



Office of the City Manager

August 29, 2022

To: Honorable Mayor and Members of the City Council

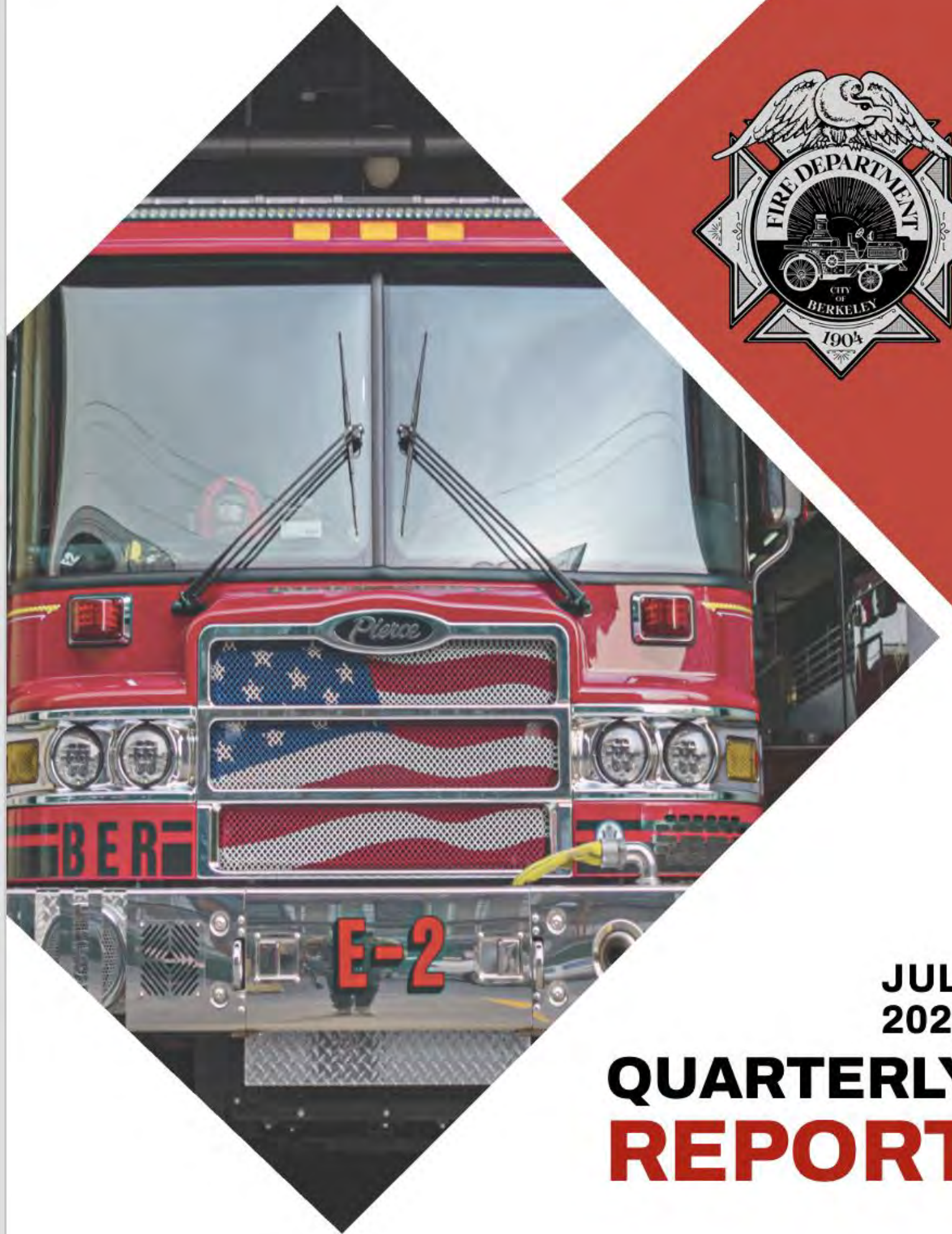
From: *Dee* Dee Williams-Ridley, City Manager

Re: Berkeley Fire Department Quarterly Report

Attached you will find the Berkeley Fire Department's report for the last quarter of FY22. The goal in producing this report is to increase the transparency of the Department and provide concise yet detailed updates on the programs and projects which the Department is currently engaged. The Department's plan is to continue to update this document quarterly and we welcome any feedback on improvements that would make it more useful to you.

Attachment: Berkeley Fire Department Quarterly Report July 2022

cc: Disaster and Fire Safety Commission
Dee Williams-Ridley, City Manager
Paul Buddenhagen, Deputy City Manager
LaTanya Bellow, Deputy City Manager
David Sprague, Interim Fire Chief
Jenny Wong, City Auditor
Mark Numainville, City Clerk
Matthai Chakko, Assistant to the City Manager



**JULY
2022**

QUARTERLY REPORT



OFFICE OF THE FIRE CHIEF AND ADMINISTRATION	3
PROJECT 1: DISPATCH COMMUNICATIONS REORGANIZATION.....	3
PROJECT 2: STANDARDS OF COVERAGE.....	4
PROJECT 3: PROJECT MANAGEMENT & SUBJECT MATTER EXPERTISE.....	4
PROJECT 4: FIRE FACILITIES MASTER PLAN (FMP).....	5
PROJECT 5: FIRE STATION SOLAR & LIGHTING TRANSITION.....	6
ADMINISTRATIVE AND FISCAL SERVICES UNIT	7
PROJECT 6: ERMA IMPLEMENTATION & TRAINING.....	7
PROJECT 8: RIGHT-SIZING STAFFING IN ADMINISTRATIVE & FISCAL SERVICES UNIT.....	8
PROJECT 9: CONTRACT MANAGEMENT.....	8
PROJECT 11: PROJECT MANAGER BUDGETING.....	9
OPERATIONS DIVISION.....	10
PROJECT 12: MANAGING OVERTIME.....	10
PROJECT 13: CANCER PREVENTION.....	12
PROJECT 14: EMPLOYEE HEALTH & WELLNESS	12
EMERGENCY MEDICAL SERVICES (EMS) DIVISION	14
PROJECT 15: TRACKING & PREDICTING CHANGES TO CALL VOLUME	14
PROJECT 17: EMS STAFFING & DEPLOYMENT REDESIGN	16
PROJECT 18: NEW JOB CLASSIFICATIONS	16
PROJECT 19: MANAGING INCREASING AMBULANCE PATIENT OFFLOAD TIME (APOT).....	16
PROJECT 20: PROJECT 17: EMERGENCY MEDICAL SERVICE (EMS) COORDINATOR JOB CLASSIFICATION	17
FIRE PREVENTION DIVISION	19
PROJECT 21: STRUCTURE FIRE INSPECTIONS	19
WILDLAND URBAN INTERFACE DIVISION	20
PROJECT 22: COMMUNITY WILDFIRE PROTECTION PLAN (CWPP)	20
PROJECT 23: WILDFIRE SAFETY INSPECTIONS	21
PROJECT 24: EXPANDING FIREWISE PROGRAMS	21
PROJECT 25: FIRE RISK REDUCTION COMMUNITY LIST	22
TRAINING DIVISION	23
PROJECT 26: ENHANCED STAFFING.....	23
PROJECT 27: ALBANY FIRE PARTNERSHIP.....	23
PROJECT 28: ENTRY-LEVEL FIREFIGHTER RECRUITMENT.....	24
PROJECT 29: REGIONAL LEADERSHIP ACADEMY	24
PROJECT 30: BI-COUNTY REGIONAL TRAINING CONSORTIUM.....	24
PROJECT 31: LAND ACQUISITION FOR TRAINING FACILITY.....	25
OFFICE OF EMERGENCY SERVICES.....	26
PROJECT 32: EVACUATIONS & WARNING SYSTEMS.....	26



OFFICE OF THE FIRE CHIEF AND ADMINISTRATION

The Office of The Fire Chief directs the City's fire prevention, suppression, and emergency medical service programs. This office conducts planning and budgeting, maintains the labor-management relationship, supports city management, and fosters cooperative working relationships with community groups and other agencies.

Problem Statement: The Office of the Fire Chief struggles to manage daily operations, strategic planning, projects, and programs. The most significant challenge is overseeing operational and programmatic priorities following recruitment and hiring challenges related to the pandemic.

PROJECT 1: Dispatch Communications Reorganization

Summary

The Berkeley Emergency Communications Center contracted Federal Engineering Inc. to conduct a comprehensive needs assessment to complete City Council's request to enhance operations to meet the community's growing needs under the omnibus reimagining package. The project will examine existing dispatch capabilities and the City's goals to develop a gap analysis and path forward on how to triage calls, divert non-emergency calls—including mental health calls—to appropriate resources, and implement the delivery of emergency medical instructions to callers.

Federal Engineering Consultants' work will result in a wide-ranging plan to adjust daily operations to align with evolving emergency medical response needs. Their work will include recommendations for:

- a more appropriate staffing model,
- additional hardware and software,
- how to implement pre-arrival and emergency medical dispatch systems,
- how to divert sub-acute calls to the most appropriate resource,
- improved training plan for dispatchers, and
- facility enhancements to the dispatch center over the next 36 months.

Quarter 1-3: Federal Engineering (FE) Inc. initiated Phase I on January 20, 2022. Their consultants conducted an onsite visit complete with staff interviews, focus groups, and an evaluation of the physical space. They have also completed onsite visits, interviews, and observations in Piedmont Police and Fire Departments and Albany Fire Department. City staff collected relevant data, documentation, and information to assist FE with establishing a baseline analysis of communications operations and technology.



Quarter 4: FE conducted follow-up interviews with various City staff, reviewed and analyzed collected data and documentation, and initiated the draft report.

Expected Completion: Phase I, September 2022 – Phase II (Implementation) FY25-26

PROJECT 2: Standards of Coverage

Summary

The Department is undergoing an in-depth analysis of fixed and mobile resources to determine if the City is meeting national standards for call processing and response times and to determine the best deployment model to achieve a more effective response force with a focus on efficiency.

Quarter 1-3: The Department provided the consultant with the necessary data to conduct the initial standards of cover analysis and presented a mid-project result to City Council on April 19th. Quarter 4: City Gate consultants completed the risk assessment and since included an assessment of the Lawrence Berkeley National Laboratory and University of California, Berkeley's growth plans and the City's growth trends.

Expected Completion: Fall 2022

PROJECT 3: Project Management & Subject Matter Expertise

Summary

The Department onboarded a project management team to assist with long-term project planning, provide subject matter experts (SMEs) with specialized knowledge the Department doesn't currently have access to, and help ensure project goals and objectives consistently meet deadlines. Project management support is ongoing and has and will continue to be critical to improving organization, efficiency, and transparency. The contracted project managers continued providing support to organize complex recurring processes like recruitment and personnel transactions (promotions, resignations, retirements) to retain institutional knowledge and refine and improve these processes.

Quarter 1-3: Since October 2021, Ganey Science consultants (Ganey) have provided consulting assistance to the Department with program management of multiple Departmental projects and initiatives. Overall, the Ganey project management team (PMT) and SMEs organized Department projects using Smartsheet project management platform. Specific project assistance includes:

- Enhancement of Fire and Emergency Medical Service (EMS) Staffing and Deployment. The Ganey team assisted with staffing through the development of a recruitment plan, marketing videos, a specialized website, and strategic social media posts. Ganey is also assisting with the development of a single-function paramedic academy curriculum.



- Risk Mitigation in the City's Wildland Urban Interface (WUI) Areas. Ganey assisted with WUI risk mitigation through the development of a newsletter, postcards, and trifold brochure and has provided some assistance with grant application development for work in the WUI.
- Acquisition and Development of a Multi-Functional Property. Ganey performed a review of environmental studies performed on potential properties to be leased for a multi-functional training facility.
- Upgrade the Fire and EMS Dispatch Center. Ganey has conducted a third-party review of BFD's dispatch consultant's work and has been developing a quality improvement program for dispatch.
- In addition to project management/emergency services consulting support, Ganey has provided specialized technical support in a wide variety of fields, including videography, marketing, information technology, grants management, and environmental planning. The PMT also added SMEs to our contract to assist with EMS quality improvement and developing a Regional Training Consortium.

Quarter 4: Our consultants and SMEs with Ganey Science focused their efforts for BFD on several priority projects including the development of a dispatch Quality Improvement model and presentation, current and future recruitment strategies to help the department target potential applicants, and development of Paramedic entry level Academy curriculum development.

Expected Completion: Ongoing

PROJECT 4: Fire Facilities Master Plan (FMP)

Summary

Six of seven Berkeley Fire stations are undersized, in poor condition, in need of remodels or replacement, and do not meet modern workplace configuration for cancer prevention. The goal of the FMP is to develop a report that will provide leadership with actionable recommendations in preparation for future infrastructure bond measures. Read the scope of service [here](#) and the timeline [here](#).

Quarter 1-3: The Department initiated a long-term replacement planning process to better understand infrastructure needs by collaborating with the Public Works (PW) Department staff and Siegel and Strain Architects, who have expertise in interdisciplinary planning and engineering.

Quarter 4: Department and Consultant staff worked together to determine future facility needs and new building layouts and design for all fire facilities. The team is also developing floor plans for the new proposed BFD administration building and will bring an update to City Council for a work session in the Fall of 2022.

Expected Completion: Ongoing



PROJECT 5: Fire Station Solar & Lighting Transition

Summary

The Department is collaborating with the City's Office of Energy and Sustainable Development and the Energy Efficiency Coordinator to transition stations to use high-efficiency lighting and renewable energy sources.

Quarter 1-3: East Bay Community Energy (EBCE) invited four cities (Berkeley, Fremont, Hayward, and San Leandro) to participate in an innovative pilot procurement partnership to install solar power and storage on critical municipal facilities. Vendors will bid on installing solar power/storage on the portfolio of critical facilities through a long-term (20-year) power purchase agreement (PPA), where the vendor pays the upfront cost of the equipment/installation and owns and operates/maintains the equipment. The City would pay the vendor back on the electricity bill to EBCE using funds from the energy savings.

Quarter 4: High-Efficiency Lighting: All fire facilities except for Station 1 (already completed during a recent remodel) will be receiving high-efficiently lighting upgrades in the coming year.

Solar and Battery: EBCE hired EcoMotion, Inc. to provide technical evaluations of Berkeley's critical facilities. They identified eligibility for facilities that could be included in the PPA and the estimated costs for electrical and solar roof upgrades.

	Fire Station 1	Fire Station 5
Berkeley's Estimated Roof Cost	\$ 28,160	\$ 107,448
Berkeley's Estimated Electrical Costs	\$ 98,649	\$ 53,257
Berkeley's Estimated Total Costs for Upgrades	\$ 126,809	\$ 160,705

Solar PV Size (kW-DC)	22.4	53.8
Battery Storage (kWh)	45	30
Estimated Internal Rate of Return (unlevered pre-tax)	2.12%	10.68%
Estimated % of energy produced, based on current demand	63%	98%

Expected Completion: Ongoing



ADMINISTRATIVE AND FISCAL SERVICES UNIT

The Administrative and Fiscal Services Division supports budget and fiscal policy, payroll, purchasing, administrative systems, record retention compliance, employee training and development, and the labor-management relationship. The Division also oversees strategic planning, grant writing, responses to Public Records Act requests, and performance tracking and reporting.

Problem Statement: The amount and complexity of work have significantly increased over several decades for the Administrative and Fiscal Services Unit, and the Division has not increased staffing. The current staffing model does not allow for redundancy in knowledge and skill, which causes excessive staff overtime (after hours and weekends) and produces a high-stress work environment, especially for time-sensitive recurring tasks, such as payroll.

PROJECT 6: ERMA Implementation & Training

Summary

The Fire Department typically has the most complex payroll system in a city due to the shift schedule, the Fair Labor Standards Act, higher-class pay, shift trades, special team compensation, and multiple schedules that personnel move between. The implementation of ERMA has been challenging for the Department and its payroll staff, which is already challenged with day-to-day operations and has resulted in a significant number of payroll errors and time-consuming research and manual entry. The division is focused on processing payroll, correcting payroll errors, and responding to employee grievances related to ERMA.

Quarter 1-3: Administrative and Fiscal Services Unit staff is diligently training on how to maximize the use of ERMA and mitigate payroll errors. The Department hired a temporary employee in March of 2022, who has focused their energy on addressing the several hundred reported payroll errors that have been logged by employees since the Fall of 2021.

Quarter 4: The Division is hopeful that it will catch up on reported payroll errors by September of 2022.

Expected Completion: Ongoing



PROJECT 8: Right-Sizing Staffing in Administrative & Fiscal Services Unit

Summary

The Division's urgent business need is to enhance staffing to ensure employees are paid correctly, to see that payroll errors are addressed in a timely manner, and to ensure the Division is balanced with institutional knowledge, skills, and abilities. The historical staffing for this Division is inadequate and has led to multiple single points of failure where one employee's absence causes unacceptable impacts on the Fire Department's payroll process.

Quarter 1-3: The Department submitted a request for additional FTE as part of the Department's FY23-24 Budget request and has identified internal funds to help increase staffing within the Division.

Quarter 4: The budget request was approved, and recruitment for these key positions is anticipated to begin in the Fall of 2022.

Expected Completion: FY22

PROJECT 9: Contract Management

Summary

The Division is processing new contracts for service and requisitions for purchases to support the new and ongoing projects funded by Measure FF. There's a critical need for contractual management and support with current staffing levels to keep projects moving forward.

Quarter 1-3: Since July of 2021, the Division has negotiated and processed eleven new contracts, and another six are in process.

Quarter 4: The Division is in the process of finalizing contracts for

- DSI (Fire Aside) for Hazardous Hill Fire Inspection Software
- Royal Ambulance for a Joint Employee Development/Mentoring Program
- Pinnacle for Annual Physicals and Cancer Detection Services
- O2X for Employee Health & Wellness Services
- Silva Business Consulting for Property Consulting.

Expected Completion: Ongoing



PROJECT 11: Project Manager Budgeting

Summary

The Department is implementing a new process flow that delegates budget, purchase authority, and decision-making to the individuals within the organization that manages the program, project, or facility. The Department recognizes an opportunity to streamline processes, further improve the administrative workflow, and prepare staff to develop budget and purchase experience earlier in their career. Previously, all requests were directed to one person in the organization which centralized power and created a bottleneck impeding functional workflow and causing unnecessary busy work.

Quarter 4: Leadership solicited feedback from each program manager on how to improve purchasing process and communication. In FY23, staff will begin a trial using the Department's project management software to track budgets and purchases for two programs.

Expected Completion: FY24



OPERATIONS DIVISION

The Operations Division's objective is the day-to-day delivery of emergency and non-emergency services to the City of Berkeley. This is accomplished through seven firehouses with seven Type I fire engines, two aerial ladder trucks, four advanced life support ambulances, one battalion chief, a Medical Specialist Team, a Hazardous Materials Response Team, two water rescue crafts, and 15 rescue swimmers.

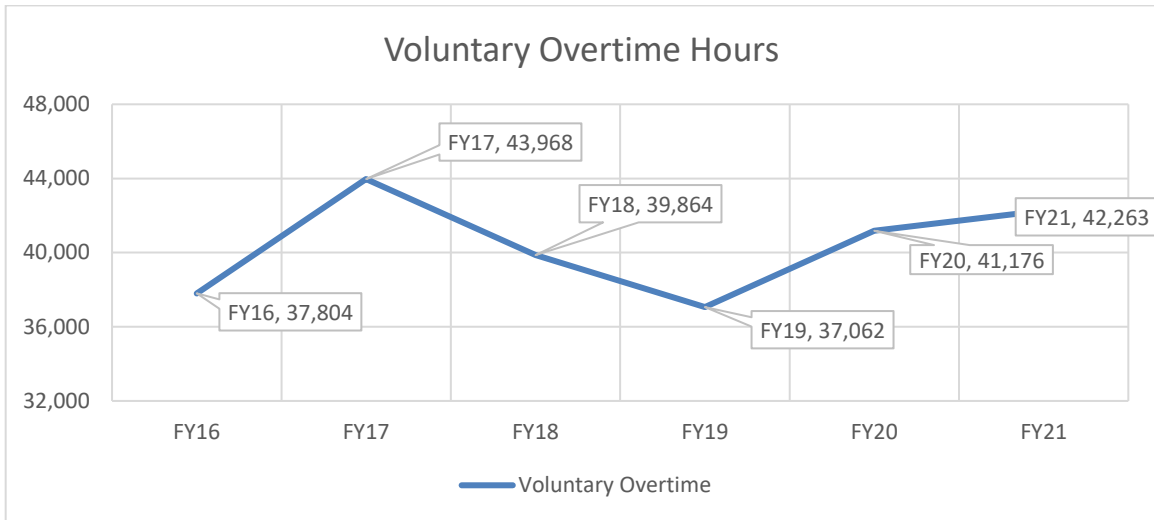
Problem Statement: The Fire Department has been substantially impacted by COVID-19 from FY21 through FY22. In addition to continuing to staff all fire stations through the pandemic, deploying extra staff to assist with community testing, mass vaccination, wildfire season deployment, and in-City special events, the Department is working diligently to recover from the hiring freeze and extra work that was required through the pandemic.

PROJECT 12: Managing Overtime

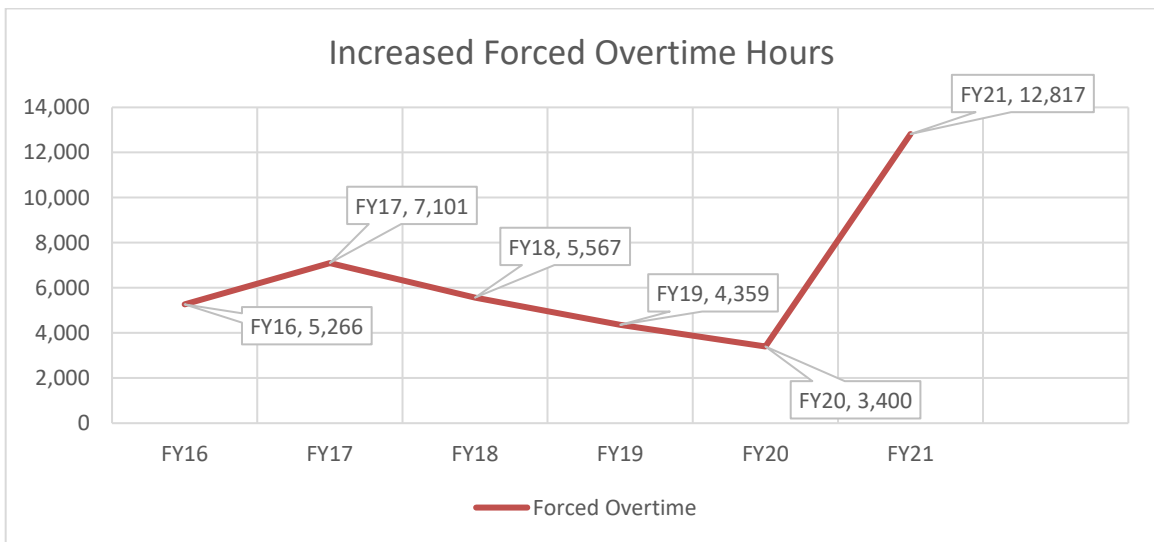
Summary

The fire service is facing the greatest recruitment and retention challenge in over 100 years. For the first time, departments are unable to find qualified firefighters, and permanent staff are changing departments. Substantial investment is needed for firefighter recruitment and training. The average timeline to replace an employee is 12+ months. BFD is challenged with the ability to evaluate our recruitment, training, and retention strategies.

The Voluntary Overtime/Hours table shows the total number of overtime hours worked by fiscal year to maintain minimum staffing in the BFD's fire stations. The more vacancies BFD has, the more overtime will be generated. In late FY18 and through FY19, the Department reached and was able to maintain full staffing levels, and subsequently, the overtime hours for that FY are substantially lower than in adjacent years (when more vacancies existed).



On shifts with significant vacancies and minimum staffing needs to be maintained to keep fire stations open, sworn staff is provided an opportunity to voluntarily sign up for overtime. When staff is not volunteering, there is a mandatory overtime system deployed. The table below shows the increased forced overtime by over 275% since the beginning of the pandemic. This is directly related to (1) the increase in vacancies secondary to the hiring freeze, (2) the increased number of temporary vacancies created by employees that are quarantined from work due to COVID or COVID-related leave, and (3) challenges with a fatigued workforce disinterested in overtime work.





Quarter 4: The open recruitment for the 112th entry-level academy was completed on May 31st; however, the total number of applicants is the lowest the Department has seen. The goal is to hire 16 firefighters to keep up with attrition, and staff is expecting eight to pass background testing.

Expected Completion: Ongoing

PROJECT 13: Cancer Prevention

Summary

Research shows a direct link between fire service work to cancer, and fire departments are experiencing substantially higher rates of illness among active and retired members. The City is committed to improving the work environment for staff. Leadership is exploring industry standards and best practices for personal protective equipment (PPE), workplace engineering, and policies and procedures that prevent or reduce exposure to carcinogens in the workplace.

Quarter 1-3: The Department underwent two Requests for Proposals selecting Pinnacle LLC as its vendor for annual physicals, an effective program for early detection of cancer, and preventative measures. BFD began planning for FY23 physicals.

Quarter 4: The Department purchased additional carcinogen-resistant PPE for all firefighters providing another layer of defense to mitigate exposure to carcinogens in the workplace.

Expected Completion: Ongoing

PROJECT 14: Employee Health & Wellness

Summary

First responders have a higher rate of chronic medical and psychological injury and illness that has been directly correlated to shift work, traumatic experiences, and stress. Post-traumatic stress disorder and depression rates among firefighters have been found to be as much as five times higher than the rates within the civilian population. Employee wellness programs have been proven to reduce healthcare and workers' compensation costs and improve employee health.

Quarter 1-3: The Department published a Request for Proposal and selected O2X as its vendor, and selected a Human Performance Coach to lead a health and wellness program to improve the overall health of staff.

Quarter 4: Members participated in the first personal readiness assessment (RA). The RA provides a score based on self-reported injury history, overall health, mobility and capacity, body fat percentage, and EAT and THRIVE benchmarks. This score helps identify areas of improvement for each member.



Out of a possible 100 points, Berkeley firefighters average score was 62.3

- 24.8% is the average body fat percentage (the "Healthy" range is <24.9%)
- 75% identified at risk of upper extremity and shoulder injury
- 72% state they have previously or currently suffer from an injury
- 55% reported that they perform resistance training less than the recommended minimum of three times per week

Expected Completion: Ongoing



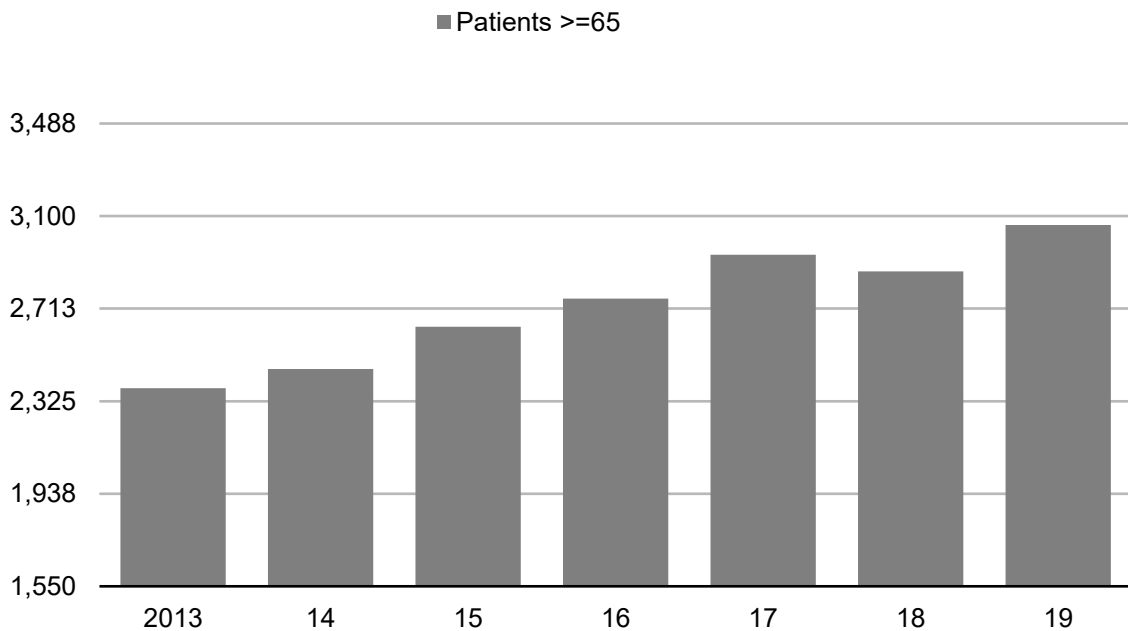
EMERGENCY MEDICAL SERVICES (EMS) DIVISION

The Emergency Medical Services Division oversees the Department's pre-hospital care and treatment program for the Berkeley community. All of Berkeley's seven fire engines, two trucks, and four ambulances are staffed with paramedics. The Division also oversees emergency medical services for large events and may provide standby services or require an event to contract EMS services to minimize the event's impact on the 9-1-1 system.

Problem Statement: Both medical and “other” service calls are consistently increasing and are expected to continue. This is likely due to population growth, population aging, and ongoing development within the City and the University of California campus over the next decade.

PROJECT 15: Tracking & Predicting Changes to Call Volume

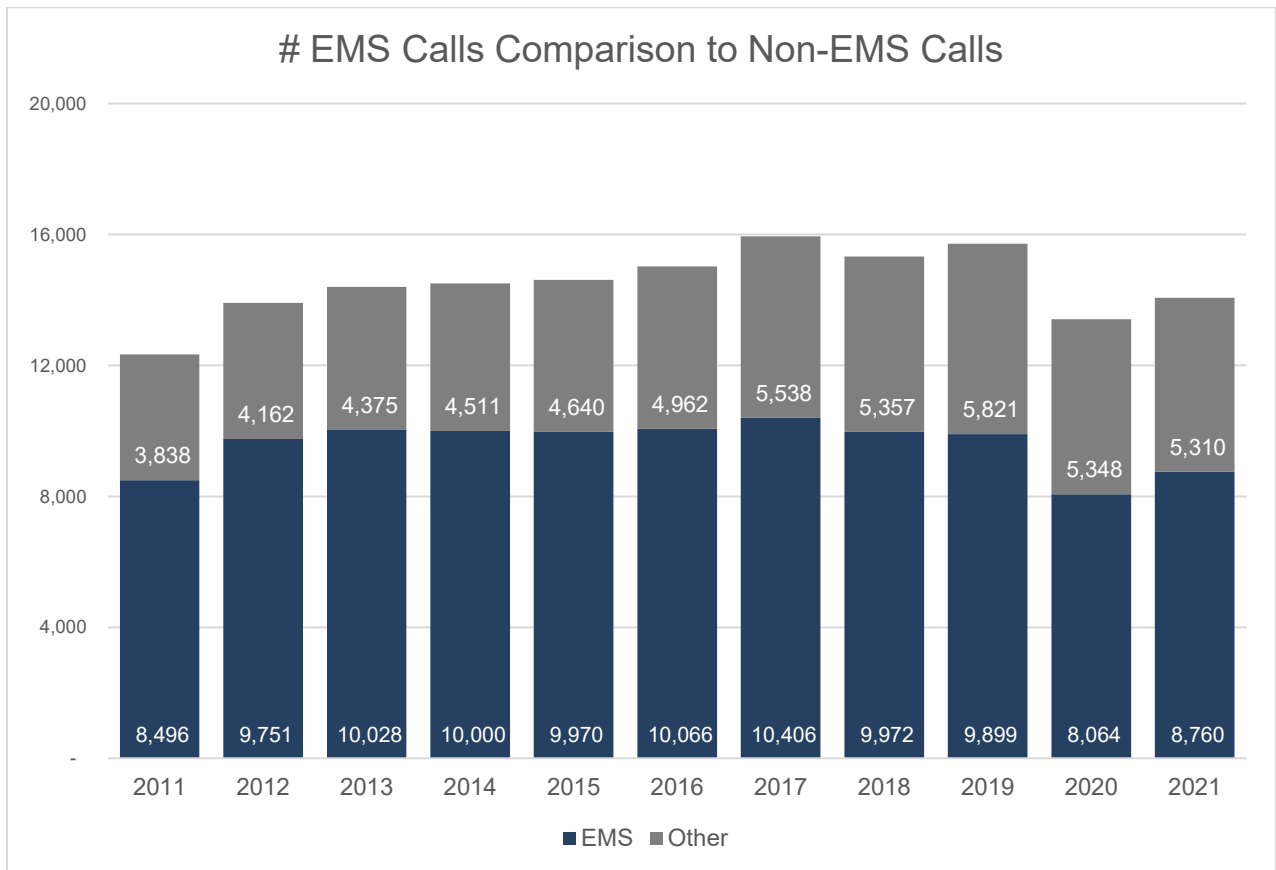
The chart below demonstrates the increase in call volume through 2019. The state of California estimates that the number of those over age 65 will nearly double by 2030 (according to the California State Department of Finance). When examining the population distribution of Berkeley, there is a significant segment of the population between the ages of 51-65 (about 20%) that will move into the center of the highest demand-for-service group by 2030.





Patients between the ages of 18-23, and those over 65, account for roughly half of all the documented patients in Berkeley. If patients over 50 are included, the total increases to approximately 70%. Older age groups are more likely to require transport.

The chart below illustrates a consistent upward trend for medical calls for service over the last decade (2020 & 2021 call volume was lower due to the pandemic).



Summary

The Department will be staffing ambulances with emergency medical technicians (EMTs) and Paramedics through FY25, which will allow the City to deploy additional units and alternative care resources in the most cost-effective and efficient manner.

Quarter 4: Staff is developing a new shift schedule, internal policies and procedures, recruitment process, and academy curriculum for the redesigned EMS deployment model. Once additional ambulances are deployed, the Department can begin to optimize performance based on new operations.



PROJECT 17: EMS Staffing & Deployment Redesign

Summary

A long-planned redesign of EMS staffing aims to mitigate calls for medical services by deploying more appropriate resources. This project is primarily focused on the planning efforts to adjust the ambulance staffing model by replacing traditional firefighter paramedic positions with EMTs and paramedics. Staff is looking at how this model will result in cost savings, allow for more flexibility in shift scheduling, create entry-level positions, and create a pipeline for local youth interested in EMS careers.

Quarter 1-3: Staff explored new ambulance deployment models by adding Basic Life Support (BLS) ambulances staffed with EMTs and alternate methods to triage and assign resources.

Quarter 4: The Department collaborated with labor groups in the development of a new Division staffed with EMTs and Paramedics. The collaboration ensured these new positions align with the Berkeley High School B-STEP Community Technical Education program and improve the organization's ability to attract a diverse workforce. The Personnel Board and the City Council approved said classifications, and the project management consultant finalized the recruitment strategy for FY23 Q1.

Expected Completion: FY25

PROJECT 18: New Job Classifications

Summary

The Department is working with the City Manager's Office, Human Resources, City Attorney, and IAFF Local 1227 on the development and implementation of new job classifications, work schedules, staffing models, recruitment plans, and initial and ongoing curriculum for the academy. The transition to EMTs and Paramedics is expected to start in FY23.

Quarter 1-3: The Limited Term Emergency Medical Technician and Paramedic positions were developed, approved, and added to the CalPERS retirement system.

Quarter 4: The Department underwent recruitment planning for both classifications for FY23.

Expected Completion: Completed

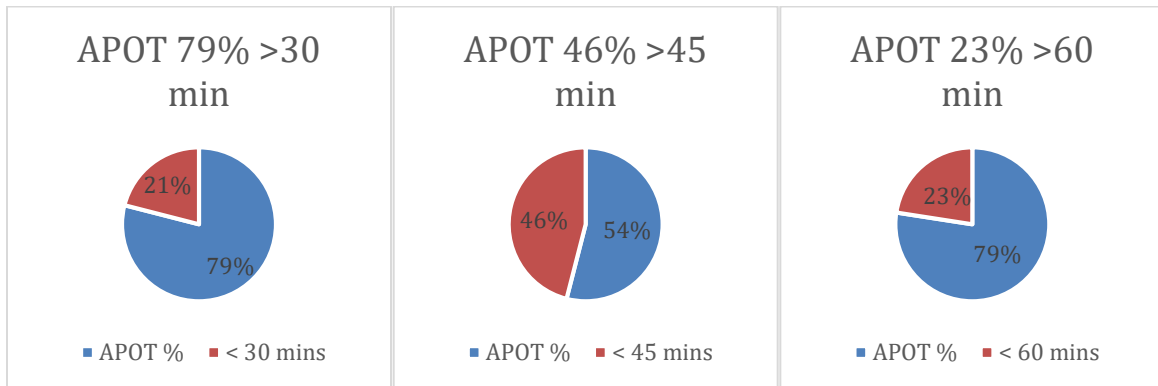
PROJECT 19: Managing Increasing Ambulance Patient Offload Time (APOT)

Summary

One of the major changes that directly affect ambulance Unit Hour Utilization is the increase in physical offloading of patients from the ambulance to a hospital bed. This project is a more in-depth analysis of problem identification and exploration of ways in which BFD can improve APOT times.



Quarter 1-3: BFD staff conducted an analysis to better understand the scope of the problem. The average time an ambulance spent offloading a patient in 2011 was under 38 minutes and has since increased to 47 minutes in 2021. On twenty-three percent of calls, ambulance staff are waiting to offload patients greater than 60 minutes. BFD anticipates a significant increase in offloading times should Sutter close Alta Bates and consolidates to a single facility in Oakland.



Quarter 4: Staff engaged with local hospital administrators and found no measurable interest in working to reduce APOT times at local facilities. The Department and a coalition of other public transport agencies are engaging key stakeholders together at the State level to address this issue.

Expected Completion: Ongoing

PROJECT 20: Project 17: Emergency Medical Service (EMS) Coordinator Job Classification

Summary

The Department developed and created a new classification that will manage the Department's Continuous Quality Improvement (CQI) program, providing a higher level of retrospective call audits, data analysis, and staff education. The position will be a critical component of both the dispatch re-design and the Department's ambulance system re-design.

Quarter 1-3: The Department formed a labor-management committee to research effective CQI programs throughout the State in preparation to recruit the right person. The proposed modifications to this classification include renaming Fire Department EMS Coordinator position title and modifying the characteristics, duties, knowledge, abilities, minimum qualifications, and pay that align it with comparable classifications in other jurisdictions.



Quarter 4: The Personnel Board and the City Council approved changes to the classification. Recruitment will begin in the Fall of 2022.

Expected Completion: Fall 2022



FIRE PREVENTION DIVISION

The Fire Prevention Division decreases the number and severity of all fires in Berkeley through an active code-enforcement program, public education activities, engineering and plans review, and vegetation management. When fires occur, Fire Prevention staff investigate fire origin and cause and, if needed, prosecute those who are responsible.

Problem Statement: The complexity and volume of the Division’s work have significantly increased over the past two decades with no adjustments to staffing. This impacts the level of service the Division is able to provide to internal stakeholders and the community for plan reviews and approvals.

PROJECT 21: Structure Fire Inspections

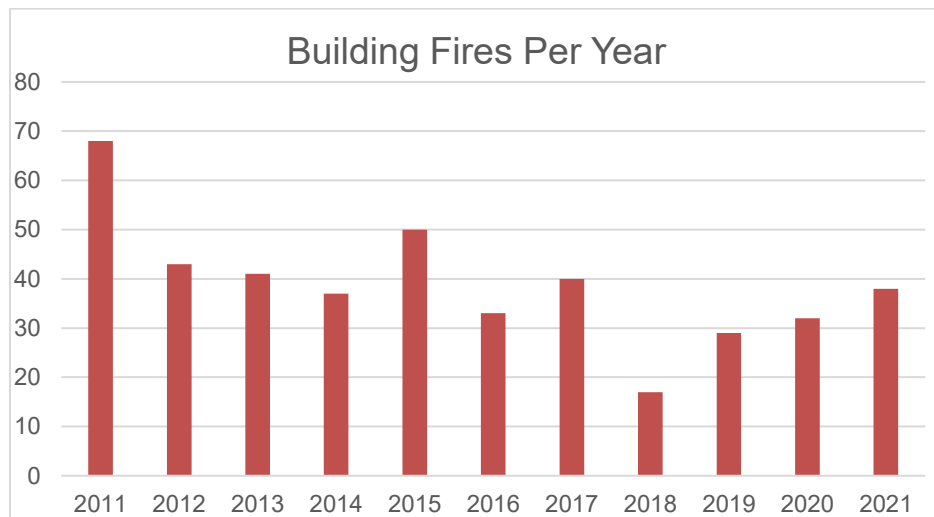
Summary

Since 2018 the City of Berkeley has seen an increase in structure fires, which impacts Fire Prevention Division staff time for on-scene investigations, interviews, follow-up, and report writing, thus decreasing capacity for day-to-day duties (plan reviews and inspections). BFD is actively hiring new inspectors to keep up with reviews for new development and ensure code compliance with existing structures. See the table below for a 10-year look at structure fire trends in Berkeley.

Quarter 1-3: BFD hired three inspectors in early April.

Quarter 4: There are several applicants pending, and additional hires are anticipated in late 2022.

Expected Completion: Late 2022: Ongoing





WILDLAND URBAN INTERFACE DIVISION

The Wildland-Urban Interface (WUI) Division addresses local wildfire target hazards and performs community-based action planning to mitigate threats, promote preparedness activities, and ensure wildfire resilience. Action Planning provides the foundation and roadmap for the Department's work to prevent wildfires and limit the spread when they ignite.

Problem Statement: With 30 years of accumulated vegetation overgrowth and a lack of effective enforcement and mitigation, the City has faced significant challenges and opportunities to become more wildland fire safe. This new Division has solely staffed by retired annuitants due to the Department's staffing challenges and identified several wildfire mitigation and prevention projects critical to the safety of the community. Permanent staff will begin to supplant the retired annuitants as the Department's staffing stabilizes through the end of FY22 and into FY23.

PROJECT 22: Community Wildfire Protection Plan (CWPP)

Summary

The CWPP is a comprehensive risk analysis that addresses local target hazards and includes a community-based action plan to mitigate threats, promote preparedness activities, and ensure resilience. It will serve as the foundation and roadmap for the Department's work to prevent wildfires and limit the spread when they ignite. The Department contracted Wildland Resource Management to complete an internal plan and a preliminary schedule to address the six task segments in the CWPP, identify available city resources, and establish a steering committee.

Quarter 1-3: The CWPP process kicked off in May, confirming a steering committee with stakeholders representing the Disaster and Fire Safety Commission, City of Berkeley Parks and Recreation Department, Hills Emergency Forum, Diablo Firesafe Council, Berkeley Office of Emergency Services, and the BFD.

Quarter 4: The CWPP Steering Committee identified processes for public participation via an online hub site with survey tools slated to launch at the end of July and through September.

Committee members have communicated the CWPP process to neighboring agencies at the Hills Emergency Forum (HEF) monthly meetings and will continue to keep our neighboring agencies informed and involved throughout the process.

The Community Based Map is a key component of the CWPP that will create a shared vision of the existing City of Berkeley wildfire environments. The Community Based Map was initiated and used to display the wildfire layers as the data is gathered and finalized.

Expected Completion: September 2022



PROJECT 23: Wildfire Safety Inspections

Summary

Per California State regulatory body, the Department had to expand the traditional hazardous fire area vegetation inspection program to include all properties in fire Zones 2 and 3. This increased the number of inspections by 83% (+7,184). The Department was not able to promote the permanent FTE Inspectors necessary to complete the increased inspection requirements.

Quarter 1-3: FY22 was the first year with an increased number of inspections in Zones 2 and 3. The Department is recruiting additional personnel to fill positions for fire inspectors (see project 17) and, in the interim, hired retired annuitants (RA) to perform inspections and begin transitioning administrative tasks from paper to mobile technology. This upgrade is aimed to improve the re-inspection, citation, and violation processes.

Quarter 4: The Chief promoted the first permanent FTE to the Division, Assistant Chief Dan Green. He will support the inspector hiring efforts and coordinate the hosting of a State Fire Marshal-sponsored course providing training to current and future WUI inspectors.

Our team of Retired Annuitants aim to complete the first inspection cycle with the 8,500 inspections by July of 2022.

Inspected	No Violations Found	Violations Found	Re-Inspection Completed	Re-Inspection No Violation Found	Re-Inspection w/Violations Found
8,055	6,015	2,040	1,595	1,269	326

Expected Completion: Winter 2022

PROJECT 24: Expanding Firewise Programs

Summary

The WUI Division staff are delivering presentations to the community about Berkeley's identified WUI, the importance of defensible space, vegetation management, home hardening, and what FireWise status means. FireWise criteria were developed by National Fire Protection Association (NFPA) and are intended to build community, learn, and implement vegetation management and home hardening practices. The more FireWise groups Berkeley has, the more eligible the City is for grant funding.

Quarter 1-3: Staff worked with Acacia, an 11-home neighborhood, through the application and approval of FireWise status. Acacia has officially been recognized as the City's first official NFPA FireWise group.



The process of becoming "recognized" as a Firewise neighborhood/zone requires collaborative organizing to create a board and develop a 3-year wildfire reduction plan.

Division staff is assisting several other neighborhoods in navigating the application and approval of their FireWise status. There are conflicting guidelines from the NFPA and Cal FIRE that have caused delays in the approval process.

Quarter 4: The Community Outreach Program continues to engage with the residents located in the High Fire Hazard Zones 2 and 3. They are facilitating community meetings primarily focusing on two wildfire mitigation strategies:

- Home Hardening - actions taken to reduce home ignition from wildfire/embers
- Creating a Defensible Space - Vegetation management to reduce the spread of a fire

The department completed six community meetings (five in-person, one virtual), one 3-day DSI course with Moraga Orinda Fire Department, and one town hall meeting with Councilmember Wengraff.

Expected Completion: Ongoing

PROJECT 25: Fire Risk Reduction Community List

Summary

The Fire Risk Reduction Community List is a registry of local agencies located in what is known as a "very high fire hazard severity zone" that meets best practices for local fire planning.

Quarter 4: The Department applied for and was selected as one of four cities in California that will be on the first-ever Fire Risk Reduction Community List, which was approved by the Board of Forestry on June 8th. This status increases eligibility for Cal FIRE's prevention grants for the next 2 years.

Expected Completion: Completed



TRAINING DIVISION

The Division maintains a California State Fire Training Accredited Local Academy where new firefighters complete Firefighter I and II certifications. The Division also provides ongoing training and development to all positions in the Department. This is accomplished with the team: Assistant Fire Chief, three sworn members, and one non-sworn member who provides critical administrative support.

Problem Statement: The scope and complexity of the Department's operations have substantially changed over time. The majority of incoming technical calls occur less frequently but pose a higher risk to civilians and fire personnel. To adequately meet the national, state, and local mandates for training and to ensure that fire personnel are ready to respond to any, and all, calls for service, BFD must implement considerable changes to the Division. This includes adequately staffing the Division, funding external SMEs, acquiring an adequately sized training facility, and providing the physical resources necessary to conduct hyper-realistic training that simulates the work environment.

PROJECT 26: Enhanced Staffing

Summary

The Department's Division of Training has been critically understaffed for decades. The Division has been led by a manager that has been split between another equally critical Division, Emergency Medical Services. To properly function, the Division needs to stand alone with a manager, a minimum of three staff and one support person.

Quarter 1-3: An additional Captain was assigned to the Division through a budget neutral shuffling of personnel. This has greatly increased the Divisions' capacity for work.

Quarter 4: The Division will be split from EMS in August of 2022 and have its own assigned Assistant Fire Chief. The recruitment for this position has been completed and Battalion Chief Paul Cavagnaro was selected to be the first Assistant Fire Chief of Training. His assignment will begin on August 21, 2022.

PROJECT 27: Albany Fire Partnership

Summary

The Berkeley and Albany Fire Departments respond to calls in collaboration on a daily basis. In FY22, the Departments initiated a formal training relationship that focused on training staff together to better align response protocols.

Quarter 4: The pilot project was initiated and has shown to be mutually beneficial for the Departments and both communities. The two Departments are formalizing the partnership through a Memorandum of Understanding.



Expected Completion: Fall 2022

PROJECT 28: Entry-Level Firefighter Recruitment

Summary

Department Staff is reducing the recruitment process timeline from nine to six months and is targeting specific qualified employees. BFD, like all fire departments, is struggling to find qualified employees in the applicant pool. See Project 3 for recruitment details.

Quarter 1-3: Nine firefighter-paramedics from the 110th Academy graduated on October 1st, 2021 and will complete their probation by May of 2023.

Quarter 4: The Department's 111th Academy graduated with seven firefighter/paramedics on June 24th and will begin two-year probation.

BFD's project management team completed a recruitment cycle for firefighter/paramedics, and in preparation for the 112th Academy, staff is enhancing the curriculum based on lessons learned from the 111th.

Expected Completion: Ongoing

PROJECT 29: Regional Leadership Academy

Summary

The Department was awarded FEMA's Assistance to Firefighters Grant to design and facilitate a regional leadership series for current and prospective leaders. Classes are running monthly through August of 2023.

Quarter 4: The Department hosted sessions through June but will pause for the duration of the CY22 fire season. Classes will resume in October 2022.

Expected Completion: August 2023

PROJECT 30: Bi-County Regional Training Consortium

Summary

The Department is working with Contra Costa and Alameda Counties to pursue a regional training consortium. Training is a critical Division within each fire agency but is chronically understaffed and under-resourced. The intent is to pool resources to accomplish more training and reduce the overall operational cost associated with training.



Quarter 1-3: The Department hosted retired Chief Eric Tomlinson from the South King County Regional Fire Training Consortium in Washington State. Chief Tomlinson worked with Department staff to present the history and benefits of the consortium in King County to chief officers of nearly every department in Alameda and Contra Costa Counties.

Quarter 4: Coordination and planning meetings have occurred between several core Departments most interested in this project. There are draft agreements and budgets being developed that will eventually be presented to each City's legislative leaders for consideration.

Expected Completion: Ongoing

PROJECT 31: Land Acquisition for Training Facility

Summary

The Department needs a training facility and is actively engaged in identifying a property that will meet the City's needs for the training and development of its emergency responders and support staff. Due to zoning, the cost of the property, and the proximity of residential neighborhoods, this facility will have to be located outside City boundaries. This presents exciting opportunities for regional collaboration with other fire departments and a community college district.

Quarter 1-3: The Department has been searching for suitable land to purchase or lease within 20 minutes of the City. Two properties were identified in the City of Richmond, and the Department sought permission to negotiate a lease and develop high-level site plans.

Quarter 4: In an unexpected pivot, a local agency has approached the Department with a proposal to consider using its existing training property as a regional center. While it is slightly smaller than the proposed site that was to be leased, the annual lease cost will be substantially less, which will leave more funds available for development.

Expected Completion: Property Acquisition FY22, Development FY26



OFFICE OF EMERGENCY SERVICES

The Fire Department's Office of Emergency Services (OES) coordinates a suite of programs to build disaster resilience for the Berkeley community. These programs support personal preparedness, community connections, and government efforts that will help Berkeley respond to and recover from our next earthquake, fire, or other disasters.

Problem Statement: the disaster commission and fire safe commission identified emergency notifications as a priority project. AC Alert historically has a low opt-in rate, and the City wants to ensure communication is adequate when needed and to accommodate those without access to electronic notifications.

PROJECT 32: Evacuations & Warning Systems

Summary

One of several priority projects for the Disaster Fire Safety Commission and City Council is the purchase and installation of a city-wide outdoor warning system to assist with emergency notifications.

Quarter 1-3: Staff worked to research and piggyback on a contract with Genasys to provide the City with an Outdoor Warning System (OWS).

Quarter 4: Staff have been engaged in a laborious process of identifying the 15 locations for the speakers and working to negotiate leases to use the sites for this long-term project. The first five speakers have been delivered and should be installed by the end of CY22.

Expected Completion: FY24
