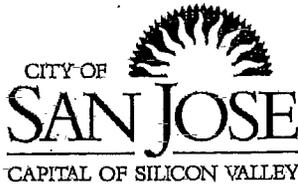


Distributed at ROCC mtg by CMO.

RULES COMMITTEE: 09-15-10
ITEM: H2b



Supplemental
Memorandum

**TO: RULES & OPEN GOVERNMENT
COMMITTEE**

FROM: Debra Figone

**SUBJECT: FIRE DEPARTMENT
INVESTIGATION REQUEST**

DATE: September 10, 2010

I am in receipt of Councilmember's Campos and Kalra's request for an independent review of the various issues arising from a presentation made at the Navigator 2010 Conference (April 30, 2010, Orlando, Florida) by a Fire Department staff member entitled, "Resource Planning and Development/ San Jose Fire Department." I believe that this is a very important issue and requires that I provide a verbal update on what I have reviewed since I released my Information Memo on August 31, 2010 (Attachment A).

At the September 15, 2010 Rules & Open Government Committee, I will be prepared to share the information that my staff has reviewed specifically related to the request to determine "*specific and detailed impacts of proposed service cuts to the Fire Department and how much of that information they disclosed to the public and City Council*" (September 9, 2010 Referral, authored by Councilmember Campos and Kalra). As part of this discussion, I will be prepared to share what I have learned so far and provide detail of information that was distributed to the community and City Council. Review of the following information demonstrates that there was not an intent to retain information:

- City Councilmember briefings (e.g., handouts and/or talking points used during those meetings);
- Actual text provided in the Proposed 2010-2011 Operating Budget which states that "*Average response times for fire and medical calls could register an increase in Stations impacted by these proposals and the city-wide response time compliance for the 1st Engine company in eight minutes could decrease from 81% to 78%...*" (Attachment B, Source: Proposed 2010-2011 Operating Budget, Page 96);
- City Council budget meetings/deliberations video from 2009 and 2010 where room of origin (2009) and the impact of the proposed reductions (2010) were discussed; and,
- The Dynamic Deployment Fact Sheet, which was shared with the City Council, and developed specifically for neighborhood outreach. The Fact Sheet is very clear about the outcomes of implementing Dynamic Deployment both in terms of what it would accomplish, and its limitations (*bold and italicization added*):

What is the effect of Dynamic Deployment on current service delivery levels?

It will help the City reduce response times by strategically locating fire engines and ladder trucks. *However, it will not fully address the impact of removing engines and trucks from service.*

RULES & OPEN GOVERNMENT COMMITTEE

RE: Fire Department Investigation Request

September 10, 2010

Page 2 of 2

What are some of the outcomes of implementing Dynamic Deployment?

- Better management of limited resources
- Ability to strategically relocate apparatus based on real-time system activity data
- Lessen the impacts to response times as a result of company reductions through the optimization of remaining resources. However, implementation of Dynamic Deployment will not make-up for the reduction of the physical resources or the capacity of the Department to address competing major emergencies. This may result in the increased use of mutual aid and / or emergency callback.
- Results will be monitored and modifications will be made as needed.

I fully respect and acknowledge the role of the City Council to initiate an investigation on this matter. My goal is to further inform the Rules & Open Government Committee's discussion. I think that a discussion on the above materials will demonstrate that the Administration did not and would not withhold or manipulate information about Dynamic Deployment or the Fire Department's proposed budget reductions, or suggest that anyone else should. The available information sets forth a good record that there was no intent to mislead the public or City Council about the impacts of the proposed Fire Department budget reductions. In fact, separately, the Fire Department is scheduled to release next week a one month summary of response time performance with the implementation of Dynamic Deployment and reduced staffing. This data collection was already underway and further demonstrates our effort to keep the community and City Council apprised of this very important issue.


DEBRA FIGONE
City Manager

Attachments:

- A. August 31, 2010 Information Memo, Local 230's Press Conference
- B. Proposed 2010-2011 Operating Budget, Page 96);



ATTACHMENT A

Distributed on:

AUG 31 2010

by City Manager's Office

Memorandum



TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Debra Figone

SUBJECT: LOCAL 230'S PRESS CONFERENCE DATE: August 31, 2010

INFORMATION

The purpose of this Information Memo is to share with the City Council a partial response to a press conference held today by the International Association of Fire Fighters (IAFF), Local 230 regarding comments made about the City withholding information either regarding Dynamic Deployment or the potential impacts of budget reduction proposals.

While I have not had the opportunity to hear all of the details about the nature of the press conference, nor what was asserted by Local 230, I am aware that it involves comments made about Senior Staff by a Fire Department staff person at the Navigator 2010 Conference (a national conference in Orlando, Florida) on April 30, 2010. It appears that the staff person's comments during the presentation focused on his observations and casual characterizations of actions or reactions during budget discussions. While I am still gathering facts and information, I do want to bring to the City Council's attention that the Administration did not and would not withhold or manipulate information about Dynamic Deployment or the Fire Department's proposed budget reductions, or suggest that anyone else should.

In fact, early on in the budget process, the City Manager's Office and Fire Department developed a Dynamic Deployment Fact Sheet for informing residents about the proposed deployment strategy (See MBA #3, dated May 10, 2010). In addition to early circulation of the Fact Sheet, staff from the City Manager's Office and Fire Department met with City Councilmembers to review the Fact Sheet and proposed reduction proposals. The Fact Sheet addresses frequently asked questions on Dynamic Deployment for the purpose of informing community members on the key concepts of the strategy: The Fact Sheet is very clear about the outcomes of implementing Dynamic Deployment both in terms of what it would accomplish, and its limitations (*bold and italicization added*):

What is the effect of Dynamic Deployment on current service delivery levels?

It will help the City reduce response times by strategically locating fire engines and ladder trucks. However, it will not fully address the impact of removing engines and trucks from service.

What are some of the outcomes of implementing Dynamic Deployment?

- Lessen the impacts to response times as a result of company reductions through the optimization of remaining resources. However, implementation of Dynamic Deployment will not make-up for the reduction of the physical resources or the

HONORABLE MAYOR AND CITY COUNCIL
RE: Local 230's Press Conference
August 31, 2010
Page 2 of 2

capacity of the Department to address competing major emergencies. This may result in the increased use of mutual aid and / or emergency callback.

I will continue to evaluate this issue and may provide additional response upon my review.



DEBRA FIGONE
City Manager

Attachment: MBA # 3, Dynamic Deployment Fact Sheet





Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Darryl Von Raesfeld

SUBJECT: DYNAMIC DEPLOYMENT
FACT SHEET

DATE: May 10, 2010

Approved

Date

5/10/10

INFORMATION

The purpose of this Information Memo is to share with the City Council a Dynamic Deployment Fact Sheet that was developed at the request of neighborhood representatives during a recent City Manager's budget presentation. This Fact Sheet can be used for informing residents about the proposed deployment strategy.

There have been high-level community discussions and inquiries regarding the various Fire Department budget reduction proposals, particularly on the proposed use of a Dynamic Deployment Strategy to mitigate impacts to response time performance with engine and ladder truck company reductions. Dynamic Deployment is a real-time resource management strategy that relocates uncommitted fire department fire engines and ladder trucks to address geographic gaps in emergency service coverage as resources become committed to 911 incidents. This measure is intended to avoid more drastic cuts such as Fire Station closures and/or brownouts.

We have prepared a fact sheet that addresses frequently asked questions on Dynamic Deployment for the purpose of informing community members on the key concepts of the strategy. At this time, we would like to make this fact sheet available for broader distribution.

/s/

DARRYL VON RAESFELD
Fire Chief

Attachment: Dynamic Deployment Fact Sheet



Dynamic Deployment – Fact Sheet



San Jose Fire Department (SJFD) is preparing to implement a resource management strategy called "Dynamic Deployment," as a measure to avoid more drastic cuts such as Fire Station closures and/or brown outs. The proposals include eliminating five engine companies and one truck company. Alternate staffing strategies on selected trucks (4-person staffing versus the current 5-person staffing) would save two of the proposed reductions. This staffing recommendation is in compliance with National Fire Protection Association (NFPA) 1710 standards, but would require agreement by the International Association of Firefighters Local 230. If these staffing changes are achieved, this would bring the reduction to four engines and in alignment with service levels and response times similar to 2007.

FREQUENTLY ASKED QUESTIONS

What is Dynamic Deployment?

Dynamic Deployment is a performance enhancing strategy that relocates uncommitted department fire engines and ladder trucks to address geographic gaps in emergency service coverage. This strategy is consistent with SJFD's current manual practice of relocating resources, but is a more efficient and effective approach.

How does Dynamic Deployment work?

The strategy of Dynamic Deployment is enabled through the use of software [a.k.a. Deccan Int. "Live MUM" (Move-Up Module)], which monitors the reallocation and number of available companies from a computer-aided dispatch (CAD) system, digital maps and analysis of coverage gaps. The system provides real-time recommendations to move engines and trucks to fill gaps in service coverage. This software application is in service in numerous Fire Departments across the Country.

What are the Fire Department's current performance response goals?

The goal is to respond to calls for service within 8 minutes 80% of the time. Last year, the Department achieved this goal 79.5% of the time and is currently tracking at 83% for this fiscal year. The use of Dynamic Deployment will help the Department minimize response time impacts due to fewer resources available to respond.

What is the effect of Dynamic Deployment on current service delivery levels?

It will help the City reduce response times by strategically locating fire engines and ladder trucks. However, it will not fully address the impact of removing engines and trucks from service.

What is the Cost of Investment for Dynamic Deployment? What are the savings?

Additional staff resources will include three Senior Public Safety Radio Dispatchers to monitor, track, and direct company redeployments and one Battalion Chief to ensure the system supports field operations; the maintenance of the system, and long-term strategies. The cost of personnel investment is \$639,000. The Fire Department's reduction proposal to eliminate engines and one truck are valued at approximately \$12 million. Dynamic Deployment can lead to cost efficiencies through more efficient use and better utilization of existing resources.

What other resources will be needed for implementation?

In addition to the added personnel, there are software enhancements to connect the move-up software to our dispatch computer, install Automatic Vehicle Locators on all apparatus, upgrading the broadband, which increases capabilities and capacity of the system, and creating and implementing deployment policy and procedures.

What are some of the outcomes of implementing Dynamic Deployment?

- Better management of limited resources
- Ability to strategically relocate apparatus based on real-time system activity data
- Lessen the impacts to response times as a result of company reductions through the optimization of remaining resources. However, implementation of Dynamic Deployment will not make-up for the reduction of the physical resources or the capacity of the Department to address competing major emergencies. This may result in the increased use of mutual aid and / or emergency callback.
- Results will be monitored and modifications will be made as needed.

"The proposed reductions are significant and if concessions or other structural deficit solutions can not be achieved, the utilization of Dynamic Deployment will allow for a better response of the remaining resources and is the best solution for our Community and Firefighters." Darryl Von Raesfeld, Fire Chief

Company	Mitigation Strategy
Engine 30 454 Auzerate	<ul style="list-style-type: none"> ▪ Five surrounding Fire Stations that can provide response to service requests ▪ This is a "concentration" Fire Station, since the area it serves could also be served by other companies from the five surrounding fire stations. ▪ Med 30 (paramedic supervisor) would continue to operate at this location
Engine 33 2933 St. Florian Way	<ul style="list-style-type: none"> ▪ Station would close until development on Communications Hill reaches predetermined development thresholds that was set at time of construction ▪ Alternative staffing will be explored and could support the response of a alternatively staffed paramedic unit from the fire station, such as two person apparatus (but requires agreement by Local 230 for alternative staffing configuration) ▪ Risk and service volume, in comparison to other service reduction options, does not support continued staffing of the engine.
Engine 34 1634 Las Plumas Ave.	<ul style="list-style-type: none"> ▪ A fully staffed paramedic company will be moved to respond to 911 requests within the station's service area, most likely USAR 5 ▪ Using one five-person crew to "cross-staff," the engine or Ladder Truck company, depending on the location and type of 911 request, will be explored, to create a more flexible response to meet differing capability needs with one crew
Engine 35 135 Poughkeepsie Rd.	<ul style="list-style-type: none"> ▪ A fully staffed paramedic company will be moved to respond to 911 requests within the station's service area, most likely Truck 18 or Engine 18 ▪ Using one five-person crew to "cross-staff" the engine or Ladder Truck company, depending on the location and type of 911 request, will be explored, to create a more flexible response to meet differing capability needs with one crew.
Truck 3 98 Martha St.	<ul style="list-style-type: none"> ▪ Preferred option would be to reduce staffing on several Ladder Trucks to 4 person, which requires meet and confer and is within NFPA standards for truck companies. ▪ If agreement can be reached to reduce staffing on 7 Trucks (along with other cost saving measures), savings would help to keep Truck 3 and the 5th Engine.
Engine TBD	<ul style="list-style-type: none"> ▪ Fifth engine Company will be determined based on further research and review of Standards of Response Cover (SOC). This will be identified in budget documents produced during the budget process.

Key Milestones

April 2010	Selection/Establishment of Implementation Project Team
April – May 2010	Develop and approval scope of work with Deccan and Intergraph
May 2010	CAD/LiveMUM interface development and installation
May – June 2010	Completion and integration of business rules into LiveMUM software
June 2010	Successful functional test of software system
June – July 2010	Completion of training and operational policies and procedures
July 2010	Acceptance testing (scenario development/table top exercises)
August 2010	Go Live

WHAT CAN YOU DO?

Call 911 immediately in an emergency

Learn CPR

Know the warning signs of heart attack and stroke

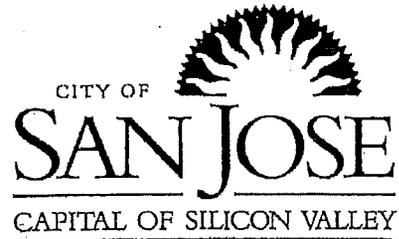
Practice your Home Escape Plan

Check your smoke alarm battery monthly

Never re-enter a fire involved building

Keep informed and stay involved

PROPOSED



2010-2011

OPERATING

BUDGET

**OFFICE
OF THE
CITY MANAGER**

Fire Department

Budget Changes By Department (Cont'd.)

Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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1. Dynamic Deployment Implementation and Five Fire Engine Companies and One Fire Truck Company Elimination (Cont'd.)

- **Engine Company TBD** – Thirteen positions that staff an Engine company (3.0 Fire Captains, 3.0 Fire Engineers, and 7.0 Fire Fighters) would be eliminated, generating a savings of \$2,123,604. The station location is pending staff completion of the analysis of data and impact. The results of the analysis will be communicated to the City Council via a Manager's Budget Addendum to be issued later in the budget process; and
- **Truck Company 3 (Martha Street)** – Sixteen positions that staff Truck 3 (3.0 Fire Captains, 6.0 Fire Engineers, and 7.0 Fire Fighters) would be eliminated, generating a savings of \$2,426,372. Engine 3, typically the first apparatus to respond to an incident in this district, would remain in service at Fire Station 3. In 2009-2010 between July and December, Truck 3 responded to 356 calls (285 emergency and 71 non-emergency). Elimination of a Truck company (one of ten Truck companies) would result in delayed arrival of additional personnel and specialized equipment (e.g. aerial devices, ground ladders, jaws of life, specialized rescue equipment) that is typically carried by a Truck company at an incident scene. Should an incident arise where multiple companies are needed in this district (e.g. structure fires, rescues, etc.), the arrival of additional resources would be delayed since the resources would travel from nearby fire stations.

Alternative to Eliminating One Truck and One Engine Company: Instead of the elimination of one Truck and one Engine company, the number of Fire Fighters on Truck companies would be reduced from five positions to four positions per shift, if the City can achieve agreement with IAFF Local 230. This change would be a meet and confer item, as the current Memorandum of Agreement with IAFF Local 230 requires five positions on each Truck company. The four person staffing level meets the National Fire Protection Association standards for Truck companies. The primary criterion that would be used by the Fire Department to determine staffing level reductions would be "community risk." Truck companies that primarily protect communities that are designated as having "typical risk" would be selected for reduced staffing consideration. The "typical risk" designation is used to describe fire loss risk associated with structures, based on their use and type of construction and refers to communities where the majority of the structures are detached single family homes. Truck companies that protect communities with "higher risk" building types (i.e., high rise residential/commercial, hospitals, retail malls, etc.) have a greater probability of responding to more complex fires that require more staffing resources and would not be considered for staffing reductions. For example, if five Truck companies were to meet the criteria, the staffing model change would result in the elimination of 17.5 Fire Fighters, generating a maximum savings of approximately \$2.6 million. Other considerations in this analysis would include location and projected "second due" truck response times. (Ongoing savings: \$13,724,785)

Performance Results:

Quality Average response times for fire and medical calls could register an increase in Stations impacted by these proposals and the city-wide response time compliance for the 1st Engine company in eight minutes could decrease from 81% to 78%. Implementation of the Dynamic Deployment strategy would optimize redeployment of remaining resources on a real time basis and would mitigate, to the greatest extent possible, impacts to performance levels.

**Fire Department
Public Safety CSA**

Core Service: Emergency Response

Performance and Resource Overview (Cont'd.)

Emergency Response Performance Summary	2008-2009 Actual	2009-2010 Target	2009-2010 Estimated	2010-2011 Target
① % of fires contained: - in room of origin - in structure of origin	68.2% 93.8%	85% 90%	67.8% 97.2%	85% 90%
② % of emergencies (fire, medical and other) handled by units assigned to district	88.6%	85%	89.9%	85%
③ % of hazardous material releases contained to property of origin by Hazardous Incident Team (total #)	78% (190/244)	80% N/A	80% (305/381)	80% N/A
④ % of Supplemental Transport Ambulance Resource (STAR) responses resulting in patient transport*	0.91%	1.0%	0.63%	1.0%
⑤ % of City employees trained in the State Mandated Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS)**				
Senior Staff	N/A	95%	N/A	95%
All other City employees	N/A	85%	N/A	85%

Changes to Performance Measures from 2009-2010 Adopted Budget: Yes¹

* The percentage of STAR responses is calculated by dividing the number of STAR patients transported by the number of medical emergencies managed by rescue units.

** Beginning in 2010-2011, the Emergency Preparedness and Planning Core Service will no longer appear as the Office of Emergency Services (OES) was eliminated and consolidated in 2009-2010 into the Fire Department and the OES budget, positions and select performance measures now are displayed in the Emergency Response Core Service or Public Safety – Strategic Support. There are some performance measures previously displayed in the Emergency Preparedness and Planning Core Service that are recommended to be deleted. Training on SEMS and NIMS is provided to all employees every five years and new hires individually through online training. The Department is working to refine data collection for the next city-wide training in 2011-2012.

¹ Changes to Performance Measures from 2009-2010 Adopted Budget:

U “% of time Fire “first due” company available for calls in first due response area” revised to “% of emergencies (fire, medical and other) handled by units assigned to district” and “% of responses where effects of hazardous material release is contained to area of origin at time of arrival of the Hazardous Incident Team (HIT)” revised to “% of hazardous material releases contained to property of origin by Hazardous Incident Team” and “STAR transports/STAR transport potential” revised to “% of STAR responses resulting in patient transport.” These measures were revised to improve usefulness and meaningfulness by clarifying the language.

**Fire Department
Public Safety CSA**

Core Service: Emergency Response

Performance and Resource Overview (Cont'd.)

Emergency Response Performance Summary	2008-2009 Actual	2009-2010 Target	2009-2010 Estimated	2010-2011 Target
 Average cost of emergency response (budget/# of emergency responses)*	\$2,985	\$2,198	\$2,947	\$3,117
 % of time the initial responding unit arrives within 8 minutes after 9-1-1 call is received	80%	80%	83%	80%
 % of time back-up response unit arrives within 10 minutes after 9-1-1 call is received	90%	80%	91%	80%
 % of residents rating Emergency Response services as good or excellent based on courtesy and service**	N/A	90%	N/A	N/A

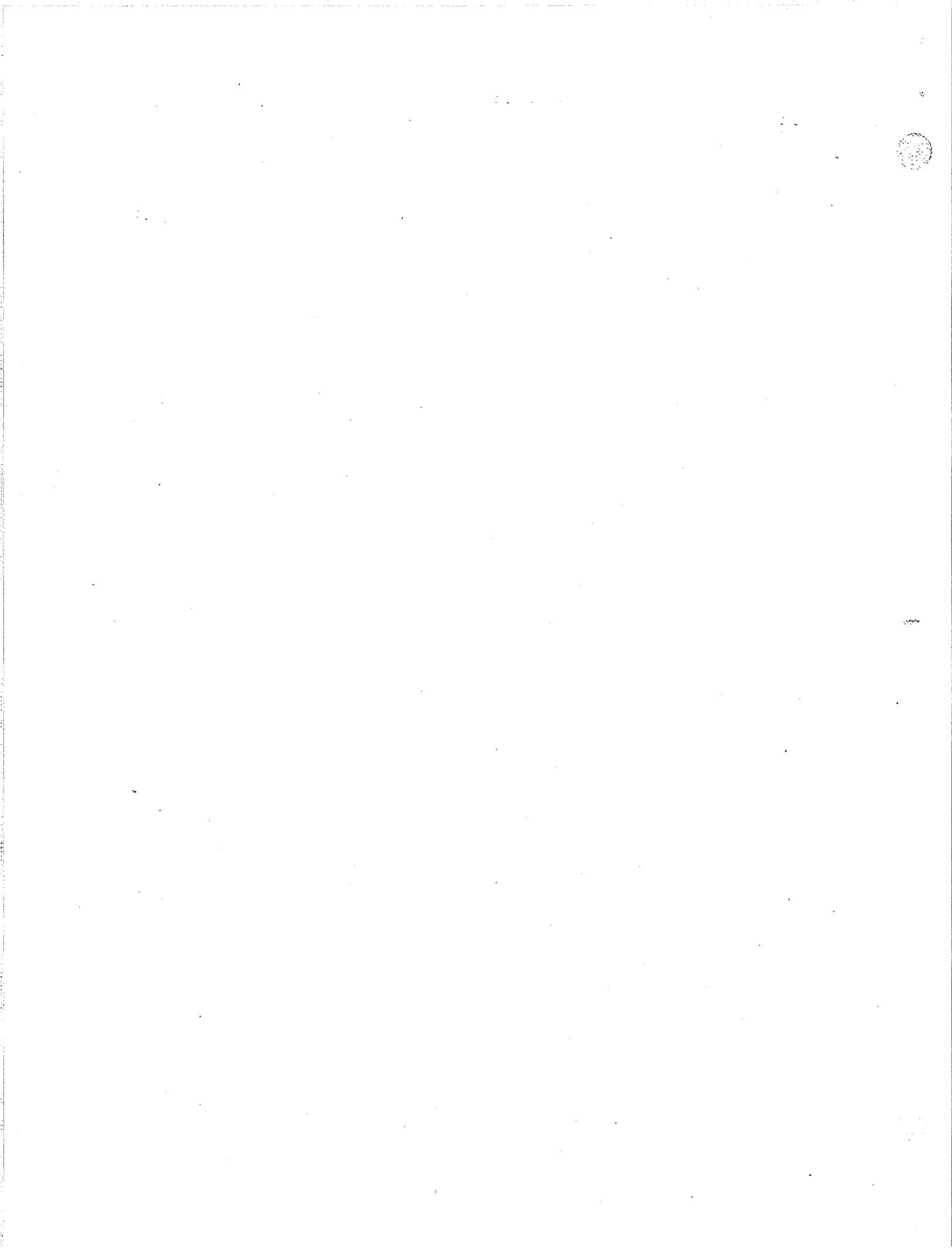
Changes to Performance Measures from 2009-2010 Adopted Budget: Yes¹

* Reflects the 2008-2009 salary and benefits costs for Fire sworn positions with the exception of the 2010-2011 Target that reflects the 2010-2011 salary and benefits costs.

** The Department has no means to conduct customer surveys or tabulate results.

¹ Changes to Performance Measures from 2009-2010 Adopted Budget:

X "% of San Jose Police and Fire personnel trained in federally-required AWR-160 course", "% of federally-funded disaster response costs paid by federal and State funds", "% of time Emergency Operations Center is opened at level 1 within 15 minutes of the request", "% of federal grant milestones met on time", "% of UASI approved equipment plan funding spent" and "% of EOC assigned employees rating SEMS training as "good" or "excellent" deleted because the data is not meaningful, is not part of the core service and/or there is no method for data collection.

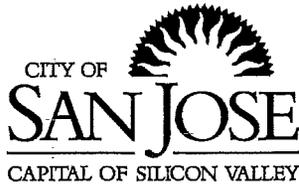


Distributed on:

SENT TO COUNCIL:

SEP 14 2010

by City Manager's Office



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: William McDonald
Fire Chief

SUBJECT: SEE BELOW

DATE: September 13, 2010

Approved

Date

9/14/10

SUBJECT: AUGUST 2010 SAN JOSE FIRE DEPARTMENT OPERATIONAL PERFORMANCE

INFORMATION

This Informational Memorandum is intended to provide the City Council with the operational performance of the City of San Jose Fire Department over the indicated time period. Fire Department Staff will publish monthly performance updates and will provide additional information as needed or requested. This memo will summarize the operational performance over the period August 1 through August 31, 2010.

Background

The San Jose Fire Department provides emergency response services through our established resource deployment system. The system consists of trained Firefighters, Fire Engineers and Fire Captains assigned to engines and truck companies strategically distributed in fire stations throughout our community. Utilizing operational protocols and practices, fire companies are dispatched and respond to emergencies through a series of planned and scripted activities. The mission of the system is to ensure that properly trained and equipped personnel arrive at the scene of an emergency and initiate the appropriate actions to reduce the loss of life and property. This requires that the right amount and type of resources arrive at an emergency in time to perform the concurrent tasks indicated by the situation that results in the best possible outcome. The primary goal of our deployment system is to arrive at the scene of a structure fire so that it can be contained within the room of origin or at a medical emergency prior to the point of a patient's irreversible brain damage.

On August 1, 2010, a change was made to the deployment system in that we eliminated four (4) engine companies and one (1) truck company. Our current deployment system employs 30 engine companies (staffed with 1 Captain, 1 Engineer and 2 Firefighters), 10 truck/USAR companies (staffed with 1 Captain, 2 Engineers and 2 Firefighters) and 5 on-duty Battalion Chiefs. Additionally, the Department staffs an air rescue company at Norman Y. Mineta San Jose International Airport and a Hazardous Incident Team. At least one paramedic is assigned to

HONORABLE MAYOR AND CITY COUNCIL

September 13, 2010

Subject: AUGUST 2010 SAN JOSE FIRE DEPARTMENT OPERATIONAL PERFORMANCE

all of our in-service engine and truck companies allowing the Department to provide advanced life support prehospital care services throughout the community.

Dynamic Deployment

In addition to the reduction of resources, the Department implemented a resource management tool known as Dynamic Deployment. This tool is a method of evaluating the overall deployment system's ability to provide consistent emergency response coverage to the community with available resources. It also suggests when indicated, the temporary re-assignment of remaining resources to reduce coverage gaps that may exist due to incident activity. The Department formerly utilized a similar practice primarily as a response to large scale or multiple emergencies. The major difference between Dynamic Deployment and the former practice is that Dynamic Deployment re-assesses the City's coverage on a more continuous basis.

Operational System Performance

Initially, this monthly report will include the following performance measures. Information will be added or revised based upon the desires of the City Council and Staff's ability to obtain the requested data.

- Response time performance (standard is 8 minutes, 80 percent of the time)
- Number of fires, structure fires
- Multiple alarm incidents (2nd alarm and greater including hi-rise and large grass fire responses)
- Number of medical responses
- Total incidents
- Average number of incidents per day
- Highest number of daily (24 hour period) incidents during reporting period
- Average number of move ups per day
- Highest number of daily (24 hour period) move ups during reporting period
- Significant incidents or activity during period and unusual or notable occurrences

August Emergency Performance Data	
Response Time Performance	80.4% (minimum standard is 80%)
Number of Fires	Total fire incidents: 190 Structure responses: 46
Medical Responses	3,460
Multiple Alarm Incidents	20 (includes 2 nd alarm or greater, large wildland and hi-rise responses)
Total Incidents	6,593
Highest/average number of emergency incidents	Highest number of dispatched incidents: 353 (August 24) Average number of dispatched incidents per day: 213
Highest/average number of move-ups*	Highest number of move-ups (24 hour period): 18 (August 25) Average number of move-ups per day: 5

*A move-up is defined as the temporary re-assignment of an available fire company and the return trip to their home fire station.

HONORABLE MAYOR AND CITY COUNCIL

September 13, 2010

Subject: AUGUST 2010 SAN JOSE FIRE DEPARTMENT OPERATIONAL PERFORMANCE

Significant Incidents or activity

The highest incident volume day during this period was August 24th. This was also the day that our response time performance was most negatively impacted reporting an 8 minute response time compliance of 71 percent.

On August 25th, the Department responded to three structure fires within an approximate three hour period of time. Incident 1 was an industrial fire on Sunol Street that was reported at 3:51a.m. and required a full first alarm assignment of companies (three engine companies, two truck companies and two Battalion Chiefs) to bring under control and extinguish. During the abatement of the Sunol Street incident, two additional structure fires were reported and companies dispatched. Incident 2, single family residence on Rockdale Drive, was dispatched at 5:04a.m. and ultimately required a second alarm assignment of companies to abate. Incident 3, single family home on Del Monte Place, fully utilized three alarms of resources and was dispatched at 5:23a.m. Incidents 2 and 3 were unusual in that both incidents were in the same general area of the City and were reported at nearly the same time of day, on the same day.

Comments

Excellent decision making and aggressive strategies made by the responding crews and outstanding support from our Fire Communications Staff resulted in better than anticipated outcomes of these events. As noted earlier, the Department responded to three (3) significant fire incidents during the early morning hours of August 25th which created significant stress on our resource deployment system and taxed our ability to respond to subsequent emergencies. Initial decisions made by the first arriving company officers were the primary actions that prevented fire extension beyond the involved structure in the case of the fire on Del Monte Place and limited the extension on Rockdale Drive.

In another case, the excellent judgment of the Senior Officer dispatched to an afternoon fire in the 4800 block of Moorpark Avenue also limited the damage that could have occurred had the decision not been made. Given the level of activity in the City at the time, the number of unavailable resources and his knowledge of the location of the incident, the responding Officer requested the dispatch of mutual aid resources earlier in the dispatch sequence than is our established practice. His quick action reduced the loss of property and minimized the displacement of residents of the involved structures.

/s/

WILLIAM MCDONALD, Fire Chief





Dynamic Deployment – Fact Sheet



San Jose Fire Department (SJFD) is preparing to implement a resource management strategy called "Dynamic Deployment," as a measure to avoid more drastic cuts such as Fire Station closures and/or brown outs. The proposals include eliminating five engine companies and one truck company. Alternate staffing strategies on selected trucks (4-person staffing versus the current 5-person staffing) would save two of the proposed reductions. This staffing recommendation is in compliance with National Fire Protection Association (NFPA) 1710 standards, but would require agreement by the International Association of Firefighters Local 230. If these staffing changes are achieved, this would bring the reduction to four engines and in alignment with service levels and response times similar to 2007.

FREQUENTLY ASKED QUESTIONS

What is Dynamic Deployment?

Dynamic Deployment is a performance enhancing strategy that relocates uncommitted department fire engines and ladder trucks to address geographic gaps in emergency service coverage. This strategy is consistent with SJFD's current manual practice of relocating resources, but is a more efficient and effective approach.

How does Dynamic Deployment work?

The strategy of Dynamic Deployment is enabled through the use of software [a.k.a Deccan Int. "Live MUM" (Move-Up Module)], which monitors the reallocation and number of available companies from a computer-aided dispatch (CAD) system, digital maps and analysis of coverage gaps. The system provides real-time recommendations to move engines and trucks to fill gaps in service coverage. This software application is in service in numerous Fire Departments across the Country.

What are the Fire Department's current performance response goals?

The goal is to respond to calls for service within 8 minutes 80% of the time. Last year, the Department achieved this goal 79.5% of the time and is currently tracking at 83% for this fiscal year. The use of Dynamic Deployment will help the Department minimize response time impacts due to fewer resources available to respond.

What is the effect of Dynamic Deployment on current service delivery levels?

It will help the City reduce response times by strategically locating fire engines and ladder trucks. However, it will not fully address the impact of removing engines and trucks from service.

What is the Cost of Investment for Dynamic Deployment? What are the savings?

Additional staff resources will include three Senior Public Safety Radio Dispatchers to monitor, track, and direct company redeployments and one Battalion Chief to ensure the system supports field operations, the maintenance of the system, and long-term strategies. The cost of personnel investment is \$639,000. The Fire Department's reduction proposal to eliminate engines and one truck are valued at approximately \$12 million. Dynamic Deployment can lead to cost efficiencies through more efficient use and better utilization of existing resources.

What other resources will be needed for implementation?

In addition to the added personnel, there are software enhancements to connect the move-up software to our dispatch computer, install Automatic Vehicle Locators on all apparatus, upgrading the broadband, which increases capabilities and capacity of the system, and creating and implementing deployment policy and procedures.

What are some of the outcomes of implementing Dynamic Deployment?

- Better management of limited resources
- Ability to strategically relocate apparatus based on real-time system activity data
- Lessen the impacts to response times as a result of company reductions through the optimization of remaining resources. However, implementation of Dynamic Deployment will not make-up for the reduction of the physical resources or the capacity of the Department to address competing major emergencies. This may result in the increased use of mutual aid and / or emergency callback.
- Results will be monitored and modifications will be made as needed.

“The proposed reductions are significant and if concessions or other structural deficit solutions can not be achieved, the utilization of Dynamic Deployment will allow for a better response of the remaining resources and is the best solution for our Community and Firefighters.” Darryl Von Raesfeld, Fire Chief

Company	Mitigation Strategy
Engine 30 454 Auzerais	<ul style="list-style-type: none"> ▪ Five surrounding Fire Stations that can provide response to service requests. ▪ This is a “concentration” Fire Station, since the area it serves could also be served by other companies from the five surrounding fire stations. ▪ Med 30 (paramedic supervisor) would continue to operate at this location
Engine 33 2933 St. Florian Way	<ul style="list-style-type: none"> ▪ Station would close until development on Communications Hill reaches predetermined development thresholds that was set at time of construction ▪ Alternative staffing will be explored and could support the response of a alternatively staffed paramedic unit from the fire station, such as two person apparatus (but requires agreement by Local 230 for alternative staffing configuration) ▪ Risk and service volume, in comparison to other service reduction options, does not support continued staffing of the engine.
Engine 34 1634 Las Plumas Ave.	<ul style="list-style-type: none"> ▪ A fully staffed paramedic company will be moved to respond to 911 requests within the station's service area, most likely USAR 5 ▪ Using one five-person crew to “cross-staff,” the engine or Ladder Truck company, depending on the location and type of 911 request, will be explored, to create a more flexible response to meet differing capability needs with one crew
Engine 35 135 Poughkeepsie Rd.	<ul style="list-style-type: none"> ▪ A fully staffed paramedic company will be moved to respond to 911 requests within the station's service area, most likely Truck 18 or Engine 18 ▪ Using one five-person crew to “cross-staff” the engine or Ladder Truck company, depending on the location and type of 911 request, will be explored, to create a more flexible response to meet differing capability needs with one crew.
Truck 3 98 Martha St.	<ul style="list-style-type: none"> ▪ Preferred option would be to reduce staffing on several Ladder Trucks to 4 person, which requires meet and confer and is within NFPA standards for truck companies. ▪ If agreement can be reached to reduce staffing on 7 Trucks (along with other cost saving measures), savings would help to keep Truck 3 and the 5th Engine.
Engine TBD	<ul style="list-style-type: none"> ▪ Fifth engine Company will be determined based on further research and review of Standards of Response Cover (SOC). This will be identified in budget documents produced during the budget process.

Key Milestones

April 2010	Selection/Establishment of Implementation Project Team
April – May 2010	Develop and approval scope of work with Deccan and Intergraph
May 2010	CAD/LiveMUM interface development and installation
May – June 2010	Completion and integration of business rules into LiveMUM software
June 2010	Successful functional test of software system
June – July 2010	Completion of training and operational policies and procedures
July 2010	Acceptance testing (scenario development/table top exercises)
August 2010	Go Live

WHAT CAN YOU DO?

Call 911 immediately in an emergency

Learn CPR

Know the warning signs of heart attack and stroke

Practice your Home Escape Plan

Check your smoke alarm battery monthly

Never re-enter a fire involved building

Keep informed and stay involved

Dynamic Deployment – Fact Sheet

The Fire Department is preparing to implement a resource management strategy it is calling “Dynamic Deployment.” The following information summarizes the principles, technology and human resources it will employ to successfully implement this strategy/concept.

Background

- Consistent with fire service current practice of resource move-ups and private sector ambulance use of System Status Management (SSM): The practice of repositioning uncommitted department resources to:
 - Support potentially escalating major emergencies
 - Address gaps in emergency service coverage as resources become committed due to service requests
- Strategy enabled through recent developments in real-time resource management software (Deccan Int. “Live MUM (Move-Up Module)”
 - Real-time system status/resource availability through interface with computer-aided dispatch (CAD) system
 - Use of geographic information system (GIS) technology
 - Expert system business rule process to improve consistency and reliability
 - Metro systems currently using MUM are:
 - Alameda County
 - San Francisco
 - San Diego

Considerations & Criteria for Company Reduction

- Levels of service/response rate restored to Year 2007 (Station 33, 34 and 35 have not realized the projected development that was anticipated at the time that they were constructed)
- Analysis of Calls for Service
- Availability of back-up/surrounding resources
- Minimize impact on City-wide and station district response time performance through redeployment of existing companies
- Keeps all fire stations operational to respond to EMS incidents (approx. 80% of service requests), provided alternative staffing can be successfully achieved; with only one station impacted if not.

Implementation Requirements

- Addition of three Senior PSRDs (1 additional Senior for two shifts) to monitor, track, and facilitate resource redeployment
- Addition of a temporary Battalion Chief for one year to direct resource redeployment and command oversight of this implementation/strategy.
- Continuation of existing IT staff to support interfaces (CAD & Records Management System) and data export and reporting needs
- Enhancement of Fire Communications command and control policies/functions (directing the redeployment of resources)
- Changes in field operational policies and procedures to ensure compliance with Fire Communications directives
- Ongoing analysis to ensure system evolution and performance monitoring/reporting
- Expedite migration to broadband data telecommunications system to improve usefulness of existing Automatic Vehicle Location (AVL) (May 2011 implementation to July- August 2010)
- Based on further evaluation, other implementation scenarios may be considered.

Dynamic Deployment – Fact Sheet

Impacts & Fixed Mitigation Strategies Prior to Employing Dynamic Deployment Strategy

Company	Mitigation Strategy
Engine 30	<ul style="list-style-type: none"> ▪ Five surrounding Fire Stations that can provide response ▪ This is a “concentration” Fire Station ▪ Med 30 (paramedic supervisor) would continue to operate at this location
Engine 33	<ul style="list-style-type: none"> ▪ Station would close until development on Communication Hill reaches predetermine threshold or other funding source ID ▪ Alternative staffing will be explored, such as two person apparatus but will require agreement by Local 230 to maintain an active FS ▪ Risk and service volume, comparison to other reduction options, do not support continued funding ▪
Engine 34	<ul style="list-style-type: none"> ▪ A staffed apparatus will be moved to keep Station operational, most likely USAR 5 ▪ Cross-staffing configuration will be explored that may enable flexible response ▪ Engine 34 reinstatement would be contingent on development and ID of other non-General Fund funding options
Engine 35	<ul style="list-style-type: none"> ▪ A staffed apparatus will be moved to keep Station operational, most likely Truck 18 or Engine 18 ▪ Cross staffing configuration will be explored that may enable flexible response ▪ Engine 35 reinstatement would be contingent on development and ID of other non-General Fund funding options
	<ul style="list-style-type: none"> ▪
Truck 3	<ul style="list-style-type: none"> ▪ Perfered option would be to reduce staffing on several Trucks to 4 person, which requires meet and confer ▪ If agreement can be reached to reduce staffing on 7 Trucks, funding would remain to keep Truck 3 and the 5th Engine.
Engine TBD	<ul style="list-style-type: none"> ▪ Fifth engine Company will be determined based on further research and review of Dynamic Deployment information

Key Milestones

April 2010	Selection/Establishment of Implementation Project Team
April – May 2010	Develop and approval scope of work with Deccan and Intergraph
May 2010	CAD/LiveMUM interface development and installation
May – June 2010	Completion and integration of business rules into LiveMUM software
June 2010	Successful functional test of software system
June – July 2010	Completion of training and operational policies and procedures
July 2010	Acceptance testing (scenario development/table top exercises)
August 2010	Go live

Outcomes

Dynamic Deployment – Fact Sheet

- Mitigation of response time impacts associated with company reductions by optimizing remaining resources
- Degree of mitigation is beyond capacity of current staff to forecast
- System will evolve and improve resource optimization over time (but does not replace loss of the proposed six companies)
- Quantification of response time mitigation will occur as system evolves
- Will not mitigate reductions in system capacity to address multi-alarm structure fires
- Demand on fleet resources will increase

sjfd
02B - Unit Incident Count Summary Report
 Alarm Date Between {07/01/2009} And {12/31/2009}

Unit	Description	Fire	EMS	Other	Non Emergency	No Incident	Type
E01	Engine 01	13	864	9	111	115	
E02	Engine 02	34	1030	29	151	83	
E03	Engine 03	44	981	11	234	40	
E04	Engine 04	34	1085	14	170	70	
E05	Engine 05	30	582	15	87	53	
E06	Engine 06	18	735	26	176	30	
E07	Engine 07	19	525	34	111	12	
E08	Engine 08	44	962	29	184	34	
E09	Engine 09	11	709	15	71	38	
E10	Engine 10	17	921	11	151	54	
E11	Engine 11	8	392	2	54	21	
E12	Engine 12	17	459	16	104	11	
E13	Engine 13	28	697	8	101	20	
E14	Engine 14	31	886	15	129	36	
E15	Engine 15	9	352	7	74	30	
E16	Engine 16	28	973	16	113	74	
E17	Engine 17	22	546	23	129	53	
E18	Engine 18	34	940	5	99	45	
E19	Engine 19	12	474	15	59	36	
E202	z Reserve Engine 202	1	26	0	4	2	
E204	z Reserve Engine 204	0	1	0	0	0	
E209	z Reserve Engine 209	3	46	0	9	2	
21	Engine 21	19	541	15	57	13	
E213	z Reserve Engine 213	1	18	3	4	1	
E214	z Reserve Engine 214	0	6	0	0	0	
E216	z Reserve Engine 216	1	31	1	2	0	
E218	z Reserve Engine 218	0	0	0	0	1	
E22	Engine 22	8	249	8	86	19	
E226	z Reserve Engine 226	0	0	0	0	1	
E23	Engine 23	16	557	13	103	15	
E230	z Reserve Engine 230	0	1	0	0	0	
E24	Engine 24	31	734	16	94	49	
E25	Engine 25	6	108	3	32	16	
E26	Engine 26	44	1153	23	189	54	
E27	Engine 27	23	336	10	97	19	
E28	Engine 28	6	85	1	24	4	
E29	Engine 29	6	231	6	62	41	
E30	Engine 30	22	556	18	151	68	
E31	Engine 31	7	228	10	50	31	
E33	Engine 33	7	101	4	32	2	
E34	Engine 34	29	707	15	96	25	
E35	Engine 35	25	655	28	161	18	
HIT2	HIT 29	0	2	5	1	2	
HIT2	HIT 29 B	0	0	0	1	3	
T01	Truck 01	1	215	12	80	25	
T02	Truck 02	3	162	11	40	8	
03	Truck 03	1	267	17	71	26	
T04	Truck 04	7	227	7	43	12	
T09	Truck 09	1	132	8	49	10	
T13	Truck 13	4	163	19	52	17	

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02B - Unit Incident Count Summary Report
 Alarm Date Between {07/01/2009} And {12/31/2009}

Unit Description	Fire	EMS	Other	Non Emergency	No Incident	Type
T14 Truck 14	7	225	16	66	36	36
T16 Truck 16	2	92	9	36	19	19
T18 Truck 18	8	181	6	51	30	30
T29 Truck 29	0	35	3	39	8	8
T304 z Reserve Truck 304	0	5	0	0	0	0
T316 z Reserve Truck 316	0	52	1	8	6	6
U05 USAR 05	2	128	17	46	28	28
U16 USAR 16	0	33	2	3	1	1
UT05 USAR Tender 05	3	59	6	20	14	14
UT16 USAR Tender 16	0	10	2	3	0	0
Unit Totals	747	22471	615	4170	1481	

Summary

Total Incidents 29484

Struct	194						
Vehicle	177						
Wild	122						
Other	254	Rescue	29	HazMat	0	Cancel	2619
Fires	747	EMS	22471	Other Emerg.	615	Non Emerg.	4170
						No InciTyp	1481

- [i] Report filters Pre alerts, cancelled responses, orphaned incidents.
- [ii] Apparatus types used: 11 - Engine, 12 Truck or aerial, 7* Search And Rescue, HazMat 93

sjfd
02B - Unit Incident Count Summary Report
 Alarm Date Between {01/01/2009} And {12/31/2009}

Unit	Description	Fire	EMS	Other	Non Emergency	No Incident	Type
E01	Engine 01	29	1620	19	246	224	
E02	Engine 02	65	1967	58	277	275	
E03	Engine 03	73	1950	29	422	196	
E04	Engine 04	68	2041	19	283	185	
E05	Engine 05	57	1173	33	187	66	
E06	Engine 06	33	1293	43	280	166	
E07	Engine 07	30	1038	54	181	67	
E08	Engine 08	66	1880	47	370	102	
E09	Engine 09	26	1460	28	152	113	
E10	Engine 10	36	1766	17	287	128	
E11	Engine 11	19	732	8	98	102	
E12	Engine 12	40	989	37	202	100	
E13	Engine 13	52	1269	17	172	183	
E14	Engine 14	62	1652	33	236	141	
E15	Engine 15	24	672	11	134	137	
E16	Engine 16	61	1816	26	176	320	
E17	Engine 17	40	1113	54	222	125	
E18	Engine 18	61	1933	19	177	164	
E19	Engine 19	28	935	23	117	95	
E202	z Reserve Engine 202	1	26	0	4	3	
E204	z Reserve Engine 204	0	1	0	0	0	
E205	z Reserve Engine 205	0	1	0	0	0	
E207	z Reserve Engine 207	0	1	0	0	0	
E208	z Reserve Engine 208	0	0	0	1	0	
E209	z Reserve Engine 209	3	46	0	9	2	
E21	Engine 21	44	1032	34	128	87	
E213	z Reserve Engine 213	1	18	3	4	1	
E214	z Reserve Engine 214	0	6	0	0	0	
E216	z Reserve Engine 216	1	31	1	2	1	
E218	z Reserve Engine 218	0	0	0	0	1	
E22	Engine 22	15	541	22	159	106	
E225	z Reserve Engine 225	0	1	0	0	0	
E226	z Reserve Engine 226	0	1	0	0	1	
E23	Engine 23	28	1081	30	191	89	
E230	z Reserve Engine 230	0	1	0	0	0	
E24	Engine 24	60	1464	37	152	243	
E25	Engine 25	14	187	7	55	44	
E26	Engine 26	93	2297	46	376	318	
E27	Engine 27	36	677	23	187	76	
E28	Engine 28	10	183	6	56	14	
E29	Engine 29	18	475	12	138	104	
E30	Engine 30	44	1113	38	290	212	
E31	Engine 31	15	423	17	87	128	
E33	Engine 33	10	207	4	66	19	
E34	Engine 34	56	1382	27	158	118	
E35	Engine 35	49	1419	67	296	37	
IT2	HIT 29	0	3	7	4	4	
HIT2	HIT 29A	0	0	0	1	0	
HIT2	HIT 29 B	0	0	1	2	4	
T01	Truck 01	6	386	25	170	88	

sjfd
02B - Unit Incident Count Summary Report
 Alarm Date Between {01/01/2009} And {12/31/2009}

Unit Description	Fire	EMS	Other	Non Emergency	No Incident Type
T02 Truck 02	6	365	20	78	77
T03 Truck 03	2	482	30	139	62
T04 Truck 04	12	383	18	115	40
T09 Truck 09	3	261	15	104	36
T13 Truck 13	9	281	23	104	57
T14 Truck 14	15	473	34	135	83
T16 Truck 16	2	92	9	36	19
T18 Truck 18	14	373	12	96	61
T29 Truck 29	1	70	5	87	22
T304 z Reserve Truck 304	0	6	0	2	0
T313 z Reserve Truck 313	1	1	0	1	12
T316 z Reserve Truck 316	0	52	1	8	6
U05 USAR 05	3	252	23	102	70
U16 USAR 16	5	213	10	36	42
UT05 USAR Tender 05	4	114	8	49	40
UT16 USAR Tender 16	1	46	10	13	12
Unit Totals	1452	43766	1200	7860	5228

Summary

Total Incidents 59506

Struct	374						
Vehicle	339						
Wild	221						
Other	518	Rescue	66	HazMat	0	Cancel	4908
Fires	1452	EMS	43766	Other Emerg.	1200	Non Emerg.	7860
						No InciTyp	5228

- (i) Report filters Pre alerts, cancelled responses, orphaned incidents.
- (ii) Apparatus types used: 11 - Engine, 12 Truck or aerial, 7* Search And Rescue, HazMat 93

