



Memorandum

TO: PUBLIC SAFETY, FINANCE AND
STRATEGIC SUPPORT COMMITTEE

FROM: Robert Sapien, Jr.

SUBJECT: Fire Department Operations Annual Report **DATE:** April 30, 2025

Approved

Date:

5/5/2025

RECOMMENDATION

Accept the annual report on Fire Department call volumes and emergency response time performance metrics.

BACKGROUND

As specified in the Public Safety, Finance and Strategic Support Committee (Committee) Work Plan, the Fire Department (Department) is to provide a consolidated annual report on emergency response time performance, progress on the implementation of response time improvement strategies detailed in the Fire Department Response Time Work Plan, as well as an overview of the annual call volume activity. The report also includes recommendations for potential opportunities to triage service calls to optimize life-saving interventions and reduce the impact of fires. The Committee accepted the Department's annual operations report on April 18, 2024¹. This iteration of the report offers a comprehensive assessment of the Department's operational performance, highlights emerging trends, and outlines enhancements to critical processes in support of the Department's mission to protect life, property, and the environment.

The Department is a high-volume, all-hazards fire department providing fire suppression and rescue services, Advanced Life Support (ALS), and Basic Life Support (BLS) services, as well as specialized operations resources, including Urban Search and Rescue (US&R), Aircraft Rescue Fire Fighting (ARFF), and a Hazardous Incident Team (HIT). The Department deploys resources from 34 fire stations, with minimum daily staffing levels of 190 personnel operating on 34 Engine companies, nine Truck

¹ <https://sanjose.legistar.com/View.ashx?M=F&ID=12849151&GUID=EC3D32BD-0061-4DDC-A44E-5EDFF9C39139>

companies, three Rescue Medic units, and six on-duty command officers (Battalion Chiefs). The Department's frontline personnel protects 208 square miles, including 181 square miles within City of San José (City) limits and approximately 27 square miles of unincorporated areas of Santa Clara County by contract.

The Department's emergency incident call volume has increased by approximately 39.6% in the past ten years, from 78,957 calls in Fiscal Year (FY) 2013-2014 to 110,254 calls in FY 2023-2024. Rising call volume has challenged the Department's ability to meet response time performance standards and to maintain balanced emergency response coverage throughout the City. To address these challenges, the Department has pursued several strategies, as reported to the Committee in the Fire Department Emergency Response Times Performance Semi-Annual Report².

On June 7, 2016, the City Council received the City of San José – Fire Department Organization Review³, which included Standards of Response Coverage (SOC) analysis. The following was included in the report's findings:

We find the City's deployment system does not provide City Council-adopted and best-practice desired response times, especially outside of the urban core as fire station spacing increases in the suburban areas. Delivering response times to all neighborhoods at the adopted City Goal will require additional resources.

Consistent with the above conclusion, the City Council has been proactive and taken budget actions to restore some response resources lost following the 2008 recession. The first action taken was advancing the Disaster Preparedness, Public Safety, and Infrastructure Bond measure to the November 6, 2018, ballot. Voters passed the \$650,000,000 general obligation bond measure (Measure T) which included "...construction of Fire Station 37 and the upgrade and/or rebuild of additional fire stations to improve emergency response times based on the Fire Chief's assessment of projects that are critically needed to improve emergency response..."

Additionally, at the June 18, 2019, City Council meeting, the Department's Measure T – *New Fire Station Placement Prioritization*⁴ recommendations were accepted by the City Council, initiating the construction of three new fire stations and the replacement of two existing fire stations. Thus far, Measure T-completed fire station projects include Fire Station 37 at 2191 Lincoln Avenue, and the landside bay addition at Fire Station 20 constructed in cooperation with Mineta San José International Airport and the Federal Aviation Administration.

² <https://sanjose.legistar.com/View.ashx?M=F&ID=7158775&GUID=D188428F-8487-4BFA-9D8D-A39F7B276F11>

³ https://sanjose.granicus.com/MetaViewer.php?view_id=&event_id=2139&meta_id=576986

⁴ <https://sanjose.legistar.com/View.ashx?M=F&ID=7296426&GUID=8097B35E-F3AA-441B-A951-9B6135862F50>

The additional fire stations provided by Measure T and continued advancement of response time performance improvement strategies have, at least temporarily, resulted in improved response time performance and resource availability. However, continued increases in emergency call volume continue to challenge Department resources in meeting response time targets.

ANALYSIS

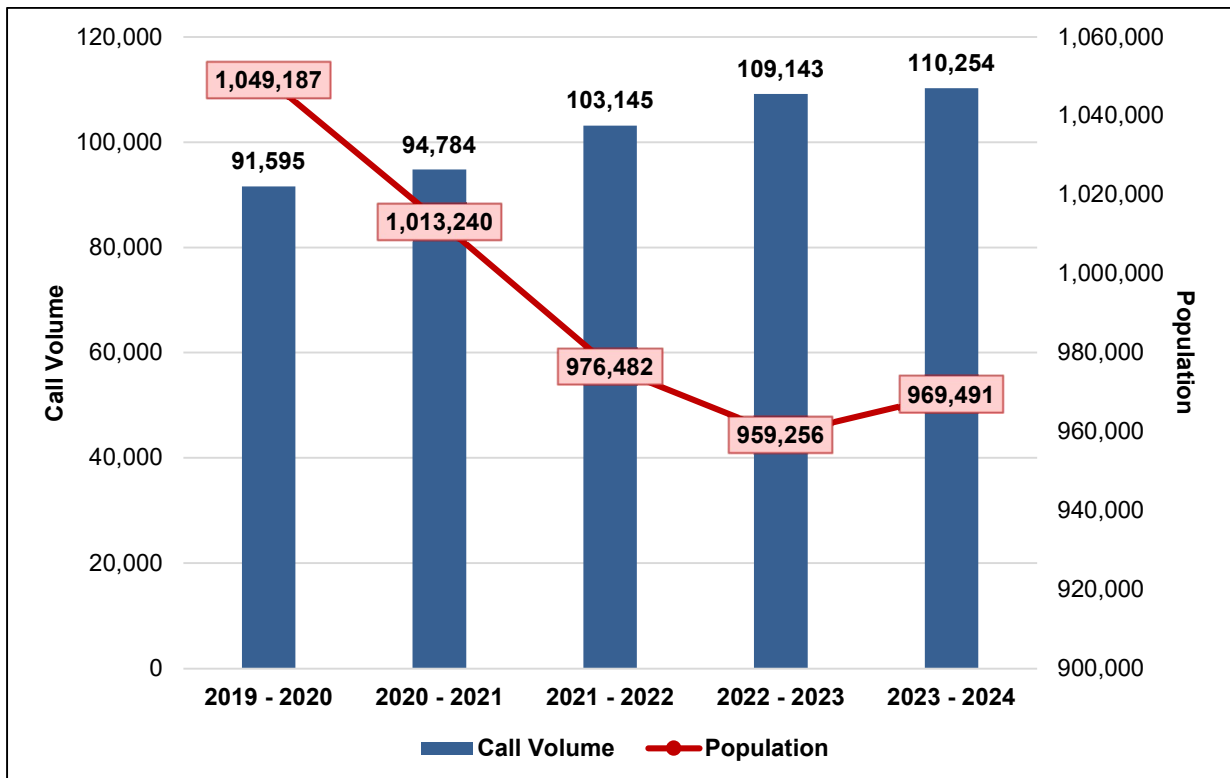
Fire Department Emergency Call Volume

In FY 2019-2020, the Department's call volume was 91,595 compared to 110,254 in FY 2023-2024, resulting in an increase of approximately 20% in demand for emergency response. As depicted in Chart 1 below, the City's population decreased by 8% in that same 5-year period from 1,049,187 in FY 2019-2020 to 969,491 in FY 2023-2024.

Population Impacts

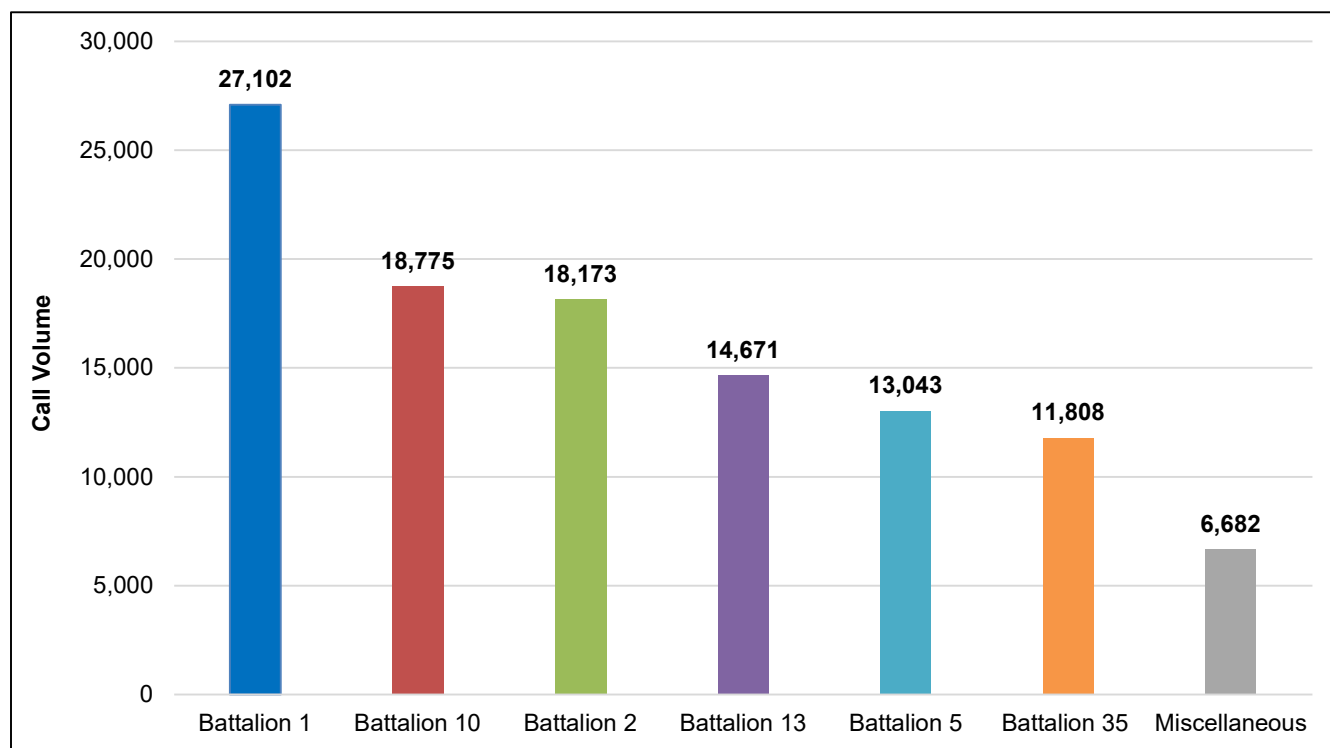
Prior to 2019, there was a clear correlation between rising population and emergency call volume. However, since 2021, call volume has risen significantly despite a drop in population size.

Chart 1: 5-Year Call Volume versus City Population



Generally, call volume is at its highest in the core of the City and lowest at its perimeter. As indicated below in Chart 2, Battalion 1, which is centrally located in San José, had 27,102 incidents in FY 2023-2024. At peak periods, resources from other battalions are drawn into the core of the City as Battalion 1 resources are drawn down.

Chart 2: FY 2023-2024 Call Volume by Battalion⁵



Fire stations are located throughout San José to provide emergency response coverage; however, population densities and service demands can vary for each station's response area. This is shown in Chart 3 on the following page with a notation on fire stations experiencing the highest call volume in each Battalion's sphere of influence. It is important to note that call volume numbers reflect single emergency incidents and not the total number of resources deployed.

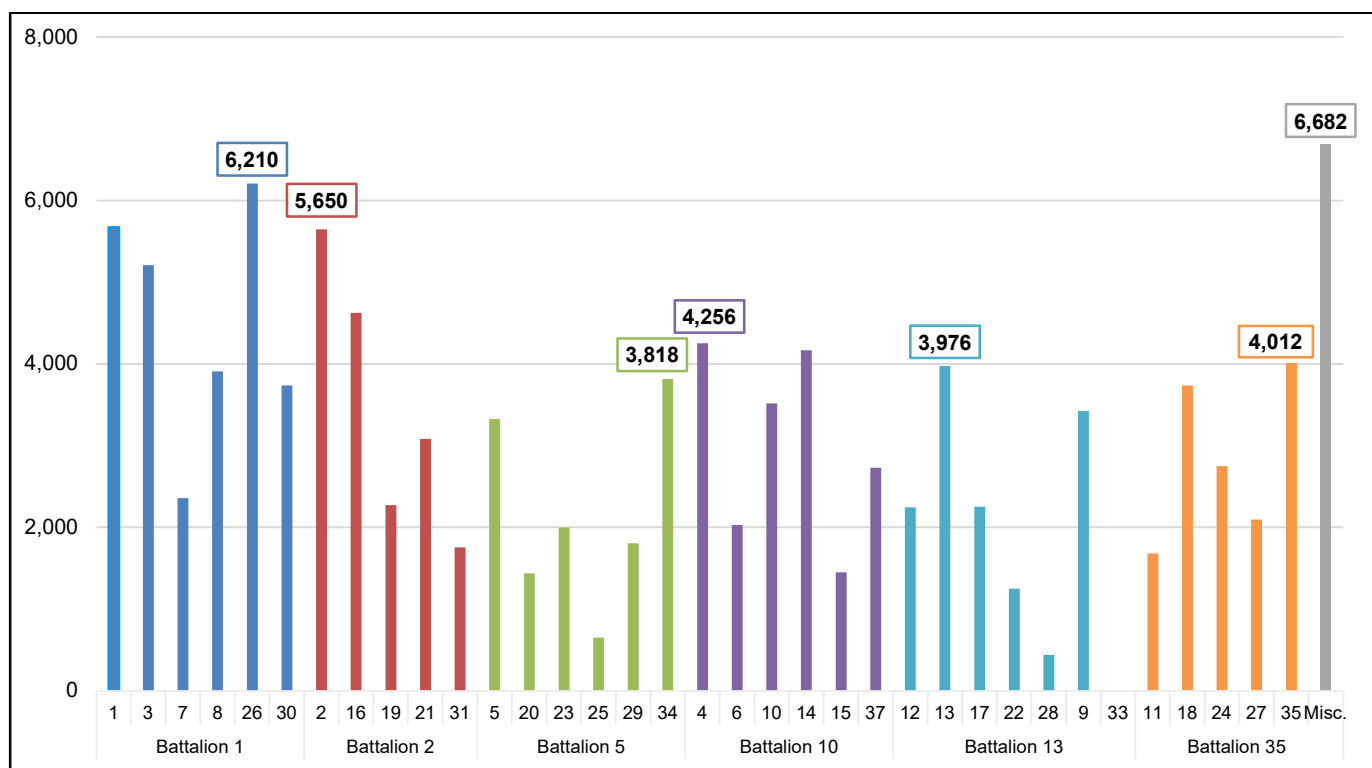
A single incident may require a single resource response such as a Rescue Medic or Engine Company or can have several resource responses. As such, the incident response numbers provided in this report only partially represent the workloads for each fire station. Battalion 1 fire stations, which includes Fire Station 26, experience the highest call volume annually. Using the proceeds from Measure T, the Department fully operationalized Fire Station 37 to bolster fire protection coverage and improve response time performance within West San José. Additionally, Measure T funding will enable the

⁵ Miscellaneous category captures calls identified within the Computer Aided Dispatch (CAD) system for Mutual and Auto Aid calls received by the City of San José not directly associated with a particular Battalion.

future construction and positioning of Fire Stations 32 and 36 which is intended to strengthen central response capabilities and improve call volume distribution.

Through the FY 2023-2024 Adopted Budget, City Council approved the staffing augmentation to add a 6th Battalion, enabling the Department to realign the supervision of existing battalions to more equitable and manageable levels. This model enhanced the reliability of the Department's operations by reducing travel distances and response times for command staff in the eastern and central areas of San José that have been historically harder to serve due to minimal resources, thus improving the quality of life, health, and safety to residents in these areas, as well as providing resources to assist with community outreach and Department functions, such as fire inspections and public education.

Chart 3: FY 2023-2024 Call Volume by Fire Station Response Area and Battalion⁶



High call volume centralized in the core of San José negatively impacts the Department's response time performance because of reduced first-due resource availability, resulting in extended travel time for resources traveling from more distant fire stations.

⁶ Fire Station 33, closed by budget action in FY 2010-2011 remains out of service – however, the response area remains in the Computer Aided Dispatch (CAD) system. Closest appropriate resources are dispatched to incidents in Fire Station 33's response area.

As shown in Figure 1, on the following page, the heatmap reflects call volume intensity ranging from lowest (blue) to highest (red). Current fire station response area call volumes result in reduced resource availability and compromise response time performance. Figure 2 reflects late response (travel times greater than 4 minutes) intensity ranging from the lowest (green) to the highest number of late responses (orange) depicting how resource drawdowns impact response time performance.

Figure 1: Call Volume Heat Map FY 2023-2024

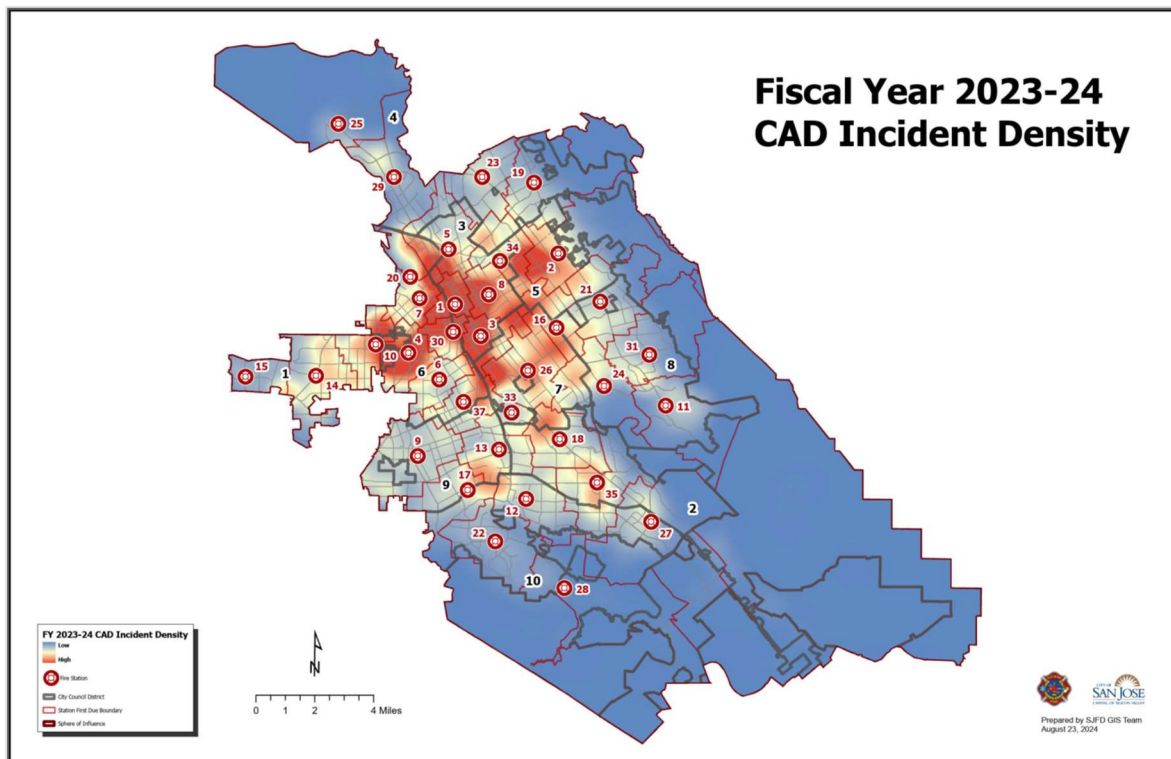


Figure 2: Late Response Heat Map FY 2023-2024

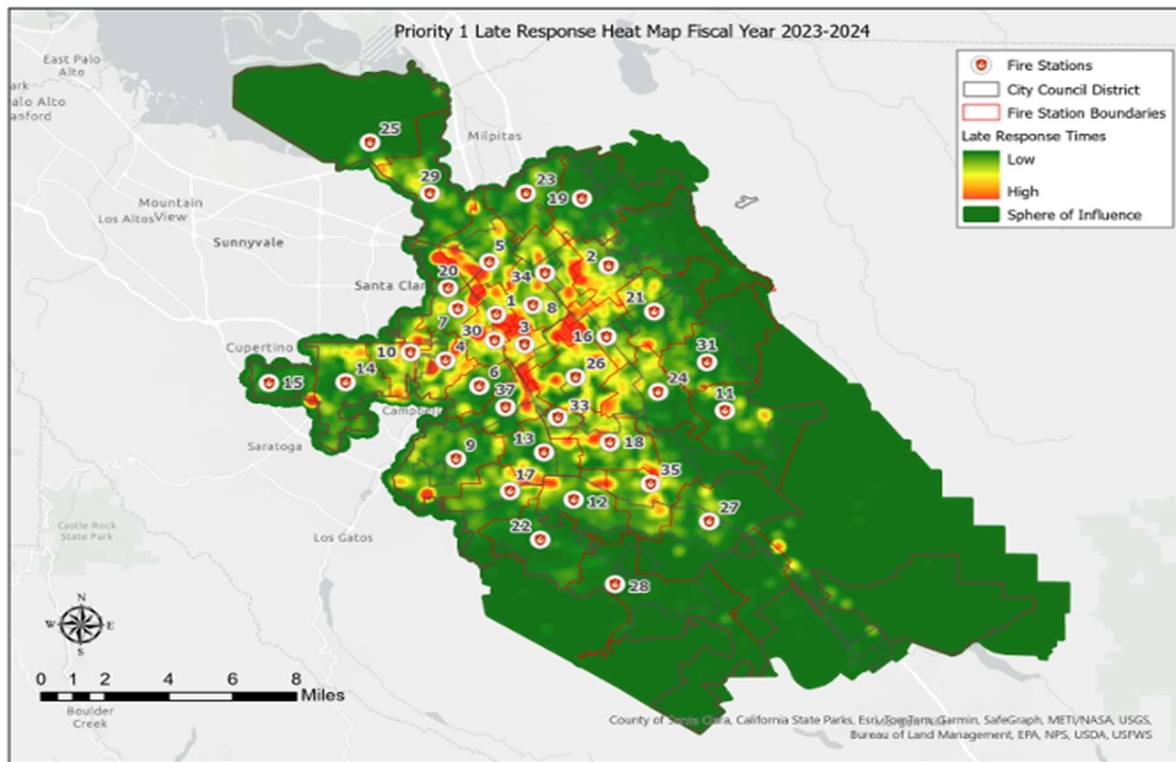
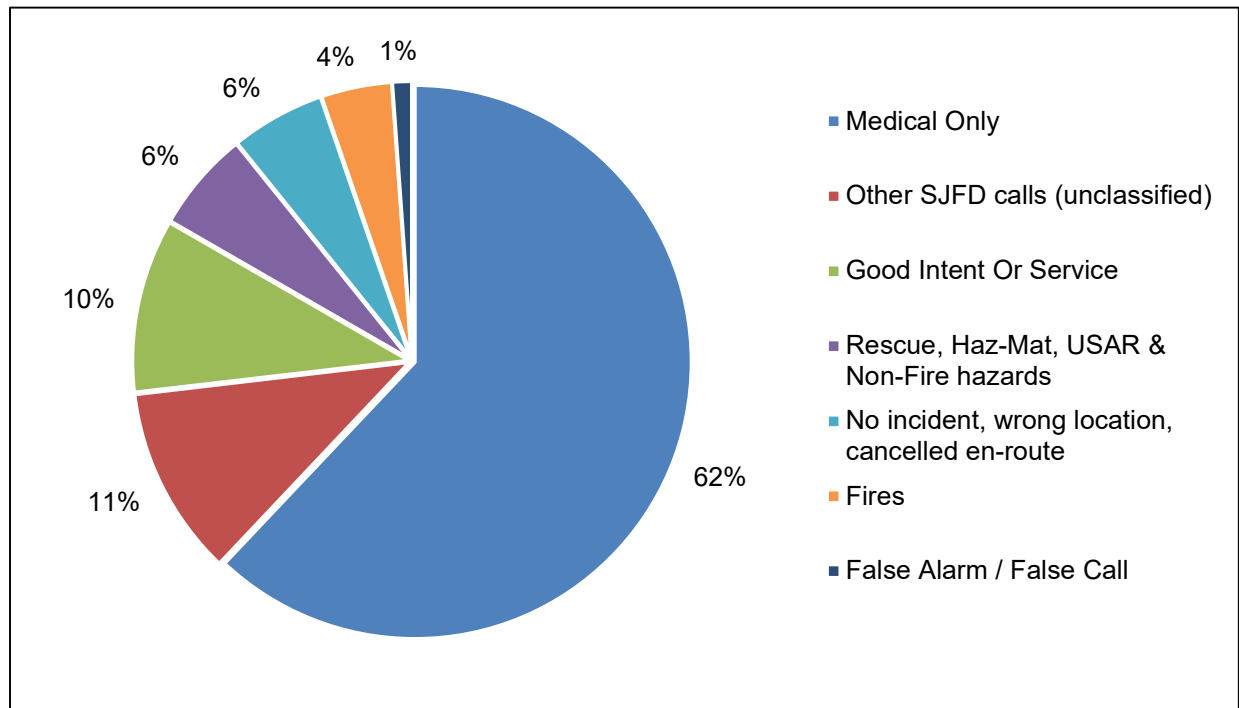


Chart 4 depicted below provides the call type distribution of the 110,254 incidents in FY 2023-2024. Each call type was within 1% to 2% from the prior year's distribution. The Department experienced no significant marked increase in medical call volume percentage, and there was no clearly discernable change in call type distribution.

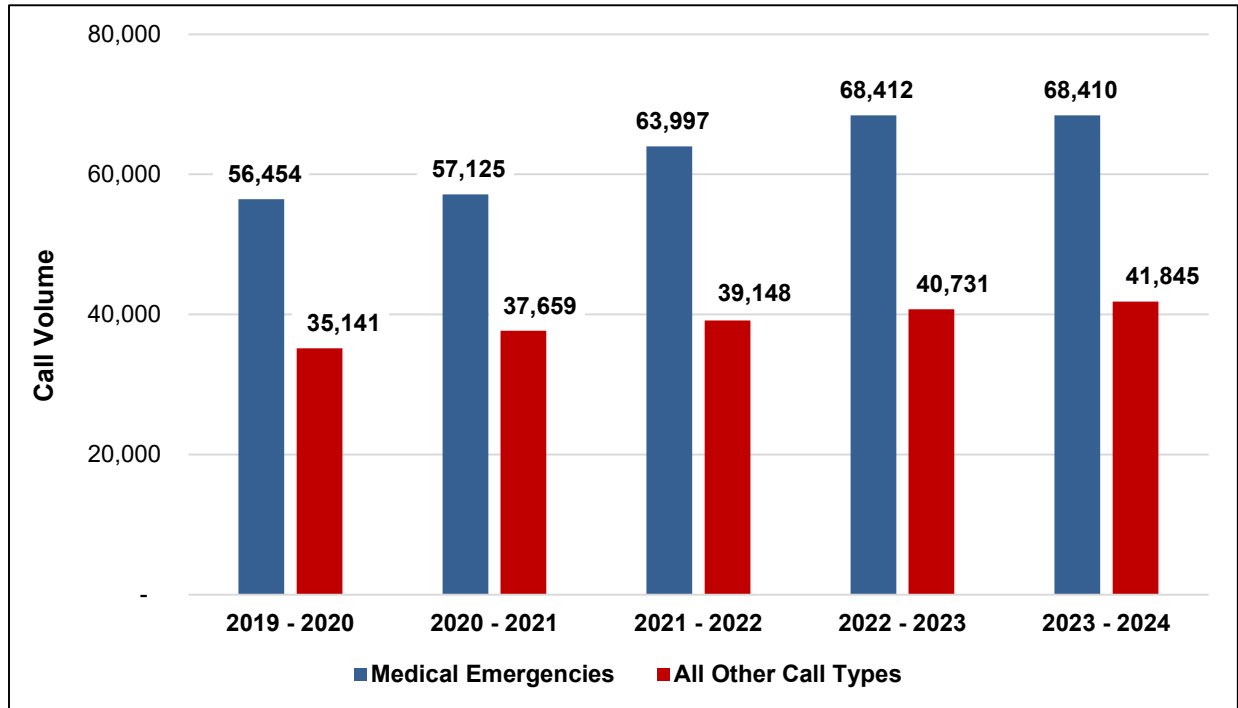
Chart 4: Call Type Distribution



Emergency Medical Services (EMS) Call Volume

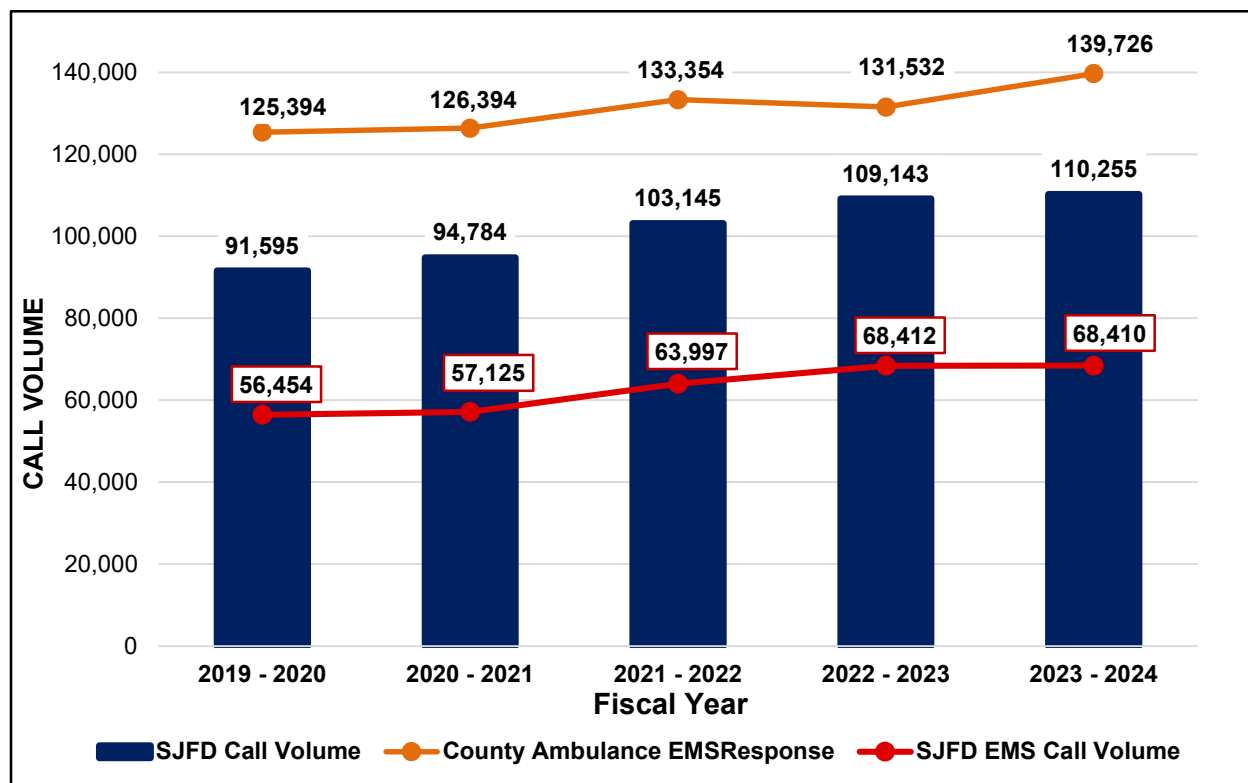
As depicted in Chart 5 below, EMS call volume did not have a discernable change between FY 2019-2020 to FY 2020-2021; however, there was an increase of 12% in FY 2021-2022 from the previous year and an increase of 6.7% in FY 2022-2023, with similar EMS call volume experienced in FY 2023-2024. Total responses for all other call types increased by more than 19%, rising from 35,141 calls in FY 2019–2020 to 41,845 calls in FY 2023–2024 over the five-year period.

Chart 5: 5-Year EMS Call Volume and All Other Call Types



Call volumes are increasing county-wide; however, the activity observed in the City's EMS call volume has outpaced Santa Clara County's Emergency Medical Services (County EMS) ambulance responses on a county-wide scale. As shown in Chart 6 below, County EMS 9-1-1 ambulance responses increased by 11.43%, rising from 125,394 calls in FY 2019-2020 to 139,726 calls in FY 2023-2024. During the same period, total responses for the City grew by 20.4%, from 91,595 to 110,254 calls, while City EMS call volume rose by 21.2%, from 56,454 to 68,410 calls.

Chart 6: 5-Year City Call Volume and County-wide Ambulance Call Volume



Aging Population

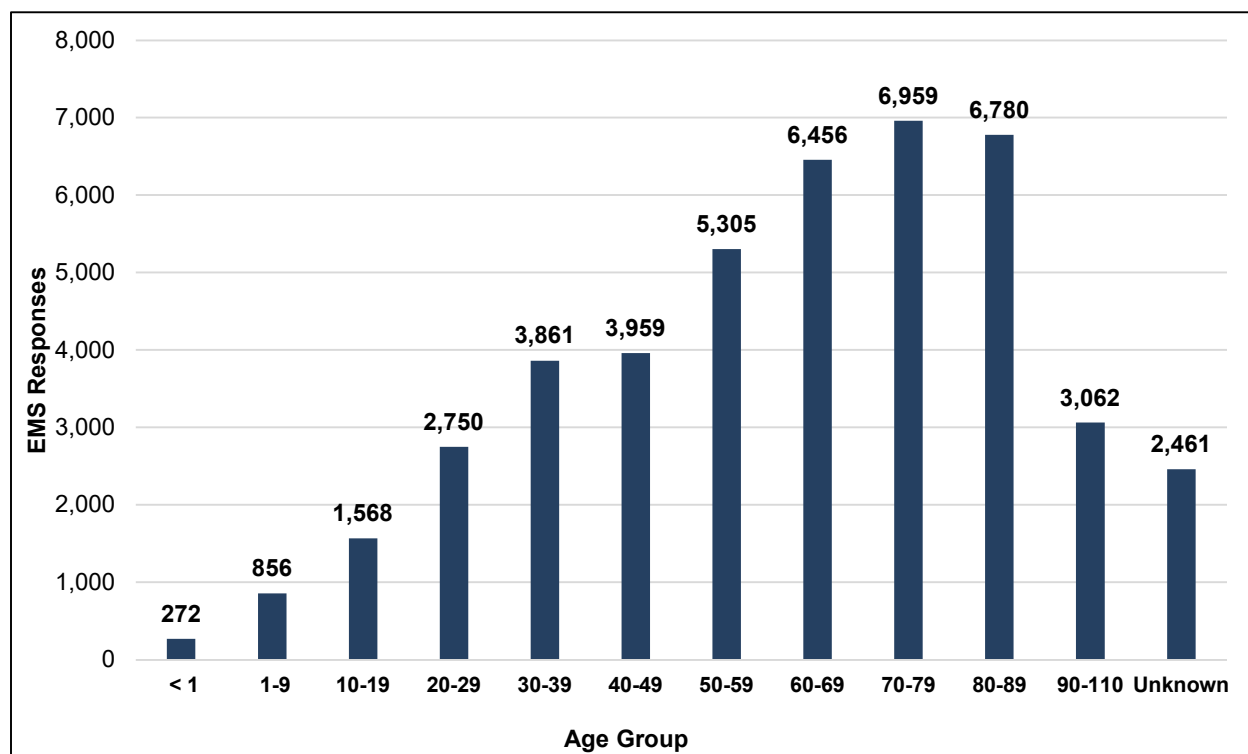
According to the California State Plan on Aging issued in 2021⁷, the number of Santa Clara County residents above the age of 65 years will increase by 99.3%, from 277,700 in 2010 to 553,409 in 2030, and residents aged 85 years and older are estimated to increase by 84.6%, from 28,039 in 2010 to 51,772 in 2030. The California State Plan on Aging made the following statement regarding health care demands of people aged 85 and over:

The current size of the population age 85 and over and the projected increase in this age group is notable. Those who are 85 and older have a significantly higher rate of severe chronic health conditions and functional limitations that result in the need for more health and supportive services. The rapid growth of this age group has many implications for individuals, families, communities, and government.

⁷ <https://aging.ca.gov/download.ashx?IE0rcNUV0zbUy1iwYmWKNg%3d%3d>

In FY 2023-2024, the available patient age data from the Department's Medical Priority Dispatch System (MPDS) indicated that 58% of patients were age 60 years and over, and 70% of patients were age 50 years and over. Chart 7 below provides a distribution of emergency medical responses across various patient age groups for FY 2023-2024.

Chart 7: EMS Patient Age Distribution



Local Mutual Aid

Call volume is increasing throughout the county and particularly in areas south of San José, including Morgan Hill and Gilroy. San José has historically provided mutual aid support within the county and beyond. Locally, this is achieved through automatic aid and mutual aid agreements. Automatic aid is established to assign the closest station to areas regardless of jurisdictional boundaries, within specified limits. Automatic aid is designed to be reciprocal and has minimal, or no impact, on participating agency's call volume. Comparatively, in-county mutual aid is provided on an as-needed basis. As call volume increases and response time performance continues to be challenged, mutual aid becomes increasingly challenging to support. In past years, as resources were released to provide mutual aid support for other agencies, other resources would be moved up to provide coverage to the vacated areas. Currently, as resource availability decreases due to higher call volume, it is increasingly challenging to provide backfill resources and maintain response time performance levels while providing mutual aid

support. The Department will continue to monitor these types of impacts and utilize mutual aid during significant incidents throughout San José.

Mutual Aid related to the 2025 Los Angeles Wildfires

The Department participates in the California Fire Service and Rescue Emergency Mutual Aid System. It supports the Federal Emergency Management Agency (FEMA) National Urban Search and Rescue Response System with personnel assigned to California Task Force 3 – Urban Search and Rescue.

On January 8, 2025, in response to resource requests coordinated through the California Governor's Office of Emergency Services, the Department deployed resources to the Eaton Fire, including Engine 14 and a Battalion Chief as part of Santa Clara County Strike Team 2302A, and Engine 302, Engine 13, and two Battalion Chiefs as part of Santa Clara County Task Force 2323. On January 10, 2025, another nine Department personnel were deployed to the Eaton Fire with California Task Force 3. Additional personnel holding specific California Incident Command Certification System credentials were deployed to fill various Incident Command System roles. A total of 31 Department personnel were deployed to support the Palisades Fire and Eaton Fire incidents. Strike Team 2302A returned safely to San José on January 16, 2025, followed by Task Force 2323 on January 17, 2025. The Department will typically provide relief rotations after 14 days of deployment.

Public Education and Safety

The Department significantly enhanced its public education and engagement efforts with the production of several high-quality public education videos, including the "Wildfire Wednesday" mini-series, explaining what happens when individuals call 9-1-1, the safety benefits of induction cooktops, and seasonal content on Christmas trees and holiday cooking. Many of these videos were produced in multiple languages, including English, Spanish, Vietnamese, Traditional Chinese, and Simplified Chinese, to ensure a more inclusive outreach to San José's rich and diverse community. Another video series titled "Path to Service" was launched, showcasing the diverse and compelling stories of personnel and their journeys to joining the Department with the goal of encouraging others to follow in their footsteps. This series was honored with an EPIC Award from the California Association of Public Information Officials (CAPIO), recognizing it as the top in-house video series produced on a budget under \$5,000. The Department relaunched its annual fireworks safety campaign with refreshed messaging tailored for the Fourth of July, New Year's, and Lunar New Year holidays. These efforts contributed to the absence of reported structure fires around the Fourth of July. The Department partnered with the American Red Cross to participate in a Sound the Alarm smoke alarm installation event, hosted a series of fire safety workshops for the community, and launched an opioid safety and awareness campaign.

Additionally, the Department celebrated two major infrastructure milestones. On October 19, 2023, the Department held a groundbreaking ceremony for the relocation of Fire Station 8. On March 28, 2024, the Department commemorated the opening of its new Fire Training Center with a ribbon-cutting ceremony. The Fire Training Center event and its accompanying launch video earned a CAPIO Certificate of Excellence.

Fire Department Emergency Response Times and Metrics - City and County EMS Response Times

Department response times are measured against two performance measures: the City's adopted performance measures and the performance measures in the Santa Clara County (County) Emergency Medical Services agreement.

City of San José: In order to effectively respond to emergency calls for service (both fires and medical services), the City revised its response time performance standard in 2000 to an arrival time within eight minutes, 80 percent of the time for Priority 1 incidents; and an arrival time within 13 minutes, 80 percent of the time for Priority 2 incidents. Priority 1 incidents are emergency incidents that are determined to require immediate response with response vehicles using lights and sirens. Priority 2 incidents are emergency incidents that are determined to require immediate response without the use of lights and sirens.

Under the City Standard, the time clock begins upon receipt of the 9-1-1 call and stops upon arrival at the incident address.

Santa Clara County EMS Contract Provision: The 9-1-1 Emergency Medical Services Provider Agreement between the City and the County establishes response time requirements for two emergency vehicle response modes: with red lights and sirens or without red lights and sirens. All 9-1-1 calls are triaged by Public Safety Radio Dispatchers utilizing the MPDS. Resulting determinates (Omega, Alpha, Bravo, Charlie, Delta, Echo) inform field resources of the appropriate response mode. Lights and sirens responses require arrival on scene within eight minutes, 90 percent of the time, in all EMS calls in urban areas (commonly referred to as the County EMS Code 3 Standard). Lower-level EMS incidents require arrival on scene within 13 minutes, 90 percent of the time, in urban areas.

Under the County EMS response time standard, the time clock begins upon dispatch of response resources and stops upon arrival at the incident address.

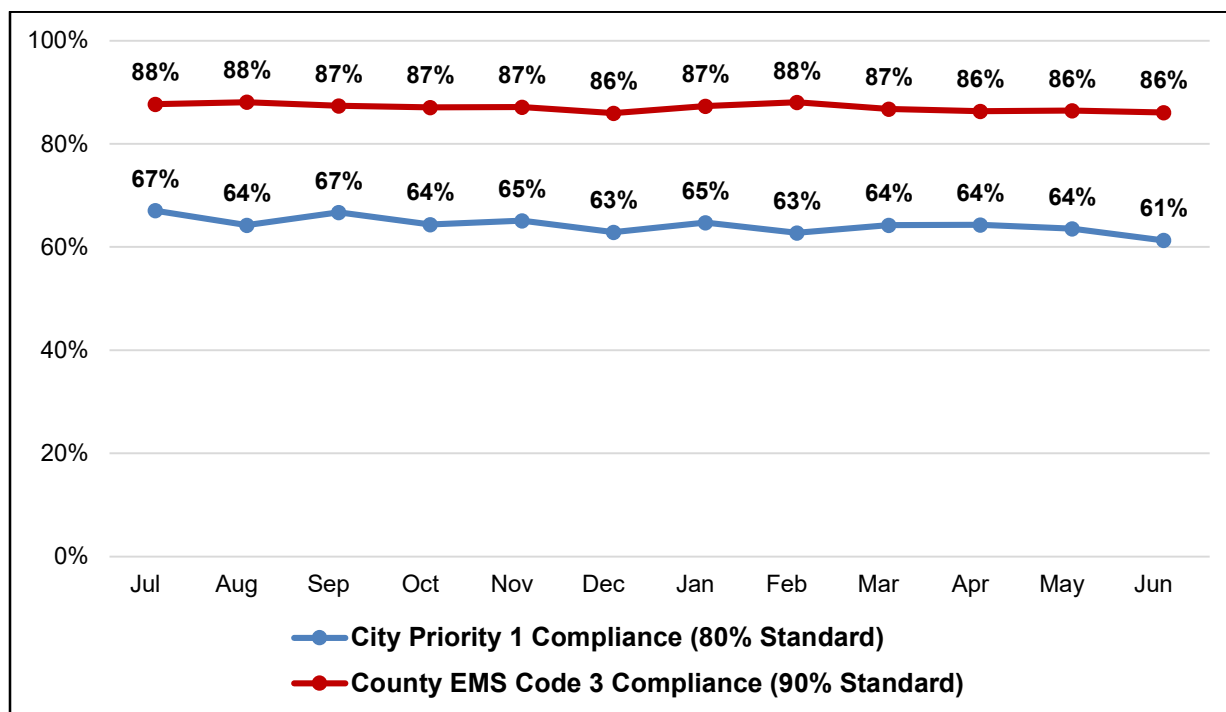
The agreement with the County includes response time performance "exceptions" for responses outside of the County's defined Exclusive Operating Area and designated "hard to serve areas." The County may also waive response time performance requirements when the response network is under unusual pressure, such as during periods of time when greater alarms are occurring or when the Department is providing mutual aid to other jurisdictions. During such exception periods, Department response

times not meeting the County EMS Code 3 Standard are excluded from the County EMS Code 3 response time calculations, resulting in a readjusted compliance rate.

Response Time (City and County EMS)

Chart 9 below represents the Department's monthly response time performance for FY 2023-2024:

Chart 9: Fiscal Year 2023-2024 Response Time Performance⁸



During FY 2023-2024, the Department response times averaged:

- *City Standard:* 64 percent, or 16 basis points below the City Standard of 8 minutes, 80 percent of the time for Priority 1 calls.
- *County Standard:* 87 percent, or three basis points below the County EMS Code 3 Standard of 8 minutes, 90 percent of the time.

The Department response time averages for FY 2022-2023 and FY 2023-2024 were significantly lower compared to FYs 2020-2021 and 2021-2022, in which Department response time averages were high due to a peak in COVID-19 hospitalizations that negatively impacted ambulance response times starting in January 2021 through May 2022. During this time, the average response times for this 2-year period were:

⁸ Compliance standard reflects performance reported to County EMS adjusted for allowable exemptions

- *City Standard:* 71.67 percent, or 8.33 basis points below the City Standard of 8 minutes, 80 percent of the time for Priority 1 calls.
- *County Standard:* 91.02 percent, or 1.02 basis points above the County EMS Code 3 Standard of 8 minutes, 90 percent of the time.⁹

Recently, on March 20, 2025⁶, the Department presented its findings on EMS activity and delivery to the Committee regarding impacts to response time and operations. In this report, the Department identified emergent community health issues, staffing trends related to its EMS delivery, including continued ambulance unavailability resulting in delayed transport of critical patients, extended on-scene times for first responder agencies, and extended response times to subsequent emergencies. To address the ambulance unavailability, the Department continued an elevated use of Rescue Medic transports and paramedic escorts. A continued correlation occurred with increased late responses to EMS incidents as the units are committed during transport, making them unavailable to respond to subsequent emergencies. Additionally, rescue medic transports often occur when there are no other ambulances available, straining fire agency resource availability throughout the County. The current EMS ambulance model does not result in effective operational coordination between Rural/Metro managers and the Department. County EMSA holds regulatory responsibilities and operational control of EMS. This means that the first responder agencies and the ambulance provider have little opportunity to coordinate effective resource deployment. This arrangement is particularly limiting as the ambulance provider struggles to deploy sufficient ALS ambulances.

Response Time Segments

The Department's response times are broken down into three segments: alarm processing time, turnout time, and travel time. The Priority 1 standard is 8 minutes, 80% of the time. The 8-minute target includes 2 minutes for alarm processing, 2 minutes for turnout, and 4 minutes for travel time. The Department meets alarm processing and turnout time standards more than 80% of the time; however, the 4-minute travel time target is met less than 50% of the time.

Alarm processing begins when a 9-1-1 call is received by the Fire Communications Center (FCC) and assigned to a call taker. Most calls are transferred to the FCC from Public Safety Answering Points including the San José Police Department Communications Center, Santa Clara County Communications, California Highway Patrol, and others.

⁹ <https://sanjose.legistar.com/View.ashx?M=F&ID=13937442&GUID=A52A60F5-E878-4D99-924D-E9C204825878>

In FY 2019-2020, the Department achieved four improvements that have had a positive impact on alarm processing time including an improved Computer Aided Dispatch (CAD) system to CAD link between the City and County Communications Centers, diversion of non-emergency calls from the FCC to San José 3-1-1, “off-hook” answering technology, and a new fire station alerting system.

The CAD-to-CAD link improvement results in a reduction of tens of thousands of telephone calls between the Centers annually while increasing dispatcher availability. Similarly, the diversion of non-emergency calls to San José 3-1-1 also increases 9-1-1 dispatcher availability. Off-hook answering automatically opens the line between the caller and the available 9-1-1 dispatcher, eliminating ring time and dispatcher reaction time.

The fire station alerting system utilizes a computerized voice and can reduce alarm processing time by simultaneously dispatching calls. Prior to this improvement implementation, dispatches had to occur in sequence to wait for dispatcher and radio channel availability.

In FY 2021-2022, the Department implemented use of the *RapidDeploy RadiusPlus* platform provided by the California Governor’s Office of Emergency Services to integrate 9-1-1 caller cellular location information and external data sources. Text-to-9-1-1 service was also transitioned to the *RapidDeploy* platform in accordance with a California Governor’s Office of Emergency Services contract award. These efforts improve efficiency during alarm processing by combining data previously accessed via disparate systems into a single platform.

Turnout time is measured from the point that a unit is notified of an incident to the time the unit-initiated response (travel). Turnout time entails the following: personnel stopping current activities, walking to the emergency vehicle, donning appropriate personal protective equipment based upon call type, mounting apparatus, and securing seat belts. Response time performance data is shared with companies during each 48-hour work tour, and shift-specific turnout time performance is shared twice per month with field supervisors.

As previously noted, travel time is the Department’s primary challenge to on-time response performance. Distance between fire stations, unit out-of-service time, traffic congestion, and high call volume each play a role in challenging travel time performance. As an ongoing effort to close the distance between fire stations and to increase resourcing, the City is continuing to advance new fire station building projects enabled by Measure T. In March 2022, the newly relocated Fire Station 20 expanded the Fire Department’s coverage from the San José Mineta Airport Fire Station 20 by deploying an advanced life support unit to better serve the surrounding residential and business community. Additionally, in May 2022, the Department completed construction and fully operationalized Fire Station 37 to fortify fire protection coverage and improve response time performance. The Department has worked to minimize unit out-of-service

time by utilizing overtime to conduct training and other administrative details during scheduled off-duty time and/or to backfill resources that are out of service for training.

Traffic congestion challenges were improved in 2018 with the implementation of Emergency Vehicle Preemption (EVP). The implementation of EVP resulted in 948 intersection traffic signal lights pre-empting to green when emergency vehicles are passing through. The result has been improved response time performance and safer roadways for responders and civilians.

Emergency Incident Volume

In FY 2023-2024, the Department responded to 115,591 incidents, which is a 5.9% increase in call volume from the reported 109,136 incidents in FY 2022-2023. Over the last five years, the Department experienced a 26% increase from the 91,595 incidents reported in FY 2019-2020, as indicated in Table 1 below.

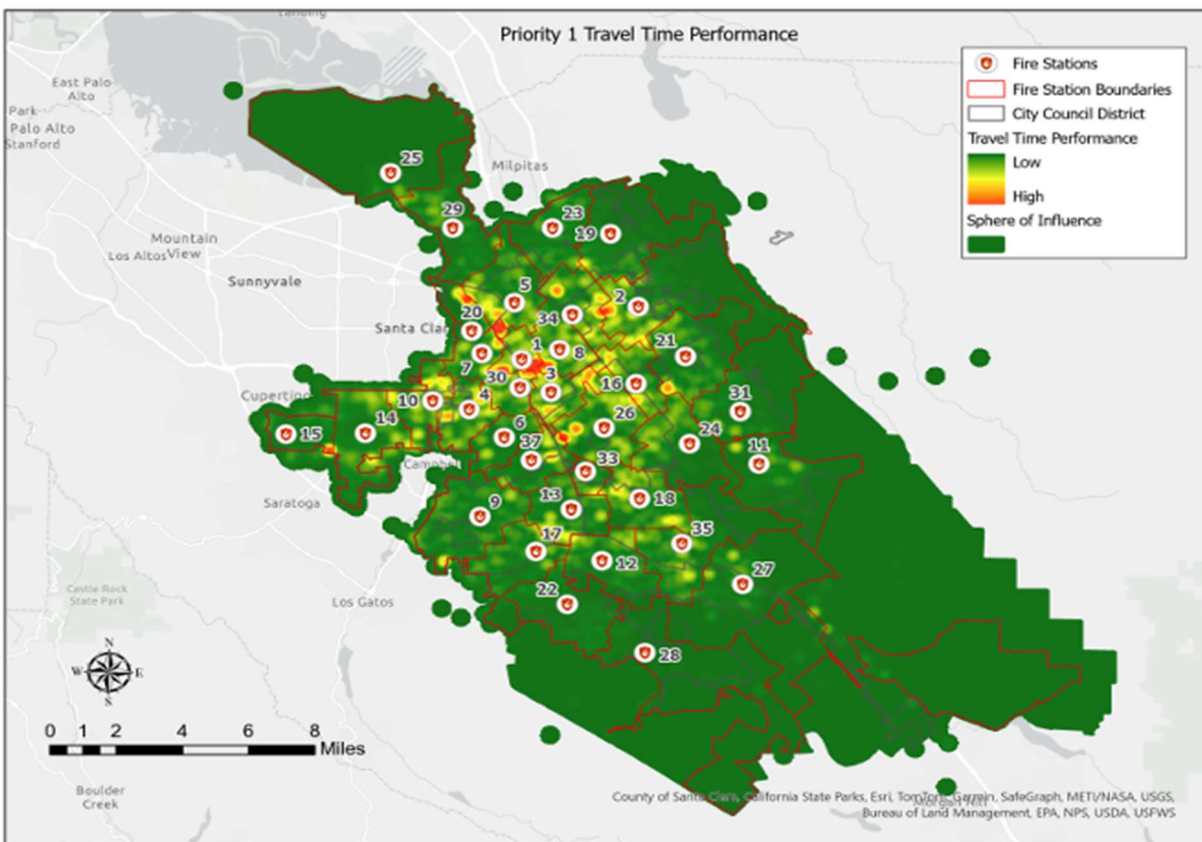
Table 1: Annual Incident Volume

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Total Incidents	91,595	94,784	103,145	109,136	115,591

Increased call volume results in more instances where the first due response resource is unavailable to respond. Second- and third-due response resources require additional travel time to arrive on scene, and thus, response times are longer. Peak call volume periods and large-scale incidents requiring multiple unit response stretch the Department's resource network thinly and result in reduced response time performance.

Figure 3, depicted below, indicates responses on a Heat Map where travel time was greater than four minutes. Red areas indicate the greatest number of late responses, and the green areas indicate the lowest number of late responses. Although fire stations are closer together at the core of the City, the high number of incidents results in an increased number of late responses as previously explained. This data gathered has aided in the placement and prioritization of new fire stations.

Figure 3: Travel Time Performance (Greater than 4 Minutes)



Leveraging funding from the Measure T bond will enable the construction of the new Fire Stations 32 and 36, as well as the relocation of Fire Stations 8 and 23. Fire Station 32 will be built in East San Jose, near McLaughlin Avenue and Story Road, while Fire Station 36 will be built near McLaughlin Avenue and Capitol Expressway. The relocation site for Fire Station 8 will be near East Santa Clara Street and North 13th Street, while the site for Fire Station 23 is currently under evaluation. Both relocated fire stations are anticipated to improve the Department's emergency response performance. Measure T also provided funding for the improvement of the 9-1-1 Call Center Upgrade that houses the Police and Fire emergency communications, including the expansion to incorporate the Office of Emergency Management. Improvements to the physical space at the 9-1-1 Call Center are expected to result in expanded capacity and improved integration of modern technologies to meet volume demands and support emerging 9-1-1 features.

The Department has taken steps to moderate call volume through refinements in 9-1-1 call taker protocols and through targeted mitigation of high call volume locations where Department resources are not the ideal or a needed resource. An effective 9-1-1 call taker protocol includes a division of "person down" calls, distinguishing between a law enforcement-only response or a law enforcement and fire response to provide emergency medical services care. This action eliminated at least a thousand

unnecessary Department responses per year. Mitigating targeted high call volume addresses, such as the Santa Clara County Main Jail Complex has involved collaboration with facilities to provide education, identify better options, and improve workflows to eliminate unnecessary and/or accidental triggering of a 9-1-1 system response. The Department will continue to pursue these opportunities as they arise.

Status of the Response Time Work Plan

The Department continues to advance multiple response time improvement strategies included in the Response Time Work Plan. Table 2 provides all the action items still “in process” and Table 3 provides all the action items that have been completed for the Response Time Work Plan.

Table 2: Response Time Work Plan (In Process)

#	Project	Comments
2	Data Collection <i>Status: In Process Timeline: Ongoing Segment: Overall</i>	This effort seeks to increase the storage and scope of electronic data collection to enhance analytical capabilities to improve response times. Data informing on call processing, turnout time, and travel time performance is in production. Additional quantitative and qualitative data is being identified for incorporation into the data warehouse and business intelligence tool.
3	Business Intelligence Tool <i>Status: In Process Timeline: Ongoing Segment: Overall</i>	These tools provide reports and user interfaces (“dashboards”) that direct organizational focus on performance driven by actionable data. These tools were implemented in December 2018. The Department is currently benefitting from generated initial products and continues to add and enhance reports.

#	Project	Comments
8	<p>Fire Communications Staffing</p> <p><i>Status: In Process</i> <i>Timeline: July 2025</i> <i>Segment: Call Processing Time</i></p>	<p>At the end of FY 2023-2024, there were five vacancies within the non-supervisory dispatcher classifications in Fire Communications and seven across all classifications. This reflects considerable progress from the end of FY 2022-2023 when there were 11 vacancies within the non-supervisory dispatcher classifications in Fire Communications and 14 across all classifications. Two approved temporary overstrength Public Safety Radio Dispatcher (PSRD) positions contributed to this improvement by allowing additional conditional job offers to be made, thus offsetting the loss of candidates who do not successfully complete all pre-hire requirements. The temporary overstrength positions also allow the hiring process to proceed so that candidates are available to fill permanent PSRD positions that become vacant during the hiring process. In December 2023, the Department hired its largest dispatcher academy since 1990, with eight PSRDs being hired simultaneously. Recruitment efforts and training academies are ongoing.</p> <p>The 2019-2020 Adopted Operating Budget added one-time funding to conduct a staffing study. Following review by the Fire Department and City Manager's Office, the resulting final report was distributed in April 2023. The Department has prioritized the most critical needs identified in the report and worked with the Human Resources Department to establish the Public Safety Communication Specialist (PSCS) classification in support of adding dedicated call-taking capacity. Allocation of positions within the classification will</p>

#	Project	Comments
		<p>be subject to the budget process. The Department has submitted budget proposals requesting PSCS full-time equivalents (FTEs) during the proposal process for Fiscal Years 2023-2024, 2024-2025, and 2025-2026.</p> <p>An Analyst position was also added to the 2019-2020 Operating Budget. The Analyst has added valuable capacity for recruitment activities and has developed a Fire Communications Recruitment Plan which fulfills recommendation #5 in Office of the City Auditor Report 19-01. The plan will guide future recruitment efforts and will be a living document which will be updated as needed going forward.</p>
9	<p>Response Area Mapping/ESZ Refinement</p> <p><i>Status: In Process</i> <i>Timeline: Ongoing</i> <i>Segment: Call Processing Time</i></p>	<p>Ongoing refinement of Emergency Service Zone (ESZ) assignments to ensure appropriate resources (station/apparatus) are dispatched. Refinements to align ESZ coverage with jurisdictional boundaries have occurred. Preparation for the relocation of Fire Station 8 is underway. Preparation for the addition of Fire Stations 32 and 36 and the relocation of Fire Station 23 will occur as those projects draw near.</p>
10	<p>Base Map Update</p> <p><i>Status: In Process</i> <i>Timeline: Ongoing</i> <i>Segment: Call Processing Time</i></p>	<p>Provide periodic updates to base map data for integration ("map roll") into CAD. The Department is evaluating opportunities for a County-wide base map, which could support multiple strategies. Added County-wide emergency evacuation map in collaboration with neighboring agencies.</p>
14	<p>CAD-to-CAD Dispatch Link(s)</p> <p><i>Status: In Process</i> <i>Timeline: TBD</i> <i>Segment: Call Processing and Travel Time</i></p>	<p>Connect the Fire Department CAD system with other County agencies to share unit and event information. This includes redesigning the CAD-to-CAD interface with Santa Clara County</p>

#	Project	Comments
		Communications to include unit data. Unit data is not exchanged via the current interface. Funding for a redesigned interface to coincide with Santa Clara County Communications' transition to the Hexagon CAD system was approved in the 2021-2022 Annual Report, and coordination with Santa Clara County and Hexagon continues. Work on that interface is in progress, and the anticipated timeline for implementation is Spring 2025; a timeline for efforts with other agencies remains to be determined. The Department will continue to monitor the status of the Silicon Valley Regional Interoperability Authority's Silicon Valley Interoperability Project Data Exchange (SVRIA-DX) and is tracking progress of the Cal OES Data Information Sharing project.
15	Border Drops <i>Status: On Hold</i> <i>Timeline: TBD</i> <i>Segment: Call Process and Travel Time</i>	Enhance auto-aid agreements to create borderless response areas. This project is dependent on CAD-to-CAD links and agency agreements and may require county-wide Geographic Information System (GIS) coordination.
17	Resource Move-Ups <i>Status: In Process</i> <i>Timeline: Ongoing</i> <i>Segment: Travel Time</i>	Resource move-ups continue as a manual process at Fire Communications and by request from Battalion Chiefs. As the Department moves toward "closest unit" dispatch, automated resource deployment software solutions will be evaluated.

#	Project	Comments
18	Closest Unit Dispatch <i>Status: In Progress</i> <i>Timeline: Spring 2026</i> <i>Segment: Travel Time</i>	This effort would dispatch resources based upon apparatus proximity to the incident rather than to the station location. The Department completed the installation of CradlePoint network routers on apparatus to support cellular network redundancy leveraging FirstNet and Verizon to connect with the Hexagon CAD system. The Department is currently working with Hexagon on fine-tuning the accuracy of GPS location that can support the “closest” location.
19	Navigation Technology <i>Status: In Process</i> <i>Timeline: Ongoing</i> <i>Segment: Call Processing and Travel Time</i>	The Department continues to refine routing effectiveness on new CAD and mobile data computer (MDC) systems. iPads and updated hard-copy maps continue to provide interim improved routing capabilities. An updated map was deployed on MDCs in February 2022 along with an upgrade of the Hexagon Mobile for Public Safety Software. An updated map is planned for Spring 2024 to be deployed on MDCs.
21	Deployment Refinements <i>Status: In Process</i> <i>Timeline: Ongoing</i> <i>Segment: Travel Time</i>	The Department continues to pursue opportunities to address service gap areas identified through the Organizational Review process. This includes real-time move-ups, backfill for training, augmented staffing levels for high fire danger periods, mutual aid, and special events. In the second half of FY 2021-2022, Engine 37 was deployed out of the newly constructed Fire Station 37, and Rescue Medic 20 was deployed out of the newly constructed Fire Station 20. Preparation for the relocation of Fire Station 8 is underway. Preparation for the addition of Fire Stations 32 and 36 and the relocation of Fire Station 23 will occur as those projects draw near.

#	Project	Comments
	Expand Omega Protocol <i>Status: In Process</i> <i>Timeline: TBD</i> <i>Segment: Overall</i>	The Department has pursued opportunities to reduce unnecessary responses as determined by Medical Priority Dispatch System (MPDS) triage (Omega determinant). Thus far, enabling State and County EMS policies have not materialized. As an alternative, the Department has engaged County EMS to resolve low-acuity EMS service requests for high-call volume facilities. Efforts will continue on this work plan item.

Table 3: Response Time Work Plan (Completed)

#	Project	Comments
1	Analyze/Validate Response Time Data/Determine Impact on Response Performance <i>Status: Completed</i> <i>Segment: Overall</i>	The Department provided the San José Fire Department Response Time Performance Initial Analysis in April 2014 with third-party methodology review and validation by Athena Advanced Networks. This process is now ongoing and is the source of data cited in this report. The Department will monitor CAD upgrade impacts to ensure continuity of data reporting procedures.
4	Data Warehouse <i>Status: Completed</i> <i>Timeline: Ongoing¹⁰</i> <i>Segment: Overall</i>	This tool centralizes data from multiple sources and would be the data source for reporting and business intelligence tools. This item was implemented in December 2018.
5	Enable Intergraph iTracker (“Halo”) <i>Status: Completed</i> <i>Segment: Turnout and Travel Time</i>	This feature records en-route and on-scene information utilizing the Automatic Vehicle Location (AVL) system. iTracker can provide greater data reliability than manual entry via MDC performed by

¹⁰ Although the project is completed, the Department is continuously refining and adjusting to new developments as they occur.

#	Project	Comments
		response personnel. This item was completed in January 2018.
6	Implement Early Dispatch <i>Status: Completed</i> <i>Segment: Call Processing Time</i>	In March 2014, the Department eliminated “station pre-alerts” and adopted “early dispatch” procedures for EMS responses to improve dispatch time. As a result, all EMS dispatches became Code 3 until completion of Emergency Medical Dispatch (EMD) triage. This procedure results in simultaneous dispatch of Rescue Medics with the appropriate resource continued upon completion of triage. Emergency Fire Dispatch (EFD) procedures were also refined on August 1, 2016.
7	9-1-1 Phone System Upgrade <i>Status: Completed</i> <i>Segment: Call Processing Time</i>	New system hardware installation was completed in June 2016, and system training (Power MIS) was completed in September 2016. Installation of system monitoring hardware in the control room was completed in March 2018.
11	EMS Quality Assurance Update <i>Status: Completed</i> <i>Timeline: Ongoing¹¹</i> <i>Segment: Call Processing Time</i>	Training was completed in July 2016, and software and protocols were upgraded on August 1, 2016. This process recurs with software and protocol updates and upgrades.
12	Organizational Review <i>Status: Completed</i> <i>Segment: Overall</i>	Report accepted, along with the Fire Department Strategic Business Plan in June 2016.
13	Turnout Time <i>Status: Completed</i> <i>Segment: Turnout Time</i>	Performance data isolating turnout time performance is provided to field personnel bi-monthly. Daily turnout time performance reports have been deployed in the Business Intelligence Tools.

¹¹ Although the project is completed, the Department is continuously refining and adjusting to new developments as they occur.

#	Project	Comments
16	<p>Traffic Signal Preemption (Emergency Vehicle Preemption, EVP)</p> <p><i>Status: Completed</i> <i>Segment: Travel Time</i></p>	<p>This effort expands traffic signal preemption more broadly across the city. The Department collaborated with Police Department Communications, Information Technology Department, and Department of Transportation to leverage their systems to significantly expand signal preemption. The system was fully deployed in December 2018 with a total of 948 intersections.</p>
20	<p>Unit Availability</p> <p><i>Status: Completed</i> <i>Segment: Travel Time</i></p>	<p>The Department has implemented various strategies to reduce unit out-of-service time, including adjusted training scheduling and conducting administrative details on and off duty on an overtime basis. Backfill resources to cover staffing gaps created when companies are out-of-service for training, enabled by the 2016-2017 Adopted Operating Budget action.</p>
23	<p>Station Alerting System</p> <p><i>Status: Completed</i> <i>Segment: Call Processing and Turnout Time</i></p>	<p>The 2016-2017 Adopted Capital Budget approved \$1.3 million to support the implementation of an upgraded station alerting system. The upgraded fire station alerting system automates some dispatching steps, resulting in reduced call processing times. In October 2017, the Council approved a funding increase for a total of \$1.5 million. This project was completed in August 2020, and the Department is in monitoring and maintenance mode.</p>
24	<p>Response to County Jail and County Facilities</p> <p><i>Status: Completed</i> <i>Timeline: Ongoing Monitoring</i> <i>Segment: Travel Time</i></p>	<p>In December 2014, Santa Clara County released a Limited Scope Management Audit of Emergency Medical Services Response Times which recommended that the County develop additional policies limiting when the County Jail and Valley Medical Center call 9-1-1 for assistance on medical emergencies based on the existence of trained medical personnel at those facilities. The County has initiated</p>

#	Project	Comments
		actions to reduce unnecessary 9-1-1 calls, and the Department continues to monitor County Jail facility call volume.

EVALUATION AND FOLLOW-UP

The Department will return to the Committee in spring 2026 with its next Annual Fire Department Operations Report on call volumes and emergency response times performance metrics.

COORDINATION

This memorandum has been coordinated with the City Attorney's Office and the City Manager's Budget Office.



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