



# STRATEGIC PLAN

2020-2022





# SANTA CLARA COUNTY FIRE DEPARTMENT

14700 Winchester Blvd., Los Gatos, CA 95032 | (408) 378-4010 | [www.sccfd.org](http://www.sccfd.org)

## EXECUTIVE SUMMARY

Fitch & Associates, LLC was contracted by the Santa Clara County Central Fire Protection District, also known as Santa Clara County Fire Department (SCCFD or department), to provide a facilitated strategic planning process. On September 21, 23, and 24, 2019 a group of 45 individuals, representing internal and external stakeholders, completed a strategic visioning process. The process included a review of the value of strategic planning; a review of the community stakeholders' perceptions of the SCCFD before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities, and challenges; a review of changes to the Commission on Fire Accreditation International fire agency accreditation process; and a review of the agency's desired strategic planning statements for final inclusion in a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:



1. How do we continue to improve upon protecting lives, property, and the environment during and prior to emergency events?
2. How do we meet increasing service demands over the coming years?
3. How do we better market our services and demonstrate our value to our community?

From these key themes, members of the agency's internal staff developed a list of 12 strategic objectives, 21 outcome measurements and 56 supporting objectives to prepare the SCCFD to meet the needs and expectations of the community and remain a "value-added" organization into the future.



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## MESSAGE FROM THE CHIEF



Santa Clara County Fire Department is proud to provide regionalized emergency services and support to the largest county in northern California, with one of the most diverse and technologically sophisticated populations. Serving as Santa Clara County Fire Department's Fire Chief and as the Santa Clara County Fire Marshal is a special privilege and a responsibility that I do not take lightly.

Essential to the success of the Santa Clara County Fire Department are ongoing collaborative reviews with our stakeholders and the agencies we support, and the assessment of new and changing risks.

Since publication of our last strategic plan in 2014, we have increased our ability to provide both routine and incident information and alerts through a range of platforms. We have also invested in critical infrastructure to ensure our members have the ability to respond effectively during local and regional disasters.

First and foremost, we continue to address issues surrounding the increased risk of wildfire, through prevention, technology, response capabilities and advocacy for regional solutions to this statewide threat. These include:

- The *Ready, Set, Go!* wildfire preparedness campaign, developed and communicated countywide. Wildfire preparedness community meetings were hosted in each city and town served.
- Six ALERT wildfire cameras installed strategically throughout the county to provide advanced warning and increased visibility for wildfires.
- Two mobile operations satellite emergency system (MOSES) units, funded to improve wireless communications during regional disasters.
- Santa Clara County Operational Area capabilities increased to support incidents within the county and beyond through available strike teams, task forces and the South Bay Incident Management Team.

My goal for the Santa Clara County Fire Department's 2020 - 2022 strategic plan is to provide a roadmap, identified through the research and collaborative efforts of our stakeholders, to ensure we continue to provide the exceptional level of service our communities have come to expect.

Sincerely,

Tony Bowden, Fire Chief



## AGENCY MISSION, VISION, VALUES

### MISSION

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.

### VISION

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.

### VALUES

#### TRUST

- Advocate collaborative relationships.
- Maintain community through reliable professional behaviors and open communication.
- Foster effective teamwork environments.

#### INTEGRITY

- Maintain 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.



## PURPOSE OF STRATEGIC PLANNING

Strategic planning is an intentional process by which an agency or organization surveys industry trends: the customers' needs and wants, current and future available resources, and the current and future capabilities of the agency to determine performance gaps. Once these gaps are identified, the agency can determine organizational goals and critical tasks necessary to close or eliminate performance gaps. Upon completing the process, the agency will possess a planning document that helps better focus organizational resources toward measurable outcomes eliminating inefficient or counterproductive activities. The process of strategic planning also provides additional value when a broad array of stakeholders are used to develop consensus on organizational performance gaps and potential solutions. The effectiveness of the team is enhanced through the power of a shared vision and goals.



## METHODOLOGY

A team of 45 stakeholders, including members of SCCFD and external stakeholders representing the communities served, met for a three-day process facilitated by senior consultants from Fitch & Associates, LLC. The 45-member group consisted of representatives from all ranks and positions within the organization, including command officers, ranking firefighters and various support personnel, plus community members and community leaders. Stakeholders were tasked with providing input and feedback throughout the planning process as advocates for the sub-groups they were representing.

The three-day process included a review of the value of strategic planning; a review of the community stakeholders' perception of the SCCFD before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities, and challenges; a review of recent changes to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency's desired strategic planning statements for final inclusion in a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

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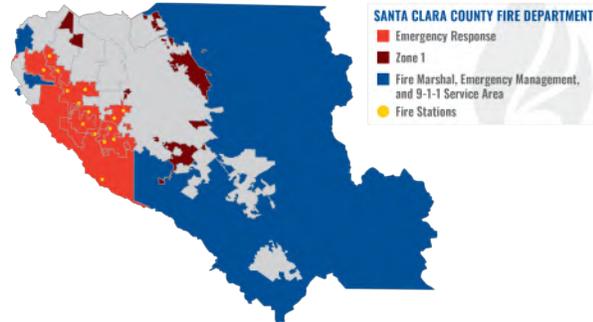


# SANTA CLARA COUNTY FIRE DEPARTMENT

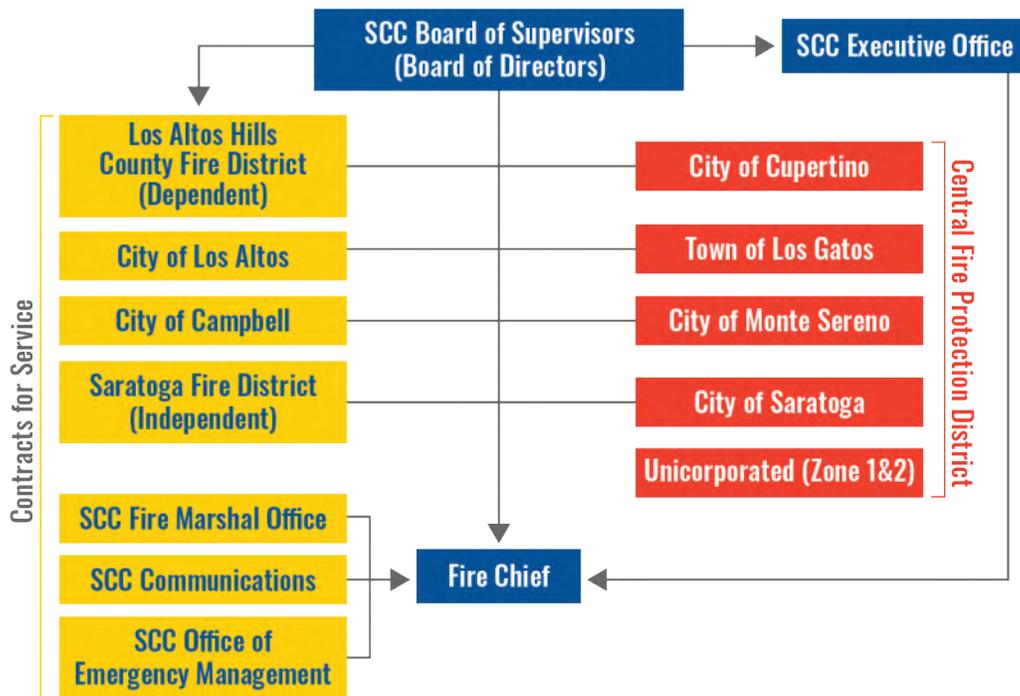
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## GOVERNANCE

The Santa Clara County Fire Department (SCCFD or department) is a “Special Fire Protection District” formed under California Health and Safety Code, Section 13862, which 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.



The Department’s authority is granted by the California Health and Safety Code, Div. 12, Part 2.7, of the Fire Protection District Law of 1987, also known as the Bergeson Fire District Law. The Santa Clara County Board of Supervisors sits at the Department’s Board of Directors and governs the department. 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 Fire Department. As the chief executive officer of the district, the Fire Chief supervises, directs, and coordinates the various functions and divisions of the organization. The Fire Chief prepares the budget for the Board’s consideration and makes reports and recommendations as needed.





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Further, the Santa Clara County Fire Department is contracted by the County of Santa Clara to provide:

- Santa Clara County Fire Marshal services, thereby designating the Fire Chief as the County’s Fire Marshal.
- Executive leadership inclusive of a Director and Deputy Director at the Office of Emergency Management (OEM).
- Executive leadership inclusive of a Director and Deputy Director at Santa Clara County Communications.

The Directors of the County Office of Emergency Management and County Communications report directly to the Fire Chief for supervision and guidance.



In addition, the Fire Chief reports to three elected bodies and one appointed commission through contracted services: The city of Campbell, the Saratoga Fire District, the city of Los Altos and the Los Altos Hills County Fire District.



The Los Altos Hills County Fire District is overseen by an appointed seven-member commission of citizens representing the various areas of the district. At least two commission members must reside within the covered unincorporated County. The elected Santa Clara County Board of Supervisor from District 5 makes the appointments, which are approved by the full County Board of Supervisors. Commissioners serve four-year terms.

Saratoga Fire District is an independent district. Residents of the Saratoga Fire District elect three board members at-large. Terms are four years, and there are no term limits: members can serve indefinitely.



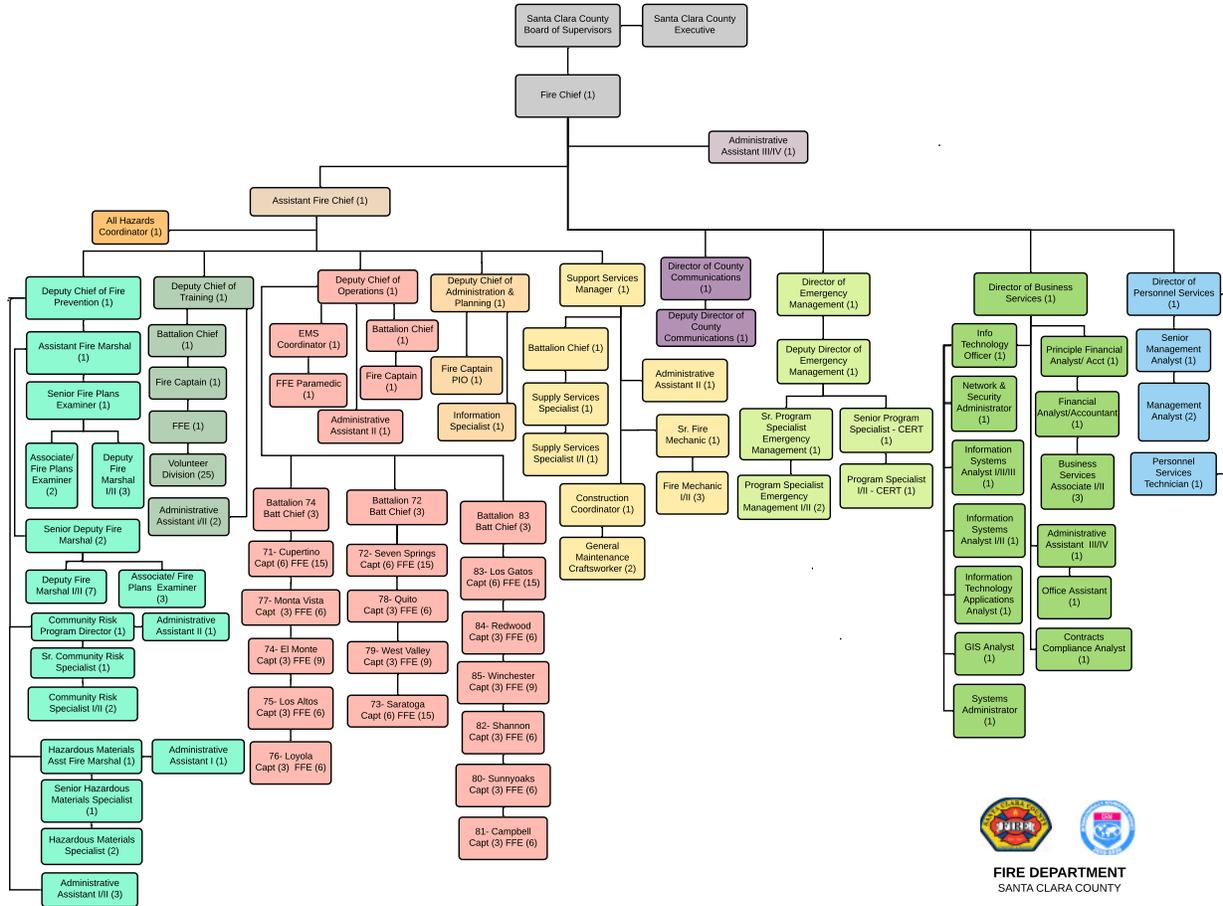
The city of Campbell has a Mayor, Vice Mayor, and three Councilmembers. These positions serve four-year terms and have a two consecutive term limit.

The city of Los Altos has a Mayor, Vice Mayor and three Councilmembers. These positions serve four-year terms and have a two consecutive term limit.





# ORGANIZATIONAL CHART





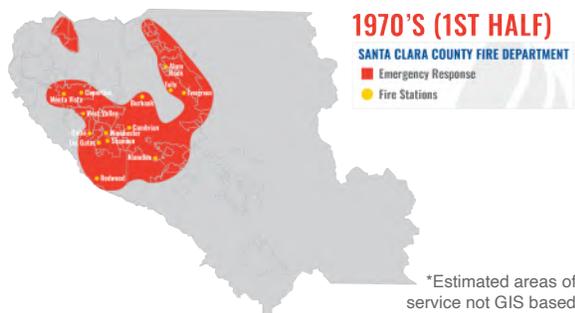
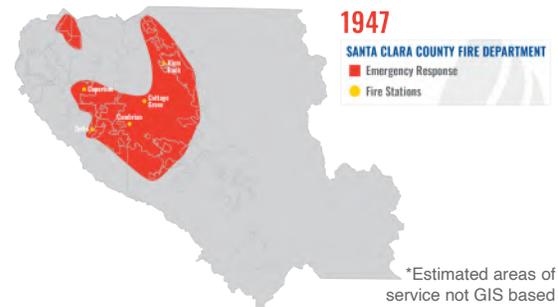
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## FIRE DISTRICT HISTORY

The Santa Clara County Fire Department is an all-risk department that has evolved through fire district consolidations and city and fire district contracts.

In 1947, two agencies, the Cottage Grove Fire District and the Oakmead Farms Fire District, 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.



In the late 1940s, five stations served the largely agricultural areas surrounding the cities. In the 1950s, the district service area expanded to 10 stations. In the 1960s, two stations were built and three stations ceased to function, bringing the total to nine stations in the district. In 1970, the department consolidated with the Burbank Fire District. Additionally, the Alma Fire District and the Town of Los Gatos were annexed into the fire district. This added five additional stations.

In 1977, the department contracted with the cities of Campbell, Milpitas, San Jose, and Santa Clara to service portions of the district referred to as "Zone 1". The City of San Jose provided fire services for a vast majority of the unincorporated areas in the eastern part of the Central Fire Protection District. The development of the city of San Jose essentially split the district geographically and, through a mutual agreement, Zone 1 would be served by the City of San Jose Fire Department via a direct tax pass through allowing the residents in those areas to be better served based on proximity to San Jose fire resources. Five fire stations and assigned personnel ultimately transferred to the City of San Jose. The "Zone 2" designation remains as the intrinsic service area for SCCFD today. The Driftwood location for department headquarters was purchased in the latter part of the 1970s as well.





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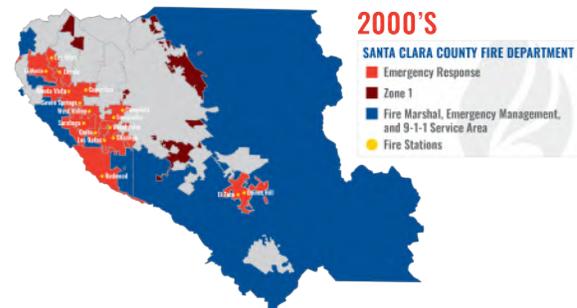
Prior to 1982, the Santa Clara County Fire Marshal's Office (FMO) operated as a Santa Clara County department. Following Proposition 13, this department was eliminated, and the department established its own fire prevention division. In 1987, the Fire Chief of the Santa Clara County Fire Department was appointed to serve in the position of County Fire Marshal, and SCCFD began providing fire marshal services to county facilities and unincorporated county areas via a county contract.



In 1991, SCCFD purchased and occupied a new administrative headquarters at the current location on Winchester Boulevard in Los Gatos. Contracts became a more reliable source of revenue to aid with fluctuations in property value, with the added benefit to move towards a greater regional resource model. The City of Campbell, in 1993; the City of Morgan Hill, in 1995; and the City of Los Altos and the Los Altos Hills County Fire District, in 1996, contracted for fire services with SCCFD.

Merging Campbell, Morgan Hill, and Los Altos personnel, facilities, and equipment into SCCFD made the department the second-largest fire agency in Santa Clara County. 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.

In 2008, following a three-year administrative management agreement, the Saratoga Fire District contracted for service with SCCFD.



In September 2010, the department annexed 32,000 acres of underserved area along the western edge of Santa Clara County into the Fire District. In 2013, the City of Morgan Hill did not renew its contract for services with Santa Clara



County Fire Department. In 2013, Santa Clara County contracted with the Santa Clara County Fire Department to provide executive leadership at the Office of Emergency Services, now known as the Office of Emergency Management (OEM). In late 2017, the County contracted with the Santa Clara County Fire Department to provide executive leadership at County Communications.



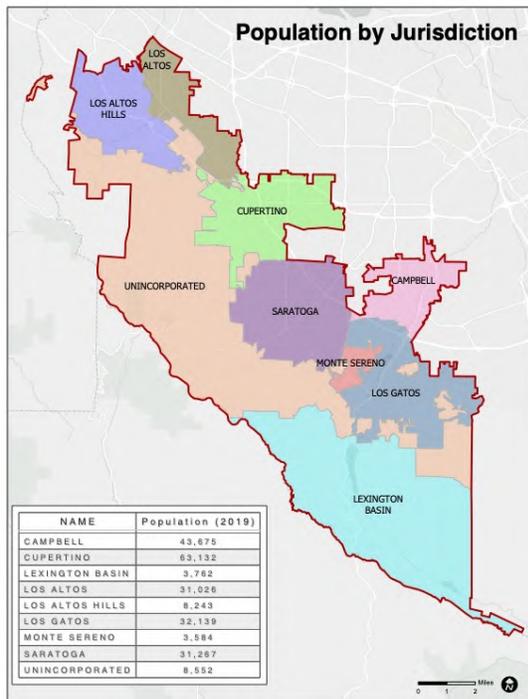
## SERVICE OVERVIEW AND KEY ACCOMPLISHMENTS

### Santa Clara County Fire Department Overview

The Santa Clara County Fire Department proudly serves the following Santa Clara County communities:

- City of Campbell
- City of Cupertino
- City of Los Altos
- Town of Los Altos Hills
- Town of Los Gatos
- City of Monte Sereno
- City of Saratoga
- Unincorporated county areas inclusive of the Lexington Basin and Summit communities

The department has 15 fire stations that serve a residential population of 225,380 and cover 132 square miles (267 square kilometers). There are 333 budgeted positions, including safety and civilian personnel.



Santa Clara County Fire Department is an all-risk fire department and provides fire suppression inclusive of structure and vegetation/wildland fire mitigation, technical rescue operations, emergency medical services (EMS), hazardous materials (HazMat) mitigation, fire prevention, community education and risk reduction services (CERRS), disaster preparedness, community emergency preparedness and service responses. The department's deployment strategy is based on risk throughout the seven cities, towns and county unincorporated areas that the department serves.

Daily fire operational minimum staffing includes 66 safety qualified personnel within three battalions and 15 stations. Administrative leadership and support staffing are located at headquarters. Staffing consists of personnel from all divisions, with the exception of fire prevention. Fire prevention personnel work in satellite offices in various locations throughout Santa Clara County. Additionally, SCCFD provides executive leadership staffing to County Communications and the Office of Emergency Management.



## 2015-2019 STRATEGIC PLAN ACCOMPLISHMENTS

### **GOAL 1: IMPROVE EXTERNAL COMMUNICATIONS WITH EMPHASIS ON TIMELINES, TRANSPARENCY, AND CONSTRUCTIVE FEEDBACK**

The information and public affairs office (IPA) was created and staffed with an information specialist and a fire captain who communicated with the media and the community utilizing current social media platforms. The IPA office continues to have meetings with the fire chief regularly to disseminate departmental updates and information.

### **GOAL 2: IMPROVE INTERNAL COMMUNICATIONS**

The information and public affairs office created quarterly updates and biannual organizational briefings in which questions and concerns are solicited from internal stakeholders prior to and during the briefings. The quarterly updates and organizational briefings continue to be the platforms to communicate the fire chief's message and update the organization on the status of strategic goals and objectives. The organizational briefing is streamed/ broadcast in order to maximize viewership.

### **GOAL 3: PROVIDE FACILITIES SERVICE AND MATERIALS IN SUPPORT OF SCCFD'S FUTURE AND CURRENT ORGANIZATIONAL DEMANDS**

The fire chief has restructured the support services division within the organization and hired a civilian support services manager with extensive experience and a proven track record in managing large facility and fleet projects. This governmental expertise can expedite procurement timelines and streamline code and permit process requirements.

The information technology (IT) section hired an information technology officer who is driving change to align the organization with updated technology and personnel to manage the databases and IT infrastructure, while being proactive about cybersecurity threat mitigation.

### **GOAL 4: BUILD AND MAINTAIN AN EFFECTIVE WORKFORCE TO SUPPORT THE DEPARTMENT'S MISSION, VISION AND VALUES.**

The human resources manager position was modified to a personnel services director to focus not only on hiring and promotion of both the uniformed safety-qualified, uniformed non-safety and civilian staff, but also on the unique needs of first responders and the cumulative effects of public safety work on safety-qualified personnel. The personnel services director working with the fire chief has aligned many key positions to better serve the department.

Thorough assessment of the personnel services division resulted in changes, inclusive of hiring an additional senior management analyst to support recruitment and management/labor relations.



## **GOAL 5: IMPROVE WORKFORCE TRAINING THROUGH CONTINUAL PROGRAM DEVELOPMENT**

The director of personnel services has identified and procured vendors to deliver annual mandated training to the leaders and staff in the organization.

In 2016, the training division published an initial two-year training plan, which is updated regularly. Solicitation from personnel to identify training needs and training requests occurs through an anonymous survey process sent out to all applicable personnel. The training plan defines mandatory training and includes the annual planning calendar, which incorporates annual medical exams, fitness evaluations and skills testing, to name a few.

## **GOAL 6: REDEFINE THE FIRE PREVENTION ORGANIZATION TO ACHIEVE UNITY AND CONSISTENCY IN DELIVERY OF SERVICE TO OUR CUSTOMERS.**

Fire prevention was reorganized, placing fire investigation and community education and risk reduction services (CERRS) under this divisional umbrella. This reorganization facilitates information sharing regarding origin and cause determination with CERRS and fire prevention staff.

Within the fire prevention division, additional staff was hired to augment all three segments of the division. These additions included a hazardous materials assistant fire marshal; additional community education staff, including a senior level position; and additional staff at the county fire marshal's office.

The adoption of standards and current codes consistent with current guidelines was achieved throughout the multiple jurisdictions served.

## **GOAL 7: DEVELOP COMPREHENSIVE EMERGENCY MANAGEMENT, PREPAREDNESS, AND COMMUNITY EDUCATION PROGRAMS TO SUPPORT THE COMMUNITY.**

Fifteen wildfire preparedness community meetings occurred in 2019 that included residents from the seven cities and towns served, including the unincorporated areas of the Lexington Basin and Summit communities. The meetings were conducted by sworn chief level or fire officers and staff from fire prevention, community education, the information and public affairs office and the Santa Clara County Office of Emergency Management. The feedback gathered from the community participants will develop future classes and programs to continue to build fire-resilient and disaster-prepared communities.

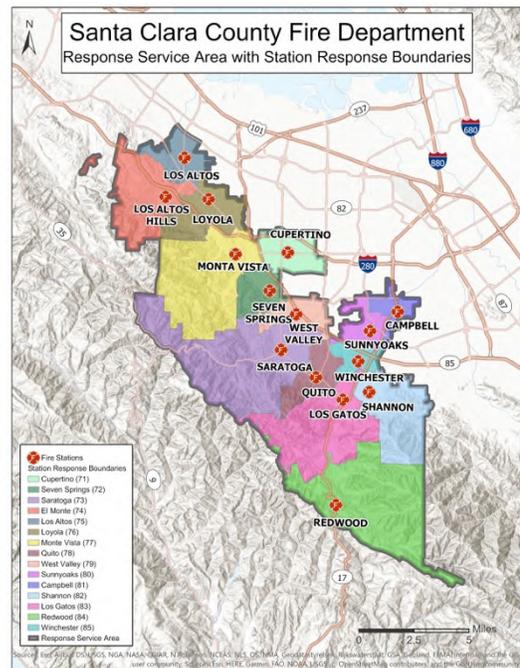
## **GOAL 8: MAINTAIN AND ENHANCE CURRENT LEVELS OF SERVICE.**

Participation in Firesafe Council meetings and the Santa Clara County Community Wildfire Protection Plan (CWPP) occurred, inclusive of battalion chief level and A-staff level personnel.



## FACILITIES AND SERVICE AREA

SCCFD serves and protects the Santa Clara County and the communities of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, and Saratoga. The district has 15 fire stations and several satellite facilities operated by the Santa Clara County Fire Department.



### FACILITIES



#### SANTA CLARA COUNTY ADMINISTRATIVE HEADQUARTERS

14700 Winchester Blvd., Los Gatos CA 95032

**Ownership:** SCCFD

**Built:** 1984

**Size:** 19,030 sq. ft.



#### FIRE PREVENTION OFFICE

16795 Lark Ave., Los Gatos 95030

**Ownership:** Boccardo Corporation

**Built:** 1978

**Size:** 7,000 sq. ft.



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### COUNTY FIRE MARSHAL OFFICE

Santa Clara County Government Center  
70 West Hedding St., 7th Floor  
San Jose, CA 95110

**Ownership:** County of Santa Clara

**On Duty Staffing:** 5 Staff at county location; 2 Staff at satellite offices

**Built:** 1982



### MCCORMACK TRAINING CENTER

485 W. Sunnyoaks Ave., Campbell CA 95008

**Ownership:** SCCFD (structures) and City of Campbell (land)

**Built:** Training Tower - 1982; Classroom 1996

**Size:** 4-Story Concrete Training Tower; 2,160 sq. ft. Classroom



### SHANNON MAINTENANCE SHOP

16565 Shannon Road, Los Gatos CA 95030

**Ownership:** SCCFD

**On Duty Staffing:** 2 personnel, 2 General Maintenance Craftworkers

**Built:** 2009

**Size:** 3,675 sq. ft.



### WINCHESTER MECHANIC SHOP

14850 Winchester Blvd., Los Gatos CA 95030

**Ownership:** SCCFD (structure) and Town of Los Gatos (land)

**On Duty Staffing:** 4 Mechanics

**Built:** 1990

**Size:** 7532 sq. ft. (including 620 sq. ft. storage mezzanine). 2 bay, single-deep and 1 bay double-deep, back in.



## FIRE STATIONS



### CAMPBELL FIRE STATION

123 Union Ave., Campbell CA 95008

**Ownership:** City of Campbell

**On Duty Staffing:** 3 Personnel, Engine 81 (3), Truck 181 (Reserve), Squad 25 (Antique), Engine 20 (Antique)

**Built:** 1982

**Size:** 9,292 sq. ft.



### CUPERTINO FIRE STATION

20215 Stevens Creek Blvd., Cupertino CA 95014

**Ownership:** SCCFD

**On Duty Staffing:** 7 Personnel, Engine 71 (3), Truck 71 (4), Engine 371 (Select Call), OES 5262 (OES Communications Unit), U71 (Select Call)

**Built:** 2000 (Original: 1948)

**Size:** 12,775 sq. ft., 3-bay, triple-deep, drive-through apparatus bay



### EL MONTE FIRE STATION

12355 El Monte Rd., Los Altos Hills, CA 94024

**Ownership:** Los Altos Hills County Fire District (structure) and Foothill/De Anza Community College District (land)

**On Duty Staffing:** 5 Personnel, Rescue 74 (4), Truck 74 (Select Call), Engine 374 (Select Call), Battalion 74 (1)

**Built:** 1996 (Original location: 1963)

**Size:** 9,650 sq. ft., 2-bay, double-deep, drive-through apparatus bay



### **LOS ALTOS FIRE STATION**

10 Almond Ave., Los Altos, CA 94022

**Ownership:** City of Los Altos

**On Duty Staffing:** 3 Personnel, Engine 75 (3), Engine 675 (Select Call), Engine 175 (Reserve), 1929 Model A (Antique)

**Built:** 1968

**Size:** 9,350 sq. ft., 3-bay, double-deep, drive-through apparatus bay



### **LOYOLA FIRE STATION**

765 Fremont Ave., Los Altos, CA 94024

**Ownership:** City of Los Altos

**On Duty Staffing:** 3 Personnel, Engine 76 (3), Engine 176 (Reserve)

**Built:** 1953

**Size:** 2,400 sq. ft., 2-bay, single-deep, drive-through apparatus bay



### **LOS GATOS FIRE STATION**

306 University Ave., Los Gatos, CA 95030

**Ownership:** Town of Los Gatos

**On Duty Staffing:** 8 Personnel, Engine 83 (3), Rescue 83 (4), Battalion 83 (1)

**Built:** 1963 (Original location: 1927)

**Size:** 6,812 sq. ft., 2-bay, double-deep, drive-through apparatus bay



### **MONTA VISTA FIRE STATION**

22620 Stevens Creek Blvd., Cupertino, CA 95014

**Ownership:** SCCFD

**On Duty Staffing:** 3 Personnel, Engine 77 (3), Engine 377 (Select Call)

**Built:** 1998 (Original: 1966)

**Size:** 7,100 sq. ft., 2-bay, single-deep, back-in apparatus bay



**QUITO FIRE STATION**

18870 Saratoga-Los Gatos Road, Los Gatos, CA 95030

**Ownership:** SCCFD

**On Duty Staffing:** 3 Personnel, Engine 78 (3), Water Tender 78 (Select Call), Utility 78 (Select Call)

**Built:** 1948

**Size:** 5,400 sq. ft., 3-bay, single-deep, back-in apparatus bay



**REDWOOD FIRE STATION**

21452 Madrone Dr., Redwood Estates, CA 95030

**Ownership:** SCCFD (structures) and Redwood Mutual Water Co. (land)

**On Duty Staffing:** 3 Personnel, Engine 84 (3), Engine 384 (Select Call)

**Built:** 1979

**Size:** 2,016 sq. ft., 2-bay, single-deep, back-in apparatus bay



**SARATOGA FIRE STATION**

14380 Saratoga Ave., Saratoga CA 95070

**Ownership:** Saratoga Fire District

**On Duty Staffing:** 7 Personnel, Engine 73 (3), Rescue 73 (4), Engine 373 (Select Call), Engine 173 (Reserve), Engine 178 (Reserve), Utility 73 (select call), 1928 Model A (Antique)

**Built:** 2004 (Original building purchased in 1957)

**Size:** 15,435 sq. ft., 3-bay, double-deep and 1-bay, single-deep, back-in apparatus bay



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## SEVEN SPRINGS FIRE STATION

21000 Seven Springs Pkwy., Cupertino, CA 95014

**Ownership:** SCCFD

**On Duty Staffing:** 8 Personnel, Engine 72 (3), Haz Mat 72 (4), Breathing Support 72 (Tandem with Haz Mat 72), Battalion 72 (1), Haz Mat 172 (Reserve)

**Built:** 1992

**Size:** 9,120 sq. ft., 3-bay, double-deep, drive-through apparatus bay



## SHANNON FIRE STATION

16565 Shannon Rd., Los Gatos, CA 95032

**Ownership:** Town of Los Gatos

**On Duty Staffing:** 3 Personnel, Engine 82 (3), Engine 382 (Select Call), Utility 82 (Select Call), Decon 782 trailer (Select Call), Wood 782 trailer (Select Call), Engine 101 - 1936 Dodge Hosewagon (Antique), Squad 1 - 1962 GMC/Van Pelt (Antique)

**Built:** 1959

**Size:** 3,152 sq. ft. (765 sq. ft. basement), 2-bay, single-deep, drive-through apparatus bay



## SUNNYOAKS FIRE STATION

485 W. Sunnyoaks Ave., Campbell, CA 95008

**Ownership:** City of Campbell

**On Duty Staffing:** 3 Personnel, Engine 80 (3), Engine 680 (Select Call), Engine 880 (Reserve), Engine 23 - 1961 American La France (Antique)

**Built:** 1969

**Size:** 6,042 sq. ft., 2-bay, double-deep, drive-through apparatus bay



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## WINCHESTER FIRE STATION

14850 Winchester Blvd., Los Gatos, CA 95032

**Ownership:** Town of Los Gatos

**On Duty Staffing:** 4 Personnel, Truck 85 (4),  
Urban Search & Rescue 85 (Select Call)

**Built:** 1963

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

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## WEST VALLEY FIRE STATION

19800 Cox Ave., Saratoga, CA 95070

**Ownership:** SCCFD

**On Duty Staffing:** 3 Personnel, Engine 79 (3),  
Engine 679 (Select Call), Battalion 179 (Reserve)

**Built:** 1965

**Size:** 3,137 sq. ft., 2-bay, single-deep, back-in apparatus bay and detached, single-bay, back-in garage

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## SANTA CLARA COUNTY FIRE DEPARTMENT

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### STRATEGIC PLANNING STAKEHOLDERS

- Trisha Adcock, Santa Clara County Communications
- Arn Andrews, Town of Los Gatos
- Craig Beckman, Midpeninsula Regional Open Space District
- Mike Benjamin, SCCFD Fire Prevention Division
- Al Bito, City of Campbell
- Crystal Bothelio, City of Saratoga
- Tony Bowden, SCCFD Fire Chief
- Matt Brown, SCCFD Operations Division
- Rob Campbell, SCCFD Fire Prevention Division
- Bob Cascone, City of Cupertino
- Jerome Chester, City of Los Altos
- Karla Costa-Cunningham, SCCFD Operations Division
- Akila Elanchelvan, SCCFD Business Service
- Evan Ferreira, SCCFD Training Division
- Eric Forbes, SCCFD Support Services
- Ashley Hann, SCCFD Operations Division
- Karen Heaton, SCCFD Administrative Support
- Graciela Hernandez, Santa Clara County Office of Emergency Management
- Jill Hitchman, SCCFD Business Services
- Ken Johnson, City of Campbell
- John Justice, SCCFD Assistant Fire Chief
- Terry Kearney, Los Altos Hills County Fire District
- Suwanna Kerdkaew, SCCFD Administration & Planning
- Steve Leonardis, Town of Los Gatos
- Lauren Linney, SCCFD Fire Prevention Division
- Rebecca Lo, SCCFD Personnel Services
- Joseph Long, Saratoga Fire District
- Dr. Kenneth Miller, Santa Clara County EMS Agency
- Tyler Mortenson, SCCFD Operations Division
- Sean Murawsky, SCCFD Support Services
- Veronica Niebla, SCCFD Business Services
- Tracey Oliver, SCCFD Fire Prevention Division
- Ed Orre, CALFIRE, Santa Clara Unit
- Sean Parris, SCCFD Fire Prevention Division
- David Pope, SCCFD Operations Division
- Kendra Randolph, SCCFD Administrative Support
- Luisa Rapport, SCCFD Administration & Planning
- Mark Shumate, SCCFD Operations Division
- Dede Smullen, Santa Clara County FireSafe Council
- Rob Stump, Town of Los Gatos
- Art Tomasetti, SCCFD Operations Division
- Rowena Turner, City of Monte Sereno
- Ricardo Urena, Santa Clara County Sheriff's Office
- Jeremy Wise, SCCFD Operations Division
- Tricia Yin, SCCFD Personnel Services





# SANTA CLARA COUNTY FIRE DEPARTMENT

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## AGENCY STATUS ANALYSIS

**STRENGTHS:** Things the agency does particularly well, competitive advantages, preparedness, investments that are paying off, etc.

- Agency has a culture of trust. Hires good people. Supervisors are willing to listen to new ideas, teamwork, and are flexible to change.
- Agency performs a significant amount of public education, especially in the schools.
- Personnel work well with other cooperating agencies.
- Employees are highly trained and skilled in their profession.
- Agency was one of the first within the county to recognize the need for wildland fuel reduction and found ways to implement it. A good partner in working with the fire safe councils, performing fire prevention, and seeking funds for fuel reduction.
- Excellent customer service.
- Employees have shown community involvement and have several opportunities for interaction.
- Mutual and auto-aid is able to be provided to both the operational area and statewide
- Fire apparatus is well maintained.
- Agency has sufficient reserve, apparatus, and a wide array of apparatus types, such as for wildland.
- Agency fields a Type 1 hazardous materials team.
- Agency is completing annual inspections beyond those that are state-mandated.
- Fire prevention fees are below average for the county and surrounding areas.
- Fire prevention division has personnel training in many technical/specific areas of expertise.
- All contract cities and the county have adopted more restrictive fire sprinkler ordinances than are required under the current California Fire Code.
- Agency is fiscally responsible.
- Facilities are well maintained.
- Agency has various methods of communicating with the community.
  - Social media
  - Organized events
  - Fire marshal area





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**WEAKNESSES: Things the agency does not do particularly well, competitive disadvantages, blind spots, additional preparation needs, liabilities, etc.**



- Succession planning for non-safety positions is lacking.
- Recruitment & retention of employees needs improvement, and faces some challenges
  - Commute culture
  - Cost-of-living
  - Traffic
- Facilities are aging and in need of replacement.
- Replacement schedules for apparatus, fleet vehicles, and equipment need to be adhered to.
- Community's understanding of SCCFD emergency management roles needs to be improved.
- Frequency and depth of communication throughout the organization needs improvement.
- Investment into community risk reduction needs to increase. E.g., bystander CPR - varies between community. Coordinate classes with cities.
- Fire prevention technical experts are not involved with the code adoption process at the state and/or national level.
- Some community members desire more knowledge of how their property taxes fund a fire district.
- Technology improvements are needed to increase productivity. Some software is out of date.
  - Fire Prevention – electronic plan review, Records Management System
  - Emergency Medical Services – recording narcotic medication usage
  - Business services – Human Resource tracking
- Two-way communications need to improve:
  - Personnel input considered
  - Implement suggestion or recommendation process
- Comparable agencies are lacking.
- Improved notification process to interested cities on operational updates as they occur is needed (e.g., system drawdown).
- Communication on status of contracts for cities can be improved (e.g., community center CERT training).
- More user-friendly PIO/media updates are needed. Push more key info out to the community.
- The ability to provide EOC representation for all of agencies/cities is lacking.
- Water deficient areas need to be addressed.



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### **OPPORTUNITIES: Opportunities the agency should explore to improve its mission, service delivery, efficiencies, reputation, and survivability as an organization.**

- Review fire prevention fees to potentially expand service or improve delivery model.
- Leverage technology to improve processes.
- Provide more performance measurements to the community.
- Provide more support for emergency preparedness for contract cities.
- Educate and address heightened concerns from local residents who live in the Wildland Urban interface with regard to the increased wildfire threat.
- Continue to engage with local leaders.
- Encourage company level engagement with the community: expand opportunities to all.
- Use the current wildfire threat to educate, seek funds, and reduce fuels.
- Look at wildfire risk for codes, e.g., defensible space requirements.
- Consider cost recovery options for code enforcement.
- Leverage electronic and social media to educate the public about risks.
- Create programs to educate and mobilize community groups in support of SCCFD activities.
- Continue to support *Fire Wise* community programs.
- Implement five-year forecasting for financial outlook.
- Improve communication between operations and fire prevention divisions.
- Explore additional grants or other funding opportunities.
- Improve functionality of prevention throughout the organization.
- Improve reliability of staffing levels impacted by summer, growth, and demand.
- Focus on all-hazard risks, not just recent wildland concerns.
- Apply lessons learned from other communities and wildland fire losses.
- Influence design standards to lower adverse impact of growth, e.g., tree ordinances.
- Improve marketing of SCCFD services to the community, especially the business community.
- Share information across cooperating and support agencies.
- Explore opportunities to improve recruitment and retain staff, e.g., 4/10 schedule.
- Be alert to early involvement with growth and the impact new developments have on fire service delivery.
- Expand opportunities for community emergency response teams.
- Maintain accreditation through Commission on Fire Accreditation International.
- Develop internal fire prevention training certification tracks.
- Market Office of Emergency Management services (video).
- Develop an internal CERT or Disaster Service Worker program.





# SANTA CLARA COUNTY FIRE DEPARTMENT

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## CHALLENGES: Things that threaten to undermine the agency's mission, service delivery, efficiencies, reputation, and survivability as an organization.

- Healthcare costs, e.g., cost to department, to employees, and to the community.
- Pension – unfunded liabilities.
- Recruiting locally.
- Diversity within the SCCFD.
- Population growth and density.
- Social media impacts.
- Reputation management.
- Relocation of Headquarters – impact on agency culture.
- Travel times due to traffic.
- Keeping connected with the community.
- Ability to staff during highest demands (summer, wildfire season, mutual aid, etc.).
- Lack of community engagement and city investment in CERT programs.
- Competing media messaging.
- Climate change – increased red flag days.
- Coordinating eight different subdivisions/codes/budgets/processes.
- Future economic downturn.
- Communicating realistic capabilities of SCCFD to residents.
- Unfunded political/regulatory mandates (state and federal).
- Potential for litigation.
- Servicing water deficient areas.
- Maintaining ISO Class 2.
- Events that inhibit employees from reporting to work (pandemic, natural disaster, terrorist event, civil unrest, etc.).
- PG&E power shut off policy and how communities are affected.
- Growing threat of cyber-attacks.





## Strategic Objectives, Outcomes and Goals

### **THEME #1:**

How do we continue to improve on protecting lives, property, and the environment during and prior to emergency events?



**STRATEGIC OBJECTIVE 1.1**

**Improve survivability for victims of fire, hazardous materials release, entrapment or other crisis incidents.**

**OUTCOME MEASUREMENTS:**

- GOAL 1.1.1** Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year-over-year).
- GOAL 1.1.2** Contain structure fires to the room of origin at or above current, published, national average percentage.
- GOAL 1.1.3** Keep vegetation fires to 3 acres or less 90 percent of the time.
- GOAL 1.1.4** First unit arrival at structure fires, vegetation fires and other crisis incidents within the time goals outlined in Table 1.1 (emergent calls, SCCFD 911 verification of address to unit arrival).

**TABLE 1.1**

Total Response Time	Average	90 <sup>th</sup> Percentile
Urban Areas	≤ 5 minutes 30 seconds	≤ 7 minutes 50 seconds
Rural Areas	≤ 7 minutes 30 seconds	≤ 11 minutes 50 seconds

- GOAL 1.1.5** Zero civilian deaths due to fire (structure fires/accidental/unintentional).

**SUPPORTING OBJECTIVES:**

- Process emergency 911 calls for service within the time goals outlined in Table 1.2 (alarm handling).

**TABLE 1.2**

Alarm Handling	Average	90 <sup>th</sup> Percentile
Urban and Rural	≤ 60 seconds	≤ 90 seconds

- Turnout times for emergency fire/rescue calls within the time goals outlined in Table 1.3 (unit alert to wheels rolling).

**TABLE 1.3**

Turnout Times	Average	90 <sup>th</sup> Percentile
Urban and Rural	≤ 80 seconds	≤ 1 minute 50 seconds

- Monitor and report turnout-time performance quarterly.
- Explore options to expand the use of traffic preemption technology where practical by leveraging relationships with local jurisdictions for EMTRAC capability and installing control technology on apparatus.
- Ensure commercial fire protection systems meet applicable inspection, testing and maintenance requirements during annual inspection.



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- Inspect 95 percent of high-risk occupancies annually.
- Inspect 100 percent of state-mandated occupancies.
- Explore fire prevention participation in state and national code development processes (Administration to review as an agency-wide issue).
- Incorporate prevention staff into monthly operational staff meetings to identify/develop cross-divisional support opportunities and enhance communication between divisions.
- Implement technology that provides efficiency, effectiveness, and information security.
  - Fire prevention inspection tracking system.
  - Hardware and software for electronic plan review.
  - Identify and pursue replacement solutions to the File Maker Pro databases.
- Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics.
- Keep annual unit commitment factor percentage below 30 percent for all units.
- Explore the development of an environmental impact performance measurement.
- Continue to communicate and educate community preparedness about wildfire risk and other natural or man-made disaster risks for jurisdictions served.



## STRATEGIC OBJECTIVE 1.2

**Improve survivability of patients experiencing acute medical emergencies.**

### OUTCOME MEASUREMENTS:

- GOAL 1.2.1** Obtain field ROSC rate for cardiac arrest at or above the national average (ROSC Data).
- GOAL 1.2.2** Provide ALS care on EMS calls within the time goals outlined in Table 1.4 (emergent calls, SCCFD 911 verification of address to unit arrival).

**TABLE 1.4**

EMS	Average	90 <sup>th</sup> Percentile
Urban Areas	≤ 5 minutes 30 seconds	≤ 7 minutes 50 seconds
Rural Areas	≤ 7 minutes 30 seconds	≤ 11 minutes 50 seconds

### SUPPORTING OBJECTIVES:

- Process emergency 911 calls for service within times outlined in supporting goal Table 1.2 (alarm handling).
- Turnout times for emergent EMS calls within times outlined in supporting goal in Table 1.3 (unit alert to wheels rolling).
- Monitor and report turnout-time performance quarterly.



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- Explore options to expand the use of traffic preemption technology where practical by leveraging relationships with local jurisdictions for EMTRAC capability and installing control technology on apparatus.
- Keep annual unit commitment factor percentage below 30 percent for all units.
- Explore strategies that measure and improve definitive patient care.
- Achieve bystander CPR rate of 25 percent (911 to provide data).

### STRATEGIC OBJECTIVE 1.3

#### Improve firefighter safety and survival.

##### OUTCOME MEASUREMENTS:

- GOAL 1.1.1** Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year-over-year).
- GOAL 1.1.2** Contain structure fires to the room of origin at or above current published national average percentage.
- GOAL 1.3.1** Zero firefighter Line-of-Duty deaths.
- GOAL 1.3.2** Maintain annual employee injury rate below 20 percent of total allocated staffing (industrial injuries).

##### SUPPORTING OBJECTIVES:

- Ensure commercial fire protection systems meet applicable inspection, testing and maintenance requirements during annual inspection.
- Inspect 95 percent of high-risk occupancies annually.
- Inspect 100 percent of state-mandated occupancies.
- Develop a behavioral health/EAP process specific to the needs of first responders.
- Develop a field training/academy program for new or promoted employees prior to operating in new positions.
- Refine/update fitness and wellness program.

### STRATEGIC OBJECTIVE 1.4

#### Improve agency resiliency during crisis-level events.

##### SUPPORTING OBJECTIVES:

- Identify response reliability measurement for all areas served.
- Refine employee recall program to ensure key operations remain viable.
  - Develop a policy on how to use agency support staff during large-scale incidents (Disaster Service Worker).
- Formalize a policy to limit provision of mutual aid during times of resource drawdown.
- Develop a department operations center (DOC) to support agency and cities' needs during large scale incidents.





## Strategic Objectives, Outcomes and Goals

### **THEME #2:**

How do we meet the increasing service demands over the coming years?



## STRATEGIC OBJECTIVE 2.1

**Reduce financial and legal risk/liability to SCCFD.**

### OUTCOME MEASUREMENTS:

- GOAL 1.1.1** Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year-over-year).
- GOAL 1.1.2** Contain structure fires to the room of origin at or above current published national average percentage.
- GOAL 1.3.1** Zero firefighter Line-of-Duty deaths.
- GOAL 1.3.2** Maintain annual employee injury rate below 20 percent of total allocated staffing.

### SUPPORTING OBJECTIVES:

- Provide liability reduction and harassment prevention training to all employees every two years.
- Refine/update fitness and wellness program.
- Ensure commercial fire protection systems meet applicable inspection, testing and maintenance requirements during annual inspection.
- Inspect 95 percent of high-risk occupancies annually.
- Inspect 100 percent of state-mandated occupancies.
- Update and maintain a two-year training plan.



## STRATEGIC OBJECTIVE 2.2

**Improve efficiency within the current budget system.**

### OUTCOME MEASUREMENTS:

- GOAL 1.1.1** Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year-over-year).
- GOAL 2.2.1** Strive to reduce overall and related staffing costs due to industrial injuries costs below 3.5 percent of annual budget.
- GOAL 2.2.2** Develop a fleet and apparatus replacement plan that accounts for condition of the equipment, ongoing maintenance costs, mileage and/or hours, and operational needs.
- GOAL 2.2.3** Maintain a fund reserve balance of 10 percent.
- GOAL 2.2.4** Standardize fire prevention codes among all District and contract jurisdictions.

### SUPPORTING OBJECTIVES:

- Purchase fire apparatus consistent with the Vehicle Replacement policy, evaluating fleet age and condition on an annual basis.
- Refine/update fitness and wellness program.



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- Improve efficiency of workers' compensation treatment program.
- Pursue grant opportunities with a positive return on investment.
- Convene the strategic planning group at least annually to review progress and updates.
- Develop a suggestion and improvement proposal tracking process.
- Develop a list of comparable agencies vs. the current practice of comparing cost per capita.
- Outsource administrative processes with a positive return on investment (billing, etc.).
- Periodically review adopted fire code amendments with District and contract jurisdictions for refinement and synchronization.

### STRATEGIC OBJECTIVE 2.3

**Prepare the agency for the next economic downturn.**

#### OUTCOME MEASUREMENTS:

- GOAL 2.2.3** Maintain a fund reserve balance of 10 percent.
- GOAL 2.3.1** Develop operational cost and service "step-down" plan that will provide a progressive rate of savings within one year of implementation.

#### SUPPORTING OBJECTIVES:

- Fund annual deferred maintenance needs and consider new improvement projects that result in lower operating costs and/or utility savings.
- Invest in high quality equipment/apparatus that can withstand deferred replacement when necessary.

### STRATEGIC OBJECTIVE 2.4

**Prepare for rapid population growth.**

#### OUTCOME MEASUREMENTS:

- GOAL 1.1.4** First unit arrival at structure fires, vegetation fires and other crisis incidents within the time goals outlined in Table 1.1.
- GOAL 1.2.1** Obtain field ROSC rate for cardiac arrest at or above the national average (ROSC Data).
- GOAL 1.1.2** Contain structure fires to the room of origin at or above current published national average percentage.

#### SUPPORTING OBJECTIVES:

- Keep annual unit commitment factor percentage below 30 percent for all units.
- Plan for facilities that align with projected staffing levels, reflected in the five-year Capital Improvement plan.
- Develop a succession plan for non-safety positions.
- Review funding sources for new impacts.
- Explore uniform fee structure for Fire Prevention permits.
- Participate in city general plan updates.



BE READY for a wildfire with...

**READY, SET, GO!**



## Strategic Objectives, Outcomes and Goals

### THEME #3:

How do we better market our services and demonstrate our value to our community?



### STRATEGIC OBJECTIVE 3.1

Promote a positive agency reputation within the community.

#### OUTCOME MEASUREMENTS:

- GOAL 3.1.1** Achieve a score of 95 percent or higher on citizen satisfaction survey.
- GOAL 3.1.2** Maintain accredited status with the Commission on Fire Accreditation International.
- GOAL 3.1.3** Strive to actively recruit and hire employees that better represent the demographic make-up of the community (match census data of county).

#### SUPPORTING OBJECTIVES:

- Develop a recruitment and hiring plan to better represent the area demographics.
- Improve workforce diversity (year-over-year).
- Outreach plan to targeted groups.
- Explore use of non-emergency volunteer programs.
- Implement a “citizens academy” for interested community members and media.
- Evaluate fuel efficient and alternative fuel vehicles for new and replacement vehicle purchases when practical.
- Identify, track and report successful fire protection systems (detection, alarm, suppression) activations for community education.
- Tailor community education and risk reduction services (CERRS) campaigns to data from the records management systems from response calls.



### STRATEGIC OBJECTIVE 3.2

Mitigate fire related damage to allow occupants to remain in the impacted structure after suppression operations.

#### OUTCOME MEASUREMENTS:

- GOAL 1.1.4** First unit arrival at structure fires, vegetation fires and other crisis incidents within the time goals outlined in Table 1.1.
- GOAL 1.1.2** Contain structure fires to the room of origin at or above current published national average percentage.
- GOAL 3.2.1** Save at least 80 percent of the value of property and contents threatened by fire (values saved versus values lost, including exposures) or develop a standard.

#### SUPPORTING OBJECTIVES:

- Process emergency 911 calls for service within the time goals outlined in Table 1.2 (alarm handling).



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- Explore options to expand the use of traffic preemption technology where practical by leveraging relationships with local jurisdictions for EMTRAC capability and installing control technology on apparatus.
- Ensure commercial fire protection systems meet applicable inspection, testing and maintenance requirements during annual inspection.
- Inspect 95 percent of high-risk occupancies annually.
- Inspect 100 percent of state-mandated occupancies.

### STRATEGIC OBJECTIVE 3.3

**Educate, prepare and protect the communities served in response to and ahead of local and state life hazard risk trends.**

#### OUTCOME MEASUREMENTS:

- GOAL 1.1.1** Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year-over-year).
- GOAL 1.1.3** Keep vegetation fires to 3 acres or less 90 percent of the time.
- GOAL 1.1.4** First unit arrival at structure fires, vegetation fires and other crisis incidents within the time goals outlined in Table 1.1.
- GOAL 1.1.5** Zero civilian deaths due to fire (structure fires/accidental/unintentional).
- GOAL 1.1.2** Contain structure fires to the room of origin at or above current published national average percentage
- GOAL 3.3.1** Maintain Insurance Office (ISO) Class 2 rating or better.

#### SUPPORTING OBJECTIVES:

- Process emergency 911 calls for service within the time goals outlined in Table 1.2 (alarm handling).
- Turnout times for emergent fire/rescue calls within times outlined in supporting goal in Table 1.3 (unit alert to wheels rolling).
- Monitor and report turnout time performance quarterly.
- Ensure commercial fire protection systems meet applicable inspection, testing and maintenance requirements during annual inspection.
- Inspect 95 percent of high-risk occupancies annually.
- Inspect 100 percent of state-mandated occupancies.
- Identify cost effective measures to improve or maintain ISO rating.
- Prepare for renewal of ISO grading in 2020.
- Continue to engage the community with wildfire/natural disaster preparedness outreach
- Explore methods to use data-driven, identified risks to prepare and educate the community.



### STRATEGIC OBJECTIVE 3.4

**Provide value to the community beyond the 911 call.**

#### OUTCOME MEASUREMENTS:

- GOAL 3.1.1** Achieve a score of 95 percent or higher on citizen satisfaction survey.
- GOAL 3.1.3** Strive to actively recruit and hire employees that better represent the demographic make-up of the community (match census data of county).
- GOAL 3.3.1** Maintain Insurance Office Class 2 rating or better.
- GOAL 3.4.1** Achieve approval from majority of external stakeholder group members at annual update meetings.

#### SUPPORTING OBJECTIVES:

- Provide fire safety education to 100 percent of local schools annually.
- Recruit new employees from the local community.
- Improve workforce diversity (year-over-year).
- Develop an outreach plan to targeted groups.
- Explore use of non-emergency volunteer programs to channel candidates.
- Prepare for renewal of ISO grading in 2020.
- Provide support for fundraising endeavors for non-profit organizations that support a public safety mission.

