FIRE DEPARTMENT
SANTA CLARA COUNTY

BUSINESS PLAN
January, 2015 – December, 2019

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EXECUTIVE SUMMARY

• **Purpose of the Business Plan:** This Business Plan reflects the dynamic processes of planning and employee involvement to improve the organization. The purpose of the plan is to: a) inform customers about Department operations and b) serve as a companion document to the Department’s Strategic Plan, which represents the participation of both internal and external stakeholders in a continuous effort to improve service.

• **Background:** The Santa Clara County Fire Department is a *Special Fire Protection District* formed under the California Health and Safety Code. The Department provides service to the communities of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Saratoga, and adjacent county areas. The Department is governed by the Santa Clara County Board of Supervisors sitting as the Fire Protection District Board of Directors. Funding is provided primarily through property taxes and contracts for fire protection services.

• **Mission and Vision:** The Santa Clara County Fire Department exists to protect lives, property, and the environment from fires, emergency incidents and disasters through preparedness, prevention, education, and emergency response. The Department promotes a regional approach to fire protection services.

• **The Business:** Health & Safety Code § 13862 empowers the Department to provide fire protection services, rescue services, emergency medical services, hazardous materials emergency response services, and other services relating to the protection of lives and property. Customers using fire protection services include residents, property owners, business owners, developers, visitors, and other governmental agencies within the communities served by the Santa Clara County Fire Department.

• **Resources:** The Department is adequately funded through property taxes and fire service contracting. The adopted operating budget for FY 13-14 was $86.5 million for Department service areas and approximately $5.1 million for contract areas served by San Jose and other cities. Resources also include 279 paid employees, up to 25 volunteers, 15 fire stations, 6 support facilities, and more than 100 vehicles.

• **Management:** The organization is structured around six distinct service divisions: the Fire Prevention Division, providing inspection services and code enforcement; the Operations Division, coordinating resources for emergency response and fire investigation; the Training Division, coordinating and delivering training to Department employees; the Administrative Services Division, comprised of general management and administrative support units; the Support Services Division, comprised of supply, apparatus maintenance, and facility maintenance personnel; and the Office of Emergency Management and Community Education Services delivering community education, emergency management and disaster preparedness training to the communities it serves.

Emphasis is placed on inter-divisional teamwork and coordination of projects. All employees are stakeholders and, as such, are encouraged to actively participate beyond the scope of their assignments.
• **Strategies and Five Year Goals:** The Santa Clara County Fire Department has published a Strategic Plan (2014-2019). This plan was created with input from community leaders, citizens and members of all ranks of the department. The Strategic Plan identifies eight specific goals.

1. Improve external communications with emphasis on timelines, transparency, and constructive feedback.
2. Improve internal communications.
3. Provide facilities service and materials in support of SCCFD’s future and current organizational demands.
4. Build and maintain an effective workforce to support the Department’s mission, vision and values.
5. Improve workforce training through continual program development.
6. Redefine the fire prevention organization to achieve unity and consistency in delivery of service to our customers.
7. Develop comprehensive emergency management, preparedness, and community education programs to support the community.
8. Maintain and enhance current levels of service.
SECTION I — MAJOR ASSUMPTIONS

A. Projected FY 14-15 Changes – Major assumptions include the following projected FY 14-15 changes:

1. Revenue increase of 7.1% in FY 14-15 followed by a 0.4% revenue decrease in FY 15-16. FY 14-15 revenues are broken down in the following percentages:

   a. Property tax, 64.8%
   
   b. Fire service contracts, 27.2%
   
   c. Capital lease financing, 2.9%
   
   d. Fees and other, 5.1%

   Total revenues are anticipated to grow by 7.1 percent in FY 14-15; however, the Department anticipates a 0.4 percent decline in total revenues in FY 15-16 due to the completion of a two year SAFER grant ($1.4 million) and the use of one time capital lease financing to fund the purchase of several pieces of fire apparatus ($2.7 million). Total revenues are anticipated to grow approximately 3.5 percent per year in the remaining three years.

2. Total expenditures in FY 14-15 will increase 15.3%, followed by a 1.7% increase in FY 15-16. The expenditure budget for FY 14-15 will be approximately:

   a. $5.4 million for “Zone 1” (contract areas to San Jose, etc.)
   
   b. $89.1 million for “Zone 2” and contract cities (Department service areas)

3. Breakdown of major operating budget areas:

   a. Wages and benefits will comprise approximately 79%, or a total of approximately $74.7 million.


   When payments to San Jose for “Zone 1” contract areas and to Santa Clara County Communications for dispatch services are considered, the combined total for wages and benefits is approximately 91.7%.
B. **Projected FY 14-15 through FY 18-19 Changes** – Include the following assumptions for each fiscal year:

1. Flat revenue growth in FY 14-15 and 3.5% growth in the remaining years.

2. Operating expenses are projected to grow by 8.5% in FY 14-15 due to additional positions and negotiated wage increases. Operating expenses are projected to grow in average increase 3.6% for the remaining 4 years.

3. Revenue from contracts, including Los Altos, Los Altos Hills County Fire District, Campbell, Saratoga Fire District, the Santa Clara County Fire Marshal’s Office, Santa Clara County Office of Emergency Management, and Stanford University, will cover the cost of the services provided.

4. No expropriation of local property taxes by the state.

5. No major jurisdictional decreases.

C. **Other Assumptions** — Things to take into account:

1. Board of Supervisors – term expirations:
   - Dave Cortese, Joe Simitan, Cindy Chavez – 11/16
   - Mike Wasserman, Ken Yeager 11/18

2. The Los Altos City and Los Altos Hills County Fire District contract expires 12/31/16.

3. The Campbell contract expires 6/30/18.

4. The Saratoga contract expires 7/1/18.

5. The Consumer Price Index (CPI) will grow an average of 2% per year.

6. Additional regionalization with existing jurisdictions will be self-supporting.
SECTION II — HISTORICAL INFORMATION

A. **Formation** — The Santa Clara County Fire Department is an all-hazard department that has evolved through fire consolidations and contracts. In 1947, two agencies – the Cottage Grove Fire District and the Oakmead Farms Fire District – were consolidated to form the Santa Clara County Central Fire Protection District (a.k.a. Santa Clara County Fire Department). This consolidation was the result of the California Division of Forestry (a.k.a. CAL FIRE) withdrawing from the valley floor when its contract with Santa Clara County was terminated in 1947.

In that same year, an election was held which authorized the Department to provide fire suppression services to the unincorporated areas stretching from Highway 9 east across the valley to Mount Hamilton and south to the Almaden area.

1. In 1970, the Department consolidated with the Burbank Fire District and the Alma Fire District, and contracted with the Town of Los Gatos for fire protection services.

2. In 1977, the Department contracted with the cities of Campbell, Milpitas, San Jose, and Santa Clara to service portions of the Department referred to as “Zone 1.” The City of San Jose provides fire services for a vast majority of the unincorporated areas in the eastern part of County Fire. Five fire stations and assigned personnel ultimately transferred to the city. The “Zone 2” designation remains as the intrinsic service area for County Fire.

3. Prior to 1982, the Santa Clara County Fire Marshal’s Office (FMO) operated as a Santa Clara County department. Following Proposition 13, this department was eliminated, and County Fire began its own Fire Prevention Division. In 1987, the Fire Chief of the Santa Clara County Fire Department was appointed to serve in the position of County Fire Marshal, and County Fire began providing fire marshal services to county facilities and unincorporated county areas.
4. In 1993, the City of Campbell; in 1995, the City of Morgan Hill; and in 1996, the City of Los Altos and the Los Altos Hills County Fire District contracted for fire services with the Department. Merging Campbell, Morgan Hill, and Los Altos personnel, facilities, and equipment into County Fire made the Department the second-largest fire agency in Santa Clara County.

5. In 1997, for the 50-year service anniversary, the Department adopted the also known as (a.k.a.) name of Santa Clara County Fire Department. The name was changed to more accurately reflect the area served and to avoid confusion between agencies with similar names in adjacent counties.

6. In 2008, following a three-year administrative management agreement, the Saratoga Fire District entered into a full-service fire, rescue, and emergency medical agreement with County Fire.

7. In September 2010 the Department annexed 32,000 acres of underserved area along the western edge of Santa Clara County into the Fire District.

8. In 2013 the City of Morgan Hill did not renew its contract for services with Santa Clara County Fire Department.
Today the Santa Clara County Fire Department provides fire protection services to one of the most diverse areas in the state. Challenges range from high-rise buildings, downtown commercial areas, large retail malls and wildland-urban interface areas to industrial business centers, semi-conductor manufacturing with related hazardous materials and hi-tech systems. Services have evolved to include fire protection, community education, hazardous materials response, rescue, and advanced life support. The area below highlighted in dark blue identify the “Zone 2” area and the area outlined in red reflects the entire service area of the Department inclusive of the contract cities.

B. Governance — Since 1947, the State Fire Protection District Law has been rewritten several times. The Department’s authority is granted by the California Health and Safety Code, Div. 12, Part 2.7, and the Fire Protection District Law of 1987, also known as the Bergeson Fire District Law. The Department is governed by the Santa Clara County Board of Supervisors sitting as the Board of Directors. As such, the Department is classified as a dependent district. The Fire Chief is appointed by the Board of Supervisors, and is responsible for the proper administration of all affairs of the Department.

The Fire Chief consults with city/town managers to assure local matters are addressed. The Department takes great pride in the ability to be responsive to local issues and priorities. Fire codes and regulations are typically adopted at the local government level.
C. **Accomplishments** — County Fire personnel take great pride in the organization and its accomplishments. The following list highlights some specific points of pride.

1. **Services**

   a. Fire prevention services were limited to land development and company inspection programs prior to 1978. The Department started the Fire Prevention Division in 1979, and took on the management role for the Santa Clara County Fire Marshal’s Office in 1987.

   b. The Department is a leader in emergency medical services. In 1974, members of Central Fire Protection District and the Campbell Fire Department participated in the first paramedic training program in northern California. The Campbell Fire Department established the first northern California fire department paramedic program that same year. EMT-1 level services were provided Department-wide in 1981, EMT-D in 1990, and first-responder paramedics in December 1995.

   c. The Department advocates regional fire services. Hazardous materials regulation and response is a prime example of sharing scarce resources between multiple jurisdictions. In 1985, the California State Department of Health Services helped fund the basic training and equipping of the Department’s regional hazardous materials response team. Since then the Department has continued to maintain a fully staffed dedicated hazardous materials team. In 2009, the Department applied to Cal OES for recognition as a Type I Hazardous Materials Response Team. After inspection by Cal OES to ensure the required equipment, staffing and training was in place, the team was awarded Type I status. The team is one of 29 Type I available throughout the State of California for mutual aid deployment.

   d. Community education and preparedness programs provide the opportunity to educate children and adults about fire and injury prevention and train residents to become self-sufficient following a major disaster. The Department’s program is staffed with five full-time employees, and is supported by on duty firefighting crews.

   e. The Department administers the Santa Clara County Office of Emergency Services and assists cities and towns in the methods to prepare and respond to all hazards. Emergency management services include developing written Emergency Operations Plans, Maintaining Emergency Operations Centers and on-going emergency management training for city and town employees.

   f. The Department is one of the few fire agencies in the Bay Area to staff two full-time fire investigator positions, augmented by on-call personnel. Investigation of fires provides important information about the cause and origin of the local fire problem.
g. The Fire Chief of the Santa Clara County Fire Department has traditionally served as the Local Mutual Aid Fire and Rescue Coordinator, also known as the Operational Area Coordinator. This position has become increasingly pivotal in promoting and coordinating local government fire resources.

h. Staffing levels, equipment, and water supplies have improved dramatically over the past decade, resulting in an improved ISO rating. In most of the communities served by the Department, business owners and residents enjoy a Class 2/8 fire insurance rating that was awarded in 1996.

i. In 2001, the Department established a Special Operations Task Force consisting of 45 employees trained in both technical rescue and hazardous materials response.

2. Personnel

a. Employees of the Department believe in, and enjoy, a collaborative labor/management relationship. The relationship has produced a motivated workforce whose members enjoy excellent working conditions and numerous opportunities to work with management in the delivery of quality services. The non-adversarial approach to issues works to the benefit of all: management, labor, and the citizens served.

b. Department personnel have been actively involved in the development and maintenance of programs including safety equipment, apparatus design, physical fitness, station design, human relations, and strategic planning.

c. Department personnel take pride in a professional image. Perceptions of the organization play an important part in establishing and maintaining credibility with the public and allied emergency service providers.

d. Diversity, reflecting the communities served, offers strength and opportunity for the Department. A diverse workforce helps to plan and deliver services, with each team member offering a unique perspective.
3. **Resources**

   a. County Fire takes great pride in its fleet of emergency response apparatus. The vehicles incorporate state-of-the-art features. They are equipped and maintained to meet the variety of challenges presented by an urban and wildland urban interface service area. Apparatus are designed by committees comprised of driver/operators, company officers, fire mechanics, and chief officers.

   b. A computer network, which became operational in 1992, provides an information link in real-time to facilitate reporting and communications to all levels within the organization. It includes real-time fire weather reporting from two Remote Area Weather Stations (RAWS) located in the wildland-urban interface area.

   c. Employee safety is a high priority. Employees are trained and equipped to work safely in a variety of emergency environments and situations. In 1981, the Department established a comprehensive wellness program that now includes routine medical screening, physical fitness screening, and employee assistance for Department members and their families.

   d. Mobile data computers are being upgraded on all first-responder apparatus for use with mapping, routing, automatic vehicle location and unit status reporting.

4. **Management**

   a. The Santa Clara County Board of Supervisors sits as the Board of Directors for the Santa Clara County Fire Department. This relationship has been very successful in addressing the needs of local constituents for fire protection services. This single-service form of government has resulted in economies of scale and reduced bureaucracy.

   b. The addition of a Business Manager in 1982, now titled Director of Business Services, has helped define the Department as an organization concerned with making good business decisions. Risk management, self-insurance, health benefit analysis, and fiscal partnerships have all become Department business practices.

   c. The Department embraces a non-traditional enterprise philosophy. New markets, consolidations, contracts, customer services, regional approaches, and public/private partnerships are all strategies employed to enhance fire protection services.
d. The Department concluded the self-assessment process for accreditation by the Commission on Fire Accreditation International (CFAI) in 2010.

e. The Department is currently in the process of its third accreditation with an anticipated completion date of August 2015. The accreditation process includes: the development of a revised Strategic Plan, Standards of Cover document, and a Fire Department Self Assessment Manual.

f. The reaccreditation process will conclude with a peer assessor team site visit and the submittal of an accreditation report recommending accreditation status to the Commission on Fire Accreditation International (CFAI).

D. Overview of Funding — The Santa Clara County Fire Department has been supported primarily through property tax. The ability to set property tax rates and levy property taxes remained somewhat discretionary at the local level until the 1970’s. During that period, several changes limiting how taxes were levied took place at the state level, the most prominent being Proposition 13.

1. In June 1978, California voters passed Proposition 13, which became Article XIII A of the state Constitution. Essentially, Proposition 13 removed much of the taxing powers of state and local government officials. In addition to the stripping away of revenue raising powers, Proposition 13 rolled back property tax revenues to the 1975 levels, and capped the growth of assessed values on taxable property to 2.0% per year unless the property was substantially remodeled or sold.

2. After the passage of Proposition 13, the Department lost about 50% of its annual tax revenue, as did most fire districts in the state. In 1979, the state provided bailout funds to counties to keep special districts afloat. For over 10 years, the Department received almost 50% of its funding from a special pool of money called the Special District Augmentation Fund (SDAF).

3. In FY 92/93, as a result of extreme funding problems, legislators in Sacramento devised a massive redistribution of property taxes. The so-called “tax shift” was written into law as the Educational Revenue Augmentation Fund (ERAF), codified in Section 97 of the Revenue and Tax Code.

ERAF redefined a portion of local property tax revenues as state taxes. The rationale was that the state had bailed out local agencies after Proposition 13 and now the state needed the funds returned in order to meet the funding levels for schools pursuant to Proposition 98, the School Funding Initiative.

In FY 96/97, the ERAF law caused a $2,400,000 reduction in property tax revenue. This equated to an 11% loss in tax revenue.
4. Prior to 1993, almost 100% of revenue was derived through property tax. This left the Department vulnerable to fluctuations or shifts in property taxes. Department management recognized the need for a diversified portfolio and adopted a business strategy that included contracting for fire protection services. Contracting offered an alternative revenue source that has significantly reduced the impact of property tax fluctuations. Other service-based fees may offer further diversification in revenue.

5. In November 1996, the California voters approved Proposition 218, which requires general taxes to be voted on by at least 50% of the voters. Although the Department does not have current revenue sources at risk due to Proposition 218, it is possible that its contract cities might someday need new funding sources, and Proposition 218 could hinder such collection.

6. In spring 1997, the Santa Clara County Director of Finance notified County Fire that the Department had received an unspecified amount of property taxes via the tax apportionment process that it was not entitled to. Four problems were identified: ongoing revenue shortfalls related to AB 8 apportionment factors, accumulated AB 8 revenues County Fire received that it might have to return, ongoing revenue shortfalls caused by the enactment of the ERAF, and the accumulated ERAF revenues County Fire received that it might have to return. These revenue problems are unrelated to each other, and significant changes in the law have mitigated anticipated difficulties.

Summary

County Fire continues to rely on a fairly stable property tax base. Property taxes become more important as a funding source as the Consumer Price Index continues to hover at or above 2%, thereby impacting the annual growth in revenues received from the various contracts for fire services.

The more pressing budgetary issue will be on the expenditure side of the equation, especially two items: retirement and health care costs. Both are projected to grow much faster than any other class of expenditure. Health care costs may climb in excess of 10% per year, and the employer paid portion of retirement rates will continue to increase.

The Department will continue to research and pursue revenue sources that will assist in the diversification of operational funding.
SECTION III — MISSION, VALUES, VISION

MISSION STATEMENT

The Santa Clara County Fire Department exists to protect the lives, property, and environment from fires, emergency incidents, and disasters through preparedness, prevention, education, and emergency response.

A. Mission Driven, establishing what is truly important is the key to organizing everyday work and involving department members in a shared, committed, and continuous approach to service delivery.

1. What business are we in? ...protecting lives, property, and the environment from fires, and emergency incidents and disasters...

2. Who are the customers we serve? Cities and towns of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Saratoga, adjacent County areas, and communities requesting assistance under automatic or mutual aid.

3. What is the unique service we provide? ...preparedness, prevention, education and emergency response.

   a. Emergency preparedness is the ability to educate, prepare our citizens, and manage the unique problems that occur during major disasters. The Department recognizes that a major event will overwhelm any system and there will be 24 to 48 hours where services may be modified.

   b. Prevention activities provide professional guidance and oversight for processes and/or facilities that may pose hazards.

   c. Education is the first priority in developing a safe community. Awareness, self-regulation, and self-reliance are the cornerstones for a safe and healthy community.

   d. Emergency response is the service of last resort for accidents or intentional acts that threaten lives, property, and the environment.
B. Values

VALUES

We Value Trust, Integrity, Respect, and Excellence

TRUST
Advocate collaborative relationships
Maintain community trust through reliable and professional behaviors and open communication
Foster an effective teamwork environment

INTEGRITY
Maintain the highest level of ethical standards
Exhibit prudent use of public resources

RESPECT
Honor diversity in the workforce and the communities we serve
Appreciate individual and inherent differences

EXCELLENCE
Provide outstanding customer service
Execute timely service delivery
Promote professional development and innovation
Vision Statement

VISION STATEMENT

We, the members of the Santa Clara County Fire Department, envision an agency that continues to be widely known as an internationally accredited department that reflects best practices in the delivery of services to our community. Through the pursuit of our goals, we will demonstrate continuous improvement, guided by our values of trust, integrity, respect, and excellence.

Through our workforce development and training initiatives, we will invest in our greatest organizational assets, our members, ensuring they are appropriately staffed and professionally developed and trained. Our enhanced internal communications processes will strengthen our unit integrity.

Our focus on our communities through greater preparedness and education systems, supported by quality external communications systems, will further prove our support for those we serve. Through our improved fire prevention program, our communities will thrive with a greater focus on safety.

We will foster continuous improvement through infrastructure solutions to further support our delivery to the community. This will be accomplished while focusing on sustainability and responsibility.

We will realize individual and department excellence as we hold one another accountable for fulfilling our mission, living our values, accomplishing our goals and ensuring this vision becomes reality.
SECTION IV — THE BUSINESS

A. Description of the Business

1. The Department is empowered to provide services under Health & Safety Code § 13800, et seq. The following services are provided:
   - Fire protection services
   - Rescue services
   - Emergency medical services
   - Hazardous material emergency response services
   - Other services relating to the protection of lives and property

2. Authority – The Department operates under the authority of the California Health & Safety Code. The Department has the power and responsibility to equip and maintain a fire department within its territory, except for areas or services that fall under the jurisdiction of federal, state or other local governmental agencies.

   § 13810. Territory included in a district. Any territory, whether incorporated or unincorporated, whether contiguous or non-contiguous, may be included in a district.

   § 13811. Inclusion of territory that has been classified as a state responsibility area may be included in a district, except for commercial forest lands, which are timbered lands, declared to be in a state responsibility area. The executive officer of the local agency formation commission shall give mailed notice of the commission’s hearing on any proposal to include a state responsibility area in a district, whether by annexation or formation, to the Director of Forestry and Fire Protection. The commission may approve the proposal. Upon inclusion of a state responsibility area in a district, whether by formation or annexation, the state shall retain its responsibility for fire suppression and prevention on timbered, brush, and grass-covered lands. The district shall be responsible for fire suppression and prevention for structures in the area and may provide the same services in the state responsibility area as it provides in other areas of the district.

   § 13878. Contract to provide services outside district. A district may contract with any person or public agency to provide district services to territory that is outside the district.

3. The fire service is recognized for its readiness to respond to requests for assistance. Services are expected in both urban and wildland-urban interface areas. The fire services have traditionally been supported by the community as an essential function.

4. Public fire services are not for-profit enterprises. The service is provided as a community defense against catastrophic loss and suffering.

5. Emergency response services are available 24-hours. Non-emergency services provided to the community are available 8 a.m. to 5 p.m., Monday through Friday, and by special appointment.
6. Fires, emergency medical incidents, and other public service requests occur throughout the year. The business is generally not perceived as seasonal; however, the nature of requests for service may vary with the seasons. In the winter, there is a high call volume associated with the use of heating appliances and storm-related hazards. During Fire Season (designated by CAL FIRE), vegetation fires may present a significant hazard.

7. County Fire is recognized for seeking innovative and cost effective ways to deliver services. Operating as a single-purpose regional provider offers a non-traditional approach to fire protection. Personnel in the Department are indoctrinated to a performance oriented “can-do” work culture. A cooperative management style has resulted in a collaborative labor/management relationship.

8. County Fire is differentiated from other local fire agencies by providing regional services to incorporated communities and contiguous unincorporated county areas.

9. County Fire has adopted a process of reporting critical service functions using performance measurements. Performance measures enable outcomes to be assessed based on organizational inputs, outputs, efficiency, and service quality.

10. County Fire has developed a community-driven strategic planning process that identifies core programs and the support services that sustain these programs. Analysis of strengths, weaknesses, threats, and opportunities (SWOT) has enabled the Department to identify critical issues and service gaps to be addressed. This analysis has allowed the Department to identify goals and objectives within the core programs to develop performance measures. Tracking these performance measures will assist in assuring the Department is doing the right things in the right way to assure a continuous service improvement.

B. Regional Approach

The Santa Clara County Fire Department promotes a regional approach to the services provided. Regional/consolidated fire protection differs from traditional fire protection in a number of ways:

1. **Eliminates redundancy** – The ratio of administrative personnel needed to support fire prevention and emergency response can be improved. Typically the duties of chief officers working in similar positions can be consolidated. Some special functions and assignments are duplicated and are not necessary in a merged organization (e.g., investigation, training, maintenance, etc.) Integrating departments offers the opportunity to streamline based on the needs of a single organization.

2. **Maximizes utilization of personnel and equipment** – The elimination of boundaries allows the closest units to respond to emergencies. A greater number
of resources can respond in a shorter period of time because units are available through a single ordering point. This depth of resources makes it possible to move fire apparatus and crews systematically within the protected region for coverage during simultaneous emergencies, routine training, and special events. Specialized equipment, such as ladder trucks, hazardous materials vehicles, rescues, and brush patrols, can be strategically located within the region to take advantage of staffing, call frequency, and response times.

Training to introduce and maintain a wide variety of skills is a major undertaking in the fire service. Preparation and delivery of training assigned by a dedicated staff in a merged department avoids unnecessary duplication.

Fire Prevention is better staffed to manage peak demands for service by contractors, special events or as adjunct emergency personnel. The depth of resources allows fire prevention personnel opportunity to become more specialized in specific areas of code enforcement (e.g., public assemblies, land development, care facilities, hazardous materials, etc.)

3. **Provides economies of scale** – Purchase, storage, and delivery of supplies and equipment gain efficiencies with size. Selection, hiring, and promotion are focused on fire department issues. Re-deployment of existing resources may result in cost avoidance.

4. **Complies with mandates and provides special teams** – A number of issues are more effectively addressed by a larger organization. Many smaller fire departments struggle to comply with special state and federal guidelines regulating special emergency personnel and operations. Examples include: medical examinations, breathing apparatus fit-testing, blood-borne pathogen control measures, hazardous materials responder training, hazard communication, special operations, technical rescue, etc.

5. **Standardizes services and programs** – Incident management depends on standardization of resources, communications, and terminology. A single agency has advantages with a staff that is familiar with operational procedures, equipment, and communications. Generic programs can be developed and delivered to meet the needs of the communities served. Standardization of adopted codes, local ordinances, and enforcement procedures contribute to a healthy regional business climate by reducing interpretation and enforcement conflicts.

6. **Single-purpose service provider** – The Department is in the business of fire protection and emergency medical response. The direct and indirect costs of services are readily identified and reported in the Department’s budget and audited financial statements. Revenues are preserved exclusively for the provision of fire protection services. Critical processes are evaluated, maintained, enhanced or eliminated based on need.
C. Customer Service

The Department has identified customer service as a priority. Employees are encouraged to seek opportunities to serve (SOS). Each contact is an opportunity to interact and provide a positive experience for the person who requests service.

1. The Department serves a variety of customers who have divergent and, at times, contradictory needs. The Department often has to deliver a service that reflects a balance between demands and resources. Customers include:

   a. A wide variety of external customers (the general public, property owners, occupants, patients, appointed and elected officials, etc.)

   b. Customers internal to the organization receive services to support their functions.

PERFORMANCE MEASURE – CUSTOMER SERVICE

Baseline Objective: Maintain a high level of customer service satisfaction at or above 95% as measured through customer satisfaction surveys of services provided.

2. Customer Sampling

Customer satisfaction is measured through the use of customer satisfaction surveys. For emergency response services, one in four (25%) requests for service are subject to random survey. For fire prevention services, customers are provided with a printed or electronic survey.

3. Customer Relationship

The relationship between the Department and customers varies with the service provided. Community education personnel present information to improve awareness and self-reliance. A goal is to have a positive experience introducing and reinforcing fire and life safety messages. Fire Prevention personnel serve as advocates for the community at large. The regulatory nature of the service often impacts the customer; therefore Fire Prevention personnel must “sell” the fire code, as adopted by each local jurisdiction, to businesses and developers. In emergency incidents, personnel serve as the service of last resort, to protect lives and property.

Emergency services are often provided during times of personal grief or vulnerability, therefore responders must be considerate and compassionate to the perceived needs of customers. Emergency responders are encouraged to offer value-added services. For example, following service for a smoke investigation, firefighters can offer to test smoke alarms or provide safety tips.
D. Product/Services Provided

1. Community Education

An extensive community education and preparedness program is provided through the Office of Emergency Management and Community Education Services. The purpose of the program is to provide fire and life safety education targeting high-risk populations, serve as a referral source for related programs and services, and prepare communities for disasters. A community education contact is defined as an interaction with a citizen regarding education or preparedness.

This program is managed by a staff of public education officers and emergency management/preparedness professionals and delivered through fire companies and a cadre of specially trained personnel. Some of the educational offerings include: school fire and life safety assemblies, hillside fire safety education, juvenile fire setter intervention, senior fire and fall prevention, community disaster preparedness, and emergency drills and exercises.

**PERFORMANCE MEASURE – COMMUNITY EDUCATION**

Baseline Objective: Make a Community Education contact with 20% or more of the population served, annually.

2. Fire Prevention/Life Safety

The Fire Prevention Division provides fire and life safety and hazardous materials inspection services for building construction, annual building inspection, and hazardous materials regulation. The Fire Prevention Division provides a comprehensive fire and life safety oriented plan review for land development, new building construction, interior tenant improvements, fire suppression, and fire alarm systems. In addition, periodic construction inspections are performed to ensure completed projects conform to both state and local fire safety regulations.

For existing commercial buildings, the Fire Prevention Division provides an annual inspection program that is delivered through both prevention staff and fire station personnel. All Department personnel are part of the fire prevention team.

**PERFORMANCE MEASURE – FIRE PREVENTION**

Baseline Objective: Limit the number of commercial fires per year to 4 per 1,000 occupancies inspected.
The Hazardous Materials Section provides a comprehensive program of plan review and inspection for hazardous materials system installations, modifications, and closures. A hazardous materials program supervisor and two hazardous materials specialists promote compliance with local hazardous materials storage ordinances, as well as the regulations for hazardous materials found in the Uniform Fire Code and state laws. Personnel assigned to the Special Operations/Hazardous Materials Response Team assist by performing inspections of permitted facilities that store and/or use hazardous materials.

**PERFORMANCE MEASURE – FIRE PREVENTION**

**Baseline Objective:** Limit reportable hazardous materials releases to 1 per 100 permitted occupancies.

There are extensive wildland-urban interface areas located within County Fire’s jurisdiction. Each year, hillside fire safety educational materials are mailed to all homeowners in the interface areas. Additionally, defensible space inspections are conducted annually to ensure flammable vegetation that threatens homes is abated.

3. **Fire Suppression** (Basic Deployment Plan)

The Department is configured into three battalions. First-call equipment is deployed to provide adequate personnel on scene of interior structure fires to meet OSHA requirements of “2 in/2 out.” Additional personnel and apparatus are deployed to meet theoretic fire flow for a residential structure fire within a response time of 15 minutes.

**PERFORMANCE MEASURE – EMERGENCY RESPONSE**

**Baseline Objective:**
- First unit shall arrive on-scene in less than 8 minutes from dispatch of alarm, at least 85% of the time.
- Establish OSHA firefighter safety standard “2-in/2-out” on structural fires in less than 9 minutes from dispatch of alarm, at least 90% of the time.
- Have an effective firefighting force on-scene in less than 15 minutes from dispatch of alarm, at least 90% of the time.
A standard first-alarm assignment for structure fires consists of two engine companies, an aerial ladder truck company, and a battalion chief. A working structure full first alarm assignment consists of three engine companies, an aerial ladder truck, a rescue, the hazardous materials unit, the breathing support unit, two battalion chiefs, a fire investigator and a safety officer. Engines respond in lieu of trucks in wildland-urban interface areas. The second alarm response consists of two engines, one aerial ladder truck a rescue and a battalion chief. A fire investigator can be requested on any suspicious fire and will respond based on need.

Daily emergency response staffing consists of 66 career fire personnel on a work cycle of two 24-hour shift assignments, operating 19 pieces of first-line apparatus, plus three battalion chief command vehicles, out of 15 fire stations.

The Department employs a form of peak-load staffing by staffing Type III wildland engines and other apparatus during high fire danger periods, significant storms, anticipated flooding, and some special events. Type III wildland engines are paired with Engine companies at stations near urban interface areas. Type III wildland engines are can be peak-load staffed (Mode staffed levels) for patrol duty as determined by Remote Automated Weather Station (RAWS) and/or a chief officer. Wildland-urban interface companies are trained and equipped to provide structure protection and limited initial attack on wildland incident. The Department also employs an automatic move-up system to provide core station coverage in the event of simultaneous prolonged alarms.
<table>
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<tr>
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<td>Fire season, medium to high fire danger</td>
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<tr>
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*not including standbys
4. Fire Investigation

A full-time fire/arson investigator responds to all suspicious fires and those of unknown cause. A team of trained employees assists the investigator with arson investigation. Investigators may request additional assistance from the Santa Clara County Investigation Task Force, the Bureau of Alcohol, Tobacco, and Firearms (ATF), the FBI, etc.

**PERFORMANCE MEASURE – FIRE INVESTIGATION**

Baseline Objective: The Department will investigate 90% of all arson related events with workable leads.

5. Rescue/Extrication

The Department has two first-call ladder trucks and one select call ladder truck, three rescue vehicles that employ specialized equipment designed to carry out rescues such as traffic collisions and industrial accidents. All emergency response personnel are trained in specialized rescue techniques. All apparatus carry a complement of rescue tools. A chief officer responds on all rescue responses.

6. Emergency Medical Services

The Department maintains at least one state licensed/locally accredited first-responder paramedic on all 19 first-line response vehicles.

**PERFORMANCE MEASURE – EMERGENCY RESPONSE**

Baseline Objective: A fire company with at least one paramedic shall arrive on-scene in less than 7 minutes from dispatch of alarm, at least 90% of the time.

In addition, the base level for all other emergency response personnel is certification as Emergency Medical Technician I with accreditation to operate cardiac defibrillators. County Fire is the only agency in Santa Clara County equipped with Auto-Pulse cardiopulmonary resuscitation machines on all first-line apparatus.

**PERFORMANCE MEASURE – EMERGENCY RESPONSE**

Baseline Objective: Obtain return of spontaneous circulation or shock rhythm on non-traumatic cardiac arrest patients in the field, no less than 15% of the time.
The Department dispatches apparatus to all reported medical emergencies and to rescue situations. Fire companies are the first-responders in the countywide emergency medical system, and are augmented by contract ambulances that transport patients to hospital emergency rooms.

7. **Hazardous Materials Emergency Response**

The Department dispatches the closest engine company to investigate all reported hazardous materials calls, with the Hazardous Materials Team responding as required. The Hazardous Materials Team is one component of the Special Operations Task Force - four Specialist level team members per shift in specially equipped vehicles, available 24-hours. Four additional Specialists, assigned to other components of the Special Operations Team, may augment the response. The Hazardous Materials Program Supervisor from the Fire Prevention Division may also respond to emergencies involving hazardous materials for technical support at the command post. The Hazardous Materials Team is available to assist other agencies and jurisdictions as a mutual aid resource.

8. **Emergency/Disaster Management and Community Education Services**

Historically, the Department has maintained a staff of four to five full-time employees dedicated to delivering community education, emergency management and disaster preparedness training to the communities it serves. These positions included a Senior Emergency Services Coordinator, Public Education Officer, one or two Emergency Services Coordinators and an Associate Public Education Officer. The Deputy Chief of the Training Division has been responsible for oversight of these programs and managing the assigned staff.

In 2012, the Department entered into a contract with the County of Santa Clara to help administer the Santa Clara County Office of Emergency Services with the goal of improving the overall emergency management coordination, standardizing training, establishing priorities and leveraging resources for the entire Operational Area, including the municipalities served by the Department.

On August 13, 2013, the Board of Directors approved the creation of two new positions, a Director of Emergency Management and a Deputy Director of Emergency Management. These positions were created to meet the Department’s obligations under the contract with the County of Santa Clara to administer the County Office of Emergency Services. In April 2014, the Department transitioned oversight for its public education and emergency preparedness programs from its Training Division to the newly formed Office of Emergency Management and Community Education Services under the direction of the Director of Emergency Management.
9. Administrative Services

Administrative Services personnel provide a variety of services to sustain Department business; including, processing and issuing a variety of licenses, permits, and reports; processing a variety of records, legal documents, pre-employment, current employment, and post-employment information and verification; administration of employment and promotional processes; administration of certification and licensing programs; general assistance to callers and visitors on a daily basis; public information and relations during emergency and disaster situations; and maintenance of apparatus and facilities.

10. Support Services

Support Services maintains facilities, equipment, and supplies to successfully perform job assignments and maintain a healthy and safe working environment. Personnel maintain Department facilities, apparatus and equipment with the Shop, Property Control Unit, and Construction and Building Maintenance Unit. Support functions have been stretched with Department growth. Creative staffing and the use of technology are under consideration as adjuncts to support the delivery of fire protection services under this function.

11. Employee Safety

The Department takes positive actions to help reduce employee injury rates and lost time due to injuries and illness. Debriefing sessions are conducted to determine what could have been done to improve the response, assess use of personal protective equipment, and review the safety elements of the procedures used. Supervisors investigate each accident involving employee injury with follow-up by the Department Safety Officer when warranted.

PERFORMANCE MEASURE- SAFETY

Baseline Objective: Limit the number of reported job related employee illnesses and injuries to less than .33 per capita.

E. Service Benefits

1. All services provided help to prevent or minimize loss of life and property from fire, medical emergencies, hazardous materials releases, and rescue situations. The communities served benefit with the following: adequate water supply and access for emergency situations through fire code enforcement; reduced threat to people, the environment, and water supply through hazardous materials regulation; increased awareness of fire and emergency situations through community education; and rapid intervention in emergency incidents. Fire protection services result in an improved quality of life and a safe environment for customers.
2. Community based programs can be tailored to meet the special needs of each community served: holiday toy distribution programs, neighborhood disaster preparedness, and vegetation management programs are a few examples.

3. The Department’s regional approach to fire administration reduces city staff workloads by handling personnel and labor issues. Recruitment, payroll, benefit administration, labor negotiations, workers compensation, etc., are all benefits to reducing the workload for the local jurisdictions served.

F. The Market

1. Target markets – Communities currently served by County Fire include Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Saratoga, and contiguous unincorporated areas. The Department also administers fire prevention contracts with the County for the County Fire Marshal’s Office and Stanford University. The Department seeks expansion of regional fire protection services for residents, property owners, business owners, developers, visitors, and other governmental agencies within Santa Clara County.

2. Service limits – Fire departments have the ability to expand through mutual aid for extraordinary events. Regional emergency response systems have an enhanced capacity to handle large single-site and area wide incidents. Fire prevention activities expand through overtime and/or contract employees to handle peak demands.

3. Service demand – The Department has seen a slow to moderate growth pattern in population served, resulting in a corresponding growth in demand for services. Two areas that deserve continued attention are emergency medical services and the expansion of urban-wildland interface communities designated as Hazardous Fire Areas.

G. The Competition

It is the intent of the Santa Clara County Fire Department to maintain a cooperative working relationship with all service providers. At the same time, the Department recognizes that provision of some services is competitive.

Local fire jurisdictions enjoy exclusive operating areas. Provision of services is determined by local, county, and/or state government. Service boundaries are determined by the Santa Clara County Local Agency Formation Commission (LAFCO).

1. Fire protection services can be provided by contract through the fire department of another jurisdiction or private sector emergency response contractor.

2. Neighboring jurisdictions may competitively bid to provide fire services within the Department’s contracted areas. A private ambulance provider, Rural Metro, is contracted to provide paramedic transport services through June 30, 2017.
3. Expansion and/or consolidation of fire agencies within Santa Clara County have resulted primarily due to financial considerations. Response areas with contiguous borders have also been viewed as advantageous to benefit from proposed economies of scale and depth of resources. Statewide and nationally, consolidations and mergers have become an effective and popular means of providing regional fire protection services.

4. An important factor in attempting to distinguish how various levels of government are accountable to the community served is local control. One measure of control is how money is spent to carry out the priorities of the community. At the city level, various departments, including police, fire, public works, etc., compete with one another for available funds. In contrast, this Department is a single-service provider using all of its financial resources to meet the fire protection and emergency medical needs of each community served.

Another element of control is the regulation of business and development within the community. Based on the local jurisdictions adoption of codes, the Department provides resources to meet specific or unique community needs. Private sector, for-profit emergency service providers may be structured to offer certain operating efficiencies, and are viewed as competitors. A distinguishing difference is that ultimate control of the private agency is by stockholder, whereas the control of the public agency is by officials elected by the community.

5. Successful fire service providers appear to have four (4) features in common:

- Adequate funding
- Collaborative labor/management relations
- Customer service orientation
- Perceived leadership status in service innovation

Less successful fire agencies generally suffer from:

- Inadequate funding, which limits resources for programs and restricts staffing options
- Labor strife and/or restrictive contract language that may limit an organization’s ability to be competitive and implement change
- Failure to relate to customers, who ultimately determine the quality of the service
- Lack of leadership or innovation, which can cause poor morale and stagnation

6. Private sector agencies have been successful with flexible staffing levels and the use of technology. Data analysis helps assist decision makers to leverage resources. Two examples of managed, flexible staffing adopted by the Santa Clara County Fire Department are fire station move-up coverage and peak-load stuffing (staffing for anticipated demand).
7. The Department is successful because of regional economies of scale, flexibility in provision of services, a well-trained workforce, and the ability to establish and maintain cooperative relationships with both internal and external customers.

8. The Department’s greatest challenge lies in maintaining the delicate balance of goodwill between the various partner agencies. Individual contracting cities may opt to provide fire services through another means, disrupting the regional delivery system. Cities within Department boundaries may place singular demands, compromising regional economies of scale.

9. It is difficult to measure the costs of service when comparing public and private providers. Factors to evaluate include:

   - The Department is a single-service provider. All revenues and expenditures are directly associated with fire services.

   - Private costs for fire protection for example insurance costs related to ISO Classifications.

   - The total cost of fire service in towns and cities may be difficult to discern.

   - Staffing, rolling stock, facilities, maintenance, payroll, and other overhead costs may be placed in budgets of different departments.

   - Much of the operating information about private providers is proprietary.
SECTION V — PHYSICAL RESOURCES

Staffing – The emergency response staffing model has not changed significantly as cities have continued to develop. Engine companies are typically staffed with three and truck, rescue, and hazardous materials companies with four. Staffing has been added to the Fire Prevention Division in an effort to plan and maintain a fire safe community. Prevention coupled with community education has resulted in fewer fires per population. Improved skills and technology have helped to offset increased risk. The Volunteer Firefighter Division maintains up to 25 positions to augment special staffing needs.

A. Facilities

1. Cupertino Station, 20215 Stevens Creek Blvd, Cupertino, 95014

   | Ownership: County Fire |
   | On-duty staffing: 7 personnel |
   | Engine 71 (3) |
   | Truck 71 (4) |
   | Engine 371 (Select Call) |
   | Engine 289 (OES) |
   | Built: 2000 |
   | Size: 12,775 sq. ft. |
   | 3-bay, triple deep, drive-through |
   | Condition: Excellent |
   | Renovations: None scheduled |

2. Seven Springs Station, 21000 Seven Springs Pkwy., Cupertino 95014

   | Ownership: County Fire |
   | On-duty staffing: 8 personnel |
   | Engine 72 (3) |
   | Haz Mat 72 (4) |
   | Battalion 2 (1) |
   | Breathing Support Unit (Tandem with HM 72) |
   | Built: 1992 |
   | Size: 9,120 sq. ft. 3-bay, double deep, drive-through |
   | Condition: Excellent |
   | Renovations: None scheduled |
3. Saratoga Station, 14380 Saratoga Ave., Saratoga 95070

Ownership: Saratoga Fire District
On-Duty Staffing: 7
   Engine 73 (3)
   Engine 373 (select call)
Built: 2004
Size: 15,435 sq. ft.
3 Bay, double deep, 1 bay single deep
back in
Condition: Excellent
Renovations: None Scheduled

4. El Monte Station, 12355 El Monte Road, Los Altos Hills 94022

Ownership: Los Altos Hills County Fire District, leased by County Fire; Land – Foothill/DeAnza Community College District
On-Duty Staffing: 5 personnel
   *Rescue 74
   *Truck 74
   *Engine 75
   Battalion 74 (1)
   *Select-call units
Built: 1996
Size: 9,650 sq. ft. 2-bay, double deep, drive through
Condition: Excellent
Renovations: None scheduled

5. Los Altos Station, 10 Almond Ave., Los Altos 94022

Ownership: City of Los Altos, leased by County Fire
On-duty staffing: 3 personnel
   Engine 75 (3)
   Engine 175 (Reserve)
   Engine 675 (Select Call)
Built: 1968
Size: 9,350 sq. ft.
3-bay, double deep, drive-through
Condition: Good
Renovations: 2000 - ADA compliant, private dorms and locker rooms
6. **Loyola Station**, 769 Fremont Ave., Los Altos 94024

   **Ownership:** City of Los Altos, leased by County Fire
   **On-duty staffing:** 3 personnel
      - Engine 76 (3)
      - Engine 176 (Reserve)
   **Built:** 1953
   **Size:** 2,400 sq. ft.
   2-bay, single deep, drive-through
   **Condition:** Good
   **Renovations:** 2000 - ADA compliant, private dorms and locker rooms, remodel - not scheduled

7. **Monta Vista Station**, 22620 Stevens Creek Blvd., Cupertino 95014

   **Ownership:** County Fire
   **On-duty staffing:** 3 personnel
      - Engine 77 (3)
      - Engine 377 (Cross Staffed)
   **Built:** 1998
   **Size:** 7,100 sq. ft.
   2-bay, single deep, back in
   **Condition:** Excellent
   **Renovations:** None scheduled

8. **Quito Station**, 18870 Saratoga/Los Gatos Rd, Los Gatos 95030

   **Ownership:** County Fire
   **On-duty staffing:** 3 personnel
      - Engine 78 (3)
      - Engine 178 & 678 (Reserve)
   **Built:** 1948
   **Size:** 5,400 sq. ft.
   3-bay, single deep, back in
   **Condition:** Fair
   **Renovations:** New station - not scheduled
10. **West Valley Station**, 19800 Cox Ave., Saratoga 95070

- **Ownership:** County Fire
- **On-Duty staffing:** 3 personnel
  - Engine 70 (3)
- **Built:** 1965
- **Size:** 3,137 sq. ft.
  - 2-bay, single deep, back in
- **Condition:** Excellent
- **Renovations:** 2003 – Bathrooms upgraded, kitchen upgraded

11. **Sunnyoaks Station**, 485 W. Sunnyoaks Ave, Campbell 95008

- **Ownership:** City of Campbell, leased by County Fire
- **On-duty staffing:** 3 personnel
  - Engine 80 (3)
  - Engine 180 (Reserve)
- **Built:** 1970
- **Size:** 6,042 sq. ft.
  - 2-bay, double deep, drive through
- **Condition:** Good
- **Renovations:** 2003 - ADA compliant, private dorms and locker rooms

**Sunnyoaks Classroom**, 485 W. Sunnyoaks Ave., Campbell 95008

- **Ownership:** Structure - County Fire,
  Land - City of Campbell
- **Built:** 1996
- **Size:** 2,160 sq. ft.
- **Condition:** Good
- **Renovations:** None scheduled
11. **Campbell Station**, 123 Union Ave., Campbell, CA 95008

Ownership: City of Campbell, leased by County Fire  
**On-duty staffing:** 3 personnel  
- Engine 81 (3)  
- Truck 181 (Lease Reserve)  
**Built:** 1982  
**Size:** 9,292 sq. ft.  
4-bay, single deep, back in  
**Condition:** Good  
**Renovations:** 2003 - ADA Compliant, private dorms and locker rooms

12. **Shannon Station**, 16565 Shannon Rd., Los Gatos 95030

Ownership: Town of Los Gatos, leased by County Fire  
**On-duty staffing:** 3 personnel  
- Engine 82 (3)  
- Engine 382 (Select Call)  
**Built:** Remodeled 1997  
**Size:** 3,152 sq. ft. (765 sq. ft. basement)  
2-bay, single deep, drive-through  
**Condition:** Excellent  
**Renovations:** None scheduled

13. **Los Gatos Station**, 306 University Ave., Los Gatos 95030

Ownership: Town of Los Gatos, leased by County Fire  
**On-duty staffing:** 8 personnel  
- Engine 83 (3)  
- Rescue 83 (4)  
- Battalion 83 (1)  
**Built:** 1964  
**Size:** 6,812 sq. ft.  
2-bay, double deep, drive-through  
**Condition:** Excellent  
**Renovations:** None scheduled
14. **Redwood Station**, 21452 Madrone Dr., Redwood Estates 95030

Ownership: Structures - County Fire, Land - Redwood Mutual Water Co.

On-duty staffing: 3 personnel
- Engine 84 (3)
- Engine 384 (Reserve)

Built: 1979

Size: 2,016 sq. ft. App Room: 1,584 sq. ft.
- 2-bay, single deep, back in

Condition: Fair

Renovations: New station- not scheduled

15. **Winchester Station**, 14850 Winchester Blvd., Los Gatos, CA 95030

Ownership: Town of Los Gatos, leased by County Fire

On-duty staffing: 4 personnel
- Truck 85 (4)
- Urban Search & Rescue 85

Built: 1965

Size: 2,812 sq. ft.
- 2-bay, single deep, drive-through

Condition: Fair

Renovations: New station -not scheduled

Maintenance Shop, 14850 Winchester Blvd., Los Gatos 95030

Ownership: County Fire

On-duty staffing: 4 personnel
- Mechanics (4)

Built: 1980

Size: 7,532 sq. ft. (including 620 sq. ft. storage mezzanine)
- 2-bay, single deep, 1 bay double deep, back in

Condition: Good

Renovations: New facility- not scheduled
Craftworkers Maintenance Shop/Warehouse, 16565 Shannon Rd. Los Gatos 95030

Ownership: County Fire
On-duty staffing: 1 personnel
   General Maintenance
   Craftworkers (1)
Built: 2009
Size: 3,675 sq. ft.
4-bay, single deep, back in
Condition: Excellent
Renovations: None scheduled

Headquarters, 14700 Winchester Blvd., Los Gatos 95030

Ownership: County Fire
On-duty staffing: Administration,
   Fire Prevention, Operations, Training &
   Support/Supply Services (total 44)
Built: 1984
Size: 19,030 sq. ft.
Condition: Good
Renovations: 2014 – Offices added

Lark Ave. Fire Prevention Offices, 16795 Lark Ave, Los Gatos 95030

Ownership: Boccardo Corporation
On Duty Staffing: Fire Prevention
   (Total 17)
Built: 1978
Size: 7,000 Square Feet
Condition: Good
Renovations: N/A

![Craftworkers Maintenance Shop/Warehouse](image1.png)

![Headquarters](image2.png)

![Lark Ave. Fire Prevention Offices](image3.png)
Remote Automated Weather Stations (RAWS) - Linked via telephone/satellite to CAD & CAL FIRE networks

a. Blackberry Hill Road, Los Gatos
   Ownership: County Fire
   Purchased: 1993
   Condition: Fair
   Renovations: Scheduled replacement for 2010

b. 2600 Altamont Road, Los Altos
   Ownership: County Fire
   Purchased: 1997
   Condition: Fair
   Renovations: Scheduled replacement for 2010
B. Apparatus and Vehicles

1. Emergency Response Fleet

**Engines**

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Rescues

Rescue 73  2011  KME  1250
Rescue 74  2007  KME  1250
Rescue 83  2007  KME  1500

Trucks

Truck 71  2003  Smeal/Ferrara  1500  100’ Platform
Truck 74  1996  Smeal/HME  1500  75’ Aerial
Truck 85  2002  KME  1500  75’ Aerial
### Type III/VI Engines

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<tr>
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<td>678*</td>
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<td>Ferrara/Ford</td>
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* Reserve

### Command Vehicles

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<tr>
<td>Battalion 72</td>
<td>2009</td>
<td>Ford 250 PU</td>
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<tr>
<td>Battalion 74</td>
<td>2008</td>
<td>Ford 250 PU</td>
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<tr>
<td>Battalion 83</td>
<td>2001</td>
<td>Ford 250 PU</td>
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<td>Strike Team 76</td>
<td>2013</td>
<td>Ford 250 PU</td>
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<tr>
<td>U71 Operations</td>
<td>2008</td>
<td>Ford 150 PU</td>
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</tr>
<tr>
<td>U73 Training</td>
<td>2008</td>
<td>Ford 150 PU</td>
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<td>U74 56 hour</td>
<td>2008</td>
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<td>U72 EMS</td>
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Specialized/ Support Vehicles

<table>
<thead>
<tr>
<th>Type</th>
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<tr>
<td>Haz Mat</td>
<td>72</td>
<td>2004</td>
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<td>172</td>
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<td>unit US&amp;R</td>
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<td>Breath. Supp.</td>
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<td>H&amp;H Trailer</td>
<td>785</td>
<td>2003</td>
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<td>2009</td>
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<td>XTERA CARGO</td>
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Historical Apparatus

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<thead>
<tr>
<th>Type</th>
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<tbody>
<tr>
<td>Engine #20</td>
<td>1949</td>
<td>Van Pelt/Kenworth (Central Fire)</td>
</tr>
<tr>
<td>Hose Wagon</td>
<td>1936</td>
<td>Dodge (Burbank Fire District)</td>
</tr>
<tr>
<td>Engine</td>
<td>1929</td>
<td>Model A (Los Altos)</td>
</tr>
<tr>
<td>Chemical Hand Cart</td>
<td>1919</td>
<td>Reconstructed (Cupertino)</td>
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<tr>
<td>Squad 1</td>
<td>1962</td>
<td>GMC Vanpelt (Central Fire District)</td>
</tr>
<tr>
<td>Engine</td>
<td>1928</td>
<td>Model A (Saratoga)</td>
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</table>
2. **Maintenance** – Fire apparatus and staff vehicles are maintained by the Department’s state certified fire mechanics in a full-service repair facility. The Department’s fire mechanics are skilled at engine, pump, and small equipment repair. In addition, the mechanics fabricate many of the special appliances and associated hardware used in the fire apparatus. Pump testing and preventive maintenance are completed in compliance with state and federal requirements and recommended standards.

3. **Vehicle Replacement Plan** – The plan calls for biannual review of repairs, type and amount of use, personnel safety, accident replacement, and certification. Other factors may include operating efficiency, reliability, and reserve needs. Reserve apparatus may be maintained up to 20 years depending on condition and parts availability. All apparatus are inspected and tested annually to meet federal, state, and required certification standards. Replacement guidelines for planning purposes are:

- Automobiles – 8 years or 100,000 miles
- Battalion Chief vehicles – 5 years front line, 5 years reserve
- Type III and IV engines – 15 years
- Specialized rescues/Haz Mat, BS2 – 12 years or 100,000 miles
- Pumpers – 12 years or 100,000 miles
- Aerials – 10 years or 75,000 miles

4. **Tools and Small Equipment** – First-line engine companies are equipped for deployment as stand-alone resources and are divided into two basic categories: Urban and Wildland-Urban Interface. Company inventory is based on respective target hazards and topography. Additionally, all engine companies carry EMS/Paramedic equipment, large diameter hose, PTO-driven generators, Class-A foam systems, thermal imaging cameras, and the basic NFPA 1901 tool and equipment inventory.

Urban engine companies are equipped with high-rise bundles and 2-1/2” high flows pre-connect attack lines. Wildland-Urban Interface engine companies and four-wheel drive Type III/IV engines typically carry a full range of brush hand tools, chain saws, rope rescue kits, and portable 250 GPM pumps. All major rescue and structural responses include trucks (quints) and/or rescue companies that carry salvage equipment, smoke fans, Hurst Tool rams, cutters and spreaders, air bags, torches, struts, heavy forcible entry tools, gas powered saws, and rope rescue equipment.
C. Other Resources

1. **Safety Equipment** – California Code of Regulations Title 8, California Code of Regulations, Section 3401 et. al., establishes the minimum requirements for personal protective clothing and equipment (PPE) that the Department must provide for personnel exposed to the hazards of firefighting. The Department’s approach to providing PPE is to provide the highest level of safety through the latest innovative and technological advances in equipment. Safety clothing and equipment selection is in constant review of NFPA and other applicable standards by the Safety Committee and the chief officers in charge of PPE procurement. Adequate quantities are provided to each employee to ensure convenience, comfort, and safety. Individual records and minimum inventories are maintained for quick replacement.

   Uniform cleaning is provided two ways: for station uniforms, a contractor provides pick-up, cleaning, repair, and delivery to the fire stations; for turnout and wildland gear, individuals send soiled safety clothing to one of three fire stations equipped with extractors. Clothing is cleaned and dried by personnel and then returned to the individual. Worn or damaged equipment is repaired using certified vendors or replaced when no longer serviceable.

2. **Water Supply** – County Fire interacts with several water purveyors providing water for fire protection in the service areas of the Department. The major water purveyors are San Jose Water Company, California Water Service, and Purissima Hills Water District. Approximately 60% of the water is obtained from the California Aqueduct System via the Santa Clara Valley Water District distribution pipelines. The remainder of the water is from local wells and watershed runoff. Many of the hillside areas within the Department’s service area are served by water mutual cooperatives with a membership base from 5 to 200 or more. The sources of supply for water mutual cooperatives are typically local wells, watershed runoff, and interconnection to an adjacent water purveyor.

3. **Communications** – Santa Clara County GSA Communications serves the communications needs for the Department. It is a Center of Excellence accredited by the Academy of Emergency Medical Dispatch. Medical calls are screened and assistance is provided to callers during fire department response. More than 80 employees provide dispatch services for County Fire, the Sheriff’s Office, and all paramedic ambulances countywide.
A custom Computer Assisted Dispatching (CAD) system supports all three disciplines. Four full-time programmers are responsible for continually updating the CAD system. GSA Communications also provides the Department with engineering and technical service. Two dispatchers are staffed 24 hours on behalf of County Fire, using two of the four consoles allocated for fire dispatching. During large-scale events, additional personnel move to the Fire Board, and a uniformed fire officer responds to the communications center as needed. Dispatchers are trained to triage medical emergencies over the phone and provide pre-arrival instructions (assisting the callers in delivering life-saving measures) before emergency responders arrive.

**PERFORMANCE MEASURE – EMERGENCY RESPONSE**

*Baseline Objective:* Screen for pre-arrival instructions in no less than 65% of calls for medical services within the Department’s jurisdiction, and provide instruction as warranted per protocols.

Dispatching occurs on the primary radio frequency. Fire stations and equipment receive alerts on the primary channel through base radios at each station. A computer network link to the CAD system provides a redundant alerting system and a printed copy of alarm information. Four command and two mutual aid frequencies are available so dispatchers can control an incident on a dedicated channel. A system of remote transmitters and “voter receivers” enhances communications with field units. Most areas have adequate coverage on more than one channel.

Mobile and portable radios programmed with frequencies used by most fire agencies in Santa Clara County, as well as numerous mutual aid, tactical, state and federal fire frequencies, are standard equipment on fire apparatus and command vehicles. All fire apparatus also carry additional portable radios for use by each firefighter assigned to the unit. The Hazardous Materials Response Unit carries a cache containing multiple frequency radios for use on hazardous materials incidents. Responding mutual aid companies may borrow these radios to improve communication during large-scale incidents.

Staff and command officers receive automatic alarm notifications from the CAD system through SMS messages. All staff cars, command vehicles, and paramedic companies carry cellular telephones.

Beginning in December of 2014 the department will start to replace the Panasonic Toughbook mobile data computers (MDCs) with Apple iPads. Each emergency response vehicle will have two iPads. One iPad will be mounted in the rig and will function primarily for mobile mapping, call routing, and vehicle status communications. This iPad will utilize the MARVLIS for iOS application, which was developed by Bradshaw Consulting Services. The second iPad will be used for
electronic Patient Care Reports (ePCRs) using EMS Field Bridge by ImageTrend. It will also be used to access pre-plans and data through a cloud-based GIS platform, which is referred to internally as Integrated Mapping and Analysis Portal (iMap). Intterra Group created this portal and it is comprised of several modules. The command and control view, a situation and status view, and an analytics view module. In addition the program includes a home wildfire risk view that allows the department to work with the community while doing wildland urban interface inspections to assign parcel based risk assessment centered on building construction, vegetation and other factors that influence wildfire. The pre-plan view gives the department the ability to create, edit and view pre-fire site plans to assist with strategies and tactical decision-making. Finally the damage assessment tool will enable the department to do parcel based damage assessment after a large-scale disaster. This tool can be utilized by CERT members to expedite the data collection process, which will help direct resources quickly and efficiently.

Both iPads will receive their data connection from another component on the vehicles called the InMotion Onboard Mobile Gateway (oMG). The oMG has a Verizon card installed for fast LTE data speeds. It has a built in GPS for automated vehicle location (AVL) information. It also collects data from the rig using the vehicle telemetry bus. The iPads have been configured using the Cisco Meraki Mobile Data Management (MDM) software. This allows the department to push updates and installs to all the iPads automatically. The project timeline for completion is August 2015.

4. Management Information Systems – Management information systems comprise manual and automated data collection and reporting procedures and techniques that provide information to interested parties, enabling the measurement of the efforts and accomplishments of individual units, divisions, or the Department. The systems can be as simple as follow-up telephone calls to customers or as complex as the automated accounting and payroll systems. All Department facilities and the CAD system communicate through a distributed architecture computer network that uses Apple workstations.

The users of the information systems include a myriad of people such as station captains, public safety committees, auditors, State Fire Marshal, Insurance Service Organization (ISO) and legislators in Sacramento who make budget decisions based on fire loss, injuries, and other data.

5. Traffic Signal Control System – The Department operates an emergency vehicle preemption system in cooperation with traffic authorities in Cupertino, Saratoga, Los Altos, Los Altos Hills, and Los Gatos. The system gives responding fire apparatus a green light at traffic signals along major traffic arteries, thus reducing response times and minimizing the risk of collision between fire apparatus and motor vehicles.

6. Training Resources, Headquarters – The Training Division manages a number of resources that support the organization in training, technical presentations, community education, research, and testing.
Resources include:

a. Resource center (library with periodicals DVD presentations, and web based online training)
b. Training equipment (EMS, rescue and fire props & evaluation equipment)
c. Video projection equipment for both projectors & computers
d. Video editing equipment complete with audio and character generation
e. Infrastructure with the ability to host web-based seminars and conferencing
f. Probationary task books and testing binders
g. Computerized Scantron system
SECTION VI — MANAGEMENT

A. Administration

Kenneth R. Kehmna, Fire Chief

Chief Kehmna has been in the fire service since 1987, working for the City of Campbell until joining the Santa Clara County Fire Department in 1993. Prior to being appointed Fire Chief, he served in the roles of Deputy Chief of Training, Deputy Chief of Operations, Battalion Chief, Fire Captain, and Firefighter/Engineer-Paramedic. As Fire Chief, he is the Santa Clara County Fire Marshal and serves as Santa Clara County Area Fire and Rescue Coordinator, which is responsible for all fire mutual aid in Santa Clara County. Chief Kehmna is a member of the Board of Directors of FIRESCOPE. Chief Kehmna is certified as a Fire Officer by the State Board of Fire Services. He holds an Associates degree in Fire Science, a Bachelors degree in Management, and a Masters degree in Executive Fire Service Leadership.

Steve Prziborowski, Deputy Chief of Administration

Deputy Chief Prziborowski has proudly served at the Santa Clara County Fire Department since 1995, as Firefighter/Engineer-Paramedic, Fire Captain, and Battalion Chief and is currently serving as the Deputy Chief of Administrative Services. He is an adjunct faculty member in the Fire Technology Program at Chabot College (Hayward, CA). Chief Prziborowski is active in the California Fire Chiefs Association, the IAFC, and the Nor Cal Training Officers. He is a state certified Master Instructor and Chief Officer, is designated as a Chief Fire Officer and Chief Training Officer by the Commission on Professional Credentialing, and has completed the Executive Fire Officer Program at the National Fire Academy. He has a Masters degree in Emergency Services Administration, a Bachelors degree in Criminal Justice, and an Associates degree in Fire Technology.
John Justice, Deputy Chief Fire Prevention Division

Chief Justice joined the fire service in 1987. In 1996 he joined the Santa Clara County Fire Department as a Hazardous Materials Specialist in the Fire Prevention Bureau. He promoted to Senior Deputy Fire Marshal and subsequently Senior Hazardous Materials Specialist, where he managed the Department's hazardous material regulatory programs. He served as one of the first incident safety officers. Chief Justice also served over 8 years as an executive board member with IAFF Local 1165. Chief Justice has served as the fire representative to the Bay Area Urban Areas Security Initiative (UASI) management team.

In 2010, Chief Justice participated in an international exercise for the response and recovery to terrorism and natural disasters. This included representatives from 25 nations, NATO, and the United Nations. Chief Justice holds a Bachelors Degree in Business Administration from California State University.

Daron Pisciotta, Deputy Chief Support Services

Deputy Chief Pisciotta has proudly served County Fire since 1989. His current responsibilities include facilities, supply services, and maintaining the Department’s fleet of vehicles and emergency apparatus. He currently sits on the FIRESCOPE Safety Specialist Group. Chief Pisciotta’s past assignments have included: Firefighter/Engineer, Fire Captain and Operations Captain, and Battalion Chief. He was a founding member of the Department’s Honor Guard and is now the Honor Guard Coordinator. Chief Pisciotta holds an Associates degree in Fire Science and a BS degree in Fire Administration. He is also a state certified Fire Officer and Chief Officer.
Joe Parker, Deputy Chief Operations Division

Deputy Chief Parker has been in the professional fire service since 1983. His responsibilities include oversight of fire suppression, emergency medical response and rescue activities. Prior to his current appointment, Chief Parker has held the ranks of Battalion Chief, Fire Captain, Firefighter/Engineer and Volunteer Firefighter. He has served in the roles of Training Instructor, Emergency Medical Services Coordinator, Acting Deputy Chief, and as the on-site Chief Officer at Saratoga Fire District while helping to facilitate development of a management agreement between County Fire and the Saratoga Fire District. Chief Parker is a founding member of the Santa Clara County Fire Department Honor Guard. He is a certified Fire Officer by the State Board of Fire Services, he holds an Associates degree in Fire Science, and he has completed university-level coursework as he pursues a Bachelors degree in Fire Administration.

Tony Bowden, Deputy Chief Training Division

Deputy Chief Bowden began his firefighting career with the Los Altos Fire Department in 1996 and became a part of the County Fire family later that same year when the City of Los Altos and the Town of Los Altos Hills contracted with County Fire for service. He was the Chair for the Santa Clara County Fire Radio Operators Group, and sits on the Silicon Valley Regional Interoperability Authority workgroup, and is the current Communications Officer for County Fire.

Deputy Chief Bowden’s past assignments have included: Firefighter/Engineer, Paramedic, Fire Captain, Safety Officer, Training Captain, Communications Officer, and Battalion Chief. Chief Bowden holds a BS in Fire Administration, is a State certified Fire Officer, Chief Officer and Fire Instructor.
Fred Schulenburg, Director of Business Services

Mr. Schulenburg has served as the Department's Director of Business Services since 2008. Prior to joining the Department, Mr. Schulenburg worked for over 20 years in various positions in the City of Santa Clara Finance Department. He holds a Bachelors degree in Accounting and is a licensed Certified Public Accountant in the state of California. As Director of Business Services, Mr. Schulenburg directs the Department's programs of Risk Management, Management Information, Employee Benefits, Finance, and Accounting. Mr. Schulenburg is Chair of the Department's Information Technology and Health Plan committees, and also serves as a principal Department representative in labor and other contract negotiations.

Julie M. Thomas, Administrative Support Officer

Ms. Thomas has been with the Santa Clara County Fire Department since 1984, serving in the position of Administrative Support Officer III since 1995. She oversees the activities of the Department’s office and fiscal support staff; assists in the recruitment, selection and training of administrative support staff; assists with the development of administrative and administrative support office procedures; and provides executive administrative support to members of the management staff. Ms. Thomas holds an Associates degree in Liberal Arts, a Bachelors degree in Occupational Studies, and has completed coursework for Human Resource Management certification.
Stephanie Stuehler, Public Information Officer

Stephanie Stuehler has worked for the Santa Clara County Fire Department since 2011. Before promoting to the Public Information Officer position, Stephanie worked as the Department’s receptionist and administrative assistant for the Deputy Chief of Fire Prevention. Prior to working in the fire service Stephanie held public affairs and communication roles for the San Jose Convention and Visitors bureau and for the City of San Jose’s Council District 1. Stephanie volunteers at Santa Clara County Fire Departments Citizen Emergency Response team (C.E.R.T) academies, and also for the Departments combined giving campaign. Stephanie has held the position of secretary for the Departments Toastmasters club. Stephanie has a Bachelors of Science in business marketing from the University of the Pacific. Stephanie’s greatest accomplishment in life is marrying her husband Chris and becoming a stepmother to her daughter Kellie.

Dana Reed, Director of Emergency Management

Mr. Reed is a 29-year fire service veteran, having served with the City of San José as a Deputy Fire Chief in charge of Operations, EMS and Training. During his tenure he served on a Cal-Fire Incident Management Team. He was a founding member on the Santa Clara County Overhead Support Team and served as the president of the Santa Clara County Operations Chiefs. Mr. Reed also served as an Emergency Services Specialist with the NASA Ames Fire Department at the Moffett Field Federal Airfield in Mountain View for three years. He is responsible for the Santa Clara County Office of Emergency Services (OES), the Santa Clara County Emergency Operations Center (EOC), Santa Clara County Fire Department Emergency Preparedness Program, and is a representative to the Bay Area Urban Areas Security Initiative (UASI) management team. He is a California State Certified Chief Officer, California Emergency Management Specialist and holds a Bachelors degree in Occupational Studies. Mr. Reed also has an Associates degree in Fire Science and has completed several emergency management courses for terrorism and natural disasters.
Eric Prosser, Information Technology Officer

Mr. Prosser has served as the Department’s Information Technology Officer since 2012. Upon joining the department, Mr. Prosser brought with him technology experience of more than 25 years in both the private and government industries. Mr. Prosser has managed IT Operations at the University of California, Davis, Tulare County, Intel Corporation and others. Having this breadth of experience in government as well as the private industry has enabled him to roll out state-of-the-art technology for County Fire. Several major overhauls have included a complete redesign of County Fire’s entire network and a full refresh involving fire personnel’s use of technology as first responders. This effort enables County Fire to be a leader of technology in the heart of the Silicon Valley and for the State of California. Mr. Prosser currently holds the position of Vice Chair for the Emerging Information Technology subcommittee in FIRESCOPE. He holds a Bachelors degree in Management Information Systems and worked on his Master degree in Technology Management.

B. Roles and Functions

1. Divisions

a. The Fire Prevention Division – provides inspection and code enforcement services to ensure compliance with applicable fire and life safety codes and hazardous materials regulations.

b. The Operations Division – coordinates resources for emergency response. Resources assigned to the Operations Division include station personnel on shift work, arson investigators, and the Special Operations Task Force (SOTF).

c. The Training Division – coordinates and / or delivers training to all Department employees. The division also assists in the recruitment and promotional testing process. The Training Division also manages the Volunteer Firefighter Division.

d. The Support Services Division – coordinates repair and / or replacement of facilities, apparatus, and communications. Members of the division provide a range of internal services including maintenance of equipment, supervision of outside contractors, and purchase and delivery of supplies.

e. The Administrative Division – comprises the general management, administrative, and administrative support units of the Department. Its functions are to provide leadership and support to the other divisions of the Department. This division includes those positions and responsibilities not otherwise covered by other divisions, and includes the Office of the Fire Chief, Assistant Chief, Director of Business Services, Personnel Services Manager, and the supporting staff in these units.
f. **Office of Emergency Management and Community Education Services** - programs provide citizens the required training and education to become self-sufficient following natural or human-made disasters. Community education programs provide the opportunity to educate adults and children about fire safety and injury prevention.

2. **Management Staff Programs** – Following is a summary of assignments:

**Ronald J. Vega, Battalion Chief** - BC Vega joined County Fire as a result of the merge with the Saratoga Fire District in 2008, where he served as the Assistant Fire Chief during the transition and then as Emergency Medical Services Coordinator, overseeing the EMT and Paramedic programs. BC Vega currently manages the Department’s Fire Extinguisher Program and the Hose, Nozzles and Fittings Program. He has a MA in Leadership – with emphasis in Disaster Preparedness and Crisis Management, a BS in Fire Administration, and is a state certified Chief Officer and Master Instructor.

**Kendall K. Pearson, Battalion Chief** - BC Pearson began his emergency services career in 1979 with the County of Los Angeles. He became a Paramedic for the City of Campbell in 1990 and became one of County Fire’s first Firefighter/Paramedics in 1995. BC Pearson serves as Assistant Team Leader for the Santa Clara County Overhead Support Team, manages the Department’s SCBA program, and coordinates the Every 15 Minutes Program (anti-drinking & driving for teens). He holds an AS in Fire Science, a BS in Horticulture, and a MS in Public Administration. He is also a state certified Public Information Officer, Strike Team Leader, Fire Officer and Chief Officer.

**Carol L. Miller, Battalion Chief** - BC Miller has been in the professional fire service since 1993, and has proudly served the Santa Clara County Fire Department since 1995. BC Miller has held several ranks within the organization; including, Firefighter/Engineer-Paramedic, Fire Captain and Operations Captain. She holds a BS in Occupational Studies, an AS in Fire Technology and is a state certified Fire Officer and Chief Officer. BC Miller serves as the program manager for all department uniforms and safety clothing.
Gary M. Cocroft, Battalion Chief
BC Cocroft has been in the professional fire service since 1987. He joined the Department in 1997 as a result of a merger with the Los Altos Fire Department. BC Cocroft currently manages the Department’s Mapping Program, is the Department AlertSCC representative and serves as liaison to the Stevens Creek Volunteer Fire Department. He holds an AS in Fire Protection Technology and is a state certified Fire Officer. BC Cocroft is currently working to earn his Chief Officer certification. Since 2004, he has coordinated the Campbell Community Toy Program.

Wally Finck, Battalion Chief
Battalion Chief Finck has been involved in the fire service since 1978. He manages the Personal Protective Equipment program that includes specifications writing, purchasing, repairs, maintenance and issuance of equipment. He holds an AS in Fire Science, is a certified Fire Officer and is working on completing his Chief Officer certification.

Battalion Chief Brian Glass
Prior to joining County Fire as a Firefighter Engineer in 2002, Brian proudly served with a variety of other fire service agencies including the City of Salinas Fire Department, CalFire BEU, Cypress Fire Protection District in Carmel, and the City of Pacific Grove Fire Department. Brian was promoted to the rank of Battalion Chief in August of 2013 and is currently assigned to B-Shift managing the departments Communications Program. Brian also leads the Wildland Focus Group. Brian, holds an Associate’s degree in Fire Protection Technology, a Bachelor’s degree in Occupational Studies from Cal State Long Beach, and is pursuing a Master’s degree in Emergency Services Administration at Cal State Long Beach. Brian holds California State Fire Training certifications as a Fire Instructor I, Prevention Officer I, Fire Officer, and Chief Officer. Brian has directed and participated on a number of County Fire committees, instructed in a variety of capacities, and served as the Department’s EMS Coordinator.
Michael C. Krisman, Battalion Chief
BC Krisman began his emergency service career as a reserve firefighter with the City of Campbell in 1991 and has proudly served the Santa Clara County Fire Department since 1994. BC Krisman has held the positions of: firefighter/engineer, on call fire investigator, paramedic, safety officer, captain, SWAT medic, and Special Operations member. He served for over 10 years as IAFF Local 1165’s B-Shift Representative. BC Krisman manages the Tools and Equipment program. He holds an AS Degree in Fire Science Technology, a BA in Political Science with a concentration in Public Administration and graduated from the Santa Clara County Leadership Academy. He is a state certified Fire Officer, Safety Officer and Strike Team Leader.

Dennis H. Lollie Jr., Battalion Chief
Battalion Chief Lollie began his fire service career as a volunteer Firefighter-EMT with the Cordelia Fire Protection District in 1999. He became a member of the SCCFD in 2000, and prior to his current position, has served as a Firefighter-Engineer, Firefighter-Engineer/Paramedic assigned to Special Operations, and Fire Captain. He is a member of the Department’s Wildland Focus group, and has served on various Department committees. He holds AS degrees in Fire Science and Paramedicine, is a state certified Chief Officer, Fire Instructor 1, and Hazardous Materials Specialist. He currently serves as the Special Operations Program Manager, having oversight over the Department’s Type 1 Hazardous Materials and Type 2 Urban Search and Rescue teams. Both teams are cross-trained and deploy together as the Special Operations Task Force.

Jason Falarski, Battalion Chief
BC Falarski joined the Santa Clara County Fire Department n 1994. Jason worked for Cal Fire in the Santa Cruz/San Mateo Ranger Unit during the summers of 1991 and 1992. Jason has held the rank of FF/E Paramedic, Captain and Battalion Chief and was assigned as one of the first Paramedics upon the Departments implementation of Advanced Life Support on their fire engines in 1995. Jason was one of the original members of the Departments Special Operations program in January of 2002. Jason is currently a member of the Wildland Focus Group and a Safety Officer. Jason has been an instructor for various groups both public and internally for the Department. Jason has completed courses in his Associated Degree in Fire Protection and Technology at Cabrillo College, along with course work towards his Bachelor’s degree in Occupational studies at Cal State Long Beach. Jason has numerous State Fire Certificates and has completed Santa Clara County Fire Officers Academy.
Dennis B. Johnsen, Chief Investigator, Arson Unit
Prior to joining the fire service in 1984, Chief Johnsen was in law enforcement for seven years. He has served as Firefighter/Engineer, Fire Captain and Arson Investigator. Chief Johnsen was the Canine Handler for the Department’s flammable liquid detection canine “Rosie” until her retirement. He is the Coordinator for the County of Santa Clara - Fire Investigation Task Force. Chief Johnsen is a Deputized Federal Marshall and Task Force Officer for the Department of Alcohol, Tobacco, Firearms and Explosives. He has been a member of the State Fire Marshal Canine Standards Committee and board member for the Northern California Conference of Arson Investigators.

Julie Linney, Acting Assistant Fire Marshall
Julie Linney has been in the fire service since 1991, where she started as a volunteer for the California State Fire Marshalls office in San Leandro. Julie began her full time career in 1992 working for the Half Moon Bay Fire Protection District until joining the Santa Clara County Fire Department in 1995. Prior to being appointed to the Acting Assistant Fire marshal she has held the ranks of Fire Prevention officer, Deputy Fire Marshall II, Senior Deputy Fire Marshall and Program manager for the Bay Area Urban Areas Security Initiative (UASI). Julie is responsible for managing the day-to-day activities of the Fire Prevention Division while providing leadership and direction to the Department personnel. She holds a Bachelors of Science in Fire Administration, has attended the Fire Officer Academy, Leadership Academy and is the recipient of the Santa Clara County Employee Excellence award.

David Flamm, Deputy Director of Emergency Services
Mr. Flamm is a Certified Emergency Manager with a wide-ranging breadth of experience working in emergency management agencies and managing various disasters. He has spent the last four years working as an emergency manager in Santa Barbara County where he focused on Training and energy regulation. Furthermore, during a six-year military career as an emergency manager, Mr. Flamm worked on many DOD (Dept. of Defense) emergency management, response and planning teams participating in and leading projects nationally and internationally. Mr. Flamm is also a California Police Academy graduate, a private pilot, and is currently attending the Naval Postgraduate School studying Homeland Security in the nation’s premier Center for Homeland Defense and Security.
Christie L. Moore, Senior Emergency Services Coordinator
Since 1989, Christie Moore was the Public Education Officer and managed the Department’s community education programs and services; including, development and implementation of fire and injury prevention programs, training new and existing employees, and delivering regional train-the-trainer workshops to public safety officers, firefighters, and educators. As Public Education Officer Moore is a member of the Public Education Committee of the Santa Clara County Fire Chiefs Association, is a state certified Public Education Officer and a nationally certified Fire and Life Safety Educator. She holds an AA in Communication Studies, a BS in Occupational Studies, and is currently completing coursework to become certified in Human Resource Management.
3. **Fire Station Special Assignments**

a. Cupertino Station............................................................................................................ *OES 289*

b. Seven Springs Station ........................................................................................................**Safety Equipment Cleaning**
   ...........................................................................................................................................**Special Operations Task Force**
   ...........................................................................................................................................**Air Refill** (BS72)

c. Los Gatos Station...........................................................................................................**Safety Equipment Cleaning**
   ...........................................................................................................................................**Special Operations Task Force**

d. Redwood Station .................................................................................................................... *Under Review*

e. Winchester Station...........................................................................................................**Special Operations Task Force**

f. Shannon Station .................................................................................................................**Hose Repair/Inventory**

g. Monta Vista Station ...........................................................................................................**Fire Weather**

h. Quito Station ..................................................................................................................... *Under Review*

i. West Valley Station ............................................................................................................ **Ladder Testing**

j. Sunnyoaks Station .............................................................................................................**Drill Tower/Classroom**
   ............................................................................................................................................**Air Refill**

k. Campbell Station .............................................................................................................**Safety Equipment Cleaning**
   ............................................................................................................................................**Personal Protective Equipment/Inventory**

l. El Monte Station ...............................................................................................................**SCBA Maintenance/Inventory**
   ...............................................................................................................................................**Safety Equipment Cleaning**
   ...............................................................................................................................................**Air Refill**

m. Los Altos Station .............................................................................................................**Small Tools and Equipment/Inventory**

n. Loyola Station ...................................................................................................................**Strike Team Staffing**

o. Saratoga Station ................................................................................................................**Fire Investigation Unit**
4. Committees contribute significantly to Department programs. Examples of working committees/teams include:

a. **Human Relations Committee** – a subcommittee elected by members of Local 1165 to represent the diversity of the Local’s membership. The mission is to be proactive with issues that reflect the ever-changing composition of the Department’s workforce.

b. **Health and Wellness Committee** – composed of Safety personnel, the committee reviews and monitors the Department’s Health and Wellness program. The standing committee identifies program needs through the evaluation of biennial medical screening and Department-wide fitness assessment.

c. **Safety Committee** – composed of Safety and Miscellaneous personnel, the committee’s mission is to improve safety and reduce hazards in the workplace through education, and the evaluation of work related injuries, equipment, and techniques.

d. **Recognition Committee** (ad hoc) – composed of personnel representing all work groups, is charged with planning, organizing, and hosting a biennial event that formally recognizes outstanding contributions made by Department employees and citizens.

e. **Uniform Committee** (ad hoc) – composed of uniformed personnel, evaluates current uniforms and safety apparel. Its mission is to assure that Department employees are equipped with the highest level of personal protective equipment.

f. **Apparatus Design Committee** (ad hoc) – composed of emergency response and Support Services personnel, identifies performance based needs, writes specifications, meets with manufacturers, and monitors the construction and delivery of fire apparatus.

g. **Station Design Committee** (ad hoc) – composed of station and Support Services personnel, identifies fire station needs, meets with architects, and monitors the planning and construction of fire stations.

h. **Emergency Operations** – composed of emergency response and training personnel to identify standard operating procedures and corresponding performance standards.

i. **Honor Guard** – composed of uniformed personnel representing the Department in official events that represent the best of the fire service traditions: respect and honor. The unit participates in events such as parades, funerals, and other official ceremonies.

j. **Critical Incident Stress Management Team** – composed of Department personnel, the objective of this team is to assist in providing professional intervention via pre-incident training, peer counseling, and employee support through critical incident stress debriefing (CISD) meetings.
k. **Business and Strategic Plan Stakeholder Groups** (ad hoc) – composed of Department personnel with particular knowledge, background, or interest in specific organizational functions, open to any and all Department employees. The meetings are an essential component of the Business and Strategic Plan development process.

l. **Accident Review Board** – Convened to review all vehicle accidents that involve a finding of a preventable accident by the reviewing officer. The Board is made up of the Department Safety Officer, a member of the Safety Committee, a representative of the labor organization, and a deputy chief. The Board’s purpose is to uphold or amend the reviewing officer’s findings.

m. **Self Assessment Team** – Composed of program experts and category managers who focus on evaluation of both practice and process with a focus on continuous quality improvement.

5. **Documentation** – Standard practices are the core of regional fire protection services. A number of documents guide and support the activities of the Department. This information is readily available to all fire department members.

   a. **Job Specifications Manual** – The manual serves to identify the qualifications the organization seeks in certain job classes. Classifications typically include definition, distinguishing characteristics, examples of duties, and desirable qualifications. For members seeking advancement, the manual can serve as a road map for employee development.

   b. **Line Officers Administrative Guide** (LOAG) – The LOAG is an instruction manual for Department reports and forms.

   c. **Rules and Regulations** – Rules and regulations are adopted to establish and maintain a uniform and equitable system of personnel management. Rules and regulations are separated into two sections, 1) Personnel Rules and Regulations cover employment, tenure, promotions, and discipline, and 2) Operational Rules and Regulations cover organization, station safety, uniforms, and grooming.

   d. **Mutual Aid/Automatic Aid Agreements Manual** – The manual contains policies and agreements relating to pre-planned response with outside jurisdictions.

   e. **Policy Manual** – The manual contains policies that serve as a guide to decision making.

   f. **Emergency Resource Directory** – The directory contains listings for contractors and suppliers of equipment, services or other related resources that may be needed in major incidents or area wide disasters.

   g. **Employee Directory** – The directory contains listings and contact information for all Department employees, volunteers, and retirees.
h. **Planning Calendar** – A monthly and annual planning calendar coordinates training classes, community education commitments, and special activities for fire companies.

i. **Memorandum of Agreement** – Labor contract with the employee bargaining unit, IAFF Local 1165.

j. **Fire and Emergency Services Self-Assessment Manual (FESSAM)** – Basis for development of strategic plan designed to guide the Department in continual quality improvement. It is one of the base documents for accreditation by the Commission on Fire Accreditation International (CFAI).

k. **Employee Health and Safety Program Binder** – Provides safety program information for Department employees. The documents are designed to enhance employee safety in the workplace, and comply with California Code of Regulations, Title 8 (General Industry Safety Orders).

l. **Employer/Employee Relations Resolution** – Implements Chapter 10, Division 4, Title 1 of the California Government Code and provides a uniform and reasonable basis for the conduct of employer/employee relations.

C. **External Relationships**

1. **Mutual Aid** – Santa Clara County Fire Department is a signatory to the California State Fire and Rescue Mutual Aid Plan. The Department provides resources to requested aid within the County, state, and nationally. Members of the Department continue to take leadership roles in planning, revising, and administering the Santa Clara County Local Fire Service and Rescue Mutual Aid Plan.

2. **Fire Coordinator** – The Fire Chief of the Santa Clara County Fire Department has historically served as the Operational Area (County) Fire Coordinator for the California Fire and Rescue Mutual Aid Plan. The Fire Coordinator has responsibility for identification and movement of fire resources within the County and requests for resources from outside the County. The role also includes maintenance and distribution of the local (County) plan identifying resources and procedures.

3. **Automatic Aid** – The Department has day-to-day written response agreements with the following fire agencies:

   - CAL FIRE (for specified mutual threat zones)
   - Mountain View Fire Department
   - Palo Alto Fire Department
   - San Jose Fire Department
   - Santa Cruz County Fire Department
   - Scotts Valley Fire Protection District
   - Sunnyvale Department of Public Safety
   - Woodside Fire Protection District
4. **Boundary Drops** - The Department is active in participating in boundary drop agreements with contiguous jurisdictions. Boundary drops allow the closest fire resource to respond regardless of jurisdictional lines.

5. **Partnerships** – Many services and tasks are provided in cooperation with other government or private agencies. For example, CPR instruction is often provided through local community programs with fire department instructors. A significant public/private partnership is the provision of paramedic services. The Department provides first-responder paramedics on fire engines. Paramedics also arrive on Santa Clara County EMS ambulances. This system capitalizes on the strength of fire department response times and depth of service of countywide ambulance transport.

### D. Financial Practices

1. The Department carries out its fiduciary responsibilities to the taxpayers by:
   a. demonstrating dollar accountability, and
   b. maximizing the return on investment of taxpayers’ money.

2. The first objective is to ensure that a reliable system of internal controls (checks and balances) is in place to measure and report the collection and disbursement of funds. This is accomplished by using generally accepted accounting principles and subjecting the Department to an annual audit by an outside Certified Public Accountant.

   **PERFORMANCE MEASURE – FINANCE**

   **Baseline Objective:** Comply with generally accepted accounting principles and meet the reporting requirements contained in GASB 43 & 45, thereby earning the certified public accountant’s unqualified opinion.

3. The second objective is to establish and modify, as needed, a financial strategy that optimizes the use of taxpayers’ funds over the long term. The Department endeavors to create a financial platform that assures a legacy of solvency for future administrations.

### E. Human Resource Practices

1. The Department provides the necessary support systems in the field of human resources in order to maintain a flexible workforce, promote diversity, and to maximize employee expertise in the delivery of services
a. The Department promotes recruitment of a qualified and diverse workforce; the use of volunteers, including retirees; and opportunities for employees to transfer and/or promote.

b. Professional services and limited term employees are used for non-routine or short term staffing needs. Overtime resources are used for planned peak-load staffing and as adjuncts to training and community education.

c. Training opportunities are maximized to ensure ongoing development and retention of employees.

d. Employees are encouraged to be conscientious of, and adhere to, safety rules and regulations to minimize injuries while performing duties.

2. Selection, retention, and promotion:

a. A job analysis of comparable classifications is completed for each classification to develop a job description. Input from incumbents and the labor organization is encouraged prior to inclusion of the job description in the Job Specifications Manual.

b. Recruitment and selection activities typically involve participation from employees, specifically interviewing applicants through an oral board panel, who then make hiring recommendations to administrative staff. An emphasis is placed on recruiting and selecting qualified candidates who represent the diversity of our communities.

c. New applicants and Department personnel seeking promotion must undergo a rigorous examination process. The successful candidate is subject to an extensive review of his or her employment and personal history. Such inquiries may include a comprehensive criminal background check, a psychological evaluation, a medical evaluation, and reference checks.

d. Newly hired personnel will receive a formal orientation to the Department within their first three months of employment. The orientation program provides general information regarding the operations of the Department and, in some instances, training on how to perform certain aspects of the job.

e. The performance of the new hire or newly promoted employee is assessed using a performance evaluation system that emphasizes employee development through ongoing, objective, and constructive feedback. Clear communication of performance expectations is essential to this system.
f. The Department subscribes to the practice of progressive discipline. The goal of progressive discipline is to identify and correct non-productive behavior or poor performance early on, at the lowest level that will likely produce the desired change. Discipline resulting in adverse action occurs when corrective actions have not changed the non-productive behavior or poor performance.

g. It is an expectation that employees will remain healthy and, therefore, productive throughout their careers with the Department. In many cases, that career may be as long as 30-years. The Department has in place a comprehensive physical fitness and wellness program. The program is coordinated by a committee that consists of suppression personnel and a representative from the Administration. The committee’s mission is to work with Administration in providing the workforce with a variety of tools and resources to ensure physical and mental health.

h. The Department has a proactive approach in addressing the needs of employees who have become injured as a result of their performance of duties; and to assist the employees in the recovery process so they may be able to return to work as soon as possible. The Department has in place rules and regulations, as well as a set of policies promoting safety consciousness and practices.

i. The promotional process has a significant impact on the morale and culture of the Department. The Department provides ample opportunity for employees to access funds for education purposes; promulgates generous policies to accommodate scheduling coursework; and provides several opportunities for work on special projects that assist the employee in developing a broader set of skills.

The selection process for promotion of fire suppression employees is clearly identified, and candidates receive a briefing as to what to expect. The candidates are provided with study materials to assist them in preparing for the examination. Administrative staff makes themselves available to discuss with the candidates any aspect of Department operations in which the candidates may have an interest.

j. The Department provides an Employee Assistance Program (EAP) service to help address both personal and work related issues. EAP has a comprehensive program with a list of counselors and therapists to help employees and their family members resolve problems.
k. Pre-retirement seminars and exit interviews are provided for employees separating from the Department. Pre-retirement seminars provide transition guidance to employees, and exit interviews are conducted to provide employees the opportunity to summarize their work experience and provide suggestions on ways to improve the organization.

l. Regular training on discrimination, sexual harassment, retaliation, diversity, and progressive discipline is provided for, or made available to, all employees.

3. Required skills – It is essential that the employee has acquired the necessary tools and skills required to perform his/her duties and ability to effectively utilize technology.

   a. Computer literacy is necessary at all levels.

   b. Emergency response personnel are required to maintain EMT certification and/or Paramedic licensing and continuing education.

   c. Supervisors and managers are required to possess and develop leadership skills since their essential responsibilities are to effectively supervise staff and resolve conflicts, address a variety of issues and concerns, promote education, and provide training in their work units.

   d. Work will increasingly focus on teams and crossing traditional division lines, resulting in the need for increased coordination and communication.

   e. All employees need the ability to measure service outcomes.

F. Employee Training

Training and competency are closely linked. There is a direct relationship between the Department’s training program and the ability to deliver multi-faceted services.

The Department strives to assure quality service delivery through skilled employees who are healthy and physically fit, and who receive on-going training to successfully perform job assignments.

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**PERFORMANCE MEASURE – TRAINING**

**Baseline Objective:** Maintain skill levels so that no less than 95% of individuals and companies pass individual, company and individual medical performance tests annually on the first attempt.
1. All crews will conduct three individual performance tests (IPT), one company performance test (CPT), and one medical individual performance test (MIPT) annually. Critical operations or safety violations are scored Pass/Fail. Remedial training is provided for any failed performance test and a retest is scheduled.

2. Department staff and/or contract instructors develop and deliver new and mandated programs. For example, Truck/Rescue captains function as adjunct instructors to the Training Division for specialized skills training. Skill maintenance is a company officer/supervisor and individual employee responsibility.

3. The Performance Standards Program ensures company and individual readiness for emergency response.

4. Entry-level fire suppression personnel attend a department fire academy. An educational reimbursement fund is available to assist employees who wish to attend classes and attain a college degree. The Department sponsors employees to attend specialized training at the National Fire Academy, California Fire Academy, and local community colleges.

5. Continuing professional development is encouraged for all employees.

6. Performance standards are measurable and reflect Department expectations for emergency scene operations. The Training and Operations Divisions, through the Department’s Training Manual, reviews, revises, and adopts individual and company-based performance standards. Standards will be data based with results shared Department-wide to improve procedures and use of equipment deployed. Training records, results of performance standards, and test data will increasingly become information used for decision making in the operational deployment of resources.

7. Supervisors and managers will monitor performance and hold employees accountable for the highest standards of professionalism competence, and integrity.