



**Local Agency
Formation Commission
of Santa Clara County**

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SantaClaraLAFCO.org

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**COUNTYWIDE FIRE SERVICE REVIEW TECHNICAL ADVISORY COMMITTEE
SPECIAL MEETING AGENDA**

Board of Supervisors' Chambers, 70 West Hedding Street, First Floor, San Jose
Community Meeting Room, Palo Alto City Hall, 250 Hamilton Avenue, Palo Alto

July 12, 2023 • 10:00 AM

Technical Advisory Committee (TAC) Members:

Yoriko Kishimoto, LAFCO Commissioner • Jim Beall, LAFCO Commissioner
James Lindsay, Saratoga City Manager • Ed Shikada, Palo Alto City Manager • Christina Turner, Morgan Hill City Manager
Chief Suwana Kerdkaew, Santa Clara County Central Fire Protection District
Chief Ruben Torres, City of Santa Clara Fire Dept. • Chief Jim Wyatt, City of Gilroy Fire Dept.

PUBLIC ACCESS AND PARTICIPATION

This meeting will be held in person at the location listed above. As a courtesy, and technology permitting, members of the public may also attend by virtual teleconference. However, LAFCO cannot guarantee that the public's access to teleconferencing technology will be uninterrupted, and technical difficulties may occur from time to time. Unless required by the Brown Act, the meeting will continue despite technical difficulties for participants using the teleconferencing option. To attend the meeting by virtual teleconference, access the meeting at <https://sccgov-org.zoom.us/j/96507588424> or by dialing (669) 219-2599 and entering Meeting ID 965 0758 8424# when prompted.

PUBLIC COMMENT INSTRUCTIONS

Written Public Comments may be submitted by email to LAFCO@ceo.sccgov.org. Written comments will be distributed to the Commission and posted to the agenda on the LAFCO website as quickly as possible but may take up to 24 hours.

Spoken public comments may be provided in-person at the meeting. Persons who wish to address the Commission on an item are requested to complete a Request to Speak Form and place it in the designated tray near the dais. Request to Speak Forms must be submitted prior to the start of public comment for the desired item. For items on the Consent Calendar or items added to the Consent Calendar, Request to Speak Forms must be submitted prior to the call for public comment on the Consent Calendar. Individual speakers will be called to speak in turn. Speakers are requested to limit their comments to the time limit allotted.

Spoken public comments may also be provided through the teleconference meeting. To address the Commission virtually, click on the link <https://sccgov-org.zoom.us/j/96507588424> to access the meeting and follow the instructions below:

- You will be asked to enter an email address and name. We request that you identify yourself by name as this will be visible online and will be used to notify you when it is your turn to speak.
- When the Chairperson calls for the item on which you wish to speak, click on "raise hand" icon. The Clerk will activate and unmute speakers in turn. Speakers will be notified shortly before they are called to speak. Call-in attendees press *9 to request to speak, and *6 to unmute when prompted.
- When called to speak, please limit your remarks to the time limit allotted.

NOTICE TO THE PUBLIC

- Pursuant to Government Code §84308, no LAFCO commissioner shall accept, solicit, or direct a contribution of more than \$250 from any party, or his/her agent; or any participant or his /or her agent, while a LAFCO proceeding is pending, and for three months following the date a final decision is rendered by LAFCO. Prior to rendering a decision on a LAFCO proceeding, any LAFCO commissioner who received a contribution of more than \$250 within the preceding 12 months from a party or participant shall disclose that fact on the record of the proceeding. If a commissioner receives a contribution which would otherwise require disqualification returns the contribution within 30 days of knowing about the contribution and the proceeding, the commissioner shall be permitted to participate in the proceeding. A party to a LAFCO proceeding shall disclose on the record of the proceeding any contribution of more than \$250 within the preceding 12 months by the party, or his or her agent, to a LAFCO commissioner. For forms, visit the LAFCO website at www.santaclaralafco.org. No party, or his or her agent and no participant, or his or her agent, shall make a contribution of more than \$250 to any LAFCO commissioner during the proceeding or for 3 months following the date a final decision is rendered by LAFCO.
- Pursuant to Government Code Sections 56100.1, 56300, 56700.1, 57009 and 81000 et seq., any person or combination of persons who directly or indirectly contribute(s) a total of \$1,000 or more or expend(s) a total of \$1,000 or more in support of or in opposition to specified LAFCO proposals or proceedings, which generally include proposed reorganizations or changes of organization, may be required to comply with the disclosure requirements of the Political Reform Act (See also, Section 84250 et seq.). These requirements contain provisions for making disclosures of contributions and expenditures at specified intervals. More information on the scope of the required disclosures is available at the web site of the FPPC: www.fppc.ca.gov. Questions regarding FPPC material, including FPPC forms, should be directed to the FPPC's advice line at 1-866-ASK-FPPC (1-866-275-3772).
- Pursuant to Government Code §56300(c), LAFCO adopted lobbying disclosure requirements which require that any person or entity lobbying the Commission or Executive Officer in regard to an application before LAFCO must file a declaration prior to the hearing on the LAFCO application or at the time of the hearing if that is the initial contact. In addition to submitting a declaration, any lobbyist speaking at the LAFCO hearing must so identify themselves as lobbyists and identify on the record the name of the person or entity making payment to them. Additionally, every applicant shall file a declaration under penalty of perjury listing all lobbyists that they have hired to influence the action taken by LAFCO on their application. For forms, visit the LAFCO website at www.santaclaralafco.org.
- Any disclosable public records related to an open session item on the agenda and distributed to all or a majority of the Commissioners less than 72 hours prior to that meeting are available for public inspection at the LAFCO Office, 777 North First Street, Suite 410, San Jose, California, during normal business hours. (Government Code §54957.5.)
- In compliance with the Americans with Disabilities Act, those requiring accommodation for this meeting should notify the LAFCO Clerk 24 hours prior to meeting at (408) 993- 4705.

1. ROLL CALL

2. PUBLIC COMMENTS

This portion of the meeting provides an opportunity for members of the public to address the Committee on matters not on the agenda, provided that the subject matter is within the jurisdiction of the Commission. No action may be taken on off- agenda items unless authorized by law. Speakers are limited to THREE minutes. All statements that require a

3. PRESENTATION OF THE DRAFT COUNTYWIDE FIRE SERVICE REVIEW REPORT

4. NEXT STEPS

5. SET DATE & TOPICS FOR NEXT TAC MEETING, AS NECESSARY

6. ADJOURN



AP TRITON
VISION • INNOVATION • SOLUTIONS

Countywide Fire Service Review Public Review Draft Report June 2023

Prepared for:

LAFCO of Santa Clara County

AP Triton Team

- **Dan Petersen**, Project Manager
- **Jennifer Stephenson**, Service Review Determinations, SOI reviews, Governance options
- **Laura Blaul**, Fire Prevention and community resiliency
- **Randy Parr**, Finance
- **Clay Steward**, Service Delivery and Performance
- **Eric Schmidt**, GIS and Mapping
- **Chris Waters**, Wildland Urban Interface and Climate issues
- **Frank Blakely**, Land Use and Population
- **Don Trapp**, Facilities
- **Melissa Vazquez Swank**, Project Support

Ground Rules

- AP Triton staff will deliver the full presentation prior to taking questions.
- The slide number is in the lower right corner.
 - Please reference this number when asking questions at the end of the presentation.
- A page reference to the full report is provided in the lower left corner.
 - If you have questions about specific sections of the report, please identify the section / page number.
- The report available online is a draft; some corrections from the posted report have already been incorporated into this presentation.

Countywide Fire Service Review

- The Cortese Knox Hertzberg Local Government Reorganization Act (CKH Act) mandates that LAFCO conduct service reviews prior to, or in conjunction with, sphere of influence updates
- LAFCO review and update the sphere of influence of each city and special district once every five years, as necessary [Government Code § 56425].

Service Review Determinations - GC 56430

- Growth and population projections for the affected area;
- Location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence;
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence;
- Financial ability of agencies to provide services;
- Status of, and opportunities for, shared facilities;
- Accountability for community service needs, including governmental structure and operational efficiencies; and
- Any other matter related to effective or efficient service delivery, as required by commission.

Purpose of the Service Review

- Updating spheres of influence;
- Initiating or considering jurisdictional boundary changes;
- Considering other types of LAFCO applications; and
- Providing a resource for further studies.

Process and Methodology

- Technical Advisory Committee
- Outreach through letter and information flyer, public workshops, and survey
- Establishment of Criteria
- Development of Request for Information
- Kick-off Meeting
- Data Discovery

Process and Methodology

- Drafting of Agency Profiles
- LAFCO Staff Review of Agency Profiles
- Agency Review of Profiles
- Cities served by a District review of Profile
- Data Analysis and Service Review Determinations
- Public Review Draft Released

Process and Methodology

- Community Meetings
- LAFCO Hearing
- Final Draft Released
- Adoption of Final Report

Data Limitations

- Lack of Standardization
- Missing Data
- Erroneous Data
- **Recommendation:**

The Santa Clara County Fire Chiefs should coordinate data standardization among the fire agencies, promote a single CAD system for the County with access for each agency to review their data sets, and all agencies should review the quality of inputs by their personnel.

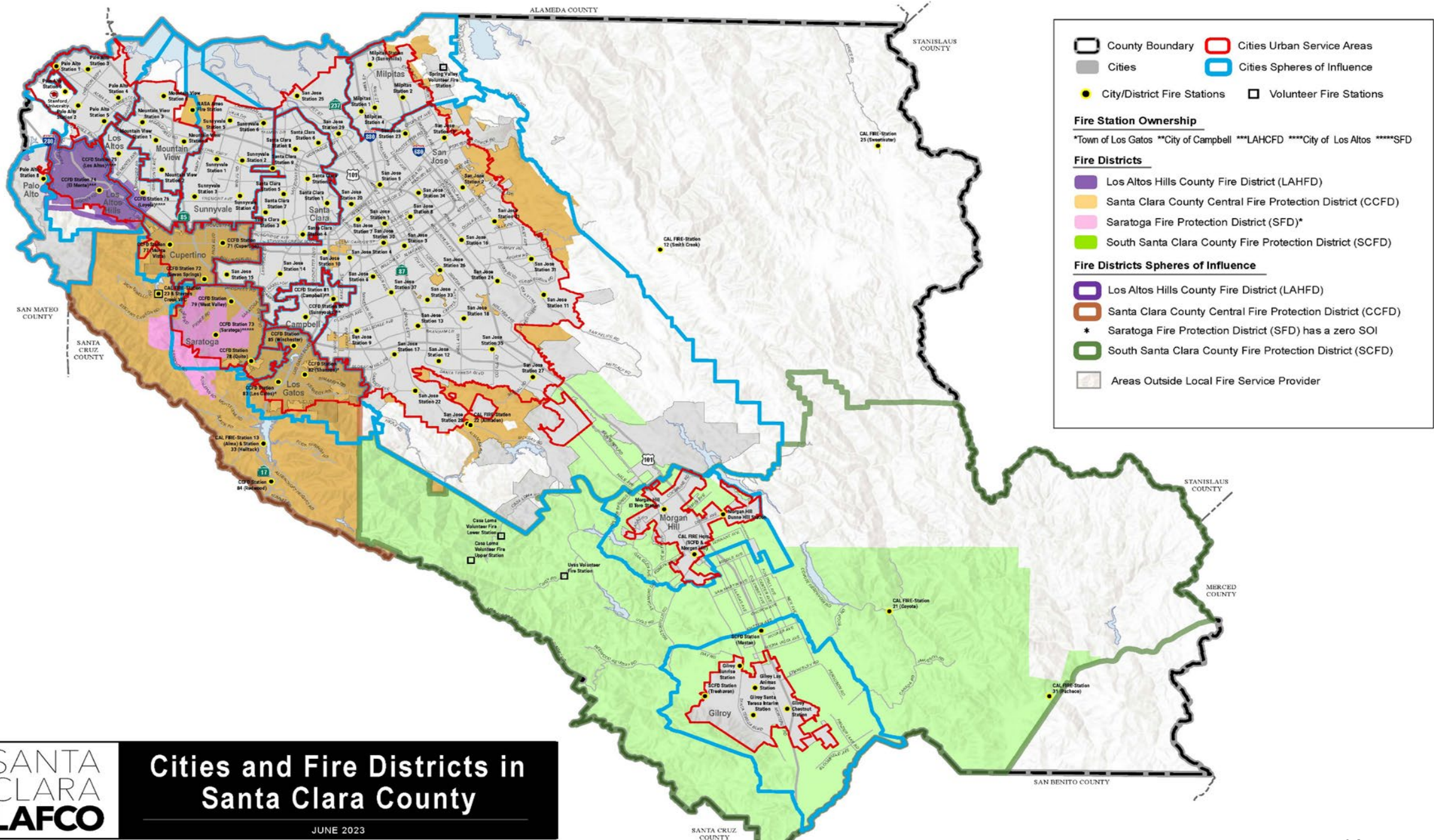
Countywide Overview

Service Providers

- Nine fire and emergency providers.
 - Not including NASA/AMES Fire Department.
- American Medical Response (AMR), formerly Rural/Metro Ambulance, provides emergency medical transport.
 - Palo Alto provides transport for the City of Palo Alto and Stanford University.
- CAL FIRE provides service within lands classified as State Responsibility Areas (SRA).
- Four volunteer associations/departments are operating in areas of the county that are not receiving service from a local provider.

Services Providers

Service Provider	Area Served
Gilroy Fire Department	City of Gilroy
Milpitas Fire Department	City of Milpitas and unincorporated areas identified as “Zone 1” by contract with CCFD.
Mountain View Fire Department	City of Mountain View and two unincorporated areas inside the city limits.
Palo Alto Fire Department	City of Palo Alto
San José Fire Department	City of San José and unincorporated areas identified as “Zone 1” by contract with CCFD.
Santa Clara City Fire Department	City of Santa Clara
Santa Clara County Central Fire Protection District (CCFD)	Cities of Cupertino, Los Gatos, Monte Sereno, a portion of Saratoga, and unincorporated lands in western Santa Clara County. Campbell, Los Altos, LAHCFD, and SFD by contract.
Sunnyvale Public Safety Department	City of Sunnyvale
CAL FIRE	City of Morgan Hill and South Santa Clara Fire Protection District by contract. State Responsibility Areas (SRA) inside Santa Clara County.



County Boundary	Cities Urban Service Areas
Cities	Cities Spheres of Influence
City/District Fire Stations	Volunteer Fire Stations

Fire Station Ownership
 *Town of Los Gatos **City of Campbell ***LAHCFD ****City of Los Altos *****SFD

Fire Districts

- Los Altos Hills County Fire District (LAHFD)
- Santa Clara County Central Fire Protection District (CCFD)
- Saratoga Fire Protection District (SFD)*
- South Santa Clara County Fire Protection District (SCFD)

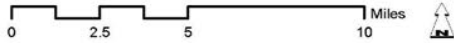
Fire Districts Spheres of Influence

- Los Altos Hills County Fire District (LAHFD)
- Santa Clara County Central Fire Protection District (CCFD)
- * Saratoga Fire Protection District (SFD) has a zero SOI
- South Santa Clara County Fire Protection District (SCFD)
- Areas Outside Local Fire Service Provider

SANTA CLARA LAFCO

Cities and Fire Districts in Santa Clara County

JUNE 2023



Services Provided

Service Provider	Fire	ALS	ALS Transport	Tech Rescue	HazMat	Prevention
CCFD	YES	YES	No	Specialist	Specialist	YES
Gilroy FD	YES	YES	BACK UP	No	Operations	YES
Milpitas FD	YES	YES	BACK UP	Operations	Awareness	YES
Morgan Hill (CAL FIRE)	YES	YES	BACK UP	Operations	Operations	YES
Mountain View FD	YES	YES	No	Specialist	Specialist	YES
Palo Alto FD	YES	YES	PRIMARY	Operations	Operations	YES
San José FD	YES	YES	BACK UP	Specialist	Specialist	YES
Santa Clara City FD	YES	YES	BACK UP	Operations	Operations	YES
SCFD (CAL FIRE)	YES	YES	No	Operations	Operations	YES
Sunnyvale Public Safety Dept.	YES	NO	No	Operations	Operations	YES

Fire Stations

Service Provider	Stations	Greater than 50 Years Old	No Seismic Protection/Unknown	Rated Poor
CCFD (Incl: Campbell, Los Altos, SFD, and LAHCFD)	15	7	8	5
Gilroy	4	1	2	1
Milpitas	4	1	3	1
Morgan Hill	2	0	2	0
Mountain View	5	2	0	2
Palo Alto	7	5	4	1
San José	34	15	18	16
Santa Clara City	9	3	5	3
SCFD	4	2	3	2
Sunnyvale	6	5	5	5
TOTAL	90	41	50	36
% of TOTAL		45.6%	55.6%	40.0%

Staffing

Service Provider	BC	Engines	Trucks	Other	Daily Staffing
CCFD (Including Campbell, Los Altos, SFD, and LAHCFD)	3	12	2	5	66
Gilroy FD	1	4	0	0	11
Milpitas FD	1	4	1	1	19
Morgan Hill (CAL FIRE)	0.5	2	0	1	8
Mountain View FD	1	6	1	0	21
Palo Alto FD	1	5	1	4	27
San José FD	5	34	9	11	190
Santa Clara City FD	2	8	2	2	36
SCFD (CAL FIRE)	0.5	4	0	0	13
Sunnyvale Public Safety Dept.	1	9	3	1	26
TOTAL	16	88	19	25	418

Incident Volume and Performance (1)

Service Provider	Ave Annual Call Volume	Incidents per 1,000 Population	90 th Percentile Response Time	# of Units Exceeding 10% Utilization	Adopted Standard	Notes
CCFD (Including Campbell, Los Altos, SFD, and LAHCFD)	18,869	67	8:21	1	6:30 min or less/90% of the time (EMS Moderate)	Varied: standards based on call type
Gilroy	5,193	90	10:54	1	7:30 min or less/90% of the time	
Milpitas (Incl. Zone 1 area)	5,328	62	8:39	0	6:50 min or less/90% of the time	No Adopted Standard, NFPA 1710
Morgan Hill	3,458	77	9:56	0	6:50 min or less/90% of the time	No Adopted Standard, NFPA 1710
Mountain View	4,695	64	8:15	0	7:20 min or less/90% of the time	
Palo Alto (Including Stanford)	8,149	107	9:41	3	8:00 min or less/90% of the time	

Countywide Incident Volume and Performance (2)

Service Provider	Ave Annual Call Volume	Incidents per 1,000 Population	90 th Percentile Response Time	# of Units Exceeding 10% Utilization	Adopted Standard	Notes
San José (Including Zone 1 area)	91,070	88	9:41	28	8:00 min or less/ 80% of the time	80% is 8:29 minutes or less
Santa Clara City	9,259	69	8:03	0	7:00 min or less/ 90% of the time	
SCFD	1,250	56	15:24	0	15:00 min or less/ 90% of the time	The standard is presumed
Sunnyvale	8,894	62	8:26	0	7:59 or less	Percentile not identified, separate standards for fire and Hzd
	TOTAL	AVERAGE	AVERAGE	TOTAL		
	156,165	74.2	9:44	33		

Recommendation

- **Emergency Response Performance:** Gilroy, Mountain View, Santa Clara, and San Jose have adopted performance standards (goals) through their elected officials.
- Palo Alto, Sunnyvale, and CCFD (including SFD and LAHCFD) have published response time goal, however, their elected officials have not adopted the standard.
- Morgan Hill, Milpitas and SCFD have not adopted a response time standard. Organizations should adopt a performance goal and present those to the elected officials for adoption.
- The organizations should consider a baseline standard that defines the expectation of service for the community.

Recommendation

- **Unit Utilization Hours:** San Jose, Palo Alto, Gilroy, and CCFD all have units with UHUs of over 10%.
- These agencies should add additional resources to effectively manage the call volume and improve response time performance.
- Palo Alto's resources exceeding 10% are ambulances, the Engines in those stations are below 10% and would lessen the need for Palo Alto to add additional resources.

Recommendation

- **Boundary Drop Response:** AP Triton recommends the fire agencies evaluate opportunities for a boundary drop response for critical incidents (where time significantly matters in the outcome) for the entire county.
- Note: To be more effective, this will require improved interoperability between CAD products for dispatch centers, including the existing agreement between SCFD, Morgan Hill, and Gilroy.
- The Santa Clara Fire Chiefs Association should coordinate this effort.

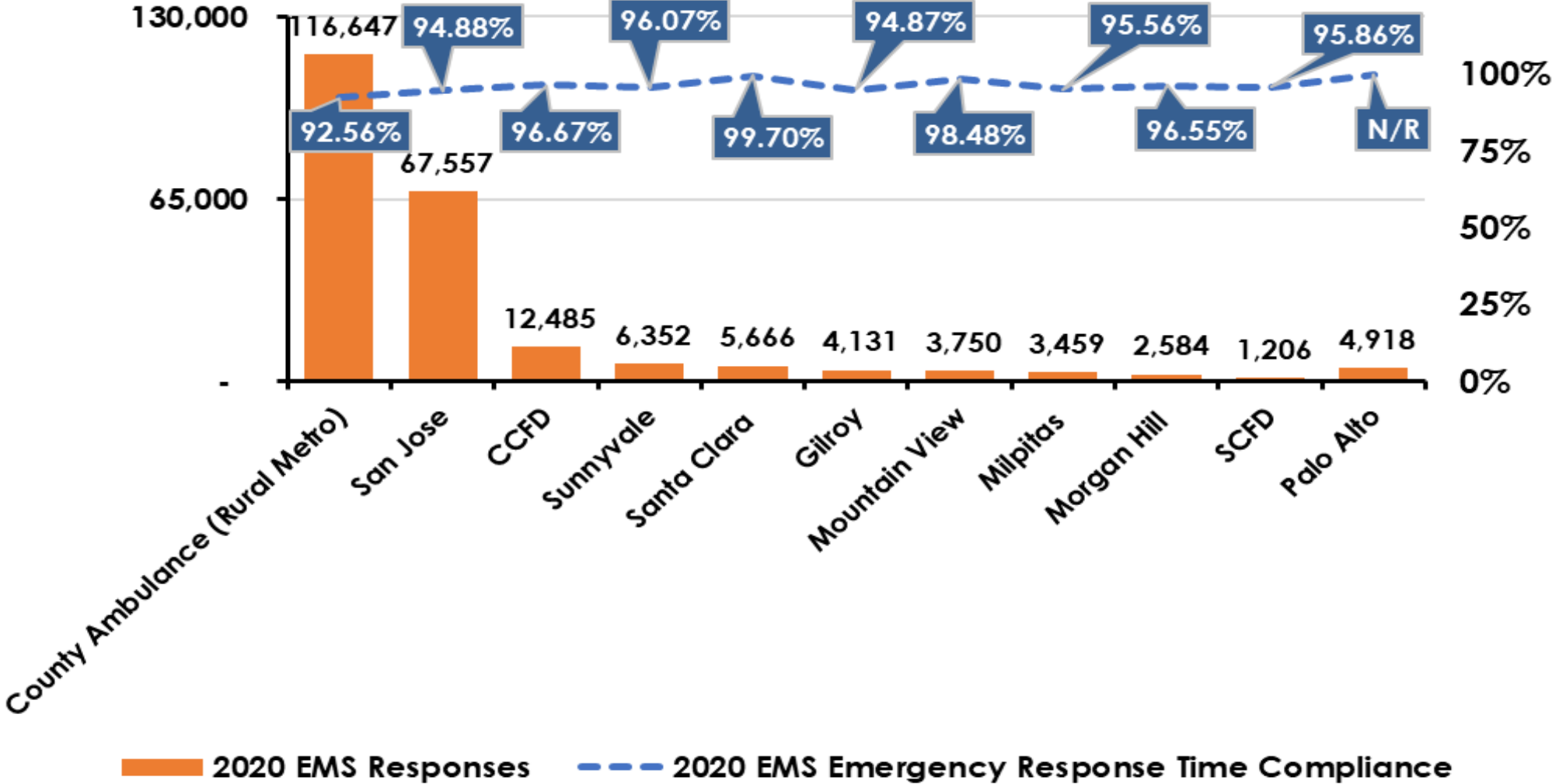
Recommendation

- **Station Identifiers:** All agencies have unique unit identifiers; however, only San Jose and CCFD have station numbers that match the unit assigned.
- Each agency should consider assigning station numbers (in addition to station names) that match the unit identifier assigned across the county to improve awareness of the home station of response units.
- The Santa Clara Fire Chiefs Association should coordinate this effort.

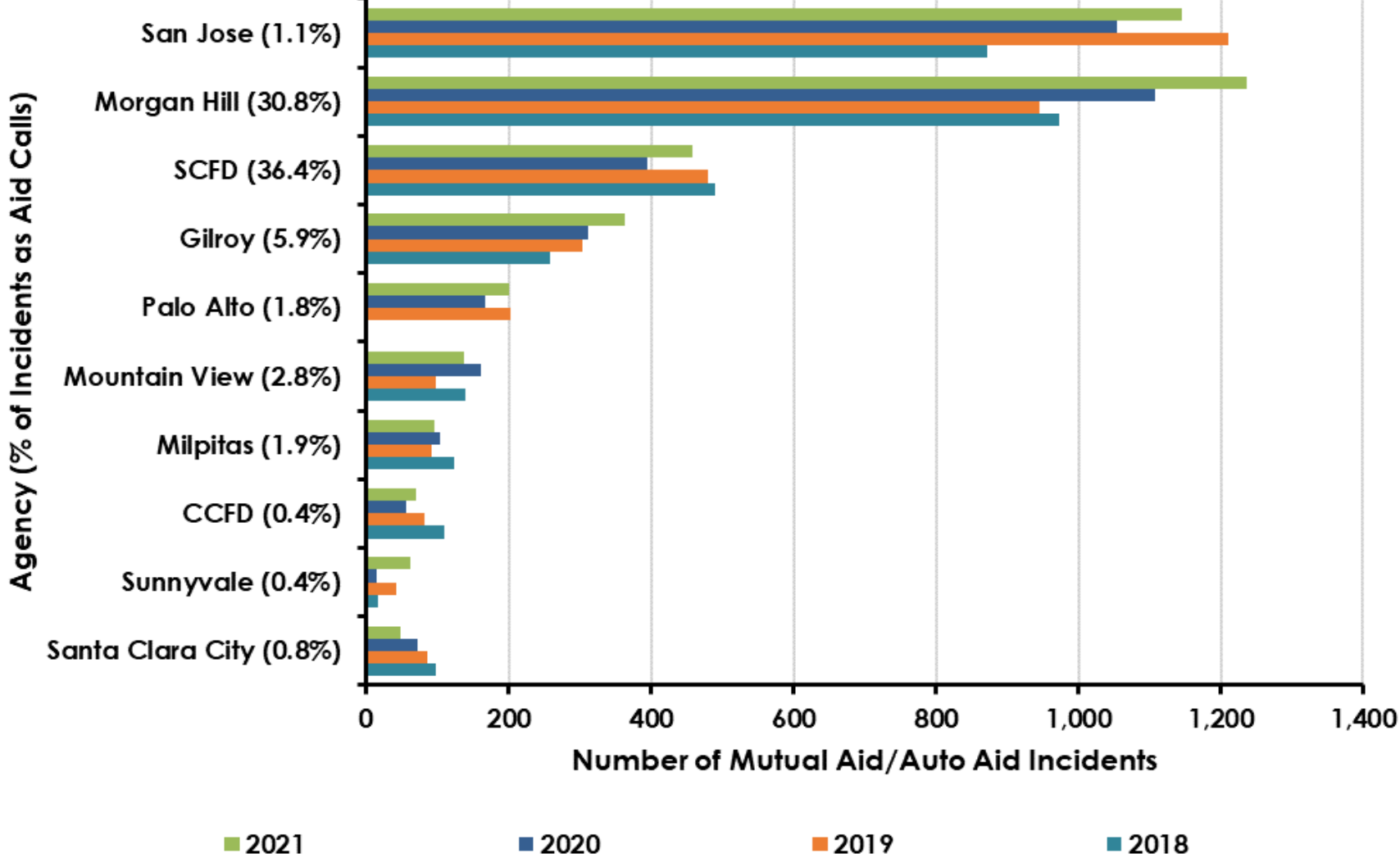
EMS Overview

- Ambulance Transport is provided by AMR for all but Palo Alto and the Stanford contract area where Palo Alto Fire provides ambulance transport.
- Eight of the nine fire agencies provide ALS pre-hospital care for their service area; Sunnyvale provides BLS.
- Gilroy, Milpitas, Morgan Hill, San José, and Santa Clara City are available to provide ambulance transport when the system is busy.
- Mountain View, Morgan Hill, Sunnyvale, and CCFD have not assumed responsibility for emergency medical transport.

EMS Performance



Mutual Aid



Growing Wildfire Concerns

- 20 Most Destructive California Fires shows at least six Bay Area fires with 13,000 lost structures and over 600,000 acres burned.
- Every community within the bounds of Santa Clara County is subject to WUI fire threats and should consider mitigation of these threats a high priority.

WUI Hazard Mitigation

- The County's WUI areas are noncontiguous and represent about 23.3% of the county
- The Fire Safe Council was a pivotal step in creating a community-based, grassroots organization to share ideas regarding issues affecting the WUI.
- In 2016, Santa Clara County was successful in creating a regional strategic Community Wildfire Protection Plan (CWPP) to create a safer wildland urban interface.

WUI Recommendation

- **CWPP Updates:** Santa Clara County Fire Safe Council should coordinate CWPP updates with particular emphasis on ensuring all communities within Santa Clara County are participating (Milpitas does not have an Annex).

WUI Recommendation

- **Multi Party Fuel Mitigation:** Santa Clara County Fire Safe Council should concentrate on multi-party mitigation, monitoring, and outreach in the CWPP update.

WUI Recommendation

- **Combine Fuel Mitigation Strategies:** Santa Clara County Fire Safe Council should consider combining mitigation strategies from city Annexes into a single list that can be used to locate fuel breaks and fuel modifications to protect multiple jurisdictions, recognizing efficiencies of scale.
- The list should be prioritized to fund the most significant risks to the County first. The Santa Clara County Fire Safe Council should also develop public messages and online tools for all fire agencies to echo and make available to residents. Grants are available to fund projects.
- Implementation of projects should involve staff of impacted fire agencies, cities, and County OES, as well as hired contractors.
- Napa, Marin, and San Diego counties have already implemented this best practice and can serve as examples.

WUI Recommendation

- **Annual Updates of the CWPP:** Santa Clara County Fire Safe Council should conduct annual CWPP and fire agency updates regarding project planning, implementation, and maintenance.

WUI Recommendation

- **Annual CWPP Project Coordination Meetings:** Santa Clara County Fire Safe Council should conduct annual project coordination meetings between fire agencies, land management agencies, local non-profits, and the Santa Clara County Fire Safe Council to evaluate project priorities and review project accomplishments.

WUI Recommendation

- **CWPP Project Database:** Santa Clara County Fire Safe Council should maintain an extensive project database available to the community.

Fire Prevention and Public Education (1)

Provider	Staffing	Amend/ Adopt Fire Code	Plan Review & Construction Inspections	Mandated ¹ & Annual Inspections	HazMat ²	Investi- gations	Public Ed
Gilroy FD	Part of Community Dev't	Yes/Yes	FM in Building	Unknown	CUPA	No	Info on website
Milpitas FD	DC/AFM + 10	Yes/Yes	Yes	Yes	No	Yes	Yes
Mountain View FD	FM + 7	Yes/Yes	FPE in Building	Yes (Multi-family every 5-yrs)	PA for HMBP All Tanks	Yes	Yes
Palo Alto FD	FM + 8 (functionally in Planning)	Yes/Yes	In Building	Yes	PA for HMBP AST	Yes	Yes
San José FD	FM/DC + 42	Yes/Yes	In Building	Yes	No	Yes	Yes
Santa Clara FD	FM + 17	Yes/Yes	Yes	Yes	CUPA	Yes	Yes
Sunnyvale Public Safety	FM + 9	Yes/Yes	In Building	Yes	CUPA	Yes	Info on website

Fire Prevention and Public Education (2)

Provider	Staffing	Amend/ Adopt Fire Code	Plan Review & Construction Inspections	Mandated ¹ & Annual Inspections	HazMat ²	Investi- gations	Public Ed
CCFD	25 Chief is County FM + FM/DC +14 DFM	Yes/Yes	County Offices with frequent trips to cities served	Yes	PA for HMBP UST	CCFD Inv	Yes Comm Risk Red (CRR) Staff
Cupertino	0	Yes/Yes	CCFD	CCFD	PA via CCFD	CCFD Inv	CCFD CRR
Los Gatos	0	Yes/Yes	CCFD	CCFD	PA via CCFD	CCFD Inv	CCFD CRR
Monte Serrano	0	Yes/Yes	CCFD	CCFD	CCFD HazMat	CCFD Inv	CCFD CRR
SFD	0	Yes/Yes	CCFD	CCFD	CCFD HazMat	CCFD Inv	CCFD CRR
Los Altos	0	Yes/Yes	CCFD	CCFD	CCFD HazMat	CCFD Inv	CCFD CRR
Campbell	0	Yes/Yes	CCFD	CCFD	PA via CCFD	CCFD Inv	CCFD CRR

Fire Prevention and Public Education (3)

Provider	Staffing	Amend/ Adopt Fire Code	Plan Review & Construction Inspections	Mandated ¹ & Annual Inspections	HazMat ²	Investi- gations	Public Ed
LAHCFD	2 FC and Education & Risk Reduction Manager	Yes/Yes	CCFD	CCFD	CCFD HazMat	CCFD Inv	CCFD CRR + On-line classes
Morgan Hill (CAL FIRE)	1.66 BC/FM	Yes/Yes	In Building	FM & Ops	No	CAL FIRE	Info on Web
SCFD (CAL FIRE)	0.33 Contracted FM + BC & 2FCs	N/A	FM	FM	No	CAL FIRE	Yes Eng Co

Fire Prevention Recommendation

- **Fire Inspections:** Each jurisdiction should annually report the status of mandated inspections to its governing body in accordance with state law (California Health & Safety Code 13146.4).
- This will allow the governing body to assess and make decisions regarding resources and corrective action.
- A similar report should be submitted to the State Fire Marshal per the 2020 letter of request from the State Fire Marshal.

Fire Prevention Recommendation

- **Plan Review and Construction Processes:** The Santa Clara County Fire Marshals Association should consider creating processes like the one used for hazardous materials for plan reviews and construction inspections.
- Unidocs is an excellent way to clearly convey who is responsible, where to go, and what is required for service.
- Updates on requirements and/or turnarounds times, and other relevant information can be kept current on this living, web-based document.

Fire Prevention Recommendation

- **Cities and Districts with Fire Prevention Services provided by other agencies:** Cupertino, Los Gatos, Monte Sereno, Los Altos, Campbell SFD, LAHCFD, SCFD should all provide an explanation and links on their websites to connect community members with the agency providing fire prevention services.
- Those providing the service should consider adding guidelines and checklists used by staff to assist customers.

Fire Prevention Recommendation

- **Fire Prevention Fee Schedules:** Fee schedules adopted by each jurisdiction should be assessed for compliance with California Government Code Section 66016.6, requiring that fees not exceed the cost of providing service.
- Although fee schedules were not part of this study, compliance is questionable in the cities that contract with Santa Clara County Central Fire Protection District (CCFD) for service and develop their fees independently.
- Consider allowing the CCFD Governing Body to adopt fees for the services they provide each city.

Fire Prevention Recommendation

- **Fire Investigators' Access to Incident Data:** CCFD and CAL FIRE should provide access to the incident database for every fire agency in Santa Clara County.
- The Fire Investigation Task Force is a best practice, and the data collected can be used to identify the fire problem countywide.
- The data quality must be high enough to determine what caused the fire (ignition source and material first ignited), where it occurred (fire origin in specific occupancy type, as well as geographic location), who caused it, if applicable (age, sex, etc.), and why it occurred (the action that brought the ignition source and material first ignited together).
- A shared database/geocoded map would facilitate the creation of programs that target specific populations and occupancies in areas at risk.

Fire Prevention Recommendation

- **Public Education:** Public education regarding community risk reduction is sparse and distinct among the agencies.
- Many rely on their websites to provide information and links. Creating a set of coordinated materials, programs, and messages, based on the identified fire (and EMS) problem(s), would go a long way in providing a clear, consistent message to targeted occupancies and populations throughout the county.
- A Public Education Task Force, working with local CERT and Red Cross groups, would be a best practice in efficiency as well as maximize the potential for behavior change in impacted populations.
- The Santa Clara County Fire Marshals Association should coordinate this recommendation with all the fire agencies in the County.

Emergency Preparedness (1)

City	Entity	CERT	Other Programs	Outreach
Gilroy	Office of Emergency Services*	No		Info on Website
Milpitas	Office of Emergency Management*	Yes	ARES/RACES	Info on Website
Mountain View	Fire Department	Yes + Neighbor-hood Groups	Disaster Preparedness Classes	Info on Website
Palo Alto	Office of Emergency Services*	Yes	Block Preparedness Coordinators, ARES/RACES, Citizen Corps	Info on Website
San José	Office of Emergency Management*	Yes	Preparedness Classes, RACES	Info on Website
Santa Clara	Fire Department	Yes	Special Needs Database	Info on Website
Sunnyvale	Public Safety Department	Yes	Listos Preparedness Classes, SARES	Info on Website

Emergency Preparedness (2)

City	Entity	CERT	Other Programs	Outreach
Santa Clara County	LEAD AGENCY Office of Emergency Management	CCFD	Personal Emergency Preparedness Classes	Info on Website
Cupertino	Office of Emergency Management*	Yes	Neighbor- hood Block Leader	Info on Website
Los Gatos	Police Services	Yes	DART, Emergency Vol Center & Training	Info on Website
Monte Serrano	Partners with Los Gatos			Info on Website
Saratoga	City	Yes		Info on Website
Los Altos	Police Department	Yes	Los Altos Prepares	Info on Website
Campbell	Police Department	Yes	ARES/RACES	Info on Website
Los Altos Hills	Town	Yes	HAM Radio, Be Ready Be Prepared Classes & Videos	Info on Website
Morgan Hill	PD/Office of Emergency Service	Yes	HAM Radio, Map Your Neighborhood	Info on Website

Emergency Management Recommendation

- **Emergency Operations Plan Updates:** The County Office of Emergency Management, should develop a schedule for regular updates of the Emergency Operations Plan.

Emergency Management Recommendation

- **Emergency Management Outreach:** The County Office of Emergency Management, should build community resiliency to disasters through regular outreach and scheduled drills.

Emergency Management Recommendation

- **Emergency Management Partnerships:** The County Office of Emergency Management, should look for additional strategic partnership opportunities that combine city and county-wide resources to improve the efficiency of service delivery like Los Gatos-Monte Sereno and CCFD and the county.

Emergency Management Recommendation

- **Fire Safe Council Representation:** The County Office of Emergency Management, should consider adding a representative from the Santa Clara County Fire Safe Council as a partner in plan updates and revisions.

Emergency Management Recommendation

- **Reference to the Community Wildfire Protection Plan:** The County Office of Emergency Management, should include references to the Community Wildfire Protection Plan (CWPP) in the wildfire threat summary portion of the Emergency Management Plan to help ensure coordination.

Emergency Communications

Service Provider	PSAP	Dispatch Center	CAD Product	MDCs	AVL Dispatch
CCFD	County Comms, Campbell Police, Los Altos Police, Los Gatos Police, and Monte Sereno Police	County Comms (CCFD)	Homegrown	Yes	No
Gilroy FD	Gilroy Police	Gilroy Police	Sunridge RIMS	Yes	No
Milpitas FD	Milpitas Police	Milpitas Police	Central Square	Yes	Yes
Morgan Hill (CAL FIRE)	Morgan Hill Police	CAL FIRE	Peraton	No	No
Mountain View FD	Mountain View Police	Mountain View Police	Hexagon	Yes	Yes
Palo Alto FD	Palo Alto Police and Stanford Police	Palo Alto Police	Hexagon	Yes	Yes
San José FD	San José Police and San José State University Police	San José Fire	Hexagon	Yes	No
Santa Clara City FD	Santa Clara Police	Santa Clara Police	Hexagon	Yes	Yes
SCFD (CAL FIRE)	County Comms	CAL FIRE	Peraton	No	No
Sunnyvale PSD	Sunnyvale PSD	Sunnyvale PSD	CommandCAD	Yes	No
Rural/Metro Ambulance	14 separate PSAPS	County Comms	Homegrown	No	No

Processing a 911 Medical Emergency

Origin of 911 Call	Processing the Medical Emergency
Cupertino, Los Altos Hills, and Saratoga	911 calls are answered by County Communications who dispatches both fire and ambulance from the same center.
Unincorporated areas of CCFD, LAHCFD, and SFD	911 calls are answered by County Communications who dispatches both fire and ambulance from the same center.
Palo Alto	911 calls are answered by Palo Alto Police who dispatches both fire and ambulance from the same center. Calls received from Stanford are first received by Stanford Police then transferred to Palo Alto.
San José	911 calls are answered by San José Police then transferred via Common CAD to San José Fire Dispatch. Fire Dispatch requests response for EMS Transport via CAD to County Communications.
Santa Clara, Mountain View, Milpitas, Gilroy, and Sunnyvale	911 calls are answered by the cities' Police Department who dispatches fire, then transfers the information via phone to County Communications for an ambulance response.
Campbell, Los Altos, Los Gatos, and Monte Sereno	911 calls are answered by the Cities Police Department who transfers the information via phone to County Communications for fire and ambulance response.
Unincorporated areas of SCFD	911 calls are answered by County Communications who dispatches the ambulance, then transfers the information to the CAL FIRE dispatch center via phone for a fire response.
Morgan Hill	911 calls are answered by the Morgan Hill Police Department who transfers the information via phone call to the CAL FIRE dispatch center for a response from the Fire Department and to County Communications via phone for an ambulance response.

Emergency Comms Recommendation

- **CAD-to-CAD Interoperability:** Establish a CAD-to-CAD connection between dispatch centers to enhance interoperability.
- This connection would enable the transfer of information and real-time monitoring of neighboring agency resource status.
- It would streamline the process of requesting resources from neighboring centers and facilitate the determination of available resources outside the center for specific incidents.
- Silicon Valley Regional Interoperability Authority (SVRIA) should provide coordination with all the Fire Dispatch Centers to meet this recommendation.

Emergency Comms Recommendation

- **AVL Dispatch of Resources:** Gilroy, Morgan Hill, San Jose, Sunnyvale, CCFD, and SCFD are not currently utilizing Automatic Vehicle Location (AVL) technology to dispatch the closest available resource for emergencies.
- By integrating AVL into the CAD system through GIS mapping, the system can identify and dispatch the nearest unit to the incident.
- AVL Dispatch can help improve overall response times, potentially making a significant difference in critical calls.
- Each of these agencies should implement AVL dispatch in their dispatch center.

Emergency Comms Recommendation

- **Communications Feasibility Study:** Silicon Valley Regional Interoperability Authority (SVRIA) should commission a comprehensive feasibility study to address weaknesses in the overall emergency communications system in the county.
- The study should focus on reducing the number of Public Safety Answering Points (PSAPs), establishing a common Computer-Aided Dispatch (CAD) platform for fire and EMS agencies, and evaluating the benefits and challenges of combining fire and EMS dispatch centers, at least virtually.
- This study will provide valuable insights to improve services for individual agencies and the entire county.

Government Structure Alternatives

Requirements

- LAFCO is required to identify potential governmental structure options and operational efficiencies upon which the agencies may be able to capitalize.
- The options and recommendations included here are intended to initiate discussions amongst the affected agencies.

Efficiencies of Contracts and JPAs

- Joint service structures aimed at resource sharing, consist of contracting for services or joint powers authorities to combine operations of two or more agencies.
- Provide opportunities to pool resources, share expertise, and optimize operations, leading to improved service delivery despite limitations in personnel and facilities.
- These structure alternatives do not provide a singular solution to all constraints to services and must be combined with other strategies.

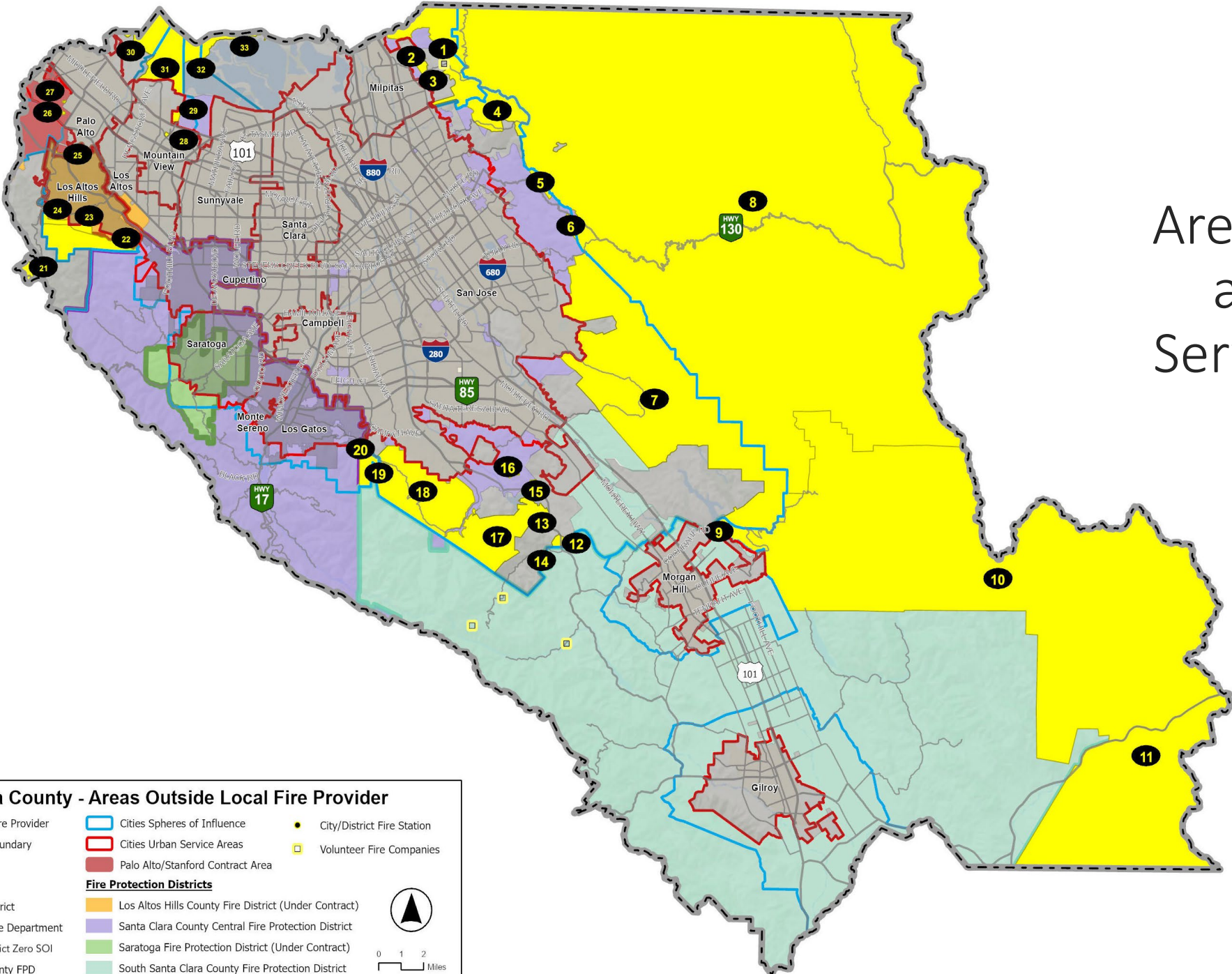
Recommendation

- A JPA service structure may be most beneficial for neighboring city fire departments of Mountain View, Palo Alto, Sunnyvale, Santa Clara, and CCFD.
- Creating a larger independent entity with a unified structure, or a specific function such as training, can offer benefits such as increased accountability, improved efficiency, and enhanced effectiveness in delivering fire services to the community.

Areas outside of a Local Fire Service Provider

- 33 distinct areas, totaling over 539 sq. miles, outside a local fire service provider, were identified based on each territory's location with respect to critical boundaries.
- Aims of ensuring all territory in the County lies within the boundaries of a local fire protection provider:
 - Ensure year round rapid and efficient response in both LRA and SRA (CAL FIRE only serves SRA during the fire season unless there is a specific agreement)
 - Validate ability of agency to provide necessary services
 - Ensure efficiency and speed of dispatch
 - Enhance accountability
 - Recoup some costs for services likely already provided

Areas outside of
a Local Fire
Service Provider



Santa Clara County - Areas Outside Local Fire Provider

City/District Fire Station	●
Volunteer Fire Companies	□

City/District Fire Station	●	City/District Fire Station	●
Volunteer Fire Companies	□	Volunteer Fire Companies	□

Fire Protection Districts

Los Altos Hills County Fire District (Under Contract)	■
Santa Clara County Central Fire Protection District	■
Saratoga Fire Protection District (Under Contract)	■
South Santa Clara County Fire Protection District	■

0 1 2 Miles

Recommendations

- The primary service structure that is most feasible and leads to logical boundaries is annexation of areas outside a fire provider's boundaries by the adjacent fire protection district and the district contracting with the nearest provider with facilities in the area.
- Areas 1 thru 6 are recommended to be annexed into CCFD then contract with the appropriate city FD for services in the expanded territory.
- This similar structure is proposed for areas adjacent to SCFD and LAHCFD boundaries and is applicable to Areas 7, 9–20, and 22–25.

Recommendations

- Promote Annexation of Existing Areas in LAHCFD and SCFD SOI's
- Reimplementing the Amador Plan, funded by the County, in Area 8, where there are no other nearby alternative fire providers, would enhance public safety ensuring faster response year-round in these remote areas.
- Promote an agreement between the City of Palo Alto and Palo Alto Unified School District for service at two elementary schools
- The service structure for Areas 28–33 is recommended to remain unchanged given minimal demand (no or few structures), extremely limited financing potential, expansive SRA receiving necessary services from CAL FIRE, and a lack of feasible options.

Recreation and Open Space

- County parks compose all or portions of Areas 9, 17-20, and 22-23.
- Sizeable open space properties owned by the MidPenninsula Regional Open Space District (MidPen) are located in the rural areas outside of the urban core throughout the County, portions of which are in Areas 19-23.

Public Resources Code Section 5561.6 requires Open Space Districts to “be primarily responsible for the prevention and suppression of all fires on any lands in its possession or control, excluding all lands of a district located within the exterior boundaries of any municipality or other fire protection district.”

- Should one of the adjacent providers choose not to annex the areas in question, it may be beneficial for MidPen to enter into an agreement (or other desired structure) with an appropriate fire service provider.

State Contract County

- Six counties have opted to become “contract counties” by providing contract services to the State, filling the services that would otherwise be provided by CAL FIRE for reimbursement.
- Reassessing the possibility of Santa Clara transitioning to a contract county may be warranted.
- Inclusion of Alameda and Contra Costa in the restructuring would create a more cohesive fire service structure in the Bay Area and likely enhance bargaining power with the State.

Governance Structure Alternatives for the Four Fire Districts

- Governance structure options for each of the four special districts reviewed in this report were identified based on service efficiency, cost effectiveness, and viability as established in the criteria for this review.

CCFD

- CCFD has reasonable economies of scale that allow for greater efficiency and effectiveness, there are few governance structure alternatives available for the District.
- CCFD does face service constraints as a result of limited staffing levels for uniformed support staff in certain divisions, indicating there could be enhanced efficiencies and value-added services to CCFD by developing a shared services structure with Mountain View, Palo Alto, Sunnyvale, Santa Clara through a JPA.
- There is the potential for CCFD to enhance public safety services in the County by annexing several areas that currently lack an identified fire and emergency response provider.

LAHCFD

- Annexation of LAHCFD's territory by CCFD and subsequent dissolution of LAHCFD, with CCFD identified as the successor agency is an option to streamline the governance structure.
- LAHCFD augments services within its boundaries, through additional staffing, enhanced equipment and engines, funding of expanded crews during fire season, and supplemental properties/facilities for fire protection activities.
- Given LAHCFD's key supplements to services within its boundaries, strong financial position, and lack of impact on logical boundaries of other providers, there appears to be no impetus to pursue any potential cost savings that would be the result of this reorganization.

LAHCFD

- There is also the potential for LAHCFD to enhance public safety services in the County by annexing four areas (Areas 22-25) that currently lack an identified fire protection and emergency response provider.

SFD

- The 2010 Countywide Fire Service Review and the 2014 Special Study: Saratoga Fire Protection District both indicated that duplicative costs and efforts could be reduced by dissolving the district and consolidating with CCFD.
- This review affirms that there are redundancies in the current service structure that could be more efficient with just one fire district serving the area.

SCFD

- The southern region of Santa Clara is served by SCFD and the cities of Gilroy and Morgan Hill. These agencies each play an integral role in the other's services
- The three agencies have practiced significant collaboration, planning and resource sharing
- There are further opportunities to better share and leverage resources and develop cohesive response in the region:

SCFD

- Enter into a Memorandum of Understanding outlining the three agencies' commitment to providing long-term cooperative fire services.
- Establishment of a joint strategic planning team “to evaluate potential cooperative service elements for approval by the respective policy bodies, and then to conduct the detailed implementation planning necessary.”
- Gilroy may contract with CAL FIRE, thus making the region served by a single entity for consistency and cohesiveness of response and ease of communication, and potentially enhancing negotiation power with CAL FIRE.
- In the long-term, the agencies may wish to consider annexation of Morgan Hill and Gilroy fire services into SCFD to fully maximize efficiencies and effectiveness.

SCFD

- There is the potential for SCFD to enhance public safety services in the County by annexing several areas that currently lack an identified fire and emergency response provider.
- While SCFD is working to address projected financial shortfalls over the next five years, the district remains the only viable option for taking on services in six areas—Areas 9–14.

The Full Report

- Significant detail on the countywide overview of service, growing wildfire concerns, hazard mitigation in Santa Clara County, and the Governance Structure Alternatives.
- Detailed profiles for each agency providing fire and emergency medical response, including determinations for each of the cities and districts.
- Description of the Volunteer Fire Companies.
- Survey results and comments from the August 2021 Community Engagement.

AP Triton wishes to thank...

- **Santa Clara LAFCO Commissioners**
- **Countywide Fire Protection Service Review Technical Advisory Committee**
- **LAFCO Staff**
- **Fire District Elected Officials and Staff**
- **Fire Chiefs and their Staff**

Special Thanks to Steve Borgstrom and Matt Thompson, Santa Clara County Planning Office, for preparing the maps included within this report.

**Supplemental Information No. 1
ITEM # 3**

From: Brian Malone <bmalone@openspace.org>
Sent: Tuesday, July 11, 2023 2:45 PM
To: Palacherla, Neelima <Neelima.Palacherla@ceo.sccgov.org>
Cc: aruiz <aruiz@openspace.org>; Yoriko Kishimoto <ykishimoto@openspace.org>
Subject: [EXTERNAL] Midpen Comment Letter on LAFCo SC Fire Service Review Draft Report

Dear Neelima Palacherla,
Please see the attached comment letter from the Midpeninsula Regional Open Space District (District) on the LAFCo TAC Santa Clara County Fire Services Review Draft Report and forward to LAFCO TAC and AP Triton. Feel free to have AP Triton contact me if they have questions about the factual corrections on Figure 19 or the District's recommendations.
Sincerely,
Brian Malone



Brian Malone

Assistant General Manager

Midpeninsula Regional Open Space District
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July 11, 2023

Neelima Palacherla, Executive Director
Santa Clara County LAFCo
VIA EMAIL: Neelima.Palacherla@ceo.sccgov.org

On June 1, 2023, Midpeninsula Regional Open Space District (District) provided a comment letter on the draft Countywide Fire Service Review recommendations prepared for Santa Clara County LAFCo by its consultant AP Triton. Thank you for reviewing that comment letter and making changes to the draft report. The District is writing this follow up letter to communicate several concerns regarding the revised recommendations for specific geographic areas listed in the Draft Report and to resubmit a few remaining corrections that are still missing from the latest revisions.

To begin, the District would like to emphasize the following points, which are not reflected, or counter to what is discussed in the report:

1) The District strongly believes that Cal Fire remains the appropriate agency to respond to wildland fire incidents within the State Responsibility Area (“SRA”). This responsibility should not shift to a local fire district. Cal Fire responds to calls in the SRA, covering the vast majority of District lands in Santa Clara County that fall outside a local fire district or municipality;

2) The District disagrees with the recommendations and options under areas 20 through 23 that state “Midpen ensure structure in place with appropriate provider, for prevention and suppression of fires on District properties.” It is clear that by definition, Cal Fire is responsible and retains authority for fire suppression and prevention on lands in the SRA. A recent conversation with Cal Fire emphasized and confirmed this point. At issue is the provision of emergency medical response and structure fire response, which the District has no statutory responsibility for under the Public Resources code and its enabling legislation. Instead, on all District properties, the District provides staffing and equipment resources to complement both emergency medical and fire response of the primary fire agencies. The District also conducts extensive fire prevention work throughout its open space preserves to reduce fire risk. It is also worth noting that by preserving open space and preventing development in fire prone areas, the District significantly reduces fire risk to structures and reduces the cost of fire agency response. The cost of increased development in the WUI is noted several times in the report. Maintaining lands undeveloped in rugged terrain areas benefits the region by reducing fire risk and fire propensity in these zones.

Areas 17 through 20 are all geographically connected and contain a mix of county park, other public open space, and private property. Therefore, for consistency, LAFCO should select the same recommendation for all of these areas. Furthermore, the District does not understand why a funding source is needed to maintain the current level of emergency services, which has and continues to remain sufficient for the area. If the County believes that expanded services beyond those provided

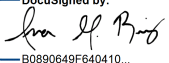
are necessary for the area, then the County should be the entity responsible in funding the expanded services.

Area 21 is a unique area that is partially in the SRA but mostly in a LRA that is not currently covered by a local fire district or municipality. The recommendation for this area should provide a solution for the entire area that covers both wildland fire response as well as medical and structure fire response. The LRA area is divided between 65 acres of private ownership, including residences, 163 acres of District ownership, and 12 acres in the public right-of-way. There is an additional 14 acres in the SRA within Area 21. The closest fire stations are the San Mateo/Santa Cruz Cal Fire units (CZU) located at Saratoga Summit and Skylonda. They are also the current responders to the area and operate year-round. Cal Fire is contracted as the county fire department for both San Mateo and Santa Cruz Counties. The District's recommendation is for Santa Clara County to contract with or enter into a mutual aid agreement with Cal Fire CZU to have Cal Fire CZU be the responding agency for both wildland fire and emergency medical response throughout Area 21. Alternatively, Area 21 could be considered for formal inclusion in the SRA. The closest LRA station - Palo Alto station (Station 8 Foothills Park) - is twice as far for travel time, and it is a seasonal station that is only open in the summer. The closest year-round station is Station 2, which is even farther away.

Areas 22 and 23 are located in Rancho San Antonio Open Space Preserve. The entirety of the county park and large areas of the preserve already fall within the LAHCFD or CCFD. For most of the current service calls, responding fire equipment from CCFD stations stay within their service areas. Although we support the recommendation for annexation into LAHCD, we do not see the rationale for additional funding for services; these services have been and remain sufficient to meet existing and future needs. If the County believes that expanded services beyond those provided are necessary for the area, then the County should be the entity responsible in funding the expanded services. In addition to the changes made in Figure 19, similar corresponding changes should be made in the accompanying text. For example, page 99 under Recreation and Open Space, states "...faster response than Cal Fire, particularly during the off season, which is the case in Areas 20-23." The Cal Fire stations closest to these areas are year-round stations funded through San Mateo and Santa Cruz Counties. Ironically, the closest local station to area 21, Palo Alto Fire Station 8, is instead only open seasonally. In the last paragraph, there is no mention that a large part of Area 21 is composed of private property and that a portion lies within the SRA, making Cal Fire the more appropriate responding fire agency. On page 279, 5-20 should also be changed to reflect a different recommendation for Area 21.

Given the reasons listed above and to prevent further misinterpretations that may extend beyond the Countywide Fire Service Review, the District strongly urges LAFCo to remove the language in Recommendations 20 through 23 asserting that the District ensure a structure in place with an appropriate provider for fire prevention and suppression of fires on District properties. In addition, there are corrections of several factual errors previously raised by the District that were not incorporated in this last Draft Report revision. For added clarity, the corrections are noted by the District directly on a copy of Figure 19 from the LAFCo report (see attached). Also included on Figure 19 are the District's recommended changes to the option and recommendations.

Respectfully,

DocuSigned by:

 B0890649F640410...

Ana M. Ruiz, General Manager

CC: Santa Clara County LAFCo Technical Advisory Committee
 Midpeninsula Regional Open Space District Board of Directors
 AP Triton Study Consultant

Figure 19: Recommendations for Areas Outside of an Identified Local Fire Service Provider

Area	Sq. Miles	Land Use	Location to Essential Borders	Current Initial Responder	Nearest Station	Necessity/Fire Hazard	Wildland Urban Interface	Options	Recommendation
1, 2, 3	6.26	Hillside, large lot residential, regional park	Within Milpitas SOI, outside Milpitas USA, adjacent to CCFD boundaries	City of Milpitas/ Spring Valley Volunteer Fire Department	Milpitas Station 2, Spring Valley VFD Station	Mostly SRA, some LRA. Large lot residences and few other structures.	Yes	1. Annexation by CCFD (requires SOI expansion) and contract with Milpitas	Annexation by CCFD with SOI expansion and contract with Milpitas.
4	3.1	Hillside with residences on 1+acre.	Inside San José SOI, outside San José USA, adjacent to CCFD boundaries and San José city limit	San José FD	San José Station 19	SRA—Hillside development with ~30 residences and equine facilities.	Yes	1. Annexation by CCFD (requires SOI expansion)	Annexation by CCFD with SOI expansion and contract with San José.
5	0.33	Hillside with ranch and 1 residence	Inside San José SOI, outside San José USA, adjacent to CCFD boundaries	San José FD/CAL FIRE	San José Station 2, CAL FIRE Station 12	SRA—One residence	Yes	1. Annexation by CCFD (requires SOI expansion) 2. Continued service by CAL FIRE	Annexation by CCFD with SOI expansion and contract with San José.
6	0.27	Agricultural with orchard, Hillside with residences	Inside San José SOI, outside San José USA, adjacent to CCFD boundaries	San José FD/CAL FIRE	San José Station 21, CAL FIRE Station 12	SRA—3 residences	Yes	1. Annexation by CCFD (requires SOI expansion) 2. Continued service by CAL FIRE	Annexation by CCFD with SOI expansion and contract with San José.
7	38.9	Agricultural ranchlands and Hillside, United Technologies Corp. Closed Facility (HAZMAT site)	Inside San José SOI, outside San José USA, adjacent to CCFD and SCFD boundaries and San José city limit	San José FD/CAL FIRE and contracts	San José Station 11, CAL FIRE Station 12	SRA—few structures	Yes	1. Annexation by SCFD (requires SOI expansion) 2. Annexation by CCFD (requires SOI expansion)	Annexation by CCFD of the northern half and annexation by SCFD of southern half with SOI expansions and contract service by San José or CAL FIRE.
8	284.4	Agricultural ranchlands	Outside city SOIs and USAs, adjacent to San José City boundaries, outside FPD SOIs, adjacent to CCFD boundaries and SCFD SOI	CAL FIRE (only during fire season)	CAL FIRE Stations 12 and 25 in area	Entirely SRA, few to no structures, recreation related service calls	Yes	1. Extend CAL FIRE staffing year round through Amador Contract. 2. Status quo—CAL FIRE service during wildfire season only.	Extend CAL FIRE staffing year round, with possible Amador Contract through off season contingent on funding mechanism.
9	0.2	Hillside, Rosendin County Park	Inside Morgan Hill SOI, outside USA, inside SCFD SOI, adjacent to Morgan Hill city limits, adjacent to SCFD	Morgan Hill FD	Morgan Hill Station 58 (Dunne Hill)	SRA, no structures, State park	Yes	1. Annexation into SCFD	Annexation into SCFD as area is already located within its SOI. Identify funding structure for emergency services in County parks.
10	138.5	Agricultural Ranchlands/ Henry W. Coe State Park	Outside SCFD boundaries, inside SOI	CAL FIRE	CAL FIRE Station 21 and 31	Entirely SRA, few to no structures	Yes	1. Annexation into SCFD	Annexation into SCFD.
11	37.6	Agricultural ranchlands	Outside SCFD boundaries and SOI	CAL FIRE	CAL FIRE Station 31	Entirely SRA, few to no structures	Yes	1. Annexation by SCFD (SOI expansion needed) 2. Continued service by CAL FIRE	Annexation by SCFD (SOI expansion needed) including entirety of highway, with contract services provided by CAL FIRE.
12	0.08	Ranchlands, no structures (1 parcel)	Inside San José SOI, outside San José USA, adjacent to San José city limits and SCFD boundaries	Unknown	Casa Loma VFA Station	SRA, no structures	Yes	1. Annexation by SCFD (requires SOI expansion)	Annexation by SCFD with SOI expansion with contract for services if necessary.
13	0.24	Hillside, about 8 residential structures with some ag (10 parcels)	Inside San José SOI, outside San José USA, adjacent to San José city limits and SCFD boundaries	Unknown	Casa Loma VFA Station	SRA	Yes	1. Annexation by SCFD (requires SOI expansion)	Annexation by SCFD with SOI expansion with contract for services if necessary.

Area	Sq. Miles	Land Use	Location to Essential Borders	Current Initial Responder	Nearest Station	Necessity/Fire Hazard	Wildland Urban Interface	Options	Recommendation
14	0.28	Hillside with ag, some residential structures (2 parcels)	Inside San José SOI, outside San José USA, adjacent to San José city limits and SCFD boundaries	Unknown	Casa Loma VFA Station	SRA	Yes	1. Annexation by SCFD (requires SOI expansion)	Annexation by SCFD with SOI expansion with contract for services if necessary.
15	0.26	Hillside, agricultural no structures (1 parcel)	Inside San José SOI, adjacent to San José city limits and CCFD boundaries	San José FD	San José Station 28, CAL FIRE Station 22	SRA, no structures	Yes	1. Annexation by CCFD (requires SOI expansion) and contract with San José for services	Annexation by CCFD with SOI expansion and contract service by San José for consistency of response with all territory in the region regardless of city SOI.
16	0.23	Hillside with residence and agricultural activities (1 parcel)	Surrounded by CCFD boundaries, inside San José SOI, outside San José USA	San José FD	San José Station 28, CAL FIRE Station 22	SRA, few structures	Yes	1. Annexation by CCFD (requires SOI expansion) and contract with San José for services	Annexation by CCFD with SOI expansion and contract service by San José for consistency of response with all territory in the region regardless of city SOI.
17	6.73	Calero Reservoir County Park, and Hillside with ~10 residences	Inside San José SOI, outside San José USA, adjacent to SCFD boundaries and San José city limits	Likely San José FD	San José Station 28, CAL FIRE Station 22, Casa Loma VFA Station	SRA, few structures, regional park	Yes	1. Annexation by SCFD (requires SOI expansion) 2. Annexation by CCFD (requires SOI expansion and overlap with San José SOI) and contract with San José for services	Annexation by SCFD with SOI expansion and contract service by San José for consistency of response with all territory in the region regardless of city SOI. Identify funding structure for emergency services in County parks.
18	9.2	Hillside with ~11 Residences Almaden Quicksilver County Park Sierra Azul Open Space Preserve	Inside San José SOI, outside San José USA, adjacent to SCFD boundaries, and San José city limits	Likely San José FD	San José Stations 22 and 28, CAL FIRE Station 22	SRA, no structures, regional park few structures	Yes	1. Annexation by SCFD (requires SOI expansion) 2. Annexation by CCFD (requires SOI expansion and overlap with San José SOI) and contract with San José for services	Annexation by SCFD with SOI expansion and contract service by San José for consistency of response with all territory in the region regardless of city SOI. Identify funding structure for emergency services in County parks.
19	0.17	Sierra Azul Open Space Preserve	Outside of Los Gatos and San José SOI, outside USA of Los Gatos and San José	Likely San José FD	San José Station 22, CCFD Station 82, CAL FIRE Station 22	SRA, no structures, regional park	Yes	1. Annexation by SCFD (requires SOI expansion) 2. Annexation by CCFD (requires SOI expansion and overlap with San José SOI) and contract with San José for services	Annexation by SCFD with SOI expansion and contract service by San José for consistency of response with all territory in the region regardless of city SOI. Identify funding structure for emergency services in County parks.
20	1.05	Sierra Azul Open Space Preserve	Inside Los Gatos SOI, Outside Los Gatos USA, adjacent to CCFD and SCFD	Likely San José FD	San José Station 22, CCFD Station 82, CAL FIRE Station 22	SRA, no structures, regional park	Yes	1. MidPeninsula Regional Open Space District ensure structure in place with provider for fire prevention and suppression of fires on district properties. 2. Annexation by SCFD (requires SOI expansion) and contract with San José for services 3. Annexation by CCFD (requires SOI expansion) and contract with San José for services	MidPen ensure structure in place with provider for fire prevention and suppression of fires on district properties. Annexation by SCFD with SOI expansion and contract services by San José FD for consistency of response with all territory. Identify funding structure for emergency services in County parks.

Area 20 has the same parameters as 18 and 19 and should have the same recommendation

More than half the land area is Hidden Villa

Nearest stations are Cal Fire CZU stations Skylonda paramedic(10 Minutes) and Saratoga Summit (8 minutes) both are staffed year round. Seasonal Palo Alto Station 8 (17 minutes) is farther away but is the closest PAFD station. PAFD station 2 (26 minutes no traffic) is the closest station when 8 is not staffed

Area	Sq. Miles	Land Use	Location to Essential Borders	Current Initial Responder	Nearest Station	Necessity/Fire Hazard	Wildland Urban Interface	Options	Recommendation
21	0.41	Skyline Ridge Open Space Preserve, Hillside, and private residences	Inside Palo Alto SOI, outside Palo Alto USA, adjacent to Palo Alto city limits	Palo Alto FD Cal Fire CZU	Palo Alto Station 68, CAL FIRE Saratoga Summit Station	Mostly LRA	Yes	1. Status quo on district properties. 2. Annexation into Palo Alto outside USA to protect open space and/or ag.	PAUSD contract with City of Palo Alto FD for services at school. PAUSD contract with City of Palo Alto FD for services at school.
22	3.07	Rancho San Antonio County Park and Open Space Preserve, Hillside	Inside Los Altos Hills SOI, Outside LAHCFD SOI, outside CCFD SOI, adjacent to Palo Alto city limits and CCFD boundaries, outside Los Altos Hills USA	LAHCFD/ CCFD	CCFD Station 74	SRA, no structures, regional park	Yes	1. Annexation by LAHCFD (requires SOI expansion) 2. Midpeninsula Regional Open Space District ensure structure in place with LAHCFD/CCFD for fire prevention and suppression of fires on district properties 3. Status quo	Annexation by LAHCFD with SOI expansion. Identify funding structure for emergency services in County parks and open space.
23	0.31	Rancho San Antonio County Park and Open Space Preserve, Hillside	Inside Los Altos Hills SOI, inside LAHCFD SOI, adjacent to Los Altos Hills city limits, outside Los Altos Hills USA	LAHCFD/ CCFD	CCFD Station 74	SRA, no structures, regional park	Yes	1. Annexation by LAHCFD 2. Midpeninsula Regional Open Space District ensure structure in place with LAHCFD/CCFD for fire prevention and suppression of fires on district properties. 3. Status quo	Annexation by LAHCFD. Identify funding structure for emergency services in County parks and open space.
24	0.33	Private nonprofit – Hidden Villa	Inside Los Altos Hills SOI, inside LAHCFD SOI, adjacent to Los Altos Hills and Palo Alto city limits, outside Los Altos Hills USA	LAHCFD/ CCFD	CCFD Station 74	SRA, structures	Yes	1. Annexation by LAHCFD 2. Status quo	Annexation by LAHCFD.
	0.05	Roadway—Interstate 280	Inside City of Palo Alto SOI, adjacent to City of Los Altos Hills city limits, adjacent to Los Alto Hills FPD boundaries, outside of Los Altos Hills FPD SOI, outside Los Altos Hills USA	LAHCFD/CCFD	CCFD Station 74	Interstate with demand for emergency services	Yes	1. Annexation by LAHCFD (requires SOI expansion) 2. Status quo	Annexation by LAHCFD with SOI expansion for logical service boundaries along the interstate.
26	0.01	Lucille M. Nixon Elementary School	Inside Palo Alto SOI, inside Palo Alto USA	City of Palo Alto FD	Palo Alto Station 2 and 6	Elementary school with demand for fire protection and emergency services	No	1. Palo Alto FD develop contract for services with school district. 2. Status quo.	PAUSD contract with City of Palo Alto FD for services at school.
27	0.01	Escondido Elementary School	Inside Palo Alto SOI, adjacent to Palo Alto city limits, inside Palo Alto USA	City of Palo Alto FD	Palo Alto Station 2 and 6	Elementary school with demand for fire protection and emergency services	No	1. Palo Alto FD develop contract for services with school district. 2. Annexation into City of Palo Alto. 3. Status quo.	PAUSD contract with City of Palo Alto FD for services at school.
28	0.03	Federally owned, multi-family residential, park	Surrounded by Mountain View city limits	Mountain View by contract with the County	Mountain View Station 51	Dense residential area	No	1. Status Quo 2. Annexation to Mountain View.	Maintain status quo to retain funding mechanism from County through existing contract for the services provided by Mountain View to the area.

Private Non profit Hidden Villa

SC County contract with Cal Fire for fire and emergency response and pursue adding to SRA

SC County contract with Cal Fire for fire and emergency response and pursue adding to SRA

The entirety of Rancho San Antonio County Park lies in the CCFD and outside of area 22 and 23

Area	Sq. Miles	Land Use	Location to Essential Borders	Current Initial Responder	Nearest Station	Necessity/Fire Hazard	Wildland Urban Interface	Options	Recommendation
29	0.18	Part of Nasa Ames Research Center	Inside Mountain View SOI, outside Mountain View USA, adjacent to Mountain View city limits and CCFD boundaries, outside CCFD SOI	Nasa Ames (inside facility)/ Mountain View by contract with County following dissolution of Fremont FPD (outside facility)	Nasa Ames Station 56	FRA, several research facilities	No	1. Status quo 2. Annexation by CCFD (requires SOI expansion)	Status quo as the area is presently receiving services and plans for future services should any changes occur at the Base.
30	1.85	Wetlands	Inside Palo Alto SOI, outside Palo Alto USA, adjacent to Palo Alto city limits	Mountain View by contract with the County (following dissolution of Fremont FPD)	Palo Alto Station 63	LRA and FRA— Minimal to no demand	No	1. Status quo	Status quo is sufficient given lack of demand.
31	3.48	Wetlands	Inside Mountain View SOI, outside Mountain View USA, adjacent to Mountain View city limits	Mountain View by contract with the County (following dissolution of Fremont FPD)	Mountain View Station 55	LRA and FRA— Minimal to no demand	No	1. Status quo	Status quo is sufficient given lack of demand.
32	0.65	Wetlands	Inside Sunnyvale SOI, outside Sunnyvale USA, adjacent to Sunnyvale city limits	Unknown	Mountain View Station 55	LRA and FRA— Minimal to no demand	No	1. Status quo	Status quo is sufficient given lack of demand.
33	0.94	Wetlands	Inside San José SOI, outside San José USA, adjacent to San José city limits	Unknown	Sunnyvale Stations 45 and 46	LRA and FRA— Minimal to no demand	No	1. Status quo	Status quo is sufficient given lack of demand.

From: J E TEWES <etewes@att.net>
Sent: Tuesday, July 11, 2023 1:44 PM
To: Palacherla, Neelima <Neelima.Palacherla@ceo.sccgov.org>
Subject: [EXTERNAL] Fire MSR

Here is a comment I wrote several years ago about a standards of coverage study in South County. It still seems appropriate as a comment on the current draft MSR.

I hope to be able to attend your public comment session in Morgan Hill, but my comments would be along the lines of the attached.

There is no "Morgan Hill" way of providing fire and EMS services....as there is no Milpitas way either. Of all the "municipal" services, fire and EMS are the most obvious candidates for consolidation

From a quick review of the report, your consultants are a little too timid on the questions of governance and finance.

Perhaps LAFCO can lead the much needed public conversation with a bold recommendation.

Best Wishes

ED TEWES

Strategic Issues for Fire and Emergency Medical Services in South County

The Cities of Morgan Hill, Gilroy and the South County Fire Protection District now have the benefit of a comprehensive “standards of coverage” analysis and recommendations from a respected consultant. The CityGate study suggests the establishment of performance standards and relocation or establishment of new fire stations and response staff to meet those standards.

As helpful as the study is, it does not address the opportunity for a strategic approach to the issues of governance, financing, and alternative service delivery models. Rather than wringing their hands about the gap between expectations and the reality of funding, the elected officials and administrative leadership should work to tackle the BIG issues impacting the LONG-RANGE SUCCESS of fire and emergency medical services in the well-defined single geographical area of the County which is now served by multiple agencies with different objectives, different financial strength, and duplicative layers of staff and equipment.

There are three agencies and two providers delivering public fire and emergency medical services in Santa Clara County’s “South County” area. The County itself franchises a private company to provide paramedic ambulance service to the area as well. The City Gate consultants viewed the current cooperative efforts (by contract and mutual aid) as a “virtual” fire department. Now is the time to begin exploring a “real” consolidated, efficient and well financed service provider.

For years, it has been the received wisdom that municipal services should be provided by general purpose local governments, and not by a web of special districts and authorities. But, is there really a “Gilroy way” of delivering fire services that is sufficiently distinct from the “San Martin” way or “Morgan Hill way” to justify separate governance structures? What is clearly different is the level of funding available and consequently the costs of staffing (especially salaries and pensions) vary from agency to agency; and, more important, decisions about station location and service delivery models are not optimal for the South County region.

Fire Chiefs have dreamt of complete “boundary” drops to mitigate the sub-optimization of the three part governance structure. That is a worthy goal but it is only a partial solution. If the public demands better, more responsive, more affordable fire and emergency medical service delivery it is time to think differently about the strategic issues:

Governance

Should decisions that impact the South County region be made by three elected bodies (and an interposing citizens advisory board for a portion of the region)? A new single agency could be created by LAFCO with a separate elected governing board. An alternate, although less desirable, would be for the creation of a joint powers agency. A JPA could establish the required unified approach, but if governed by elected officials from the member agencies, would still have the disadvantage of parochial interests represented to the detriment of

regionwide interests. Yet another alternative would be to develop a proposal for a new agency with sufficient powers that would be authorized specifically by the Legislature. There would be considerable interest in an innovative and widely supported approach.

Financial Stability

The new agency must have sustainable sources of funding. One approach would be for each agency to shift a portion of its property tax allocation to the new regional agency. The negotiations over the one time shift of property tax allocation would be complicated. What about historical costs for pension and OPEB liabilities? But, that is not enough. There should be a regional voter approved parcel tax sufficient to supplement property tax allocations. Together, these two revenue sources would be initially set to achieve the desired increase in stations and staffing. The single regional agency could also pursue cost recovery models especially provision of emergency medical responses.

If individual agencies pursue individual tax measures one or more are bound to fail. The strategic issue is whether voters in the region can be given the chance to support truly improved services based on the needs of the region as a whole.

Annual budget decisions would be made by the new board of directors based on available resources and would not require difficult tradeoffs such as funding additional police or other general fund needs.

Operational Issues

The “standards of cover” study provides helpful data and recommendations on the need for new and deployment of existing staff and equipment. What is needed is a move from a single “virtual” department (requiring cooperation among professionals) to a single regional agency endorsed by the voters of the region, who can ensure clear lines of accountability for performance. The selection of a progressive fire chief would be critical to the success of the new agency. The Chief must be open to alternative service delivery models that might include smaller squads with smaller apparatus, or increased use of civilian (that is “non sworn”) personnel.

Conclusion

The move to a new single regional agency will be a complex and difficult project. But it will never occur if there is not a regional conversation about the potential. The conversation must be led by elected officials who are prepared to consider bold solutions.

From: [D. Muirhead](#)
To: [LAFCO](#)
Subject: [EXTERNAL] comments on TAC July 12 PRESENTATION
Date: Tuesday, July 11, 2023 2:35:29 PM

comments on TAC July 12 PRESENTATION

Hello LAFCO staff,

I do not expect you to make heroic effort to get these comments to TAC members since they will not have time to read them. But I won't have time to speak them all and did want them in the record. You will get a much longer written comment on the full report soon. Thanks, DougM

Good morning TAC FIRE SERVICE REVIEW members, staff, consultants, and guests
MY name is Doug Muirhead, Morgan Hill Resident.

There should have been a section on Public Explainers

For example

slide 18 & 21 Report Page 31 & 33 Incident Volume and Performance

What is magic about Units Exceeding 10% Utilization?

And the report body claims Gilroy is failing while the agency profile says they are mostly adequate.

slide 24 Report Page 34 EMS Overview

I do not understand the distinction between

Gilroy and Morgan Hill are available to provide ambulance transport when the system is busy.

versus

Morgan Hill has not assumed responsibility for emergency medical transport.

Government Structure Alternatives

slide 58 Report Page 82-86 Efficiencies of Contracts and JPAs

The report talks about opportunities to pool resources, share expertise, and optimize operations, leading to improved service delivery despite limitations in personnel and facilities.

And yet you explicitly excluded Sunnyvale who staff engines and trucks with two firefighters but also have cross-trained law enforcement officers who supplement the response.

Since LAFCO service reviews do not mandate changes, it would have been useful to see a summary of what did and did not change as identified in the Countywide Fire Protection Service Review April 2004 and the Countywide Fire Service Review December 2010 as well as Civil Grand Jury reports and agency responses such as :

May 2011 Emergency Dispatch in Santa Clara County

May 2011 Rethinking Fire Department Response Protocol
and Consolidation Opportunities

slide 53 Report Page 65 Emergency Comms Recommendation

CAD-to-CAD Interoperability

All but one of the CAD products are owned by County agencies. What is known about CAD-to-CAD options for these? CAD-to-CAD might be especially useful to inter-operate with the State agency CalFire product.

Why is there no analysis of the impact of NextGen 911 video calls?

slide 72 Report Page 103 SCFD

In recommending the possibility for Gilroy to contract with CAL FIRE or annexation of Morgan Hill and Gilroy into SCFD, it would have been informative to note previous conversations on the subject.

SVRIA Executive Director mentioned at their Working group yesterday a similar failed attempt by Palo Alto and neighbors in the past.

slide 16 Report Page 30 Fire Stations No Seismic Protection/Unknown

It is not helpful to combine status of No with status of Unknown.

Of the 90 fire stations, 50 (55.6%) either have no seismic protection or seismic protection is unknown.

What is that status of upgrade for each of the No stations (Morgan Hill 2[new station, no other CIP fire facilities], Gilroy 2 [no CIP fire facilities])?

What are relevant State laws requiring seismic upgrades?

slide 64 Report Page 91-100 Recreation and Open Space

You mention Open space properties owned by Mid Penninsula Regional Open Space District.

What about South County Open Space Authority?

A process comment.

While I appreciate you inviting the public to participate in TAC and Finance Committee meetings, getting an agenda packet 2 or 3 days before the meeting is not public-friendly. And getting my preferred mode of written comments to staff in time for them to get them to you and you having time to read them is just not possible. In the future, please allow the public time to read, research, reflect and respond.