



**SAN MATEO COUNTY  
BOARD OF SUPERVISORS  
FINANCE AND OPERATIONS  
COMMITTEE**

**Mark Church, Chair  
Rich Gordon, Vice-Chair**

**Reyna Farrales, Deputy County Manager  
John Beiers, Chief Deputy County Counsel  
400 County Center, Redwood City, CA 94063  
650-363-4571**

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If you wish to speak to the Committee, please fill out a speaker's slip. If you have anything that you wish distributed to the Committee and included in the official record, please hand it to the Deputy County Manager who will distribute the information to the Supervisors and staff.

TO: Finance and Operations Committee

FROM: Reyna Farrales, Deputy County Manager

SUBJECT: Finance and Operations Committee Meeting—Agenda for August 7, 2007

DATE: July 30, 2007

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**Meeting Date and Time:** Tuesday, August 7, 2007, 2:30 – 3:30 p.m.

**Place:** Board Conference Room, Office of the Board of Supervisors  
First Floor, 400 County Center, Redwood City, California

1. Call to Order
2. Oral Communications
3. Approval of the Minutes for the Finance and Operations Committee Meeting of July 10, 2007 (attachment)
4. Fire Funding (Reyna Farrales)
5. Public Comment
6. Announcements
7. Adjourn

Upcoming meetings for the Finance and Operations committee:  
Wednesdays, September 12<sup>th</sup> and October 10<sup>th</sup> at 2:00 p.m.



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## **DRAFT ACTION MINUTES**

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**Meeting Date and Time:** July 10, 2007, 2:00 p.m.

**Place:** Board Conference Room, Office of the Board of Supervisors  
First Floor, 400 County Center, Redwood City, California

### **1. Call to Order / Roll Call:**

Committee Chair Mark Church called the meeting to order at 2:00 p.m. Supervisors Church and Gordon were both in attendance. Also attending were Peter Bassett, Andrew Berthelsen, John Beiers, Edwin Chan, Reyna Farrales, Jimmy Forbis, Nancy Guerrero, Christine Hollender, Mary McMillan, Eric Pawlowski, Jim Saco and Joanne Ward.

### **2. Oral Communications:**

There was no member of the public who wished to speak.

### **3. Discussion: Management Reviews**

The Committee approved the framework for future management reviews, as well as selection of the Human Services Agency as the next department for review under the program beginning in September, 2007. The Committee also approved Staff's recommendation for the issuance of a Request for Qualifications (RFQ) for management consulting services to conduct performance audits and management reviews in order to provide the County with the capability and flexibility to utilize a roster of highly skilled consultant(s) that will be available to respond to requests for management consulting services in a timely manner on an "as needed" basis.

In discussion about the Management Review process, Vice-Chair Gordon cautioned Staff to be sensitive when selecting individuals as peers on review teams so that current relationships may not impact objectivity.

### **4. Discussion: Fire Protection Funding**

The Committee heard an update from Staff on fire protection funding. Staff will bring back updated property tax revenue and budget deficit projections, facility and vehicle replacement costs, and information on response times to the Committee in August. The Committee directed Staff to begin work on a community outreach plan.

### **5. Agenda Items for Future Committee Meetings**

The Committee reviewed and approved agenda items as recommended by Staff.

### **6. Announcements and Set Future Meetings**

There were no announcements. The Committee set dates for the next three Finance and Operations Committee meetings: Wednesday, August 8<sup>th</sup> at 2 p.m.; Wednesday, September 12<sup>th</sup> at 2:00 p.m.; and Wednesday, October 10th at 2:00 p.m.

**7. Adjournment**

The meeting was adjourned at 2:30 p.m.



COUNTY OF SAN MATEO  
County Manager's Office

Date: August 6, 2007

TO: Board Finance and Operations Committee  
FROM: Reyna Farrales, Deputy County Manager, 363-4130  
SUBJECT: AGENDA ITEM #4: Fire Funding Update

**Updated Deficit Projections and Tax/Charge Estimates – ATTACHMENT A**

We have received updated property tax projections from the Assessor's Office and have finalized year-end closing activities for the Structural Fire Fund. For the fiscal year ending June 30, 2007, the General Fund transferred \$740,000 to the Fire Fund. This brings the total subsidy to date to \$1,032,140. A subsidy of \$915,000 has been included in the FY 2007-08 budget. Increases in flight activity at the airport will generate about \$250,000 in additional property tax revenue for Fiscal Year 2007-08. We have reviewed CAL FIRE contract expenditure trends and are recommending that this revenue growth be used toward contract costs, which we are projecting to grow by 3.5% in the new fiscal year. Reserves of \$144,111 have been established and will be returned to the General Fund if unspent.

Without General Fund support, there will be a projected operating deficit of \$815,000 to \$1.2 million annually over the next five years. The deficit grows by about \$100,000 each year given a 5% growth factor in contract costs. We have revised the replacement costs for the three fire stations (Skylonda, Pescadero and Belmont) as well as the 36 vehicle fleet to include estimated reimbursements from CAL FIRE and CSA #1. Using 9,853 parcels in the unincorporated area that are not already in a fire protection district or service area, the annual tax/charge would be \$225 to \$250 per parcel to cover both operating and facility/vehicle replacement costs if there is no General Fund subsidy. The annual tax/charge for the 1,450 parcels in County Service Area #1 to contribute toward replacement of the Belmont station would be \$92 per parcel.

**Voter Requirements for Proposed Tax/Charge**

County Counsel will provide a further analysis of requirements at the August 7 meeting.

**Preliminary Service Reduction Scenarios – ATTACHMENT B**

At the July 10 committee meeting, staff was requested to prepare County Fire service reduction scenarios in the event that voters do not pass a proposed tax to address operating deficits and facility/vehicle replacement costs for County Fire. Given the proximity to other fire stations operated by cities and other districts, service reduction scenarios have been prepared for the stations at Belmont and Cordilleras stations. The table below summarizes impact on response times. Attachment B contains the full report. The elimination of one fire engine company will not impact response times at Belmont Station 17 due to redundancies at the facility and supplemental services provided by CAL FIRE. However, the elimination of a fire engine company at Cordilleras Station 18 would result in an increase of over three minutes, or 50% in response times.

Scenario	Cost Savings	Change in Calculated Distance for Established Response Time Standard <sup>1</sup>	Change in Response Time Compliance
Eliminate One Fire Company at Belmont Station 17	\$1.5 million	No change	No change
Close Cordilleras Station 18 <sup>2</sup>	\$1.8 million	+2.0 miles	+3.3 minutes 50% increase

<sup>1</sup> ISO Standards establishes the distance that should be covered as it relates to the established response time standard.

<sup>2</sup> Assumption is made that the nearest County Station at Belmont is required to cover distance that is outside its' 3.7 mile radius and closest non-County Fire station In San Carlos must cover its' 3.7 mile radius. Response time for affected agencies would increase from 6:59 minutes to over 10 minutes.

**ATTACHMENT A  
COUNTY FIRE PROTECTION  
Updated Budget Deficit Forecast  
and Annual Tax/Charge Estimates**

County Fire - Operating Budget	2006/07 Actual	FY 2007/08 Projected	FY 2008/09 Projected	FY 2009/10 Projected	FY 2010/11 Projected	FY 2011/12 Projected
Secured/Unsecured Property Taxes	\$ 4,370,187	\$ 4,772,713	\$ 5,011,349	\$ 5,236,643	\$ 5,445,905	\$ 5,664,054
Adjustment for Property Tax Refunds	(128,014)	(105,592)	(100,000)	(100,000)	(100,000)	(100,000)
Other Taxes	218,490	220,030	224,431	228,919	233,498	238,168
Other Operating Revenue	715,863	465,748	475,063	484,564	494,256	504,141
General Fund Subsidy-budgeted	536,279	915,000	0	0	0	0
General Fund Subsidy-additional at year-end	203,899	0	0	0	0	0
Fund Balance	0	0	0	0	0	0
<b>Total Funding Sources</b>	<b>\$ 5,916,704</b>	<b>\$ 6,267,899</b>	<b>\$ 5,610,843</b>	<b>\$ 5,850,126</b>	<b>\$ 6,073,658</b>	<b>\$ 6,306,362</b>
CAL FIRE Contract Requirements *	5,916,704	6,123,789	6,429,978	6,751,477	7,089,051	7,443,503
General Reserves	0	144,111	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 5,916,704</b>	<b>\$ 6,267,900</b>	<b>\$ 6,429,978</b>	<b>\$ 6,751,477</b>	<b>\$ 7,089,051</b>	<b>\$ 7,443,503</b>
<b>PROJECTED OPERATING DEFICIT</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$819,136)</b>	<b>(\$901,351)</b>	<b>(\$1,015,393)</b>	<b>(\$1,137,141)</b>

County Fire - Annual Facility and Vehicle Replacement		FY 2009/10 Projected	FY 2010/11 Projected	FY 2011/12 Projected		
Vehicle Replacement Costs **	-	944,000	944,000	944,000		
Facility Replacement Debt Service ***	-	374,207	374,207	374,207		
<b>PROJECTED FACILITY/VEHICLE REPLACEMENT COSTS</b>		<b>\$1,318,207</b>	<b>\$1,318,207</b>	<b>\$1,318,207</b>		
<b>TOTAL PROJECTED DEFICIT (Operating and Vehicle and Facility Replacement)</b>		<b>(\$0)</b>	<b>(\$819,136)</b>	<b>(\$2,219,558)</b>	<b>(\$2,333,599)</b>	<b>(\$2,455,348)</b>

COUNTY FIRE ANNUAL TAX/CHARGE ESTIMATES (9,853 parcels)	FY 2008/09 Projected	FY 2009/10 Projected	FY 2010/11 Projected	FY 2011/12 Projected
Operating Deficit	\$ 83	\$ 91	\$ 103	\$ 115
Facilities and Vehicle Replacement	\$ -	\$ 134	\$ 134	\$ 134
<b>Estimated Annual Parcel Tax -Operating Deficit and Facilities/Fleet Replacement</b>	<b>\$ 83</b>	<b>\$ 225</b>	<b>\$ 237</b>	<b>\$ 249</b>

\* CAL FIRE contract projected to increase 3.5% in FY07-08 and 5% in subsequent years.

\*\* 36 vehicles in fleet: Total \$9M replacement cost, financed over 15 years

\*\*\* Skylonda, Pescadero, Belmont facilities: Total \$10M replacement costs, financed over 30 years

COUNTY SERVICE AREA #1 ANNUAL TAX/CHARGE ESTIMATE (1,450 parcels)	FY 2008/09 Projected	FY 2009/10 Projected	FY 2010/11 Projected	FY 2011/12 Projected
Facility Replacement - Belmont Station 18		\$ 92	\$ 92	\$ 92

## ATTACHMENT B

### Preliminary Service Reduction Scenarios

#### SUMMARY

At its July 10, 2007 meeting the Board Finance and Operations Committee requested staff to prepare County Fire service reduction scenarios, in the event that voters do not pass a proposed tax to address operating deficits and facility/vehicle replacement costs for County Fire. The County has an agreement with CAL FIRE to operate four career fire stations in Belmont, Cordilleras, Pescadero and Skylonda. CAL FIRE provides full-time staff for one fire engine at each station, with the exception of Belmont, which has an additional engine company that is funded by County Service Area #1 (CSA #1).

Given the proximity to other fire stations operated by cities and other districts, service reduction scenarios have been prepared for the Belmont and Cordilleras stations.

#### Current Operations

San Mateo County currently has two fire engine companies at Belmont Station 17 and one fire engine company at Cordilleras Station 18. Both stations are responsible for meeting a response time standard of 6 minutes and 59 seconds. Data collected from San Mateo County Public Safety Communications reflects an 88.7% compliance rate for Belmont Station 17 and an 83.4% rate for Cordilleras Station 18. According to the Insurance Services Office (ISO), County Fire should be able to cover approximately 3.73 miles or more in that 6 minute 59 second timeframe.

	# of Calls	% Response Time Compliance <sup>1</sup>	Calculated Distance for Established Response Time Standard <sup>2</sup>
Belmont Station 17	247	88.7%	3.73 miles
Cordilleras Station 18	283	83.4%	3.73 miles

<sup>1</sup> San Mateo County has established a standard of 6 minutes and 59 seconds for response times.

<sup>2</sup> ISO Standards establishes the distance that should be covered as it relates to the established response time standard.

#### **Scenario 1: Eliminate one fire engine company at Station 17 Paul Scannell Road - Belmont**

By reducing service levels by one fire engine company at the station, response times would see minimal, if any increase due to the redundancy at the station. Belmont is in a unique situation in that at peak fire season (June through October), the station operates an additional CAL FIRE engine company, increasing total resources during that period to three fire engine companies. This situation allows for multiple levels of redundancy and the addition of the third engine does not result in an increase in response time compliance.

Under this scenario, the elimination of one fire engine simply eliminates one redundancy in the system and reduces the amount of resources available for backup to other jurisdictions, but will not increase response times in the primary area this station serves.

**Scenario 2: Close Cordilleras Station 18**

Cordilleras is a key asset in bridging fire protection and emergency medical service coverage between the urban and rural areas of San Mateo County. Any reduction in service levels at this station would greatly impact service levels and may increase response times by as much as three minutes.

The proximity of Cordilleras to I-280 allows the station to be the primary responder to highway service calls and the unincorporated areas west of I-280.

**Impact of Both Scenarios on Response Times**

The following table summarizes the impact on response times for the two scenarios:

Scenario	Cost Savings	Change in Calculated Distance for Established Response Time Standard <sup>1</sup>	Change in Response Time Compliance
Eliminate One Fire Company at Belmont Station 17	\$1.5 million	No change	No change
Close Cordilleras Station 18 <sup>2</sup>	\$1.7 million	+2.0 miles	+3.3 minutes

<sup>1</sup> ISO Standards establishes the distance that should be covered as it relates to the established response time standard.

<sup>2</sup> Assuming that the nearest County Fire Station at Belmont is required to cover distance that is outside its 3.7-mile radius and closest non-County Fire station In San Carlos must cover its 3.7-mile radius.

The elimination of one fire engine company will not impact response times at Belmont Station 17 due to redundancies at the facility and supplemental services provided by CAL FIRE. However, the elimination of a fire engine company at Cordilleras Station 18 would result in an increase of over three minutes, or nearly 50% in response times.

## **Introduction**

The California Department of Fire and Forestry (CAL FIRE), acting as County Fire, provides fire protection and first responder medical services for the unincorporated lands of San Mateo County, and move-and-cover support for all fire agencies and districts in San Mateo County and neighboring jurisdictions.

Prior to 2004, fire protection services were wholly funded by secured and unsecured property taxes generated through the Structural Fire fund. The tax base for the fund is primarily in and around San Francisco International Airport. Following September 11, 2001 airline activity at the airport slowed and resulted in reduced revenues for the fund. This coupled with increases in CAL FIRE contract costs have resulted in operating deficits that have been offset by elimination of fund reserves and a growing dependence on subsidies from the General Fund.

Fiscal years 2005-07 saw the General Fund augment the Structural Fire fund by \$1,032,140 and for FY 2007-08 the subsidy is budgeted at \$900,000. Fire protection services will continue to be subsidized by general tax revenues unless additional funding is identified. Lack of funding for growing operating costs and facility/vehicle replacement costs will ultimately result in a reduction in fire protection services for San Mateo County residents in the unincorporated areas not already served by other fire protection districts.

The County operates four career fire stations at Belmont, Cordilleras, Pescadero and Skylonda. CAL FIRE provides full-time staff for one fire engine at each station, with the exception of Belmont, which has an additional engine that is funded by County Service Area #1 (CSA #1).

Given the proximity to other fire stations operated by cities and other districts, service reduction scenarios have been prepared for the Belmont and Cordilleras stations. Each fire engine company at these stations cost the County approximately \$1.5 million per year to staff and operate, and an additional \$150,000 to \$200,000 in facility operation and maintenance costs. Reduction in services would generate savings, but it is important to evaluate the effects on response times and impacts to surrounding communities.

## **Methodology**

The coverage and time analysis models the distance each response engine company travels within specified travel time zones. Individual travel time zones represent the geographic boundary that a vehicle could reach in that given amount of time.

The analysis uses an average, over-the-road speed appropriate for the roadway type. Actual response times may vary due to local road characteristics, traffic lights, congestion, road networks, weather conditions, time of day, visibility, etc. This model also does not account for the fact that the engine company may be assigned to a prior

call and another unit would be called to cover, (boundary drop or move-and-cover system) thus extending the response time.

Analyzing response times requires the application of various techniques that allow for a standard method of evaluation. The Insurance Services Office (ISO) is a science-based organization that provides risk information to communities and private organizations including insurance companies. To help establish appropriate fire insurance premiums for residential and commercial properties, insurance companies need reliable, up-to-date information about a community's fire-protection services through the Public Protection Classification (PPCTM) program. This program quantifies risk in the form of response times as they relate to distance.

In evaluating a community's public fire protection, ISO considers the distribution of fire companies and their impact on response times. Generally, ISO's criteria say that a built-upon area of a community should have a first-due engine company within 1.5 road miles of the protected properties

The Rand Corporation, a non-profit organization that conducts peer review on standards that affect public policy, has applied the benchmark criteria produced by ISO. Based on the formula and criteria developed by ISO and certified by the Rand Corporation, communities should expect a response time of 3.2 minutes for an engine company located in highly populated urban areas. By comparison, San Mateo County's established standard of 6.98 minutes for urban stations and 11.98 minutes for rural stations are consistent with industry-set standards for areas with similar population density as San Mateo County.

The Rand Corporation conducted extensive studies of fire department response times and concluded that 35 mph is the average speed for a fire apparatus responding with emergency lights and siren. That speed considers average terrain, average traffic, weather, and slowing down for intersections.

Taking into account the average speed and the time required for an apparatus to accelerate from a stop to the travel speed, RAND developed the following equation for calculating the travel time:

$$T = 0.65 + 1.7 \times D$$

**T** = Time (minutes to the nearest 1/10 of a minute)

**.65** = a vehicle-acceleration constant for the first 0.5 mile traveled.

**1.7** = a vehicle-speed constant validated for response distances ranging from 0.5 miles to 8.0 miles.

**D** = Distance

ISO, working with several fire departments, has recently conducted its own review of the formula and found the earlier RAND work still valid as a predictive tool.

Utilizing the aforementioned methodology, this analysis focused on two possible scenarios: a reduction in service level at Paul Scannell Road – Belmont Station #17 or at the Cordilleras Station #18 in San Carlos.

### **Scenario 1: Eliminate one fire engine company at Station 17 Paul Scannell Road – Belmont**

Located at 20 Paul Scannell Road, this Fire Station was built in 1951 and houses two fire engine companies, one of which is funded by County Service Area #1 (CSA #1). The Station is the northernmost County Fire facility and covers the unincorporated CSA #1, unincorporated lands primarily west of I-280, and boundary drop agreements with the cities of Hillsborough, San Mateo, and Belmont. This facility also provides asset protection to several County facilities located on Paul Scannell Drive, including the new Youth Services Center.

For the fiscal year 2006-07, Station 17 responded to 247 calls, of which 186 were classified as emergency incidents and 61 were considered non-emergency. Of the 247 calls, 88.7%, or 219 calls complied with the 6 minute 59 second County-adopted response time requirement.

It should be noted that the calls were responded to by two different fire engines located at the fire station. Although the second CSA #1 fire engine provides a higher service level to the Highlands, it is also routinely used as a response vehicle for any call received at the station, regardless of location.

By applying the ISO formula to the San Mateo County standard for response times, the average distance (D) covered for the 88.7% of calls meeting compliance is approximately 3.73 miles:

$$6.98 \text{ minutes} = 0.65 + 1.7 \times (D = 3.73 \text{ miles})$$

The nearest County Fire station to Belmont is Cordilleras Station #18, which is located 5.7 miles south of Paul Scannell Road – Belmont. Therefore, a reduction in service levels at Station 17 most directly impacts Station 27 in San Mateo (City of San Mateo Fire Department), Station 15 in Belmont (Belmont – San Carlos Fire Department) and Station 18 - Cordilleras in San Carlos (County Fire).

### Proximity to Station 17 Belmont

Station	Distance
27 - San Mateo (SMFD)	.9 miles
15 - Belmont (Belmont/San Carlos FD)	2.0 miles
18 - Cordilleras (County Fire)	6.8 miles

By reducing the current service level by one fire engine company at Station 17, response times would see minimal increase due to redundancies at the station. Boundary drop, and move-and-cover systems have built-in redundancy, thus the distance traveled would not be impacted. With 247 calls dispatched from the station, the workload more appropriately fits one fire engine company; thus, two companies provide an unnecessary redundancy. Furthermore, for six months out of the year, CAL FIRE provides a third fire engine at State cost that assists in wildfire protection. The State engine does not contain a paramedic.

Finally, the distance traveled for a particular fire engine would not change and only in cases where multiple calls are received would response time be impacted. In those instances it is expected that any impact would be minimal due to the redundancy of facilities in the area.

### Scenario 2: Close Cordilleras Station 18

The Cordilleras Fire Station located near Edgewood Road and I-280 was built in 1995 and provides service to unincorporated lands west of I-280, south San Carlos, Redwood City, the neighborhoods of Palomar Park and Emerald Lake Hills, and also provides asset protection and emergency medical assistance to the San Mateo County Cordilleras Mental Health Center located next the station. The facility is the newest fire protection facility in San Mateo County and houses one fire engine company.

For the fiscal year 2006-07, Station 18 responded to 283 calls, of which 232 were classified as emergency incidents and 51 were considered non-emergency. Of the 283 calls, 83.4%, or 236 calls complied with the 6 minute 59 second County-adopted response time requirement. By comparison, Cordilleras falls just short of the response time levels of Station 17 utilizing one fire engine company. (see page 9, Table A)

By applying the ISO formula to the San Mateo County standard for response times, the

average distance (D) covered for the 83.4% of calls meeting compliance is approximately 3.73 miles:

$$6.98 \text{ minutes} = 0.65 + 1.7 \times (D = 3.73 \text{ miles})$$

The nearest County Fire station to Cordilleras is Station 17 that is 6.8 miles north. Therefore, a reduction of service level at Station 18 would most directly impact Station 16 in San Carlos (Belmont – San Carlos Fire Department), Station 12 in Redwood City (City of Redwood City), Station 19 in Woodside (Woodside Fire Protection District), and then Station 17 – Belmont/Tower Road in Belmont (County Fire).

**Proximity to Station 18 Cordilleras**

<b>Station</b>	<b>Distance</b>
16 - San Carlos (Belmont/San Carlos FD)	2.6 miles
12 - Redwood City (RCFD)	2.7 miles
19 - Woodside (WFPD)	4.0 miles
17 - Belmont (County Fire)	6.8 miles

Cordilleras is located no farther than four miles from three other fire stations with stations 16 and 12 located within the 3.7-mile service area that is within the ISO standard calculation for response times. Station 16 and 12 currently overlap the Cordilleras service area, thus assisting the station in complying with established response times. However, any reduction in service level would require stations 12, 16, 19, and 17 to travel farther distances and have a direct affect on their respective response times. If a service reduction were implemented at Cordilleras, County Fire Station 17 would see its coverage area increase by 3.1 miles with Belmont-San Carlos Station 19 increasing by 1.1 miles. The resulting distance increase outside of the 3.7-mile radius is a net of 2.0 miles, or 5.7 miles total.

$$T = 0.65 + 1.7 \times (3.7 \text{ miles} + 2.0 \text{ miles})$$

Therefore, in a worst-case scenario, time could be increased by over three minutes. Such a large increase is due greatly to the proximity to I-280 where Cordilleras is located. Stations 12, 16, and 19 are located in residential areas and are not situated to best respond to calls located on I-280 and the unincorporated areas located west of I-280. The line of coverage between the nearest County Fire station in Belmont and Station 19 in Woodside would increase to over 10 miles and exceed ISO recommendations for Fire Station proximity.

## **Next Steps**

The analysis was conducted from the point of view of County Fire. As steps are taken towards the decision to implement service level reductions, further research and analysis will be required in several areas.

### Impact of Previous Station Closures/Brownouts

The cities of Redwood City and San Mateo have both experienced difficulties in staffing their respective fire stations. In recent years, the most common method to address staffing shortfalls has been to temporarily close or “brownout” fire stations. Analysis of this practice should be included in service reduction scenarios, especially in areas where County Fire stations are responding to calls where brownouts have been implemented.

### Rural Response Times

The analyses of Cordilleras and Belmont have been limited to evaluations of urban response times, not rural. Further analysis is needed to examine to what extent the Belmont and Cordilleras stations respond to calls on the coastside. Any service level adjustment could have a great impact on response times for coastal areas, as they do not benefit from redundancies in the system. In essence, there is very little margin of error for coastside communities and thus any disruption to the response system will have an adverse impact on the 11 minute and 59 second rural response time standard.

### Constituent Outreach

Any proposed adjustment to service levels will have an impact on the surrounding communities. If these options are considered, early community outreach will allow decision makers to address concerns and attempt to mitigate potential negative ramifications.

### Fire Agency Outreach

Service level adjustments will impact the responsibilities of neighboring fire protection agencies. Under the boundary drop, and move-and-cover systems, agencies are responsible for providing mutual aid without financial reimbursement. Adjustments to service levels at Station 18, in particular, may require neighboring agencies to cover more area, increase average response times, and stretch financial resources. These concerns have typically been addressed at the Fire Chief’s meetings. However, given the impacts of service reductions, this may require input from stakeholders.