LAFCO of Santa Clara County
2010 Countywide Fire Service Review

Revised Draft Report

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Prepared for:

LAFCO
Local Agency Formation Commission of Santa Clara County

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INCORPORATED

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1 Executive Summary

1.1 Background

In accordance with Government Code Section 56425, Local Agency Formation Commissions (LAFCO) must conduct periodic reviews of services prior to or in conjunction with the mandated 5-year schedule for updating spheres of influence for agencies under its jurisdiction. The service review must include an analysis of the service issues and written determinations in each of the following categories:

- Growth and population projections for the affected area;
- Present and planned capacity of infrastructure and adequacy of public services;
- Financial ability of the agency to provide services;
- Status of and opportunities for shared facilities;
- Accountability for community services, including governmental structure and operational efficiencies; and
- Any other matter affecting or related to efficient service delivery, as required by Commission policy.

In addition to required determinations, LAFCO identified the following areas for focused review:

- Funding and providing fire and rescue services to the underserved areas of the County;
- Issues regarding one fire district contracting with another fire district for service;
- The potential for regional service delivery models for the South County region;
- Best practices for the definition of roles, status, and oversight for volunteer fire protection companies in the County;
- An assessment of the opportunities to derive efficiencies from changes in governmental structure and other operational improvements for each service provider.

The 2010 service review was conducted during a time of unprecedented financial challenge for local governments in California. This dynamic created strong

interest among cities and special districts to find ways to maintain services at reduced costs.

Management Partners reviewed pertinent information regarding each fire and emergency service provider in the County and conducted interviews with a broad cross-section of stakeholders. This information was analyzed and used as the basis for making the required determinations and to report on the focus review areas.

Gathering and verifying department information was complicated by different information gathering and reporting practices, different terminologies used to describe similar apparatus and a decision to update financial information after initial data collection. LAFCO and Management Partners acknowledge and appreciate the cooperation and patience recieved from all participating agencies to gather and validate the information contained in this municipal service review.

1.2 Overview

The delivery of fire and emergency services in Santa Clara County is complex. Of the approximately 1,857,600 residents in the County, about 1,763,700 reside in one of the 15 incorporated cities and 93,900 reside in unincorporated areas. The County is 1,315 square miles in size. Between cities and districts, there are 14 jurisdictions that have assumed responsibility for providing fire and emergency services. A large geographic area with a small population in the unincorporated area is not served by a public fire district beyond the CAL FIRE State Responsibility Area (SRA) lands during fire season. Some cities provide their own fire and emergency medical services, some cities are included in fire districts, and some contract for services with other providers. As a result of this complex service delivery system, the cities and the unincorporated areas in the County are served by nine provider agencies:

- Gilroy Fire Department
- Milpitas Fire Department
- Mountain View Fire Department
- Palo Alto Fire Department
- San José Fire Department
- Santa Clara Fire Department
- Sunnyvale Public Safety Department
- Santa Clara County Central Fire Protection District - CCFD (serving the cities of Cupertino, Los Gatos, Monte Sereno, Campbell, Morgan Hill, Los Altos, part of Saratoga, the Saratoga Fire Protection District, the Los Altos Hills County Fire District and unincorporated areas)

- South Santa Clara County Fire Protection District (SCFD), through a contract with the California Department of Forestry and Fire Protection (CAL FIRE), serving unincorporated lands in the south part of the county.

Five volunteer fire companies (VFC) provide limited service to some unincorporated communities and CAL FIRE provides service to unincorporated areas under state responsibility. A contractor to the federal government provides fire and emergency services at Moffett Field.

The predominant activity of fire agencies is providing first responder emergency medical service as part of the County's emergency medical system (EMS). Under state law the County is responsible for the EMS system. The one exception in Santa Clara County is the City of Palo Alto, which provided EMS service prior to the law granting authority to the County. The County has an exclusive contract with American Medical Response (AMR), a private company, to provide ALS service. AMR has contracted with all fire departments with the exception of Sunnyvale f to provide the initial ALS response to medical emergencies. AMR provides additional ALS response and ambulance transport to trauma centers and hospitals with their staff. In Sunnyvale, the Department of Public Safety provides BLS emergency medical response; ALS is provided by AMR.

Fire suppression remains a critical function of the fire departments as they respond to structure, brush, automobile and other fires to protect life and property. Fire prevention, public education, hazardous materials response (Hazmat), fire fighter training and emergency preparedness are other core responsibilities.

Radio communication is an essential part of fire and emergency services delivery. Communication responsibilities are highly decentralized in Santa Clara County, with 14 agencies having various responsibilities and with fire and EMS communications taking place on four different radio bands/frequencies.

1.3 Countywide Service Review Determinations

Criteria were established to assess each agency in the determination categories required by state law. In order to provide a broad overview of the current status of fire and emergency medical response service in Santa Clara County, the following is a countywide summary of the information used in making the determinations for each agency.

Growth and Population Projections for the Affected Area

- Countywide population growth of 33% is projected for the period from 2010 to 2035. This is an annualized growth rate of 1.32%.

- The central and southern parts of the County are projected to experience the greatest population growth (40% and 34%, respectively over a 25 year period).
- Population growth of 23% over 25 years is projected for the northern part of the County and virtually no growth is projected for the west valley.
- The 25-year projections are beyond the planning horizon of most cities' General Plans.
- County land use policies support limited development and encourage development within city boundaries.

Conclusion

Given the moderate annualized growth rate and existing municipal and county land use policies, projected population growth should be absorbed with prudent land use and transportation planning.

Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs or Deficiencies

- There are 90 stations ranging from poor to excellent condition. Most are in good, serviceable condition.
- Plans for new stations in Gilroy and San José are dependent upon population growth and service demand as well as annexation.
- There are 86 pumper engines, 23 aerials/trucks and 8 rescue units, and 10 fire department medic units/ambulances and 7 pieces of specialized apparatus staffed on a daily basis.
- Most agencies have apparatus on a 20-year replacement schedule, serving 15 years on the line and five years in reserve. All apparatus are within the stated replacement schedule for the agencies.
- Agencies maintain different response standards for non-medical emergency calls. Generally these are met.
- All agencies consistently exceed the County EMS agency's established standard of responding to medical emergency calls within the time set, given the nature of the call, 90% of the time. Performance in 2009 ranged from 94.98% to 98.98%.
- A Countywide mutual aid agreement is in place and adjoining agencies have automatic aid agreements.
- County EMS is in the process of awarding a new ten-year contract that will essentially keep the current EMS response standards.
- With the new EMS contract, public fire agencies will be direct contractors with the County for ALS service, rather than subcontractors to the private transport provider.

- Mutual/automatic aid is significant in the south County region; the three agencies serving that area are dependent on each other to maintain adequate response times.
- The fragmented communications system in the County is a significant barrier to improving service delivery and achieving potential cost savings. The interoperability task force is attempting to improve the system as much as possible, short of consolidation.

Conclusion

If current infrastructure is properly maintained and planned, new infrastructure is constructed to serve new development, and if departments continue current apparatus replacement funding, infrastructure and response capacity appears sufficient to accommodate projected population growth and sustain existing response standards.

Financial Ability of Agency to Provide Services

- The financial condition of fire and EMS provider agencies has eroded in recent years due to decreases in revenue brought on by the Great Recession and employee compensation and pension costs that have increased at a greater rate than revenue and inflation.
- Fire districts have had greater financial stability than cities due to a revenue base largely comprised of property tax.
- The general consensus among economists and government agencies is that recovery from the recession will be slow. Cities and fire districts should not expect to return to pre-recession funding capacity for several years.
- In response to fewer financial resources, some fire and EMS departments have reduced staffing and budgets. In most cases, these reductions have been accommodated without closing stations or permanently taking apparatus out of service; there are exceptions in some communities. Generally, response standards have been maintained. Training budgets and programs have been reduced in most departments.
- Most municipal departments anticipate further budget reductions.
- Most cities have replacement funds to ensure apparatus replacement in accordance with an established schedule.
- None of the agencies in the County have developed plans for ballot measures to increase revenue for fire and EMS services.
- Fire and EMS providers have different cost structures resulting largely from staffing patterns and compensation policies.

Conclusion

Cities and fire districts will continue to operate in a financially constrained environment for the next several years. To maintain adequate fire and EMS services, agencies will need to make better use of existing resources, individually and collectively, and seek additional non-tax revenue. Some jurisdictions may be able to provide service at a lower cost by changing providers; others may be able to lower cost by changing their cost structure. Some jurisdictions may need to pursue voter approval for new revenue.

Status of and Opportunities for Shared Facilities

- Communications/dispatch is fragmented throughout the County. A single countywide communications system or fewer sub-county systems would improve overall efficiency and emergency response. To achieve savings through consolidation, police dispatch will need to be included and an up-front investment in communications technology is also required.
- Duplication of effort and staff exists in agencies in the areas of training, apparatus maintenance, prevention activities and communications.
- Redundancies may exist in stations and apparatus both within and between communities.

Conclusion

There are significant opportunities for Santa Clara County's fire and EMS agencies to share facilities and services. Implementing these opportunities will allow fire and emergency medical services to be delivered in a more effective and economical manner while helping to avoid the need for overall service reductions.

Accountability for Community Service Needs, including Governmental Structure and Operational Efficiencies

- Fourteen agencies in Santa Clara County are responsible for providing fire and EMS services: ten cities, three dependent fire districts and one independent fire district.
- Nine agencies directly provide fire and EMS; seven are municipal departments, one is a dependent fire district and one is CAL FIRE. Three cities and three districts contract for service.
- The southern portion of the County is served by three providers: Gilroy, CCFD and CAL FIRE. These providers are dependent on mutual and automatic aid to meet established response standards. The cities of Morgan Hill, Gilroy and Santa Clara County (as the governing entity for

CCFD and SCFD) have established a working group to advance regionalization of fire and EMS services. The goals of the working group are to maintain service levels and reduce and contain service costs.

- Information regarding governance, meetings, finances and department information is readily available from municipal departments. Information from fire districts is more difficult to access.

Conclusion

The fragmentation of service between multiple providers and contractors can create confusion for the public regarding which government entity is responsible for fire and EMS. This fragmentation makes it more difficult for agencies to take advantage of opportunities to share facilities and services. The number of providers, each requiring a management and support structure, results in duplication and redundancies that cost more than a consolidated or shared structure. Public access to fire district governance and financial information would be improved by changes to fire district websites.

1.4 Focus Issues, Efficiencies and Economies

1.4.1 Underserved Areas and Volunteer Companies

Of the 1,315 square miles in Santa Clara County, 627 are unincorporated and not protected by a legal fire protection district. The area has a population of less than 7,000 individuals. Fire and EMS are currently provided to these areas by one of the five volunteer fire companies and by adjacent fire departments. AMR provides ambulance transport.

Given the distance of travel from adjacent public fire departments, response time is generally very long. The response to calls by public fire departments to these areas has two negative impacts on the departments: apparatus included in local deployment plans are out of service and the agencies incur expenses that are not reimbursed. Budgets are extremely limited for the five volunteer organizations.

The most cost-effective approach to dealing with this issue is to increase the capabilities of the volunteer companies, thus reducing their dependency on adjacent fire departments. Formation of a county service area (CSA) incorporating all areas not currently served by a public fire/EMS provider would provide the legal structure to raise revenue to improve the capacity of volunteer companies and provide some reimbursement to responding agencies.

1.4.2 Service Delivery Options for the South County Region

The cities of Morgan Hill and Gilroy and adjacent unincorporated areas constitute the "south County" region. Three fire and emergency services departments currently serve different parts of this area:

1. CCFD serves the City of Morgan Hill by contract.
2. The Gilroy Fire Department serves the City of Gilroy.
3. SCFD serves unincorporated areas in the region through a contract with CAL FIRE.

The three agencies are dependent on mutual and automatic aid to provide appropriate response to the combined service area. A working group of city management, county management and management from the three fire departments has been created, with the goal of moving to a regional approach to fire and EMS. The working group has initiated a shared battalion chief pilot program and is evaluating options for a fully-integrated regional approach.

1.4.3 Fire Districts Contracting for Service with another Fire District

The Saratoga and Los Altos Hills fire districts both contract with the CCFD for service. Annexation of the Saratoga and Los Altos Hills fire districts to the CCFD would result in reduced administrative costs and would make accountability for service more transparent. By continuing their status as separate districts, residents have greater certainty about the ability to provide supplementary services and maintain choice for contracting with alternative service providers. Representatives of both districts expressed their interest in remaining independent.

Meeting notification practices of the districts meet the minimum requirements of state law. The lack of important financial and governance information on their websites makes it difficult for district residents to become informed about the finances and activities of the districts.

1.4.4 Communications

Fourteen public safety answering points (PSAPs) are involved in dispatching fire apparatus. The 14 agencies operate on four radio bands and frequencies. This fragmentation is a significant barrier for achieving efficiencies and improving the overall effectiveness of the fire/EMS system. Consolidation of fire communications would most likely increase costs for those agencies that maintain communications units responsible for police dispatch. Consolidating all public safety dispatch could yield significant savings. Recognizing the shortcomings of the current system and the difficulty of consolidation, the Silicon Valley Regional Interoperability Authority (SVRIA), a joint powers authority

(JPA) consisting of all public safety agencies in the County, is working to "virtually" consolidate communication systems.

1.4.5 Competitive Service Contracting

Certain jurisdictions that are responsible for fire and EMS fulfill this responsibility by contracting with another agency for service delivery. The cities of Los Altos, Campbell and Morgan Hill and the Saratoga and Los Altos Hills Districts contract for service with the CCFD. The SCFD contracts with CAL FIRE. Municipalities providing services directly have the ability to contract with another agency. As service providers have different cost structures, contracting could result in lower costs for some agencies.

1.4.6 Strategic Paramedic Placement

With the exceptions of Sunnyvale and Santa Clara, the practice of all agencies is to have at least one firefighter/paramedic on each engine. As response times are consistently above the 90% County EMS standard (95% to 98% for all agencies) it may be possible to meet the County EMS first-responder standard at lower cost with fewer paramedics strategically placed throughout the County. A countywide study of paramedic placement necessary to meet the EMS response standards would identify whether this approach could reduce service costs.

1.4.7 Training

Each agency provides training for its personnel. The amount of resources devoted to training and the adequacy of training facilities varies among agencies. Some agencies have had to reduce training programs and budgets because of financial conditions, which has resulted in some agencies providing only mandated training. Multi-agency training facilities and shared training staff could allow dollars to go further and improve personnel capacity on a countywide basis. Joint training would improve overall response effectiveness.

1.4.8 Prevention

All fire departments provide fire prevention services including new construction plan check and inspection, mandated building inspections and arson investigation. CCFD provides new construction services in all unincorporated areas of the County. Maintaining several fire prevention bureaus results in duplication of management and support costs. Savings could be achieved by integrating prevention activities into fewer administrative units.

1.4.9 Apparatus Maintenance

All nine providers have apparatus maintained by an in-house unit. Maintenance of fire apparatus is specialized, requiring certified fire mechanics. Developing

shared apparatus maintenance facilities could produce some economies of scale and savings for participating departments.

1.4.10 Apparatus Purchasing

Each department generally develops specifications for their apparatus and each unit is custom-manufactured. With engines costing from $500,000 to $750,000 each, the opportunity for multiple agencies to develop a common apparatus specification and competitively bid uniform vehicles offers the potential for significant savings. Development of a common apparatus fleet over time would help facilitate a shared maintenance function, generate savings through the standardization of parts, and facilitate improved coordination of multiple departments at large-scale incidents.

1.4.11 Consolidation of Stations and Apparatus

In some cases, stations and engine companies are located in close enough proximity that they could be combined and, with fewer apparatus, be capable of meeting response standards to all areas. This would result in savings to the affected agencies. A broad overview of stations and apparatus has identified station pairings where consolidation may be feasible.

1.4.12 Other Service Delivery Changes

Public agencies are increasingly implementing alternatives to the traditional models of service delivery out of financial necessity. The most significant opportunity for financial savings and improved service is the consolidation of all public safety communications. In addition to those summarized above, other opportunities include: combining multiple departments into a single department; sharing battalion chiefs or command staffs; boundary drops; and alternative shift schedules and apparatus deployment plans.

2 Background

2.1 Introduction

The mandate for LAFCOs to conduct service reviews is part of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act), California Government Code §56000 et seq. LAFCOs are required to conduct service reviews prior to or in conjunction with sphere of influence updates and are required to review and update the sphere of influence for each city and special district as necessary, but not less than once every five years. LAFCO of Santa Clara County completed and adopted its first round of service reviews and sphere of influence updates prior to January 1, 2008, as required by state law. LAFCO must complete its next round of required service review and sphere of influence updates for all cities and special districts prior to January 1, 2013.

LAFCO of Santa Clara County is responsible for establishing, reviewing and updating spheres of influence for 44 public agencies in Santa Clara County (15 cities and 29 special districts). LAFCO's service reviews work plan calls for the completion of four studies over the next three calendar years. The first priority, a review of countywide fire protection service in Santa Clara County and sphere of influence updates for fire districts, is the subject of this report.

The Countywide Fire Protection Service Review Report provides an overview of fire protection and emergency medical services in the County along with profiles of each agency/department that provides fire protection and emergency medical services in the County, evaluates the provision of these services, and identifies alternative models that may result in more efficient service delivery. The report does ***not*** make any specific recommendations with regard to the alternatives proposed. Further research and analysis will be required to evaluate the feasibility of each of the alternatives. The report includes service review determinations for each service provider as required by statute, and sphere of influence recommendations and determinations for each of the four fire districts.

Service Reviews and Sphere of Influence Updates

Service reviews are intended to serve as a tool to help LAFCO, the public and other agencies better understand the public service structure and to develop

information to update the spheres of influence of special districts and cities in the County. Government Code Section 56430 requires LAFCO to conduct a service review and adopt a written statement of determination for each of the following categories:

- Growth and population projections for the affected area.
- Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies.
- Financial ability of agencies to provide services.
- Status of, and opportunities for, shared facilities.
- Accountability for community service needs, including governmental structure and operational efficiencies.
- Any other matter related to effective or efficient service delivery, as required by commission policy.

State law defines "sphere of influence" (SOI) as the probable physical boundaries and service area of a local agency. In Santa Clara County, this definition is relevant for special districts; however, for cities, the inclusion of an area within a city's SOI should not necessarily be seen as an indication that the city will either annex or allow urban development and services in the areas. The urban service area is the more critical boundary considered by LAFCO for the cities, and serves as the primary means of indicating whether an area will be annexed to a city and provided with urban services.

Government Code Section 56425 requires LAFCO, when determining the sphere of influence of each local agency, to prepare and adopt a written statement of determinations regarding the following considerations:

1. The present and planned land uses in the area, including agricultural and open-space lands; growth and population projections for the affected area.
2. The present and probable need for public facilities and services in the area.
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency; status of, and opportunities for, shared facilities.
5. The nature, location, and extent of any functions or classes of services provided by existing districts.

2.2 Purposes of the Report

To Update Spheres of Influence

LAFCO will use this report as a basis to update the spheres of influence of the four fire districts. With regard to the cities' spheres of influence, LAFCO will use information from this report along with the information gathered in subsequent service reviews to update the spheres of influence of cities.

To Initiate or Consider Jurisdictional Boundary Changes

The Report contains a discussion of various alternative government structures for efficient service provision. LAFCO is *not* required to initiate any boundary changes based on service reviews. However, LAFCO, other local agencies (including cities, special districts or the County) or the public may subsequently use this report together with additional research and analysis, where necessary, to pursue changes in jurisdictional boundaries. Government Code Section 56375(a) gives LAFCO the power to initiate certain types of boundary changes consistent with a service review and sphere of influence study. These boundary changes include:

- Consolidation of districts (joining two or more districts into a single new successor district);
- Dissolution (termination of the existence of a district and its corporate powers);
- Merger (termination of the existence of a district by the merger of that district with a city);
- Establishment of a subsidiary district (where the city council is designated as the board of directors of the district); or
- A reorganization that includes any of the above.

Any local agency (cities, special districts or the County) which contains, or would contain, or whose sphere of influence contains, any territory within the proposal to be reviewed by LAFCO may apply to LAFCO for a boundary change with a resolution adopted by its legislative body. Registered voters within the proposal area or property owners owning property within the proposal area may petition LAFCO for a boundary change. The following boundary changes in addition to those listed above may be proposed to LAFCO:

- Formation of a new district/city;
- Annexation or detachment to/from a city/district; or
- A reorganization that includes any of the above.

To Consider Other Types of LAFCO Applications

LAFCO may also use the information presented in the service reviews in reviewing future proposals for annexations or extensions of services beyond an agency's jurisdictional boundaries or for proposals seeking amendment of urban service area boundaries of cities or sphere of influence boundaries of districts.

Resource for Further Studies

Other entities and the public may use this report as a foundation for further studies and analysis of issues relating to fire protection and emergency medical services in this County.

2.3 Project Approach and Methodology

Management Partners used standard analytical tools and practices to gather and analyze information for the fire service review.

2.3.1 Information Gathering

The following information was gathered from all municipal fire departments and fire districts:

1. Governance and Organization
2. Financial
3. Staffing
4. Calls for Service
5. Response Standards and Performance
6. Mutual/Automatic aid
7. Labor Agreements
8. Compensation information
9. Station information
10. Apparatus information

A dedicated area to allow departments to upload requested information was established through Management Partners' SharePoint site. The information was then put into a standard format and sent to the fire departments for verification.

EMS performance response data were obtained from the County EMS agency. Information regarding communications interoperability was provided by the County of Santa Clara Communications Department (County Comm.). Population information and projections, developed by the Association of Bay Area Governments (ABAG), were obtained through the County of Santa Clara Planning Department.

Gathering information for the review was complicated. Departments have their own practices regarding what information is tracked and how it is reported. This inherently results in some inconsistencies. After initial data collection, a decision was made to regather information based on the 2010-11 budgets for each department. This resulted in numermous changes. The budget, staffing and apparatus data reflect the 2010-11 fiscal year. Call information is for calendar year 2009.

2.3.2 Interviews

Interviews were conducted with a number of stakeholders, including:

- Chiefs and other chief officers from all providers' fire departments
- Representatives from four of the volunteer fire companies – Casa Loma, Stevens Creek, Spring Valley and Ormsby
- Staff from the County Office of Emergency Medical Services
- Staff from the County Communications Division
- Office of Emergency Services staff
- The County Counsel's Office
- Staff from fire departments in other counties

The interviews were focused on developing a broad understanding of the operation of each department, the overall countywide fire and emergency services system and identifying opportunities for efficiencies and economies. Attachment B lists the individuals interviewed during the engagement.

2.3.3 Development of Determination Criteria

Preliminary criteria to be used in making the determinations required under the laws governing service reviews were developed. These criteria were presented to the LAFCO staff and Technical Advisory Committee for review and comment.

2.3.4 Data Analysis and Service Review Determinations

Information gathered from the agencies and the interviews was analyzed and applied to the determination criteria to make the required determinations for each agency and reach conclusion about the focus issues identified in the RFP. This is a complex service review, involving more than a dozen agencies reporting financial and call response information data from different financial and management information systems. Agencies responded to information requests in varying levels of detail.

Different budgeting practices, service program structures and categorization of service calls and responses make precise assessment and comparison impossible in the scope of the assignment. For example: some fire agencies include the

move-ups of apparatus to cover for a responding apparatus in their response statistics while others do not; the cost structure of fire districts is different from that of municipal departments, as the full cost of general management and administrative support functions may not be included in municipal department budgets; some agencies track response time from the time of a 911 call to arrival at the incident, others measure only unit travel time. Reasonable efforts were taken to obtain a level of consistency in the data to make the required determinations and analyze issues.

2.4 Financial Environment

For most of the past 30 years, California public agencies have operated in an environment of increasing financial resources fueled by population and economic growth. Although there were periodic downturns in the economy and local revenue, generally, increasing revenue was the trend. This condition allowed for the continued expansion of municipal services. The financial environment facing local government changed dramatically with the beginning of the Great Recession in 2008. This recession saw economic declines, financial losses, unemployment, foreclosures and property value declines unprecedented since the 1930s. Figure 1 shows the unemployment rate in Santa Clara County over the past 20 years.

Figure 1: Santa Clara County Unemployment Rate from 1990 To 2010

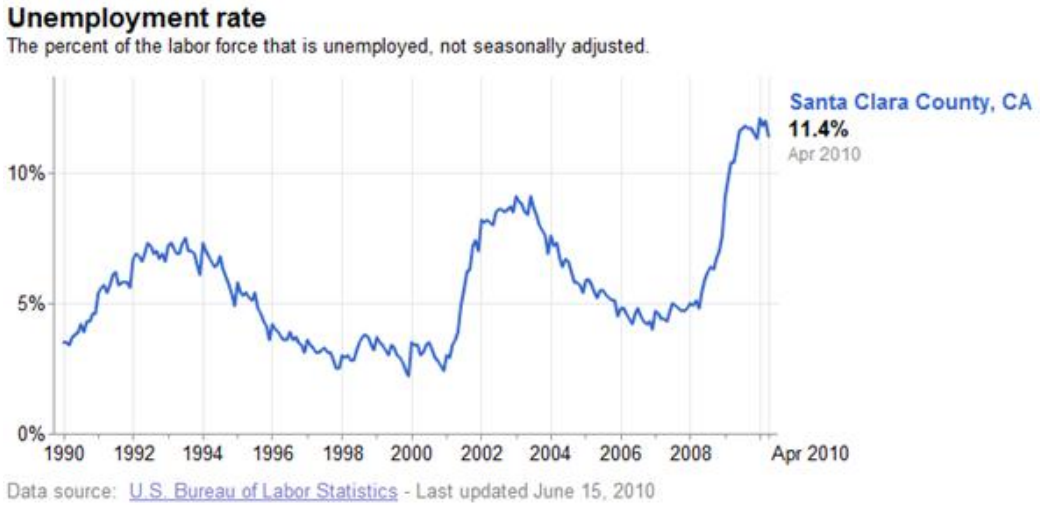
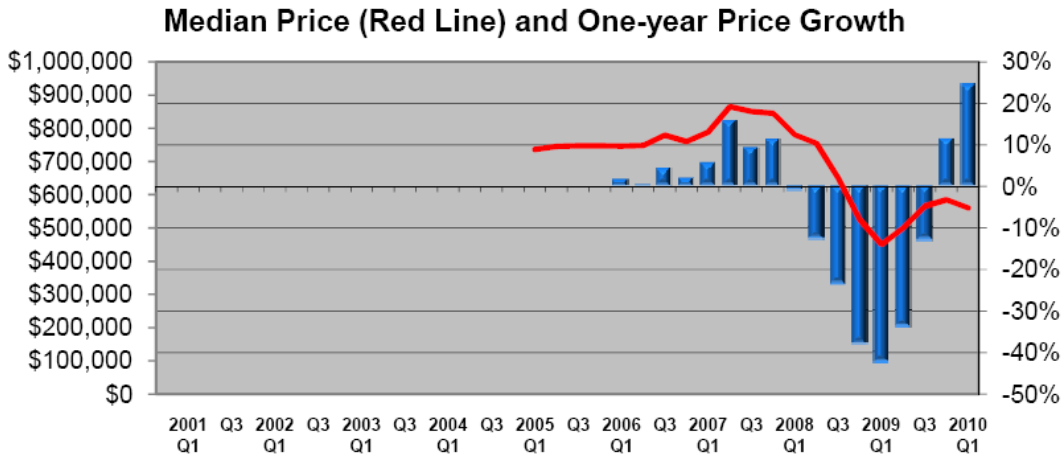


Figure 2 charts the mean housing prices from 2005 to 2010 in the San José-Santa Clara-Sunnyvale metropolitan statistical area.

Figure 2: San José-Santa Clara-Sunnyvale Area Local Market Report



Source: National Association of Realtors

The result of the economic decline on California local government has been a dramatic decrease in the revenue available to provide local services; property taxes, sales taxes, business taxes, utility taxes and hotel taxes were all negatively impacted. Concurrent with the significant loss of revenue, local governments experienced continued increases in their cost of operations. These were primarily due to employee compensation increases agreed to in multi-year contracts prior to the recession and, following the loss of value in public pension funds, significant increases in required employer contributions to pension funds to maintain the defined benefits of these plans.

Beginning in FY 2008-2009, local governments began making unprecedented cuts in expenditures. Some California cities have cut their general fund budgets by as much as 25% to 30%. Layoffs, concession bargaining, cuts in public services and changes in service delivery models have occurred throughout the state.

It should be noted that property tax based special districts, including the fire protection districts in Santa Clara County, have not been impacted as hard as cities and counties. Property tax is the most stable of local revenues and is not subject to the rapid decline of the more consumer-driven revenues of sales, business and hotel taxes relied upon by cities and counties. The decline in property values and impact of foreclosures has started to impact fire district revenue and districts are subject to the same upward pressures on costs.

As most economists project a prolonged economic recovery, it is unlikely local governments will see revenue return to more robust levels for several years. There has been much talk about the "new normal," reflecting a sense that generally reduced local revenue will be the norm for a long time. The current

and projected financial condition has caused local governments to look for new ways of providing services that are less costly than current service delivery models. This includes challenging assumptions about established practices, looking for opportunities to consolidate or share services with other jurisdictions and outsourcing various services and support functions.

Fire and emergency services are essential local government services, necessary to protect life and property. They are also costly services, typically consuming around 20% of a full-service city's budget. They are labor-intensive with relatively higher compensation than most public employee groups and require the construction, purchase and maintenance of significant infrastructure including stations and apparatus. Given the current and projected financial environment, cities, counties and fire districts are looking for opportunities to reduce and contain the cost of providing these essential services.

3 Fire and Emergency Services System Overview

Santa Clara County has a population of approximately 1,857,620. Of this total, about 1,763,700 reside in one of the 15 incorporated cities and 93,900 reside in unincorporated County areas. The County is 1,315 square miles in size.

Responsibility for, and delivery of, fire and emergency services in the County is complex. Some cities provide their own fire protection, some cities are included in fire districts, and some contract for services with other providers. A large portion of the unincorporated area with a small population is not served by a public fire agency beyond the protection of State Responsibility Areas (SRAs) during fire season by CAL FIRE. The 15 cities and some unincorporated areas in the County are served by nine agencies. Table 1 shows the responsible agencies and how service is provided.

Table 1: Responsible Jurisdictions and Fire and Emergency Service Providers

Responsible Jurisdiction	Service Provider
City of Campbell	Santa Clara County Central Fire Protection District (CCFD) Contract
City of Gilroy	Gilroy Fire
City of Los Altos	CCFD Contract
City of Milpitas	Milpitas Fire
City of Morgan Hill	CCFD Contract
City of Mountain View	Mountain View Fire
City of Palo Alto	Palo Alto Fire
City of San José	San José Fire
City of Santa Clara	Santa Clara Fire
City of Sunnyvale	Sunnyvale Public Safety
Santa Clara County Central Fire Protection District includes Cupertino, Los Gatos, Monte Sereno, part of Saratoga and some unincorporated areas	CCFD

Responsible Jurisdiction	Service Provider
Los Altos Hills County Fire District includes Town of Los Altos Hills and some unincorporated areas	CCFD Contract
Saratoga Fire Protection District includes part of the City of Saratoga and some unincorporated areas	CCFD Contract
South Santa Clara County Fire Protection District (SCFD) includes some unincorporated areas in the south part of the County	CAL FIRE Contract

The nine public service providers include seven municipal fire departments, one dependent fire district and CAL FIRE. Five private volunteer companies provide limited service to communities outside the service areas of public departments. American Medical Response (AMR), under contract with Santa Clara County, provides ambulance transport countywide with the exception of the City of Palo Alto, which provides ambulance transport through its fire department. Moffett Field maintains a fire department through contract with a private provider; they declined to participate in the service review.

The public fire agencies provide the following major services:

- Fire suppression
- Advanced life support medical (ALS)
- Emergency medical transport
- Fire prevention
- Hazardous materials response (Hazmat)
- Emergency preparedness

Table 2 summarizes the responsibilities of the public agencies providing these services.

Table 2: Public Fire Service Providers in Santa Clara County

Provider Agency	Area Served	Fire Suppression	Advanced Life Support	ALS Transport	Fire Prevention	Hazmat
Gilroy Fire Department	City of Gilroy	●	●	○	●	
Milpitas Fire Department	City of Milpitas	●	●		●	●
Mountain View Fire Department	City of Mountain View	●	●		●	●
Palo Alto Fire Department	City of Palo Alto, Stanford, unincorporated lands	●	●	●	●	●
San José City Fire Department	City of San José, unincorporated islands and lands adjacent to the City	●	●	○	●	●
Santa Clara City	City of Santa Clara	●	●	○	●	●
Sunnyvale City	City of Sunnyvale	●			●	●
Central Fire Protection District	Cupertino, Los Gatos, Monte Sereno, part of Saratoga, Campbell, Los Altos, Morgan Hill, Saratoga Fire District, Los Altos Hills Fire District, and unincorporated areas	●	●		●	✓
CAL FIRE*	South Santa Clara County Fire Protection District (SCFD), unincorporated SRAs during fire season	●	●		●	

○ When needed by County EMS protocol
✓ State certified as Type I, to handle the most severe hazardous materials incidents
** Contract provider for the South Santa Clara County Fire Protection District*

The unincorporated areas of the County are served by fire districts, city departments and volunteer companies. The volunteer fire companies are private entities. The County pays for workers' compensation insurance for the volunteer companies. CCFD, SCFD, Milpitas and San José also respond into these areas. Table 3 identifies the volunteer fire companies. The station locations for these volunteer fire companies can be found on the CCFD and SCFD boundary and station maps.

Table 3: Volunteer Fire Companies in Santa Clara County

Volunteer Company	Area Served
Ormsby Fire Brigade	North of Mt. Madonna Park
Casa Loma Volunteers	West of Uvas Road and south of Mt. Umunhum
Stevens Creek Volunteers	West of Cupertino
Spring Valley Volunteers	East of Milpitas
Uvas Volunteers	Croy and Uvas Road areas

The public agencies provide service from 90 fire stations with 88 engines, 21 trucks 9 rescue units and 5 ambulance units. Most stations and apparatus are staffed at the same level 24/7/365 days a year; some agencies staff additional apparatus during peak fire season AMR provides ambulance transport service. The number of ambulances in service varies by day of week and time of day based on analysis of historical service demand. The Palo Alto Fire Department staffs one ambulance on a 24-hour basis and one on a 12-hour shift.

Service demand is expressed in calls for service. Calls for service are categorized by type, as follows.

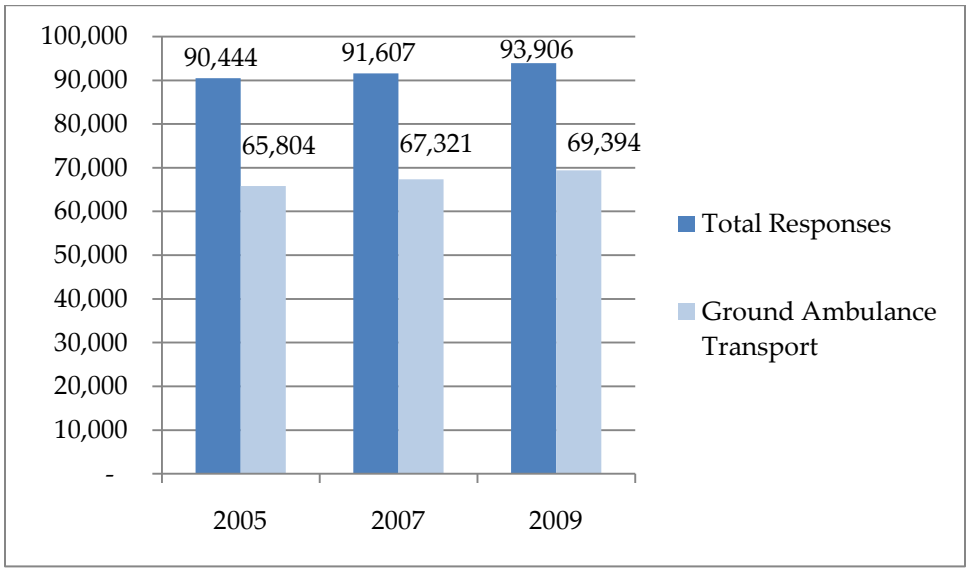
- Emergency medical
- Structure fire
- Other fire
- Rescue
- Hazmat
- False alarms
- Other

3.1 Emergency Medical

The heaviest demand on the fire/emergency system is emergency medical calls. In calendar year 2009 there were a total of 93,906 responses to 911 emergency medical calls and 69,394 ground ambulance transports. Between 2005 and 2009,

total EMS responses increased by 4%, while ground ambulance transports increased by 5%. Figure 3 shows the trend in emergency medical calls from 2005 to 2009.

Figure 3: Santa Clara County Emergency Medical Calls: 2005, 2007 and 2009



Source: County EMS Agency

The emergency medical system consists of two components: initial paramedic response and ambulance transport to the appropriate medical facility. By state law, the EMS system is a county government function. Oversight and administration of the Santa Clara County emergency medical system is the responsibility of the County EMS Agency.

Santa Clara County has contracted with AMR to provide pre-hospital emergency service. AMR has entered into agreements with the public fire agencies to provide paramedic first responder service. Ambulance transport service is provided countywide by AMR with the exception of Palo Alto. The City of Palo Alto had established rights to transport prior to the change in state law granting this authority to the counties. The San José, Santa Clara City and Gilroy fire departments maintain ambulances at some fire stations and will transport when specific criteria (contained in Santa Clara County Pre-hospital Care Policy) are met.

With the exception of the City of Sunnyvale, all public fire agencies are the first responder to emergency medical calls with firefighter paramedics trained to provide advanced life support (ALS), including the administration of drugs and patient intubation. The City of Sunnyvale Department of Public Safety responds

with firefighters trained as emergency medical technicians (EMT) who provide basic life support (BLS); AMR responds with ALS paramedics.

ALS paramedic service is supplemented by AMR upon arrival of an ambulance. Departments generally have first-responder paramedic capability at all stations. The City of Santa Clara Fire Department is an exception to this, staffing three of its ten stations with firefighter/ paramedics. ALS service in Sunnyvale is provided by AMR quick response vehicles (QRVs) staffed by paramedics that are dispatched by the City but are comprised of AMR personnel.

Medical emergency response standards are established by the County for five zones based on the extent of development and population density. These are:

- Metro
- Urban
- Suburban
- Rural
- Remote

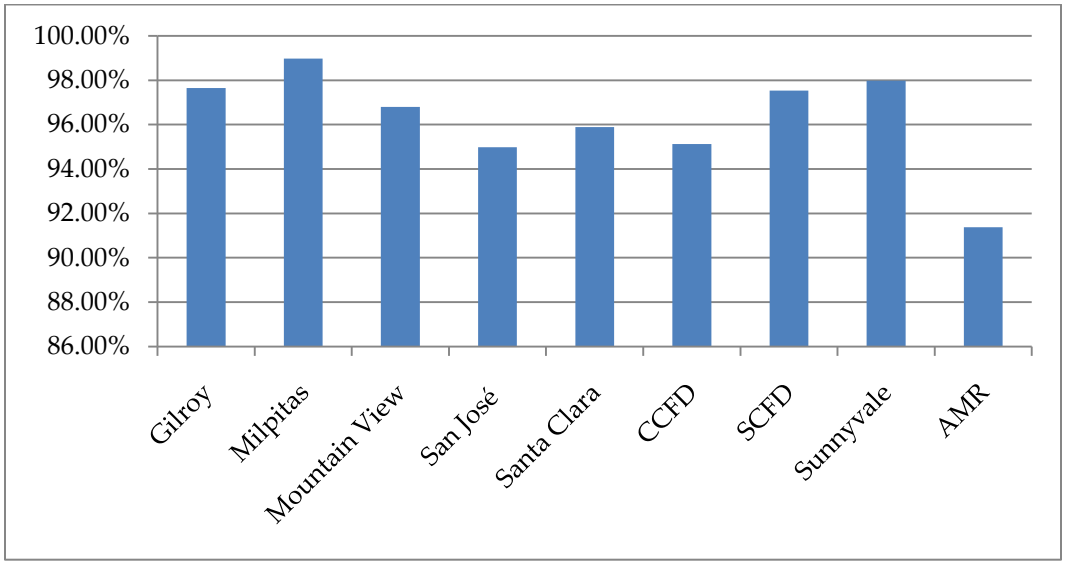
Table 4 shows the response standards for Code 3 medical calls.

Table 4: EMS Response Standards for Code 3 Calls

Zone	ALS First Response	Ambulance Response
Metro/Urban	7 minutes 59 seconds or less	11 minutes 59 seconds or less
Suburban	9 minutes 59 seconds or less	16 minutes 59 seconds or less
Rural	11 minutes 59 seconds or less	21 minutes 59 seconds or less
Remote	21 minutes 59 seconds or less	29 minutes 59 seconds or less

The performance standard established by the County is that response times must be met at least 90% of the time per month in each zone and for each individual response. Failure to meet the standard results in fines to the contractor. Figure 4 shows the overall performance of each provider for 2009.

*Figure 4: 2009ALS Performance by Jurisdiction**



Source: Santa Clara County EMS Agency
**Figures for the City of Sunnyvale are those for the Department of Public Safety's BLS response. Figures for AMR are those for ALS service provided in the Sunnyvale City Limits*

Performance by the public fire agencies consistently exceeds the 90% standard; it is typically in the 95% to 98% range. When a fire service provider achieves 95% or greater compliance, fines are waived. Exceptions to the time standards are granted for calls to remote areas.

The exclusive operating agreement granted by the County to AMR terminates June 30, 2011. The County has issued an RFP for a competitive selection of an ambulance provider for a new contract. Under the structure of the RFP, the public fire agencies will be direct contractors of the County, not subcontractors of the private ambulance provider.

3.2 Fire Suppression

Response to calls for potential fire suppression is a critical area of service demand on fire and emergency service agencies. Responses are categorized by type including structure fires, car fires, and brush fires. The key factors in fire suppression response are the time it takes for the initial response and the number of resources responding to the incident.

Fire suppression responses are provided by engines and trucks. Engines are the predominant first responder and are equipped to pump water, set up the fire ground and prepare for suppression activities. Trucks are more specialized providing extended aerial ladders and various emergency tools.

Most fire agencies in Santa Clara County staff fire engines with a company of three firefighters. Trucks are typically staffed with a company of three or four. This is consistent with the predominant staffing pattern of suburban fire departments in California. The cities of San Jose and Sunnyvale are exceptions to this staffing pattern. As a densely populated city, San José's staffing pattern is typical of that in other major cities, with four-person engine companies and five or six-person truck companies. The City of Sunnyvale provides services through the Department of Public Safety, responding to emergency calls with a combination of staffed apparatus and police patrol personnel trained for fire and BLS response. The City of Sunnyvale Department of Public Safety staffs all apparatus with two personnel The number of apparatus and personnel (including engines, trucks, and command staff) deployed to an incident vary based upon the nature of the call, the policies of each agency and the amount of resources available.

Fire response is measured in stages: the time the call comes into the public safety answering point (PSAP) until the time the dispatch is made to the initial response unit; the time the call is received by the initial responding unit until the unit is in route to the incident; and the travel time for the unit to arrive at the incident. The National Fire Protection Association (NFPA) publishes guidelines on fire response standards and deployment. Although not legally binding, they provide a benchmark for assessing the performance of individual departments.

The 2010 edition of NFPA 1710 provides for a travel time standard of four minutes or less 90% of the time for a single home structure fire. The NFPA recommended initial response deployment is a minimum of 15 firefighters in order to complete tasks necessary to ensure firefighter safety while executing their mission. The recommended response compliment can be comprised of a combination of engines, trucks, rescues, ambulances and command staff. In Santa Clara County the initial response deployment ranges from 9 to 24 depending on the policies of the department.

Another often-cited measure of fire suppression capability is the rating assigned to a department by the Insurance Service Office (ISO). The ISO is a company that provides information to insurance companies that may be used to establish premium costs. ISO collects and analyzes information on municipal fire-protection efforts including fire alarm and communication systems, telephone systems, staffing, and dispatching systems; the fire department, including equipment, staffing, training, and geographic distribution of fire companies; the water-supply system, including the condition and maintenance of hydrants, and an evaluation of the amount of available water compared with the amount needed to suppress fires.

ISO then assigns a Public Protection Classification from 1 to 10. Class 1 generally represents superior property fire protection and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria. Whether insurance companies use ISO ratings and how they impact fire insurance premiums varies depending on the insurance company. Some insurance companies do not use ISO ratings. Of the nine provider agencies: five have a rating of 2; one has a rating of 3; one is rated 4; and three agencies have ratings that vary from 3 to 9, depending on the proximity of a property to a fire station. Generally, for residential homeowners there is not a significant difference in fire insurance premiums for those departments in the 2 to 5 range of the rating scale.

Another assessment tool for fire department performance is the Commission on Fire Accreditation International (CFAI) international accreditation process for fire departments. The process evaluates a fire departments on a full range of performance evaluation categories including:

- Assessment and Planning
- Essential Resources
- External Systems Relations
- Financial Resources
- Goals and Objectives
- Governance and Administration
- Human Resources
- Physical Resources
- Programs
- Training and Competency

Each category includes a measure or index on which a judgment or division can be based, as well as indicators that define the desired level of ability to perform a particular task. This is a very detailed and time intensive process. There are five municipal fire departments to be accredited in California; one is the Santa Clara County Central Fire Protection District.

3.3 Mutual and Automatic Aid

Mutual aid is characterized by one or more agencies providing support to another agency upon request. A countywide mutual aid agreement is in place in Santa Clara County and all public fire departments are a signatory to the agreement. Automatic aid is characterized by an ongoing agreement between agencies that the resources of one department will respond automatically to service calls in the other jurisdiction. Automatic aid agreements are typically established when the physical presence of a station in one jurisdiction is sufficiently close to another jurisdiction to provide a quick response. The

jurisdiction in which the incident occurs is the first responder and is responsible for the incident. Fire agencies in Santa Clara County typically have automatic aid agreements with adjacent departments. Another form of cooperation is called a "boundary drop." This occurs when two agencies agree that the closest unit will be the first responder to an incident and take responsibility for the incident regardless of political jurisdiction. Boundary drop agreements do not exist in Santa Clara County.

3.4 Hazardous Materials Response

Countywide hazardous materials response capability is provided by a limited number of departments. This arrangement is cost-effective, as not all departments need to have the specialized equipment and training necessary to handle the most serious materials. The Santa Clara County Central Fire Protection District is certified by the State as "Type 1," the highest response capability. The City of San José has applied to the State for Type 1 certification. . The Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale Fire Departments maintain capability for lesser hazardous responses.

3.5 Fire Prevention

Fire prevention encompasses a number of discrete activities including the following.

Construction Services. Checking construction plans to ensure compliance with the uniform fire code and performing inspections to ensure construction conforms to approved plans. These functions are typically performed by trained plan checkers and inspectors. In some cities this function is performed by the building division.

Maintenance Inspections. Annual inspections of commercial establishments and multi-family residential properties to ensure fire safety and familiarize the department with hazards located in particular properties. This function is typically performed by a combination of inspection personnel and "company inspections" where fire apparatus crews conduct inspections as a routine part of responsibilities.

Public Education. Provides increased awareness of the risk of fire and protective measures through media information, speaking to organizations and working with schools and neighborhood groups.

Arson Investigation: Investigation of fires to determine if arson may have been the cause of a fire. In some jurisdictions arson investigation is located in the police department.

Each municipal department maintains a fire prevention bureau tasked with these responsibilities. The CCFD serves as the county fire marshal and provides construction-related services to the unincorporated area of the county in addition to the municipalities it serves.

3.6 Emergency Preparedness

Fire departments conduct emergency preparedness activities to maintain response capability for natural disasters or accidents including earthquakes, floods and large hazardous materials incidents. Preparedness activities typically include ensuring proper organization for effective response, maintaining and supplying an emergency operations center, stockpiling supplies necessary to manage through a prolonged emergency, public education, and working with neighborhoods to establish community-based preparedness with the goal of having the capability to sustain their households and neighborhoods for several days in the event of a significant incident. The countywide Fire Services and Rescue Master Mutual Aid Plan determines the relationships between agencies in the event of a large-scale incident.

3.7 Training

All newly hired firefighters complete a basic firefighter academy prior to beginning work. Most agencies participate in the Santa Clara County Joint Fire Academy (JFA), a joint effort by the Santa Clara County Training Officers, under the direction of the Santa Clara County fire chiefs. Some departments conduct in-house academies for new firefighters.Regular training is required to maintain the readiness capability of fire and emergency service employees. Training covers strategies and tactics for fighting fire, continuing education for paramedic skills for appropriate personnel, and fire officer training. Each agency is responsible for providing training. There are different training models; some departments maintain staffed training bureaus, others rely heavily on on-duty line personnel and some contract most training. The size and quality of training facilities varies among the agencies. Some joint training is done with two or more departments and through the JFA.

3.8 Communications

The three key communication activities in the delivery of fire and emergency medical services are as follows:

- **First responder fire unit dispatch**. Notification from the primary public safety answering point (PSAP) to the Secondary PSAP responsible for the initial incident response.

- **Ambulance dispatch.** Notification of the ambulance that will respond to the incident.
- **Emergency medical dispatch (EMD).** The provision of pre-paramedic arrival emergency medical directions by the communications dispatcher to persons at the emergency incident.

Emergency communications in Santa Clara County is fragmented and complicated. All 911 calls are routed to a primary public safety answering point (PSAP) depending on the location of the caller. In cities with police departments, the police communications unit is the PSAP. For cities served by the County Sheriff and the unincorporated areas, the Santa Clara County Communications Department (County Comm.) is the PSAP.

What happens once the call is received by the PSAP varies depending upon whether a city has its own police and fire departments and whether a city provides EMD through its own communications personnel. For all calls, with the exception of those in the City of Palo Alto, ambulance dispatch is done by the Santa Clara County Communications Department (County Comm.). In most cases where a police department is the PSAP, information from calls requiring an ambulance response are transferred to County Comm. to initiate an ambulance response.

The dispatch protocols are summarized according to the three key communication activities for all responsible jurisdictions in Table 5 below.

Table 5: Fire and Emergency Medical Service Communications Protocols

Origin of Call	Primary Public Safety Answering Point (PSAP)	First Responder Fire Dispatch/Responding Agency	Ambulance Dispatch	Emergency Medical Dispatch (EMD)
City of Campbell	Police Department	County Comm/CCFD	County Comm	County Comm
City of Cupertino	County Comm	County Comm/CCFD	County Comm	County Comm
City of Gilroy	Police Department	Police Department /Gilroy Fire Department	County Comm.	County Comm.
City of Los Altos	Police Department	County Comm./CCFD	County Comm.	County Comm.
City of Los Altos Hills	County Comm.	County Comm./CCFD	County Comm.	County Comm.

Origin of Call	Primary Public Safety Answering Point (PSAP)	First Responder Fire Dispatch/Responding Agency	Ambulance Dispatch	Emergency Medical Dispatch (EMD)
City of Los Gatos	Los Gatos/Monte Sereno Police Department	County Comm./CCFD	County Comm.	County Comm.
City of Milpitas	Police Department	Police Department /Milpitas Fire Department	County Comm.	County Comm.
City of Monte Sereno	Los Gatos/Monte Sereno Police Department	County Comm./CCFD	County Comm.	County Comm
City of Morgan Hill	Police Department	County Comm./CCFD	County Comm.	County Comm.
City of Mountain View	Police Department	Police Department/MVFD	County Comm.	Police Department
City of Palo Alto	Police Department	Police Department/Palo Alto Fire Department.	Police Dept.	Police Department
City of San José	Police Department	San Jose Fire Department/SJFD	County Comm.	Fire Department
City of Santa Clara	Police Department	Police Department/Santa Clara Fire Department	County Comm.	Police Department
City of Saratoga	County Comm.	County Comm./CCFD	County Comm.	County Comm.
City of Sunnyvale	Public Safety Department	Public Safety Department/Sunnyvale Public Safety Department	County Comm.	Public Safety Department
Santa Clara County Central Fire District	County Comm.	County Comm./CCFD	County Comm.	County Comm.
South County Fire District	County Comm.	CAL FIRE/CAL FIRE	County Comm.	County Comm.
Unincorporated Areas*	County Comm.	County Comm./CCFD or CAL FIRE/SCFD	County Comm.	County Comm.

Source: County Communications Department

**Calls originating in the unincorporated area will go to either CAL FIRE or CCFD, depending on the location*

The fragmentation of communications among different agencies is further complicated by the use of four different radio bands and frequencies between the provider departments. The structure of the current communications is a major barrier for achieving efficiencies, reducing response times and improving the overall effectiveness of the fire/EMS system. Recognizing the difficulty of consolidating all countywide functions, an interoperability joint powers authority comprised of nearly all municipalities and representing all PSAP agencies in the County has been created to improve system-wide functionality. This JPA, the Silicon Valley Regional Interoperability Authority (SVRIA) has a goal of creating a "virtual" consolidated communications system.

SVRIA has submitted a FY 2010 UASI grant funding request for approval and the County has allocated $810,000 to begin this process. The first phase is to develop CAD-to-CAD compatibility among all communications centers. This will enable all CAD systems to communicate with each other and create a common regional operating picture (CROP) in all communications centers, which will improve regional resource availability awareness. The second phase will allow automatic data transfer between systems, and except for EMD services, will eliminate the need to transfer calls between agencies to provide callers with fire and emergency medical services. Grant funds to begin the work will be available in 2011.

4 Agency Profiles

This section of the report provides a profile of each entity responsible for fire and emergency medical services in Santa Clara County. Detailed information for each agency is contained in Attachment C.

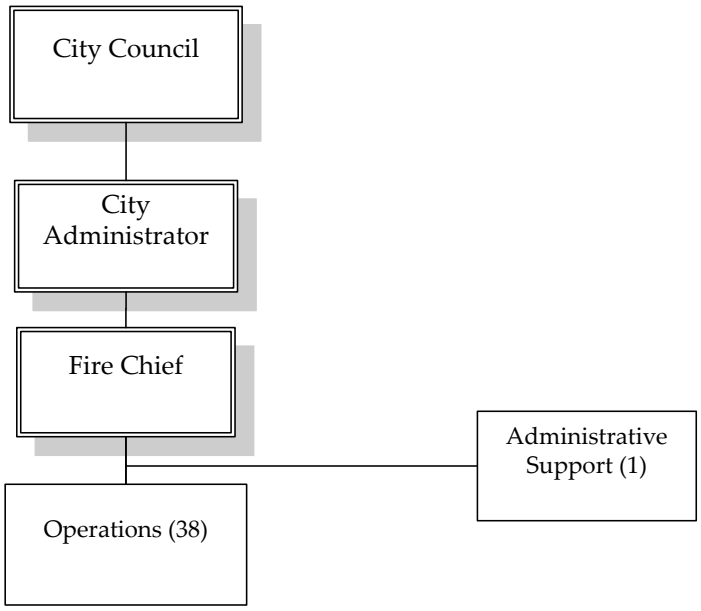
4.1 City of Gilroy Fire Department

4.1.1 Overview

The City of Gilroy Fire Department provides fire protection and emergency services to a 16.2 square mile area with an estimated 2010 population of 49,800. Gilroy is a charter city with a seven-member City Council. The city is a council-administrator form of government with the Fire Chief reporting to the City Administrator.

As new areas have been annexed, SCFD Station #3 on Hecker Pass Highway is now within the Gilroy city limits. Figure 10 is a map depicting the boundaries and fire station locations of the City of Gilroy. The Gilroy Fire Department and SCFD have automatic aid agreements and cover areas within each other's service area. A working group consisting of Gilroy, the City of Morgan Hill, the Santa Clara County Central Fire Protection District (CCFD) and SCFD is studying options to the current fragmented system. The organization chart of the Gilroy Fire Department is provided in Figure 5.

Figure 5: Gilroy Fire Department Organization Chart



4.1.2 Budget

The Fire Department is funded from the City's General Fund. Table 6 displays budgeted expenditures by function according to the FY 2010-11 budget.[1]

Table 6: Expenditures by Function

Function	Expenditures
Administrative and Management	$490,889
Operations	$6,832,205
Fire Prevention	In Community Development Department
Other	$32,276
Total Expenditures	**$7,645,370**

Table 7 displays FY 2010-11 budgeted expenditures by type.

[1] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to estimate expenditures into defined functions to provide a basis for comparing department expenditures on emergency response activities.

Table 7: Expenditures by Type

Type	Expenditures
Salaries and Benefits	$6,744,520
Operations and Maintenance	$809,425
Subtotal Operations	$7,583,945
Capital	$61,425
Total Expenditures	**$7,645,370**

4.1.3 Stations

The department has three fire stations. The Sunrise station was constructed in 2004 and is in good condition. The Chestnut station needs remodeling and seismic upgrades. The Las Animas station was constructed in 1977 and remodeling of the kitchen and sleeping quarters is needed. Additionally, a new station is being planned for the southwest when sufficient development impact fees have been collected to fund construction. Detailed station information is in Attachment C.

4.1.4 Staffing

The department staffs three line engines. As a result of an agreement between the City and labor, effective July 1, 2010 all engines will be staffed with three-person companies. There is at least one certified firefighter/paramedic on each apparatus. One station, Sunrise, was browned-out for up to two-thirds of the time in FY 2009-10 due to budget cuts. The station will be returned to full operation with the new labor agreement. Initial response deployment to a single alarm structure fire is nine personnel.

The Gilroy Fire Department has 38 authorized full-time employees, of which 37 are sworn firefighter positions. Table 8 displays the number of sworn and non-sworn personnel as reported in the FY 2010-11 budget.

Table 8: Gilroy Fire Department Staffing

	Sworn	Non-Sworn	Total
Administrative and Management	1.00	1.00	2.00
Operations	36.00	0.00	36.00
Fire Prevention (in Community Development Department)	n/a	n/a	n/a
Other	0.00	0.00	0.00
Total FTEs	**37.00**	**1.00**	**38.00**

4.1.5 Labor Agreements

Information about labor agreements is displayed in Table 9.

Table 9: Labor Agreements

Labor Agreements	Term	Expires
IAFF Local 2805	3 years	December 31, 2013
Gilroy Management Association	1 year	June 30, 2011

4.1.6 Benefits

Pension and health benefits for sworn personnel are shown in Table 10 below.

Table 10: Benefits

Benefits	
Pension	City pays employee 9% for CalPERS, 3% @ 55
Health	City pays (as of Jan 1, 2010): Employee only $ 523.08 Employee + 1 $1,035.21 Employee + 2 or more $1,381.33

4.1.7 Apparatus

Apparatus is typically replaced after 20 years. Most apparatus is less than eight years old; one reserve engine is 23 years old. All scheduled replacements have been postponed for at least five years. Apparatus maintenance is performed by the City's Fleet and Facility Division. Equipment replacement is funded through

annual contributions to an internal service fund. Table 11 displays the fire department's apparatus.

Table 11: Apparatus

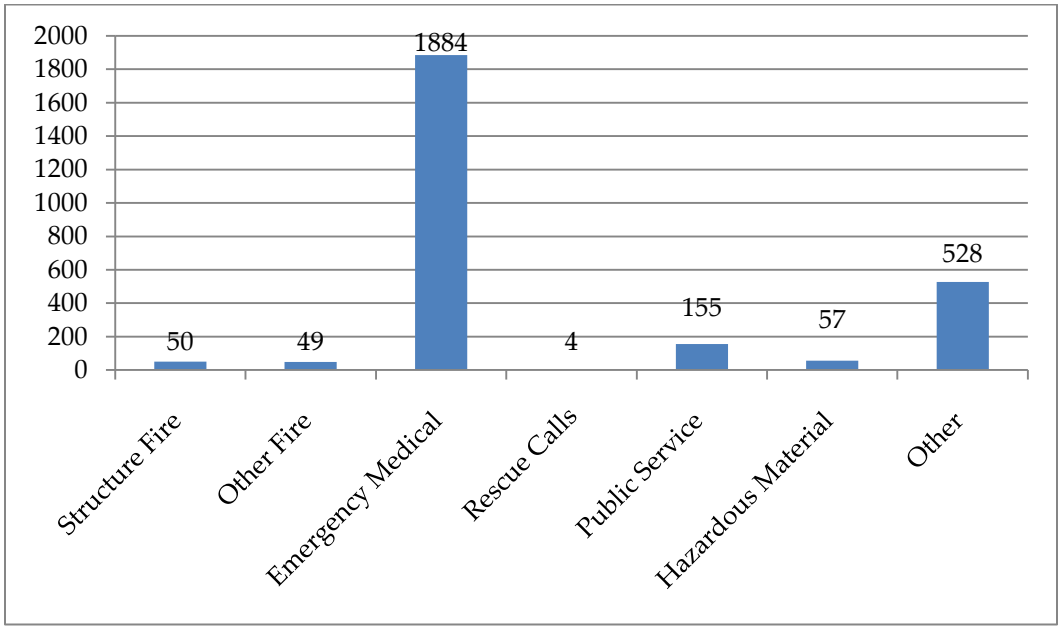
Apparatus	Year	Type/Make
Engine 61	2007	Hi-Tech Type I Pumper
Engine 71	2002	Hi-Tech Type I Pumper
Engine 81	1999	Hi-Tech Type I Pumper
Engine 72	1987	Triple Combination Pumper
Truck 61	2004	American LaFrance/LTI 75' Quint
Engine 83	1999	West-Mark Type III
Rescue 81	2003	Type 1 Ambulance
Brush Patrol 61	2005	Type 4 4x4 Pumper
Brush Patrol 71	2007	Type 4 4x4 Pumper

4.1.8 Service Delivery

Dispatching is provided by the Gilroy Police Department; EMS calls are transferred to Santa Clara County Communications, which uses emergency medical dispatch (EMD) protocol and provides transport dispatch. Interagency coordination for automatic aid is handled through telephone calls. The multi-agency regionalization group has identified the South County's communication system as an issue that impacts the region's response times and ability to work together.

During calendar year 2009 there were 2,727 reported calls for the department; of those 1,884 (69%) were EMS calls. Gilroy's calls for service are shown in Figure 6.

Figure 6: Calls for Service in 2009



Mutual aid and automatic aid agreements are maintained with several agencies. In 2009 the City received mutual/automatic aid 117 times and provided aid 284 times. By far the majority of aid responses received and provided (95%) were with the SCFD. Mutual aid for 2009 is shown in Table 12. The regionalization study group discussed above is analyzing the utilization of a full boundary drop service protocol.

Table 12: Mutual and Automatic Aid for 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
South Santa Clara County Fire Protection District	3	112	65	201
Santa Clara County Central Fire Protection District	1	1	2	0
CAL FIRE	0	0	4	8
Hollister FD	0	0	2	0
Other	0	0	2	0
Total	**4**	**113**	**75**	**209**

Table 13 displays the department's response standards and performance.

Table 13: Response Standards and Performance for 2009

Measure	Standard*	Actual Performance
Emergency calls – non medical	90% within 5 minutes	88% within 5 minutes
Emergency calls – medical	90% compliance	97.65%

** Response standards for non-medical emergency calls are established by the department. The County EMS agency has established a 90% compliance standard for medical emergency calls; this standard applies to each category, i.e., urban, suburban, etc.*

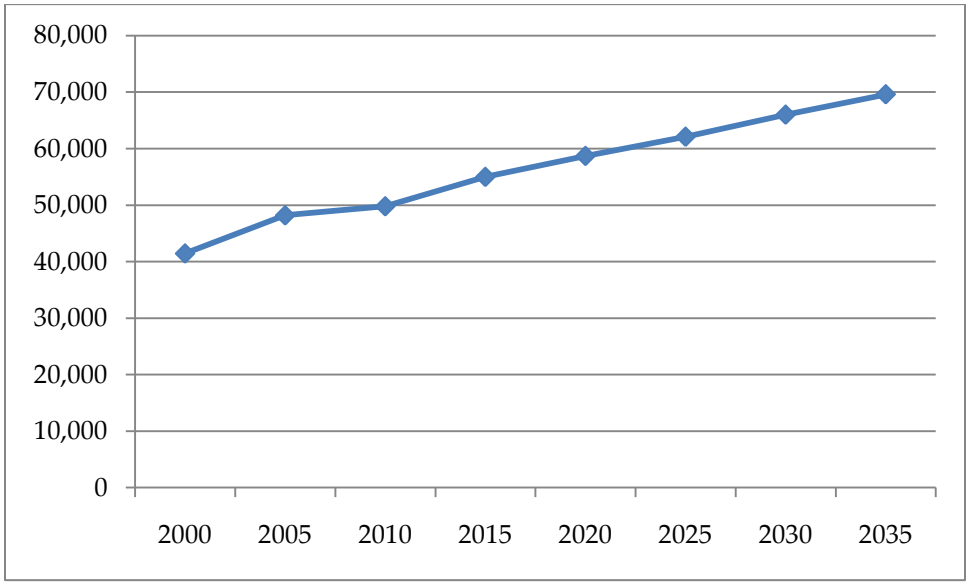
The City has an ISO rating of 4.

The Fire Marshal works in the City's Community Development Department and handles Hazmat inspections as well as construction plan check and inspection. The Fire Chief handles training responsibilities.

4.1.9 Trends and Projections

City population is expected to grow 40% between 2010 and 2035 to an estimated 69,600 residents. This is an annualized growth rate of 1.6%. Figure 7 shows projected population growth between 2000 and 2035.

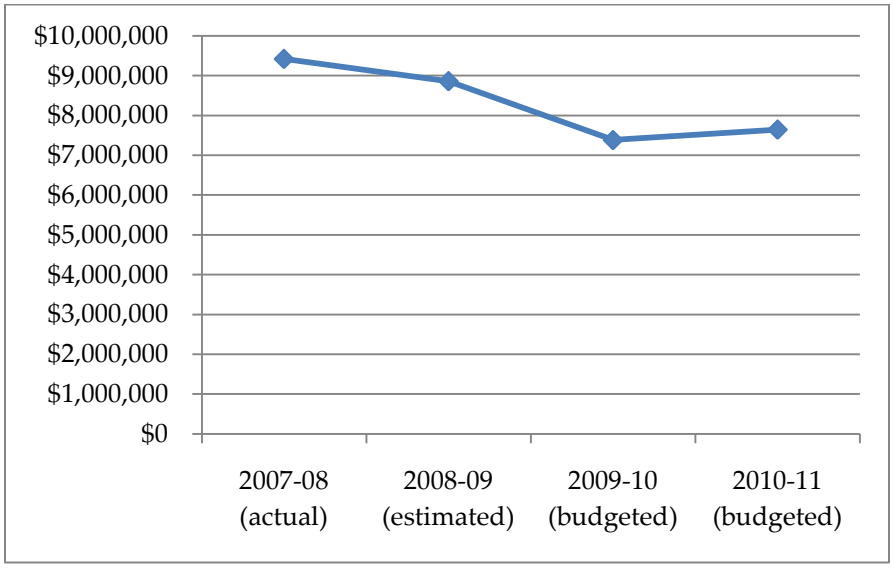
Figure 7: Projected Population City of Gilroy 2000 to 2035



Source: Association of Bay Area Governments

Fire department expenditures have decreased by 19% over the past four fiscal years. Figure 8 shows budget expenditures from FY 2007-08 to FY 2010-11.

Figure 8: Expenditures and Budget 2007-08 to 2010-11



Staffing decreased from 48 in FY 2007-08 to 38 in FY 2008-09. It has remained constant over the past three fiscal years at 38. Figure 9 shows staffing changes from FY 2007-08 to FY 2010-11.

Figure 9: Staffing from 2007-08 to 2010-11

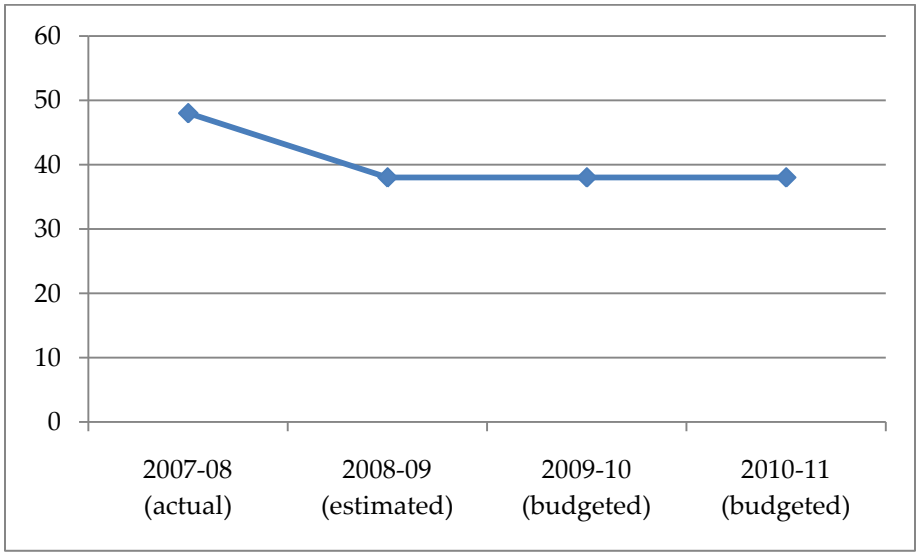
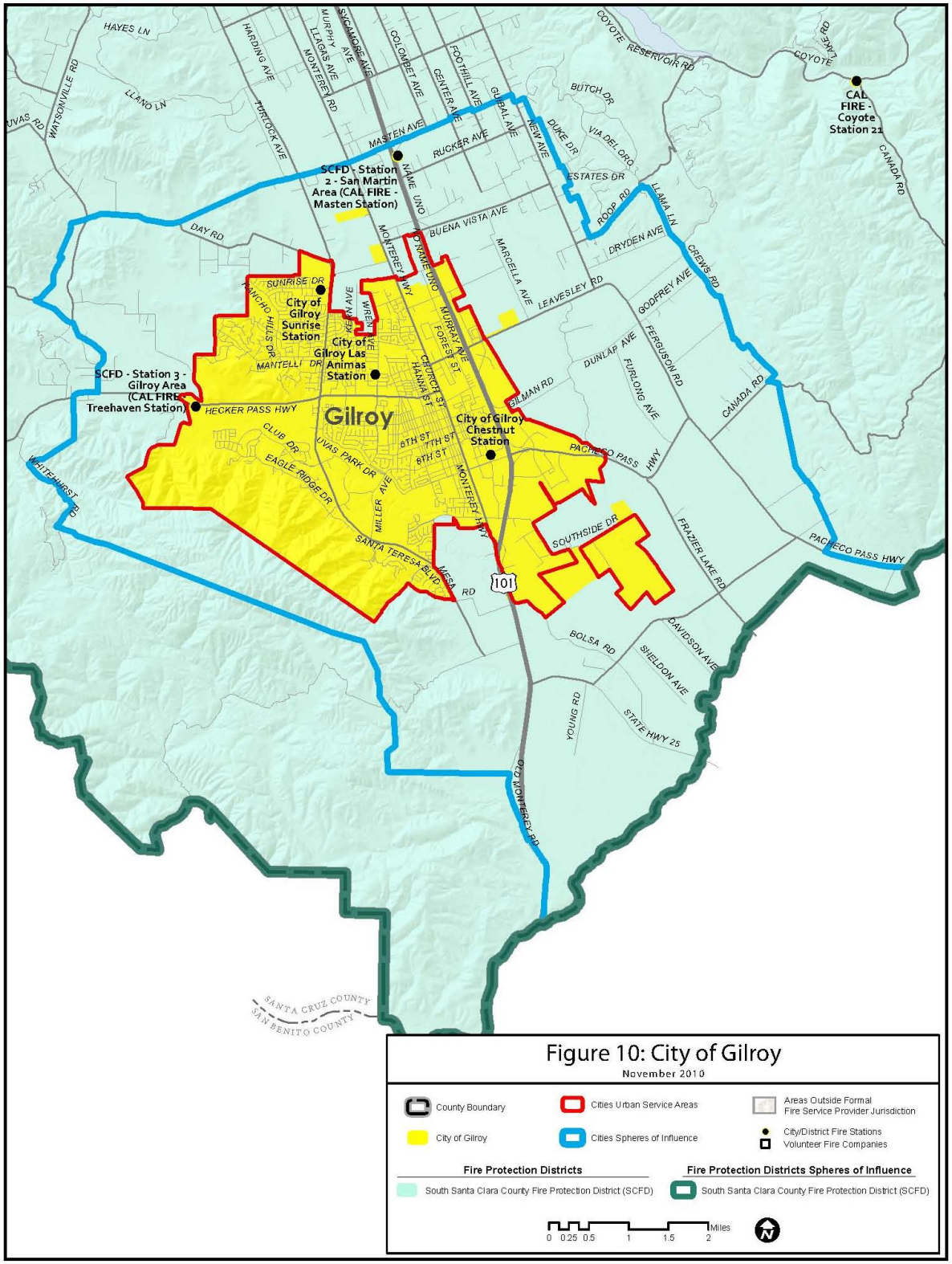


Figure 10: City of Gilroy Boundary and Station Map



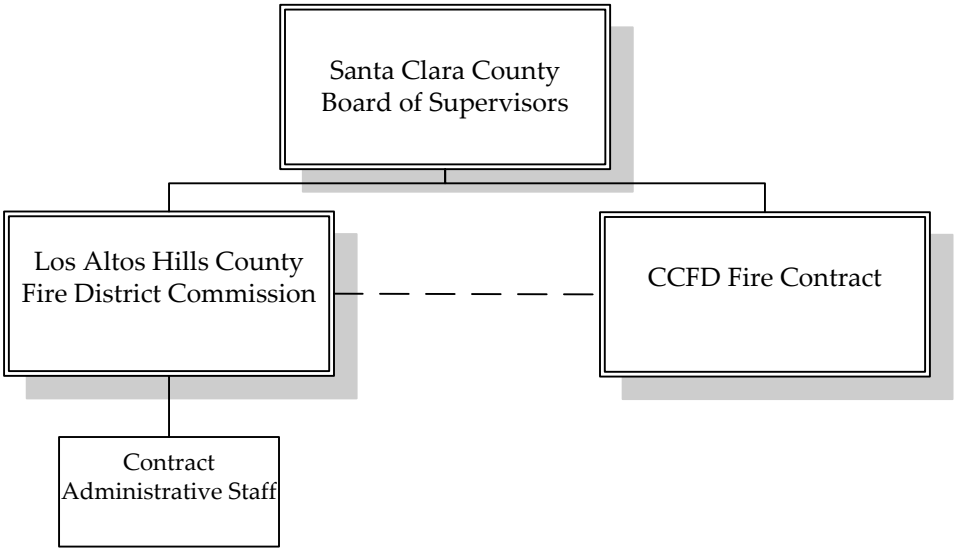
4.2 Los Altos Hills County Fire District

4.2.1 Overview

The Los Altos Hills County Fire District (LAHFD) is a dependent fire district governed by the County Board of Supervisors. A seven-member fire commission, selected by the Santa Clara County District 5 Supervisor with Board of Supervisors' approval, oversees District operations. In December 1980, the Board of Supervisors adopted a resolution delegating all of its powers to the Fire Commission to manage the affairs of the district except that the commission shall not initiate litigation without prior approval of the Board of Supervisors. Two members must be from the unincorporated area of the Fire District. The District serves a population of approximately 11,500 in the Town of Los Altos Hills and adjacent unincorporated lands. Figure 13 is a map depicting the boundaries and fire station locations of the Los Altos Hills County Fire Protection District.

The District, which contracts with CCFD for all services and does not employ its own firefighting personnel, is responsible for funding station maintenance and apparatus purchases. Additional services provided directly by the District are brush clearance and hydrant maintenance. A contract fire consultant and clerical help support the commission. The fire marshal function is provided by the CCFD. The District's organization is displayed in Figure 11 below.

Figure 11: Los Altos Hills County Fire District Organization Chart



4.2.2 Budget

Revenue estimated for FY 2010-11 is approximately $7.8 million, with about 85% derived from property taxes. A total of $4,833,000 is budgeted to pay the CCFD

for fire and emergency services. An additional $3,365,000 is budgeted to provide supplementary programs and projects including chipping, tree trimming, dead tree removal, maintenance of fire breaks and emergency preparedness. The District has also budgeted $2,800,000 for hydrant installation. As District expenditures for the year will exceed revenue, funds will be drawn from reserves to cover expenses.

As of June 30, 2010, the District audit reported a total fund balance of $17,768,277, a decrease of $2,193,027 in comparison with the prior fiscal year end. Unreserved fund balance was $6,768,277, which is 59% of annual expenditures. Several reserved fund balances also exist: $1 million for insurance, $1 million for equipment, $3 million for emergency operations, $3 million for building maintenance, and $3 million for water mains and fire hydrants. Tables 14 and 15 list the District's FY 2010-11 expenditures and revenue.

Table 14: Expenditures by Function

Function	Expenditure
Administration	$338,481
Contract Services	$4,833,000
Projects and Programs	$3,365,000
Hydrant Installation	$2,900,000
Total Expenditures	**$11,436,481**

Table 15: Revenues

Source	Revenue
Property Tax	$6,798,000
Interest	$500,000
Other	$541,000
Total Revenues	**$7,839,000**

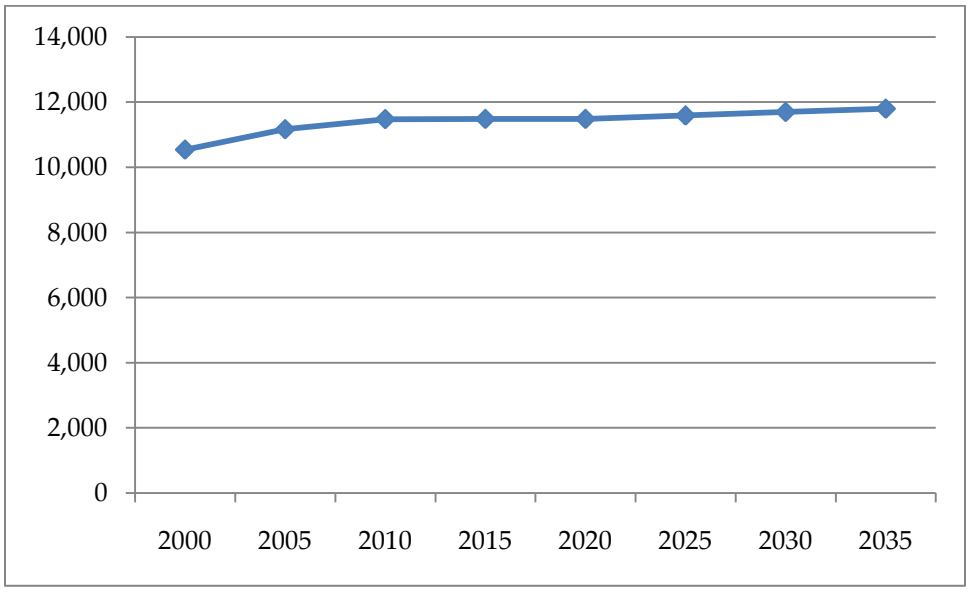
4.2.3 Stations

The District has one fire station which contains an engine, a truck and patrol apparatus. This station handled 550 calls for service in 2009. Staffing and operational information is included with the information for CCFD.

4.2.4 Trends and Projections

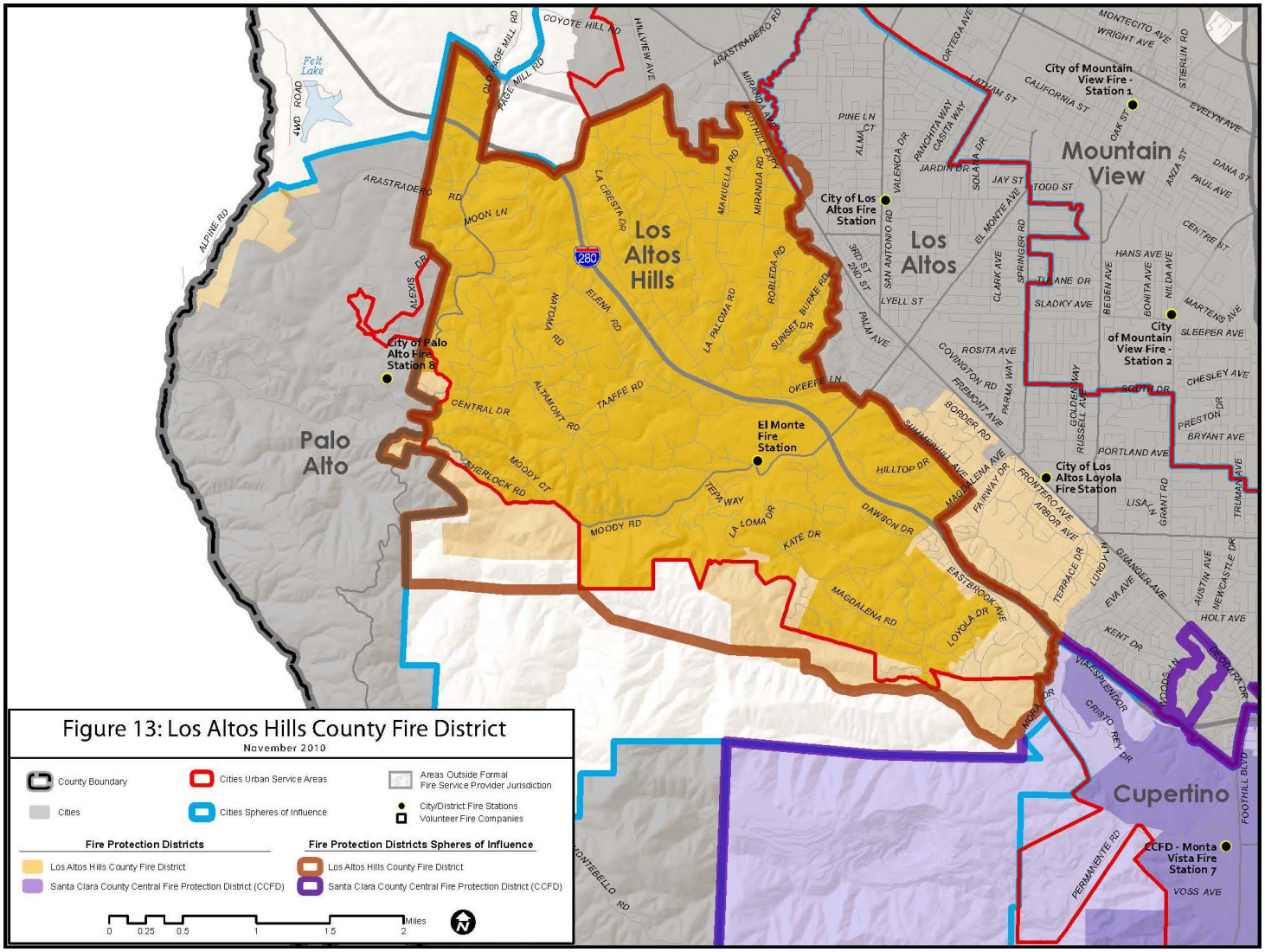
Figure 12 shows the projected population growth between 2000 and 2035. Population in the District is estimated to increase by 3% over the next 25 years (2010-2035) to approximately 11,800.

Figure 12: Projected Population for Los Altos Hills County Fire District 2000-2035



Source: Prepared by LAFCO based upon 2000 census and ABAG Projections 2009

Figure 13: Los Altos Hills Fire District Boundary and Station Map



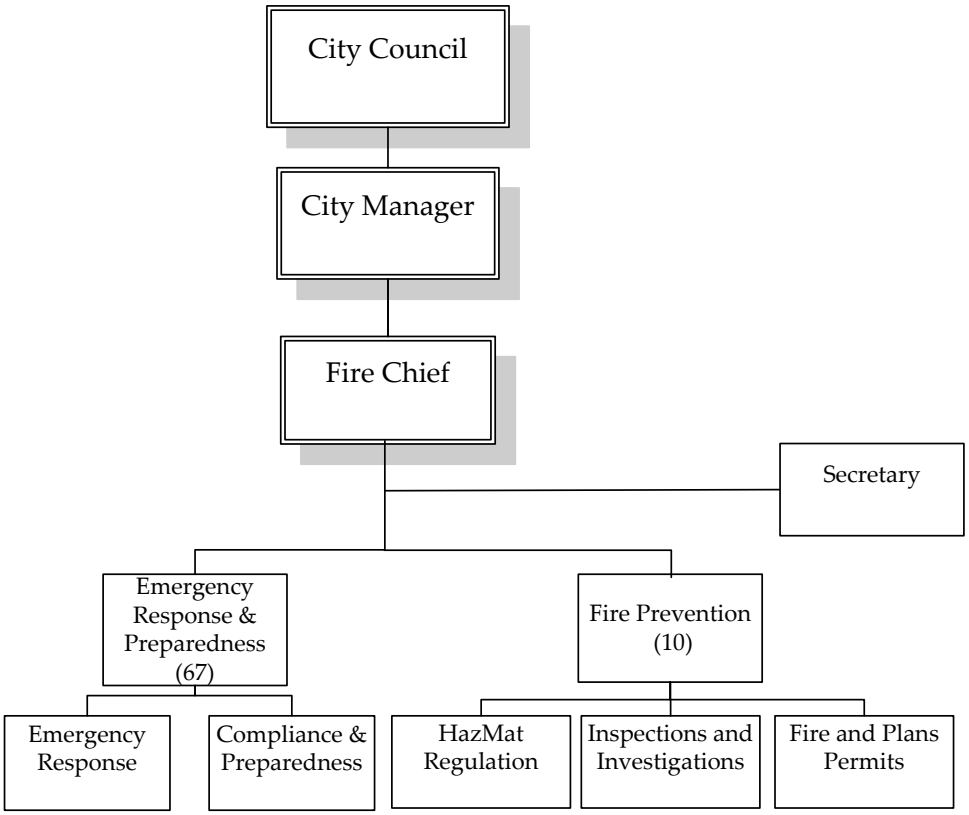
4.3 City of Milpitas Fire Department

4.3.1 Overview

The Milpitas City Fire Department provides fire protection and emergency medical services to a population of 69,000 within the 13.2 square miles of the city limits. Figure 19 is a map depicting the boundaries and fire station locations of the City of Milpitas. Milpitas is a general-law city operating under the council-manager form of local government. The governing body is a five-member City Council comprised of four council members elected at-large for four-year terms and an at-large mayor serving a two-year term. The Fire Chief is the director of the department and reports to the City Manager.

Figure 14 shows the organization of the Milpitas Fire Department.

Figure 14: City of Milpitas Fire Department Organization Chart



4.3.2 Budget

The Fire Department is funded from the City's General Fund. Tables 16 and 17 list budgeted expenditures by function and type, respectively, according to the FY 2010-11 budget.[2]

Table 16: Expenditures By Function

Function	Expenditure
Administrative and Management	$516,468
Operations	$12,258,554
Fire Prevention	$929,6007
Other	$551,826
Total	**$14,256,448**

Table 17: Expenditures by Type

Type	Expenditure
Salaries and Benefits	$12,760,938
Operations and Maintenance	$1,464,920
Subtotal Operations	$14,225,858
Capital	$30,590
Total Expenditures	**$14,256,448**

4.3.3 Stations

Service is provided from four stations. All stations were seismically reinforced within the past ten years and are in good condition. There are no plans to close any stations or reduce daily staffing.

4.3.4 Staffing

Daily staffing consists of three three-person engine companies, one three-person truck company one two person truck company and one 1 person rescue. Each apparatus has a paramedic. Initial deployment to a single alarm structure fire is 13 personnel. Table 18 lists budgeted positions according to the FY 2010-11 budget.

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[2] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to sort expenditures into functions to provide a basis for comparing department expenditures on emergency response activities.

Table 18: Staffing

	Sworn	Non-Sworn	Total
Administrative and Management	3.00	2.00	5.00
Operations	63.00	0.00	63.00
Fire Prevention	9.00	1.00	10.00
Other	1.00	1.00	2.00
Total FTEs	**76.00**	**4.00**	**80.00**

4.3.5 Labor Agreements

Labor agreement information is displayed in Table 19.

Table 19: Labor Agreements

Labor Agreements	Term	Expires
IAFF Local 1699	2 years	December 31, 2011

4.3.6 Benefits

Pension and health benefits for sworn personnel are shown in Table 20 below.

Table 20: Benefits

Benefits	
Pension	CalPERS 3% @ 50
Health	City contributes at Kaiser plan rate.

4.3.7 Apparatus

The service period for all apparatus is 20 years, including 15 years on the line and five years in reserve. Apparatus purchase is funded through a replacement fund with an annual schedule of contributions, and apparatus maintenance is provided by the City's Public Works Department. Table 21 below identifies the department's apparatus.

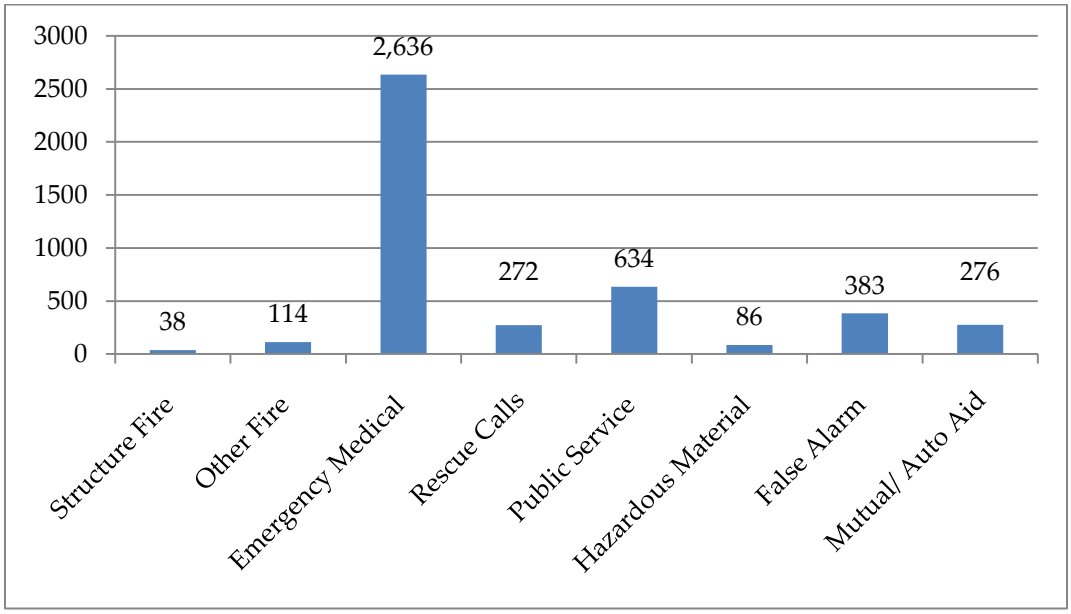
Table 21: Apparatus

Apparatus	Make	Year
Engine(Type 3-Brush #3)	International 4800	2002
Engine 1	Pierce 1250 GPM	2005
Engine 2	Pierce 1250 GPM	2010
Truck 1	Sutphen	1999
Engine 3	Pierce 1250 GPM	2003
Truck 4	Pierce	2005
Rescue (USAR)	Spartan SVI	1999
Battalion Chief	Suburban Northstar	2001
Reserves		
Engine 301	Pierce Arrow	1993
Engine 201	Pierce Arrow	1993
Engine 101	KME	2004
Engine (Type 3 Brush #1)	SVI	2000
Hazmat	Ford C800	1990

4.3.8 Service Delivery

Dispatch is provided by the Milpitas Communication Center, which is managed by the City's Police Department. Calls are transferred to the Santa Clara County Communications Center for ambulance dispatch and EMD. There were 4,439 calls for service in 2009; 59% of calls were for emergency medical. Calls for services by type of call are shown in Figure 15.

Figure 15: Calls for Service for 2009



The department is a party to the Santa Clara County Master Mutual Aid agreement. Automatic aid is provided to the San José City Fire Department and CAL FIRE. Mutual aid is provided to the Fremont City Fire Department in Alameda County. The department regularly responds to underserved areas. Table 22 lists mutual and automatic aid given and received in 2009. Responses into the underserved lands adjacent to the City accounted for approximately 98% of mutual/auto aid calls and 6% of total calls.

Table 22: Mutual and Automatic Aid in 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
Fremont Fire Department	3	0	0	0
CCFD	1	0	0	0
Other	0	0	1	275
Total	**4**	**0**	**1**	**275**

The response standards and performance for 2009 are shown in Table 23 below.

Table 23: Response Standards and Performance for 2009

Measure	Standard*	Actual Performance
Emergency calls – non-medical	Not established	4 minutes, 2 seconds
Emergency calls - medical	90%	98.98%

** Response standards for non-medical emergency calls are established by the department. The County EMS agency has established the 90% compliance standard for medical emergency calls; this standard applies to each category, i.e., urban, suburban, etc.*

The City has an ISO rating of 3.

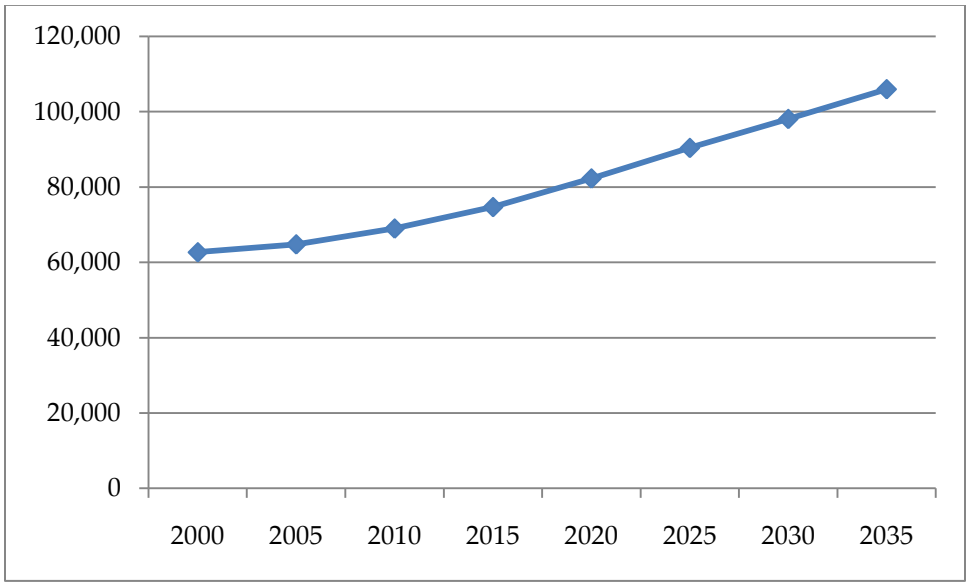
The department maintains a Fire Prevention Bureau managed by a non-sworn fire marshal. The bureau conducts plan check and inspection services for new construction and annual maintenance inspections.

A training facility is maintained at the main station. Training is staffed with one-third of a 40-hour/week battalion chief and three shift training captains. The City contracts with private vendors for most classes.

4.3.9 Trends and Projections

City population is projected to grow 54% over the next 25 years to approximately 106,000 residents. This is an annualized rate of 2.1%. Figure 16 shows the projected population growth between 2000 and 2035.

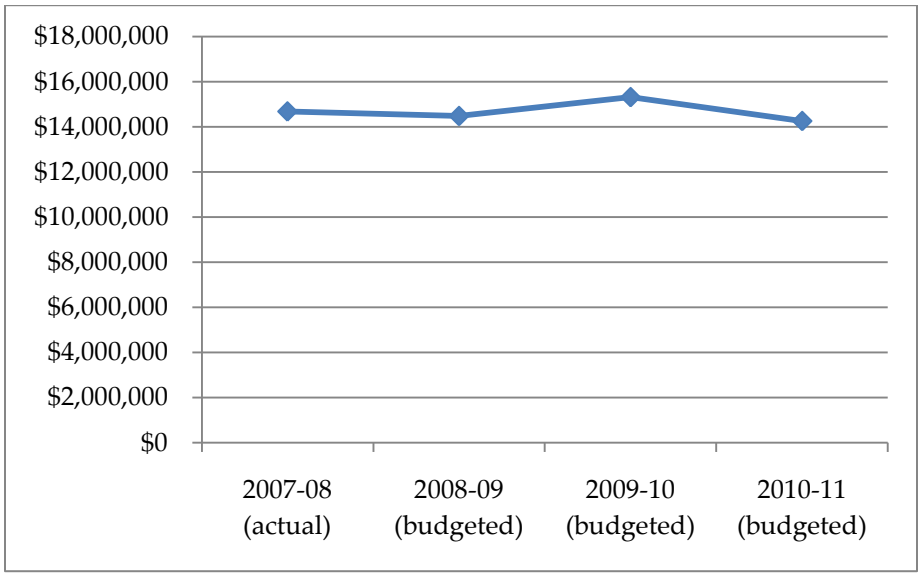
Figure 16: Projected Population City of Milpitas 2000 to 2035



Source: Association of Bay Area Governments

Fire department expenditures peaked in FY 2009-10 at $15,313,409 and were reduced by 7% to $14,256,448 in FY 2010-11. Figure 17 shows Fire Department expenditures from FY 2007-08 to FY 2010-11.

Figure 17: Expenditures and Budget 2007-08 to 2010-11



Staffing has remained constant at 80 FTEs during the past four fiscal years, as shown below in Figure 18.

Figure 18: Staffing 2007-08 to 2010-11

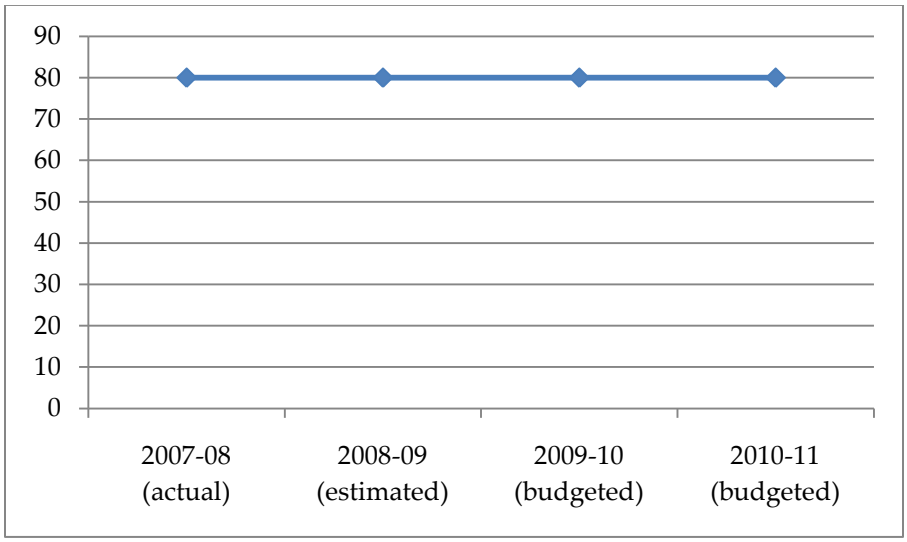
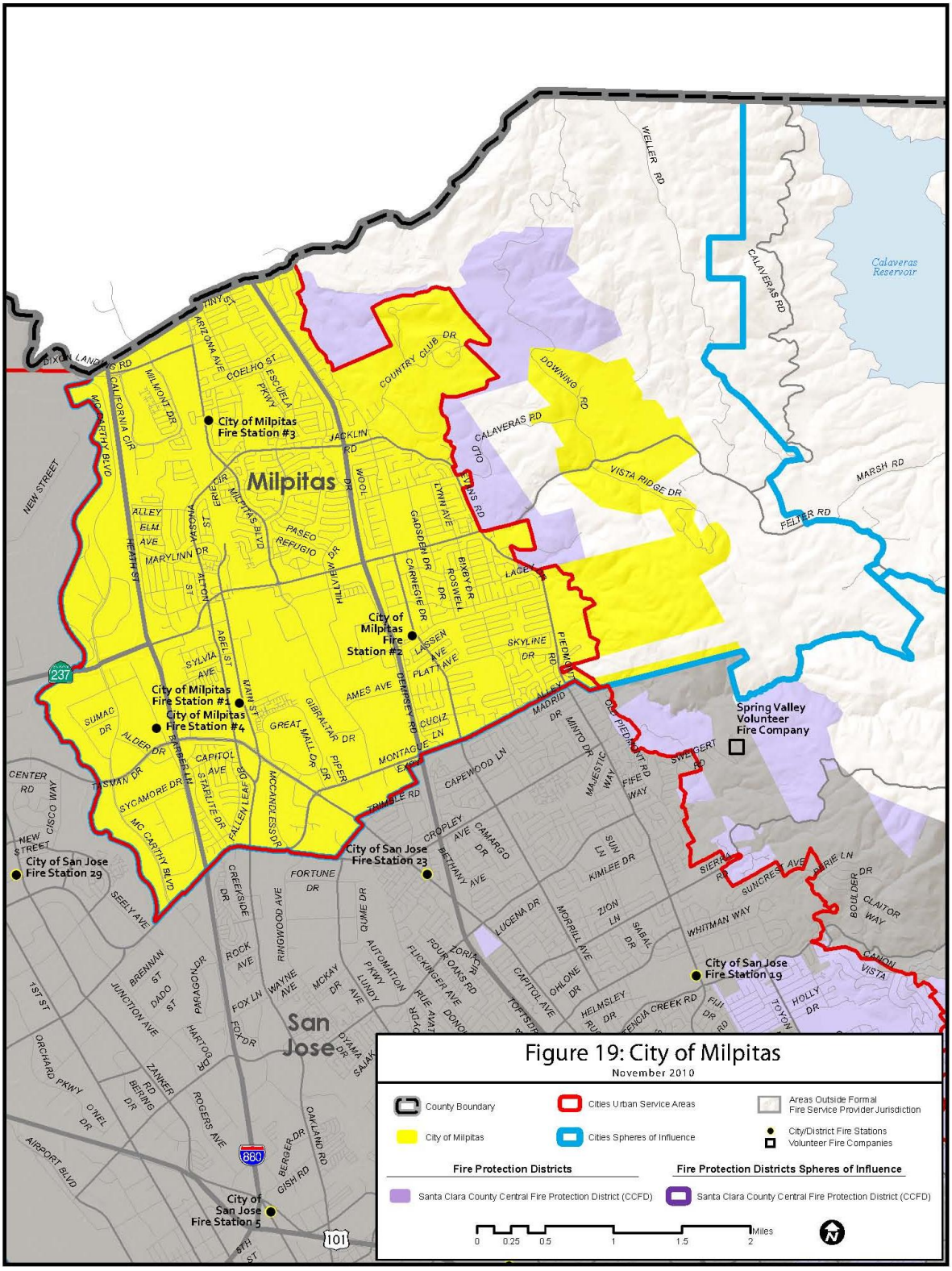


Figure 19: City of Milpitas Fire Department Boundary and Station Map



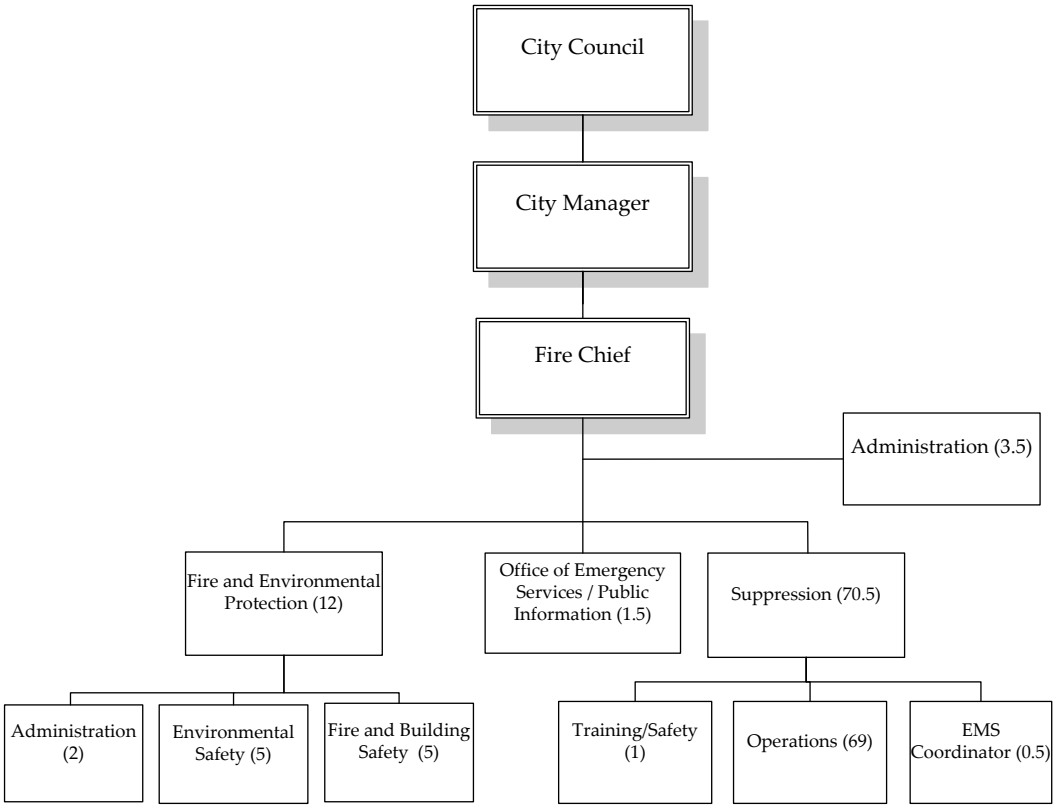
4.4 City of Mountain View Fire Department

4.4.1 Overview

The Mountain View Fire Department provides fire protection and emergency medical service to a population of 72,100 and service area of about 12 square miles. Figure 25 is a map depicting the boundaries and fire station locations of the City of Mountain View. Mountain View is a charter city with a seven-member City Council elected at large, operating under the council-manager form of government. The Fire Chief reports to the City Manager.

The department organization chart is shown in Figure 20.

Figure 20: Mountain View Fire Department Organization Chart



4.4.2 Budget

The department is funded primarily by the City's General Fund. Table 24 displays budgeted expenditures by function, as reported in the FY 2010-11 budget.[3]

Table 24: Expenditures by Function

Function	Expenditure
Administrative and Management	$1,501,441
Operations	$16,445,640
Fire Prevention	$2,333,660
Interfund Expenditures	$318,000
Total Expenditures	**$20,598,741**

Table 25 shows budgeted expenditures by type.

Table 25: Expenditures by Type

Type	Expenditure
Salaries and Benefits	$19,081,591
Operations and Maintenance	$963,692
Subtotal Operations	$20,045,283
Capital	$182,458
Other	$371,000
Total Expenditures	**$20,598,741**

4.4.3 Stations

The Mountain View Fire Department maintains five stations. Stations 1, 2 and 4 are all in good condition. Renovations are scheduled for Station 3. Station 5 is currently a temporary structure; its replacement is scheduled for construction in the fall of 2010.

[3] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to sort expenditures into functions to provide a basis for comparing department expenditures on emergency response activities.

4.4.4 Staffing

The department maintains daily staffing of five ALS engine companies, one Truck company, and one Rescue company. The Truck and Engine companies are staffed with three personnel while the Rescue is staffed with two. When additional paramedics are available, the Truck and Rescue are staffed with a paramedic. Initial deployment to a single alarm structure fire is 15 personnel.

Table 26 shows staffing levels of both sworn and non-sworn personnel for FY 2010-11.

Table 26: Staffing

	Sworn	Non-Sworn	Total
Administration and Management	1.00	3.50	4.50
Operations	70.00	0.00	70.00
Fire Prevention	1.00	11.00	12.00
Other	0.00	2.00	2.00
Total FTEs	**72.00**	**16.50**	**88.50**

4.4.5 Labor Agreements

Labor agreement information is displayed in Table 27.

Table 27: Labor Agreements

Labor Agreements	Term	Expires
IAFF Local 1965	4 years	June 30, 2011

4.4.6 Benefits

Pension and health benefits for sworn personnel are shown in Table 28 below.

Table 28: Benefits

Benefits	
Pension	CalPERS 3% @ 50. Employees pay 50% of the City share above 16.268%, employee maximum of 13% - up to 4% added to the employee share of 9%.
Health	City pays 100% for employee only HMO plan. Employees pay 10% of difference between that and the cost of dependents.

4.4.7 Apparatus

The fleet of seven engines and one truck was purchased in the fall of 2009. New Hazmat and rescue apparatus were delivered in the summer of 2010. Apparatus are on a 15 year replacement cycle; the fleet is scheduled to be replaced in 2025. The City's Fleet Division of Public Works maintains the apparatus and maintenance and replacement are funded through the City's fleet internal service fund. Two reserve engines are maintained and a reserve truck is shared with Palo Alto. Table 29 displays the department's apparatus.

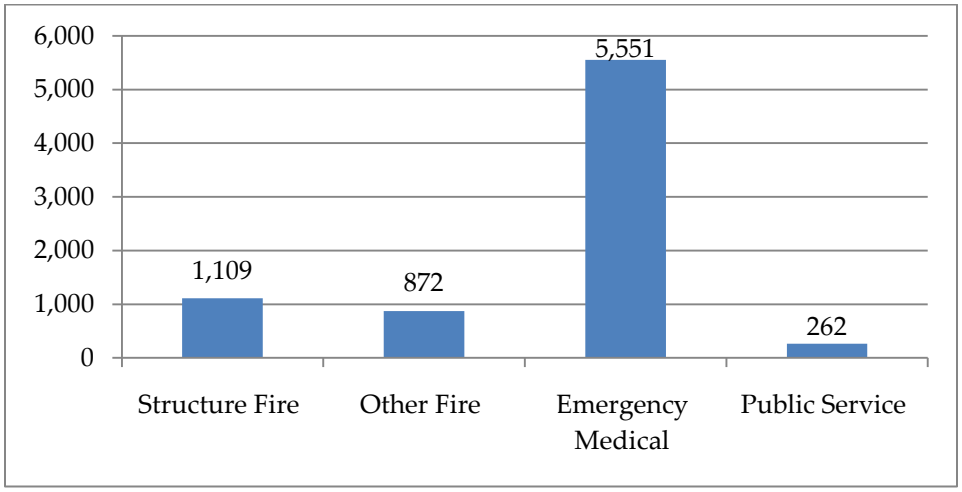
Table 29: Apparatus

Apparatus	Make/Model	Mileage
Engine 2901	Pierce Quantum	6000
Engine 2902	Pierce Quantum	6200
Engine 2903	Pierce Quantum	6800
Engine 2904	Pierce Quantum	6100
Engine 2905	Pierce Quantum	2000
Engine 2906	Pierce Quantum	5000
Engine 2907	Pierce Quantum	4000
Truck 1	Pierce Quantum	4300
Rescue 1	Pierce Quantum	New
Hazmat 5	Pierce Quantum	New

4.4.8 Service Delivery

Dispatch is handled through the Mountain View Police Department. The Fire Department reported 7,794 calls for service in 2009. Of those, 5,551 (72%) calls were for emergency medical service. Figure 21 shows all calls for service in 2009 according to type of call.

Figure 21: Calls for Service in 2009



Mountain View Fire Department has mutual/automatic aid agreements with CCFD, Sunnyvale and Palo Alto. During 2009, 97 aid responses were recorded; 45% were to CCFD while 28% were to Palo Alto. Table 30 lists only mutual and automatic aid given in 2009 because the department does not track mutual/automatic aid received.

Table 30: Mutual and Automatic Aid in 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
CCFD	n/a	n/a	6	38
Palo Alto	n/a	n/a	5	22
SCFD	n/a	n/a	0	2
Sunnyvale	n/a	n/a	6	14
Moffett	n/a	n/a	2	1
CAL FIRE Ranger Unit	n/a	n/a	1	0
Total	**n/a**	**n/a**	**20**	**77**

Table 31 shows response standards and performance in 2009.

Table 31: Response Standards and Performance for 2009

Measure	Standard*	Actual Performance
Emergency calls – non-medical	Arrival of first engine at a structure fire within six minutes of dispatch, 100% of the time	98%
Emergency calls - medical	90% County standard	96.8%

** Response standards for non-medical emergency calls are established by the department. The County EMS agency has established the 90% compliance standard for medical emergency calls; this standard applies to each category, i.e., urban, suburban, etc.*

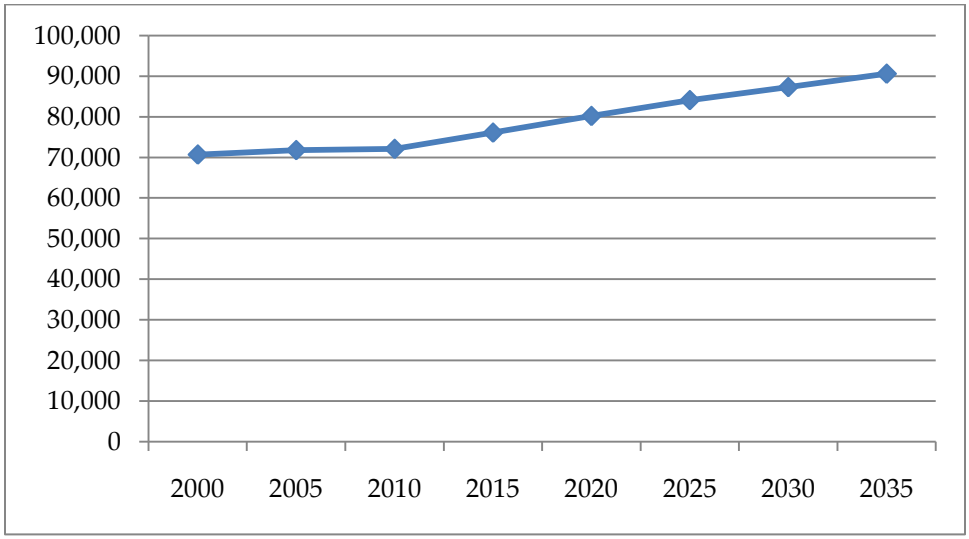
The City has an ISO rating of 2.

The Mountain View Fire Department has a full time fire marshal who manages the Fire and Environmental Protection Division. This division has two sections: Fire Building Safety and Environmental Safety. The division is also responsible for fire investigation, special events inspections, fire watch standby, training of suppression staff, and follow-up inspections of referrals and complaints. The department has a training battalion chief who oversees entry-level recruitment, probationary training and testing, and monthly training events for three shifts.

4.4.9 Trends and Projections

The population in the City of Mountain View is expected to increase by 26% between 2010 and 2035 to approximately 90,600 (an annualized rate of 1%). Figure 22 shows the projected population growth between 2000 and 2035.

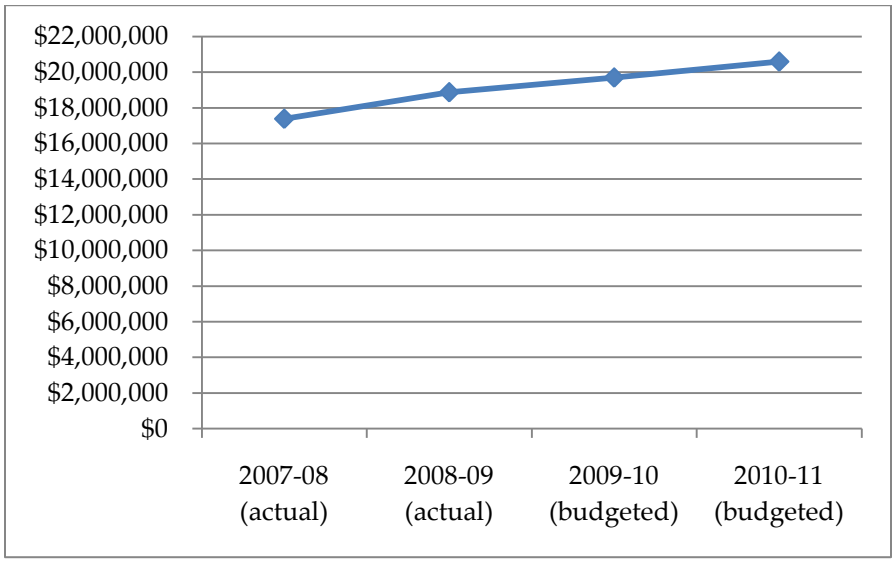
Figure 22: Projected Population City of Mountain View 2000 to 2035



Source: Association of Bay Area Governments

Fire department expenditures have increased steadily since FY 2007-08, as displayed in Figure 23 below. This is driven largely by increased pension contributions.

Figure 23: Expenditures and Budget 2007-08 to 2010-11



Staffing has remained stable during the past four fiscal years, dropping by only 0.50 budgeted FTEs from FY 2009-10 to FY 2010-11, as shown below in Figure 24.

Figure 24: Staffing 2007-08 to 2010-11

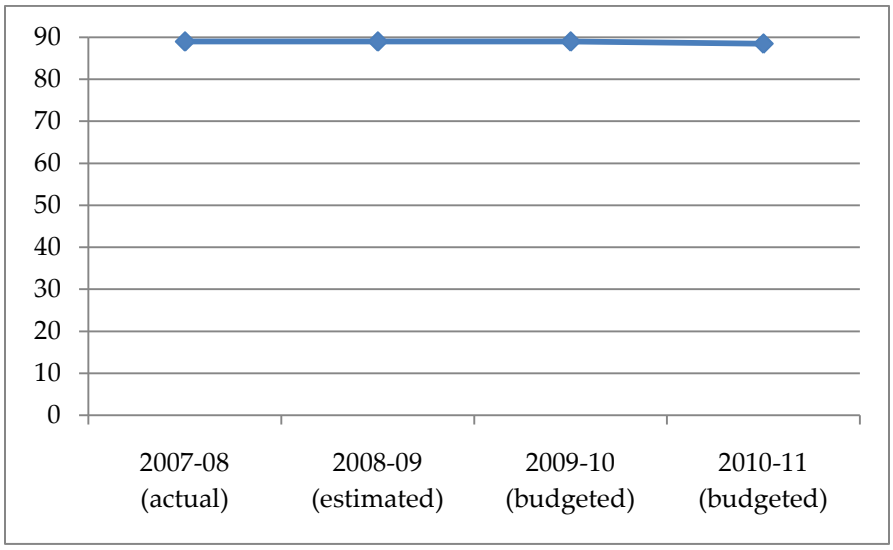
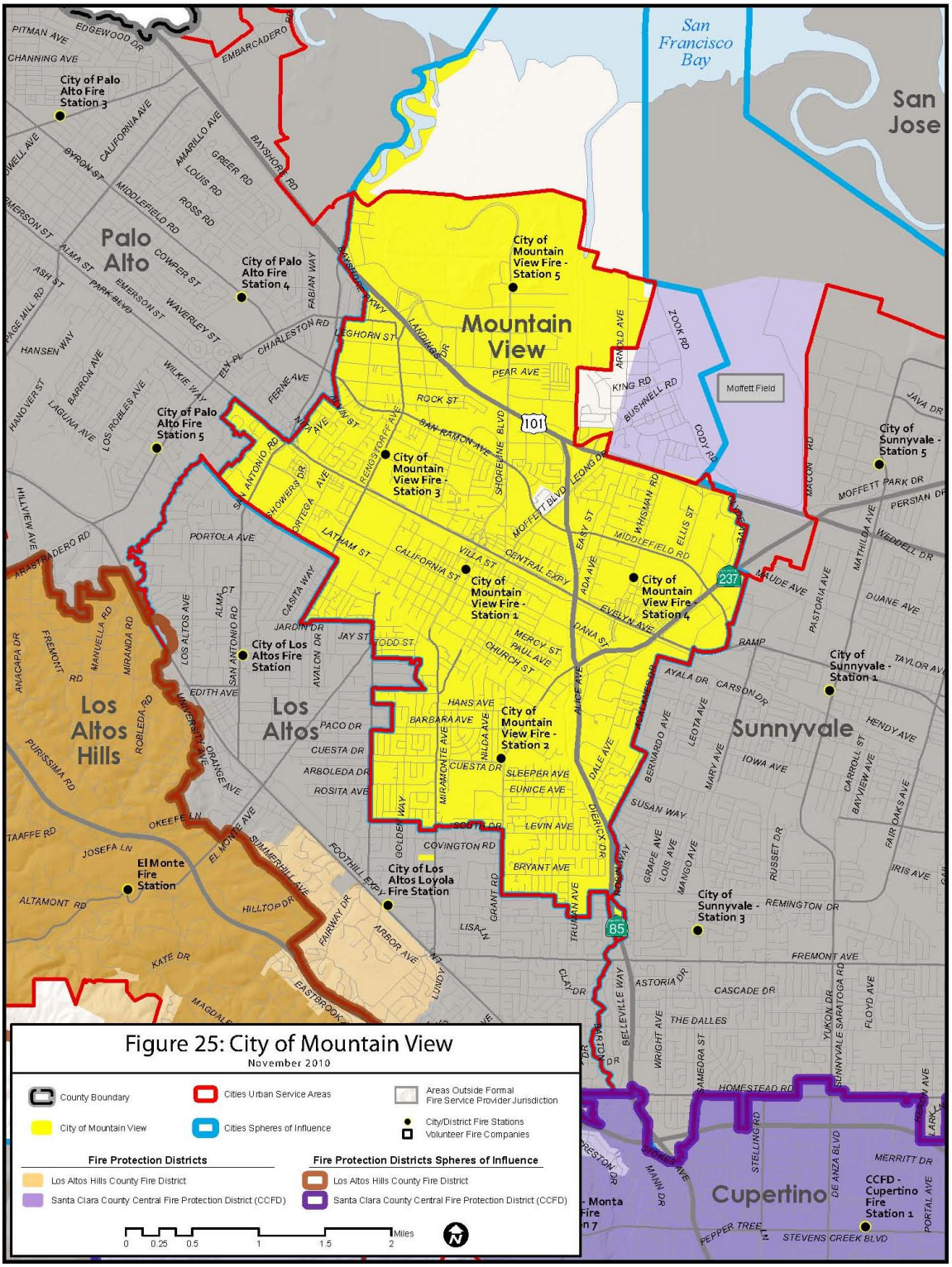


Figure 25: City of Mountain View Fire Department Boundary and Station Map



4.5 City of Palo Alto Fire Department

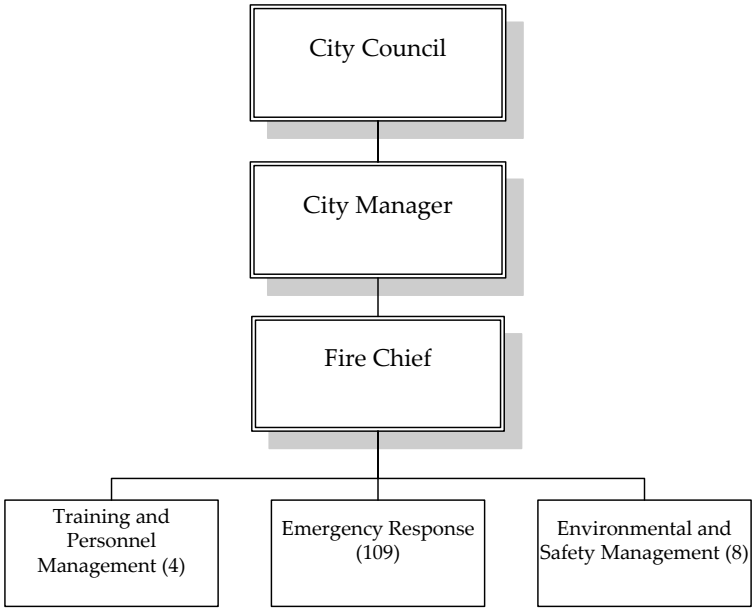
4.5.1 Overview

The Palo Alto Fire Department provides fire protection and emergency medical service to a population of 61,600 within the 23 square miles of the city limits and to approximately 16,180 additional residents living in adjacent unincorporated areas, primarily Stanford University. Figure 31 is a map depicting the boundaries and fire station locations of the City of Palo Alto.

Palo Alto is a charter city with a nine-member City Council, operating with a council-manager form of government. The Fire Chief reports to the City Manager. Pursuant to state law granting an exception to cities providing ambulance transport before counties were given the authority over EMS service, the City provides ambulance response and transport.

The department organization chart is shown in Figure 26.

Figure 26: Fire Department Organization Chart



4.5.2 Budget

Approximately two-thirds of the fire department's budget is funded by the City's General Fund; one-third is derived from contracts for services with Stanford and the Stanford Linier Accelerator and fees, primarily ambulance charges. Tables 32

and 33 display budgeted expenditures by function and type respectively, as reported by the FY 2010-11 budget.[4]

Table 32: Expenditures by Function

Function	Expenditure
Administrative and Management	$1,527,003
Operations	$18,959,463
Fire Prevention	$ 5,389,580
Other	$ 1,131,441
Total Expenditures	**$27,007,486**

Table 33: Expenditures by Type

Type	Expenditure
Salaries and Benefits	$23,294,330
Operations and Maintenance	$3,468,709
Subtotal Operations	$26,763,039
Capital	$244,447
Total Expenditures	**$27,007,486**

4.5.3 Stations

The City maintains eight stations, five of which are in fair condition requiring maintenance; three are in poor condition with two not meeting essential building standards (Stations 3 and 4).

4.5.4 Staffing

As shown in Table 34, the department has 121 FTEs of which 113 are sworn positions. Minimum staffing is three per engine, three per truck, three per rescue and two per ambulance. All engines are staffed with a paramedic. Initial deployment to a single alarm structure fire is 18 personnel.

[4] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to sort expenditures into functions to provide a basis for comparing department expenditures on emergency response activities.

Table 34: Staffing

	Sworn	Non-Sworn	Total
Administrative and Management	4.00	0.00	4.00
Operations	105.00	2.00	107.00
Fire Prevention	3.00	3.00	6.00
Other	1.00	3.00	4.00
Total FTEs	**113.00**	**8.00**	**121.00**

4.5.5 Labor Agreements

Labor agreement information is displayed in Table 35. The Palo Alto labor agreements expired in 2010. The City and unions are currently in negotiations.

Table 35: Labor Agreements

Labor Agreements	Term	Expires
IAFF Local 1319	4 years	June 30, 2010
Palo Alto Fire Chiefs' Association	4 years	June 30, 2010

4.5.6 Benefits

Pension and health benefits for sworn personnel are shown in Table 36 below.

Table 36: Benefits

Benefits	
Pension	CalPERS 3% @ 50
Health	PEMHCA - City pays up to second highest cost plan

4.5.7 Apparatus

The department staffs seven engines (plus one used in summer only), one truck, one rescue, two ALS ambulances and one BLS ambulance. In reserve, the department has three engines, one ambulance, one rescue and a truck that is shared with Mountain View. Engines are replaced at 20 years; trucks at 15 years. All apparatus are consistent with the replacement cycle. The City stopped allocating funds to the vehicle replacement fund five to six years ago; approximately $3.3 million was spent on recent engine replacements. The City's

Public Works Department maintains the apparatus. Table 37 displays the department's apparatus.

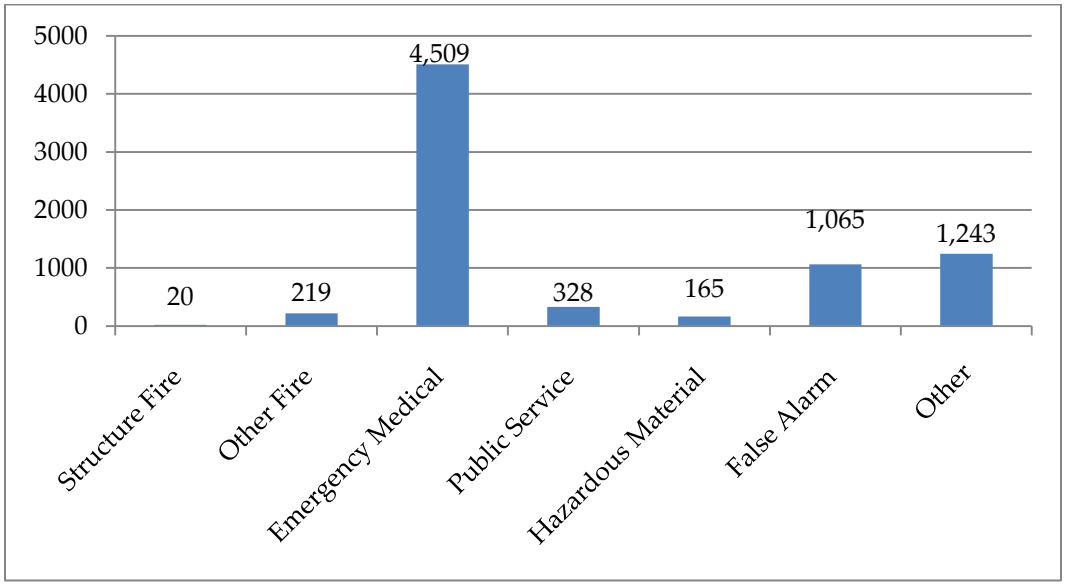
Table 37: Apparatus

Station/Location	Apparatus	Make	Year
1	Engine	Pierce XT	2009
1	Medic Ambulance	Ford	2002
1	BLS Ambulance	Freightliner	1998
1	Reserve Ambulance	Freightliner	1998
2	Engine	Pierce XT	2009
2	Air/Light	KME	2005
2	Heavy Rescue	Pierce Arrow	1992
2	Medic Ambulance	Ford	2002
2	Reserve Patrol	Ford	2001
3	Engine	Pierce XT	2009
3	Reserve Engine	Pierce-Arrow	1991
4	Engine	Pierce XT	2009
4	Reserve Engine	Pierce-Arrow	1991
5	Engine	Pierce XT	2009
5	Reserve Engine	International	1992
6	Engine	Pierce XT	2009
6	Truck	Spartan	1999
6	Reserve Engine	International	1992
6	Reserve Patrol	Ford	2008
7	Engine	Pierce-Arrow	1991
7	Reserve Patrol	Ford	2008
Cubberley	OES	Ford	2000

4.5.8 Service Delivery

Dispatch is provided by the City's Police Department. The department reported 7,549 responses in calendar 2009 of which 4,509 (60%) were EMS calls. All calls for service in 2009 are shown below in Figure 27, according to type of call.

Figure 27: Calls for Service in 2009



The department has mutual and automatic aid agreements with Mountain View, Menlo Park, CCFD, CAL FIRE and the Woodside Fire Protection District in San Mateo County. In 2009, a total of 181 mutual/auto calls were received and a total of 148 calls were provided, as shown below in Table 38.

Table 38: Mutual and Automatic Aid in 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
Mountain View	4	37	4	46
Menlo Park	3	75	0	41
CCFD	3	42	0	47
CAL FIRE	0	2	3	0
Woodside FPD	0	11	0	4
Other	0	4	0	3
Total	**10**	**171**	**7**	**141**

Table 39 below shows response standards and performance in 2009.

Table 39: Response Standards and Performance for 2009

Measure	Standard*	Actual Performance
Emergency call - non medical	8 minutes 90% of calls	8 min. 91%
Emergency call - medical	12 minutes 90% of calls	12 min. 99%

** Response standards for emergency calls are established by the department.*

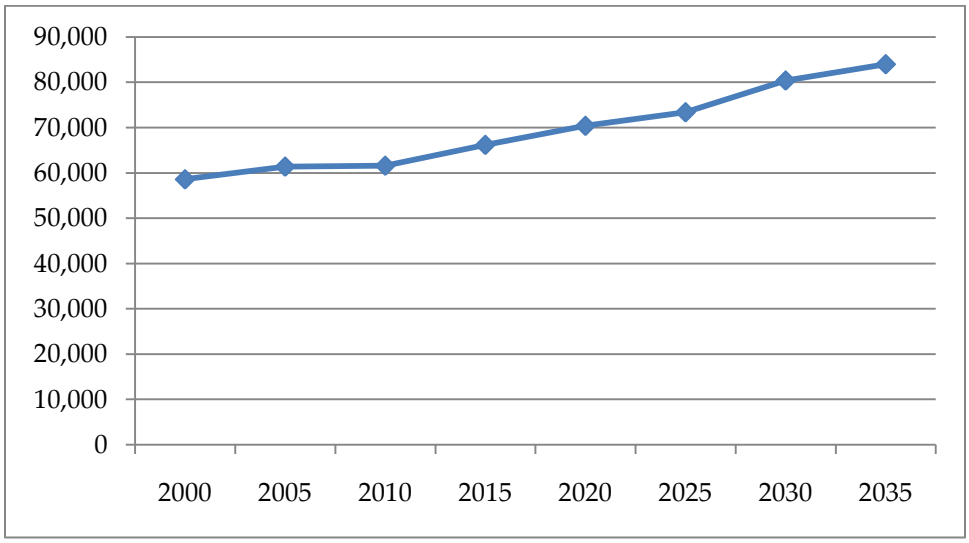
The City has an ISO rating of 2.

The department has a fire marshal and Fire Prevention Bureau that perform construction plan check and inspection, as well as annual business and multi-family inspections. They do not have a public education program. A training captain is supported by suppression captains who serve as training coordinators.

4.5.9 Trends and Projections

Population growth of 36% is projected for the city during the next 25 years, to an estimated 84,800 residents by 2035 (for an annualized rate of 1.4%). Figure 28 shows the projected population growth between 2000 and 2035.

Figure 28: Projected Population City of Palo Alto 2000 to 2035



Source: Association of Bay Area Governments

Fire department expenditures have increased by approximately 13% over the past four fiscal years while staffing has decreased 4% in the same period, as is shown in Figures 29 and 30 below. The increase in expenses is largely attributed to increased employee pension costs.

Figure 29: Expenditures and Budget 2007-08 to 2010-11

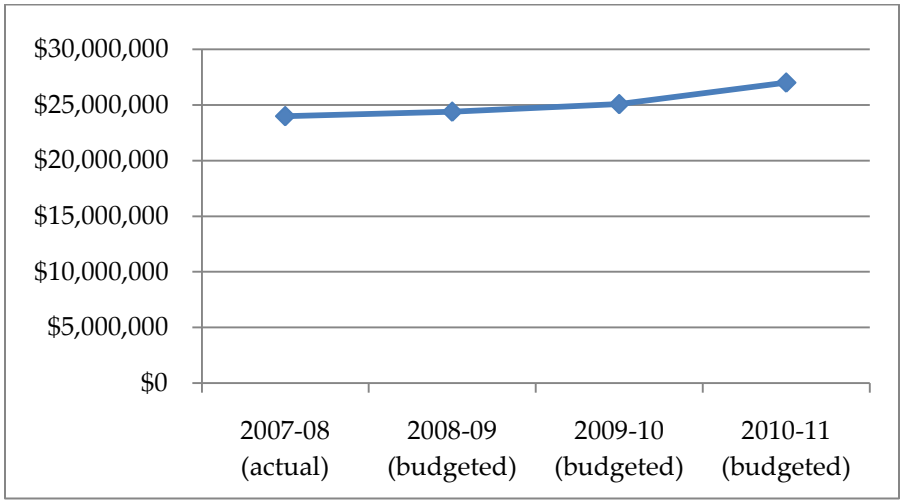


Figure 30: Staffing

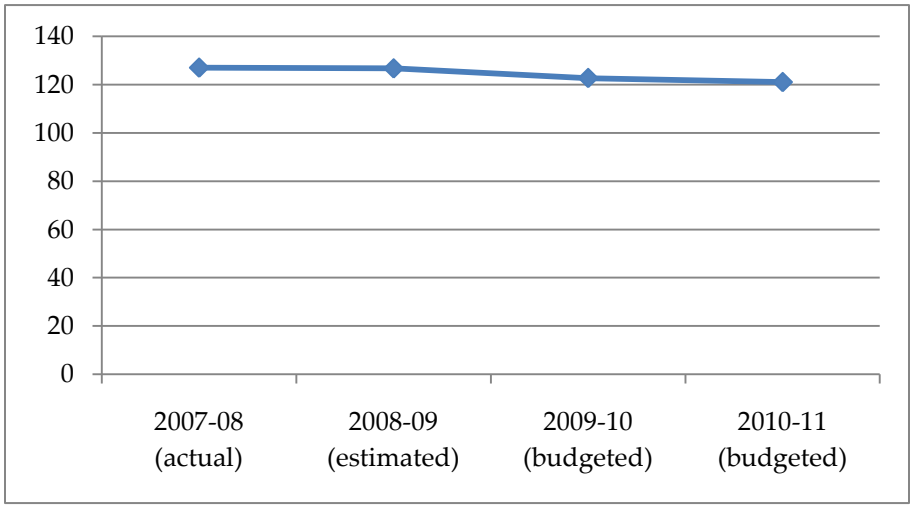
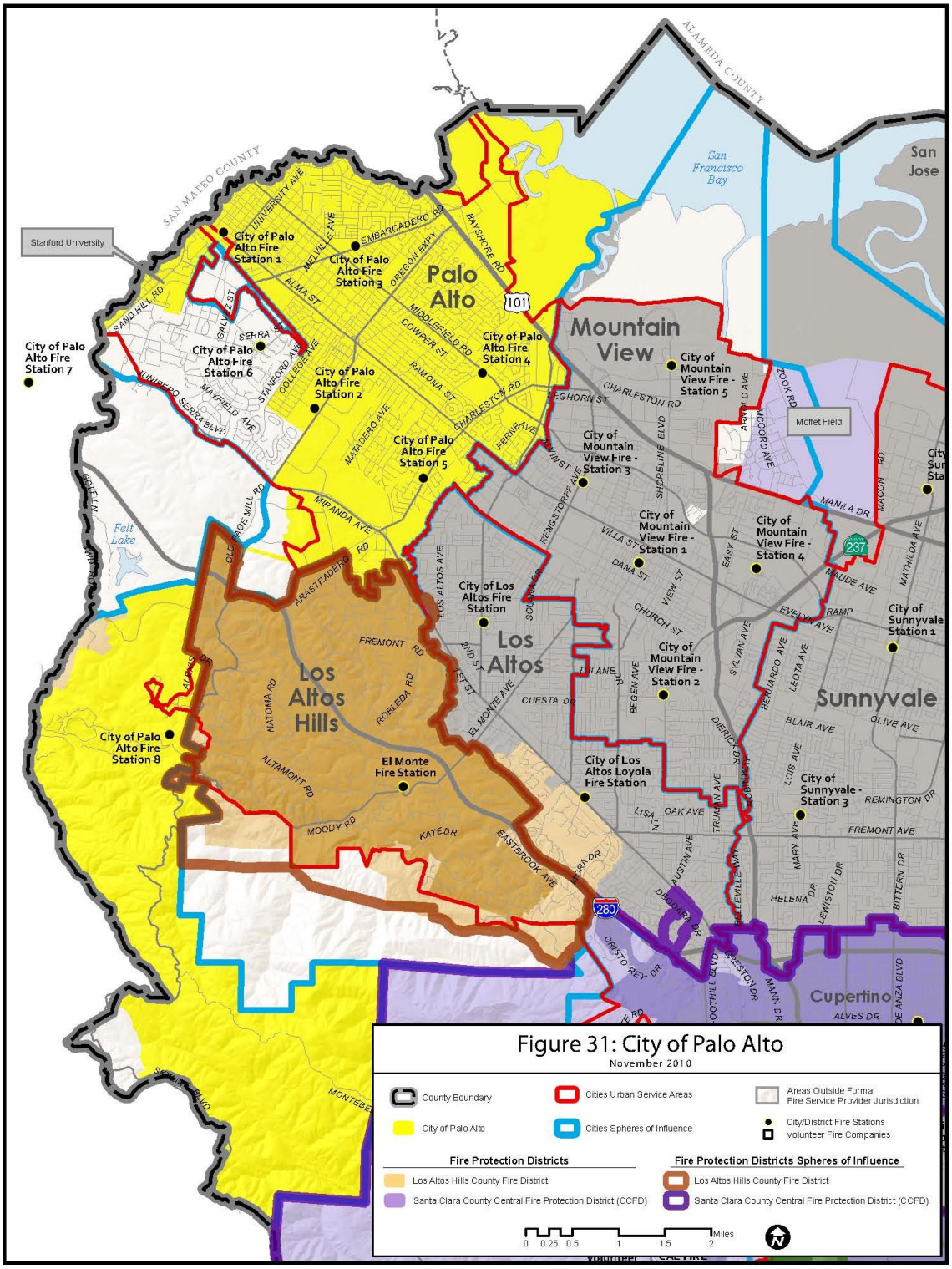


Figure 31: City of Palo Alto Boundary and Station Map



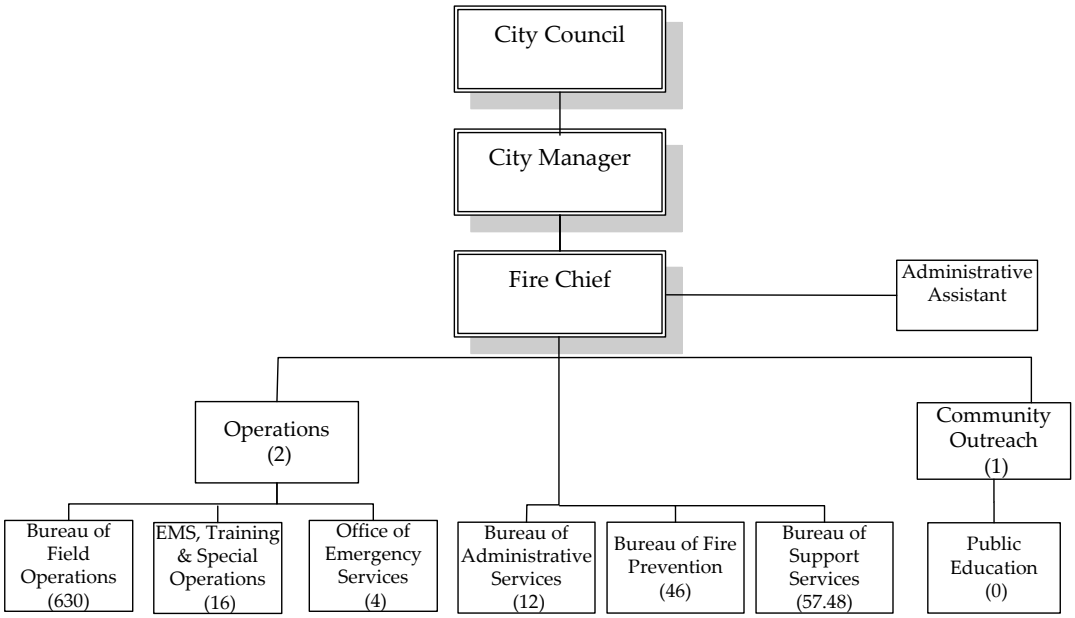
4.6 City of San José Fire Department

4.6.1 Overview

The San José Fire Department provides fire protection and emergency medical service to a 205 square mile area with a population of about 981,000. In addition to the City of San José, the department services unincorporated islands and adjacent areas through a contract with the CCFD; these areas have a population of approximately 56,567. Figure 37 is a map depicting the boundaries and fire station locations of the City of San Jose. San José is a charter city with an 11-member City Council. The city is a council-manager form of government with the Fire Chief reporting to the City Manager.

The department organization chart is shown in Figure 32.

Figure 32: San José Fire Department Organization Chart



4.6.2 Budget

The department is funded primarily from the City's General Fund. Tables 40 and 41 display budgeted expenditures by function and type respectively, as reported in the FY 2010-11 budget.[5]

[5] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to sort expenditures into functions to provide a basis for comparing department expenditures on emergency response activities.

Table 40: Expenditures by Function

Function	Expenditure
Administrative and Management	$14,468,090
Operations	$126,926,383
Fire Prevention	$6,665,904
Other	$5,271,903
Total Expenditures	**$153,332,280**

Table 41: Expenditures by Type

Type	Expenditure
Salaries and Benefits	$146,426,316
Operations and Maintenance	$6,905,964
Subtotal Operations	$153,332,280
Capital	$0
Total Expenditures	**$153,332,280**

4.6.3 Stations

The City has 34 fire stations. Thirteen were identified as in excellent condition; 14 were identified as in fair condition; and seven were identified as in poor condition. Information on each station is provided in Attachment C.

4.6.4 Staffing

According to the FY 2010-11 Adopted Budget, the department has 770.48 FTEs, of which 665 are sworn positions (as shown in Table 42). Engines companies are staffed with four personnel and truck companies with five ; there is at least one medic on each apparatus. At some stations companies are split and assigned to two pieces of apparatus. Initial deployment to a single alarm structure fire is 14 to 24, depending upon conditions described in the 911 call.

Table 42: Staffing

	Sworn	Non-Sworn	Total
Administrative and Management	18.00	27.00	45.00
Operations	630.00	49.48	679.48
Fire Prevention	17.00	29.00	46.00
Other	0.00	0.00	0.00
Total FTEs	**665.00**	**105.48**	**770.48**

4.6.5 Labor Agreements

Labor agreement information is displayed in Table 43. The department's labor agreement with IAFF has expired. There is currently no new agreement in place.

Table 43: Labor Agreements

Labor Agreements	Term	Expires
IAFF Local 230	5 years	June 30, 2009

4.6.6 Benefits

Pension and health benefits for sworn personnel are shown in Table 44 below.

Table 44: Benefits

Benefits	
Pension	SJ Police and Fire Retirement Plan System. 2.5% @ 50 up to 20 years. 3% @ 50 after 20 years, maximum of 90%
Health	City pays 90% of lowest cost plan

4.6.7 Apparatus

The department staffs 30 engines, 9trucks, 5 medic units, 4 light units, 2 brush patrols, 1 Urban Search and Rescue unit and 1 HazMat unit on a daily basis. This staffing is augmented by additional brush patrols in the fire season. Engines are evaluated for replacement at 17 years; trucks at 20 years. Apparatus are replaced with funds from a 2002 bond issue. All front line apparatus currently in use are consistent with the replacement cycle. Apparatus maintenance is performed by the City's Fleet Management Division of the General Services Department. Table 45 displays the department's apparatus. Attachment C provides more detail about apparatus.

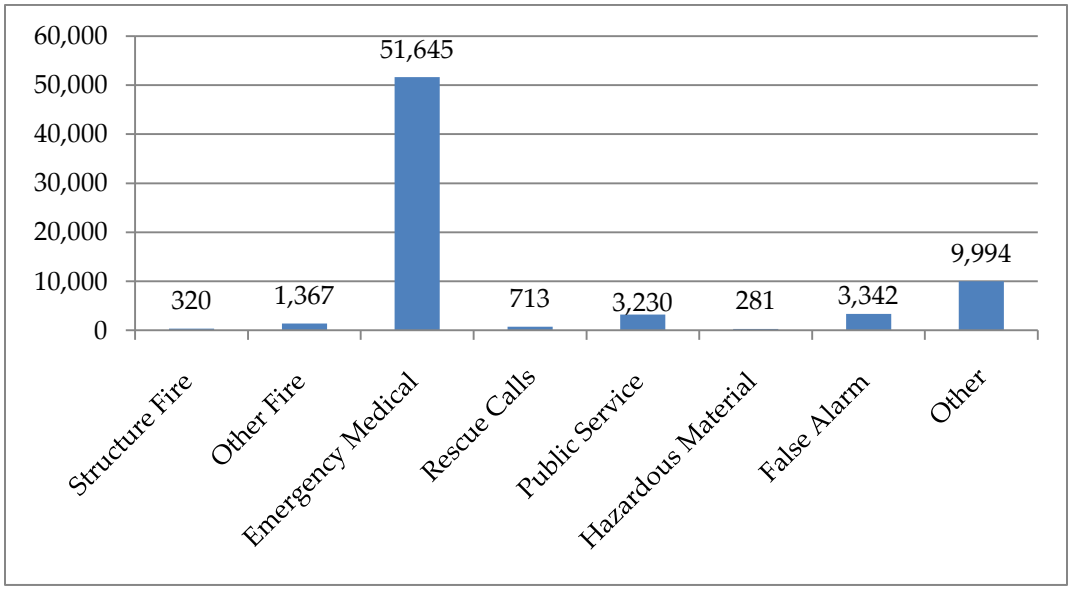
Table 45: Apparatus

Apparatus	Quantity
Engine	30
Truck	9
Hazardous Incident Team (HIT)	1
Rescue (USAR)	1
Medic Units	5
Light Units	4
Brush Patrols	2

4.6.8 Service Delivery

Dispatch is provided by the department's communications unit in the City's Communication Center. The Fire Department responded to 70,892 calls in calendar year 2009; about 73% were EMS calls. Figure 33 shows calls for service by type.

Figure 33: Calls for Service in 2009



The department has a mutual/auto aid agreement with the CCFD. Mutual and automatic aid reported for 2009 is shown below in Table 46.

Table 46: Mutual and Automatic Aid in 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
CCFD	1	1	7	44
SCFD	0	0	6	1
City of Santa Clara	1	0	2	0
City of Milpitas	0	0	1	0
Total	**2**	**1**	**16**	**45**

Reported aid activity is significantly less than actual activity. The San Jose Fire Department acknowledges record keeping problems on auto/mutual aid calls in 2009.

Response standards and performance for 2009 are shown in Table 47, below.

Table 47: Response Standards and Performance for 2009

Measure	Standard*	Actual Performance
Emergency calls – non-medical	8 min for 80% of calls	8 min for 82% calls
Emergency calls - medical	90%	95%

** Response standards for non-medical emergency calls are established by the department. The County EMS agency has established the 90% compliance standard for medical emergency calls; this standard applies to each category, i.e., urban, suburban, etc.*

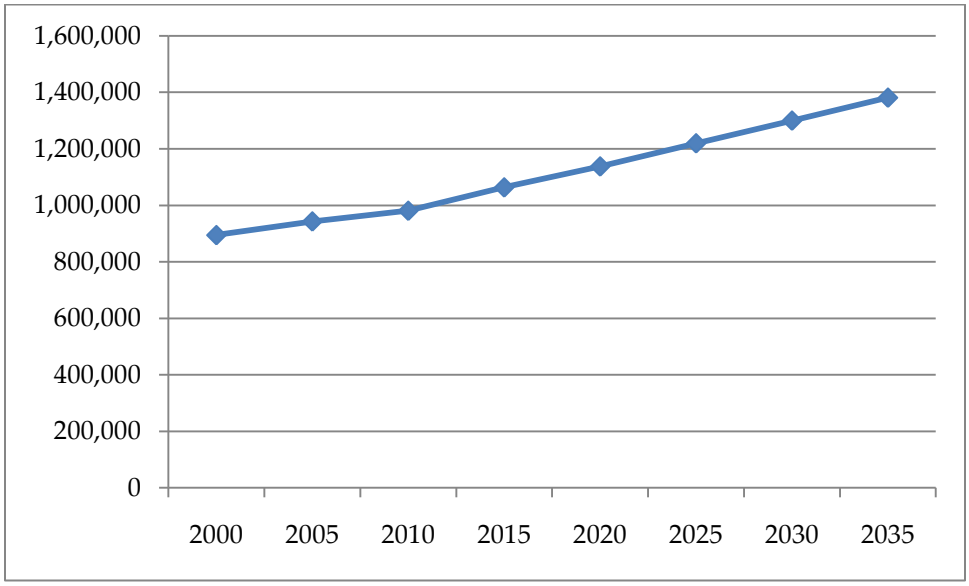
The ISO rating in the city varies from 3 to 9 depending upon proximity to suppression resources. The standards of cover approach is used to determine the resources that are necessary to meet service standards.

The department has a fire marshal and Fire Prevention Bureau that is based on a cost recovery budget. The department has an accredited and state-approved training facility. State fire marshal training is available and open to other agencies.

4.6.9 Trends and Projections

San José's population is projected to grow 41% during the next 25 years to approximately 1,381,000 (an annualized rate of 1.6%). Figure 34 shows the expected population growth between 2000 and 2035.

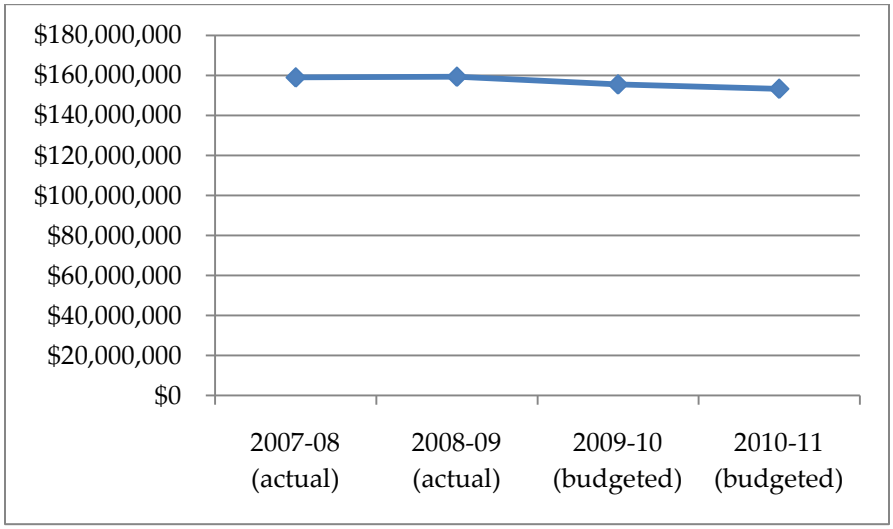
Figure 34: Projected Population City of San José 2000 to 2035



Source: Association of Bay Area Governments

Fire department expenditures have decreased by approximately 4% from FY 2007-08 to FY 2010-11, as shown in Figure 35.

Figure 35: Expenditures and Budget 2007-08 to 2010-11



Over the past four years, staffing has decreased by 12%, from 875.48 to 770.48, as shown in Figure 36.

Figure 36: Staffing 2007-08 to 2010-11

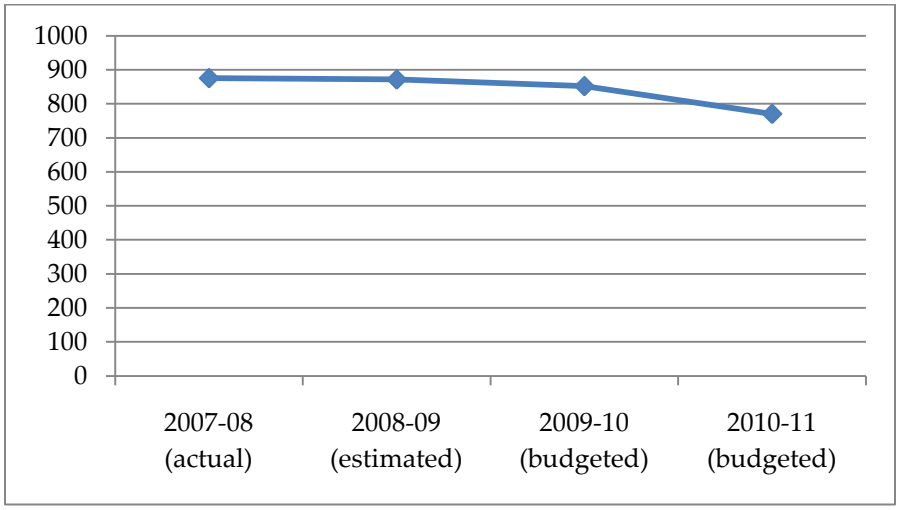
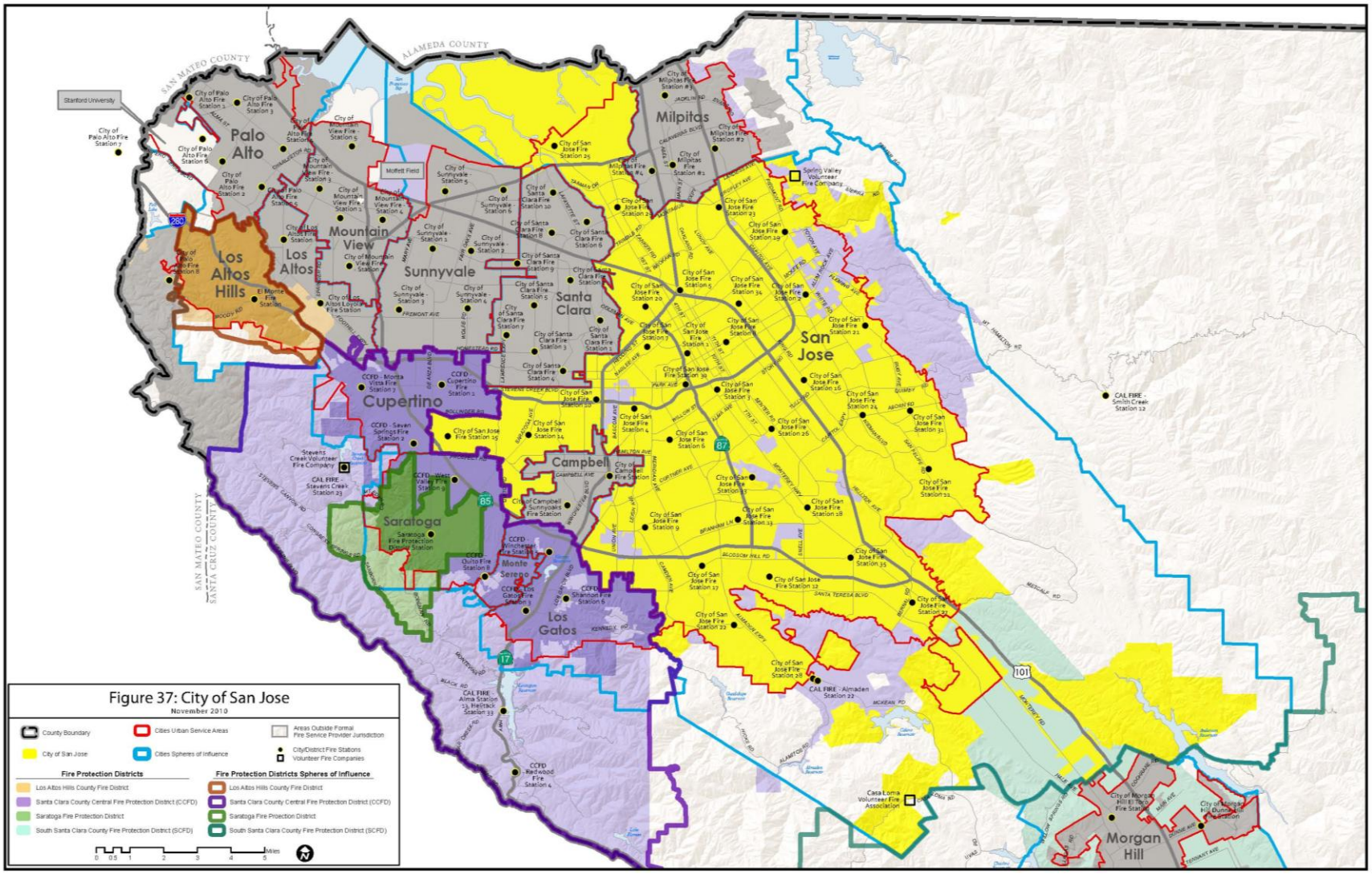


Figure 37: City of San José Boundary and Station Map



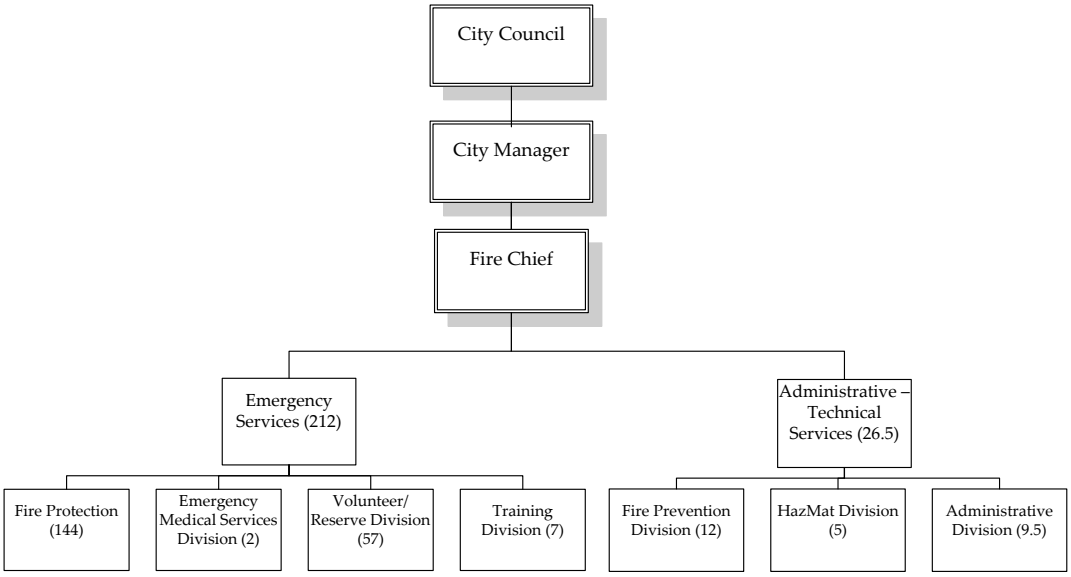
4.7 City of Santa Clara Fire Department

4.7.1 Overview

The Santa Clara City Fire Department provides fire protection and emergency medical services to a population of 114,700 within the 19.3 square miles of the city limits of Santa Clara. Figure 43 is a map depicting the boundaries and fire station locations of the City of Santa Clara. Santa Clara is a charter city operating under the council-manager form of local government. The governing body is a seven member City Council comprised of six council members elected at-large for four-year terms and an at-large mayor serving a four-year term. The Fire Chief is the director of the department and reports to the City Manager.

The City of Santa Clara Fire Department's organization chart is shown in Figure 38 below.

Figure 38: City of Santa Clara Fire Department Organization Chart



4.7.2 Budget

The Fire Department is funded primarily from the City's General Fund. Tables 48 and 49 display budgeted expenditures by function and type respectively, as reported in the FY 2010-11 budget.[6]

[6] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to sort expenditures into functions to provide a basis for comparing department expenditures on emergency response activities.

Table 48: Expenditures by Function

Function	Expenditure
Administrative and Management	$1,756,790
Operations	$26,791,827
Fire Prevention	$1,941,580
Other	$3,232,527
Total Expenditures	**$33,722,724**

Table 49: Expenditures by Type

Type	Expenditure
Salaries and Benefits	$23,739,873
Operations and Maintenance	$9,982,851
Capital	$0
Total Expenditures	**$33,722,724**

4.7.3 Stations

Service is provided from ten stations. All stations were replaced or remodeled within the past ten years and are in good condition. There are no plans to close any stations or reduce daily staffing.

4.7.4 Staffing

Staffing consists of eight three-person engine companies, one three-person truck company, one four person truck company, a rescue unit and a Hazmat unit. The department also staffs three ambulances provided by AMR with two-person crews. The ambulances are used to transport patients when authorized by the County EMS protocols. Initial deployment to a single alarm structure fire is 21.

Table 50 below shows the number of sworn and non-sworn personnel, as reported in the FY 2010-11 budget.

Table 50: Staffing

	Sworn	Non-Sworn	Total
Administrative and Management	14.00	9.50	23.50
Operations	148.00	0.00	148.00
Fire Prevention	6.00	2.00	8.00
Other	0.00	0.00	0.00
Total FTEs	**168.00**	**11.50**	**179.50**

4.7.5 Labor Agreements

Labor agreement information is displayed in Table 51.

Table 51: Labor Agreements

Labor Agreements	Term	Expires
IAFF Local 1165	2 years	November 14, 2010

4.7.6 Benefits

Pension and health benefits for sworn personnel are shown in Table 52 below.

Table 52: Benefits

Benefits	
Pension	CalPERS 3% @ 50. Employees pay 9%
Health	Department pays 100% of Kaiser plan

4.7.7 Apparatus

Table 53 displays the department's apparatus. The target service period for all apparatus is 20 years, including 15 years on the line and five years in reserve. All line apparatus are within the replacement policy. Apparatus maintenance is provided by the City's Public Works Department. Apparatus purchase is funded through an internal service fund with an annual schedule of contributions.

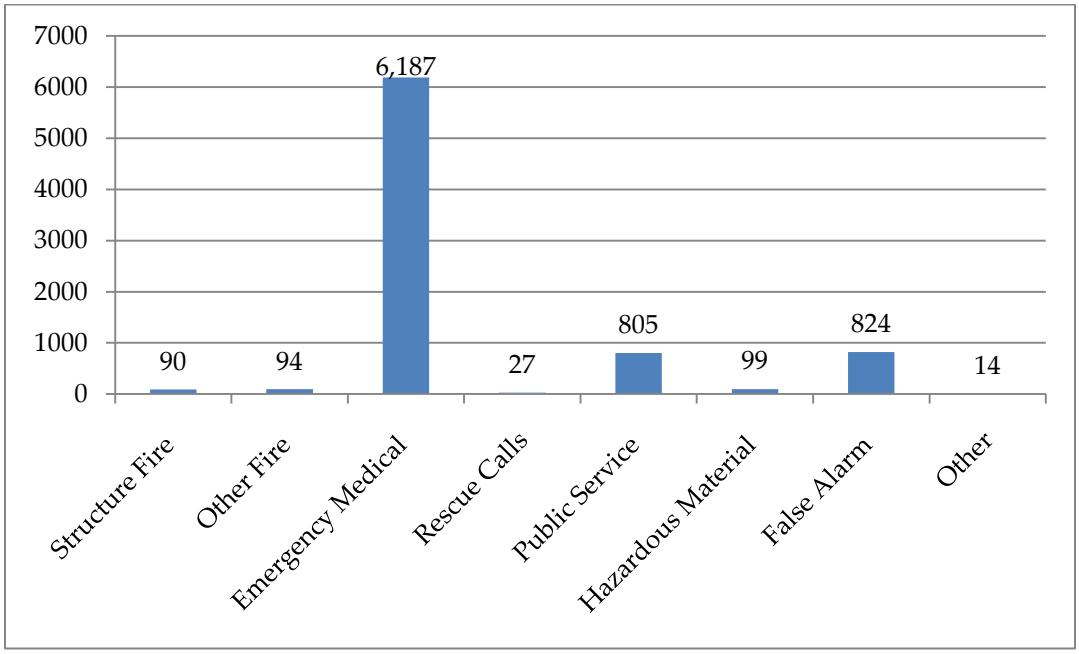
Table 53: Apparatus

Station	Apparatus	Assigned Number	Year
1	Engine	E-1	1999
1	Medic Ambulance	M-1	1995
2	Truck Aerial/Quint	T-2	2009
2	Rescue	Air	2005
2	Utility Tow Vehicle		2003
2	Truck Aerial/Quint	RT-1	1993
3	Engine	E-3	1999
3	Engine	RE-2	1985
4	Engine	E-4	1996
5	Engine	E-5	1999
5	Medic Ambulance	M-5	2002
6	Engine	E-6	1996
6	Medic Ambulance	M-6	1995
7	Engine	E-7	1996
7	Engine	RE-1	1990
8	Truck Aerial/Quint	T-8	2009
8	Truck Aerial/Quint	RT-2	1988
9	Engine	E-9	1999
9	Hazmat	Air	1997
9	Medic Ambulance	RM-1	1995
9	Rescue	Air	1991
9	Utility Tow Vehicle		1992
10	Engine	E-10	1996
10	Engine	RE3	1985
10	Engine	RE3	1985

4.7.8 Service Delivery

Dispatch is provided by the Santa Clara City Police Department, with information from medical/EMD calls transferred to the Santa Clara County Communications Center to initiate an ambulance response. In 2009, 8,140 calls for service were reported; 76% of them were for emergency medical services. All calls for service are displayed in Figure 39 according to type of call.

Figure 39: Calls for Service in 2009



The department is a party to the Santa Clara County Master Mutual Aid agreement. Automatic aid agreements are in effect with the San José City Fire Department and CCFD. Table 54 lists the mutual and automatic aid that was given and received in 2009.

Table 54: Mutual and Automatic Aid in 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
Milpitas	0	0	1	0
San José	0	0	3	6
Sunnyvale	1	0	1	0
Total	**2**	**0**	**6**	**6**

Table 55 shows response standards and performance in 2009.

Table 55: Response Standards and Performance for 2009

Measure	Standard*	Actual Performance
Emergency calls – non-medical	3 minute average response time	4 minutes, 32 seconds average response time
Emergency calls - medical	90%	95.89%

**Response standards for non-medical emergency calls are established by the department. The County EMS agency has established the 90% compliance standard for medical emergency calls; this standard applies to each category, i.e., urban, suburban, etc.*

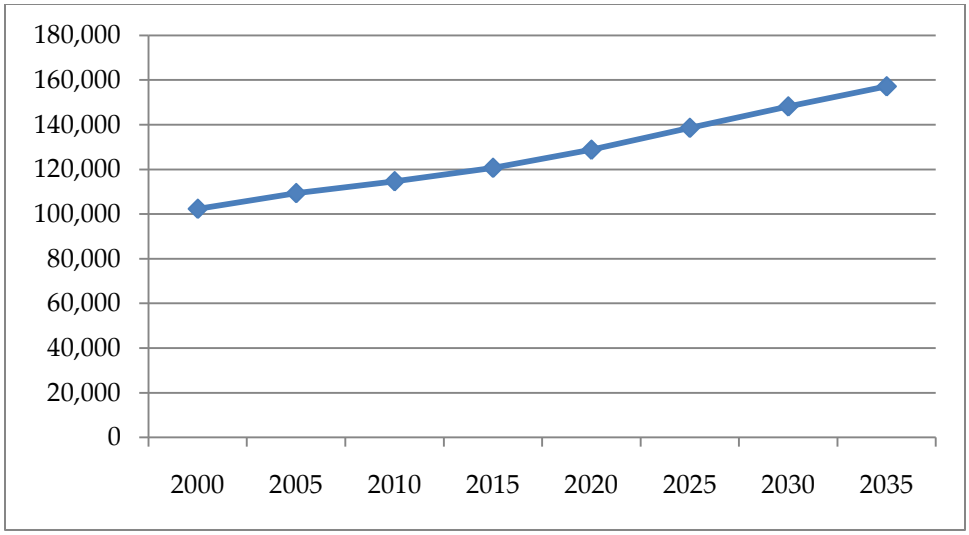
The City has an ISO rating of 2.

The department maintains a Fire Prevention Bureau managed by a battalion chief/fire marshal. Staffing consists of five deputy fire marshals at the captain rank and two technicians. The bureau conducts plan check and inspection services for new construction and annual maintenance inspections. Every business is inspected annually and fire companies conduct certain inspections. The department maintains a training facility that is staffed with one battalion chief and three assistant training officers at the captain level. Three additional personnel are on a 40-hour schedule.

4.7.9 Trends and Projections

The City's population is projected to increase by 37% over the next 25 years to approximately 157,200; an annualized rate of 1.5%. Figure 40 shows the projected population growth between 2000 and 2035.

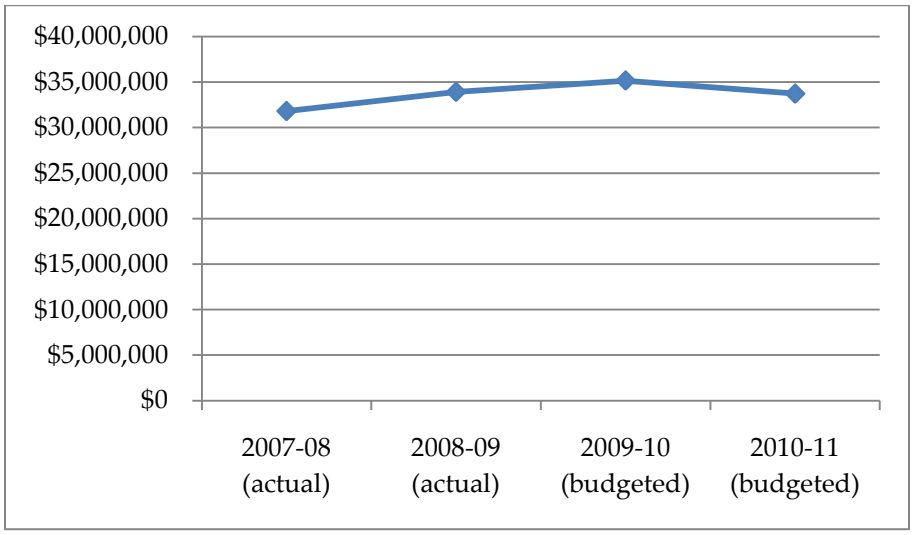
Figure 40: Projected Population City of Santa Clara 2000 to 2035



Source: Association of Bay Area Governments

Fire department expenditures peaked in FY 2008-09, and have decreased by approximately 4% to FY 2010-11. Figure 41 shows department expenditures during the past four fiscal years.

Figure 41: Expenditures and Budget 2007-08 to 2010-11



As Figure 42 shows, staffing has remained constant at 179.50 FTE.

Figure 42: Staffing

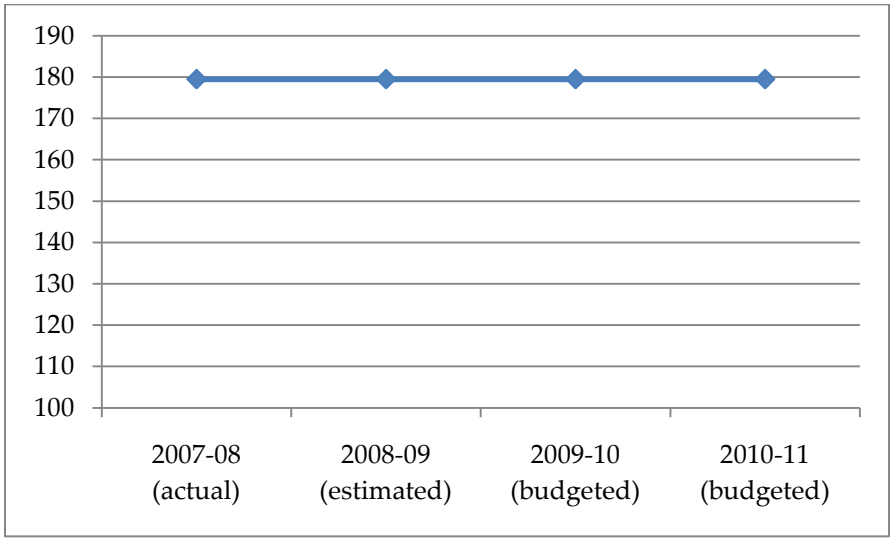
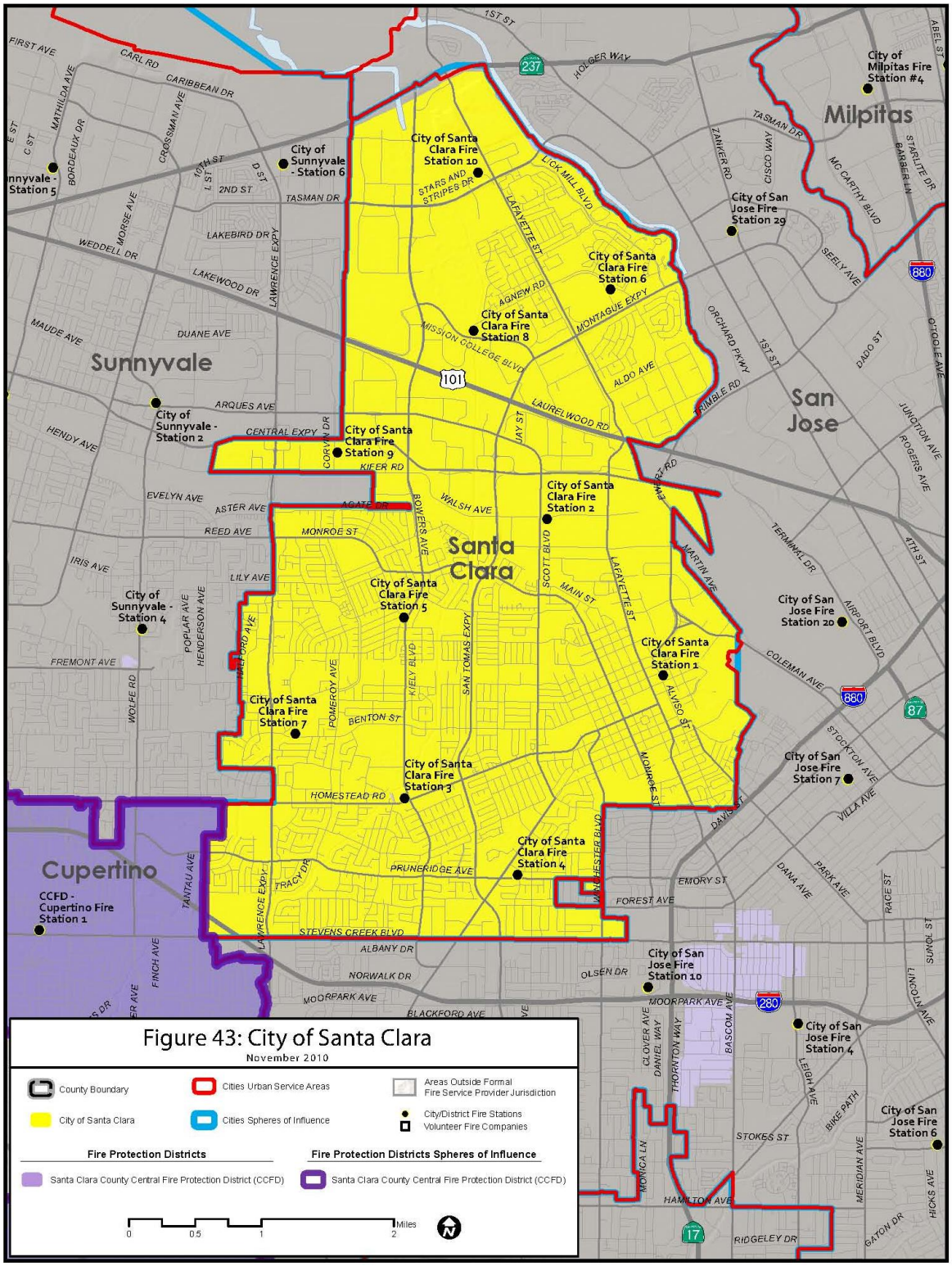


Figure 43: City of Santa Clara Boundary and Station Map



4.8 Santa Clara County Central Fire Protection District

4.8.1 Overview

The Santa Clara County Central Fire Protection District (CCFD) is a dependent Fire Protection District governed by the Santa Clara County Board of Supervisors. The district provides fire protection and emergency service to a district population of approximately 164,489 within 137 square miles. The district includes much of the unincorporated areas in the central and northern parts of the County, and the cities of Cupertino, Los Gatos, Monte Sereno and part of Saratoga. The district population includes approximately 56,567 residents that reside in unincorporated pockets surrounded by the City of San Jose. These areas are served by the San Jose Fire Department by contract with CCFD. Service is provided outside of the district boundaries by contract to an additional population of approximately 132,867 living within the cities of Campbell, Los Altos and Morgan Hill and the Los Altos Hills County Fire District and Saratoga Fire Protection District. Figure 49 is a map depicting the boundaries and fire station locations of the Santa Clara County Central Fire Protection District.

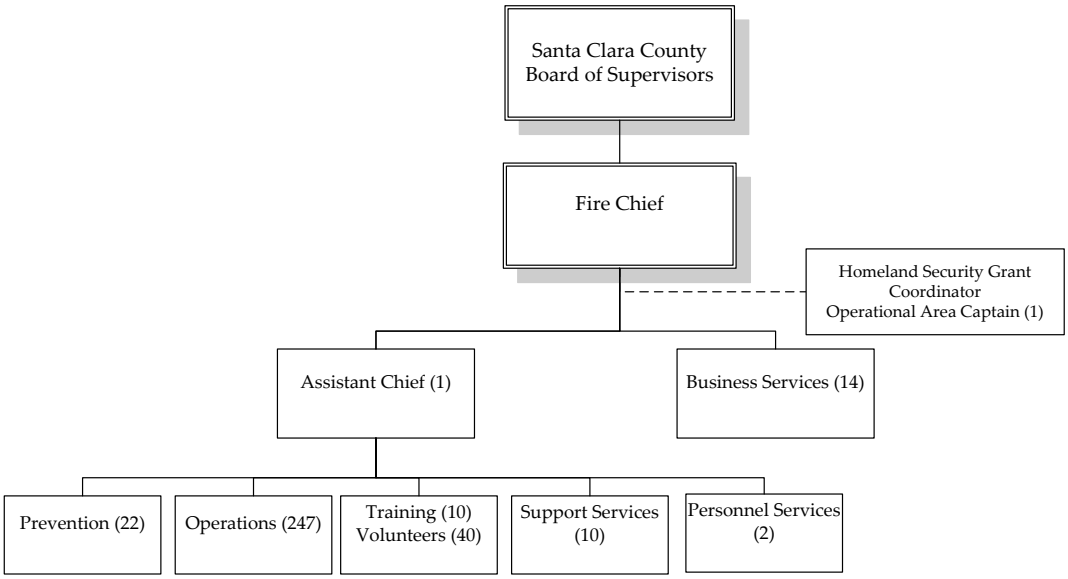
The Fire Chief reports to the Board of Supervisors sitting as the Fire District Board of Directors. LAFCO completed the annexation of 22,000 acres in September 2010 to the CCFD so that a new automatic aid agreement can be negotiated with the Santa Cruz County Fire Department.

The CCFD is nationally accredited by the Center for Public Safety Excellence (CPSE). Accreditation requires a department to go through an extensive self-assessment process to ensure its policies and practices are consistent with the standards established by CPSE. There are only five CPSE accredited departments in California.

The data for the CCFD includes all cities and districts served by contract.

The department organization chart is shown in Figure 44.

Figure 44: Santa Clara County Central Fire Protection District Organization Chart



4.8.2 Budget

District funding is provided primarily through property taxes and contracts for fire protection services. Tables 56 and 57 display FY 2010-11 budgeted expenditures by function and type, respectively; Table 57 displays budgeted revenues. [7]

Table 56: Expenditures by Function

Function	Expenditures
Administrative and Management	$3,874,046
Operations	$53,893,487
Fire Prevention	$4,035,677
Other	$19,982,307
Total Expenditures	$81,785,507

[7] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to sort expenditures into functions to provide a basis for comparing department expenditures on emergency response activities.

Table 57: Expenditures by Type

Type	Expenditures
Salaries and Benefits	$67,310,690
Operations and Maintenance	$13,401,567
Subtotal Operations	$80,712,257
Capital	$1,073,250
Total Expenditures	$81,785,507

Table 58: Revenues

Department Revenues (2010-11)	
Special Parcel Tax/Assessments, etc.	$49,144,000
Fire Prevention	$379,000
Fees, EMS	$900,000
Fees, Other	-
Contracts	$28,058,940
Other	$1,646,500
Total Department Revenues	$80,128,440

The District's audit as of June 30, 2010 reported a $14,522,964 fund balance, a decrease of $2,928,964 from FY 2009-10. Of the total fund balance, $3,475,204 was designated for future expenditures and retiree medical expenditures The remaining fund balance of $11,047,760 was undesignated and is 13.8% of its annual general fund expenditures.

4.8.3 Stations

The department has 17 fire stations: eight in excellent condition, eight in good condition with some renovations needed, and one in fair condition.

4.8.4 Staffing

As Table 59 shows, the department has 308 FTEs of which 279 are sworn positions. Company staffing is three per engine, four per truck, with some apparatus staffed using a select call/peak load methodology. The department provides ALS with a minimum of one ALS firefighter on each apparatus. Initial deployment to a single alarm structure fire is 15 personnel.

Table 59: Staffing

	Sworn	Non-Sworn	Total
Administrative and Management	10.00	6.00	16.00
Operations	247.00	0.00	247.00
Fire Prevention	18.00	3.00	21.00
Other	4.00	20.00	24.00
Total FTEs	**279.00**	**29.00**	**308.00**

4.8.5 Labor Agreements

Labor agreement information is displayed in Table 60.

Table 60: Labor Agreements

Labor Agreements	Term	Expires
IAFF Local 1165	2 years	November 14, 2010

4.8.6 Benefits

Table 61 shows pension and health benefits for sworn personnel.

Table 61: Benefits

Benefits	
Pension	CalPERS 3% @ 50. Employees pay 9%
Health	Department pays 100% of Kaiser plan

4.8.7 Apparatus

The department has 16 engines, two trucks, two rescues, and one Hazmat apparatus. Six engines and three trucks are in reserve. Engines are replaced at 12 years or 100,000 miles and trucks are replaced at 10 years or 75,000 miles. Replacements are funded from annual budgets. All first- line apparatus are in excellent condition and reserves are in good condition. The department operates its own apparatus maintenance facility. Table 62 displays the department's apparatus.[8]

[8] Apparatus with three digits are Reserve apparatus.

Table 62: Apparatus

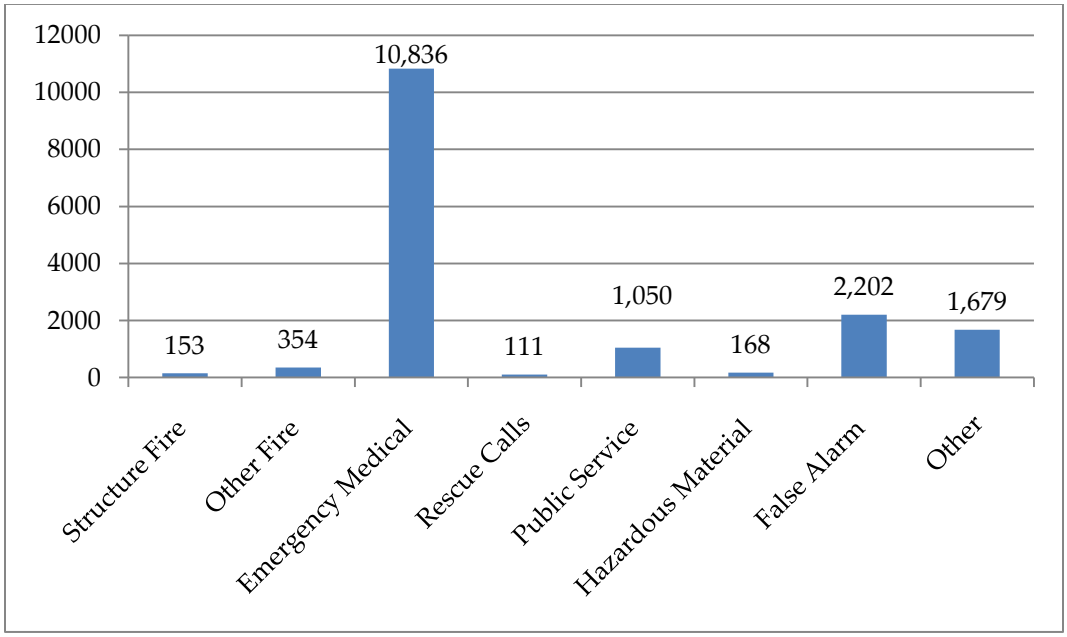
Apparatus	Make/Model	Year
Engine 1	KME 1250 GPM	2007
Engine 2	KME 1250 GPM	2000
Engine 3	KME 1250 GPM	2003
Rescue 3	KME 1250 GPM	2007
Engine 4	Westates/HME 1250 GPM	2001
Engine 6	KME 1250 GPM	2008
Engine 7	KME 1250 GPM	2002
Engine 8	KME 1250 GPM	2003
Engine 108	KME 1250 GPM	2000
Engine 9	KME 1250 GPM	2002
Engine 10	KME 1250 GPM	2010
Engine 110	KME 1250 GPM	2000
Engine 11	KME 1250 GPM	2002
Engine 12	KME 1250 GPM	2009
Engine 112	Pierce 1500 GPM	1991
Engine 13	KME 1250 GPM	2007
Rescue 14	KME 1250 GPM	2007
Engine 15	KME 1250 GPM	2005
Engine 115	KME 1250 GPM	2000
Engine 16	KME 1250 GPM	2010
Engine 116	Hi-Tech/Spartan 1500 GPM	1992
Engine 17	KME 1250 GPM	2009
Rescue 17	Ferrara 1500 GPM	2003
Engine 117	Hi-Tech/Spartan 1500 GPM	1992
E301	International/Placer 500 GPM 4x4	2009
E305	International/Placer 500 GPM 4x4	2009
E313	International/Placer 500 GPM 4x4	2009
E314	International/Placer 500 GPM 4x4	2009
E317	International/Placer 500 GPM 4x4	2009
E307	International/KME 500 GPM 4x4	1997
E311	International/Westmark 500 GPM 4x4	1991
E306	International/Westmark 500 GPM 4x4	1991
E408	Ford F-550/Ferrera 500 GPM 4x4	2003

Apparatus	Make/Model	Year
E412	Ford F-550/KME 125 GPM 4x4	2002
Engine 30	Hi-Tech Spartan 1500 GPM 4x4	1990
HazMat	2 KME	2004
HazMat	102 Ford/Paoletti	1988
Breathing Support	Spartan/KME	2005
OES 289	Westates/HME 1000 GPM	2002
Truck 1	Smeal/Ferrara 1500 GPM	2003
Truck 5	KME 1500 GPM	2002
Truck 12	Smeal/Pierce 1500 GPM	1992
Truck 14	Smeal/HME 1500 GPM	1996
Truck 111	Hi-Tech/LTI/Spartan 1500 GPM	1993
Training	Hi-Tech Spartan 1500 GPM	1992

4.8.8 Service Delivery

Dispatch is provided by contract with the Santa Clara County Communications Department. The Fire Department reported 16,533 responses in 2009, of which 10,835 (66%) were EMS calls. All calls for service that were received in 2009 are shown below in Figure 45, according to type of call.

Figure 45: Calls for Service in 2009



The CCFD maintains mutual and automatic aid agreements with Gilroy, Milpitas, Moffett, Mountain View, Palo Alto, San José, Santa Clara, Sunnyvale, Saratoga Fire District, SCFD and the Santa Cruz County Fire Department. In 2009 a total of 1,239 mutual/automatic aid responses were received while 1,316 responses were provided. Table 63 lists all mutual and automatic aid that was given and received in 2009.

Table 63: Mutual and Automatic Aid in 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
San José FD	7	608	23	845
SCFD	3	407	42	284
SFD	0	0	0	0
Santa Cruz County FD	22	102	11	19
Palo Alto FD	4	34	9	26
Mountain View FD	0	45	10	33
Sunnyvale FD	0	7	4	2
Gilroy FD	0	0	4	0
City of Santa Clara FD	0	0	2	0
Milpitas FD	0	0	1	0
Moffett FD	0	0	1	0
Total	**36**	**1,203**	**107**	**1,209**

The department has standards of coverage for deployment to various types of incidents and by metro, suburban, and rural areas. Table 64 lists response standards and performance in 2009.

Table 64: Response Standards and Performance for 2009

Measure	Standard*	Actual Performance
Single Unit Fire – Metro/Urban	The first unit shall arrive on-scene with a travel time of less than 8 minutes, no less than 85% of the time.	87.9%
Single Unit Fire – Suburban	The first unit shall arrive on-scene with a travel time of less than 11 minutes, no less than 85% of the	92.3%

	time.	
Single Unit Fire – Rural	The first unit shall arrive on-scene with a travel time of less than 13 minutes, no less than 70% of the time.	79.1%
EMS Metro/Urban	The first unit shall arrive on-scene with a travel time of less than 7 minutes, no less than 90% of the time.	93.3%
EMS Suburban	The first unit shall arrive on-scene with a travel time of less than 10 minutes, no less than 85% of the time.	86.7%
EMS Rural	The first unit shall arrive on-scene with a travel time of less than 14 minutes, no less than 70% of the time.	81.0%
Emergency calls - medical	County 90% standard	95.13%

**Response standards for non-medical emergency calls are established by the department. The County EMS agency has established the 90% compliance standard for medical emergency calls; this standard applies to each category, i.e., urban, suburban, etc.*

The district has an ISO rating of 2 in most areas and 8 in remote areas.

The Fire Prevention Division consists of a deputy chief, an assistant fire marshal, three senior deputy fire marshals, twelve deputy fire marshals, a hazardous materials program supervisor, two hazardous materials specialists and two fire protection engineers. The Fire Prevention Division, in conjunction with fire station crews, conducts the following: fire and life safety plan reviews and inspections of new buildings, fire safety inspections of existing buildings, hazardous materials storage and use compliance inspections, and inspections of fire hazard complaints. The Fire Prevention Division also reviews all proposed development plans to ensure compliance with local regulations relative to fire department access and fire protection water supplies. The division is the fire marshal for County unincorporated lands.

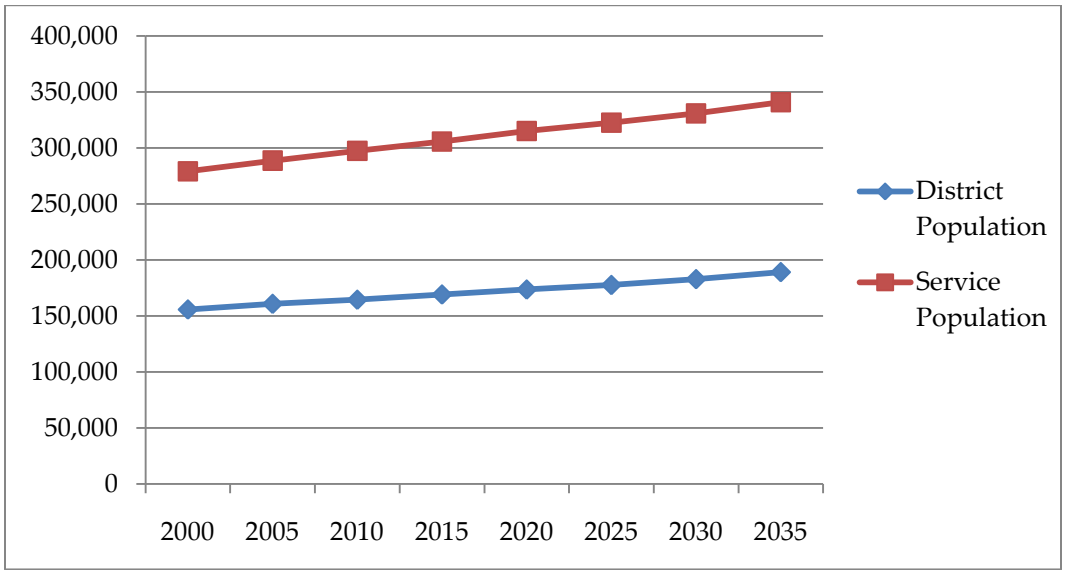
The Training Division coordinates and/or delivers training to all department employees. The division also assists in the recruitment and promotional testing process. The division manages the paramedic coordinator, emergency services coordinator, Public Education Office, and the Volunteer Division.

4.8.9 Trends and Projections

The district's population is projected to increase by 15% to approximately 189,200 during the next 25 years (an annualized rate of .6%). The district's service population is also projected to increase by 15% over the next 25 years, to

approximately 340,900. Figure 46 shows projected growth for both the service and district populations between 2000 and 2035.[9]

Figure 46: Projected Population Santa Clara County Central Fire Protection District 2000 and 2035



Source: Prepared by LAFCO based on 2000 census and ABAG Projections 2009

Fire Department expenditures have increased by 23% during the past four fiscal years, as shown in Figure 47. A substantial portion of the increase resulted from the full-service agreement for service with the Saratoga Fire District in 2008 and from renegotiation of other contracts.

[9] *Population data includes only district lands, not areas served by contract.*

Figure 47: Expenditures and Revenues 2007-08 to 2010-11

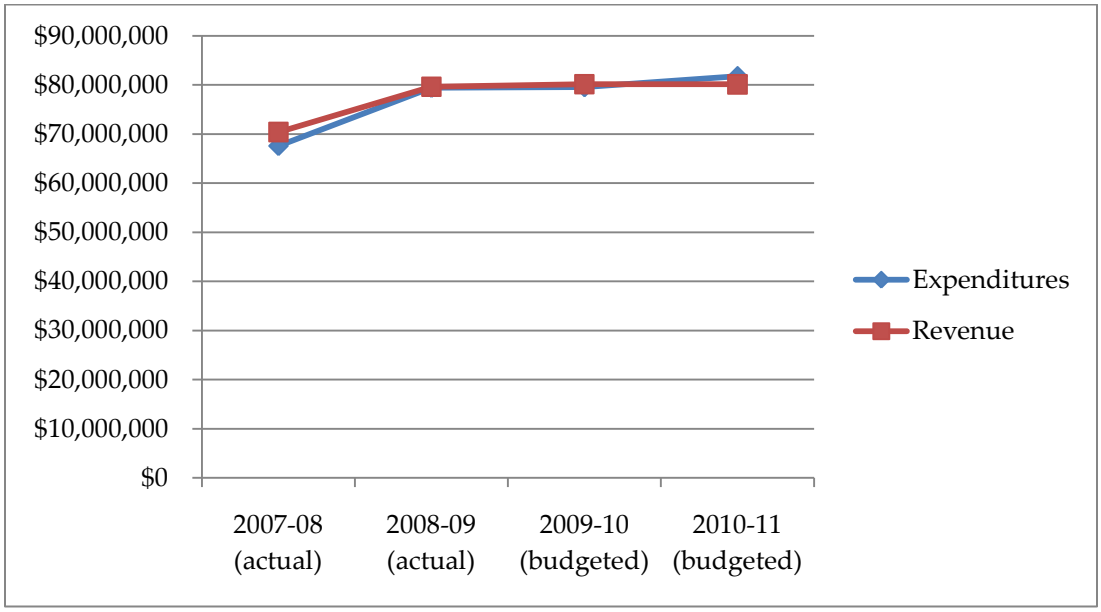


Figure 48, below shows staffing levels between FY 2007-08 and FY 2010-11. Staffing increased by three budgeted personnel in FY 2008-09, and then remained constant at 308.

Figure 48: Staffing

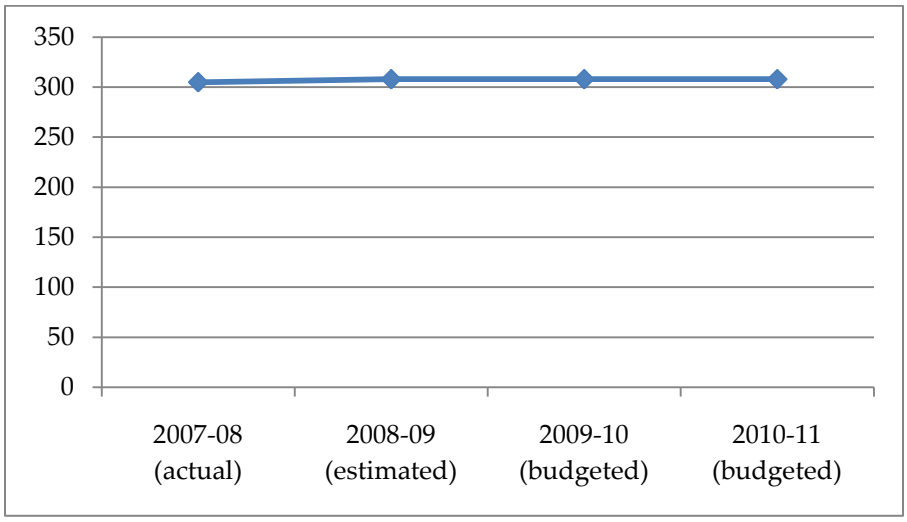
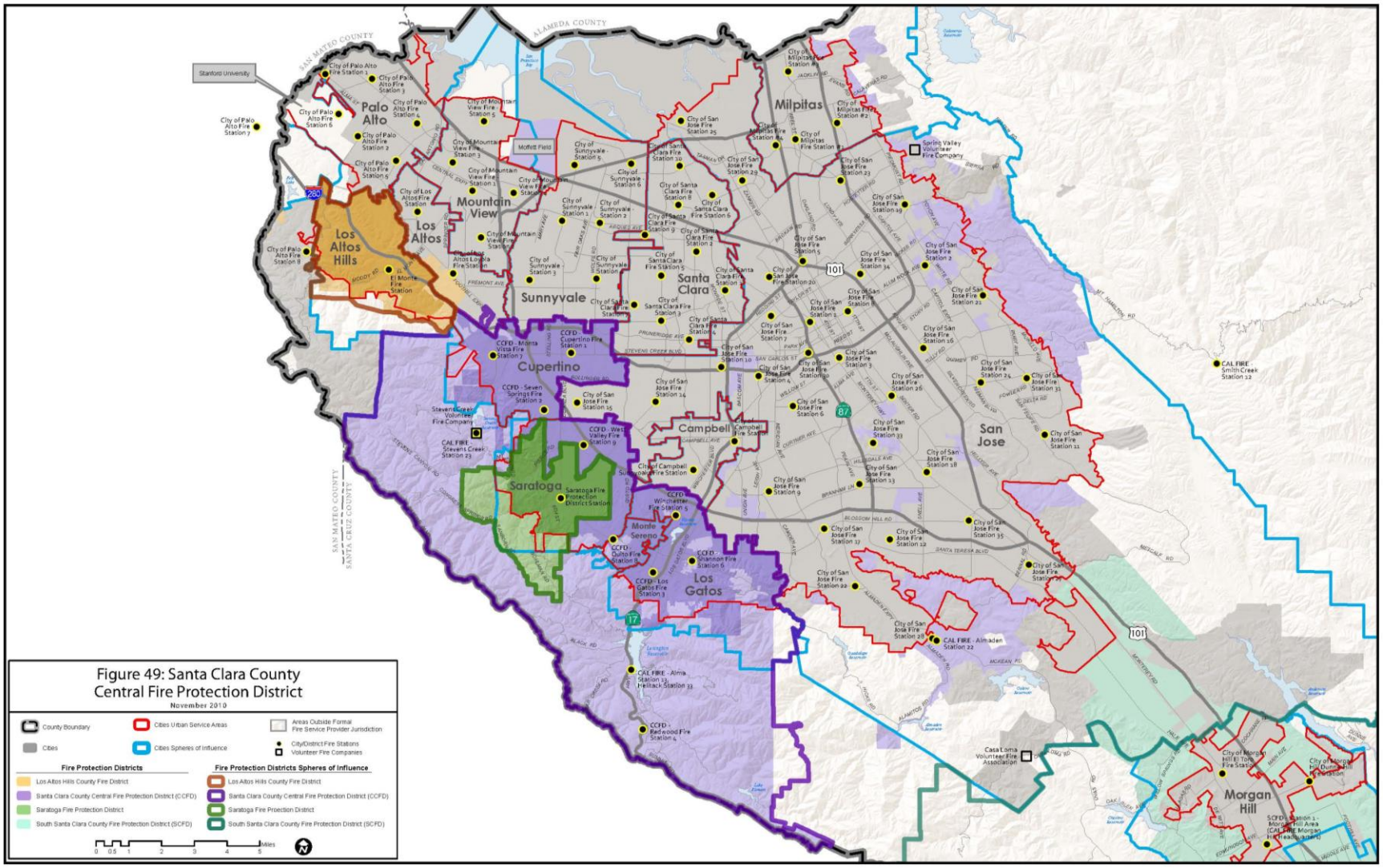


Figure 49: CCFD Boundary and Station Map



4.9 South Santa Clara County Fire Protection District

4.9.1 Overview

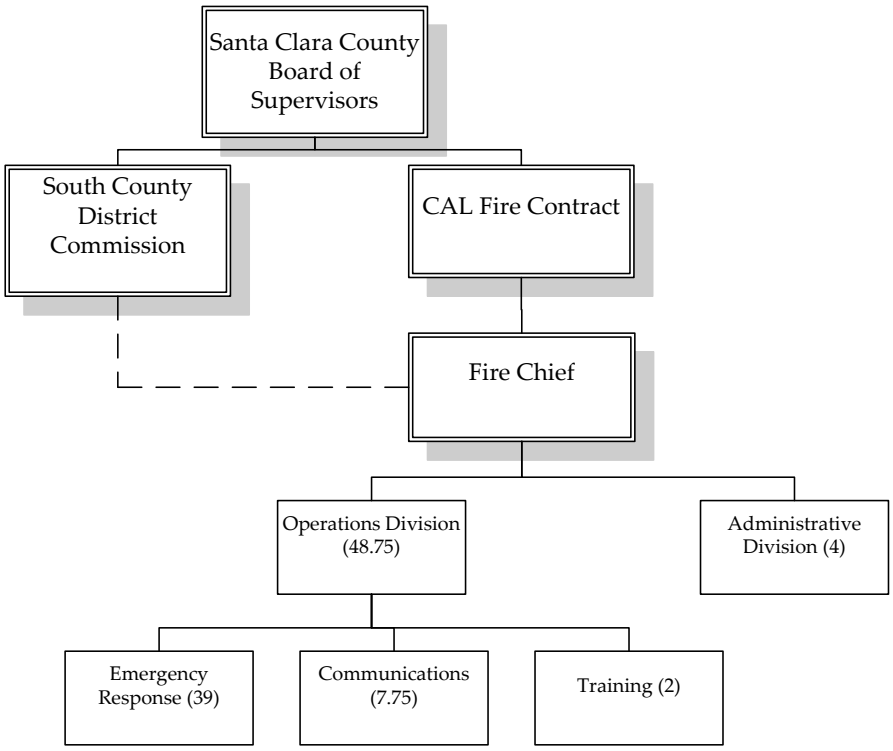
The South Santa Clara County Fire Protection District (SCFD) provides fire protection and emergency medical service to the southern unincorporated areas of the County with a population of approximately 24,533. Figure 55 is a map depicting the boundaries and fire station locations of the South Santa Clara County Fire Protection District. The district contracts for service delivery with CAL FIRE. The Santa Clara unit of CAL FIRE also serves other areas outside the South County District boundaries that are designated SRAs. SCFD is governed by the Santa Clara County Board of Supervisors. A seven-member Board of Fire Commissioners appointed by the County Board of Supervisors manages all affairs of the district, except land use, acquisition, or disposal, contracts with other public agencies, and employment of counsel[10].

As the cities of Gilroy and Morgan Hill have annexed new areas, one SCFD station has become included within the Gilroy city limits and one within the Morgan Hill city limits. The SCFD has automatic aid agreements with the Gilroy Fire Department, CCFD, San Jose Fire Department and the Pajaro, San Benito and Merced/Mariposa departments. A multi-agency group comprised of SCFD, CCFD and the cities of Gilroy and Morgan Hill is studying regionalization options.

The department organization chart is shown in Figure 50 below.

[10] Pursuant to Resolution adopted by the Board of Directors on June 17, 1980.

Figure 50: South Santa Clara County Fire Protection District Organization Chart



4.9.2 Budget

The SCFD is funded primarily by property tax. Expenditures by function and type are shown in Tables 65 and 66, as reported by the FY 2010-11 budget.[11]

Table 65: Expenditures by Function

Function	Expenditure
Administrative and Management	$1,051,713
Operations	$3,459,170
Fire Prevention	$95,000
Other	$1,293,437
Total Expenditures	**$5,899,320**

[11] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to sort expenditures into functions to provide a basis for comparing department expenditures on emergency response activities.

Table 66: Expenditures by Type

Function	Expenditure
Salaries and Benefits	$0
Operations and Maintenance	$5,804,320
Subtotal Operations	$5,804,320
Capital	$95,000
Total Expenditures	**$5,899,320**

Table 67 shows revenues for FY 2010-11.

Table 67: Revenues

Source	Revenue
Property Tax	$3,859,000
Fees, EMS	$189,777
Fire Prevention	$80,000
Contracts – Mitigation Fee	$51,000
Other	$184,000
Total Revenues	**$4,363,777**

The unreserved fund balance on June 30, 2010 for the SCFD was $2,285,624 for the General Fund; this is a decrease of $473,166 from the previous year. The unreserved fund balance for the General Fund is 39% of its general fund expenditures for the year. As SCFD budgets major maintenance and apparatus in the year purchased, expenditures can fluctuate significantly between years; the department uses its reserve as necessary to fund such expenditures.

4.9.3 Stations

The district has four fire stations. The Morgan Hill station is owned by CAL FIRE. Masten station is owned by the SCFD district and is a converted house that the district obtained in 1980; ADA repairs and remodeling is budgeted for FY 2010-11. Treehaven is leased from Gilroy Gardens and needs work. Funding for repairs and remodeling for this station will be negotiated with the City of Gilroy. The Pacheco Pass station is owned by CAL FIRE.

4.9.4 Staffing

The department has 36.25 FTEs (of which 32.75 are sworn) and ten volunteers. Table 68 shows the budgeted personnel for FY 2010-11. All apparatus are staffed with companies of three, including a paramedic. The initial response to a single

alarm structure fire is 19 personnel in the summer and 14 personnel in the winter.

Table 68: Staffing

	Sworn	Non-Sworn	Total
Administrative and Management	0.00	1.50	1.50
Operations	29.75	1.00	30.75
Fire Prevention	0.00	1.00	1.00
Other (FC/P Amador)	3.00	0.00	3.00
Total FTEs	**32.75**	**3.50**	**36.25**

4.9.5 Labor Agreements

Table 69 lists labor agreements for the district. The SEIU and CAUSE labor agreements have both expired. The California Department of Forestry and Fire Protection and International Union of Operating Engineers both have tentative agreements.

Table 69: Labor Agreements

Labor Agreements	Term	Expires
SEUI 1000	2 years	June 30, 2010
CAUSE State Law Enforcement Association	3 years	June 30, 2008
CA Department of Forestry and Fire Protection (tentative)	3 years	July 1, 2013
Intl' Union of Operating Engineers (tentative)	2 years	July 1, 2012

4.9.6 Benefits

Table 70 shows pension and health benefits for sworn personnel.

Table 70: Benefits

Benefits	
Pension	CalPERS 3% @ 50 (safety staff)
Health	State's 85-80 plan

4.9.7 Apparatus

The district has four engines, one truck and one rescue apparatus. One engine is in reserve. Engines are replaced at 12 years due to the high mileage needed to cover the district. Replacements are funded through the General Fund and reserves. Table 71 displays the district's apparatus.

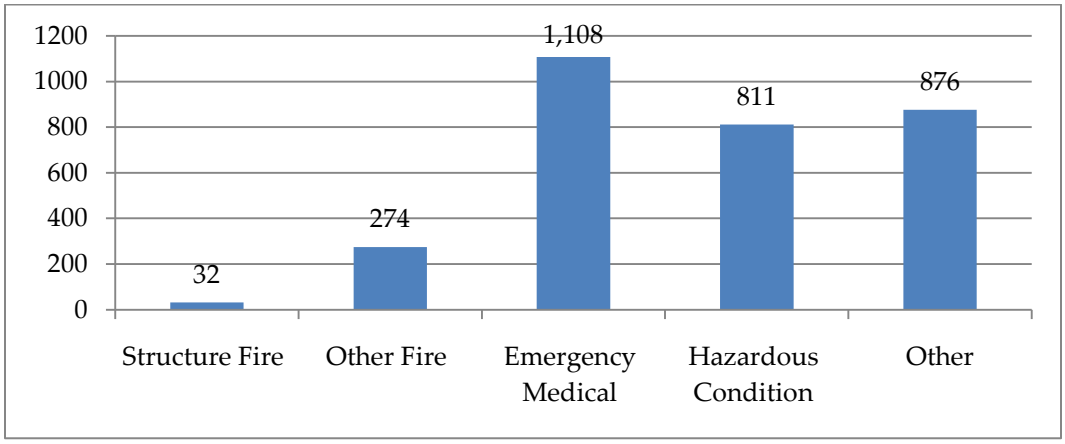
Table 71: Apparatus

Apparatus	Year	Type
SCC-LITL-U02	2005	Heavy Rescue Trailer
Admin1617	2010	SUV
B1617	2010	Pick Up
BS 1	2002	Trailer
Engine 1	2008	Type 1
Engine 2	2010	Type 1
Engine 3	2003	Type 1
Reserve Engine 4	1994	Type 1
Reserve Engine 5	1998	Type 1
Repair 1632	2009	Pick Up
SQ 2	2004	Pick Up
Truck 2	1987	Ladder Truck
Utility 1617	2003	Pick Up
Utility 1627	2008	Stakeside
Water tender 1	2000	Type 1
Water tender 2	2002	Type 1

4.9.8 Service Delivery

Santa Clara County Communications is the public safety answering point for emergency calls within the service area of the South County Fire District. The call is initially received by County Comm and then is transferred to the CAL FIRE Emergency Communications Center for fire dispatch. Emergency medical dispatch is provided by County Comm. During 2009, 3,101 calls for service were reported with 1,108 (36%) for EMS. Figure 51 shows all calls for service in 2009 according to type of call.

Figure 51: Calls for Service in 2009



Mutual aid and automatic aid agreements are in place with the City of Gilroy, CCFD, Pajaro Valley Fire District and the San Benito County Fire Department. There is also an agreement to share a battalion chief between SCFD, Gilroy Fire Department, and CCFD. The regionalization study group mentioned above is analyzing the utilization of a full boundary drop service protocol for South County, Gilroy and Morgan Hill. Table 72 lists automatic aid given and received in 2009. The district combines mutual and automatic aid.

Table 72: Mutual and Automatic Aid in 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
Gilroy Fire		367		234
CCFD		323		531
San José		183		22
Pajaro Fire		40		24
San Benito		56		48
Merced/Mariposa		0		17
Total		**969**		**876**

Table 73 shows response standards and performance in 2009.

Table 73: Response Standards and Performance for 2009

Measure	Standard*	Actual Performance
Emergency calls – non-medical	Meet response time standard on 90% of calls	90%
Emergency calls - medical	90% standard	97.53%

** Response standards for non-medical emergency calls are established by the department. The County EMS agency has established the 90% compliance standard for medical emergency calls; this standard applies to each category, i.e., urban, suburban, etc.*

The district has established non-medical emergency response time standards depending upon the nature of the call.

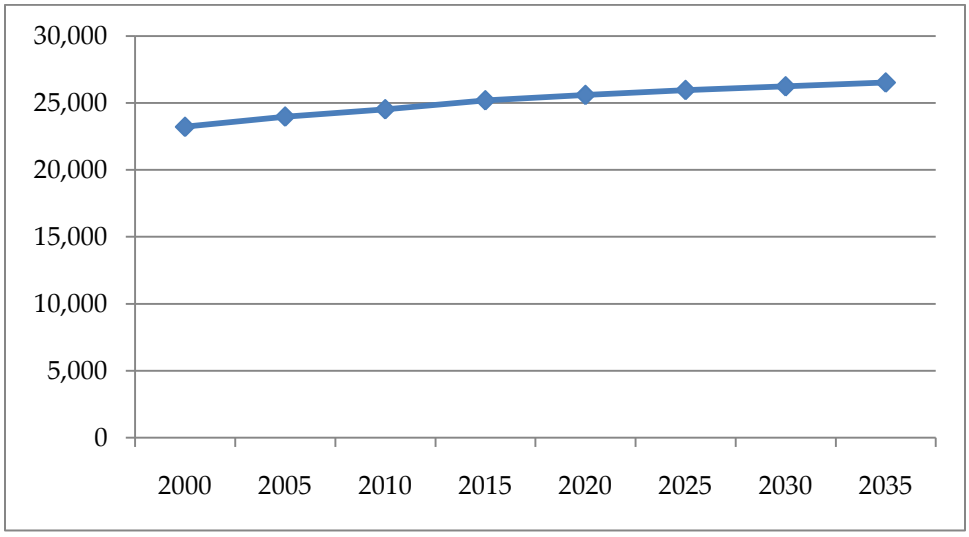
The District's ISO rating is a 5 within five miles of a district station or a station with an auto aid agreement. Outside of these areas the rating is an 8.

The district utilizes a contract employee to conduct fire inspections and community education. Development review services are provided by CCFD. Training is provided by CDF.

4.9.9 Trends and Projections

Projections show that the district's population will increase by an estimated 8% to approximately 26,500 between 2010 and 2035 (an annualized rate of .3%), as shown in Figure 52.

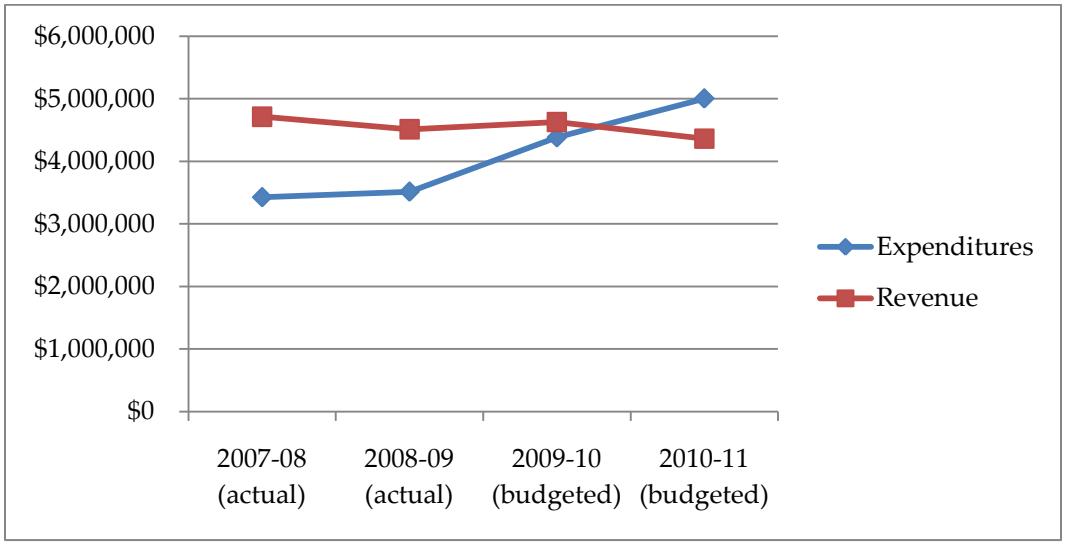
Figure 52: Projected Population South Santa Clara County 2000 to 2035



Source: Prepared by LAFCO based upon the 2000 census and ABAG projections 2009.

Fire Department expenditures have increased significantly (by 65%) during the past four fiscal years. This primarily reflects the purchase of replacement apparatus. Figure 53 shows department expenditures between FY 2007-08 and FY 2010-11.

Figure 53: Expenditures and Revenues 2007-08 to 2010-11



Staffing levels have increased from 28.25 budgeted FTEs in FY 2007-08 to 36.25 budgeted FTEs in FY 2010-11, an increase of 28%. The increase reflects going to three person companies on all apparatus. Staffing levels are shown in Figure 54, below.

Figure 54: Staffing

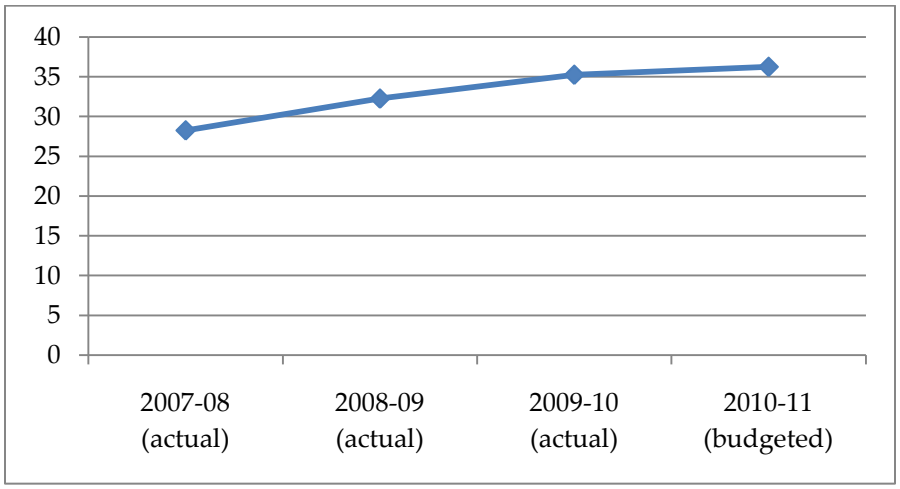
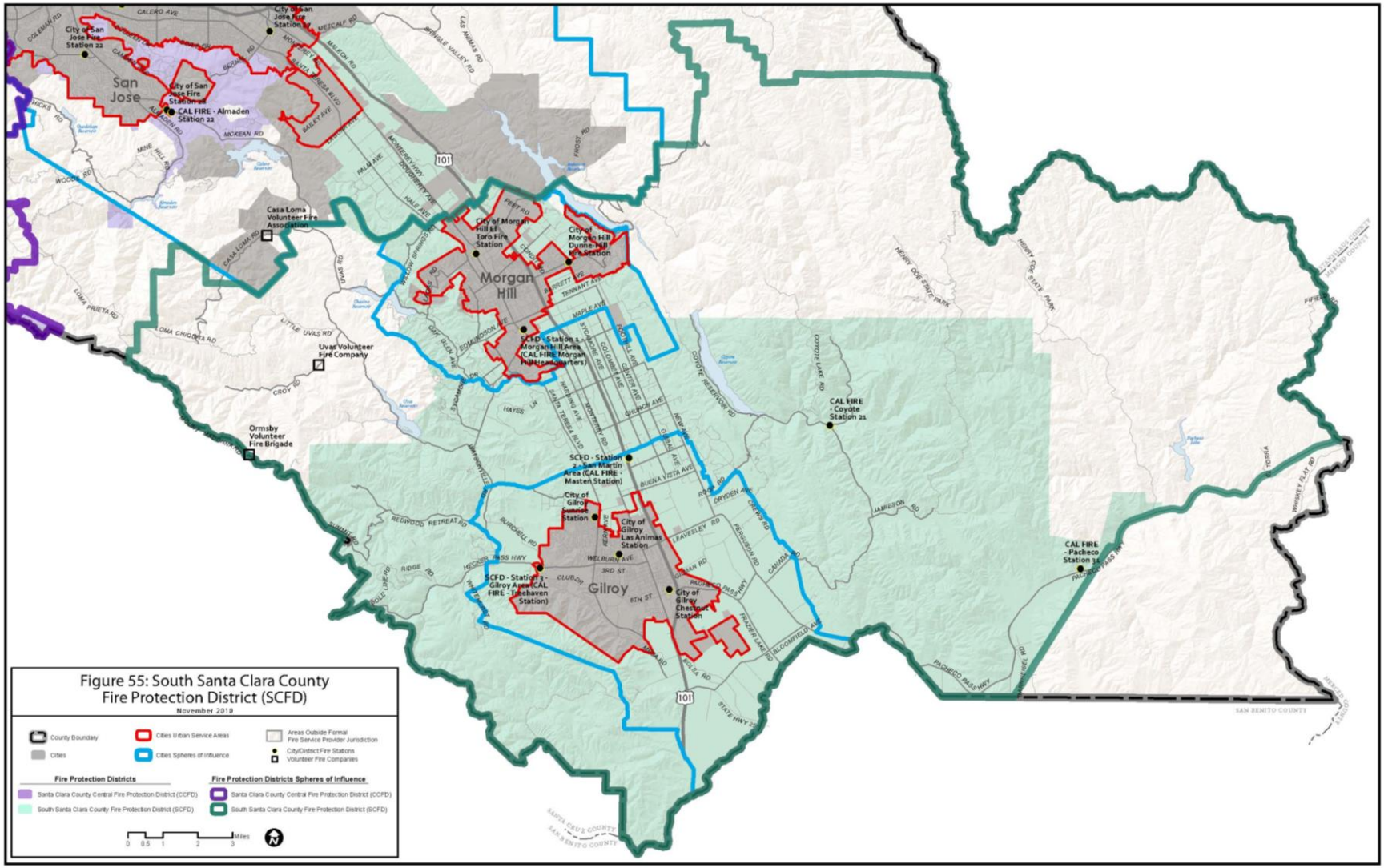


Figure 55: SCFD Boundary and Station Map



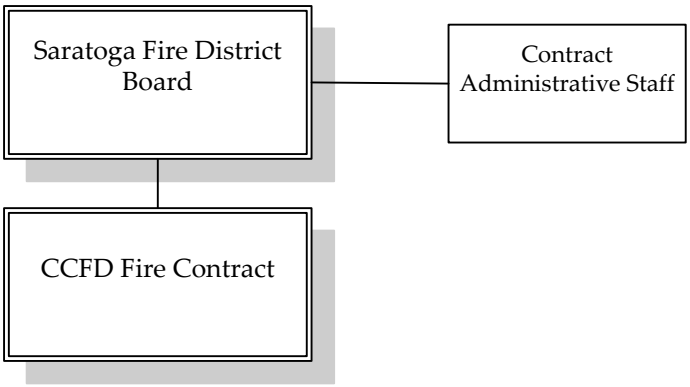
4.10 Saratoga Fire Protection District

4.10.1 Overview

The Saratoga Fire Protection District (SFD) is an independent special district created in 1924 to provide fire protection to properties in the Saratoga area. The SFD is governed by a three-member Board of Directors elected at large. The SFD serves a portion of the City of Saratoga and adjacent unincorporated areas with approximately 14,300 residents. The balance of the City of Saratoga is served by the CCFD. Figure 58 is a map depicting the boundaries and fire station locations of the Saratoga Fire Protection District.

In 2005, the SFD entered into a management agreement with the CCFD and in 2008 the district entered into a full-service contract with CCFD. The district administers an early fire alarm warning system (EWAS) on behalf of the City of Saratoga. Figure 56 shows the SFD organization.

Figure 56: Saratoga Fire Protection Organizational Chart



4.10.2 Budget

Over 99% of the district's revenue is derived from property tax. Tables 74 and 75 display the budgeted expenditures and revenues respectively, for FY 2010-11.

Table 74: Expenditures

Function	Expenditure
Administration	$181,600
Contract Services	$4,683,600
Loan Payments	$218,000
Total Expenditures	**$5,083,200**

Table 75: Revenues

Source	Revenues
Property Tax	$5,204,000
Other	$30,500
Total	**$5,234,500**

The service contract with the CCFD accounts for 96% of the district's expenditures. Administrative staffing and expenses are budgeted at $181,600. The district's audit for the year ending June 30, 2010 shows fund balances of $1,562,156, with $998,475 unreserved and the balance designated for equipment replacement and bond repayment. The unreserved fund balance is 19% of annual operating expenditures.

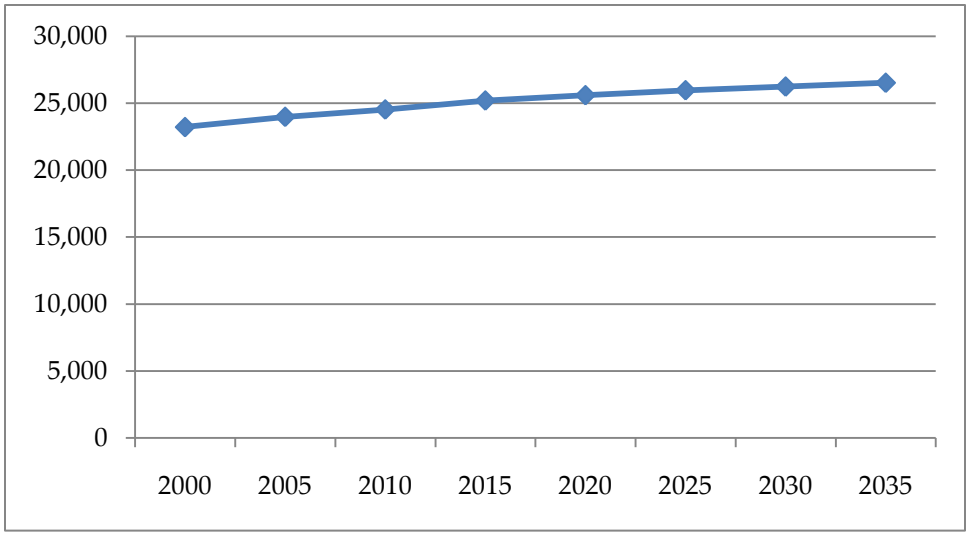
4.10.3 Stations

The Saratoga Fire District area has one fire station with two daily-staffed apparatus. The station handled 1,387 calls for service in 2009. Staffing and operating information are included in the CCFD statistics.

4.10.4 Trends and Projections

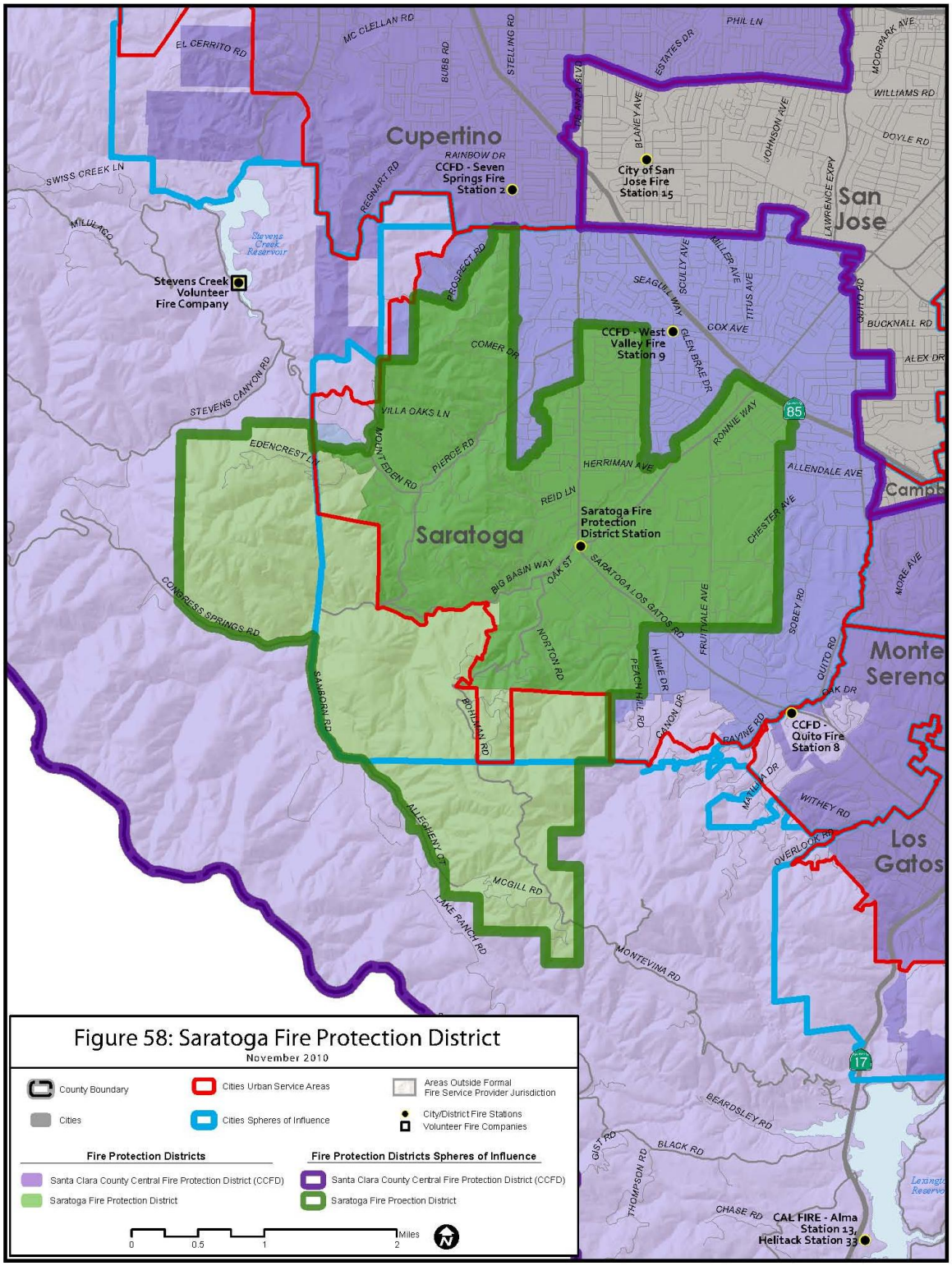
Minimal population growth is projected over the next 25 years, as shown in Figure 57.

Figure 57: Projected Population City of Saratoga 2000 to 2035



Source: Prepared by LAFCO based on 2000 census and Association of Bay Area Governments 2009 Projections

Figure 58: Saratoga Fire District Boundary and Station Map



4.11 City of Sunnyvale Public Safety Department

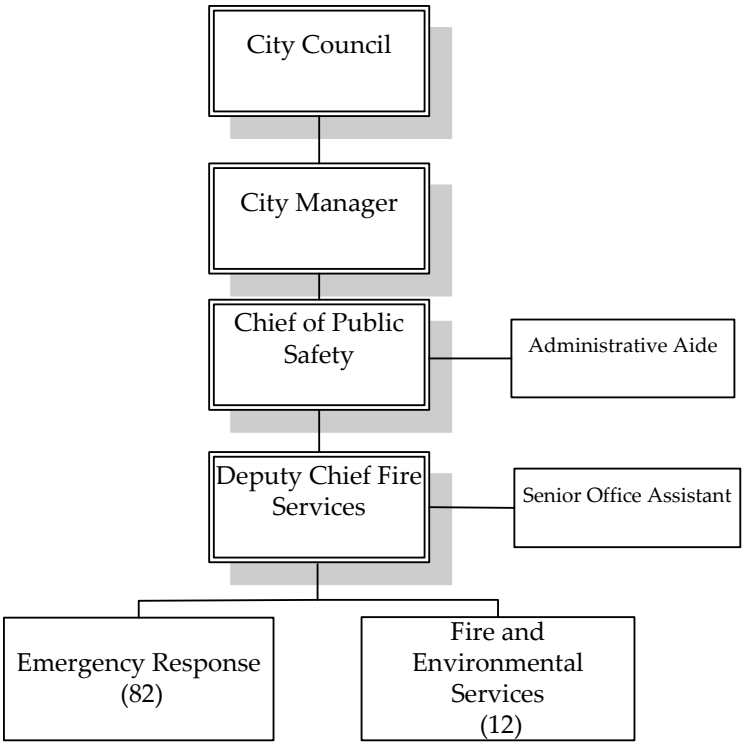
4.11.1 Overview

Fire and emergency medical service in Sunnyvale is provided by the City's Public Safety Department, which combines police and fire functions. The Sunnyvale Public Safety Department provides fire protection and emergency medical service to a 23.8 square mile area with a population of approximately 135,200. Figure 64 is a map depicting the boundaries and fire station locations of the City of Sunnyvale.

Sunnyvale is a charter city with a seven-member City Council, governed by the council-manager form of government. The Deputy Chief is the functional Fire Chief and reports to the Public Safety Director. The Public Safety Director reports to the City Manager. Administrative support functions are combined for police and fire.

The department organization chart is shown in Figure 59.

Figure 59: Sunnyvale Public Safety Department/Fire Division Organization



4.11.2 Budget

The Public Safety Department is funded primarily from the City's General Fund. Tables 76 and 77 display budgeted expenditures by function and type respectively, as reported by the FY 2010-11 budget.[12]

Table 76: Expenditures by Function

Function	Expenditure
Administrative and Management*	$1,252,118
Operations	$23,038,979
Fire Prevention	$751,271
Other	$0
Total Expenditures	**$25,042,369**

**Fire and emergency services are a division of the City's Public Safety department that includes police services. Administrative and management costs for police and fire are combined. The administration and management costs attributed here to fire and emergency services are estimates of the fire proportion of the budget.*

Table 77: Expenditures by Type

Type	Expenditures
Salaries and Benefits	$24,291,048
Operations and Maintenance	$751,271
Subtotal Operations	$25,042,369
Capital*	$0
Total Expenditures	**$25,042,369**

**City budget holds all capital assets separate from department budgets.*

4.11.3 Stations

The City has six fire stations which were all remodeled between 1998 and 1999.

4.11.4 Staffing

The Sunnyvale Department of Public Safety's Fire Service Division has 100 FTEs, 89 of whom are sworn, as shown in Table 78 below. Public safety officers are trained and certified as police officers, firefighters, apparatus driver-pump

[12] Not all departments report expenditures by function. Where such a distribution was not included in budget documents, Management Partners asked departments to sort expenditures into functions to provide a basis for comparing department expenditures on emergency response activities.

operators and EMTs. Apparatus is staffed with two personnel and supplemented with on-duty police patrol officers who are cross-trained. Six officers respond to standard hazard responses; nine officers to high hazard responses; and two patrol officers to CPR calls. In addition, voluntary off-duty officers can respond to standard and high hazard calls. Initial deployment to a single alarm structure fire is 18 personnel. Sunnyvale provides BLS initial response with ALS paramedic service provided from AMR.

Table 78: Staffing

	Sworn	Non-Sworn	Total
Administrative and Management	4.00	2.00	6.00
Operations	82.00	0.00	82.00
Fire Prevention	3.00	9.00	12.00
Other	0.00	0.00	0.00
Total FTEs	**89.00**	**11.00**	**100.00**

4.11.5 Labor Agreements

Labor agreement information is displayed in Table 79.

Table 79: Labor Agreements

Labor Agreements	Term	Expires
Sunnyvale Public Safety Officers Association	4 years + 2 year extension	June 30, 2012
Sunnyvale Public Safety Managers Association	3 years pending council approval	June 30, 2013
Sunnyvale Employees Association	4 years	June 30, 2012

4.11.6 Benefits

Pension and health benefits for sworn personnel are shown in Table 80 below.

Table 80: Benefits

Benefits	
Pension	CalPERS 3% @ 50. City pays employee 9% and 2.25% for single highest year.
Health	City pays $515/month towards medical, vision, employee assistance program, optional life insurance. Management has fully-paid medical.

4.11.7 Apparatus

The department has nine engines, two trucks, one rescue Hazmat apparatus and two reserve engines. Engines and trucks are replaced at 20 years. All line apparatus are within the replacement schedule. Replacement funds are budgeted annually. The City's General Services Department maintains fire apparatus. Table 81 displays the department's apparatus.

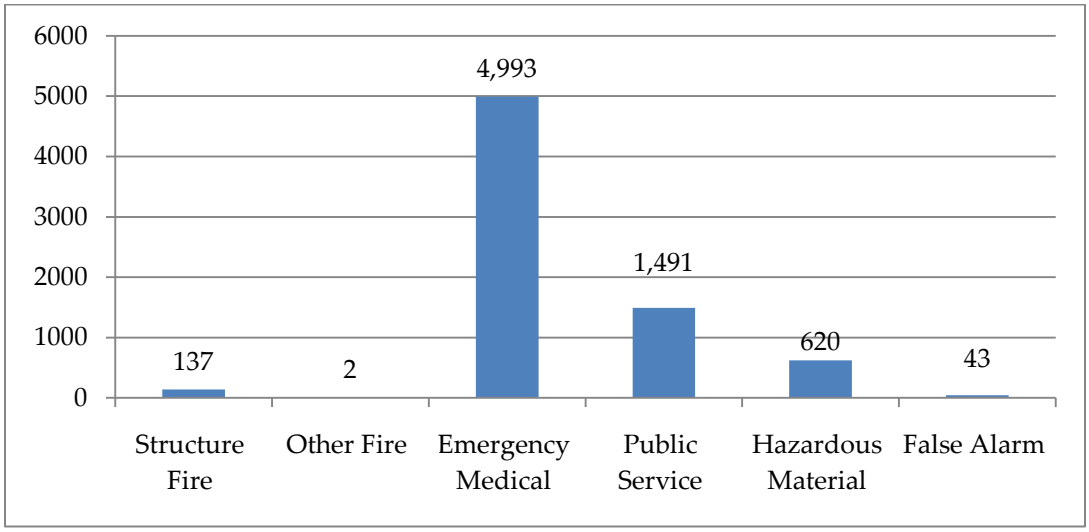
Table 81: Apparatus

Apparatus	Type	Year
Engine 1	Igniter	2008
Truck 1	Eagle 134 Ladder, LTI AH-100	2000
Reserve 1	Eagle	2000
Engine 2	Igniter	2008
Truck 2	Eagle 134 Ladder, LTI AH-100	2000
Rescue 2	Rescue Master	2006
Engine 3	Igniter	2008
Engine 30	Eagle	1998
Engine 4	Igniter	2008
Engine 40	Eagle	2000
Engine 5	Eagle	2004
Reserve 5	Arrow	1987
Engine 6	Eagle	2004
Engine 60	Eagle	1998
BC Vehicle	Expedition	2007

4.11.8 Service Delivery

Communications is provided by the Sunnyvale Department of Public Safety Dispatch division. In 2009, the department responded to 7,286 calls, of which 4,993 (69%) were for EMS. Figure 60 shows all calls for service in 2009 according to type of call.

Figure 60: Calls for Service in 2009



The department has mutual and automatic aid agreements with CCFD, Santa Clara, San José and Mountain View. Table 82 lists mutual and automatic aid reported for 2009.

Table 82: Mutual and Automatic Aid in 2009

Agency	Mutual Aid Received	Automatic Aid Received	Mutual Aid Given	Automatic Aid Given
Mountain View	1	32	3	29
Santa Clara	1	3	2	12
San José	0	7	0	1
Santa Clara County	1	0	2	15
Santa Cruz	0	0	1	0
Scotts Valley	0	0	1	0
Total	3	42	9	57

Table 83 lists response standards and performance for 2009.

Table 83: Response Standards and Performance in 2009

Measure	Standard*	Actual Performance
Emergency calls – non-medical	6 minutes 14 seconds on 93% of calls	95% of calls
Emergency calls - medical	90% standard	97.89%

** Response standards for non-medical emergency calls are established by the department. The County EMS agency has established the 90% compliance standard for medical emergency calls; this standard applies to each category, i.e., urban, suburban, etc.*

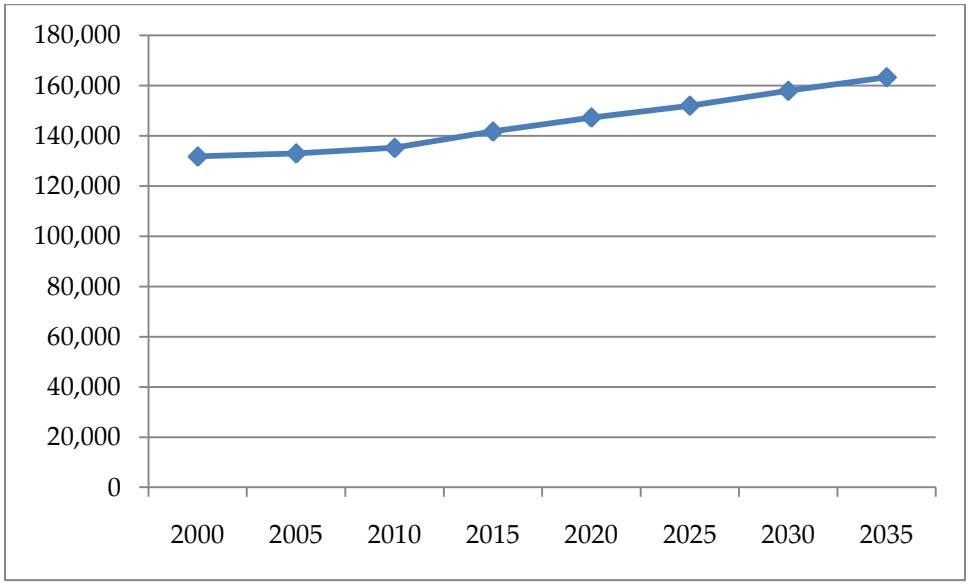
The City has an ISO rating of 2.

The department has a fire marshal and Fire Prevention Bureau. The fire marshal reports to the Fire Services Deputy Chief. The bureau has two divisions: Hazmat and Fire Prevention. The department has a training lieutenant and a training tower .

4.11.9 Trends and Projections

Sunnyvale's population over the next 25 years is projected to grow by 21% to approximately 163,300 (an annualized rate of .8%), which is shown in Figure 61.

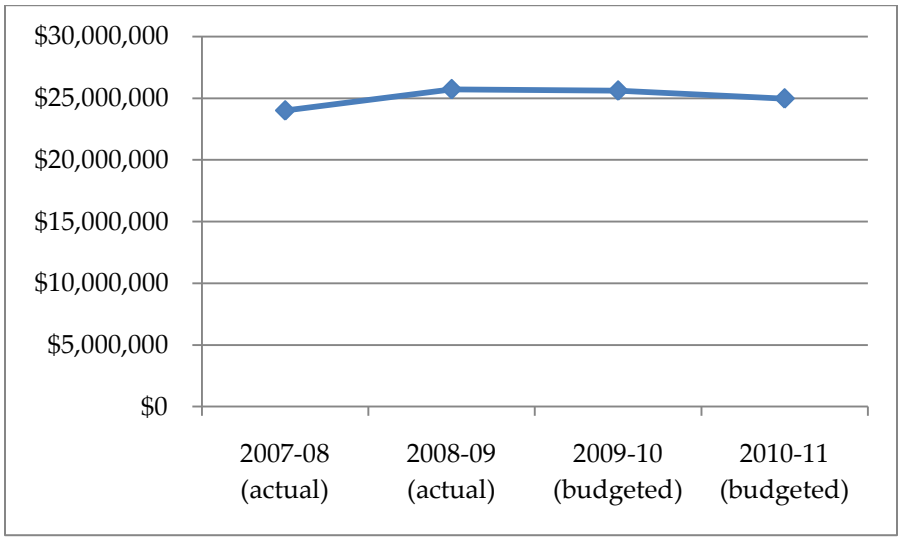
Figure 61: Projected Population City of Sunnyvale 2000 to 2035



Source: Association of Bay Area Governments

Public Safety Department expenditures peaked in FY 2008-09, at $25,725,754 and have decreased by approximately 3% in FY 2010-11. Figure 62 shows department expenditures during the past four fiscal years.

Figure 62: Expenditures 2007-08 to 2010-11



During the past four fiscal years, staffing has increased from 86 budgeted FTEs to 100 budgeted FTEs (16%), as shown in Figure 63 below. This is due to department reorganization that moved FTEs to Fire from Special Operations; it did not result in any increase in overall department staffing.

Figure 63: Staffing

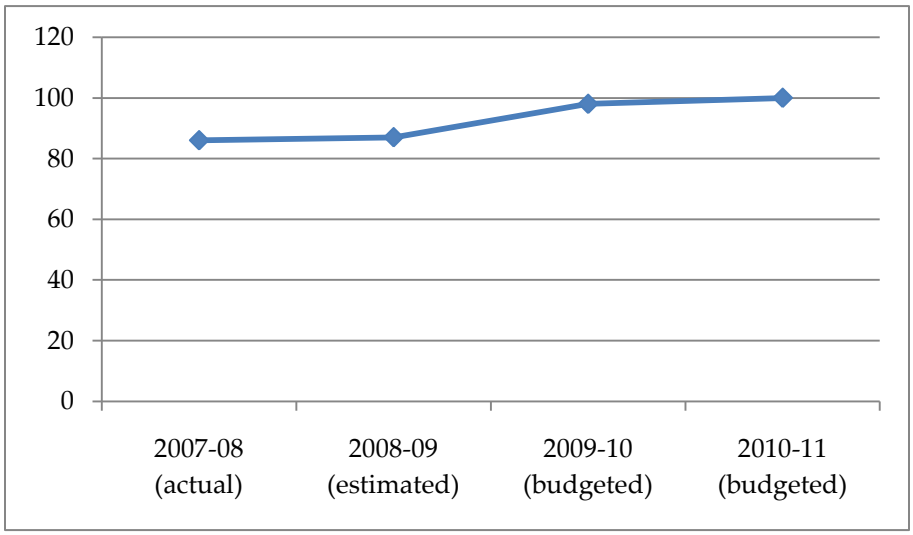
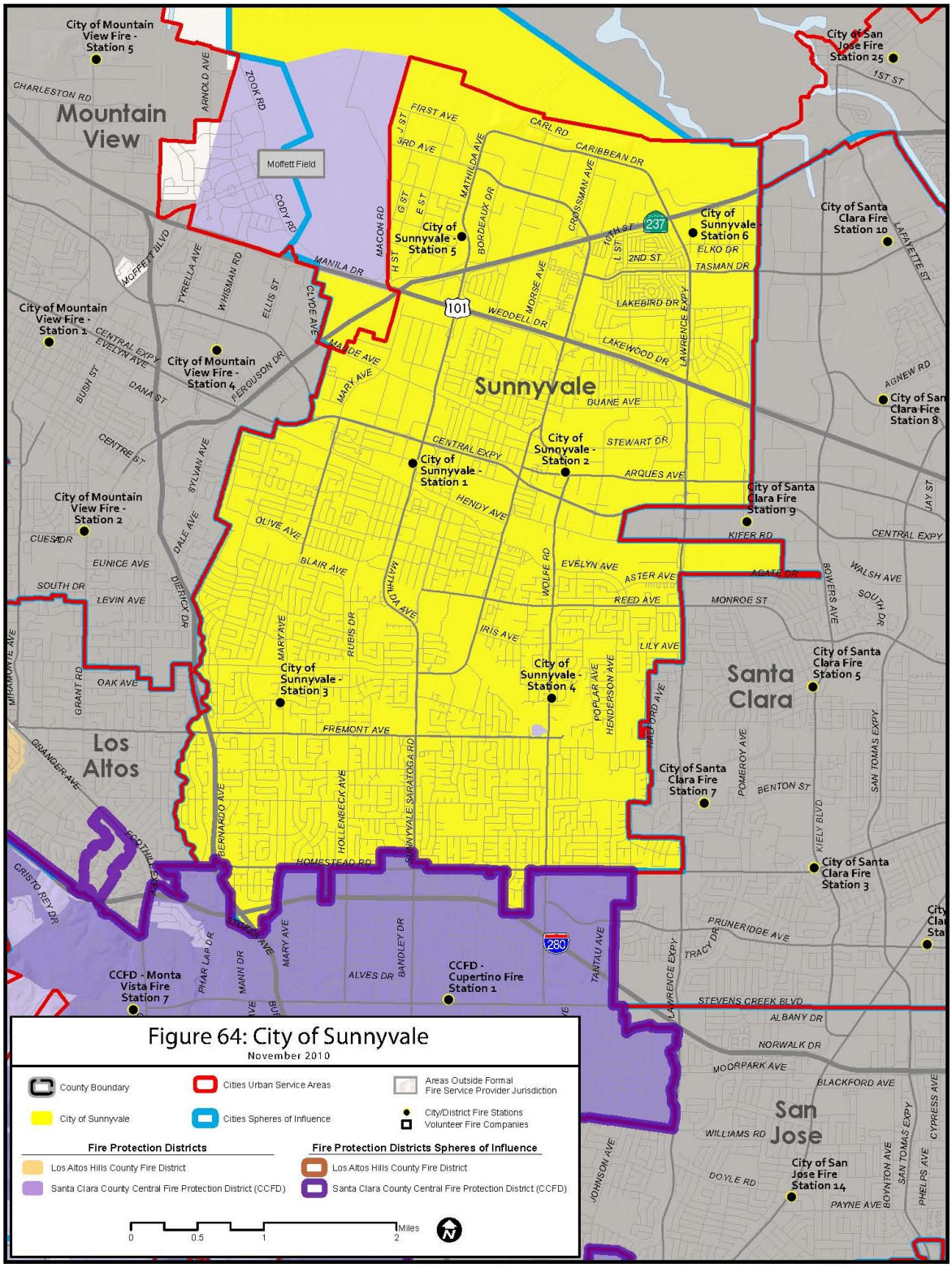


Figure 64: City of Sunnyvale Public Safety Department Boundary and Station Map



4.12 CAL FIRE and Volunteer Fire Companies

Approximately 627 square miles of unincorporated land with approximately 6,000 people are outside the boundaries of a public fire agency. The unincorporated communities in these areas consist primarily of single-family homes on unimproved roads, often with inadequate water sources in the rural and wilderness areas. Projected population growth in these areas is low, given County land use policies. Fewer than 700 calls for service to these areas are received annually.

Fire and EMS are currently provided to some of these areas by CAL FIRE and one of five volunteer fire companies (VFCs) and from adjacent fire departments. AMR provides ambulance response.

CAL FIRE's Santa Clara County unit (which covers Alameda, Contra Costa, Santa Clara, southern San Joaquin, and western Stanislaus counties) has 8 of its 12 stations in Santa Clara County. Fire equipment assigned to Santa Clara County proper includes 9 engines, 1 bulldozer, and 1 helicopter. Santa Clara Unit staff consists of 120 full time employees and 116 6 monthly firefighters from mid May thru Mid November. CAL FIRE provides wildfire, BLS, and rescue response in the SRA between May and November.

The five volunteer fire departments are:

Casa Loma VFC
Ormsby Fire Brigade
Stevens Creek VFC
Spring Valley VFC
Uvas VFC

Table 3 on page 24 describes the general areas of the unorganized population nodes. The CCFD and SCFD boundary and station maps include station locations of these VFCs. Four of the five volunteer companies responded to the request for information: Casa Loma, Stevens Creek, Spring Valley and Ormsby.

The volunteer companies are staffed by local residents. Budgets are extremely limited for these organizations. There is no designated or fixed source of funding for the volunteer companies and they are limited in their abilities to self-fund donations from their local residential and business communities. The County of Santa Clara provides workers' compensation coverage.

5 Focus Issues and Service Efficiency Opportunities

LAFCO of Santa Clara County identified specific issues for assessment to be addressed in the fire and emergency medical services review. These are:

- Funding and providing service to the underserved area of the County,
- Status of and best practices for roles and oversight of volunteer fire companies,
- Regional models for fire and emergency medical service in the South County region,
- Issues related to fire districts contracting with other districts for service, and
- Assessment of other opportunities to improve service effectiveness or efficiency for fire service providers in the county.

The presence of nine service providers inherently results in some duplication of facilities, programs and functions. The significant cost associated with providing fire and emergency services and the continued weak financial base of public agencies in Santa Clara County provides substantial motivation for cities and districts to examine current service delivery and implement measures that can increase the economy and efficiency of service delivery.

This section of the report reviews the issues identified by LAFCO as well as other issues of material interest to fire and emergency medical services identified during this review.

5.1 Volunteer Companies and Underserved Areas

5.1.1 Background

The 2004 LAFCO fire service review looked at the status of volunteer fire companies (VFCs) in the County and service to underserved areas that are outside the jurisdiction of a public fire agency. One of the VFCs in existence in 2004, the San Antone VFC, has disbanded. CCFD has initiated annexation procedures for nearly all areas currently in their sphere of influence in the western hillside areas up to the Santa Cruz County line. The annexation was approved by LAFCO and became effective in September 2010 . Beyond these, conditions have not changed since the last review.

The issues regarding volunteer companies are linked with the broader question of service delivery to underserved areas. While volunteer companies can get on scene in time to provide medical aid and provide an initial attack on fires , they are dependent on responses from the South and Central County Fire Districts, the cities of San José and Milpitas and CAL FIRE. Given the travel distance from adjacent public fire departments, response times to these areas are generally very long (responses by fire agency companies and AMR are often in excess of 20 to 30 minutes).

The response to calls by public fire departments to these areas has two negative impacts on these agencies. First, with extended call response times, apparatus that is relied upon for service delivery within the jurisdiction's boundaries is unavailable for deployment. Second, these agencies receive no compensation for the cost of response.

The volunteer companies are staffed by local residents. Budgets are extremely limited for these organizations. There is no designated or fixed source of funding for the volunteer companies and they are limited in their abilities to self-fund donations from their local residential and business communities. The County of Santa Clara provides workers' compensation coverage to the volunteers. A potential concern of the County is the extent to which providing workers' compensation coverage to the volunteers exposes the County to potential liability for the VFC actions.

The equipment provided by each volunteer fire company is completely dependent on their own ability to purchase and maintain that equipment. The range of equipment varies by type and style; most companies have acquired automatic electronic defibrillators (AEDs) for each response unit; some have acquired sets of "jaws."

Although the volunteer companies do not have ongoing interagency training due to their limited numbers and resources, they coordinate with CAL FIRE for training in the off season and often pay for a certified trainer during fire season to keep their fire suppression skills current. CAL FIRE also provides additional opportunities for volunteers to attend enhanced training provided to CAL FIRE personnel. All of the volunteers maintain at least first responder emergency medical certifications. Some of the volunteers are certified Emergency Medical Technicians (EMTs) capable of providing BLS service.. Of the four companies that responded to the request for information, all have budgeted for and acquired additional emergency medical training for their organizations.

Communications for dispatching volunteer agencies is provided primarily at no charge from CAL FIRE, which activates the volunteers' pagers. PSAPs

throughout the County forward requests for service to CAL FIRE. Volunteer companies are equipped with VHS radios for their apparatus and provide handheld units to their volunteers as their local budgets allow.

VFCs are not involved in fire prevention activities. Some provide public education on fire issues such as defensible space information, but none do any enforcement. The defensible space issues are enforced by full-time agencies where appropriate.

The financial and volunteer personnel capacities of the departments vary widely. Spring Valley VFC reported an operating budget of approximately $20,000 annually and the cash flow to sustain a standard of rebuilding apparatus when acquired; they maintain a large contingent of active volunteers. They have a strong working relationship with CAL FIRE. In fact, CAL FIRE utilized their services to backfill a fire station during high fire season when they were otherwise unable to staff the station when multiple large fires caused units to be deployed out of the area. The remoteness and sparse density of Casa Loma VFC provides significant challenges on all fronts. A smaller population means a smaller source of donations. The volunteer contingent of the Casa Loma agency is only twelve personnel and they are widely dispersed in a very remote area.

In some interviews conducted for the report, a desire for greater cooperation from the County EMS Office was expressed regarding EMS certifications. One interviewee stated that the use of AEDs by their volunteer company had been denied by the County EMS agency because of the requirement of having a medical director sign off on the training. Another interviewee stated that County EMS does not recognize paramedics as having the qualifications of emergency medical technicians (a lower skill level) without obtaining separate EMT training and certification and paying fees into the system.

A representative from the County EMS agency stated that while state law does require approval of a medical director, they were not aware of the denial of any requested AED. The EMS representative also stated that while fees and continuing education are required, paramedics do not need to undergo EMT training. More dialog between the VFCs and County EMS to address issues of training or certification of volunteers would increase the effectiveness of the VFCs.

5.1.2 Alternatives

Interests in improving upon the current conditions are to:

- Improve the quality of fire and emergency medical service to communities,

- Minimize the dependency of these areas on other public fire agencies, and
- Provide some financial compensation to those agencies responding into these areas.

The 2004 fire service review examined alternatives to the current condition of fire and emergency services to the underserved areas. The alternatives were:

- Create a new fire district or expand existing fire protection district(s) to cover all underserved areas that are outside an organized fire protection agency.
- Create a JPA between the cities of Milpitas and San José, the County of Santa Clara, the Santa Clara County Central Fire Protection District, the California Department of Forestry and Fire Protection and the South Santa Clara County Fire Protection District.
- Create a County Service Area (CSA) to cover the underserved areas of the County.

Other counties have acted to provide more structure and support to the volunteer companies. The Santa Cruz County model may be a good fit for Santa Clara County. In Santa Cruz, the County formed a CSA that included all lands not within the boundaries of an existing fire agency. The County also established an assessment for each property in the CSA based upon the size and estimated suppression needs of each parcel. As part of the CSA formation, all volunteer companies came under the umbrella of the County Fire Department. The County uses a portion of the assessment revenue to fund apparatus acquisition and maintenance and training for the VFC. The County also provides insurance coverage. Assessment revenue also goes to partially fund two-person CAL FIRE companies that support the VFC. The volunteer companies maintain community visibility and do occasional fund raising supportive of their mission.

Putting a system similar to Santa Cruz County's in place in Santa Clara County would entail the following actions:

- Create a CSA in Santa Clara County by the County Board of Supervisors covering all underserved areas.

- Grant supervisory authority over the volunteer companies in the CSA to the respective County fire district based upon their location in the district spheres of influence: Casa Loma, Spring Valley, Uvas and Ormsby to the SCFD; Stevens Creek to the CCFD.

- Place a special tax for fire and emergency medical service before the voters of the CSA (which would require two-thirds voter approval). The

tax could be structured such that a portion of the proceeds are distributed to the volunteer fire companies to improve their response capacity while another portion is distributed to the impacted agencies to offset the cost of remote responses.

There are approximately 2,218 privately-owned and 371 publically owned parcels in these underserved areas. Private parcels range in size from under one-tenth of an acre to 3,032 acres. A total of 296,287 acres are owned privately. An assessment amount for each property could be based on the size of the property and the extent of development. For example, an annual assessment of $1 per acre would generate approximately $300,000 countywide. Creating greater self-sufficiency of the volunteer companies could reduce the number of responses required from the public agencies. Distribution of some CSA funds to the public agencies would provide some offset for the cost of providing remote service.

5.2 Service Delivery Options for the South County Region

The cities and adjacent unincorporated areas of Morgan Hill and Gilroy constitute the "South County" region. Three fire/emergency services departments currently serve different parts of this area.

- CCFD serves the City of Morgan Hill by contract.
- The Gilroy Fire Department serves the City of Gilroy.
- SCFD, through a contract with CAL FIRE, serves some unincorporated areas in South County.

The agencies have different staffing practices, response standards and apparatus deployment policies. CAL FIRE operates on the two-platoon 72-hour work week employed by the state. Gilroy and CCFD operate on the three-platoon, 56-hour work week. There is a high degree of interdependence between the agencies due to the large geographic area and range of suburban and rural development. This interdependence is evident in the high degree of mutual/automatic aid between the agencies.

This area was studied in the 2004 Countywide Fire Service Review. Three alternatives to the current system were identified and analyzed to provide for a uniform regional service delivery model:

- Create a new fire district covering the South County area region (Gilroy, Morgan Hill, and SCFD) or expand an existing agency to cover the same area.
- Create a joint powers agency between the cities of Morgan Hill and Gilroy and SCFD with service contracted to a single entity.

- Create a CSA to cover the South County region, which requires two-thirds voter approval for a special tax.

The situation has remained unchanged since the 2004 review. In May 2009 a staff working group was established to determine the benefits of regionalization in achieving enhanced and more effective services. The group consists of one member each from Gilroy, Morgan Hill, CCFD, and SCFD; they support an ad hoc committee of elected officials.

In September of 2009 the group reached the following conclusions:

- The three fire/EMS providers are interdependent because of station locations, low concentration of resources within the region and mutual/automatic aid agreements.
- From the standpoint of a regional response time, current station locations and the number of fire stations are adequate for first-due, single-unit response.
- The analysis did not support the concept of moving South County Engine 1 south toward San Martin.
- The majority of known future Morgan Hill development through 2030 is adequately covered within a six-minute response for the first arriving unit.
- New development in southern Gilroy will require that a fourth station be built to maintain response times and adequate resources for this area.
- Ladder truck service was not analyzed. The best that can be inferred is that some level of truck service could be provided from current station locations using the three existing truck apparatus and staffing from an engine company.
- The most significant potential future issue will be increased call volume. When simultaneous calls occur, additional resources from neighboring stations will be required, increasing response times for both first arriving and effective response force.

The working group formed a sub-group of operating personnel from the three service providers to discuss a "full boundary drop" system that would have the area served by the closest responding unit regardless of the political jurisdiction of the incident. The sub-group confirmed the viability of a truly integrated response system. To accomplish this objective would require the development of standardized plans for dispatching, incident command standards and resource deployment. The group identified three policy areas for discussion.

- Battalion chief coverage: There are always two battalion chiefs covering the South County area. SCFD provides 24/7/365 coverage from a district or CAL FIRE battalion chief.
- Gilroy and CCFD rotate providing 24 hour coverage; Gilroy 4 days every six day cycle and CCFD 2 days every six day cycle.Communication system: Currently initial fire dispatch is provided from three PSAPs — Gilroy, County Comm and CAL FIRE.
- Response equity: the working group reviewed "net aid provided" for 2005 to 2009. According to the group's analysis, the Gilroy and South County Department each provided over 500 net responses; Central Fire received over 1,100 responses.

The three departments have implemented a common shared battalion chief plan. No further progress has been made on the communications and service equity issues. Although not a hard requirement for a boundary drop system, to operate such a system at maximum efficiency and effectiveness, a single communication/dispatch system is essential. While each agency is currently dispatched from different communication centers, they are on a common band and frequency. This would allow for an easy transition to a single system.

Any of the current communication operations could serve this role. Given the broader goal of maximizing centralized fire/EMS in the County, the County Comm center is the most logical entity to provide common dispatch.

Consolidating communications for fire only would most likely result in some increased cost for Gilroy. The City would incur additional costs for contracting with County Comm and would not experience offsetting savings in their current operations. Significant savings for Morgan Hill and Gilroy would likely occur if police were included in the consolidation. The CAL FIRE communication center currently used by South County Fire also serves state lands areas outside the district's boundaries.

The financial stress on the cities of Gilroy and Morgan Hill make service cost a significant factor in evaluating alternatives to the current system. As shown in Table 84, there are differences in the cost of the three agencies to provide service. How these cost measures were developed and a discussion on the limitations of their use is included in a later section of this report.

Table 84: Cost Factors for Provider Agencies in South County

Agency	Service Pop.	2010/11 Operating Budget[3]	Number of Stations	Number of Sworn Operations Personnel	Number of Daily Staffed Companies	Operating Cost Per:			Sworn Personnel per 1000 Residents
						Capita	Company	Sworn Personnel	
Gilroy	49,800	$6,832,205	3	36	Three 3 person companies	$137	$2,277,402	$189,783	0.69
CCFD[1]	38,200	$4,420,156	2	21	Two 3 person companies	$116	$2,210,078	$210,484	0.55
SCFD[2]	24,533	$3,459,170	4	29.75	Four 3 person companies	$141	$864,793	$116,275	0.85

Source: Department provided information

[1] *Reflects the operating portion of CCFD's contract with the City of Morgan Hill*

[2] *A portion of one company is paid for by the state of California*

[3] *Reflects the portion of the operating budget devoted to emergency response operations. Does not include administration and prevention.*

The CCFD is the lowest cost provider on a per capita basis. SCFD is the lowest cost per company, and per sworn personnel; this reflects the difference between the two-platoon shift structure of CAL FIRE versus the three platoon structure of Gilroy and CCFD.

5.2.1 Additional Option

In addition to the alternatives identified in the 2004 MSR, a service model option for the South County is for Gilroy, Morgan Hill and SCFD to contract with a common provider agency. This approach would achieve the uniformity of service delivery sought by the working group. Equity in mutual/automatic aid can be achieved in the contract negotiations. If CAL FIRE were selected as the common provider, the preliminary analysis by Management Partners suggests that alternative would result in savings for Morgan Hill and Gilroy in excess of $2 million annually. This estimate is based on CAL FIRE's lower cost to maintain a fire company than CCFD and the City of Gilroy. Savings of this magnitude would also enable the creation of a single communications function for the area, as such savings would more than cover the cost of County Comm assuming dispatch responsibilities for Gilroy.

There are several options available to the policymakers of the jurisdictions responsible for fire and EMS in the South County to maintain appropriate service at reduced costs. Crafting a solution that meets the interests of all responsible agencies requires agreement on whether to create a new government entity—either a new or expanded district or joint powers agreement, and selection of a common provider for service delivery.

5.3 Fire Districts Contracting for Service with Another Fire District

The Saratoga Fire Protection District (SFD) and Los Altos Hills County Fire Districts (LAHFD) both contract with the CCFD for service. LAFCO has requested a review of these two arrangements to determine the possible consequences of annexing the two districts into the CCFD.

5.3.1 Saratoga Fire Protection District

SFD is an independent special district created in 1924 to provide fire protection to properties in the Saratoga area. It is governed by a three-member elected board. SFD preceded incorporation of the City of Saratoga, which occurred in 1956. The area of Saratoga not in the SFD is in the CCFD.

In 2005, SFD entered into a management agreement with the CCFD. Under that agreement, SFD maintained its department and workforce while CCFD assumed responsibility for management of SFD department operations. In 2008, following success with the management agreement and looking for further economies and

efficiencies, SFD and CCFD entered into a full-service contract, whereby SFD employees were transferred to CCFD. In essence, this contract is similar to those CCFD has with various municipalities in the county. The City of Saratoga is now served by a single provider, CCFD.

SFD remains as an independent special district. Almost all (96%) of the district's FY 2010-11 budget of $4,865,200 is for the service contract with CCFD. As of June 30, 2010, the district had $998,475 in unreserved fund balance. At 19% of annual operating expenses, the unreserved balance is reasonable. SFD administers an Early Warning Alarm System (EWAS) for the City of Saratoga. The EWAS is a city-mandated ordinance that requires a fire detection system for new construction and certain remodels and additions.

The 2004 MSR identified the following options for the SFD:

1. Dissolution of SFD and annexation to County Fire.
2. The City of Saratoga withdrawing from both districts and making a decision about a unified approach to service delivery within the City.
3. Expansion of the SFD into the CCFD area of the City.

Conditions have changed since the 2004 review: the SFD has entered into a full service contract with CCFD; and CCFD has annexed all lands adjacent to the SFD. Given these conditions, either maintenance of the status quo or dissolution of the SFD and annexation of the lands to the CCFD are the viable options. Consolidation of SFD with CCFD would result in estimated savings of approximately $118,000 annually in district administrative costs, and would make accountability for service more transparent. The chair of the district's board stated that SFD is satisfied with the current arrangement and is not interested in any change.

At the start of the service review, the district's website appeared to have not been updated since 2002 and lacked any current public information regarding meetings, governance and finances. According to the district's business manager, the commission meetings are usually held on the third Tuesday morning of every month. The agendas are posted on a message board on the side of the building. Regular meetings were held in 2009. As of August 16, there have been some changes to the website: agendas for the July and August meetings were posted; the District office manager has stated that the most recent audit and budget will be included along with a meeting calendar as they upgrade the site.

With the annexation of unincorporated land adjacent to the SFD by the CCFD, the Saratoga district is completely surrounded by the CCFD, with no room to expand its boundaries or SOI. Annexing the Saratoga district to the CCFD would

reduce administrative costs for fire protection to district lands and remove any public confusion regarding which agency is providing fire and emergency medical services. Administration of the EWAS would need to be addressed.

5.3.2 Los Altos Hills County Fire District

LAHFD was created as a dependent district of Santa Clara County in 1939 to provide fire protection and prevention services to the Los Altos Hills community. A seven-member commission appointed by the County Board of Supervisors is responsible for the oversight of fire protection activities within the district.

LAHFD contracted with the City of Los Altos for fire service until 1996, when the City of Los Altos contracted with the CCFD for services. At that time, the LAHFD also contracted with the CCFD for service, which continues today. In addition to contracting with CCFD, LAHFD has two contract employees to manage and provide services outside of the CCFD contract. These services include weed abatement, yard waste disposal and wood chipping.

The 2010-11 budget for the LAHFD is $11,436,481. Of this amount, $4,500,000 is for the contract with CCFD for fire and emergency services, $3,365,000 is budgeted for the additional projects and programs provided by the district, and $338,481 is budgeted for district operating expenses. As of June 30, 200109, the district audit reported a total fund balance of $17,748,277, a decrease of $2,213,027 in comparison to the prior fiscal year end. Unreserved fund balance was $6,768,277, 59% of annual operating expenditures. This is a very healthy unrestricted balance. Several reserved fund balances also exists as follows: $1 million for insurance, $1 million for equipment, $3 million for emergency operations, $3 million for building and maintenance, and $3 million for water mains and fire hydrants.

The 2004 MSR reviewed the option of annexing the LAHFD area into the CCFD. This option remains. Annexation of LAHFD into CCFD would result in savings of up to $254,068 annually in administrative costs, and would make accountability for service more transparent. Maintaining the district provides greater certainty about continuing the local supplemental programs and provides flexibility to contract with another provider agency. The fire consultant for LAHFD stated that the district is satisfied with the current arrangement and seeks no change.

At the start of the service review, the district's website showed no commission meetings scheduled for the balance of 2010 and no budget or financial information was available. The district's consultant stated that regular monthly

meetings are held, with notices placed on three public bulletin boards and the fire station. The district's calendar has since been updated to include commission meeting; financial information remains unavailable. The consultant stated that financial information is available by calling the district.

5.4 Communications

Emergency communications in Santa Clara County is fragmented and complicated. The numerous combinations of agencies involved in fire unit first responder dispatch, ambulance dispatch and EMD service are discussed on pages 31 through 33.

The fragmentation of communications is further complicated by the fact that the fire departments in the County operate on four bands and frequencies, as shown in Table 85 below.

Table 85: Fire Department Communication Band and Frequency

Band and Frequency	Fire Department
VHF: 150 - 160 MHz	County Fire (County Comm) Gilroy Palo Alto Mountain View San José CAL FIRE
UHF: 450-459 MHz	Milpitas
UHF (T-Band): 480 - 512 MHz	Sunnyvale
800 MHz	Santa Clara

Source: County of Santa Clara Communications Department

The fragmentation of communications among different agencies on different frequencies is a major barrier for achieving efficiencies, reducing response times and improving the overall effectiveness of the fire/EMS system. As reported previously, the Silicon Valley Regional Interoperability Authority (SVRIA), comprised of all primary and secondary PSAP agencies in the County, was formed to improve system-wide functionality. SVRIA has the goal of creating a "virtual" consolidated communications system. SVRIA has been submitted for an FY 2010 UASI grant funding request for approval and the County has allocated $810,000 to begin this process. The first phase is to develop CAD-to-CAD compatibility among all communications centers. This will enable all CAD systems to communicate with each other and eliminate the need to transfer calls between agencies. Grant funds to begin the work, if approved, will be available in 2011.

Consolidation of all public safety communications (police, fire and transport) into a single countywide center would provide the best opportunity to maximize resource utilization, improve response times and reduce cost.

Many of the other opportunities for efficiencies and economies identified in this report either require or would be significantly enhanced by a single countywide communications center. These include boundary drops, consolidating stations between jurisdictions and combining departments.

The best example of a single communication center is in San Mateo County. In 1999 the 17 cities and fire districts established the San Mateo County Communications Division as the countywide fire/EMS center. All fire and ambulance units are dispatched from this center. The single communications system facilitates boundary drops. Although comprised of multiple departments, the system operates as one entity. The fire departments have agreed on system-wide response and station ordering based on the closest unit responding, regardless of political jurisdiction.

The most significant issues to address in developing a countywide communications system in Santa Clara County are technology costs, operating costs and local control. With differing bands and frequencies in use, transition to a single system will be costly. In cities, the fire call volume is a small portion of overall dispatch activity; police activity is estimated to account for up to 90% of all calls in some combined agencies. This dynamic often means the staffing and cost of the current police communications unit will remain the same and additional costs will be incurred to staff a central fire/EMS center. This issue can be addressed by consolidating all communications (fire, EMS and police) into a common center. This usually results in significant savings to all participating agencies.

There are good working models in California where public safety communications for multiple agencies have been consolidated. The San Diego/Riverside Emergency Communications Agency provides communication services to over 200 municipalities and districts including the City of San Diego. All law enforcement and fire agencies in Monterey County are served by a common communications center.

Many cities have been reluctant to give up direct operating control of their police communication functions. Given the existence of successful models and opportunity for improved fire/EMS service, better law enforcement coordination and cost savings, cities may choose to reconsider this reluctance.

Recognizing the shortcomings of the current system, all agencies are working together to improve communications interoperability. While requiring significant capital investment in communications infrastructure, consolidating all public safety communications into a single provider would improve fire/EMS service responsiveness, create the opportunity for additional cooperative efforts and offer potential significant savings.

5.5 Consolidation of Stations and Apparatus

In some cases, often due to adjacent jurisdictions maintaining capacity to serve their entire communities, stations and engine companies are located in close enough proximity that they could be combined and, with fewer apparatus, be capable of meeting response standards to all areas. With the cost of maintaining an engine company for most agencies exceeding $2 million per year, consolidation would result in significant savings to the affected agencies.

Consolidation opportunities can include stations and/or apparatus within the service area of a single provider or between two adjacent service providers. In-boundary consolidations are easier to implement as they can be accomplished by the sole service provider. Consolidations across service boundaries are more difficult to implement as they require agreement between two separate agencies. Inter-jurisdictional consolidations can also be constrained by the lack of a common communication system. Community and labor concerns typically become significant issues when reviewing station consolidations; some residents will perceive the outcome as having a negative impact on them and their property.

A preliminary review of stations and apparatus has identified station pairings where consolidation may be feasible. The threshold criteria used to identify potential consolidations included a distance of one mile or less between stations and a call volume that would not exceed ten calls per day for any apparatus in the consolidated station. For consolidation to meet established service standards, relocation of an existing station may be necessary. Depending on market conditions, the sale of existing station sites may produce enough revenue for the new station.

Stations 3, 4, and 7 in the City of Santa Clara offer a potential consolidation opportunity. The stations are in close proximity to each other. The total call volume for the three apparatus in the stations was 3,148 in 2009, which translates to an average daily demand of 8.6 calls. Stations 1 and 4 in Milpitas offer a potential opportunity. They are approximately one-half mile apart and responded to 1,717 calls in 2009 with three apparatus.

The following inter-jurisdictional station pairs are recommended for further study based on the initial assessment of physical proximity and the capacity of existing apparatus.

1. San José Station 29 and Santa Clara Station 6
2. San José Station 15 and CCFD Fire Station 2

Another station pairing meeting the distance and call volume criteria are CDF's Almaden station (22) and the San Jose station # 28. CDF plans to eventually move their station 6-8 miles south; this coupled with the differing shift schedules between the departments would make consolidation difficult.

Station/apparatus consolidation requires detailed analysis of the impact on service. It is beyond the scope of this report to perform this level of analysis. A more detailed study of the station parings may identify additional opportunities to provide service at a reduced cost. A detailed countywide review of engine response call capabilities and locations county wide may identify other opportunities for consolidation and savings.

5.6 Competitive Service Contracting

Some jurisdictions that are responsible for fire/EMS services fulfill this responsibility by contracting with another agency for service delivery. The cities of Los Altos, Campbell and Morgan Hill and the Saratoga and Los Altos Hills Districts contract for service with the CCFD. SCFD contracts with CAL FIRE.

Municipalities currently providing services through their own departments have the option to contract with another agency. The primary consideration in contracting for service is that the purchaser receives the services they desire at a lower cost than the current system. The cost of fire and emergency service departments vary based on a number of factors, including the number of stations and apparatus, compensation structures, special programs and equipment and operating practices (such as the use of overtime). Competitive bidding for fire and emergency services may allow agencies to provide desired services at a lower cost than their current delivery model.

Comparing costs of fire protection service providers is always difficult and any methodology used for a high-level review is fraught with limitations. Cost comparisons are difficult because of different budgeting and accounting practices in jurisdictions, including how apparatus are purchased and maintained and whether central city management and overhead costs are identified in fire department budgets. Comparisons between municipal departments and fire districts are difficult because districts are responsible for all

general management functions and expenses that may not show up in the budgets of municipal departments.

As part of the objective of identifying opportunities for economies and efficiencies in the fire and emergency services, Management Partners compared the costs of the nine provider departments on a number of measures, using a consistent methodology. Given the limitations of the scope of the engagement and the inherent difficulties noted above, these comparisons should only be used as broad indicators of the relative costs for different departments. **The only definitive way for an agency interested in contracting to compare costs is to develop a specification for the desired services and ask departments to submit a bid based on that specification.**

Budget, staffing and apparatus deployment data for the 2010-2011 fiscal year were provided by each agency for the service review. Using the reported information and agency budget documents, expenditures were categorized as administrative, operating, prevention and other. The results of the categorization were sent to each agency for validation. In comparing costs between departments, only operating costs were used to represent the cost of emergency responses services and factor out administrative and prevention costs. After initial data gathering departments were resurveyed with clarification regarding the definition of "operating" costs. Operating costs are intended to capture the agency's direct costs to maintain their emergency response capability, including: personnel costs including overtime for all firefighting personnel up to and including shift battalion chiefs; services and supplies necessary to support the emergency response system; and capital outlay related to the emergency response system. Operating cost comparisons were made on a number of measures with the intention of providing a number of perspectives on agency costs. These are displayed in Table 86. Figures 65, 66 and 67 display the per capita, per three-person company equivalent and per sworn personnel costs for each provider.[13]

There are a number of issues that impact the operating costs of a department. The primary drivers are: the number and type of apparatus used; the number of personnel assigned to each apparatus; and the compensation structure for the workforce. A change in any one of these can impact the cost structure for a department. Different cost measures provide different insights on the cost of maintaining emergency response services:

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[13] Apparatus includes trucks, engines, rescues and transports. Where multiple apparatus are cross-staffed, only one was counted.

Cost per capita is a traditional measure and shows the relative cost to serve the community on a population basis. The limitation of looking only at per capita costs is that the basic infrastructure (equipment, apparatus) required to serve a population of 25,000 is often sufficient to serve a population of 40,000. The total cost of maintaining the same response capability may be greater in the department with a larger population, but because the cost is spread out over a larger population, the cost per capita will be lower.

The measures of **cost per daily apparatus and cost per 3 person company equivalent** provide some indication of the relative operating cost of the main components of the service delivery system: the number of apparatus used and the cost of staffing the apparatus. Each department uses a variety of apparatus and daily staffing to provide emergency response services. Each department also has its own compensation structure. Staffing an engine with a four person crew versus a three person crew would result in a higher cost per apparatus. However, the use of specialized apparatus with smaller crews on some departments will offset this cost difference in the aggregate.The 3 person company equivalent was agreed to by the TAC to neutralize the impact of different staffing levels on apparatus. **Cost per sworn personnel** can provide an indicator of the number of staff and the compensation structure in the agency's emergency response system.

Table 86: Cost Factors for Provider Agencies

Agency	Service Pop.[1]	2010/11 Operating Budget[2]	Number of Stations	Number of Sworn Operations Personnel[3]	Number of Daily Staffed Apparatus[4]	Apparatus Staffing[5]	Number of Three Person Company Equivalents[6]	Operating Cost Per:				Sworn Personnel per 1000 Residents
								Capita	Daily Staffed Apparatus	Three Person Company Equivalents	Sworn Personnel	
Gilroy	49,800	$6,832,205	3	36	3	3 apparatus with 3 person crews	3	$137	$2,277,402	$2,277,402	$189,783	0.69
Milpitas	69,000	$12,258,554	4	63	6	4 apparatus with 3 person crews 1 apparatus with a 2 person crew 1 apparatus with a 1 person crew	5	$178	$2,043,092	$2,451,711	$194,580	0.86
Mountain View	72,100	$16,445,640	5	70	7	1 apparatus with a 2 person crew 6 apparatus with 3 person crews	7	$228	$2,349,377	$2,349,377	$234,938	0.97
Palo Alto	77,779	$18,959,463	8	105	10.5[7]	9 apparatus with 3 person crews 1.5 apparatus with 2 person crews	10.1	$244	$1,805,663	$1,877,175	$180,566	1.35
San José	1,047,567	$126,926,383	34	630	52	3 apparatus with 5 person crews 26 apparatus with 4 person crews 7 apparatus with 3 person crews 16 apparatus with 2 person crews	57.3	$121	$2,440,892	$2,215,120	$201,470	0.63
Santa Clara	114,700	$26,791,827	10	148	13	3 apparatus with 2 person crews 7 apparatus with 3 person crews 3 apparatus with 4 person crews	13	$234	$2,060,910	$2,060,910	$181,026	1.29
CCFD	240,789	$53,893,046	17	247	21	16 apparatus with 3 person crews 5 apparatus with 4 person crews	23	$224	$2,566,336	$2,343,176	$218,190	0.98
SCFD[8]	24,533	$3,459,170	4	29.75	4	4 apparatus with 3 person crews	4	$141	$864,793	$864,793	$116,275	0.85
Sunnyvale[9]	135,200	$22,977,192	6	82	12	12 apparatus with 2 person crews	8	$170	$1,914,766	$2,872,149	$280,210	0.59

Source: Fire agency data provided to Management Partners.

[1] *ABAG Projections 2009 was used for city populations. District populations were developed by LAFCO using ABAG and other data. The population figure for the City of San Jose includes in the CCFD served by the SJFD through contract. The population for the CCFD includes the district population less areas served by SJFD and includes the contract cities and contract districts. Palo Alto population includes Stanford.*

[2] *Reflects the portion of the departments' budgets for emergency response operations inclusive of compensation, overtime, services and supplies and capital outlay. Does not include administration and prevention costs.*

[3] *Reflects sworn personnel assigned to emergency response operations*

[4] *Includes Truck, Engine, Rescue, Transport*

[5] *Reflects the number of personnel assigned to each apparatus daily*

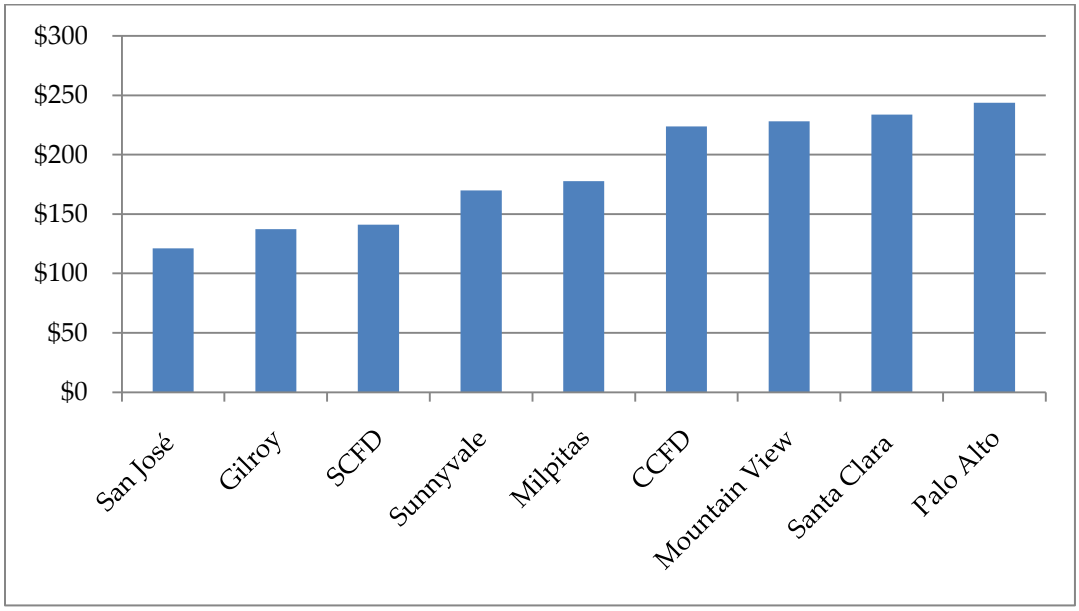
[6] *Converts the number of sworn staffing on all apparatus into a 3-person company equivalent*

[7] *The PAFD staffs 10 companies daily on 24 hour shifts. One transport company is staffed on a 12 hour shift. For four months of the year, an additional engine is staffed on a 24 hour shift.*

[8] *A portion of one engine company is paid for by the State of California*

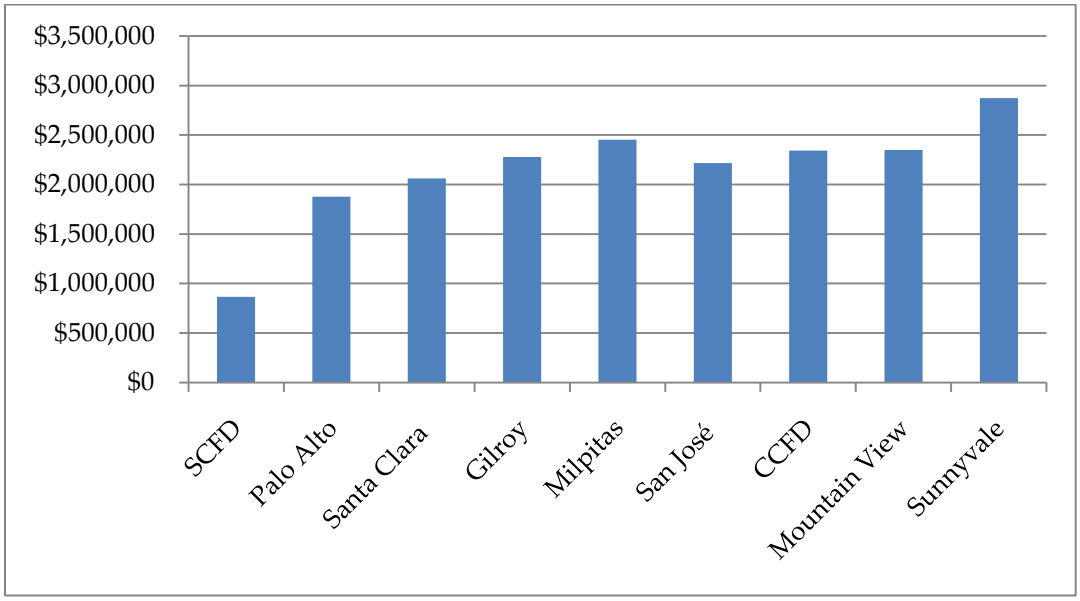
[9] *The City of Sunnyvale employs a Department of Public Safety which provides emergency response through personnel assigned to fire apparatus and other personnel provide police patrol. The uniqueness of this approach make comparisons with traditionally organized fire departments difficult*

Figure 65: Operating Cost per Capita



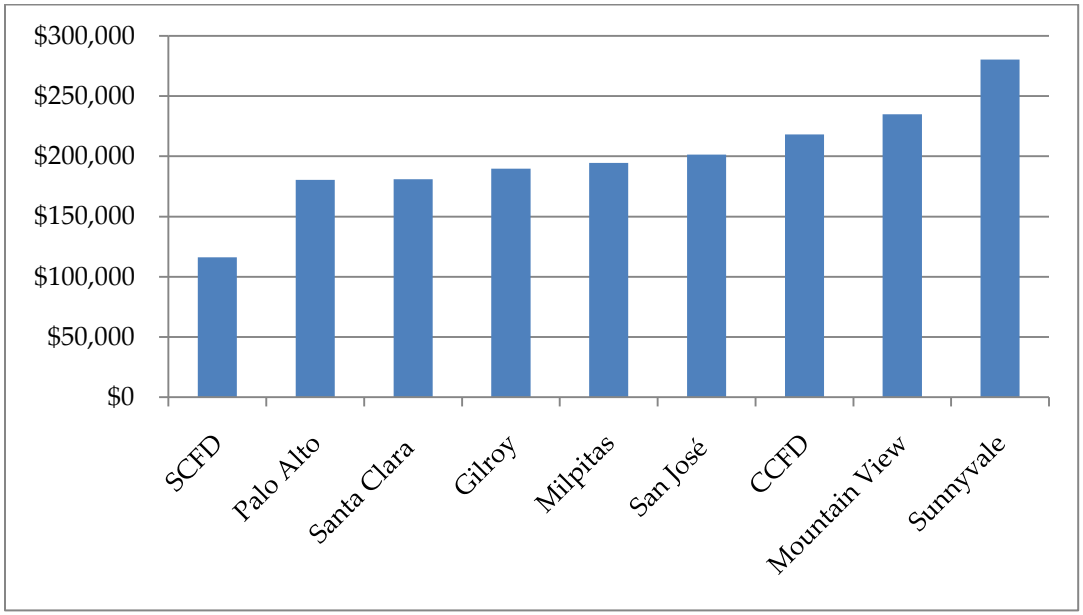
Source: Agency reported financial information and ABAG population data

Figure 66: Operating Cost per Three Person Company Equivalent



Source: Agency reported budget and expenditure information and agency budgets on websites

*Figure 67: Operating Cost per Sworn Operating Personnel**



Source: Agency reported staffing
** Includes only sworn personnel identified as "operating," exclusive of administrative and prevention sworn personnel.*

The significantly lower cost per staffed apparatus and 3-person company equivalent for SCFD is reflective of the two-platoon, 72-hour week staffing model compared with the three-platoon, 56-hour week used by the other departments.

The existence of multiple providers, coupled with the financial pressure on agencies to maximize resource utilization, creates a competitive market. As agencies look for ways to reduce the cost of service delivery, contracting for fire and EMS may be a viable strategy for some. Again, recognizing the limitations of this analysis, the information provides an opportunity for higher-cost agencies to evaluate the practices of lower cost agencies to identify opportunities to reduce their service cost.

5.7 Strategic Paramedic Placement

With the exceptions of Sunnyvale and Santa Clara, the practice of all agencies is to have at least one firefighter/paramedic on each engine. This has resulted generally in response times for EMS calls exceeding the County 90% standard; in 2009 the range was 94% to 98%. Since response times are consistently above 95% for most agencies it may be possible to both meet the County EMS first-responder standards and reduce the cost of service by strategically placing fewer paramedics on engines through-out the County.

Identifying the number and location of paramedics necessary to achieve the 90% standard will require detailed countywide analysis and response modeling. This type of analysis could be done in conjunction with the start of the new transport contract between the County/EMS and a private provider.

5.8 Fire Suppression Training

Each agency provides fire suppression training for its personnel. The amount of resources devoted to training varies. A common theme from the interviews with fire chiefs is that training budgets have suffered significantly from budget reductions. Most agencies report being able to only provide the minimum required training. The South County region lacks an adequate training facility at present.

The operation of joint training programs and shared training facilities could improve County-wide service delivery and allow training dollars to go farther. Some agencies have good training facilities with the capacity to handle multiple departments. CCFD, the City of San José and the City of Santa Clara have facilities that could handle multiple agencies and staff that could serve as a nucleus for broader training programs. Mountain View, Palo Alto and CCFD have discussed the potential for a shared facility at Moffett Field.

The use of shared facilities would provide greater opportunities for joint training between departments. Joint training improves emergency response capability in mutual/automatic aid incidents by building familiarity between fire companies. County fire agencies use a joint academy to train new employees. This concept could be expanded to create a countywide training program.

Important factors in establishing joint training facilities and programs include facility location and standardized fire suppression practices. Company training is usually accomplished by taking units out of service. This decreases the coverage available in the jurisdiction. A joint facility must be located so it is convenient to the participating agencies. This allows the unit in training, if required by an emergency, to return to service. A second factor is that departments may have different practices related to fire suppression practices. Agencies participating in a joint training program would want to standardize practices in the interest of having a common curriculum.

Opportunities to improve overall response effectiveness and reduce operating costs exist in developing shared training facilities and programs. Joint training can be accomplished on a countywide basis through a JPA or by cooperative agreements between agencies.

5.9 Prevention

The development of shared fire prevention functions is an opportunity to improve efficiency and economy. Prevention functions include reviewing and inspecting new construction, inspecting required business and multi-family units, investigating arsons as well as providing community education. At a minimum, consolidating the management and support of fire prevention bureaus can produce cost savings. A common plan check function is another opportunity for improving service and potential savings. The Uniform Fire Code is used by all agencies.

Agencies have their own policies on fee collection for certain prevention services and maintain different fee schedules. Prevention fees provide a source of additional revenue to support fire and EMS. Integrating prevention services would provide the opportunity to standardize policies and fees. Standardizing policies would provide consistency for businesses that operate in multiple jurisdictions. Establishing fees at a level sufficient to cover the cost of service would reduce any general revenue subsidy.

Because of budgetary cuts many departments have significantly reduced or eliminated community education. Pooling prevention resources and sharing education staff may be an option to accomplish this important function.

5.10 Apparatus Maintenance

All nine providers have apparatus maintained in-house. For city fire departments this is a citywide maintenance operation. CCFD has its own maintenance facility and maintenance of SCFD apparatus is performed at the CAL FIRE maintenance facility. Maintenance of fire apparatus is specialized, requiring certified fire mechanics, and recruitment of qualified personnel can be difficult.

A number of factors are important in setting up a shared apparatus maintenance function. Having a shop of sufficient capacity to handle multiple agencies is necessary. To the extent any of the current maintenance providers are operating one or two shifts a day, adding a second or third shift can provide additional capacity without major facility costs. Evaluating the opportunities for agencies to share apparatus maintenance facilities and staff would be worthwhile, given the potential economies that could accrue to those agencies in shared facilities.

5.11 Apparatus Purchasing

Generally, each department develops specifications for their apparatus and each unit is custom manufactured. Agencies will also “tag on” to apparatus purchase

bids of larger organizations, accepting their specification and achieving savings. With engines costing $500,000 to $750,000 each, the opportunity for multiple agencies to develop a common apparatus specification and competitively bid the purchase of a number of uniform vehicles offers the potential for significant savings. Development of a common apparatus fleet over time would also help facilitate a shared maintenance function and generate savings through the standardization of parts. Development of common apparatus is worthy of further exploration by the fire chiefs in the County.

5.12 Emergency Preparedness

All fire departments in the County are responsible for planning for natural or other disasters and maintaining the capacity to respond when a significant event occurs. Departments have generally assumed responsibility for increasing community preparedness, recognizing that a significant incident will require a triage for the deployment of resources and that households and neighborhoods need to be self sufficient for a period of time.

In a metropolitan area, a major disaster like an earthquake will impact multiple jurisdictions. Agencies participate in joint disaster exercises to practice coordination between jurisdictions. In some departments, personnel dedicated exclusively to emergency preparedness have been the casualties of budget cuts. Some redundancy exists in the disaster preparation. Each department prepares its own plan using the same basic elements, coordinates training, and conducts similar community education efforts. Sharing disaster preparedness staff among several agencies offers the opportunity to reduce preparation costs, better coordinate disaster response, and reinstate important community education efforts. The County OES assuming a larger role in preparing and maintaining model plans for fire agencies, coordinating training and supporting the public education efforts of the departments is another opportunity for efficiency and economy.

5.13 Other Service Delivery Methods

In the interest of improved efficiency and in response to constrained financial conditions, public agencies are increasingly looking for alternatives to the current method of delivering services. Alternative service delivery can take many forms. The most common include integrating the services of multiple organizations into a single entity, changing long-established business practices and outsourcing functions or entire services. Many of these opportunities have already been discussed. Following is a brief summary of other alternative delivery approaches available to fire and emergency service providers.

5.13.1 Combining Departments

Combining separate departments into a larger operating unit can also result in cost savings in management, administration and support. Each agency maintains its own management/command structure consisting of a chief, assistant chiefs and battalion chiefs. Each agency is also purchasing and maintaining information technology and common support items and materials. Combining departments creates the opportunity to eliminate this duplication. There are many examples of merged fire departments in California.

In reviewing consolidation opportunities, care must be taken to analyze the overall financial impact. Savings resulting from the elimination of duplicate management and support costs can be eroded by higher operating costs. As was shown in Figures 65, 66 and 67 above, agencies have different cost structures. Savings can also be eroded by agreements to set the employee compensation structure in a manner that reflects the highest salaries and benefits of the merging agencies. Municipal departments must be careful to analyze the "go away" costs of a merger, as some of the cost items included in fire department budgets are provided by central departments and the personnel providing these functions would not be eliminated.

5.13.2 Shared Command

An alternative to consolidating departments is the sharing of command staff between multiple agencies. A contractual agreement between agencies to have a single command structure for their operations can produce the financial benefit of eliminating management redundancy without having to address various issues that arise when departments are consolidated. There is a complexity in this approach, as managers would need to manage multiple labor agreements.

5.13.3 Shared Battalion Chiefs

Short of a shared command staff is the opportunity for agencies to share battalion chiefs. Smaller departments often maintain a battalion structure capable of supporting a greater number of companies. Two similarly situated departments can often come together and share a single battalion management structure. This can be done on a 24/7 basis or with an arrangement for after-hours sharing only.

5.13.4 Boundary Drops

All fire departments in Santa Clara County are party to mutual aid and automatic aid agreements. Under a mutual aid agreement, agencies agree to provide personnel and apparatus when requested by other parties. In automatic aid, agencies identify in advance which areas will receive assistance from

participating agencies. When calls are received by the initial responding agency, the partner agency is notified and the agreed upon unit(s) are automatically dispatched as backup to the initial responding unit.

Boundary drops are a higher level of aid. The name refers to the dropping of city limits boundaries between party agencies and, in accordance with a previously approved plan, the closest unit to the incident is dispatched as the initial responder regardless of the responder's political jurisdiction. Given the positioning of stations between jurisdictions, this can often improve response times to emergency calls. Boundary drops are a best practice in emergency service delivery. While boundary drops can be established without a common communication function, their use and utility is enhanced when such a function is in place.

5.13.5 Alternative Staffing Models

Most California fire departments employ a staffing model to provide 24/7/365 coverage consisting of three platoons staffed with personnel working 24-hour shifts and a 56-hour work week. Staffing is typically uniform and does not vary by time of day or day of week.

Other approaches to staffing are available that can meet response standards at reduced cost. CAL FIRE uses a two-platoon structure with personnel working 24-hour shifts and a 72-hour work week. Overtime is built into the schedule to maintain constant coverage. Paying overtime costs less than maintaining a third platoon.

Private ambulance companies have long used system status staffing (rather than constant staffing). This is a dynamic resource deployment plan based on the analysis over time of service demand by time of day and day of week. More response units are in service during times of high demand; fewer at lower demand times. This is the staffing pattern used by AMR to meet the County's EMS response standards.

Emergency travel times can vary significantly in a metropolitan area by time of day and day of week. When roads are less congested and travel time is faster, it may be possible to post fire apparatus at different locations than the fixed stations and meet response standards with fewer units.

Alternative staffing models need to be carefully analyzed to determine if anticipated service and financial objectives are met. They also require that labor contracts be renegotiated with firefighters. Alternative staffing models typically experience strong resistance from labor as they represent a significant change in long-established practices.

6 Service Review Determinations

6.1 Service Review Determination Criteria

6.1.1 Legislative Requirements

The legislation establishing the service review process, as amended in 2008, requires the LAFCO to make determinations on the agencies under review in the following six categories:

- Growth and population projections for the affected area;
- Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies;
- Financial ability of agency to provide services;
- Status of and opportunities for shared facilities;
- Accountability for community services, including governmental structure and operational efficiencies; and
- Any other matter affecting or related to efficient service delivery.

Methodology and Assumptions

In making required determinations for the fire service review for Santa Clara County fire agencies, Management Partners assessed each agency in each category using criteria described below.

Growth and population projections for the affected area

- The amount and percent of population growth projected by the Association of Bay Area Governments between 2010 and 2035.

Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies

- The age and condition of existing stations as rated by department management.
- The age of current line apparatus in relation to the agency's apparatus replacement schedule.

- The number and distribution of stations and apparatus in the service area.
- The overall capacity of stations and apparatus to accommodate projected growth, assuming each apparatus can handle, on average, up to ten calls per shift.
- The extent to which the fire department meets locally established response performance standards for structure fire calls and County established standards for EMS calls.
- The extent of mutual/automatic aid received and provided.

Financial ability of agency to provide services

- Department type: Municipal department, County-dependent district or independent district.
- Budget: The degree of stability in department expenditures and budgets between 2007-08 and 2010-11. Departments considered stable are those that experienced a reduction of not greater than 5% in expenditures between the four years.
- Staffing: The degree of stability in department staffing between 2007-08 and 2010-11.
- Apparatus replacement: Whether or not the agency has an apparatus replacement fund where annual contributions are made to provide for replacement purchase.
- Fund balance and reserves (for fire districts): the audited undesignated fund balance as of June 30, 2009 and the percent of annual operating expenses of the unreserved balance. A reserve of 15% to 25% is considered reasonable.

Status of and opportunities for shared facilities

- Potential station consolidation: Where proximity of stations and call capacity of apparatus between stations within a single jurisdiction or within adjoining jurisdictions appear to support an evaluation of consolidation (one mile or less between stations and distribution of call volume among remaining apparatus is not greater than ten calls per shift).
- Training: Whether the agency has a training facility and/or training program to potentially accommodate the training of other departments; identification of natural training partners.
- Apparatus maintenance: As all agencies are currently maintaining their own apparatus, this was identified as a possible universal shared facility/service.

- Communications: The compatibility of an agency's radio band/frequency with other departments in the county.

Accountability for community service needs, including governmental structure and operational efficiencies

- Accountability: The accountability chain between the fire department and the elected governing body.
- Public Access: The agency's compliance with open meeting and public records laws, frequency of meetings, availability of information on the website and public outreach.
- Governance and Service Delivery Options: The potential to restructure the governance structure of responsible agencies and/or service providers or change the service provider for a city or district with the goal of increasing service efficiency.

6.2 City of Gilroy Fire Department

Growth and population projections for the affected area

- Gilroy's population is projected to grow 40% by 2035 to approximately 69,600 residents; an annualized growth rate of 1.6%.

The City of Gilroy has a substantial amount of vacant and underdeveloped land within its current boundary. LAFCO policies encourage the utilization of these lands first, before expanding outward.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- Two of the department's three stations have deferred maintenance; the third was constructed in 2004. A fourth station is planned if sufficient development takes place to generate revenue for construction.
- Apparatus are on a 20 year replacement schedule. All line apparatus are less than 11 years old.
- The department's standard is to respond to 90% of non-medical emergency calls within five minutes. From July 2009 to February 2010 the department responded within five minutes on 88% of calls.
- The County EMS standard is to respond within the established time standard on 90% of medical emergency calls. In 2009, the department met the standard on 97.65% of calls.
- In 2009 the department received 117 and provided 284 mutual/automatic aid calls; over 90% of auto/mutual aid calls were with the SCFD.

Present and planned capacity of infrastructure and response capacity are sufficient to serve projected population growth if stations and apparatus and auto/mutual aid agreements are maintained.

Financial ability of agency to provide services

- The Fire Department is a unit of the City of Gilroy.
- Department funding has declined by 16% and staffing has declined by ten positions between 2007-08 and 2010-11. As a result of budget and staffing reductions, the Sunrise station was open less than one-third of the time in FY 2009-10.
- The City and firefighters labor union have reached an agreement effective July 1, 2010 to staff all apparatus with three-person companies instead of four. With this agreement the Sunrise station will be restored to full operation.
- The City has an apparatus replacement fund and contributions are made annually.

There is uncertainty regarding the long-term financial stability of cities. The City of Gilroy currently has the financial resources to provide services at current levels. Pursuing opportunities to integrate services with other departments and change service delivery models offers the potential to maintain adequate services in a financially constrained environment.

Status of and opportunities for shared facilities

- The department is currently sharing a battalion chief with SCFD and CCFD.
- A working group of south county agencies is exploring options to integrate fire and emergency medical services.
- Opportunities for shared facilities exist for training with the CCFD and SCFD. There is no adequate regional training facility in the south county.
- Opportunities for shared facilities exist for apparatus maintenance with the CCFD and SCFD.
- Opportunities for shared communication service and facilities exist with CCFD, SCFD and the City of Morgan Hill. As all of these agencies use a common band and radio frequency, the cost of establishing shared communications is less than those cases where a common band and frequency are not in use. Consolidation of police and fire communications would result in savings to the City.

Establishing shared facilities and services would allow current service levels to be maintained at a lower cost. Implementing shared service and facility arrangements typically requires some initial capital investment by the partners.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the City Administrator. The City Administrator is accountable to the City Council.
- The City complies with open meeting and public records laws. Governance, budget and department information is available on the City's website.
- Opportunities for operational efficiencies include annexing to the SCFD or contracting with another service provider such as CAL FIRE or CCFD.
- A working group consisting of the cities of Gilroy and Morgan Hill and the SCFD and CCFD is evaluating opportunities to jointly improve economies and efficiencies in the south county region.

Accountability is clear and the City conducts business in a transparent manner. Combining fire and emergency medical operations with other providers through annexation, joint powers agreements or contracts is an option that may provide operational efficiencies. These options are under review by a joint working group of agencies in the geographic area.

6.3 Los Altos Hills County Fire District

Growth and population projections for the affected area

- The population in the district is projected to increase by 2.8% to approximately 11,798 residents between 2010 and 2035.

The development pattern of the Town of Los Altos Hills is overwhelmingly low density residential. The unincorporated lands within the district are limited in development potential due to the County's strict land use policies and permanently protected open space lands border the district's SOI to the south.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The district contracts with CCFD for fire suppression and emergency medical services and directly provides supplemental services. The district owns and maintains one station. The station is in excellent condition and funds are reserved for maintenance.

- The district funds apparatus that are used by the CCFD. Apparatus replacement policies meet or exceed those of the CCFD.

Present and planned capacity of infrastructure and service are sufficient to serve projected population growth if the station and apparatus are maintained.

Financial ability of agency to provide services

- The district is a dependent special district governed by the County Board of Supervisors.
- The district has a property tax base that is adequate to fund the service contract with CCFD and provide supplementary services to residents including brush clearance and hydrant maintenance.
- The district has substantial reserves. Some are dedicated for specific purposes, such as apparatus replacement and water supply improvements. Undesignated reserves are substantial, constituting 59% of annual operating expenses. In recent years reserves have been used to fund supplemental services.

District finances are more than adequate to provide services for the current and projected population. The undesignated reserves substantially exceed what is typically found in similar public agencies.

Status of and opportunities for shared facilities

- The district's facilities and service delivery are integrated by contract into the operation of the CCFD.

Given the contractual relationship with CCFD, there are no immediate opportunities for further facility or service sharing.

Accountability for community service needs, including governmental structure and operational efficiencies

- The district is a dependent special district governed by the Santa Clara County Board of Supervisors.
- A seven-member district commission is nominated by District 5 Supervisor and appointed by the County Board of Supervisors. The commission, with consultant assistance, oversees the CCFD contract and local programs.
- The district posts meeting announcements consistent with state law.
- Meeting information, minutes and financial information were not available on website at the time of review. The website has been updated

to show commission meetings on the calendar. Department and program information is available on the website.
- The district is an integral part of the Los Altos Hills community.
- The district could be consolidated with the CCFD resulting in the elimination of costs necessary to administer the district. The district could contract with another provider for service such as Palo Alto or CAL FIRE.

The district can improve transparency by including more information on its website. Administrative costs could be reduced by consolidating with the CCFD.

6.4 City of Milpitas Fire Department

Growth and population projections for the affected area

- Population is expected to grow 54% by 2035 to approximately 106,000 residents, an annualized rate of 2.1%.

The City of Milpitas cannot expand outwardly because it is bounded by other cities and a voter-approved Urban Growth Boundary. The growth potential that remains is for in-fill development, redevelopment, and expansion on underdeveloped parcels.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The City maintains four stations, all of which are in good condition.
- The City has a 20-year replacement cycle for apparatus. All current line apparatus are consistent with the replacement cycle.
- The department does not have an established time standard for response to non-emergency calls. The average response time in 2009 was 4 minutes, 2 seconds.
- In 2009, the department responded to emergency medical calls within the established County EMS standards on 98.98% of calls.
- The department reported receiving four mutual/automatic aid calls in 2009 and responding to 275. Most were responses into underserved lands of the County which takes a unit out of service. The City receives no compensation for these responses.
- Department funding and staffing have been stable.

Present infrastructure and response capacity are sufficient to serve projected population growth assuming continued maintenance of stations and apparatus. The department is significantly impacted by responses outside of their service area.

Financial ability of agency to provide services

- The Fire Department is a unit of the City of Milpitas. Department funding is primarily from the City's General Fund.
- Department funding decreased 7% between 2009-10 and 2010-11.
- Staffing has been stable.
- A replacement fund is maintained for apparatus replacement and annual contributions are made to the fund.

There is uncertainty regarding the long-term financial stability of cities. The City of Milpitas currently has the financial resources to provide services at current levels. Pursuing opportunities to integrate services with other departments and change service delivery models offers the potential to maintain adequate services in a financially constrained environment.

Status of and opportunities for shared facilities

- Funding for training has been reduced substantially due to budget reductions. The City has a training facility. Natural partners for shared training are the City of San José and the City of Santa Clara fire departments.
- Department apparatus are maintained by the City's maintenance unit. Opportunities for a shared maintenance facility and service may exist with the City of San José and the City of Santa Clara fire departments.
- The radio band and frequency used by the department is not compatible with any other agencies in the County; this could increase the cost of implementing a shared communication system.
- Stations 1 and 4 are in close enough proximity and have sufficient response capability where consolidation of stations and elimination of a company may be possible. Automatic aid from San José station 29 would probably be a necessary component of this consolidation.

Establishing shared facilities and services would allow for the maintenance of current service levels at a lower cost. Implementing shared service and facility arrangements typically requires some initial capital investment by the City.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the City Manager. The City Manager is accountable to the City Council.
- The City complies with open meeting and public records laws. Governance, budget and department information is available on the city's website.
- Contracting for service with another service provider or combining with other fire departments through a JPA are potential opportunities to improve efficiency. Given physical proximity, the City of San José Fire Department is the most natural partner.

Accountability is clear and the City conducts business in a transparent manner. Combining fire and emergency medical operations with other providers through joint powers agreements or contracting for service with another agency are options that may provide operational efficiencies.

6.5 City of Mountain View Fire Department

Growth and population projections for the affected area

- City population growth of 26% is projected between 2010 and 2035 to about 90,600 residents; approximately 1% per year.

The City of Mountain View cannot expand outwardly because it is bounded by other cities. The growth potential that remains is for in-fill development, redevelopment, and expansion on underdeveloped parcels.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The City maintains five fire stations. A new station 5 is under construction to replace a temporary structure. There are no deferred capital improvements or major repairs needed.
- The apparatus replacement cycle is 15 years. All engines were manufactured in 2009 and the line truck has 4,300 miles. A new Hazmat unit will be placed in service in 2010.
- The department's established response standard for non-medical emergencies is to arrive within 6 minutes of dispatch on 100% of calls. The department met this standard on 98% of calls in 2009.

- In 2009, the department was in compliance with County EMS medical emergency response standards on 96.8% of calls.
- The department responded to 97 mutual/automatic aid calls in 2009; 45% of responses were reported to CCFD and 28% to Palo Alto. The department does not track mutual/automatic aid received.

Present and planned infrastructure and service capacity are sufficient to serve projected population growth if stations, apparatus and mutual/automatic aid agreements are maintained.

Financial ability of agency to provide services

- The department is a unit of the City of Mountain View and is largely funded from the City's General Fund.
- Budget and staffing have been stable between FY 2007-08 and FY 2010-11.
- The City makes annual contributions to an apparatus replacement fund.

There is uncertainty regarding the long-term financial stability of cities. The City of Mountain View currently has the financial resources to provide services at current levels. Pursuing opportunities to integrate services with other departments and change service delivery models offers the potential to maintain adequate services in a financially constrained environment.

Status of and opportunities for shared facilities

- The department shares a reserve truck and does some joint training with the City of Palo Alto.
- The department maintains a training facility with a tower. The most likely partners with whom a training facility and program might be shared are Palo Alto, Sunnyvale and CCFD.
- Apparatus are maintained by the City's fleet maintenance unit. The most likely partners with whom a fleet maintenance facility and program might be shared are Palo Alto, Sunnyvale and CCFD.
- Department communications are provided by the City's police department. Communications are on the same band/frequency as County Comm, Palo Alto, San José and Gilroy.

Establishing shared facilities and services would allow current service levels to be maintained at a lower cost. Implementing shared service and facility arrangements typically involve some initial capital investment by the partners.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the City Manager. The City Manager is accountable to the City Council.
- The City complies with open meeting and public records laws. Governance, budget and department information is available on the City's website.
- Contracting for service with another fire department or consolidating with other departments through a JPA are potential opportunities to improve efficiency. Given physical proximity, the cities of Palo Alto and Sunnyvale and CCFD are the most natural partners.

Accountability is clear and the City conducts business in a transparent manner. Combining fire and emergency medical operations with other providers or contracting with another service provider may provide operational efficiencies.

6.6 City of Palo Alto Fire Department

Growth and population projections for the affected area

- City population is projected to grow 36% between 2010 and 2035, an annualized rate of 1.4%, to approximately 84,000 residents.

The City of Palo Alto cannot expand outwardly because it is bounded by other cities and open space. The growth potential that remains is for in-fill development, redevelopment, and expansion on underdeveloped parcels.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The City maintains eight stations. Five stations are in fair condition requiring maintenance; three are in poor condition with two not meeting essential building standards (stations 3 and 4). The City's capital improvement program contains funding to bring stations 3 and 4 to good condition.
- Engines are replaced at 20 years, trucks at 15 years. All apparatus are consistent with the replacement schedule.
- The department's established time standard for all emergency calls, including medical, is to respond to 90% of calls in 8 minutes or less. The City reported meeting the standard on 91% of calls in 2009.
- The department received 171 mutual/automatic aid responses in 2009; 44% were from the Menlo Park Fire Protection District (MPFPD) in San

Mateo County. The department provided 141 mutual/automatic aid responses in 2009, evenly distributed between the CCFD, MPFPD and Mountain View.

The department has the infrastructure and service response capacity to meet projected demand. Investment to maintain fire stations and a plan to ensure funding for timely replacement of apparatus is necessary to sustain this capacity.

Financial ability of agency to provide services

- The Fire Department is a unit of the City of Palo Alto.
- Approximately two-thirds of the fire department's budget is funded by the City's General Fund; one third is derived from contracts for services and fees. The department's budget increased between FY 2007-08 and FY 2010-11; this is largely the result of increased pension contributions.
- Staffing has been stable.
- The City has discontinued the apparatus replacement fund.

There is uncertainty regarding the long-term financial stability of cities. The City of Palo Alto currently has the financial resources to provide services at current levels. Funding for station maintenance and equipment replacement are necessary to continue service at current levels. Pursuing opportunities to integrate services with other departments and change service delivery models offers the potential to maintain adequate services in a financially constrained environment.

Status of and opportunities for shared facilities

- The department currently shares a reserve truck with the Mountain View fire department and the departments do some joint training.
- Opportunities exist to share training facilities and programs. The natural partners are Mountain View and CCFD.
- Opportunities exist to share apparatus maintenance and service. The natural partners are Mountain View, CCFD and the Menlo Park Fire Protection District
- Opportunities exist to consolidate communication facilities and services. Potential partners include Mountain View, County Comm and San José, as they operate on the same band and frequency.
- Given physical proximity and call response capacity, there may be an opportunity to consolidate stations 2 and 6 and eliminate a company.

Establishing shared facilities and services would allow current service levels to be maintained at a lower cost. Implementing shared service and facility arrangements will involve some initial capital investment by the City.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the City Manager. The City Manager is accountable to the City Council.
- The City complies with open meeting and public records laws. Governance, budget and department information is available on the city's website.
- Consolidating with other fire departments through joint powers agreements or contracting for service with another agency are potential opportunities to improve efficiency and reduce cost. Given physical proximity, the City of Mountain View Fire Department and CCFD are the most natural partners. The Menlo Park Fire Protection District may be another option, but its location in San Mateo County may present complications.

Accountability is clear and the City conducts business in a transparent manner. Combining fire and emergency medical operations with other providers through joint powers agreements or contracting with another agency for service are options that may provide operational efficiencies.

6.7 City of San José Fire Department

Growth and population projections for the affected area

- City population is expected to grow by 41% to approximately 1,380,900 residents between 2010 and 2035, an annualized rate of 1.6%.

The City of San José has a substantial amount of vacant and underdeveloped land within its boundaries. LAFCO policies encourage the utilization of these lands first, before expanding outward. The City is in the process of updating its General Plan with the intent of accommodating future growth and development within its existing boundaries.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The City maintains 34 fire stations. The department reported that 13 are in excellent condition; 14 are in fair condition; and seven are in poor condition.
- The department staffs 52 apparatus daily including 30 engines, 9 trucks, 5 medic units, 4 light units, 2 brush patrols, 1 Urban Search and Rescue unit and 1 HazMat unit. The apparatus replacement policy is 17 years for

engines and 20 years for trucks. All line apparatus comply with the replacement policy.

- The established response time standard for non-medical emergency calls is 8 minutes or less on 80% of calls. This includes total time from receipt of the 911 call-in communications. In 2009, the department reported meeting the standard on 82% of calls.
- The department met the County EMS established response time for emergency medical calls 95% of the time in 2009.
- The department reported receiving 3 mutual/automatic aid responses and providing 61 responses in 2009; over 80% of mutual/automatic aid was with CCFD. Mutual/ automatic aid information is underreported as the department has had data processing and staffing issues relating to capturing information.
- Future annexations may require the construction of additional stations and placement of additional apparatus in service to maintain current response standards.

Present and planned capacity of infrastructure and response capability are sufficient to serve projected population growth, assuming continued maintenance of stations, apparatus and staff deployment practices are sufficient to meet established response standards.

Financial ability of agency to provide services

- The department is a unit of the City of San José and is funded primarily from the City's General Fund.
- The department budget has been reduced by approximately 4% between FY 2008-09 and FY 2010-11 and staffing has been reduced by approximately 12%. Budget reductions in July 2010 resulted in the elimination of a four engine and one truck company. The City is implementing a dynamic deployment protocol to maintain adequate response standards.
- The City does not maintain an apparatus replacement fund. Bond proceeds have been used to fund replacement.

There is uncertainty regarding the long-term financial stability of cities. The City of San José has the financial resources to provide services at current levels. Pursuing opportunities to integrate services with other departments and change service delivery models offers the potential to maintain adequate services in a financially constrained environment.

Status of and opportunities for shared facilities

- The department maintains a good training facility and program. There may be opportunities to provide training to other fire departments.
- Apparatus are maintained by the City's fleet maintenance unit. There may be opportunities to provide apparatus maintenance to other departments.
- The police department is the PSAP. Fire and emergency medical calls are transferred to the fire department's communications divicion. San José may be able to offer communication services to other departments. CCFD, Gilroy, Palo Alto and Mountain View use the same band and frequency as San José.
- Given physical proximity and call response capacity, there may be an opportunity for consolidating station 29 with Santa Clara station 6, and station 15 with CCFD station 2. This opportunity may be tempered by recent budget cuts.

Given the size and scale of the department and support services, the department may be in a position to offer shared facilities to other departments.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the City Manager. The City Manager is accountable to the City Council.
- The City complies with open meeting and public records laws. Governance, budget and department information is available on the City's website.

Accountability is clear and the City conducts business in a transparent manner. Offering services to other agencies may be an opportunity to offset the fixed costs of the department.

6.8 City of Santa Clara Fire Department

Growth and population projections for the affected area

- City population is expected to grow 37% between 2010 and 2035, to approximately 157,200 residents, an annualized growth rate of about 1.5%.

The City of Santa Clara cannot expand outwardly because it is bounded by other cities. The growth potential that remains is for in-fill development, redevelopment, and expansion on underdeveloped parcels.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The City maintains 10 stations; all stations are in good condition. No deferred maintenance or repairs are needed for eight stations, and funding is in the City's capital improvement program to upgrade two stations.
- The apparatus replacement policy is 20 years; 15 years on the line and five in reserve. All line apparatus are less than 15 years old.
- There is no established time response standard for non-medical emergency calls. In 2009, the average call response was reported at 4 minutes, 3 seconds.
- The department was in compliance with the County EMS response standard for medical emergency calls on 95.89% of calls in 2009.
- The department reports receiving two mutual/auto aid calls in 2009 and providing 12 responses in that year.

Present infrastructure and response capacity are sufficient to serve projected population growth assuming continued maintenance of stations and apparatus.

Financial ability of agency to provide services

- The Fire Department is a unit of the City of Santa Clara and is funded largely from the City's General Fund.
- The department's budget and staffing have been stable between FY 2007-08 and FY 2010-11.
- The City makes annual contributions to an apparatus replacement fund.

There is uncertainty regarding the long-term financial stability of cities. The City of Santa Clara currently has the financial resources to provide services at current levels. Pursuing opportunities to integrate services with other departments and change service delivery models offers the potential to maintain adequate services in a financially constrained environment.

Status of and opportunities for shared facilities

- The department maintains a training facility and dedicated training staff. Opportunities exist to share training facilities and programs; natural partners are Sunnyvale, Milpitas and CCFD.

- Apparatus maintenance is provided by the City's fleet maintenance unit. Opportunities exist to share apparatus maintenance and service; natural partners are Sunnyvale, CCFD and San José.
- The department uses a radio band and frequency not used by any other agency in the county. This complicates the ability to share or consolidate communication facilities and functions.
- Stations 3, 4 and 7 are all in close proximity and have sufficient response capability that some station consolidation and elimination of a company may be possible. There may also be an opportunity to consolidate station 6 with San José.

Establishing shared facilities and services would allow current service levels to be maintained at a lower cost. Implementing shared service and facility arrangements will involve some initial capital investment by the City.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the City Manager. The City Manager is accountable to the City Council.
- The City complies with open meeting and public records laws. Governance, budget and department information is available on the City's website.
- Consolidating with other departments through a JPA or contracting for service with another provider are potential opportunities to improve efficiency and reduce cost. Given physical proximity, the City of San José and Sunnyvale fire departments and CCFD are the most natural partners.

Accountability is clear and the City conducts business in a transparent manner. Combining fire and emergency medical operations with other providers through joint powers agreements or contracting with another provider is an option that may provide operational efficiencies.

6.9 Santa Clara County Central Fire Protection District

Growth and population projections for the affected area

- The population within the district boundaries served by CCFD is expected to grow 7% between 2010 and 2035 to approximately 111,804 residents. The total population served by the CCFD, including contract services, is projected to grow to approximately 290,000

- Areas within the service area of the district with significant development potential will be annexed by the adjacent city prior to development.
- An annexation of 22,000 acres in the Santa Cruz mountains to the CCFD became effective in September 2010; this will not require additional department resources.

The land use policies of the cities within the district do not call for significant increases in development densities. The district also includes some unincorporated islands within the City of San José, which will be eventually annexed to the City. The development potential of the unincorporated hillside lands within the district that are located directly east of San José and Milpitas, is limited due to the County's land use policies, similar to the growth potential of the unincorporated lands within the district in the Santa Cruz Mountains.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The district provides service from 17 stations. Eight stations were rated as excellent, eight as good, and one as fair.
- Apparatus replacement guidelines are 12 years or 100,000 miles for engines and 10 years or 75,000 miles for trucks. All line units are in compliance with the guidelines.
- The department's established time standard for an urban single structure fire is a travel time of 8 minutes or less on 85% of calls. The department reported meeting the standard on 87.9% of calls in 2009.
- The department met the EMS established response standards on 95.13% of calls in 2009.
- The department received 1,239 mutual/automatic aid responses in 2009; 50% were from the San José fire department, 33% were from SCFD and 8% were from the Santa Cruz County Fire Department. The department provided 1,316 automatic /mutual aid responses in 2009; 66% were to San José and 25% to SCFD.

Present and planned capacity of infrastructure and response capacity are sufficient to serve projected population growth assuming continued maintenance of stations, apparatus and staffing levels are sufficient to meet established response standards.

Financial ability of agency to provide services

- The Fire Department is a dependent special district governed by the Santa Clara County Board of Supervisors.

- Approximately two-thirds of the Fire Department's budget is funded by district property taxes; one-third is derived from contracts for services, reimbursements and fees.
- The department's budget increased by approximately 17.5% between FY 2007-08 and FY 2010-11; this largely reflects entering into the full service contract with the Saratoga Fire Protection District in 2008 and renegotiating other service contracts.
- Staffing has been stable.
- The district makes annual contributions to an apparatus replacement fund.
- As of the most recent available audit, June 30, 2009, the district had a fund balance of approximately $17.5 million. Of this amount, approximately $15.2 million was undesignated; this represents 19% of annual operating costs.

The district has had a stable financial base, although it will be affected by the downward property assessments. The district has a prudent reserve. If property taxes remain relatively stable, finances should be adequate to provide services at current levels.

Status of and opportunities for shared facilities

- The district maintains a training facility and dedicated training staff. Opportunities exist to share training facilities and programs. There are multiple potential partners for sharing training.
- The district maintains an apparatus maintenance facility. According to the department, the facility is at capacity. Opportunities may exist to partner with other agencies on a shared maintenance facility or add an additional shift to the current maintenance crew and provide maintenance service for other departments.
- Emergency communications are provided by County Comm. County Comm operates on the same band and frequency as the fire departments of Gilroy, Palo Alto, Mountain View and San José.
- Given physical proximity and response capacity, there may be an opportunity to consolidate station 2 with San José station 15, thus eliminating one company.

Establishing shared facilities and services would allow current service levels to be maintained at a lower cost. Implementing shared service and facility arrangements typically requires some initial capital investment by the partners.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the Santa Clara County Board of Supervisors.
- The County complies with open meeting and public records laws. Governance and financial information is not readily available on the district's website.
- The CCFD has completed the accreditation process of the Commission on Fire Service Accreditation International.
- Department personnel are integrated into the communities they serve.
- Consolidating with the LAHFD and SCFD would result in a single countywide dependent district and provide some savings in administrative and support costs.

Accountability is clear. While district personnel are connected to the respective communities served, as a dependent district under direction of the County Board, governance is remote from district residents. Including information on Board meetings and district finances on the website would increase clarity and transparency on district governance and funding. Combining fire and emergency medical operations with other providers through joint powers agreements or contracts is an option that may reduce some of the district's administrative and support costs.

6.10 South Santa Clara County Fire Protection District

Growth and population projections for the affected area

- Population growth of 8% to approximately 26,524 residents is projected within the district's boundaries between 2010 and 2035.

The unincorporated lands within the district directly surrounding the cities of Morgan Hill and Gilroy are developed with mostly low-density rural-residential development or agricultural uses. Lands located outside of the district's boundary but within its SOI consist of mostly remote areas of the Santa Cruz Mountains and the Diablo Range that are difficult to access, hard to serve, and have limited development potential.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The district maintains four stations. Three stations are in good condition and one requires maintenance.
- Four engines are staffed daily. The apparatus replacement is 12 years, reflecting the high mileage accumulated to remote responses.
- The department's established time standard for non-medical emergency calls varies depending upon call classification as urban, suburban or rural. The performance standard is to respond to all calls within the established standard 90% of the time. The department reported meeting response standards on 90% of calls in 2009.
- The department responded to medical calls within the County EMS standards on 97.53% of calls in 2009.
- The department received 969 mutual/ automatic aid responses in 2009; 71% were from CCFD and Gilroy. The department provided 876 mutual/ automatic aid responses in 2009; 87% to CCFD and Gilroy.

The present capacity of infrastructure and service performance is sufficient to serve projected population growth provided stations, apparatus and mutual/automatic aid agreements are maintained.

Financial ability of agency to provide services

- The fire district is a dependent district of Santa Clara County governed by the Board of Supervisors. A seven-member commission approved by the board has been delegated authority over the operational activities of the district and monitoring the service contract with CAL FIRE.
- The district is funded primarily by property taxes. The budget increased significantly in FY 2009-10 reflecting station maintenance and apparatus purchase.
- Staffing has increased in recent years.
- CAL FIRE provides the lowest cost of fire and emergency medical services in the County.
- The district does not have an apparatus replacement fund; replacements are paid for through the annual budget and reserves.
- The most recent available audit reported that as of June 30, 2009 the district had an undesignated fund balance of $2,758,790. At 75% of annual operating costs, this is a sizable balance. The lack of an apparatus replacement fund provides some basis for a larger undesignated balance.

Assuming relative stability in funding, and maintenance of the contract with CAL FIRE, the district should have the financial capability to meet future service demands.

Status of and opportunities for shared facilities

- The district is currently sharing a battalion chief with the Gilroy Fire Department and CCFD. A working group of south county agencies is exploring other service integration opportunities.
- Opportunities for shared facilities exist for training with the CCFD and Gilroy. There is no adequate regional training facility in the south county.
- Opportunities exist for shared facilities and service for apparatus maintenance with the CCFD and Gilroy.
- Opportunities for shared communication service and facilities exist with CCFD, Gilroy and the City of Morgan Hill. As all of these agencies use a common band and radio frequency, the cost of establishing shared communications would be is less for these than those cases where a common band and frequency are not in use.

Establishing shared facilities and services would allow current service levels to be maintained at a lower cost. Implementing shared service and facility arrangements typically requires some initial capital investment by the partners.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Fire Chief who is an employee of CAL FIRE. The service contract with CAL FIRE is with the County of Santa Clara. The appointed commission has authority over district operations and is the ongoing liaison with CAL FIRE.
- The district complies with open meeting and public records laws. Governance and budget information is not readily available on the district's website. Registering on the website is required to access meeting information.
- The district is exploring regional service delivery with Gilroy and CCFD.

Accountability is difficult to follow given the existence of an appointed district commission, the Board of Supervisors and a contract service provider. While CAL FIRE personnel are connected to the respective communities served, as a dependent district under direction of the County Board, governance is very remote from district residents. Including information on the website about board meetings and district finances would increase clarity and transparency on district governance and funding. Combining fire and emergency medical operations with other providers through joint powers agreements or consolidation with other dependent County districts is an option that may provide operational efficiencies. Given the low cost structure of the contract with CAL FIRE, achievement of significant savings through service integration may be difficult.

6.11 Saratoga Fire Protection District

Growth and population projections for the affected area

- Population in the district is projected to increase by less than 1% to approximately 14,355 residents between 2010 and 2035.

The district's boundary includes all lands within its SOI. There is no potential to annex additional lands as it is completely surrounded by the CCFD.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- The district owns one station that is in excellent condition.
- The apparatus used by the CCFD to serve the district is provided through the service contract.

Present infrastructure and service capacity are sufficient to serve projected population growth if the station and apparatus are maintained.

Financial ability of agency to provide services

- The district is an independent special district in Santa Clara County.
- The district has a property tax base that is adequate to fund the service contract with CCFD and other administrative expenses.
- The most recent available audit reported an unreserved fund balance for the district of $998,475. At 19% of annual operating expenses, this is a prudent reserve.

Unless a significant decrease in property tax occurs, District finances should be adequate to provide services for the current and projected population.

Status of and opportunities for shared facilities

- The district's facilities and service delivery are integrated by contract into the operation of the CCFD.

Given the contractual relationship with CCFD, there are no immediate opportunities for further facility or service sharing by the district.

Accountability for community service needs, including governmental structure and operational efficiencies

- The district is an independent district governed by a three-member elected Board of Directors.

- The district posts meeting announcements on the message board on the side of the station.
- Meeting agenda, minutes and financial information were not available on the District's website at the time of review. The website has since been updated to include board meeting information.
- The district could be dissolved and consolidated with the CCFD, which would result in eliminating district administration costs.

The district can improve transparency by including more governance and financial information on the website. Administrative costs could be reduced by dissolving the district and consolidating with CCFD.

6.12 City of Sunnyvale Public Safety Department

Growth and population projections for the affected area

- The City's population is expected to grow 21% to approximately 163,300 residents between 2010 and 2035, an annualized rate of less than 1%.

The City of Sunnyvale cannot expand outwardly because it is bounded by other cities. The growth potential that remains is for in-fill development, redevelopment, and expansion on underdeveloped parcels.

Present and planned capacity of public facilities and adequacy of public service, including infrastructure needs or deficiencies

- Fire and emergency medical services are provided by the City's Public Safety Department. Patrol officers trained in fire suppression are an integral part of response capacity.
- The City maintains six fire stations. All stations were remodeled in 1998 and 1999.
- The department staffs twelve apparatus on a daily basis with two-person crews. The apparatus replacement cycle is 20 years; all line apparatus is ten years old or less.
- The department's established time standard for all non-medical emergency calls is to respond to 93% of calls in 6 minutes, 14 seconds or less. The City reported meeting the standard on 95% of calls in 2009.
- The department reported receiving 45 mutual/automatic aid responses in 2009; 73% were from Mountain View. The department provided 66 mutual/automatic aid responses in 2009; 48% to Mountain View, 26% to CCFD and 21% to Santa Clara.

Present capacity of infrastructure and response capability are sufficient to serve projected population growth if stations and apparatus and mutual/automatic aid agreements are maintained.

Financial ability of agency to provide services

- The Fire Department is a unit of the City of Sunnyvale and is funded primarily by the City's General Fund.
- The department's budget has been stable.
- Staffing has increased 14% between FY 2007-08 and FY 2010-11. (This staffing increase is due to departmental reorganization that shifted staff between divisions in the Public Safety Department; it was not an increase in total staff)
- Annual contributions are made to an apparatus replacement fund.

There is uncertainty regarding the long-term financial stability of cities. The City of Sunnyvale currently has the financial resources to provide services at current levels. Pursuing opportunities to integrate services with other departments and change service delivery models offers the potential to maintain adequate services in a financially constrained environment.

Status of and opportunities for shared facilities

- Opportunities exist to share training facilities and programs. The City's natural partners are Mountain View, Santa Clara and CCFD.
- Opportunities exist to share apparatus maintenance and service. The City's natural partners are Mountain View, Santa Clara and CCFD.
- Department communications are not on the same band and frequency of any other fire and emergency medical service providers in the County.

Establishing shared facilities and services would allow current service levels to be maintained at a lower cost. Implementing shared service and facility arrangements will involve some initial capital investment by the City.

Accountability for community service needs, including governmental structure and operational efficiencies

- The Fire Department is under the direction of the Director of Public Safety who is accountable for operations and performance to the City Manager. The City Manager is accountable to the City Council.
- The City complies with open meeting and public records laws. Governance, budget and department information is available on the City's website.

- Consolidating with other fire departments or contracting with another provider are potential opportunities to improve efficiency and reduce cost. Given physical proximity, the City of Santa Clara and City of Mountain View fire departments and CCFD are the most natural partners. The City's Public Safety structure presents unique issues that would need to be addressed in a consolidation.

Accountability is clear and the City conducts business in a transparent manner. Combining fire and emergency medical operations with other providers through joint powers agreements or contracting for service with another agency are options that may provide operational efficiencies.

7 Sphere of Influence Determinations and Recommendations

Following are the determinations and recommendations regarding the Los Altos Hills County Fire District (LAHFD), Santa Clara County Central Fire Protection District (CCFD), South Santa Clara County Fire Protection District (SCFD) and Saratoga Fire Protection District (SFD). The LAHFD, CCFD and SCFD are dependent County districts governed by the County Board of Supervisors. The SFD is an independent special district with an elected board of directors.

7.1 Los Altos Hills County Fire District

7.1.1 Current District Boundary

The Los Altos Hills County Fire District (LAHFD) provides fire protection and emergency medical services to the Town of Los Altos Hills and to the unincorporated area adjacent (i.e., the Loyola and San Antonio Hills areas) to the Town through a contract with the Santa Clara County Central Fire Protection District (CCFD). The district also provides fire protection service to the Los Trancos Woods area, which is adjacent to both San Mateo County and the City of Palo Alto.

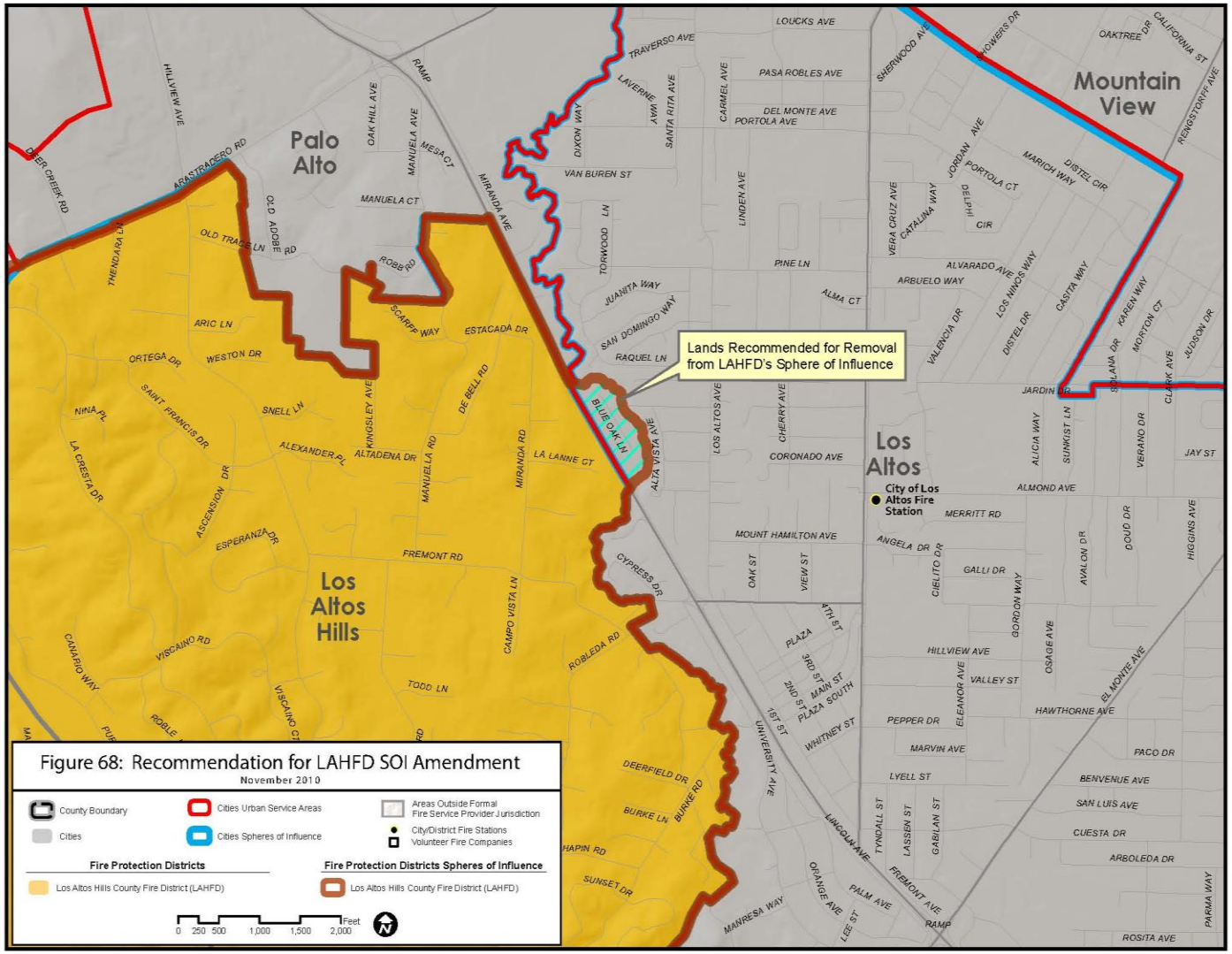
7.1.2 Current SOI Boundary

LAHFD's SOI was established by LAFCO in 1983 and there have been no changes to its SOI since then. LAHFD's SOI is coterminous with its boundaries except that it includes some agricultural and open space unincorporated lands to the south that are outside the district's boundaries, and excludes the Los Trancos Woods area as well as the unincorporated area to the east of I-280 that is within the SOI of Los Altos. The district has not recommended any changes to its SOI.

7.1.3 SOI Boundary Recommendation

It is recommended that LAFCO retract the SOI for the District to exclude the lands annexed to the City of Los Altos and concurrently detached from the LAHFD in the June 19, 2006 annexation of *Los Altos Pocket No. 1: Blue Oak Lane* to the City of Los Altos. See Figure 68.

Figure 68: Recommendation for LAHFD SOI Amendment



7.1.4 SOI Determinations

1. **The Present and Planned Land Uses in the Area, including Agricultural and Open Space Lands**

   The district encompasses the Town of Los Altos Hills and unincorporated areas adjacent to the Town. The district also provides service to the unincorporated Los Trancos Woods area which is adjacent to both San Mateo County and the City of Palo Alto. Existing and planned land uses in the district are overwhelmingly residential, with some permanently preserved open space and parklands, and with no commercial or industrial facilities.

   Finding: Planned land uses in the district are predominantly single-family residential. There are some agricultural and open space lands in the district's SOI.

2. **The Present and Probable Need For Public Facilities and Services in the Area**

   The district provides fire protection service through a contract with CCFD. The district is nearly built out and contains lands permanently preserved as open space or parklands. Demand for service will remain fairly constant with the possibility of slight reductions as the City of Los Altos annexes their remaining unincorporated islands and these areas are detached from the district.

   Finding: Fire protection service needs in the area will hold constant or decrease slightly in the future.

3. **The Present Capacity of Public Facilities and Adequacy of Public Services that the Agency Provides or is Authorized to Provide**

   The district contracts with CCFD for fire protection and emergency medical services. The district also provides on-site brush chipper service, garden debris drop off service, hillside weed clearance, fire prevention information materials, and is replacing undersized water mains and installing new water mains and fire hydrants where needed. One station is owned and maintained at 12355 El Monte Road on the campus of Foothill College. This station houses the apparatus, equipment, and tools used to support the district's fire, rescue, and emergency medical needs. The district serves land that has been largely developed or permanently preserved. The infrastructure serving the district's service area has the

capacity to serve the development. The district continues to upgrade and expand water distribution infrastructure.

Finding: The present capacity of public facilities and provision of service appears to be adequate.

4. **The Existence of any Social or Economic Communities of Interest in the Area if the Commission Determines that they are Relevant to the Agency**

   The district serves the Town of Los Altos Hills and adjacent unincorporated areas. Some of these unincorporated areas are also adjacent to the City of Los Altos and will someday be annexed into the City of Los Altos. The district also provides service to the unincorporated Los Trancos Woods area which is adjacent to both San Mateo County and the City of Palo Alto. Residents within the district's boundaries share strong ties with the cities of Los Altos and Palo Alto, as well as Los Altos Hills, which is where the majority of them reside.

   Finding: The district is part of the social and economic community of the Cities of Los Altos and Palo Alto, and the Town of Los Altos Hills.

5. **The Nature, Location, Extent, Functions and Classes of Services to be Provided**

   The district, through a contract with CCFD, provides fire protection services, emergency medical service response, on-site brush chipper service, garden debris drop off service, hillside weed clearance, fire prevention public education, and replacement and installation of water mains and hydrants.

7.2 Santa Clara County Central Fire Protection District

7.2.1 Current District Boundary

The Santa Clara County Central Fire Protection District (CCFD) provides fire protection and emergency medical services to areas in the central and northern parts of the County, including the cities of Cupertino, Los Gatos, a part of Saratoga, Monte Sereno and other unincorporated areas. CCFD also provides fire protection and emergency medical service by contract to the cities of Campbell, Los Altos, Morgan Hill, the Los Altos Hills County Fire District (LAHFD) and the Saratoga Fire Protection District (SFD). CCFD contracts with the cities of San José and Milpitas to provide fire service to the urbanized unincorporated islands that are surrounded by these cities and/or adjacent to these cities, as well as lands

within the lower foothills. CCFD is designated as the fire marshal for all unincorporated lands.

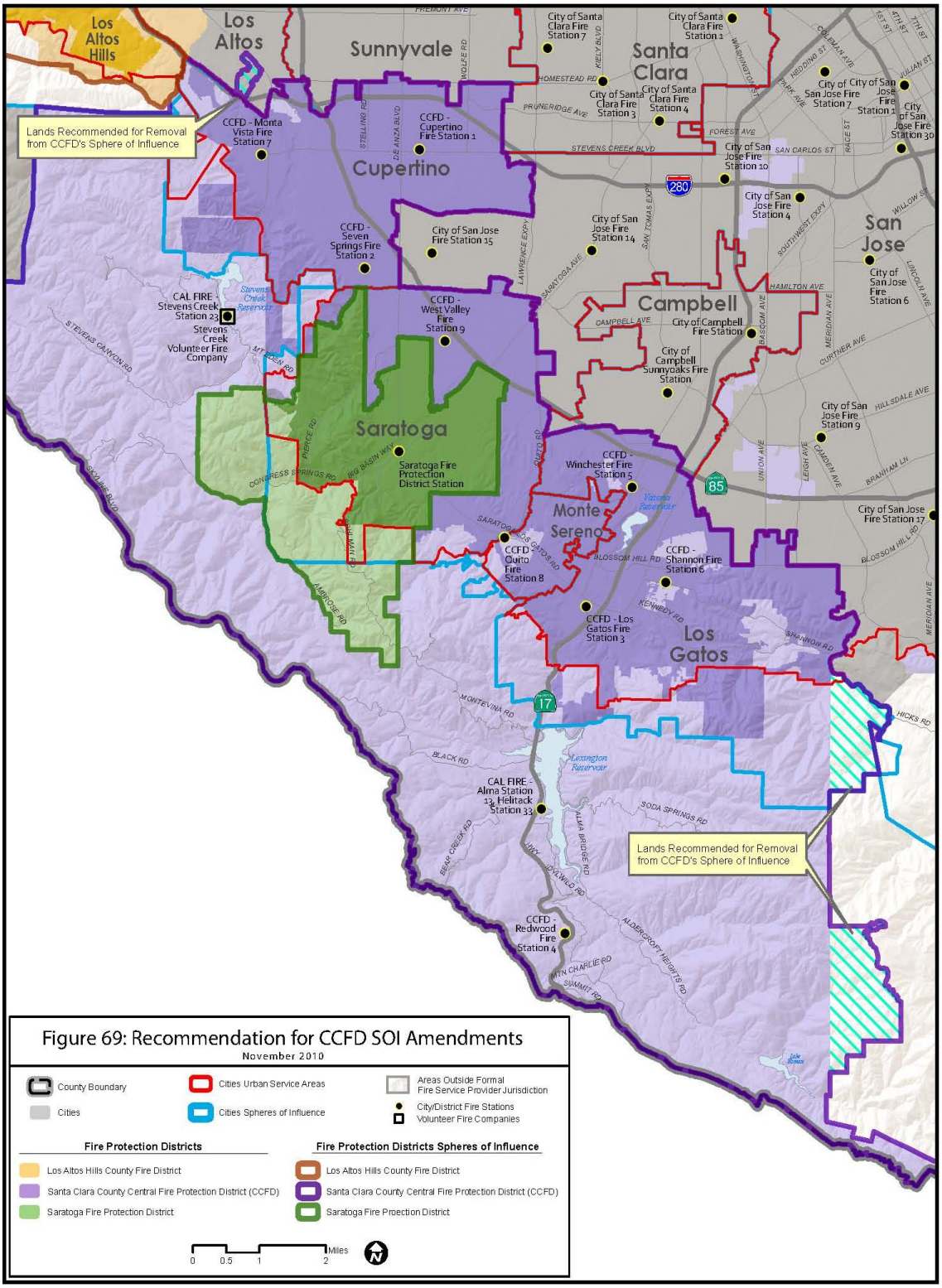
7.2.2 Current SOI Boundary

CCFD's sphere of influence was established by LAFCO in 1983. The district's SOI boundary generally follows the Los Altos Hills boundary agreement line on the north, the Santa Cruz County boundary on the west, the San José boundary agreement line on the south and the city limits of Los Gatos, Monte Sereno, and Cupertino on the east. The district's SOI boundary does not include the unincorporated islands or contract cities. In September 2010, LAFCO completed annexation of 22,000 acres to the CCFD. This annexation resulted in CCFD annexing all lands in the Santa Cruz Mountains which were located within its SOI except for lands located in the southeastern end of CCFD's SOI. These lands were excluded from the annexation due to lack of access for CCFD to serve the lands.

7.2.3 SOI Boundary Recommendation

It is recommended that LAFCO retract the SOI for CCFD to exclude lands on the southeastern edge to be consistent with the district's boundary as established by the annexation effective on September 28, 2010 (CCFD SOI Amendment & Annexation 2010-01) Additionally, the SOI for CCFD should be retracted to exclude the lands that were annexed to the City of Los Altos and concurrently detached from CCFD in the June 19, 2006 annexation of *Los Altos Pocket No. 2: Woodland Acres* to the City of Los Altos. See Figure 69.

Figure 69: Recommendation for CCFD SOI Amendment



7.2.4 SOI Determinations

1. **The Present and Planned Land Uses in the Area, including Agricultural and Open Space Lands**

   The district serves portions of the unincorporated area and the cities of Cupertino, Monte Sereno, Los Gatos and a portion of Saratoga. The district also provides fire protection service by contract to the cities of Campbell, Los Altos, Morgan Hill as well as the Los Altos Hills County Fire Protection District (LAHFD) and Saratoga Fire Protection District (SFD). CCFD also contracts with the cities of San José and Milpitas to provide fire service to the urbanized unincorporated lands that are surrounded by these cities and adjacent to these cities.

   Each city and the County will determine the types of land uses planned in their portions of the district's service area. Cupertino is the more densely developed of these communities and has the greatest employment-producing land uses. Saratoga, Los Gatos, and Campbell are predominantly residential with a well-defined downtown core and very limited industrial uses. Monte Sereno and the Los Altos Hills area are substantially low density residential. Morgan Hill is primarily residential, with a mixture of commercial and industrial land uses. The unincorporated islands consist of primarily residential land uses and limited commercial land uses. The remaining unincorporated lands that the district serves are more remote and are designated "hillsides" or "ranchlands" in the County General Plan. Under the various cities' existing General Plans and the County General Plan, lands uses in the district are not expected to change.

   Finding: Planned land uses in the district are predominantly single-family residential, with limited commercial and industrial development. There are some agricultural and open space lands in the district's SOI.

2. **The Present and Probable Need For Public Facilities and Services in the Area**

   The district serves portions of the unincorporated area and the cities of Cupertino, Monte Sereno, Los Gatos, and a portion of Saratoga. Each of these cities is considered built-out and their land use policies do not call for increases in development densities. The district also provides fire protection service by contract to the cities of Campbell, Los Altos, Morgan Hill as well as the Los Altos Hills County and Saratoga Fire Protection Districts. These areas, with the exception of the City of Morgan Hill are

expected to experience minimal growth. CCFD also contracts with the cities of San José and Milpitas to provide fire service to the urbanized unincorporated areas that are surrounded by these cities and adjacent to these cities. These areas are considered built-out or limited in development potential under the County's policies. Under the cities, the County, and LAFCO's policies, the islands will eventually be annexed into their respective city.

There are lands inside the district's SOI boundary that are outside of its service boundary. These lands are unincorporated and are subject to the County's strict policies that only allow for very low-density development. Given the low level of development and difficulty in accessing these areas, they will remain outside the district boundaries. It is unlikely that County Fire will experience significant service population growth in the lands that they directly serve.

Finding: Fire protection service needs in the area will hold constant in the future.

3. **The Present Capacity of Public Facilities and Adequacy of Public Services that the Agency Provides or is Authorized to Provide**

CCFD provides fire protection, emergency medical service and various related services. The district has comprehensively identified infrastructure needs. The district has 17 fire stations, 16 front line fire engines, two front line trucks, three front line rescue units and one Type 1 hazardous materials unit. There are no significant infrastructure needs identified by CCFD.

Finding: The present capacity of public facilities and provision of service appear to be adequate.

4. **The Existence of any Social or Economic Communities of Interest in the Area if the Commission Determines that they are Relevant to the Agency.**

The district serves the cities of Cupertino, Monte Sereno, Los Gatos, a portion of Saratoga, and portions of the unincorporated County. The district also provides fire protection service by contract to the cities of Morgan Hill, Campbell, Los Altos, the Los Altos Hills County Fire Protection District and the Saratoga Fire Protection District. Residents within the district's boundaries share strong ties with their respective cities and the County. The district also interacts with cities of San José,

Milpitas and contracts with these cities to serve the "unincorporated islands" and adjacent lands in the lower foothills. The unincorporated islands share a community of interest with the city that will ultimately annex them. Residents of the lands within the lower foothills share a community of interest with the adjacent cities.

Finding: The district is part of the social and economic community of the cities of Campbell, Cupertino, Los Altos, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, San José, Santa Clara, Saratoga, and the Los Altos Hills County Fire Protection District.

5. **The Nature, Location, Extent, Functions and Classes of Service to be Provided**

   The district provides fire protection services, emergency medical service response, hazardous materials response, technical rescue response, arson investigations, public education, communication/dispatch, training, fire code and law enforcement, engineering services, vehicle/fleet maintenance services, and regional incident command resources.

7.3 South Santa Clara County Fire Protection District

7.3.1 Current District Boundary

The South Santa Clara County Fire Protection District (SCFD) provides fire protection and emergency medical services to unincorporated areas in the southern portion of Santa Clara County. The northern part of SCFD consists of an area known as "Coyote Valley." The southern part of SCFD consists of the unincorporated area directly surrounding the cities of Morgan Hill and Gilroy, the unincorporated rural residential community of San Martin, the Corde Valle estate development, the remote area of the Santa Cruz Mountains and a portion of the remote area of the Diablo Range.

7.3.2 Current SOI Boundary

SCFD's SOI was established by LAFCO in 1983. There have been only minor changes made to its SOI boundary since then. SCFD's SOI is not coterminous with the existing boundaries of the district. The district's SOI includes all of South County except the cities of Morgan Hill and Gilroy and the more remote areas of the Diablo Range. The district's SOI is located generally south of Bailey Avenue along Little Uvas Creek and extends southeast along Pacheco Highway to the County line, extends east along the Diablo Range ridge line up to the San José boundary agreement line and extends west to the Santa Clara County/Santa Cruz County border.

7.3.3 SOI Boundary Recommendation

It is recommended that LAFCO reaffirm the existing SOI for the South Santa Clara County Fire Protection District.

7.3.4 SOI Determinations

1. **The Present and Planned Land Uses in the Area, including Agricultural and Open Space Lands**

   The district's boundary and SOI boundary include unincorporated lands designated by the County General Plan as "agriculture, public open space lands, rural residential, and regional parks." The district also includes remote areas of the Santa Cruz Mountains and the Diablo Range that are designated "hillsides" and "ranchlands" in the County General Plan. The boundaries also include the unincorporated rural residential community of San Martin and rural residential estate development of Corde Valle, a semi-private golf course, and a winery. Some limited commercial and industrial uses are located in San Martin and along Pacheco Pass Highway.

   Finding: Under the existing County of Santa Clara policies, the unincorporated area within the District's boundary and SOI will remain non-urban in character and predominantly in rural residential, agricultural, and open space uses.

2. **The Present and Probable Need For Public Facilities and Services in the Area**

   The district provides fire protection and emergency medical services by contracting with CAL FIRE, the operating unit of the State Department of Forestry and Fire Protection (CDF). The district serves unincorporated lands directly surrounding the cities of Morgan Hill and Gilroy. These lands are developed with mostly low-density rural-residential development, consistent with the County's minimum lot size requirements. The County, cities of Morgan Hill and Gilroy, and LAFCO all have policies that require urban development to occur within a city and not within the unincorporated area. Therefore, cities must annex lands before they can be developed with an urban use. SCFD also includes the unincorporated rural residential community of San Martin and the Corde Valle Estate development. The district also includes some remote areas of the Santa Cruz Mountains and the Diablo Range that are difficult to access and hard to serve and therefore have limited

development potential. The district does not serve lands within the cities of Morgan Hill and Gilroy.

SCFD is expected to see very little growth within its existing boundaries. Demand for service will remain fairly constant with the possibility of slight reductions as the cities of San José, Morgan Hill and Gilroy annex land and these lands are detached from the district. It is also possible that in the future service needs may increase slightly if additional remote lands are annexed to the district. However, these remote lands can only be developed at very low densities (120 acres minimum lot size based on slope density) under the County's policies.

Finding: Fire protection service needs in the area will hold constant or decline in the future due to annexation to cities or may increase slightly if additional remote lands are annexed to the district.

3. **The Present Capacity of Public Facilities and Adequacy of Public Services that the Agency Provides or is Authorized to Provide**

SCFD contracts with CAL FIRE for fire protection and emergency medical services. The district utilizes four stations. Station 1 (in Morgan Hill on Monterey Street) is the CAL FIRE Headquarters Station. The district owns Station 2 (south of San Martin and north of Gilroy on No Name Uno) and leases Station 3 (west of Gilroy on Hecker Pass). A fourth station, owned by CAL FIRE and located on Pacheco Pass Highway, opened in 1985.

The district serves lands that are largely developed with low-density rural residential, agricultural, and open space uses. The infrastructure serving the district's service area has the capacity to serve the development and residents within the district.

Finding: The present capacity of public facilities and provision of service appears to be adequate and the district is replacing and installing new fire protection infrastructure where warranted.

4. **The Existence of any Social or Economic Communities of Interest in the Area if the Commission Determines that they are Relevant to the Agency**

The South Santa Clara County Fire Protection District serves all of South County with the exception of the cities of Morgan Hill and Gilroy and the remote area of the Diablo Range and Santa Cruz Mountains. Within the district's boundaries are areas such as the community of San Martin that

functions as a social and economic unit. The vast portion of the district, however, consists of patchwork of low-density rural residential development that is socially and economically independent of one another. Areas of the district that are inside a city's Urban Service Area share a community of interest with the city that will ultimately annex them.

Finding: Portions of the district are socially and economically a part of the South County cities and the community of San Martin.

5. **The Nature, Location, Extent, Functions and Classes of Services to be Provided**

   The district, through a contact with CAL FIRE provides fire protection services, emergency medical service response, hazardous materials response, water rescues, arson investigations, public education, communication/dispatch, fire code and law enforcement, and engineering services.

7.4 Saratoga Fire Protection District

7.4.1 Current District Boundary

The Saratoga Fire Protection District (SFD) provides fire protection and emergency medical services to approximately half of the City of Saratoga and to the adjacent unincorporated lands west and southwest of the City. In 2008 the SFD contracted with CCFD for all fire and emergency medical services. Under the contract, the SFD maintains ownership of the single station and CCFD staffs the station with an engine and rescue.

7.4.2 Current SOI Boundary

SFD's sphere of influence (SOI) was established by LAFCO in 1983 and is coterminous with its boundaries. There have not been any changes to its SOI since then. The district has not requested any changes to its SOI. The SOI generally follows Mt. Eden and Pierce Road to Highway 9, follows Highway 9 to Sanborn Road and then follows Sanborn Road to the Saratoga/Monte Sereno Boundary Agreement Line. With the annexation of 22,000 acres by the CCFD effective September 2010, the SFD will be completely surrounded by the CCFD; there is no potential for the district or for its SOI boundary to expand.

7.4.3 SOI Boundary Recommendation

It is recommended that LAFCO establish a zero SOI for the SFD as it is appropriate for the district to be dissolved and included in the Santa Clara County Central Fire Protection District.

7.4.4 SOI Determinations

1. **The Present and Planned Land Uses in the Area, including Agricultural and Open Space Lands**

   Existing and planned land uses in the district are overwhelmingly residential, with some educational, municipal, and commercial facilities as well as parklands and permanently preserved open space. The area is substantially developed. No new major development is anticipated.

   Finding: Planned land uses in the district are predominantly single-family residential. There are no agricultural lands or preserves in the district's SOI.

2. **The Present and Probable Need For Public Facilities and Services in the Area**

   The Santa Clara County Central Fire Protection District provides fire and emergency medical services through a contract. The district is nearly built-out and contains largely residential development. New development in the unincorporated area will continue to be very limited due to the County's very strict land use policies that require large minimum lot sizes (5 acres, 20 acres, or 160 acres depending on the location and slope) for new residential development. Demand for fire protection service will remain fairly constant.

   Finding: Fire protection service needs in the area will hold constant in the future.

3. **The Present Capacity of Public Facilities and Adequacy of Public Services that the Agency Provides or is Authorized to Provide**

   The district contracts with the CCFD for fire protection and emergency medical services. District lands are served primarily by the fire station in Saratoga, at 14380 Saratoga Avenue. The station is staffed with two 3-person companies operating an engine and rescue. The station was completed in fall 2004 and meets current seismic, health and safety standards. Nearby CCFD stations provide additional response.

The district serves land that has been largely developed or permanently preserved. The infrastructure serving the district's area has the capacity to serve the development and residents within the district.

Finding: The present capacity of public facilities and provision of service appears to be adequate.

4. **The Existence of any Social or Economic Communities of Interest in the Area if the Commission Determines that they are Relevant to the Agency**

The district has a long history of social and economic interdependence and interaction with the City of Saratoga. The district administers an Early Warning Alarm System (EWAS) for the City of Saratoga. The EWAS is a city-mandated ordinance that requires a fire detection system in newly constructed homes over 5,000 square feet, remodeled homes expanded over 50% of the original square footage, any new construction in the Hazardous Hillside Area, and new commercial construction. The system detects fires in the incipient stage and immediately notifies the CCFD. There are approximately 700 alarm accounts on-line.

Finding: The district has historically been part of the social community of the City of Saratoga. The presence of the district in the community has been reduced with the service contract with the CCFD.

5. **The Nature, Location, Extent, Functions and Classes of Service to be Provided**

The district, through a contract with CCFD, provides fire protection services, emergency medical service response, rescue response, arson investigations, and public education. Communication and dispatch services are provided by County Communications, also as part of the CCFD contract.

8 Conclusion

The current infrastructure of stations and apparatus, based on Management Partners' assessment of station location, number of apparatus and call volume,, if properly maintained should be adequate to handle most projected growth in population and service demand between 2010 and 2035. There are areas in Gilroy and San José where planned new development will require that new stations be constructed to provide service at current levels.

The unprecedented revenue loss experienced by public agencies in California, coupled with expenditure increases to maintain current pension benefits, have required cities to make significant expenditure reductions, including reductions in fire department budgets. To this point, most fire and emergency service providers have accommodated budget reductions without having a significant impact on emergency response performance. Changes in overtime practices and off-hours battalion chief coverage and reductions in training, prevention and emergency preparedness have been the primary focus of cuts in municipal departments. Although less sharply impacted because of a more stable revenue base, fire districts are beginning to experience less robust revenue.

The projected continuation of fewer financial resources for local government will require fire and emergency service providers to continue to look for ways to make further budget reductions. Given the structure of the current fire service delivery system and the limited flexibility in fire department budgets, this could lead to budget reductions that would degrade emergency response performance. As an alternative, there are several opportunities available to the cities and fire districts in Santa Clara County to achieve economies and efficiencies without service degradation. Most of these opportunities require departments to integrate various common functions through the development of partnerships, JPAs, or other cooperative strategies.

The economy and efficiency opportunities that have the broadest application include consolidating communications, conducting joint training and maintaining apparatus jointly. Consolidation of communication functions offers the opportunity to significantly improve the service delivery system. It would also create other economy and efficiency opportunities such as boundary drops.

Communication consolidation would require the inclusion of police communications to achieve decreased costs.

Finding a solution to the fragmented delivery system in the south of the County appears to be progressing based on a working group including the cities of Gilroy and Morgan Hill and the Central and South Fire Districts. Strengthening the capacity of volunteer fire departments to improve service in underserved areas and providing some compensation to those public agencies that provide responses into those areas will take the development of new revenue from the affected underserved properties.

Public accountability, as measured by the ease of access of the public to information on governance, governing board meetings and financial information is strong in the municipal departments. Fire districts can take steps through improvements in their websites to improve access and transparency of operations.

Attachment A: Definitions and Acronyms

Like every discipline, fire and emergency services are replete with terms and acronyms that may not be familiar to the general population. To aid the reader, Table 87 lists definitions of terms and Table 88 lists acronyms used throughout this report.

Table 87: Definitions

Definitions	
Advanced Life Support (ALS)	Pre-hospital emergency medical services intended to stabilize patients prior to transport to a hospital or trauma center. Includes administration of drugs and intubation.
Ambulance or Transport	Vehicle used to transport patients to hospitals/trauma centers.
Apparatus	Specialized vehicles used to provide fire and emergency services: primarily engines, trucks and rescues.
Automatic Aid	An ongoing agreement between agencies that one department will respond automatically into the other jurisdiction to a service call.
Basic Life Support (BLS)	Pre-hospital emergency medical services intended to stabilize patients prior to transport to a hospital or trauma center. Services are at a lower level than ALS services and require less training.
Battalion	A grouping of multiple fire companies under a common command.
Boundary Drop	When two agencies agree that the closest unit will be the first responder to an incident and take responsibility for the incident regardless of political jurisdiction.
CAL FIRE	The State of California fire and emergency service provider; California Department of Forestry and Fire Protection.
Company	A grouping of sworn firefighting personnel under supervision of a company officer. A company is typically the personnel assigned to staff a piece of apparatus.
County Comm.	County of Santa Clara Communications Department, the communications/dispatch center for the Santa Clara County Central Fire District and countywide emergency ambulance dispatch, except for the City of Palo Alto.
Emergency Medical Technician (EMT)	A person possessing the certifications necessary to provide BLS service.
Engine	The primary vehicle used by fire departments. It has water in a booster tank, a pump, hoses, and ground ladders.
Fire district	A government jurisdiction formed under the Health and Safety Code that is the responsible jurisdiction for a prescribed geographic area.
Hazmat	Hazardous materials/toxic chemicals dangerous to life and the environment. Type 1 materials require specialized equipment.

Definitions	
Mutual Aid	One or more agencies providing support to another agency upon request at no cost.
Paramedic	A person meeting State certification requirements to provide advanced life support services.
Platoon	A grouping of fire personnel typically working on the same shift rotation schedule.
Public Service Calls	Calls made for reasons including vehicle and residential lockouts, smoke detector battery changes, invalid assists, etc.
Pre-hospital emergency medical care	First responder paramedic and transport services in advance of admittance of a patient to a hospital.
Provider agency or department	A fire department that is a direct provider of fire and emergency services. Some responsible agencies contract with another agency for service delivery.
Rescue	A rescue vehicle is similar to a truck, but does not carry the large aerial ladder. It is similar to an engine, but carries all of the rescue and extrication gear carried by a truck.
Responsible agency or jurisdiction	The government ultimately responsible for providing fire and emergency services—a city, county or fire district.
Sphere of Influence (SOI)	Defined by the state law as the probable physical boundaries and service areas of a city or district. In Santa Clara County, inclusion of an area in a city's SOI is not necessarily an indication that the area would be annexed to the city or receive urban services. .
State Responsibility Area (SRA)	Unincorporated lands outside the jurisdiction of an incorporated city. Cal Fire is the responsible agency for wildfire suppression response to these areas.
Structure Fire	A fire in a building.
Truck	Trucks have ground ladders and a large aerial ladder. Trucks also carry rescue and medical gear.
Urban Service Area (USA)	This boundary delineates incorporated and unincorporated areas authorized to receive urban services, facilities, and utilities, or areas proposed to receive such services within 5 years from a city.

Table 88: Acronyms

Acronyms	
ABAG	Association of Bay Area Governments
ADA	Americans with Disabilities Act
AED	Automatic Electronic Defibrillator

Acronyms	
ALS	Advanced Life Support
AMR	American Medical Response
ARF	Aircraft Rescue Firefighting engine
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CCFD	Santa Clara County Central Fire Protection District
CKH Act	Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000
CSA	County Service Area
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
FD	Fire District
FTE	Full Time Employee equivalent
FY	Fiscal Year
HIT	Hazardous Incident Team
ISF	Internal Service Fund
JPA	Joint Powers Authority
LAFCO	Local Agency Formation Commission
LAHFD	Los Altos Hills County Fire Protection District
MIS	Management Information System
MSR	Municipal Service Review
NFPA	National Fire Protection Association
PSAP	Public Safety Answering Point
QRV	Quick Response Vehicles
RFP	Request For Proposals
SRA	State Responsibility Area
SCC	Santa Clara County
SCFD	South Santa Clara County Fire Protection District
SFD	Saratoga Fire Protection District
SOI	Sphere of Influence
STAR	Supplemental Transport Ambulance Resource
SVRIA	Silicon Valley Regional Interoperability Authority

Acronyms	
USA	Urban Service Area
VFC	Volunteer Fire Company

Attachment B: Interviews

Gilroy

Date of Interview: 4-8-2010
Interviewee: Chief Dale Foster
Location: Gilroy FD, 7070 Chestnut, Gilroy

Date of Interview: 5-19-2010
Interviewee: Dale Foster
Phone

Milpitas

Date of Interview: 5-12-2010
Interviewee: Interim Chief Jeff Clet, Assistant Chief Scott Brown, others
Location: Milpitas FD HQ

Date of Interview: 5-18-2010
Interviewee: Scott Brown
Phone

Mountain View

Date of Interview: 4-12-2010
Interviewee: Deputy Chief Richard Alameda
Location: Mountain View FD HQ

Date of Interview: 5-18-2010
Interviewee: Rich Alameda
Phone

Ormsby Volunteer

Date of Interview: 4-27-2010
Interviewee: Robert Guerrero, Fire Chief Ormsby Volunteer
Location: Phone

Palo Alto

Date of Interview: 4-12-2010
Interviewee: Chief Nick Marinaro
Location: HQ office at City Hall

Date of Interview: 5-18-2010
Interviewee: Roger Bloom
Phone

San José

Date of Interview: 4-8-2010
Interviewee: Chief Darryl Von Raesfeld
Location: San José Fire Dept.

Date of Interview: 5-20-2010
Interviewee: Ty Mayfield
Phone

Santa Clara

Date of Interview: 4-6-2010
Interviewee: Chief Phil Kleinheinz
Location: Santa Clara FD HQ

Date of Interview: 5-18-2010
Interviewee: Bill Kelly
Phone

Santa Clara County Central Fire Protection District

Date of Interview: 4-7-2010
Interviewee: Chief Ken Waldvogel
Location: Santa Clara Co HQ on Winchester

Sunnyvale

Date of Interview: 4-12-2010
Interviewee: Deputy Chief Ron D'Alba
Location: Public Safety HQ, Sunnyvale

Date of Interview: 5-19-2010
Interviewee: Mark Bridges
Phone

Casa Loma Volunteer

Date of Interview: 4-19-2010
Interviewee: Casa Loma Volunteer - Kylee Vicha
Location: Phone

South Santa Clara County Fire Protection District/CAL FIRE

Date of Interview: 4-5-2010
Interviewee: CAL FIRE (Santa Clara Unit) Chief Steven Woodill
Division Chief Derek Witmer
Location: CAL FIRE & South Santa Clara County Fire District Headquarters

Date of Interview: 5-18-2010
Interviewee: Derek Witmer
Phone

Santa Clara County Emergency Medical Services Agency

Date of Interview: 4-23-2010
Interviewee: Josh Davies and John Blain
Location: EMS Office, San José

Santa Clara County Communications Department

Date of Interview: 6-1-2010
Interviewee: Bert Hildebrand and others
Location: County Comm. HQ, San José

Santa Clara County Office of Emergency Services

Date of Interview: 8-17-2010
Interviewee: Kirsten Hofmann, Director
Phone

Santa Clara County Counsel's Office

Date of Interview: 8-16-2010
Interviewee: Jenny Lam, Deputy County Counsel
Phone

Santa Cruz County Fire Department

Date of Interview: 8-19-2010
Interviewee: Kathleen Lineberry, Deputy Chief
Phone

Attachment C: Fire Agency Information

This attachment includes the information from each department that was used as the basis for this Municipal Service Review. The information came from entries made directly by department personnel, documents provided to Management Partners by the departments, and information from department websites. After being compiled by Management Partners, each department received a draft of their information for review and verification.

There are some differences in the level of detail as well as how information is arrayed. This reflects the nature of responses. In some cases there are inconsistencies in reported data. One such area is the reported number of automatic and mutual aid calls. The number of calls between two agencies may differ as some agencies reflected a broader range of aid calls than others. In some cases the calls for service provided for the total department is not the same as the total calls for service identified for each station in that department.

Gilroy Fire Department Detail

Gilroy Fire Department Summary

Type of Agency	**Municipal**
Governing body	City Council
Area covered	16.2 square miles
Service area description	Services the City of Gilroy
Population (2010)	49,800
Budget 2010-11	$7,645,370
Staffing (FTEs)	38.00
Number of fire stations	3
Apparatus	Engines type 1 – 3 Engines type 3 (4x4) – 1 Trucks – 1 Rescue Ambulance – 1 Brush Patrols - 2
Reserve Apparatus	Engines – 1
Calls for service – (2009)	2727
ISO rating	4
Mutual aid arrangements	With South Santa Clara County Fire District 6/07
Dispatch arrangements	Gilroy Police

Gilroy Fire Department Details

Department Revenues (2009-10)	
Special parcel tax/assessments, etc.	0
Fire Prevention	0
Fees, EMS	0
Fees, Other	$138,000
Contracts	0
Other	0
Total Department Revenues	$138,000

Fire Station - #1 - Chestnut Station	
Location	7070 Chestnut Street, Gilroy, Ca. 95020
Description (# bays and staffing capacity)	This station houses a fire engine staffed with a minimum of four personnel, a reserve Ladder Truck, a Type 4 Brush Patrol and the Departments' Administrative staff. It has 3 bays and living quarters for 9 with slight modification.
Condition	Following improvements have been deferred: • Remodel kitchen and dayroom • Remodel sleeping quarters to provide private quarters • Seismic bay upgrades • Utility upgrades • Construct training facility (room and tower)
Staffing levels	**Emergency Response:** One fire engine with a minimum of three firefighters, which include 1 captain, 1 engineer and 1 firefighter/paramedic. **Summer Season:** During the warm weather months (generally May-October) the 3 personnel respond 2 in the engine and 2 in a Type 4, 4-wheel drive Brush Patrol in task force configuration. **Reserve:** A ladder truck is stored at this station. This truck can be staffed by the engine crew for specific incidents or for major emergencies with recalled off-duty firefighters and paid-call firefighters. **Administration:** The fire chief, 2 division chiefs, 1 administrative support staff are located in this station.
Equipment (age and condition)	Engine 61, 2007 Hi-Tech Type I Pumper Truck 61, 2004 American LaFrance/LTI 75' Quint Brush Patrol 61, 2005 Type 4 4x4 Pumper
Calls for service	1,162

Fire Station - #2 - Las Animas Station	
Location	8383 Wren Avenue Gilroy, Ca. 95020
Description (# bays and staffing capacity)	It has two bays with living quarters for four
Condition	Constructed in 1977. The following improvements have been deferred: • Remodel kitchen and dayroom • Remodel sleeping quarters to provide private quarters • Utility upgrades
Staffing levels	This station houses a fire engine staffed with three firefighters. **Emergency Response:** One fire engine with three firefighters. **Summer Season:** During the warm weather months (generally May to October) the three personnel respond two in the engine and two in a Type 4, 4-wheel drive Brush Patrol in task force configuration. **Reserve:** A reserve fire engine is housed at this station to be used when scheduled and unscheduled maintenance is being done on the primary fire engine. It can also be staffed by recalled off-duty and paid-call firefighters during major emergencies.
Equipment (age and condition)	Engine 71, 2002 Hi-Tech Type I Pumper Engine 72, 1987 Type 1 Pumper (Reserve) Brush Patrol 71, 2007 Type 4 Pumper (4x4)
Calls for service	1,311

Fire Station - #3 Sunrise Station	
Location	880 Sunrise Drive Gilroy, Ca. 95020
Description (# bays and staffing capacity)	Two bays with living quarters for four
Condition	Constructed in 2004. Gilroy's newest fire station in the North West quadrant of the City. Opened in the summer of 2004.
Staffing levels	This station was open less than 1/3 of the time in 2009/2010 due to budget cuts – when it was open it was either staffed with two to run a rescue ambulance or three to run an engine. **Emergency Response:** Engine 81 is operated when staff is available with 1 fire captain, 1 engineer and 1 firefighter/paramedic. **Summer Season:** During the warm weather months (generally May to October) three personnel respond in a Type 3, 4-wheel drive Brush Engine if staffing available

Fire Station - #3 Sunrise Station	
	A rescue ambulance is housed at this station. Rescue 81 is a light rescue unit that also has structure fire support, basic Hazmat, and patient transport capabilities. This unit is also known as the STAR (Supplemental Transport Ambulance Resource). The STAR aspect of this unit enables the fire department by County contract in certain circumstances, to transport life threatened patients when the County contract ambulance provider is delayed and thereby supplementing the County EMS ambulance system.
Equipment (age and condition)	Engine 81, 1999 Hi-Tech Type I Pumper Engine 83, 1999 West-Mark Type III Pumper (4x4) Rescue 81, 2003 Type 1 Ambulance
Calls for service	254

Fire Station - # 4 Southwest – NOT YET BUILT	
Location	Southwest area
Description (# bays and staffing capacity)	Probably two bays with living quarters for four
Condition	Fire Station #4 was planned but has not been built. It was to be funded by development impact fees that have not materialized.
Staffing levels	n/a
Equipment (age and condition)	n/a
Calls for service	n/a

Gilroy Fire Department Trends and Projections

Population (2000 to 2035)	
Year	**City Population**
2000	41,464
2005	48,200
2010	49,800
2015	55,000
2020	58,700
2025	62,100
2030	66,000
2035	69,600

Revenues (2007-08 through 2010-11)	
2007-08 (actual)	$444,664
2008-09 (est.)	$713,546
2009-10 (budgeted)	$138,000
2010-11 (budgeted)	$138,000

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$9,418,534
2008-09 (est.)	$8,860,207
2009-10 (budgeted)	$7,382,534
2010-11 (budgeted)	$7,645,370

Staffing (2007-08 through 2010-11)	
2007-08 (actual)	48.00
2008-09 (est.)	38.00
2009-10 (budgeted)	38.00
2010-11 (budgeted)	38.00

Capital Improvement Program

Due to budget reductions, the following capital improvements have been deferred indefinitely:

- Remodel of outdated kitchen and dayrooms for Chestnut and Las Animas fire stations.
- Remodel of sleeping quarters to provide private sleeping quarters for the Chestnut and Las Animas fire stations.
- Seismic upgrades to the Chestnut fire station apparatus bay.
- Utilities upgrades for the Chestnut and Las Animas fire stations.
- Construction of a training facility attached to the Chestnut fire station. This would include a training room and a training tower.

Milpitas Fire Department Detail

Milpitas Fire Department Summary

Type of Agency	**Municipal**
Governing body	City Council
Area covered	13.6 square miles
Service area description	Services the city of Milpitas
Population (2010)	69,000)
Budget 2010-11	$14,287,448
Staffing (FTEs)	80.00
Number of fire stations	4
Apparatus	Engines – 3 Trucks – 2 Rescue – 1 BC - 1
Reserve Apparatus	Engine type 1 – 3 Type 3 - 1 Type 4 - 1
Calls for service - total	4,439
ISO rating	3
Mutual aid arrangements	Santa Clara County, Santa Clara County Master Mutual Aid agreement, Auto aid to SJFD, CAL FIRE. Mutual aid with Fremont FD.
Dispatch arrangements	Milpitas Communications Center

Milpitas Fire Department Details

Department Revenues (2009-10)	
Special parcel tax/assessments, etc.	0
Fire Prevention	0
Fees, EMS	$2,000
Fees, Other	0
Contracts	0
Other	$220,000
Total Department Revenues	$222,000

Fire Station - #1	
Location	777 South Main Street
Description (# bays and staffing capacity)	10 years old
Condition	no problems
Calls for service	1,386

Fire Station - #2	
Location	1263 Yosemite Drive
Description (# bays and staffing capacity)	Built late 1970's
Condition	Seismic upgrade 15 years ago. Needs plumbing work
Calls for service	1,267

Fire Station - #3	
Location	45 Midwick Drive
Description (# bays and staffing capacity)	Built late 1970s
Condition	Seismic upgrade 15 years ago. Needs plumbing work
Calls for service	1,170

Fire Station - #4	
Location	775 Barber Lane
Description (# bays and staffing capacity)	Built 1987
Condition	no problems
Calls for service	331

Milpitas Fire Department Trends and Projections

Population (2000 to 2035)	
Year	**City Population**
2000	62,698
2005	64,800
2010	69,000
2015	74,700
2020	82,300
2025	90,400
2030	98,100
2035	106,000

Revenues (2007-08 through 2010-11)	
2007-08 (actual)	$248,744
2008-09 (budgeted)	$225,000
2009-10 (budgeted)	$222,000
2010-11 (budgeted)	$220,000

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$14,679,555
2008-09 (budgeted)	$14,477,048
2009-10 (budgeted)	$15,313,409
2010-11 (budgeted)	$14,256,448

Staffing (2007-08 through 2010-11)	
2007-08 (actual)	80.00
2008-09 (est.)	80.00
2009-10 (budgeted)	80.00
2010-11 (budgeted)	80.00

Capital Improvement Program
Citywide five year capital improvement plan. Nothing current planned for Fire Department.

Mountain View Fire Department Detail

Mountain View Fire Department Summary

Type of Agency	**Municipal**
Governing body	City Council
Area covered	12 sq. miles
Service area description	Services the City of Mountain View
Population served (2010)	72,100
Budget 2010-11	$20,598,741
Staffing (FTEs)	88.50
Number of fire stations	5
Apparatus	Engines – 5 Trucks – 1 Hazmat – 1 Rescue – 1 Battalion Chief – 1
Reserve Apparatus	Engines – 2 Trucks – 1 (share with Palo Alto)
Calls for service - total	7,794 (This reflects all responses by units, including move-ups and covers. Mountain View reports 4831 calls for service in 2009)
ISO rating	2
Auto aid arrangements	With Los Altos, Palo Alto, Sunnyvale, Santa Clara County
Dispatch arrangements	Mountain View police

Mountain View Fire Department Details

Department Revenues (2009-10)	
Special parcel tax/assessments, etc.	0
Fire Prevention	$193,309
Fees, EMS	0
Fees, Other	0
Contracts	0
Other	$741,368
Total Department Revenues	$934,677

Fire Station - #1	
Location	251 S. Shoreline Blvd
Condition and planned expansion of capacity	4 bays (3 long/1 short)
Staffing levels	9
Equipment (age and condition)	1 Truck, 1 Engine, 1 Rescue, 1 Battalion Chief
Calls for service	3,684

Fire Station - #2	
Location	160 Cuesta Drive
Condition	Good - 2002 2 bays
Staffing levels	3
Equipment (age and condition)	1 Engine, 1 Reserve
Calls for service	1,233

Fire Station - #3	
Location	301 N. Rengstorff Avenue
Condition	Good—constructed in 1962
Staffing levels	3
Equipment (age and condition)	1 Engine
Calls for service	1,450

Fire Station - #4	
Location	229 N. Whisman Road
Condition	Good—constructed in 1968
Staffing levels	3
Equipment (age and condition)	1 Engine, 1 Reserve Engine
Calls for service	841

Fire Station - #5	
Location	2195 N. Shoreline Blvd.
Condition	Currently a doublewide. New Fire Station 5 under construction with completion date expected in Fall 2011
Staffing levels	3
Equipment (age and condition)	1 Engine, I Hazmat
Calls for service	571

Mountain View Fire Department Trends and Projections

Population (2000 to 2035)	
Year	**City Population**
2000	70,708
2005	71,800
2010	72,100
2015	76,100
2020	80,200
2025	84,100
2030	87,300
2035	90,600

Department Revenues (2007-08 through 2010-11)	
2007-08 (actual)	$1,902,882
2008-09 (actual)	$931,797
2009-10 (budgeted)	$934,677
2010-11 (budgeted)	Not provided

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$17,388,459
2008-09 (actual)	$18,878,738
2009-10 (budgeted)	$19,703,570
2010-11 (budgeted)	$20,598,741

Staffing (2007-08 through 2010-11)	
2007-08 (actual)	89.00
2008-09 (est.)	89.00
2009-10 (budgeted)	89.00
2010-11 (budgeted)	88.50

Capital Improvement Program
Formal five year plan. Includes Station 5 construction.

Other Information
Workers Compensation Self Insured Retention Level is $500,000 (This means that the City pays the claims directly up to $500,000). We then carry excess Workers' Compensation insurance above $500,000 through CSAC Excess Insurance Authority. Any decisions on claims or mutual aid agreements must be brought before the CSAC Board of Directors. **Liability Program** Self Insured Retention Level is $1,000,000. We then are a member of the ACCEL Liability Pool for the next $4,000,000. All decisions with regards to claims, payments, litigation, mutual aid agreements must go before a Board of Directors of approximately 12 Cities. Above the level of $5,000,000 the City has purchased liability excess insurance and any decisions regarding claims that fall above $5,000,000 is strictly the decision of the insurance carrier.

Palo Alto Fire Department Detail

Palo Alto Fire Department Summary

Type of Agency	**Municipal**
Governing body	City Council
Area covered	50 sq. miles
Service area description	Services the City of Palo Alto, Stanford University, Stanford Linear Acceleration Center, Unincorporated areas of Santa Clara County, and part of Los Altos Hills (only summer)
Population served (2010)	77,779 (Palo Alto population = 61,600. Department serves Standford and other unincorporated areas by contract.)
Budget 2010-11	$27,007,487
Staffing (FTEs)	121
Number of fire stations	8
Apparatus	Engines – 7 Engines – 1 (summer only) Trucks – 1 Rescue – 1 Ambulance – 2 ALS, 1 BLS
Reserve Apparatus	Engines – 2 Type 3 – 1 Ambulance – 1 Rescue – 1 Share reserve truck with Mountain View FD
Calls for service - total	7,549
ISO rating	2
Mutual aid arrangements	Palo Alto – purchase of ladder truck; Santa Clara County
Dispatch arrangements	Palo Alto Police Department

Palo Alto Fire Department Details

Department Revenues (2009-10)	
Special parcel tax/assessments, etc.	$0
Fire Prevention	$0
Fees, EMS	$1,754,463
Fees, Other	$1,209,113
Contracts	$7,194,280
Other	$58,500
Total Department Revenues	$10,216,356

Fire Station - #1	
Location	301 Alma St, Boundaries: Downtown/University Ave
Description (# bays and staffing capacity)	Number of bays: 3. Year built: 1965
Condition	Fair – well maintained, but has some maintenance issues.
Staffing levels	5 day/3 night (after 2000 hrs)
Equipment (age and condition)	Front Line1 engine; 1 transport Reserve: Medic 3
Calls for service	2,605

Fire Station - #2	
Location	2675 Hanover, Boundaries: Page Mill Rd/ Stanford Research Park
Description (# bays and staffing capacity)	Number of bays: 3. Year built: 1965
Condition	Fair – well maintained, but has some maintenance issues
Staffing levels	8 personnel
Equipment (age and condition)	Front Line: I engine; I rescue; 1 transport Reserve: Patrol 8 (Type IV), BS2 (Breathing Support), Haz Mat Trailer, Tech Rescue Trailer
Calls for service	910

Fire Station - #3	
Location	799 Embarcadero, Boundaries: Northwest/ University Heights/ Hwy 101
Description (# bays and staffing capacity)	Number of bays: 2. Year Built: 1942
Condition	Old, has some maintenance issues, scheduled for replacement, does not meet essential buildings standards.
Staffing levels	3 personnel
Equipment (age and condition)	Front Line: 1 engine Reserve: Res Eng 10
Calls for service	936

Fire Station - #4	
Location	3600 Middlefield, Boundaries: South West/San Antonio/Hwy 101
Description (# bays and staffing capacity)	Number of bays: 2. Year Built: 1954.
Condition	Aging, has some maintenance issues, scheduled for replacement, does not meet essential buildings standards.
Staffing levels	3 personnel
Equipment (age and condition)	Front Line: 1 engine Reserve: Reserve Eng 11
Calls for service	975

Fire Station - #5	
Location	600 Arastradero Rd, Boundaries: Barron Park
Description (# bays and staffing capacity)	Number of Bays: 2. Year Built: 1962.
Condition	Fair – aging, resulting in some maintenance issues
Staffing levels	3 personnel
Equipment (age and condition)	Front Line: 1 engine Reserve: E8 (Type III)
Calls for service	892

Fire Station - #6	
Location	711 Serra St, Stanford CA, Boundaries: Stanford Campus
Description (# bays and staffing capacity)	Number of bays: 3. Year Built: 1972.
Condition	Fair maintained, aging resulting in many maintenance issues No major deferred capital improvements/repairs needed. Station owned and operated by Stanford University
Staffing levels	7 personnel on line /4 admin
Equipment (age and condition)	Front Line: 1 truck; 1 engine, Batt 6 Reserve: E9 (Type III). Patrol 6 (Type IV)
Calls for service	1,157

Fire Station - #7	
Location	Stanford Linear Accelerator Center (SLAC) 2575 Sand Hill Rd, Menlo Park , Boundaries: Stanford Campus
Description (# bays and staffing capacity)	Number of bays: 2. Year Built: 1968.
Condition	Poor – Fair maintained, aging resulting in many maintenance issues Station owned and operated by US Dept of Energy
Staffing levels	3 personnel
Equipment (age and condition)	Front Line: 1 engine Reserve: Patrol 7 (Type IV)
Calls for service	172

Fire Station - #8	
Location	Foothills Park, Page Mill Rd., Boundaries: Foothills to Skyline Rd
Description (# bays and staffing capacity)	Number of bays: 1. Year Built: 1986.
Condition	Fair maintained, aging resulting in maintenance issues, recently underwent remodel
Staffing levels	3 personnel 0800-2000 hours July to October
Equipment (age and condition)	Front Line: 1 engine (summer only) Reserve: none
Calls for service	29

Palo Alto Fire Department Trends and Projections

Population (2000 to 2035)	
Year	**City Population**
2000	58,598
2005	61,400
2010	61,600
2015	66,200
2020	70,400
2025	73,400
2030	80,400
2035	84,000

Revenues (2007-08 through 2010-11)	
2007-08 (actual)	$9,725,082
2008-09 (budgeted)	$10,098,146
2009-10 (budgeted)	$10,409,094
2010-11 (budgeted)	$10,729,996

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$23,981,181
2008-09 (budgeted)	$24,383,677
2009-10 (budgeted)	$25,065,191
2010-11 (budgeted)	$26,060,220

Staffing (2007-08 through 2010-11)	
2007-08 (actual)	127.00
2008-09 (est.)	126.69
2009-10 (budgeted)	122.69
2010-11 (budgeted)	121.00

Capital Improvement Program
Formal five year plan. Includes backlogged improvements for stations 3 and 4.

San José Fire Department Detail

San José Fire Department Summary

Type of Agency	**Municipal**
Governing body	City Council
Area covered	205 sq. miles
Service area description	Services the City of San José and pockets of unincorporated areas through contract with the Santa Clara County Central Fire District.
Population served (2010)	1,037,567 (City pop. 981,000. Department serves unincorporated areas adjacent to and surrounded by the City.)
Budget 2010-11	$153,332,208
Staffing (FTEs)	770.48
Number of fire stations	34
Apparatus	Engines – 30 Trucks – 9 – Rescue Medic—5 Lite Units—4 Brush Patrols-2 HazMat--1 USAR - 1
Reserve Apparatus	Do not distinguish which ones are reserve
Calls for service - total	70,892
ISO rating	3-9
Mutual aid arrangements	CCFD, (Auto and Mutual), SCFD, City of Santa Clara, City of Milpitas
Dispatch arrangements	Fire Communications, a Division of the SJFD Bureau of Support Services (Secondary PSAP)

San José Fire Department Details

Department Revenues (2010-11)	
Special parcel tax/assessments, etc.	
Fire Prevention	$7,017,000
Fees, EMS	$0
Fees, Other	$0
Contracts	$0
Other	$0
Total Department Revenues	$7,017,000

Fire Station - #1	
Location	225 North Market
Description (# bays and staffing capacity)	3 bays
Condition and planned expansion of capacity	Excellent - Relatively new fire station
Staffing levels	9 FTEs and 1 Battalion Chief
Equipment (age and condition)	2002 Chevrolet Suburban 4x4 Engine 1 1998 Hi-Tech 1500GPM, 600 gal. Truck 1 2007 Crimson 103' Tractor Drawn Aerial
Calls for service	2,590

Fire Station - #2	
Location	2933 Alum Rock Ave
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Excellent Condition Rebuild in process. Estimated re-occupancy September 1, 2010.
Staffing levels	9 FTE
Equipment (age and condition)	Engine 2 2003 KME, 1500GPM, 600 gal. Truck 2 1992 Westates, 65' Telesquirt, 500 gal. Water Tender 2 1977 International, 2500 gal.

Fire Station - #2	
	Light Unit 2 1992 Ford, 35KW Brush Patrol 2 2005 Ford F550, 300 gal.
Calls for service	5,261

Fire Station - #3	
Location	98 Martha Street
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 3 1998 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	2,898

Fire Station - #4	
Location	710 Leigh Avenue
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Excellent
Staffing levels	9 FTE
Equipment (age and condition)	Engine 4 1998 Hi-Tech, 1500 GPM, 600 gal. Truck 4 1995 Simon/LTI, 100' Aerial Rescue Medic 4 2002 Alfco
Calls for service	3,059

Fire Station - #5	
Location	1380 North 10th Street
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Poor
Staffing levels	4 FTE

Fire Station - #5	
Equipment (age and condition)	Engine 5 1998 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	2,434

Fire Station - #6	
Location	1386 Cherry Ave
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 6 1998 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	1,473

Fire Station - #7	
Location	800 Emory Street
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 7 1998 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	1,240

Fire Station - #8	
Location	802 East Santa Clara St
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 8 2003 KME, 1500 GPM, 600 gal.
Calls for service	2,499

Fire Station - #9	
Location	3410 Ross Avenue
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Fair
Staffing levels	9 FTE
Equipment (age and condition)	Engine 9 1994 Hi-Tech, 1500 GPM, 600 gal. Truck 9 1998 Simon/LTI, 75' Aerial, 600 gal. Light Unit 9 1988 Ford 800, 20KW
Calls for service	1,920

Fire Station - #10	
Location	511 South Monroe Street
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE and 1 BC
Equipment (age and condition)	2002 Chevrolet Suburban 4x4 Engine 10 1998 Hi-Tech 1500GPM, 600 gal.
Calls for service	2,140

Fire Station - #11	
Location	2840 The Villages Parkway
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Poor
Staffing levels	4 FTE
Equipment (age and condition)	Engine 11 1998 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	788

Fire Station - #12	
Location	5912 Cahalan Avenue
Description (# bays and staffing capacity)	2 bay
Condition and planned expansion of capacity	Excellent – New
Staffing levels	4 FTE
Equipment (age and condition)	Engine 12 1994 Hi-Tech, 1500 GPM, 600 gal. Brush Patrol 12 1997 Ford Westates F450 4WD, 250 gal.
Calls for service	1,778

Fire Station - #13	
Location	4380 Pearl Avenue
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Fair
Staffing levels	9 FTE and 1 BC
Equipment (age and condition)	2002 Chevrolet Suburban 4x4 Engine 13 2006 Ferrara 1500 GPM, 500 gal. Truck 13 2007 Crimson 103' Tractor Drawn Aerial Water Tender 13 1977 International, 2500 gal. Light Unit 13 1991 Ford, 35KW
Calls for service	1,924

Fire Station - #14	
Location	1201 San Thomas Aquino Road
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Fair
Staffing levels	9 FTE
Equipment (age and condition)	Engine 14 2003 KME, 1500 GPM, 600 gal. Truck 14

Fire Station - #14	
	1998 Simon/LTI, 75' Aerial, 600 gal. Light Unit 14 1991 Ford, 35KW
Calls for service	2,499

Fire Station - #15	
Location	1248 Blaney Avenue
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 15 1994 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	571

Fire Station - #16	
Location	2001 South King Road
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Poor
Staffing levels	9 FTE
Equipment (age and condition)	Engine 16 2006 Ferrara, 1500 GPM, 500 gal. Truck 16 Light Unit 16 1988 Ford 800, 20KW
Calls for service	2,423

Fire Station - #17	
Location	5170 Coniston Way
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Excellent – New
Staffing levels	4 FTE
Equipment (age and condition)	Engine 17

Fire Station - #17	
	1998 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	1,330

Fire Station - #18	
Location	4430 South Monterey Road
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 18 1998 Hi-Tech, 1500 GPM, 600 gal. Water Tender 18 1981 International, 1300 gal.
Calls for service	2,956

Fire Station - #19	
Location	New Station: Sierra and Piedmont
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Excellent – New
Staffing levels	4 FTE
Equipment (age and condition)	Engine 19 1994 Hi-Tech, 1500 GPM, 600 gal. Brush Patrol 19 2005 Ford Westates 4WD, 300 gal.
Calls for service	1,536

Fire Station - #20	
Location	1433 Airport Blvd
Description (# bays and staffing capacity)	4 bays
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 20A 2008 Oshkosh T-3000, 3000 gal.

Fire Station - #20	
	Engine 20B 1996 Oshkosh T-1500, 1500 gal., 200 fm Engine 20D 2001 Oshkosh T-3000, 3000 gal., 400 fm
Calls for service	643

Fire Station - #21	
Location	1749 Mount Pleasant Road
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Poor – New station in design phase. scheduled opening for Summer 2012
Staffing levels	4 FTE and 1 BC
Equipment (age and condition)	2002 Chevrolet Suburban 4x4 Engine 21 1994 Hi-Tech, 1500 GPM, 600 gal. Brush Patrol 21 1997 Ford Westates 4WD, 250 gal.
Calls for service	1,517

Fire Station - #22	
Location	6461 Bose Lane
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Poor
Staffing levels	4 FTE
Equipment (age and condition)	Engine 22 1998 Hi-Tech, 1500 GPM, 600 gal. Rescue Medic 22 2000 Alfco Ambulance
Calls for service	1,305

Fire Station - #23	
Location	1771 Via Cinco de Mayo
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Poor
Staffing levels	4 FTE
Equipment (age and condition)	Engine 23 1998 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	1,213

Fire Station - #24	
Location	2525 Aborn Road
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Poor – New station under construction. Scheduled opening Fall 2011
Staffing levels	4 FTE
Equipment (age and condition)	Engine 24 1994 Hi-Tech, 1500 GPM, 600 gal. Brush Patrol 24 2005 Ford Westates F550 4WD, 300 gal.
Calls for service	2,989

Fire Station - #25	
Location	1525 Wilson Way
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Excellent – New
Staffing levels	4 FTE
Equipment (age and condition)	Engine 25 1998 Hi-Tech, 1500 GPM, 600 gal.
Calls for service	284

Fire Station - #26	
Location	528 Tully Road
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 26 2003 KME, 1500 GPM, 600 gal. Brush Patrol 26 1997 Ford Westates F550 4WD, 250 gal.
Calls for service	2,814

Fire Station - #27	
Location	6027 San Ignacio Road
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Excellent – Newer station
Staffing levels	4 FTE
Equipment (age and condition)	Engine 27 1994 Hi-Tech, 1500 GPM, 600 gal. Brush Patrol 27 2005 Ford Westates F550 4WD, 300 gal.
Calls for service	1,714

Fire Station - #28	
Location	19911 McKean Road
Description (# bays and staffing capacity)	1 bay
Condition and planned expansion of capacity	Fair
Staffing levels	4 FTE
Equipment (age and condition)	Engine 28 1994 Hi-Tech, 1500 GPM, 600 gal. Brush Patrol 28 2005 Ford Westates F550 4WD, 300 gal. Rescue Medic 28 2002 Alfco Ambulance
Calls for service	424

Fire Station - #29	
Location	199 Innovation Drive
Description (# bays and staffing capacity)	3 bays
Condition and planned expansion of capacity	Excellent – Newer station
Staffing levels	11 FTE and 1 BC
Equipment (age and condition)	2002 Chevrolet Suburban 4x4 Engine 29 1998 Hi-Tech, 1500 GPM, 600 gal. Truck 29 1993 Simon/LTI, 85' Aerial Platform, 200 gal. Hazardous Incident Team (HIT) 29 1992 Hi-Tech Hazmat Hazardous Incident Team (HIT) 29B 2004 Ford F550 Hazmat Recue Medic 29 2002 Alfco Ambulance Foam Unit 29 1989 Ford, 750 gal.
Calls for service	1,191

Fire Station - #30	
Location	454 Auzerais
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Fair
Staffing levels	1 FTE
Equipment (age and condition)	Med 30 1999 Ford F250 P/U
Calls for service	1,849

Fire Station - #31	
Location	3100 Ruby Ave
Description (# bays and staffing capacity)	3 bays
Condition and planned expansion of capacity	Excellent – New station

Staffing levels	4 FTE
Equipment (age and condition)	Engine 31 1994 Hi-Tech, 1500 GPM, 600 gal. Rescue Medic 31 2000 Alfco Ambulance Air Unit 31 2005 Freightliner
Calls for service	866

Fire Station - #33	
Location	2933 Saint Florian Way
Description (# bays and staffing capacity)	2 bays
Condition and planned expansion of capacity	Excellent – New Station
Staffing levels	0 (not staffed)
Equipment (age and condition)	
Calls for service	240

Fire Station - #34	
Location	1634 Las Plumas Ave
Description (# bays and staffing capacity)	3 bays
Condition and planned expansion of capacity	Excellent – New Station
Staffing levels	5 FTE
Equipment (age and condition)	Urban Search & Rescue (USAR) 34 1996 Saulabury/USAR Heavy
Calls for service	1,760

Fire Station - #35	
Location	135 Poughkeepsie Road
Description (# bays and staffing capacity)	3 bays
Condition and planned expansion of capacity	Excellent – New station
Staffing levels	4 FTE
Equipment (age and condition)	Truck 35

	1995 Simoan/LTI. 75′ Aerial Rescue Medic 35 2002 Alfco
Calls for service	1,857

San José Fire Department Trends and Projections

Population (2000 to 2035)	
Year	**City Population**
2000	894,943
2005	943,300
2010	981,000
2015	1,063,600
2020	1,137,700
2025	1,219,500
2030	1,299,700
2035	1,380,900

Revenues (2007-08 through 2010-11)	
2007-08 (actual)	$6,971,498
2008-09 (actual)	$6,661,195
2009-10 (budgeted)	$6,998,094
2010-11 (budgeted)	$7,017,000

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$158,994,395
2008-09 (actual)	$159,346,936
2009-10 (budgeted)	$155,493,582
2010-11 (budgeted)	$153,332,280

Staffing (2007-08 through 2010-11)	
2007-08 (actual)	875.48
2008-09 (est.)	871.48
2009-10 (budgeted)	851.98
2010-11 (budgeted)	770.48

Capital Improvement Program
Measure O $159m bond for PD and Fire – Fire has used bond proceeds to remodel 16 fire stations, relocate five stations, rebuild one station, and building three new fire stations, along with improvements the FD training facility. The last three bond-funded fire station projects are currently in design (two stations) and under construction (one station).

Santa Clara Fire Department Detail

Santa Clara Fire Department Summary

Type of Agency	**Municipal**
Governing body	City Council
Area covered	19.3 sq. miles
Service area description	Services the City of Santa Clara
Population served (2010)	114,700
Budget 2010-11	$33,817,682
Staffing (FTEs)	179.50
Number of fire stations	10
Apparatus	Engines – 8 Trucks – 2 (quints) Rescue-Ambulances – 3 Hazmat – 1
Reserve Apparatus	Engines – 3 Trucks – 2 Ambulance – 1
Calls for service - total	8,140
ISO rating	2
Mutual aid arrangements	Santa Clara County
Dispatch arrangements	Santa Clara Police Communications Center

Santa Clara Fire Department Details

Department Revenues (2009-10)	
Special parcel tax/assessments, etc.	0
Fire Prevention	$451,700
Fees, EMS	$242,000
Fees, Other	0
Contracts	0
Other	$350,200
Total Department Revenues	$1,043,900

Fire Station - #1				
Location	777 Benton Street			
Description (# bays and staffing capacity)	3 apparatus bays. Staffing capacity is 10 personnel			
Condition	Opened 1966 – No deferred improvements or repairs			
Staffing levels	6 personnel			
Equipment (age and condition)	Engine	Engine	E-1	1999
	Medic	Ambulance	M-1	1995
Calls for service	1,525			

Fire Station - #2				
Location	1900 Walsh Avenue.			
Description (# bays and staffing capacity)	3 apparatus bays. Staffing capacity is 7 personnel			
Condition	Opened 2003 – No deferred improvements or repairs			
Staffing levels	4 personnel			
Equipment (age and condition)	Truck	Aerial/Quint	T-2	2009
	Rescue	Air		2005
	Utility	Tow	Vehicle	2003
	Truck	Aerial/Quint	RT-1	1993
Calls for service	755			

Fire Station - #3				
Location	2821 Homestead Road			
Description (# bays and staffing capacity)	2 apparatus bays. Staffing capacity is 6 personnel			
Condition	Opened 2006 – No deferred improvements or repairs			
Staffing levels	3 personnel			
Equipment (age and condition)	Engine	Engine	E-3	1999
	Engine	Engine	RE-2	1985
Calls for service	1,139			

Fire Station - #4	
Location	2323 Pruneridge Avenue
Description (# bays and staffing capacity)	2 apparatus bays. Staffing capacity is 6 personnel
Condition	Opened 2007 – No deferred improvements or repairs
Staffing levels	3 personnel
Equipment (age and condition)	Engine Engine E-4 1996
Calls for service	970

Fire Station - #5	
Location	1912 Bowers Avenue
Description (# bays and staffing capacity)	2 apparatus bays. Staffing capacity is 6 personnel
Condition	Opened 1961 – No deferred improvements or repairs
Staffing levels	5 personnel
Equipment (age and condition)	Engine Engine E-5 1999 Medic Ambulance M-5 2002
Calls for service	990

Fire Station - #6	
Location	888 Agnew Road
Description (# bays and staffing capacity)	2 apparatus bays. Staffing capacity is 6 personnel
Condition	Opened 2005 – No deferred improvements or repairs
Staffing levels	5 personnel
Equipment (age and condition)	Engine Engine E-6 1996 Medic Ambulance M-6 1995
Calls for service	700

Fire Station - #7				
Location	3495 Benton Street			
Description (# bays and staffing capacity)	2 apparatus bays. Staffing capacity is 6 personnel			
Condition	Opened 1971 – Improvements in CIP			
Staffing levels	3 personnel			
Equipment (age and condition)	Engine	Engine	E-7	1996
	Engine	Engine	RE-1	1990
Calls for service	1,039			

Fire Station - #8				
Location	2400 Agnew Road			
Description (# bays and staffing capacity)	2 apparatus bays. Staffing capacity is 6 personnel			
Condition	Opened 1976 – Improvements in CIP			
Staffing levels	3 personnel			
Equipment (age and condition)	Truck	Aerial/Quint	T-8	2009
	Truck	Aerial/Quint	RT-2	1988
Calls for service	483			

Fire Station - #9				
Location	3811 Corvin Drive			
Description (# bays and staffing capacity)	2 apparatus bays. Staffing capacity is 6 personnel			
Condition	Opened 1982 – No deferred improvements or repairs			
Staffing levels	4 personnel			
Equipment (age and condition)	Engine	Engine	E-9	1999
	Hazmat	Air		1997
	Medic	Ambulance	RM-1	1995
	Rescue	Air		1991
	Utility	Tow	Vehicle	1992
Calls for service	243			

Fire Station - #10	
Location	5111 Stars and Stripes Way
Description (# bays and staffing capacity)	2 apparatus bays. Staffing capacity is 6 personnel
Condition	Opened 1986 – No deferred improvements or repairs
Staffing levels	3 personnel
Equipment (age and condition)	Engine Engine E-10 1996 Engine Engine RE3 1985 Engine Engine RE3 1985
Calls for service	296

Santa Clara Fire Department Trends and Projections

Population (2000 to 2035)	
Year	**City Population**
2000	102,361
2005	109,400
2010	114,700
2015	120,700
2020	128,800
2025	138,600
2030	148,200
2035	157,200

Revenues (2007-08 through 2010-11)	
2007-08 (actual)	$1,737,898
2008-09 (budgeted)	$1,043,500
2009-10 (budgeted)	$1,043,900
2010-11 (budgeted)	Data not available

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$31,817,301
2008-09 (actual)	$33,915,185
2009-10 (budgeted)	$35,159,474
2010-11 (budgeted)	$33,772,724

Staffing (2007-08 through 2010-11)	
2007-08 (actual)	179.50
2008-09 (estimated)	179.50
2009-10 (budgeted)	179.50
2010-11 (budgeted)	179.50

Capital Improvement Program
Five year plan includes upgrades for Stations 7 and 8.

Santa Clara County Central Fire Protection District Detail

Santa Clara County Central Fire Protection District Summary

Type of Agency	Fire Protection District (Dependent)
Governing body	Board of Supervisors sits as the Fire District Board of Directors
Area covered	137.4 sq. miles
Service area description	Services much of the unincorporated areas in the central and northern parts of the County. Cities in the district: Cupertino, Los Gatos, Monte Sereno and part of Saratoga. Contract service to Campbell, Los Altos, Los Altos Hills County Fire District, Saratoga Fire District, and Morgan Hill. Zone 1 is served by San José Fire Department under contract. The District also serves as the County Fire Marshal by contract. Established in 1947, the Santa Clara County Fire Department provides ISO Class 2/5 services for Santa Clara County and the communities of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, and Saratoga, in California. The department also provides protection for the unincorporated areas adjacent to those cities. Wrapping in a 40 mile (64km) arc around the southern end of "Silicon Valley", the Santa Clara County Fire Department has grown to include 17 fire stations, an administrative headquarters, a maintenance facility, five other support facilities, and more than 100 vehicles to cover 106 square miles (275 square km) and a population of over 246,000.
Population served (2010)	240,789 (Includes district lands with the exception of areas served by the SJFD, and the population of contract cities and districts.)
Budget 2009-10	$81,785,507
Staffing (FTEs)	308.00
Number of fire stations	17
Apparatus	Engines – 15 Type 1, 5 Type 3, 2 Type 4 Trucks – 4 Rescue – 3 Hazmat - 1
Reserve Apparatus	Engines – 8 Type 1, 3 Type 3 Trucks – 1 Hazmat – 1
Calls for service - total	16,553
ISO rating	ISO = 2; in non-hydrant areas, ISO = 8. CFAI Accredited.
Mutual aid	The department has automatic aid agreements with the following agencies to ensure

arrangements	the closest fire apparatus responds on emergency responses: CAL FIRE Mountain View Fire Department Palo Alto Fire Department San José Fire Department Scotts Valley Fire Protection District South Santa Clara County Fire District Sunnyvale Department of Public Safety Woodside Fire Protection District Mutual Aid The department is a signatory to the California State Fire and Rescue Mutual Aid Plan. As such, the department provides resources to requests for aid within the County and state. Members of the department continue to take leadership roles in planning, revising, and administering the Santa Clara County CAL FIRE Service and Rescue Mutual Aid Plan.
Dispatch arrangements	Santa Clara County Communications

Santa Clara County Central Fire Protection District Details

Department Revenues (2009-10)	
Special parcel tax/assessments, etc.	$50,547,000
Fire Prevention	$396,000
Fees, EMS	$883,500
Fees, Other	0
Contracts	$26,451,100
Other	$2,520,133
Total Department Revenues	$80,797,733

Fire Station - #1 Cupertino Station	
Location	20215 Stevens Creek Blvd., Cupertino 95014
Description (# bays and staffing capacity)	Built: 2000 Size: 12,775 sq. ft. / 3-bay, double deep – drive through Ownership: County Fire Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 3 Bed count total 6 Firefighter Dorms: 6 Bed count total 12 AMR Dorms: 2 Bed count total 4 Total Station Bed Count 22
Condition and planned expansion of capacity	Excellent Renovations: None scheduled
Staffing levels	On-duty staffing: Engine 1 - 3, Truck 1 - 4
Equipment (age and condition)	Truck 1 2003 Ferrara 1500 Engine 1 2007 KME 1250 Engine 301 2009 Placer/International 4X4 500 OES Engine 289 2002 HME/Westates 1250
Calls for service	1,855

Fire Station - #2 Seven Springs Station	
Location	21000 Seven Springs Pkwy, Cupertino 95014
Description (# bays and staffing capacity)	Built: 1992 Size: 9,120 / 3-bay, double deep, drive-through Ownership: County Fire Battalion chief dorm: 1 Bed count total 3 beds Captains dorms: 1 Bed count total 7 Firefighter dorms: 7 Bed count total 13 AMR dorms: 0 Bed count total 0 Total station bed count: 23
Condition and planned expansion of capacity	Excellent Renovations: None scheduled
Staffing levels	On-duty staffing: Engine 2 – 3 , Hazmat 2 – 4, Battalion 2 – 1
Equipment (age and condition)	Engine 2 2000 KME 1250 (4730) Hazmat 2 2004 KME n/a Breathing Support 2 2005 KME n/a Reserve Hazmat 2 1988 Paoletti/Ford n/a

Fire Station - #2 Seven Springs Station	
	Reserve Hazmat 102
Calls for service	461

Fire Station - #3 Los Gatos Station	
Location	306 University Ave., Los Gatos 95030
Description (# bays and staffing capacity)	Built: 1964 Size: 6,812 sq. ft. / 2-bay double deep, drive-through Ownership: Town of Los Gatos, leased by County Fire Battalion Chief Dorm: 2 Bed count total 2 beds Captains Dorms: 2 Bed count total 4 Firefighter Dorms: 5 Bed count total 10 AMR Dorms: 0 Bed count total 0 Total station bed count 16
Condition and planned expansion of capacity	Excellent Renovations: None scheduled
Staffing levels	On-duty staffing: Engine 3 - 3, Rescue 3 – 4, Battalion 3 – 1
Equipment (age and condition)	Engine 3 2003 KME 1250 (4730) Rescue 3 2007 KME 1250 (4730) Battalion 3 2009 Ford F-250
Calls for service	956

Fire Station - #4 Redwood Station	
Location	21452 Madrone Dr., Redwood Estates 95030
Description (# bays and staffing capacity)	Built: 1979 Size: Station – 2,016 sq. ft., App. Rm – 1,584 sq. ft. / 2-bay, single deep, back-in Ownership: Structures - County Fire, Land - Redwood Mutual Water Co. Battalion Chief Dorm: 0 Bed count total: 0 beds Captains dorms: 1 Bed count total 2 Firefighter Dorms: 4 Bed count total 6 AMR Dorms: 0 Bed count total 0 Total station bed count: 8

Fire Station - #4 Redwood Station	
Condition and planned expansion of capacity	Condition: Good Renovations: Upgraded to comply with privacy issues, dorm and locker room.
Staffing levels	On-duty staffing: Engine 4 – 3
Equipment (age and condition)	Engine 4 2001 HME/Westates 4x4 1250 (4730)
Calls for service	368

Fire Station - #5 Winchester Station	
Location	14850 Winchester Blvd., Los Gatos 95030
Description (# bays and staffing capacity)	Built: 1965 Size: 2,812 sq. ft. / 2-bay, single deep, drive-through Ownership: Town of Los Gatos, leased by County Fire Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 2 Firefighter Dorms: 3 Bed count total 6 AMR Dorms: 0 Bed count total 0 Total station bed count: 8
Condition and planned expansion of capacity	Good Renovations: New station – not scheduled
Staffing levels	On-duty staffing: Truck 5 - 4
Equipment (age and condition)	Truck 5 2002 KME 1500 (5680) Engine 305 2009 Placer/International 4x4 500 USAR 5 2003 Ford F-550 4x4
Calls for service	788

Fire Station - #6 Shannon Station	
Location	16565 Shannon Rd., Los Gatos 95030
Description (# bays and staffing capacity)	Built: Remodeled 1997 Size: 3,152 sq. ft. (765 sq. ft. basement) / 2-bay, single deep, drive-through Ownership: Town of Los Gatos, leased by County Fire Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 3 Firefighter Dorms: 2 Bed count total 6 AMR Dorms: 0 Bed count total 0

Fire Station - #6 Shannon Station	
	Total station bed count: 9
Condition and planned expansion of capacity	Excellent Renovations: None scheduled
Staffing levels	On-duty staffing: Engine 6 – 3
Equipment (age and condition)	Engine 6 2008 KME 1250 GPM Engine 306 1991 Westmark/International 4x4 500
Calls for service	1,028

Fire Station - #7 Monta Vista Station	
Location	22620 Stevens Creek Blvd., Cupertino 95014
Description (# bays and staffing capacity)	Built: Replaced FY 97-98 Size: 7,100 sq. ft. / double-bay, single deep, back-in Ownership: County Fire Battalion Chief Dorm: 1 Bed count total 3 beds Captains Dorms: 2 Bed count total 4 Firefighter Dorms: 4 Bed count total 8 AMR Dorms: 0 Bed count total 0 Total station bed count: 15
Condition and planned expansion of capacity	Excellent Renovations: None scheduled
Staffing levels	On-duty staffing: Engine 7 – 3, Battalion 7 – 1
Equipment (age and condition)	Engine 7 2002 KME 1250 GPM Engine 307 1997 KME/International 4x4 500
Calls for service	1,135

Fire Station - #8 Quito Station	
Location	18870 Saratoga/Los Gatos Rd., Los Gatos 95030
Description (# bays and staffing capacity)	Built: 1948 Size: 5,400 sq. ft. / 3-bay, single deep, back-in Ownership: County Fire as long as used for fire station, if not, returns to original owner Battalion chief Dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 2 Firefighter Dorms: 3 Bed count total 6 AMR Dorms: 0 Bed count total 0

Fire Station - #8 Quito Station	
	Total station bed count: 8
Condition and planned expansion of capacity	Fair Renovations: None scheduled New Station – not scheduled
Staffing levels	On-duty staffing: Engine 8 – 3
Equipment (age and condition)	Engine 8 2003 KME 1250 Engine 408 2002 Ford F550/Ferrara 500
Calls for service	341

Fire Station - #9 West Valley Station	
Location	19800 Cox Ave., Saratoga 95070
Description (# bays and staffing capacity)	Built: 1965 Size: 3,137 sq. ft. / 2-bay, single deep, back in Ownership: County Fire Battalion Chief dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 2 Firefighter Dorms: 6 Bed count total 7 AMR Dorms: 0 Bed count total 0 Total station bed count: 9
Condition and planned expansion of capacity	Excellent Renovations: None scheduled Bathrooms and kitchen upgrade completed FY 02-03
Staffing levels	On-duty staffing: Engine 9 – 3
Equipment (age and condition)	Engine 9 2001 KME 1250 (4730) reserve Battalion 1994 Chevrolet Suburban 4x4 n/a 2002 Ford Excursion
Calls for service	687

Fire Station - #10 Sunnyoaks Station	
Location	485 W. Sunnyoaks Ave., Campbell 95008
Description (# bays and staffing capacity)	Built: 1970 Size: 6,042 sq. ft. 2 bay, double deep drive through Ownership: City of Campbell, leased by County Fire Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 2 Firefighter Dorms: 8 Bed count total 12

Fire Station - #10 Sunnyoaks Station	
	AMR Dorms: 0 Bed count total 0 Total station bed count: 14
Condition and planned expansion of capacity	Good Renovations: Upgrade to comply with ADA and privacy issues, dorm and locker room; FY 02-03
Staffing levels	On-duty staffing: Engine 10 - 3, Reserve Engine 110
Equipment (age and condition)	Engine 10 2010 KME 1250 Reserve Engine 110 2000 KME 1250 GPM
Calls for service	1,115

Fire Station - #11 Campbell Station	
Location	123 Union Ave., Campbell 95008
Description (# bays and staffing capacity)	Built: 1982 Size: 9,392 sq. ft. / 3-bay, single deep, back-in Ownership: City of Campbell, leased by County Fire Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 4 Firefighter Dorms: 2 Bed count total 11 AMR Dorms: 0 Bed count total 0 Total station bed count:15
Condition and planned expansion of capacity	Good Renovations: Upgrade to comply with ADA and privacy issues, dorm and locker room – FY 02-03
Staffing levels	On-duty staffing: Engine 11 - 3, Reserve Truck 111
Equipment (age and condition)	Engine 11 2001 KME 1250 (4730) Reserve Truck 111 1993 Hi-Tech/LTI/Spartan 1500 (5680) Engine 311 1991 Westmark/International 4x4 500 Engine 20 1949 Van Pelt/Kenworth 1250 (4730)
Calls for service	1,681

Fire Station - #12 El Toro Station	
Location	18300 Old Monterey Rd., Morgan Hill 95037
Description (# bays and staffing capacity)	Built: 1975 Size: 5,000 sq. ft. / 2-bay, double deep, drive-through Ownership: County Fire Battalion Chief Dorm: 1 Bed count total 1 beds Captains Dorms: 1 Bed count total 2 Firefighter Dorms: 2 Bed count total 4 AMR Dorms: 0 Bed count total 0 Total station bed count: 7
Condition and planned expansion of capacity	Good Renovations: Completed
Staffing levels	Cross staffing: *Engine 12 - 3, *Truck 12, (*select call units) Battalion 12 - 1
Equipment (age and condition)	Engine 12 2010 KME 1250 Truck 112 1992 Smeal/Spartan 1500 Battalion 12 2001; Ford Excursion 4x4 n/a Engine 4 2002 KME/Ford F550 4x4 125 Reserve Engine 112 1992 Pierce/Arrow 1500
Calls for service	1,489

Fire Station - #13 Dunne-Hill Station	
Location	2100 E. Dunne Ave., Morgan Hill 95037
Description (# bays and staffing capacity)	Built: 1978 Size: 4,200 sq. ft. / 2-bay, single deep, drive-through Ownership: County Fire Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 2 Firefighter dorms: 2 Bed count total 4 AMR Dorms: 0 Bed count total 0 Total station bed count: 6
Condition and planned expansion of capacity	Good Renovations: Completed 1999 – ADA, privacy issues
Staffing levels	On-duty staffing: Engine 13 - 3
Equipment (age and condition)	Engine 13 2007 KME 1250 GPM Engine 313 2009 Placer/International 4x4 500

Calls for service	525

Fire Station - #14 El Monte Station	
Location	12355 El Monte Road, Los Altos Hills 94022
Description (# bays and staffing capacity)	Built: 1996 Size: 9,650 sq. ft. / 2-bay, double deep, drive-through Ownership: Structure - Los Altos Hills County Fire District, leased by County Fire; Land - Foothill/De Anza Community College District Battalion Chief Dorm: 1 Bed count total 3 beds Captains Dorms: 1 Bed count total 2 Firefighter Dorms: 5 Bed count total 7 AMR Dorms: 0 Bed count total 0 Total station bed count: 12
Condition and planned expansion of capacity	Excellent Renovations: None scheduled
Staffing levels	Cross staffing: *Engine 14 - 4, *Truck 14 , *Patrol 14 (*select call units)
Equipment (age and condition)	Rescue 14 2007 KME 1250 Truck 14 1996 Smeal/HME 1500 Engine 314 2009 Placer/International 4x4 500 Battalion 14 2008 Ford F250 crewcab pickup n/a
Calls for service	550

Fire Station - #15 Los Altos Station	
Location	10 Almond Ave., Los Altos 94022
Description (# bays and staffing capacity)	Built: 1968 Size: 9,350 sq. ft. / 3-bay, double deep, drive-through Ownership: City of Los Altos, leased by County Fire Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 2 Firefighter Dorms: 2 Bed count total 4 AMR Dorms: 1 Bed count total 2 Total station bed count: 8* (*2 beds AMR quarters)

Fire Station - #15 Los Altos Station	
Condition and planned expansion of capacity	Good Renovations: Completed 2000 – ADA, privacy issues
Staffing levels	On-duty staffing: Engine 15 - 3, Reserve Engine 115
Equipment (age and condition)	Engine 15 2005 KME 1250 Reserve Engine 115 1991 KME 1250
Calls for service	1,216

Fire Station - #16 Loyola Station	
Location	769 Fremont Ave., Los Altos 94022
Description (# bays and staffing capacity)	Built: 1953 Size: 2,400 sq. ft. / 2-bay, single deep drive through Ownership: City of Los Altos, leased by County Fire Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 1 Bed count total 2 Firefighter Dorms: 2 Bed count total 4 AMR Dorms: 0 Bed count total 0 Total station bed count: 6
Condition and planned expansion of capacity	Good Renovations: City managing remodel, no date scheduled. Completed 2000 - ADA, privacy issues
Staffing levels	On-duty staffing: Engine 16-3
Equipment (age and condition)	Engine 16 2010 KME 1250 Reserve Engine 116 1991 Hi-Tech Spartan 1500 GPM
Calls for service	971

Fire Station - #17 Saratoga	
Location	14380 Saratoga Ave, Saratoga 95070
Description (# bays and staffing capacity)	4 bay, 2 double deep 2 single deep all back in Battalion Chief Dorm: 0 Bed count total 0 beds Captains Dorms: 3 Bed count total 6 Firefighter Dorms: 6 Bed count total 12 AMR Dorms: 1 Bed count total 2 Total station bed count: 20
Condition and planned expansion of capacity	Excellent

Fire Station - #17 Saratoga	
Staffing levels	Engine 17-3 Rescue 17--3
Equipment (age and condition)	Engine 17 2008 KME 1250 Rescue 17 2002 Ferrara Inferno 1500 Engine 317 2009 Placer/International 4x4 500 Engine 30 1990 Hi-Tech Spartan 1500
Calls for service	1,387

Santa Clara County Central Fire Protection District Trends and Projections

Population (2000 to 2035)	
Year	**District Population**
2000	155,760
2005	160,820
2010	164,489
2015	169,182
2020	173,619
2025	177,683
2030	182,916
2035	189,221

Revenues (2007-08 through 2010-11)	
2007-08 (actual)	$70,408,548
2008-09 (actual)	$79,639,035
2009-10 (budgeted)	$80,138,600
2010-11 (budgeted)	$79,967,000

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$67,597,430
2008-09 (actual)	$79,432,365

2009-10 (budgeted)	$79,569,203
2010-11 (budgeted)	$83,035,507

Staffing (2007-08 through 2010-11)	
2007-08 (actual)	305.00
2008-09 (est.)	308.00
2009-10 (budgeted)	308.00
2010-11 (budgeted)	308.00

South Santa Clara County Fire Protection District Detail

South Santa Clara County Fire Protection District Summary

Type of Agency	Fire Protection District (Dependent)
Governing body	Board of Commissioners
Area covered	260 sq. miles
Service area description	Services the unincorporated areas in the southern portion of the County. The South Santa Clara County Fire District contracts for personnel and administration with the California Department of Forestry and Fire Protection (CDF). For 6 summer months they cover part of Amador County.
Population served (2010)	35,000 (24,533 LAFCO)
Budget 2010-11	$5,899,320
Staffing (FTEs)	36.25 plus 10 volunteers
Number of fire stations	4
Apparatus	Engines – 4 Trucks – 1 Rescue – 1
Reserve Apparatus	Engines – 1
Calls for service - total	3,101
ISO rating	5 / 8
Mutual aid arrangements	Santa Clara County, Gilroy, Pajaro Valley Fire District, San Benito County Fire Department, Battalion Chief Agreement (Gilroy, South Santa Clara County Fire District, Santa Clara County Fire Department)
Dispatch arrangements	The South Santa Clara County Fire Protection District contracts with Cal Fire Morgan Hill Emergency Command Center as their secondary 911 Public Safety Answering Point for Fire/EMS services. Primary 911 Public Safety Answering Point for law enforcement and emergency medical dispatch (EMD) services are provided by County Comm.

South Santa Clara County Fire Protection District Details

Department Revenues (FY 2010-11)	
Special parcel tax/assessments, etc.	0
Fire Prevention	$80,000
Fees, EMS	$189,777
Property Taxes	$3,859,000
Contracts – Mitigation Fee	$51,000
Other	$184,000
Total Department Revenues	$4,363,777

Fire Station - #1 Morgan Hill Station	
Location	15670 Monterey Rd. Morgan Hill. CA 95037
Description (# bays and staffing capacity)	State Owned Station Dist co-houses, 4 bays, 2 designated for Fire District Capacity of 13 personnel
Condition	Morgan Hill is part of the contract with CAL FIRE and is owned by CAL FIRE
Staffing levels	Minimum staffing level of 3 personnel Engine company responds on a Type 1 Engine (E-1) Full-time Advanced Life Support (Paramedic) Engine 1 Water Tender (WT-1) 1 Utility Vehicle (Admin 1617)
Equipment (age and condition)	Engine (E-1) 2008 1 Water Tender (WT-1) 2000 1 Utility Vehicle (Admin1617) 2010
Calls for service	1,474

Fire Station - #2 Masten Station	
Location	10810 No Name Uno, Gilroy, 95020 is owned by the District.
Description (# bays and staffing capacity)	Masten was obtained in 1980 and is approximately 2,729 square feet of living/office space. Masten Station is a converted house that includes 3 bedrooms, 2 ½ baths, kitchen, living room, laundry room, and office space. The station also has a five stall apparatus bay/garage that was built in 1983 and a generator room that was built in 2000.

Fire Station - #2 Masten Station	
	American Medical Response (AMR) currently rents trailer space at the facility.
Condition	Masten is in need of several repairs. Long term capital improvements include: Repairs to station and office to meet ADA requirements. Funding has been budgeted for FY 2010-11. Remodel station to include additional sleeping quarters, physical fitness room, a Gross Decontamination Room, training/conference room and enlarging the apparatus bay to include additional stall to house District vehicles.
Staffing levels	Minimum staffing level of 3 personnel Engine company responds on a Type 1 Engine (E-2) Full-time Advanced Life Support (Paramedic) Engine 1 Water Tender (WT-2) 1 Reserve Engine (E-4) 1 Air Support Trailer (BS-1) 1 Ladder Truck (Truck 2) 1 Utility (Squad 17)
Equipment (age and condition)	Engine (E-2) 1998 1 Water Tender (WT-2) 2002 1 Reserve Engine (E-4) 1994 1 Air Support Trailer (BS-1) 2002 1 Ladder Truck (Truck 2) 1987 1 Utility (Squad 17) 2004
Calls for service	1,350

Fire Station - #3 Treehaven Station	
Location	3050 Hecker Pass Hwy, Gilroy, CA 95020
Description (# bays and staffing capacity)	2 bays staffing Capacity of 3 personnel, Plans to upgrade facility will be part of the lease negotiation
Condition	Treehaven is leased from Gilroy Gardens
Staffing levels	Minimum staffing level of 3 personnel Engine company responds on a Type 1 Engine (E-3) Full-time Advanced Life Support (Paramedic) Engine
Equipment (age and condition)	Engine (E-3) 2003 1 Heavy Rescue Support Trailer (RS-1) 1 Stakeside (U-1627) 2008

Fire Station - #3 Treehaven Station	
Calls for service	554

Fire Station - #4 Pacheco Station	
Location	12280 Pacheco Pass Hwy
Description (# bays and staffing capacity)	2 bays. Staffing capacity of 8 personnel CAL FIRE owned station. New station built FY2009-10 move-in date June 2010. The South Santa Clara County Fire District, under an Amador contract plan, pays to keep the Pacheco Station open during non-peak fire season THE AMADOR PLAN 8554 The Director, with the approval of the Department of General Services (see PRC §4143 and 4144), may enter into a cooperative agreement with a city, county, special district, or other political subdivision of the state, or person, firm, association, or corporation for the purpose of preventing and suppressing fires that requests an agreement, under those terms and conditions that the director deems wise.
Condition	New
Staffing levels	Minimum staffing level of 3 personnel Engine company responds on a Type 3 Engine (E-1681) Full-time Advanced Life Support (Paramedic) Engine
Equipment (age and condition)	Engine (E-1681) CAL FIRE Owned
Calls for service	268

South Santa Clara County Fire Protection District Trends and Projections

Population (2000 to 2035)	
Year	**LAFCO Estimate**
2000	23,222
2005	23,986
2010	24,533
2015	25,200
2020	25,599
2025	25,968

Population (2000 to 2035)	
2030	26,239
2035	26,524

Revenues (2007-08 through 2010-11)*	
2007-08 (actual)	$4,713,346
2008-09 (actual)	$4,512,800
2009-10 (budgeted)	$4,628,060
2010-11 (budgeted)	$4,363,777

** Includes property taxes and other General Fund sources*

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$3,747,848
2008-09 (actual)	$4,077,794
2009-10 (budgeted)	$6,036,430
2010-11 (budgeted)	$5,899,320

Staffing (2007-08 through 2010-11)	
2007-08 (actual)	28.25
2008-09 (actual)	32.25
2009-10 (actual)	35.25
2010-11 (budgeted)	36.25

Capital Improvement Program
Capital improvements are funded through reserves or specific grants etc.

Sunnyvale Public Safety Department Detail

Sunnyvale Fire Department Summary

Type of Agency	Municipal
Governing body	City Council
Area covered	23.8 sq. miles
Service area description	Services the City of Sunnyvale
Population (2010)	135,200
Budget 2010-11	$25,042,369
Staffing (FTEs)	100.00
Number of fire stations	6
Apparatus	Engines –9 Trucks – 2 HazMat – 1 BC Command Vehicle – 1 Utility – 1 Prime Mover – 1
Reserve Apparatus	Engines – 2
Calls for service - total	7,286
ISO rating	2
Mutual aid arrangements	Santa Clara County
Dispatch arrangements	Sunnyvale Public Safety Department

Sunnyvale Fire Department Details

Department Revenues (2009-10)	
Special parcel tax/assessments, etc.	$1,129,169.00
Fire Prevention	$0.00
Fees, EMS	$0.00
Fees, Other	$1,533,178.03
Contracts	$651,548.60
Other	$208,692.12
Total Department Revenues	$3,522,587.75

Fire Station - #1	
Location	171 N. Mathilda Avenue
Description (# bays and staffing capacity)	Built 1960-65 3 bays, single deep. Sleeps 5.
Condition	Last interior remodel 1998-1999
Staffing levels	4 personnel assigned per shift
Equipment (age and condition)	Engine1 Igniter 2008 (Excellent) Truck 1 Eagle 134 Ladder, LTI AH-100 2000 (Excellent) Reserve 1 Eagle 2000 (Very Good)
Calls for service	1,259

Fire Station - #2	
Location	795 E. Arques Avenue
Description (# bays and staffing capacity)	Built 1960-65 3 bays, single deep. Classroom which holds about 20. Sleeps 8. On-site training tower built in 2000, includes single apparatus bay. B.C. Office
Condition	Last interior remodel 1998-1999
Staffing levels	6 personnel + BC assigned per shift
Equipment (age and condition)	Engine 2 Igniter 2008 (Excellent) Truck 2 Eagle 134 Ladder, LTI AH-100 2000 (Excellent) Rescue 2 Rescue Master 2006 (Excellent)
Calls for service	1,277

Fire Station - #3	
Location	910 Ticonderoga Drive
Description (# bays and staffing capacity)	Built 1960-65 2 bay, single deep. Sleeps 5.
Condition	Last interior remodel 1998-1999
Staffing levels	4 personnel assigned per shift
Equipment (age and condition)	Engine 3 Igniter 2008 (Excellent) Engine 30 Eagle 1998 (Very good)
Calls for service	1,578

Fire Station - #4	
Location	996 S. Wolfe Road
Description (# bays and staffing capacity)	Built 1960-65 2 bay, single deep. Sleeps 5.
Condition	Last interior remodel 1998-1999
Staffing levels	4 personnel assigned per shift
Equipment (age and condition)	Engine 4 Igniter 2008 (Excellent) Engine 40 Eagle 2000 (Very good)
Calls for service	1,733

Fire Station - #5	
Location	1120 Innovation Way
Description (# bays and staffing capacity)	Built 1960-65 2 bay, single deep. Sleeps 5.
Condition	Last interior remodel 1998-1999
Staffing levels	2 personnel assigned per shift
Equipment (age and condition)	Engine 5 Eagle 2004 (Very good) Reserve 5 Arrow 1987 (Good)
Calls for service	719

Fire Station - #6	
Location	1282 Lawrence Station Road
Description (# bays and staffing capacity)	Built 1960-65 2 bay, single deep. Sleeps 5.
Condition	Last interior remodel 1998-1999
Staffing levels	4 personnel assigned per shift
Equipment (age and condition)	Engine 6 Eagle 2004 (Excellent) Engine 60 Eagle 1998 (Very good)
Calls for service	720

Sunnyvale Fire Department Trends and Projections

Population (2000 to 2035)	
Year	**City Population**
2000	131,760
2005	133,000
2010	135,200
2015	141,700
2020	147,300
2025	152,000
2030	157,900
2035	163,300

Revenues (2007-08 through 2010-11)	
2007-08 (actual)	$2,922,218
2008-09 (actual)	$3,522,588
2009-10 (budgeted)*	$2,440,579
2010-11 (budgeted)	Data not available

**Actual through April 2010.*

Expenditures (2007-08 through 2010-11)	
2007-08 (actual)	$24,007,059
2008-09 (actual)	$25,725,754
2009-10 (budgeted)	$25,613,215
2010-11 (budgeted)	$24,975,209

Staffing (2007-08 through 2010-11)*	
2007-08 (actual)	86
2008-09 (estimated)	87
2009-10 (budgeted)	98
2010-11 (budgeted)	100

**Staffing increases resulted from departmental changes and reporting structure reorganization, not an increase in overall staff..*

Attachment D – Apparatus and Calls for Service by Station

The table below lists each agency station, daily staffed apparatus, 2009 calls for service and average daily calls for service. Departments may have different policies regarding how they track and report emergency response activity. Daily staffed apparatus may not be consistent with what is included in the body of the report, as changes were made to update apparatus information to FY 2010-2011 status.

Agency	Station	Daily Staffed Apparatus	2009 Calls for Service	2009 Average Daily Calls for Service
Gilroy	1 - Chestnut	1 Engine	1,158	3.2
	2 - Las Animas	1 Engine	1,158	3.2
	3 - Sunrise	1 Rescue Ambulance or 1 Engine	258	0.7
Milpitas	1	1 Engine, 1 Truck	1,386	3.8
	2	1 Engine	1,267	3.5
	3	1 Engine	1,170	3.2
	4	1 Engine	331	0.9
Palo Alto	1	1 Engine, 1 Transport	2,605	7.1
	2	1 Engine, 1 Rescue, 1 Transport	910	2.5
	3	1 Engine	936	2.6
	4	1 Engine	975	2.7
	5	1 Engine	892	2.4
	6	1 Engine, 1 Truck	1,157	3.2
	7	1 Engine	172	0.5
	8	1 Engine	29	0.1
Mountain View	1	1 Engine, 1 Truck, 1 Rescue	3,684	10.1
	2	1 Engine	1,233	3.4
	3	1 Engine	1,450	4.0
	4	1 Engine	841	2.3
	5	1 Engine	571	1.6
San José	1	1 Engine, 1 Truck	2,590	7.1
	2	1 Engine, 1 Truck	5,261	14.4
	3	1 Engine, 1 Truck	2,898	7.9
	4	1 Engine, 1 Truck	3,059	8.4
	5	1 Engine	2,434	6.7
	6	1 Engine	1,473	4.0
	7	1 Engine	1,240	3.4
	8	1 Engine	2,499	6.8

Agency	Station	Daily Staffed Apparatus	2009 Calls for Service	2009 Average Daily Calls for Service
	9	1 Engine, 1 Truck	1,920	5.3
	10	1 Engine	2,140	5.9
	11	1 Engine	788	2.2
	12	1 Engine	1,778	4.9
	13	1 Engine, 1 Truck	1,924	5.3
	14	1 Engine, 1 Truck	2,499	6.8
	15	1 Engine	571	1.6
	16	1 Engine, 1 Rescue	2,423	6.6
	17	1 Engine	1,330	3.6
	18	1 Engine	2,956	8.1
	19	1 Engine	1,536	4.2
	20	1 Engine	643	1.8
	21	1 Engine	1,517	4.2
	22	1 Engine, 1 Rescue	1,305	3.6
	23	1 Engine	1,213	3.3
	24	1 Engine	2,989	8.2
	25	1 Engine	284	0.8
	26	1 Engine	2,814	7.7
	27	1 Engine	1,714	4.7
	28	1 Engine	424	1.2
	29	1 Engine, 1 Truck	1,191	3.3
	30	1 Medic	1,849	5.1
	31	1 Engine	866	2.4
	33	No apparatus; no longer staffed	240	0.7
	34	1 USAR	1,760	4.8
	35	1 Truck	1,857	5.1
Santa Clara	1	1 Engine, 1 Medic	1,525	4.2
	2	1 Truck, 1 Rescue	755	2.1
	3	1 Engine	1,139	3.1
	4	1 Engine	970	2.7
	5	1 Engine, 1 Medic	990	2.7
	6	1 Engine, 1 Medic	700	1.9
	7	1 Engine	1,039	2.8
	8	1 Truck	483	1.3
	9	1 Engine	243	0.7

Agency	Station	Daily Staffed Apparatus	2009 Calls for Service	2009 Average Daily Calls for Service
	10	1 Engine	296	0.8
CCFD	1 - Cupertino	1 Engine, 1 Truck	1,855	5.1
	2 – Seven Springs	1 Engine, 1 Hazmat	461	1.3
	3 – Los Gatos	1 Engine, 1 Rescue	956	2.6
	4 - Redwood	1 Engine	368	1.0
	5 - Winchester	1 Truck	788	2.2
	6 - Shannon	1 Engine	1,028	2.8
	7 – Monta Vista	1 Engine	1,135	3.1
	8 - Quito	1 Engine	341	0.9
	9 – West Valley	1 Engine	687	1.9
	10 – Sunnyoaks	1 Engine	1,115	3.1
	11 - Campbell	1 Engine	1,681	4.6
	12 – El Toro	1 Engine, 1 Truck	1,489	4.1
	13 – Dunne Hill	1 Engine	525	1.4
	14 – El Monte	1 Engine, 1 Truck	550	1.5
	15 – Los Altos	1 Engine	1,216	3.3
	16 - Loyola	1 Engine	971	2.7
	17 - Saratoga	1 Engine, 1 Rescue	1,387	3.8
SCFD	1 – Morgan Hill	1 Engine	1,474	4.0
	2 - Masten	1 Engine	1,350	3.7
	3 - Treehaven	1 Engine	554	1.5
	4 - Pacheco	1 Engine	268	0.7
Sunnyvale	1	1 Engine, 1 Truck	1,259	3.4
	2	1 Engine, I Truck, 1 Rescue	1,277	3.5
	3	2 Engines	1,578	4.3
	4	2 Engines	1,733	4.7
	5	1 Engine	719	2.0
	6	2 Engines	720	2.0