



## BOARD OF DIRECTORS REGULAR MEETING AGENDA

February 22, 2024  
Thursday  
1:30 p.m.

SCR911 Conference Room  
495 Upper Park Road  
Santa Cruz, CA

*The Board of Directors meeting is held in-person at the SCR9-1-1 Conference Room. Members of the public can attend in-person or virtually by joining via telephone or video call.*

*SCR9-1-1 Location: 495 Upper Park Rd, Santa Cruz*

*Google Meet Link: <https://meet.google.com/ata-wbin-tkw>*

*Telephone: (US) +1 575-468-0562 PIN: 554 405 663#*

*Members of the public joining via video call or teleconference will be muted by the Clerk. Video call participants may use the “Raise Hand” feature to address the board during public comment and can Unmute themselves when called upon. Teleconference participants will be verbally invited to speak during public comment. Teleconference participants can unmute themselves when called upon by pressing the \* and 6 keys.*

1.0 ROLL CALL

2.0 CONSIDERATION OF LATE ADDITIONS OR CORRECTIONS TO THE AGENDA

3.0 ORAL COMMUNICATIONS

Any person may address the Board during its Oral Communications period. Presentations must not exceed three (3) minutes in length, and individuals may speak only once during Oral Communications. Oral Communications allows time for members of the Public to address the Board on any “Consent Item” on today’s agenda, or on any topic within the jurisdiction of the Authority that is not on the “Regular Agenda” section of the agenda.

Board members will not take action or respond immediately to any Oral Communications presented, but may choose to follow up at a later time, either individually, or on a subsequent Board of Director’s Agenda.

Page #

4.0 CONSENT AGENDA

1-3 4.1 Approve Action Summary Minutes of October 26, 2023 Regular Meeting.

4-5 4.2 Approve Action Summary Minutes of December 7, 2023 Special Meeting.

6-9 4.3 Accept and File Claims Report for October 1, 2023 to January 31, 2024.



Santa Cruz Regional 9-1-1  
Board of Directors Regular Meeting Agenda  
February 22, 2024 – Page 2

Page #	
10	4.4 Accept and File Reimbursement Claims from the General Manager for the period of October 1, 2023 to January 31, 2024.
11-12	4.5 Accept and File a Listing of Current SCR9-1-1 Dispatchers.
13-61	4.6 Approve a Professional Services Agreement Between DELTAWRX and SCR9-1-1 for Development of a Request for Proposals for the Law Records Management Project.
62-65	4.7 Approve Revised Policy 1250 – <i>Sick Leave</i>
66-71	4.8 Approve Revised Policy 1290 – <i>Leaves of Absence</i>
	5.0 REGULAR AGENDA
72-94	5.1 Accept and File the Regional Government Services Staffing Study as presented in the meeting packet and Establish an ad hoc Staffing Subcommittee to evaluate the Study’s Recommendations
95-123	5.2 Consider the Preliminary Operating, Capital, Debt Service, and SCMRS Operating Budgets for Fiscal Year 2024/2025 as presented by the General Manager
Separate cover	5.3 Accept and File Santa Cruz Regional 9-1-1’s Annual Report as presented by the General Manager and SCR9-1-1 Staff
	6.0 REPORT FROM THE GENERAL MANAGER
	7.0 REPORT FROM THE CONTROLLER FOR THE AUTHORITY
124-129	7.1 Accept and File Revenue and Expense Reports from the Controller as of January 31, 2024 as presented in the meeting packet.
	8.0 REPORT BY USERS COMMITTEE
	9.0 CORRESPONDENCE
130-133	9.1 PARS OPEB Pre-Funding Trust Statements dated 9-1-23 to 9-30-23, 10-1-23 to 10-31-23, 11-1-23 to 11-30-23, and 12-1-23 to 12-31-23.
	10.0 CLOSED EXECUTIVE SESSION
	10.1 Conference with General Manager regarding Labor Negotiations Government Code (§ 54957.6)
	11.0 RE-ADJOURN TO OPEN SESSION TO REPORT ANY ACTION RESULTING FROM THE CLOSED EXECUTIVE SESSION
	12.0 ADJOURNMENT

Information regarding agenda items: Copies of the staff reports or other written documentation relating to each item of business referred to on the agenda are on file in the business office of Santa Cruz Regional 9-1-1 and are available for public information. Any person who has a question concerning any of the agenda items may call the Clerk for the Board at 831-471-1000 Monday through Friday, 9:00 a.m. to 4:00 p.m.

**Santa Cruz Regional 9-1-1  
Board of Directors Regular Meeting Agenda  
February 22, 2024 – Page 3**

In compliance with the Americans with Disability Act, if you need special assistance to participate in this meeting, please contact the Clerk for the Board at 831-471-1000. Notification 48 hours prior to the meeting will enable SCR9-1-1 to make reasonable arrangements to ensure accessibility to this meeting.



**BOARD OF DIRECTORS REGULAR MEETING**  
**October 26, 2023**  
**Action Summary Minutes**

VOTING KEY: S = Schmidt, SE = Serino, G = Goldstein, M = Mendez

First initial indicates “maker” of motion, second initial indicates the “second”, uppercase letter = “yes” vote by director, lowercase letter = “no” vote by director, ( ) = abstain, / = absent.

1.0 ROLL CALL

The meeting was called to order at 1:30 p.m. by Vice Chair Schmidt.

DIRECTORS PRESENT:

René Mendez, representing the City of Watsonville

ALTERNATES PRESENT:

Laura Schmidt, representing the City of Santa Cruz  
Melodye Serino, representing the County of Santa Cruz

ALSO PRESENT:

SCR911: General Manager Amethyst Uchida; Operations Manager Stephanie French;  
Systems Manager Wolff Bloss; and Beth Wann (Clerk to the Board)

OTHERS: Attorney for the Authority Melissa Shaw; SCR9-1-1 Senior Systems Technician Nicola Torchio; SCR9-1-1 Public Safety Dispatcher II PJ Garza; Operations Supervisor Ashley Baldwin, and SCR9-1-1 Senior Administrative Assistant María Wallen.

2.0 CONSIDERATION OF LATE ADDITIONS OR CORRECTIONS TO THE AGENDA

Items 10.1 and 10.2 of Closed Session will be continued over to a Special Board of Directors meeting to be scheduled in the near future.

3.0 ORAL COMMUNICATIONS

None.

4.0 CONSENT AGENDA

4.1 **APPROVED** Action Summary Minutes of September 28, 2023 Regular Meeting.

**SANTA CRUZ REGIONAL 9-1-1  
BOARD OF DIRECTORS REGULAR MEETING  
OCTOBER 26, 2023 MINUTES  
Page 2 of 3**

- 4.2 **ACCEPTED AND FILED** Claims Report for September 1 through 30, 2023.
- 4.3 **ACCEPTED AND FILED** Reimbursement Claims from the General Manager for the period of September 1 to 30, 2023.
- 4.4 **ACCEPTED AND FILED** a Listing of Current SCR9-1-1 Dispatchers.
- 4.5 **ACCEPTED AND FILED** Inventory Certification of Authority Property for Fiscal Year 2022/2023.
- 4.6 **APPROVED** Revised Policy 320 – *Approval of Claims* and Rescind Policy 360 – *Petty Cash Fund*.
- 4.7 **APPROVED** Revised Policies 330 – *Budget* and 331 – *Budget Changes*.
- 4.8 **APPROVED** Revised Policy 350 - *Travel*.

**Vote: M, SE, /G/, S**

5.0 REGULAR AGENDA

- 5.1 **RECEIVED** a Presentation on the Staffing Deployment Study from the Operations Division Manager.

6.0 REPORT FROM GENERAL MANAGER

- 6.1 Classification Study Update  
Uchida provided an update on the Classification Study being performed by Regional Government Services (RGS) and noted she would like RGS to provide a report to the Board once the study is complete. RGS has indicated they will be recommending changes to the Authority’s existing administrative job descriptions. Uchida anticipates RGS being complete with the study in the next two to three weeks.

7.0 REPORT OF CONTROLLER FOR AUTHORITY

- 7.1 **ACCEPTED AND FILED** Revenue and Expense Reports from the Controller as of September 30, 2023 as presented in the meeting packet.

**Vote: SE, M, /G/, S**

8.0 REPORT BY USERS COMMITTEE

None.

9.0 CORRESPONDENCE

- 9.1 **RECEIVED** PARS OPEB Pre-Funding Trust Statements dated August 2023.
- 9.2 **RECEIVED** Letter from SDRMA recognizing the Authority for no “paid” claims during the prior five consecutive program years in the Property-Liability Program.

**SANTA CRUZ REGIONAL 9-1-1  
BOARD OF DIRECTORS REGULAR MEETING  
OCTOBER 26, 2023 MINUTES  
Page 3 of 3**

10.0 ADJOURNED

The meeting adjourned at 1:55 p.m. The next regular Board meeting is scheduled for:

Thursday, February 22, 2024  
1:30 p.m.

Santa Cruz Regional 9-1-1  
Conference Room

Date: \_\_\_\_\_

Approved: \_\_\_\_\_  
René Mendez, Secretary

Action Summary Minutes by: Beth Wann, SCR9-1-1 Office Supervisor and Clerk of the Board



**BOARD OF DIRECTORS SPECIAL MEETING  
December 7, 2023  
Action Summary Minutes**

VOTING KEY: H = Huffaker, B = Benson, G = Goldstein, /M = Mendez/

First initial indicates “maker” of motion, second initial indicates the “second”, uppercase letter = “yes” vote by director, lowercase letter = “no” vote by director, ( ) = abstain, / / = absent.

1.0 ROLL CALL

The meeting was called to order at 3:34 p.m. by Chair Goldstein.

DIRECTORS PRESENT:

Jamie Goldstein, representing the City of Capitola  
Matt Huffaker, representing the City of Santa Cruz

ALTERNATES PRESENT:

Elissa Benson, representing the County of Santa Cruz

ALSO PRESENT:

SCR911: General Manager Amethyst Uchida and María Wallen (Clerk to the Board)

OTHERS: Attorney for the Authority Melissa Shaw

2.0 CONSIDERATION OF LATE ADDITIONS OR CORRECTIONS TO THE AGENDA

None.

3.0 ORAL COMMUNICATIONS

None.

4.0 CONSENT AGENDA

None.

**SANTA CRUZ REGIONAL 9-1-1  
BOARD OF DIRECTORS SPECIAL MEETING  
DECEMBER 7, 2023 MINUTES  
Page 2 of 2**

5.0 ADJOURNED TO CLOSED EXECUTIVE SESSION AT 3:39 P.M. TO:

- 5.1 Conference with Counsel regarding Potential Litigation per Government Code (§ 54956.9)
- 5.2 Conference with Labor Negotiator pursuant to Government Code Section 54957.6 – Unrepresented Management and Confidential Employees

Agency Negotiator: Amethyst Uchida, General Manager

Unrepresented Employees: Division Managers  
Operations Supervisors  
Senior Systems Technicians  
Systems Technician  
GIS Technician  
Support Services Administrative Analyst  
Office Supervisor  
Senior Administrative Assistants

- 5.3 Conference with Labor Negotiator pursuant to Government Code Section 54957.6 – Represented Employees

Agency Negotiators: Amethyst Uchida, SCR911 General Manager

Represented Employees: Public Safety Dispatcher Unit

- 5.4 Discuss the General Manager’s Performance Review pursuant to Government Code Section 54957

6.0 RE-ADJOURNED TO OPEN SESSION AT 4:48 P.M. TO REPORT ANY ACTION RESULTING FROM THE CLOSED EXECUTIVE SESSION

No reportable actions from Closed Session.

7.0 ADJOURNED

The meeting adjourned at 4:48 p.m. The next regular Board meeting is scheduled for:

Thursday, February 22, 2024  
1:30 p.m.

Santa Cruz Regional 9-1-1  
Conference Room

Date: \_\_\_\_\_

Approved: \_\_\_\_\_  
René Mendez, Secretary

Action Summary Minutes by: Beth Wann, SCR9-1-1 Office Supervisor and Clerk of the Board





**SANTA CRUZ REGIONAL 9-1-1**  
 495 Upper Park Rd, Santa Cruz, CA 95065  
 831.471.1000 Fax 831.471.1010  
 www.scr911.org  
 Amethyst Uchida, General Manager

DATE: January 5, 2024  
 TO: Board of Directors, Santa Cruz Regional 9-1-1  
 FROM: Amethyst Uchida, General Manager  
 SUBJECT: **Item 4.3 - October 1, 2023 through January 31, 2024 Claims Report**

The following **SCR911** claims **under \$20,000** have been approved by the General Manager without prior Board of Directors action, and submitted to the County Auditor/Controller for payment from the **Operating Budget** for the period of October 1, 2023 through January 31, 2024

3-Oct	Regional Government Services	Classification study-August 2023	1,499.52
5-Oct	Verizon California	Frontier- October 2023 emergency listing	6.90
5-Oct	SCMU	Water/garbage-8/16/23-9/14/23	701.20
10-Oct	Amazon/US Bank	Dishwasher inlet valve	22.97
10-Oct	Nectar/US Bank	Rewards for employee recognition	259.15
10-Oct	Amazon/US Bank	Seat pan for operations chair	168.25
10-Oct	Amazon/US Bank	Headsets	98.31
10-Oct	Amazon/US Bank	Headsets	98.31
10-Oct	Canva/US Bank	Annual subscription software	300.00
10-Oct	Google	Gsuite-September 2023	643.20
10-Oct	Amazon/US Bank	Battery chargers, silicone spray	32.21
10-Oct	Amazon/US Bank	Rechargeable battery, soap dispenser	76.99
10-Oct	Survey Monkey	Surveying annual renewal	372.00
10-Oct	Amazon/US Bank	Small tools	43.38
10-Oct	Embassy Consulting/US Bank	Leadership class-LaMar, Maggio, Rios, Loftin	700.00
11-Oct	County of Santa Cruz	1st quarter radio charges	5,257.50
11-Oct	AT&T	September 2023 phone charge	949.19
11-Oct	Verizon cell	Wireless-September 2023	452.76
16-Oct	SMRN	Fire dispatch quarterly payment	1,200.00
19-Oct	DeLage	Copier lease-October 2023	320.32
21-Oct	Caltronics	Copier supplies-9/12/23-10/11/23	42.11
24-Oct	ErgoDirect	OM chair for dispatch	1,097.47
24-Oct	CDW	Annual generator support renewal	6,821.60
24-Oct	K and D Landscaping	Landscape maintenance-October 2023	812.00
24-Oct	Cintas	Mats/towels-10/3/23	77.90
24-Oct	Shred-It	Shredding-8/28/23	108.26
24-Oct	Beth Wann	Human Resources forum meeting, Peer support meeting su	76.03
24-Oct	First Choice	Coffee/filters-9/28/23	71.92
24-Oct	S French	Mileage to Riverside for Center Manager seminar	586.36
24-Oct	S French	Per diem for Riverside Center Manager seminar	376.00
25-Oct	AT&T	9/13/23-10/12/23 phone charges	3,968.80
25-Oct	Comcast	Cable/internet-10/17/23-11/16/23	336.99
25-Oct	SCMU	Irrigation-September 2023	464.98
25-Oct	PGE	Electric-9/6/23-10/5/23.Gas-September 2023	8,334.44
26-Oct	ESRI	Additional online credits	240.00
26-Oct	Contes generator	Transfer switch installation	2,366.71
26-Oct	Cintas	Mats/towels-10/20/23	77.90
26-Oct	Bay Building	Janitorial supplies-October 2023	1,570.83
26-Oct	Amazon/US Bank	Facilities supplies	50.14
26-Oct	CSDA	Annual membership renewal	1,715.00
26-Oct	CDW	24" monitors for Office supervisor	287.03
26-Oct	Amazon/US Bank	Headset, USB flash, battery charger	260.25
26-Oct	Amazon/US Bank	CAD map monitors	403.28
26-Oct	Amazon/US Bank	Keyboards - 2 and Headsets - 5	606.33
26-Oct	Amazon/US Bank	Return shipping fee for headset	4.13
26-Oct	Google	Gsuite-October 2023	643.20
26-Oct	Bay Building	Janitorial supplies-October 2023	750.29
26-Oct	Amazon/US Bank	Office and Building supplies	169.98
26-Oct	Amazon/US Bank	Laptop cases	65.50
26-Oct	Amazon/US Bank	Air Freshners	91.18
26-Oct	Amazon/US Bank	Break room supplies	48.65
26-Oct	Regional Government Services	Classification study-September 2023	3,097.20
26-Oct	Kurt Ashley-Secure Solutions	Background check-Henderson	1,464.76
26-Oct	PRI Management/US Bank	CAD/RMS procurement seminar	359.00
26-Oct	Regional Government Services/US Bank	Analyst class - PJ Garza	2,400.00
26-Oct	Fairfield Inn/US Bank	Lodging-French Riverside Center Manager seminar	785.35
27-Oct	M Wallen	Law task meeting supplies	23.25
3-Nov	Mr. Rooter	Clear kitchen drain	476.72
3-Nov	ATS Services/Leslie Hefner	Generator switch	1,320.00
7-Nov	Verizon California	Frontier-November 2023 emergency listing	6.90
7-Nov	Shred-It	Shredding-9/25/23	108.26
7-Nov	B Wann	Staff meeting supplies-11/1/23	12.96
7-Nov	M Wallen	Clorox wipes	41.49
7-Nov	County Counsel	1st quarter attorney fees	1,178.12
7-Nov	A Romero	Mileage to intern fair at Cabrillo	9.24
7-Nov	SCMU	Water/garbage-9/15/23-10/16/23	743.71

8-Nov	Biddle Consulting	Critical testing annual renewal	2,995.00
13-Nov	K and D Landscaping	Landscape maintenance-November 2023	812.00
13-Nov	A Roggero	7/1/23-11/1/23 mileage	66.29
13-Nov	S LaMar	Mileage to Leadership seminar	63.27
13-Nov	J Maggio	Mileage to Leadership seminar	63.27
13-Nov	J Maggio	Per Diem to leadership seminar	18.00
13-Nov	S LaMar	Per Diem to leadership seminar	18.00
17-Nov	Santa Cruz Live Scan	Rolling fee-A.Henderson	30.00
20-Nov	DeLage	Copier lease-November 2023	306.06
21-Nov	Verizon cell	Wireless-October 2023	576.68
21-Nov	AT&T	10/13/23-11/12/23 phone charges	5,014.86
21-Nov	Cintas	Mats/towels-11/1/23	32.78
21-Nov	APCO	Annual membership renewal	469.00
21-Nov	CDW	Toner	255.21
21-Nov	CDW	Toner	267.83
21-Nov	California Police Chiefs	Technology training-Bloss/French	250.00
21-Nov	S French	Mileage to Fresno NG 911 task force meeting	207.90
21-Nov	S French	Per diem-County Coordinator forum/NG911 task force	122.00
21-Nov	PGE	Electric-10/6/23-11/5/23,Gas-October 2023	7,707.68
21-Nov	SCMU	Irrigation-October 2023	464.98
27-Nov	Bay Building	Janitorial maintenance-November 2023	1,570.83
27-Nov	Nectar/US Bank	Rewards for employee recognition	259.15
27-Nov	Amazon/US Bank	20 inch corner sleeves to be reimbursed by SDRMA	108.16
27-Nov	Google	Gsuite-November 2023	643.20
27-Nov	GoDaddy/US Bank	3 year web hosting renewal	503.64
27-Nov	First Choice	Coffee/filters-11/27/23	62.41
27-Nov	Bay Building	Janitorial supplies-November 2023	747.20
27-Nov	Best Buy/US Bank	Toaster for break room	43.69
27-Nov	AED USA/US Bank	AED battery	411.00
27-Nov	Amazon/US Bank	Ergonomic mouse/footrest-to be reimbursed by SDRMA	55.04
27-Nov	Amazon/US Bank	Office supplies	78.17
27-Nov	Amazon/US Bank	Paper clip dispensers	9.79
27-Nov	Regional Government Services	Classification study-October 2023	8,356.10
27-Nov	Courtyard/US Bank	Lodging for French/Uchida Fresno-NG 911 task force	283.48
		Lodging for French/Uchida Sacramento-County	
27-Nov	Sprinhill suites/US Bank	Coordinator forum-Sacramento	230.40
28-Nov	Downtown Parking/US Bank	Parking for Calpelra-11/17/23	5.00
30-Nov	Caltronics	Copier supplies-10/12/23-11/11/23	37.58
30-Nov	Cardiff Pest Control	Quarterly pest control	210.00
30-Nov	Palace	Copy paper	111.00
30-Nov	CivicPlus	Municode open build - last payment	1,533.00
30-Nov	B Wann	Mileage to Calpelra-11/15/23-11/16/23	43.36
30-Nov	B Wann	Per diem and Parking for Calpelra-11/16/23	42.00
3-Dec	Comcast	Cable/internet 11/17/23-12/16/23	336.99
4-Dec	Cintas	Mats/towels-11/15/23	38.08
7-Dec	Verizon California	Frontier-December 2023 emergency listing	6.90
7-Dec	K and D Landscaping	Landscape maintenance-December 2023	812.00
7-Dec	Cintas	Mats/towels-11/29/23	46.03
7-Dec	Shred-It	Shredding-10/23/23	108.26
7-Dec	Jackson-Hirsch	Laminating pouches	150.89
7-Dec	G Oros	Mileage July 2023 through November 2023	124.58
7-Dec	SCMU	Water/garbage-10/17/23-11/15/23	743.71
15-Dec	Verizon cell	Wireless-November 2023	589.19
15-Dec	AT&T	November 2023 phone charges	949.19
15-Dec	Johnson Controls	Smoke detector install	3,442.92
15-Dec	Cintas	Mats/towels-12/13/23	73.92
15-Dec	Palace	Copy paper	346.52
15-Dec	B Wann	Annual report meeting supplies	21.42
15-Dec	M Wallen	Fire task / Law task meeting supplies	35.60
15-Dec	CDW	Toner	697.66
15-Dec	First Choice	Coffee/filters-10/19/23	76.42
15-Dec	Foster and Foster	Final GASB 75 payment	2,700.00
15-Dec	DeLage	Copier lease-December 2023	306.06
15-Dec	PGE	Electric-11/16/23-12/6/23,Gas-November 2023	6,985.79
19-Dec	AT&T	11/13/23-12/12/23 phone charges	3,905.16
19-Dec	Santa Cruz Plumbing	Unclog toilet	145.00
19-Dec	SCMU	Irrigation-November 2023	269.07
26-Dec	Bay Building	Janitorial maintenance-December 2023	1,570.83
26-Dec	Bay Building	Janitorial supplies-December 2023	775.24
6-Jan	Dell Technologies	6 administrative computers - 3 year lease	3,273.73
6-Jan	Cintas	Mats/towels-12/27/23	77.90
6-Jan	K and D Landscaping	Landscape maintenance-January 2024	852.00
6-Jan	Console Cleaning Specialists	Complete console cleaning on dispatch floor	6,175.00
6-Jan	Shred-It	Shredding-11/20/23	108.26
6-Jan	B Wann	Peer support meeting supplies	20.94
10-Jan	AT&T	December 2023 phone charge	949.19
10-Jan	Verizon California	Frontier-January 2024 emergency listing	6.90
10-Jan	SCMU	Garbage/Water-11/16/23-12/14/23	722.45
17-Jan	SMRN	Fire dispatch quarterly payment	1,200.00
17-Jan	Amazon/US Bank	UPS for Operations Supervisor desk	66.63
17-Jan	Hiplink	Annual support and maintenance	4,610.00
17-Jan	Cintas	Mats/towels-1/10/24	59.81
17-Jan	Bay Building	Janitorial service-January 2024	1,625.80
17-Jan	Nectar/US Bank	Rewards for employee recognition	259.15
17-Jan	Printing for Less	Business Cards-PJ Garza,A Uchida, S French	203.92
17-Jan	Google	Gsuite-December 2023	643.20
17-Jan	Bay Building	Janitorial supplies-January 2024	772.15
17-Jan	M Wallen	Fire task meeting supplies-1/11/24	20.47
17-Jan	Amazon/US Bank	Calendar and tape	75.98

17-Jan	Amazon/US Bank	Foot rests-SDRMA reimburseable	79.89
17-Jan	Amazon/US Bank	Office supplies	123.81
17-Jan	Amazon/US Bank	Building supplies	101.40
17-Jan	Regional Government Services	Classification study-December 2023	4,031.00
17-Jan	Facebook/US Bank	Job listing boost	75.00
17-Jan	IAED	Recertification of 14 dispatchers	770.00
17-Jan	J Maggio	Mileage to alternate site	55.28
17-Jan	Best Western/US Bank	Lodging for Calpelra-Wann	158.57
17-Jan	Motorola	Motorola Summit registration-French S French,A Uchida, R Torres and A Baldwin registration- CalNena	1,100.00
17-Jan	CALNENA	CalNena	3,225.00
17-Jan	PGE	Electric-12/7/23-1/5/24,Gas-12/2/23-1/2/24	6,902.97
17-Jan	SCMU	Irrigation-December 2023	17.19
19-Jan	DeLage	Copier lease-January 2024	306.06
29-Jan	County Counsel	2nd quarter attorney fees	1,300.00
29-Jan	Comcast	Cable/internet-1/17/24-2/16/24	356.47
30-Jan	AT&T	12/13/24-1/12/24 phone charges	3,429.34
30-Jan	Verizon cell	Wireless-December 2023	496.27
30-Jan	NeoGov	Annual license renewal	9,350.00
8-Dec	Mission Printers	Notepads	134.05
27-Dec	AT&T	11/20/23-12/19/23 phone charges	123.65
27-Dec	Caltronics	Copier supplies-11/12/23-12/11/23	23.60
27-Dec	First Choice	Coffee/filters-12/22/23	62.41
27-Dec	Regional Government Services	Classification study-November 2023	2,790.00
27-Dec	Comcast	Cable/internet-12/17/23-1/16/24	336.99
<b>AUDITOR GRAND TOTAL</b>			<b>175,169.25</b>

The following **SCR911** claims **over \$20,000** have been approved by the General Manager without prior Board of Directors action, and submitted to the County Auditor/Controller for payment from the **Operating Budget** for the period of October 1, 2023 through January 31, 2024

23-Oct	West Safety-Intrado	Quarterly payment 7/15/23-4/14/24-To be reimbursed \$74,418 by CAL OES	79,704.27
30-Nov	Tablet Command	Licensing renewal Tablet Command-to be reimbursed by user agencies	120,850.00
<b>AUDITOR GRAND TOTAL</b>			<b>200,554.27</b>

The following **SCR911** claims have been approved by the General Manager, in accordance with the authority granted by the Board of Directors, and submitted to the County Auditor/Controller for payment from the **SCR911 Salaries/Benefits Budget** for the period of October 1, 2023 through January 31, 2024

3-Oct	Retirees	December 2023 medical health reimbursement	5,679.91
10-Oct	PERS	October 2023 health premium	73,042.68
2-Nov	Retirees	January 2024 medical health reimbursement	5,679.91
10-Nov	PERS	November 2023 health premium	78,443.15
5-Dec	Retirees	February 2024 medical health reimbursement	5,270.91
11-Dec	PERS	December 2023 health premium	75,016.10
4-Jan	Retirees	March 2024 medical health reimbursement	7,548.97
10-Jan	PERS	January 2024 medical health premium	81,382.03
<b>AUDITOR GRAND TOTAL</b>			<b>332,063.66</b>

The following **SCR911** claims **under \$20,000** have been approved by the General Manager without prior Board of Directors action, and submitted to the County Auditor/Controller for payment from the **Capital Budget** for the period of October 1, 2023 through January 31, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
		None	
<b>AUDITOR GRAND TOTAL</b>			

The following **SCR911** claims **over \$20,000** have been approved by the General Manager, in accordance with the authority granted by the Board of Directors, and submitted to the County Auditor/Controller for payment from the **Capital Budget** for the period of October 1, 2023 through January 31, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
26-Oct	Motorola	Staging environment for CAD	36,837.50
<b>AUDITOR GRAND TOTAL</b>			<b>36,837.50</b>

The following **SCMRS** claims **under \$20,000** have been approved by the General Manager without prior Board of Directors action, and submitted to the County Auditor/Controller for payment from the **SCMRS Budget** for the period of October 1, 2023 through January 31, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
10-Oct	MISAC/US Bank	Annual membership-Bloss	130.00
16-Oct	Verizon	SCMRS cell-September 2023	1,074.89
16-Oct	Radio IP	Mobile VPN annual support renewal	8,962.36
24-Oct	Orbach Huff and Henderson	Tri Tech advice-September 2023	889.23
31-Oct	M Wallen	SCMRS executive meeting	17.07
7-Nov	County Counsel	1st quarter attorney fees	1421.88
17-Nov	Anthony Roggero	7/1/23-11/1/23 mileage	311.13
21-Nov	Verizon	SCMRS cell-October 2023	104.65
4-Dec	Orbach Huff and Henderson	TriTech advice-October 2023	504.00
7-Dec	G Oros	Mileage July 2023 to November 2023	292.33
15-Dec	Verizon	SCMRS cell-November 2023	104.65
15-Dec	Orbach Huff and Henderson	TriTech advice-November 2023	724.50
6-Jan	Cyrun	Alliance support payment 2 of 2	14,643.00
29-Jan	Verizon	SCMRS cell-December 2023	104.65
29-Jan	County Counsel	2nd quarter attorney fees	975.00
29-Jan	Orbach Huff and Henderson	TriTech advice-December 2023	283.50
<b>AUDITOR GRAND TOTAL</b>			<b>30,542.84</b>

The following **SCMRS** claims **over \$20,000** have been approved by the General Manager, in accordance with the authority granted by the Board of Directors, and submitted to the County Auditor/Controller for payment from the **SCMRS Budget** for the period of October 1, 2023 through January 31, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
		None	
<b>AUDITOR GRAND TOTAL</b>			<b>-</b>

The following **SCR911** claims have been approved by the General Manager, in accordance with the authority granted by the Board of Directors, and submitted to the County Auditor/Controller for payment from the **SCMRS Salaries/Benefits Budget** for the period of October 1, 2023 through January 31, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
7-Sep	PERS	September 2023 health premium	2,603.46
10-Oct	PERS	October 2023 health premium	2,603.46
10-Nov	PERS	November 2023 health premium	2,603.46
11-Dec	PERS	December 2023 health premium	2,603.46
10-Jan	PERS	January 2024 health premium	2,889.24
<b>AUDITOR GRAND TOTAL</b>			<b>13,303.08</b>

The following **SCR911** claims **under \$20,000** have been approved by the General Manager without prior Board of Directors action, and submitted to the County Auditor/Controller for payment from the **Debt Service Budget** for the period of October 1, 2023 through January 31, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
20-Dec	Central Bank	SCMRS 3rd quarter debt payment - interest	\$7,224.28
<b>AUDITOR GRAND TOTAL</b>			<b>7,224.28</b>

The following **SCR911** claims **over \$20,000** have been approved by the General Manager, in accordance with the authority granted by the Board of Directors, and submitted to the County Auditor/Controller for payment from the **Debt Service Budget** for the period of October 1, 2023 through January 31, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
7-Nov	Motorola Solutions	P1 CAD principal annual payment	162,513.03
7-Nov	Motorola Solutions	P1 CAD interest annual payment	20,396.81
1-Dec	Bank of New York	FY 23 24 1st quarter LRB interest payment	56,281.26
20-Dec	Central Bank	RMS 3rd quarter principal debt payment	35,260.20
<b>AUDITOR GRAND TOTAL</b>			<b>274,451.30</b>

The following **SCR911** contracts/purchase orders (over \$2,500 but under \$20,000) have been approved by the General Manager, in accordance with the authority granted by the Board of Directors for the period of: October 1, 2023 through January 31, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
8-Jan	Higher Ground	Capture 911 recorder and professional services	28,966.00
18-Sep	CDW	Generator annual service and support	6821.60
<b>AUDITOR GRAND TOTAL</b>			<b>\$35,787.60</b>



**SANTA CRUZ REGIONAL 9-1-1**  
495 Upper Park Rd, Santa Cruz, CA 95065  
831.471.1000 Fax 831.471.1010  
[www.scr911.org](http://www.scr911.org)  
Amethyst Uchida, General Manager

Date: February 5, 2024  
To: Board of Directors, Santa Cruz Regional 9-1-1  
From: Amethyst Uchida, General Manager  
Subject: Item 4.4, Claims from the General Manager

The following is an accounting of the General Manager's reimbursable expenses for the period of October 1, 2023 thru January 31, 2024

<b>DATE</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>
21-Nov	Per diem-County Coordinator forum/NG911 task force meeting	\$ 122.00
21-Nov	Mileage to Sacramento - County Coordinator Forum	\$ 195.58
7-Dec	Mileage to Monterey - Calpelra conference-11/14/23	\$ 50.83
26-Dec	1st half FY 23 24 miscellaneous mileage	\$ 102.97
	<b>Total</b>	<b>\$ 471.38</b>



DATE: February 14, 2024  
TO: Board of Directors, SCR 9-1-1  
FROM: Amethyst Uchida, General Manager  
SUBJECT: Item 4.5, Current SCR9-1-1 Dispatchers

**RECOMMENDATION**

**Accept and file a listing of current SCR 9-1-1 dispatchers.**

**DISCUSSION**

As of February 14, 2024, there are 34.5 occupied FTE in the dispatcher classifications. Of these, six (6) are in the training program and one (1) is on a leave of absence.

Since your last Board meeting, in addition to the two resignations of fully trained dispatchers mentioned in the last letter, we received a third resignation of a fully trained dispatcher earlier this month. A trainee dispatcher also resigned in January. Finally, one full time dispatcher transitioned to a job share position and one dispatcher transitioned into the Admin Analyst position.

We have three applicants in background for Public Safety Dispatcher Trainee, with our next Academy scheduled to begin on March 18, 2024.

**CURRENT SCR9-1-1 DISPATCHERS**

NAME	SENIORITY DATE			SALARY STEP	COMMENTS (X = BILINGUAL)
	MO	DAY	YEAR		
SUMNER, Dave	1	2	1996	8	Dispatcher II
SHERWOOD, Melanie	11	2	1999	8	Dispatcher II
MARIZETTE, Abigail	8	12	2002	8	Dispatcher III X
FAROTTE, Lyndsay	7	3	2006	8	Dispatcher III
MELLO, Eric	2	9	2008	8	Dispatcher II
LOFTIN, Gina	7	14	2008	8	Dispatcher III
DAVIDSON, Andrew	10	1	2011	8	Dispatcher III
HIGGINS, Kristal	10	1	2011	8	Dispatcher II
SAVELL, Billie	2	29	2012	8	Dispatcher II (JS=0.5 FTE)
FLORES, German	5	21	2012	8	Dispatcher II X
CASTRO, Annie	2	11	2013	8	Dispatcher III
BIRKETT, Michael	8	6	2013	8	Dispatcher II (JS=0.5 FTE)
SANCHEZ, Areli	9	2	2013	8	Dispatcher III X
MAGGIO, Jennifer	12	9	2013	8	Dispatcher III
MAC MULLAN, Abigail	4	14	2016	7	Dispatcher II (JS=0.5 FTE)
ESCOBAR, Anne	6	20	2016	8	Dispatcher II (JS=0.5 FTE)
RIOS, Ariana	6	20	2016	8	Dispatcher III X
PRECIADO, Samantha	12	5	2016	8	Dispatcher II
CORLEY, Dillon	12	5	2016	8	Dispatcher II
ZEPEDA, Paola	8	1	2018	8	Dispatcher II X
TORRES, Maria (Rose)	8	1	2018	8	Dispatcher II X
HEBERER, Cooper	11	19	2018	4	Dispatcher II
ROMAN, Isaias	1	10	2022	5	Dispatcher II
MURAKAMI, Magdalena	1	10	2022	5	Dispatcher II
CERRITOS, Elian	3	7	2022	3	Dispatcher II X
PARKER, Jack	10	3	2022	4	Dispatcher II
THIND, Simran	10	3	2022	2	Dispatcher II
SEYFFERT, Skylar	2	20	23	1	Dispatcher I
STIVALA, Anne	2	20	23	2	Dispatcher I
MORRIS, Jacqueline	2	20	23	1	Dispatcher II
RAYA-CERVANTES, Sandra	2	20	23	1	Dispatcher I X
WHITTLE, Bailey	3	18	23	5	Dispatcher II (JS=0.5 FTE)
LA MAR, Sheena	8	21	23	8	Dispatcher II
GARCIA, Ashley	9	18	23	1	Dispatcher I X
OLSON, Kylie	9	18	23	1	Dispatcher I
MARTINEZ, Kathy	9	18	23	1	Dispatcher I X
HENDERSON, Austin	10	24	23	1	Dispatcher II

**37 Total Number of Dispatchers/Dispatcher Assistants**  
**34.5 FTE Occupied**

**CURRENT SCR9-1-1 EXTRA HELP DISPATCHERS**

NAME	SENIORITY DATE			SALARY STEP	COMMENTS (X = BILINGUAL)
	MO	DAY	YEAR		
OBERDORFER, Lisa				8	Dispatcher II
CONNER, Val				8	Dispatcher II
ESTRADA, Natalya				2	Dispatcher II
O'NEAL, Bryon				3	Dispatcher II



DATE: February 15, 2024  
TO: Board of Directors, SCR 9-1-1  
FROM: Wolff Bloss, Systems Manager  
SUBJECT: Item 4.6, Professional Services Agreement with DELTAWRX

**RECOMMENDATION**

**Authorize the General Manager to execute a contract between DELTAWRX and SCR9-1-1 for professional services to develop a Request for Proposals for the procurement of a law records system**

**DISCUSSION**

The Santa Cruz Metropolitan Records System members desire to replace their law records systems with a modern shared system. An RFP seeking professional services to for a consultant to develop an RFP for a shared law records management system was released on December 18<sup>th</sup>, 2023. Six proposals were received and evaluated. After scoring by an evaluation committee on several criteria including cost, DELTAWRX was selected as the top response.

**FISCAL IMPACT**

The contract is for a fixed fee of \$71,209. Funds for this project are available in the FY 23/24 SCMRS budget.

Approved By: Amethyst Uchida, General Manager



## INDEPENDENT CONTRACTOR AGREEMENT

This Contract, which is effective on the date it is fully executed, is between the SANTA CRUZ CONSOLIDATED EMERGENCY COMMUNICATIONS CENTER JPA, d.b.a. SANTA CRUZ REGIONAL 9-1-1, hereinafter called SCR9-1-1, and DELTAWRX, LLC, a California limited liability company, hereinafter called CONTRACTOR. The parties agree as follows:

1. **DUTIES.** CONTRACTOR agrees to exercise special skill to accomplish the following results: Develop a Request for Proposals (RFP) for the purposes of procuring a law enforcement Records Management System (RMS) for use by a multi-agency consortium known as Santa Cruz Metro Records System (SCMRS) and including the Santa Cruz County Sheriff's Office, Capitola Police Department, Santa Cruz Police Department, and Watsonville Police Department (hereinafter "the project"). The project is more fully described in the DELTAWRX Proposal for Professional Services attached hereto as Exhibit "A". Key components to developing the RFP include: Review materials used in a previous procurement process; conduct a needs assessment of the law enforcement records functions and processes for the participating agencies; work closely with stakeholders to create a comprehensive requirements document; develop selection criteria and an evaluation plan for ranking and selecting proposed solutions; and produce a comprehensive RFP to be used in solicitation of a Law RMS.

2. **COMPENSATION.** In consideration for CONTRACTOR accomplishing said result, SCR9-1-1 agrees to pay CONTRACTOR as follows: Payment not to exceed total sum of \$71,209 based on the CONTRACTOR's "Table 2. Costs by Task and Estimated Hours per Task" as described on page 30 of Exhibit "A". Payments shall be made as per the Tasks and Deliverables Payment Schedule attached hereto as Exhibit "B". Invoices will be processed for payment and paid within forty-five (45) days after receipt. Approval of invoices will be dependent upon execution of the tasks and receipt of associated deliverables.

3. **TERM.** The term of this Contract shall be: from the effective date of the agreement for a period not to exceed twelve (12) months unless extended by agreement of both parties.

4. **EARLY TERMINATION.** Either party hereto may terminate this Contract at any time by giving thirty (30) days' written notice to the other party.

5. **ADDITIONAL SERVICES.** SCR9-1-1 may request CONTRACTOR to perform additional services outside the scope of the proposal included as Exhibit A. In such event, CONTRACTOR will prepare an estimate of the time and fees necessary to complete the additional work. CONTRACTOR shall not initiate any additional work without the authorization of SCR9-1-1. Authorization of additional work shall be given in the form of a change order signed by both parties.

6. **INDEMNIFICATION FOR DAMAGES, TAXES AND CONTRIBUTIONS.** To the fullest extent permitted by applicable law, CONTRACTOR shall exonerate, indemnify, defend, and hold harmless SCR9-1-1 (which for the purpose of paragraphs 6 and 7 shall include, without limitation, its officers, agents, employees and volunteers) from and against:

A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which SCR9-1-1 may sustain or incur or which may be imposed upon it as a result of, arising out of, or in any manner connected with the CONTRACTOR'S performance under the terms of this Contract, excepting any liability arising out of the sole negligence of SCR9-1-1. Such indemnification includes any damage to the person(s), or property(ies) of CONTRACTOR and third persons.

B. Any and all Federal, State, and Local taxes, charges, fees, or contributions required to be paid with respect to CONTRACTOR and CONTRACTOR'S officers, employees and agents engaged in the performance of this Contract (including, without limitation, unemployment insurance, social security and payroll tax withholding).

7. **INSURANCE.** CONTRACTOR, at its sole cost and expense, for the full term of this Contract (and any extensions thereof), shall obtain and maintain, at minimum, compliance with all of the following insurance coverage(s) and requirements. Such insurance coverage shall be primary coverage as respects SCR9-1-1 and any insurance or self-insurance maintained by SCR9-1-1 shall be considered in excess of CONTRACTOR'S insurance coverage and shall not contribute to it. If CONTRACTOR normally carries insurance in an amount greater than the minimum amount required by SCR9-1-1 for this Contract, that greater amount shall become the minimum required amount of insurance for purposes of this Contract. Therefore, CONTRACTOR hereby acknowledges and agrees that any and all insurances carried by it shall be deemed liability coverage for any and all actions it performs in connection with this Contract. Insurance is to be obtained from insurers reasonably acceptable to SCR9-1-1.

If CONTRACTOR utilizes one or more subcontractors in the performance of this Contract, CONTRACTOR shall obtain and maintain Contractor's Protective Liability insurance as to each subcontractor or otherwise provide evidence of insurance coverage from each subcontractor equivalent to that required of CONTRACTOR in this Contract, unless CONTRACTOR and SCR9-1-1 both initial here \_\_\_\_ / \_\_\_\_.

**A. Types of Insurance and Minimum Limits**

(1) Workers' Compensation Insurance in the minimum statutorily required coverage amounts. This insurance coverage shall be required unless the CONTRACTOR has no employees and certifies to this fact by initialing here \_\_\_\_\_.

(2) Automobile Liability Insurance for each of CONTRACTOR'S vehicles used in the performance of this Contract, including owned, non-owned (e.g. owned by CONTRACTOR'S employees), leased or hired vehicles, in the minimum amount of \$500,000 combined single limit per occurrence for bodily injury and property damage. This insurance coverage is required unless the CONTRACTOR does not drive a vehicle in conjunction with any part of the performance of this Contract and CONTRACTOR and SCR9-1-1 both certify to this fact by initialing here \_\_\_\_ / \_\_\_\_.

(3) Comprehensive or Commercial General Liability Insurance coverage at least as broad as the most recent ISO Form CG 00 01 with a minimum limit of \$1,000,000 per occurrence, and \$2,000,000 in the aggregate, including coverage for: (a) products and completed operations, (b) bodily and personal injury, (c) broad form property damage, (d) contractual liability, and (e) cross-liability.

(4) Professional Liability Insurance in the minimum amount of \$ 1,000,000 combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and SCR9-1-1 \_\_\_\_ / \_\_\_\_.

**B. Other Insurance Provisions**

(1) If any insurance coverage required in this Contract is provided on a "Claims Made" rather than "Occurrence" form, CONTRACTOR agrees that the retroactive date thereof shall be no later than the date first written above (in the first paragraph on page 1), and that it shall maintain the required coverage for a period of three (3) years after the expiration of this Contract (hereinafter "post Contract

coverage”) and any extensions thereof. CONTRACTOR may maintain the required post Contract coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post Contract coverage being both available and reasonably affordable in relation to the coverage provided during the term of this Contract. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Contract in order to purchase prior acts or tail coverage for post Contract coverage shall be deemed to be reasonable.

(2) All policies of Comprehensive or Commercial General Liability Insurance shall be endorsed to cover SCR9-1-1, its officials, employees, agents and volunteers as additional insureds with respect to liability arising out of the work or operations and activities performed by or on behalf of CONTRACTOR, including materials, parts or equipment furnished in connection with such work or operations. Endorsements shall be at least as broad as ISO Form CG 20 10 11 85, or both CG 20 10 10 01 and CG 20 37 10 01, covering both ongoing operations and products and completed operations.

(3) All required policies shall be endorsed to contain the following clause:  
“This insurance shall not be canceled until after thirty (30) days’ prior written notice (10 days for nonpayment of premium) has been given to:

Amethyst Uchida, General Manager  
SCR9-1-1  
495 Upper Park Rd  
Santa Cruz, CA 95065  
amethyst@scr911.org

Should CONTRACTOR fail to obtain such an endorsement to any policy required hereunder, CONTRACTOR shall be responsible to provide at least thirty (30) days’ notice (10 days for nonpayment of premium) of cancellation of such policy to SCR9-1-1 as a material term of this Contract.

(4) CONTRACTOR agrees to provide its insurance broker(s) with a full copy of these insurance provisions and provide SCR9-1-1 on or before the effective date of this Contract with Certificates of Insurance and endorsements for all required coverages. However, failure to obtain the required documents prior to the work beginning shall not waive the CONTRACTOR’s obligation to provide them. All Certificates of Insurance and endorsements shall be delivered or sent to:

Amethyst Uchida, General Manager  
SCR9-1-1  
495 Upper Park Rd  
Santa Cruz, CA 95065  
amethyst@scr911.org

(5) CONTRACTOR hereby grants to SCR9-1-1 a waiver of any right of subrogation which any insurer of said CONTRACTOR may acquire against SCR9-1-1 by virtue of the payment of any loss under such insurance. CONTRACTOR agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not SCR9-1-1 has received a waiver of subrogation endorsement from the insurer.

**8. EQUAL EMPLOYMENT OPPORTUNITY.** During and in relation to the performance of this Contract, CONTRACTOR agrees as follows:

A. The CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, creed, religion, national origin, ancestry, physical or mental disability, medical condition (including cancer-related and genetic characteristics), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to, the following: recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.

B. If this Contract provides compensation in excess of \$50,000 to CONTRACTOR and if CONTRACTOR employs fifteen (15) or more employees, the following requirements shall apply:

(1) The CONTRACTOR shall, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to race, color, creed, religion, national origin, ancestry, physical or mental disability, medical condition (including cancer-related and genetic characteristics), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to, the following: recruitment; advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. In addition, the CONTRACTOR shall make a good faith effort to consider Minority/Women/Disabled Owned Business Enterprises in CONTRACTOR'S solicitation of goods and services. Definitions for Minority/Women/Disabled Owned Business Enterprises for the purposes of this agreement are available from Santa Cruz County's General Services Purchasing Division.

(2) In the event of the CONTRACTOR'S non-compliance with the non-discrimination clauses of this Contract or with any of the said rules, regulations, or orders said CONTRACTOR may be declared ineligible for further contracts with SCR9-1-1.

(3) The CONTRACTOR shall cause the foregoing provisions of subparagraphs 8B(1) and 8B(2) to be inserted in all subcontracts for any work covered under this Contract by a subcontractor compensated more than \$50,000 and employing more than fifteen (15) employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

**9. INDEPENDENT CONTRACTOR STATUS.** CONTRACTOR and SCR9-1-1 have reviewed and considered the principal test and secondary factors below and agree that CONTRACTOR is an independent contractor and not an employee of SCR9-1-1. CONTRACTOR is responsible for all insurance (workers' compensation, unemployment, etc.) and all payroll related taxes. CONTRACTOR is not entitled to any employee benefits. SCR9-1-1 agrees that CONTRACTOR shall have the right to control the manner and means of accomplishing the result contracted for herein.

**PRINCIPAL TEST:** The CONTRACTOR rather than SCR9-1-1 has the right to control the manner and means of accomplishing the result contracted for.

**SECONDARY FACTORS:** (a) The extent of control which, by agreement, SCR9-1-1 may exercise over the details of the work is slight rather than substantial; (b) CONTRACTOR is engaged in a distinct occupation or business; (c) In the locality, the work to be done by CONTRACTOR is usually done by a specialist without supervision, rather than under the direction of an employer; (d) The skill required in the particular occupation is substantial rather than slight; (e) The CONTRACTOR rather than SCR9-1-1 supplies the instrumentalities, tools and work place; (f) The length of time for which CONTRACTOR is engaged is of limited duration rather than indefinite; (g) The method of payment of CONTRACTOR is by the job rather than by the time; (h) The work is part of a special or permissive activity, program, or project,

rather than part of the regular business of SCR9-1-1; (i) CONTRACTOR and SCR9-1-1 believe they are creating an independent contractor relationship rather than an employer-employee relationship; and (j) SCR9-1-1 conducts public business.

It is recognized that it is not necessary that all secondary factors support creation of an independent contractor relationship, but rather that overall there are significant secondary factors that indicate that CONTRACTOR is an independent contractor.

By their signatures on this Contract, each of the undersigned certifies that it is his or her considered judgment that the CONTRACTOR engaged under this Contract is in fact an independent contractor.

**10. NONASSIGNMENT.** CONTRACTOR shall not assign the Contract without the prior written consent of the SCR9-1-1.

**11. ACKNOWLEDGMENT.** CONTRACTOR shall acknowledge in all reports and literature that the SCR9-1-1 Board of Directors has provided funding to the CONTRACTOR.

**12. RETENTION AND AUDIT OF RECORDS.** CONTRACTOR shall retain records pertinent to this Contract for a period of not less than five (5) years after final payment under this Contract or until a final audit report is accepted by SCR9-1-1, whichever occurs first. CONTRACTOR hereby agrees to be subject to the examination and audit by the Auditor for SCR9-1-1, the Santa Cruz County Auditor-Controller-Treasurer-Tax Collector, the Auditor General of the State of California, or the designee of any for a period of five (5) years after final payment under this Contract.

**13. ATTACHMENTS.** Should a conflict arise between the language in the body of this Contract and any attachment to this Contract, the language in the body of this Contract controls. This Contract includes the following attachments:

DELTAWRX Proposal for Professional Services to Develop a Request for Proposals for a Multi-Agency Law Enforcement Records Management System as Exhibit A

Payment Schedule - Tasks and Deliverables as Exhibit B

**14. NON-BINDING UNTIL APPROVED.** Regardless of whether this Contract has been signed by all parties, if the total compensation identified in Paragraph 2 of this Contract is greater than \$35,000, this Contract is not binding on any party until the Contract has been approved by the Santa Cruz Regional 9-1-1 Board of Directors.

**15. MISCELLANEOUS.** This written Contract, along with any attachments, is the full and complete integration of the parties' agreement forming the basis for this Contract. The parties agree that this written Contract supersedes any previous written or oral agreements between the parties, and any modifications to this Contract must be made in a written document signed by all parties. The unenforceability, invalidity or illegality of any provision(s) of this Contract shall not render the other provisions unenforceable, invalid or illegal. Waiver by any party of any portion of this Contract shall not constitute a waiver of any other portion thereof. Any arbitration, mediation, or litigation arising out of this Contract shall occur only in the County of Santa Cruz, notwithstanding the fact that one of the contracting parties may reside outside of the County of Santa Cruz. This Contract shall be governed by, and interpreted in accordance with, California law.

SIGNATURE PAGE

**INDEPENDENT CONTRACTOR AGREEMENT**

IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

**CONTRACTOR NAME**

**SANTA CRUZ REGIONAL 9-1-1**

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

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

\_\_\_\_\_  
PRINTED

\_\_\_\_\_  
PRINTED

Company Name:

Address:

Telephone:

Fax:

Email:

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Attorney for Santa Cruz Regional 9-1-1



EXHIBIT A



Proposal to Provide:  
**Professional Services to Develop a  
Request for Proposals for a Multi-Agency  
Law Enforcement Records Management System**

Response to:  
**RFP 23-12-001**

**Updated Response: February 14, 2024**





21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
(818) 227-9300   
(818) 227-9301   
[bhudson@deltawrx.com](mailto:bhudson@deltawrx.com)  
[www.deltawrx.com](http://www.deltawrx.com)

February 14, 2024

Wolff Bloss  
Systems Division Manager  
Santa Cruz Regional 9-1-1  
495 Upper Park Rd  
Santa Cruz, CA 95065

Dear Mr. Bloss:

DELTAWRX is pleased to submit our updated proposal provide professional services to assist the Santa Cruz Metro Records System (“SCMRS”) and Santa Cruz Regional 9-1-1 (“SCR9-1-1”) with developing a Request for Proposals (“RFP”) for a multi-agency law Records Management System (“RMS”). Our response is based on the information contained in RFP No. 23-12-001 dated December 18, 2023, publicly available minutes from SCR9-1-1 Board of Directors meetings, Addendum 1 published January 9, 2024 and our experience completing similar engagements.

Section 1.0 of this proposal provides a description of DELTAWRX’s organizational structure and history and demonstrates our experience developing Requests for Proposals for public safety systems and implementation projects, as well as our knowledge and understanding of public safety technology, operations, standards and regulations.

By partnering with DELTAWRX, SCMRS and SCR9-1-1 will be able to leverage the experience, knowledge and best practices we have gained from assisting hundreds of agencies on more than 200 strategic planning, technology procurement and organizational effectiveness engagements. To ensure that SCMRS and SCR9-1-1 meet or exceed the desired goals from this engagement, DELTAWRX offers:

- A California-based firm with vast California experience and expertise in managing public safety system assessments, procurements, implementations and related projects to over 30 cities, counties and regional consortiums in the state over the past 24 years





- A national footprint of successfully managing over 70 public safety system assessment and replacement projects for comparable jurisdictions, including nearby RMS procurements in Northern California with the City of Salinas, City of Santa Clara, City of Milpitas, City and County of Napa, and Yuba County as well as multi-agency RMS replacements for jurisdictions including DuPage County, Illinois, Stearns County, Minnesota and Black Hawk County, Iowa
- In-depth knowledge base of law enforcement and records operations
- Familiarity with the market for public safety technology, including vendor histories, their progress addressing challenges they have faced in the past, current products and future roadmaps
- Experienced and long-tenured consultants with strong research, analytical, facilitation and communication skills

The proposed workplan in Section 2.0 describes our approach to fulfilling SCMRS' and SCR9-1-1's desired objectives. While we tailor our approach to reflect the unique needs of our clients, every project embodies the following key elements:

- **Independence.** Objectivity is critical to ensuring the optimal outcome to any DELTAWRX engagement. We carefully guard our reputation for independence and objectivity so that our clients know they are receiving recommendations and guidance that reflect their unique business needs and the best possible outcomes for their organizations.
- **High Quality Deliverables.** DELTAWRX prides itself on its outstanding work and will never take a shortcut or compromise quality. With nearly all our clients being public sector agencies, we realize that our work product often appears in the public domain, so we are careful to ensure that our deliverables are of the highest quality.
- **Collaboration.** We believe that the best engagements are those with as few surprises as possible. We involve our clients in every step of the project to ensure that our work is consistent with expectations and our recommendations are practical and feasible.
- **Stakeholder Engagement.** Stakeholder engagement is critical for a successful technology project and DELTAWRX works with our clients to ensure that we reach out to appropriate stakeholders, including end-users, support teams, leadership teams and data consumers, among others. We will always conduct more interviews if we discover previously unidentified stakeholders or find that we have gaps in our information.

DELTAWRX is a completely objective and independent firm.

We do not accept payment from or conduct projects for private sector entities with business ties to any public safety software providers.

- **Holistic Approach.** Technology does not exist in a vacuum and must be considered within a broader organizational context. DELTAWRX adopts a systems approach to assessing technology and considers the relationship between technology and culture, leadership, organizational structure, human resource practices, policies, formal and informal procedures.
- **Flexibility.** Working exclusively with public safety and criminal justice agencies, we understand the need to build trust and rapport with end users, as well as the need to accommodate shift schedules and unanticipated events. While DELTAWRX creates detailed project timelines and plans, we will also adapt to the unique needs of SCMRS and SCR9-1-1.

We introduce proposed project team members in Section 3.0 where you will also find their resumes. All DELTAWRX consultants:

- Are full-time, and long-time, employees of DELTAWRX or have equivalent consulting experience
- Possess exceptional analytic and communication skills
- Have experience assisting public safety agencies with technology assessment, procurement and implementation projects
- Will be assigned to the project for the duration of our relationship with SCMRS and SCR9-1-1

We hope you will confirm our commitment to client service by contacting our references in Section 4.0. Client success is our highest priority and we have built a reputation for outstanding customer service by exceeding client expectations and taking extra steps to ensure that project outcomes yield beneficial results.

We are confident you will find that DELTAWRX is best qualified to assist SCMRS and SCR9-1-1 with this engagement. If you have any questions, please feel free to contact either Michael Thayer at (310) 722-1745 or [mthayer@deltawrx.com](mailto:mthayer@deltawrx.com) or me at (213) 247-2243 or [bhudson@deltawrx.com](mailto:bhudson@deltawrx.com). We are each the Partners and co-founders of DELTAWRX and are authorized to make representations for the firm.

Very truly yours,



Brian Hudson  
Partner



**Proposal to Provide  
Professional Services for RFP Development for  
Santa Cruz Metro Records System and Santa Cruz Regional 9-1-1**

**Table of Contents**

**Cover Letter**

<b>1.0 About DELTAWRX.....</b>	<b>1</b>
<b>2.0 Understanding of the Project and Proposed Workplan .....</b>	<b>8</b>
<b>3.0 Project Consultants .....</b>	<b>19</b>
<b>4.0 References .....</b>	<b>24</b>
<b>5.0 Proposed Fees .....</b>	<b>30</b>
<b>6.0 Complete List of CAD/RMS Procurements .....</b>	<b>32</b>
<b>7.0 Conclusion.....</b>	<b>35</b>

## 1.0 ABOUT DELTAWRX

DELTAWRX is a management consulting firm that has successfully provided public safety technology consulting services to hundreds of agencies throughout the United States. Our mission is to:

*“Provide the highest level of service and expertise to assist our public safety and general government clients in cost effectively utilizing technology to protect their personnel and communities.”*

DELTAWRX is a limited liability partnership led by co-founders Michael Thayer and Brian Hudson. Formerly Thayer Consulting, DELTAWRX was founded in 2000. DELTAWRX has a flat organizational structure consisting of the partners and our team of senior consultants. We provide information regarding the consultants who we may assign to this engagement in Section 3.0

SCMRS and SCR9-1-1 will benefit from the 24 years DELTAWRX has consulted almost exclusively with public safety and criminal justice agencies. SCMRS and SCR9-1-1 will be able to leverage the experience, knowledge and best practices DELTAWRX has gained from assisting over hundreds of public safety agencies on over 200 strategic planning, technology procurement and organizational effectiveness engagements. The depth and breadth of our experience and knowledge provides a strong foundation that will enable a productive start to the engagement, informed analysis, feedback and recommendations, a streamlined procurement process and a successful system implementation.

Since our founding in 2000, DELTAWRX has assisted hundreds of public safety agencies on over 200 strategic planning, technology procurement and organizational effectiveness engagements.

### 1.1 Depth of Experience

DELTAWRX has managed over 70 technology procurements for public safety and criminal justice agencies. Section 7.0 contains a full list of DELTAWRX’s public safety system (CAD/RMS) procurement projects. Through these engagements, as well as our engagements involving operational assessments and strategic technology planning, we have developed a strong knowledge base of the core software, interfaces, equipment and other technology supporting public safety operations. We are knowledgeable about the market for public safety technology, including its history, the vendors and technological trends. Having evaluated proposals and negotiated contracts with almost

every vendor in the industry, we are well informed on current product offerings, factors differentiating the vendors and pricing models.

DELTAWRX also has a deep understanding of public safety operations. We have documented and analyzed hundreds of workflows and data flows for and between law enforcement, fire, EMS, communications and corrections agencies as well as other criminal justice agencies. We have provided incisive assessments of culture, business processes, policies, human resource and staffing practices and

Each DELTAWRX technology procurement engagement has included one or more of the following core products:

- Computer Aided Dispatch
- Mobile Computing
- Law Records Management System (including incident reporting)
- Corrections Management System
- Civil Process Application
- Fire Records Management System
- Electronic Patient Care Reporting System
- Fire Station Alerting System
- Court Case Management System
- Attorney Case Management System
- Probation Case Management System

organizational structure, along with the impact of these elements on technology and vice versa. We stay current on changes in laws, regulations and standards that impact public safety operations and technology needs. We transfer this knowledge to our clients as they assess business needs, evaluate systems, implement public safety technology and adapt their business practices to fully leverage their new technology.

## 1.2 Breadth of Experience

DELTAWRX has worked with a range of public safety and criminal justice disciplines on a variety of projects across the United States, which allows us to understand the broader environments in which our clients operate. In addition to technology assessments, procurements and implementations, we have worked on a variety of project types including:

- Strategic planning
- Operational assessments
- Governance for multi-agency operations

DELTAWRX clients include:

- Law Enforcement Agencies
- Fire Departments
- Public EMS Providers
- Communications Centers
- Corrections Agencies
- District Attorney Offices
- Probation Departments
- Courts

- Communications center feasibility studies
- Staffing studies

The breadth of this experience has resulted in a strong knowledge base of technology, operations, and workflows and the connections among the public safety and criminal justice disciplines. We can speak knowledgably with personnel in all roles and levels, share best practices with our clients and draw on our knowledge base to provide feasible, practical and proven recommendations.

### 1.3 California Experience

DELTAWRX has experience working with a wide variety of California agencies. We have assisted over 30 California cities, counties and regional consortiums with public safety system assessments, procurements, implementations and related projects.

**Figure 1. DELTAWRX California Clients**

Cities	Counties
City of Anaheim	Los Angeles County
City of Berkeley	Madera County
City of Beverly Hills	Marin County
City of Burbank	Monterey County
City of Carlsbad	Napa County
City of Chowchilla	Sacramento County
City of Fremont	Santa Barbara County
City of Hayward	Santa Clara County
City of Long Beach	San Francisco County
City of Madera	Shasta County
City of Milpitas	Stanislaus County
City of Modesto	Ventura County
City of Napa	Yuba County
City of Newark	
City of Pasadena	
City of Redding	
City of Salinas	
City of Santa Barbara	
City of Santa Clara	
City of San Francisco	
City of Visalia	
City of Union City	
City of Westminster	
	Regional Consortiums and Other Jurisdictions
	Bay Area Air Quality Management District (BAAQMD)
	Consolidated Fire Agencies of East Valley (CONFIRE)
	Los Angeles Regional Interoperable Communication Systems (LA-RICS)
	Marin Emergency Radio Authority (MERA)
	Next Generation Radio Project (NGEN)
	Orange County Fire Authority
	San Francisco International Airport (SFO)
	Stanislaus Regional 9-1-1
	Yolo Emergency Communication Agency (YECA911)

On these projects, we have kept abreast of legislative changes that impact technology portfolios, data collection and sharing requirements. Our experience includes helping clients navigate California-specific project issues including CIBRS and RIPA-compliance as well as CA DOJ CLETS certification.

## 1.4 DELTAWRX Core Competencies

DELTAWRX is proud of the reputation for excellence that we have built over the past 24 years. We have earned this reputation through the high quality of services and deliverables that we provide our clients and the core competencies discussed in the following paragraphs. For each listed core competency, we provide a description of how we apply it in our work and how the competency benefits SCMRS and SCR9-1-1.

### DELTAWRX Core Competencies

- Breadth and depth of experience and knowledge
- Reputation for independence and objectivity
- Tailored approach to each engagement
- Projects staffed with experienced consultants for duration of engagement
- Exceptional communication skills
- Strong analytical skills
- Thoroughness

### **Breadth and depth of experience and knowledge**

Clients can leverage the knowledge of public safety operations, technology and market offerings that DELTAWRX has gained over 24 years of consulting in this industry. We have worked with every discipline of public safety, large and small agencies and individual agencies and consortiums. We understand the operations of each discipline as well as how they interact with each other.

- We will share this experience and knowledge with SCMRS and SCR9-1-1 to help make the optimal decisions for the region's public safety agencies.
- Since we understand operations, regulations, commonly used acronyms and jargon, stakeholders can tell us about their unique challenges and opportunities without needing to explain the basics to us first.

### **Reputation for independence and objectivity**

We carefully guard our reputation for independence and objectivity. DELTAWRX has no prior or current conflicts of interest with third-party software manufacturers, or any company that provides software, hardware or equipment to the public safety and

criminal justice community. None of our consultants has ever worked for a technology vendor in this industry.

- DELTAWRX's priority is ensuring that SCMRS and SCR9-1-1 receives the products and/or services that best meet the needs of its stakeholders.
- We will provide SCMRS and SCR9-1-1 with information and recommendations to assist it with making the best decisions for the agencies it represents.
- Vendors appreciate our insistence on objectivity during system evaluations; no vendor has ever protested a procurement that we managed.

### **Tailored approach to each engagement**

DELTAWRX employs proven methodologies that have been honed after 24 years of providing consulting for strategic planning, technology procurement and organizational assessment engagements. However, we realize that every client is unique, and we tailor our approach and deliverables to meet the needs of individual clients. We work hard to ensure that we understand and address the business problem that our clients are trying to solve.

- SCMRS and SCR9-1-1 will receive assessments, recommendations and deliverables that are aligned with its respective organizational goals and business needs.
- SCMRS and SCR9-1-1 will receive recommendations that are practical, feasible and implementable.

### **Projects staffed with experienced consultants for the duration of the project**

DELTAWRX is proud to have developed a staff of experienced consultants dedicated to working for the public sector, specifically public safety and criminal justice agencies. Most consultants have been with the company for over 15 years; our most recent hire has 14 years of consulting experience, much of which has been in the public sector.

- SCMRS and SCR9-1-1 will partner with a DELTAWRX consulting team that has a history of working together on past projects and that will be assigned to the project for the duration of our relationship.
- Our team approach provides project continuity; if one member is not available due to personal obligations or illness, the project continues seamlessly.
- SCMRS and SCR9-1-1 will be able to rely on the team for a historical understanding of the project from its inception through completion.



### **Exceptional communication and facilitation skills**

DELTAWRX consultants have a reputation for being able to communicate with individuals at all levels of the organization. We value active listening skills and are equally comfortable speaking with agency personnel, executive leadership, elected leaders and technical resources. We possess exceptional skills in effectively communicating complex technology concepts in a manner that resonates with agency leadership, elected officials and agency employees.

- We quickly develop a rapport with stakeholders, which allows us to elicit information from people who might otherwise be reticent to share critical material.
- End-users feel listened to when they see their concerns and needs reflected and addressed at various project stages (e.g., needs assessment, functional requirements, evaluation plan development).
- We effectively communicate with all stakeholders in a manner that reflects their different interests in technical detail and can advocate for solutions that benefit the region's public safety stakeholders.
- We are skilled facilitators and have a reputation for achieving consensus, understanding and agreement among diverse stakeholder groups to find solutions that benefit the community as a whole rather than one specific group.

### **Strong analytical skills**

Through experience and education, DELTAWRX consultants have strong analytical and critical thinking skills. All potentially assigned DELTAWRX consultants possess MBA, MPA or PhD degrees. This advanced education has afforded our staff skills and training in active listening, quantitative and qualitative data analysis and strategic approaches to problem solving. We can see the bigger picture and understand complex connections without losing sight of important details.

- SCMRS and SCR9-1-1 will receive critical assessments of the current environment and needs, leading to improved outcomes in the future.
- DELTAWRX will find the root causes for any organizational challenges SCMRS and SCR9-1-1 may be facing with respect to its technology applications.
- DELTAWRX will use the correct set of tools to address SCMRS and SCR9-1-1's challenges and needs.

### **Thoroughness**

DELTAWRX does not issue change orders unless the client requests a significant change in scope. Our philosophy is that we do what is required to do to fulfill our clients' goals. For example:

- If we do not feel we have all the information we need to accurately answer questions or provide a thorough analysis, we will continue to research the issue. We may need to conduct extra interviews, conduct additional market research or review additional documents.
- We will make additional presentations of findings to stakeholders, which may be agency personnel, City Councilors, County management or the public, among others.

## **2.0 UNDERSTANDING OF THE PROJECT AND PROPOSED WORKPLAN**

### **2.1 Our Understanding of the Project**

In January of 2019, SCR9-1-1 released a Request for Proposals (RFP) for a new Law Enforcement Records Management System (RMS). The Santa Cruz Sheriff's Office (SCSO), Santa Cruz Police Department (SCPD), Watsonville Police Department (WPD) and Capitola Police Department (CPD) were purchasing the system, which SCR9-1-1 would maintain and administer. The RFP resulted in a signed contract between SCR9-1-1 and its selected vendor. From a review of SCR9-1-1 Board meeting minutes, it appears that after challenges with the implementation process, the SCR9-1-1 Board opted to end the relationship with the vendor.

SCR9-1-1 is now leading the effort to procure and install a successful shared RMS on behalf of the participating agencies, collectively known as Santa Cruz Metro Records System (SCMRS). SCR9-1-1 is seeking a consultant that can assist with identifying a solution and vendor that best meets the needs of SCMRS and results in a successful implementation for SCR9-1-1.

Specifically, SCR9-1-1 would like to engage with a qualified consultant to leverage work conducted for the previously released RFP as well as business process reviews that SCR9-1-1 and SCMRS are currently undertaking to develop a new RFP in collaboration with all involved agency personnel.

### **2.2 Proposed Work Plan**

The proposed work plan in this section describes DELTAWRX's approach to providing the services requested in its RFP. DELTAWRX understands that we will collaborate with the SCR9-1-1 Project Team to develop a business process approach for accomplishing project goals. The approach described in the following sections is based on our experience completing engagements of similar scope and magnitude.

While our team will lead tasks to gather data, develop recommendations and deliverables, the tasks in our workplan will be a collaborative effort between DELTAWRX and the SCMRS and SCR9-1-1 teams that will require the availability and active participation of SCMRS and SCR9-1-1 personnel and resources to achieve the desired objectives. We have found the most successful projects are often those during which there are clear and open channels of communication, established roles and responsibilities and engagement from all levels of the participating agencies, and we developed our proposed work plan to ensure these key components are incorporated

throughout the project. We are open to tailoring our proposed approach as long as we remain confident that we follow these best practices.

## 2.3 RFP Development Approach

DELTAWRX will work with the SCR9-1-1 Project Team to develop an RFP for an RMS that reflects the needs of SCMRS and sets the foundation for success in subsequent procurement stages. The following tasks describe how DELTAWRX will leverage previous work completed by SCR9-1-1 and SCMRS to complete the RFP within the desired timeframe.

### Task 1. Hold Project Planning Meeting

To set the foundation for a successful engagement, DELTAWRX will meet with project management staff from SCMRS and SCR9-1-1 to verify our project understanding and ensure that our approach will fulfill expectations. Topics covered during this meeting are:

- Project history and drivers
- Potential risks, constraints and challenges
- Tasks, timelines and milestones
- Stakeholders
- Data sources and preliminary background documentation
- Project governance
- Success criteria

### Task 2. Gather and Review Background Materials

DELTAWRX will gather and review materials that will provide context for this project and help us understand the needs of the agencies. Relevant materials include RFP documentation that is not included with this solicitation, current business process documentation, documentation from the evaluation and negotiation phases of the previous solicitation and anything else that SCMRS and SCR9-1-1 believe is pertinent to this project.

### Task 3. Identify Preliminary Business Needs

DELTAWRX will analyze SCMRS's and SCR9-1-1's current business process documentation to identify high level functional, organizational and technical

business needs and identify additional information to gather during subsequent tasks.

**Task 4. Validate Needs and Requirements**

To ensure that DELTAWRX has a complete understanding of stakeholder needs, we will schedule interviews with stakeholders, subject matter experts from SCMRS and SCR9-1-1 and the involved agencies and technical resources. We will focus on validating the business needs identified by our analysis of the business process documentation and identifying additional requirements that the process documentation did not cover. During the interviews, we will also gather information on organizational needs that may not be addressed by the RFP but should be met to increase the likelihood of successful RMS implementation.

**Task 5. Document Requirements**

DELTAWRX will develop a draft set of functional, technical and organizational requirements for inclusion in the RFP. We will base the requirements on those listed in the previous RFP and the business needs that the SCMRS and SCR9-1-1 Project Team and DELTAWRX identified. Most requirements will be in an Excel spreadsheet in a format that facilitates vendor responses and evaluation of those responses. Other requirements, such as those for interfaces, training, testing and system maintenance will be described in a Word document.

**Task 6. Review Requirements**

To validate that the requirements accurately capture end-user needs, and to develop understanding, buy-in and ownership for the final product, DELTAWRX will schedule review sessions with end-user subject matter experts and technical resources. During these review sessions, we also gather questions that stakeholders would like to explore but do not necessarily equate to requirements. We will organize these questions for inclusion in the RFP, as appropriate.

After the review sessions, DELTAWRX will provide the final document for inclusion in the RFP. The documents will likely be:

- Excel spreadsheet with requirements
- Word document specifying desired interface functionality

- Word document with descriptions of implementation and support requirements
- Word document with questions for inclusion in the RFP

**Task 7. Develop Vendor Selection Criteria**

DELTAWRX will assist the Project Team with identifying the selection criteria and weights that an Evaluation Team will use in evaluating proposed solutions.

DELTAWRX will facilitate a meeting with the Project Team and other relevant stakeholders to develop scoring categories and assign weights. Before the meeting, DELTAWRX will provide a workbook with suggested categories and weights as a place to start the discussion. During the meeting, we will refine the selection criteria and weights, as well as discuss the principles and guidelines for conducting the evaluation. After the meeting, DELTAWRX will develop scoring worksheets and guidelines for the Evaluation Team to use during proposal evaluation.

**Task 8. Prepare Evaluation Plan**

DELTAWRX will work with the Project Team and procurement resources to prepare an Evaluation Plan aligned with relevant procurement policies. The Evaluation Plan will describe the selection criteria and outline the process that the Evaluation Team will follow to ensure a fair and objective evaluation. The process will include proposal evaluation, vendor demonstrations, cost evaluation and reference checks and the plan will include how the Evaluation Team will consider each element. By adhering to the plan, the Evaluation Team will follow best practices and guidelines for procurement.

No DELTAWRX client has had a vendor protest a procurement guided by our process.

**Task 9. Write RFP**

DELTAWRX will write a comprehensive RFP that will be issued to prospective

DELTAWRX has a reputation for writing RFPs that elicit information structured to efficiently facilitate proposal evaluation and identify differentiating factors among the vendors.

proposers. We will work closely with the Project Team, as well as the appropriate legal and purchasing staff, to ensure that the RFP is developed in accordance with all relevant procurement and end-user requirements.

We will use relevant information from the previously released RFP, updating it as needed. We also understand that SCMRS and SCR9-1-1 and the participating agencies expect a final product that is substantially different from the previous RFP.

Examples of the sections that are typically included in the RFP are as follows:

- Project Overview and Background Information
- Proposal Submission Requirements
- RFP Terms and Conditions
- Evaluation Criteria
- Scope of Requested Services
- Interfaces Descriptions and Requirements
- Proposer Response Guidelines and Questionnaire (open-ended questions regarding company background, hardware, support and maintenance, interfaces, system architecture, project management, etc.)
- Functional Requirements
- Response Forms
- Cost Worksheets
- Standard Contract

DELTAWRX recommends including a standard contract in the RFP and asking proposers to identify their exceptions to the terms and conditions. In addition to using the information to evaluate proposals, the exceptions a

proposer takes provide valuable insight into the selected vendor’s potential negotiation strategy.

DELTAWRX will provide a draft copy of the RFP for review by the Project Team, legal staff, and other interested stakeholders and incorporate any feedback into a final version that will be ready for release to prospective bidders, pending approval by executive staff.

## 2.4 Additional Services

Depending on the qualifications and performance of the consultant in developing the RFP, SCMRS and SCR9-1-1 may extend the RFP for additional future services to assist with vendor evaluation, contract negotiations and system implementation. The following paragraphs describe DELTAWRX’s approach to providing each of these services

### **DELTAWRX Approach to Proposal Review and Vendor Selection**

DELTAWRX consultants have been involved in evaluating proposals for law enforcement Records Management Systems for over 24 years. Our role is to ensure a fair and objective process and we ensure that our clients make the best decision for their organization by providing the structure, subject matter expertise and tools to assist them through the process.

DELTAWRX provides subject matter expertise during the evaluation process. While we will not recommend a specific vendor or bias the evaluation team toward or away from a vendor, we will share our knowledge of the proposed products and services as appropriate. We will also use this knowledge to hold vendors accountable during vendor demonstrations.

Our approach to evaluating vendor proposals:

- Guides our clients through best practices for procurements
- Maximizes the likelihood of a fair and objective evaluation
- Results in the optimal solution for involved stakeholders
- Minimizes the likelihood of successful vendor protests
- Eliminates the need to reissue an RFP
- Mitigates implementation risks for the client.



The following paragraphs describe our approach to preparing for the evaluation phase of a project and then guiding our clients through the evaluation.

### **Preparing for the Evaluation**

Advance preparation improves the likelihood of a fair, objective and smooth evaluation process.

- Before release of the RFP, DELTAWRX works with the Project Team to determine evaluation criteria and weights and identify an Evaluation Team, which may or may not be the same as the Project Team. Defining the criteria early is a key step in arriving at consensus; the Team determines the relative importance of different system aspects before the RFP is released.
- DELTAWRX writes an evaluation plan that the Evaluation Team will follow. We work with procurement staff to ensure that the plan aligns with procurement policies. By adhering to the plan, the evaluation team will follow best practices and established guidelines for procurement.
- Prior to, or around the time of releasing the RFP, DELTAWRX conducts a workshop with the Evaluation Team to prepare them for the evaluation process. Proposals can be overwhelming in size and content, but knowing what to expect can help evaluators plan a method for tackling the evaluation. We walk the team members through the RFP, review the guidelines and discuss the tools that we will provide.

### **Evaluating the Proposals**

DELTAWRX guides the Evaluation Team through the proposal evaluation process to reach consensus on a final recommendation, documenting key decisions and justifications along the way.

**Evaluation Tools.** DELTAWRX provides tools to help the Evaluation Team distill information. Tools include:

- Summary of responses to functional requirements
- Workbooks to facilitate comparison of vendors in a side-by-side format
- Proposal cost analysis to facilitate apples-to-apples comparison of total cost of ownership
- Vendor evaluation report summarizing the decisions made at key steps during the process

Release of these tools and documents is at the discretion of the procurement staff and are typically not available for public release. The final vendor evaluation report is at a high enough level that it can be released to vendors requesting a debriefing of the selection process.

**Proposal Review Meetings.** DELTAWRX will work with the Project Team to schedule proposal review meetings and then facilitate the meetings to reach consensus on key decisions, including scores,

finalists and the final recommendation. DELTAWRX encourages reaching consensus to make decisions. In our experience, this method results in improved decisions and broad stakeholder buy-in.

Arriving at decisions by consensus encourages:

- Knowledge exchange about processes in different units
- Understanding the impact of software features on different police functions
- Arriving at the optimal solution for the organization as a whole rather than a particular unit

However, DELTAWRX has also worked within guidelines for other decision-making processes.

- During the meetings, DELTAWRX will document evaluation decisions and justifications for those decisions. We strongly advocate for the evaluators to consider criteria equally for all vendors and base decisions on facts, rather than opinions or unconfirmed rumors.

**Reference Checks.** DELTAWRX can assist with identifying reference agencies as well as a set of questions to ask during the reference checks.

**Vendor Demonstrations.** We will work with the Project Team to schedule vendor demonstrations and provide the agenda for the vendors. DELTAWRX facilitates the demonstrations to ensure that vendors follow the demonstration guidelines.

**Final Evaluation Report.** At the conclusion of the evaluation, DELTAWRX writes a final evaluation report, which is a high-level summary of the decisions made at key steps along the way. This report is at a high enough level that it can be released to vendors requesting a debriefing of the selection process. It can also be used to present the recommendation to executive staff for final approval of the Evaluation Team's recommendation.

### **DELTAWRX Approach to Contract Negotiations**

DELTAWRX can provide useful subject matter expertise during the negotiation process. We have negotiated dozens of contracts on behalf of and in support of our clients. Combining this experience with our experience implementing projects, we are familiar with potential project challenges that can be mitigated through a contract.

We have participated in negotiations in a range of roles including providing subject matter expertise on operational content and taking the lead on negotiating key terms and conditions. We always work with legal resources since we are not qualified to provide legal advice.

**Negotiating Strategy.** Before starting negotiations with the vendor, we recommend developing a negotiating strategy. Developing a negotiating strategy involves:

- DELTAWRX reviews the vendor’s proposal responses and exceptions to contract terms and presents the vendors’ strengths and weaknesses, issues, positions and interests.
- Identifying roles and responsibilities among the Negotiating Team members.
- Determining which terms and conditions (if any) are “deal breakers”
- Understanding the best alternative to a negotiated agreement (BATNA); SCMRS and SCR9-1-1 must understand the alternatives to signing an agreement with the selected vendor

**Contract Negotiations.** We strongly recommend negotiating a comprehensive contract that leaves little to no interpretation after the contract is signed. This approach means that in addition to negotiating terms and conditions, SCMRS and SRC9-1-1 should negotiate operational components such as:

- Definitions in the master agreement
- A statement of work detailing each task along with vendor and SCR9-1-1 responsibilities, prerequisites and completion criteria
- Legacy data access approach
- Interface control documentation
- Test plans
- Training plans
- Maintenance and support agreement

- Licensing levels and agreement
- Payment schedule

Negotiating these elements prior to contract signing not only strengthens SRC9-1-1's negotiating position but also reduces the risk and uncertainty inherent in RMS implementation projects and contributes to a successful transition to new systems.

### **DELTAWRX Approach to Project Oversight and Guidance**

To ensure that our clients receive appropriate value for their investment, DELTAWRX provides oversight for the executed contract, monitoring contract compliance and documenting milestones as they are achieved. Having been involved in over 40 implementations, we are able to anticipate and mitigate risks and issues, minimizing their impact on the overall project schedule, scope and budget.

Project oversight activities include:

- Conducting regular project meetings to review the project plan, risk register, and project schedule and making necessary updates
- Preparing monthly project status reports to report the overall health of the project in terms of scope, budget and schedule, identifying recent project accomplishments, risks and upcoming activities
- Assessing the impact of requested scope changes on the project schedule, documenting agreed-upon schedule changes, as well as reasons for changes
- Ensuring vendor deliverables meet contract expectations
- Coordinating as needed with current vendor to ensure implementation of legacy data access approach
- Tracking development, installation and testing of interfaces
- Overseeing and coordinating the vendor-provided training to ensure that it meets SCR9-1-1's needs and fulfills the contract requirements
- Overseeing the execution of the test plan and documenting and tracking the resolution of issues

DELTAWRX will be an aggressive advocate for SCR9-1-1's interests and will also recommend fair and equitable solutions to challenges that may arise.

- Managing the process to review deliverables submitted by the selected vendor, and ensuring they are compliant with the statement of work
- Maintaining a log to catalog open issues, responsible parties, issue priority, potential impact to the project, dates of open and closure and reviewing/updating the log during weekly project status meetings
- Supplying ongoing technical expertise

## 2.5 Preliminary Project Schedule

DELTAWRX has reviewed SCMRS and SC9-1-1’s preferred timeline as presented in the RFP and based our preliminary project schedule shown in Table 1 on an estimated start date of March 5, 2024, our understanding of the scope of services and our experience completing similar engagements. DELTAWRX expects the RFP development to span three to four months. The preliminary project schedule in Table 1 accounts for natural project lag times due to scheduling, review cycles and known holidays, but does not consider delays on the part of SCMRS and SCR9-1-1 resources. As an initial task, DELTAWRX will finalize the schedule with the Project Team.

**Table 1. Preliminary Project Schedule**

Task	Estimated Start Date	Estimated Finished Date
1. Hold Project Planning Meeting	03/05/2024	03/05/2024
2. Gather and Review Background Materials	03/05/2024	03/08/2024
3. Identify Preliminary Business Needs	03/18/2024	03/22/2024
4. Validate Needs and Requirements	04/01/2024	04/12/2024
5. Document Requirements	04/22/2024	04/26/2024
6. Review Requirements	05/06/2024	05/10/2024
7. Develop Vendor Selection Criteria	05/13/2024	05/17/2024
8. Prepare Evaluation Plan	05/20/2024	05/24/2024
9. Write RFP	05/28/2024	06/21/2024

Based on this estimated start date, we anticipate being able to meet the proposed RFP development deadline of July 12, 2024.

### 3.0 PROJECT CONSULTANTS

SCMRS and SCR9-1-1 will benefit from our consultants' knowledge of public safety operations and technology, their experience with managing other public safety technology projects and DELTAWRX's approach to staffing projects. All assigned consultants:

- Are full-time, and long-time, employees of DELTAWRX or have equivalent consulting experience
- Possess exceptional analytic and communication skills
- Have experience assisting public safety agencies with technology assessment, procurement and implementation projects
- Will be assigned to the project for the duration of our relationship with SCMRS and SCR9-1-1

DELTAWRX will assign a senior and experienced team to SCMRS and SCR9-1-1's project. Our consultants work closely together, collaborate on all deliverables regardless of assigned project roles, and share responsibility for successful and timely delivery of the services described in the proposed workplan. We communicate regularly, hold internal status meetings and review each other's work. Our team approach provides project continuity; if one member is not available due to personal obligations or illness, the project continues seamlessly.

DELTAWRX values independence and objectivity; no DELTAWRX consultant has worked for a public safety technology vendor.

Our approach also results in improved project outcomes. All team members contribute knowledge, experience and skills and SCMRS and SCR9-1-1 will be able to leverage the combined knowledge of processes and systems gained from our collective experience.

The following pages contain resumes for our proposed project team members.

## Brian Hudson – Project Manager

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### SUMMARY

Brian Hudson is a Partner and Co-founder of DELTAWRX. His areas of expertise include project management, strategic planning, procurement and contract negotiations. Mr. Hudson has managed and/or overseen more than 50 CAD/RMS consulting engagements throughout his 25 years of public safety technology consulting experience.

### ILLUSTRATIVE EXPERIENCE

- Albemarle County, Virginia
- City of Alexandria, Virginia
- Anoka County, Minnesota
- Arlington County, Virginia
- City of Beverly Hills, California
- Black Hawk County, Iowa
- City of Boston, Massachusetts
- City of College Station, Texas
- City of Duluth, Minnesota
- DuPage County ETSB, Illinois
- Fauquier County, Virginia
- City of Fort Smith, Arkansas
- Kenosha Joint Services, Wisconsin
- City of Longview, Texas
- City of Lynchburg, Virginia
- City of Plano, Texas
- City of Portland, Oregon
- City of Salinas, California
- City and County of San Francisco, California
- City of Santa Clara, California
- City of Visalia, California
- Yuba County, California

### CONTACT INFORMATION

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Email: [bhudson@deltawrx.com](mailto:bhudson@deltawrx.com)

### AREAS OF EXPERTISE

- Strategic Planning
- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiations
- System Implementation
- Vendor Management
- Project Management

### EDUCATION AND CERTIFICATIONS

University of Southern California, Master of Business Administration  
Stanford University, Bachelor of Arts, Political Science

### PUBLICATIONS AND SPEAKING ENGAGEMENTS

Mr. Hudson is a frequent speaker on the topics of strategic planning, procurement, contract negotiations and implementation strategies at conferences such as APCO, IWCE and NENA.

## Michael Galvin – Project Consultant

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### SUMMARY

In his 15 years at DELTAWRX, Mr. Galvin has been involved in technology assessment, procurement and implementation engagements, often as the project manager or lead consultant. He also has extensive expertise with strategic technology planning, staffing analyses and consolidation studies. Mr. Galvin is a PMI-certified Project Management Professional (PMP).

### ILLUSTRATIVE EXPERIENCE

- City of Alexandria, Virginia
- Anoka County, Minnesota
- Arlington County, Virginia
- City of Beverly Hills, California
- Black Hawk County, Iowa
- City of College Station, Texas
- DuPage County, Illinois
- East Baton Rouge Parish, Louisiana
- City of Elgin, Illinois
- City of Fort Smith, Arkansas
- City of Garden City, Kansas
- Hamilton County, Indiana
- Harrison County, Mississippi
- Kenosha Joint Services, Wisconsin
- Los Angeles County, California
- City of Lynchburg, Virginia
- Massachusetts State Police
- City of Milpitas, California
- City of Portland, Oregon
- Orange County Fire Authority
- Ramsey County, Minnesota
- Santa Clara County, California
- Visalia, California

### CONTACT INFORMATION

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Email: [mgalvin@deltawrx.com](mailto:mgalvin@deltawrx.com)

### AREAS OF EXPERTISE

- Strategic Planning
- Needs Assessment
- Financial Analysis
- Requirements and RFP Development
- Proposal Evaluation
- Contract Negotiations
- System Implementation
- Vendor Management
- Project Management

### EDUCATION AND CERTIFICATIONS

University of Southern California, Master of Public Administration  
Sacred Heart University, Bachelor of Arts, History and Political Science  
Project Management Professional, Project Management Institute  
Google Cybersecurity Professional Certificate

### SPEAKING ENGAGEMENTS

NENA 2016: Keys to a Successful Public Safety Technology Procurement Western  
APCO 2015: Communications Center Staffing Models: One Size Does Not Fit All



## Ryan Wolcott – Project Consultant

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### SUMMARY

Throughout his 13 years of experience with DELTAWRX, Mr. Wolcott has led clients through all phases of system procurement projects including business needs assessments, RFP development, proposal evaluation, system implementation, vendor management, contract negotiations, system implementation and project management tasks.

### ILLUSTRATIVE EXPERIENCE

- Arlington County, Virginia
- Black Hawk County, Iowa
- City of Boston, Massachusetts
- City and County of Broomfield, Colorado
- City of Carlsbad, California
- City of Cedar Rapids, Iowa
- City of College Station, Texas
- City of Duluth, Minnesota
- East Baton Rouge Parish, Louisiana
- Kenosha Joint Services, Wisconsin
- Local Government Information Systems (LOGIS), Minnesota
- City of Longview, Texas
- Los Angeles County, California
- Massachusetts State Police
- City of Minneapolis, Minnesota
- City of Plano, Texas
- City of Portland, Oregon
- Rhode Island Police Chiefs Association
- City of Salinas, California
- City and County of San Francisco, California
- City of Santa Clara, California
- Yuba County, California

### CONTACT INFORMATION

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Email: [rwolcott@deltawrx.com](mailto:rwolcott@deltawrx.com)

### AREAS OF EXPERTISE

- Strategic Planning
- Needs Assessment
- Functional Requirements Development
- RFP Development
- Proposal Evaluation
- Contract Negotiations
- System Implementation
- Vendor Management
- Project Management

### EDUCATION AND CERTIFICATIONS

University of Southern California, Master of Business Administration  
University of Southern California, Bachelor of Arts, Communication

### PUBLICATIONS AND SPEAKING ENGAGEMENTS

Western APCO 2017; NENA 2016: Keys to a Successful Public Safety Technology Procurement

## Julie Stetz Lutes – Project Consultant

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### SUMMARY

Ms. Stetz Lutes has over twelve years of public sector consulting experience. Her areas of expertise include strategic planning, technology assessments, operational and business process analysis, and the procurement lifecycle from analysis to implementation and vendor management.

### ILLUSTRATIVE CAD/RMS EXPERIENCE

- City of Boise, Idaho
- City of O’Fallon, Missouri
- City of Peoria, Illinois
- City of Springfield, Massachusetts
- Stanislaus County, California

Prior to joining DELTAWRX Ms. Stetz Lutes worked as a Senior Research Advisor conducting technology assessments and developing broadband strategic plans for local governments and regional agencies. Her broadband consulting experience includes performing stakeholder needs, conducting local market analysis, and developing implementation strategies. As an Associate Director with Gartner’s State and Local Government Consulting practice, Ms. Stetz Lutes developed e-government strategies, conducted mission critical system procurements, and provided vendor oversight for multiple state, county and local government agencies.

Ms. Stetz Lutes other professional experience includes working for Fortune 100 and 500 companies where she developed management training programs, provided corporation communications, and supported technology provider governance meetings and executive management vendor reviews.

### CONTACT INFORMATION

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Email: [jlutes@deltawrx.com](mailto:jlutes@deltawrx.com)

### AREAS OF EXPERTISE

- Strategic Planning
- Technology Assessments
- Needs Assessments
- Business Process Modeling
- Research and Analytics
- Procurements
- Project Management

### EDUCATION

University of Pittsburgh, Master of Business Administration, Organizations, Strategies and Design

University of Pittsburgh, Master of Public and International Affairs, Economic and Social Development

Michigan State University, Bachelor of Arts, International Studies, Political Science and Economics

## 4.0 REFERENCES

Client success is our highest priority. DELTAWRX has built a reputation for outstanding customer service by exceeding client expectations and taking extra steps to ensure that project outcomes yield beneficial results. We hope you will contact the references on the following pages to verify our commitment to client service. In addition to these agencies, we would be happy to provide points of contact for any previous DELTAWRX engagement upon request.

“DELTAWRX has exceeded my expectations, which were high to start. Feels like money well spent.”

– Chittenden County, VT



## City of Milpitas, California

### Public Safety Systems Replacement Project

DELTAWRX assisted the Milpitas Police Department with replacing its Records Management System in order to comply with CIBRS and NIBRS reporting requirements. DELTAWRX assessed the Department's current technology environment and prepared a business needs assessment that established organizational, technical, and functional needs as they pertain to records management software.

DELTAWRX documented the Police Department's functional requirements and prepared a comprehensive Request for Proposals for a new solution.

In 2021, we assisted the Department throughout its contract negotiations efforts and then provided implementation oversight services, which included supplying project management and technical subject matter expertise.

The Department successfully went live in the fourth quarter of 2022.

#### SNAPSHOT

- Service Population: 80,000
- Project Dates: 2019 - 2022

#### PROJECT SCOPE

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiations
- Implementation Oversight

#### CONTACT INFORMATION

Captain Steven Fox  
Milpitas Police Department  
1275 N. Milpitas Boulevard  
Milpitas, CA 95035  
(408) 586-2525  
[sfox@ci.milpitas.ca.gov](mailto:sfox@ci.milpitas.ca.gov)



## Arlington County, Virginia

### Public Safety Systems Replacement Project

The Arlington County Police Department and Sheriff's Office engaged DELTAWRX to assist with replacing its law enforcement records management, automated field reporting, corrections management and civil processing applications. As an initial task, DELTAWRX conducted a series of information gathering activities and identified the County's business needs as pertains to application software. We prepared functional requirements for the new system and developed a Request for Proposals for an integrated CJRMS.

DELTAWRX then assisted the County with evaluating proposals and negotiating a contract with the selected vendor. During implementation, we provided vendor management and issue tracking assistance and facilitated change management and business process mapping activities.

The new system supported the County in its transition from paper-based to electronic report writing and enabled the two agencies to improve information sharing while reducing redundant data entry.

In 2019, the County engaged DELTAWRX for a similar project replacing the County's legacy CAD system. After a project pause to consider regional CAD opportunities with a neighboring jurisdiction, the project resumed in 2022 and an RFP was released in 2023. DELTAWRX will continue to assist the County as it moves into the evaluation, contract negotiation and implementation phases of the project. As with the CJRMS project, the CAD project involves extensive change management, business process reengineering and regional coordination with potential partner agencies.

#### SNAPSHOT

- Service Population: 235,000
- Project Dates: 2011 – 2014; 2019 – Present

#### PROJECT SCOPE

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiations
- Implementation Oversight

#### CONTACT INFORMATION

Ms. Niki Levy  
Project Manager  
Public Safety Information  
Technology  
1425 N. Courthouse Road  
Arlington, VA 22201  
(703) 228-4365  
[nslevy@arlingtonva.us](mailto:nslevy@arlingtonva.us)



## City of Portland, Oregon

### Law Enforcement RMS Replacement Project

DELTAWRX assisted the Portland Police Department with replacing its law enforcement Records Management System as it transitions from RegJIN, a multi-agency regional solution, to a new system that will be configured to exclusively serve the Department's 1000+ employees.

DELTAWRX assessed the Department's current technology environment and prepared a business needs assessment that established organizational, technical and functional needs as they pertain to records management software and support models.

Our team prepared budgetary estimates for the future

system and supported the Department with identifying viable alternatives to the RegJIN application. We documented the Department's functional requirements and prepared a comprehensive Request for Proposals for a new solution and facilitated the proposal evaluation and vendor selection process.

After the evaluation team selected its preferred vendor, we delivered an evaluation and selection report documenting the team's decisions during each phase of the evaluation, and supported the Portland Police Department in successfully negotiating a contract with its selected vendor.

#### SNAPSHOT

- Service Population: 645,000
- Project Dates: 2018 – 2022

#### PROJECT SCOPE

- Needs Assessment
- Budgetary Estimates
- Functional and Technical Requirements
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### CONTACT INFORMATION

Ms. Tammy Mayer  
RegJIN Senior Program Manager  
Portland Police Department  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204  
(503) 823-0101  
[tammy.mayer@portlandoregon.gov](mailto:tammy.mayer@portlandoregon.gov)  
[ov](#)



## City of Santa Clara, California

### Public Safety Systems Replacement Project

The City of Santa Clara engaged DELTAWRX to lead an effort to replace the Police and Fire Department’s disparate CAD, Mobile Computing, Report Writing and RMS systems. In conjunction with this effort, the Police Department also sought to streamline business practices when possible and eliminate the information silos that have developed primarily as a result of using numerous third-party systems.

DELTAWRX documented the strengths, weaknesses, challenges and opportunities in the current technology and support environment and identified the Police Department’s functional, technical and organizational business needs as pertain to a future CAD/RMS. In addition, our team mapped 70 common business processes, spanning multiple operational areas including communications, report writing, crime reporting, records, property and evidence, training, asset and supply

management and more. For each business process, we identified potential areas for improvement with the acquisition of a new public safety application software suite.

Working from this foundation, we prepared an RFP, assisted the City with evaluating proposals, and led contract negotiations with the preferred vendor. We oversaw the system implementation and provided extensive project management support by facilitating weekly status meetings, tracking issues, monitoring progress against the project schedule and budget, and developing regular written status reports.

#### SNAPSHOT

- Service Population: 126,000
- Project Dates: 2016 – 2023

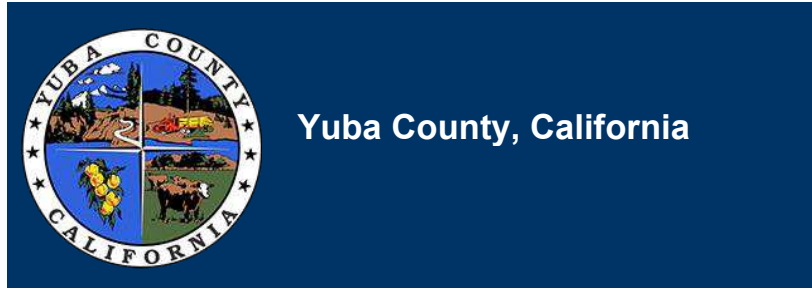
#### PROJECT SCOPE

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### CONTACT INFORMATION

Captain Richard Fitting  
Santa Clara Police Department  
601 El Camino Real  
Santa Clara, CA 95050  
(408) 640-6817  
[rfitting@santaclaraca.gov](mailto:rfitting@santaclaraca.gov)





## Yuba County, California

### Public Safety Systems Replacement Project

The Yuba County Sheriff's Department engaged DELTAWRX to assist with replacing its Computer Aided Dispatch, Mobile, Records Management, Report Writing and Jail Management Systems. Core project drivers included reducing redundant processes, eliminating hardcopy forms and consolidating the disparate systems being used to manage data.

The DELTAWRX team conducted interviews and focus group discussions with end users and observed operations throughout the Department to develop an understanding of the current environment and assess the Department's functional, technical and organizational business needs. Based on the system scope defined in the Needs Assessment, we developed functional requirements and a Request for Proposals for a

new system and facilitated the proposal evaluation and contract negotiations processes with the County's selected vendor.

DELTAWRX has been further retained to provide project management and oversight services during the system implementation.

#### SNAPSHOT

- Service Population: 81,500
- Project Dates: 2019 – Present

#### PROJECT SCOPE

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiations
- Project Management and Implementation Oversight

#### CONTACT INFORMATION

Undersheriff Nicholas  
Morawcznski  
Yuba County Sheriff's  
Department  
720 Yuba St.  
Marysville, CA 95901  
(530) 749-7780  
[nmorawcznski@co.yuba.ca.us](mailto:nmorawcznski@co.yuba.ca.us)



## 5.0 PROPOSED FEES

Our professional fees to perform the services described in Section 2.3 of this proposal are \$71,209. These fees are inclusive of all administrative, travel, report production and related expenses. It is our policy to perform the proposed services for a firm, fixed fee, and DELTAWRX will not issue change orders unless SCMRS and SCR9-1-1 desire a major change to the proposed scope of work (e.g., the addition of a new phase). We have developed our proposed work plan to perform the requested services in a manner as timely and cost-effectively as possible but are prepared to negotiate price and scope as needed to meet the needs of SCMRS and SCR9-1-1.

Our firm-fixed fee approach enables our team to provide the contracted deliverables without being bound by stipulations for billable hours or travel, while providing our clients with the peace-of-mind that our fees will remain fixed for the duration of our engagement. We believe the flexibility and unparalleled customer service afforded by this approach outweigh the financial risk we assume. After this engagement is completed, DELTAWRX will be available to support SCMRS and SCR9-1-1 with subsequent project phases should the need arise.

In accordance with the instructions in Addendum 1, we have provided our costs and estimated hours to complete each task in Table 2 below and fully burdened rates for our project team in Table 3 below.

**Table 2. Costs by Task and Estimated Hours per Task**

Task #	Task	Hours	Cost
1	Hold Project Planning Meeting	8	\$ 1,978
2	Gather and Review Background Materials	16	\$ 3,956
3	Identify Preliminary Business Needs	24	\$ 5,934
4	Validate Needs and Requirements	64	\$ 15,824
5	Document Requirements	32	\$ 7,912
6	Review Requirements	80	\$ 19,780
7	Develop Vendor Selection Criteria	6	\$ 1,484
8	Prepare Evaluation Plan	10	\$ 2,473
9	Write RFP	48	\$ 11,868
	<b>Total</b>	<b>300</b>	<b>\$ 71,209</b>

**Table 3. Personnel Costs**

<b>Proposed Personnel</b>	<b>Position Title</b>	<b>Direct Labor Rate (Based on a normal 8-hour, 40 hours per week schedule)</b>	<b>Indirect Labor Costs</b>	<b>Professional Fee (Profit)</b>	<b>Other Direct Costs (ODC)</b>	<b>Fully Burdened Hourly Rate</b>
Brian Hudson	Project Manager	\$247/hour	N/A	N/A	N/A	\$247/hour
Michael Galvin	Project Consultant	\$247/hour	N/A	N/A	N/A	\$247/hour
Ryan Wolcott	Project Consultant	\$247/hour	N/A	N/A	N/A	\$247/hour
Julie Stetz-Lutes	Project Consultant	\$247/hour	N/A	N/A	N/A	\$247/hour

DELTAWRX is proposing a firm-fixed fee and is not proposing hourly billing.

## 6.0 COMPLETE LIST OF CAD/RMS PROCUREMENTS

DELTAWRX has led over 70 technology assessment, procurement and implementation projects for law, fire and EMS agencies. Table 2 below shows the extent of our experience with CAD and RMS procurements. While we understand the project scope for this engagement will specifically address challenges with the law enforcement RMS environment, we believe the processes applied and lessons learned during engagements encompassing CAD and RMS will help our team hit the ground running and lead to successful outcomes for SCMRS and SC9-1-1. In most of these efforts, we have addressed report writing, property and evidence workflow, NIBRS reporting, CJIS compliance, data analytics, data mining, records retention, data migration, case management and other critical issues. DELTAWRX has also gained experience with public safety technology through conducting operational assessments, writing strategic technology plans, assessing the feasibility of consolidating communications centers and other engagements involving public safety and criminal justice clients.

**Table 4. Complete List of DELTAWRX CAD/RMS Procurements**

Client	CAD	RMS
Albemarle County, Virginia	●	●
Alexandria, Virginia	●	●
Anoka County Joint Law Enforcement Council (JLEC), Minnesota	●	●
Arlington County, Virginia	●	●
Beverly Hills, California	●	●
Black Hawk County CJIS Board, Iowa	●	●
Boston, Massachusetts	●	●
Broomfield County, Colorado	●	●
Burbank, California	●	●
Carlsbad, California	●	
Clark County Regional Emergency Services Agency (CRESA), Washington	●	
College Station, Texas	●	●
Consolidated Fire Agencies of East Valley (CONFIRE), California	●	
Deschutes County 9-1-1, Oregon	●	●
Duluth, Minnesota		●
DuPage ETSB, Illinois	●	●
East Baton Rouge Parish, Louisiana	●	●
Elgin, Illinois	●	●
Fauquier County, Virginia	●	●
Fort Smith, Arkansas	●	●
Garden City, Kansas	●	●

Client	CAD	RMS
Hamilton County, Indiana	●	
Hayward, California	●	●
Horry County, South Carolina	●	●
Kansas City, Missouri	●	●
Kenosha Joint Services, Wisconsin	●	●
Local Government Information Systems Association (LOGIS), Minnesota	●	●
Longmont, Colorado	●	●
Longview, Texas	●	●
Los Angeles County Sheriff's Department, California	●	●
Lynchburg, Virginia	●	●
Massachusetts State Police	●	●
Metropolitan Emergency Communications Agency (MECA), Indiana	●	●
Milpitas, California		●
Minneapolis, Minnesota		●
Napa, California		●
Northeast King County Regional Communications Center (NORCOM), Washington	●	●
O'Fallon, Missouri	●	●
Orange County Fire Authority, California	●	
Orangeburg County, South Carolina	●	●
Pasadena, California	●	●
Peoria, Illinois	●	●
Plano, Texas		●
Portland, Oregon		●
Ramsey County, Minnesota	●	
Rhode Island Police Chiefs' Association	●	●
Routt County, Colorado	●	●
Sacramento County, California	●	
Salinas, California		●
San Francisco, California	●	
San Francisco International Airport, California	●	
Santa Barbara County, California	●	●
Santa Barbara, California	●	●
Santa Clara, California	●	●
Scott Emergency Communications Center (SECC), Iowa	●	●
Snohomish County Police Staff and Auxiliary Service Center (SNOPAC), Washington	●	●

Client	CAD	RMS
Spokane County, Washington	●	●
Springfield, Massachusetts	●	●
St. Louis County, Missouri	●	
Stafford County, Virginia	●	●
Stanislaus Regional 9-1-1, California	●	●
Stearns County, Minnesota	●	●
Tempe, Arizona	●	●
Thurston County, Washington		●
Valley Communications Center (Valley Com), Washington	●	●
Ventura County, California	●	
Visalia, California	●	●
Washington County Consolidated Communications Agency (WCCCA), Oregon	●	●
West Chester Township, Ohio	●	●

## 7.0 CONCLUSION

Public safety technology projects are complex undertakings with technical, operational and organizational implications. DELTAWRX will provide subject matter expertise, marketplace knowledge, and understanding of public safety operations and best practices to ensure a successful project.

By teaming with DELTAWRX, SCMRS and SCR9-1-1 will minimize the risk and uncertainty inherent in its RMS project and:

- Capitalize on the knowledge we have gained from providing information technology consulting services to more than 200 public safety and criminal justice agencies across the country
- Work with a firm that has public safety CAD and RMS technology subject matter expertise and extensive experience in assessing, procuring and implementing complex public safety systems
- Learn from our in-depth knowledge and understanding of public safety operations and the best practices for supporting those operations with technology
- Leverage the market trends, best practices and lessons learned that DELTAWRX has accumulated from our work on similar projects throughout the country
- Work with a highly flexible and experienced consulting firm that is willing to travel on-site as needed and that can react quickly on a daily basis to dynamic project and participant needs
- Be assigned a senior project team
- Know that the project scope will be completed to your satisfaction without additional cost

## EXHIBIT B

### Deliverables and Payment Schedule

#### Payment Terms

SCR9-1-1 will pay CONTRACTOR within forty-five (45) days after the receipt of an invoice from CONTRACTOR. No invoice shall be issued until a Task is complete and the Deliverables have been received by SCR9-1-1.

<u>Task Items and Deliverables</u>	<u>Task Cost</u>	<u>Expected Invoice Date</u>
1. Project Planning Meeting Deliverables: Planning Meeting Agenda Planning Meeting Minutes	\$ 1,978	3/15/2024
2. Gather and Review Background Materials Deliverables: List of Materials received and reviewed	\$ 3,956	3/15/2024
3. Identify Preliminary Business Needs Deliverables: List of high level functional, organizational, and technical business needs List of questions for additional information gathering	\$ 5,934	3/30/2024
4. Validate Needs and Requirements Deliverables: Interviews with stakeholders at SCR9-1-1 Interviews with stakeholders at Santa Cruz Sheriff Interviews with stakeholders at Capitola Police Interviews with stakeholders at Santa Cruz Police Interviews with stakeholders at Watsonville Police	\$ 15,824	4/30/2024
5. Document Requirements Deliverables: Draft set of functional, technical, and organizational requirements in an Excel spreadsheet Draft of interface specifications in a Word document Draft of requirements for training, testing, and system maintenance in a Word document	\$ 7,912	4/30/2024
6. Review Requirements Deliverables: Review sessions with SCR9-1-1/SCMRS subject matter experts and project team Final requirements list in Excel spreadsheet Final Word document with interface functional specifications Final Word document containing descriptions of implementation and support requirements Word document with questions to be included in the RFP	\$ 19,780	5/31/2024

- |    |  |           |           |
|----|--|-----------|-----------|
| 7. | Develop Vendor Selection Criteria  | \$ 1,484  | 5/31/2024 |
|    | Deliverables:  |           |           |
|    | Workbook with suggested categories and weights                             |           |           |
|    | Meeting with Project Team  |           |           |
|    | Scoring categories and weights   |           |           |
|    | Scoring worksheets and guidelines  |           |           |
| 8. | Prepare Evaluation Plan  | \$ 2,473  | 5/31/2024 |
|    | Deliverables:  |           |           |
|    | Evaluation plan including selection criteria and evaluation team process   |           |           |
| 9. | Write RFP  | \$ 11,868 | 6/30/2024 |
|    | Deliverables:  |           |           |
|    | Comprehensive RFP ready for publication, including the following sections: |           |           |
|    | Project Overview   |           |           |
|    | Proposal Submission Requirements   |           |           |
|    | Terms and Conditions   |           |           |
|    | Evaluation Criteria  |           |           |
|    | Scope of Requested Services  |           |           |
|    | Interfaces Descriptions and Requirements                                   |           |           |
|    | Proposer Guidelines and Questionnaire                                      |           |           |
|    | Functional Requirements  |           |           |
|    | Response Forms   |           |           |
|    | Cost Worksheets  |           |           |
|    | Standard Contract  |           |           |





Date: February 14, 2024  
To: Board of Directors, Santa Cruz Regional 9-1-1  
From: Amethyst Uchida, General Manager  
Subject: Item 4.7 – Approve Revised Policy 1250 – *Sick Leave*

**RECOMMENDATION:**

**Approve revisions to Policy 1250 – *Sick Leave*.**

**BACKGROUND AND DISCUSSION:**

It is RECOMMENDED that Policy 1250 be revised to include language providing 40 hours of sick leave per year to temporary part time and per diem employees, as per Senate Bill 616.

**FISCAL IMPACT:**

None.

Approved By: Amethyst Uchida, General Manager



COMMUNICATIONS PERSONNEL
POLICY/PROCEDURE

Policy No. 1250 Date Issued: February 17, 1994
Section: 1000 – Personnel Policies Date Revised: July 27, 2023/January 1, 2024
SUBJECT: SICK LEAVE
APPROVED: Board Chairperson

1.0 Regular and probationary full-time employees of the Authority shall accrue sick leave in the amount of ten (10) hours per month of service (i.e., 120 hours per year).

2.0 Regular and probationary part-time employees shall accrue sick leave on a pro-rata basis according to the number of annual hours assigned.

2.03.0 Temporary part time and per diem employees shall accrue 40 hours of sick leave per year.

3.04.0 Sick leave shall be allowed for non-work related absences due to:

3.14.1 The inability of an employee to be present or perform the employee's duties because of a personal illness, off-duty injury or confinement for medical treatment.

3.24.2 Personal medical or dental appointments which are impossible to schedule outside of regular working hours.

3.34.3 The need to be present during childbirth, surgery, critical illness, injury or death involving members of the immediate family, as defined by Policy No. 1010, Personnel System, paragraph 2.7., for up to forty (40) hours per incident.

3.44.4 Family sick leave in order to care for a child, parent, spouse, or domestic partner for up to sixty (60) hours per calendar year.

3.4.14.4.1 When the employee has applied for and been granted leave under the California Family Rights Act and/or the federal Family Medical Leave Act, use of sick leave in order to care for

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a child, parent, spouse, domestic partner, or designated person with a serious medical condition shall not be limited except by the balance of the employee's sick leave bank.

3.4.1 The Authority may limit an employee's leave to care for one designated person per a 12-month period.

~~4.05.0~~ When accrued sick leave is to be used, an employee will directly notify the on-duty Operations Supervisor of the cause of leave and its probable duration at least two (2) hours prior to their regular scheduled starting time.

~~4.5.1~~ Sick leave shall not be granted unless such report or advance notice has been made; provided, however, that the General Manager may grant an exception to this paragraph when it is determined that the employee's failure to notify was due to extreme circumstances beyond the control of the employee.

~~5.06.0~~ The General Manager may require satisfactory evidence of sickness or disability prior to authorizing payment for sick leave hours.

~~6.07.0~~ The Authority may also require an employee requesting to return to work after sick leave (or leave of absence for medical reasons) to submit to a medical examination by a physician(s) approved by the Authority for the purpose of determining that such employee is physically/mentally able to perform the essential functions of the employee's former position without hazard to the employee or to fellow employees.

~~6.7.1~~ Such examination(s) shall be at the sole expense of the Authority.

~~7.08.0~~ The maximum accumulation of unused sick leave is set at 1000 hours.

~~7.8.1~~ For employees hired after January 1, 2019, the maximum accumulation of unused sick leave is set at 400 hours.

~~7.28.2~~ Sick leave accumulated in any calendar year in excess of the maximum hours shall be paid at the following rates:

~~7.2.8.2.1~~ Employees with less than twenty (20) years of service - thirty three and one-third (33.33%) percent of such excess.

~~7.2.8.2.2~~ Employees with twenty (20) years of service or more - sixty six and two thirds (66.66%) percent of such excess.

~~7.2.38.2.3~~ The balance of such unused sick leave is lost and the sick leave accrual is reduced to 1000 hours or 400 hours (depending on the service date and accumulation as expressed in section 7.1 above) in the last pay period before but not including January 1 of each year.

~~8.09.0~~ An employee separating from Authority service, for other than termination for just cause, may receive a sick leave pay-off at the employee's regular pay rate in accordance

with the following:

~~8.19.1~~ After ten (10) years of service to the completion of the nineteenth (19) year - Thirty three and one-third (33.33%) percent of the accumulated sick leave.

~~8.29.2~~ For twenty (20) years of service or more - Sixty six and two-thirds (66.66%) percent of the accumulated sick leave.

~~8.39.3~~ A retiring employee may elect to waive this benefit and in lieu thereof receive credit for their unused sick leave towards the employee's continued health benefits through the Public Employee's Retirement System (PERS), if such program is available.

~~9.010.0~~ All employees may choose the following optional sick leave payout program annually at the end of the calendar year:

~~9.110.1~~ Calendar Year Sick Leave Hours Used Percentage Pay Out of Annual Accrual

70 to 120 hours	0 %
30 to 69 hours	25 %
0 to 29 hours	
- Employees with less than 20 years of service	33.33%
- Employees with 20 years or more of service	66.66%

~~9.210.2~~ For employees electing this option, the sick leave pay out shall occur in December of each year. All hours cashed out (regardless of compensation percentage) will be deducted from the employee's sick leave balance.



Date: February 14, 2024  
To: Board of Directors, Santa Cruz Regional 9-1-1  
From: Amethyst Uchida, General Manager  
Subject: Item 4.8 – Approve Revised Policy 1290 – *Leaves of Absence*

**RECOMMENDATION:**

**Approve revisions to Policy 1290 – *Leaves of Absence*.**

**BACKGROUND AND DISCUSSION:**

It is RECOMMENDED that Policy 1290 be revised to include language providing five days of reproductive loss, as per Senate Bill 848.

**FISCAL IMPACT:**

None.

Approved By: Amethyst Uchida, General Manager



COMMUNICATIONS PERSONNEL
POLICY/PROCEDURE

Policy No. 1290 Date Issued: August 4, 1994
Section: 1000 – Personnel Policies Date Revised: January 1, 2023
SUBJECT: LEAVES OF ABSENCE
APPROVED: Board Chairperson

- 1.0 Leaves of Absence in General: The Authority recognizes that there are a number of reasons why an employee may request to take a leave of absence from their employment. Whether or not a leave will be granted depends on the reason underlying the need for the leave. The Authority will approve all leaves authorized by law and will approve any other legitimate leave request consistent with the operational needs of the Authority. The following rules apply to all leaves of absence:
1.1 All requests for a leave of absence must be made in writing to the General Manager as soon as the need for the leave is known to the employee.
1.2 No combination of paid or unpaid leave shall exceed one year.
1.3 A leave will commence on and include the first work day on which the employee is absent and terminate with and include the workday preceding the employee's return to work.
1.4 On granting a leave of absence without pay, the conditions under which an employee will be restored to duty upon the conclusion of the leave shall be clearly stated in writing.
1.5 An employee returning from an approved leave of absence without pay shall be reinstated to the employee's former position and working conditions.
1.5.1 In cases where a reduction in work force has occurred and/or the employee's former position has been eliminated during said leave, the

employee will be returned to the position the employee would be in, had the employee not been on approved leave.

1.6 An employee's status as a regular employee will not be impaired by such leave of absence and the employee's Length of Service will continue to accrue during the approved leave period.

1.6.1 In the case of a probationary employee, time spent on a leave of absence without pay shall be deducted from hours of service for the purpose of the probationary period.

1.7 If an employee fails to return immediately on the expiration of the employee's leave of absence, or if the employee accepts other full-time employment while on leave, the employee will thereby forfeit the leave of absence and all rights to reinstatement.

1.8 An employee on a leave of absence without pay, shall not accrue vacation or sick leave benefits.

1.9 An employee may, at their option and expense, maintain group health and insurance coverage for themselves and their dependents by providing the full monthly premium to the Authority as required by law. Group Health and insurance coverage will continue for employees on approved Family Care and Medical Leave.

2.0 **Bereavement Leave.** A maximum of five shifts of Bereavement Leave shall be allowed a regular or probationary employee when there is a death in the employee's immediate family as defined by Policy No. 1010, Personnel System, paragraph 2.7. Three of these five shifts will be paid by the Authority. The employee may choose to use any leave balance or leave without pay for the other two shifts.

2.1 If it is necessary for additional Bereavement Leave due to individual circumstances, upon request of the employee, the General Manager may approve a reasonable time charged against either the employee's Sick Leave balance, Vacation Leave balance, or Leave Without Pay for the remainder of the bereavement period.

2.13.0 **Reproductive Loss. The Authority will provide five (5) days of reproductive loss leave following a reproductive loss event. A reproductive loss event includes a failed adoption, failed surrogacy, miscarriage, stillbirth, or an unsuccessful assisted reproduction. The employee may choose to use any leave balance or leave without pay.**

3.04.0 **Military Leave.** The Authority abides by applicable provisions of State and Federal Law relating to Military Leave by employees.

4.05.0 **Maternity Leave.** A regular or probationary employee shall be entitled to an unpaid leave of absence of up to four (4) months for the purpose of childbirth. Maternity Leave

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is only available to birth mothers during their period of disability. Requests for time off by mothers and/or fathers to care for newborns or adopted children should be made under the Family Care or Medical Leave provisions.

~~4.4~~5.1 A normal disability period for pregnancy has been established to be six (6) weeks after the birth of the child. Upon written medical evidence that a disability continues to exist at the end of the six-week period, an employee shall be entitled up to four months unpaid maternity leave in accordance with State law.

~~4.2~~5.2 An employee on approved Maternity Leave may use any leave balance during the period of any authorized maternity leave.

~~4.3~~5.3 Employees returning from a Maternity Leave must submit medical certification of their ability to perform the essential functions of their position one week prior to their return from leave.

~~4.4~~5.4 No combination of a Maternity Leave, and other forms of paid or unpaid leave may exceed one (1) year in total.

~~4.5~~5.5 Upon the conclusion of approved Maternity Leave, employees shall be reinstated to the same or equivalent position, subject to the conditions described in this Policy.

~~5.0~~6.0 **Family Care or Medical Leave.** In accordance with state and federal law, employees who meet the eligibility requirements shall be entitled to an unpaid Family Care or Medical leave of absence for up to 12 work weeks during any 12-month period.

~~5.1~~6.1 To be eligible for Family Care or Medical Leave, employees must have worked at least 1250 hours for the Authority in the 12 months preceding the leave request.

~~5.2~~6.2 The Authority will continue to provide employees Group Health Insurance Coverage during any period of approved Family Care or Medical Leave in the same manner as if the employee was working. Employees will be required to make any employee premium payments during the period of the leave.

~~5.3~~6.3 Any leave of absence which is requested due to the following circumstances will be considered for Family Care or Medical Leave:

~~5.3-1~~6.3.1 For the birth of a child of the employee (in addition to maternity leave) the placement of an adoptive or foster child with the employee.

~~5.3-2~~6.3.2 To care for a child, parent, spouse, grandparent, grandchild, sibling, domestic partner or designated person of an employee who has a serious medical condition and needs the employee to provide care.



5.3.2.1 The Authority may limit an employee's leave to one designated person per a 12-month period for purpose of CFRA leave.

~~5.3.36.3.3~~ For the employee's own serious medical condition which makes the employee unable to perform the essential functions of their position.

~~5.3.46.3.4~~ A "serious medical condition" is an illness, injury, or impairment that involves in-patient care of more than three (3) days absence and continuing treatment or supervision from a health care provider.

~~5.46.4~~ Requests for Family Care or Medical Leave must be supported by a medical certification from the employee's or family member's medical care provider. Employees on Family Care or Medical Leave for their own serious medical condition must provide medical certification of their ability to return to work at the conclusion of such leave.

~~5.56.5~~ Family Care or Medical Leave may be granted on an intermittent basis or reduced work schedule where this type of leave is medically necessary to care for an eligible family member or designated person, or for the employee's own serious medical condition. The Authority may place an employee in an alternative schedule during any period of intermittent leave to accommodate the operational needs of the Authority.

~~5.66.6~~ Employees who desire a leave of absence beyond the time period allowed for Family Care or Medical Leave may request an extension of the Leave of Absence under Section 8, Leave of Absence Without Pay.

~~6.07.0~~ **Jury Duty.** Regular and probationary employees shall continue to receive regular salary for any period of required services as a juror, not to exceed two week per year.

~~6.17.1~~ All monies received as witness fees or pay for jury duty, except travel, shall be surrendered to the Authority.

~~6.27.2~~ Employees are expected to report for work when less than the normal day of jury duty is required.

~~7.08.0~~ **Family-School Partnership.** California's Family-School partnership Act allows a parent or guardian to take up to a total of 40 hours of time off each calendar year (but no more than 8 hours in one month) without pay to participate in their children's activities at school (grades K through 12) or licensed day care. The absence is subject to all of the following conditions:

~~7.18.1~~ Employees planning to take time off for school visitations must provide as much advance notice as possible and must be approved by the employee's supervisor;

~~7.28.2~~ Employees must use ~~accrued time~~ accrued time other than sick leave in order to receive compensation for this time off;

~~7.38.3~~ Employees who do not have the above-mentioned accrued time available will take the time off without pay.

### Suspension

If an employee who is the parent or guardian of a child facing suspension from school is summoned to the school to discuss the matter, the employee should alert their supervisor as soon as possible before leaving work. In compliance with California Labor Code Section 230.7, no discriminatory action will be taken against an employee who takes time off for this purpose.

- Employees must use accrued time other than sick leave in order to receive compensation for this time off;
- Employees who do not have the above-mentioned accrued time off available will take the time off without pay.

~~8.09.0~~ **Leave of Absence Without Pay.** The General Manager, at their discretion, may grant an employee a Leave of Absence Without Pay under urgent and substantial circumstances, for a period of up to one (1) year providing arrangements can be made to perform the employee's duties without undue interference with the normal operation of the Center.

~~8.19.1~~ Inability to return to work from a medical leave after an employee's sick leave and Family Care and Medical Leave has been exhausted will be considered an urgent and substantial circumstance which may warrant approval of a Leave of Absence Without Pay.

~~8.29.2~~ An employee returning from an approved Leave of Absence Without Pay shall be reinstated to the employee's former position and working conditions.

~~8.2.19.2.1~~ In cases where a reduction in work force has occurred and/or the employee's former position has been eliminated during said leave, the employee will be returned to the position the employee would be in, had the employee not been on an approved leave.



Date: February 22, 2024  
To: Board of Directors, Santa Cruz Regional 9-1-1  
From: Amethyst Uchida, General Manager  
Subject: Item 5.1 – Accept and File RGS Staffing Study Report

**RECOMMENDATION:**

- 1) Accept and File a Staffing Study Report as Prepared by Regional Government Services (RGS) and 2) Authorize Creation of an Ad Hoc Personnel Subcommittee to Explore the Recommendations of the Staffing Study**

**BACKGROUND:**

At the July 2023 SCR9-1-1 Board of Directors meeting, this Board approved a contract with Regional Government Services (RGS) to perform a Classification Study for the non-represented employees at SCR9-1-1. RGS's work plan included reviewing relevant materials (existing job descriptions, organization charts, etc.), collecting important job specific information from each employee using a Position Description Questionnaire (PDQ), analyzing responses, making recommendations regarding any changes to job titles and/or classifications, and providing updated job descriptions for all positions.

As PDQ responses were returned and evaluated, Patty Howard, RGS's lead on this project, became concerned over what seemed to be a significant issue with staff allocations. Several personnel reported being unable to keep up with their expected workload and having to sacrifice some tasks. RGS recommended, and the General Manager agreed, to shift the focus of the study. Personnel classifications and job duties were not identified as an issue but rather that allocated staffing did not match the needs of the Authority.

With this shift in focus, RGS submitted the attached report proposing a reorganization that includes the addition of 2 FTE, the retitling of several positions, and the reclassification of one position.

**DISCUSSION:**

The recommendations RGS made are summarized in the organization chart on page 7 of the complete study. These recommendations include:

- Creation of an Administrative Services Division
  - Move existing Business Division personnel and Analyst to this division
  - Retitling of Office Supervisor to Administrative Services Supervisor

- Retitling of Support Services Administrative Analyst to Administrative Analyst
- Replace 0.5 FTE Sr. Admin Assistant with 1 FTE Accounting Technician
- Addition of an Administrative Services Manager
- Retitling of the Operations Division to Public Safety Communications Division
  - Retitling of Operations Manager to Communications Manager
  - Retitling of Operations Supervisor to Communications Supervisor
  - Retitling of Administrative Supervisor to Communications Training Supervisor
  - Increase staff allocations for Communications Supervisor by 1 FTE

As this Board is aware, Staff have been concerned with the lack of professional-level support for critical business functions including human resources, fiscal management, and labor relations. These functions are currently performed primarily by the General Manager with limited support from the Systems Manager, Operations Manager, and Office Supervisor. The creation of an Administrative Services Division and the addition of an Administrative Services Manager is a possible solution to this challenge. However, the Authority has also been exploring other options for satisfying our critical skills needs which should be evaluated in addition to the proposed staffing solution. These include participating in the Santa Cruz Public Library's professional services study and investigating adding consultant resources to supplement existing Authority administrative staffing.

In addition to the staffing recommendations, the RGS project also included updating and modernizing the job descriptions for the non-dispatcher positions at the Authority. Sample job descriptions, including an updated Operations Supervisor job description and the proposed Administrative Services Manager job description are attached to the study. These job descriptions and the remaining ones will be finalized and come back to the Board for approval.

### **RECOMMENDATIONS:**

The staffing recommendations made by RGS would fill several significant deficits in SCR9-1-1 administrative staffing. However, the costs of implementing all the recommendations is significant. In addition, new job titles and descriptions are proposed for some existing positions.

Staff recommends the Board create an ad hoc staffing committee to study the recommendations from RGS and collaborate with Staff on a recommendation to bring back to the full Board at a future meeting.

### **FISCAL IMPACT:**

There is no direct fiscal impact to accepting and filing this report.

Depending on your Board's direction, this recommendation could have a significant fiscal impact on personnel costs. Addition of a fourth Operations/Communications Supervisor position, an Administrative Services Manager, and implementation of an Accounting Technician would represent a significant increase in administrative staff costs.

# SANTA CRUZ REGIONAL 911

## STAFFING ASSESSMENT

### 2023

Prepared for:



495 Upper Park Drive  
Santa Cruz, CA 95065

Prepared By:



PO Box 1350  
Carmel Valley, CA 93924

# 2023 STAFFING ASSESSMENT REPORT

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EXECUTIVE SUMMARY .....	3
STAFFING ASSESSMENT GOALS .....	3
METHODOLOGY .....	3
FINDINGS, ANALYSIS, AND RECOMMENDATIONS .....	3
STAFFING STRUCTURE .....	3
Administrative Services Division (newly established) .....	4
Communications Division (Retitling of Operations Division) .....	5
Systems Division .....	6
CLASS SPECIFICATIONS .....	7
Administrative Services Division.....	7
Communications Division .....	8
Systems Division .....	9
SUMMARY OF RECOMMENDATIONS .....	10
ORGANIZATIONAL RECOMMENDATIONS.....	10
CLASSIFICATION RECOMMENDATIONS .....	10
ADMINISTRATIVE RECOMMENDATIONS.....	10
CONCLUSION.....	11

## EXECUTIVE SUMMARY

In July 2023, the Santa Cruz Regional 911 (Agency) retained Regional Government Service (RGS) to conduct class studies of their management and administrative classifications. During the study, the focus shifted, and the General Manager (GM) requested that RGS conduct a staffing assessment to assist the Agency in determining the most effective and efficient staffing structure based on the Agency's mission and values.

## STAFFING ASSESSMENT GOALS

The goals and objectives of the staffing assessment were to:

- Conduct a thorough review and analysis of the Agency's current overall staffing structure.
- Recommend an organizational structure to support the Agency's mission, vision, and values.
- Recommend job classifications and personnel allocations that support the structure and achieve more effective current and future Agency services.

## METHODOLOGY

The methodology employed by RGS advisors in conducting this study was as follows:

- Reviewed and analyzed the Position Description Questionnaires (PDQs), current classifications within the Agency, and other related specifications and documents.
- Interviewed incumbents, managers, and the GM to confirm and clarify all submitted documentation and review the positions' duties and responsibilities.
- Analyzed the scope and complexity of the responsibilities and tasks performed and the skills, knowledge, and abilities required.
- Reviewed and analyzed the work required of the Agency and compared it to the current staffing structure.
- Developed options and recommendations based on the analysis of the above information.

## FINDINGS, ANALYSIS, AND RECOMMENDATIONS

### STAFFING STRUCTURE

After reviewing and analyzing the data collected from Agency documents, the PDQs completed by employees, and clarifying interviews, RGS has developed a recommended staffing structure for the Agency to consider. The recommendation includes the following:

- Establishing the Administrative Services Division
  - Adding an additional 1.0 FTE for an Administrative Services Manager
  - Retitling of Support Services Administrative Analyst to Administrative Analyst
  - Retitling of Office Supervisor to Administrative Services Supervisor

- Reclassification of 0.5 FTE Senior Administrative Assistant to 1.0 FTE Accounting Technician
- Renaming of the Operations Division to the Communications Division
  - Retitling Operations Manager to Communications Manager
  - Retitling Operations Supervisor to Communications Supervisor
  - Adding an additional 1.0 FTE for an additional Communications Supervisor
  - Retitling Administrative Supervisor to Communications Training Supervisor

Below are details of the positions reflected in the recommended staffing structure.

### **Administrative Services Division (newly established)**

This staffing structure establishes a separate Administrative Services Division overseen by the newly created position of Administrative Services Manager. Currently, there is no management-level administrative support or backup for the GM in the areas of budget, human resources, and employee/employer relations. A position between the GM and the administrative staff is recommended for coverage and succession planning purposes. Adding an Administrative Services Manager would allow the GM to focus on Communications, Systems, and higher-level responsibilities within the agency. It would ensure adequate coverage and continuity in the administrative services division in the absence of the GM and provide training and growth for professional development and succession planning.

As a management-level classification, the incumbent could assist with employee and labor relations. The position could be assigned a broad scope of responsibilities in the administrative services division rather than focusing on a single area. This position would supervise administrative staff and provide professional-level support in the following areas, including:

- Human Resources and Employee Relations
  - Oversee personnel actions and monitor the preparation and completion of performance evaluations.
  - First point of contact for employee concerns
  - Oversee recruitment and selection process either in-house or in coordination with any outside consultants the agency may utilize.
  - Administer disability and leave programs and coordinate with SDRMA and legal counsel as appropriate.
  - Act as risk management liaison with SDRMA; oversee claims process via the Third Party Administrator (TPA).
  - Assist and support labor relations activities in coordination with the GM and consultants as appropriate.
- Accounting/Fiscal
  - Ensure that internal control processes are in place and followed.



- Assist with budget preparation and monitoring; serve as the point of contact and coordinate work with auditors.
- Provide oversight and approval for payroll processing and ensure all necessary changes and updates are processed accurately and timely.
- Clerk of the Board/Board Support
  - Oversee Clerk of the Board function and ensure duties are appropriately fulfilled.
  - Assist the GM in preparing Board agenda items and meeting materials.
  - Serve as the point of contact for the Board members in the absence of the GM.

The existing Support Services Administrative Analyst position would be retitled to Administrative Analyst to reflect industry titling conventions. This position would report to the Administrative Services Manager and would:

- Provide complex analytical support to the Administrative Services Manager and General Manager.
- Serve as backup to accounting technician and approve certain transactions.
- Conduct required quality assurance functions:
  - Review calls for service for quality by reading the CAD record and listening to the audio recordings of telephone and radio traffic.
  - Prepare statistical reports based on dispatch calls and CAD data. Work with the Communications Manager to develop and implement plans to improve identified areas of underperformance or non-compliance.

The existing Office Supervisor position would be retitled to Administrative Services Supervisor. This position would report to the Administrative Services Manager. Other than the reporting relationship, there would be no changes in responsibilities. However, the Administrative Services Manager would deal directly with the GM on the higher-level HR and labor matters.

The existing full-time Senior Administrative Assistant position would report to the Administrative Services Supervisor, and the duties would remain unchanged.

The part-time Senior Administrative Assistant should be reclassified to an Accounting Technician and be filled as a full-time position. The new class spec would require experience in accounting and/or budgeting to support the agency's work more fully. This position would continue to assist the auditors in periodic audits. However, the Administrative Services Manager would also be involved. This classification would report to the Administrative Services Supervisor.

### **Communications Division (Retitling of Operations Division)**

In addition to retitling the Division, it is recommended that the manager position be retitled Communications Manager.

## 2023 STAFFING ASSESSMENT REPORT

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The existing Operations Supervisor classification would be retitled Communications Supervisor. In addition, it is recommended that a 1.0 FTE Communications Supervisor position be added. The existing span of control for the two supervisors overseeing the 24/7 Dispatch staff is excessive. The current staffing allows the supervisors very little opportunity to do anything but deal with immediate issues and reduces the time they spend mentoring and coaching staff. This leads to challenges with respect to scheduling time off for training and vacation, requires excessive extra hours and long days, and can lead to dissatisfied employees. Retention may suffer as a result.

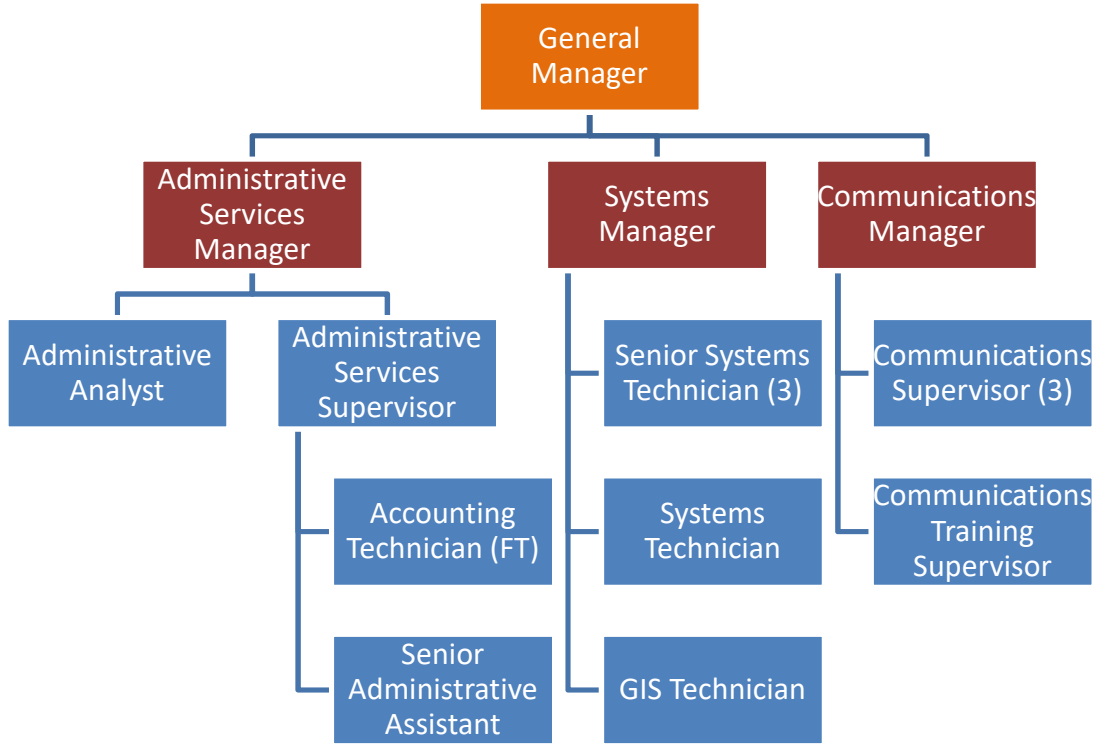
The addition of a supervisory position would provide staff with the capacity to focus on policy and procedure updates, review, and maintenance, including those that apply to training initiatives and performance and standards. They would regularly evaluate policies for accuracy and compliance with state and federal laws and industry standards and recommend changes. It would also ease the challenge of scheduling vacation and training time away from the office. An additional supervisory position will allow for greater coaching and mentoring of staff and could lead to greater job satisfaction and less turnover/higher retention.

This division's existing Administrative Supervisor classification should be retitled Communications Training Supervisor. This position would retain responsibility for training and scheduling of staff.

### **Systems Division**

No staffing changes are recommended to the division currently.

Based on the above recommendations, the organizational structure would be as shown below.



**CLASS SPECIFICATIONS**

The following provides a brief description of each classification recommended in the new staffing structure. RGS recommends that all class specifications be created or updated to include up-to-date terminology, current legal and regulatory requirements, and provide clear language regarding duties, knowledge, abilities, and minimum qualifications to ensure role clarity and internal parity within the organization and alignment with industry best practices.

**Administrative Services Division (5.0 FTE)**

Administrative Services Manager (new FTE)

This classification provides direct supervision to employees within the Administrative Services division. They independently manage the various functions of the division. They serve as an advisor to the GM on a variety of complex administrative services and functions. They may be assigned specific responsibilities in any one of the following areas of the division including:

- Human Resources and Employee Relations
- Accounting/Fiscal
- Clerk of the Board

## 2023 STAFFING ASSESSMENT REPORT

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### Administrative Analyst (Title change from Support Services Administrative Analyst)

This classification provides complex professional administrative and analytical work in support of the agency's functions. They recommend actions, participate in budget development and administration, and provide staff with technical and responsible administrative assistance. This classification would also be responsible for the tracking, analysis, and reporting requirements of the Communications division.

### Administrative Services Supervisor (Title change from Office Supervisor; no change in duties)

This classification serves as Clerk of the Board, attends Board meetings, takes notes, and types up minutes of the meetings. Duties also include assisting with the administration of recruitments, employee benefits, and coordinating and supervising the work of support staff in the areas of accounting, purchasing, and payroll processing.

### Senior Administrative Assistant (No changes in duties)

This classification provides administrative support to the GM and other management staff, serves as backup to the Clerk of the Board, and assists with a variety of special events. The incumbent serves as the administrative support for the Custodian of Records and responds to requests for records and information.

### Accounting Technician (Reclassification of Senior Administrative Assistant - allows greater depth of fiscal support)

The incumbent maintains all accounting records, receives timesheets, processes payroll, posts to the general ledger, processes all AP and AR, and assists with periodic audits.

## **Communications Division (5.0 FTE)**

### Communications Manager (Title change from Operations Manager; no change in duties)

The Communications Manager is responsible for supervising, managing, developing, and coordinating the activities of the emergency communications center and related programs including the dispatcher training program; quality improvement; accreditation; policy and procedure development; and project management.

### Communications Supervisor (Title change from Operations Supervisor; no change in duties; addition of 1.0 FTE)

Incumbents are responsible for supervising, directing, coordinating, and evaluating the work of dispatch employees engaged in public safety dispatching and emergency call-taking operations on an assigned shift.

### Communications Training Supervisor (Title change from Administrative Supervisor; no change in duties)

Incumbents oversee and manage the dispatch training and scheduling functions. This includes managing the new hire training academies, including planning and scheduling; reviewing tests and academy materials; matching new hires with training officers; conducting regular check-ins with trainees and trainers; and evaluating trainees' progress. They manage the Dispatcher's annual shift bid; time off requests and schedule changes; and the overtime and on-call sign-ups to meet required minimum staffing levels.

### **Systems Division (6.0 FTE)**

#### Systems Manager (no change in duties)

The Systems Manager is responsible for the agency's systems and technology activities. This classification manages, develops, implements, and coordinates the Agency's information management systems, programs, and equipment, which includes a multi-functional computer-aided-dispatch system (CAD), a multi-jurisdictional law enforcement records management system (RMS), mobile data computer systems (MDC), E911 system, and other telecommunications console and network equipment, and systems projects.

#### Senior Systems Technician (no change in duties, identify as specialist classification)

Incumbents in this class monitor, troubleshoot, repair, and maintain specific programs and systems within the agency. Duties include administering and maintaining the CAD and phone systems, radio consoles and recording systems, and overall network. RGS recommends this class be identified as an advanced journey level/specialist classification. This would allow incumbents to lead a group of lower-level technicians or be designated as the specialist in a specific function, which requires advanced knowledge, skills, and abilities.

#### Systems Technician (no change in duties)

This is the journey-level classification, and incumbents perform technical duties while supporting, troubleshooting, repairing, and maintaining specific programs and systems within the agency. Duties include responding to help desk tickets, diagnosing, and repairing issues with CAD computers and the 9-1-1 phone system, and troubleshooting Mobile Data Computers (MDCs).

#### Geographic Information Systems (GIS) Technician (no change in duties)

Incumbents in this class create and maintain electronic maps, GIS layers, reports, and geographic computer files. Duties include geospatial data management, address assignments and master street address guide, and electronic map production, updates, and deployment.

### SUMMARY OF RECOMMENDATIONS

#### ORGANIZATIONAL RECOMMENDATIONS

- Create the Administrative Services Division
- Retitle the Operations Division to Communications Division

#### CLASSIFICATION RECOMMENDATIONS

- Retitle the following classifications:
  - Support Services Supervisor to Administrative Services Supervisor
  - Support Services Administrative Analyst to Administrative Analyst
  - Operations Manager to Communications Manager
  - Operations Supervisor to Communications Supervisor
  - Administrative Supervisor to Communication Training Supervisor
- Add the following positions:
  - 1.0 FTE Administrative Services Manager
  - 1.0 FTE Communications Supervisor
- Reclassify .5 Senior Administrative Assistant to Accounting Technician and increase allocation to 1.0 FTE.
- Create class specifications for all new classifications.
- Update all existing class specifications to reflect current industry standards.

#### ADMINISTRATIVE RECOMMENDATIONS

##### Outsourcing Opportunities

- Facilities maintenance: While agency staff should be able to address immediate issues (such as an alarm that could be reset), external resources could be used to develop and administer preventative maintenance programs and assist with identifying necessary repairs or replacement of equipment and machinery.
- HR assistance: leave and disability management; performance management and supervisor training.
- Information Technology: ensure that external resources are explored and utilized whenever appropriate and cost-effective.

##### Resource Utilization

- Track and analyze overtime and coverage hours attributable to staff vacancies and absences. Analyze cost/benefit of adding staff to alleviate the need for excessive additional working hours. This recommendation pertains to the positions included in this study and excludes dispatchers.

- Review what work is not being done due to vacancies. Consider what tasks and duties are essential and which are less critical. Refocus staff on essential duties and prioritize other activities as appropriate.

### Documentation

An essential component of ensuring continuity of coverage and succession planning is the documentation of critical processes and tasks. Backup personnel should be identified and periodically perform the tasks using the documentation. Consistent, hands-on experience ensures proficiency and will identify needed modifications to the documentation. If/when new staff are hired, documentation of processes and tasks will help with their training.

### **CONCLUSION**

The organizational, classification, and administrative recommendations provide the optimum staffing plan to carry out the Agency's responsibilities. It includes the addition of 2.5 FTEs and would bring the total number of FTEs to 17 including the General Manager. This staffing structure is likely to serve the needs of the Agency and those it serves now and into the future. While RGS recommends the Agency implement these staffing recommendations as soon as possible to realize the maximum benefit to the agency and staff, if fiscal concerns exist, the Agency may consider implementing the recommended staffing changes across fiscal years.



## **ADMINISTRATIVE SERVICES SUPERVISOR**

### **DEFINITION**

Under general supervision, coordinates the work of front office personnel; performs varied confidential, responsible, and complex administrative and clerical duties; assists the General Manager and serves as clerk of the Board; assists with human resources functions as assigned; performs related work as required.

### **DISTINGUISHING CHARACTERISTICS**

This is a fully experienced supervisory classification. Responsibilities require the frequent use of tact, discretion, independent judgment, and the interpretation and application of policies, procedures, and regulations. This class is distinguished from other administrative positions by the supervision exercised, the wider variety of more complex tasks performed, the greater degree of independence exercised, and the high degree of confidentiality required.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives general direction from the General Manager or designee. Exercises direct supervision over assigned support staff and interns.

### **EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)**

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

- Supervises assigned staff providing administrative support services; assigns and reviews work; evaluates work performance; participates in selection, training, and discipline of staff.
- Performs a wide variety of complex, responsible and confidential administrative support duties for the General Manager, Board of Directors, and agency managers.
- Serves as the Clerk of the Board; attends Board and other meetings; prepares documents, notices, minutes, and agenda while ensuring procedural compliance with regulatory requirements; ensures follow up on meeting actions as required.
- Prepares, organizes, prints, distributes, follows up, and documents Board and committee agenda items.
- Establishes and maintains the agency's personnel files system.
- Prepares and files payroll action forms and distributes to relevant departments.
- Prepares and coordinates proper completion of documents related to employment status including hiring, salary actions, and separation; conducts new employee orientations and ensures appropriate paperwork is completed
- Assists the General Manager with the administration of the workers' compensation program.
- Utilizing the agency's HR software, assists with the recruitment process.
- Attends job fairs and other public education events as assigned.
- Performs related duties as assigned.



## **QUALIFICATIONS**

### **Knowledge of:**

- Basic functions and organization of municipal government.
- Principles and procedures of record keeping.
- Applicable federal, state, and local laws and regulations affecting the activities of the Board, including open meeting laws, parliamentary procedures, the California Brown Act, Public Records Act, and Conflict of Interest.
- Principles of supervision, training, and performance evaluation.
- Agency labor agreements, employee benefit and pay policies.
- Principles of human resources and employee benefits.
- English usage, spelling, grammar, and punctuation.
- Business correspondence writing and report preparation.
- Principles and techniques for providing a high level of customer service by effectively dealing with the public, vendors, and staff.

### **Ability to:**

- Perform responsible and difficult administrative support work involving the use of independent judgment and personal initiative.
- Supervise, train, and evaluate the work of assigned staff.
- Interpret and apply agency policies, procedures, laws and regulations.
- Compile, maintain and prepare documents and reports.
- Maintain confidential data and information.
- Take and transcribe accurate minutes of meetings of the Board of Directors and others.
- Maintain the agency's official records and files in accordance with applicable laws and regulations.
- Independently prepare correspondence and memorandums.
- Exercise tact, initiative, and independent within general policy, procedural, and legal guidelines.
- Maintain confidentiality of critical and sensitive information, records, and reports.
- Organize own work, coordinate projects, set priorities, meet critical deadlines, and follow up on assignments with a minimum of direction.
- Type and transcribe at a speed necessary for successful job performance.
- Communicate clearly and concisely, both orally and in writing.
- Operate and use modern office equipment, technology, and applicable software.
- Establish and maintain effective working relationships with a diverse range of individuals, including coworkers, consultants, professional agencies, and the general public.

### **Education and Experience:**

*Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:*

### Education

Equivalent of an associate degree from an accredited college or university with major coursework in business or public administration, or a closely related field.

### Experience

Four (4) years of experience providing advanced secretarial office administrative support to senior/executive management staff including at least one (1) year in a supervisory capacity.

### **Licenses and Certifications:**

For specific positions, possession and maintenance of a valid California driver's license and the ability to meet the automobile insurability requirements of the agency or the ability to provide suitable transportation needs as a condition of continued employment.

Candidates for this classification may be required to pass a background investigation in accordance with applicable law, regulation and/or policy.

### **PHYSICAL DEMANDS**

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard, typewriter keyboard, or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

### **ENVIRONMENTAL CONDITIONS**

Employees work primarily in an office environment with moderate noise levels and controlled temperature conditions, and occasionally travel to other sites where they may be exposed to inclement weather. Employees may interact with members of the public or with staff under emotionally stressful conditions while interpreting and enforcing departmental policies and procedures.

### **ADDITIONAL CLASS INFORMATION**

Class Code:

EEOC:

Bargaining Unit:

Established:

Revised:



## **ACCOUNTING TECHNICIAN**

### **DEFINITION**

Under general direction, to perform a variety of difficult and complex paraprofessional, technical account and statistical record keeping work in connection with the development, maintenance, and processing of the agency's fiscal and statistical records; to provide information and assistance regarding inquiries concerning assigned work area; performs related work as required.

### **DISTINGUISHING CHARACTERISTICS**

This single incumbent classification. Incumbents work under general direction and exercise a high level of discretion and independent judgment in performing the full range of routine to complex agency's accounting and fiscal activities. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives general direction from the Administrative Services Supervisor or designee. No direct supervision of staff is exercised.

### **EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)**

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

- Prepares a variety of detailed accounting transactions including accounts payable/receivable, deposits, and journal entries; coordinates activities as appropriate with the County of Santa Cruz fiscal staff.
- Receives timecards and reviews for accuracy and adherence to policies; submits payroll data to County for processing; completes reports; processes all associated accounts payables.
- Maintains and reconciles fixed asset records; tracks all inventory for year-end depreciation reports.
- Examines, reconciles, and adjusts accounting records; identifies and resolves problems and makes corrective entries.
- Assists in compiling data for and monitoring the agency's budget; prepares periodic reports as requested for the General Manager, Board meetings, and other purposes.
- Prepares and monitors purchase orders, enters into general ledger and tracks.
- Prepares general ledger for each fiscal year; ensures year end accruals are journaled to the County's system and recorded appropriately.
- Provides support and assistance to external auditors in the production of the year end audit; makes corrections as appropriate.
- Reviews all invoices for accuracy, posts to County system for payment, and sets up new vendors as needed.

- Invoices all member and user agencies on a semi-annual or quarterly basis; tracks aging and follows up on past due billings; makes deposits of all monies received.
- Assists with front office duties including answering phones, assisting visitors, and posting conference room calendar.
- Performs related duties as assigned.

## **QUALIFICATIONS**

### **Knowledge of:**

- Methods, practices, and terminology of financial and statistical record keeping.
- Principles and practices of accounting and payroll functions.
- Laws, rules, and regulations governing the maintenance of agency fiscal records.
- Basic laws, policies and practices related to payroll processing.
- Agency labor agreements, employee benefit and pay policies.
- Maintenance of files and information retrieval systems.
- Applicable federal, state, and local laws, codes, regulations, and standards.
- Business systems, equipment, and applications relevant to the area of assignment.
- Principles and techniques for providing a high level of customer service by effectively dealing with the public, vendors, and staff.

### **Ability to:**

- Learn, interpret, and apply knowledge of the agency, its operations, programs, functions, and special terminology.
- Perform responsible and difficult account entry and recordkeeping work.
- Verify, reconcile, and balance a variety of records and information.
- Establish and maintain records and data files; prepare related reports.
- Assist in the preparation of financial statements, analyses, and budget reports.
- Effectively utilize various automated systems to perform assigned duties accurately and efficiently.
- Maintain confidentiality of payroll and personnel data.
- Plan, organize and prioritize work to meet schedules and timelines.
- Understand and apply the principles, laws and procedures involved in fiscal recordkeeping, payroll processing and accounting functions.
- Work with a minimum of supervision.
- Understand and carry out complex oral and written policies and procedures.
- Communicate effectively, clearly, and concisely.
- Exercise tact, initiative, and independent within general policy, procedural, and legal guidelines.
- Maintain confidentiality of critical and sensitive information, records, and reports.
- Establish and maintain effective working relationships with a diverse range of individuals, including coworkers, consultants, professional agencies, and the general public.

**Education and Experience:**

*Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:*

Education:

Equivalent of an associate degree from an accredited college or university in accounting, business or similar area, or the equivalent in college semester hours/credits.

Experience:

Two (2) years of full-time, increasingly responsible experience in statistical, fiscal, payroll, and accounting work. Additional equivalent experience may be substituted for the educational requirement on a year-for-year basis.

**Licenses and Certifications:**

For specific positions, possession and maintenance of a valid California driver's license and the ability to meet automobile insurability requirements of the agency or the ability to provide suitable transportation needs as a condition of continued employment.

Candidates for this classification may be required to pass a background investigation in accordance with applicable law, regulation and/or policy.

**PHYSICAL DEMANDS**

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard, typewriter keyboard, or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

**ENVIRONMENTAL CONDITIONS**

Employees work primarily in an office environment with moderate noise levels and controlled temperature conditions, and occasionally travel to other sites where they may be exposed to inclement weather. Employees may interact with members of the public or with staff under emotionally stressful conditions while interpreting and enforcing departmental policies and procedures.

**ADDITIONAL CLASS INFORMATION**

Class Code:

EEOC:

Bargaining Unit:

Established:

Revised:



## **COMMUNICATIONS SUPERVISOR**

### **DEFINITION**

Under general direction, supervises, directs, coordinates, and evaluates the work of dispatch employees engaged in public safety dispatching and emergency call-taking operations on an assigned shift; oversees and manages new hire training academies for dispatch staff; performs related work as required.

### **DISTINGUISHING CHARACTERISTICS**

This is the full supervisory-level classification in dispatcher/communications class series. Incumbents are responsible for planning, organizing, supervising, reviewing, and evaluating the work of subordinate dispatch staff. Incumbents may also serve as training coordinator for the dispatcher training academy. This classification is distinguished from the Communications Manager by the latter's overall responsibility to plan, organize and manage the operations of the Communications division.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives supervision from the Communications Manager. Exercises supervision over assigned subordinate dispatch staff.

### **EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)**

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

- Plans, prioritizes, assigns, supervises, and reviews the work of dispatch staff.
- Recommends and implements unit goals and objectives.
- Evaluates employee work and practice performance, mentors, and guides employee development, and effectively recommends initial disciplinary action; participates in hiring selection and promotion.
- Trains staff in work and safety procedures and in the operation and use of equipment; implements training procedures and standards.
- Monitors operation effectiveness and service outcome of assigned program/function; identifies opportunities for improving dispatch practices and service delivery methods and procedures; participates with management in the development, review, and implementation of best practices.
- Plans for, evaluates, and secures necessary equipment, materials, and supplies required for the assigned program and activities; monitors, controls, and inventories supplies, and equipment.
- Prepares and maintains radio and phone logs, including incident logs; prepares and maintains other reports and records.
- Assures that subordinate staff understand and comply with all policies and procedures.
- Researches and collects data; prepares statistical, technical, and administrative reports.

- Manages new hire training academies; establishes schedules and working hours of trainers and trainees.
- Develops new hire training materials; reviews tests and academy materials, and updates and modifies as needed.
- Regularly reviews and evaluates participants' progress during new hire training; completes probationary evaluations for new employees.
- Makes recommendations for budget items for training needs.
- Manages dispatch employees' time off requests and administers annual vacation bid process.
- Manages staffing schedules; analyzes changes, develops and implements effective staffing plans.
- Documents overtime mandated to dispatchers and maintains mandatory overtime roster for rotation of mandatory assignments.
- Provides relief dispatching as required.
- Performs related duties as assigned.

## **QUALIFICATIONS**

### **Knowledge of:**

- Principles and practices of public safety dispatch administration.
- Equipment, tools, and materials used in an automated public safety communications center.
- Principles, practices, and operating characteristics of manual and computerized call-taking and dispatching systems in public safety environments.
- Principles and practices of leadership, motivation, and conflict resolution.
- Principles, laws, policies, methods, practices, and regulations pertaining to radio transmission and the dispatch of emergency responses.
- Applicable federal, state, and local laws, codes, regulations, and standards; including FCC laws and regulations.
- National, state, and local public safety dispatcher standards and requirements.
- Principles and practices of employee supervision, including work planning, assignment review and evaluation, discipline, and the training of staff in work procedures.
- Principles of adult learning and teaching techniques.
- Agency labor agreements, policies, and procedures
- Principles and techniques for providing a high level of customer service by effectively dealing with the public, vendors, and staff.

### **Ability to:**

- Plan, assign, supervise and evaluate employees engaged in dispatching activities.
- Develop and manage work and vacation schedules to ensure adequate staffing levels.
- Develop and administer effective new hire training academy for dispatch staff; continuously evaluate and modify curriculum as appropriate.
- Evaluate personnel and make objective recommendations.
- Perform duties effectively under pressure; monitor a variety of emergency situations at the same time.

- Operate all public safety communications equipment and equipment associated with the dispatch function at a speed necessary for successful job performance.
- Act quickly and calmly in emergency situations and direct other personnel to do the same.
- Work unusual and prolonged work schedules.
- Communicate clearly and concisely, both orally and in writing.
- Exercise tact, initiative, and independent within general policy, procedural, and legal guidelines.
- Maintain confidentiality of critical and sensitive information, records, and reports.
- Work effectively with various cultural and ethnic groups in a tactful and efficient manner.
- Interpret and apply applicable laws, codes, regulations, and standards.
- Establish and maintain effective working relationships with a diverse range of individuals, including coworkers, consultants, professional agencies, and the general public.

**Education and Experience:**

*Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:*

Education

Equivalent of completion of the twelfth grade. Possession of an associate degree from a business or community college in an appropriate curriculum may be substituted for one (1) year of the required experience.

Experience

Four (4) years of public safety dispatching experience in a police, fire, emergency medical or consolidated emergency communications center, including one (1) year of lead or supervisory experience.

**Licenses and Certifications:**

For specific positions, possession and maintenance of a valid California driver's license and the ability to meet the automobile insurability requirements of the agency or the ability to provide suitable transportation needs as a condition of continued employment.

Candidates for this classification may be required to pass a background investigation in accordance with applicable law, regulation and/or policy.

**PHYSICAL DEMANDS**

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard, typewriter keyboard, or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach,



push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

**ENVIRONMENTAL CONDITIONS**

Employees work primarily in an office environment with moderate noise levels and controlled temperature conditions, and occasionally travel to other sites where they may be exposed to inclement weather. Employees may interact with members of the public or with staff under emotionally stressful conditions while interpreting and enforcing departmental policies and procedures.

Employees may be required to work on evenings, weekends and holidays, and participate in afterhours on-call assignments, and work unusual and prolonged work schedules as necessary.

**ADDITIONAL CLASS INFORMATION**

Class Code:

EEOC:

Bargaining Unit:

Established:

Revised:

DRAFT



Date: February 22, 2024  
To: Board of Directors, Santa Cruz Regional 9-1-1  
From: Amethyst Uchida, General Manager  
Subject: Item 5.2, Consider the Preliminary Budget for FY 2024/25 as Presented by the General Manager

**RECOMMENDATION:**

- 1) **Consider the Proposed Operating, Capital, Debt Service, and SCMRS Budgets for Fiscal Year 2024/2025 as presented by the General Manager, and**
- 2) **Receive information about possible staffing changes and their impact on the preliminary budget proposal, as discussed in Item 5.1, and**
- 3) **Authorize an ad hoc finance subcommittee to consider how to address the Authority's upcoming capital needs, and bring a recommendation to the Board's next regular meeting.**

**PRELIMINARY OPERATING BUDGET:**

The General Manager's FY 2024/2025 Operating Budget *preliminary* proposal is for **\$10,005,516** which represents **an increase of \$234,649 from the previous year (2.40%)**. It's important to note that this budget makes no assumptions regarding the outcome of negotiations with Operating Engineers Local No. 3 and with administrative employees. Any negotiated salary and benefits changes with represented and unrepresented employees are not included in this preliminary budget proposal. Costs reflected in this budget proposal are:

- 1) Regular pay is maintained at the FY 2023/2024 budget level. This funds 43 FTE dispatchers and 13 FTE administrative staff and incorporates a 7% vacancy factor.
- 2) Overtime pay is maintained at the FY 2023/2024 budget level.
- 3) An increase to retirement costs in the amount of \$124,894 which reflects an increase to our UAL.
- 4) An increase to the cost of health benefits reflecting increased premiums and an increased number of employees participating in the Authority's health plans. (Premium increases are offset by increased revenue in employee medical charges.)
- 5) The services and supplies portion of the budget is approximately the same subtotal as the prior year. Significant changes in this portion of the budget include:
  - a. An increase in Systems maintenance fees in the amount of \$60,120. This includes an estimated \$22,500 to support a Motorola interface needed by Central Fire, which will be reimbursed entirely by that agency.
  - b. A significant increase in building maintenance costs in the amount of \$80,378 including funding for:
    - i. Uninterruptible Power Supply Major Service \$26,600
    - ii. Rebuild Generator transfer switch \$9,000

- iii. Replace Generator radiator and after-cooler \$15,000
- iv. Repair Parking Lot Entrance Gate Operator \$10,000
- v. Repair Break Room Door \$10,000
- vi. Replace Exterior Security Camera System \$17,500
- c. Shifting the data processing expenses to the SCMRS budget for more accurate cost sharing, a decrease of \$168,006.
- d. A decrease in Professional Services due to canceling the agreement with Priority Dispatch (\$24,900) to provide quality assurance reviews for our emergency medical calls for service. We will utilize the Administrative Analyst for this purpose.
- e. Increases to the Travel, and Registration portions of the budget (\$8,700 total) to support succession planning through continued professional development.

The 2024/2025 Preliminary Operating Budget estimates that the **current FY 2023/2024 budget will close with an operating surplus of \$355,162** which can be used to offset Member contributions. Line item justifications for the proposed Operating Budget are attached.

### **PRELIMINARY CAPITAL BUDGET**

The capital budget as proposed includes \$750,000 towards the purchase of dispatch radio consoles in anticipation of Santa Cruz County's Next Generation Radio project. The NG Radio project timeline indicates that a purchase agreement will be signed in January 2025 and based on experience staff expects some project costs could be invoiced during FY 2024/2025. Since the NG Radio finance committee has not identified the funding method for this project, it is recommended the Authority set aside funds towards the dispatch radio console purchase.

Member Agency funding requirements for the proposed Capital Budget are: **County of Santa Cruz - \$356,000, City of Capitola - \$89,581, City of Santa Cruz - \$171,222, and City of Watsonville - \$132,199.**

### **PRELIMINARY DEBT SERVICE BUDGET**

The Debt Service Budget will fund: 1) \$287,563 for the full year of Debt Service payments (principal and interest) in accordance with the terms of our re-financed Lease Revenue Bond Agreements, 2) \$182,910 which is the eighth of 10 installments for the Motorola P1 Computer Aided Dispatch/Mobile System (CAD), and 3) \$169,938 for principal and interest payments in accordance with the terms of our Lease Purchase Agreement for the RMS Project.

Member Agency funding requirements for the Debt Service Budget will be as follows: **County of Santa Cruz - \$318,104, City of Capitola - \$69,331, City of Santa Cruz - \$170,748, and City of Watsonville - \$83,212.**

**REVENUE and COST-SHARING:**

The calculation of Member and User contributions for FY 2024/25 are based on the cost sharing rates and formula established in Policy 332.

Tower space rent received from Verizon Wireless and DISH (\$77,073), PG&E reimbursement from Verizon (\$17,500), Emergency Operations Center (EOC) rent from the City of Santa Cruz (\$23,279) and User fees collected from the San Benito County, City of Hollister, Fire Districts, and AMR under contract (\$3,187,477) will also be applied to reduce Member contributions. Reimbursements from various Users for Station Alerting, remote CAD access, and anticipated revenue from Records Production (\$81,912), Fire/EMS (Technology/GIS) services (\$135,000), as well as incidental fees paid by occasional Users, and Santa Cruz Metro Records System (SCMRS) Overhead charges (\$48,224) have also been applied to reduce Member contributions.

The Total Annual Budget for FY 2024/2025 is \$10,000,417 which is an increase of \$552,130 (5.84%) from FY 23/24. Under the cost sharing agreement outlined within Policy No. 332 (Revenue), and after applying other revenue sources, the Member Agencies funding requirements for the combined Operating, Capital, and Debt Services Budget as proposed will be as follows: **County of Santa Cruz - \$2,397,075; City of Capitola - \$641,322; City of Santa Cruz - \$2,248,004; and City of Watsonville - \$1,526,542.**

The Cost Sharing Schedule displayed on page 6 of the Preliminary budget (attached) is required to combine the Capital and Operating expenditures and credits in order to determine the *Cost Sharing Adjustment*. *The sum equals Total Annual Budget for each Member and User agency.*

**FIRE DISTRICT COST SHARING PLAN:**

The format of the Fire District Cost Sharing Plan displayed on page 8 of the Preliminary budget (attached) represents the results derived from the application of each individual Fire District's cost sharing percentage to their collective amount due. The plan also details each District's discretionary service reimbursement costs for the upcoming year as required by their Service Agreements. Also included is a breakdown of the reimbursement costs for Fire/EMS specific additional services (Hiplink, FireDispatch.com, and CAD Interfaces for Fire RMS and Mobile programs), Fire and AMR Mobile Support, and Technology/GIS functions provided to the Fire/EMS Agencies under the Authority's service agreements.

**SCHEDULE OF PAYMENTS:**

The format of the Schedule of Payments displayed on page 9 of the Preliminary budget (attached) details the Member Agency quarterly operating payments and percentages (as required by the revised JPA Agreement), the Associate User Agencies bi-annual payments (as required by their Service Agreements), and the bi-annual capital contribution collection dates as specified within the Lease and Use Agreements. The Schedule also includes the collection of the City

EOC rent, the cities' SCMRS contributions, and other User Agency reimbursements as part of the normal billing process.

**MAJOR EQUIPMENT REPLACEMENT PLAN:**

The major equipment replacement plan will be presented to the Board in March.

**ITEMS FOR CONSIDERATION**

It is RECOMMENDED the Board convene the *ad hoc* finance subcommittee to discuss the upcoming capital projects and funding options. For instance, the Authority's fund balance as of June 30, 2023 is \$749,337. These funds can potentially be moved into a capital fund balance for use towards either the RMS replacement project or the NextGen radio consoles.

County data processing charges related to accessing criminal justice data increased substantially in FY 2023/24 and will again in FY 2024/25. It is RECOMMENDED to shift the data processing charges to the SCMRS budget as the majority of the transactions processed are for the law agencies. Charges for Hollister Police and San Benito Sheriff will be reimbursed to the SCMRS budget.

Lastly, it is RECOMMENDED that the RMS Debt Service payments be moved from the SCMRS Budget to the Debt Service budget, as required by accounting procedures, and the Cost Sharing Adjustment formula modified accordingly. This is necessary since the SCMRS cost sharing percentages differ from the Authority's cost sharing percentages.

**ALTERNATE BUDGET PROPOSAL**

An alternate budget proposal has been developed to show the impact of adopting some of the recommended staffing changes from Item 5.1 of this agenda: adding a fourth Operations Supervisor and an Accounting Technician. Staff would seek Board permission to add the Accounting Technician prior to the anticipated retirement, in July 2025, of the Senior Administrative Assistant who currently performs accounting functions for the Authority. This overlap in duties (proposed for up to 5 months) would allow the new Accounting Technician to be a part of the full budget development cycle as well as provide a seamless transition from the existing staff person. There is no one else on staff currently who is able to take over the payroll and accounts payable/receivable functions temporarily.

This version of this budget includes additional funding in Regular Pay, Retirement, and Insurance & Benefits to support the addition of these positions, for a total annual budget of \$10,124,179 an increase of \$675,892 (7.15%). In FY 2024/25, the promotion of an Operations Supervisor will be partially offset by savings in the dispatcher classification.

It is RECOMMENDED that this option be considered by the *ad hoc* Staffing Subcommittee.

## **SANTA CRUZ METRO RECORDS SYSTEM PRELIMINARY OPERATING BUDGET**

The SCMRS Executive Group's<sup>1</sup> proposed 2024/2025 Operating budget request is for **\$945,216** which is **an increase of \$84,759 (9.85%) from FY 2023/24**. Expenses in this proposed budget that contributed to its increase are: addition of a new budget sub-object, Data Processing Charges; an increase to Professional Services to fund a project manager for the RMS project; and an increase in software costs. The budget was also decreased by \$169,938 by moving the RMS lease purchase expenses to the Debt Services budget.

The budget includes funding for 2 FTE; the (1.0 FTE) Systems Division Manager and one (1.0 FTE) Senior Systems Technician. Major Services and Supplies expenditures include annual hardware and software maintenance (\$54,900) agreements with vendors including Cradlepoint, Radio IP, and Cyrun. There are \$20,166 in software expenses relating to endpoint security, miscellaneous software, and new software licenses to provide required advanced authentication for the SCMRS MDCs. The new Data Processing Charges (\$215,513) are payment to Santa Cruz County for access to the CommSys Message Switch in order to access CLETS, NCIC, and other law enforcement databases. There is \$150,000 budgeted for professional services fees for assistance with managing the RMS procurement project. The SCR9-1-1 Indirect Management Overhead fees (\$48,224) are also included, pending an adjustment after an annual review by the Controller for the Authority. A line item justification for the proposed SCMRS Operating Budget is attached.

Other considerations for this budget include accepting the refund of software licensing fees from the CentralSquare project, repayment options for the RMS Lease Purchase Agreement, and funding options for the RMS procurement.

### **FISCAL IMPACT:**

The total Member Contributions for FY 2024/25 (after consideration of revenue and additional member contributions from Santa Cruz Police Department) are **\$855,915**. **This represents a 7.09% increase to member contributions as compared to the previous fiscal year.**

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<sup>1</sup> The SCMRS Executive Group consists of each City Police Chief, the Undersheriff, and the General Manager.

## OPERATING BUDGET EXPENSES (700600)

Acct #	Description	Adopted FY 23 24	Mid Year Adjustment	Amended FY 23 24	YTD	Est. Actual FY 23 24	Preliminary FY 24 25
51000	Regular Pay	4,912,311				4,495,059	4,912,311
51005	Overtime Pay	596,270				748,460	596,270
51010	Extra Help	100,000				71,007	100,000
51040	Differential Pay	120,000				159,192	160,000
52010	Medicare, OASDI, SS	76,000				82,680	84,000
52015	Retirement (PERS)	863,126				830,588	988,020
53010	Insurance & Benefits	1,158,301				1,168,766	1,270,400
53015	Unemployment	15,400				8,072	15,800
54010	Worker's Compensation	45,000				25,516	45,000
<b>Total Salaries and Benefits</b>		<b>7,886,408</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,589,341</b>	<b>8,171,801</b>

Acct #	Description	Adopted FY 23 24	Mid Year Adjustment	Amended FY 23 24	YTD	Est. Actual FY 23 24	Preliminary FY 24 25
61215	Radio Services	26,383				23,030	26,383
61221	Telephone	110,000				87,173	86,000
61312	Inventoriable Items	23,175				23,990	28,500
61535	Other Insurance	122,889				121,483	122,889
61730	Maint/Other Equip (Systems)	516,623				527,042	576,743
61845	Maint Struc/Grounds	87,701				87,093	168,079
62020	Memberships	3,464				3,533	4,155
62111	Misc. Expenses/Svs	2,500				2,138	4,000
62215	Books	200				0	200
62217	Misc. Non-Inventory Items	10,600				6,350	7,000
62218	Paper	5,000				4,854	5,000
62219	Computer Software	102,396				87,998	107,296
62220	Copier Supplies	450				402	450
62221	Postage	400				200	400
62222	Magazine Subscriptions	0				0	0
62223	Supplies	20,000				20,000	26,500
62301	Accounting & Auditing Fees	35,000				33,473	35,000

SCR911 PRELIMINARY BUDGET FY 24/25

Operating Budget Expenses (cont.)

Acct #	Description	Adopted FY 23 24	Mid Year Adjustment	Amended FY 23 24	YTD	Est. Actual FY 23 24	Preliminary FY 24 25
62304	Attorney Fees	12,000				5,700	12,000
62325	Data Processing Charges	168,006				168,006	0
62381	Professional Services	77,778				84,371	44,495
62420	Publications and Legal Notices	500				70	1,000
62500	Rents & Leases (Equipment)	3,500				3,926	4,000
62610	Rents & Leases (Structures)	38,292				22,935	38,292
62715	Small Tools and Instruments	500				441	500
62914	Education & Training	12,100				10,618	12,000
62926	Mileage	2,500				1,529	2,500
62928	Travel	9,700				8,291	13,820
62930	Registration	7,000				7,594	11,685
63070	Utilities	110,000				108,322	110,000
<b>Total Services and Supplies</b>		<b>1,508,657</b>			<b>0</b>	<b>1,450,562</b>	<b>1,448,888</b>
<b>Subtotal Operating Expenses</b>		<b>9,395,065</b>			<b>0</b>	<b>9,039,903</b>	<b>9,620,689</b>

Acct #	Description	Adopted FY 23 24	Mid Year Adjustment	Amended FY 23 24	YTD	Est. Actual FY 23 24	Preliminary FY 24 25
98700	Approp for Contingencies	375,803				0	384,828
<b>Total Contingencies</b>		<b>375,803</b>			<b>0</b>	<b>0</b>	<b>384,828</b>
86204	Fixed Asset Equipment	0				0	0
<b>Total Fixed Assets</b>		<b>0</b>			<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL EXPENSES</b>		<b>9,770,867</b>			<b>0</b>	<b>9,039,903</b>	<b>10,005,516</b>

underbudget 730,964





**CAPITAL BUDGET  
EXPENDITURES (700700)**

Acct #	Description	Adopted FY 23 24	YTD	Est. Actual FY 23 24	Preliminary FY 24 25
86204	Capital Equipment	102,641	0	102,641	750,000
	Radio Consoles				750000
	P1 Staging Environment	73,675		73,675	
	Logging Recorder server replacement	28,966		28,966	
62381	Professional Services			0	0
61845	Building Upgrades/Maint.	0		0	0
<b>Total Expenditures</b>		<b>102,641</b>		<b>102,641</b>	<b>750,000</b>

**CAPITAL BUDGET  
REVENUE (700700)**

40430	Interest/Excess Revenues	4,000		728	1,000
42044	Member Contributions	98,643		98,643	749,000
	County	46,885		46,885	355,999.70
	Capitola	11,798		11,798	89,580.40
	Santa Cruz	22,550		22,550	171,221.40
	Watsonville	17,410		17,410	132,198.50
42462	Transfer in from Operating				
Revenue subtotals		102,643	0	99,371	750,000
Fund Balance Usage		0		3,270	
<b>Total Revenues &amp; Fund Balance</b>		<b>102,643</b>	<b>0</b>	<b>102,641</b>	<b>750,000</b>

Fund Balance Summary	
Fund Balance as of 6/30/23	9,860
To Be Used in FY	0
Used in FY 23/24	3,270
<b>Remaining Fund Balance for Future Years</b>	<b>6,590</b>

**DEBT SERVICE  
EXPENDITURES (700650)**

Acct #	Description	Adopted FY 23 24	Amended	Est. Actual FY 23 24	Preliminary FY 24 25
62345	Bond Paying Agent Fees	3,205	3,205	3,205	3,205
74110	Principal	337,513	478,013	478,013	492,321
	Lease Revenue Bonds	175,000	175,000	175,000	180,000
	CAD Premier One 8 of 10	162,513	162,513	162,513	167,388
	RMS Lease Purchase	0	140,499	140,499	144,932
74425	Interest on Long Term Debt	132,959	162,398	162,398	145,871
	Lease Revenue Bonds	112,563	112,563	112,563	105,344
	CAD Premier One 8 of 10	20,397	20,397	20,397	15,521
	RMS Lease Purchase	0	29,438	29,438	25,005
	<b>Total Expenditures</b>	<b>473,677</b>	<b>643,615</b>	<b>643,615</b>	<b>641,397</b>

**DEBT SERVICE  
REVENUE (700650)**

40430	Interest Income	0		3,372	0
42044	Member Contributions	473,677	169,938	643,615	641,397
	County	225,139	94,020	319,159	318,104
	Capitola	56,652	12,945	69,596	69,331
	Santa Cruz	108,283	62,973	171,256	170,748
	Watsonville	83,604		83,604	83,212
	Revenue subtotal				641,397
74425	Fund Balance				
	Transfer in from Misc. Revenue				
	<b>Total Revenue</b>	<b>473,677</b>	<b>169,938</b>	<b>646,987</b>	<b>641,397</b>

NOTE: Fund Balance was 6,395.88 as of 6/30/23

**COST SHARING SCHEDULE**

	Total	County	Capitola	Santa Cruz	Watsonville	Fire	Ambulance	Hollister	San Benito
<b>Operating Expenditures FY 24/25</b>	<b>10,005,516</b>	<b>2,483,891</b> 24.83%	<b>677,589</b> 6.77%	<b>2,356,559</b> 23.55%	<b>1,646,526</b> 16.46%	<b>339,724</b> 3.40%	<b>633,905</b> 6.34%	<b>1,280,942</b> 12.80%	<b>586,370</b> 5.86%
<b>Operating Credits</b>									
EOC Rent (Operating)	(23,279)	(8,071)	(2,200)	(7,656)	(5,352)				
Interest (Operating)	(25,000)	(8,668)	(2,363)	(8,223)	(5,748)				
Other (Operating)	(1,347,217)	(467,080) 34.67%	(127,312) 9.45%	(443,100) 32.89%	(309,725) 22.99%				
<b>Net Operating</b>	<b>8,610,021</b>	<b>2,000,073</b>	<b>545,724</b>	<b>1,897,581</b>	<b>1,325,702</b>	<b>339,724</b>	<b>633,906</b>	<b>1,280,942</b>	<b>586,370</b>
<b>Debt Service Expenditures</b>	<b>641,397</b>	<b>318,104</b>	<b>69,331</b>	<b>170,748</b>	<b>83,212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service Credits</b>									
Interest Earnings + Fund Balance	0	-	-	-	-	0	0	0	0
<b>Net Debt Service</b>	<b>641,397</b>	<b>318,104</b> 47.53%	<b>69,331</b> 11.96%	<b>170,748</b> 22.86%	<b>83,212</b> 17.65%	<b>0</b> 0.00%	<b>0</b> 0.00%	<b>0</b> 0.00%	<b>0</b> 0.00%
<b>Capital Expenditures</b>	<b>750,000</b>	<b>356,475</b> 47.53%	<b>89,700</b> 11.96%	<b>171,450</b> 22.86%	<b>132,375</b> 17.65%	<b>0</b> 0.00%	<b>0</b> 0.00%	<b>0</b> 0.00%	<b>0</b> 0.00%
<b>Capital Credits</b>									
Interest (Capital)	(1,000)	(475)	(120)	(229)	(177)	0	0	0	0
Other Revenue	0	0	0	0	0	0	0	0	0
Other (Fund Balance)	0	0	0	0	0	0	0	0	0
<b>Net Capital</b>	<b>749,000</b>	<b>356,000</b> 47.53%	<b>89,581</b> 11.96%	<b>171,222</b> 22.86%	<b>132,199</b> 17.65%	<b>0</b> 0.00%	<b>0</b> 0.00%	<b>0</b> 0.00%	<b>0</b> 0.00%
<b>Capital/Debt Service Subtotal</b>	<b>1,390,397</b>	<b>674,105</b>	<b>158,912</b>	<b>341,970</b>	<b>215,411</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cost Sharing Adjustment</b>		<b>(\$277,103)</b>	<b>(\$63,314)</b>	<b>\$8,453</b>	<b>(\$14,570)</b>	<b>\$41,439</b>	<b>\$77,323</b>	<b>\$156,248</b>	<b>\$71,525</b>
<b>TOTAL ANNUAL BUDGET</b>	<b>10,000,417</b>	<b>2,397,075</b>	<b>641,322</b>	<b>2,248,004</b>	<b>1,526,542</b>	<b>381,163</b>	<b>711,228</b>	<b>1,437,190</b>	<b>657,895</b>

Previous FY Total Annual Budget Payments 9,448,287  
 Annual Payments % Change 5.84%

Total Annual SCR911 Budget Change 5.84%

Total FY 2024/25 Changes 552,130

586,370 5.86%  
 1,280,942 12.80%  
 633,905 6.34%  
 339,724 3.40%  
 606,159 8.53%  
 51,736

**COST SHARING SCHEDULE cont.**

	Total	County	Capitola	Santa Cruz	Watsonville	Fire	Ambulance	Hollister	San Benito
<b>TOTAL ANNUAL BUDGET</b>	<b>10,000,417</b>	<b>2,397,075</b>	<b>641,322</b>	<b>2,248,004</b>	<b>1,526,542</b>	<b>381,163</b>	<b>711,228</b>	<b>1,437,190</b>	<b>657,895</b>
Santa Cruz City Rent	23,279	0	0	23,279	0	0	0	0	0
Reimbursements - Users	38,640	0	0	4,761	3,068	30,811	0	0	0
Reimbursements - Fire/EMS GIS	135,000	0	0	22,693	14,621	34,182	63,504	0	0
Reimbursements - SCMRS Mobile Support	83,801			3,689	527	15,284	10,540	35,847	17,914
SCMRS	855,915	324,259	49,602	317,314	164,740				
<b>Total Actual Charges FY 2024/25</b>	<b>11,137,052</b>	<b>2,721,334</b>	<b>690,924</b>	<b>2,619,739</b>	<b>1,709,498</b>	<b>461,440</b>	<b>785,273</b>	<b>1,473,037</b>	<b>675,808</b>
FY 2023/24		2,551,704	664,823	2,524,657	1,646,618	408,765	729,204	1,341,854	612,920
		6.65%	3.93%	3.77%	3.82%	12.89%	7.69%	9.78%	10.26%

## FIRE DISTRICT COST SHARING PLAN

Total Annual Authority Budget \$10,000,417  
Fire District Share \$381,163

<u>Fire Service</u>	<u>Dist. %</u>	<u>Annual Charge</u>		<u>Total Charges</u>		
		<u>Basic Services</u>	<u>Other Services</u>	<u>Basic and TelCo</u>		
Ben Lomond	3.87%	\$14,768	\$0	\$14,768		
Boulder Creek	8.31%	\$31,668	\$1,140	\$32,808		
Brancliffe	0.00%	\$0	\$0	\$0		
Central	63.15%	\$240,715	\$22,500	\$263,215		
Felton	5.30%	\$20,213	\$0	\$20,213		
Scotts Valley	17.68%	\$67,395	\$0	\$67,395		
Zayante	1.68%	\$6,404	\$0	\$6,404		
<b>Totals</b>	<b>100.00%</b>	<b>\$381,163</b>	<b>\$23,640</b>	<b>\$404,803</b>		
Santa Cruz	NA	NA				
Watsonville	NA	NA				
AMR	NA	NA				
<u>Fire Service</u>	<u>Dist. %</u>	<u>Hiplink and Firespatch Website</u>		<u>Technology Reimbursements (GIS)</u>		<u>FY 24/25 Grand Total Charges</u>
Ben Lomond	1.85%	\$278	\$1,324	\$527	\$2,129	\$16,898
Boulder Creek	3.97%	\$596	\$2,840	\$527	\$3,963	\$36,770
Brancliffe	0.00%	\$0	\$0	\$0	\$0	\$0
Central	30.19%	\$4,529	\$21,587	\$7,378	\$55,994	\$319,209
Felton	2.54%	\$380	\$1,813	\$527	\$2,720	\$22,933
Scotts Valley	8.45%	\$1,268	\$6,044	\$5,797	\$13,109	\$80,504
Zayante	0.80%	\$120	\$574	\$527	\$1,222	\$7,626
<b>Sub-totals</b>	<b>47.81%</b>	<b>\$7,171</b>	<b>\$34,182</b>	<b>\$15,284</b>	<b>\$56,637</b>	
Santa Cruz	31.74%	\$4,761	\$22,693	\$3,689	\$31,143	\$31,143
Watsonville	20.45%	\$3,068	\$14,621	\$527	\$18,215	\$18,215
Additional Services		\$15,000			\$22,500	
Hiplink, FireDispatch, CAD Interfaces (Fire RMS, Tablet Command) Bryx Interface						
<b>TOTAL FIRE</b>	<b>100.00%</b>	<b>\$15,000.00</b>	<b>\$71,496.00</b>	<b>\$15,284</b>	<b>\$101,780</b>	<b>\$533,299</b>
<b>AMR</b>			<b>\$63,504.00</b>	<b>\$10,540</b>		<b>\$74,044</b>
			<b>\$135,000</b>			<b>\$607,343</b>

### SCHEDULE OF PAYMENTS

	Total	County	Capitola	Santa Cruz	Watsonville	Fire	Ambulance	Hollister	San Benito
<b>Operations - 9-1-1</b>									
Operational Billing	8,610,021	2,000,073	545,724	1,897,581	1,325,702	339,724	633,906	1,280,942	586,370
EOC Rent	23,279			23,279					
User Reimbursements	38,640	0	0	4,761	3,068	30,811	0	0	0
Fire/EMS Tech Reimbursements	135,000	0	0	22,693	14,621	34,182	63,504	0	0
Cost Sharing Adjustment		(277,103)	(63,314)	8,453	(14,570)	41,439	77,323	156,248	71,525
Sub total	8,806,939	1,722,970	482,410	1,956,766	1,328,820	446,157	774,732	1,437,190	657,895
<b>Operations - SCMRS</b>									
SCMRS	83,801	0	0	3,689	527				
SCMRS	855,915	324,259	49,602	317,314	164,740	0	0	0	0
Sub total	939,716	324,259	49,602	321,003	165,267				
<b>Total Operational Billing</b>	9,746,655	2,047,230	532,012	2,277,769	1,494,087	446,157	774,732	1,437,190	657,895
<b>Debt Service</b>									
Capital									
	641,397	318,104	69,331	170,748	83,212				
	749,000	356,000	89,581	171,222	132,199				
<b>Total</b>	<b>11,137,052</b>	<b>2,721,334</b>	<b>690,924</b>	<b>2,619,739</b>	<b>1,709,498</b>	<b>461,440</b>	<b>785,273</b>	<b>1,473,037</b>	<b>675,808</b>
6/15 - 1st Qtr Operations 9-1-1 (35%)	1,921,838	603,040	168,843	684,868	465,087				
6/15 - 1st Qtr Operations SCMRS (35%)	301,046	113,491	17,361	112,351	57,843				
7/1 - 1st Half User Fees (50%)	623,357					230,720	392,636	736,519	337,904
9/15 - 1st Half Capital (50%)	374,500	178,000	44,790	85,611	66,099				
		47.53%	11.96%	22.86%	17.65%				
9/15 - 1st Half Debt Service (50%)	320,698	152,428	38,356	73,312	56,603				
		47.53%	11.96%	22.86%	17.65%				
9/15 - 2nd Qtr Operations 9-1-1 (25%)	1,372,742	430,743	120,602	489,192	332,205				
9/15 - 2nd Qtr Operations SCMRS (25%)	215,033	81,065	12,401	80,251	41,317				
12/15 - 3rd Qtr Operations 9-1-1 (25%)	1,372,742	430,743	120,602	489,192	332,205				
12/15 - 3rd Qtr Operations SCMRS (25%)	215,033	81,065	12,401	80,251	41,317				
1/15 - 2nd Half User Fees (50%)	623,357					230,720	392,636	736,519	337,904
3/15 - 2nd Half Capital (50%)	374,500	178,000	44,790	85,611	66,099				
		47.53%	11.96%	22.86%	17.65%				
3/15 - 2nd Half Debt Service (50%)	320,698	152,428	38,356	73,312	56,603				
		47.53%	11.96%	22.86%	17.65%				
3/15 - 4th Qtr Operations 9-1-1 (15%)	823,645	258,446	72,361	293,515	199,323				
3/15 - 4th Qtr Operations SCMRS (15%)	129,020	48,639	7,440	48,150	24,790				
<b>Total</b>	<b>8,988,207</b>								

**SANTA CRUZ METRO RECORDS MANAGEMENT SYSTEM  
OPERATING BUDGET - EXPENSES (700690)**

Acct #	Description	Adopted FY 23 24	Mid Year Adjustment	Est. Actual FY 23 24	Preliminary FY 24 25
51000	Regular Pay	314,874		263,086	314,874
51005	Overtime	1,000		419	1,000
52010	Medicare, OASDI	3,750		3,810	3,750
52015	Retirement (PERS)	53,831		48,948	58,348
53010	Insurance and Benefits	41,866		41,186	41,866
53015	Unemployment	850		418	850
54010	Workers Compensation	4,075		1,023	4,075
51010	Extra Help	0		0	0
<b>Total Salary/Benefits</b>		<b>420,245</b>	<b>0</b>	<b>358,890</b>	<b>424,763</b>
61221	Telephone and Telegraph	1,700		6,678	7,050
61312	Inventoriable Items	3,600		0	3,600
61730	Maintenance/System	88,200		46,738	54,900
62111	Misc. Expenses/Svs.	1,000		0	1,000
62217	Non-Inventory Items	1,000		500	1,000
62218	Paper	500		500	500
62219	Computer Software	7,550		6,339	20,166
62223	Supplies	1,000		30	1,000
62301	Accounting/Audit Fees	2,000		2,000	2,000
62325	Data Processing Charges	0		0	215,513
62365	Managment Services/In. Overhead	48,224		48,224	48,224
62381	Professional Services	100,000		103,376	150,000
62420	Legal Notices/Publications	500		83	500
62914	Training	5,000		130	5,000
62926	Mileage	3,000		1,330	3,000
62928	Travel	3,000		1,735	3,000
62930	Registration	4,000		1,100	4,000
98700	Approp for Contingency	0		0	0
<b>CAPITAL PROJECT</b>					
86204	Capital Expenses - RMS Debt Service	169,938	-169,938	0	0
	Capital Expenses	0		0	
<b>Total Serv./Supp.</b>		<b>440,212</b>	<b>-169,938</b>	<b>218,763</b>	<b>520,453</b>
<b>TOTAL EXPENSES</b>		<b>860,457</b>	<b>-169,938</b>	<b>577,653</b>	<b>945,216</b>



Santa Cruz Metro Records Management System  
**OPERATING BUDGET - REVENUE (700690)**

Acct #	Description	Adopted FY 23 24	Mid Year Adjustment	Est. Actual FY 23 24	Preliminary FY 24 25
40430	Interest	1,200		5,904	5,000
41654	Employee Medical Charges	500		2,822	500
42384	Other Revenue (MDC/Other Users)	54,087		54,839	83,801
42044	Member Contributions	880,595	-169,938	670,681	855,915
		0		0	0
	Santa Cruz	247,243	-62,973	184,270	<b>235,113</b>
	SC In Car Support	82,201		82,201	<b>82,201</b>
	Capitola	48,924	-12,945	35,979	<b>49,602</b>
	Watsonville	132,054		132,054	<b>164,740</b>
	SC County	294,247	-94,020	200,227	<b>324,259</b>
	SCMRS MDC Hardware Maintenance	82,201			
42384	Other Revenue (MDC /Other Users)	54,087		54,087	83,801
	Ben Lomond Fire Reimbursement	520			527
	Boulder Creek Fire Reimbursement	520			527
	Branciforte Fire Reimbursement	1,040			0
	Central Fire Reimbursement	7,281			7,378
	Felton Fire Reimbursement	520			527
	Santa Cruz Fire Reimbursement	3,640			3,689
	Scotts Valley Fire Reimbursement	4,681			5,797
	Watsonville Fire Reimbursement	520			527
	Zayante Fire Reimbursement	520			527
	AMR (Santa Cruz) Reimbursement	10,401			10,540
	AMR (San Benito) Reimbursement	520			527
	San Benito Sheriff Reimbursement	6,241			17,386
	Hollister Police Reimbursement	17,162			35,320
	Hollister Fire Reimbursement	520			527
	<b>Revenue Subtotal</b>	<b>936,382</b>	<b>-169,938</b>	<b>734,246</b>	<b>945,216</b>
	Revenue Less Expenses			0	0
	<b>TOTAL REVENUE</b>	<b>936,382</b>		<b>734,246</b>	<b>945,216</b>

Annual SCMRS Budget Change from Previous FY **9.85%**

Justification is offered for accounts in which more than \$5,000 in expenses or revenue is anticipated.

**FY 2024/2025 OPERATING BUDGET JUSTIFICATION  
EXPENSES  
Salaries and Benefits**

<b>51000</b>	<b>Regular Salaries</b>	<b>\$ 4,912,311</b>
	<p>This funds the full year of operations for all authorized positions (46 FTE Dispatchers and 12.5 FTE Admin staff including a 12% vacancy factor) at the same level as in FY 2023/24. The projected costs also include anticipated step increases and skills-related pay incentives. The labor agreement with Operating Engineers Local 3 expires on June 30, 2024. At this time, expenses related to the outcome of negotiations are not known and not included in this budget.</p>	
<b>51005</b>	<b>Overtime Pay</b>	<b>\$ 596,270</b>
	<p>This estimates the cost of overtime based upon recent actual experience and continuing to be understaffed for at least the first half of FY 2024/25. It also includes additional overtime needed to support training of new dispatcher staff.</p>	
<b>51010</b>	<b>Extra Help</b>	<b>\$ 100,000</b>
	<p>This account funds Extra Help Dispatchers and Interns.</p>	
<b>51040</b>	<b>Differential Pay</b>	<b>\$ 160,000</b>
	<p>This account will fund Night Shift Premium costs for actual dispatcher hours worked between 6:00 pm and 6:00 am per our MOU agreement. On Call pay is also paid from this account as of FY 2023/24.</p>	
<b>52010</b>	<b>Medicare Taxes</b>	<b>\$ 84,000</b>
	<p>This funds Medicare taxes based upon the Federal employer rate of 1.45% of payroll for full-time, PERS covered employees and 7.65% of payroll for Extra-Help, non PERS covered employees.</p>	
<b>52015</b>	<b>Retirement</b>	<b>\$ 988,020</b>
	<p>This estimates the actual cost of participation in the PERS retirement system based upon our employer rate for each of our three CalPERS retirement plans. Rates for 2@55 (27.6% of our employees) = 12.52% plus underfunded liability of \$474,954, 2@60 = 10.15% (5.2% of our employees), and 2@62 = 7.87% (65.5% of our employees).</p>	
<b>53010</b>	<b>Insurance and Benefits</b>	<b>\$ 1,270,400</b>
	<p>This estimates the costs of the Group Health Insurance program (based upon dependant data from work force demographics) which includes all health, dental, vision, life, long term disability, and employee assistance coverage (including associated plan FY 2024/25 administration fees) in accordance with the limits as specified within Policy No. 1300 (Benefits) and the MOU. Partial, off-setting revenue received is deposited into Revenue Acct. No. 1654 - Employee Medical Charges from Authority employees who are "over the cap".</p>	
<b>53015</b>	<b>Unemployment</b>	<b>\$ 15,800</b>
	<p>Funds from this account will be used to pay the standard unemployment tax (4% of the first \$7,000 paid to each employee).</p>	
<b>54010</b>	<b>Worker's Compensation</b>	<b>\$ 45,000</b>
	<p>based upon the Public Safety Dispatcher (Clerical) calculated rate from SDRMA.</p>	

**FY 2024/2025 OPERATING BUDGET JUSTIFICATION**  
**Services and Supplies**

<b>61215</b>	<b>Radio Services</b>	<b>\$</b>	<b>26,383</b>
	This account funds the full year of radio service maintenance for all Authority Radio equipment.		
<b>61221</b>	<b>Telephone and Telegraph</b>	<b>\$</b>	<b>86,000</b>
	This estimates the equipment, line, toll, and message rate phone charges for the administrative and operational phone lines and service charges for cellular phones. Funds from this account will also be used to fund all lease line radio circuit charges at the primary and alternate site based upon the actual costs of the installed lines.		
<b>61312</b>	<b>Inventoriable Items</b>	<b>\$</b>	<b>28,500</b>
	Center. This year's funding includes computers for administrative staff and the dispatch center (these are purchased under a lease with \$1 buyout options to normalize spending and maintain reliable modern computers), chairs, a printer and tablet, and monitor stands for the San Benito County backup center.		
<b>61535</b>	<b>Other Insurance</b>	<b>\$</b>	<b>122,889</b>
	This account includes the S.D.R.M.A. estimated amount to fund all General Commercial Liability, Public Officials Errors and Omissions, Employment Practices Liability, Property and Equipment, and Dispatcher/9-1-1 Errors and Omissions Insurance coverage. This account also funds an additional \$5 million commercial umbrella policy rider and Rental Interruption Insurance (per Auditor recommendation). The cost includes a 5% discount for multiple policies (Workers Comp		
<b>61730</b>	<b>Maint/Other Equipment (Systems)</b>	<b>\$</b>	<b>576,743</b>
	Funds from this account will be used to pay the annual maintenance costs to cover all components of our Premier One Computer-Aided-Dispatch System, PulsePoint System, Digital Paging Interface, scheduling software, voice recorder, ESRI GIS system, edge security appliance, backup appliance, and Emergency Medical Dispatch software.		
<b>61845</b>	<b>Maint/Structure and Grounds</b>	<b>\$</b>	<b>168,079</b>
	Landscape, and Janitorial. The proposed budget also includes critical repairs for the Authority's Generator (two projects totalling \$24,000), repair of the employee parking lot's gate and gate operator (\$10,000), major service for the now 10-years old UPS (\$26,600), replacing the break room door (\$9,500), and upgrading the security camera system (\$17,500).		
<b>62111</b>	<b>Miscellaneous Non-Inventoriable Items</b>	<b>\$</b>	<b>7,000</b>
	Funds from this account will be used to purchase chairs, keyboards, speakers, and headsets to support the Dispatch operation		
<b>62218</b>	<b>Paper</b>	<b>\$</b>	<b>5,000</b>
	Funds in this account will be used to publish Operating and Training Manuals, Newsletters, Annual Reports, Meeting Minutes as well as other normal paper needs.		

**FY 2024/2025 OPERATING BUDGET JUSTIFICATION**

**Services and Supplies (Cont.)**

<b>62220</b>	<b>Computer Software</b>	<b>\$ 107,296</b>
	Software purchases and subscription services including productivity solutions, security solutions, scheduling software, document management, backup software, and more.	
<b>62223</b>	<b>Supplies</b>	<b>\$ 26,500</b>
	heretofore covered within another account. The estimate also takes into account the need for training supplies, binders, specialized duplicating, training aids, facility replacement items and all other small supply items. This amount has been increased in FY 2024/25 from \$20,000 to \$26,500. (In FY 2012/13 \$25,000 was budgeted in this account but it was cut after that; inflation is affecting our ability to stay within the lower amount.)	
<b>62301</b>	<b>Auditing and Accounting</b>	<b>\$ 35,000</b>
	Estimated based upon current year per check payroll charges and the anticipated cost of a one year audit.	
<b>62325</b>	<b>Data Processing Charges</b>	<b>\$ -</b>
	This account has been moved to the SCMRS budget	
<b>62304</b>	<b>Attorney Fees</b>	<b>\$ 12,000</b>
	It is anticipated there will be an increase of the Authority's need for the Attorney to review the JPA agreement, User agreements, employee job descriptoins, and Authority policy as outlined in the Strategic Plan	
<b>62381</b>	<b>Professional Services</b>	<b>\$ 44,495</b>
	Funds from this account will be used to fund anticipated charges associated with actuarial services and charges associated with the hiring process including background checks.	
<b>62610</b>	<b>Rents and Leases (Structures)</b>	<b>\$ 38,292</b>
	This account funds our space in Watsonville and Hollister for both of the Alternate Sites.	
<b>62914</b>	<b>Education and Training</b>	<b>\$ 12,000</b>
	Funds in this account will pay the costs associated with our on-site training events and selected off-site Seminars such as Motorola CAD training, CPR training for any new employee, the training of additional EMD Dispatchers, and Medical Priority Dispatch (MPSD) training tuition. This also funds tuition reimbursement for employees. This fund doesn't include tuition expenses for reimbursable training activities covered by the training allotment from the State of California.	

**FY 2024/2025 OPERATING BUDGET JUSTIFICATION  
Services and Supplies (Cont.)**

<b>62928</b>	<b>Travel</b>	<b>\$</b>	<b>13,820</b>
	<p>site events. This fund doesn't include travel expenses for reimbursable training activities covered by the training allotment from the State of California.</p> <p>This year's proposed travel includes:</p> <ol style="list-style-type: none"> <li>1. Attendance by Systems and Operations staff at the Annual Motorola Users Group Conference. This 4-day event is hosted by our CAD vendor and provides a forum for current Motorola CAD users to expand their knowledge of existing CAD software and to influence the design and development of future CAD software.</li> <li>2. Attendance by Admin Staff members to management training events crucial for succession planning and professional development.</li> </ol>		
<b>63070</b>	<b>Utilities</b>	<b>\$</b>	<b>110,000</b>
	<p>This account will fund PG&amp;E, water, and garbage based upon our actual experience.</p>		
<b>98700</b>	<b>Contingency (Operating Budget)</b>	<b>\$</b>	<b>384,828</b>
	<p>This account includes the 4% reserve as required by the JPA Agreement.</p>		

**FY 2024/2025 OPERATING BUDGET JUSTIFICATION  
REVENUE**

<b>40430</b>	<b>Interest</b>	<b>\$ 25,000</b>
	Contributions and are based upon historical experience and anticipated payment schedules.	
<b>40440</b>	<b>Rents and Concessions</b>	<b>\$ 117,851</b>
	Wireless, and Cruzio for one year of tower space rent based upon the terms of their Agreements (total of \$77,073) plus \$17,900 for PG&E Electrical reimbursement and \$22,362 for rental income from the EOC offices.	
<b>41654</b>	<b>Medical Charges - Employees</b>	<b>\$ 152,262</b>
	Funds in this account will be received from employees whose total monthly medical premiums exceed the negotiated amounts outlined in the MOU and policy.	
<b>42047</b>	<b>Charges for Current Services</b>	<b>\$ 3,187,477</b>
	Funds in this account will be received from the Fire Districts, the County Paramedic Transportation Provider (AMR), the City of Hollister, and the County of San Benito. The amount is determined by the approved cost sharing formula, which sets Associate Member percentages based on Calls for Service (CFS) as measured by our CAD (during the model years as approved) and an approved Minimum Staffing Model.	
<b>42044</b>	<b>Member Contributions</b>	<b>\$ 5,422,545</b>
	Funds in this account will be received from the four Member Agencies. The amounts for each Agency are calculated based upon the cost sharing formula approved in February 2022 and the calculation of CFS data (using the model years of 2019, 2020, and 2021 as required). Adjustments are also made to account for capital/debt service contributions and cost sharing adjustments necessary to arrive at each agency's appropriate percentage of Total Annual Budget (see <i>Cost Sharing Schedule, Actual to be Charged</i> ).	
<b>42384</b>	<b>Other Revenue</b>	<b>\$ 303,776</b>
	This account anticipates receiving \$105,862 in incidental fees from occasional and/or specialized users and recording reproduction charges. An additional \$14,340 in User Agency reimbursements for 1) CAD/Fire Station Alerting lease line charges and 2) County HSA reimbursements for a) support and distribution of ambulance provider performance reports, b) remote recording of Hospital to Medic communication lines, and c) remote CAD and recorder access. The account also anticipates receiving \$135,000 from All Member and User Agencies to support contracted GIS and mapping services and \$48,224 from SCMRS for Indirect Management Overhead charges.	
<b>NA</b>	<b>Previous Year Budget Surplus</b>	<b>\$ 420,804</b>
	Funds in this balance will be used to reduce Member Contributions.	
<b>NA</b>	<b>Previous Year Reserve Excess</b>	<b>\$ 375,803</b>
	It is anticipated that the Operating Contingency for FY 2022/23 will remain positive, and as such, it will be used to reduce Member Contributions as required by our Joint Powers Agreement.	

**FY 2024/25 DEBT SERVICE BUDGET JUSTIFICATION  
EXPENSES**

<b>74110</b>	<b>Principal on Long Term Debt</b>	<b>\$</b>	<b>492,321</b>
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This account will be used to fund Bond principal payments to the Bond Holders. The amount is determined by the Official Statement. Also included in this account is the eighth of 10 payments of principal for the Premeir One CAD mainframe and payments for the RMS project.

<b>74425</b>	<b>Interest on Long Term Debt</b>	<b>\$</b>	<b>145,871</b>
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This account will be used to fund Bond principal payments to the Bond Holders. The amount is determined by the Official Statement. Also included in this account is the eighth of 10 payments for the Premeir One CAD mainframe and payments for the RMS project.

<b>62345</b>	<b>Bond Paying Agent Fees</b>	<b>\$</b>	<b>3,205</b>
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This account funds the annual administration fees to be paid to the Bond Trustee (Bank of New York). This account also funds the annual Rebate Calculation fee to be performed by Harrell and Associates.

<b>40430</b>	<b>Interest/Excess Reserves</b>	<b>\$</b>	<b>-</b>
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Funds in this account will be used to off-set Debt Service payments.

<b>40244</b>	<b>Member Contributions</b>	<b>\$</b>	<b>641,397</b>
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Funds in this account will be collected from the four Member Agencies. The amounts for each Agency are calculated based upon the capital cost sharing percentages used to secure the Bonds. These amounts are partially off-set by additional User fees (see *Cost Sharing Schedule, Cost Sharing Adjustment*) and space rental payments (Santa Cruz City EOC and Verizon Wireless) collected and credited to the Operating Budget in order to arrive at each participating agency's appropriate percentage of Total Annual Budget (see *Cost Sharing Schedule, TOTAL ANNUAL BUDGET and Total Actual Charges*).

**FY 2024/25 CAPITAL BUDGET JUSTIFICATION  
EXPENSES**

<b>96204</b>	<b>Capital Equipment</b>	<b>\$</b>	<b>750,000</b>
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This funding is for initial payments on the dispatch radio consoles that may be procured under the County's Next Gen radio project

<b>61854</b>	<b>Building Upgrades/Maint.</b>	<b>\$</b>	<b>-</b>
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**FY 2024/2025 CAPITAL BUDGET JUSTIFICATION  
REVENUE**

<b>40430</b>	<b>Interest/Excess Revenues</b>	<b>\$</b>	<b>1,000</b>
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Funds in this account represent interest received on Member Contributions and are based upon historical experience and anticipated payment schedules. There will be no interest anticipated in this sub-object as no revenue will be collected to fund the first-year of the capital projects.

<b>42044</b>	<b>Member Contributions</b>	<b>\$</b>	<b>749,000</b>
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Funds in this account are typically collected from the four Member Agencies. The amounts for each Agency are calculated based upon the cost sharing percentages used to secure financing. These amounts are then partially off-set by additional User fees (see *Cost Sharing Schedule, Cost Sharing Adjustment*) collected and credited to the Operating Budget in order to arrive at each participating agency's appropriate percentage of Total Annual Budget (see *Cost Sharing Schedule, TOTAL ANNUAL BUDGET and Total Actual Charges*).

**SANTA CRUZ METROPOLITAN RECORDS SYSTEM (SCMRS)  
 FY 2024/2025 OPERATING BUDGET JUSTIFICATION  
 Salaries and Benefits**

<b>51000</b>	<b>Regular Salaries</b>	<b>\$ 314,874</b>
	approved salary compensation for the funded position of one (1.0 FTE) Systems Division Manager, one (1.0 FTE) Senior Systems Technician, and 0.25 FTE of the General Manager due to the ongoing RMS implementation	
<b>52015</b>	<b>Retirement</b>	<b>\$ 58,348</b>
	This estimates the actual cost of participation in the PERS retirement system for the personnel assigned and working on the SCMRS program. The amount is based upon the Authority employer rate schedule of 11.47% plus a share of the agency's underfunded accrued liability (\$19,974.70 this year).	
<b>53010</b>	<b>Insurance and Benefits</b>	<b>\$ 41,866</b>
	This estimates the costs of the Group Health Insurance program (based upon dependant data from the 2.5 currently funded employees) which includes all health, dental, vision, drug, life, long term disability, and employee assistance coverage in accordance with the limits as specified within Policy No. 1300 (Benefits).	

**Services and Supplies**

<b>61730</b>	<b>Maintenance/Systems</b>	<b>\$ 54,900</b>
	This account funds annual hardware and software maintenance charges for RMS, RadiolP (network management/VPN software), Cradlepoint (mobile routers), and Track-It.	
<b>61730</b>	<b>Software</b>	<b>\$ 20,166</b>
	The software budget funds endpoint protection and remote management software solutions as well as miscellaneous productivity software and a small cushion for unanticipated software purchases.	
<b>62325</b>	<b>Data Processing Charges</b>	<b>\$ 215,513</b>
	and use of the Law Enforcement Message Switch system used to access State and National Crime Informational databases and other local systems.	
<b>62365</b>	<b>Management Services/Overhead</b>	<b>\$ 48,224</b>
	Funds in this account will be used to compensate the Authority for staff	
<b>62381</b>	<b>Professional Services</b>	<b>\$ 150,000</b>
	To support the RMS replacement endeavor, funding for a consultant to provide project management support is requested. Attorney fees are also paid from this sub-object.	



<b>86204</b>	<b>Fixed Assets</b>	<b>\$</b>	<b>-</b>
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**SANTA CRUZ METROPOLITAN RECORDS SYSTEM (SCMRS)  
FY 2024/2025 OPERATING BUDGET JUSTIFICATION  
REVENUE**

<b>40430</b>	<b>Interest</b>	<b>\$</b>	<b>5,000</b>
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Funds in this account represent interest received and are based upon historical experience and anticipated payment schedules.

<b>42044</b>	<b>Member Contributions</b>	<b>\$</b>	<b>855,915</b>
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Funds in this account will be received from the four Participants. The amounts for each participant are calculated based upon the criteria outlined in Policy 334 are adjusted tri-annually in accordance with this policy and the provisions of the SCMRS Agreement.

<b>41654</b>	<b>Other Revenue</b>	<b>\$</b>	<b>83,801</b>
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Funds in this account are received from other User Agencies to reimburse personnel costs in support of the P1 Mobile Data Computer program and system participation agreements as well as for CLETS-access charges (Law Users only).

<b>NA</b>	<b>Fund Balance Transfer</b>	<b>\$</b>	<b>-</b>
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The fund balance at the close of FY 2022/2023 was \$52,431 and it is not projected to be used in FY 2023/2024

<b>NA</b>	<b>Previous FY Budget Surplus</b>	<b>\$</b>	<b>-</b>
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Excess funds may be applied to offset expenses in the upcoming fiscal year. While it is projected that there will be excess funds available this year, it is recommended to save those in the fund balance to help offset costs associated with the RMS project.

**COST SHARING SCHEDULE - OPTIONAL PROPOSAL**

	Total	County	Capitola	Santa Cruz	Watsonville	Fire	Ambulance	Hollister	San Benito
<b>Operating Expenditures FY 24/25</b>	<b>10,111,677</b>	<b>2,510,246</b> 24.83%	<b>684,788</b> 6.77%	<b>2,381,563</b> 23.55%	<b>1,663,996</b> 16.46%	<b>343,329</b> 3.40%	<b>640,631</b> 6.34%	<b>1,294,533</b> 12.80%	<b>592,592</b> 5.86%
<b>Operating Credits</b>									
EOC Rent (Operating)	(23,279)	(8,071)	(2,200)	(7,656)	(5,352)				
Interest (Operating)	(25,000)	(8,668)	(2,363)	(8,223)	(5,748)				
Other (Operating)	(1,329,616)	(460,978)	(125,649)	(437,311)	(305,679)				
		34.67%	9.45%	32.89%	22.99%				
<b>Net Operating</b>	<b>8,733,782</b>	<b>2,032,530</b>	<b>554,577</b>	<b>1,928,373</b>	<b>1,347,218</b>	<b>343,329</b>	<b>640,631</b>	<b>1,294,533</b>	<b>592,592</b>
<b>Debt Service Expenditures</b>									
Debt Service Credits	641,397	304,856	76,711	146,623	113,206	0	0	0	0
Interest Earnings + Fund Balance	0	-	-	-	-	0	0	0	0
		47.53%	11.96%	22.86%	17.65%	0.00%	0.00%	0.00%	0.00%
<b>Net Debt Service</b>	<b>641,397</b>	<b>304,856</b>	<b>76,711</b>	<b>146,623</b>	<b>113,206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>									
	750,000	356,475	89,700	171,450	132,375	0	0	0	0
		47.53%	11.96%	22.86%	17.65%	0.00%	0.00%	0.00%	0.00%
<b>Capital Credits</b>									
Interest (Capital)	(1,000)	(475)	(120)	(229)	(177)	0	0	0	0
Other Revenue	0	0	0	0	0	0	0	0	0
Other (Fund Balance)	0	0	0	0	0	0	0	0	0
		47.53%	11.96%	22.86%	17.65%	0.00%	0.00%	0.00%	0.00%
<b>Net Capital</b>	<b>749,000</b>	<b>356,000</b>	<b>89,581</b>	<b>171,222</b>	<b>132,199</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital/Debt Service Subtotal</b>	<b>1,390,397</b>	<b>660,856</b>	<b>166,292</b>	<b>317,845</b>	<b>245,405</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cost Sharing Adjustment</b>									
		(\$263,854)	(\$72,130)	\$9,630	(\$16,599)	\$47,209	\$88,089	\$178,004	\$81,484
<b>TOTAL ANNUAL BUDGET</b>	<b>10,124,179</b>	<b>2,429,532</b>	<b>648,738</b>	<b>2,255,848</b>	<b>1,576,024</b>	<b>390,538</b>	<b>728,721</b>	<b>1,472,537</b>	<b>674,076</b>
Previous FY Total Annual Budget Payments	9,448,287	2,257,457	615,898	2,141,757	1,496,356	351,189	655,299	1,324,172	606,159
Annual Payments % Change	7.15%	7.62%	5.33%	5.33%	5.32%	11.20%	11.20%	11.20%	11.20%
<b>Total Annual SCR911 Budget Change</b>									
				7.15%					
Total FY 2024/25 Changes	675,892	172,075	32,840	114,091	79,668	39,349	73,422	148,365	67,916

**COST SHARING SCHEDULE cont.**

	Total	County	Capitola	Santa Cruz	Watsonville	Fire	Ambulance	Hollister	San Benito
<b>TOTAL ANNUAL BUDGET</b>	<b>10,124,179</b>	<b>2,429,532</b>	<b>648,738</b>	<b>2,255,848</b>	<b>1,576,024</b>	<b>390,538</b>	<b>728,721</b>	<b>1,472,537</b>	<b>674,076</b>
Santa Cruz City Rent	23,279	0	0	23,279	0	0	0	0	0
Reimbursements - Users	38,640	0	0	4,761	3,068	30,811	0	0	0
Reimbursements - Fire/EMS GIS	135,000	0	0	22,693	14,621	34,182	63,504	0	0
Reimbursements - SCMRS Mobile Support	83,801			3,689	527	15,284	10,540	35,847	17,914
SCMRS	855,915	324,259	49,602	317,314	164,740				
<b>Total Actual Charges FY 2024/25</b>	<b>11,260,813</b>	<b>2,753,791</b>	<b>698,340</b>	<b>2,627,584</b>	<b>1,758,979</b>	<b>470,815</b>	<b>802,765</b>	<b>1,508,384</b>	<b>691,989</b>
FY 2023/24		2,551,704	664,823	2,524,657	1,646,618	408,765	729,204	1,341,854	612,920
		7.92%	5.04%	4.08%	6.82%	15.18%	10.09%	12.41%	12.90%

# Item 7.1 - Revenue and Expenses

As Of = @prior-month-end; Years = 1; Chart Fields = Fund,SubFund,Character,Object; Balances = Adopted Budget,Adjusted Budget,Month-To-Date Actual,Year-To-Date Actual,Year-To-Date Variance,PctYear-To-Date Variance; Revenues/Expenditures = R,E  
 Fund [76101, 76103, 76130]

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
<b>Sub Fund: 76101001 - SANTA CRUZ REGIONAL 9-1-1</b>							
<b>Revenues</b>							
<b>Character: 10 - REV FROM USE OF MONEY &amp; PROP</b>							
40430	INTEREST	5,000.00	5,000.00	7,099.55	36,904.26	-31,904.26	1
40440	RENTS & CONCESSIONS	119,335.00	119,335.00	14,808.38	77,931.33	41,403.67	1
Total 10	- REV FROM USE OF MONEY & PROP	124,335.00	124,335.00	21,907.93	114,835.59	9,499.41	2
<b>Character: 19 - CHARGES FOR SERVICES</b>							
41654	MEDICAL CHARGES-EMPLOYEE	62,709.00	62,709.00	9,909.31	43,030.04	19,678.96	1
42044	MEMBER CONTRIBUTIONS	5,939,148.00	5,939,148.00	988,428.75	5,048,275.80	890,872.20	1
42047	OTHER CHARGES CURRENT SERVICES	2,936,820.00	2,936,820.00	374,980.48	1,644,800.21	1,292,019.79	1
Total 19	- CHARGES FOR SERVICES	8,938,677.00	8,938,677.00	1,373,318.54	6,736,106.05	2,202,570.95	3
<b>Character: 23 - MISC. REVENUES</b>							
42384	OTHER REVENUE	305,225.00	305,225.00	34,222.92	150,293.95	154,931.05	1
Total 23	- MISC. REVENUES	305,225.00	305,225.00	34,222.92	150,293.95	154,931.05	1
Total Revenues		9,368,237.00	9,368,237.00	1,429,449.39	7,001,235.59	2,367,001.41	6
<b>Expenditures</b>							
<b>Character: 50 - SALARIES AND EMPLOYEE BENEF</b>							
51000	REGULAR PAY-PERMANENT	4,912,311.00	4,912,311.00	308,812.87	2,409,716.46	2,502,594.54	1
51005	OVERTIME PAY-PERMANENT	596,270.00	596,270.00	56,673.62	403,201.55	193,068.45	1
51010	REGULAR PAY-EXTRA HELP	100,000.00	100,000.00	4,481.62	38,307.20	61,692.80	1
51025	REGULAR PAY-CALL BACK	0.00	0.00	3,622.11	18,207.87	-18,207.87	1
51035	HOLIDAY PAY	0.00	0.00	15,070.51	36,456.17	-36,456.17	1
51040	DIFFERENTIAL PAY	120,000.00	120,000.00	11,542.97	88,929.86	31,070.14	1
52010	OASDI-SOCIAL SECURITY	76,000.00	76,000.00	5,989.60	46,329.07	29,670.93	1
52015	PERS	863,126.00	863,126.00	29,051.82	659,601.40	203,524.60	1
53010	EMPLOYEE INSURANCE & BENEFITS	1,158,301.00	1,158,301.00	98,078.28	701,791.93	456,509.07	1
53015	UNEMPLOYMENT INSURANCE	15,400.00	15,400.00	5,604.79	6,212.56	9,187.44	1
54010	WORKERS COMPENSATION INSURANCE	45,000.00	45,000.00	0.00	25,516.23	19,483.77	1
55020	SICK LEAVE RESERVE	0.00	0.00	1,702.74	43,378.35	-43,378.35	1
Total 50	- SALARIES AND EMPLOYEE BENEF	7,886,408.00	7,886,408.00	540,630.93	4,477,648.65	3,408,759.35	12
<b>Character: 60 - SERVICES AND SUPPLIES</b>							
61215	RADIO	26,383.00	26,383.00	5,257.50	10,515.00	15,868.00	1
61221	TELEPHONE-NON TELECOM 1099	110,000.00	110,000.00	6,021.73	40,218.94	69,781.06	1
61312	INVENTORIALBLE ITEMS	23,175.00	23,175.00	3,340.36	4,680.37	18,494.63	1
61535	OTHER INSURANCE	122,889.00	122,889.00	0.00	121,483.40	1,405.60	1
61730	MAINT-OTH EQUIP-SERVICES	516,623.00	516,623.00	-22,585.61	214,131.77	302,491.23	1
61845	MAINT-STRUCT/IMPS/GRDS-OTH-SRV	87,701.00	87,701.00	8,790.51	49,383.54	38,317.46	1
62020	MEMBERSHIPS	3,464.00	3,464.00	0.00	2,808.00	656.00	1
62111	MISCELLANEOUS EXPENSE-SERVICES	2,500.00	2,500.00	259.15	1,191.75	1,308.25	1
62215	BOOKS	200.00	200.00	0.00	0.00	200.00	1

# Item 7.1 - Revenue and Expenses

As Of = @prior-month-end; Years = 1; Chart Fields = Fund,SubFund,Character,Object; Balances = Adopted Budget,Adjusted Budget,Month-To-Date Actual,Year-To-Date Actual,Year-To-Date Variance,PctYear-To-Date Variance; Revenues/Expenditures = R,E  
 Fund [76101, 76103, 76130]

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
<b>Sub Fund: 76101001 - SANTA CRUZ REGIONAL 9-1-1</b>							
<b>Expenditures</b>							
<b>Character: 60 - SERVICES AND SUPPLIES</b>							
62217	MISC NONINVENTORIABLE ITEMS	10,600.00	10,600.00	0.00	2,511.64	8,088.36	1
62218	PAPER	5,000.00	5,000.00	312.18	2,131.50	2,868.50	1
62219	PC SOFTWARE PURCHASES	102,396.00	102,396.00	12,492.20	28,334.11	74,061.89	1
62220	PHOTO COPY/PRINTER SUPPLIES	450.00	450.00	0.00	201.08	248.92	1
62221	POSTAGE	400.00	400.00	0.00	0.00	400.00	1
62222	SUBSCRIPTIONS/PERIODICALS	0.00	0.00	0.00	0.00	0.00	1
62223	SUPPLIES	20,000.00	20,000.00	1,194.64	10,181.78	9,818.22	1
62301	ACCOUNTING AND AUDITING FEES	35,000.00	35,000.00	0.00	1,050.00	33,950.00	1
62304	ATTORNEY	12,000.00	12,000.00	1,300.00	2,478.12	9,521.88	1
62325	DATA PROCESSING SERVICES	168,006.00	168,006.00	0.00	168,016.00	-10.00	1
62381	PROF & SPECIAL SERV-OTHER	77,778.00	77,778.00	5,639.00	40,828.54	36,949.46	1
62420	LEGAL NOTICES	500.00	500.00	0.00	68.80	431.20	1
62500	EQUIPMENT LEASE & RENT	3,500.00	3,500.00	306.06	2,260.93	1,239.07	1
62610	RENTS/LEASES-STRUC IMP & GRNDS	38,292.00	38,292.00	1,918.90	13,378.60	24,913.40	1
62715	SMALL TOOLS & INSTRUMENTS	500.00	500.00	0.00	43.38	456.62	1
62914	EDUCATION & TRAINING(REPT)	12,100.00	12,100.00	-1,058.00	4,458.83	7,641.17	1
62926	MILEAGE	2,500.00	2,500.00	-603.42	892.15	1,607.85	1
62928	TRAVEL-OTHER(NON-REPT)	9,700.00	9,700.00	-1,770.46	230.77	9,469.23	1
62930	REGISTRATIONS (NON REPT)	7,000.00	7,000.00	4,325.00	6,858.81	141.19	1
63070	UTILITIES	110,000.00	110,000.00	7,999.08	63,544.56	46,455.44	1
Total 60 - SERVICES AND SUPPLIES		1,508,657.00	1,508,657.00	33,138.82	791,882.37	716,774.63	29
<b>Character: 98 - APPROP FOR CONTINGENCIES</b>							
98700	APPROP FOR CONTINGENCIES	375,803.00	375,803.00	0.00	0.00	375,803.00	1
Total 98 - APPROP FOR CONTINGENCIES		375,803.00	375,803.00	0.00	0.00	375,803.00	1
Total Expenditures		9,770,868.00	9,770,868.00	573,769.75	5,269,531.02	4,501,336.98	42
Total 76101001 - SANTA CRUZ REGIONAL 9-1-1		-402,631.00	-402,631.00	855,679.64	1,731,704.57	-2,134,335.57	48



# Item 7.1 - Revenue and Expenses

As Of = @prior-month-end; Years = 1; Chart Fields = Fund,SubFund,Character,Object; Balances = Adopted Budget,Adjusted Budget,Month-To-Date Actual,Year-To-Date Actual,Year-To-Date Variance,PctYear-To-Date Variance; Revenues/Expenditures = R,E  
 Fund [76101, 76103, 76130]

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
<b>Sub Fund: 76101900 – SC REG 911 METROP RECORDS MGT</b>							
<b>Revenues</b>							
<b>Character: 10 – REV FROM USE OF MONEY &amp; PROP</b>							
40430	INTEREST	0.00	0.00	849.22	3,801.27	-3,801.27	1
Total 10 – REV FROM USE OF MONEY & PROP		0.00	0.00	849.22	3,801.27	-3,801.27	1
<b>Character: 19 – CHARGES FOR SERVICES</b>							
41654	MEDICAL CHARGES-EMPLOYEE	0.00	0.00	303.00	1,094.54	-1,094.54	1
42044	MEMBER CONTRIBUTIONS	0.00	0.00	94,592.00	481,017.23	-481,017.23	1
Total 19 – CHARGES FOR SERVICES		0.00	0.00	94,895.00	482,111.77	-482,111.77	2
<b>Character: 23 – MISC. REVENUES</b>							
42384	OTHER REVENUE	0.00	0.00	8,191.00	23,428.50	-23,428.50	1
Total 23 – MISC. REVENUES		0.00	0.00	8,191.00	23,428.50	-23,428.50	1
Total Revenues		0.00	0.00	103,935.22	509,341.54	-509,341.54	4
<b>Expenditures</b>							
<b>Character: 50 – SALARIES AND EMPLOYEE BENEF</b>							
51000	REGULAR PAY-PERMANENT	314,874.00	314,874.00	26,694.80	134,130.26	180,743.74	1
51005	OVERTIME PAY-PERMANENT	1,000.00	1,000.00	0.00	419.07	580.93	1
51010	REGULAR PAY-EXTRA HELP	0.00	0.00	0.00	0.00	0.00	1
51025	REGULAR PAY-CALL BACK	0.00	0.00	396.00	4,039.50	-4,039.50	1
51035	HOLIDAY PAY	0.00	0.00	6,599.44	13,493.44	-13,493.44	1
51040	DIFFERENTIAL PAY	0.00	0.00	0.00	331.07	-331.07	1
52010	OASDI-SOCIAL SECURITY	3,750.00	3,750.00	482.19	2,234.98	1,515.02	1
52015	PERS	53,831.00	53,831.00	4,151.79	36,461.07	17,369.93	1
53010	EMPLOYEE INSURANCE & BENEFITS	41,866.00	41,866.00	3,691.45	22,749.14	19,116.86	1
53015	UNEMPLOYMENT INSURANCE	850.00	850.00	378.00	378.00	472.00	1
54010	WORKERS COMPENSATION INSURANCE	4,075.00	4,075.00	0.00	1,023.10	3,051.90	1
55020	SICK LEAVE RESERVE	0.00	0.00	0.00	2,868.16	-2,868.16	1
Total 50 – SALARIES AND EMPLOYEE BENEF		420,246.00	420,246.00	42,393.67	218,127.79	202,118.21	12
<b>Character: 60 – SERVICES AND SUPPLIES</b>							
61221	TELEPHONE-NON TELECOM 1099	1,700.00	1,700.00	104.69	641.98	1,058.02	1
61312	INVENTORIALBLE ITEMS	3,600.00	3,600.00	0.00	0.00	3,600.00	1
61730	MAINT-OTH EQUIP-SERVICES	88,200.00	88,200.00	14,643.00	44,638.36	43,561.64	1
62111	MISCELLANEOUS EXPENSE-SERVICES	1,000.00	1,000.00	0.00	0.00	1,000.00	1
62217	MISC NONINVENTORIALBLE ITEMS	1,000.00	1,000.00	0.00	0.00	1,000.00	1
62218	PAPER	500.00	500.00	0.00	0.00	500.00	1
62219	PC SOFTWARE PURCHASES	7,550.00	7,550.00	0.00	5,509.13	2,040.87	1
62223	SUPPLIES	1,000.00	1,000.00	0.00	17.07	982.93	1
62301	ACCOUNTING AND AUDITING FEES	2,000.00	2,000.00	0.00	0.00	2,000.00	1
62365	MANAGEMENT SERVICES	48,224.00	48,224.00	0.00	0.00	48,224.00	1
62381	PROF & SPECIAL SERV-OTHER	100,000.00	100,000.00	1,258.50	11,602.11	88,397.89	1

# Item 7.1 - Revenue and Expenses

As Of = @prior-month-end; Years = 1; Chart Fields = Fund,SubFund,Character,Object; Balances = Adopted Budget,Adjusted Budget,Month-To-Date Actual,Year-To-Date Actual,Year-To-Date Variance,PctYear-To-Date Variance; Revenues/Expenditures = R,E  
 Fund [76101, 76103, 76130]

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
<b>Sub Fund: 76101900 – SC REG 911 METROP RECORDS MGT</b>							
<b>Expenditures</b>							
<b>Character: 60 – SERVICES AND SUPPLIES</b>							
62420	LEGAL NOTICES	500.00	500.00	0.00	0.00	500.00	1
62914	EDUCATION & TRAINING(REPT)	5,000.00	5,000.00	0.00	130.00	4,870.00	1
62926	MILEAGE	3,000.00	3,000.00	0.00	775.73	2,224.27	1
62928	TRAVEL-OTHER(NON-REPT)	3,000.00	3,000.00	0.00	0.00	3,000.00	1
62930	REGISTRATIONS (NON REPT)	4,000.00	4,000.00	0.00	0.00	4,000.00	1
	<b>Total 60 – SERVICES AND SUPPLIES</b>	<b>270,274.00</b>	<b>270,274.00</b>	<b>16,006.19</b>	<b>63,314.38</b>	<b>206,959.62</b>	<b>16</b>
<b>Character: 80 – FIXED ASSETS</b>							
86204	EQUIPMENT	169,938.00	169,938.00	0.00	0.00	169,938.00	1
	<b>Total 80 – FIXED ASSETS</b>	<b>169,938.00</b>	<b>169,938.00</b>	<b>0.00</b>	<b>0.00</b>	<b>169,938.00</b>	<b>1</b>
<b>Character: 98 – APPROP FOR CONTINGENCIES</b>							
98700	APPROP FOR CONTINGENCIES	0.00	0.00	0.00	0.00	0.00	1
	<b>Total 98 – APPROP FOR CONTINGENCIES</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1</b>
	<b>Total Expenditures</b>	<b>860,458.00</b>	<b>860,458.00</b>	<b>58,399.86</b>	<b>281,442.17</b>	<b>579,015.83</b>	<b>30</b>
	<b>Total 76101900 – SC REG 911 METROP RECORDS MGT</b>	<b>-860,458.00</b>	<b>-860,458.00</b>	<b>45,535.36</b>	<b>227,899.37</b>	<b>-1,088,357.37</b>	<b>34</b>

## Item 7.1 - Revenue and Expenses

As Of = @prior-month-end; Years = 1; Chart Fields = Fund,SubFund,Character,Object; Balances = Adopted Budget,Adjusted Budget,Month-To-Date Actual,Year-To-Date Actual,Year-To-Date Variance,PctYear-To-Date Variance; Revenues/Expenditures = R,E  
 Fund [76101, 76103, 76130]

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
<b>Sub Fund: 76103001 - SANTA CRUZ REGIONAL 911-CAPITA</b>							
<b>Revenues</b>							
<b>Character: 10 - REV FROM USE OF MONEY &amp; PROP</b>							
40430	INTEREST	4,000.00	4,000.00	75.39	439.20	3,560.80	1
Total 10 - REV FROM USE OF MONEY & PROP		4,000.00	4,000.00	75.39	439.20	3,560.80	1
<b>Character: 19 - CHARGES FOR SERVICES</b>							
42044	MEMBER CONTRIBUTIONS	98,641.00	98,641.00	0.00	49,321.50	49,319.50	1
Total 19 - CHARGES FOR SERVICES		98,641.00	98,641.00	0.00	49,321.50	49,319.50	1
Total Revenues		102,641.00	102,641.00	75.39	49,760.70	52,880.30	2
<b>Expenditures</b>							
<b>Character: 60 - SERVICES AND SUPPLIES</b>							
61845	MAINT-STRUCT/IMPS/GRDS-OTH-SRV	0.00	0.00	0.00	0.00	0.00	1
62381	PROF & SPECIAL SERV-OTHER	0.00	0.00	0.00	0.00	0.00	1
Total 60 - SERVICES AND SUPPLIES		0.00	0.00	0.00	0.00	0.00	2
<b>Character: 80 - FIXED ASSETS</b>							
86204	EQUIPMENT	102,641.00	102,641.00	0.00	36,837.50	65,803.50	1
Total 80 - FIXED ASSETS		102,641.00	102,641.00	0.00	36,837.50	65,803.50	1
Total Expenditures		102,641.00	102,641.00	0.00	36,837.50	65,803.50	3
Total 76103001 - SANTA CRUZ REGIONAL 911-CAPITA		0.00	0.00	75.39	12,923.20	-12,923.20	5

## Item 7.1 - Revenue and Expenses

As Of = @prior-month-end; Years = 1; Chart Fields = Fund,SubFund,Character,Object; Balances = Adopted Budget,Adjusted Budget,Month-To-Date Actual,Year-To-Date Actual,Year-To-Date Variance,PctYear-To-Date Variance; Revenues/Expenditures = R,E  
 Fund [76101, 76103, 76130]

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
<b>Sub Fund: 76130001 – SANTA CRUZ REGIONAL 9-1-1 DEBT</b>							
<b>Revenues</b>							
<b>Character: 10 – REV FROM USE OF MONEY &amp; PROP</b>							
40430	INTEREST	0.00	0.00	231.30	1,917.27	-1,917.27	1
40435	INTEREST-NON COUNTY TREASURER	0.00	0.00	0.00	21,458.02	-21,458.02	1
	Total 10 – REV FROM USE OF MONEY & PROP	0.00	0.00	231.30	23,375.29	-23,375.29	2
<b>Character: 19 – CHARGES FOR SERVICES</b>							
42044	MEMBER CONTRIBUTIONS	473,677.00	473,677.00	0.00	406,776.92	66,900.08	1
	Total 19 – CHARGES FOR SERVICES	473,677.00	473,677.00	0.00	406,776.92	66,900.08	1
	Total Revenues	473,677.00	473,677.00	231.30	430,152.21	43,524.79	3
<b>Expenditures</b>							
<b>Character: 60 – SERVICES AND SUPPLIES</b>							
62345	FISCAL AGENTS FEES	3,205.00	3,205.00	0.00	0.00	3,205.00	1
	Total 60 – SERVICES AND SUPPLIES	3,205.00	3,205.00	0.00	0.00	3,205.00	1
<b>Character: 70 – OTHER CHARGES</b>							
74110	PRINCIPAL ON LONG-TERM DEBT	337,513.00	337,513.00	0.00	267,477.43	70,035.57	1
74425	INTEREST ON LONG-TERM DEBT	132,959.00	132,959.00	0.00	99,167.11	33,791.89	1
	Total 70 – OTHER CHARGES	470,472.00	470,472.00	0.00	366,644.54	103,827.46	2
	Total Expenditures	473,677.00	473,677.00	0.00	366,644.54	107,032.46	3
	Total 76130001 – SANTA CRUZ REGIONAL 9-1-1 DEBT	-1,263,089.00	-1,263,089.00	901,521.69	2,036,034.81	-3,299,123.81	93

**SANTA CRUZ REGIONAL 9-1-1 JPA  
PARS OPEB Trust Program**

**Account Report for the Period  
9/1/2023 to 9/30/2023**

Amethyst Uchida  
General Manager  
Santa Cruz Regional 9-1-1 JPA  
495 Upper Park Road  
Santa Cruz, CA 95065

### Account Summary

Source	Beginning Balance as of 9/1/2023	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 9/30/2023
OPEB	\$269,917.54	\$50,000.00	-\$10,298.50	\$132.82	\$0.00	\$0.00	\$309,486.22
<b>Totals</b>	<b>\$269,917.54</b>	<b>\$50,000.00</b>	<b>-\$10,298.50</b>	<b>\$132.82</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$309,486.22</b>

### Investment Selection

Source	
OPEB	<b>Moderate Index PLUS</b>

### Investment Objective

Source	
OPEB	The dual goals of the Moderate Strategy are growth of principal and income. It is expected that dividend and interest income will comprise a significant portion of total return, although growth through capital appreciation is equally important. The portfolio will be allocated between equity and fixed income investments.

### Investment Return

Source	1-Month	3-Months	1-Year	Annualized Return			Plan's Inception Date
				3-Years	5-Years	10-Years	
OPEB	-3.42%	-3.27%	8.40%	0.04%	2.70%	-	8/24/2015

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which could reduce returns. Information is deemed reliable but may be subject to change.  
Investment Return: Annualized rate of return is the return on an investment over a period other than one year multiplied or divided to give a comparable one-year return.  
Account balances are inclusive of Trust Administration, Trustee and Investment Management fees

**SANTA CRUZ REGIONAL 9-1-1 JPA**  
**PARS OPEB Trust Program**

**Account Report for the Period**  
**10/1/2023 to 10/31/2023**

Amethyst Uchida  
General Manager  
Santa Cruz Regional 9-1-1 JPA  
495 Upper Park Road  
Santa Cruz, CA 95065

### Account Summary

Source	Beginning Balance as of 10/1/2023	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 10/31/2023
OPEB	\$309,486.22	\$0.00	-\$7,379.84	\$139.40	\$0.00	\$0.00	\$301,966.98
<b>Totals</b>	<b>\$309,486.22</b>	<b>\$0.00</b>	<b>-\$7,379.84</b>	<b>\$139.40</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$301,966.98</b>

### Investment Selection

Source

OPEB **Moderate Index PLUS**

### Investment Objective

Source

OPEB The dual goals of the Moderate Strategy are growth of principal and income. It is expected that dividend and interest income will comprise a significant portion of total return, although growth through capital appreciation is equally important. The portfolio will be allocated between equity and fixed income investments.

### Investment Return

Source	1-Month	3-Months	1-Year	Annualized Return			Plan's Inception Date
				3-Years	5-Years	10-Years	
OPEB	-2.38%	-7.29%	2.82%	-0.53%	2.76%	-	8/24/2015

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value

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Investment Return: Annualized rate of return is the return on an investment over a period other than one year multiplied or divided to give a comparable one-year return.

Account balances are inclusive of Trust Administration, Trustee and Investment Management fees

Headquarters - 4350 Von Karman Ave., Suite 100, Newport Beach, CA 92660 800.540.6369 Fax 949.250.1250 www.pars.org

**SANTA CRUZ REGIONAL 9-1-1 JPA**  
**PARS OPEB Trust Program**

**Account Report for the Period**  
**11/1/2023 to 11/30/2023**

Amethyst Uchida  
General Manager  
Santa Cruz Regional 9-1-1 JPA  
495 Upper Park Road  
Santa Cruz, CA 95065

### Account Summary

Source	Beginning Balance as of 11/1/2023	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 11/30/2023
OPEB	\$301,966.98	\$0.00	\$19,974.74	\$149.56	\$0.00	\$0.00	\$321,792.16
<b>Totals</b>	<b>\$301,966.98</b>	<b>\$0.00</b>	<b>\$19,974.74</b>	<b>\$149.56</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$321,792.16</b>

### Investment Selection

Source	
OPEB	Moderate Index PLUS

### Investment Objective

Source	
OPEB	The dual goals of the Moderate Strategy are growth of principal and income. It is expected that dividend and interest income will comprise a significant portion of total return, although growth through capital appreciation is equally important. The portfolio will be allocated between equity and fixed income investments.

### Investment Return

Source	1-Month	3-Months	1-Year	Annualized Return			Plan's Inception Date
				3-Years	5-Years	10-Years	
OPEB	6.62%	0.52%	4.82%	-0.03%	3.93%	-	8/24/2015

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which could reduce returns. Information is deemed reliable but may be subject to change.  
Investment Return: Annualized rate of return is the return on an investment over a period other than one year multiplied or divided to give a comparable one-year return.  
Account balances are inclusive of Trust Administration, Trustee and Investment Management fees

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**SANTA CRUZ REGIONAL 9-1-1 JPA**  
**PARS OPEB Trust Program**

**Account Report for the Period**  
**12/1/2023 to 12/31/2023**

Amethyst Uchida  
General Manager  
Santa Cruz Regional 9-1-1 JPA  
495 Upper Park Road  
Santa Cruz, CA 95065

### *Account Summary*

Source	Beginning Balance as of 12/1/2023	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 12/31/2023
OPEB	\$321,792.16	\$0.00	\$15,511.71	\$151.88	\$0.00	\$0.00	\$337,151.99
<b>Totals</b>	<b>\$321,792.16</b>	<b>\$0.00</b>	<b>\$15,511.71</b>	<b>\$151.88</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$337,151.99</b>

### *Investment Selection*

Source	
OPEB	Moderate Index PLUS

### *Investment Objective*

Source	
OPEB	The dual goals of the Moderate Strategy are growth of principal and income. It is expected that dividend and interest income will comprise a significant portion of total return, although growth through capital appreciation is equally important. The portfolio will be allocated between equity and fixed income investments.

### *Investment Return*

Source	1-Month	3-Months	1-Year	Annualized Return			Plan's Inception Date
				3-Years	5-Years	10-Years	
OPEB	4.82%	9.10%	12.97%	0.92%	5.30%	-	8/24/2015

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value

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