

# CITY OF LOS ANGELES

CALIFORNIA



ERIC GARCETTI  
MAYOR

Office of the  
CITY CLERK

Council and Public Services  
Room 395, City Hall  
Los Angeles, CA 90012  
General Information - (213) 978-1133  
Fax: (213) 978-1040

SHANNON HOPPES  
Council and Public Services  
Division

[www.cityclerk.lacity.org](http://www.cityclerk.lacity.org)

HOLLY L. WOLCOTT  
Interim City Clerk

When making inquiries relative to  
this matter, please refer to the  
Council File No.

May 2, 2014

To All Interested Parties:

The City Council adopted the action(s), as attached, under Council File No. 12-0600-S28, at its meeting held April 30, 2014.



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PUBLIC SAFETY and BUDGET AND FINANCE COMMITTEES JOINT REPORT relative to the Third Party Deployment of Fire Resources Study of the Los Angeles Fire Department (LAFD).

Recommendations for Council action:

(\*Englander-Borin)

1. DIRECT the City Administrative Officer (CAO), in consultation with the Board of Fire Commissioners and the Chair of the Public Safety Committee, to prepare ~~and release a~~ Request for Proposals for consultant services to assist the LAFD in the development and preparation of a Standards of Response Coverage document.
2. DIRECT the LAFD, taking into account available FIRESTAT data, to evaluate the formation of geographic service bureaus with the corresponding maps and boundaries for each bureau, and operational plans similar to those employed by the Los Angeles Police Department (LAPD).
3. DIRECT the CAO to report with recommendations for position descriptions, including the necessary qualifications and experience, for the following positions within the LAFD:
  - a. Chief Technology Officer to manage the Department's technology projects
  - b. FIRESTAT Director
  - c. Senior Emergency Medical Service (EMS) position at the level of a Deputy Chief
  - d. Executive Director position for the Board of Fire Commissioners, with similar functions and duties of Board of Police Commissioners Executive Director
4. DIRECT the CAO, in consultation with the LAFD, the Board of Fire Commissioners, the United Firefighters of Los Angeles City (UFLAC), and the Los Angeles City Fire Department Chief Officers Association (COA), to review the LAFD disciplinary system and to identify those changes that can immediately be implemented.
5. DIRECT the Chief Legislative Analyst (CLA) to establish a Deployment of Fire Resources Working Group, consisting of the CLA, the CAO, LAFD, UFLAC, and the COA, to review the recommendations of the PA Consulting Group's Fire Department Deployment of Resources Study, as well as the input offered by UFLAC and the COA.
6. PRESENT to Council for consideration the CAO report to the Public Safety Committee dated March 3, 2014 (attached to the Council file) relative to the Third Party Deployment of Fire Resources Study of the LAFD.
7. DIRECT the CAO and CLA to report with a list of Third Party Deployment of Fire Resources Study recommendations that can be implemented prior to July 1, 2014.

Fiscal Impact Statement: The CAO reports that approval of the recommendations in the March 3, 2014, CAO report to the Public Safety Committee will have no direct impact to the General Fund at this time. The specific organizational recommendations provided by the PA Consulting Group are estimated to yield a net total cost savings of \$8.0 million annually, based upon \$12.3

million in cost savings and \$4.3 million in additional expenditures. A complete fiscal impact will be determined upon further consideration and approval of the specific initiatives outlined in the Third Party Deployment of Fire Resources Study, formulated within the context of the Proposed 2014-15 Budget and in subsequent out years.

Community Impact Statement: None submitted.

## SUMMARY

In the March 3, 2014, report to the Public Safety Committee, the CAO discusses the PA Consulting Group report. The CAO had been instructed by Council to secure an outside consulting firm to conduct a third party review of the LAFD'S deployment of resources. The intent of this effort was to provide for an independent review and analysis of the current deployment of fire and EMS resources to determine the most efficient and cost-effective model that could be implemented by the LAFD, and to provide recommendations on funding for Fiscal Year 2014-15.

The CAO reports that the scope of the study focused on three key areas: deployment of resources (platoon staffing levels, constant staffing model, the 10th member task force configuration, and civilianization of non-emergency and administrative positions), fire and EMS response times including dispatching models and protocols, and a comparative analysis of the Department's EMS. After an extensive research effort consisting of data and information collection, complex analysis, interviews with key LAFD and City stakeholders, surveys of comparable public safety agencies, and insight provided by Fire and EMS subject matter experts, PA's Study provides a blueprint for addressing the key challenges currently facing the LAFD according to the CAO. PA's recommendations include:

- The development of a Strategic Plan and a Standards of Coverage
- Realign LAFD resources into four geographical bureaus
- Create a Deputy Chief position to oversee EMS operations
- Implement a five-year employment contract for the Fire Chief
- Civilianize 198 identified positions that do not require fire suppression expertise or experience, including civilian positions for Chief Information Officer, Employee Relations Director, Analytics Director, and Media and Community Relations Directors
- Merge the LAFD and LAPD computer-aided dispatch (CAD) systems
- Institute a Task Force staffing level policy based upon criteria of need or risk as defined in the proposed Standards of Coverage
- Transition to a 1+1 ambulance staffing model with a paramedic on every Engine

PA also recommends that the City invest strategically in new technology and explore new models that results in improved performance tied to data and outcomes. PA further recommends a commitment to a risk-based approach to Fire and EMS service delivery, founded in the use of modern technology initiatives and sound, accurate and rigorous historical data analysis and integration, and the consideration of other options for EMS delivery such as privatizing patient transport. A third area of PA's study discusses cultural and organizational changes needed by the LAFD, specifically addressing the Department's discipline, promotion, and training systems.

The CAO recommends that a working group be formed to develop an action plan to implement the recommendations of the PA report, a consultant be retained to assist the LAFD develop a Standards of Response Coverage document, that LAPD assist LAFD develop and implement a

CAD system and to undertake an analysis of the feasibility of combing the CAD systems of both Departments, and the approval of related budget and personnel actions.

At their special joint meeting held April 11, 2014, the Public Safety and Budget and Finance Committees discussed this matter with representative of the CAO, LAFD, UFLAC, and COA. The CAO representative stated that fully implementing the recommendations of the PA Study will save the City's General Fund approximately \$8 million per year in net LAFD operational costs. It was suggested that any such savings be reprogrammed back into the Department's budget.

A representative of PA Consultants reviewed the findings of the Third Party Deployment of Fire Resources Study. Key recommendations included the integration of new technology and use of data, critical Department organizational changes, the consolidation of the LAFD and LAPD CAD systems, and the civilianization of a number of duties currently performed by sworn personnel.

A representative of UFLAC stated that the Study does not include input from the organization or from LAFD's rank and file employees, nor does it take into account the impact of recent budget cuts and attrition. Proposed changes will increase response time and reduce service to the public. It was further stated that civilian dispatch employees have a higher rate of attrition and that the current dispatch staffing model allows the Department to make best use of injured and light-duty sworn personnel. The COA representative stated that third party ambulance and patient transport does not work. While the Study provides the foundation for fundamental change within the Department, it was suggested that a working group be formed to evaluate the proposed recommendations.

Members of the Committees expressed dismay that the report does not include input from UFLAC. It was further stated that the report should be viewed as a starting point for evaluating change at the LAFD. The process of changing the LAFD is a critically important policy matter that deserves the input of the full City Council. The members of the Committees approved the recommendations listed above.

Respectfully Submitted,

PUBLIC SAFETY COMMITTEE



<u>MEMBER</u>	<u>VOTE</u>
ENGLANDER:	YES
BUSCAINO:	YES
BONIN:	YES
O'FARRELL:	YES
MARTINEZ:	YES