

6 Service Review Determinations

6.1 Service Review Determination Criteria

6.1.1 Legislative Requirements

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

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

Methodology and Assumptions

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

Growth and population projections for the affected area

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

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

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

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

Financial ability of agency to provide services

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

Status of and opportunities for shared facilities

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

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

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

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

6.2 City of Gilroy Fire Department

Growth and population projections for the affected area

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

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

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

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

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

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

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

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

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

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

6.3 Los Altos Hills County Fire District

Growth and population projections for the affected area

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

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

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

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

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

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

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

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

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

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

to show commission meetings on the calendar. Department and program information is available on the website.

- The district is an integral part of the Los Altos Hills community.
- The district could be consolidated with the CCFD resulting in the elimination of costs necessary to administer the district. The district could contract with another provider for service such as Palo Alto or CAL FIRE.

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

6.4 City of Milpitas Fire Department

Growth and population projections for the affected area

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

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

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

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

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

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

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

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

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the City Manager. The City Manager is accountable to the City Council.

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

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

6.5 City of Mountain View Fire Department

Growth and population projections for the affected area

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

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

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

- The City maintains five fire stations. A new station 5 is under construction to replace a temporary structure. There are no deferred capital improvements or major repairs needed.
- The apparatus replacement cycle is 15 years. All engines were manufactured in 2009 and the line truck has 4,300 miles. A new Hazmat unit will be placed in service in 2010.
- The department's established response standard for non-medical emergencies is to arrive within 6 minutes of dispatch on 100% of calls. The department met this standard on 98% of calls in 2009.
- In 2009, the department was in compliance with County EMS medical emergency response standards on 96.8% of calls.
- The department responded to 97 mutual/automatic aid calls in 2009; 45% of responses were reported to CCFD and 28% to Palo Alto. The department does not track mutual/automatic aid received.

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

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

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

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

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

- Contracting for service with another fire department or consolidating with other departments through a JPA are potential opportunities to improve efficiency. Given physical proximity, the cities of Palo Alto and Sunnyvale and CCFD are the most natural partners.

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

6.6 City of Palo Alto Fire Department

Growth and population projections for the affected area

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

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

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

- The City maintains eight stations. Five stations are in fair condition requiring maintenance; three are in poor condition with two not meeting essential building standards (stations 3 and 4). The City's capital improvement program contains funding to bring stations 3 and 4 to good condition.
- Engines are replaced at 20 years, trucks at 15 years. All apparatus are consistent with the replacement schedule.
- The department's established time standard for all emergency calls, including medical, is to respond to 90% of calls in 8 minutes or less. The City reported meeting the standard on 91% of calls in 2009.
- The department received 171 mutual/automatic aid responses in 2009; 44% were from the Menlo Park Fire Protection District (MPFPD) in San Mateo County. The department provided 141 mutual/automatic aid responses in 2009, evenly distributed between the CCFD, MPFPD and Mountain View.

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

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

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

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

- The Fire Department is under the direction of the Fire Chief who is accountable for operations and performance to the City Manager. The City Manager is accountable to the City Council.

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

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

6.7 City of San José Fire Department

Growth and population projections for the affected area

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

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

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

- The City maintains 34 fire stations. The department reported that 13 are in excellent condition; 14 are in fair condition; and seven are in poor condition.
- The department staffs 52 apparatus daily including 30 engines, 9 trucks, 5 medic units, 4 light units, 2 brush patrols, 1 Urban Search and Rescue unit and 1 HazMat unit. The apparatus replacement policy is 17 years for engines and 20 years for trucks. All line apparatus comply with the replacement policy.
- The established response time standard for non-medical emergency calls is 8 minutes or less on 80% of calls. This includes total time from receipt

of the 911 call-in communications. In 2009, the department reported meeting the standard on 82% of calls.

- The department met the County EMS established response time for emergency medical calls 95% of the time in 2009.
- The department reported receiving 3 mutual/automatic aid responses and providing 61 responses in 2009; over 80% of mutual/automatic aid was with CCFD. Mutual/ automatic aid information is underreported as the department has had data processing and staffing issues relating to capturing information.
- Future annexations may require the construction of additional stations and placement of additional apparatus in service to maintain current response standards.

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

- The department maintains a good training facility and program. There may be opportunities to provide training to other fire departments.

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

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

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

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

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

6.8 City of Santa Clara Fire Department

Growth and population projections for the affected area

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

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

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

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

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

- The department maintains a training facility and dedicated training staff. Opportunities exist to share training facilities and programs; natural partners are Sunnyvale, Milpitas and CCFD.
- Apparatus maintenance is provided by the City's fleet maintenance unit. Opportunities exist to share apparatus maintenance and service; natural partners are Sunnyvale, CCFD and San José.

- The department uses a radio band and frequency not used by any other agency in the county. This complicates the ability to share or consolidate communication facilities and functions.
- Stations 3, 4 and 7 are all in close proximity and have sufficient response capability that some station consolidation and elimination of a company may be possible. There may also be an opportunity to consolidate station 6 with San José.

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

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

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

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

6.9 Santa Clara County Central Fire Protection District

Growth and population projections for the affected area

- The population within the district boundaries served by CCFD is expected to grow 7% between 2010 and 2035 to approximately 111,804 residents. The total population served by the CCFD, including contract services, is projected to grow to approximately 290,000
- Areas within the service area of the district with significant development potential will be annexed by the adjacent city prior to development.

- An annexation of 22,000 acres in the Santa Cruz mountains to the CCFD became effective in September 2010; this will not require additional department resources.

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

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

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

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

Financial ability of agency to provide services

- The Fire Department is a dependent special district governed by the Santa Clara County Board of Supervisors.
- Approximately two-thirds of the Fire Department's budget is funded by district property taxes; one-third is derived from contracts for services, reimbursements and fees.

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

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

Status of and opportunities for shared facilities

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

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

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

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

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

6.10 South Santa Clara County Fire Protection District

Growth and population projections for the affected area

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

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

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

- The district maintains four stations. Three stations are in good condition and one requires maintenance.

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

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

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

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

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

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

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

6.11 Saratoga Fire Protection District

Growth and population projections for the affected area

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

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

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

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

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

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

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

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

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

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

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

6.12 City of Sunnyvale Public Safety Department

Growth and population projections for the affected area

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

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

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

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

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

Financial ability of agency to provide services

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

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

Status of and opportunities for shared facilities

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

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

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

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

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

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