

EXECUTIVE SUMMARY



COMMUNITY RISK ASSESSMENT

STANDARDS OF COVER & DEPLOYMENT ANALYSIS

ISSUED BY:

City of Alameda Fire Department
Alameda, California

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CONTENTS

SUMMARY

TO OUR COMMUNITY

3

SECTION I

COMMUNITY RISK ASSESSMENT

4

SECTION II

STANDARDS OF COVER & DEPLOYMENT

6

SECTION III

RECOMMENDATIONS TO POLICYMAKERS

10

SECTION IV

CONCLUSION & COMMITMENT

12



CITY OF ALAMEDA FIRE DEPARTMENT
ALAMEDA, CALIFORNIA

ENGINE
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SUMMARY

TO OUR COMMUNITY

STUDY OVERVIEW

In July of 2022, the City of Alameda entered into a service provider agreement with AP Triton, LLC (Triton) to conduct a Community Risk Assessment (CRA) and Standards of Cover (SOC) Deployment Analysis for the Alameda Fire Department (AFD) utilizing the Center for Public Safety Excellence (CPSE) model.

Triton completed this analysis by adopting industry best practices, National Fire Protection Association guidelines and standards, and general concepts from the CPSE. The final report was completed in April 2024 and utilizes information from City departments, an on-site evaluation, interviews with key stakeholders, and a public survey. You can read the full Community Risk Assessment and Standards of Cover and Deployment Analysis study [here](#), and on the Alameda Fire Department's website.

The Alameda Fire Department (AFD) will use the report's information to set/update performance standards, determine optimal apparatus and staffing patterns, assess workload and unit utilization, gauge service delivery performance, support internal department strategic planning and policy development, establish service objectives, and plan for future facility needs. The next step is for AFD to analyze the findings further and develop an implementation strategy.



THE FOUR SECTIONS OF THIS SUMMARY:



SECTION I
Community **risk assessment**



SECTION II
Reviews the **standards of cover and deployment**



SECTION III
Selected **recommendations to policymakers**



SECTION IV
Conclusion and commitment

This report is intended to be a starting point for AFD as it **strives for excellence and continuous improvement.**

The information contained in the report is a compilation of operational and administrative data for the AFD at a point in time. Operational incident information is included through December 31, 2022, while administrative data was updated through June 30, 2023.



SECTION I

COMMUNITY RISK ASSESSMENT

This section provides an overview of the community and a technical review of the community demographics, risk classifications, land use, assets protected, community threats, and critical infrastructure.

Classification of risk is one of the more complex processes. Risks are grouped using the CPSE methodology, including responses to fire, medical, technical rescue, and hazardous materials. These were then categorized by the severity of the risk. They are scored by probability, consequence, and impact. These scores were then calculated to allow AFD to visualize the magnitude of each risk category and classification.

Generally, the AFD faces hazards similar to most other agencies of the same size, response requirements, and demographics. However, a few items associated with risk were significant and highlighted. The highlighted general observations are in Section 3 of the report under findings and observations. There were no observations related to recommendations identified in the CRA.



The survey's most important service delivery priority was fire suppression; least important was community events.

GENERAL FINDINGS

- 1 The island of Alameda faces elevated challenges to mutual aid access from other fire agencies and threats posed by the under and overwater road network (bridges and tunnels).
- 2 Fire loss in Alameda compares favorably to the national fire loss rates.
- 3 32% of the housing was built before 1939.
- 4 There is a high risk of earthquakes in the City of Alameda.
- 5 The risks associated with a tsunami likely to be experienced in the City of Alameda are considered low.



ACCORDING TO OUR STAKEHOLDER AND COMMUNITY SURVEY:

4-5min

The number one expectation of the public for response time was four to five minutes, while three percent or less expected more than eight minutes.

SECTION II

STANDARDS OF COVER & DEPLOYMENT

The standard of cover and deployment analysis section is dedicated to the technical evaluation of how the AFD is deployed and how it has performed.

This section provides an overview of the fire department, evaluates the staffing resources deployment, reviews the financial assets available, evaluates the facilities and equipment, and analyzes historical performance. In addition, the section reviews what the AFD

identified as its needed response to specific risk categories and classifications based on the critical task analysis and alarm assignments. In conjunction with the community risk section, the AFD will use this information to identify gaps in performance and

potential improvements to service delivery. Most of the findings and recommendations in the report come from this section. This is primarily due to the size and complexity of the Standard of Cover analysis and the data's availability.

Alameda Firefighters visit the Youth Camp at Ruby Bridges Elementary School. They put on gear, showed kids specialized equipment, set up the aerial ladder, and explained the importance of fire safety.

PUBLIC OPINION



Technical competence of the workforce was identified as the most critical component for future planning for AFD. The least important was expanding the types of services offered.

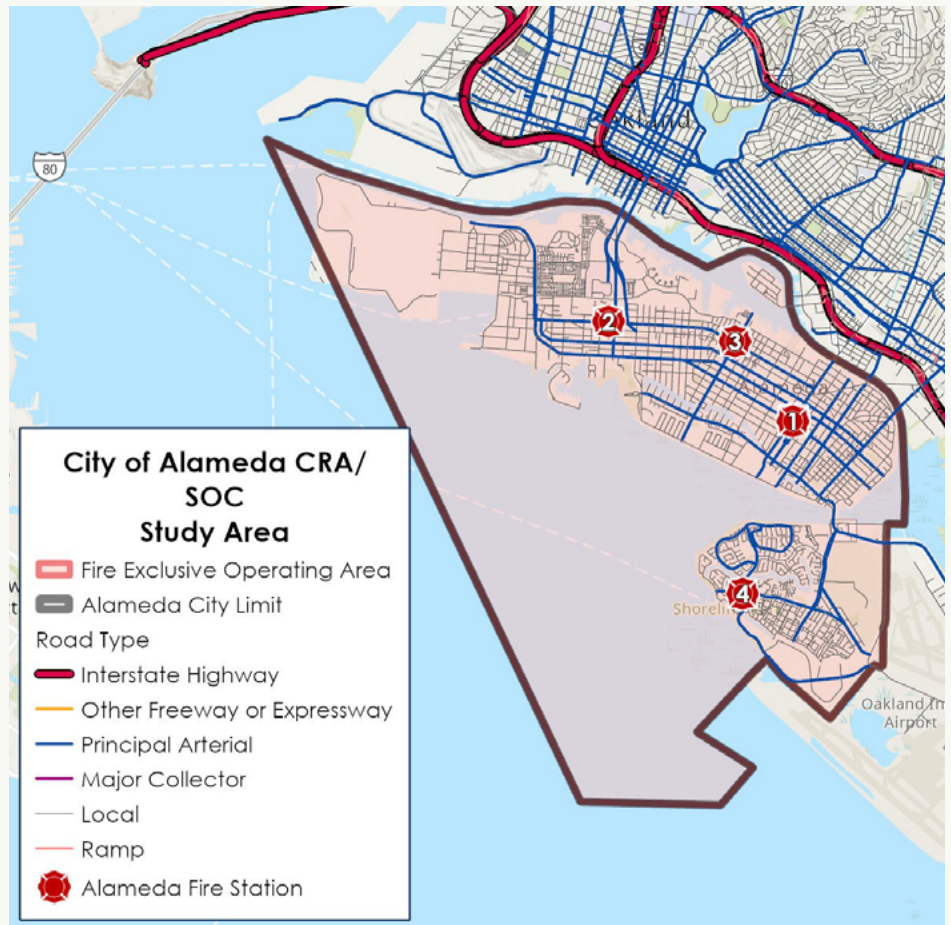


GENERAL OVERVIEW

SERVICE AREA

The City of Alameda sits in the San Francisco Bay, east of San Francisco, CA. It consists of one large island, two smaller islands, and a portion of the mainland called Bay Farm Island, west of Oakland International Airport. City boundaries include some bay areas, other waterways, and estuaries surrounding the city.

AFD is a city service responsible for emergency response and prevention within the city limits.



FIRE STATIONS SUMMARY

The department considered three AFD stations in “good” or “excellent” condition, with one station listed as “fair.” The training center was rated as poor. The following figure summarizes AFD’s fire stations and their features.

Station	Square Footage	Apparatus Bays	Staffing Capacity	General Condition	Station Age
Station 1	12,742	4	12	Good	55 years
Station 2	5,575	3	9	Fair	102 years
Station 3	11,838	2	7	Excellent	6 Years
Station 4	11,234	3	10	Good	32 Years
Station 5	37,610 ¹	3 ¹	0	Poor	87 Years
Totals:	41,389	12	38		

¹It is not included in the usable total due to condition and current operational use.

PUBLIC OPINION

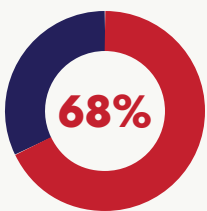
The survey’s most important first responder quality was a highly trained workforce. The least was involvement in the local community.

GENERAL FINDINGS

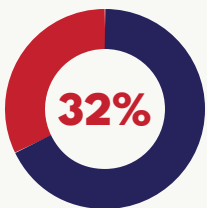
AFD Stations 1 and 4 are adequate in size and shape to serve the department.

However, at 55 and 33 years old, respectively, a modernization of the layout and systems would improve the effectiveness of the building and allow it to meet current safety recommendations.

- It is difficult for AFD to assemble more than 10 firefighters in Alameda Point in under 8 minutes.
- AFD meets the Alameda County Emergency Medical Services response time performances for all 4 priority classes.



68% of incidents occur between 8:00 AM and 8:00 PM.



AFD has a 32% chance of more than one incident co-occurring.

Call processing time is 1 minute 18 seconds or faster 90 percent of the time.

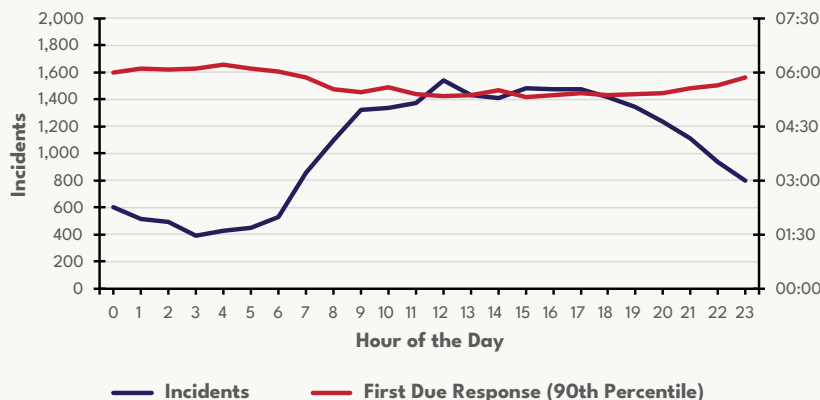
The turnout time is 2 minutes 10 seconds or faster 90 percent of the time.

The first due travel time is 5 minutes 1 second or faster 90 percent of the time.

The total response time for AFD is 6 minutes and 44 seconds or faster 90 percent of the time.

RESPONSE TIME PERFORMANCE BY HOUR OF THE DAY

The time that a unit is notified of an incident until they arrive at the scene of the service request is referred to as response time. This is a valuable measure of crew performance concerning reaction time (turnout) and travel time, both controllable by AFD.



FINDINGS » RECOMMENDATIONS



FINDINGS

INADEQUATE SYSTEM

The records management system is inadequate for the fire prevention bureau to track occupancies, inspections, and permits.

POSSIBLE INACCURATE DATA

The records management system's fire loss data may be inaccurate, with a potential overstatement of fire loss for specific fire incidents in 2022.

MISSED OPPORTUNITIES

Opportunities may exist to improve EMS transport fee revenue.

EQUIPMENT NEEDS

There does not appear to be specialized equipment or capital replacement funds.

STATION 2 DIFFICULTIES

Station 2 struggles to meet the needs of AFD. Overcrowding, old infrastructure, and inadequate apparatus access are among the priority concerns that should be addressed.

INADEQUATE FACILITIES

The training center building is inadequate for office or training space. It should undergo a business safety inspection by the fire marshal's office to ensure all required systems are operational and safe.

LACKING COVERAGE

The Alameda Point area lacks coverage as indicated by the ISO 1.5 Mile Engine distance and 4-minute travel model.



RECOMMENDATIONS

UPDATE FEE SCHEDULE

Conduct an In-depth study of the ambulance transport fee schedule and update it as needed.

NEW STATION & TRAINING CENTER

Remove the current training center and add a station/training center building on the Station 5 site.

UPGRADE STATION 2

Refurbish, remodel, or replace station 2.

UPGRADE RECORD SYSTEM

Transition to a fire-based record management system for the fire prevention bureau.

CREATE AN IMPROVEMENT PLAN

Create and fund a comprehensive improvement and replacement plan for the facilities, and equipment.

PUBLIC OPINION



Over 75% of the respondents asked that information regarding emergency preparedness be communicated through social media, while only 10% listed the newspaper.

SECTION III

RECOMMENDATIONS TO POLICYMAKERS

The analysis in Sections I and II culminates in Section III of the report, which consists of key conclusions and recommendations, including a brief description, the outcomes expected if adopted, and an estimated cost where available. Some recommendations were already addressed during the writing of the report.

The recommendations are grouped into “Policy and Operational Changes” and “Capital and Long-term Projects.” AFD plans to analyze the recommendations further and develop an implementation strategy.

POLICY & OPERATIONAL RECOMMENDATIONS

01 CONDUCT

Conduct an in-depth study of the ambulance transport fee schedule and update it as needed.

02 IDENTIFY

Identify all commercial properties & target hazards.

03 MANDATE

Mandate training and policy for fire loss calculations.

04 ADOPT

Formally adopt emergency response goals.

05 CREATE

Create and fund a comprehensive improvement and replacement plan for facilities and equipment.

06 REVIEW

Review RMS incident data annually.

07 DEVELOP

Develop a schedule to inspect all commercial occupancies.

08 TRANSITION

Transition to a fire-based record management system for the fire prevention bureau.

CAPITAL & LONG-TERM PROJECTS

- Follow city policy regarding new and reserve apparatus.
- Remove the current training center and add a station/training center building on the Station 5 site.
- Continue to improve and update the water system on the former naval station (Alameda Point).
- Refurbish, remodel, or replace station 2.
- Improve parking at the EOC.



ACCORDING TO OUR STAKEHOLDER
AND COMMUNITY SURVEY:

84%

Nearly 84% of the respondents were satisfied with services provided, of which 76% were very satisfied, while only 1% were dissatisfied.

SECTION IV

CONCLUSION & COMMITMENT



IMPLEMENTATION

AFD will continue to analyze many of the items identified in this report. Some of the recommendations have significant costs associated with them, which will need to be discussed further within the City organization, with the community, and with the City Council to chart a path forward. To assist in that process, **AFD intends to create an implementation strategy to address many of the findings within the CRA/SOC, including actionable tasks by priority and completion time.**

Development of the CRA/SOC is a significant component of AFD's commitment to providing the City with the highest level of service moving forward. A key element of that commitment is utilizing the information to ensure AFD maintains and improves community risk reduction and emergency response.

The CRA/SOC report presents a detailed picture of AFD's performance, a "report card" of how AFD currently functions, and whether we align with our mission and objectives. The report has established a starting point for the Fire Department to pursue improved performance and address current and anticipated future challenges impacting service delivery.

AFD and other City departments have already addressed some of the findings and recommendations in the report. As stated earlier, this report had to capture a point in time to complete the analysis. City operations did not stop when information collection ceased in June 2023, so we can already show progress in some of the items identified in the analysis.



THANK YOU

To the firefighters, apparatus operators, officers, division chiefs, and professional staff who serve the citizens and visitors of the City of Alameda.



ISSUED BY:

City of Alameda Fire Department
Alameda, California

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