

SUMMARY OF RESPONSES TO TABLE A: RECOMMENDATIONS FOR THE CITY OF SANTA CLARA TO ENHANCE FIRE SERVICE DELIVERY CAPABILITIES

ITEM # 8
AND RESPONSE
 Revised Attachment B

| RECOMMENDATIONS | PAGE # IN THE REPORT | POTENTIAL IMPLEMENTING AGENCIES | AGENCY RESPONSE | LAFCO STAFF COMMENTS |
|---|---------------------------|---|---|--|
| FACILITY REPLACEMENT & MAINTENANCE PLANNING RECOMMENDATIONS | | | | |
| <p>8 Facility Replacement & Maintenance Planning: Establish a comprehensive facility replacement plan and a maintenance plan for fire stations. Please see specifics below.</p> | | <p>Gilroy, Milpitas, Morgan Hill, Mountain View, Palo Alto, San Jose, Santa Clara, Sunnyvale and LAHCFD</p> | <p>The City of Santa Clara agrees with this recommendation. The City of Santa Clara Department of Public Works provides repair and maintenance services for City buildings, including fire stations. The Fire Department works collaboratively with Public Works to plan for and schedule repairs and ongoing maintenance, using a software application that allows end users to directly input repair requests. All repair requests for Fire Department facilities are then reviewed and tracked by Fire Administration. Routine maintenance is also tracked and scheduled through the same application. However, the Fire Department lacks a comprehensive facility replacement plan and, as noted in Recommendation 8G below, some fire stations have significant needs. Since 2020, the Fire Department, in coordination with Public Works, has sought funding through the City’s Capital Improvement Program budget process, for a comprehensive needs assessment and study of Fire Department facilities. Unfortunately, the City has significant unfunded Capital needs, and this assessment has not been funded. The City has analyzed capital needs citywide and assigned a cost to each facility, including fire facilities, and is evaluating the potential for a capital facilities bond on the November 2024 ballot.</p> | <p>Noted.</p> |
| <p>8G Santa Clara: With five of Santa Clara Fire Department’s nine stations being over forty years old, there should be a facility replacement plan in place. (Station 1 - 57 years), (Station 5 - 61 years), (Station 7 - 51 years), (Station 8 - 47 years), (Station 9 - 40 years). The Fire Department’s Capital Improvement Plan has identified a major gap in not having a funding source for major infrastructure needs for stations 1, 5, 7, and 9.</p> | <p>Pages 384-385, 389</p> | <p>Santa Clara</p> | <p>The City of Santa Clara agrees with this recommendation with corrections. Fire Station 8, listed as 47 years old, underwent a significant remodel and addition in 2020, which enlarged and modernized the station, including bringing it up to current building code and accessibility standards. The City also believes that corrections are needed to Figure 192 on page 386 of the report. This chart lists the “General Condition” of all fire stations. Only Fire Station 4 received a rating of “Excellent,” and the City believes this to be in error. As noted above, Fire Station 8 has been renovated and is now in excellent condition. Fire Station 3 is identical to Station 4 and both were built between the years 2006-2008 from the same architectural plans and by the same contractor. They are in essentially identical condition and deserving of a rating of “Excellent.” The City would argue that Fire Station 6 is also in excellent condition. That leaves four fire stations in need of significant renovation or replacement. In 2017, the City</p> | <p>City believes that Fire Stations 8, 3, and 6 should have been listed as “Excellent” in the Report, in terms of their “General Condition.”</p> <p>It should be noted that the fire station ratings in the Report came directly from the City at that time, using a criterion established by AP Triton, LAFCO’s consultant. Although it is too late to make changes to the Report which was adopted in October 2023, all responses received from agencies</p> |

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| | | | <p>commissioned an assessment of Fire Station 5 (1961), which resulted in a recommendation for replacement and included a comprehensive architectural design for a new 10,658 SF station at a projected cost of \$9.3 million (2017 dollars). As noted in the report, the City’s Capital Improvement Program has significant unfunded Capital needs. The City is currently exploring possible revenue strategies for funding the approximately \$577 million in infrastructure needs in the Capital Improvement Program.</p> | <p>are part of the project record.</p> |
| GOVERNANCE STRUCTURE ALTERNATIVE RECOMMENDATIONS | | | | |
| <p>31 Mountain View, Palo Alto, Sunnyvale, Santa Clara, and CCFD: Exploring options for alternative structures, such as joint powers authorities combining two or more neighboring agencies (Mountain View, Palo Alto, Sunnyvale, Santa Clara, and CCFD), could potentially bring efficiencies and value-added services to Mountain View and other smaller fire service providers in Santa Clara County. Creating a larger entity with a unified structure can offer benefits such as increased accountability, improved efficiency, and enhanced effectiveness in delivering fire services to the community. While Mountain View’s services are satisfactory and appear to be sustainable, there could be opportunities to pool resources, share expertise, and optimize operations, leading to improved service delivery.</p> | <p>Page 237 (Mountain View); Page 279 (Palo Alto); Page 391 (Santa Clara); Page 426 (Sunnyvale); and Page 537 (CCFD)</p> | <p>Santa Clara</p> | <p>This recommendation for alternative structures seems primarily intended to benefit the smaller agencies and the county as a whole. It should be noted that under a consolidation model, Santa Clara would be sending aid to other agencies far more often than we receive aid. The Department has already documented that Santa Clara provides mutual aid to other jurisdictions more than we receive it under the current mutual aid structure. Further consolidation could be better for the county but might not be as effective for Santa Clara taxpayers as their Fire Department would respond out of the city more often. Santa Clara residents are quite happy with the service they receive from the Fire Department, as evidenced by our consistent 98% approval ratings. However, there are specialty areas, like HazMat response or confined space rescue, that benefit from greater regionalization and interagency cooperation in order to more efficiently mitigate these high risk, low frequency incidents.</p> | <p>Noted.</p> |

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| FIRE AND EMERGENCY SERVICES OVERVIEW RECOMMENDATIONS | | | | |
| <p>2 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.</p> | Pages xiii, 25 | Gilroy, Palo Alto, San Jose and CCFD | <p>The City of Gilroy has diligently worked to hire and train fire personnel to staff a fourth fire station to provide an effective citywide fire response force, to reduce the response times within the Santa Teresa Response (STR) district, and to reduce overall response times throughout the City. Within the past year, the City has hired a total of (6) firefighters to bring the current staffing level to 39-line personnel. Numerous industrial work-related injuries have delayed full implementation of staffing the STR Station. Once the STR Station is fully staffed, it is anticipated to reduce the Unit Hour Utilization currently exceeding 10% at the Chestnut Station.</p> | Noted. |
| <p>2C Gilroy Units: The Chestnut Station has two units cross-staffed with three personnel assigned to the station, and the crew has an UHU of 10.9%. The Station 47/Chestnut Station crew has an UHU of 10.9%, specifically Sta.47 Cross Staffed (2.1%) + E47 (8.8%).</p> | Page 123 | Gilroy | | |
| FACILITY REPLACEMENT & MAINTENANCE PLANNING RECOMMENDATIONS | | | | |
| <p>8 Facility Replacement & Maintenance Planning: Establish a comprehensive facility replacement plan and a maintenance plan for fire stations. Please see specifics below.</p> | | Gilroy, Milpitas, Morgan Hill, Mountain View, Palo Alto, San Jose, Santa Clara, Sunnyvale and LAHCFD | <p>The Gilroy City Council recently approved funding for upgrades and improvements to the Chestnut and Las Animas Fire Stations. Additionally, a sales tax ballot initiative is being developed for proposal to the City’s voters for approval in 2024. If approved, funding will become available for seismic retrofit, remodel, station upgrades, and completion of a fourth station.</p> | Noted. |
| <p>8A Gilroy: With two of Gilroy Fire Department’s three stations being over forty years old, there should be a facility replacement plan in place. (Chestnut - 51 years) and (Las Animas - 45 years). In reviewing the city's current capital improvement budget, there were no fire facilities identified.</p> | Pages 128-129, 133 | Gilroy | | |

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| EMERGENCY COMMUNICATIONS RECOMMENDATIONS | | | | |
| <p>20 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.</p> | <p>Pages xvi, 57</p> | <p>Gilroy</p> | <p>Gilroy has recently purchased the technology and equipment to provide AVL capabilities for all frontline and reserve apparatus. Software integration with the City’s CAD system will aid in dispatching the closest Gilroy fire engine to the emergency incident. However, these advantages of full integration of the City’s CAD and AVL systems will be limited to City-owned resources only. Mutual-aid/auto-aid responses using AVL will be unavailable until similar capabilities are purchased and implemented by adjacent agencies.</p> | <p>Noted.</p> |
| GOVERNANCE STRUCTURE ALTERNATIVE RECOMMENDATIONS | | | | |
| <p>30 Gilroy, Morgan Hill and SCFD: Exploring options for alternative service structures, such as joint powers authorities combining operations of two or more neighboring agencies, could potentially bring efficiencies and value-added services to Morgan Hill, Gilroy, and SCFD. While CAL FIRE provides contractual service of a large-scale fire agency to Morgan Hill and SCFD, creating a larger local entity consisting of Morgan Hill, Gilroy, and SCFD with a unified structure could offer benefits such as increased accountability, improved efficiency, and enhanced effectiveness in delivering fire services to the community. While reorganization, consolidation, and other shared service structures will likely have efficiencies from which agencies can benefit, if they are facing service-related constraints, these structure alternatives do not provide a singular solution to all constraints to services and must be combined with other strategies. It is recommended that SCFD and the cities of Morgan Hill and Gilroy enter into a Memorandum of Understanding, in coordination with CAL FIRE, outlining the agencies’ commitment to providing long-term cooperative fire services and establishing a</p> | <p>Page xviii, Page 135, Page 201</p> | <p>Gilroy</p> | <p>Regionalization and consolidation of the South County area has been considered repeatedly over the past 20 years. Recently, the City Administrator sought and was given permission by the Gilroy City Council to initiate the exploration of this concept once again, to determine fiscal feasibility, validate efficiencies and value-added services, and recommend the best course of action. In the meantime, the GFD continues to work with the MHFD and South Santa Clara County Fire District through existing Boundary Drop Agreements, Mutual Aid Agreements, and Auto Aid Agreements.</p> | <p>Noted.</p> |

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| joint strategic planning team to assess potential cooperative service elements for implementation. | | | | |
| 30A Gilroy: Considering the staffing and facility constraints specific to the City of Gilroy, collaborating with the City of Morgan Hill and SCFD to establish a larger entity may hold particular value. | Page 135 | Gilroy | The GFD agrees with and appreciates the potential advantages of combining service for the South County region through participation with a single larger entity that would address increasing costs and needed efficiencies. Contracting out also brings the potential for one or more alternative service models to the GFD. The City is currently in negotiations to finalize and receive funding to build a permanent fourth fire station, the completion of which was contemplated as part of and necessary for the response time goals adopted by the Gilroy City Council in 2019. With the completion of the fourth fire station and recent City Council approval to initiate the exploration of combined service for South County, we believe there are many opportunities underway for significant improvements to GFD services to the Community and our residents. | Noted. |