



BOARD OF DIRECTORS REGULAR MEETING AGENDA

March 28, 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/iao-suiv-pti>

Telephone: (US) +1 513-839-2292 PIN: 461 017 529#

*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.

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- 4.0 CONSENT AGENDA
 - 1-3 4.1 Approve Action Summary Minutes of February 22, 2024 Regular Meeting.
 - 4-6 4.2 Accept and File Claims Report for February 1 to 29, 2024.
 - 7-12 4.3 Accept and File Revenue and Expense Reports from the Controller as of February 29, 2024 as presented in the meeting packet.



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Board of Directors Regular Meeting Agenda
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|-------|---|---|
| 13 | 4.4 | Accept and File Reimbursement Claims from the General Manager for the period of February 1 to 29, 2024. |
| 14-15 | 4.5 | Accept and File a Listing of Current SCR9-1-1 Dispatchers. |
| 16 | 4.6 | Approve FY 2024/2025 Board of Directors Meeting Schedule |
| | | |
| 5.0 | REGULAR AGENDA | |
| 17-19 | 5.1 | Receive a Report from the Personnel Sub-Committee |
| 20-53 | 5.2 | Consider a Proposal from Matrix Consulting to Perform a Cost Benefit Analysis Pertaining to Administrative Services |
| 54-56 | 5.3 | Receive an Update on the FY 2024/2025 Budget Proposal and Provide Direction Regarding RMS Debt Service |
| | | |
| 6.0 | REPORT FROM THE GENERAL MANAGER | |
| | | |
| 7.0 | REPORT BY USERS COMMITTEE | |
| | | |
| 8.0 | CORRESPONDENCE | |
| 57 | 8.1 | PARS OPEB Pre-Funding Trust Statement dated 1-1-24 to 1-31-24. |
| | | |
| 9.0 | CLOSED EXECUTIVE SESSION | |
| | 9.1 | Conference with General Manager regarding Labor Negotiations Government Code (§ 54957.6) |
| | | |
| 10.0 | RE-ADJOURN TO OPEN SESSION TO REPORT ANY ACTION RESULTING FROM THE CLOSED EXECUTIVE SESSION | |
| | | |
| 11.0 | 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.

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
February 22, 2024
Action Summary Minutes

VOTING KEY: G = Goldstein, H = Huffaker, M = Mendez, P = Palacios

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 1:35 p.m. by Chair Goldstein. Note that Director Mendez was not present at roll call but arrived to the meeting at 1:40 p.m. immediately following the Consent Agenda.

DIRECTORS PRESENT:

Jamie Goldstein, representing the City of Capitola
Matt Huffaker, representing the City of Santa Cruz
René Mendez, representing the City of Watsonville
Carlos Palacios, representing the County of Santa Cruz

ALTERNATES PRESENT:

None

ALSO PRESENT:

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

OTHERS: Attorney for the Authority Melissa Shaw; RGS Classification Study Consultant Patty Howard; SCR9-1-1 Senior Systems Technician Nicola Torchio; SCR9-1-1 GIS Technician Gabriella Santana; and SCR9-1-1 Senior Administrative Assistants María Wallen and Tina Bisgaard.

2.0 CONSIDERATION OF LATE ADDITIONS OR CORRECTIONS TO THE AGENDA

None.

3.0 ORAL COMMUNICATIONS

None.

**SANTA CRUZ REGIONAL 9-1-1
BOARD OF DIRECTORS REGULAR MEETING
FEBRUARY 22, 2024 MINUTES
Page 2 of 3**

4.0 CONSENT AGENDA

- 4.1 **APPROVED** Action Summary Minutes of October 26, 2023 Regular Meeting.
- 4.2 **APPROVED** Action Summary Minutes of December 7, 2023 Special Meeting.
- 4.3 **ACCEPTED AND FILED** Claims Report for October 1, 2023 to January 31, 2024.
- 4.4 **ACCEPTED AND FILED** Reimbursement Claims from the General Manager for the period of October 1, 2023 to January 31, 2024.
- 4.5 **ACCEPTED AND FILED** a Listing of Current SCR9-1-1 Dispatchers.
- 4.6 **APPROVED** a Professional Services Agreement Between DELTAWRX and SCR9-1-1 for Development of a Request for Proposals for the Law Records Management Project.
- 4.7 **APPROVED** Revised Policy 1250 – *Sick Leave*.
- 4.8 **APPROVED** Revised Policy 1290 – *Leaves of Absence*.

Vote: P, H, /M/, G

5.0 REGULAR AGENDA

- 5.1 **ACCEPTED AND FILED** the Regional Government Services Staffing Study as presented in the meeting packet. **AUTHORIZED** the creation of an ad hoc Staffing Subcommittee formed by the General Manager and consisting of staff members from the member agencies to evaluate the Study's Recommendations.

Vote: H, M, P, G

- 5.2 **CONSIDERED** the Preliminary Operating, Capital, Debt Services, and SCMRS Operating Budgets for Fiscal Year 2024/2025 as presented by the General Manager. **DIRECTED** Staff to proceed with the RFP process for a Facilities Assessment.
- 5.3 **ACCEPTED AND FILED** Santa Cruz Regional 9-1-1's Annual Report as presented by the General Manager and SCR9-1-1 Staff.

Vote: M, P, H, G

6.0 REPORT FROM GENERAL MANAGER

No report.

7.0 REPORT OF CONTROLLER FOR AUTHORITY

- 7.1 **ACCEPTED AND FILED** Revenue and Expense Reports from the Controller as of January 31, 2024 as presented in the meeting packet. **DIRECTED** Staff to move this item to the Consent Agenda.

Vote: H, M, P, G

**SANTA CRUZ REGIONAL 9-1-1
BOARD OF DIRECTORS REGULAR MEETING
FEBRUARY 22, 2024 MINUTES
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8.0 REPORT BY USERS COMMITTEE

None.

9.0 CORRESPONDENCE

9.1 **RECEIVED** 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 ADJOURNED TO CLOSED EXECUTIVE SESSION AT 2:45 P.M. TO:

10.1 Conference with General Manager regarding Labor Negotiations Government Code (§ 54957.6)

11.0 RE-ADJOURNED TO OPEN SESSION AT 3:25 P.M. TO REPORT ANY ACTION RESULTING FROM THE CLOSED EXECUTIVE SESSION.

No reportable actions from Closed Session.

12.0 ADJOURNED

The meeting adjourned at 3:25 p.m. The next regular Board meeting is scheduled for:

Thursday, March 28, 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: March 5,2024
 TO: Board of Directors, Santa Cruz Regional 9-1-1
 FROM: Amethyst Uchida, General Manager
 SUBJECT: **Item 4.2 - February 1, 2024 through February 29, 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 February 1, 2024 through February 29, 2024

2-Feb	Calpers	Late fee for unposted payroll	200.00
6-Feb	Clear Choice	Headsets	226.00
6-Feb	CDW	Monitors for Office Supervisor office	287.03
6-Feb	Google	Gsuite-January 2024	643.20
6-Feb	Caltronics	Copier supplies-12/12/23-1/11/24	26.00
6-Feb	Palace	Office and break room supplies	54.80
6-Feb	SCMU	Garbage/water-12/15/23-1/12/24	722.45
7-Feb	AT&T	12/20/23-1/19/24 phone charges	124.18
7-Feb	Verizon California	Frontier-February 2024	6.93
7-Feb	NENA/US Bank	Annual membership	725.00
7-Feb	TeePublic/US Bank	Pins for dispatcher recognition	55.97
7-Feb	Amazon/US Bank	Dell mouse	42.33
7-Feb	Amazon/US Bank	10 key calculator	96.45
7-Feb	Shred-It	Paper shredding-12/18/23 and 1/15/24	216.52
7-Feb	Protect covers/US Bank	Cover for dispatch keyboards	38.15
7-Feb	Amazon/US Bank	Ethernet switch	33.89
7-Feb	Ebay/US Bank	Motherboard for radio computer	66.85
7-Feb	Amazon/US Bank	Face masks	110.25
7-Feb	Safeway/US Bank	Wellness table supplies	122.51
7-Feb	CDW	Toner	152.13
7-Feb	Lustre-Cal	Asset tags	425.24
7-Feb	Badawi and Associates	State Controller Financial Transactions Report preparation	1,500.00
7-Feb	Facebook/US Bank	Job listing boost	5.00
7-Feb	City of Watsonville	Alternate site rent-February 2024	1,918.90
9-Feb	Cintas	Mats/towels-1/24/24	31.75
9-Feb	K and D Landscaping	Landscape maintenance-February 2024	852.00
9-Feb	Cintas	Mats/towels-2/7/24	69.95
9-Feb	Pitney Bowes	Postage	200.00
9-Feb	T Bisgaard	Fire task meeting supplies	17.98
9-Feb	M Wallen	Fire task meeting supplies	28.90
9-Feb	IAED	Navigator registration-Baldwin, Garza	2,600.00
10-Feb	Santa Cruz Live Scan	Rolling fees-3 applicants	90.00
12-Feb	Dell Technologies	4 Latitude laptops	2512.76
14-Feb	AT&T	January 2024 phone charges	953.32
14-Feb	Mission Printers	Annual report printing	1,099.30
14-Feb	PerkCity/Nectar	Annual license renewal	2,688.12
14-Feb	Priority Dispatch/US Bank	ProQA for Spanish	2,000.00
14-Feb	Agile occupational medicine	Medical screen-3 applicants-McGuire,Preciado,Soto	765.00
14-Feb	Savage Training	Priming course-S Seyffert	314.00
14-Feb	PGE	Electric-1/6/24-2/5/24,Gas-1/3/24-1/31/24	8,297.57
14-Feb	SCMU	Irrigation-January 2024	17.19
15-Feb	DeLage	Copier lease-February 2024	320.32
21-Feb	AT&T	1/13/24-2/11/24 phone charges	4,361.12
21-Feb	Verizon cell	Wireless-January 2024	497.08
21-Feb	Bay Building	Janitorial maintenance-February 2024	1,625.80
21-Feb	Bay Building	Janitorial supplies-February 2024	775.24
21-Feb	M Wallen	Law task meeting supplies	30.51
21-Feb	S French	NG911 task force meeting supplies	41.36
21-Feb	First Choice	Coffee/filters-2/21/24	71.92
21-Feb	Priority Dispatch	Q plus for EMD	24,852.00
21-Feb	Regional Government Services	Classification study-January 2024	1,732.00
21-Feb	County of Santa Cruz	Warehouse charges-1st half FY 23/24	116.00
21-Feb	Comcast	Cable/internet-2/17/24-3/16/24	366.47
28-Feb	Cardiff Pest Control	Pest control-2/21/24	210.00
28-Feb	Nectar/US Bank	Rewards for employee recognition	259.15
28-Feb	Amazon/US Bank	32 GB memory for GM computer	105.96
28-Feb	Amazon/US Bank	32 GB RAM kit	108.15
28-Feb	Google	Gsuite-February 2024	643.20
28-Feb	GoDaddy/US Bank	Domain name renewal-2 years	199.98
28-Feb	SmugMug/US Bank	Photo print	2.49
28-Feb	Garden Deli/US Bank	Peer review supplies	121.15
28-Feb	Amazon/US Bank	Office supplies	96.38
28-Feb	Amazon/US Bank	Kitchen/conference room supplies	80.10
28-Feb	Palace	Binding combs	13.36
28-Feb	Amazon/US Bank	Protective safety glasses	13.10

28-Feb	Amazon/US Bank	Small tools	307.57
28-Feb	Priority Dispatch/US Bank	EMD certifications-Parker/Corley	1,108.00
28-Feb	American Airlines/US Bank	Airfare to Motorola Summit-French	493.20
28-Feb	United Airlines/US Bank	Airfare to Navigator-Baldwin, Garza	1,091.16
28-Feb	Southwest Airlines/US Bank	Airfare to CalNena-French,Uchida,Torres,Baldwin	799.80
28-Feb	Gaylord Resort/US Bank	Lodging deposit-Navigator conference	611.24
28-Feb	Embassy Consulting/US Bank	Leadership course-Farotte-ATA reimburseable	175.00
29-Feb	AT&T	1/20/24-2/19/24 phone charges	124.18
29-Feb	Palace	Copy paper	117.97
29-Feb	Caltronics	Copier supplies-1/12/24-2/11/24	32.56
AUDITOR GRAND TOTAL			67,891.35

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 February 1, 2024 through February 29, 2024

28-Feb	Motorola	Aug 2023-April 2024 P1CAD support and maintenance	335,324.25
AUDITOR GRAND TOTAL			335,324.25

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 February 1, 2024 through February 29, 2024

1-Feb	Retirees	April 2024 medical health reimb	5,795.53
15-Feb	PERS	February 2024 medical health premium	82,669.68
AUDITOR GRAND TOTAL			88,465.21

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 February 1, 2024 through February 29, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
21-Feb	Higher Ground	Replacement hardware	28,965.74
AUDITOR GRAND TOTAL			

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 February 1, 2024 through February 29, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
		None	
AUDITOR GRAND TOTAL			-

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 February 1, 2024 through February 29, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
21-Feb	Verizon	SCMRS cell phone service-January 2024	104.69
21-Feb	M Wallen	SCMRS executive meeting supplies	9.90
21-Feb	Santa Cruz Sentinel	Request for Proposal ad for RMS project	83.20
28-Feb	American Airlines	Airfare to Motorola conference-Bloss	493.20
29-Feb	Motorola	Motorola Summit registration-Bloss	1,100.00
AUDITOR GRAND TOTAL			1,790.99

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 February 1, 2024 through February 29, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
29-Feb	SCMRS	Indirect Overhead FY 23 24	48,224.00
AUDITOR GRAND TOTAL			48,224.00

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 February 1, 2024 through February 29, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
15-Feb	PERS	February 2024 health premium	2,889.24
AUDITOR GRAND TOTAL			2,889.24

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 February 1, 2024 through February 29, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
AUDITOR GRAND TOTAL			-

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 February 1, 2024 through February 29, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
		None	
AUDITOR GRAND TOTAL			-

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: February 1, 2024 through February 29, 2024

DATE	PAYEE	DESCRIPTION	AMOUNT
		None	
AUDITOR GRAND TOTAL			\$0.00



DATE: March 22, 2024
TO: Board of Directors, SCR 9-1-1
FROM: Amethyst Uchida, General Manager
SUBJECT: Item 4.3, Revenue Expenditure Balances

RECOMMENDATION

Accept and file the Controller's Revenue and Expense Reports.

DISCUSSION

The Revenue and Expense Report is produced for the Authority from the Santa Cruz County Controller's accounting system.

Revenue/Expenditure Balances

As Of = @prior-month-end; Years = 1; Chart Fields = Fund, GLKey, 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]

Item 4.3

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
GL Key: 700600 -- SANTA CRUZ REGIONAL 911*							
Revenues							
Character: 10 -- REV FROM USE OF MONEY & PROP							
40430	INTEREST	5,000.00	5,000.00	7,760.17	44,664.43	-39,664.43	1
40440	RENTS & CONCESSIONS	119,335.00	119,335.00	5,107.21	83,038.54	36,296.46	1
Total 10	REV FROM USE OF MONEY & PROP	124,335.00	124,335.00	12,867.38	127,702.97	-3,367.97	2
Character: 19 -- CHARGES FOR SERVICES							
41654	MEDICAL CHARGES-EMPLOYEE	62,709.00	62,709.00	9,705.24	52,735.28	9,973.72	1
42044	MEMBER CONTRIBUTIONS	5,939,148.00	5,939,148.00	0.00	5,048,275.80	890,872.20	1
42047	OTHER CHARGES CURRENT SERVICES	2,936,820.00	2,936,820.00	565,880.32	2,210,680.53	726,139.47	1
Total 19	CHARGES FOR SERVICES	8,938,677.00	8,938,677.00	575,585.56	7,311,691.61	1,626,985.39	3
Character: 23 -- MISC. REVENUES							
42384	OTHER REVENUE	305,225.00	305,225.00	94,855.29	245,149.24	60,075.76	1
Total 23	MISC. REVENUES	305,225.00	305,225.00	94,855.29	245,149.24	60,075.76	1
Total Revenues		9,368,237.00	9,368,237.00	683,308.23	7,684,543.82	1,683,693.18	6
Expenditures							
Character: 50 -- SALARIES AND EMPLOYEE BENEF							
51000	REGULAR PAY-PERMANENT	4,912,311.00	4,912,311.00	316,395.50	2,726,111.96	2,186,199.04	1
51005	OVERTIME PAY-PERMANENT	596,270.00	596,270.00	56,392.23	459,593.78	136,676.22	1
51010	REGULAR PAY-EXTRA HELP	100,000.00	100,000.00	6,427.15	44,734.35	55,265.65	1
51025	REGULAR PAY-CALL BACK	0.00	0.00	5,098.78	23,306.65	-23,306.65	1
51035	HOLIDAY PAY	0.00	0.00	1,834.10	38,290.27	-38,290.27	1
51040	DIFFERENTIAL PAY	120,000.00	120,000.00	11,154.72	100,084.58	19,915.42	1
52010	OASDI-SOCIAL SECURITY	76,000.00	76,000.00	6,073.19	52,402.26	23,597.74	1
52015	PERS	863,126.00	863,126.00	25,908.47	685,509.87	177,616.13	1
53010	EMPLOYEE INSURANCE & BENEFITS	1,158,301.00	1,158,301.00	97,601.92	799,393.85	358,907.15	1
53015	UNEMPLOYMENT INSURANCE	15,400.00	15,400.00	743.42	6,955.98	8,444.02	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	172.70	43,551.05	-43,551.05	1
Total 50	SALARIES AND EMPLOYEE BENEF	7,886,408.00	7,886,408.00	527,802.18	5,005,450.83	2,880,957.17	12
Character: 60 -- SERVICES AND SUPPLIES							
61215	RADIO	26,383.00	26,383.00	0.00	10,515.00	15,868.00	1
61221	TELEPHONE-NON TELECOM 1099	110,000.00	110,000.00	5,652.76	45,871.70	64,128.30	1
61312	INVENTORIALBLE ITEMS	23,175.00	23,175.00	2,512.76	7,193.13	15,981.87	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	-43,766.68	170,365.09	346,257.91	1
61845	MAINT-STRUCT/IMPS/GRDS-OTH-SRV	87,701.00	87,701.00	2,579.50	51,963.04	35,737.96	1
62020	MEMBERSHIPS	3,464.00	3,464.00	725.00	3,533.00	-69.00	1
62111	MISCELLANEOUS EXPENSE-SERVICES	2,500.00	2,500.00	315.12	1,506.87	993.13	1
62215	BOOKS	200.00	200.00	0.00	0.00	200.00	1

Revenue/Expenditure Balances

As Of = @prior-month-end; Years = 1; Chart Fields = Fund, GLKey, 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]

Item 4.3

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
GL Key: 700600 – SANTA CRUZ REGIONAL 911*							
Expenditures							
Character: 60 – SERVICES AND SUPPLIES							
62217	MISC NONINVENTORIAL ITEMS	10,600.00	10,600.00	702.72	3,214.36	7,385.64	1
62218	PAPER	5,000.00	5,000.00	1,315.82	3,447.32	1,552.68	1
62219	PC SOFTWARE PURCHASES	102,396.00	102,396.00	6,174.50	34,508.61	67,887.39	1
62220	PHOTO COPY/PRINTER SUPPLIES	450.00	450.00	26.00	227.08	222.92	1
62221	POSTAGE	400.00	400.00	200.00	200.00	200.00	1
62222	SUBSCRIPTIONS/PERIODICALS	0.00	0.00	0.00	0.00	0.00	1
62223	SUPPLIES	20,000.00	20,000.00	2,269.85	12,451.63	7,548.37	1
62301	ACCOUNTING AND AUDITING FEES	35,000.00	35,000.00	1,700.00	2,750.00	32,250.00	1
62304	ATTORNEY	12,000.00	12,000.00	0.00	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	27,444.00	68,272.54	9,505.46	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	320.32	2,581.25	918.75	1
62610	RENTS/LEASES-STRUC IMP & GRNDS	38,292.00	38,292.00	2,034.90	15,413.50	22,878.50	1
62715	SMALL TOOLS & INSTRUMENTS	500.00	500.00	320.67	364.05	135.95	1
62914	EDUCATION & TRAINING(REPT)	12,100.00	12,100.00	1,422.00	5,880.83	6,219.17	1
62926	MILEAGE	2,500.00	2,500.00	0.00	892.15	1,607.85	1
62928	TRAVEL-OTHER(NON-REPT)	9,700.00	9,700.00	2,995.40	3,226.17	6,473.83	1
62930	REGISTRATIONS (NON REPT)	7,000.00	7,000.00	2,775.00	9,633.81	-2,633.81	1
63070	UTILITIES	110,000.00	110,000.00	9,403.68	72,948.24	37,051.76	1
	Total 60 – SERVICES AND SUPPLIES	1,508,657.00	1,508,657.00	27,123.32	819,005.69	689,651.31	29
Character: 98 – APPROP FOR CONTINGENCIES							
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	554,925.50	5,824,456.52	3,946,411.48	42
	Total 700600 – SANTA CRUZ REGIONAL 911*	-402,631.00	-402,631.00	128,382.73	1,860,087.30	-2,262,718.30	48
GL Key: 700650 – SCR 911-DEBT FUND							
Revenues							
Character: 10 – REV FROM USE OF MONEY & PROP							
40430	INTEREST	0.00	0.00	225.90	2,143.17	-2,143.17	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	225.90	23,601.19	-23,601.19	2
Character: 19 – CHARGES FOR SERVICES							
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	225.90	430,378.11	43,298.89	3

Revenue/Expenditure Balances

As Of = @prior-month-end; Years = 1; Chart Fields = Fund, GLKey, 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]

Item 4.3

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
GL Key: 700650 – SCR 911-DEBT FUND							
Expenditures							
Character: 60 – SERVICES AND SUPPLIES							
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
Character: 70 – OTHER CHARGES							
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 700650 – SCR 911-DEBT FUND		0.00	0.00	225.90	63,733.57	-63,733.57	6
GL Key: 700690 – SCR911-SC METRO RMS							
Revenues							
Character: 10 – REV FROM USE OF MONEY & PROP							
40430	INTEREST	1,200.00	1,200.00	851.99	4,653.26	-3,453.26	1
Total 10 – REV FROM USE OF MONEY & PROP		1,200.00	1,200.00	851.99	4,653.26	-3,453.26	1
Character: 19 – CHARGES FOR SERVICES							
41654	MEDICAL CHARGES-EMPLOYEE	500.00	500.00	303.00	1,397.54	-897.54	1
42044	MEMBER CONTRIBUTIONS	804,670.00	804,670.00	33,013.50	514,030.73	290,639.27	1
Total 19 – CHARGES FOR SERVICES		805,170.00	805,170.00	33,316.50	515,428.27	289,741.73	2
Character: 23 – MISC. REVENUES							
42384	OTHER REVENUE	54,087.00	54,087.00	5,590.50	29,019.00	25,068.00	1
Total 23 – MISC. REVENUES		54,087.00	54,087.00	5,590.50	29,019.00	25,068.00	1
Total Revenues		860,457.00	860,457.00	39,758.99	549,100.53	311,356.47	4
Expenditures							
Character: 50 – SALARIES AND EMPLOYEE BENEF							
51000	REGULAR PAY-PERMANENT	314,874.00	314,874.00	32,244.09	166,374.35	148,499.65	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	234.00	4,273.50	-4,273.50	1
51035	HOLIDAY PAY	0.00	0.00	1,302.20	14,795.64	-14,795.64	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	483.50	2,718.48	1,031.52	1
52015	PERS	53,831.00	53,831.00	4,183.21	40,644.28	13,186.72	1
53010	EMPLOYEE INSURANCE & BENEFITS	41,866.00	41,866.00	3,693.51	26,442.65	15,423.35	1
53015	UNEMPLOYMENT INSURANCE	850.00	850.00	0.00	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	42,140.51	260,268.30	159,977.70	12

Revenue/Expenditure Balances

As Of = @prior-month-end; Years = 1; Chart Fields = Fund, GLKey, 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
GL Key: 700690 – SCR911-SC METRO RMS							
Expenditures							
Character: 60 – SERVICES AND SUPPLIES							
61221	TELEPHONE-NON TELECOM 1099	1,700.00	1,700.00	104.69	746.67	953.33	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	0.00	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	9.90	26.97	973.03	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	48,224.00	48,224.00	0.00	1
62381	PROF & SPECIAL SERV-OTHER	100,000.00	100,000.00	0.00	11,602.11	88,397.89	1
62420	LEGAL NOTICES	500.00	500.00	83.20	83.20	416.80	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	493.20	493.20	2,506.80	1
62930	REGISTRATIONS (NON REPT)	4,000.00	4,000.00	1,100.00	1,100.00	2,900.00	1
	Total 60 – SERVICES AND SUPPLIES	270,274.00	270,274.00	50,014.99	113,329.37	156,944.63	16
Character: 80 – FIXED ASSETS							
86204	EQUIPMENT	169,938.00	169,938.00	0.00	0.00	169,938.00	1
	Total 80 – FIXED ASSETS	169,938.00	169,938.00	0.00	0.00	169,938.00	1
Character: 98 – APPROP FOR CONTINGENCIES							
98700	APPROP FOR CONTINGENCIES	0.00	0.00	0.00	0.00	0.00	1
	Total 98 – APPROP FOR CONTINGENCIES	0.00	0.00	0.00	0.00	0.00	1
	Total Expenditures	860,458.00	860,458.00	92,155.50	373,597.67	486,860.33	30
	Total 700690 – SCR911-SC METRO RMS	-1.00	-1.00	-52,396.51	175,502.86	-175,503.86	34
GL Key: 700700 – SANTA CRUZ REGIONAL 911-CAP							
Revenues							
Character: 10 – REV FROM USE OF MONEY & PROP							
40430	INTEREST	4,000.00	4,000.00	60.72	499.92	3,500.08	1
	Total 10 – REV FROM USE OF MONEY & PROP	4,000.00	4,000.00	60.72	499.92	3,500.08	1
Character: 19 – CHARGES FOR SERVICES							
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	60.72	49,821.42	52,819.58	2
Expenditures							
Character: 60 – SERVICES AND SUPPLIES							
61845	MAINT-STRUCT/IMPS/GRDS-OTH-SRV	0.00	0.00	0.00	0.00	0.00	1

Revenue/Expenditure Balances

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 Fund [76101, 76103, 76130]

Item 4.3

FY 2024

Object	GL Object Title	Adopted Budget	Adjusted Budget	Month-To-Date Actual	Year-To-Date Actual	Year-To-Date Variance	Count
	GL Key: 700700 – SANTA CRUZ REGIONAL 911-CAP Expenditures						
	Character: 60 – SERVICES AND SUPPLIES						
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
	Character: 80 – FIXED ASSETS						
86204	EQUIPMENT	102,641.00	102,641.00	28,965.74	65,803.24	36,837.76	1
	Total 80 – FIXED ASSETS	102,641.00	102,641.00	28,965.74	65,803.24	36,837.76	1
	Total Expenditures	102,641.00	102,641.00	28,965.74	65,803.24	36,837.76	3
	Total 700700 – SANTA CRUZ REGIONAL 911-CAP	0.00	0.00	-28,905.02	-15,981.82	15,981.82	5
		-402,632.00	-402,632.00	47,307.10	2,083,341.91	-2,485,973.91	93



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: March 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 February 1, 2024 thru February 29, 2024

DATE	DESCRIPTION	AMOUNT
	None	
Total		\$ -



DATE: March 21, 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 March 21, 2024, there are effectively 34.5 occupied FTE in the dispatcher classifications. Of these, seven (7) are in the training program and one (1) is on a leave of absence.

Since your last Board meeting, two new hire trainee dispatchers began the Academy program. A trainee dispatcher was released from employment earlier in March. In addition, an experienced dispatcher resigned effective March 26, 2024. His resignation is included in the accounting listed above.

We will open our next recruitment for Public Safety Dispatcher Trainee prior to the next Board meeting.

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
ROMAN, Isaias	1	10	2022	5	Dispatcher II
MURAKAMI, Magdalena	1	10	2022	5	Dispatcher II
CERRITOS, Elian	3	7	2022	4	Dispatcher II X
PARKER, Jack	10	3	2022	4	Dispatcher II
THIND, Simran	10	3	2022	2	Dispatcher II
SEYFFERT, Skylar	2	20	23	2	Dispatcher I
STIVALA, Anne	2	20	23	3	Dispatcher I
MORRIS, Jacqueline	2	20	23	1	Dispatcher II
RAYA-CERVANTES, Sandra	2	20	23	2	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
HENDERSON, Austin	10	24	23	1	Dispatcher II
PRECIADO-STODDARD, Martha	3	18	24	3	Dispatcher I
MCGUIRE, Philip	3	18	24	1	Dispatcher I

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: March 28, 2024
To: Board of Directors, Santa Cruz Regional 9-1-1
From: Beth Wann, Clerk to the Board
Subject: Item 4.6, Proposed Board of Directors Meeting Schedule FY 24/25 and Officer Rotation

RECOMMENDATION

Approve the proposed Board of Directors Meeting schedule for FY 24/25 and Officer Rotation

BACKGROUND AND DISCUSSION:

The proposed meeting schedule for FY 2024/25 **RECOMMENDS** that the Board hold their regular meetings at 1:30 p.m. in the Santa Cruz Regional 9-1-1 Conference Room as follows:

July 25, 2024	February 27, 2025
September 26, 2024	March 27, 2025
October 24, 2024	May 22, 2025

With the approval of this item, the remaining Board Meeting for the current fiscal year is scheduled as follows:

Thursday, May 23, 2024 at 1:30 p.m.

The rotation of officers takes place at the July 25, 2024 meeting as follows:

Matt Huffaker, Chair
City of Watsonville, Vice Chair
Carlos Palacios, Secretary
Jamie Goldstein, Member



Date: March 25, 2024
To: Board of Directors, Santa Cruz Regional 9-1-1
From: Amethyst Uchida, General Manager
Personnel Subcommittee Members
Subject: Item 5.1 – Report from the ad hoc Personnel Subcommittee

RECOMMENDATION:

Receive a report from the ad hoc Personnel Subcommittee

BACKGROUND:

At the February 2024 Board Meeting, the Board of Directors received a report from Regional Government Services (RGS). After discussion, the Board directed Staff to convene an ad hoc Personnel Subcommittee to review the report’s recommendations and provide some additional feedback and input.

The ad hoc Personnel Subcommittee (Subcommittee) consisted of Laura Schmidt, City of Santa Cruz; Ajita Patel, Santa Cruz County; and Nathalie Manning, City of Watsonville. The group reviewed the Position Description Questionnaire responses submitted by employees, the RGS staffing report, and the proposed new job descriptions.

SUMMARY OF FINDINGS:

The Subcommittee agreed with a number of RGS’s recommendations and had some additional suggestions for the Board’s consideration.

Administrative Services Division

The Subcommittee concurs with RGS’s recommendation regarding the creation of the Administrative Services Division, including the reassignment of personnel, retitling of positions, reclassification of a senior administrative assistant to an accounting technician, and the addition of a division manager. The proposed solution aligns with the original organizational structure of the Authority that included a Support Services Division with 3 FTE who managed human resources (HR), Policy and Procedure, Accreditation, and Training. The new Administrative Services Division would be responsible for HR, labor relations, and finance and would provide administrative support to the General Manager and the other Divisions.

The Subcommittee also discussed some possible alternatives to the Division structure which could be explored if the Board desired. Since the addition of a Division Manager is a significant expense, the Board could consider adding another analyst position with a future goal of converting that to a management position. Staff is also looking for opportunities to utilize the existing Assistant General Manager position for both succession planning and to better support the overall operation. Finally, due to budget constraints, the Subcommittee cautioned that phasing in any position additions might likely be necessary and a strategy determined. If the Board wishes to explore these alternatives in more detail, they could reconvene the Personnel Committee or work with a consultant to develop several staffing alternatives.

Finally, the Subcommittee considered the proposed Matrix Consulting Group led cost benefit analysis for administrative services solutions. One potential solution is to have a shared administrative solutions group who would support the administrative work of multiple joint powers authorities. The Subcommittee's consensus was while that the shared services model aimed to be more affordable, it might likely not be beneficial to SCR 9-1-1 as the smallest member, resulting in capacity and resource-competition issues. Concerns over receiving enough support and resources were key, as was keeping organizationally clean lines for HR and CalPERS purposes.

Operations Division

The Subcommittee agreed with the recommendation to add a fourth Operations Supervisor but rejected renaming the Operations Division to the Communications Division. They indicated that Communications in modern HR generally describes the general public information and communications functions of an organization. The Subcommittee proposed that it could be known as the Communications and Operations Division but also felt leaving it as the Operations Division was reasonable.

Systems Division

The Subcommittee discussed several key concepts and recommended further exploration and development of position titles and structure within this division. They felt the new job descriptions drafted by RGS did not adequately represent the work described within the PDQs, or reflect the needs of the organization and current technology competitive market. Therefore, those job descriptions should be updated further before being recommended for adoption.

Among the reasons for the above feedback, the Subcommittee recommended the Authority also consider evaluating other, more modern, classification tracks for IT personnel. This would include an IT Analyst and Administrator with sub-specialties in Business Systems Analysis (BSA), and/or Network and Systems Administrator (NWSA). The overall position is a container for a generalist class whose work complexity more closely reflects the work currently being performed. Having possible focuses of BSA and NWSA enable flexible but targeted recruitment on applications and on infrastructure, respectively. Existing staff could be reclassified into positions in this general classification.

In addition, given the number of enterprise systems used by the Authority and their replacement cycles, the division is continuously engaged in some stage of a system implementation or complex upgrade. The team suggested we consider adding a layer between the manager and analyst/administrator tracks to provide better project management support and staff oversight. Again, this is consistent with a previous iteration of the organization, when there was a Division Manager, a Supervisor, and four non-management staff.

FISCAL IMPACT:

The cost to adopt all of these proposals at once would be significant with two additional FTE and several reclassifications. If the Board wishes to act on any of these recommendations, Staff suggests a phased approach which can be designed by the GM in consultation with the Board Chair and/or a consultant, or by the Personnel Subcommittee.



Date: March 21, 2024
To: Board of Directors, Santa Cruz Regional 9-1-1
From: Amethyst Uchida, General Manager
Subject: Item 5.2 – Proposal from Matrix Consulting Services

RECOMMENDATION:

- 1) **Considering the information received from the ad hoc Personnel Subcommittee, review the Matrix Consulting Services proposal. Optionally, then also:**
- 2) **Authorize the General Manager to Negotiate and Execute an Agreement with Matrix Consulting Group for the Purpose of Providing a Cost Benefit Analysis for Administrative Services and**
- 3) **Direct the General Manager with regards to funding, including authorization for a budget transfer, specifying if from the fund balance or contingency, should it become necessary.**

BACKGROUND:

At the February 2024 Board Meeting, the Board of Directors received a report from Regional Government Services (RGS) recommending, among other things, the creation of an Administrative Services Division. In making this recommendation, RGS echoed Staff's and the Board's concerns regarding capacity for managing critical business functions in the areas of human resources, fiscal management, and labor relations. At the same time, other local JPAs are faced with similar challenges and there may be other options to meet the Authority's needs. Currently, the Santa Cruz Public Library and the City of Santa Cruz have engaged Matrix Consulting Services to perform a cost benefit analysis. Staff have asked to be included in this study which will explore options for meeting the Authority's needs.

DISCUSSION:

The attached proposal from Matrix was submitted to the City of Santa Cruz. Should the Board wish to proceed with this project, Staff will work with Matrix to articulate the scope of work of this proposal and ensure no redundant work is performed, renegotiate pricing if appropriate, and execute the agreement after attorney review is performed.

Currently, the proposal includes seven (7) deliverables in total. In Phase 2 of this proposal, there are three (3) deliverables, but in Phase 2 of the primary agreement, there are five (5) tasks described with five (5) deliverables. Clarification of the deliverables for Phase 2 is required

before embarking on this project. Further, one of the deliverables in Phase 2 of the main agreement is an organizational and staffing analysis. Since the Authority recently contracted for a similar study with RGS, it seems possible that work could be reused and the scope of this deliverable trimmed for cost savings purposes.

FISCAL IMPACT:

The current proposal from Matrix Consulting has a cost of \$37,600. While funding for this activity is not allocated within the current FY 2023/24 budget, current projections for the FY 2023/24 Operating Budget show there will be approximately \$39,000 remaining in Services and Supplies funding at the end of the fiscal year. The Board could authorize this identified funding to be used for this project. Should unplanned expenses arise, either within this project or outside of it, they could be covered by use of the undesignated fund balance or the FY 2023/24 contingency funds, again with Board approval.

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: February 8, 2024
TO: Library Joint Powers Authority Board
FROM: Eric Howard, Interim Library Director
RE: Update on Cost Benefit Analysis Contract for Administrative Services

RECOMMENDED ACTION:

Motion to adopt the timeline provided below, and the actions required for it, in order to complete the cost benefit analysis of administrative services for the Library.

BACKGROUND:

On November 9, 2023, the LJPA voted to award a contract to the consultant Matrix for a cost benefit analysis of possible options for the Library to receive its administrative services. The City of Santa Cruz will split the cost of the contract with the Library.

Currently, the Library contracts with the City of Santa Cruz for some administrative services. In FY 23/24, the City charged the Library \$551,533 for providing administrative services. Through updates to the central service allocation plan, the City assessed costs should be closer to \$1,197,931 for FY 24/25. However, the City has agreed to instead increase the cost by 4.5% each year for two years in order to provide the LJPA with time to explore its options. Under this temporary agreement, the cost for administrative services provided by the City for the Library will be \$576,352 in FY 24/25 and \$602,287 in FY 25/26.

Matrix is tasked with providing another analysis of the Library's administrative service level needs and costs. It will then provide a qualitative and quantitative analysis for considering three primary models. Those are:

1. The Library would continue contracting with the City of Santa Cruz for administrative services, based on service level needs and cost analysis by Matrix.
2. The Library would hire its own staff, through the City, to perform administrative services, based on service level needs and a cost analysis by Matrix.
3. The Library would share administrative services, possibly with other regional JPAs, or contract out for those services through another agency or organization, based on service level needs and a cost analysis by Matrix.

At the November 9th meeting, there was a discussion about “bolting” on contracts to the current one in order to explore the potential needs of other regional JPAs that could become part of the third model described above. Additionally, Chairperson Carlos Palacios, inquired if there would be representatives from all the jurisdictions meeting regularly with Matrix.

DISCUSSION:

Staff from the Library has reached out to all jurisdictions. The following Project Team has been assembled:

Team Leads:

Assistant Finance Director for the City of Santa Cruz - Marisol Gomez
Principal Management Analyst for the Library Kira Henifin.

Team Members:

Board Member - Jamie Goldstein
Assistant County Administrative Officer - Nicole Coburn
Assistant City Manager for the City of Santa Cruz - Laura Schmidt
Director of Finance for the City of Santa Cruz - Elizabeth Cabell
Director of Human Resources / People Officer - Sara De Leon
Interim Library Director Eric Howard

Matrix will begin its work in mid-February-March 2024 and provide an update at the November 7th, 2024 LJPA meeting. They will complete work on the project in early 2025, and provide their final recommendations at the LJPA February 2025 meeting.

In order to do a comprehensive analysis of the third model listed above, while incorporating the Animal Services and SCR911 JPAs cost effectively into the contract, and with minimal impact to their staff, Matrix recommends interviewing County staff that provide administrative support for both entities simultaneously and earlier on in the project timeline.

If the LJPA Board agrees to this timeline and these actions, and seeks to “bolt” on contracts for Animal Shelter and SCR911, those JPAs will need to execute a contract amendment and appropriate funds to cover those costs, through their respective authorities. The Project Leads can help facilitate the contract amendment with Matrix, and would ask Board members to help

facilitate discussions needed for the other JPAs. The Animal Shelter's JPA meets on April 8th, the SCR911's JPA meets March 28th.

The LJPA's next meeting on May 2nd could provide an opportunity for an update regarding the other JPAs decision to be incorporated into this project.

FISCAL IMPACT:

None, the shared cost of \$100k with the City of Santa Cruz (\$50k) for the current Matrix contract has already been accounted for in the Library (\$50k) FY 23/24 budget.

**Proposal to Provide Cost Benefit Analysis for 911 and
Animal Services Administrative Services**

SANTA CRUZ, CALIFORNIA

February 21, 2024





February 21, 2024

Marisol Gómez, Assistant Finance Director
City of Santa Cruz
809 Center Street
Santa Cruz, CA95060

Dear Ms. Gómez:

The Matrix Consulting Group is pleased to have this opportunity to submit our Proposal to expand the scope of work for Cost Benefit Analysis of Administrative Services for the Library to include a similar assessment covering the administrative services of Regional 911 and the Animal Shelter.

In addition to the detailed qualifications outlined in our original proposal, we are well suited to provide this additional scope for the following reasons:

- Our firm and team have conducted 300+ cost of service studies for municipalities over the last 20 years across the United States, with recent Coastal California clients including: Capitola, Manhattan Beach, Pacific Grove, and Santa Barbara.
- We have completed dozens of animal services evaluations across the country including for the following communities: Aurora (CO), Beverly Hills (CA), Boston (MA), Fort Worth (TX), Hillsborough County (FL), Irvine (CA), Manatee County (FL), Sacramento County (CA), and Wichita (KS).
- We have a dedicated 911 Practice that has conducted hundreds of 911 Center evaluations including work for communities such as: Arlington (TX), Huntington Beach (CA), Long Beach (CA), Modesto (CA), Monterey County (CA), San Mateo County (CA), and Stanislaus County (CA).

Conducting the analysis of Regional 911 and the Animal Shelter concurrently with the work we are doing, the Cost Benefit Analysis for Library Administrative Services will enable us to provide these services more cost-effectively than as separate studies. Concurrent evaluations will enable us to minimize the number of interviews needed with City and County personnel by discussing multiple service areas during the initial

interviews, streamlining data collection, and ensuring the original financial model developed is designed to address all three service areas effectively.

We would use the same approach proposed for the original study which was designed in three phases:

- **Phase 1 – Discovery:** During this phase, the project team would work with staff at Regional 911 and the Animal Shelter to understand the current workflows associated with administrative support as well as the services provided by the City / County (as appropriate) and as outlined in any shared services agreement.

The deliverable of this phase will be a document outlining the current services and the workflow processes.

- **Phase 2 – Research:** During this phase, we would develop alternative service delivery options for Regional 911 and the Animal Shelter to understand the most effective and efficient use of administrative support.

The deliverable of this phase would be three different options of administrative services delivery models.

- **Phase 3 – Recommendations:** During this phase, the costing analysis of the administrative service delivery models will be developed. For each model presented in Phase 2, the costing analysis will be conducted, as well as an implementation timeline.

The deliverables of this phase will be a combination of Phase 1, Phase 2, and a final report summarizing the cost-benefit analysis of the alternative options.

The original project team proposed would remain as proposed. They have experience in evaluating administrative services and cost allocation for these additional service areas. However, we would supplement our project team with David Branch. Mr. Branch is a Manager with the Matrix Consulting Group and leads our 911 Practice. He has worked with dozens of centers operating under various operating models from individual centers that are departments of cities or counties, shared serviced and fully independent districts. His technical experience will be important for this engagement and is summarized in the following table:

David Branch
Manager

David Branch is a Manager in his 11th year with the firm. He provides analytical expertise in all of our practice areas and leads our emergency dispatch consulting practice. In his time with the firm, he has contributed to over 100 studies across the United States.

He received his B.S. in Public Policy, Management, and Planning from USC and his Masters in Secondary Education from the University of Missouri. He is a member of APCO and NENA.

He will serve as the lead analyst, evaluating data and conducting operational, policy, and benefit/cost analysis. He will also coordinate the development of recommendations and deliverables.

David is a staffing, data, workload, and organizational analyst who has led each of Matrix's recent emergency communications studies.

His experience includes studies for Albany (NY), Anderson County (SC), Portland (OR), Mountain Brook (AL), Albany (NY), INCOG (OK), Pepperell (MA), Kettering (OH), Palm Beach County (FL), Long Beach (CA), Salt Lake City (UT), and Westchester County (NY). These have included analysis of administrative services, staffing, best operational practices, technology utilization and facilities assessments, future strategic planning, and strategic needs assessments.

We propose to use the same general task plan for these efforts as in the Library scope of services. The only difference would be the specific individuals interviewed in each task, and the data collected to understand the workloads associated with the administrative services provided to Regional 911 and the Animal Shelter.

To evaluate the level of effort required, we have developed the following budgets for each of the expanded scopes of service. The first table outlines the costs to evaluate the administrative services, financial costs and cost benefit analysis for Regional 911 and the second covers the Animal Shelter. This pricing assumes concurrent services.

Regional 911 Budget

Activity	Hours	Avg. Hourly Rate	Total
Phase 1 – Discovery Deliverable 1.1	16.00	\$200	\$3,200
Phase 1 – Discovery Deliverable 1.2	24.00	\$200	\$4,800
Phase 1 – Discovery Subtotal	40.00		\$8,000
Phase 2 – Research Deliverable 2.1	8.00	\$200	\$1,600
Phase 2 – Research Deliverable 2.2	16.00	\$200	\$3,200
Phase 2 – Research Deliverable 2.3	56.00	\$200	\$11,200
Phase 2 – Research Subtotal	72.00		\$16,000
Phase 3 – Recommendation Deliverable 3.1	52.00	\$200	\$10,400
Phase 3 – Recommendation Deliverable 3.2	16.00	\$200	\$3,200
Phase 3 – Recommendation Subtotal	68.00		\$13,600
Grand Total	180.00		\$37,600

Animal Shelter Budget

<u>Activity</u>	<u>Hours</u>	<u>Avg. Hourly Rate</u>	<u>Total</u>
Phase 1 – Discovery Deliverable 1.1	12.00	\$200	\$2,400
Phase 1 – Discovery Deliverable 1.2	24.00	\$200	\$4,800
Phase 1 – Discovery Subtotal	36.00		\$7,200
Phase 2 – Research Deliverable 2.1	8.00	\$200	\$1,600
Phase 2 – Research Deliverable 2.2	16.00	\$200	\$3,200
Phase 2 – Research Deliverable 2.3	52.00	\$200	\$10,400
Phase 2 – Research Subtotal	68.00		\$15,200
Phase 3 – Recommendation Deliverable 3.1	42.00	\$200	\$8,400
Phase 3 – Recommendation Deliverable 3.2	16.00	\$200	\$3,200
Phase 3 – Recommendation Subtotal	58.00		\$11,600
Grand Total	162.00		\$34,000

The two scopes of service combined would be \$71,600.

We can complete this expanded scopes within the originally scheduled timeframe proposed in our original proposal.

If you have any questions regarding the proposal, please continue to work directly with Alan Pennington, the assigned Project Manager, for this engagement. As President, I will execute any necessary contract amendment. We look forward to working with you on this effort.



Richard Brady, President
Matrix Consulting Group, Ltd.

PROFESSIONAL SERVICES AGREEMENT WITH

Matrix Consulting Group, Ltd.**FOR COST BENEFIT ANALYSIS FOR LIBRARY ADMINISTRATIVE SERVICES**

THIS AGREEMENT for professional services is made by and between the Library Joint Powers Authority, aka Library Services Authority, which shall include the City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz (hereinafter “LSA or LJPA”) and Matrix Consulting Group, Ltd. (“Consultant”) (each is referred to individually as a “Party” and collectively, as the “Parties”) as of November 9, 2023 (the “Effective Date”).

NOW, THEREFORE, in consideration of each other’s mutual promises, the Parties hereto agree as follows:

SECTION 1: SCOPE OF WORK

Consultant will furnish services as defined and described in the Scope of Work, attached hereto as Exhibit A Scope of Work and incorporated herein.

SECTION 2: RESPONSIBILITIES OF CONSULTANT

All work performed by Consultant, or under Consultant’s direction, shall be rendered in accordance with the generally accepted practices, and to the standards of, Consultant's profession. Consultant represents and warrants that Consultant: (i) is fully experienced and properly qualified to perform the work and services provided for herein, (ii) has the financial capability required for the performance of the work and services, and (iii) is properly equipped and organized to perform the work and services in a competent, timely, and proper manner, in accordance with the requirements of this Agreement.

Consultant shall not undertake any work beyond the **Scope of Work** set forth in **Exhibit A** unless such additional work is approved in advance and in writing by LJPA. The cost of such additional work shall be reimbursed to Consultant by LJPA on the same basis as provided for in Section 4.

If, in performing the work, it is necessary to conduct field operations, security and safety of the job site will be the Consultant's responsibility excluding, the security and safety of any facility of the Santa Cruz Public Libraries within the job site which is not under the Consultant's control.

Consultant shall meet with Eric Howard, Acting Director of the Santa Cruz Public Libraries (SCPL), hereinafter called "Director", or other designated and authorized SCPL personnel, or third parties as necessary, on all matters connected with carrying out of Consultant’s services described in Exhibit A Scope of Work. Such meetings shall be held at the request of either Party. Review and SCPL approval of completed work shall be obtained monthly, or at other intervals as may be mutually agreed upon during the course of this Agreement. Review, approval, or acceptance of Consultant’s work by SCPL or others shall not relieve Consultant from responsibility for errors and omissions in Consultant’s work.

SECTION 3: RESPONSIBILITIES OF THE LJPA

LJPA shall make available to Consultant all necessary data and information in the LJPA's possession and shall actively assist Consultant in obtaining such information from other agencies and individuals as

needed. Consultant is entitled to reasonably rely upon the accuracy and completeness of such data and information, and Consultant shall provide LJPA prompt written notice of any known defects in such data and information.

The Director may authorize a staff person to serve as his or her representative. The work in progress shall be reviewed at such intervals as may be mutually agreed upon between the Parties. The LJPA will be the sole judge of acceptable work, provided that such approval will not be unreasonably withheld or delayed. If the work is not acceptable, LJPA will inform Consultant of the changes or revisions necessary to secure approval.

SECTION 4: FEES AND PAYMENT

For services actually performed, the LJPA will compensate Consultant at the rates set forth in the **Fee Schedule** detailed in **Exhibit B** and in accordance with the terms set forth therein. Payment for Consultant's services in carrying out the entire the Scope of Work shall be made within the budget limit, or limits shown, upon Exhibit B Fee Schedule. Such payment shall be considered the full compensation for all personnel, materials, supplies, and equipment used by Consultant in the Scope of Work. Markups shall not be charged for any approved sub-consultants or subcontractors.

Consultant agrees that the payments to Consultant specified in this Section 4 will constitute full and complete compensation for all obligations assumed by Consultant under this Agreement. Where conflicts regarding compensation may occur, the provisions of this section apply.

Variations from the budget for each task which are justified by statements indicating personnel time expended and submittal of a revised budget are only allowed with prior LJPA approval; however, in no event shall the total fee charged for the Scope of Work set forth in Exhibit A Scope of Work exceed the budget of **\$100,000** without advance written LJPA authorization in the form of an amendment or change order.

Invoices shall detail the time worked by each class of employee on each task and the expenses incurred for which billing is made. Invoices shall indicate the percentage completion of each work task as identified in Exhibit A Scope of Work and the overall percentage of completion of the total required services. Unless otherwise specified in the fee schedule, payments shall be made monthly by the LJPA within 30 days based on itemized invoices from the Consultant which list the actual costs and expenses.

SECTION 5: TRAVEL REIMBURSEMENT POLICY

The LJPA shall not be responsible for any travel, meal, or lodging reimbursements to Consultant and/or Consultant's employees. The total fees and costs of Consultant's services shall not exceed the amount described in the Fee Schedule.

General Rule

1. Exceptions to any of the above requirements require advance written permission from the Director or LJPA's designated agent contracting with the Consultant.
2. Tips and gratuities will not be reimbursed.
3. Alcoholic beverage purchases will not be reimbursed.
4. Consultants will exercise prudence in incurring reimbursable expenses.

5. The LJPA has the sole discretion to deny any Consultant/contractor proposed reimbursable expense the LJPA has determined to be excessive or an inappropriate use of public funds.

SECTION 6: CHANGES IN WORK

LJPA may negotiate changes in the Scope of Work. No changes in the Scope of Work shall be made without the written approval of LJPA and Consultant. Any change requiring compensation in excess of the sum specified in Exhibit B shall be approved in advance in writing by the LJPA. Only LJPA's authorized representative(s) is authorized to approve changes to this Agreement on behalf of LJPA.

SECTION 7: TIME OF BEGINNING AND SCHEDULE FOR COMPLETION

The term of this Agreement shall be on the effective date of this Agreement and terminating on upon project completion. Consultant shall begin work as specified in a written authorization (e.g. Notice to Proceed) to perform services. The written authorization to perform work shall not be issued until after this Agreement has been approved and authorized by the LJPA.

The Work Schedule for completion of the work shall be as shown upon Exhibit C Work Schedule. In the event that major changes are ordered, the schedule for completion as stated in Exhibit C Work Schedule may be adjusted by LJPA so as to allow Consultant a reasonable period of time within which to complete any additional work which may be required as a result of the ordered changes.

Neither party will be held responsible for delay or default caused by declared emergencies, natural disasters, or any Force Majeure event which is beyond the party's reasonable control. Consultant will, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and will, upon the cessation of the cause, diligently pursue performance of its obligations in this Agreement.

The LJPA reserves the right to obtain the item(s) and/or services covered by this Agreement from another source during any on-going suspension of service due to the circumstances outlined above.

Consultant acknowledges that it is necessary for Consultant to complete its work on or before the completion date set forth in Exhibit C Work Schedule in order to allow the LJPA to achieve its objectives for entering into this Agreement. The Parties therefore agree that time is of the essence in the performance of this Agreement.

SECTION 8: TERMINATION

The LJPA may terminate the Agreement for convenience by providing written notice to Consultant not less than 10 calendar days prior to an effective termination date.

The LJPA or Consultant may terminate the Agreement for cause by providing written notice to the other party not less than 30 calendar days prior to an effective termination date.

The LJPA may, at its option, allow Consultant to cure its failure to perform within 15 business days (or longer period authorized in writing by the LJPA) from the date of the LJPA's termination notice. The termination shall be become effective if Consultant has not cured within such time period to the LJPA's satisfaction.

Consultant may terminate this Agreement for cause if the LJPA fails to cure a material default in performance within a period of 30 calendar days (or such longer period agreed to by the Consultant), from date of the Consultant's written termination notice specifying the default in performance.

Upon notice of termination by either the LJPA or Consultant, the Consultant will immediately act to not incur any additional obligations, costs or expenses, except as may be reasonably necessary to terminate its activities. The LJPA's only obligation to the Consultant will be just and equitable payment for services authorized by, and received to the satisfaction of, the LJPA up to and including the effective date of termination less any amounts withheld. All finished or unfinished work or documents procured or produced under the Agreement will become property of the LJPA upon the termination date. In the event of Consultant's failure to perform pursuant to the Agreement, the LJPA reserves the right to obtain services elsewhere and Consultant will be liable for the difference between the prices set forth in the terminated Agreement and the actual cost to the LJPA. Termination of the Agreement pursuant to this paragraph shall not relieve the Consultant of any liability to LJPA for additional costs, expenses, or damages sustained by LJPA due to failure of the Consultant to perform pursuant to the Agreement. LJPA may withhold any payments to Consultant for the purpose of set-off until such time as the exact amount of damages due LJPA from Consultant is determined. After the effective date of termination, Consultant will have no further claims against the LJPA under the Agreement. No other compensation will be payable for anticipated profit on unperformed services.

SECTION 9: INSURANCE

Prior to the beginning of and throughout the duration of the Agreement, Consultant will maintain and comply with the Insurance Requirements as set forth in Exhibit D. Consultant will insure the LJPA against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder. The insurance coverages required shall not in any way limit the liability of the Consultant.

SECTION 10: INDEMNIFICATION

Consultant agrees, to the fullest extent permitted by law, to indemnify, defend, and hold harmless the Santa Cruz Public Libraries, Library Joint Powers Authority, Library Services Authority, the City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, as well as each entity's respective officials, officers, employees, agents, and volunteers (collectively, "Indemnitees") from and against any and all liability, claim, action, loss, injury, damage, judgment, or expense, including attorneys' fees and costs ("Losses") caused by or resulting from the negligence, recklessness, or willful misconduct of Consultant, Consultant's officers, employees, agents, or subcontractors in any way related to this Agreement. Consultant's duty to indemnify and hold harmless Indemnitees shall not apply to the extent such Losses are caused by the sole or active negligence or willful misconduct of Indemnitees, as determined by an adjudicatory body or court of competent jurisdiction, as applicable. The obligation to defend shall arise regardless of any claim or assertion that Indemnitees caused or contributed to the Losses.

SECTION 11: EQUAL EMPLOYMENT OPPORTUNITY/NON-DISCRIMINATION POLICIES

LJPA's policies promote a working environment free from abusive conduct, discrimination, harassment, and retaliation; and require equal opportunity in employment for all regardless of race, religious creed (including religious dress and grooming practices), color, national origin (including language use restrictions), ancestry, religion, disability (mental and physical), medical condition, sex, gender (including gender identity and gender expression), physical characteristics, marital status, age, sexual orientation, genetic information (including family health history and genetic test results), organizational affiliation, and

military or veteran status, or any other consideration made unlawful by local, State or Federal law. LJPA requires Consultant to comply with all applicable Federal and State and local equal employment opportunity laws and regulations, and Consultant is responsible for ensuring that effective policies and procedures concerning the prevention of abusive conduct, discrimination, harassment, and retaliation exist in Consultant's business organization.

SECTION 12: LEGAL ACTION/ATTORNEYS' FEES

If any action at law or in equity is brought to enforce or interpret the provisions of this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees in addition to any other relief. The laws of the State of California, with jurisdiction in the Santa Cruz County Superior Court, shall govern all matters relating to the validity, interpretation, and effect of this Agreement and any authorized or alleged changes, the performance of any of its terms, as well as the rights and obligations of Consultant and the LJPA.

SECTION 13: AMENDMENTS

This Agreement may not be amended in any respect except by way of a written instrument which expressly references and identifies this particular Agreement, which expressly states that its purpose is to amend this particular Agreement, and which is duly executed by the LJPA and Consultant. Consultant acknowledges that no such amendment shall be effective until approved and authorized by the LJPA's authorized representative. No representative of the LJPA is authorized to obligate the LJPA to pay the cost or value of services beyond the scope of services set forth in Exhibit A Scope of Work. Such authority is retained solely by the Director, or designee. Unless expressly authorized by the Director, Consultant's compensation shall be limited to that set forth in Exhibit B, Fee Schedule.

SECTION 14: MISCELLANEOUS PROVISIONS

1. Project Manager. Director reserves the right to approve the project manager assigned by Consultant to said work. No change in assignment may occur without prior written approval of the LJPA.
2. Consultant Services Only. Consultant is employed to render professional services only and any payments made to Consultant are compensation solely for such professional services.
3. Independent Contractor. In the performance of this Agreement, it is expressly understood that Consultant, including each of Consultant's employees, agents, subcontractors or others under Consultant's supervision or control, is an independent contractor solely responsible for its own acts and omissions, and shall not be considered an employee of the LJPA or City of Santa Cruz, the City of Scotts Valley, the City of Capitola, or the County of Santa Cruz for any purpose. Consultant agrees to comply with AB5, codified at Labor Code section 2750.3, and shall indemnify, defend and hold harmless the LJPA, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, or the County of Santa Cruz, their respective officials, officers, employees, and agents against any claim or liability, including attorneys' fees and costs, arising in any manner related to this Agreement that an employee, agent or others under Consultant's supervision or control was misclassified.
4. Consultant Not an Agent. Except as LJPA may specify in writing, Consultant shall have no authority, express or implied, to act on behalf of LJPA in any capacity whatsoever as an agent. Consultant shall have no authority, express or implied, pursuant to this Agreement to bind LJPA to any obligation whatsoever.

5. Subcontractors. Consultant shall obtain prior approval of the LJPA prior to subcontracting of any work pursuant to this Agreement. If at any time, the LJPA determines any subcontractor is incompetent or unqualified, Consultant will be notified and will be expected to immediately cancel the subcontract. Consultant shall require and verify that all subcontractors maintain insurance meeting all of the requirements stated herein, including naming the LJPA, LSA, SCPL, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, their respective officers, officials, employees, agents, and volunteers as additional insureds. Any modification to the insurance requirements for subcontractors must be agreed to by the LJPA in writing.
6. Assignment. This Agreement shall not be assigned without first obtaining the express written consent of the Director or after approval of the LJPA Board of Directors. Neither party may assign this Agreement unless this Agreement is amended in accordance with its terms.
7. Conflicts of Interest. Consultant owes LJPA a duty of loyalty in performing the work and services under this Agreement. Consultant covenants (on behalf of Consultant and Consultant's employees, agents, representatives, and subcontractors) that there is no direct or indirect interest, financial or otherwise, which would conflict in any manner or degree with the performance of services required under this Agreement. Consultant acknowledges and agrees to comply with applicable provisions of conflict of interest law and regulations, including the Political Reform Act, Section 1090 of the Government Code, and the LJPA's conflict of interest code. Consultant will immediately advise LJPA if Consultant learns of a conflicting financial interest of Consultant during the term of this Agreement.
8. LJPA Property. The work, or any portion, of Consultant in performing this Agreement shall become the property of LJPA. The Consultant may be permitted to retain copies of such work for information and reference in connection only with the provision of services for the LJPA. All materials and work product, whether finished or unfinished, shall be delivered to LJPA upon completion of contract services or termination of this Agreement for any reason. Unless otherwise provided herein, Consultant agrees that all copyrights which arise from creation of project-related documents and materials pursuant to this Agreement shall be vested in the LJPA and Consultant waives and relinquishes all claims to copyright or other intellectual property rights in favor of LJPA. Any work product related to this Agreement shall be confidential, not to be used by the Consultant on other projects or disclosed to any third party, except by agreement in writing by the LJPA, or except as otherwise provided herein.
9. Intellectual Property and Indemnity. Consultant represents to LJPA that, to the best of Consultant's knowledge, any Intellectual Property (including but not limited to: patent, patent application, trade secret, copyright and any applications or right to apply for registration, computer software programs or applications, tangible or intangible proprietary information, or any other intellectual property right) in connection with any services and/or products related to this Agreement does not violate or infringe upon any Intellectual Property rights of any other person or entity.

To the fullest extent permitted by law, Consultant agrees to indemnify, defend, and hold harmless LJPA, LSA, SCPL, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, their respective officials, officers, employees, and agents, from any and all claims, demands, actions, liabilities, damages, or expenses (including reasonable attorneys' fees and costs) arising out of a claim of infringement, actual or alleged, direct or contributory, of any Intellectual Property rights in any way related to Consultant's performance under this Agreement or to the LJPA's authorized intended or actual use of Consultant's product or service under this Agreement. This provision shall survive termination or expiration of this Agreement.

If any product or service becomes, or in the Consultant's opinion is likely to become, the subject of a claim of infringement, the Consultant shall, at its sole expense: (i) provide the LJPA the right to continue using the product or service; or (ii) replace or modify the product or service so that it becomes non-infringing; or (iii) if none of the foregoing alternatives are possible even after Consultant's commercially reasonable efforts, in addition to other available legal remedies, LJPA will have the right to return the product or service and receive a full or partial refund of an amount equal to the value of the returned product or service, less the unpaid portion of the purchase price and any other amounts, which may be due to the Consultant. LJPA shall have the right to retrieve its data and proprietary information at no charge prior to any return of the product or termination of service.

10. Confidentiality.

- a. Consultant shall not acquire any ownership interest in data and information ("LJPA Data") received by Consultant from LJPA, which shall remain the property of the LJPA. Certain information may be considered confidential ("Confidential Information"). Confidential Information shall mean all non-public information or proprietary materials (in every form and media) disclosed or made available directly or indirectly through any means of communication, either verbally or in writing, to Consultant in connection with this Agreement. Unless otherwise required by law, Consultant shall not, without LJPA's written permission, use or disclose LJPA Data and/or Confidential Information other than in the performance of the obligations under this Agreement. As between Consultant and LJPA, all LJPA Confidential Information shall remain the property of the LJPA. Consultant shall not acquire ownership interest in the LJPA's Confidential Information.
- b. Consultant shall be responsible for ensuring and maintaining the security and confidentiality of LJPA Data and Confidential Information, protect against any anticipated threats or hazards to the security or integrity of LJPA Data and Confidential Information, protect against unauthorized access to or use of LJPA Data and Confidential Information that could result in substantial harm or inconvenience to LJPA or any end users; and ensure the proper return and/or disposal of LJPA Data and Confidential Information upon termination of this Agreement with notice to the LJPA.
- c. Consultant shall take appropriate action to address any incident of unauthorized access to LJPA Data and Confidential Information, including addressing and/or remedying the issue that resulted in such unauthorized access, notifying LJPA as soon as possible of any incident of unauthorized access to LJPA Data and Confidential Information, or any other breach in Consultant's security that materially affects LJPA or end users; and be responsible for ensuring compliance by its officers, employees, agents, and subcontractors with the confidentiality provisions hereof. Should confidential and/or legally protected LJPA Data be divulged to unauthorized third parties, Consultant shall comply with all applicable federal and state laws and regulations, including but not limited to California Civil Code sections 1798.29 and 1798.82 at Consultant's sole expense. Consultant shall not charge LJPA for any expenses associated with Consultant's compliance with these obligations.
- d. Consultant shall defend, indemnify and hold harmless LJPA, LSA, SCPL, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, their respective officials, officers, employees and agents against any claim, liability, loss, injury or damage (including attorneys' fee and costs) arising out of, or in connection with, the unauthorized use, access, and/or disclosure of LJPA Data and/or Confidential Information by Consultant and/or its agents,

employees or sub-contractors, excepting only loss, injury or damage caused by the sole negligence or willful misconduct of the LJPA. This provision shall survive the termination or expiration of this Agreement.

11. Consultant's Records. Consultant shall maintain accurate accounting records and other written documentation pertaining to the costs incurred relating to this Agreement for examination and audit by the LJPA, State, or federal government, as applicable, during the period of this Agreement, and for a period of at least five years from the date of the final LJPA payment for Consultant's services, unless otherwise stated herein. If Consultant engages a subcontractor to perform work related to this Agreement with a cost of \$10,000 or more over a 12-month period, such subcontract shall contain these same requirements. This provision shall survive the termination of this Agreement.
12. California Public Records Act. LJPA is a public agency subject to the disclosure requirements of the California Public Records Act ("CPRA"). If Consultant's proprietary information is contained in documents or information submitted to LJPA, and Consultant claims that such information falls within one or more CPRA exemptions, Consultant must clearly mark such information "Confidential and Proprietary," and identify the specific lines containing the information. In the event of a request for such information, LJPA will make best efforts to provide notice to Consultant prior to such disclosure. If Consultant contends that any documents are exempt from the CPRA and wishes to prevent disclosure, it is required to obtain a protective order, injunctive relief or other appropriate remedy from a court of law in Santa Cruz County before the LJPA is required to respond to the CPRA request. If Consultant fails to obtain such remedy within the time the LJPA is required to respond to the CPRA request, LJPA may disclose the requested information without any liability to Consultant. Consultant further agrees that it shall defend, indemnify and hold LJPA, LSA, SCPL, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, their respective officials, officers, employees and agents harmless against any claim, action or litigation (including but not limited to all judgments, costs, and attorney's fees) that may result from denial by LJPA of a CPRA request for information arising from any representation, or any action (or inaction), by the Consultant.
13. Compliance with Laws. All activities of Consultant, its employees, subcontractors and/or agents will be carried out in compliance with all applicable federal, state, and local laws and regulations.
14. Licensure. Consultant warrants that Consultant, its subcontractors and/or agents (if any) has/have complied with any and all federal, state, and local licensing requirements and agrees to provide proof of a current City of Santa Cruz Business Tax Certificate if:
 - Consultant, its subcontractor(s) and agent(s) or its business is/are located in the City of Santa Cruz;
 - Will perform actual work in the City of Santa Cruz for 6 or more days annually; or
 - Will use company vehicles to deliver within the City of Santa Cruz for 6 or more days annually.For additional information and licensing requirements, view the City's [Business Licenses and Permits webpage](#) or call the Revenue and Taxation division at 831/420-5070.
15. Living Wage. Every contract for services to the City of Santa Cruz for \$10,000 or more, is subject to City of Santa Cruz Living Wage Ordinance number 2000-25. If applicable, Consultant agrees to comply with the requirements of the Living Wage ordinance as provided in Santa Cruz Municipal Code Chapter 5.10.

16. Prevailing Wages for Public Work. Intentionally Omitted.
17. Dispute Resolution. The Parties agree to attempt in good faith to resolve through negotiation any dispute, claim or controversy arising out of or relating to this Agreement. Either party may initiate negotiations by providing written notice in letter form to the other party, setting forth the subject of the dispute and the relief requested. Promptly upon such notification, the Parties shall meet at a mutually agreeable time and place in order to exchange relevant information and perspective, and to attempt to resolve the dispute. In the event that no resolution is achieved, and if, but only if, the parties mutually agree, then prior to pursuing formal legal action, the parties shall make a good faith effort to resolve the dispute by non-binding mediation or negotiations between representatives with decision making power, who, to the extent possible, shall not have had substantive involvement in the matters of the dispute. To the extent that the dispute involves or relates to a public works project, the Parties agree to attempt to resolve the dispute by complying with the claims process as set forth in Public Contract Code sections 9204(e), 2010420104.6, but without waiving the requirements of the California Tort Claims Act, Gov't Code section 800 et seq. unless otherwise agreed to by the Parties.
18. Force Majeure. Neither party hereto shall be considered in default in the performance of its obligation hereunder to the extent that the performance of any such obligation is prevented or delayed by an act of God, natural disaster, pandemic, acts of terrorism, war, or other peril, which is beyond the reasonable control of the affected party and without the negligence of the respective Parties. Each party hereto shall give notice promptly to the other of the nature and extent of any Force Majeure claimed to delay, hinder or prevent performance of the services under this Agreement. Each Party will, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and will, upon the cessation of the cause, diligently pursue performance of its obligations in this Agreement. In the event either party is prevented or delayed in the performance of its respective obligation by reason of such Force Majeure, there may be an equitable adjustment of the schedule and Consultant compensation based on LJPA's sole discretion.
19. Complete Agreement. This Agreement, along with any exhibits and attachments, is the full and complete integration of the Parties' agreement with respect to the matters addressed herein, and that this Agreement supersedes any previous written or oral agreements between the Parties with respect to the matters addressed herein. Unless otherwise stated, to the extent there is any conflict between this Agreement and any other agreement (written or oral), the terms of this Agreement shall control.
20. Severability. The unenforceability, invalidity or illegality of any provision(s) of this Agreement shall not render the other provisions unenforceable, invalid or illegal.
21. Waiver. Waiver by any party of any portion of this Agreement shall not constitute a waiver of the same or any other portion hereof.
22. Governing Law. This Agreement shall be governed by and interpreted in accordance with California law.
23. Contract Interpretation. Each party acknowledges that it has reviewed this Agreement and that the normal rule of construction to the effect that any ambiguities are to be resolved against the drafting party shall not be employed in the interpretation of this Agreement.

24. Notices. If either party shall desire or is required to give notice to the other such notice shall be given in writing, via email and concurrently delivered by overnight FedEx [or priority U.S. Mail], addressed to recipient as follows:

To CITY OF SANTA CRUZ
On behalf of LJPA:
Finance Department
Marisol Gómez
1200 Pacific Avenue, Suite 290
Santa Cruz, CA 95060
mgomez@santacruzca.gov
(831) 420-5232

To CONSULTANT:
Matrix Consulting Group, Ltd.
Richard P Brady
rbrady@matrixcg.net
(650) 868-0507

Changes to the above information shall be given to the other party in writing ten (10) business days before the change is effective.

25. Counterparts. The Parties may execute this Agreement in two or more counterparts, which shall, in the aggregate, be deemed an original but all of which, together, shall constitute one and the same instrument. A scanned, electronic, facsimile or other copy of a party's signature shall be accepted and valid as an original.
26. Warranty of Authority. The signatories to this Agreement warrant and represent that each is authorized to execute this Agreement and that their respective signatures serve to legally obligate their respective representatives, agents, successors and assigns to comply with the provisions of this Agreement.

[SIGNATURES ON FOLLOWING PAGE]

Approved As To Form:

By: Barbara H. Choi Date: 10/24/23
Barbara H. Choi, LJPA Assistant Legal Counsel

CONSULTANT

By: Richard Brady Date: Oct 25, 2023

Printed: Richard Brady Title: President

CONSULTANT

By: Courtney Ramos Date: Oct 26, 2023

RPB

Printed: Courtney Ramos Title: Vice President

Library Joint Powers Authority

By: _____ Date: _____

Printed: _____ Title: _____

Signature Requirements for Business Entity:

a. Corporation – 2 officer signatures required (one from each group, unless person signing holds officer positions in both Group 1 and 2):

Group 1: Chief Executive Officer, Chairman of the Board, President, or Vice President

Group 2: Secretary, Assistant Secretary, Chief Financial Officer, Treasurer, Assistant Treasurer

b. Partnership - Signature of General Partner, or signature of partner who is authorized to execute documents per the Certificate of Partnership. If authorized partner is a corporation, follow Corporation signature requirement.

c. LLC- For a member-managed LLC, signature of any member. For a manager-managed LLC, signature of the manager. If the LLC has corporate officer designations, follow Corporation signature requirement.

EXHIBIT A: SCOPE OF WORK

4 Technical Approach and Work Plan

This section of our proposal describes our approach and proposed work plan to completing Section 4 Preliminary Scope of Services.

A Technical Approach

The cornerstone of our philosophy in conducting organization and management studies is summarized in the following points:

- A principal of the firm is always involved on each project. For this project, we would commit a Senior Vice President of the firm as Project Manager.
- We approach our projects with a firm grounding in formal analytical methodologies. All impacts are identified and analyzed in detail to ensure that recommendations are implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:
 - Use of proven project management techniques.
 - Input from staff through interviews and surveys.
 - Input from other stakeholders (e.g., department heads, elected officials).
 - Detailed data collection and analysis derived from primary sources.
 - Extensive reviews of facts, findings, conclusions, and recommendations.
 - Detailed implementation plans.

This approach has provided our clients with valuable assistance and advice in dealing with important public policy issues.

The City of Santa Cruz and Santa Cruz Public Libraries have an existing shared administrative services agreement. The purpose of this study is to review the agreement and ensure that it meets the needs of all parties involved. The study is split into three phases:

- **Phase 1 – Discovery:** During this phase, the project team would work with staff at the Library to understand the current workflows associated with administrative support as well as the services outlined in the shared services agreement. *The deliverable of this phase will be a document outlining the current services and the workflow processes.*
- **Phase 2 – Research:** During this phase, we would develop alternative service delivery options for the Library to understand the most effective and efficient use

of administrative support. *The deliverable of this phase would be three different options of administrative services delivery models.*

- **Phase 3 – Recommendations:** During this phase, the costing analysis of the administrative service delivery models will be developed. For each model presented in Phase 2, the costing analysis will be conducted, as well as an implementation timeline. *The deliverables of this phase will be a combination of Phase 1, Phase 2, and final report summarizing the cost benefit analysis of the alternative options.*

Based on our understanding of the scope of services, we believe the outlined phases are set up appropriately to allow for us to get an understanding of the existing state of operations before proposing alternative options.

As part of our approach, we would want to involve all key stakeholders in each Phase to ensure that we are considering any historical information that may influence potential options, as well as any future considerations that may have impacts on these options. As such, we do propose adding to each Phase a meeting with the key stakeholders to discuss initial thoughts and concerns, as well as a meeting at the end of each phase to review the deliverable.

The following section (Work Plan) provides our detailed task plan for completing the requested scope of services.

B Work Plan

The following workplan outlines our approach for conducting this engagement.

Phase 1 – Discovery

Task 1 | Project Kickoff Meeting

Upon selection, we will conduct a project initiation meeting with key staff to discuss project goals, refine project approach, finalize project schedule and discuss a data collection listing of information needed to conduct the engagement. Project planning will include project communications commitments. This step is critical to establishing a set of stakeholders that will be involved throughout the project, as well as ensure client engagement.

TASK RESULT – Listing of data needs for the study.

Task 2 | Current State Assessment (Discovery)

The first phase of the scope is 'discovery', understanding the current state of operations for the City and the Library's shared services agreement. We will start developing our understanding current operations of the services under review through the following activities:

- Conduct individual interviews with key staff at the City of Santa Cruz and the Santa Cruz Public Library.
- Discuss current administrative workflows and level of communication.
- Review the current agreement of services and document the services and support being provided.
- Develop an understanding of the technology utilized between the two agencies.
- Document the historical and current cost agreements.

Once these efforts have been concluded, the project team will develop a current state assessment documenting the existing agreement between Santa Cruz and the Public Library. This will also be the conclusion of Phase 1 (Discovery).

TASK RESULT – Current state assessment of workflows and shared services agreement.

Phase 2 – Research

Task 3 | Best Practices Assessment of Administrative Services

In this task the project team will develop an assessment of organizational strengths and potential improvement needs in a 'gap assessment' through the use of best management practices.

In this task, we will utilize a series of best management practices for the administrative services areas being shared between the Library and the City. This will allow us to understand the key services that need to be provided in order for an agency to function. This will be considered the initiation of Phase 2 (Research), as the development of any models must ensure that the models contain key components.

TASK RESULT – Comparison of current administrative services against industry best practices in terms of shared services as well as service level delivery.

Task 4 | Development of Service Delivery Alternative Models

In this task, we will focus on analyzing and evaluating alternatives for the Administrative Functions being shared and provided. Areas to be evaluated during this task include:

- **Service Portfolio:** The assessment of this area will develop a recommended service portfolio for the near term and for the future and make recommendations for movement of specific functions between entities, if needed, to increase efficiency and effectiveness.
- **Service delivery approach:** This will include a summary of the current approach utilized to provide services (in-house, contracted, shared service) and the alternatives that exist.
- **Service levels:** In this effort, we will first outline the current service level provided for the individual service areas and then provide a recommended service level for each service area. Where appropriate we will make recommendations for changes in service levels based on anticipated growth or anticipated service demands.
- **Key Performance Indicators:** Finally, we will develop for each service area, a set of recommended performance indicators. The recommended indicators will, where feasible, focus on outcomes of the service provided not outputs to provide more meaningful context and usability.

This analysis will allow us to develop up to three (3) different administrative service delivery models for consideration. These models may vary in who provides the services, the staffing levels, as well as the types of services.

TASK RESULT – The result of this task would be three (3) different administrative service delivery modes.

Task 5 | Review Service Delivery Alternative Models

As discussed in our technical approach, prior to concluding Phase 2, we will want to have a meeting with key stakeholders to discuss the three different service delivery models. This will allow us to evaluate if there are any initial / major concerns with these models, as well as if there are any other factors that must be considered.

Upon the conclusion of this meeting, we will refine and finalize the service delivery models and document it in a draft report, concluding Phase 2 (Research).

TASK RESULT – The result of this task would be stakeholder meeting on the service delivery approaches, and final document summarizing the approaches.

Task 6 | Cost Benefit Analysis

Once the service delivery models have been developed, a detailed cost benefit analysis will be conducted. The cost benefit analysis will focus on estimating the total costs incurred, as well as any cost efficiencies or benefits that may incur from use of shared service agreements.

The excel-based costing model(s) will be provided to staff for review to ensure that all personnel and non-personnel costs are factored when considering any shifting of services.

TASK RESULT – The result of this task would be draft cost impact of each of the service delivery alternatives.

Task 7 | Organizational and Staffing Analysis of Administrative Services

The project team will conduct a detailed assessment of the organizational and staffing structure needed for administrative functions. This includes the following:

- **Evaluate the organizational structure.** We will evaluate organizational structure in terms of gaps or overlaps in function, spans of control and appropriate organizational location.
- **Evaluate staff utilization and deployment compared to service levels and workload.** This analysis will evaluate staff utilization by comparing staffing allocations against both current and desired service levels and existing and projected workload.
- **Develop Staffing Recommendations.** This analytical effort will develop a staffing allocation (both number and type of positions) based upon current and projected service levels, workload, and processes. Staffing metrics will be provided for use in evaluating future staffing modifications based on trigger points, service requirements or workloads. Along with recommendations regarding staffing allocations, we will evaluate and provide recommendations on training requirements for staff that will improve operations and support staff development and succession planning.

During this task, the project team will also analyze those issues identified from the best practices assessment and service delivery alternatives to determine if other operational changes should be implemented to increase efficiency or effectiveness of service provision and staff utilization. The preliminary recommendations developed will be presented for review with key stakeholders prior to finalization.

TASK RESULT – The result of this task would be an analysis of the organizational, management and operational choices in service delivery, service levels and staffing.

Phase 3 – Recommendations

Task 8 | Prepare a Final Report and Provide an Implementation Plan

Upon the conclusion of the preceding tasks, we will prepare a report which summarizes the results of each of the previous work tasks described above and clearly delineates the recommended changes.

This report would include: a description of the study methodology, detailed evaluation including the recommended organizational structure, staffing requirements, operational improvements, analysis of major work processes and recommendations for modification, key performance indicators, and identification of opportunities to enhance service delivery through more effective technology utilization.

The report will also include a discussion of each of the service delivery models. The final report will be supplemented with an implementation plan that can be utilized to guide implementation and put all recommendations into a logical timeline that provides a roadmap to the organization's transformation.

The analysis would be reviewed in draft form with the internal review team. Once this review is completed, the project team will review all comments received, edit and finalize the report and present the final report to the leadership team and/or elected officials as requested.

TASK RESULT – The result of this task would be the draft and final report and implementation plan together with all of the technical documents developed during the study process.

All project team members will be involved in each phase of the analysis and the scope. The detailed hours spent by each individual team member will vary depending on the expertise needed. For example, if there is the need for a more in-depth costing analysis, our Financial Analyst will provide greater support in that task; whereas if there is a greater need for organizational and staffing review, our Technical Analyst will provide support.

We are committed to staffing this project with full-time, permanent Matrix Consulting Group employees. Additionally, we have many other staff with similar technical areas of expertise that we could rely upon to help bridge any resource-related issues at any point throughout the project. If any staffing changes are proposed, we will discuss with and gain approval from the City prior to implementing.

EXHIBIT B: FEE SCHEDULE

SUBMITTAL 2 COST PROPOSAL

Proposers must complete and submit a **Cost Proposal** with their Proposal submittal by the Proposal Submittal Due date. It is the Proposer’s responsibility to state all costs required to provide the services outlined in **Section 4 Preliminary Scope of Services**. Costs shall include, but not be limited to, direct labor, overhead, fringe benefits, profit, subcontractor costs, and other direct costs (ODC) such as materials, supplies, taxes, and travel. A Proposer’s failure to submit a Cost Proposal will deem the Proposal non-responsive.

The Proposer agrees to hold pricing submitted in response to this solicitation for 180 days from the proposal submittal date.

- a. Please use the template provided below to submit the cost proposal
- b. Identify any expenses that would not be covered through this fee structure and would be required in order to implement the firm’s program.
- c. Please provide a statement of fees for such additional services or other related services.

Activity	Hours	Cost	Total
Phase 1 – Discovery Deliverable 1.1	40	\$166.25	\$6,650
Phase 1 – Discovery Deliverable 1.2	60	\$172.50	\$10,350
Phase 1 – Discovery Subtotal	100		\$17,000
Phase 2 – Research Deliverable 2.1	20	\$215.00	\$4,300
Phase 2 – Research Deliverable 2.2	40	\$181.25	\$7,250
Phase 2 – Research Deliverable 2.3	200	\$152.75	\$30,550
Phase 2 – Research Subtotal	260		\$42,100
Phase 3 – Recommendation Deliverable 3.1	230	\$151.09	\$34,750
Phase 3 – Recommendation Deliverable 3.2	30	\$205.00	\$6,150
Phase 3 – Recommendation Subtotal	260		\$40,900
Grand Total	620		\$100,000

EXHIBIT C: WORK SCHEDULE

C Schedule

The schedule to complete the study would be 10 months. This schedule is shown below:

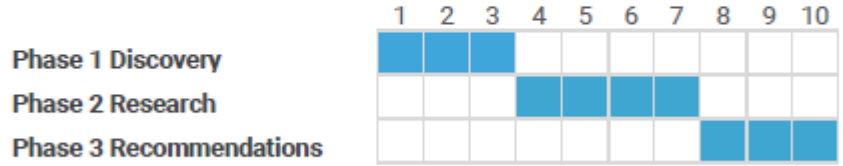


EXHIBIT D: INSURANCE REQUIREMENTS

A. CERTIFICATE REQUIREMENTS

The City and the Santa Cruz Public Libraries, Library Joint Powers Authority will be issued a Certificate of Insurance (a Memorandum of Understanding will not be accepted) with the following minimum requirements:

- Certificate(s) will show current policy number(s) and effective dates,
- Coverage and policy limits will meet, or exceed, requirements below,
- The Certificate Holder will be City of Santa Cruz and the Santa Cruz Public Libraries, Library Joint Powers Authority, Risk Management, 1200 Pacific Avenue, Suite 290, Santa Cruz, CA 95060,
- Certificate will be signed by an authorized representative,
- An endorsement, if required below, will be provided to show the Santa Cruz Public Libraries, Library Joint Powers Authority, the City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, as well as each entity's respective officers, officials, employees, and volunteers as additional insureds, and
- Coverages must be maintained during the term of the Agreement with the City and the Santa Cruz Public Libraries, Library Joint Powers Authority, unless a longer duration is required as specified below.

B. MINIMUM SCOPE AND LIMITS OF INSURANCE

Consultant acknowledges that the insurance coverage and policy limits set forth in this section constitute the minimum amount of coverage required of Consultant and its contractor(s). If Consultant and its contractor(s) maintains broader insurance coverage and/or higher limits than the minimums shown below, the City of Santa Cruz and the Santa Cruz Public Libraries, Library Joint Powers Authority requires and shall be entitled to the broader insurance coverage and/or higher limits maintained by Consultant and its contractor(s). Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City of Santa Cruz and the Santa Cruz Public Libraries, Library Joint Powers Authority. Coverage will be at least as broad as:

- **COMMERCIAL GENERAL LIABILITY (CGL): \$1,000,000 PER OCCURRENCE; \$2,000,000 AGGREGATE**
Proof of coverage for \$1 Million per occurrence including products and completed operations, property damage, bodily injury, personal and advertising injury will be provided on Insurance Services Office (ISO) Form CG 00 01 covering CGL.
- **WORKERS' COMPENSATION AS REQUIRED BY THE STATE OF CALIFORNIA, WITH STATUTORY LIMITS, AND EMPLOYER'S LIABILITY INSURANCE: \$1,000,000 per accident for bodily injury or disease.**
The Worker's Compensation policy must be endorsed with a waiver of subrogation in favor of the City for all work performed by the Consultant and Consultant's contractor(s) and their respective employees.
(Not required if Consultant and/or its contractor(s) provide(s) written verification it has no employees)
- If Consultant or its Contractor(s) has/have no employees, such party shall complete and sign a Workers' Compensation Exemption Declaration and Release of Liability.

- **PROFESSIONAL LIABILITY:**
If the Work includes professional services, including without limitation design or engineering, such professional shall procure and maintain professional errors and omissions coverage written on a standard industry policy with liability limits of no less than \$2,000,000 each occurrence or claim, and \$2,000,000 general aggregate. Consultant shall provide the City and the Santa Cruz Public Libraries, Library Joint Powers Authority with a certificate of insurance evidencing the professional's errors and omissions coverage in accordance with these requirements.

C. OTHER INSURANCE PROVISIONS

The insurance policies are to comply with the following provisions:

- **ADDITIONAL INSURED STATUS**
The Santa Cruz Public Libraries, Library Joint Powers Authority, the City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, as well as each entity's respective officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Consultant including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage will be provided in the form of an endorsement to Consultant insurance at least as broad as ISO Form CG 20 10 11 85, or if not available, through the addition of both CG 20 10 CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 (if a later edition is used).
- **PRIMARY COVERAGE**
For any claims related to this Agreement, Consultant's and/or its Contractor's insurance coverage will be primary insurance as respects the City and the Santa Cruz Public Libraries, Library Joint Powers Authority, its officers, officials, employees, agents, and volunteers. Any insurance or self-insurance maintained by the City and the Santa Cruz Public Libraries, Library Joint Powers Authority, its officers, officials, employees, agents, or volunteers will be excess of Consultant's or its Contractor(s)' insurance and will not contribute with it.
- **NOTICE OF CANCELLATION**
Each insurance policy required above shall state that the coverage shall not be canceled, except with notice to the City and the Santa Cruz Public Libraries, Library Joint Powers Authority.
- **WAIVER OF SUBROGATION**
Consultant and its Contractor(s) shall agree to grant to the City a waiver of any right to subrogation, except as otherwise not applicable, which any insurer of said Consultant and its contractor(s) may acquire against the City and the Santa Cruz Public Libraries, Library Joint Powers Authority by virtue of the payment of any loss, including attorney's fees under such insurance. Consultant and its contractor(s) shall agree to obtain any endorsement that may be necessary to effectuate this waiver of subrogation, but this provision applies regardless of whether or not the City and the Santa Cruz Public Libraries, Library Joint Powers Authority has received a waiver of subrogation endorsement from the insurer.
- **EXCESS LIABILITY/UMBRELLA INSURANCE POLICIES**
Consultant may use excess liability/umbrella policies to meet the required liability limits on the condition that they provide all of the insurance coverages required herein, including, but not limited

to, primary and non-contributory, additional insured, Self-Insured Retentions (SIRs), indemnity, and defense requirements. The excess liability/umbrella insurance policies shall be provided on a true “following form” or broader coverage basis, with coverage at least as broad as provided on the underlying CGL insurance. No insurance policies maintained by the Additional Insureds, whether primary or excess, and which also apply to a loss covered hereunder, shall be called upon to contribute to a loss until the Consultant’s primary and excess liability policies are exhausted.

- DURATION OF COVERAGE

CGL & Excess Liability/Umbrella policies for any construction related work, including, but not limited to, maintenance, service, or repair work, shall continue coverage for a minimum of 5 years for Completed Operations liability coverage. Such insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.

- SELF-INSURED RETENTIONS (SIR)

Self-insured retentions must be declared to and approved by the City and the Santa Cruz Public Libraries, Library Joint Powers Authority. City and the Santa Cruz Public Libraries, Library Joint Powers Authority may require Consultant to purchase coverage with a lower retention or provide proof of ability to pay losses and related expenses. The policy language shall provide, or be endorsed to provide, that the self insured retention may be satisfied by either the named insured or City and the Santa Cruz Public Libraries, Library Joint Powers Authority.

- ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a current A.M. Best’s rating of no less than A: VII, unless otherwise acceptable to the City and the Santa Cruz Public Libraries, Library Joint Powers Authority.

- CLAIMS MADE POLICIES

If any of the required policies provide coverage on a claims-made basis:

1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
2. Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
3. If coverage is canceled or non-renewed, and not *replaced with another claims-made policy form with a Retroactive Date* prior to the contract effective date, the Consultant must purchase “extended reporting” coverage for a minimum of *five (5) years* after completion of contract work.

- VERIFICATION OF COVERAGE

Consultant and its contractor(s) will furnish the City and the Santa Cruz Public Libraries, Library Joint Powers Authority with original Certificates of Insurance including all required amendatory endorsements (or copies of the applicable policy language effecting coverage required by this clause) and a copy of the Declarations and Endorsement Page of the CGL and Excess Liability/Umbrella Policies listing all policy endorsements to be approved by the City and the Santa Cruz Public Libraries, Library Joint Powers Authority before work commences. However, failure to obtain the required documents prior to the work beginning will not waive

the Consultant's and its contractor's obligation to provide them. The City and the Santa Cruz Public Libraries, Library Joint Powers Authority reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

D. CONTRACTORS AND SUBCONTRACTORS

Consultant shall require and verify that all contractors and subcontractors maintain insurance meeting all the requirements stated herein, and Consultant shall ensure that City and the Santa Cruz Public Libraries, Library Joint Powers Authority is an additional insured on insurance required from contractors and subcontractors.

E. SPECIAL RISKS/CIRCUMSTANCES

City and the Santa Cruz Public Libraries, Library Joint Powers Authority reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances and provide notice to Consultant.









2023-10-24 PSA Matrix Consulting Group.reformatted.FINAL.BHC Sig (002)

Final Audit Report

2023-10-26

Created:	2023-10-25
By:	Michelle Melkun (mmelkun@matrixcg.net)
Status:	Signed
Transaction ID:	CBJCHBCAABAAs5uec0afmDCsX-OQiT08MnMDnPLXAf07

"2023-10-24 PSA Matrix Consulting Group.reformatted.FINAL.BHC Sig (002)" History

-  Document created by Michelle Melkun (mmelkun@matrixcg.net)
2023-10-25 - 9:56:31 PM GMT- IP address: 98.42.231.205
-  Document emailed to Richard Brady (rbrady@matrixcg.net) for signature
2023-10-25 - 9:57:45 PM GMT
-  Email viewed by Richard Brady (rbrady@matrixcg.net)
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-  Document e-signed by Richard Brady (rbrady@matrixcg.net)
Signature Date: 2023-10-25 - 10:12:45 PM GMT - Time Source: server- IP address: 108.84.155.25
-  Document emailed to Courtney Ramos (cramos@matrixcg.net) for signature
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-  Email viewed by Courtney Ramos (cramos@matrixcg.net)
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-  Document e-signed by Courtney Ramos (cramos@matrixcg.net)
Signature Date: 2023-10-26 - 5:42:08 PM GMT - Time Source: server- IP address: 98.234.176.23
-  Agreement completed.
2023-10-26 - 5:42:08 PM GMT



Date: March 28, 2024
To: Board of Directors, Santa Cruz Regional 9-1-1
From: Amethyst Uchida, General Manager
Subject: Item 5.3, Receive an Update of the Preliminary Budget for FY 2024/25 as Presented by the General Manager and Provide Direction Regarding RMS Debt Service

RECOMMENDATION:

- 1) Receive an update of the estimated expenditures for FY 2023/2024 and their effect on Member contributions.
- 2) Approve a recommendation from the SCMRS Chiefs Executive Group regarding repayment of the Lease Purchase Agreement through Government Capital Corporation in FY 2024/2025.

SUMMARY OF CHANGES TO PROJECTED FY 2023/2024 EXPENDITURES:

Changes to this proposal since your February 2024 Board Meeting include:

- Change to Estimated Actuals for Salaries & Benefits in FY 2023/24 with a net reduction in the amount of \$152,678 due to two resignations and hiring fewer trainee dispatchers than planned which reduced regular pay and increased overtime pay.
- Change to Services and Supplies Estimated Actuals for FY 2023/24 with a net increase in the amount of \$56,154 if the Authority participates in the Library's study for administrative services solutions.

The updated 2024/2025 Preliminary Operating Budget estimates that the **current FY 2023/2024 budget is projected to close with an operating surplus of \$451,685** which can be used to offset Member contributions.

RMS DEBT SERVICE CONSIDERATION

The consultant we recently contracted with to develop a new RFP for RMS will have the draft prepared in mid-July for review at the July Board meeting, after which it will be published. It is expected that there may be some initial procurement expenses during FY 2024/2025. It has not yet been determined if this project will be funded via a capital assessment or through a financing vehicle as was done previously.

The current lease purchase agreement (LPA) for the RMS project was funded in the amount of \$1,655,597.33 with a 3.118% interest rate and a ten (10) year term ending October 2029. The Sheriff's Office, Santa Cruz PD, and Capitola PD are currently making debt service payments of \$42,484.48 quarterly. Since the project was not completed, there is still funding available in the LPA escrow account in the amount of \$514,611.88. In addition, the license fee credit of \$310,938.91 has been deposited into the SCMRS fund.

It is RECOMMENDED the Board consider these alternative approaches to managing the LPA and the RMS project funding, and provide staff with direction.

1. Use the available balance and the license fee credit towards the next RMS project during FY 2024/25. This represents a total of \$825,550.79 in available funding. Under this model, the three agencies would continue to pay \$169,938.92 annually while also figuring out how to pay for the remainder of the new RMS.
2. Use the license fee credit, the balance in escrow, and an additional SCMRS assessment of \$26,974.37 to repay the LPA in full in October 2024. Repaying the loan early will save the agencies \$59,371.12 in interest payments. A new loan would likely have a higher interest rate but the agencies will not have to continue to pay off this loan over the next five fiscal years. If the next purchase is financed, the lenders could provide a deferment with the first payment due after FY 2024/2025, which was done in the current LPA.

If the second option is chosen, the following changes will be made to the SCMRS budget:

- Increase to Debt Service expenditures in the amount of \$790,318.48 offset by revenue in the amount of \$763,344.11 (\$514,611.88 balance in escrow and \$248,732.23 of the RMS project credit), resulting in a net increase to member contributions in the amount of \$26,974.37.
The increase would be distributed as follows:
Santa Cruz County: \$14,923.89 Capitola: \$2,054.72 Santa Cruz City: \$9,995.76
- Decrease to Watsonville's SCMRS contribution in the amount of \$62,206.68, its share of the RMS project credit.

SUMMARY OF MEMBER CONTRIBUTIONS

See following page. (Summary does not include changes based on the recommendation above)

Summary of Member Contributions and Changes

Santa Cruz County	Operating	Capital	Debt Service	Cost Sharing adj	Subtotal	Other Misc.	SCMRS	Total
FY 23/24	\$ 2,115,377.50	\$ 46,884.54	\$ 225,138.85	\$ (129,944.10)	\$ 2,257,456.79	\$ -	\$ 294,247.25	\$ 2,551,704.04
FY 24/25	\$ 1,963,703.33	\$ 356,000.18	\$ 333,028.36	\$ (288,799.36)	\$ 2,368,932.50	\$ -	\$ 323,075.46	\$ 2,692,007.97
Difference	\$ (151,674.17)	\$ 309,115.64	\$ 107,889.51	\$ (158,855.26)	\$ 111,475.71	\$ -	\$ 28,828.21	\$ 140,303.93
% Change	-7.17%	659.31%	47.92%	122.25%	4.94%	N/A	9.80%	5.50%

City of Capitola	Operating	Capital	Debt Service	Cost Sharing adj	Subtotal	Other Misc.	SCMRS	Total
FY 23/24	\$ 577,139.52	\$ 11,797.58	\$ 56,651.81	\$ (29,690.57)	\$ 615,898.35	\$ -	\$ 48,924.46	\$ 664,822.81
FY 24/25	\$ 535,810.79	\$ 89,580.52	\$ 71,385.85	\$ (65,141.23)	\$ 631,635.92	\$ -	\$ 49,472.29	\$ 681,108.21
Difference	\$ (41,328.73)	\$ 77,782.94	\$ 14,734.04	\$ (35,450.66)	\$ 15,737.57	\$ -	\$ 547.83	\$ 16,285.40
% Change	-7.16%	659.31%	26.01%	119.40%	2.56%	N/A	1.12%	2.45%

City of Santa Cruz	Operating	Capital	Debt Service	Cost Sharing adj	Subtotal	Other Misc.	SCMRS	Total
FY 23/24	\$ 2,006,960.71	\$ 22,549.56	\$ 108,282.64	\$ 3,963.65	\$ 2,141,756.56	\$ 53,456.33	\$ 329,444.28	\$ 2,524,657.18
FY 24/25	\$ 1,863,078.17	\$ 171,221.63	\$ 180,744.24	\$ 2,099.50	\$ 2,217,143.54	\$ 54,421.79	\$ 316,627.70	\$ 2,588,193.03
Difference	\$ (143,882.54)	\$ 148,672.07	\$ 72,461.60	\$ (1,864.15)	\$ 75,386.98	\$ 965.46	\$ (12,816.58)	\$ 63,535.85
% Change	-7.17%	659.31%	66.92%	-47.03%	3.52%	1.81%	-3.89%	2.52%

City of Watsonville	Operating	Capital	Debt Service	Cost Sharing adj	Subtotal	Other Misc.	SCMRS	Total
FY 23/24	\$ 1,402,174.02	\$ 17,410.31	\$ 83,604.05	\$ (6,832.63)	\$ 1,496,355.76	\$ 18,208.50	\$ 132,053.61	\$ 1,646,617.87
FY 24/25	\$ 1,301,584.34	\$ 132,198.68	\$ 83,212.44	\$ (19,009.21)	\$ 1,497,986.25	\$ 18,215.45	\$ 164,239.68	\$ 1,680,441.38
Difference	\$ (100,589.68)	\$ 114,788.37	\$ (391.61)	\$ (12,176.58)	\$ 1,630.49	\$ 6.95	\$ 32,186.07	\$ 33,823.51
% Change	-7.17%	659.31%	-0.47%	178.21%	0.11%	0.04%	24.37%	2.05%

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

Account Report for the Period
1/1/2024 to 1/31/2024

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 1/1/2024	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 1/31/2024
OPEB	\$337,151.99	\$0.00	-\$786.04	\$161.23	\$0.00	\$0.00	\$336,204.72
Totals	\$337,151.99	\$0.00	-\$786.04	\$161.23	\$0.00	\$0.00	\$336,204.72

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	-0.23%	11.50%	7.43%	0.92%	4.49%	-	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

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

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