



# LOS ANGELES COUNTY FIRE DEPARTMENT



March 2017



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# MISSION, VISION AND CORE VALUES

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## Mission Statement

The mission of the Los Angeles County Fire Department is to protect lives, the environment, and property by providing prompt, skillful and cost-effective fire protection and life safety services.

## Vision Statement

The Los Angeles County Fire Department will be an exemplary organization acclaimed for our national reputation, our regional strength and our hometown attentiveness as we provide fire protection and life safety services.



## Core Values

- Integrity
- Teamwork
- Caring
- Courage
- Commitment
- Community



# PROUD PROTECTORS OF LIFE & PROPERTY

The Los Angeles County Fire Department is responsible for protecting the lives and property of 4 million residents living in 1.23 million housing units in 58 cities and all unincorporated areas of Los Angeles County.

The Fire Department's 2,300 square miles of service area include suburban neighborhoods, city centers, commercial districts, sandy beaches, mountain ranges and more.



The Fire Department is known for its pioneering innovation in fire protection and life safety services:

- Conceptualization of the 911 emergency system
- Design and implementation of paramedic squads
- Use of water-dropping helicopters
- Development of first U.S. SCUBA safety program
- Use of a two-way radio system for fireground communication

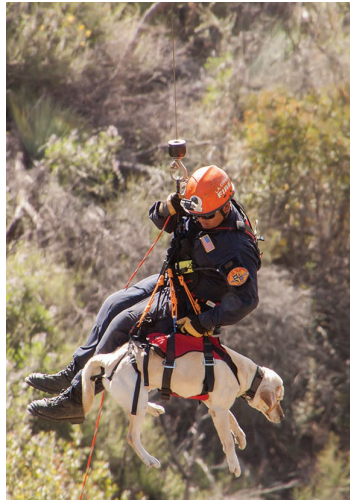
# FIRE & RESCUE RESOURCES



- 174 fire stations
- 179 engine companies
- 67 paramedic squads
- 32 quints

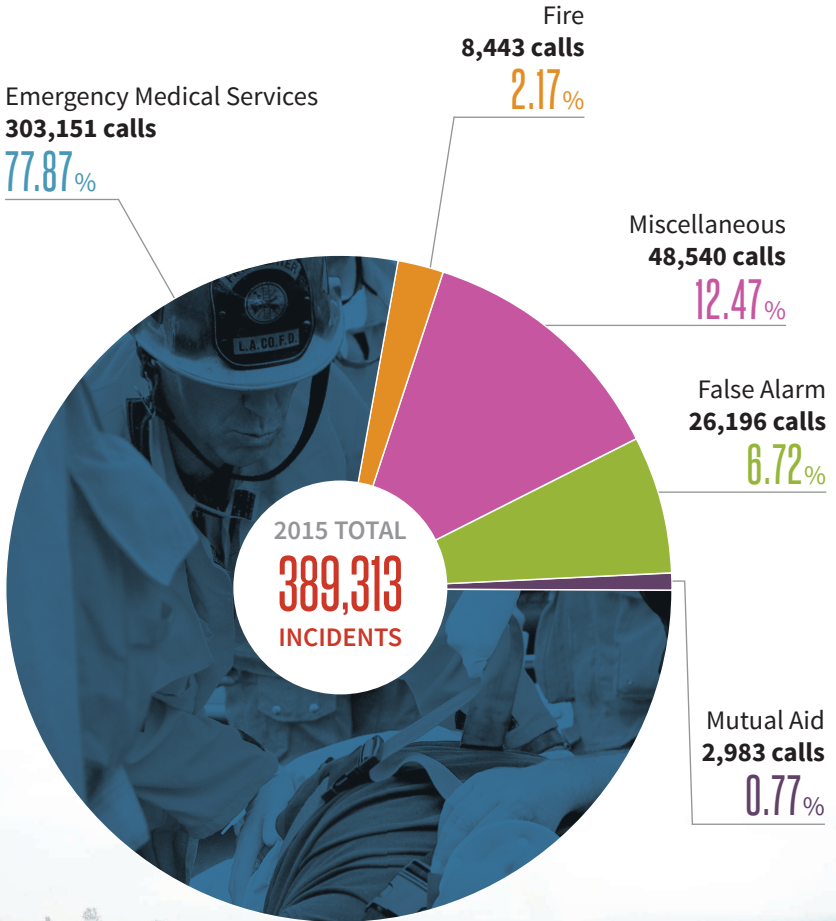
## Specialized Resources

- 4 hazardous materials squads
- 5 swift water rescue units
- 2 urban search and rescue squads
- 2 fire boats
- Additional specialized equipment



The Los Angeles County Fire Department is also the home of California Task Force 2 (also known as USA Task Force 2), an urban search and rescue team that is qualified to respond to local, national and international disasters.

# CALL VOLUME







# AIR & WILDLAND DIVISION

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## Air Operations

The Los Angeles County Fire Department maintains a fleet of eight helicopters for paramedic transport, hoist rescues and wildland firefighting. Contract aircraft are also available during wildfire season.

- 3 Sikorsky S-70 Firehawks
- 5 Bell 412 helicopters
- Erickson Aircrane helitanker (seasonal lease)
- 2 Bombardier CL-415 Super Scoopers (seasonal lease)
- Airbus AS350 helicopter command ship (seasonal lease)

## Fire Suppression Camps

Ten camps are staffed year-round for fire suppression, fire road maintenance and miscellaneous projects.

- 4 paid camps
- 5 correctional camps
- 1 hybrid fire/forestry camp with the Los Angeles County Probation Department

## Heavy Equipment Unit

The unit operates 10 dozers and other equipment.



# LIFEGUARD DIVISION

The Lifeguard Division protects 72 miles of coastline, including 31 miles of sandy beaches and Catalina Island.



## Resources

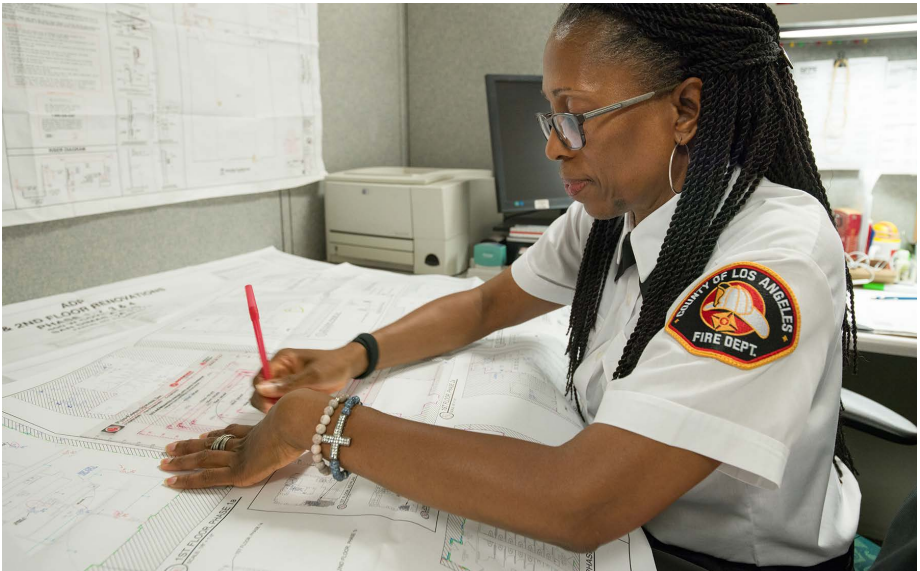
- 166 full-time ocean lifeguards
- 636 recurrent ocean lifeguards
- 24 lifeguard stations
- 159 lifeguard towers
- 9 rescue boats

## 2016 Activity

Ocean rescues .....	12,956
Medical calls.....	15,605
Boat rescues (distress) .....	473
Missing persons .....	1,178
Drownings.....	4
Beach attendance .....	55,950,559



# FIRE PREVENTION DIVISION



The mission of the Fire Prevention Division is to educate the community about the benefits of proper safety practices and to identify and eliminate all types of hazardous conditions that pose a threat to life, the environment and property. The division is comprised of a mix of civilian and sworn personnel.

## Specialized Functions

- Land development services
- Inspection of schools, institutions, high-rise buildings, County facilities
- Arson investigations



## 2016 Activity

Annual inspections.....	8,011
Annual plan checks.....	5,758

# FORESTRY DIVISION

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## Brush Clearance/Fuel Modification Program

The Forestry Division coordinates over 40,000 brush clearance inspections annually with fire station personnel and Agricultural Commissioner enforcement crews.

Additionally, the division completes plan check reviews and final inspections for over 1,500 new construction projects in high-fire-hazard areas on an annual basis, ensuring adequate defensible space for residential and commercial structures.



## Natural Resources Protection

Personnel review all environmental documents for the Los Angeles County Fire Department, ensuring compliance with the California Environmental Quality Act.

The division also monitors the implementation of Los Angeles County's Oak Tree Ordinance.

In addition, the division is responsible for the annual review, revision and implementation of the Los Angeles County Strategic Fire Plan, which is designed to minimize cost and losses from wildland fires by utilizing a geographic information system to identify high-hazard/high-value areas and communities at risk.



# HEALTH HAZARDOUS MATERIALS DIVISION

The Certified Unified Program Agency (CUPA) is a fee offset program that protects public health and the environment from improper handling, storage and disposal of hazardous materials.

Under state law, the Health Hazardous Materials Division (HHMD)/CUPA consolidates, coordinates and makes consistent the administrative requirements, permits, inspection and enforcement activities of six environmental regulatory programs.

These six programs are Hazardous Waste Generators, Hazardous Materials Handlers, Aboveground Storage Tanks, California Accidental Release Facilities, Uniform Fire Code Hazardous Materials Management Plans and Underground Storage Tanks.

## 2016 Activity

Total regulated facilities .....	21,529
Routine inspections .....	12,649
Notices of violation .....	6,945
Emergency hazardous materials responses .....	1,473
Initial studies/EIR reviews .....	212
Site mitigation cases .....	138

HHMD also issued 49 administrative enforcement orders and settled two civil and 14 criminal cases with \$452,582 in penalties.



# EDUCATION & COMMUNITY PROGRAMS





# HOMETOWN SERVICE



# EMERGENCY OPERATIONS FIELD DIVISIONS

## NORTH REGION

Deputy Fire Chief: 661-286-2792

### **Division III** (24 fire stations)

Assistant Fire Chief: 661-298-5280

Community Services Liaison: 661-250-2710

- La Cañada Flintridge
- Santa Clarita

### **Division V** (20 fire stations)

Assistant Fire Chief: 661-940-6791

Community Services Liaison: 661-948-3785

- Lancaster
- Palmdale

## CENTRAL REGION

Deputy Fire Chief: 310-419-8731

### **Division I** (20 fire stations)

Assistant Fire Chief: 310-329-3315

Community Services Liaison: 310-217-7074

- Carson
- Lawndale
- Rancho Palos Verdes
- Gardena
- Lomita
- Rolling Hills
- Hawthorne
- Palos Verdes Estates
- Rolling Hills Estates

### **Division VI** (16 fire stations)

Assistant Fire Chief: 323-586-7049

Community Services Liaison: 213-215-2193

- Cudahy
- Inglewood
- Maywood
- Huntington Park
- Lynwood
- South Gate

### **Division VII** (18 fire stations)

Assistant Fire Chief: 310-317-1802

Community Services Liaison: 310-456-7923

- Agoura Hills
- Hidden Hills
- West Hollywood
- Calabasas
- Malibu
- Westlake Village



## EAST REGION

Deputy Fire Chief: 626-854-0100

### **Division II** (16 fire stations)

Assistant Fire Chief: 626-974-8371

Community Services Liaison: 626-732-3531

- Azusa
- Baldwin Park
- Bradbury
- Claremont
- Covina
- Duarte
- Glendora
- Irwindale
- San Dimas

### **Division IV** (25 fire stations)

Assistant Fire Chief: 562-860-5524

Community Services Liaison: 562-402-9709

- Artesia
- Bellflower
- Cerritos
- Hawaiian Gardens
- La Habra
- Lakewood
- La Mirada
- Norwalk
- Paramount
- Pico Rivera
- Signal Hill
- Whittier

### **Division VIII** (19 fire stations)

Assistant Fire Chief: 909-620-2003

Community Services Liaison: 909-469-2659

- Diamond Bar
- Industry
- La Puente
- Pomona
- Walnut

### **Division IX** (16 fire stations)

Assistant Fire Chief: 626-280-6959

Community Services Liaison: 626-280-8504

- Bell
- Bell Gardens
- Commerce
- El Monte
- Rosemead
- South El Monte
- Temple City





# FIRE DEPARTMENT SUPPORT

## Command & Control

Nearly 100 dispatchers answer hundreds of thousands of calls and dispatch units to more than 380,000 incidents.

## Fleet Maintenance

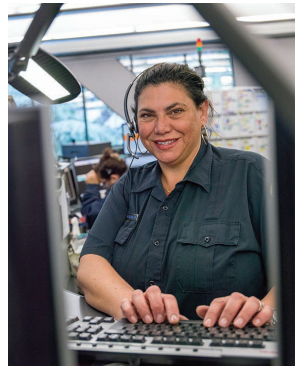
Dozens of mechanics and other staff maintain and repair about 2,000 vehicles.

## Construction & Maintenance

The Construction and Maintenance Division employs a variety of staff—including building trades, general maintenance workers and project managers—who are responsible for new construction, repair work and alterations to fire stations, administrative locations, fire suppression camps, training centers and lifeguard facilities.

## Other Support Staff

Camp cooks, system analysts, geographic information experts, budget analysts, heavy truck drivers, warehouse workers, helicopter mechanics, secretaries, payroll clerks and many others keep the Los Angeles County Fire Department running.



# BUDGET

The Los Angeles County Fire Department is a special district. Revenue streams are separate and distinct from the Los Angeles County General Fund.

## Budget for 2016–17: \$1.147 Billion

The Fire Department currently employs 4,078 people:

- 3,846 permanent employees
- 232 temporary employees



## Special and Reserve Funds

### 2016–17 Adopted Budget (in millions)

#### SPECIAL FUNDS

Capital Projects ACO <sup>0</sup>	\$44.3
Del Valle ACO	4.4
Developer Fees	37.0
Helicopter ACO	8.0
<u>Hazardous Waste Special Fund</u>	<u>1.4</u>
<b>Total</b>	<b>\$95.1</b>

#### RESERVES

Infrastructure Growth	\$33.1
Capital Projects	12.2
<u>Subtotal</u>	<u>\$45.3</u>
<u>Budget uncertainties<sup>1</sup></u>	<u>74.0</u>
<b>Total</b>	<b>\$119.3</b>

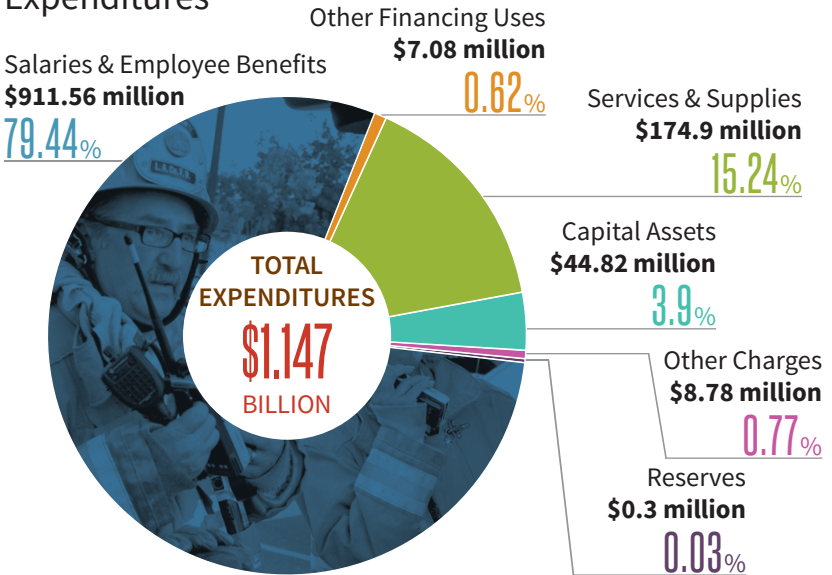
<sup>0</sup>Accumulated Capital Outlay (ACO)

<sup>1</sup>The Fire Department is required to maintain at least 5 percent of expenditures in the reserve for budget uncertainties in compliance with the recommendation of the Los Angeles County Auditor-Controller.

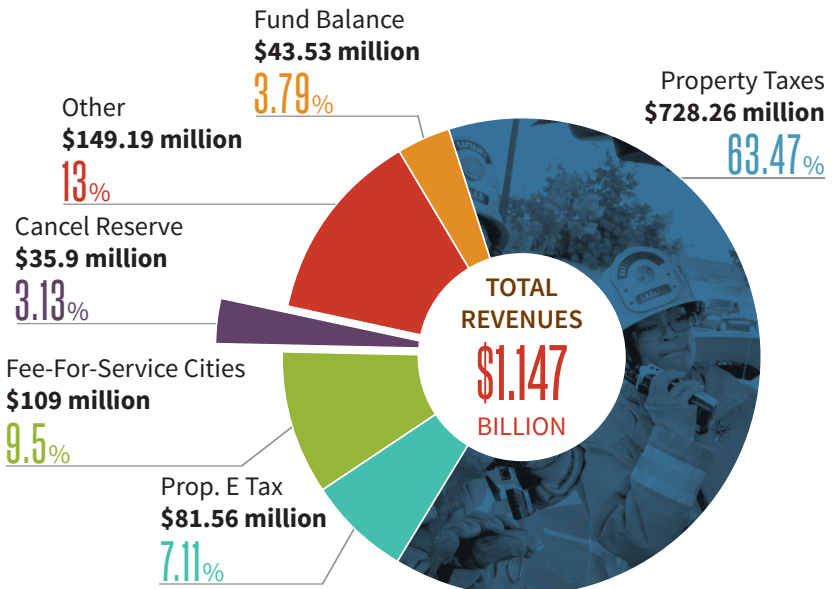


# FISCAL YEAR 2016-17

## Expenditures



## Revenues





## Goal 1 • Fiscal Sustainability

Ensure we provide the best possible value for the taxpayers' dollar by continuously evaluating the Los Angeles County Fire Department's use of funds and resources, as well as legal risk.

## Goal 2 • Exemplary Services

Enrich the lives of Los Angeles County residents by providing innovative, caring and exemplary emergency services, as well as identifying organization-wide opportunities to better support the emergency responders who deliver them.

## Goal 3 • Workforce Development

Enhance workforce development through proactively investing in education, training, safety and wellness, resulting in an effective workforce that is accountable at all levels.

## Goal 4 • Operational Effectiveness

Achieve operational effectiveness and transform fundamental facilities and systems to support evolving service delivery for the people we serve, the County and our workforce.

## Goal 5 • Emergency Preparedness

Enhance emergency preparedness by anticipating catastrophic emergencies and maximizing opportunities to measurably improve community emergency preparedness through public education and life-enriching programs that communicate our value.





# STRATEGIC PLAN

## Goal 1 • Fiscal Sustainability

- Evaluated new revenue sources
- Updated Fire Code and Fire Prevention fees
- Started fire station landscape improvements with drought-tolerant plants and water conservation systems



## Goal 2 • Exemplary Services

- Supported expansion of Safe House Program
- Prioritized outreach to women and at-risk youth
- Expanded emergency medical services (EMS) program
- Developed and trained personnel on Homeless Initiative

## Goal 3 • Workforce Development

- Developed Tuition Reimbursement Program
- Established Supervisory Development Program
- Graduated recruit classes to reduce vacancies
- Expanded online training programs
- Implemented electronic reporting system for injuries/illnesses

# 2015-17 ACCOMPLISHMENTS

## Goal 4 • Operational Effectiveness

- Completed Brush Clearance GEO database interface
- Implemented improved tiered dispatching
- Revised FFT requirements to include EMT certification
- Converted to VHF simulcast system for all five command channels

## Goal 5 • Emergency Preparedness

- Provided community with training in CPR, automated external defibrillator use and first aid
- Established Regional CERT Council
- Collaborated with other County departments to implement County Employee Notification System
- Implemented practices on operational proficiencies on civil disturbance and terrorism
- Identified three regional back-up dispatch/command centers



# CHALLENGES

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The Los Angeles County Fire Department is concentrating its efforts on challenges in five areas:

- Critical infrastructure
- Fiscal sustainability
- Emergency medical services
- Mitigating risk
- Education and training





# CRITICAL INFRASTRUCTURE

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## Funded

- Engine and Quint Replacement Program: Replace 12 engines and two quints annually (over \$9 million each year)
- Computer Aided Dispatch system (\$22.3 million in 2017–18)

## Unfunded Estimated Costs: \$509 Million

- Fire Department headquarters replacement (\$200 million)
- National Pollution Discharge Elimination System (\$41 million)
- New Air Operations Headquarters Project (\$30 million)
- Information technology network infrastructure (\$2 million)
- Privacy and Access Program (\$105 million)
- AECOM condition assessment - deferred maintenance (\$51 million)
- Mobile and handheld radio replacement (\$80 million)



## Unfunded Costs Not Yet Defined

- Helicopter replacement: Recommendations from private consultant due by the end of the year.
- New fire stations and facilities



## Infrastructure Bond

The Los Angeles County Fire Department is looking at a bond as a potential means to fund its infrastructure needs.

- Facility assessments being completed over a two-year period.
- Consultant preparing a helicopter replacement plan.

## Measure B Funding

The Fire Department will be working with the Department of Health Services on potential funding for helicopter staffing and replacement in 2016–17 to support the Fire Department’s trauma-related services.

## ALS Assessment Fee and Other Fee Revenue

- Advanced Life Support (ALS) Assessment Fee Program: An ALS fee can be charged to patients who received an ALS assessment by a paramedic prior to being transported to a hospital. This will be an expansion of our current ALS on-board fee, which currently only charges patients when a Fire Department paramedic accompanies the patient to the hospital in the ambulance. The Fire Department plans to implement the expansion in 2016–17.
- Fire Prevention Fees: The Fire Department updated and expanded its fire prevention-related fees for 2016–17.



# EMERGENCY MEDICAL SERVICES

The Los Angeles County Fire Department is committed to providing prompt, clinically skilled and caring medical service to ensure positive outcomes for everyone, every time.

## Strategic Plan

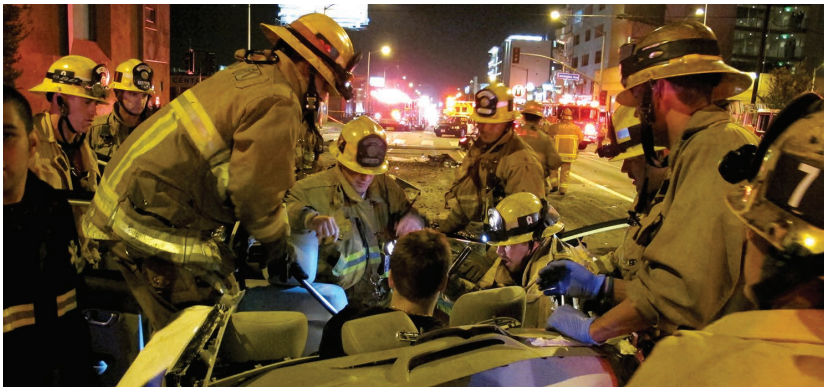
The Emergency Medical Services (EMS) Strategic Plan includes 28 goals with three main focuses:

- Human resources development
- Excellence in EMS
- Program support



## Recent Successes

- Implemented electronic patient care records program across all field divisions.
- Formed EMS Bureau and received approval for additional positions to support the EMS Strategic Plan.

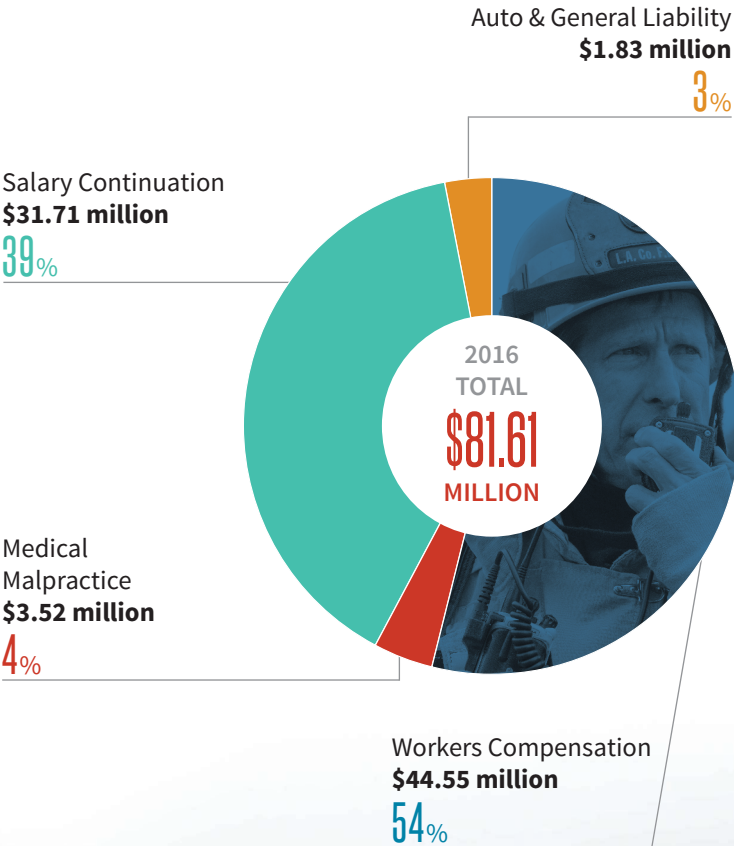


## Challenges

- Staffing additional EMS positions: Nearly 80 percent of our incidents are EMS-related, requiring much more administrative oversight than needed in past years. Personnel need more focused training as their risk and liability continue to rise.
- EMS Strategic Plan: The recommended build-out of the new EMS Bureau continues to lag due to a lack of fiscal resources.
- Wall time: Paramedics and ambulance company emergency medical technicians are experiencing longer wait times because of saturated emergency departments/rooms.



# RISK MANAGEMENT COSTS





## New Programs

- Fostered relationships with Harbor UCLA Medical Center and orthopedic facilities across Los Angeles County to have our employees medically evaluated within 48 hours of an incident.
- Created the Limited Duty Assignment Desk: Facilitates reasonable accommodations for employees who have temporary work restrictions for both industrial accidents and non-work-related illnesses or injuries. Communicates with the Department's Family and Medical Leave Act (FMLA) coordinator to ensure employees are aware of the FMLA federal mandate.
- Implemented e-filing of workers compensation claims in summer 2016.



## Challenges

- Employees receiving timely medical treatment.
- Returning employees to meaningful modified duty as they recover.
- Workers compensation claim forms not being submitted on time.

# EDUCATION & TRAINING

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The Los Angeles County Fire Department is dedicated to providing employees with the tools, training and processes needed to fulfill its lifesaving mission.

## Firefighting

- Recruit training
- Fire Captain Academy
- Battalion Chief Academy
- 56- to 40-hour training
- California Incident Command Certification System training



## Administrative

- Business Operations Manager workshops
- New Employee Orientation
- 7 Habits of Highly Effective People
- Project Management
- Grammar and Business Writing
- Mandatory management training
- Supervisor Development Program



## Technology

- Microsoft Word, Excel, PowerPoint, Outlook and Visio
- Adobe Acrobat, Illustrator and Captivate

## Interpersonal

- Handling Conflict in the Workplace
- Working Beyond Stereotypes
- Stress Management
- Understanding Generational Differences





# LOS ANGELES COUNTY FIRE DEPARTMENT


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