional information regarding the scope of the change. Weather the position will be using the management capacity provided. Director It was also asked for Chief Weber to quantify what the percent will be and the scope of services. There was concern over whether the Labor Boar is in full support with the endeavor. Lastly Director Greene requested the definition of the term "backfill".

Chief Webber explained that the position will be handled similarly to an employee who gets injured on the job, requiring they not return to work for 9 months. The position would be back filled, after 9 months the employee would return to their original position. This position is required because the volume of work will increase substantially over the next 8 to 9 months due to the transition. The position will safeguard any dropping balls, especially guaranteeing immediate response to the town managers and the public during the governess study of leadership. Ultimately providing support in building a thoughtful transition plan.

The labor board was concerned about the process. The labor board have agreed upon using all existing processes and procedures in place for temporary promotions. This process is typical in a paramilitary organization. If one falls off at the top, someone will grab the sword and run. Everyone is well equipped to see this endeavor through. The labor board is a fantastic group of whom everyone works well together. After talking through all concerns, the labor board cognize. Furthermore, the positions will not be vacated they will be backfilled and Chief Weber's involvement will remain at the Manager and Board Policy level. This position will pick up any new issue focusing on communication in the rank and file hence the reduction in cost.

Captain Oscar Arenas explained that the labor board has had several conversations and association is in full support of the position at hand.

M/S Greene/Goddard – roll call vote, all ayes

No public comment concerning this item.

9. Adjourn 7:36pm

The next meeting is scheduled for November 9, 2022 via zoom video conferencing.

Respectfully submitted,

s/Monique Black
Temporary Administrative Assistant

**ROSS VALLEY FIRE DEPARTMENT
STAFF REPORT**

To: Board of Directors

From: Jason Weber, Fire Chief

Subject: Approve Resolution 23-01 Allowing Virtual RVFD Board Meetings in Compliance with AB 361.

RECOMMENDATION:

Staff recommends that the Board approves Resolution 23-01, allowing the continued use of teleconferencing/videoconferencing to hold public meetings for Virtual RVFD Board Meetings in Compliance with AB 361 during the continuing state of emergency proclaimed by Governor Newsom on March 4, 2020.

DISCUSSION:

On March 4, 2020, Governor Newsom declared a state of emergency under Government Code section 8625 due to COVID-19. Recognizing the need to promote social distancing while allowing local legislative bodies to continue operating during the emergency, Governor Newsom signed Executive Orders N-25-20, N-29-20, and N-08-21, which suspended provisions of the Brown Act. Those Orders permitted legislative bodies to hold virtual meetings; however, the relevant provisions expired on September 30, 2021.

On September 16, 2021, Governor Newsom signed AB 361, which extends the authority of public agencies to conduct meetings by teleconference, including video conferences, during State-declared emergencies. Specifically, the bill provides that a legislative body may hold virtual meetings in a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing. (Cal. Gov. Code § 54953(e)(1)(A)).

On September 22, 2021, the Marin County Director of Health & Human Services, Benita McLarin, sent a letter to the Marin County Board of Supervisors recommending continued social distancing for local government meetings.

Local government meetings are indoor meetings that are sometimes crowded, involve many different and unfamiliar households, and can last many hours. Given those circumstances, I recommend a continued emphasis on social distancing measures as much as possible to make public meetings as safe as possible. These measures can include video/teleconferencing when it meets community needs and

spacing at in-person meetings so that individuals from different households are not sitting next to each other.

On November 10, 2021, the RVFD Board of Directors adopted resolution 21-14 with the requisite findings that the (1) state of emergency is in effect, (2) that local officials are still recommending measures to promote social distancing, and (3) that the state of emergency directly impacts the ability of the public and the members of the RVFD Board of Directors to meet safely indoors in person.

AB 361 requires the RVFD Board of Directors to make these findings at least every thirty days if it desires to continue meeting virtually. (Cal. Gov. Code § 54953(e)(3)). Therefore, staff has returned with resolution 23-01 for the Board's consideration, including the findings noted above.

The Ross Valley Fire Department is committed to preserving and nurturing public access and participation in the RVFD Board of Directors meetings while ensuring a safe and healthy environment.

FISCAL IMPACT:

There is no fiscal impact associated with this item.

Attachments: Resolution 23-01 a resolution regarding teleconference and videoconference meetings during the covid-19 state of emergency for January 12, 2022 – February 9, 2022. – Attachment #1

ROSS VALLEY FIRE DEPARTMENT

RESOLUTION 23-01

**A RESOLUTION OF THE ROSS VALLEY FIRE DEPARTMENT A
RESOLUTION REGARDING TELECONFERENCE AND
VIDEOCONFERENCE MEETINGS DURING THE COVID-19 STATE OF
EMERGENCY FOR JANUARY 12, 2022 – FEBRUARY 9, 2022.**

THE BOARD OF DIRECTORS ROSS VALLEY FIRE DEPARTMENT

WHEREAS, the Ross Valley Fire Department is committed to preserving and nurturing public access and participation in meetings of the Board of Directors; and

WHEREAS, on March 4, 2020, Governor Newsom proclaimed pursuant to his authority under the California Emergency Services Act, California Government Code Section 8625, that a state of emergency exists due to a novel coronavirus (COVID- 19); and

WHEREAS, on June 4, 2021, in lifting many restrictions that the State previously imposed due to COVID-19, the Governor indicated that those changes did not end the ongoing, proclaimed State of emergency; and

WHEREAS, as of the date of this resolution, neither the Governor nor the Legislature have exercised their respective powers pursuant to California Government Code section 8629 to lift the State of emergency either by proclamation or by concurrent resolution in the state Legislature; and

WHEREAS, the continued local rates of transmission of the virus and variants causing COVID-19 are such that on September 22, 2021, the Marin County Director of Health & Human Services recommended that local government entities continue to emphasize social distancing to minimize the potential spread of COVID-19 during indoor, public meetings; and

WHEREAS, in light of this recommendation, the RVFD Board of Directors desires to continue to have the flexibility to meet by teleconference and/or videoconference;

**NOW, THEREFORE, THE ROSS VALLEY FIRE DEPARTMENT
BOARD OF DIRECTORS DOES HEREBY RESOLVE, DETERMINE AND
ORDER AS FOLLOWS**

1. There is an ongoing proclaimed state of emergency relating to the novel coronavirus causing the disease known as COVID-19.
2. The State of emergency continues to directly impact the ability of the RVFD Board of Directors to meet safely in person.
3. Local officials continue to recommend measures to promote social distancing.

I hereby certify that the foregoing resolution was passed and adopted by the Ross Valley Fire Department on January 11, 2023, by the following vote, to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

Board President

ATTEST:

Monique Black, Temp Administrative Assistant

**ROSS VALLEY FIRE DEPARTMENT
STAFF REPORT**

For the meeting of January 11, 2023

To: Board of Directors
From: Jason Weber, Fire Chief
Subject: Appoint President and Vice President to the Board for 2023

RECOMMENDATION:

For the Board to appoint a new President and Vice President to the Board for 2023.

BACKGROUND:

The Fire Board adopted a policy in Resolution 00-11, which established the offices of President and Vice President. New officers are elected in January of each year, serving a one-year term. The practice has been to alternate the presidency and vice presidency between the member agencies.

DISCUSSION:

In January of 2022, The Board elected Beach Kuhl as President and Renee Goddard as Vice President. In line with established practice, a member from Fairfax should be elected President, and a member from Sleepy Hollow should be elected Vice President. Typically, the Vice President is elected President, however Renee Goddard (2022 Vice President) no longer serves on the board.

See the table below for past Presidents and Vice President's appointments by member agencies.

Year	President	Vice President
Jan 2023	(Fairfax)	(Sleepy Hollow)
Jan 2022	Beach Kuhl (Ross)	Renee Goddard (Fairfax)
Jan 2021	Ford Greene (San Anselmo)	Beach Kuhl (Ross)
Jan 2020	Richard Shortall (Sleepy Hollow)	Ford Greene (San Anselmo)
Jan 2019	Peter Lacques (Fairfax)	Richard Shortall (Sleepy Hollow)
Jan 2018	Elizabeth Brekhus (Ross)	Peter Lacques (Fairfax)
Feb 2017	Tom McInerney (San Anselmo)	Elizabeth Brekhus (Ross)
Jan 2016	Richard Shortall (Sleepy Hollow)	Tom McInerney (San Anselmo)

**ROSS VALLEY FIRE DEPARTMENT
STAFF REPORT**

For the Meeting of January 11, 2023

TO: Ross Valley Fire Department Board

FROM: Jason Weber, Fire Chief
Kevin Yeager, Deputy Director Fire
Jeff Zuba, Finance Director

SUBJECT: Annual Independent Audit Report for Fiscal Year ending June 30, 2022

RECOMMENDATION

That the Fire Board accept the Annual Financial Report for the fiscal year ending June 30, 2022, prepared by Badawi & Associates.

BACKGROUND

Badawi & Associates have prepared the annual independent auditor’s report and basic financial statements for the fiscal year ending June 30, 2022. Based on their examination of Fire Department records and procedures, they have issued an “unmodified” opinion. Copies of the documents are included in the Fire Board packet. They are also included as part of the agenda packet available for public viewing on the Fire Department’s website. Ahmed Badawi of Badawi & Associates will present the report to the Fire Board on December 14, 2022. Following action by the Fire Board, the document will be available for public viewing in the Fire Department lobby for a period of 30 days and will be posted on the Fire Board’s website.

BASIC FINANCIAL STATEMENTS

The basic financial statements include a balance sheet and statement of revenues and expenditures to the Fire Department, and notes on a number of items designated by the auditor. This section also includes government-wide financial statements as required by the Governmental Accounting Standards Board (GASB) Statement #34. This information regarding the Fire Department’s financial position includes such items as the valuation of the Fire Department’s fixed assets, capitalization and depreciation of those assets, indebtedness related to those assets, and information on the debt service and employee benefit accruals.

Fiscal year 2021-2022 marks the eighth year of implementation of the pension accounting standard issued by the Governmental Accounting Standard Board (GASB) known as GASB 68 and the fifth year of the implementation of the new Other Postemployment Benefits (OPEB) accounting standard issued by the Governmental Accounting Standard Board (GASB) known as GASB 75. These requirements, which affect all public agencies with defined benefit retirements plan, are designed to enhance the comparability of financial statements by requiring the measurement of pension/OPEB related assets and liabilities at fair value, using a consistent and detailed definition of fair value and accepted valuation techniques. The net impact of reporting under GASB 68 lowers the Department’s net position as of June 30, 2022, by \$10,589,137 from a reporting perspective. The net pension liability as of this date was measured to be \$8,845,238. The net impact of reporting under GASB 75

lowers the Department's net position as of June 30, 2022, by \$4,138,690. The net OPEB liability as of this date was measured to be \$3,240,777.

Net position is one indicator of the Department's financial position. As of June 30, 2022, government-wide statements show that the Fire Department's net position is (\$9,584,930), an increase of \$2,393,391 as compared to last year. The increase is due to its conservative financing objectives with available resources and assistance with out of county agencies. In addition, the actuarial decreases in retirement obligations the Department have accrued as per its implementation of GASB 68 & 75.

At fund level, the ending fund balance as of June 30, 2022, was \$3,735,723, an increase of \$455,294 as compared to \$3,280,429 as of June 30, 2021. It was mainly a result of additional revenue received from OES reimbursements.

The conclusion presented in the independent auditor's report is that the basic financial statements present fairly, in all material respects, the financial position of the Fire Department as of June 30, 2022. This conclusion is known as a "clean audit."

CONCLUSION

The annual audit report outlined above provides the Fire Board with an overview of the fiscal condition of the Fire Department as of June 30, 2022. The recommended actions are to accept the auditor's report.

Respectfully submitted,

Jason Weber, Fire Chief

Kevin Yeager, Deputy Director Fire

Jeff Zuba, Finance Director

Audit documents: Public viewing on website: www.rossvalleyfire.org

Available with public viewing agenda packets

Following Board action, available for viewing in the lobby of the department Department for 30 days

Ross Valley Fire Department

San Anselmo, California

Basic Financial Statements

For the year ended June 30, 2022

Prepared by:
Town of San Anselmo Finance Department

Ross Valley Fire Department

Table of Contents

For the Year Ended June 30, 2022

INTRODUCTORY SECTION	Page
Table of Contents	i
FINANCIAL SECTION	
Independent Auditor's Report	1
Management's Discussion and Analysis	5
Basic Financial Statements:	
Government-wide Financial Statements:	
Statement of Net Position	17
Statement of Activities	18
Governmental Fund Financial Statements:	
Balance Sheet – General Fund	21
Reconciliation of the Governmental Fund Balance Sheet to the Government-wide Statement of Net Position	22
Statement of Revenues, Expenditures and Changes in Fund Balances - General Fund	23
Reconciliation of Statement of Revenues, Expenditures and Changes in Fund Balances Of the Governmental Fund to the Government-Wide Statement of Activities	24
Notes to the Basic Financial Statements	25
REQUIRED SUPPLEMENTAL INFORMATION	
Cost-Sharing Employer Defined Pension Plan:	
Schedule of Proportionate Share of the Net Pension Liability	49
Schedule of Pension Contributions	49
Agent-Multiple Employer Defined OPEB Plan:	
Schedule of Changes in the Net OPEB Liability and Related Ratios	49
Schedule of OPEB Contributions	49
Statement of Revenues, Expenditures and Changes in Fund Balances – Budget and Actual - General Fund	58

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
of Ross Valley Fire Department
San Anselmo, California

Report on the Audit of the Financial Statements

Opinions

We have audited the financial statements of the governmental activities and the general fund of Ross Valley Fire Department (Department), as of and for the year ended June 30, 2022, and the related notes to the financial statements, which collectively comprise the Department's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the respective financial position of the governmental activities and the general fund information of the Department as of June 30, 2022, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS), issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Department and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Department's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

To the Board of Directors
of Ross Valley Fire Department
San Anselmo, California
Page Two

Auditor's Responsibilities for the Audit of the Financial Statements

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

In performing an audit in accordance with GAAS, we:

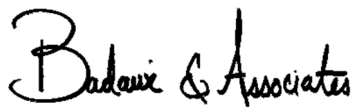
- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining,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

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

To the Board of Directors
of Ross Valley Fire Department
San Anselmo, California
Page Three

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, budgetary information, defined benefit pension plan information, and OPEB plan information on pages 5-12 and pages 49-58 to be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.



Badawi & Associates, CPAs
Berkeley, California
October 25, 2022

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**ROSS VALLEY FIRE DEPARTMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE FISCAL YEAR ENDED JUNE 30, 2022**

The Management Discussion and Analysis (MD&A) provides an overview of the Ross Valley Fire Department (the "Department") activities and financial performance for the fiscal year ended June 30, 2022. To obtain a complete understanding of the Department's financial condition, this document should be read in conjunction with the accompanying Basic Financial Statements and Notes to the Basic Financial Statements.

FINANCIAL HIGHLIGHTS

- The Department's Net Position year-over-year is improving by \$2.3M due to its conservative financing objectives with available resources and assistance with out of county agencies. In addition, actuarial decreases in retirement obligations the Department has accrued as per its implementation of GASB 68 & 75.
- The Department's combined unassigned Fund Balance year-over-year increased by \$0.2M meaning more available funds for the Department to meet current obligations to its members' residents within the Joint Power's Authority (JPA).
- The Department's out of county services totaled \$0.7M. These additional services were earned from both the State of California from its Office of Emergency Services (OES) assistance for the California Wildfires and the federal agency.
- The Department's total expenditures increased \$0.6M due to additional personnel and contracted services.

OVERVIEW OF THE FINANCIAL STATEMENTS

The Basic Financial Statements is presented in the following three sections:

- Management's Discussion and Analysis (MD&A)
- The Basic Financial Statements that include all the financial activities of the Department. There are three components: Government-Wide Financial Statements, Fund Financial Statements and Notes to the Basic Financial Statements
- Required and Other Supplemental Information

GOVERNMENT-WIDE FINANCIAL STATEMENTS

The Government-Wide Financial Statements provide a long-term view of the Department's activities as a whole. They also provide the overall financial condition of the Department using accounting methods similar to those used by private-sector businesses. They include the Statement of Net Position and the Statement of Activities.

The Statement of Net Position presents information on all the Department's assets, deferred outflows of resources, liabilities and deferred inflows of resources on a full accrual basis of accounting similar to what is used by private-sector companies. Over time, increases or decreases in the Department's net position may serve as a useful indicator of whether the financial position of the Department is improving or deteriorating.

**ROSS VALLEY FIRE DEPARTMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE FISCAL YEAR ENDED JUNE 30, 2022**

The Statement of Activities provides information about the Department's revenues and expenses on a full accrual basis, with an emphasis on measuring net revenues or expenses for each of the Department's programs. The Statement of Activities explains in detail the change in net position for the fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows.

The amount of the Statement of Net Position and the Statement of Activities are presented into the category called Governmental Activities. The Governmental Activities encompasses all the Department's basic fire services provided to the member Towns within the JPA. These services are primarily supported by the Department's intergovernmental revenues it receives from its members within the JPA.

FUND FINANCIAL STATEMENTS

The Fund Financial Statements provide detailed information about each of the Department's most significant funds, or "major funds", not the Department as a whole. Therefore, each major fund is presented individually, while all non-major funds are combined in a single column on each fund statement. The General Fund is always considered a major fund and serves as the primary fund the Department uses for its operations.

The Department may choose or be required to establish additional funds to facilitate control over proceeds received or comply with either long-term debt covenants or grants.

The Fund Financial Statements display the Department's operations in more detail than the Government-Wide Financial Statements. All the Department's services can be reviewed through how money flows into and out of its funds as well as the balances left at year-end that are available for spending. This is possible due to the Governmental Fund Financial Statements being prepared on the modified accrual basis of accounting, which means they measure only current financial resources and uses. This information may be useful in evaluating the Department's ability to meet its near-term financial requirements as compared to the Government-Wide Financial Statements having a focus on the longer-term. From being able to review from both vantage points, the reader is better able to compare and understand the Department's financing needs and operations. Both the Governmental Fund Balance Sheet and Statement of Revenues, Expenditures and Changes in Fund Balances provide a reconciliation to the Government-Wide Financial Statements to assist the reader with this comparison. The primary differences between the Government-Wide Financial Statements and the Governmental Fund Financial Statements are the capital assets and long-term liabilities being presented only on the Government-Wide Financial Statements.

NOTES TO THE BASIC FINANCIAL STATEMENTS

The Notes to the Basic Financial Statements provide additional information that is essential to acquire a full understanding of the data provided in the Government-Wide and Fund Financial Statements. The Notes to the Financial Statements follow the basic financial statements.

**ROSS VALLEY FIRE DEPARTMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE FISCAL YEAR ENDED JUNE 30, 2022**

REQUIRED AND OTHER SUPPLEMENTAL INFORMATION

In addition to the Basic Financial Statements and accompanying notes, the Required Supplemental Information presents required supplemental information, including budgetary comparison schedules and information on the Department's pension and OPEB plans. Required and other supplementary information can be found immediately following the Notes to the Basic Financial Statements.

FINANCIAL ANALYSIS OF GOVERNMENT-WIDE FINANCIAL STATEMENTS

This section focuses on the Department's net position and changes in net position of its governmental activities. The net position, for the Department as a whole, increased \$2.3M or (20%), from (\$11.9M) on June 30, 2021, to (\$9.6M) on June 30, 2022. The change in net position year-over-year increased \$2.1M or 848% from \$0.25M on June 30, 2021, to \$2.3M on June 30, 2022. The increase is related to the actuarial decrease in retirement obligations that the Department has accrued for GASB 68 and GASB 75.

Details of the net position are presented in the summary area as follows:

Analysis of Net Position

	Governmental Activities		Total Dollar Change	Total Percent Change
	2022	2021		
Cash and investments	\$ 3,741,618	\$ 3,798,263	\$ (56,645)	-1%
Capital assets, net	2,565,998	2,840,153	(274,155)	-10%
Other assets	229,006	153,423	75,583	49%
Total Assets	6,536,622	6,791,839	(255,216)	-4%
OPEB related	936,792	1,073,158		
Pension related	4,896,077	4,149,480		
Total deferred outflows of resources	5,832,869	5,222,638	610,231	12%
Current liabilities	423,175	844,102	(420,927)	-50%
Noncurrent liabilities	13,156,565	21,086,440	(7,929,874)	-38%
Total liabilities	13,579,740	21,930,542	(8,350,802)	-38%
OPEB related	1,834,705	1,180,482		
Pension related	6,539,976	881,774		
Total deferred inflows of resources	8,374,681	2,062,256	6,312,425	306%
Net investment in capital assets	2,269,961	2,402,533	(132,572)	-6%
Unrestricted	(11,854,891)	(14,380,854)	2,525,963	-18%
Net Position, as restated	\$ (9,584,930)	\$ (11,978,321)	\$ 2,393,391	-20%

**ROSS VALLEY FIRE DEPARTMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE FISCAL YEAR ENDED JUNE 30, 2022**

On June 30, 2022, the Department continues to report an overall negative Net Position balance primarily from the inclusion of the net pension liabilities and net OPEB liabilities. The Department's Net Position is segregated by two categories, the Net Investment in Capital Assets and the Unrestricted. The Department does utilize capital assets to provide services to the residents for the membership municipalities part of the JPA. The balance for its Net Investment in its Capital Assets is its current level of capital assets less any associated borrowings the Department has from purchasing its capital assets. Accordingly, these assets are not available for future spending. Although the Department's investment in its capital assets is reported net of related debt, the resources needed to repay this debt must be provided from other sources because the capital assets themselves cannot be used to liquidate these liabilities. The Unrestricted balance is the cumulative remaining funds the Department has from its operations. The overall balance is negative meaning, the Department's Total Liabilities are over and above the stated value of the Department's Total Assets. This is primarily from the impact of the Department fully recognizing its proportionate shares of its net pension and OPEB liabilities the Department guaranteed to its plan members upon hire as per accounting implementation of GASB 68 and 75. The year-over-year trend however is positive relative to the prior year in that the Department is able to maintain the same level of services while also providing additional services to other Fire Districts outside of Marin County, e.g., the California Wildfires.

Information about changes in net position is presented in the summary schedule below:

Analysis of Changes in Net Position

	Activities		Dollar Change	Percent Change
	2022	2021		
Revenues:				
Program revenues:				
Charges for services	\$12,858,857	\$12,693,196	\$ 165,661	1%
General revenues:				
Investment earnings	2,444	3,550	(1,106)	-31%
Miscellaneous	33,586	84,251	(50,665)	-60%
Total Revenues	12,894,887	12,780,997	113,890	1%
Expenses:				
Fire Services	10,501,496	12,529,151	(2,027,159)	-16%
Total Expenses	10,501,496	12,529,151	(2,027,159)	-16%
Change	\$ 2,393,391	\$ 251,846	\$2,141,545	-848%

Total revenues increased approximately \$0.1M or 1%. The increase is attributable to the Department's charges to its JPA members for continual coverage of operations. The offsetting decrease collections from its out of county services for assisting both the State of California with combatting the ongoing wildfires compared to the previous year.

**ROSS VALLEY FIRE DEPARTMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE FISCAL YEAR ENDED JUNE 30, 2022**

Total expenses decreased approximately \$2.0M or (-16%) compared to the prior year. This is primarily due to change in retirement obligations administered by CalPERS as well as its need to replace its equipment for continued services. The Department's actuarially determined and proportionate share of the total Net Pension Liability decreased year-over-year by \$2.9M due to the Pool's growing obligations to its members. This effect decreases the Department's Personnel Services cost from the Safety Risk Pool's performance. The related accounting effects on the Department are part of the Department's adherence to implementation of GASB 68 & 75. The remaining balance in the expense is due to the Department's Personnel Services and Services & Supplies expenditures. These purchases are for the Department to continue providing necessary safety services to the residents of the member municipalities within the JPA.

Both impacts netted together are reflected within the Department's total Net Position change.

FINANCIAL ANALYSIS OF GOVERNMENTAL FUNDS

As noted earlier, the Department uses fund accounting to ensure and demonstrate accountability and compliance with any finance-related legal requirements.

The focus of the Department's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Department's immediate financing requirements. In particular, the unassigned fund balance may serve as a useful measure of a government's net resources available for discretionary use as it represents the portion of fund balance not yet limited to use for a particular purpose by either an external party, the Department itself, or an entity that has been delegated authority by the Board of Directors to assign resources for use at the end of the fiscal year.

As of June 30, 2022, the Department's governmental funds reported combined ending fund balances of \$3.7M. Approximately \$2.5M, or 73%, of the combined ending fund balance constitutes unassigned fund balance, which is available for spending at the government's discretion. The remaining balance is either nonspendable, restricted, committed or assigned to indicate that it is:

- 1) Not in spendable form because it has been committed to liquidate prepaid expenses from the prior fiscal period, or advances to other funds;
- 2) Restricted for particular purposes;
- 3) Committed for particular purposes; or
- 4) Assigned for particular purposes.

As also noted above, the General Fund is the primary fund of the Department. As of June 30, 2022, unassigned fund balance of the General Fund was \$2.7M; the remaining fund balance, including nonspendable, restricted and committed resources, was \$1.0M. As a measure of the General Fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents 21% of total General Fund expenditures, excluding expenditures related to pension and OPEB unfunded liability pay down.

**ROSS VALLEY FIRE DEPARTMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE FISCAL YEAR ENDED JUNE 30, 2022**

	<u>2022</u>	<u>2021</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Revenues:				
Intergovernmental:				
Town of San Anselmo (Contract)	\$3,739,735	\$3,611,715	\$ 128,020	3.5%
Town of Fairfax (Contract)	2,149,921	2,076,313	73,608	3.5%
Sleepy Hollow (Contract)	1,181,073	1,140,637	40,436	3.5%
County of Marin (Contract)	235,783	224,012	11,771	5.3%
Town of Ross (Contract)	2,183,012	2,082,551	100,461	4.8%
Ross Apprentice Program				
Prior Authority				
Retiree Health	97,552	182,305	(84,753)	-46.5%
MERA Bond	-	34,243	(34,243)	-100%
Retirement Contribution	1,125,991	942,527	183,464	19.5%
Other Sources	1,671,419	2,015,689	(344,270)	-17.1%
Fire Prevention Fees	474,371	383,204	91,167	23.8%
Investment Earnings	2,444	3,550	(1,106)	-31.2%
Miscellaneous	46,345	57,384	(11,039)	-19.2%
Total Revenue	<u>12,907,646</u>	<u>12,754,130</u>	<u>153,516</u>	<u>1.2%</u>
Expenditures:				
Salary and Benefits	10,626,283	10,039,025	587,258	5.8%
Services and Supplies	1,551,044	1,387,847	163,197	11.8%
Debt Service:				
Principal	141,583	137,459	4,124	3.0%
Interest	13,129	17,252	(4,123)	-23.9%
Capital Outlay	126,963	263,712	(136,749)	-51.9%
Total Expenditures	<u>12,459,002</u>	<u>11,845,295</u>	<u>613,707</u>	<u>5.2%</u>
Excess of Expenditures Over Revenues	448,644	908,835	(460,191)	-50.6%
Other Financing Sources (Uses)				
Proceeds from Sale of Capital Assets	6,650	30,000		
Proceeds from Note Payable	-	-		
Total Other Financing Sources (Uses)	<u>6,650</u>	<u>30,000</u>		
Fund Balances, Beginning of Year	3,280,429	2,341,594	938,835	40.1%
Fund Balances, End of Year	<u>\$3,735,723</u>	<u>\$3,280,429</u>	<u>\$ 455,294</u>	13.9%

General Fund revenues increased \$0.2M, or 1%, from the prior fiscal year to \$12.9M. Of that total, total membership contributions from each municipality within the JPA accounted for \$10.6M as of fiscal year-end and increased \$0.6M or 6% year-over-year. These contributions represent the Department's main source of funding for its operations from each proportionate member within the JPA. This increase is driven by the increase in obligations the Department budgets for continuing services to the residents within the JPA. As previously noted, the majority of the year-over-year total revenue offset was driven by the decrease in collections from out of county services charged, i.e., the State of California for the wildfires. For these out of county services, the Department has independent contracts with both entities that give way for service charges to be levied and collected.

**ROSS VALLEY FIRE DEPARTMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE FISCAL YEAR ENDED JUNE 30, 2022**

General Fund expenditures increased \$0.6M, or 5.2%, from the prior fiscal year to \$12.4M. Of that total, capital outlays for purchases of equipment and vehicles accounted for \$0.3M as of fiscal year-end and majority of the decrease from (\$1.8M) or (87%) year-over-year. This decrease is primarily due to the prior year purchases of three Fire Trucks. This decrease was offset by the increase in Salaries & Benefit expenditures of \$1M from the additional overtime earned by the Firefighters for assisting the State of California for combatting the wildfires. Both cost effects are what yielded a net decrease in year-over-year expenditures.

GENERAL FUND BUDGETARY HIGHLIGHTS

In comparing the original and final budgets for the current fiscal year, the Department increased its total revenue and expenditures budgets by a respective \$0.96M and \$0.48M. The final total revenues budget was revised upward given the Department's increasing expectations on out of county service collections being made from its original estimate. Management is aware that the Department does periodically assist with both the County of Marin and other Fire Districts where it receives reimbursement for its fees. However, the historic wildfires in California were drawing more resources than normal—of which the Department participated in to combat and slow the spread of the flames. In doing so, a budget revision of \$0.9M was approved by the Board of Directors for the incoming fees. With regards to the expenditures increase, the Board approved of an additional budget amount of \$0.5M for anticipated overtime costs from also participating in combatting the California wildfires.

Relative to the budget, the Department overall maintained its conservative approach in handling its finances with its actual fiscal activity. The Department remained within its means where it only expended funds up to where it had available. However, the Department did receive additional funds it did not budget for as the external events from the California Wildfires gave to an increase in revenues against the budget of \$0.7M. This additional funding, as previously noted, were collected from the State of California's OES program and FEMA for the Department's out of county services. The Department overall experienced a net increase in revenues over expenditures over and above the budgeted amount by an additional \$0.1M.

Review of the Department's budget performance can be seen within the Required Supplementary Information section of the Basic Financial Statements.

CAPITAL ASSETS AND DEBT ADMINISTRATION

Capital Assets – The capital assets of the Department are those assets which are used in the performance of the Department's functions. As of June 30, 2022, capital assets, net of accumulated depreciation, totaled \$2.6M. Its related depreciation on capital assets is recognized in the government-wide financial statements. Additional information about the Department's capital assets can be found in Note 3 of this report.

**ROSS VALLEY FIRE DEPARTMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE FISCAL YEAR ENDED JUNE 30, 2022**

**Ross Valley Fire Department
Capital Assets, Gross of Depreciation**

	2022	2021
Vehicles	\$ 3,001,325	\$ 3,603,533
Machinery & Equipment	1,490,596	1,491,543
Furniture & Fixtures	81,900	81,900
Building Improvements	162,774	162,774
Total	\$ 4,736,596	\$ 5,339,750

Long-Term Debt – Long-term debt of the Department are those obligations of which serve as financing for acquisition of capital assets. As of June 30, 2022, long-term debt from external creditors totals \$0.3M, and has decreased by \$0.14M due to the current fiscal year's principal payments. Additional information about the Department's long-term debt activity can be found in Note 6 of this report.

**Ross Valley Fire Department
Long-Term Debt**

	2022	2021
Note Payable – Sleepy Hollow	\$ 296,036	\$ 437,620
Total	\$ 296,036	\$ 437,620

ECONOMIC OUTLOOK AND NEXT YEAR'S BUDGET

The Department continues to monitor the local economy and assesses an improving outlook. In fiscal year 2021, the local economy steadily expanding now with public health mitigation efforts taking effect and local confidence rising. The Department, though not directly funded with Property Taxes, does receive its majority of funding from its respective JPA members, of which are majority funded by local Property Taxes themselves. The local economy has been experiencing expansion in its tax base from increasing home improvement and/or home sales. Either project entails higher assessed valuations or additional fees earned by the Department either directly from inspection fees or higher annual contributions from its respective members. Both of which are reflected as increases within the Department's budget for fiscal year 2022-2023.

Both traumatic events of the California Wildfires and the COVID-19 Pandemic have not completely abated in the coming year, however. The Department does expect and continues to support relief efforts in helping slow the spread through usage of existing agreements with both the State of California's OES Program and FEMA.

REQUEST FOR INFORMATION

This financial report is designed to provide a general overview of the Department's finances for all those with an interest in its finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Fire Chief, Ross Valley Fire Department, 777 San Anselmo Avenue, San Anselmo, CA 94960.

BASIC FINANCIAL STATEMENTS

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**GOVERNMENT-WIDE
FINANCIAL STATEMENTS**

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Ross Valley Fire Department
Statement of Net Position
June 30, 2022

	Governmental Activities
ASSETS	
Current assets:	
Cash and investments	\$ 3,741,618
Accounts receivable	139,309
Interest receivable	1,191
Prepays	88,506
Total current assets	<u>3,970,624</u>
Noncurrent assets:	
Capital assets:	
Depreciable, net of accumulated depreciation	<u>2,565,998</u>
Total capital assets	<u>2,565,998</u>
Total noncurrent assets	<u>2,565,998</u>
Total Assets	<u>6,536,622</u>
DEFERRED OUTFLOWS OF RESOURCES	
Deferred outflows of resources - OPEB	936,792
Deferred outflows of resources - pension	<u>4,896,077</u>
Total deferred outflows of resources	<u>5,832,869</u>
LIABILITIES	
Current liabilities:	
Accounts payable	154,472
Accrued liabilities	72,329
Compensated absences	47,213
Interest payable	3,330
Note payable	145,831
Total current liabilities	<u>423,175</u>
Noncurrent liabilities:	
Compensated absences	920,344
Note payable	150,206
Net OPEB liability	3,240,777
Net pension liability	8,845,238
Total noncurrent liabilities	<u>13,156,565</u>
Total liabilities	<u>13,579,740</u>
DEFERRED INFLOWS OF RESOURCES	
Deferred inflows of resources - OPEB	1,834,705
Deferred inflows of resources - pension	<u>6,539,976</u>
Total deferred inflows of resources	<u>8,374,681</u>
NET POSITION	
Net investments in capital assets	2,269,961
Unrestricted	<u>(11,854,891)</u>
Total net position	<u>\$ (9,584,930)</u>

Ross Valley Fire Department
Statement of Activities
For the year ended June 30, 2022

	Governmental Activities
PROGRAM EXPENSES:	
Public safety - fire protection:	
Personnel services	\$ 8,565,308
Services and supplies	1,645,306
Interest on long-term debt	11,535
Depreciation	279,347
Total program expenses	10,501,496
PROGRAM REVENUES:	
Charges for services	12,858,857
Total program revenues	12,858,857
Net program revenue over expenses	2,357,361
GENERAL REVENUES:	
Investment earnings	2,444
Miscellaneous	33,586
Total general revenues	36,030
Change in net position	2,393,391
Net position, beginning of year	(11,978,321)
Net position, end of year	\$ (9,584,930)

FUND
FINANCIAL STATEMENTS

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Ross Valley Fire Department
Balance Sheet
General Fund
June 30, 2022

	General Fund
ASSETS	
Cash and investments	\$ 3,741,618
Accounts receivable	131,209
Interest receivable	1,191
Prepays	88,506
Total assets	\$ 3,962,524
LIABILITIES	
AND FUND BALANCES	
Liabilities:	
Accounts payable	\$ 154,472
Accrued liabilities	72,329
Total liabilities	226,801
Fund Balances:	
Nonspendable	88,506
Assigned:	
Compensated absences	193,494
Technologies	83,423
Equipment	643,681
Unassigned	2,726,619
Total fund balances	3,735,723
Total liabilities and fund balances	\$ 3,962,524

Ross Valley Fire Department
Reconciliation of the Governmental Fund Balance Sheet
to the Government-Wide Statement of Net Position
June 30, 2022

Total Fund Balances - Total Governmental Funds \$ 3,735,723

Amounts reported for governmental activities in the statement of net position are different because:

Capital assets used in governmental activities were not current financial resources. Therefore, they were not reported in the Governmental Funds Balance Sheet. The capital assets were adjusted as follows:

Depreciable, net 2,565,998

Accounts receivable on disposed capital assets were not current financial resources. Therefore, accounts receivable on disposed capital assets was not reported as an asset in the Governmental Funds Balance Sheet. 8,100

Interest payable on long-term debt did not require current financial resources. Therefore, interest payable was not reported as a liability in the Governmental Funds Balance Sheet. (3,330)

In the Government-Wide Financial Statements, deferred employer contributions for pension and OPEB, certain differences between actuarial estimates and actual results, and other adjustments resulting from changes in assumptions and benefits are deferred in the current year.

Deferred outflows of resources related to OPEB	936,792
Deferred outflows of resources related to pension	4,896,077
Deferred inflows of resources related to OPEB	(1,834,705)
Deferred inflows of resources related to pension	(6,539,976)

Long-term liabilities were not due and payable in the current period. Therefore, they were not reported in the Governmental Funds Balance Sheet.

Accrued compensated absences - current	(47,213)
Accrued compensated absences - noncurrent	(920,344)
Long-term debt - due within one year	(145,831)
Long-term debt - due in more than one year	(150,206)
Net OPEB liability	(3,240,777)
Net pension liability	(8,845,238)

Net Position of Governmental Activities \$ (9,584,930)

Ross Valley Fire Department
Statement of Revenues, Expenditures and Changes in Fund Balances
General Fund
For the year ended June 30, 2022

	General Fund
REVENUES:	
Intergovernmental:	
Town of San Anselmo (Contract)	\$ 3,739,735
Town of Fairfax (Contract)	2,149,921
Sleepy Hollow (Contract)	1,181,073
County of Marin (Contract)	235,783
Town of Ross (Contract)	2,183,012
Prior Authority:	
Retiree health	97,552
Retirement contributions	1,125,991
OES reimbursement	785,270
Other sources	886,149
Fire prevention fees	474,371
Investment earnings	2,444
Miscellaneous	46,345
	12,907,646
Total revenues	12,907,646
EXPENDITURES:	
Current:	
Salaries and benefits	10,626,283
Services and supplies	1,551,044
Capital outlay	126,963
Debt service:	
Principal	141,583
Interest and fiscal charges	13,129
	12,459,002
Total expenditures	12,459,002
REVENUES OVER (UNDER)	
EXPENDITURES	448,644
OTHER FINANCING SOURCES (USES):	
Proceeds from sale of capital assets	6,650
	6,650
Total other financing sources (uses)	6,650
Net change in fund balances	455,294
FUND BALANCES:	
Beginning of year	3,280,429
End of year	\$ 3,735,723

Ross Valley Fire Department

Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Fund to the Government-Wide Statement of Activities For the year ended June 30, 2022

Net Change in Fund Balances - Total Governmental Funds \$ 455,294

Amounts reported for governmental activities in the Government-Wide Statement of Activities were different because:

Governmental funds reported capital outlay as expenditures. However, in the Government-Wide Statement of Activities, the cost of those assets was allocated over their estimated lives as depreciation expense.

Capital outlay and other capitalized expenditures are added back to fund balance	32,701
Depreciation expense	(279,347)
Proceeds from sale of capital assets	(6,650)
Loss on disposal of capital assets	(12,759)

Accrued compensated leave payments were reported as expenditures in the governmental funds, however expense is recognized in the Government-Wide Statement of Activities based on earned leave accruals.	(12,933)
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Debt proceeds provide current financial resources to governmental funds, but issuing debt increased long-term liabilities in the Government-Wide Statement of Net Position. Repayment of debt was an expenditure in governmental funds, but the repayment reduced long-term liabilities in the Government-Wide Statement of Net Position.

Long-term debt repayments	141,583
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Interest payments are recorded as expenditures in the governmental funds, however interest expense is recognized as expenses are incurred on the Government-Wide Statement of Activities	1,594
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Current year employer OPEB contributions are recorded as expenditures in the governmental funds, however, these amounts are reported as a deferred outflow of resources in the Government-Wide Statement of Net Position.	786,295
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OPEB expense is reported in the Government-Wide Statement of Activities does not require the use of current financial resources, and therefore is not reported as expenditures in governmental funds.	(182,202)
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Current year employer pension contributions are recorded as expenditures in the governmental funds, however, these amounts are reported as a deferred outflow of resources in the Government-Wide Statement of Net Position.	2,013,126
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Pension expense is reported in the Government-Wide Statement of Activities does not require the use of current financial resources, and therefore is not reported as expenditures in governmental funds.	(543,311)
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Change in Net Position of Governmental Activities	<u>\$ 2,393,391</u>
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Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Description of the Ross Valley Fire Department

The Ross Valley Fire Department (the "Department") was created in 1982. An Amended and Restated Joint Powers Agreement was entered into effective July 1, 2010, between the Town of Fairfax, Town of San Anselmo, and the Sleepy Hollow Fire Protection District ("Sleepy Hollow"), to provide fire protection, emergency medical and related services within their respective jurisdictions. On July 1, 2012, the Department entered into a First Amendment to the Amended and Restated Joint Powers Agreement to admit the Town of Ross as a member. The Department is governed by an eight-voting member Board of Directors, consisting of, two from the Fairfax Town Council, two from the San Anselmo Town Council, two from Sleepy Hollow Fire Protection District, and two from Ross Town Council. The Department is administered by the Town Manager (Executive Officer) and shall rotate among Fairfax, San Anselmo, and Ross for two-year terms, or such other terms as may be determined by the Board.

Effective July 1, 2012, the cost sharing percentages are as follows:

Town of San Anselmo	40.53%
Town of Fairfax	23.30%
Town of Ross	23.37%
Sleepy Hollow Fire Protection District	12.80%
	100.00%

B. Basis of Presentation

The accounting policies of the Department conform with accounting principles generally accepted in the United States of America and are applicable to governments. The following is a summary of the significant policies.

The accounts of the Department are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise the fund's assets, liabilities, fund equity, revenues and expenses or expenses, as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. In fiscal year 2022, the Department had one fund.

Government - Wide Financial Statements

The Department's Government-Wide Financial Statements include a Statement of Net Position and a Statement of Activities. These statements present summaries of Governmental Activities for the Department. These statements are presented on an economic resources measurement focus and the accrual basis of accounting. Accordingly, all of the Department's assets and liabilities, including capital assets and long-term liabilities, are included in the accompanying Statement of Net Position. The Statement of Activities presents changes in net position. Under the accrual basis of accounting, revenues are recognized in the period in which they are earned while expenses are recognized in the period in which the liability is incurred.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

B. Basis of Presentation, Continued

The Government-Wide Statement of Activities presents a comparison between expenses, both direct and indirect, and program revenues for each governmental program. Direct expenses are those that are specifically associated with a service, program or department and are therefore clearly identifiable to a particular function. Program revenues include charges paid by the recipients of the goods or services offered by the program and grants and contributions that are restricted to meeting the operational or capital requirements of a particular program. Revenues not classified as program revenues are presented as general revenues. The comparison of program revenues and expenses identifies the extent to which each program is self-financing or draws from the general revenues of the Department. In fiscal year 2022, the Department operated one government program.

Net position should be reported as restricted when constraints placed on net asset use are either externally imposed by creditors, granters, contributors, or laws or regulations of other governments or imposed by law through constitutional provisions or enabling legislation.

Separate financial statements are provided for governmental funds. Fund financial statements report detailed information about the Department. The focus of governmental fund financial statements is on major funds rather than reporting funds by type. Major individual governmental funds are reported as separate columns in the governmental fund financial statements. Non-major funds are aggregated and presented in a single column. The Department had no non-major funds in the fiscal year ended June 30, 2022.

Governmental Fund Financial Statements

Governmental Fund Financial Statements include a Balance Sheet and a Statement of Revenues, Expenditures and Changes in Fund Balances for all major governmental funds and non-major funds aggregated. Accompanying schedules are presented to reconcile and explain the differences in net position as presented in these statements to the net position presented in the Government-Wide financial statements.

Revenues susceptible to accrual are interest revenue and charges for services. Licenses and permits are not susceptible to accrual because, generally, they are not measurable until received in cash.

Expenses are generally recognized when incurred under the modified accrual basis of accounting. Principal and interest on general long-term debt is recognized when due. All governmental funds are accounted for on a spending or current financial resources measurement focus and the modified accrual basis of accounting. Accordingly, only current assets and current liabilities are included on the Balance Sheet. The Statement of Revenues, Expenses and Changes in Fund Balances presents increases (revenues and other financing sources) and decreases (expenses and other financing uses) in net current assets. Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenses of the current period. Accordingly, revenues are recorded when received in cash, except that revenues subject to accrual (generally 60 days after year-end) are recognized when due. The primary revenue sources, which have been treated as susceptible to accrual by the Department, are intergovernmental revenues and interest. Expenses are recorded in the accounting period in which the related fund liability is incurred.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

B. Basis of Presentation, Continued

The Department's General Fund was the only major fund in the fiscal year ended June 30, 2021. The General Fund is the operating fund of the Department. It is used to account for all financial resources except those required to be accounted for in another fund.

C. Budgets and budgetary accounting

The Department follows these procedures in establishing the budgetary data reflected in the financial statements:

1. At the June Board meeting, the Chief and Executive Officer submit to the Board of Directors a proposed operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenses and the means of financing them.
2. The budget is legally enacted through the passage of a resolution.
3. Formal budgetary integration is employed as a management control device during the year for the General Fund.
4. The budget for the General Fund is adopted on a basis consistent with accounting principles generally accepted in the United States of America.

D. Encumbrances

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expense of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the General Fund. All appropriations lapse at fiscal year-end.

E. Statement calculations and use of estimates

Due to rounding, column and row calculations may approximate actual figures. Approximations may result when decimal places are eliminated to present whole numbers.

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

F. Fair Value Measurements

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Department categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

F. Fair Value Measurements, Continued

The fair value hierarchy categorizes the inputs to valuation techniques used to measure fair value into three levels based on the extent to which inputs used in measuring fair value are observable in the market.

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 inputs are inputs - other than quoted prices included within level 1 - that are observable for an asset or liability, either directly or indirectly.
- Level 3 inputs are unobservable inputs for an asset or liability.

If the fair value of an asset or liability is measured using inputs from more than one level of the fair value hierarchy, the measurement is considered to be based on the lowest priority level input that is significant to the entire measurement.

G. Deferred Outflows/Inflows of Resources

In addition to assets, the statement of financial position or balance sheet will report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position or fund balance that applies to a future period(s) and so will not be recognized as an outflow of resources (expense/expenditure) until then. In addition to liabilities, the statement of financial position or balance sheet will report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position or fund balance that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time.

2. CASH AND INVESTMENTS

A. Policies

California Law requires banks and savings and loan institutions to pledge government securities with a market value of 110% of the Department's cash on deposit or first trust deed mortgage notes with a value of 150% of the Department's cash on deposit as collateral for these deposits. Under California Law this collateral is held in a separate investment pool by another institution in the Department's name and places the Department ahead of general creditors of the institution.

Investments are stated at cost, which approximates fair value at June 30, 2022

Classification

The Department's cash and investments consist of the following June 30, 2022:

Local Agency Investment Fund (LAIF)	\$	635,955
Cash in checking accounts		3,105,663
		3,741,618
Total cash and investments	\$	3,741,618

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

2. CASH AND INVESTMENTS, Continued

B. Fair Value Hierarchy

The Department categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure fair value of the assets. Level 1 inputs are quoted prices in an active market for identical assets; Level 2 inputs are significant other observable inputs; and Level 3 inputs are significant unobservable inputs. At June 30, 2022, the Department held \$635,955 in Local Agency Investment Fund (LAIF), which is exempt from categorization.

C. Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Normally, the longer the maturity is of an investment, the greater the sensitivity of its fair value to changes in market interest rates.

The Department is a participant in the Local Agency Investment Fund (LAIF) that is regulated by California Government Code Section 16429 under the oversight of the Treasurer of the State of California. The Department reports its investment in LAIF at the fair value amount provided by LAIF, which is the same as the value of the pool share. The balance is available for withdrawal on demand, and is based on the accounting records maintained by LAIF, which are recorded on an amortized cost basis. Included in LAIF's investment portfolio are collateralized mortgage obligations, mortgage-backed securities, other asset-backed securities, loans to certain state funds, and floating rate securities issued by federal agencies, government-sponsored enterprises, United States Treasury Notes and Bills, and corporations. At June 30, 2022, these investments matured in an average of 291 days.

All of the Department's investments are held in LAIF and mature in less than twelve months.

D. Credit Risk

Credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. None of the Department's investments are subject to credit ratings.

E. Custodial Credit Risk

Custodial credit risk for cash on deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty (e.g., broker-dealer) to a transaction, the Department will not be able to recover the value of its investment or collateral securities that are in the possession of another party.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

3. CAPITAL ASSETS

The Department's capital assets are valued at historical cost or estimated historical cost if actual historical cost is not available. Donated capital assets are valued at their acquisition value on the date donated. Capital assets are recorded at cost and depreciated over their estimated useful lives. Depreciation is charged to governmental activities by function.

Depreciation of capital assets is charged as an expense against operations each year and the total amount of depreciation taken over the years, accumulated depreciation, is reported on the Statement of Net Position as a reduction in the book value of capital assets.

Depreciation of capital assets in service is provided using the straight-line method, which means the cost of the asset is divided by its expected useful life in years, and the result is charged to expense each year until the asset is fully depreciated. The Department has assigned the useful lives listed below to capital assets:

Building improvements	5-40 years
Fire Trucks	15-20 years
Furniture and fixtures	5-10 years
Non-emergency vehicles	10 years
Machinery and equipment	3-10 years

A summary of changes in capital assets for the fiscal year ended June 30, 2022, is as follows:

	Balance at June 30, 2021	Additions	Deletions	Balance at June 30, 2022
Capital assets being depreciated:				
Vehicles	\$ 3,603,533	\$ -	\$ (602,208)	\$ 3,001,325
Machinery and equipment	1,491,543	32,701	(33,648)	1,490,596
Furniture and fixtures	81,900	-	-	81,900
Building Improvements	162,774	-	-	162,774
Total capital assets being depreciated	5,339,750	32,701	(635,856)	4,736,595
Less accumulated depreciation for:				
Vehicles	1,394,957	177,150	(577,292)	994,815
Machinery and equipment	972,976	88,504	(31,055)	1,030,425
Furniture and fixtures	47,114	8,256	-	55,370
Building Improvements	84,550	5,437	-	89,987
Total accumulated depreciation	2,499,597	279,347	(608,347)	2,170,597
Net capital assets being depreciated	\$ 2,840,153	\$ (246,646)	\$ (27,509)	\$ 2,565,998

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

4. DEFERRED COMPENSATION ARRANGEMENT

The Department provides a deferred compensation plan (the "Plan") according to Internal Revenue Code Section 457. The Plan is available to all employees and permits the deferral of a portion of the participating employees' salaries. Deferred amounts may not be withdrawn until termination, retirement, death, or unforeseeable emergency. Prior to August 20, 1996, the assets of the Plan were owned by the Department and were subject to claims from general creditors. On August 20, 1996, President Clinton signed into law changes affecting Internal Revenue Code Section 457. New plan agreements, which have been amended to comply with the amended provisions, require plans to hold assets in trust for the exclusive benefit of the participants and their beneficiaries. The Department has an obligation to ensure that the Plan's funds are prudently managed and invested. Participating employees may direct Plan investments to several categories of investment mutual funds provided by the Plan's trustee. Since the assets of the Plan are no longer available to general creditors, the respective assets and liabilities of the Plan are not included on the accompanying financial statements.

5. COMPENSATED ABSENCES

Employees of the Department accumulate vacation compensation based on years of service. Each employee may accumulate and carry forward a maximum of 1-1/2 years' vacation entitlement. Employees may also accumulate sick pay up to a maximum number of hours as set out in the current memorandum of understanding. At retirement, an employee may elect to convert unused sick pay to cash at one-half of the accumulated value.

Additionally, employees may earn 1-1/2 compensatory hours for each hour of off-duty attendance of qualified educational programs. Employees may accumulate a maximum of 240 hours.

Compensatory absences as shown on the Statement of Net Position include the value of accumulated vacation, the portion of sick pay benefits expected to be paid at retirement and the value of compensatory time accumulated.

The following is a schedule of changes in compensated absences for the fiscal year ended June 30, 2022:

Beginning Balance	\$ 954,624
Additions	548,552
Payments	<u>(535,619)</u>
Ending Balance	<u>\$ 967,557</u>
Current Portion	<u>\$ 47,213</u>

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

6. LONG-TERM DEBT

The following is a schedule of changes in long-term debt for the fiscal year ended June 30, 2022:

	Balance at June 30, 2021	Retirements	Balance at June 30, 2022	Current Portion
Direct Borrowing				
Note Payable	\$ 437,620	\$ 141,583	\$ 296,037	\$ 145,831
Total	<u>\$ 437,620</u>	<u>\$ 141,583</u>	<u>\$ 296,037</u>	<u>\$ 145,831</u>

Note Payable: On February 22, 2019, the Department entered into a loan agreement with Sleepy Hollow Fire Protection District (Lender) in the amount of \$708,535, bearing an interest rate of 3.00%. The funds will be used to finance a portion of the purchase of two fire engines which are also the collateral of this Note. Principal and interest payments are due annually, commencing February 2020, maturing on February 2024.

The outstanding note contains a provision that in an event of default, the Lender may declare the entire unpaid principal balance of this Note, together with all accrued interest thereon, immediately due and payable, or (b) exercise any and all rights and remedies available to it under applicable law, including the right to collect from the District all sums due under this Note. The District will pay all costs and expenses incurred by or on behalf of the Lender in connection with the Lender's exercise of any or all of its rights and remedies under this Note, including attorney's fees.

As of June 30, 2022, the outstanding balance of the loan, including accrued interest, was \$299,367.

The annual debt service requirements to mature the loan outstanding at June 30, 2022 were as follows:

Year Ending June 30,	Direct Borrowing		
	Principal	Interest	Total
2023	\$ 145,831	\$ 8,881	\$ 154,712
2024	150,206	4,506	154,712
Total	<u>\$ 296,037</u>	<u>\$ 13,387</u>	<u>\$ 309,424</u>

7. NET POSITION AND FUND BALANCES

Net Position is on the full accrual basis while Fund Balances are measured on the modified accrual basis

A. Net Position

Net Position is the excess of all the Department's assets and deferred outflows over all its liabilities and deferred inflows, regardless of fund. Net Position is divided into three captions. These captions apply only to Net Position, which is determined only at the Government-wide level, and are described below:

Net Investment in Capital Assets describes the portion of Net Position which is represented by the current net book value of the Department's capital assets, reduced by outstanding debt attributable to the acquisition, construction or improvement of these assets.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

7. NET POSITION AND FUND BALANCES, Continued

A. Net Position, Continued

Restricted describes the portion of Net Position which is restricted as to use by the terms and conditions of agreements with outside parties, governmental regulations, laws, or other restrictions which the Department cannot unilaterally alter. As of June 30, 2022, the Department did not have any restricted net position.

Unrestricted describes the portion of Net Position which is not restricted to use.

When both restricted and unrestricted resources are available, the Department's policy is to first apply restricted resources and then unrestricted resources as necessary.

B. Fund Balances

GASB Statement No. 54, Fund Balance and Governmental Fund Type Definitions (GASB 54) establishes Fund Balance classifications based largely upon the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. The Governmental Fund statements conform to this new classification. GASB 54 establishes the following classifications depicting the relative strength of the constraints that control how specific amounts can be spent:

Non-spendable: Nonspendable fund balances includes amounts that cannot be spent because they are not in spendable form, such as prepaid items or items that are legally or contractually required to be maintained intact, such as principal of an endowment fund. As of June 30, 2022, the Department has nonspendable fund balances totaling \$88,506.

Restricted: Restricted fund balances include amounts that can be spent only for the specific purposes stipulated by externally enforceable legal restrictions. This includes externally imposed restrictions by creditors (such as through debt covenants), grantors, contributors, laws, or regulations of other governments, as well as restrictions imposed by law through constitutional provisions or enabling legislation. As of June 30, 2022, the Department did not have any restricted fund balances.

Committed: Committed fund balances include amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally. The Board of Directors is considered the highest authority for the Department.

Assigned: Assigned fund balances include amounts intended to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. The authority has not been delegated. As of June 30, 2022, the Department has assigned fund balances totaling \$920,598.

Unassigned: Unassigned fund balance is the residual classification for the general fund and includes all amounts not contained in the other classifications. Unassigned amounts are technically available for any purpose. As of June 30, 2022 the Department has unassigned fund balance totaling \$2,726,619.

The Department's policy is that committed and assigned fund balances are considered to have been spent first before unassigned fund balances are spent.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

8. PENSION PLAN

For purposes of measuring the net pension liability and deferred outflows/inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Plan and additions to/deductions from the Plan's fiduciary net position have been determined on the same basis as they are reported by the CalPERS Financial Office. For this purpose, benefit payments (including refunds of employee contributions) are recognized when currently due and payable in accordance with the benefit terms. Investments are reported at fair value.

A. General Information about the Pension Plans

Plan Description - All qualified permanent and probationary employees are eligible to participate in the Department's separate Safety (police and fire) and Miscellaneous (all other) Employee Pension Rate Plans. The Department's Miscellaneous and Safety Rate Plans are part of the public agency cost-sharing multiple-employer defined benefit pension plan (PERF C), which is administered by the California Public Employees' Retirement System (CalPERS). PERF C consists of a miscellaneous pool and a safety pool (also referred to as "risk pools"), which are comprised of individual employer miscellaneous and safety rate plans, respectively. Individual employers may sponsor more than one miscellaneous and safety rate plan. The employer participates in one cost - sharing multiple-employer defined benefit pension plan regardless of the number of rate plans the employer sponsors. Benefit provisions under the Plan are established by State statute and Department resolution. CalPERS issues publicly available reports that include a full description of the pension plan regarding benefit provisions, assumptions and membership information that can be found on the CalPERS website.

Benefits Provided - CalPERS provides service retirement and disability benefits, annual cost of living adjustments and death benefits to plan members, who must be public employees and beneficiaries . Benefits are based on years of credited service, equal to one year of full-time employment. Members with five years of total service are eligible to retire at age 50 with statutorily reduced benefits. All members are eligible for non-duty disability benefits after 10 years of service. The death benefit is one of the following: the Basic Death Benefit, the 1957 Survivor Benefit, or the Optional Settlement 2W Death Benefit. The cost-of-living adjustments for each plan are applied as specified by the Public Employees' Retirement Law.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

8. PENSION PLAN, Continued

A. General Information about the Pension Plans, continued

The Plan's provisions and benefits in effect at June 30, 2022 are summarized as follows:

	Safety	
	Prior to January 1, 2013	On of after January 1, 2013
Hire date		
Benefit formula	3.0% @ 55	2.7% @ 57
Benefit vesting schedule	5 years service	5 years service
Benefit payments	monthly for life	monthly for life
Retirement age	50-55	50-57
Monthly benefits, as a % of eligible compensation	2.4% to 3.0%	2.0% to 2.7%
Required employee contribution rates	9.000%	12.750%
Required employer contribution rates	23.620%	13.980%
Unfunded Accrued Liability	\$ 118,177	\$ 6,545

	Miscellaneous	
	Prior to January 1, 2013	On of after January 1, 2013
Hire date		
Benefit formula	2.7% @ 55	2.0% @ 62
Benefit vesting schedule	5 years service	5 years service
Benefit payments	monthly for life	monthly for life
Retirement age	50-67	52-67
Monthly benefits, as a % of eligible compensation	2.0% to 2.7%	1.0% to 2.5%
Required employee contribution rates	8.000%	6.750%
Required employer contribution rates	14.020%	7.590%
Unfunded Accrued Liability	\$ 7,814	\$ 484

Contributions - Section 20814(c) of the California Public Employees' Retirement Law requires that the employer contribution rates for all public employers be determined on an annual basis by the actuary and shall be effective on the July 1 following notice of a change in the rate. Funding contributions for the Plan are determined annually on an actuarial basis as of June 30 by CalPERS . The actuarially determined rate is the estimated amount necessary to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. The Department is required to contribute the difference between the actuarially determined rate and the contribution rate of employees.

For the year ended June 30, 2022, the contributions to the Plan were as follows:

	Safety	Miscellaneous	Total
Contributions - employer	\$ 1,961,684	\$ 51,442	\$ 2,013,126

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

8. PENSION PLAN, Continued

B. Pension Liabilities, Pension Expenses and Deferred Outflows/Inflows of Resources Related to Pensions

As of June 30, 2022, the Department reported a net pension liability for its proportionate share of the net pension liability of the Plan as follows:

	Proportionate Share of Net Pension Liability(Asset)
Safety	\$ 8,911,252
Miscellaneous	(66,014)
Total Net Pension Liability	<u>\$ 8,845,238</u>

The Department's net pension liability for the Plan is measured as the proportionate share of the net pension liability. The net pension liability of the Plan as of June 30, 2022 is measured as of June 30, 2021, and the total pension liability for each Plan used to calculate the net pension liability was determined by an actuarial valuation as of June 30, 2020 rolled forward to June 30, 2021 using standard update procedures. The Department's proportion of the net pension liability was based on a projection of the Department's long-term share of contributions to the pension plan relative to the projected contributions of all participating employers, actuarially determined. The Department's proportionate share of the net pension liability for each Plan as of June 30, 2020 and 2021 was as follows:

	Safety	Miscellaneous	Total
Proportion - June 30, 2020	0.2267%	0.0029%	0.1399%
Proportion - June 30, 2021	0.2539%	-0.0035%	0.1635%
Change - Increase (Decrease)	<u>0.0272%</u>	<u>-0.0064%</u>	<u>0.0236%</u>

For the year ended June 30, 2022, the Department recognized pension expense of \$543,311. At June 30, 2022, the Department reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Pension contributions subsequent to measurement date	\$ 2,013,126	\$ -
Differences between actual and expected experience	1,522,481	(7,403)
Changes in assumptions	-	-
Differences in actual contributions and proportionate share of contributions	-	(1,138,595)
Changes in proportion	1,360,470	(147,700)
Net differences between projected and actual earnings on plan investments	-	(5,246,278)
Total	<u>\$ 4,896,077</u>	<u>\$ (6,539,976)</u>

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

8. PENSION PLAN, Continued

B. Pension Liabilities, Pension Expenses and Deferred Outflows/Inflows of Resources Related to Pensions, continued

\$2,013,126 reported as deferred outflows of resources related to contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the year ended June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized as pension expense as follows:

Year Ended June 30	Annual Amortization
2023	\$ (502,352)
2024	(690,319)
2025	(1,020,719)
2026	(1,443,635)
Total	<u>\$ (3,657,025)</u>

Actuarial Assumptions - The total pension liabilities in the June 30, 2020 actuarial valuations were determined using the following actuarial assumptions:

	<u>Safety & Miscellaneous Plans</u>
Valuation Date	June 30, 2020
Measurement Date	June 30, 2021
Actuarial Cost Method	Entry-Age Normal Cost Method
Actuarial Assumptions:	
Discount Rate	7.15%
Inflation	2.50%
Salary Increases	Varies by Entry Age and Service
Investment Rate of Return	7.00% ⁽¹⁾
Mortality	Derived using CalPERS Membership Data for all Funds ⁽²⁾ Contract COLA up to 2.50% until Purchasing Power
Post Retirement Benefit Increase	Protection Allowance Floor on Purchasing Power applies.

(1) Net of pension plan investment expenses, including inflation

(2) The mortality table used was developed based on CalPERS' Specific data. The table includes 15 years of mortality improvements using the Society of Actuaries Scale 90% of scale MP 2016. For more details on this table, please refer to the December 2017 experience study report (based on CalPERS demography data from 1997 to 2015) that can be found on the CalPERS website.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

8. PENSION PLAN, Continued

B. Pension Liabilities, Pension Expenses and Deferred Outflows/Inflows of Resources Related to Pensions, continued

Discount Rate - The discount rate used to measure the total pension liability for each Plan was 7.15%. The projection of cash flows used to determine the discount rate for each Plan assumed that contributions from all plan members in the Public Employees Retirement Fund (PERF) will be made at the current member contribution rates that contributions from employers will be made at statutorily required rates, actuarially determined. Based on those assumptions, each Plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members for all plans in the PERF. Therefore, the long-term expected rate of return on plan investments was applied to all periods of projected benefit payments to determine the total pension liability for each Plan.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class.

In determining the long-term expected rate of return, CalPERS took into account both short-term and long-term market return expectations as well as the expected pension fund cash flows. Using historical returns of all the funds' asset classes, expected compound geometric returns were calculated over the short-term (first 10 years) and the long-term (11+ years) using a building-block approach. Using the expected nominal returns for both short-term and long-term, the present value of benefits was calculated for each fund. The expected rate of return was set by calculating the rounded single equivalent expected return that arrived at the same present value of benefits for cash flows as the one calculated using both short-term and long-term returns. The expected rate of return was then set equivalent to the single equal rate calculated above adjusted to account for assumed administrative expenses.

The table below reflects the expected real rate of return by asset class.

Asset Class (A)	New Strategic Allocation	Real Return Years 1 - 10(B)	Real Return Years 11+ (C)
Global Equity	50.0%	4.80%	5.98%
Fixed Income	28.0%	1.00%	2.62%
Inflation Sensitive	0.0%	0.77%	1.81%
Private Equity	8.0%	6.30%	7.23%
Real Estate	13.0%	3.75%	4.93%
Liquidity	1.0%	0.00%	-0.92%
Total	<u>100.0%</u>		

A) In the CalPERS Basic Financial Statements, Fixed Income is included in Global Debt Securities; Liquidity is included in Short-Term Investments; Inflation Assets are included in both Global Equity Securities and Global Debt Securities.

B) An expected inflation of 2.00% used for this period.

C) An expected inflation of 2.92% used for this period.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

8. PENSION PLAN, Continued

B. Pension Liabilities, Pension Expenses and Deferred Outflows/Inflows of Resources Related to Pensions, continued

Sensitivity of the Proportionate Share of the Net Pension Liability to Changes in the Discount Rate - The following presents the Department's proportionate share of the net pension liability for the Plan, calculated using the discount rate for the Plan, as well as what the Department's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage point lower or 1-percentage point higher than the current rate:

	Safety	Miscellaneous	Total
1% Decrease	6.15%	6.15%	6.15%
Net Pension Liability	\$ 16,959,290	\$ 133,264	\$ 17,092,554
Current Discount Rate	7.15%	7.15%	7.15%
Net Pension Liability	\$ 8,911,252	\$ (66,014)	\$ 8,845,238
1% Increase	8.15%	8.15%	8.15%
Net Pension Liability (Asset)	\$ 2,300,783	\$ (230,753)	\$ 2,070,030

Pension Plan Fiduciary Net Position - Detailed information about each pension plan's fiduciary net position is available in the separately issued CalPERS financial reports.

9. OTHER POST EMPLOYMENT BENEFITS

Other Post-Employment Benefits (OPEB) Liabilities, OPEB Expenses and Deferred Outflows/Inflows of Resources Related to OPEB - For purposes of measuring the net OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net position of the Department's OPEB Plan and additions to/deductions from the OPEB Plan's fiduciary net position have been determined on the same basis as they are reported by the California Employers' Retiree Benefit Trust (CERBT). For this purpose, benefit payments are recognized when currently due and payable in accordance with the benefit terms. Investments are reported at fair value.

A. General Information about the Department's Other Post Employment Benefit (OPEB) Plan

Plan Description - The Department's Post Employment Benefit Plan is an agent multiple-employer defined benefit OPEB Plan. CalPERS invests the plan's assets as part of the California Employer's Retiree Benefit Trust (CERBT). The Department provides lifetime retiree medical coverage.

Access to coverage: Medical coverage is currently provided through CalPERS as permitted under the Public Employees' Medical and Hospital Care Act (PEMHCA). This coverage requires the employee to satisfy the requirements for retirement under CalPERS: either (a) attainment of age 50 (age 52, if a miscellaneous employee new to PERS on or after January 1, 2013) with 5 years of State or public agency service or (b) an approved disability retirement.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

9. OTHER POST EMPLOYMENT BENEFITS, Continued

A. General Information about the Department's Other Post Employment Benefit (OPEB) Plan, continued

The employee must begin his or her retirement warrant within 120 days of terminating employment with the Department to be eligible to continue medical coverage through the Department and be entitled to the employer subsidy described below. If an eligible employee is not already enrolled in the medical plan, he or she may enroll within 60 days of retirement or during any future open enrollment period. Coverage may be continued at the retiree's option for his or her lifetime. A surviving spouse and other eligible dependents may also continue coverage.

Benefits provided: As a condition of participation in the CalPERS medical program, the Department is obligated to contribute toward the cost of retiree medical coverage for the retiree's lifetime or until coverage is discontinued, as well as to a surviving spouse, if the spouse is entitled to survivor pension benefits.

Under the terms of the Department's current PEMHCA resolution, executed in 2013, all employees who satisfy the requirements under " Access to Coverage" above and continue their medical coverage through the Department in retirement will receive the PEMHCA minimum employer contribution (MEC). The MEC is \$143 per month in 2021 and increases to \$149 per month in 2022.

Instead of the minimum contribution described above, employees first covered by the Ross Valley Firefighters Association or the Ross Valley Fire Chief Officers Association prior to April 1, 2013 and Miscellaneous employees hired prior to April 1, 2013 will be reimbursed an amount equal to the Department's share of CalPERS medical premiums as of January 1, 2013, increased annually by a maximum of \$100 per month, until such time as the Department's share is the same as the Department's share for active employees.

For the year ended June 30, 2022, the Department's contributions to the Plan were \$786,295.

Employees Covered by Benefit Terms - Membership in the plan consisted of the following at the measurement date of June 30, 2021:

Active employees	33
Inactive employees or beneficiaries currently receiving benefit payments	35
Inactive employees entitled to but not yet receiving benefit payments	<u>5</u>
Total	<u><u>73</u></u>

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

9. OTHER POST EMPLOYMENT BENEFITS, Continued

B. Net OPEB Liability

Actuarial Methods and Assumptions - The Department's total OPEB liability used to calculate the net OPEB liability was determined by an actuarial valuation as of June 30, 2021, and was rolled forward using standard update procedures to determine the total OPEB liability as of June 30, 2021, based on the following actuarial methods and assumptions:

	Actuarial Assumptions
Valuation Date	June 30, 2021
Measurement Date	June 30, 2021
Actuarial Cost Method	Entry Age Normal Cost, Level Percent of pay
Actuarial Assumptions:	
Discount Rate	6.80%
Inflation	2.50%
Payroll Growth	3.00%
Investment Rate of Return	6.80%
Mortality Rate	Mortality rates used were those published by CalPERS, adjusted to back to back out 15 years of Scale MP 2016 to central year 2015. then projected.
Mortality Improvement	Macleod Watts Scale 2020 applied generationally
Healthcare Trend Rate	5.7% and grade down to 4% for years 2076 and thereafter

The long-term expected rate of return on OPEB plan investments was determined using a building-block method in which expected future real rates of return (expected returns, net of OPEB plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Global Equity	59.0%	5.98%
Fixed Income	25.0%	2.62%
Treasury Inflation Protection Securities	5.0%	1.46%
Global Real Estate Investment Trusts (REITs)	8.0%	5.00%
Commodities	3.0%	2.87%
Total	<u>100.0%</u>	

Discount Rate - The discount rate used for accounting purposes for the fiscal year end 2022 is 6.8%.

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

9. OTHER POST EMPLOYMENT BENEFITS, Continued

C. Changes in Net OPEB Liability

The changes in the net OPEB liability follows:

	Increase (Decrease)		
	Total OPEB Liability	Plan Fiduciary Net Position	Net OPEB Liability/(Asset)
	(a)	(b)	(a) - (b)
Balance at Measurement Date 6/30/2020	\$ 8,850,982	\$ 4,215,523	\$ 4,635,459
Changes Recognized for the Measurement Period:			
Service Cost	265,979		265,979
Interest on the total OPEB liability	602,131		602,131
Net investment income		1,158,676	(1,158,676)
Contributions from the employer		754,259	(754,259)
Administrative expenses		(1,595)	1,595
Differences between expected and actual experience	(372,771)		(372,771)
Benefit payments	(524,175)	(524,175)	-
Changes of assumptions	21,319		21,319
Net changes	(7,517)	1,387,165	(1,394,682)
Balance at Measurement Date 6/30/2021	<u>\$ 8,843,465</u>	<u>\$ 5,602,688</u>	<u>\$ 3,240,777</u>

Detailed information about the OPEB plan's fiduciary net position is available in the separately issued plan financial report that may be obtained from CalPERS. The benefit payments and refunds include implied subsidy benefit payments in the amount of \$141,426.

D. Sensitivity of the Net OPEB Liability to Changes in the Discount Rate and Healthcare Cost Trend Rates

The following presents the net OPEB liability of the Department, as well as what the Department's net OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1 -percentage-point higher than the current discount rate:

Net OPEB Liability/(Asset)		
Discount Rate -1% (5.80%)	Current Discount Rate (6.80%)	Discount Rate +1% (7.80%)
\$ 4,377,836	\$ 3,240,777	\$ 2,300,336

The following presents the net OPEB liability of the Department, as well as what the Department's net OPEB liability would be if it were calculated using healthcare cost trend rates that are 1- percentage-point lower or 1-percentage-point higher than the current healthcare cost trend rates:

Net OPEB Liability/(Asset)		
Current Healthcare Cost Trend Rates		
1% Decrease (4.7% grade down to 3%)	Trend Rates (5.7% grade down to 4%)	1% Increase (6.7% grade down to 5%)
\$ 2,376,411	\$ 3,240,777	\$ 4,223,886

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

9. OTHER POST EMPLOYMENT BENEFITS, Continued

E. OPEB Expense and Deferred Outflows/Inflows of Resources Related to OPEB

For the year ended June 30, 2022, the Department recognized OPEB expense of \$182,202. At June 30, 2022, the Department reported deferred outflows and inflows of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Employer contributions made subsequent to the measurement date	\$ 786,295	\$ -
Differences between actual and expected experience	-	(1,244,222)
Changes of assumptions	150,497	-
Net differences between projected and actual earnings on plan investments	-	(590,483)
Total	<u>\$ 936,792</u>	<u>\$ (1,834,705)</u>

\$786,295 reported as deferred outflows of resources related to contributions subsequent to the measurement date will be recognized as a reduction of the OPEB liability in the year ended June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized as part of OPEB expense as follows:

<u>Year Ended June 30</u>	<u>Annual Amortization</u>
2023	\$ (385,614)
2024	(387,485)
2025	(431,146)
2026	(372,916)
2027	(48,881)
Thereafter	(58,166)
Total	<u>\$ (1,684,208)</u>

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

10. PUBLIC ENTITY RISK POOLS

Fire Agencies Self Insurance System

Effective September 1993, the Department was self-insured for workers' compensation coverage as a member of the Fire Agencies Self-Insurance System (the "System"). The System is a public authority risk pool created pursuant to a joint powers agreement between the approximately 200 member fire agencies. The System manages one pool for all member agencies. Each member pays an annual premium to the System based on the number of personnel, and estimated dollar amount of payroll and an experience factor. At fiscal year-end, when actual payroll expenses are available, an adjustment to the year's annual premium is made. The System reinsures through a commercial carrier for claims in excess of \$500,000 for each insured event. The System is not a component entity of the Department for purposes of Government Standards Board Statement No. 14. The most recent condensed financial information for the system can be obtained by contacting the System at the following address or website:

Fire Agencies Self Insurance System
1750 Creekside Oaks Drive, Suite 200
Sacramento, CA 95833
www.fasis.brstest.com

Fire Agencies Insurance Risk Authority

Effective July 1, 1989 Ross Valley Fire Department was self-insured for property damages and general liability coverage as a member of the Fire Agencies Insurance Risk Authority (the "Risk Authority"). The Risk Authority is a public authority risk pool created pursuant to a joint powers agreement between approximately 100 member fire agencies. The Risk Authority manages one pool for all member agencies. Each member pays an annual premium to the Risk Authority based on an actuarial calculation. The Risk Authority purchases first dollar coverage for general liability, auto liability, auto physical damage, and property, from the American Alternative Insurance Company, a subsidiary of the Glatfelter Insurance Group. The Risk Authority's current policy through American Alternative Insurance Company is in force through July 1, 2022. Currently the Risk Authority continues to be fully insured for all lines of coverage including: General Liability, Auto Liability, Property, Director and Officers Errors and Omissions, and Medical Malpractice. The Risk Authority is not a component entity of Ross Valley Fire Department for purposes of Government Accounting Standards Board Statement No. 14. The most recent condensed financial information for the system can be obtained by contacting the System at the following address or website:

Fire Agencies Insurance Risk Authority
1255 Battery Street, Suite 450
San Francisco, CA 94111
www.faira.org

Ross Valley Fire Department
Notes to the Basic Financial Statements
For the Year Ended June 30, 2022

11. CONTINGENCIES

On February 4, 1991, the Department was awarded a judgment of \$464,000, plus interest, relating to embezzlements committed by a former employee over several years. On July 18, 2006, the judgment was renewed to extend the period of enforceability through to July 17, 2016, and the total renewed judgment was \$277,567. On March 24, 2016, an application for renewal of judgment was submitted by the Department, which extends the period of enforceability through March 24, 2026, and the total renewed judgment was \$540,035. As of June 30, 2022, the balance owed was \$916,641 which includes interest of \$378,025 at 10% per annum. The Department has offset this receivable with an allowance for doubtful accounts since there have been no collections on the judgment. Therefore, this receivable is not recorded in the accompanying Statement of Net Position.

12. EXPENDITURES IN EXCESS OF APPROPRIATIONS

No fund had expenditures in excess of appropriations for the year ended June 30, 2022.

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REQUIRED SUPPLEMENTARY INFORMATION

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Ross Valley Fire Department
Required Supplementary Information
For the Year Ended June 30, 2022

1. COST-SHARING EMPLOYER DEFINED PENSION PLAN:

A. Schedule of Proportionate Share of the Net Pension Liability

This schedule reports the proportion (percentage) of the collective net pension liability, the proportionate share (amount) of the collective net pension liability, the employer's covered payroll, the proportionate share (amount) of the collective net pension liability as a percentage of the employer's covered payroll and the pension plan's fiduciary net position as a percentage of the total pension liability.

B. Schedule of Pension Contributions

This schedule reports the cost sharing employer's contributions to the plan which are actuarially determined, the employer's actual contributions, the difference between the actual and actuarially determined contributions, and a ratio of the actual contributions divided by covered payroll.

2. AGENT-MULTIPLE EMPLOYER OTHER POSTEMPLOYMENT BENEFIT PLAN:

A. Schedule of Changes in the Net OPEB Liability and Related Ratios

This schedule reports the changes in the net OPEB liability, the employer's covered employee payroll, the net OPEB liability as a percentage of the employer's covered employee payroll and the OPEB plan's fiduciary net position as a percentage of the total OPEB liability.

B. Schedule of OPEB Contributions

This schedule reports the employer's contributions to the plan which are actuarially determined, the employer's actual contributions, the difference between the actual and actuarially determined contributions, and a ratio of the actual contributions divided by covered employee payroll.

Ross Valley Fire Department
Required Supplementary Information
For the year ended June 30, 2022

*Schedule of Proportionate Share of Net Pension Liability and Related Ratios - Last 10 Years**

Measurement date	6/30/2014	6/30/2015	6/30/2016
Proportion of the net pension liability (asset)	0.12218%	0.11365%	0.12254%
Proportionate share of the net pension liability (asset)	\$ 7,679,794	\$ 7,800,932	\$ 10,603,794
Covered payroll during measurement period	\$ 3,098,740	\$ 3,661,763	\$ 3,462,466
Proportionate share of the net pension liability (asset) as a percentage of covered payroll	247.84%	213.04%	306.25%
Plan fiduciary net position as a percentage of the total pension liability	79.82%	78.40%	74.06%
Proportionate share of aggregate employer contributions	\$ 1,327,172	\$ 1,216,394	\$ 1,200,884

Notes to Schedule

*Fiscal year 2015 was the 1st year of implementation, therefore only seven years are shown.

The CalPERS discount rate was increased from 7.5% to 7.65% in fiscal year 2016, and then decreased from 7.65% to 7.15% in fiscal year 2018.

The CalPERS mortality assumptions were adjusted in fiscal year 2019.

	<u>6/30/2017</u>	<u>6/30/2018</u>	<u>6/30/2019</u>	<u>6/30/2020</u>	<u>6/30/2021</u>
	0.12450%	0.12994%	0.13379%	0.13995%	0.16355%
\$	12,347,230	\$ 12,520,916	\$ 13,709,015	\$ 15,226,658	\$ 8,845,238
\$	3,963,936	\$ 3,781,313	\$ 4,099,185	\$ 3,650,227	\$ 3,995,858
	311.49%	331.13%	334.43%	417.14%	221.36%
	73.31%	75.26%	75.26%	75.10%	85.57%
\$	1,289,736	\$ 1,675,902	\$ 1,658,659	\$ 2,237,745	\$ 1,796,645

Ross Valley Fire Department
Required Supplementary Information
For the year ended June 30, 2022

*Schedule of Pension Contributions - Last 10 Years**

Cost-Sharing Multiple Employee Defined Pension Plan

Fiscal year	Safety		
	2015	2016	2017
Actuarially determined contribution	\$ 1,291,372	\$ 1,192,485	\$ 1,083,105
Contributions in relation to the actuarially determined contributions	(1,291,372)	(1,192,485)	(1,083,105)
Contribution deficiency (excess)	\$ -	\$ -	\$ -
Covered payroll during fiscal year	\$ 3,499,269	\$ 3,285,846	\$ 3,677,391
Contributions as a percentage of covered payroll	36.90%	36.29%	29.45%

Fiscal year	Miscellaneous		
	2015	2016	2017
Actuarially determined contribution	\$ 35,800	\$ 23,266	\$ 28,516
Contributions in relation to the actuarially determined contributions	(35,800)	(23,266)	(28,516)
Contribution deficiency (excess)	\$ -	\$ -	\$ -
Covered payroll during fiscal year	\$ 162,494	\$ 176,620	\$ 286,545
Contributions as a percentage of covered payroll	10.84%	13.17%	9.95%

Note to Schedule

Valuation date: 6/30/2013 6/30/2014 6/30/2015

Methods and assumptions used to determine contribution rates:

Actuarial cost method Entry Age Normal
 Amortization method Level percentage of payroll, closed
 Remaining amortization period Varies, not more than 30 years

Asset valuation method	15 yer smoothed	Market Value	Market Value
Inflation	2.75%	2.75%	2.75%
Salary increases	Varies by entry age and service		
Investment rate of return	7.50%	7.50%	7.50%
Payroll Growth	3.00%	3.00%	3.00%

* - Fiscal year 2015 was the 1st year of implementation.

Safety				
2018	2019	2020	2021	2022
\$ 1,159,683	\$ 1,338,894	\$ 1,531,354	\$ 1,756,149	\$ 1,961,684
(1,159,683)	(1,338,894)	(1,531,354)	(1,756,149)	(1,961,684)
\$ -	\$ -	\$ -	\$ -	\$ -
\$ 3,565,056	\$ 3,889,989	\$ 3,358,275	\$ 3,642,002	\$ 3,791,210
32.53%	34.42%	45.60%	48.22%	51.74%

Miscellaneous				
2018	2019	2020	2021	2022
\$ 25,799	\$ 28,436	\$ 38,265	\$ 40,496	\$ 51,442
(25,799)	(28,436)	(38,265)	(40,496)	(51,442)
\$ -	\$ -	\$ -	\$ -	\$ -
\$ 216,257	\$ 209,196	\$ 291,952	\$ 353,856	\$ 460,766
11.93%	13.59%	13.11%	11.44%	11.16%

6/30/2016 6/30/2017 6/30/2018 6/30/2019 6/30/2020

Entry Age Normal
Level percentage of payroll, closed
Varies, not more than 30 years

Market Value	Market Value	Market Value	Market Value	Market Value
2.75%	2.75%	2.500%	2.500%	2.500%
Varies by entry age and service				
7.50%	7.375%	7.25%	7.00%	7.00%
3.00%	3.00%	2.875%	2.750%	2.750%

Ross Valley Fire Department
Required Supplementary Information
For the year ended June 30, 2022

*Schedule of Changes in the Net OPEB Liability and Related Ratios - Last 10 Years**

OPEB Plan - Agent Multiple Employer

Measurement Date	6/30/2017	6/30/2018	6/30/2019
Total OPEB Liability			
Service cost	\$ 188,230	\$ 194,348	\$ 215,840
Interest	624,233	654,393	680,634
Differences between actual and expected experience	-	-	(1,694,852)
Changes in assumptions	-	345,115	6,241
Benefit payments	(382,896)	(422,295)	(474,032)
Net change in the total OPEB liability	429,567	771,561	(1,266,169)
Total OPEB liability - beginning	8,613,336	9,042,903	9,814,464
Total OPEB liability - ending (a)	\$ 9,042,903	\$ 9,814,464	\$ 8,548,295
Plan Fiduciary Net Position			
Contributions - employer	\$ 785,990	\$ 1,108,061	\$ 1,002,745
Net investment income	167,198	171,917	177,139
Administrative expense	(854)	(1,151)	(642)
Benefit payments	(382,896)	(422,295)	(474,032)
Other expenses	-	(2,858)	-
Net change in plan fiduciary net position	569,438	853,674	705,210
Plan fiduciary net position - beginning	1,590,112	2,159,550	3,013,224
Plan fiduciary net position - ending (b)	\$ 2,159,550	\$ 3,013,224	\$ 3,718,434
Net OPEB liability - ending (a) - (b)	\$ 6,883,353	\$ 6,801,240	\$ 4,829,861
Plan fiduciary net position as a percentage percentage of the total OPEB liability	23.88%	30.70%	43.50%
Covered-employee payroll	\$ 3,963,937	\$ 3,781,313	\$ 4,099,185
Net OPEB liability as a percentage of covered employee payroll	173.65%	179.86%	117.82%

* Fiscal year 2018 was the 1st year of implementation.

<u>6/30/2020</u>	<u>6/30/2021</u>
\$ 258,232	\$ 265,979
580,614	602,131
-	(372,771)
-	21,319
(536,159)	(524,175)
302,687	(7,517)
8,548,295	8,850,982
\$ 8,850,982	\$ 8,843,465

\$ 901,184	\$ 754,259
133,881	1,158,676
(1,817)	(1,595)
(536,159)	(524,175)
-	-
497,089	1,387,165
3,718,434	4,215,523
\$ 4,215,523	\$ 5,602,688
\$ 4,635,459	\$ 3,240,777

47.63%	63.35%
\$ 4,055,818	\$ 3,995,857
114.29%	81.10%

Ross Valley Fire Department
Required Supplementary Information
For the year ended June 30, 2022

*Schedule of OPEB Contributions - Last 10 Years**

OPEB Plan - Agent Multiple Employer

Fiscal year ended June 30,	2018	2019	2020
Actuarially determined contribution	\$ 696,858	\$ 727,745	\$ 750,115
Contributions in relation to the actuarially determined contribution	1,108,061	1,002,745	901,184
Contribution deficiency (excess)	\$ (411,203)	\$ (275,000)	\$ (151,069)
Covered employee payroll	\$ 3,781,313	\$ 4,099,185	\$ 4,055,818
Contributions as a percentage of covered employee payroll	29.30%	24.46%	22.22%

Notes to schedule

Valuation date	June 30, 2015	June 30, 2017	June 30, 2017
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Methods and assumptions used to determine contribution rates:

Actuarial cost method	Entry age	Entry age	Entry age
Amortization method	Level	Level	Level
Asset valuation method	percentage pay	percentage pay	percentage pay
Inflation	Market value	Market value	Market value
Discount rate	2.75%	2.75%	2.75%
Salary increases	7.25%	7.25%	7.25%
Retirement age	3.25%	3.25%	3.25%
Amortization period	50 to 75 years	50 to 75 years	50 to 75 years
Healthcare cost trend rates	22 years closed	21 years closed	20 years closed
	7.5% in 2017 to	8.0% in 2018 to 5% in steps	
	4.5% in steps of	of 0.5%	
	0.5%		

Mortality CalPERS 2014 Experience Study

Mortality improvement	MW Scale 2014 generationally	MW Scale 2017 generationally	MW Scale 2017 generationally
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*Fiscal year 2018 was the first year of implementation.

2021	2022
\$ 631,593	\$ 520,319
754,259	786,295
<u>\$ (122,666)</u>	<u>\$ (265,976)</u>
\$ 3,995,857	\$ 4,251,976
18.88%	18.49%

June 30, 2019 June 30, 2021

Entry age	Entry age
Level	Level
percentage pay	percentage pay
Market value	Market value
2.50%	2.50%
6.80%	6.80%
3.00%	3.00%
50 to 75 years	50 to 75 years
19 years closed	18 years closed
5.4% in 2021	5.7% in 2021
fluctuating	fluctuating
down to 4% by	down to 4% by
2076	2076
CalPERS 2017	CalPERS 2017
Experience	Experience
Study	Study
MW Scale 2018	MW Scale 2020
generationally	generationally

Ross Valley Fire Department

Statement of Revenues, Expenditures and Changes in Fund Balances - Budget and Actual

General Fund

For the year ended June 30, 2022

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original	Final		
REVENUES:				
Intergovernmental:				
Town of San Anselmo (Contract)	\$ 3,739,735	\$ 3,739,735	\$ 3,739,735	\$ -
Town of Fairfax (Contract)	2,149,921	2,149,921	2,149,921	-
Sleepy Hollow (Contract)	1,181,073	1,181,073	1,181,073	-
County of Marin (Contract)	230,732	235,783	235,783	-
Town of Ross (Contract)	2,183,012	2,183,012	2,183,012	-
Prior Authority:				
Retiree health	97,552	97,552	97,552	-
Retirement contributions	1,125,991	1,125,991	1,125,991	-
Other sources	874,074	1,735,096	1,671,419	(63,677)
Fire prevention fees	321,700	321,700	474,371	152,671
Investment earnings	5,000	5,000	2,444	(2,556)
Miscellaneous	62,500	122,500	46,345	(76,155)
Total revenues	11,971,290	12,897,363	12,907,646	10,283
EXPENDITURES:				
Current:				
Salaries and benefits	10,044,369	10,677,541	10,626,283	51,258
Services and supplies	1,584,515	1,584,515	1,551,044	33,471
Capital outlay	88,400	138,400	126,963	11,437
Debt service:				
Principal	141,583	141,583	141,583	-
Interest and fiscal charges	13,129	13,129	13,129	-
Total expenditures	11,871,996	12,555,168	12,459,002	96,166
REVENUES OVER (UNDER) EXPENDITURES	99,294	342,195	448,644	106,449
OTHER FINANCING SOURCES (USES):				
Proceeds from sale of capital assets	-	30,000	6,650	(23,350)
Total other financing sources (uses)	-	30,000	6,650	(23,350)
Net change in fund balances	\$ 99,294	\$ 372,195	455,294	\$ 83,099
FUND BALANCES:				
Beginning of year			3,280,429	
End of year			<u>\$ 3,735,723</u>	

**ROSS VALLEY FIRE DEPARTMENT
STAFF REPORT**

For the meeting of January 11, 2023

To: Board of Directors
From: Jason Weber, Fire Chief
Subject: Fire Dispatch Services

RECOMMENDATION

Receive update on termination of dispatch services agreement with Marin County Sheriffs Office, review proposed alternative for new fire and EMS dispatch services and direct Executive Officer to execute letter of intent.

BACKGROUND/DISCUSSION

In November your Board was presented with the attached letter from Marin County Sheriffs Office notifying RVFD of the intent to not renew contract Fire and EMS dispatch services. Staff has worked on alternatives that included exploring options of creating a new Joint Powers Authority (JPA) for Fire and EMS dispatch services, as well as contracting with other agencies for like services. The Town of Fairfax which currently dispatches for Fairfax PD, Ross PD and College of Marin PD, does not have capacity to assume Fire and EMS dispatch Services. Partner fire agencies were not interested in exploring a JPA model. Marin County Fire Department which currently has a fire dispatch center has proposed an option for contract Fire and EMS dispatch services. This staff report provides background related to current and proposed fire and EMS dispatch services.

Novato, Southern Marin, Tiburon and Kentfield Fire Districts, the Cities of San Rafael and Mill Valley and JPAs of Central Marin and Ross Valley contract with the Marin County Sheriff's Office (MCSO) for fire and Emergency Medical Services (EMS) dispatch. In September 2022, MCSO notified these fire agencies of its intention to end the current agreement effective June 2023. Per the MOU, MCSO is only obligated to provide 180 days' notice. Detailed discussions with MCSO regarding the timeline and logistics involved in separating law from fire and EMS dispatch are ongoing. During the most recent meeting the Sheriff has indicated his willingness to extend the deadline of June 2023. The current target "go-live" date is January 2024.

Fire agencies were already investigating other dispatch models including a regional arrangement with REDCOM, Sonoma County's Fire and EMS dispatch JPA. MCFD and REDCOM jointly funded a feasibility study, performed by Federal Engineering, to assess the conditions under which Marin agencies could join the REDCOM JPA and take advantage of economies of scale such as shared administrative positions and technology.

One important aspect of a possible collaboration with REDCOM relates to its exclusive contract with American Medical Response (AMR) for ambulance services in Sonoma County, which includes the

subsidized provision of dispatch services. In June 2021, AMR informed the working group that should Marin agencies join REDCOM and given that AMR does not have exclusive ambulance service in Marin, dispatch costs charged to Marin would reflect increased costs for overhead and profit margin¹. Given these revised budget projections, and due to legislative and physical space challenges as well increased costs, the working group decides to set-aside the idea of a regional center until Marin agencies had established a sustainable dispatch model in Marin County.

Nevertheless, the Federal Engineering study provides useful information regarding the needs of a stand-alone Marin Fire & EMS dispatch, including a staffing and call volume analysis, which were used to derive the cost estimates below².

SB 438 (2019) would prevent the (sub)contracting of emergency call processing with a private-sector organization.

Enhanced Fire & EMS dispatch service levels:

A Fire and EMS dispatch center would provide the following service-level enhancements, above and beyond what is currently provided by MCSO:

1. *Closest resource concept*: An independent Fire & EMS dispatch would allow geo-tracking of vehicles so that the closest unit is sent to an incident, for faster response. Due to security and software configuration issues, fire and EMS calls are not currently dispatched using closest resource concept.
2. *Potential use of Emergency Fire Dispatch Protocol (EFD)*: Similar to nationally adopted pre-arrival emergency medical dispatch programs, this program provides consistent call taking and pre-arrival instructions for fire and rescue related incidents.
3. *Command and Control*: MCSO does not employ fire personnel, and instead calls staff as needed in the event of a fire or complex incident. With increased wildfire risk and accelerated rates of spread across the State, Command and Control would ensure faster and more appropriate response levels. Command and Control responsibilities would be added by Marin County Fire Department.
4. *Technology and analytics*: The current computer-aid dispatch (CAD) does not provide the following necessary features (this list is not exhaustive):
 - a. Integration with CALFIRE and Sonoma County's CADs, reducing reflex times for resources between Counties and the region, including air resources.
 - b. IROC (Interagency Resource Ordering Capability) – a federal system used nationwide for resource ordering during large-scale events such as wildfires, earthquakes, floods or other major disaster.
 - c. Roll-out of already purchased First Watch software for EMS and Fire incident reporting.
 - d. Support of Mobile Device Computing (MDC) and associated software integration such as Tablet Command.

¹ Under SB 438, Marin agencies are collectively or independently prohibited from contracting with a private ambulance provider. REDCOM predates SB 438 and is therefore exempt operating in Sonoma County.

² See Federal Engineering Feasibility study starting on p. 55

5. *Public Information:* A Fire & EMS dispatch center would allow for better integration of early alert functions in collaboration with OES, and the ability to utilize multiple platforms to ensure timely distribution of information to the public.

Governance:

Previous discussions included the option of creating a new Joint Powers Authority to independently manage the new Fire & EMS dispatch. Based on feedback from the Fire agencies, this option is no longer being considered in the short to mid-term. It remains a possibility over the longer-term.

MCFD will coordinate the provision of dispatch services under a service agreement currently being drafted. The main terms of this agreement include:

1. A financial advisory group will contribute to the annual budget preparation and year-end “true-up”. The group membership will include:
 - a. Marin County Fire
 - b. One city or town fire department
 - c. One fire district
 - d. One at-large member
2. Proposed cost allocation: Although the County’s share of dispatch events is 8-10% annually, the County proposes to cover 22% of the overall budget. Other fire districts, departments, or authorities: 78%.

Budget and Cost estimates: *The figures presented here are preliminary only*

The cost estimates below rely on several assumptions:

- All Marin Fire agencies currently dispatched by MCSO decide to join the new Fire and EMS dispatch. This assumption was confirmed at the November Fire Chiefs’ meeting.
- Costs amongst non-County agencies are spread using CAD activity (this is the methodology currently used by MCSO)
- The existing CAD license is reconfigured to allow for a split configuration between Fire and law.
- The Fire & EMS dispatch is co-located to the south of the existing dispatch room at 1600 Los Gamos.
- 8 dispatch stations (3 of which would serve as overflow / training)³
- Several staffing models were considered⁴. A conservative option for budgeting purposes is 12 dispatchers and 4 Supervisors, which would provide 24X7 coverage as illustrated in Table 1.

³ See Federal Engineering Feasibility Study p. 58

⁴ See Federal Engineering Feasibility study p. 59 & 60.

Table 1: Fire & EMS Staffing model:

	Supervisor	Dispatchers	Summer (8am – 8pm)	Command & Control Captains	Management (office hours)
Day 7am – 2pm	1 FTE	3 FTE	2 clerks	1 FTE	1 Director, 1 Technical Manager
Day 2pm – 7pm	1 FTE	Mon – Thu: 4 FTE Fri – Sun: 5 FTE	2 clerks	1 FTE	1 Director, 1 Technical Manager
Eve 7pm – 10pm	1 FTE	Mon – Thu: 3 FTE Fri – Sun: 4 FTE		1 FTE	
Night 10pm – 7am	1 FTE	2 FTE		1 FTE	

1. Estimated on-going annual cost:

The new dispatch service agreement will increase costs to all fire agencies above and beyond the current costs, by about 74% for County and 45% for the other cities and towns or fire agencies. This cost increase is due to the need for a fully independently managed dispatch center (including a Director and Technical Manager) and the need to build-in surge capacity. Currently in the County MCSO has 13 FTE assigned to Fire and EMS and MCFD has 3 FTE for a total 16 FTE. The proposed model includes 19 FTE.

Table 2: MCFD contract estimated on-going (annual) cost by agency (for FY 22-23)

Agencies:	CAD %	FY 22-23 MCSO costs	Fire & EMS dispatch	Difference	% change over current	Share of total on-going costs
Central Marin FD	10%	\$254,713	\$368,127	\$113,414	45%	8%
Kentfield FD	4%	\$96,248	\$139,476	\$43,228	45%	3%
SMFD / Mill Valley FD	17%	\$440,892	\$636,437	\$195,545	44%	13%
Novato FD	22%	\$576,572	\$824,141	\$247,569	43%	17%
Ross Valley FD	9%	\$225,338	\$319,114	\$93,776	42%	7%
San Rafael FD	34%	\$857,735	\$1,255,228	\$397,493	46%	26%
Tiburon FD	4%	\$115,160	\$163,226	\$48,066	42%	3%
Non-County subtotal:			\$3,705,750			78%
County subtotal:		\$615,045	\$1,071,250	\$456,205	74%	22%

Total			\$4,777,000			100%
-------	--	--	-------------	--	--	------

2. Estimated one-time operational costs:

One-time operational costs include 6-9 months of staff training time and implementation of new CAD configuration. The proposed cost allocation is: 50% County, 50% other non-county agencies.

Table 3: Estimated one-time operational cost by agency

Agencies:	24M CAD activity	One-time operational costs
Central Marin FD	10%	\$149,009
Kentfield FD	4%	\$56,457
Southern Marin /Mill Valley FD	17%	\$257,614
Novato FD	22%	\$333,593
Ross Valley FD	9%	\$129,170
San Rafael FD	34%	\$508,087
Tiburon FD	4%	\$66,070
Non-County subtotal:		\$1,500,000
County subtotal:		\$1,500,000
Total:		\$3,000,000

FISCAL IMPACT:

Annual ongoing costs for Fire and EMS dispatch services are projected to be 42% higher than current costs an increase of \$93,776 annually. One-time costs are estimated to be \$129,000. One-time funds are available in Department reserves to cover one-time startup costs. Costs for services would increase agency contributions as outlined in the chart below:

Cost By Agency – FIRE and EMS Dispatch Services		
Agency	Annual Cost increase	\$93,776
Ross	\$21,915.45	
San Anselmo	\$38,007.41	
Sleepy Hollow	\$12,003.33	
Fairfax	\$21,849.81	

Attachments:

1. Letter from Marin County Sheriff’s Office
2. Federal Engineering Study on regional Dispatch Center (hyper link)
3. Letter of Intent



MARIN COUNTY SHERIFF'S OFFICE

1600 Los Gamos Drive, Suite 200, San Rafael, CA 94903

JAMIE SCARDINA
Sheriff - Coroner

September 20, 2022

VIA E-MAIL AND CERTIFIED MAIL

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Novato, California 94945
bt Tyler@novatofire.org

Fire Chief Chris Tubbs
Southern Marin Fire District
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Fire Chief Jason Weber
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AREA CODE 415

24-HOUR NUMBER
479-2311

FAX
473-4126

ADMINISTRATION
473-7250

CIVIL
473-7282

COMMUNICATIONS
SERVICES
473-7243

CORONER
473-6043

COURTS
473-7393

EMERGENCY
SERVICES
473-6584

INVESTIGATIONS
473-7265

JAIL
473-6655

MAJOR CRIMES
TASK FORCE
884-4878

PATROL
473-7233

RECORDS
473-7284

WARRANTS
473-7297

Re: Notice of Termination of Fire Dispatch Services

"In Partnership with our Communities"

www.marinsheriff.org

Dear Chiefs,

While the Sheriff's Office is committed to its relationships with county and local fire agencies, the provision of dispatching services is no longer feasible. Accordingly, by way of this correspondence, the Sheriff's Office is providing notice that it intends to terminate its respective agreements with each of you for provision of such services.

The specific agreements be terminated, each of which were executed between the County of Marin and your respective agencies, are as follows:

1. Professional Services Agreement regarding the delivery of mobile data computer maintenance services [date signed: 2021]; and
2. Professional Services Agreement regarding the provision of fire communications services [date signed: 2020 and 2021].

The effective date of termination is JUNE 30, 2023. On that date, the Sheriff's Office will immediately cease rendering the services required by the above agreements.

Under Section IV of the agreement on mobile data and computer maintenance services, and Section IX of the communication services agreement, the minimum notice to terminate is 180 days. The additional notice provided by this letter should allow ample time to secure an alternative provider for such vital services. As I mentioned in our August 22, 2022, meeting, I look forward to a partnership allowing your agencies to achieve a dispatch center managed and operated by fire agencies.

If you would like to discuss this matter or have questions regarding the foregoing, please do not hesitate to contact me directly.

Sincerely,



Sheriff Jamie Scardina

Marin County Sheriff's Office



Redwood Empire Dispatch Communications Authority Fire & EMS Consolidation Feasibility Study Report

FINAL

July 1, 2020

Prepared by:



Federal Engineering, Inc.
10560 Arrowhead Drive
Fairfax, VA 22030
703-359-8200

Executive Summary

The Redwood Empire Dispatch Communications Authority (REDCOM) contracted with Federal Engineering (**FE**) to study the feasibility of REDCOM providing dispatch services for the sixteen (16) Marin County fire agencies. The scope of this study was to gather and analyze data and information to identify any roadblocks and requirements that must be considered to significantly expand REDCOM's operation and geographic coverage. **FE** provides an assessment of the feasibility of this expansion with recommendations regarding management structure, workload, staffing, space, technology needs, and high-level cost estimates in this report.

FE reviewed both the existing REDCOM Joint Powers Agreement (JPA) (Agreement) and the new state laws enacted in 2019 related to transferring 9-1-1 calls from a public agency. **FE's** assessment is that REDCOM can modify the Agreement to allow the Marin County fire agencies' participation and complies with California Code to receive and dispatch fire and Emergency Medical Service (EMS) calls from Marin County.

FE interviewed individual and groups of stakeholders to identify service issues experienced by the Marin County fire agencies and requirements expressed for potential future dispatch services by REDCOM. The key operational areas noted include command and control, input in operations, mapping, and Computer Aided Dispatch (CAD) reporting, with the goal of facilitating cross-county interoperability, and improving response times as well as call processing time to bring the Marin County fire agencies more in line with industry standards.

There are some operational and technical concerns or limitations that will need to be addressed should REDCOM and the Marin County fire agencies decide to move forward with a transfer of dispatch services for these agencies.

The primary operational issue is the desire and need for REDCOM to become a command and control dispatch center. Marin County Fire is a contract county for the California Department of Forestry and Fire Protection (CAL FIRE), and Marin County fire agencies are requesting REDCOM to adopt the CAL FIRE command and control model for a dispatch center, staffed by fire captains, with field experience, in supervisory roles. Since fire captains work 24-hour shifts, there is a requirement for sleeping, cooking, and personal hygiene facilities adjacent to the dispatch center. Based on **FE's** research, sleeping and personal hygiene facilities are not currently available in the building that REDCOM is housed in, and there is no available space in the building to construct such facilities. The command and control model is also different than the current REDCOM management structure, which utilizes dispatch professionals in the supervisory positions. An option would be a hybrid model for command and control at REDCOM through additional training

of its supervisory staff to meet the needs of Marin County fire agencies and the CAL FIRE contract.

Another option that REDCOM and the Marin County fire agencies may want to consider is to create a REDCOM-staffed communication center in Marin County (REDCOM Marin), managed by the REDCOM JPA, dispatching only Marin fire / EMS agencies. The best location for a new Marin County fire communications center would be in open space at the Marin County building located at 1600 Los Gamos Drive in San Rafael. **FE** provides a preliminary staffing analysis for this option and a discussion of differences between anticipated costs for a combined REDCOM model and a separate Marin County fire communications center model in this report.

FE estimated high-level costs that will be required for REDCOM to provide dispatch services for the Marin County fire agencies. **FE**'s goal is to provide cost considerations that will facilitate an eventual decision by REDCOM and the Marin fire agencies on whether it is in the interests of both parties to proceed with a transfer of dispatch services from the Marin County Sheriff's Office (MCSO) and Woodacre Emergency Communication Center (WECC) to REDCOM.

FE reviewed the technology issues that will need to be addressed and provides high-level cost estimates associated with each technology area. In some areas, such as the addition of dispatch positions at REDCOM, plans are already in place to implement these projects. However, **FE** identified high-level costs for these items so that they are not overlooked. Allocation of specific costs between REDCOM and the Marin fire agencies will need to be negotiated should the Marin fire agencies decide to proceed with a transfer of dispatch services to REDCOM.

FE also computed the estimated high-level annual operational costs for each dispatch option based on the results of the staffing analysis, MCFD-recommended command staffing, and annual facility costs, in the case of a Marin Fire Dispatch Center.

The following table summarizes the estimated capital costs for technology areas and annual operational costs for each of the two dispatch options.

Estimated High-level Costs		
Cost Type	REDCOM	RECOM Marin
Capital Costs (Technology)	\$2,000,000.00	\$2,600,000.00
Annual Labor Costs	\$2,228,933.00	\$3,186,802.00
Annual Resource Bridge Subscription	\$60,000.00	\$60,000.00
Annual Facility Costs		\$165,900.00
TOTAL ESTIMATED ANNUAL COST	\$2,288,933.00	\$3,412,702.00

The primary technical issue that impacts the consolidation of dispatch services is the need to connect REDCOM to the Marin Emergency Radio Authority (MERA) trunked radio system. The radio consoles that are currently in use at REDCOM are provided by ModUcom and are not capable of directly connecting to the MERA radio system. Alternative or upgraded radio consoles would need to be purchased and installed in at least three positions, but **FE** recommends that all radio consoles be replaced. Other technical areas to be discussed are:

- Expanding the footprint of the Sonoma CAD system
- The need for a single combined Geographic Information System (GIS) for Sonoma and Marin Counties for use by the Sonoma CAD system
- Logging recorder capabilities to record the MERA radio talk groups at REDCOM
- The impending move to Next Generation 9-1-1 statewide

To demonstrate the ability for REDCOM to accommodate the anticipated workload for an expanded fire communications center serving the two counties, **FE** calculated:

- The projected number of positions needed to handle the workload
- The number of Full Time Equivalent (FTE) employees needed to staff the positions during normal, slow, and peak periods around the clock

The calculations were made using industry standard estimating tools and are based on cited industry standards and best practices.

The following table displays the current REDCOM staffing.

Authorized Positions - REDCOM				
Job Title	Authorized Employees - Full Time	Actual Employees - Full Time	Authorized Employees - Part Time	Actual Employees - Part Time
Shift Supervisors	4	4	0	0
Telecommunicators	18	16	6	4
Total	22	20	6	4

FE calculated the recommended staffing for a combined Sonoma and Marin County fire / EMS operation based on our estimate of the combined call volume, 9-1-1 and ten-digit, using industry standard manpower forecasting tools. The following table displays the recommended staffing for a combined center.

Multi-Agency ECC	
Position Title	Total Number of Employees
Supervisors	4
Dispatchers	20
Call Takers	9
Total PSAP Staff	33

Based on **FE's** estimate, a combined REDCOM operation will require an additional 11 staff positions.

FE also calculated the minimum number of console positions that a combined center will need based on the historical busy day of week / time of day. The minimum number of required positions is nine, named positions in the following table. An additional five positions are recommended for extended operations, overflow, or training.

Positions	
#	Position Type
1	Supervisor
2	REDCOM Dispatch
3	Control 2 Dispatcher
4	Control 3/4 Dispatcher
5	Fire 13 Dispatcher
6	Fire 14 Dispatcher
7	Call Taker 1
8	Call Taker 2
9	Call Taker 3
10	Overflow/Training 1
11	Overflow/Training 2
12	Overflow/Training 3
13	Overflow/Training 4
14	Overflow/Training 5

REDCOM currently has ten positions. REDCOM is in the preliminary design stage for an expansion of the communications center that will add four positions. Based on **FE's** calculations, an expanded 14-position communications center will have enough telecommunicator consoles to accommodate the estimated combined call volume and allow enough additional consoles to accommodate expanded operations.

With the above issues addressed or mitigated and the financing determined, **FE** considers the addition of dispatching for the 16 Marin County fire agencies by REDCOM to be feasible.

In the final section of this report, **FE** identifies steps that should be taken if REDCOM and the Marin County fire agencies decide it is in their collective interest to pursue transitioning dispatch services for the Marin County fire agencies from MCSO / WECC to REDCOM. The project phases required for a transition of dispatch services include:

- Decision to Proceed:
 - Marin County fire agencies decide if it is in their interest to proceed with a transfer of dispatch services
 - If the Marin County fire agencies decide to proceed with a transition of their dispatch services, then they will need to have discussions with REDCOM to identify the support model to be pursued, e.g., REDCOM dispatch or a new Marin County fire dispatch center, the scope of services, and allocation of costs
- Governance:
 - Two options to consider:
 - Add Marin County to the JPA
 - Negotiate a contract with the Marin County fire agencies for dispatching services
- Planning:
 - Timeline
 - Organization
 - Finance
 - Expansion of Facilities
 - Personnel
 - Technical Support
 - Vendor Contracts
- Implementation:
 - Designated project manager or management team
 - Identification of affected stakeholders and member agency liaisons
 - Identification of risks
 - Schedules of all plan paths:

- Required vendor contracts
 - Required technology upgrades and transition coordination
 - New employee hiring and training / certification
 - Required GIS updates
 - Provisioning the Sonoma County CAD for Marin operations, e.g. response plans
 - CAD data import
 - Facility changes
 - Operational acclimation, training, and transition plans
 - Noted milestones and determination of decision points to proceed with or abandon a plan or the project with alternate paths defined
- Cutover:
 - New / revised policies and procedures in place
 - Completion of training for all employees on Marin operations
 - CAD, 9-1-1, and radio consoles installed and operational
 - Functional testing of Sonoma County CAD to support Marin County fire dispatch
 - Coordination with MCSO and WECC on the date and time of the cutover
 - Development of a detailed cutover plan with rollback decision points
 - Coordination with the CA 9-1-1 Branch on transition of 9-1-1 trunks and speed dials

Table of Contents

Executive Summary	2
1. Background.....	15
2. Methodology	16
3. Marin County Fire Chiefs Association Goals	18
4. Existing Conditions	20
4.1 REDCOM.....	20
4.1.1 Description.....	20
4.1.2 Control and Staffing	20
4.1.3 Call Processing.....	21
4.1.4 Operations	22
4.1.5 Budget	22
4.1.6 Sonoma County Public Safety Technology.....	23
4.1.6.1 Computer Aided Dispatch.....	23
4.1.6.2 Radio	24
4.1.6.3 Mobile Technology.....	24
4.1.6.4 Geographic Information System	24
4.1.6.5 Emergency Medical Dispatch.....	24
4.1.6.6 Station Alerting	25
4.1.6.7 Paging.....	25
4.1.6.8 Reporting.....	25
4.2 Marin County Public Safety Communications Center	25
4.2.1 Description.....	25
4.2.2 Control and Staffing	26
4.2.3 Call Processing.....	26
4.2.4 Operations	27
4.2.5 Budget	27
4.2.6 Marin County Public Safety Technology	27
4.2.6.1 CAD.....	27
4.2.6.2 Radio	28

4.2.6.3	Mobile Technology.....	29
4.2.6.4	GIS	29
4.2.6.5	Emergency Medical Dispatch.....	29
4.2.6.6	Station Alerting	29
4.2.6.7	Paging.....	30
4.2.6.8	Reporting.....	30
4.3	Woodacre	30
4.3.1	Description.....	30
4.3.2	Control and Staffing	31
4.3.3	Call Processing.....	32
4.3.4	Operations	32
4.3.5	Budget	33
5.	Staffing Analysis.....	34
5.1	REDCOM.....	34
5.1.1	Operational Methodology.....	34
5.1.2	Workload Analysis and Staffing Review.....	34
5.1.2.1	Performance Goals / Data.....	35
5.1.2.2	Phone Call Volume	35
5.1.2.3	CAD Dispatch Statistics	36
5.1.2.4	Staffing / Scheduling	36
5.1.3	System Furniture Positions	38
5.1.4	Current Hourly Pay Ranges	39
5.2	Current Marin County Fire / EMS Dispatch Services	40
5.2.1	Marin County Public Safety Communications Center	40
5.2.1.1	Description.....	40
5.2.1.2	Operational Methodology.....	40
5.2.2	Woodacre Emergency Communications Center	40
5.2.2.1	Description.....	41
5.2.2.2	Operational Methodology.....	41
5.2.2.3	Performance Goals / Data.....	41
5.2.2.4	Phone Call Volume.....	41
5.3	Staffing Analysis – Combined REDCOM	42

5.3.1	Call Volume / Call Taking Function	42
5.3.2	Dispatching Function	46
5.3.3	Staffing / Scheduling	50
5.3.3.1	Staffing Model	50
5.3.3.2	Staffing Recommendation Methodology	50
5.3.3.3	Recommended Staffing Model	51
5.3.3.4	Staffing / Deployment – By Hour of the Day – Recommended	53
5.3.4	Ancillary Functions	54
5.3.4.1	Supervision Recommendation	54
5.4	Stand-Alone Model – Marin County Fire / EMS ECC	55
5.4.1	Call Volume / Call Taking Function	56
5.4.2	Dispatching Function	58
5.4.3	Staffing / Scheduling	59
5.4.4	Staffing / Deployment – By Hour of the Day – Recommended	61
5.4.5	Supervision Recommendation	62
5.4.6	Function Descriptions / Titles	62
5.4.6.1	Director or Manager	62
5.4.6.2	Deputy Director / Manager - Operations	63
5.4.6.3	Technology Manager	63
5.4.6.4	GIS and Technology Support	63
5.4.6.5	Training Program Support	63
5.4.6.6	Quality Assurance Program Support	63
5.4.6.7	Shift Supervisor	64
5.4.6.8	Telecommunicators: Call Takers and / or Dispatchers	64
5.4.6.9	Administrative Support and other Ancillary Functions	64
6.	Potential Impacts of California State Law	65
6.1	California Government Code Section 6500: Joint Powers Agreements	65
6.2	California Government Code Section 53110 (as amended by Senate Bill 438)	65
7.	Financial Assessment	67
7.1	Reasons to Consider Transfer of Dispatch Services	67
7.2	Types of Costs	68
7.2.1	Capital Costs	68

7.2.2	Operational Costs	68
8.	Capital Cost Estimate	69
8.1	Combined REDCOM Emergency Communications Center	69
8.1.1	Computer Aided Dispatch	69
8.1.1.1	CAD Interfaces.....	70
8.1.2	Tablet Command	71
8.1.3	Emergency Dispatch Protocols.....	71
8.1.4	Radio Dispatch Consoles.....	71
8.1.5	9-1-1 Telephone Routing	73
8.1.6	9-1-1 Customer Premise Equipment.....	73
8.1.7	Geographical Information Systems	73
8.1.8	System Furniture Positions	74
8.1.9	Switched Ethernet Circuit.....	75
8.1.10	Hospital Status Reporting	75
8.1.11	Historical CAD Data Import.....	75
8.1.12	Technology Areas with No Additional Cost.....	75
8.1.12.2	CAD Server Hardware and SQL Licenses	76
8.1.12.3	Logging Recorders.....	76
8.1.12.4	Radio System and Infrastructure	76
8.1.12.5	Interagency Resource Ordering Capability	76
8.1.12.6	Personnel Paging and Notification.....	77
8.1.12.7	Reporting.....	77
8.1.12.8	PulsePoint	77
8.1.12.9	CAL FIRE Microwave Intercom System	77
8.1.13	REDCOM ECC Estimated Cost Summary.....	78
8.2	New Fire Dispatch Center in Marin County.....	78
8.2.1	Facility.....	79
8.2.2	Computer Aided Dispatch	80
8.2.3	Emergency Dispatch Protocols.....	80
8.2.4	Radio Dispatch Consoles.....	80
8.2.5	9-1-1 Customer Premise Equipment.....	80
8.2.6	Logging Recorders.....	81

8.2.7	System Furniture Positions	81
8.2.8	Office Furniture	81
8.2.9	CAL FIRE Microwave Intercom System.....	82
8.2.10	Marin County Fire Dispatch Estimated Cost Summary.....	82
9.	Operational Cost Estimates	83
9.1	Estimated Annual Subscription Costs.....	83
9.2	Estimated Labor Costs.....	83
9.2.1	REDCOM ECC	84
9.2.2	REDCOM Marin.....	84
9.2.2.1	Annual Labor Cost.....	84
9.2.2.2	Annual Facility Cost.....	85
9.2.2.3	Total Annual Cost.....	86
9.3	Dispatch Center Funding Models.....	86
9.3.1	REDCOM.....	86
9.3.2	MCSO	86
9.3.3	Comparison of Operational Costs.....	87
10.	Findings.....	88
10.1	Governance	89
10.2	Staffing.....	90
10.3	Facility.....	90
10.4	Technology	90
11.	Next Steps - Implementation Outline for Recommendations.....	92
11.1	Decision to Proceed.....	92
11.2	Governance Phase	92
11.2.1	Adding Marin County to the JPA.....	93
11.2.2	Developing a Contract for Service with the Marin County Fire Agencies	93
11.3	Planning Phase.....	94
11.4	Implementation Phase	96
11.5	Cutover Phase	97

List of Tables

Table 1 - Total Call Volume - REDCOM.....	36
---	----



Table 2 – Total REDCOM CAD Incident Statistics	36
Table 3 – REDCOM Authorized Positions – PSAP Only	37
Table 4 – REDCOM Minimum Staffing	38
Table 5 – REDCOM Typical Staffing	38
Table 6 – REDCOM System Furniture Positions	39
Table 7 – 2020 Hourly Pay Ranges - REDCOM	40
Table 8 – 9-1-1 Call Volume – WECC	41
Table 9 – Estimated Combined Center Call Volume	43
Table 10 – Estimated Hourly Call Volume – Combined Center	44
Table 11 – Combined Center Fire / EMS Incidents	46
Table 12 – Workstation Distribution – Recommended	48
Table 13 - Multi-Agency ECC Staffing – Recommended	52
Table 14 – Recommended Combined ECC Staffing by Hour – Recommended	53
Table 15 – Estimated Marin County Fire / EMS Phone Calls	56
Table 16 – Estimated Hourly Call Volume – Marin County Fire / EMS ECC	57
Table 17 – Marin Fire / EMS Positions	58
Table 18 - Stand-Alone ECC Staffing – Recommended	59
Table 19 – Recommended Stand-alone ECC Staffing by Hour	61
Table 20 - High-level REDCOM Technology Budgetary Estimated Cost	78
Table 21 - High-level REDCOM Marin Estimated Technology Costs	82
Table 22 – Combined REDCOM Dispatch Staffing Estimated Cost	84
Table 23 – REDCOM Marin Estimated Staffing Cost	85
Table 24 – REDCOM Marin Estimated Annual Cost	86
Table 25 - Comparison of REDCOM, REDCOM Marin, and MCSO Estimated Cost per Call	87

1. Background

The Redwood Empire Dispatch Communications Authority (REDCOM) is a Joint Powers Authority (JPA) established in 2002 under the California Joint Exercise of Powers Act to provide centralized emergency Fire and Emergency Medical Services (EMS) dispatching to emergency response agencies within Sonoma County. REDCOM is governed by a seven-member Board of Directors (BOD) and has contracted with a private company, American Medical Response (AMR) West, to provide dispatch operations. REDCOM currently provides E9-1-1 call taking and dispatching for 31 public and private agencies in Sonoma County. In October 2018, REDCOM was approached by representatives from the Marin County Fire Chiefs Association requesting to begin discussions regarding E9-1-1 call taking and dispatching services by REDCOM.

REDCOM is evaluating the possible inclusion of an additional 16 Fire and EMS agencies operating in Marin County, CA. Marin County fire and EMS agencies are currently dispatched from two centers:

- Marin County Sheriff's Office (MCSO) on a fee schedule based on Computer Aided Dispatch (CAD) activity
- Marin County Fire Department, Woodacre Emergency Command Center (WECC). Marin County Fire is one of six Contract Counties to CAL FIRE providing state mission responsibilities, including dispatch services, in Marin County

FE was contracted by REDCOM to provide professional services to assist them in determining the capability for REDCOM to incorporate Marin County Fire and EMS agencies into its service delivery model.

In addition to determining the feasibility and capability for REDCOM to provide dispatch services to the Marin County fire and EMS agencies, the project also includes an assessment and recommendations for organizational changes that may be required, such as:

- Inclusion of Marin County fire and EMS agencies in the existing REDCOM JPA
- Restructuring the REDCOM JPA and governance
- The formation of a new JPA
- Contracting of services

2. Methodology

FE approached this project using a discovery process in which statistical, demographic, technology inventory, budgets, contracts, JPAs, and associated documents are gathered and analyzed. Observation sessions with REDCOM and the Marin County Public Safety Answering Points (PSAP) were conducted to assist **FE** in understanding the current operational methodologies and workflow processes. Interviews with individual decision makers and group interviews with stakeholders, and the response agencies, provided critical insight into the concerns and expectations of those affected by any change in the current organizational structures and operations.

On February 11, 2020, a project initiation meeting was held to confirm the project scope, schedule, discuss **FE**'s project methodology, and confirm the schedule for the interviews, focus groups and observations. REDCOM, Marin fire agency representatives, and the **FE** team confirmed mutual agreement regarding the expected report deliverable content, proposed review process and acceptance, and the final presentation. Following the initiation meeting the **FE** team began the discovery process through focus group meetings, PSAP observations, and individual interviews that took place February 11 through February 14, 2020.

The following groups and staff / positions were interviewed and / or contributed their input to this assessment:

- Focus Group Sessions:
 - REDCOM Management
 - Marin County Fire Chiefs
 - Technology Managers
- PSAP Observations:
 - REDCOM
 - MCSO
 - WECC
- Interviews:
 - Jason Weber, Marin County Fire Chief
 - K.T. McNulty, REDCOM Executive Director

- Heather Costello, MCSO Executive Director

In addition, **FE** made a brief presentation of the project methodology, deliverables, and schedule to the REDCOM BOD during their regularly scheduled meeting on February 13, 2020.

3. Marin County Fire Chiefs Association Goals

The Marin County Fire Chiefs that **FE** met with during focus groups and interviews expressed the following goals they wanted to assess in evaluating dispatch services from MSCO and REDCOM:

- Call processing:
 - Call handling performance, e.g., call transfer time from primary to secondary PSAP
 - Publish call performance measures on a monthly basis
 - Meet or exceed national standards
- CAD statistical reporting:
 - Monthly statistical reports
 - Routine management reports
 - Ad hoc queries and reports
 - Management dashboards
- Establishment of a Fire Command Center:
 - The communications center would follow the CAL FIRE Command Center model
 - The difference between a Dispatch Center and Command Center is that a Command Center is the Incident Commander of an incident until a command structure is established at the scene and an Incident Commander is announced. This allows the Command Center to augment or amend the assignment as needed from gathered information. A qualified fire officer is always on duty
 - Due to the extended duty periods, e.g., 24 hours, rest and shower facilities in proximity to the dispatch center are required
 - Duties of the Command Center Fire Officer:
 - Move up and cover

- Preposition resources (Red Flag)
 - Ability to modify responses
 - Mutual aid / call backs
 - Anticipate additional resource requests
 - Knowledge of air assets
 - Provide information, planning, and logistical support for new and emerging incidents
- Technology Support:
 - Support for the implementation of Marin County fire agencies' objectives and initiatives, e.g., Automatic Vehicle Location (AVL) location of units and proximity dispatch, full Tablet Command integration, and future integrations
 - Support from a proactive technology team that will assist with the evaluation of new public safety technology that can provide enhanced responses and service levels. Support would include identification of technology hurdles for implementation, alternatives, costs, and implementations timelines

4. Existing Conditions

FE's first task was to evaluate the existing conditions at the three communications centers, REDCOM, WECC, and the MCSO's Public Safety Communications Center (PSCC). Areas evaluated included:

- Organizational structures
- Existing governance models
- Contracts for service
- Physical location and infrastructure of the dispatch centers
- Services currently being provided
- Cost structure
- Legal barriers
- Staffing models
- Command and control
- Technology barriers

4.1 REDCOM

4.1.1 Description

REDCOM is a JPA, established in 2002 under the California Joint Exercise of Powers Act, to provide centralized emergency Fire and EMS dispatch services to emergency response agencies within Sonoma County. REDCOM is governed by a seven-member BOD and contracts with a private company, AMR West to provide dispatch services for the participating agencies. REDCOM currently provides 9-1-1 call taking and dispatching for 31 public and private fire and EMS agencies in Sonoma County. REDCOM is located within the Sonoma County Sheriff's facility on Ventura Avenue in Santa Rosa, CA.

4.1.2 Control and Staffing

REDCOM has ten workstations on the dispatch floor. All positions are identical, allowing telecommunicators to sit at any position to work. With a minimum staffing of five telecommunicators, this allows enough additional positions to accommodate broken

equipment or maintenance. Normal assignments are three radio positions: REDCOM dispatch (Primary out bound channel), Control 2 (North and West County), Control 3 (Central County) and Control 4 (South and East County). The other two telecommunicators are assigned to call taking.

Each workstation has five monitors: three for the CAD system, one for the radio console, and one for the 9-1-1 phone console. Large screens on the wall display call processing statistics, hospital diversion status, and video feeds from mountain top fire lookout cameras.

While hospital diversion status is displayed on the wall monitor, using ImageTrend Resource Bridge software, the telecommunicators or the individual hospitals must enter hospital diversions into ImageTrend, and then reenter diversions into CAD, so that EMS units will get a warning if they try to transport to a diverted hospital. The call processing monitor displays event status, with events highlighted if they go over the 70 second call processing standard. This alerts supervisors and staff to events that exceed the 70 second standard and triggers the need to document why the event dispatch exceeded the standard. The display of the mountain-top cameras is for reference or incident locating if there are reports of smoke or fire in the areas covered by the cameras.

Average staffing is six people on duty, which includes one Supervisor. Telecommunicators and Supervisors work 12-hour shifts. Two telecommunicators are on a schedule of working four, 12-hour shifts, then off for four days. The remainder of the staff is on the prevailing schedule: work three shifts, then four days off, then work four shifts, and three days off. This results in a 42-hour work week, calculated over the two-week pay period.

Hiring of Telecommunicators is done by AMR West Human Resources, and upper management positions report directly to the AMR Regional Director. The JPA BOD exercises oversight of the REDCOM Executive Director. Telecommunicators are under a Collective Bargaining Agreement (CBA), and are represented by AFSCME Local 4911 United EMS Workers.

Training for new hires consists of four to six months of on-the-job training with a Communications Training Officer (CTO). There is no formal classroom training. CTOs are either Association of Public Safety Communications Officials (APCO) or CA POST certified. CTOs receive an additional two dollars per hour added to their base pay.

4.1.3 Call Processing

REDCOM is the California Governor's Office of Emergency Services (CA OES) Sonoma County Operational Area mutual aid dispatch center. Requests for in-county mutual aid are coordinated through REDCOM, as well as, requests for mutual aid outside of Sonoma

County. Telecommunicators receive training to utilize the Resource Ordering and Status System (ROSS) to maintain county-wide resource status. This system will be replaced by the Interagency Resource Ordering Capability (IROC) system in 2020. IROC will be a flexible and scalable application for resource ordering for all hazard incidents. IROC is web-based and supports both PCs and mobile devices. Mutual and Automatic aid is assigned by a pre-designated list maintained on the Sonoma County Fire Chiefs Association's web site¹.

4.1.4 Operations

Calls for service are received from the Sonoma County Primary PSAPs, the law enforcement agencies such as Sonoma County Sheriff, and the City of Santa Rosa Police Department. In some cases, events are entered into the CAD system, which makes response recommendations. Ambulance response is by closest unit, fire response is by hard coded agency response plans or closest units in urban areas. Dispatch information is then sent electronically to the responding units and via radio broadcast or stations, and a voice dispatch is broadcast. Responding units are assigned radio channels as dictated by policy.

REDCOM has a web-based backup CAD, with paper tickets and manual EMD cards in case of a CAD failure or the evacuation of the dispatch center. Telecommunicators train twice a year on system down scenarios, CAD, radios, and phones.

Ambulance System Status Management (SSM) is currently done manually by the telecommunicators. They have a software product from DECCAN International called LiveMUM, but according to management staff, the software is still not yet configured to meet the needs of the Exclusive Operating Area (EOA) ambulance provider. REDCOM will be using a new software application from Genesis Pulse that will potentially perform SSM for all REDCOM resources.

Agencies can provide feedback to REDCOM using an on-line feedback form or contact a Supervisor or Manager at any time. There is a Dispatch Operations Advisory Committee that meets periodically to discuss global operational issues.

4.1.5 Budget

REDCOM receives funding from its member agencies. An annual budget is created by REDCOM management and is approved or modified by the JPA BOD. The budget costs

¹sonomacountyfirechiefs.org

are then allocated to the member agencies based on a funding model approved by the JPA BOD.

4.1.6 Sonoma County Public Safety Technology

4.1.6.1 Computer Aided Dispatch

REDCOM is a part of the Sonoma County Public Safety Consortium, which operates, maintains and improves the public safety communication and data management system comprised of CAD, Records Management System (RMS) and Mobile Data Computing (MDC) technology. The following agencies in Sonoma County are members of the Consortium:

- Cotati Police Department
- Petaluma Police Department
- REDCOM
- Rohnert Park Department of Public Safety
- Santa Rosa Junior College Police
- Santa Rosa Police Department
- Sonoma County Probation Department
- Sonoma County Sheriff's Office
- Sonoma Police Department
- Sonoma State University Police
- Windsor Police Department

The CAD and MDC systems are Hexagon (Intergraph) systems, with a Law Enforcement Records Management System (LERMS) system from Central Square Systems. REDCOM is on Hexagon software version 9.3.4 now but will upgrade to version 9.4 after this year's fire season, i.e., third or fourth quarter 2020. The Sonoma County CAD system is administered by the Sonoma County Sheriff's Office (SCSO). Fire agencies use RMS systems from Firehouse (ESO), Zoll, or ImageTrend.

4.1.6.2 Radio

REDCOM operates on a simulcast Very High Frequency (VHF) system with multiple towers throughout the county. Field units operate on a variety of brand name mobiles and portables. REDCOM utilizes ModUcom radio consoles. It was noted that the current Marin County 400MHz system and planned 700 MHz trunked radio system cannot be operated using the ModUcom consoles.

4.1.6.3 Mobile Technology

REDCOM utilizes Mobile Public Safety (MPS), which is a Windows 10 product that is specifically configured for law enforcement or fire. It tracks the units and they can status themselves.

Hexagon's IPAD application, Mobile Responder, will be deployed with the CAD 9.4 upgrade to provide personnel with a comprehensive set of tools that can be used from within or close to their vehicles, making many control-room facilities remotely available to mobile users. Users of Mobile Dispatch can update their location and availability status, thus reducing the amount of routine radio traffic in the dispatch center.

REDCOM is moving towards a tablet-based solution called Tablet Command. Tablet Command is incident command and response software that increases situational awareness and improves firefighter accountability. With Tablet Command, an incident commander can tap and drag responding apparatus onto an emergency scene, track progress against critical checklists, and timestamp every maneuver and benchmark throughout an incident.

4.1.6.4 Geographic Information System

Geographic Information System (GIS) is a technology that combines information with maps to visualize the landscape in a variety of unique ways. Sonoma County Information Systems Division (ISD) GIS maintains the countywide base map, such as addresses, streets, and parcels, and supports programs such as the Fire Run Book, and CAD 9-1-1 system.

4.1.6.5 Emergency Medical Dispatch

REDCOM is an Emergency Medical Dispatch (EMD) Accredited Center of Excellence through the International Academies of Emergency Dispatch (IAED), they are also working on their Emergency Fire Dispatch accreditation. REDCOM uses the National Q service provided by Priority Dispatch Corporation. National Q provides an effective and structured Quality Assurance (QA) program. It includes case review, quality assurance, and

accreditation services backed and supported by the IAED using certified Emergency Dispatch Quality Improvement (ED-Q) faculty. The QA goal is to review three percent of all EMD certified telecommunicators. A future goal of REDCOM management is to implement a QA program for radio as well.

4.1.6.6 Station Alerting

REDCOM sends station alerts via radio broadcast (two tone, five tone, or Dual Tone Multi Frequency (DTMF)). Each department has their own product to activate their stations.

4.1.6.7 Paging

Responding personnel receive two types of pages, text paging from CAD, and Active911. Texts are sent containing the basic call information, location, type of call, responding units and map page. Active911 is a digital messaging system that instantly delivers alarms, maps, and other critical information to first responders while allowing response efforts to be monitored in real time by command personnel.

4.1.6.8 Reporting

Fire agencies do their own National Fire Incident Reporting System (NFIRS) and California Fire Incident Reporting System (CFIRS) reporting from within their own RMS systems. Specialized reports are created by the REDCOM technical services team by running Structured Query Language (SQL) queries via MS Access on a county-wide data warehouse and exports data to Excel for manipulation.

4.2 Marin County Public Safety Communications Center

4.2.1 Description

The Communications Division of MCSO operates the Marin County PSCC located in San Rafael. The PSCC is the primary 9-1-1 PSAP for all unincorporated areas of Marin County, as well as the cities of:

- Belvedere
- Corte Madera
- Larkspur
- Mill Valley

- San Anselmo
- Sausalito
- Tiburon

PSCC also provides dispatch services for six paramedic service areas, Marin County Department of Public Works, and many other city and county government service departments. The center provides EMD services for the entire county.

4.2.2 Control and Staffing

There are 15 workstations on the dispatch floor. Four of those workstations are specifically for fire dispatching, the remainder are for call taking and MCSO radio dispatching.

PSCC is budgeted for 37 telecommunicator positions, although only 26 positions are currently filled. There are eight part-time dispatchers and one full time records clerk. Management staff includes six supervisors, one executive director, and two assistant managers.

PSCC telecommunicators work 12-hour shifts. Day shift is 0600 hours to 1800 hours, and night shift is 1800 hours to 0600 hours. Crews work four shifts, then are off three days, then work three shifts and off four days for a two-week pay period of 42 hours. Shifts rotate from day to night every four months. There are three fire telecommunicators from 0800 hours to 2400 hours, then it drops down to two fire telecommunicators.

Of the 26 telecommunicators, 14 are certified to dispatch fire calls for service, plus all six supervisors are fire certified. All fire telecommunicators are required to be signed off on law dispatching before they can begin fire dispatch training, so are effectively cross trained in both disciplines. The training program for the fire telecommunicators is 16 weeks, three to four weeks on EMD / ProQA, then 12 to 13 weeks on-the-job training with a Fire CTO and participate in classroom simulations as time allows. They normally will accept four trainees per year for fire training.

4.2.3 Call Processing

9-1-1 calls come into the PSCC law call takers, who ask if it is a law, fire, or medical emergency. The call taker will keep the call for law emergencies and transfer callers to the fire personnel, across the room, for fire calls. The fire positions have 9-1-1 trunks specifically for fire call taking. The fire positions also receive 9-1-1 transfers from other primary PSAPs in Marin County. If the call is in the areas covered by the Marin County WECC, they will transfer the call to that facility. If the call is during the time when the

Woodacre telecommunicator is sleeping, they will call and wake them up. (Refer to the Woodacre section for information on the Woodacre staffing and duty shifts.)

4.2.4 Operations

Both sides of the PSCC, fire and law, appear to work seamlessly together. Joint fire / law responses are coordinated as a team. It was noted that several former REDCOM telecommunicators were recently hired by the PSCC.

There is no formal process for the fire agencies to request operational changes. There is no operations committee. Requests for changes from the fire agencies are handled on a case-by-case basis. Issues with the CAD system go to the MCSO Technical Support Unit.

There is a monitor for the ReddiNet system to check hospital availability, but PSCC does not have the responsibility for changing hospital status in that system. They will update CAD with hospital diversions.

PSCC feels that they have a good relationship with the Marin County fire crews. Battalion Chiefs will come into the center regularly (although we received comments from Marin County fire agencies that they were not allowed in the PSCC). The fire agencies will include MCSO dispatchers in post-incident analysis. PSCC will also request a chief officer to be present during unusual or extended emergencies, such as power outages and wildfires. Nurses have been deployed in expanded dispatch during power outages to assist in screening callers. There are sleeping rooms for extended events. They have a Mobile Command Center vehicle to use in case of evacuations.

4.2.5 Budget

Marin County fire agencies are charged for dispatching services on a cost per call basis, based on the previous two years of call volume. MCSO pays for any overtime created by fire events. Services received for the fee include CAD maintenance, dispatch functions, and an interface to the fire MDCs. PSCC doesn't manage the MDCs.

4.2.6 Marin County Public Safety Technology

The public safety technology used by both PSCC and WECC is used county-wide; therefore, the following information in this section is not repeated for WECC.

4.2.6.1 CAD

PSCC uses a Hexagon (Intergraph) CAD system. This is a separate and independent system from the Sonoma County Public Safety Consortium system. They are moving to

software version 9.4, along with a hardware upgrade in about a year. When that is accomplished, the old hardware will go to the Novato backup center as a backup CAD system.

Currently the PSCC backup for a CAD failure is paper and pen. If they had to evacuate their center, but if the computer systems are still running, they can send dispatchers to Woodacre, although there are only three total workstations there. Management staff and supervisors do most of the CAD configuration maintenance. They have a technical systems administrator dedicated to PSCC, but any additional technicians are provided by MCSO IT staff.

CAD is reported to be very stable. Servers are rebooted every three months. All servers are physical servers, not virtual.

CAD databases are maintained by the PSCC. Event data is available to the fire agencies via their RMS.

WECC's three CAD workstations are also part of a hosted solution with PSCC. CAD software issues go to the technical manager at PSCC. Hardware issues go to an on-call Marin County IT person that MCFD shares with Marin County Public Works.

WECC is responsible for their response plans but have issues with the current response recommendations.

4.2.6.2 Radio

The PSCC utilizes the Marin Emergency Radio Authority (MERA) for trunked radio communications operating in the current 400 MHz and planned 700 MHz band. MERA is a JPA in Marin County, formed in 1998 to plan, implement and manage a countywide public safety and emergency radio system for the use of all member agencies. This system helps unify public safety response and facilitates communication among individual agencies and departments. The system of 17 base station radio and receiver sites provides regional or countywide radio communications among dispatch centers and mobile units throughout the county.

MERA is governed by a board comprised of representatives from Marin County, all cities, towns, and fire districts in Marin County, and other special districts such as the Marin Municipal Water District. The Executive Officer and Operations Officer serve the Governing Board via contract. MERA is currently working on a project to deploy a P25 digital trunked radio system countywide in the next two years.

4.2.6.3 Mobile Technology

Currently some Marin fire agencies are using Hexagon Mobile Responder software. Other agencies, primarily in the Southern Marin area, as well as Marin County Fire, have adopted and deployed Tablet Command. Those agencies that adopted and deployed Mobile Responder are migrating away from that hardware and software and are moving to deploy iPads running Tablet Command.

4.2.6.4 GIS

PSCC contracts with GeoComm, a private GIS firm, to create the CAD map by first downloading the base map from MarinMap, integrating it with public safety layers using ArcView, and then converting it to the Hexagon GIS format before updating the PSCC CAD. MarinMap is a group of local governments, special districts, and other public agencies that have joined to create a county-wide map. Any additional layers are completed by GeoComm, although the Marin County fire agencies reported that it doesn't appear that any fire-related layers are present in the system. The PSCC CAD GIS is updated quarterly.

4.2.6.5 Emergency Medical Dispatch

PSCC provides EMD services for all agencies in Marin County. All PSCC fire telecommunicators are certified in EMD by IAED. When an emergency medical call is received at the PSCC the call is transferred to the fire telecommunicators. The caller is then questioned for the basic information: location, callback, and chief complaint. If the event is in WECC's area, the call is then transferred to WECC. For in-house responses, a pre-alert is then sent over the fire station alerting system, while the fire telecommunicator continues with call interrogation and pre-arrival instructions.

Quality Assurance for EMD is accomplished by peer or supervisor review on a random basis, or by request. All cardiac arrest and trauma events are automatically reviewed. PSCC has not chosen to become an accredited center with the IAED.

PSCC does not use the Emergency Fire Dispatch Protocols provided by Priority Dispatch Corp.

4.2.6.6 Station Alerting

Marin County uses Motorola's **Motorola Supervisory Control And Data Acquisition** (MOSCAD) for station alerting. MOSCAD operates by the PSCC CAD setting off DTMF

tones for station alerting, and activating a printer, giving a printed message with the dispatch information.

4.2.6.7 Paging

Responding personnel receive text pages from CAD.

4.2.6.8 Reporting

PSCC does not use the report features provided with the CAD due to difficulty of use issues. The PSCC technical system administrator uses Crystal Reports and SQL scripts to extract data directly from CAD. The fire agencies report that PSCC has not been forthcoming with requested reports.

Marin fire agencies have event data access through their RMS.

4.3 Woodacre

4.3.1 Description

The WECC is owned and managed by Marin County Fire Department (MCFD), which is a CAL FIRE Contract County. There are six CAL FIRE contract counties in California, five counties in Southern California, and Marin County being the only one in Northern California. The WECC dispatchers and clerks are included in the CAL FIRE contract.

WECC is a secondary 9-1-1 PSAP for fire agencies in unincorporated Marin County providing fire dispatching services. WECC is also the California Governor's Office of Emergency Services Operational Area Dispatch Center, coordinating mutual aid inside Marin County and sending resources throughout California when requested. Agencies served by WECC are:

- Bolinas FD
- Inverness FPD
- Marin County Fire Department
- Muir Beach Volunteer Fire Department (VFD)
- Nicasio VFD
- Skywalker Fire Brigade

- Stinson Beach FPD

WECC is located in Woodacre (Marin County), CA.

4.3.2 Control and Staffing

There are three full time dispatchers at WECC. They act as the initial attack dispatcher, as well as handling some command and control functions. Dispatchers are included in the Marin County Fire Department Firefighters Association (MCFDFA) contract.

WECC has three workstations, all identical in configuration. Each position has CAD (remote consoles from the MCSO Hexagon CAD), Vesta 9-1-1 (remote consoles from the MCSO Vesta system), and Motorola Gold Elite Radio consoles.

Staffing the WECC depends on the time of year. The start and end of fire season is dependent on rainfall and fuel moisture levels and is determined by CAL FIRE. Fire season typically starts around May and will usually last six to nine months. During the summer fire season, there is one dispatcher who works a 24-hour shift, and two dispatch clerks each working a ten-hour shift. Clerks come on one month before fire season to get updated training and are laid off when fire season is over. Some clerks return season after season, which gives WECC an experienced work staff. During the winter, staffing is one 24-hour dispatcher working a 48 to 96-hour schedule, which equates to a 56-hour work week. Dispatchers also have the authority to call back other dispatchers for high volume periods.

During large working events, either the on-duty MCFD Battalion Chief, or the on-call Duty Chief will respond to the dispatch center to assist with command and control duties.

Due to the extended shift, dispatchers are allowed to sleep at night, in provided facilities, if there are no ongoing incidents. After the WECC dispatcher has gone to bed, PSCC calls the WECC dispatcher to notify them of pending events.

California Peace Officer Standards and Training Basic Telecommunicator certification is a desirable requirement for hiring full time dispatchers, but not a requirement. Training for WECC dispatchers is a minimum of eight weeks, plus time learning aircraft dispatching procedures. They are required to attend the four-week Initial Attack Dispatcher training at the CAL FIRE Training Center in Lone, CA.

Other duties performed by the full-time dispatchers:

- Updating Telestaff for MCFD
- Processing payroll documentation for MCFD
- MCFD Business lines

- Taking weather readings (Burn Indexes)
- Making Red Flag warning notifications
- Notifying hazardous materials teams for response
- Activating Urban Search and Rescue responders
- Notifying Fire Investigation Teams
- Making Swift Water Rescue personnel notifications
- Other special projects for MCFD administrators

There is no expectation of passing on extra duties as part of a REDCOM transfer, MCFD will absorb the non-dispatch responsibilities into their administrative staff.

4.3.3 Call Processing

When there is an event, WECC will tone out on the Dispatch Channel, then move the response to one of two Command Channels. They will assign a tactical channel as needed.

PSCC performs EMD for all calls within Marin County; therefore, when there is a report of a medical event in the WECC area of responsibility, PSCC enters the call into the CAD system and does EMD. An automated notification is sent to WECC via the CAD system of the pending event that they then pull up and dispatch fire resources. WECC dispatchers report that while they do get the call before the EMD determinant is available, sometimes it takes a long time to get the determinant from PSCC via CAD.

4.3.4 Operations

WECC is a part of the statewide CAL FIRE microwave system, linking with the site on Mt. Tamalpais via local microwave. This system is connected at all of the CAL FIRE ECCs in the state, allowing for resource and response coordination.

There are two fire lookouts in the County, staffed by volunteers. Lookouts will report smoke and give weather reports two times a day. If a lookout reports smoke, the WECC dispatchers can reference a large display with multiple remote cameras in the county to verify lookout reports and gauge the progress of a fire.

Woodacre does their own CAD response plans and resource updates. MCFD uses Emergency Reporting for RMS

4.3.5 Budget

WECC's funding is a part of the CAL FIRE Contract for Marin County, which totals just over \$6 million. WECC is funded for fire captains and seasonal dispatch clerks. CAL FIRE provides funding based on what they interpret as the staffing required, and associated salaries, at a similar sized center.

5. Staffing Analysis

5.1 REDCOM

5.1.1 Operational Methodology

Incoming 9-1-1 calls are routed to one of the primary law enforcement PSAPs for Sonoma County based on the caller's location. REDCOM is a secondary PSAP, so if the incident is either fire or emergency medical in nature then the caller is manually transferred to REDCOM for processing and dispatch.

Incoming ten-digit phone lines are also answered and processed by REDCOM to determine the following:

- If a public safety response is needed
- If the caller needs to be routed, transferred, or referred to another department, municipal service, or to another PSAP
- If information is needed by the caller that the answering PSAP can provide

Dispatched events are those events documented in CAD from calls received from 9-1-1, emergency and non-emergency lines, or conveyed via unit-initiated activities. These events are documented to track workload and maintain a record of the service provided. Generally, an event record in CAD contains the following at a minimum:

- Event type
- Location
- Complainant's name and phone number
- Description of the event to include what occurred, patient information, current conditions, etc.

5.1.2 Workload Analysis and Staffing Review

The information in this section covers those public safety agencies dispatched by the REDCOM ECC. It also includes statistical information for incoming telephone calls and CAD events processed by REDCOM.

5.1.2.1 Performance Goals / Data

REDCOM provided the following call processing time performance goals:

- Answer 90 percent of all 9-1-1 calls within ten (10) seconds or less
- Answer 95 percent of all calls within twenty (20) seconds or less
- Maintain call processing times (9-1-1 call pick-up to tone out of resources) of seventy (70) seconds or less 90 percent of the time

Based on data provided for the past four years REDCOM consistently exceeded each of the above performance goals.

REDCOM reported the following additional information regarding telephone answering performance:

- Sixty-one seconds (1:01) to process an incoming phone call
- Not able to provide a wrap-up time (after call work) [industry average is 45 seconds]
- The busiest month of the year in 2019 was October
- The busiest day is Thursday
- The busy hour is 09:00 (9:00AM)

5.1.2.2 Phone Call Volume

Table 1 displays the telephone statistics, provided by REDCOM, for the years 2016 through 2019.

Table 1 - Total Call Volume - REDCOM

REDCOM					
	2016	2017	2018	2019	Average
Total Wireline 9-1-1 Calls	18,683	18,841	17,943	16,238	17,926
Total Wireless 9-1-1 Calls	18,605	22,839	21,836	23,258	21,635
Total Ten-Digit Calls	96,014	95,935	91,090	93,817	94,214
Outgoing Phone Calls	50,385	45,019	38,839	41,625	43,967
Total	183,687	182,634	169,708	174,938	177,742

5.1.2.3 CAD Dispatch Statistics

Table 2 displays CAD statistics, provided by REDCOM, showing the breakdown of fire and EMS incidents for the years 2016 through 2019.

Table 2 – Total REDCOM CAD Incident Statistics

REDCOM					
	2016	2017	2018	2019	Average
Fire Incidents Dispatched	11,256	13,428	11,506	13,848	12,510
EMS Incidents Dispatched	53,986	53,246	54,121	56,404	54,439
Total	65,242	66,674	65,627	70,252	66,949

5.1.2.4 Staffing / Scheduling

The following sections provide current information regarding ECC supervision, staffing, employees, and scheduling environment.

5.1.2.4.1 Current Employees

Table 3 displays the number of authorized communication center employees that have been assigned supervisory, dispatching and call taking responsibilities at REDCOM.

Table 3 – REDCOM Authorized Positions – PSAP Only

Authorized Positions - REDCOM				
Job Title	Authorized Employees - Full Time	Actual Employees - Full Time	Authorized Employees - Part Time	Actual Employees - Part Time
Shift Supervisors	4	4	0	0
Telecommunicators	18	16	6	4
Total	22	20	6	4

REDCOM also has the following management and support positions:

- Executive Director (1)
- Manager (2): Operations and Communication
- Administrative / Clerical (1)
- Technical Support (1)

This brings the total number of REDCOM employees to twenty-seven, of which twenty-two positions staff the communications center daily. Also, there are currently four part-time telecommunicator positions.

5.1.2.4.2 Staffing / Shifts

The typical staffing in the communications center is six people on duty, which includes one Supervisor. Telecommunicators, call takers and dispatchers, and Supervisors each work 12-hour shifts. Two telecommunicators are on a schedule working four, 12-hour shifts, then off for four days. The remainder of the staff is on the prevailing schedule, working three 12-hour shifts, then four days off, then work four 12-hour shifts, and three days off. This results in a 42-hour work week, calculated over the two-week pay period.

5.1.2.4.3 Minimum / Typical Staffing Numbers

Table 4 displays the number of positions in the communications center that must be staffed (minimum) at any given time. Table 5 displays the typical staffing that is attained in the center daily. Telecommunicators in a dispatch center are assigned to perform one of three roles:

- Call Taker: Answer incoming phone calls, including 9-1-1, emergency, and non-emergency ten-digit calls. Collect all pertinent information, such as, but not limited to, the type of event, location, involved parties, and enter that

information into the CAD system. Call takers may use dispatch protocol software that guides them through specific questions to ask and the pre-arrival instructions to give to the caller

- Primary Dispatcher: Reviews and assigns recommended units to respond to CAD events and alerts the required stations, apparatus, and field personnel via a radio broadcast and other notification systems. The primary dispatcher staffs the primary outbound radio channel
- Control Dispatcher: Monitor units that have been dispatched and are assigned to operate on a radio control channel. The control dispatcher updates the CAD event with unit status changes and other details specific to the event response. They staff the operational radio channels that cover defined geographical areas

Depending on the volume of calls processed by a communications center and time of day one or more personnel may be assigned to each role or roles may be combined.

Table 4 – REDCOM Minimum Staffing

REDCOM - Minimum Staffing						
Days	Shifts	Supervisor	Call Taker	REDCOM Dispatcher	Control Dispatcher	Total
All Days	All Hours	1	1	1	2	5

Table 5 – REDCOM Typical Staffing

REDCOM - Typical Staffing						
Days	Shifts	Supervisor	Call Taker	REDCOM Dispatcher	Control Dispatcher	Total
All Days	00:00 to 12:00	1	1	1	2	5
All Days	12:00 to 24:00	1	1	1	3	6

5.1.3 System Furniture Positions

Table 6 displays the current ten positions in the communications center. Each position has Watson system console furniture that was originally installed in 2014. The furniture is ergonomically friendly in that it is sit-to-stand and has installed environmental features. REDCOM is following best practices in that they have all the critical technology such as

CAD, radio dispatch consoles and telephone answering equipment installed at each position.

Table 6 – REDCOM System Furniture Positions

System Furniture				
#	Position Type	9-1-1 CPE	CAD	Radio Dispatch Console
1	Supervisor	Yes	Yes	Yes
2	Dispatcher	Yes	Yes	Yes
3	Dispatcher	Yes	Yes	Yes
4	Dispatcher	Yes	Yes	Yes
5	Dispatcher	Yes	Yes	Yes
6	Call Taker 1	Yes	Yes	Yes
7	Call Taker 2	Yes	Yes	Yes
8	Overflow/Back-up 1	Yes	Yes	Yes
9	Overflow/Back-up 2	Yes	Yes	Yes
10	Overflow/Back-up 3	Yes	Yes	Yes

Each workstation has five monitors: three for the CAD system, one for the radio console, and one for the 9-1-1 phone console.

5.1.4 Current Hourly Pay Ranges

Table 7 displays the current pay steps and associated hourly ranges for the REDCOM employees working twelve-hour shifts.

Table 7 – 2020 Hourly Pay Ranges - REDCOM

Current Hourly Pay Ranges - REDCOM						
Steps	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Shift Type	Less than 6 Months	6 months to 1 Year	1-3 Years	3-5 Years	5-7 Years	7+ Years
Twelve / 42	\$29.80	\$30.72	\$33.57	\$35.87	\$38.08	\$40.54

5.2 Current Marin County Fire / EMS Dispatch Services

Dispatch services for Marin County fire and EMS agencies are currently provided by the MSCO’s PSCC, or Marin County Fire’s WECC.

5.2.1 Marin County Public Safety Communications Center

The following is a brief description and call processing flow for the Marin County PSCC.

5.2.1.1 Description

The Communications Division of the Marin County Sheriff’s Office operates the PSCC located in San Rafael.

The center provides EMD services for the entire county.

5.2.1.2 Operational Methodology

9-1-1 calls come into the PSCC law call takers who ask the caller if their emergency is law, fire, or medical. The call taker will keep the call for law emergencies and transfer callers to the fire personnel, across the room, for fire / EMS calls. The fire / EMS positions have 9-1-1 trunks specifically for fire call taking. The fire positions also receive 9-1-1 transfers from other primary PSAPs in Marin County. If the call is for fire in the areas covered by the Marin County Fire Woodacre ECC, they will transfer the call to that facility. If the call is for medical in the Woodacre response area, the PSCC will perform EMD and enter the call into CAD for dispatch by the WECC.

5.2.2 Woodacre Emergency Communications Center

The following is a brief description and call processing for the Woodacre ECC.

5.2.2.1 Description

WECC is owned and managed by the MCFD, which is a CAL FIRE Contract County. The WECC dispatchers and clerks are included in the CAL FIRE contract.

5.2.2.2 Operational Methodology

WECC is a secondary 9-1-1 PSAP for fire agencies in unincorporated Marin County providing fire dispatching services. WECC is also the California Governor’s Office of Emergency Services Operational Area Dispatch Center, coordinating mutual aid inside Marin County and sending Marin County resources throughout California when requested.

When there is an event, WECC will tone out on the dispatch channel, then move the response to one of two command channels based on the location of the event. They will assign a tactical channel as needed or requested.

5.2.2.3 Performance Goals / Data

WECC provided the following call processing time performance goals:

- Answer 90 percent of all 9-1-1 calls within ten (10) seconds or less
- Answer 95 percent of all calls within twenty (20) seconds or less

Based on data provided for the past three years WECC consistently exceeded each of the above performance goals.

WECC reported the following additional information regarding telephone answering performance:

- Ninety-eight seconds (1:38) to process an incoming phone call
- Not able to provide a wrap-up time (after call work) [industry average is 45 seconds]

5.2.2.4 Phone Call Volume

Table 8 displays telephone statistics, provided by WECC, for the years 2016 through 2019.

Table 8 – 9-1-1 Call Volume – WECC

WECC				
	2017	2018	2019	Average
Total 9-1-1 Calls	470	536	703	570

5.3 Staffing Analysis – Combined REDCOM

5.3.1 Call Volume / Call Taking Function

The first step in calculating staffing levels for a combined REDCOM and Marin County fire agencies is to estimate the total call volume the combined ECC will handle, including both 9-1-1 and ten-digit emergency and non-emergency phone calls. To determine these statistics, we used the following:

- 2019 Monthly Average Phone Calls per Hour, REDCOM
- 2019 Annual CAD Events per Hour, Marin County fire agencies
- 2019 November Phone Calls per Hour, MCSO

MCSO was not able to provide specific fire / EMS 9-1-1 and ten-digit emergency and non-emergency phone call statistics for the fire agencies for which they dispatch or transfer calls to the WECC for the agencies they dispatch. The statistics they provided were for all three disciplines, police, fire and EMS.

WECC was able to provide total 9-1-1 call volume for the years 2017 through 2019. The WECC could not provide the specific phone reports on the number of ten-digit emergency and non-emergency phone calls they received. In the absence of these phone reports and to review hour by day activity, **FE** used the hourly CAD incident data provided by those respective agencies. These reports were generated using their Emergency Reporting FRMS applications.

To utilize the standard tools to determine call taking staffing for a combined center **FE** needs to establish the expected number of phone calls, 9-1-1, ten digit emergency and non-emergency, that will be used per hour and the estimated number of total phone calls that the combined center, REDCOM for both Sonoma and Marin Counties, is anticipated to receive. During our review of available hourly reports, it was evident that the REDCOM 2019 Monthly Average Phone Calls per hour and the Marin County 2019 Annual CAD Events per hour times were very comparable. So, for this report, **FE** used the actual hourly phone reports provided by REDCOM.

The next estimate that **FE** made was the total number of phone calls that would be processed by the combined center. REDCOM was able to provide detailed phone statistics; however, an estimate had to be determined for the number of additional calls that would be received by adding the Marin County fire agencies. Based on our past experience with similar sized projects and in reviewing various call volume statistics that were available, the number and size of agencies, and the number of incidents handled,

FE estimates that the combined center would receive an additional 19,780 9-1-1 calls and 39,496 ten-digit emergency and non-emergency phone calls for a total of 59,276. Basically, this is half the number of 9-1-1 calls REDCOM received in 2019 and the number of ten-digit calls were estimated at double the number of 9-1-1 calls. Table 9 displays the estimated combined call volume.

Table 9 – Estimated Combined Center Call Volume

Estimated Combined Call Volume	
	2019
Total 9-1-1 Calls	59,344
Total Ten-Digit Calls	133,313
Total	192,657

The next step is to calculate the number of call taker positions required to manage the estimated call volume. The following table reflects the monthly and per-hour estimated call volume determined from the annual statistics provided and the assumptions made above. As indicated, the REDCOM annual hourly report provided hourly and monthly call volumes for a one-year period and we used that data to determine the combined busy hour estimates based on the hourly averages for the year.

Table 10 highlights the slowest and busiest hours in the hourly table. We arrived at the number of call taker positions listed in the hourly table by using an Erlang C calculator methodology with the following best practice call performance standards.

The Erlang C formula is a mathematical equation for calculating the number of telecommunicators needed in a communications center for call taking, given the call volume and the service level that you want to achieve.

The Erlang C formula allows you to work out the probability that a call waits to be answered, given the call volume and the number of call takers available.

These averages consider the time necessary to operate effectively, using any adopted dispatch protocol programs such as EMD, Emergency Fire Dispatch (EFD), or similar protocol guide program(s). Management of a combined ECC must consider that any protocol programs used are accompanied by a robust quality assurance program. The service level parameters that **FE** used in its analysis are:

- Service level objective of 90 percent calls answered within 10 seconds or less

- Average talk time of 61 seconds
- Average after-call wrap up time of 45 seconds

Table 10 – Estimated Hourly Call Volume – Combined Center

Estimated Combined Center Phone Calls			
Hour	% per Hour	Per Hour	Call Takers Needed
0:00	2.24%	15.2	1
1:00	1.88%	12.8	1
2:00	1.60%	10.9	1
3:00	1.51%	10.3	1
4:00	1.53%	10.4	1
5:00	1.79%	12.2	1
6:00	2.50%	17.0	1
7:00	4.02%	27.4	2
8:00	5.81%	39.5	3
9:00	6.93%	47.1	3
10:00	6.81%	46.3	3
11:00	6.41%	43.6	3
12:00	6.15%	41.8	3
13:00	6.10%	41.5	3
14:00	5.81%	39.5	3
15:00	5.60%	38.1	3
16:00	5.40%	36.7	2
17:00	5.22%	35.5	2
18:00	4.88%	33.2	2
19:00	4.62%	31.4	2
20:00	3.94%	26.8	2
21:00	3.61%	24.5	2
22:00	3.12%	21.2	2
23:00	2.53%	17.2	1
Average	100.00%	679.90	2.00

Note - There are several limitations to be aware of when using the industry standard Erlang-C calculator tool. First, the Erlang-C calculator was designed to be used to estimate call taking staffing levels in call centers that function in a fully horizontal operational model. This simply means that the calculator assumes that all incoming phone calls will be answered and processed by the call takers and no other on-duty staff. If there are

additional staff in the communications center who will answer and process phone calls then this must be taken into consideration when estimating the final number of call takers needed.

Second, the Erlang-C calculator will never recommend less than two call takers. That said, when looking at the slow hours (midnight shift), it is hard to recommend two call takers when the incoming call volume is ten calls or less per hour and there is a call taker, four dispatchers and a supervisor in the room monitoring the radio channels.

Finally, the Erlang-C calculator is not designed to use multiple performance goals, for example:

- a. 90 percent of 9-1-1 calls answered in ten seconds or less
- b. A separate answering time goal for incoming ten-digit / non-emergency calls

This simply means the staffing recommendation should be enough to allow for all calls to be answered within ten seconds or less.

For this project, several steps were taken in consideration of or to mitigate the above issues. Based on the estimated size and anticipated operational configuration of the combined center it is anticipated that the control or operational dispatchers would be capable and required to answer some phone calls. When possible, these calls should be limited to the non-emergency phone calls and allow the call taker(s) to answer incoming 9-1-1 and ten-digit phone lines.

FE recommends that management review the workload during the slow hours when determining final staffing and scheduling for the overnight shift. For the purposes of this report, only one call taker is recommended during the anticipated slow hours when the projected call volume drops below ten. This recommendation is based on our review of current REDCOM operations and experience with similar sized projects involving fire / EMS communication centers.

The other consideration that management needs to review is if and how much the control dispatchers can assist in answering the phones. Certainly, if the number of in-progress events is low then those employees should be available to help answer incoming phone calls. The problem is that there is no formula that can be used to determine how this affects the number of call takers or calculate the number of calls they can handle. **FE** can make a recommendation, again based on our review of current statistics, and our past experience; however, this type of knowledge and ensuing judgement can only be made and approved by those who manage the communications center daily and are most familiar with its current workflow and operations.

Based on our observations of REDCOM, it is quite evident that the control dispatchers are currently helping with the phones in their current operation. If that is working now there is no reason it would not also work in the combined center.

For the purposes of this preliminary staffing estimate, we used the average number of positions that need to be staffed. In this case, the average number of call taker positions required to manage the incoming call volume would be 2.75 call taking positions. Since call volume is not evenly distributed on a 24/7 basis, some hours of the day will require no more than one call taking position, while others will require as many as four equipped and active call taking positions.

5.3.2 Dispatching Function

The next step in estimating staffing for a combined center is based on the number of dispatch positions needed. Currently, there is not a nationally recognized workload-based calculation / formula to accurately determine the number of dispatchers required. However, if radio traffic / usage studies are available, they can be used to determine the level of use or available airtime of a talk-group / channel². This type of study can assist an ECC in determining the number of talk-groups needed to support operations but does not directly provide the number of dispatchers to staff the required positions.

While there is no formula for calculating dispatch positions, **FE** has found success in calculating the number of required dispatch positions based on the number of incidents or CAD events. Table 11 depicts the number of 2018 and 2019 CAD events reported and they were used to assist in providing an estimated number of dispatch workstations required. The other significant factor in determining the number of dispatchers needed is the number of primary dispatch talk groups that are required to be staffed and active.

Table 11 – Combined Center Fire / EMS Incidents

Combined Center Fire/EMS Incidents			
	2018	2019	Average
Fire/EMS Incidents Dispatched	100,495	104,874	102,685

To maximize the efficiencies gained by combining the dispatch of various agencies, each existing dispatch position must be reviewed to see if combining the additional agencies on to the same primary dispatch talk-group makes sense. If a single primary dispatch talk-

² A conventional radio system uses a dedicated channel (frequency). A trunked radio system uses virtual radio channels called talk groups created to be used by a group of users. For the purposes of this report, the term talk-group could refer to either talk-group or channel dependent on the system being used.

group is not feasible, then reducing the number of primary dispatch talk-groups to the lowest number possible is ultimately the best scenario.

It is not a recommended best practice to assign primary fire / EMS dispatchers additional talk-groups to monitor, as well as non-dispatch tasks, so they can remain available and ready as soon as a new event arrives for dispatch. This is completed by thoroughly reviewing and considering the following:

- Current radio platforms in use by each user agency - do participating agencies utilize the same, or disparate radio systems? This is the case in this situation where the fire / EMS agencies in Sonoma County are using a VHF radio system and the fire / EMS agencies in Marin County are using a trunked Ultra High Frequency (UHF) radio system
- Geography - When migrating agencies from one dispatch center to another, the planning team needs to determine if any existing primary dispatch or control talk-groups can be shared by all dispatched agencies. Thought must be given to whether the combination is even feasible from a geographic and current radio coverage perspective. Agencies that share geographic boundaries often assist each other on a routine basis. Therefore, combining agencies onto the same talk-groups would be beneficial and potentially more efficient for the communications center and provide a higher level of situational awareness for the participating agencies
- This is an issue for this project as the agencies in Marin County are using a different radio system than the agencies in Sonoma County. These disparate radio systems provide coverage for specific 'geographical footprints,' which makes the sharing of existing dispatch and control talk-groups problematic for this project. However, the best scenario for the staffing of a communications center is to reduce the number of primary dispatch talk-groups and share as many control talk-groups as possible for which a dispatcher needs to be assigned 24 x 7 x 365
- Assignment of multiple primary dispatch talk-groups - It is a recommended best practice to not assign multiple primary dispatch talk-groups to a single dispatcher. Sooner or later there will be two emergencies on each talk-group requiring immediate attention and action of that single dispatcher and simply put, that is not possible for one person
- Number of talk-groups each dispatcher is responsible for - Combining control talk-groups may offer the opportunity to reduce the number of personnel, create a more efficient call flow process in the ECC, and improve field communications

by having those agencies that commonly work together on the same talk-group. If a fire and / or EMS dispatcher is responsible for more than one talk-group, then the agencies need to understand that assigning multiple talk-groups to a single dispatcher may eventually result in an overload condition causing radio messages to be unheard or overlooked and go unanswered. Sooner or later there are going to be units simultaneously calling the same dispatcher on separate talk-groups and that dispatcher can only communicate with one at a time

- The use of current technology - Technology such as mobile data and AVL should be used to its fullest extent to help reduce voice radio traffic
- Tactical or operational talk-groups - The use of tactical or operational talk-groups is common in public safety communications to properly manage event communications, operations, and incident management. A dispatcher should be assigned to monitor and support field personnel during active multi-unit incidents, and incident command scenarios

Table 12 illustrates the number and type of physical workstations and operational assignments needed for the combined center to meet established standards and best practices. The minimum number of required positions is nine, named positions in the following table. An additional five positions are recommended for extended operations, overflow, or training.

Table 12 – Workstation Distribution – Recommended

Positions	
#	Position Type
1	Supervisor
2	REDCOM Dispatch
3	Control 2 Dispatcher
4	Control 3/4 Dispatcher
5	Fire 13 Dispatcher
6	Fire 14 Dispatcher
7	Call Taker 1
8	Call Taker 2
9	Call Taker 3
10	Overflow/Training 1
11	Overflow/Training 2
12	Overflow/Training 3
13	Overflow/Training 4
14	Overflow/Training 5

****This model places the dispatching of all agencies with the REDCOM dispatcher and requires new radio dispatch consoles to be procured***

It is important to understand that the above workstation distribution table is conceptual. Multiple options exist for the actual configuration or operational and work distribution for the combined fire / EMS communications center. Those options are examined during the implementation planning process and when a final workflow and operational model are put in place. However, to estimate staffing needs and personnel costs, the **FE** team developed the above model based on our knowledge and experience in the development of regional communications centers.

The rationale **FE** used to determine the workstation configuration in Table 12 follows:

- This model recommends that all the primary dispatching be conducted by the REDCOM Dispatcher. For this to occur, the current ModUcom radio dispatch consoles must be replaced with equipment that is capable for integrating the existing Sonoma County and Marin County radio networks. The current ModUcom consoles will not work with the Marin County UHF trunked radio system
- It is **FE's** recommendation that all positions be equipped with the same critical technology such as CAD, 9-1-1 answering equipment and radio dispatch consoles, if economically feasible. This would allow any communications center function, call taking or dispatching, to be conducted at any position in the center. This allows decision makers, such as supervisors, to easily change operational assignments as needed, e.g., the four call taker and three dispatcher positions recommended could easily be changed to three call takers and four dispatchers based on actual ongoing operations in the center
- Table 12 shows three (3) call taker workstations staffed during the busiest time of the day. For this model to work, the dispatchers who are assigned to monitor radio control talk-groups will need to assist the call takers in answering phone calls. It is recommended that the 9-1-1 and ten-digit emergency phones be answered by call takers, when available, allowing the dispatchers to only answer the non-emergency phone calls that can be placed on hold if they need to address radio traffic
- Significant events may require reallocating a call taker position to monitor an operational talk-group until the conclusion of the event
- **FE** is recommending the addition of four positions that would be used for overflow or training and can be staffed during times when there is an

anticipated spike in call volume, e.g., elevated fire danger, weather events, etc. These positions can also be used for future growth, or as available back-up positions for the adjacent communication center

All staff would be cross trained for all job functions. While daily job function assignments would change, any employee could be utilized at any position. This methodology provides a higher level of efficiency and lower overtime costs. The ability to cross train all staff is a benefit of an ECC of this size. As centers grow and become more complex there is a need to split job functions by specialty, dispatcher and call taker. While this structure works well, it does add a layer of complexity to scheduling and training.

5.3.3 Staffing / Scheduling

The following sections provide information regarding a combined center's requirements for supervision, staffing, employees and scheduling.

5.3.3.1 Staffing Model

The staffing needs of a 24/7 public safety operation require constant monitoring of the workload and staffing assignments to maximize coverage across all shifts. It is rare that a set number of staff is on duty at any given time. The work hours and assigned positions per shift are based on need, skill sets, experience and anticipated call volume. Center management and supervisory staff are responsible for monitoring these factors and assigning staff as such.

5.3.3.2 Staffing Recommendation Methodology

FE uses the APCO Project "Responsive Efforts to Address Integral Staffing Needs" (RETAINS) criteria to determine the number of employees required to staff the projected number of workstations.

APCO Project RETAINS was created to provide managers with tools and strategies to increase the effectiveness of their own management practices, thereby improving staffing, retention and employee satisfaction in public safety communications centers throughout the country.

The RETAINS Toolkit 2.0 includes three tools: staffing, retention, and the employee satisfaction survey. In addition, the toolkit can create a customized report detailing estimated staffing needs. The toolkit also includes the dispatcher guidelines functions within the staffing tool. This capability will generate a report based upon information provided by the user and compare it to data collected in the RETAINS Next Generation

study. This tool is intended to help educate and be used as a starting point when considering dispatcher staffing levels and workload.

The following steps, data application, and calculations are performed in accordance with the RETAINS guidance.

The annual number of work hours per employee working a typical 42-hour work week is 2,184. The formula begins by subtracting the reported standard leave such as vacation, training, and sick time, to arrive at the total available work hours per employee. The total number of annual work hours in this study is 2,004 hours per employee, based on the following average human resources criteria provided by REDCOM:

- Vacation and holiday time – 180 hours
- Sick leave – 0 hours (included with vacation)
- Personal and compensatory time – 0 hours
- Training leave - 0 hours
- Military / FMLA leave - 0 hours
- Daily lunch and break time – 0 hours – time off the floor is provided when the workload allows, and others provide temporary coverage for that position
- Other activities (meetings, etc.) – 0 hours
- 12-hour shifts
- 2184 hours per year, 42 hours per week
- Four to six part-time employees

To arrive at the recommended model, the final number of employees required to cover call taking functions is added to the number required for dispatch functions and the dedicated supervisor positions to determine the required number of telecommunicator staff.

5.3.3.3 Recommended Staffing Model

Table 13 provides the personnel count for the multi-agency communications center to incorporate the sixteen Marin County fire agencies into REDCOM based on the estimates and assumptions included in the previous sections.

Table 13 - Multi-Agency ECC Staffing – Recommended

Multi-Agency ECC	
Position Title	Total Number of Employees
Supervisors	4
Dispatchers	20
Call Takers	9
Total PSAP Staff	33

The above model assumes the following:

- Twelve-hour shifts
- Dedicated Shift Supervisors who would not routinely be tasked with any call taking or dispatching responsibilities
- Five (5) dispatch positions 24/7; one (1) primary fire / EMS dispatch position staffed and four (4) fire / EMS control or operations dispatch positions staffed
- Although not recommended, the Fire / EMS dispatcher will be assigned multiple primary dispatch talk-groups
- Part-time employees would continue to be used in the same capacity as they are today
- Between the hours of 23:00 to 07:00 the number of control dispatchers will be reduced from five to four.

Based on Erlang-C calculations and the RETAINS formula, the minimum projected communications staff for REDCOM ECC to incorporate the sixteen Marin County fire agencies is 33. **FE** calculated this minimum projection, using the reported 9-1-1 and administrative, non-emergency call volume and CAD events. It is important to remember the positions listed here reflect functions and not necessarily trained employees with specific skills, e.g., call taker and fire dispatcher. Cross training in both call taking and dispatching would be the goal for all employees.

5.3.3.4 Staffing / Deployment – By Hour of the Day – Recommended

Table 14 – Recommended Combined ECC Staffing by Hour – Recommended

Estimated Combined Center Phone Calls						
Hour	% per Hour	Per Hour	Call Takers Needed	Dispatchers	Supervisors	Total Positions
0:00	2.24%	15.2	1	4	1	6
1:00	1.88%	12.8	1	4	1	6
2:00	1.60%	10.9	1	4	1	6
3:00	1.51%	10.3	1	4	1	6
4:00	1.53%	10.4	1	4	1	6
5:00	1.79%	12.2	1	4	1	6
6:00	2.50%	17.0	1	4	1	6
7:00	4.02%	27.4	2	4	1	7
8:00	5.81%	39.5	3	5	1	9
9:00	6.93%	47.1	3	5	1	9
10:00	6.81%	46.3	3	5	1	9
11:00	6.41%	43.6	3	5	1	9
12:00	6.15%	41.8	3	5	1	9
13:00	6.10%	41.5	3	5	1	9
14:00	5.81%	39.5	3	5	1	9
15:00	5.60%	38.1	3	5	1	9
16:00	5.40%	36.7	2	5	1	8
17:00	5.22%	35.5	2	5	1	8
18:00	4.88%	33.2	2	5	1	8
19:00	4.62%	31.4	2	5	1	8
20:00	3.94%	26.8	2	5	1	8
21:00	3.61%	24.5	2	5	1	8
22:00	3.12%	21.2	2	5	1	8
23:00	2.53%	17.2	1	4	1	6
Average	100.00%	679.90	2.00	4.63	1.00	7.63

The staffing projections represent the number of Full Time Equivalent (FTE) employees required to staff, at a minimum, one call taking position, four dispatch positions and one supervisor position during the slower periods of the day. Additional FTE staff is projected for the other positions to be staffed during the higher call volume periods of the day. These busier periods will require staffing of three call taking positions, five dispatch positions and one supervisor position. While completely cross-trained telecommunicators are desired,

projected minimum certified staff is provided as guidance toward meeting call volume and dispatching needs.

A re-evaluation of available statistical call volume and data should be performed every three to six months during the planning and implementation phases of a business model change to enhance accuracy in staffing projections.

5.3.4 Ancillary Functions

Note - These projections do not include management / administrative as well as any required support / maintenance functions, such as, but not limited to, training, QA, CAD, and radio for either the recommended (above) or optional (below) staffing models.

5.3.4.1 Supervision Recommendation

Public safety best practices and existing standards require 24/7 supervision. The National Fire Protection Association (NFPA) has developed codes, standards and recommended practices through a process approved by the American National Standards Institute (ANSI). To comply with these standards, i.e., if there are at least two telecommunicators on duty, there will be a supervisor in the communications center at all times, five full-time employees are needed to maintain one supervisor on duty around the clock, with occasional gapping by an acting supervisor. This group can be supplemented by senior telecommunicators or assistant supervisors functioning in an acting supervisory capacity.

The Department of Homeland Security has established the National Incident Management System (NIMS) in collaboration with federal, state and local governments. The Incident Command System (ICS) falls under the Command and Management element of NIMS. The ICS represents best practices and is the standard for emergency management across the country and requires a supervisor when there are between three and seven persons performing similar functions. A manageable span of control allows supervisors to supervise and control their subordinates, while allowing for efficient communications between all parties.

While NFPA standards and ICS require dedicated supervisory personnel, in-house considerations exist as well. A combined multi-agency ECC will have greater geographic boundaries and agency responsibilities and having a dedicated supervisor assigned to each shift will provide:

- Coordination and direction during major emergency incidents, such as severe weather or high-profile incidents
- Problem solving support to operations staff and to ECC management

- A single point of contact for communicating with stakeholder agencies during normal operations
- Information on areas for growth among subordinate employees
- Input to formalized career path development
- Documentation of employee performance for annual / periodic reviews
- A focused scope of supervision when implementing new policies and procedures
- Direct supervision for diversified, complex tasks
- An ability to stay current with technological changes / advancements impacted by the daily use of the systems
- Guidance, coaching and mentoring to new and existing employees
- A working knowledge of procedures and administrative processes
- Concentration and attention to the operations of the ECC without the split responsibilities of occupying a call taker or dispatch position
- Immediate customer service to public and stakeholder agencies
- Improved communications with management, subordinates, and stakeholder agencies
- Promotion of operational efficiency
- Identification of areas for remedial training, counseling or discipline of staff
- Expedient resolution of operational issues
- Development and performance of operational priorities
- Opportunity for delegation of tasks / responsibilities

5.4 Stand-Alone Model – Marin County Fire / EMS ECC

Due to facility space limitations that preclude the provision of sleeping, cooking and personal hygiene areas for an assigned fire duty officer at REDCOM, an option that REDCOM and the Marin County fire agencies may want to consider is to create a

REDCOM-staffed center in Marin County (REDCOM Marin), managed by the REDCOM JPA, dispatching only Marin fire / EMS agencies. For a further discussion of this option refer to section 9: Findings.

5.4.1 Call Volume / Call Taking Function

As described above, because 9-1-1 and ten-digit phone call statistics were not available for the Marin County fire / EMS agencies **FE** had to estimate those numbers at approximately 19,748 9-1-1 calls and 39,496 ten-digit emergency and non-emergency phone calls. This is a total of 59,244 phone calls. The formula result used was 50 percent of the 9-1-1 calls REDCOM received in 2019 and the number of ten-digit calls were double the number of 9-1-1 calls.

Table 15 – Estimated Marin County Fire / EMS Phone Calls

Marin County Fire Departments					
	2016	2017	2018	2019	Average
Total 9-1-1 Calls	18,644	20,840	19,890	19,748	19,780
Total Ten-Digit Calls	37,288	41,680	39,779	39,496	39,561
Total	55,932	62,520	59,669	59,244	59,341

Table 16 displays the estimated call volume for a stand-alone center. The same service level objectives were used for this model as with the combined center model.

- Service level objective of 90 percent calls answered within 10 seconds or less
- Average talk time of 61 seconds
- Average after-call wrap up time of 45 seconds

Table 16 – Estimated Hourly Call Volume – Marin County Fire / EMS ECC

Marin County Fire/EMS ECC			
Hour	% per Hour	Per Hour	Call Takers Needed
0:00	2.24%	4.3	0
1:00	1.88%	3.7	0
2:00	1.60%	3.1	0
3:00	1.51%	2.9	0
4:00	1.53%	3.0	0
5:00	1.79%	3.5	0
6:00	2.50%	4.9	0
7:00	4.02%	7.8	1
8:00	5.81%	11.3	1
9:00	6.93%	13.5	1
10:00	6.81%	13.2	1
11:00	6.41%	12.5	1
12:00	6.15%	12.0	1
13:00	6.10%	11.9	1
14:00	5.81%	11.3	1
15:00	5.60%	10.9	1
16:00	5.40%	10.5	1
17:00	5.22%	10.2	1
18:00	4.88%	9.5	1
19:00	4.62%	9.0	1
20:00	3.94%	7.7	1
21:00	3.61%	7.0	1
22:00	3.12%	6.1	1
23:00	2.53%	4.9	1
Average	100.00%	194.52	0.71

Note - the same Erlang C tool limitations apply to this stand-alone model as with the combined model:

- The calculator is not designed to use multiple performance goals
- The calculator never recommends less than two call takers. For call volumes below ten per hour it does not make sense to have a dedicated call taker on

duty if there are three other employees in the room available to answer the phone

- The calculator assumes that all incoming phone calls will only be processed by call takers. This model does have the expectation that the Control Dispatchers will be assisting in the answering of phone calls
- For the purposes of this report, there are no dedicated call takers recommended during the anticipated slow hours when the anticipated call volume drops below 5 per hour

For the purposes of this preliminary staffing estimate, we used the average number of workstations that need to be staffed. In this case, the average number of call taker positions required to manage the incoming call volume would be .71 call taking positions. Since call volume is not evenly distributed on a 24/7 basis, some hours of the day will require no call taking positions, while others will require one equipped and active call taking position.

5.4.2 Dispatching Function

Table 17 illustrates the number and type of physical workstations and operational assignments needed for the recommended stand-alone communications center to meet established standards and best practices. The minimum number of required positions is five, named positions in the following table. An additional three positions are recommended for extended operations, overflow or training.

Table 17 – Marin Fire / EMS Positions

Marin Fire/EMS Positions	
#	Position Type
1	Supervisor
2	Marin Fire/EMS Dispatcher
3	Fire 13 Dispatcher
4	Fire 14 Dispatcher
5	Call Taker 1
6	Overflow/Training 1
7	Overflow/Training 2
8	Overflow/Training 3

5.4.3 Staffing / Scheduling

As with the combined center model, the following Net Available Work Hours used is 2,004 hours per employee, based on the following criteria:

- Vacation and holiday time – 180 hours
- Sick leave – 0 hours (included with vacation)
- Personal and compensatory time – 0 hours
- Training leave - 0 hours
- Military / FMLA leave - 0 hours
- Daily lunch and break time – 0 hours – time off the floor is provided when the workload allows, and others provide temporary coverage for that position
- Other activities (meetings, etc.) – 0 hours
- 12-hour shifts
- 2184 hours per year, 42 hours per week

Table 18 provides the personnel count for a stand-alone fire / EMS communications center to incorporate the sixteen Marin County fire agencies.

Table 18 - Stand-Alone ECC Staffing – Recommended

Marin County Fire/EMS ECC	
Position Title	Total Number of Employees
Shift Supervisors	4
Dispatchers	12
Call Takers	3
Total PSAP Staff	19

The above model assumes the following:

- Twelve-hour shifts
- Dedicated Shift Supervisors who would not routinely be tasked with any call taking or dispatching responsibilities

- Three (3) dispatch positions 24/7; one (1) primary fire / EMS dispatch position staffed and two (2) fire / EMS control dispatch positions staffed most of the time, except during the slower overnight hours
- The number of control dispatch positions would be reduced from two to one from 23:00 to 07:00
- The two control dispatch positions will answer the phones when no dedicated call takers are on duty and they will be the back-up when there is a call taker when they are on duty. The Supervisor and Primary Dispatcher can help as necessary

5.4.4 Staffing / Deployment – By Hour of the Day – Recommended

Table 19 – Recommended Stand-alone ECC Staffing by Hour

Marin County Fire/EMS ECC						
Hour	% per Hour	Per Hour	Call Takers Needed	Dispatchers	Supervisors	Total Positions
0:00	2.24%	4.3	0	2	1	3
1:00	1.88%	3.7	0	2	1	3
2:00	1.60%	3.1	0	2	1	3
3:00	1.51%	2.9	0	2	1	3
4:00	1.53%	3.0	0	2	1	3
5:00	1.79%	3.5	0	2	1	3
6:00	2.50%	4.9	0	2	1	3
7:00	4.02%	7.8	1	3	1	5
8:00	5.81%	11.3	1	3	1	5
9:00	6.93%	13.5	1	3	1	5
10:00	6.81%	13.2	1	3	1	5
11:00	6.41%	12.5	1	3	1	5
12:00	6.15%	12.0	1	3	1	5
13:00	6.10%	11.9	1	3	1	5
14:00	5.81%	11.3	1	3	1	5
15:00	5.60%	10.9	1	3	1	5
16:00	5.40%	10.5	1	3	1	5
17:00	5.22%	10.2	1	3	1	5
18:00	4.88%	9.5	1	3	1	5
19:00	4.62%	9.0	1	3	1	5
20:00	3.94%	7.7	1	3	1	5
21:00	3.61%	7.0	1	3	1	5
22:00	3.12%	6.1	1	3	1	5
23:00	2.53%	4.9	1	2	1	4
Average	100.00%	194.52	0.71	2.67	1.00	4.38

The staffing projections represent the number of FTE employees required to staff, at a minimum, zero call taking position, two dispatch positions and one supervisor position during the slower periods of the day. Additional FTE staff is projected for the other positions to be staffed during the higher call volume periods of the day. These busier periods will require staffing of one call taking position, three dispatch positions and one supervisor position. While completely cross-trained telecommunicators are desired, projected



minimum certified staff is provided as guidance toward meeting call volume and dispatching needs.

A re-evaluation of available statistical call volume and data should be performed every three to six months during the planning and implementation phases of a business model change to enhance accuracy in staffing projections.

5.4.5 Supervision Recommendation

As with the combined center model, the same public safety best practices and existing standards that requires 24/7 supervision as outlined in section 5.3.4.1, Supervision Recommendation. Section 5.3.4.1 also lists why this supervision is needed and the typical tasks they would be assigned.

5.4.6 Function Descriptions / Titles

Because this is a new stand-alone center model there will be a need for various management and support positions.

The following subsections present some sample definitions for functions of multi-agency operations comprised exclusively of civilian staff. Although the functions must be fulfilled, it may not be necessary for a dedicated person to perform each function, since individuals may act in multiple roles. For example, dependent on workload, the training and QA functions may be combined. It is also possible for QA to be performed by the supervisors, and training to be conducted by experienced and certified dispatchers.

In addition, some of these functions may be provided by participating county support agencies such as, but not limited to, GIS and Information Technology. The important thing to remember is that while these functions do not necessarily translate into paid full-time staff positions (except for the dedicated Director / Manager position and possibly administrative support), they all need to be performed competently to enhance effective operations.

5.4.6.1 Director or Manager

The Director or Manager has overall responsibility for providing leadership and has ultimate responsibility for all the ECC operational, technological, budgetary and administrative functions. The Director / Manager is charged with setting the direction for the ECC, planning for future operational and technological changes and ensuring that the ECC meets the mission set by the oversight body and the agency approved service level agreements. The reporting relationship for this function is determined by the type of governance established.

5.4.6.2 Deputy Director / Manager - Operations

This function reports to the Director / Manager. If the position is staffed, a Deputy Director / Manager oversees the shift supervisors and support programs, such as training and QA. This function is responsible for assisting the Director / Manager in budget preparation, making staffing decisions, scheduling, performing complaint investigations, working with agencies served by the PSAP and other operational support.

5.4.6.3 Technology Manager

The Technology Manager function typically reports to the Director / Manager and oversees all technical and equipment issues concerning the PSAP's technology. This function oversees IT and GIS support staff, works with vendors on maintenance and repair issues, plans for upgrades and supports the technology needs of the ECC. These include, but are not limited to, CAD, mobile data, radio dispatch consoles, radio system back-bone, logging recorder, 9-1-1 answering equipment, 9-1-1, notification systems and associated system interfaces.

5.4.6.4 GIS and Technology Support

These function(s) report to the Director / Manager (or Technology Manager) and are responsible for providing GIS and / or IT support for various technology found in the PSAP. This support could be dedicated to IT, CAD, radio, telephony, networks, logging recorder or a combination of technologies.

5.4.6.5 Training Program Support

The Training Coordination program function reports to the Director / Manager (or Deputy) and may have one or more training support staff. This program is responsible for the coordination and training of all PSAP operational personnel, and for developing and interacting with CTOs. In addition to new-hire training, 40-hours continuing education (in-service training) per year per telecommunicator is typically recommended and / or required to maintain certifications and / or update skills. Specialized certifications may require a minimum number of continuing education hours per year. Training staff is responsible for initial training and certification maintenance programs and for tracking and monitoring on-the-job training.

5.4.6.6 Quality Assurance Program Support

The QA Coordination program function reports to the Director / Manager (or Deputy) and may have one or more staff that reviews call taking and dispatching activities, documents findings and provides feedback on performance, and manages compliance with best

practices and policies. This process provides evidence needed to establish and maintain that services provided by the ECC are of high quality and performed effectively. This function helps identify organizational and individual training deficiencies and provides plans to rectify them. The QA function is required of any agency administering pre-arrival instructions and / or pursuing accreditation through National Academies of Emergency Dispatch (NAED). This program is typically responsible for the creation of recordings for investigations, use in court or other official proceedings. This program is also responsible for the ECC's compliance with dispatch protocol systems for law enforcement, medical and fire dispatch.

5.4.6.7 Shift Supervisor

To properly manage a multi-agency ECC, a strong supervisory structure is recommended for two primary reasons; to foster compliance with public safety standards and best practices and to maximize operational efficiency. In **FE's** view, we strongly recommended that shift supervision not be assigned to a primary call taker or dispatch position and that shift supervisors are present around the clock.

5.4.6.8 Telecommunicators: Call Takers and / or Dispatchers

This function reports to the shift supervisor and is responsible for call taking and dispatch functions. These core operational staff may also be responsible for, or participate in, the on-the-job training of new hires, input to maintenance of policies and procedures, and community education and job fairs.

5.4.6.9 Administrative Support and other Ancillary Functions

This function reports to the Director / Manager and is responsible for providing administrative support and managing other office responsibilities. These functions include, but are not limited to, things such as human resources, benefits administration, and payroll.

6. Potential Impacts of California State Law

Two sections of California Government Code that need to be considered when analyzing the feasibility of REDCOM providing dispatch services for the Marin county fire agencies are:

- California Government Code Section 6500: Joint Powers Agreements³
- California Government Code Section 53110 (as amended by Senate Bill 438)⁴

6.1 California Government Code Section 6500: Joint Powers Agreements

California Government Code Section 6500 defines a joint powers authority as a public agency: “As used in this article, **public agency includes**, but is not limited to, the federal government or any federal department or agency, this state, another state or any state department or agency, a county, county board of education, county superintendent of schools, city, public corporation, public district, regional transportation commission of this state or another state, a federally recognized Indian tribe, **or any joint powers authority formed pursuant to this article by any of these agencies.**”

6.2 California Government Code Section 53110 (as amended by Senate Bill 438)

California Senate Bill (SB) 438 was introduced in February 2019. This bill prohibits a public agency from entering into a contract for 9-1-1 call processing services unless the contract is with another public agency, with specified exceptions, and defines medical control, etc. SB 438 was approved by the California Legislature, and signed by the Governor in October 2019. California Government Code 53110 contains the provisions of SB 438. There has been a question if REDCOM, as a JPA contracting dispatch services from American Medical Response West (AMR), is or is not a public agency, and would several of the exceptions in the bill prohibit REDCOM from dispatching for Marin County fire agencies.

³ TITLE 1. GENERAL [100 – 7914], DIVISION 7. MISCELLANEOUS [6000 - 7599.2], CHAPTER 5. Joint Exercise of Powers [6500 - 6599.3], ARTICLE 1. Joint Powers Agreements [6500 - 6539.6]

⁴ TITLE 5. LOCAL AGENCIES [50001 - 57607], DIVISION 2. CITIES, COUNTIES, AND OTHER AGENCIES [53000 - 55821], PART 1. POWERS AND DUTIES COMMON TO CITIES, COUNTIES, AND OTHER AGENCIES [53000 - 54999.7], CHAPTER 1. General [53000 - 53170], ARTICLE 6. Local Emergency Telephone Systems [53100 - 53122]

California Government Code 53110(c)(1) states that *“A joint powers authority that delegated, assigned, or contracted for “911” call processing services **on or before January 1, 2019**, may continue to delegate, assign, or contract for those services and may, upon the expiration of the delegation, assignment, or contract, renegotiate or adopt new contracts, if the membership of the joint powers authority includes all public safety agencies that provide prehospital emergency medical services and the joint powers authority consents to the continued delegation, assignment, or renegotiation or adoption of the contract.”*

In **FE**'s research of SB 438, we talked to two fire service members that participated in the development of the bill. While the original bill language dealt with fire department “201” rights, (the right for fire agencies to provide medical assistance and transportation in their jurisdictions), 9-1-1 and dispatch centers were added during further markups.

Our sources indicated that JPAs such as REDCOM, Valley Regional Emergency Communications Center in Stanislaus County, and Fresno County EMS Communications Center were considered when drafting the final bill language to safeguard that they would be able to continue operating with the same capabilities they have had in the past. This was the reason for inserting a “...delegated, assigned, or contracted for “911” call processing services before January 1, 2019...” clause in the bill. The drafters of the bill wanted to make certain that as long as the overarching management of these dispatch centers was a public agency, responsible to the public agency members being dispatched, they would be in compliance with this new law.

It was the opinion of these fire service members that if the Marin fire agencies want to be dispatched by REDCOM, there is no issue since the REDCOM contracted dispatch service was in existence before the January 1, 2019 cutoff.

It is also **FE**'s analysis that California Government Code 53110 will not preclude Marin County fire agencies from joining the REDCOM JPA and being dispatched by them. It would be prudent to get an opinion from both the Marin and Sonoma County Counsel's Offices since they would be involved in any challenges to this effort.

7. Financial Assessment

This section provides *FE's* assessment of costs that will be required for REDCOM to provide dispatch services for the Marin County fire agencies. This is a feasibility study, rather than a consolidation study, where decisions have been made on location, systems, etc. *FE's* goal is to provide cost considerations that will facilitate an eventual decision by REDCOM and the Marin fire agencies on whether it is in the interests of both parties to proceed with a transfer of dispatch services from the MCSO to REDCOM.

7.1 Reasons to Consider Transfer of Dispatch Services

Stakeholder agencies may consider the transfer of dispatch services from one PSAP to another for many reasons. Commonly cited reasons include:

1. Service level improvements – An important benefit of transferring dispatch services is service level improvements. The degree and nature of the improvements will vary depending on the efficiency of each individual PSAP being compared. 9-1-1 call takers and dispatchers are truly the “first responder on the scene” and can substantially influence the outcome of an incident. The types of service improvements typically achieved following a transfer of services include:
 - a. If call volume is large enough, transferring services to an existing PSAP can utilize a call taker / dispatcher organizational structure. This structure enables the call takers to focus solely on the incoming call and obtain the best information possible. The dispatcher’s ability to focus solely on field personnel improves field personnel safety
 - b. Standardized training of all PSAP employees increases regional consistency
 - c. A consolidated environment resulting from the transfer of services may offer the benefit of state-of-the-art technology, improved training, and expanded career opportunities that would not be otherwise financially or organizationally feasible
2. Another primary reason cited for transfer of services is cost savings. In *FE's* experience, while cost savings could be a possibility in the future, it is critical that decision makers understand two points.
 - a. First, the goal of a services transfer should not be cost savings, but rather service level improvements

- b. Second, during a project such as this, there can be significant up-front capital costs associated with bringing the new agencies on board. Any potential savings may not occur for a few years; however, future cost efficiencies can be realized. Savings can be achieved by adding additional agencies to an existing JPA spreading out the costs to fund operations and technology. Another benefit is the sharing of technology systems provides not only additional cost efficiencies, but it can also provide improved regional or event situational awareness

7.2 Types of Costs

There are two types of costs that will need to be considered:

- One-time startup costs required to provide the infrastructure and systems that would allow REDCOM to provide dispatch services to Marin County fire agencies. These costs are often referred to as capital costs
- Ongoing annual costs to pay for systems, e.g., CAD, staff, support, maintenance, and technical services, e.g., GIS. These costs are often referred to as operational costs

7.2.1 Capital Costs

FE reviewed the technology issues that will need to be addressed and is providing high-level cost estimates associated with each technology area. In some areas, such as the addition of dispatch positions at REDCOM, plans are already in place to implement these projects. However, **FE** has identified high-level cost estimates for these items so that they are not overlooked. Allocation of specific costs between REDCOM and the Marin fire agencies will need to be negotiated should the Marin fire agencies decide to proceed with a transfer of dispatch services to REDCOM.

7.2.2 Operational Costs

FE worked with REDCOM and MCFD to determine additional positions and staffing that will be required for each of the location options: REDCOM or a Marin dispatch center, in addition to the staffing levels calculated during the staffing analysis.

Based on labor costs for each position, **FE** calculated the estimated high-level annual cost for each of the dispatch location options. In addition to estimated labor costs, **FE** also calculated the estimated facility rental and maintenance charges associated with a Marin dispatch center.

8. Capital Cost Estimate

8.1 Combined REDCOM Emergency Communications Center

This section describes the high-level estimated costs for updated technology that will be needed to support a combined REDCOM ECC. These estimates are based on technology that will be needed to combine the sixteen (16) Marin County fire agencies into REDCOM.

There are no concrete rules that apply to a project like this when it comes to who is the responsible party for a technology or a particular cost, either the migrating agency(s) or the communications center. This funding decision must be made locally and depends on several factors, such as, but not limited to, the technology involved, project participants, agency(s) that will derive benefit from the technology, local politics, and available funding.

During the project's transition planning, REDCOM and the Marin County agencies must decide on budget and funding mechanisms. At the same time, technology lines of demarcation should also be determined for those systems that will be used in the communications center versus those that will be used by the emergency responders out in the field.

The agencies and ultimate decision makers need to understand that the costs provided are high-level cost estimates based on *FE's* experience with the associated technology and with similar projects in the past. For many technology solutions there may be multiple alternate methods of providing the needed technology or the functionality it provides. These alternate methods may differ significantly in cost. If the project proceeds, additional steps will be needed during the planning phase to make certain all possible solutions are explored. More detailed cost data may be needed from specific vendors. There may also be significant differences in cost based on the vendor and the solution they can provide.

These high-level cost estimates are provided to help guide the agencies.

Each of the following sections includes a description of the assumptions that were used in calculating the high-level cost estimate for that item.

8.1.1 Computer Aided Dispatch

Rather than remaining on the MCSO Hexagon CAD system, the Marin County fire agencies would prefer to become a part of the Sonoma County Public Safety Consortium (SCPSC) for CAD. Utilizing the Sonoma County CAD system will give the Marin County fire agencies better control over changing configurations, reports and statistics; control they do not have today. Marin County fire agencies also want to implement closest unit

(proximity) dispatch, which MCSO has been reluctant to implement. This will be less of an issue since REDCOM is using closest unit dispatching today.

CAD software licenses will be needed for the additional four system furniture positions that will be added to REDCOM. **FE** verified with Hexagon that licenses are not transferable between CAD systems. Four licenses at \$25,000 a piece for a total of \$100,000.

A Personal Computer (PC) will need to be installed at each of the four new positions for the CAD system. Four PCs at \$2,500 a piece for a total of \$10,000. Three computer monitors will be needed for each of the new CAD PCs for a total of 12 monitors. Twelve monitors at \$1,000 a piece for a total of \$12,000.

8.1.1.1 CAD Interfaces

The following subsections describe CAD interfaces that will be required.

8.1.1.1.1 CAD-to CAD

A CAD-to-CAD interface will need to be developed and added between the Sonoma County CAD system and the MCSO CAD system. The CAD-to-CAD interface will allow the creation of joint LE/Fire/EMS events from either CAD system, and Fire/EMS units to view comments entered in the associated LE event. With CAD-to-CAD interfaces there is typically a cost for development and programming for each system. The high-level cost estimate covers the cost for both the Sonoma and the MCSO CAD systems, i.e., each system requires the interface. Interfaces for each CAD system at \$25,000 each plus five years of maintenance at \$25,000 for a total of \$75,000.

8.1.1.1.2 Marin County Fire Records Management Systems

The Marin County fire agencies use Emergency Reporting Fire Records Management Systems (FRMS). REDCOM will need to configure a link to Emergency Reporting to transfer CAD data. The estimated cost to establish the link is \$25,000.

8.1.1.1.3 Marin County Electronic Patient Care Reporting

A new CAD interface will be needed for the ESO Electronic Patient Care Reporting (ePCR) solution that is being used by the Marin County agencies. This interface sends out CAD data to the ePCR system at dispatch and typically is updated based on certain triggers. The ISD cost to configure the interface is \$1,500.

8.1.2 Tablet Command

The Marin County agencies report they are in a transition to Tablet Command for their mobile solution with some agencies currently using Mobile Responder on PCs and some using Tablet Command on IOS. Most likely all Marin fire agencies will be moving to Tablet Command. A Marin County group is working on contract negotiations now. For this report, **FE** is assuming that all Marin County fire agencies will be using Tablet Command in lieu of other mobile technologies. The estimated cost to implement a two-way Tablet Command interface on the Sonoma County CAD system is \$20,000.

8.1.3 Emergency Dispatch Protocols

Emergency dispatch protocols are used to provide call taker question standardization, uniform instructions, and to prioritize recommended responses. REDCOM uses both emergency medical and fire dispatch protocols in their daily operation.

Both REDCOM and MCSO are licensed users of the Medical Priority Dispatch System (MPDS) emergency medical dispatch protocols. REDCOM will be providing EMD for the Marin County agencies that will be joining. MPDS users are required to complete a MPDS dispatcher training course at \$750 per person. The training cost for the 11 new telecommunicators is \$8,250.

REDCOM is a licensed user of the MPDS EFD protocols. The Marin fire agencies do not currently use EFD, but for consistency with current REDCOM procedures, agreed that REDCOM should continue using it for the Marin agencies' fire calls.

Additional EMD and EFD software licenses will need to be added for the four new console positions. Cost for each position is \$7,500, for four positions the cost is \$30,000.

8.1.4 Radio Dispatch Consoles

One of the most significant technology challenges for combining Marin County fire dispatch with REDCOM is the integration of two different radio systems: Sonoma County's VHF simulcast analog system with Marin County's current UHF T-band and future 700 MHz P25 Phase 2 Time Division Multiple Access (TDMA) trunked radio system. There are several possible solutions, and each has its own financial impact:

- Purchase MCC7500 radio consoles and connect them via network connections to MERA at specific dispatch positions. An operational disadvantage to this solution is that it will require telecommunicators to be trained on two separate solutions and then dedicates specific positions to either REDCOM or Marin County operations

- Purchase MCC7500 radio consoles for each REDCOM dispatch position in addition to the current ModUcom radio consoles. This will result in adding an additional monitor, mouse and keyboard at each dispatch position. This option has significant operational disadvantages resulting in two separate radio solutions for the employees, potential console real estate issues and most likely headset arbitration concerns
- Purchase MCC7500 radio consoles with backend technology that will allow the control of both Sonoma and Marin County radio channels from the same dispatch console position

FE's recommendation is to purchase and implement MCC7500 consoles with the capability to monitor and control both Sonoma and Marin radios. Although this is a costly procurement, this will provide REDCOM with maximum flexibility for the day to day assignment of dispatch positions and provide the center with a modern state of the art radio console solution. **FE** contacted the MERA upgrade project manager to identify any MCC7500 consoles that are going to be provided as part of the MERA upgrade. Woodacre is scheduled to receive three MC7500 consoles in June/July 2021 although the schedule is likely to slip to early 2022. The estimated cost for each MCC7500 is \$48,000. Cost for 11 MCC7500 consoles (three MCC7500 consoles being provided by MERA) is \$528,000.

The Motorola MCC7500 radio control console is cable of controlling both analog and digital radio systems. In addition to the actual MCC7500 consoles, the solution will require the following backend technology:

- Conventional controller, in a redundant configuration, estimated cost \$100,000
- Connection to the Sonoma radio system via Conventional Channel Gateways (two for the REDCOM ECC and at least two for Sonoma RF sites), estimated cost \$7,000 each, total cost for four, \$28,000
- Digital IP logger with an Archiving Interface Server (AIS) to log radio traffic over the IP network, estimated cost \$150,000
- Microwave link (or fiber network connection, if less expensive) to Marin radio transmitters, estimated cost \$75,000
- Motorola installation services, estimated cost \$350,000

REDCOM will also need to access to Marin County's back-up VHF overlay resources.

8.1.5 9-1-1 Telephone Routing

The telephony network and 9-1-1 answering will need to be programmed to allow the MCSO PSAP, and other law enforcement primary PSAPs in Marin County, to transfer 9-1-1 calls with enhanced data to the REDCOM secondary PSAP.

Any ten-digit phone lines dedicated to fire / EMS operations installed at the Marin County PSAP or the WECC should be transferred to REDCOM so that they can be answered there and there will be no need to transfer. Other ten-digit phone calls received at the SCSO center will need to be manually transferred to REDCOM.

Adjacent mutual aid dispatch centers and agencies will need to be notified when REDCOM takes over dispatching for the Marin agencies. This may require programming changes to their local telephone equipment, specifically their 9-1-1 answering equipment, speed dials, etc. Estimated cost \$5,000.

8.1.6 9-1-1 Customer Premise Equipment

9-1-1 answering equipment (PC, monitor, and software) will need to be added to the four new console positions at REDCOM. While it is possible that the California 9-1-1 Office will reimburse for the additional positions, it will need to be reviewed with the 9-1-1 Advisors at the 9-1-1 Office. Estimated cost \$55,000 each, total cost for four positions is \$220,000.

8.1.7 Geographical Information Systems

Sonoma County ISD currently maintains the REDCOM CAD mapping applications. This includes the countywide base map including address points, street centerlines, parcels, and other significant data layers.

Sonoma County ISD will need to be provided with the Marin County GIS / mapping data to integrate and consolidate that data into the proper format that is placed into a single file for use in the Sonoma CAD system. This work will require significant resource time and effort on a routine basis by the ISD staff. In addition, the ISD staff will need to assess the quality of the Marin GIS data. Workflows and processes will need to be developed to make certain all mapping / GIS data is routinely updated to include the most recent changes.

REDCOM made multiple attempts to schedule time with the ISD GIS staff to discuss:

- Their assessment of the effort required to analyze and prepare Marin County GIS/map data to merge with the Sonoma County GIS data
- Preparation of the data in the Hexagon GIS format for use with the SCSO CAD system

- An estimate of the ongoing GIS maintenance effort that will be required to perform quarterly GIS updates

ISD GIS was not available to provide the requested information due to other commitments such as the upcoming SCSO CAD upgrade.

To complete this report in a timely fashion, account for the GIS setup, and annual maintenance cost, **FE** is proposing the following estimating methodology. Use the annual salary for an ISD Geographic Information Technician II as the basis for the GIS cost estimates. A Sonoma County Geographic Information Technician II is defined with the following knowledge set and capabilities:

- *Under general supervision, prepares, revises, and maintains a variety of maps and mapping related records, documents, and reports; creates, revises, manipulates, and maintains spatial database records used with computer based geographic information systems; produces visual aids and graphics for presentation; provides spatial analysis; explains and interprets maps as requested by county departments and the general public; and performs related duties as required.*
- *Geographic Information Technician II is the full working level in the Geographic Information series. Incumbents in this class are expected to perform advanced computer map design, spatial data management and spatial analysis using a variety of computer programs to complete various assignments. Positions may be assigned to the department responsible for the County's primary GIS or to departments using the system and other geographic data.*

REDCOM confirms this is an appropriate labor classification to use for the GIS work that will be required. The annual estimated burdened salary range for this position is \$77,789.66 to \$92,399.50. **FE** recommends that the high end of the salary range be used for the cost estimate. For the cost to prepare the Marin GIS data for initial consolidation with the Sonoma CAD GIS, a conservative estimate would be the annual cost. Likewise, a conservative estimate for ongoing quarterly GIS updates would be the annual cost. Estimated GIS setup cost and annual maintenance cost is \$92,400.00 for each.

For comparison purposes, MCSO told REDCOM they currently pay GeoComm \$130,000.00 annually to maintain their GIS and do quarterly updates of the CAD GIS.

8.1.8 System Furniture Positions

An additional four system furniture positions will need to be installed at REDCOM. This is in addition to the existing ten positions that are currently installed and will bring the total

number of positions to fourteen. Estimated cost is \$20,000 per position. Four positions will cost \$80,000. Four additional dispatch chairs will also be required, one for each console at \$2,000 per chair, total estimated cost, \$8,000.

8.1.9 Switched Ethernet Circuit

Sonoma County ISD indicated that an additional AT&T Switched Ethernet (ASE) circuit will likely be needed. Estimated cost \$2,500.

8.1.10 Hospital Status Reporting

Sonoma County uses ImageTrend Resource Bridge to track hospital bed counts and diversion status in the county. REDCOM monitors the diversion status for each hospital and updates CAD when a county hospital is in diversion so that dispatchers can advise transporting EMS units. Resource Bridge uses a browser-based user interface.

Marin County hospitals currently use ReddiNet to report hospital diversion status. Based on **FE**'s review of the Sonoma County Resource Bridge hospital training documentation, Resource Bridge appears to be straight forward and user friendly. To provide continuity with REDCOM's current operating procedures, **FE** recommends that the Marin County hospitals be migrated to Resource Bridge in a combined dispatch operation.

Resource Bridge is a subscription-based service with annual subscription costs. Refer to Section 9.1 Estimated Annual Subscription Cost for estimated annual cost.

8.1.11 Historical CAD Data Import

The Marin County fire agencies would like some of their historical MCSO CAD data imported into the Sonoma CAD system. At a minimum, they would like to import event / incident history and premise information. The estimated cost for REDCOM IT to import the Marin CAD data is \$10,000.

8.1.12 Technology Areas with No Additional Cost

The following technology areas were reviewed but have no additional cost associated with them.

8.1.12.1.1 Marin County Fire Station Alerting

As part of the MERA upgrade project, the Marin County fire agencies will be transitioning to Mach Alert. **FE** contacted the MERA Upgrade Project Manager and learned the current Motorola schedule for implementation of Mach Alert is January to October 2022.

8.1.12.2 CAD Server Hardware and SQL Licenses

The current Sonoma County CAD servers are nearing maximum capacity. These are virtual servers that will need to be expanded. Additional server hardware is scheduled to be added in the July 2020 time frame, which will address the current capacity issue. This will also alleviate any sizing concerns caused by adding the Marin fire agencies. The hardware expansion will also include required additional SQL licensing.

8.1.12.3 Logging Recorders

REDCOM has recently received a new audio logging recorder. **FE** has been advised that there is sufficient capacity in the new recorder to handle Marin County needs, such as 9-1-1 trunks and ten-digit phone lines.

A radio logging recorder is included as part of the proposed radio console solution, refer to Section 8.1.4, Radio Dispatch Consoles.

Marin radio trunk talk groups are also recorded at the MERA control site in San Rafael and can be accessed remotely using a browser.

8.1.12.4 Radio System and Infrastructure

MERA⁵ is a JPA in Marin County, California, formed in 1998 to plan, implement and manage a countywide public safety and emergency radio system for the use of all member agencies. MERA is governed by a Governing Board comprised of representatives from Marin County, all cities, towns, and fire districts in Marin, and other special districts such as the Marin Municipal Water District.

The process for getting permission to access MERA via the radio consoles is the MERA Operations Officer presents a proposal to the MERA Operational Issues Working Group. If the Working Group approves the proposal, they make a recommendation to the MERA Governing Board, who provides the final approval.

8.1.12.5 Interagency Resource Ordering Capability

REDCOM users on the Interagency Resource Ordering Capability (IROC) system will need to have Marin County (XMR) added to their profiles to enable them to coordinate resources for Marin County.

⁵ <http://meraonline.org/>

8.1.12.6 Personnel Paging and Notification

The following paging and notification systems will need to be updated to include the Marin County fire / EMS agencies. The Marin County agencies will need to be added to:

- The CAD text paging system
- REDCOM's Active 911 notification system

The REDCOM IT staff will make the updates.

8.1.12.7 Reporting

The Marin County fire agencies will continue to provide their own NFIRS and CFIRS reporting via their FRMS systems. The FRMS systems will be provided the required event information via one of the new CAD interfaces that is required.

The REDCOM technical services team will provide any specialized reports that are required.

8.1.12.8 PulsePoint

Both REDCOM (Sonoma County) and Marin County fire agencies are interfaced to PulsePoint. PulsePoint licensing is done in tiers based on the population of areas served.

Tier	Population Range	Population
1	<300,000	Marin County 259,725
2	300,000 to 750,000	Sonoma County 503,246
3	750,000 to 1,500,000	Marin and Sonoma Counties 762,971
4	>1,500,000	

FE verified with PulsePoint that the cost for tier three licensing is the combination of tiers one and two; therefore, there will be no additional cost for PulsePoint licensing.

8.1.12.9 CAL FIRE Microwave Intercom System

REDCOM is currently a part of the statewide CAL FIRE microwave intercom system.

8.1.13 REDCOM ECC Estimated Cost Summary

Table 20 provides a summary of the high-level estimated costs for updated technology that will be needed to support a combined REDCOM ECC.

Table 20 - High-level REDCOM Technology Budgetary Estimated Cost

High-level REDCOM Technology Budgetary Estimated Costs			
System	Quantity	Individual Cost	Total Estimated Cost
CAD Software Licenses	4	\$ 25,000	\$ 100,000
CAD Workstation	4	\$ 2,500	\$ 10,000
CAD Workstation Monitors	12	\$ 1,000	\$ 12,000
CAD to CAD Interface	1	\$ 75,000	\$ 75,000
CAD FRMS Interface	1	\$ 25,000	\$ 25,000
CAD ePCR Interface	1	\$ 1,500	\$ 1,500
Tablet Command Two-way Interface	1	\$ 20,000	\$ 20,000
MPDS EMD and EFD Workstation License	4	\$ 7,500	\$ 30,000
EMD Training	11	\$ 750	\$ 8,250
MCC7500 Radio Console	11	\$ 48,000	\$ 528,000
Redundant Conventional Controller	1	\$ 100,000	\$ 100,000
Conventional Channel Gateways	4	\$ 7,000	\$ 28,000
Digital IP Logger with AIS	1	\$ 150,000	\$ 150,000
Microwave Link to Marin Radio Transmitters	1	\$ 75,000	\$ 75,000
Motorola Installation Services	1	\$ 350,000	\$ 350,000
9-1-1 Telephone Routing	1	\$ 5,000	\$ 5,000
9-1-1 Answering Equipment	4	\$ 55,000	\$ 220,000
GIS Conversion (ISD GIS Technician II)	1	\$ 92,400	\$ 92,400
Console Furniture	4	\$ 20,000	\$ 80,000
Dispatch Chairs	4	\$ 2,000	\$ 8,000
MCSO CAD Data Import	1	\$ 10,000	\$ 10,000
TOTAL (rounded up to nearest 100K)			\$ 2,000,000.00

8.2 New Fire Dispatch Center in Marin County

An option that REDCOM and the Marin County fire agencies may want to consider is to create a REDCOM-staffed center in Marin County (REDCOM Marin), managed by the REDCOM JPA, dispatching only Marin fire / EMS agencies. The best location for this new dispatch center would be in open space at the Marin County building located at 1600 Los Gamos Drive in San Rafael, the current site of the MCSO PSCC. There are several advantages to this option:

- The 1600 Los Gamos Drive building is controlled by Marin County, which could allow for flexibility in space allocation and cost recovery
- There will be no need to extend connections from the MERA trunked radio system into REDCOM. There is already a node on the MERA system at the 1600 Los Gamos Drive building
- Telecommunicators at this new facility would only need to work with Marin County operational procedures, geography, and fire agencies.

Each of the following sections includes a description of the differences between a REDCOM Combined ECC and a Marin Fire ECC.

8.2.1 Facility

The Marin County office building is located at 1600 Los Gamos Drive, San Rafael. MCSO has use of the second floor, where the MCSO PSCC is located. MCSO reported that the building was built or remodeled to meet the requirements of an Essential Services Building, able to withstand natural disasters. There are adequate parking facilities on site, and the building has perimeter security measures in place. In addition, the building management provides a free shuttle service to the nearest SMART station.

FE estimates that approximately 3,500 square feet should satisfy the needs of the dispatch center, offices, equipment room and sleeping area. For comparison, the existing REDCOM Sonoma footprint is approximately 2,500 square feet but does not include sleeping areas or shower facilities. Architectural design work will confirm the space requirements.

The space allocated to REDCOM would require a contractor to make modifications and add equipment:

- Walls, doors, interior windows, etc. to isolate the allocated space from public areas, create offices for administrative personnel, locker rooms for dispatch staff and sleeping areas for 24-hour shift personnel. Access to or construction of shower and kitchen facilities would also be required
- Install electrical and network connections to support the additional technology
- Install dispatch workstation positions
- Create cable pathways to existing technology room(s)
- Build rack space in the technology room(s) to accommodate servers and network appliances

- Construction and physical security features should meet the National Fire Protection Association (NFPA) Technical Standard 1221 requirements

Marin County provided an estimate that working with an architect and construction manager to develop a Total Project Cost will cost \$25,000.

Based on estimates provided by Marin County, construction costs for a highly technical area such as a dispatch center are approximately \$225 per square foot. Estimated construction cost is \$787,500 (\$225 x 3,500 square feet).

8.2.2 Computer Aided Dispatch

CAD software licenses will be needed for the anticipated eight system furniture positions that will be installed for a REDCOM Marin, estimated cost \$200,000.

Eight PCs will need to be installed for the CAD system at the consoles, estimated cost \$20,000.

Three computer monitors will be needed for each of the new CAD PCs estimated cost \$24,000.

8.2.3 Emergency Dispatch Protocols

MPDS users are required to complete a MPDS dispatcher training course at \$750 per person. The training cost for the four new supervisors and 15 new telecommunicators, total 19 people is \$14,250.

Additional EMD and EFD software licenses will need to be added for the eight new console positions. Cost for each position is \$7,500, for eight positions the cost is \$60,000.

8.2.4 Radio Dispatch Consoles

The estimated cost for each MCC7500 radio console is \$48,000. Cost for five MCC7500 consoles (three MCC7500 consoles being provided by MERA) is \$240,000. Note: these radio consoles will not be configured, i.e., backroom equipment for the Sonoma County radio system is not included, to access or control Sonoma County radio channels. Motorola installation services, estimated cost \$100,000

8.2.5 9-1-1 Customer Premise Equipment

9-1-1 answering equipment will need to be added to each of the eight console positions. Estimated cost for each position is \$55,000, for eight positions the cost is \$440,000.

8.2.6 Logging Recorders

A new digital IP logger with an AIS to log radio traffic over the IP network will need to be procured and installed. The recorder will also need to be configured to record any 9-1-1 trunks, phone lines, and the 9-1-1 answering and radio dispatch positions. Estimated cost is \$150,000.

8.2.7 System Furniture Positions

Eight system furniture positions will need to be installed at REDCOM Marin. Estimated cost for each position is \$20,000, for eight positions the cost is \$160,000. Eight additional dispatch chairs will also be required, one for each console at \$2,000 per chair, total estimated cost, \$16,000.

8.2.8 Office Furniture

There should be separate rooms in the new facility for the following positions:

- Operations Manager's Office
- IT Support Office
- Supervisor's Office
- Sleeping Quarters
- Breakroom
- Shower facilities
- Lockers

A separate, sound-proof room or rooms should be made available for the 24-hour command and control officer. Minimal furniture is required, bed, chair, lockers, and nightstand.

Lockers will be required for staff to be able to store headsets, manuals, etc. This could be either a separate room or located in a wide hallway.

Estimated cost to furnish the non-dispatch offices / rooms with furniture and technology, e.g., telephones, computers, etc. is \$5,000 each, total for seven offices or rooms is \$35,000.

8.2.9 CAL FIRE Microwave Intercom System

Marin County Communications confirmed there is currently a talk group “CDF Intercom” on the MERA system, which can be configured to be on the MERA system dispatch consoles.

8.2.10 Marin County Fire Dispatch Estimated Cost Summary

Table 21 provides high-level budgetary costs for updated and new technology that will be needed to support REDCOM Marin. Because some costs will be the same as the combined REDCOM ECC and others will be different the table indicates where costs are different.

Table 21 - High-level RECOM Marin Estimated Technology Costs

High-level REDCOM Marin Estimated Technology Costs				
System	Quantity	Individual Cost	Total Estimated Cost	Same as REDCOM ECC
Facility Design Cost	1	\$ 25,000	\$ 25,000	
Facility Construction Cost	3,500	\$ 225	\$ 787,500	
CAD Software Licenses	8	\$ 25,000	\$ 200,000	
CAD Workstation	8	\$ 2,500	\$ 20,000	
CAD Workstation Monitors	24	\$ 1,000	\$ 24,000	
CAD to CAD Interface	1	\$ 75,000	\$ 75,000	X
CAD FRMS Interface	1	\$ 25,000	\$ 25,000	X
CAD ePCR Interface	1	\$ 1,500	\$ 1,500	X
Tablet Command Two-way Interface	1	\$ 20,000	\$ 20,000	X
MPDS EMD and EFD Workstation License	8	\$ 7,500	\$ 60,000	
EMD Training	19	\$ 750	\$ 14,250	
MCC7500 Radio Console	5	\$ 48,000	\$ 240,000	
Redundant Conventional Controller				
Conventional Channel Gateways				
Digital IP Logger with AIS	1	\$ 150,000	\$ 150,000	
Motorola Installation Services	1	\$ 100,000	\$ 100,000	
9-1-1 Telephone Routing	1	\$ 5,000	\$ 5,000	X
9-1-1 Answering Equipment	8	\$ 55,000	\$ 440,000	
GIS Conversion (ISD GIS Technician II)	1	\$ 92,400	\$ 92,400	X
Console Furniture	8	\$ 20,000	\$ 160,000	
Dispatch Chairs	8	\$ 2,000	\$ 16,000	
Office Furniture	7	\$ 5,000	\$ 35,000	
MCSO CAD Data Import	1	\$ 10,000	\$ 10,000	X
TOTAL (rounded up to nearest 100K)			\$ 2,600,000	

9. Operational Cost Estimates

9.1 Estimated Annual Subscription Costs

Resource Bridge is a subscription-based hospital reporting service with annual subscription costs. Licensing is by named users to comply with HIPPA requirements. ImageTrend said that, typically, hospitals will have at least two licenses, one for a primary administrative user and a second user to act as a backup if the primary user is not available. Estimated annual cost per named user is \$5,000.00 each. Six Marin County hospitals with two named users each, total 12 named users, is \$60,000.00 per year.

9.2 Estimated Labor Costs

The largest component of annual operating cost is labor. Based on the staffing analysis for a combined REDCOM dispatch center and a new REDCOM Marin, command positions, and additional technology support, **FE** has calculated the estimated annual labor cost for each option.

The personnel forecast models **FE** uses (see Section 5, Staffing Analysis) estimates the number of staff needed for call taking and dispatch. REDCOM cross trains their staff to fill either role, so for this analysis the recommended numbers of call takers and dispatchers have been combined and reported as telecommunicators.

MCFD will require two command positions to be added to the REDCOM staff at either of the dispatch center locations. They are:

- Command Officer, based on a 56-hour week
- Fire Dispatch Assistant, this position is only needed for the duration of the fire season, estimated to be eight months

REDCOM estimates that three additional technology positions will be required at either of the dispatch center locations to support the Marin fire agencies. They are:

- REDCOM Data Systems Administrator
- ISD Programmer Analyst
- ISD GIS Technician II

9.2.1 REDCOM ECC

The estimated annual burdened labor costs for a REDCOM ECC are displayed in the following table. The annual burdened salary for REDCOM telecommunicators was computed by doing a weighted average of the telecommunicator pay steps based on the number of current REDCOM full time employees in each pay step.

Table 22 – Combined REDCOM Dispatch Staffing Estimated Cost

Combined REDCOM Dispatch Staffing					
Position Title	Current Staffing	Combined Staffing	Required Additional Employees	Annual Burdened Salary	Estimated Cost
Supervisor	4	4	0	\$ 113,968.00	\$ -
Telecommunicator	18	29	11	\$ 94,600.00	\$ 1,040,600.00
Dispatcher		20			
Call Taker		9			
Command Officer			3	\$ 239,723.00	\$ 719,169.00
Fire Dispatcher Assistant (eight months)			4	\$ 32,941.00	\$ 131,764.00
REDCOM Data Systems Administrator			1	\$ 115,000.00	\$ 115,000.00
ISD Programmer Analyst			1	\$ 130,000.00	\$ 130,000.00
ISD GIS Technician II			1	\$ 92,400.00	\$ 92,400.00
TOTAL					\$ 2,228,933.00

9.2.2 REDCOM Marin

9.2.2.1 Annual Labor Cost

The estimated annual burdened labor costs for a REDCOM Marin fire dispatch center are displayed in the following table.

In addition to the positions identified in the previous section, REDCOM will also require an Operations Manager at a REDCOM Marin fire dispatch center.

Table 23 – REDCOM Marin Estimated Staffing Cost

Marin Center Dispatch Staffing			
Position Title	Required Additional Employees	Annual Burdended Salary	Estimated Cost
Operations Manager	1	\$123,597.00	\$ 123,597.00
Supervisor	4	\$113,968.00	\$ 455,872.00
Telecommunicator	15	\$ 94,600.00	\$ 1,419,000.00
Dispatcher	12		
Call Taker	3		
Command Officer	3	\$239,723.00	\$ 719,169.00
Fire Dispatcher Assistant (eight months)	4	\$ 32,941.00	\$ 131,764.00
REDCOM Data Systems Administrator	1	\$115,000.00	\$ 115,000.00
ISD Programer Analyst	1	\$130,000.00	\$ 130,000.00
ISD GIS Technician II	1	\$ 92,400.00	\$ 92,400.00
TOTAL			\$ 3,186,802.00

9.2.2.2 Annual Facility Cost

In addition to labor, a REDCOM Marin dispatch center will also have annual costs for rent. Marin County provided a commercial rate of \$2.75 per square foot. For a 3,500 square foot facility the estimated monthly rental would be \$9,625 with an annual estimated rental fee of \$115,500.

Utilities, power, water, and sewer, are coordinated through Marin County. The cost of utilities is based on total square feet occupied by the tenant. Marin County also performs all maintenance on the building, including janitorial services. The County charges a flat rate of \$1.20 per square foot per month for utilities and maintenance. The estimated monthly utilities and maintenance cost for a 3,500 square foot facility is \$4,200 with an annual estimated cost of \$50,400.

9.2.2.3 Total Annual Cost

The total annual estimated cost for a REDCOM Marin dispatch center is provided in Table 24.

Table 24 – REDCOM Marin Estimated Annual Cost

Marin Fire Dispatch Center Estimated Cost	
Cost Element	Estimated Cost
Labor	\$ 3,186,802.00
Annual Rent	\$ 115,500.00
Annual Utilities and Maintenance	\$ 50,400.00
Annual Resource Bridge Subscription	\$ 60,000.00
TOTAL	\$ 3,412,702.00

9.3 Dispatch Center Funding Models

Both REDCOM and MCSO use similar methodologies to assess annual operating costs for dispatch services to the member agencies. Both organizations allocate annual costs based on historical call data volume as a percentage of the total call volume across all participating agencies.

9.3.1 REDCOM

REDCOM uses average call volume for the previous five years to compute the percentage of costs to be allocated to each agency. The annual REDCOM budget, including Sonoma CAD Consortium costs are divided into two categories: Call Budget and Base Call Budget. An allocation, based on an agency’s percentage of total call volume, is done for the Call Budget. The Base Call Budget allocation is done by call volume tiers, e.g., each agency that falls within a particular tier is assessed the same amount.

9.3.2 MCSO

MCSO uses average call volume for the previous two years to compute the percentage of costs allocated to each agency. The first allocation is for the MCSO CAD system. The annual cost is allocated across all agencies that use the MCSO CAD, e.g., law enforcement and fire. The second allocation is for fire dispatch services and takes the cost of staffing fire dispatch and allocates that cost to fire agencies based on the percentage of total fire call volume. Note: Marin County Fire, and the agencies dispatched by the WECC only pay the CAD allocation because they staff their own dispatch center separately. A third allocation is computed for mobile maintenance based on the number of mobiles

maintained for an agency as a percentage of the total number of mobiles being maintained by MCSO.

9.3.3 Comparison of Operational Costs

FE did a high-level comparison of the price per call between REDCOM, REDCOM Marin, and MCSO to identify cost differences between the three options. The REDCOM and REDCOM Marin price per call was based on the estimated annual cost divided by 2019 agency call volume. The MCSO data was based on 2019-20 data.

Table 25 provides a cost per call comparison for Marin County fire agencies between REDCOM, REDCOM Marin, and MCSO dispatch services. The MCSO cost per call is not directly comparable to the REDCOM options since MCSO does not include command staff. MCSO cost per call data is not available for MCFD and the other WECC dispatched agencies since MCSO does not provide dispatch services for them.

Table 25 - Comparison of REDCOM, REDCOM Marin, and MCSO Estimated Cost per Call

Estimated Cost per Call for REDCOM, REDCOM Marin and MCSO							
Agency	2019 Annual Calls	Percent of Calls	Allocated Cost		Estimated Cost per Call		2019 MCSO
			REDCOM	REDCOM Marin	REDCOM	REDCOM Marin	
Annual Estimated Cost			\$ 2,288,933.00	\$ 3,412,702.00			
San Rafael FD	8,728	25.21%	\$ 577,026.38	\$ 860,321.85	\$ 66.11	\$ 98.57	\$ 63.30
Novato FD	7,137	20.61%	\$ 471,842.03	\$ 703,496.45	\$ 66.11	\$ 98.57	\$ 60.58
Southern Marin FD	3,502	10.11%	\$ 231,524.56	\$ 345,193.30	\$ 66.11	\$ 98.57	\$ 62.75
Central Marin FD	3,318	9.58%	\$ 219,359.94	\$ 327,056.36	\$ 66.11	\$ 98.57	\$ 56.86
Ross Valley FD	2,813	8.12%	\$ 185,973.33	\$ 277,278.34	\$ 66.11	\$ 98.57	\$ 60.84
MCFD	2,336	6.75%	\$ 154,437.86	\$ 230,260.29	\$ 66.11	\$ 98.57	WECC
Mill Valley FD	2,120	6.12%	\$ 140,157.64	\$ 208,969.10	\$ 66.11	\$ 98.57	\$ 56.65
Tiburon FD	1,302	3.76%	\$ 86,077.95	\$ 128,338.57	\$ 66.11	\$ 98.57	\$ 59.57
Kentfield FD	1,133	3.27%	\$ 74,905.01	\$ 111,680.19	\$ 66.11	\$ 98.57	\$ 58.12
Marinwood FD	1,424	4.11%	\$ 94,143.63	\$ 140,364.15	\$ 66.11	\$ 98.57	WECC
Stinson Beach FD	235	0.68%	\$ 15,536.34	\$ 23,164.03	\$ 66.11	\$ 98.57	WECC
Bolinas FD	246	0.71%	\$ 16,263.58	\$ 24,248.30	\$ 66.11	\$ 98.57	WECC
Inverness FD	123	0.36%	\$ 8,131.79	\$ 12,124.15	\$ 66.11	\$ 98.57	WECC
Nicasio FD	123	0.36%	\$ 8,131.79	\$ 12,124.15	\$ 66.11	\$ 98.57	WECC
Muir Beach FD	69	0.20%	\$ 4,561.73	\$ 6,801.35	\$ 66.11	\$ 98.57	WECC
Skywalker FD	13	0.04%	\$ 859.46	\$ 1,281.41	\$ 66.11	\$ 98.57	WECC
Total	34,622	100%					

10. Findings

Based on the findings of this feasibility study, *FE's* assessment is that dispatching Marin County fire agencies from REDCOM faces a major issue that can prevent such a consolidation. Implementing a command and control management model, based on fire officers being added to the dispatch staff in the current REDCOM facility, would not be feasible. The primary reason for this assessment is the inability for the REDCOM facility to accommodate fire department officers working 24-hour shifts and the resulting need for sleeping, cooking and personal hygiene areas. There is no space available to create these areas in the current SCSO building.

Two alternatives are available that would make a consolidation still feasible:

- REDCOM work with SCSO to find a way to support duty fire officer's 24-hour shifts, e.g., get permission to use SCSO shower facilities, or Marin fire agencies work with the REDCOM to find a workable compromise on duty officer sleeping, cooking, and personal hygiene accommodations
- Marin County fire agencies forego strict adherence to the command and control model and allow a hybrid model - training REDCOM supervisory staff on the concepts of command and control to allow them to perform the same functions as a fire officer. Most REDCOM supervisory staff have many years of experience and should be able to function in this role with training and coaching

A second Marin County fire dispatch option is to create a new REDCOM Marin dispatch center at the Marin County building. This option will be more expensive than expanding REDCOM Sonoma due to:

- Design and construction costs to retrofit the facilities in San Rafael
- Additional telecommunicator, management, and support staff that would be required for a stand-alone REDCOM Marin dispatch center
- Annual rent and maintenance for a new facility

This option has several advantages:

- Potential to better serve the residents of Marin County by having telecommunicators who are more familiar with Marin County geography and Marin County fire agency procedures and personnel
- The ability to accommodate command and control staffing would be resolved if appropriate sleeping, cooking, and hygiene facilities are provided in a new center

- Provide each dispatch center with a backup facility (this would require a change of radio consoles at REDCOM Sonoma to handle the MERA radio system). Note: backup center capability assumes that the Sonoma CAD servers are still operational

FE does not recommend one option over the other. REDCOM and the Marin fire agencies will need to evaluate which option will provide the best level of service at the best cost. They will also want to consider the anticipated implementation schedule for each option, e.g., designing, building, staffing, and provisioning a separate fire dispatch center will likely take significantly longer than implementing combined operations at REDCOM Sonoma.

Changes to the JPA will need to be made regardless of the option selected. REDCOM will also need to determine startup costs for the option(s) under consideration and which costs will be apportioned to the Marin County fire agencies solely, and which costs would benefit all JPA members and be apportioned to the existing member agencies. As with all major projects, finding funding for this effort will need to be determined – grants, one-time capital expenditures, general fund, etc.

If the Marin County fire agencies and REDCOM decide to proceed with consolidation of dispatch services at the REDCOM facility in Santa Rosa, **FE** is providing the following recommendations in the areas of:

- Governance
- Staffing
- Facilities
- Technology

10.1 Governance

FE recommends that the REDCOM JPA be updated to add the Marin County fire agencies by modifying the REDCOM JPA to include Marin County, the JPA currently only includes Sonoma County agencies. The JPA BOD may also want to consider allowing additional BOD members to include the Marin County fire agencies. If it is the desire of the JPA BOD to keep the size of the BOD at a manageable level, two additional members could be added, representing Marin County fire and EMS agencies. This will require a unanimous vote of all current JPA members, and the submission of the JPA modifications to the California Secretary of State.

If it is the JPA members' desire to create a service contract for the Marin County fire agencies instead, such an agreement will need to be crafted and agreed upon by both the JPA BOD and the Marin County fire agencies. It will be important that a contract for services include the ability for the Marin County fire agencies to have a voice in the REDCOM financial and operational issues.

Discussions will need to be initiated with CAL FIRE to address any issues or concerns related to the Marin County State Responsibility Area (SRA) Contract (Gray Book) and REDCOM providing the dispatch services.

10.2 Staffing

As noted in the staffing section of this report, **FE** estimates an additional 11 telecommunicator staff positions will be required to handle the increase in 9-1-1 and event volumes for Marin County in REDCOM. Dispatchers currently employed at the WECC facility should be considered to fill some of these additional positions, as well as, fire-certified telecommunicators currently working at the PSCC, if there is a reduction in staff for that facility.

10.3 Facility

Plans for the expansion of the current REDCOM facility are already in the design stage, with a project kickoff planned for the first quarter of 2021. This expansion will give REDCOM 40 percent of the remaining available space on the SCSO headquarters second floor, with the remainder being reserved by other Sonoma County agencies.

The REDCOM expansion includes four additional dispatch positions and additional office space. This will give REDCOM not only the number of needed positions to add the Marin County fire agencies but will also provide the needed extra positions for high call volume / expanded dispatch needs. This will also reduce the need for support staff to share office space. Costs for this expansion will include construction, ergonomic console furniture, chairs, computer hardware, and workstation license costs.

10.4 Technology

The largest capital expense associated with consolidating the Marin County fire agencies into REDCOM will be for required technology changes:

- CAD – As noted above, plans for the expansion should also include adding four additional CAD workstations and monitors to these positions including additional seat licenses

- Mapping/GIS – the Marin County GIS/map will need to be added to the current Sonoma County GIS/map used with the Sonoma County CAD system. See Section 8.1.7.
- Radio – Because Marin County is on a trunked UHF system that is incompatible with the current ModUcom radio consoles in REDCOM, **FE** recommends that all 14 positions be upgraded to radio consoles compatible with both analog and digital radio systems. This will include backend hardware and software that will allow the new radio consoles to access both the Marin and the Sonoma County radio systems
- Telephone – Four additional sets of 9-1-1 Customer Premises Equipment (CPE) will need to be purchased for the new consoles. This may require additional backroom equipment. It is possible that REDCOM can negotiate a full or partial reimbursement from the California 9-1-1 Branch, since they will be able to shut down the three positions at WECC after cutover. All allied agencies will need to reprogram their speed dials
- EMD, EFD – Additional seat licenses for the protocol systems will need to be added. All new staff positions that are not already certified in EMD and EFD will require training to become certified

11. Next Steps - Implementation Outline for Recommendations

This section identifies steps that should be taken if REDCOM and the Marin County fire agencies decide it is in their collective interest to pursue transitioning dispatch services for the Marin County fire agencies from MCSO / WECC to REDCOM.

11.1 *Decision to Proceed*

Based on the data provided in this report, the Marin County fire agencies will need to decide if it is in their interest to proceed with a transfer of dispatch services. At a high-level, a first step will be to analyze the benefits of the project and then compare these with the associated costs.

If the Marin County fire agencies decide to proceed with a transition of their dispatch services, then they will need to have discussions with the REDCOM BOD, or a designated subcommittee, to identify the support model to be pursued, e.g., REDCOM dispatch or a new Marin County fire dispatch center, the scope of services and allocation of costs. These discussions will need to be iterative and sequential because one decision could impact subsequent decisions.

A project to implement transition of services will require basic project phases. In the following sections **FE** has identified the high-level phases and actions that should occur during each phase. The phases are:

- Governance
- Planning
- Implementation
- Cutover

11.2 *Governance Phase*

The stakeholders and decision makers for REDCOM should address governance first. There are two options to consider:

- Modify the First Amended Joint Powers Agreement Establishing a Coordinated Public Safety Dispatch System for Fire and Emergency Medical Services in Sonoma County

- Negotiate a contract with the Marin County fire agencies for dispatching services

11.2.1 Adding Marin County to the JPA

If the REDCOM BOD decides to add the Marin fire agencies to its JPA it must draft changes to the JPA and obtain a unanimous vote of all current members approving the changes (18)⁶. Modifications that need to be made are:

- Determine the number and composition of the Board of Directors (6.a.i.)
- Add “Marin County” where only “Sonoma County” is currently cited in the document (2, 5a, and 17)
- Determine any changes needed to the voting structure (7.d.)
- Determine the cost to admit the new members (startup costs) (17.b.)

Modifications to the JPA require a unanimous vote of the current members. Once the JPA has been modified, then the BOD is required to hold a public meeting to discuss adding new members (17.a.) and approve the new members by a unanimous vote.

11.2.2 Developing a Contract for Service with the Marin County Fire Agencies

If a contract for service, or Intergovernmental Agreement (IGA), is the agreed upon method for REDCOM to provide dispatch services for the Marin County fire agencies, the following components should be included:

- Contract Agency Rights:
 - Input on JPA decisions
 - Ability to make operational changes that affect the contract agencies
- Financial Obligations:
 - Startup costs
 - Annual cost percentage allocations

⁶ References are to sections of the current REDCOM JPA

- Input on budgetary items
- Termination for Cause:
 - Failure to abide by the contract
 - Failure to make annual or semi-annual payments
 - Cost obligations
- Termination for No Cause:
 - Desire for the agencies to terminate their contract
 - Advance notification
 - Cost obligations
- Dispatch Training Obligations:
 - Annual training sessions
 - Hosted geography tours

Each Marin County fire agency contracting with REDCOM will need to sign the contract / IGA, which will require action by their respective governing bodies.

11.3 Planning Phase

Initial planning activities will include meetings of key stakeholders to determine REDCOM's scope, and engage Sonoma County IT / GIS resources, AMR human resources and REDCOM / Marin County legal representatives in the planning process. Some of the key decisions include:

- Timeline – establishing a timeline and identifying key decision points in order to move to the next action item
- Organization – What form of command and control hierarchy will be used? Decisions will need to be made on how this form of organization will work for REDCOM and what changes will need to be made to policy, procedures, organizational charts, etc.

- Finance – A cost allocation plan will need to be developed as well as determination and allocation of startup costs from the Marin County fire agencies
- Expansion of Facilities – A status report on the REDCOM expansion project will need to be produced to determine the needed funding to move forward. Currently, only design costs have been funded. The expansion must be completed before the Marin County fire agencies can be incorporated into REDCOM
- Personnel - Decisions will need to be made regarding human resource needs such as the timing for recruiting, hiring, and training for required new employees. As the project progresses, management will also need to consider a method to accurately document the number of phone calls that the control dispatchers can help process each hour. For this feasibility study, that number was estimated and that's appropriate at this stage; however, as the project moves forward there will be time before staffing decisions are made to delve into and determine a more accurate number. At the same time, management should continue to review the workload during the slow overnight hours to help determine the number of phone calls the control dispatchers can handle during these slower times. Both have an important influence on the final number of call takers needed. The manpower planning activities should also include quantifying workload and associated cost of providing technical support to the combined center to make certain that support is adequate. While identifying additional IT support needs for the combined center, management should include costs associated with expanding skill sets and staff to accommodate additional workload and / or changes in technology and technical support
- Technical Support – Determining external technical support costs will require identifying an appropriate level of technology support needed for planning, provisioning and transition, specifically for the major critical systems such as radio, telephone, CAD, network, and recording systems. Technical support to configure CAD, 9-1-1, network, and radio consoles will need to be scheduled with the corresponding departments and vendors. A detailed review of the Marin County GIS should also be conducted to determine the extent of services that will be required to prepare the Marin County GIS for inclusion with the Sonoma County GIS
- Vendor Contracts – Contracting vehicles for any required vendor services, e.g., radio, CAD interfaces and implementation services, etc. will need to be put in place to support implementation. This step could have a long lead time to allow

for Request for Proposal (RFP) development, proposal evaluation, selection and negotiations

11.4 Implementation Phase

Once the governance and funding are established, the implementation plan can be expanded with enough detail to allow execution by the key stakeholders, staff and supporting parties including vendors. The plan should include a narrative and schedule describing the transition from the current operation to the post-cutover of consolidated operations. Key plan components include:

- Designated project manager or management team
- Identification of affected stakeholders and member agency liaisons by name, title, roles, and responsibilities
- Identification of:
 - Known risks, tracking and resolution of same
 - Unknown risks and mitigation of same
- Schedules of all plan paths to include:
 - Required vendor contracts
 - Required technology upgrades and transition coordination
 - New employee hiring and training / certification
 - Required GIS updates
 - Provisioning the Sonoma County CAD for Marin operations, e.g. response plans
 - Legacy CAD data import
 - Facility changes
 - Operational acclimation, training, and transition plans
 - Noted milestones and determination decision points to proceed with or abandon a plan or the project with alternate paths defined

11.5 Cutover Phase

A transition / cutover plan will need to be developed for the transition from PSCC and WECC to REDCOM. Cutover planning will need to include the following:

- New / revised policies and procedures in place
- Completion of training for all employees on Marin operations
- CAD, 9-1-1, and radio consoles installed and operational
- Functional testing of Sonoma County CAD to support Marin County fire dispatch
- Coordination with PSCC and WECC on the date and time of the cutover
- Provision of adequate staffing for cutover at all three PSAPs
- Development of a detailed cutover plan with rollback decision points
- Coordination with the CA 9-1-1 Branch on transition of 9-1-1 trunks and speed dials



Ross Valley Fire Department

777 San Anselmo Avenue, San Anselmo, CA 94960

Letter of Intent

THIS LETTER OF INTENT (the "Document") made as of this _____ day of January, 2023 (the "Execution Date"),

BETWEEN:

Ross Valley Fire Department of 777 San Anselmo Ave., San Anselmo, CA 94960,
USA
(the "Client")

-AND-

Marin County Fire Department of 33 Castle Rock Ave, Woodacre, CA 94973, USA
(the "Contractor")

BACKGROUND:

- A. The Contractor is available for hire to perform certain services.
- B. The Client wishes to hire the Contractor to perform the services.

This Document will establish the basic terms used in a future service agreement between the Contractor and the Client. The terms contained in this Document are not comprehensive and it is expected that additional terms may be added, and existing terms may be changed or deleted. The basic terms are as follows:

Committed to the protection of life, property, and environment.

SAN ANSELMO • FAIRFAX • ROSS • SLEEPY HOLLOW



Ross Valley Fire Department

777 San Anselmo Avenue, San Anselmo, CA 94960

Non-Binding

1. This Document does not create a binding agreement between the Client and the Contractor and will not be enforceable. Only the future service agreement, duly executed by the Client and the Contractor, will be enforceable. The terms and conditions of the future service agreement will supersede any terms and conditions contained in this Document. The Client and the Contractor are not prevented from entering into negotiations with third parties with regard to the subject matter of this Document.

Transaction Description

2. The services for hire are described as follows:
 - Dispatch Services

Representations

3. The Contractor represents and warrants that the Contractor has the necessary qualifications, experience and abilities to provide the described services to the Client. If the representations of the Contractor are untrue upon the Closing Date, the Client may terminate any future service agreement without penalty and any deposits must be refunded.

This Document accurately reflects the understanding between the Contractor and the Client, signed on this _____ day of January, 2023.

Per: _____ (Seal) Ross Valley Fire Department (Client)
David Donery, Executive Officer

Per: _____ (Seal) Marin County Fire Department (Contractor)
Jason Weber, Fire Chief

Committed to the protection of life, property, and environment.

SAN ANSELMO • FAIRFAX • ROSS • SLEEPY HOLLOW

**ROSS VALLEY FIRE DEPARTMENT
STAFF REPORT**

To: Board of Directors
From: Jason Weber, Fire Chief
Subject: Closed Session Request
Date: January 11, 2023

RECOMMENDATION:

Staff recommends that you conduct a closed session to consider delegation of authority regarding application for industrial disability retirement.

DISCUSSION:

Your board has received two (2) industrial disability retirement applications and is required under Government Code Section section 21156(a)(2) to consider these applications. Your board is being requested to delegate authority to the executive officer to determine the eligibility of both applicants for industrial disability retirement.

The agenda description reads as follows: Consider adoption of Resolutions 23-02 and 23-03. Resolutions of the Ross Valley Fire Department Board of Directors delegation of authority to make an industrial disability determination for CalPERS.



Peter Graef

Deer Park • 25m • 



Previous post about fire at 166 Meernaa. Get prepared so you don't have to think, if this had happened at night would have been so much worse. Also know and go out of your way to thank and appreciate our first responders, FIRE FIGHTERS (they were unbelievable in every way) police couldn't have been more gracious, concerned and helpful, as well as Mark, the Fairfax building inspector. Thank you so much to our friends and neighbors who came to help and showed us so much care and compassion.