



PAT A. DENNEN
Fire Chief/Fire Warden

Mission Statement

San Bernardino County Fire is a community based all risk emergency services organization 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.



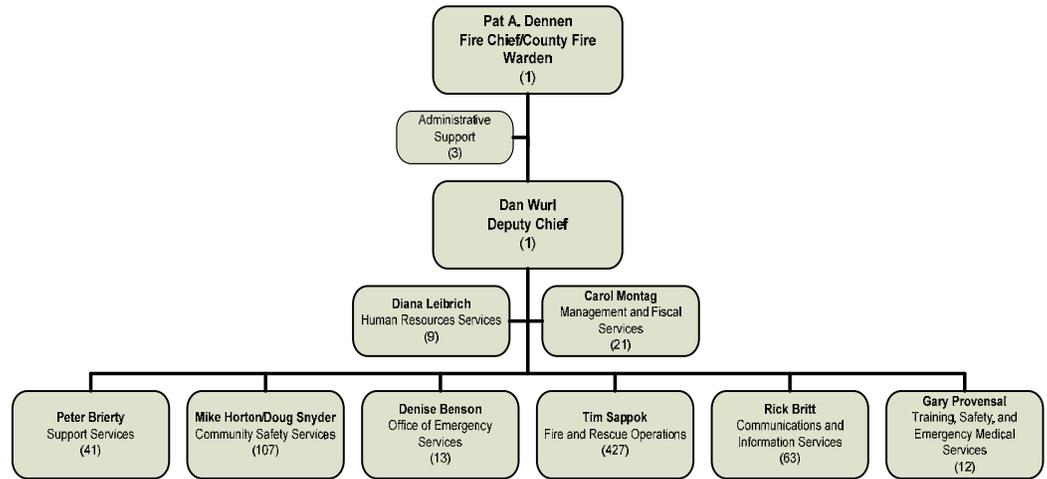
GOALS

INCREASE AMBULANCE SERVICE BILLING ACCURACY TO MAXIMIZE THE POTENTIAL FOR A TIMELY COLLECTION OF AMBULANCE SERVICE REVENUES

RELOCATE THE RICHARD SEWELL TRAINING AND SERVICE CENTER

COUNTY FIRE

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Fire Protection District (County Fire) covers 18,353 square miles, operates 81 fire stations and facilities within 4 Regional Service Zones (Mountain, North Desert, South Desert and Valley), and serves 64 unincorporated communities, the city of Grand Terrace, and the Town of Yucca Valley. There are also 6 ambulance enterprise operations that provide service within these Regional Service Zones. In addition, five cities or Independent Fire Protection Districts contract with County Fire: Adelanto, Fontana, Hesperia, Needles and Victorville. County Fire's executive management is provided by the Fire Chief/County Fire Warden, Deputy Chief, Assistant Chief of Administration, Assistant Chief of Operations as well as Division Managers.

This is an all-risk Department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, HAZMAT response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, and terrorism and weapons of mass destruction. As part of disaster preparation, response, and mitigation, the Department's Office of Emergency Services specifically provides support and assistance to the 24 Cities and Towns, as well as, all the unincorporated portions of the County. The field functions are supported by a countywide management system that includes organizational business practices, human resources, financial and accounting services, vehicles services and support, and equipment warehousing and distribution. The Department also provides for the management of community safety services such as: fire prevention, building construction plans and permits, household hazardous waste, Local Oversight Program for hazardous materials, HAZMAT facility inspections, planning and engineering, and public education and outreach.

2009-10 SUMMARY OF BUDGET UNITS

	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing</u>
County Fire	149,899,829	123,711,380	26,188,449	698

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE AMBULANCE SERVICE BILLING ACCURACY TO MAXIMIZE THE POTENTIAL FOR A TIMELY COLLECTION OF AMBULANCE SERVICE REVENUES.

Objective A: Develop and train all field staff, who respond to emergency calls for ambulance service, to correctly and completely enter patient information into the standardized service call report.

Objective B: Transmit the standardized service call report electronically so that patient information is transmitted to the ambulance service billing contractor in an accurate and timely manner.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Percentage of ambulance service call reports that contain accurate/complete patient information provided to the billing contractor, based on controllable factors.	97% baseline (5,396 reports submitted)	100%	99%	100%	N/A
1B. Percentage of service call reports with billing information submitted to the billing contractor within 5 working days from the incident	N/A	38.3%	70%	60%	90%

Status

Recognizing that current revenues are not sufficient to meet the growing service levels required of County Fire, the department plans to focus on the new goal of increasing ambulance service billing accuracy in order to maximize the potential for a timely collection of revenues, based on factors that are controllable. Ambulance billings generate revenue, but County Fire believes these overall revenues could be increased and/or received more timely by improving upon the accuracy and timeliness of the information processed and providing all information the billing contractor electronically.

The first objective focused on efforts to train field personnel to correctly and completely capture and report patient information for billing purposes. This was accomplished by standardizing reports and required information and providing that to the staff in the field. We also standardized the procedure for processing the reports and sending them to the billing company. As a result we achieved our first measurement of our goal at 100%. The second objective fell short of our expectations due to time spent on establishing minimum requirements for divisions to send service call reports to the billing contractor. This process has been resolved resulting in a 38.3 percent of service call reports being submitted for processing within the 5 working day period. The 2009-10 goal should be achievable by moving to an electronic method of transmitting service call reports from the regional offices to the billing contractor. The method will be put into place during 2009-10 with a policy and procedure and training provided. The competitive bidding of the electronic transmitting service may delay this process and create a need to reevaluate the method used in sending the electronic reports.



2008-09 ACCOMPLISHMENTS

- ❖ Increased ambulance service billing accuracy to 100% to potentially increase collection of revenues
 - Trained field staff and standardized reporting
 - Standardized policy/procedure for regional divisions submitting service call reports to contractor
- ❖ Re-location of training center, service center and vehicle repair facility
 - New lease negotiated through 2016
 - Lease costs stabilized through 2016

❖ Completed Construction of Station 10 Phelan/Pinon Hills



❖ Completed 452 background checks for CERT Program

PUBLIC & SUPPORT SERVICES

GOAL 2: RELOCATE RICHARD SEWELL TRAINING AND SERVICE CENTER FROM LEASED FACILITIES AT SAN BERNARDINO INTERNATIONAL AIRPORT TO A NEW CENTRALIZED, SECURE, AND STRATEGIC LOCATION.

Objective A: Renegotiate agreement with San Bernardino International Airport (SBIA) to extend lease period expiration from 2011 to 2016 as a short-term solution to facility relocation.

Objective B: Continue to estimate project cost and identify potential revenue sources to fund relocation of facility.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage of completion of renegotiating lease with SBIA to extend expiration period from 2011 to 2016.	N/A	N/A	100%	100%	N/A
2B. Percentage of completion of project cost estimate and potential revenue source identification.	5%	0%	10%	10%	10%

Status

The Richard Sewell Training and Service Center is located at the SBIA, with a lease scheduled to expire in 2011. The SBIA has indicated in the past that it has plans for the use of this property and therefore will not renew this lease. This requires County Fire to determine the amount of space required for, and the relocation of, its vehicle repair, warehouse, training services, and household hazardous waste collection operations.

The needs assessment objective was completed in 2007-08, and one potential site was readily identifiable. However, due to the downturn in the economy, County Fire entered into negotiation with SBIA to continue the current lease beyond the established 2011 expiration. The negotiations resulted in the lease being extended to 2016 which will be going to the Board of Supervisors on January 12, 2010 for approval. County Fire now has the additional time to actively pursue land acquisition, either county or privately owned, and the capital improvement funding sources necessary for a major relocation such as this.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

Brief Description of Policy Item or CIP request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Extend Telephone Emergency Notification System Contract for an additional two year period (Policy Item).	0.5	300,000	-	300,000

County Fire received \$300,000 in general fund support in 2009-10 for the Telephone Emergency Notification System (TENS) Contract and for one GIS Coordinator. The TENS provides an emergency warning via the phone system notifying residents of impending danger or advising residents of actions that should be taken during a disaster. At its inception in 2004, the system was financed by the Bark Beetle Reserve. Starting with the 2008-09 fiscal year, the use of general fund contingencies was approved to fund the expense of the TENS system for an additional two-year period. The contract is currently with Swiftreach and expires June 30, 2010. County Fire would like to extend the contract and to continue the GIS coordinator in support of the program. Therefore, County Fire is requesting the continued support from the general fund for \$300,000 to continue the contract and the staffing of the GIS Coordinator for another two years.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
P1. Activate the reverse notification system during each applicable emergency.					100%

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
<ol style="list-style-type: none"> 1. Community Safety Development Fees. 2. Hazardous Materials/Household Hazardous Waste Fees. 3. Cost Recovery Billing to insure increases are in line with costs. 4. Emergency Medical Services/Ambulance Fees. 	<p>Maintain current level of service.</p> <p>Maintain current level of service and implement new state and federal mandated programs.</p> <p>Recover cost of emergency response.</p> <p>Based on Inland County Emergency Medical Agency calculations.</p>

If there are questions about this business plan, please contact Pat A. Dennen, Fire Chief/Fire Warden, at (909) 387-5948.