

SAN BERNARDINO COUNTY FIRE DEPARTMENT

ORGANIZATIONAL CHART



Pat A. Dennen
Fire Chief/Fire Warden

Mission Statement

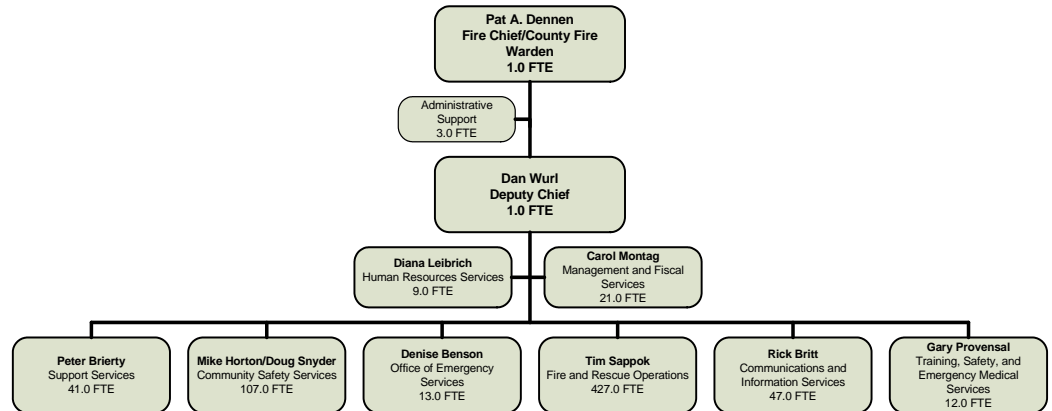
The San Bernardino County Fire Protection District (County Fire Department) is a community based all risk emergency services organization that is dedicated to the health and well-being of the citizens of San Bernardino County through a balance of regionalized services delivery and accountability to the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



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



DESCRIPTION OF MAJOR SERVICES

The County Fire Department is a full service fire department serving San Bernardino County. The County Fire Department operates 69 fire stations throughout the county and protects an area of over 16,000 square miles. The department managed and directed the activities of 27 district operations and 5 ambulance enterprise operations. Beginning with 2008-09, County Fire received Local Agency Formation Commission (LAFCO) approval to reorganize and consolidate its 32 district operations into a regional delivery system. The newly formed San Bernardino County Fire Protection District with 4 Regional Service Zones (Mountain, North Desert, South Desert and Valley) will now serve 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.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
County Fire	146,954,445	133,505,791	13,448,654	682.0

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: Automate the standardized service call report process so that patient information is transmitted to the ambulance service billing contractor in an accurate and timely manner.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of ambulance service call reports that contain accurate/complete patient information provided to the billing contractor, based on controllable factors.	N/A	97% baseline (5,396 reports submitted)	New	99% (5,444 reports submitted)	99% (5,716 reports submitted)
1B. Percentage of service call reports with billing information submitted to the billing contractor within 5 working days from the incident.	N/A	0% baseline	New	50%	70%

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, automating the field reporting process, and finally providing all information to either staff or the billing contractor electronically.

The first objective will focus efforts to train field personnel to correctly and completely capture and report patient information for billing purposes. The second objective will focus on automating the service call report process to provide the billing contractor with key patient information more quickly, while striving to provide such information within 5 working days after each service call.

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

Objective A: Renegotiate agreement with SBIA to extend lease period expiration from 2011 to 2014 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	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage of completion of renegotiating lease with SBIA to extend expiration period from 2011 to 2014.	N/A	N/A	N/A	N/A	100%
2B. Percentage of completion of project cost estimate and potential revenue source identification.	0%	5%	100%	0%	10%

2007-08 ACCOMPLISHMENTS

- ❖ Reorganization of the County Fire Department
 - LAFCO Approved Reorganization effective July 1, 2008
 - Prepared 2008-09 Budget as San Bernardino County Fire Protection Department
- ❖ Enhanced Service Delivery
 - Deficiencies identified and prioritized for future improvements
- ❖ Enhanced Building Permit Coordination
 - Staff coordinated with Land Use Services which resulted in the development of an integrated multi-agency end user product for single family residential and commercial permit approvals
- ❖ Re-location of training center, service center and vehicle repair facility
 - Needs assessment objective was completed



Structure fire response



Regional Training Facility



Traffic collision response

Status

The Richard Sewell Training and Service Center is located at 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 plans to enter into negotiation with SBIA to continue the current lease beyond the established 2011 expiration. Should the outcome be successful, this would provide an immediate short-term solution to relocating the facility to another location. This additional time would allow County Fire to continue efforts with shoring up project costs and developing potential revenue sources to the extent possible. County Fire had originally planned to complete the relocation cost estimate determination in 2008-09, but with the potential opportunity to extend the SBIA lease, this now affords additional time to more carefully and critically conduct the analysis.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2009-10.

2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. Increase Community Safety Development Fees.	Maintain current level of service.
2. Increase Hazardous Materials/Household Hazardous Waste Fees.	Maintain current level of service, increased workload due to growth, and implement new state and federal mandated programs.
3. Expand Cost Recovery Billing to insurance billing for emergency response fee.	Recover cost of emergency response.
4. Increase Emergency Medical Service/Ambulance Fees – projected 5% per Inland Counties Emergency Medical Agency.	Maintain current level of service.

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



Over the side mountain rescue operations



County Fire Chipping Crew program



Structure Fire Response

PUBLIC & SUPPORT SERVICES