

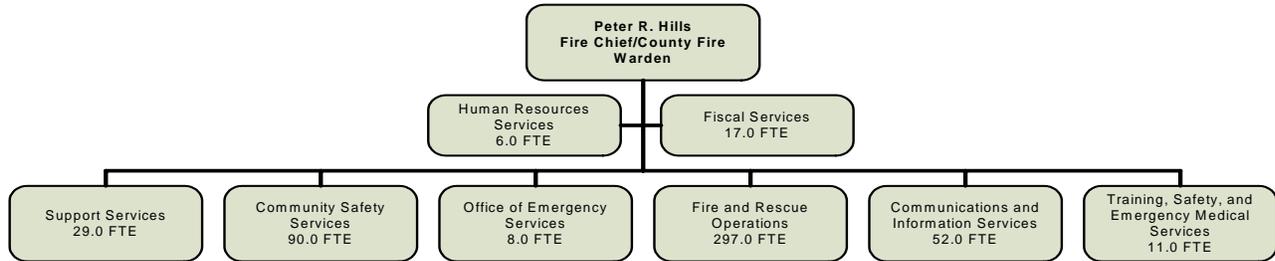
COUNTY FIRE

Peter R. Hills

I. MISSION STATEMENT

The San Bernardino County Consolidated Fire District (County Fire Department) is a community based all risk emergency services organization that is dedicated to the health and well-being of the citizens of San Bernardino County through a balance of regionalized services delivery and accountability to the local community.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The County Fire Department is a full service fire department serving San Bernardino County. The County Fire Department operates 67 fire stations throughout the county and protects an area of over 16,000 square miles. The department currently manages and directs the activities of twenty-seven district operations and five ambulance enterprise operations. These districts serve some 64 unincorporated communities and the cities of Fontana, Grand Terrace and the Town of Yucca Valley. In addition, three cities contract with the County Fire Department: Adelanto, Hesperia, and Needles. County Fire’s executive management is provided by the Fire Chief/County Fire Warden, the Assistant Chief of Administration, and the Assistant Chief of Operations.

The department provides fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, technical rescue including water borne, flooding and mudslide, and winter rescue operations. Additionally, the department provides responses to hazardous materials incidents with the technical expertise and specialized equipment to mitigate the effects of a toxic incident and is the lead agency in the event of a terrorist or Weapons of Mass Destruction (WMD) incident for rescue and medical services. The department also provides community safety services for fire prevention, plans review, community development support, household hazardous waste, and fire investigation. The field functions are supported by a countywide management effort including business practices, human resources, financial and accounting services, vehicle service and support, and equipment warehousing and distribution.

The Operations Division comprises the largest element of the County Fire Department. The Assistant Chief of Operations oversees the day-to-day activities of the four field divisions (Valley, North Desert, South Desert, and Mountain), composed of 8 battalions and 67 fire stations. The protectorate area is just over 16,000 square miles and encompasses the most diverse topography of the western United States with a population of over 600,000, not including vacationers, travelers, or workers who commute into the area.

The Training and Safety Division, a facility that is located at the San Bernardino International Airport (formerly Norton AFB), is an accredited regional training facility for all aspects of fire and rescue training. Currently under construction is the first Federal Aviation Administration (FAA) funded western regional Aircraft Firefighting and Rescue facility. It will be managed and operated by the San Bernardino County Regional Training Center JPA, of which County Fire is a member.

The Support Services Division provides three support functions: Vehicle Services, Warehouse Service Center and Facilities Maintenance. Vehicle Services operates from a full service facility adjacent to the training facility. The vehicle shop can manufacture and/or repair all makes and models of fire equipment from engine companies to fire boats and rescue Snow-Cats. The Warehouse Service Center provides the supply



and warehousing function for the ordering, distribution, and maintenance of field fire equipment for the operational divisions, battalions, and fire stations, as well as for major incidents.

The Human Resources Division, which is shared with the Special Districts Department, handles all matters related to personnel. This division handles the recruitment and testing of entry level and promotional positions as well as resolving personnel issues, MOU interpretation and development, and manages the department payroll processes.

The Fiscal Services Division also referred to as Budget and Finance Office, oversees all functions related to the financial operation of the County Fire Department. This includes the preparation and administration of the budgets for twenty-seven separate districts, five ambulance enterprise accounts, purchasing and cost accounting, accounts payable and receivable, ambulance billing, hazardous materials permit issuance and billing, and auditing assistance for the field divisions.

The Community Safety Division is made up of three sections whose purpose it is to reduce the frequency, probability and severity of fires along with the resultant deaths, injuries and property damage through occupancy inspections, education, and training the community within the Department's jurisdiction to be fire safe. The Fire Protection Planning and Engineering Section, which coordinates all new construction or major renovations under the Uniform Fire Code, the Uniform Building Code, and other related codes. The Fire Prevention Section conducts fire and life safety inspections of all occupancies as mandated by the aforementioned codes, and answers complaint calls concerning fire hazards. Additionally, this unit provides life-safety awareness programs through the public education officer. The Fire Investigations Section investigates all fires that result in property damage, injury, or death.

The Hazardous Materials Division conducts routine inspections, operates household hazardous waste collection facilities, oversees the remediation of contaminated sites, and responds to citizen complaints and incidents. Fees, grants, and cost recovery mechanisms fund the program. The Hazardous Materials staff also collects and provides chemical inventory information to emergency response agencies to be used in planning for and responding to emergencies. Staff members serve on the Federal SARA Title III mandated Hazardous Materials Local Emergency Planning Commission (LEPC, OES Region VI) and are responsible for writing the California Health and Safety Code-mandated San Bernardino County Area Plan for Hazardous Materials Response.

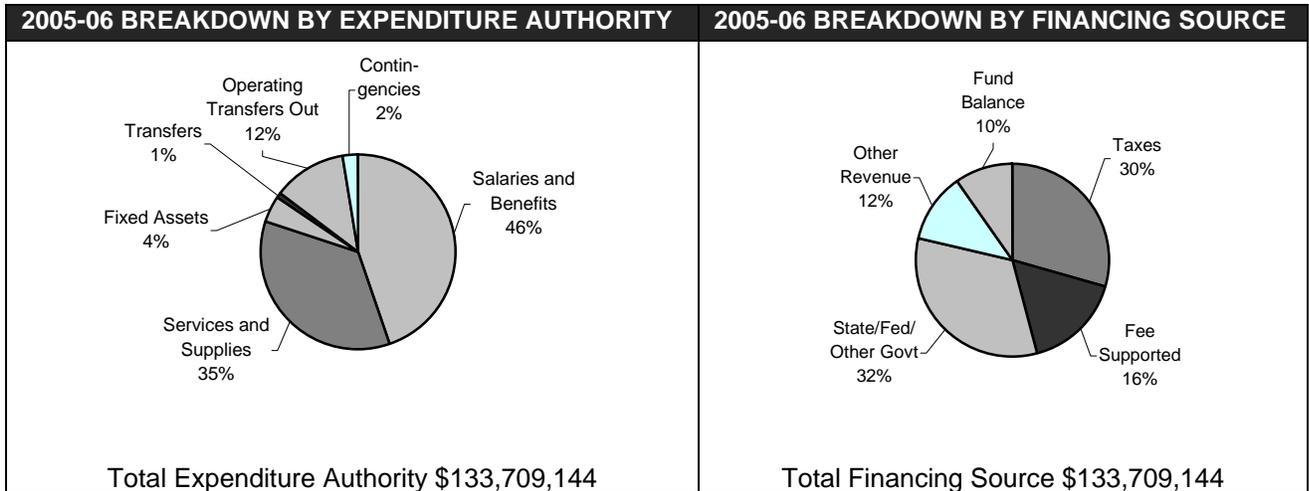
The Communications and Information Services Division provides communication/dispatch services and department-wide technical computer hardware/software support that includes system maintenance as well as application development. Communication and dispatch service is provided through the ConFire JPA Communications Center, which is located in the City of Rialto at the southwest end of the Rialto Municipal Airport, adjacent to the County Emergency Operations Center. Commonly referred to as Comm Center, it is a multi agency emergency Fire/EMS only dispatch center. Its primary mission is to provide 24/7 direct fire/EMS dispatch for the ConFire member agencies, as well as the contracting fire agencies. Member agencies of the ConFire JPA are: San Bernardino County Fire Department, Colton Fire Department, Loma Linda Fire Department, Redlands Fire Department, and the Rialto Fire Department. The following agencies currently contract for dispatch services with the CONFIRE JPA: Running Springs Fire District and Twentynine Palms Fire Department.

Comm Center also functions as the operational area dispatch for the County of San Bernardino. Under this function, it is responsible for coordinating mutual aid needs within the county and for processing mutual aid requests to and from Region VI's Office of Emergency Services Operations Center. Comm Center also provides after hour dispatch services for local government, i.e., Transportation/Flood Department, County Museums, Public Health, Environmental Health and Facilities Management, and the City of Loma Linda Public Works/Animal Control.

The Office of Emergency Services (OES) is a coordinated management effort, involving local, state, and federal government agencies as well as volunteer organizations and businesses. Within an integrated emergency management framework, these entities assist citizens and their communities to prepare for, respond to, recover from, and eliminate or reduce the effects of natural, civil, and technological emergencies and disasters. The primary mission of emergency management is to prevent injuries, save lives, and reduce property damage in the county. The County Fire Chief serves as the Assistant Director of Emergency Services for the county, reporting directly to the County Administrative Officer (CAO) and the Chairperson of the Board of Supervisors who serves as the director.



IV. 2005-06 BUDGET



V. GOALS & 2006-07 OBJECTIVES AT CURRENT FUNDING LEVELS

GOALS	2006-07 OBJECTIVES
1. Complete the legal and organizational restructuring of the County Fire Department, for the purpose of improving service delivery and financial solvency.	A. Complete the LAFCO process. B. Initiate budgetary and organizational changes to reflect the new structure. C. Implement a new Advisory Commission structure.
2. Conduct a comprehensive review of the County Disaster Preparedness Plan and related plans/programs for the purpose of ensuring that the county is prepared for major countywide disasters.	A. Examine the County Disaster Council and the need for a task force to meet on a regular basis as a smaller working group. B. Evaluate the needs of internal and external customers.
3. Enhance service delivery in response to projected county population growth within areas served by the County Fire Department.	A. Identify and measure deficiencies in the current delivery system; and further identify facility, staffing, infrastructure, and financing needs to meet current and projected service delivery standards and goals.

These three goals selected by the County Fire Department are crucial to achieving a stable and proactive department. Long-term stability requires a continuing and reliable revenue stream in order to accomplish the County Fire Department’s mission, which is evidenced by preparedness and service delivery.

GOAL NO. 1 - COMPLETE THE LEGAL AND ORGANIZATIONAL RESTRUCTURING OF THE COUNTY FIRE DEPARTMENT, FOR THE PURPOSE OF IMPROVING SERVICE DELIVERY AND FINANCIAL SOLVENCY:

The Board of Supervisors approved the reorganization process this year, and an application has been submitted to LAFCO. The County Fire Department is currently composed of 32 separate fire districts, many of which are fiscally challenged. The reorganization is one of the first steps in dealing with the fiscal stability and long-term solvency of the County Fire Department.

GOAL NO. 2 - CONDUCT A COMPREHENSIVE REVIEW OF THE COUNTY DISASTER PREPAREDNESS PLAN AND RELATED PLANS/PROGRAMS FOR THE PURPOSE OF ENSURING THAT THE COUNTY IS PREPARED FOR MAJOR COUNTYWIDE DISASTERS:

The County Fire Department’s Office of Emergency Services (OES) maintains the county’s Disaster Preparedness Plan, which needs to be reviewed and updated. The Disaster Council and the Public Safety Operations Center (PSOC) are major components of this plan. Disaster preparedness programs are being requested from citizens, local government officials, and state officials, with the main emphasis being “Are we



prepared in case of a major event”? This task will require the evaluation of internal and external preparedness, along with the design and implementation of new programs. Although much of the estimated cost of this process was budgeted in 2005-06, there may be additional expenses incurred that could require funding consideration. The Disaster Preparedness Plan assists our county workers and elected officials in meeting their responsibilities during a major event and helps our citizens prepare themselves and their families for catastrophes.

GOAL NO. 3 – ENHANCE SERVICE DELIVERY IN RESPONSE TO PROJECTED COUNTY POPULATION GROWTH WITHIN AREAS SERVED BY THE COUNTY FIRE DEPARTMENT:

San Bernardino county’s population growth rate has far exceeded projections, and the County Fire Department has utilized every available resource to provide services. However, the increased demand for services has further stretched the County Fire Department’s resources. The County Fire Department recognizes the need to provide a combination of increased service and a higher level of service in areas experiencing rapid growth. This growth thus requires the identification of areas experiencing or projected to experience service delivery deficiencies. This task will identify the fire stations that need increased staffing based on the number of responses, available PCF staffing, technical job requirements, and local funding. This analysis is a concurrent process with the Fire Reorganization and will be accomplished with existing staff resources.

VI. PERFORMANCE MEASURES AT CURRENT FUNDING LEVELS

OBJT.	MEASUREMENT	2006-07 (Projected)
1A.	Percentage of completion of the LAFCO process.	100%
1B.	Percentage of completion of budgetary and organizational changes to reflect the new structure.	100%
1C.	Percentage of completion of the implementation of the new Advisory Commission structure.	100%
2A.	Percentage of completion of examining the County Disaster Council and the need for a task force to meet on a regular basis as a smaller working group.	60% (multi-year task)
2B.	Percentage of completion of evaluating Internal and External Customer needs, which may include a survey.	60% (multi-year task)
3A.	Percentage of completion of identifying and measuring deficiencies in the current delivery system; and further identifying facility, staffing, infrastructure, and financing needs to meet current and projected service delivery standards and goals.	50% (multi-year task)

VII. GOALS & OBJECTIVES IF ADDITIONAL FUNDING (POLICY ITEMS/NEW FEES) IS APPROVED

GOALS	OBJECTIVES
Improve the coordination of disaster preparedness and planning information management with cities, towns, the general public, unincorporated areas of the county, the media, and other key stakeholders.	Increase support staff for the Office of Emergency Services by 1.0 Public Information Officer position to coordinate information management regarding disaster preparedness and planning programs. Additional Funding Requested: \$90,000

If there are questions about this business plan, please contact Peter R. Hills, Fire Chief, at (909) 387-5948.

