


# LOS ANGELES FIRE DEPARTMENT



KRISTIN M. CROWLEY  
FIRE CHIEF

August 30, 2024

BOARD OF FIRE COMMISSIONERS  
FILE NO. 24-085

TO: Board of Fire Commissioners  
FROM:  Kristin M. Crowley, Fire Chief  
SUBJECT: FY 2024-25 INTERIM BUDGET REQUEST

FINAL ACTION:  Approved  Approved w/Corrections  Withdrawn  
 Denied  Received & Filed  Other

**SUMMARY**

The Fire Department is submitting an Interim Budget Request for a total of seven (7) civilian positions that were deleted in the FY 2024-25 Adopted Budget. These positions provide professional, administrative and clerical personnel-related support for the department’s 3,520 sworn (platoon and special duty) and 357 civilian regular positions. LAFD is a very unique department with a diverse workforce distributed over 110 fire stations, service locations and administrative offices. The Department has complex processes in the management of human resources including recruit hiring, the processing of probation evaluations, promotions and reassignments, the handling of various work schedules, execution of disciplinary processes, and other tasks that are often MOU driven and labor-sensitive. A proper civilian staffing level for human resource management is needed to effectively serve our workforce and mitigate risks.

**RECOMMENDATIONS**

That the Board receive and transmit to City Council and that the City Council, subject to the approval of the Mayor, authorize the following:

- 1. Resolution authority for the following positions from January 1 through June 30, 2025, subject to allocation by the Civil Service Commission:

<u>Positions</u>	<u>Class Title/Code</u>
1	Chief Special Investigator, 0604
1	Sr. Personnel Analyst, 9167-1
2	Personnel Analyst, 1731
3	Sr. Administrative Clerk, 1368

- 2. Appropriate funds in the amount of \$345,003 from Fund 100/58, Reserve Fund, to Fund 100, Department 38, Account 1010, Salaries General.

3. Authorize the City Administrative Officer to make technical corrections that may be necessary to implement the intent of this action.

## **DISCUSSION**

### **Professional Standards Division**

- 1) 1 - Chief Special Investigator, Class Code 0604

The LAFD is requesting to restore one (1) Chief Special Investigator (CSI) for the Professional Standards Division (PSD) to carry out the mission and goals of the Department in relation to the disciplinary process. The PSD is responsible for the oversight of the internal administrative investigative and disciplinary process with a mission to conduct timely, impartial and thorough investigations of on-duty and off-duty allegations of member (sworn and civilian) misconduct. The CSI functions as the Assistant Division Commander and is critical in providing supervision, support and expertise in the investigative field to ensure that PSD meets statutory deadlines related to its disciplinary investigations and Boards of Rights hearings. Specifically, the position is responsible for supervising the investigative responsibilities of a staff of civilian and sworn employees engaged in disciplinary investigations and appeals, analyzing complaints of unlawful discrimination, and assisting the City Attorney with litigated cases. The CSI also assists in the overall strategy and quality of disciplinary and EEO investigations, reports and other standards of work performed by PSD staff such as dispute resolution and advocacy.

The PSD workload has increased significantly over the last few years due to the consistently high complaint volume and growing litigation, exacerbated by turnover in investigative, administrative and clerical staffing. As a result of increased litigation, specifically related to work environment issues, there has also been an increase in CPRA and subpoena requests from PSD. The CSI works closely with the City Attorney's Office to address liabilities and mitigate risk as it relates to the department's disciplinary process. The position is responsible for the oversight and response to requests for information and documents for media and litigation purposes.

The CSI is also responsible for producing written, statistical and interpretative reports and training materials related to the review and recommendations of Department policies and procedures. This includes identifying high profile and sensitive cases related to work environment and EEO investigations. They ensure that appropriate and timely investigations are completed to avoid future liability related to EEO Investigations, Firefighter Bill of Rights, Advocacy and litigation analysis. The current staffing at PSD does not maintain this level of expertise.

In order to maintain a high performing team of investigators, the CSI assists with the selection and continuous training of all PSD investigative staff. The LAFD maintains a public service discipline model in which the CSI assists in the development and drafting of settlement agreements which includes Education Based Discipline.

Finally, the CSI is responsible for supervising, managing and providing logistical support to the Board of Rights Section, including preparation of arguments on behalf of the Department. Over the past few years, the Department has conducted an unprecedented fifteen Board of Rights hearings.

Ensuring that all complaints of misconduct are investigated thoroughly, and that discipline is administered in a fair and timely manner, will help create and sustain a culture of accountability within LAFD. The CSI is a key component to ensure accurate and timely investigations and reduce liability and future litigation for the Department.

### **Equity and Human Resources Bureau**

- 1) 1 - Senior Personnel Analyst I, Class Code 9167-1
- 2) 2 - Personnel Analyst, Class Code 1731
- 3) 3 - Sr. Administrative Clerk, Class Code 1368

In consultation with LAFD's organizational study conducted by Deloitte in 2022, the Department recognized a critical need for an organizational structure and staffing that would effectively mediate conflict, carry out a strategic diversity and inclusion plan, mitigate complaints, grievances and lawsuits, and perform other essential functions to facilitate a positive working environment. Since 2019, the City has paid out nearly \$15 million in harassment and discrimination litigation for the Department with pending settlements creating additional financial exposure.

A total of 12 positions (8 sworn and 4 civilian) were added over the course of FY 2022-23 and FY 2023-24 toward creation of the LAFD's Equity Bureau. In FY 2024-25, the Department's Human Resources Division (HRD) was merged with the Equity Bureau to create the Equity and Human Resources Bureau (EHRB). Recognizing LAFD's unique work environment, the EHRB works to create a strategy toward an inclusive work culture that identifies and supports employee engagement through education, training and support, and aims to eliminate or mitigate workforce biases and inequities in all Department processes. However, that focus has been severely compromised with elimination of the aforementioned six (6) civilian positions in FY 2024-25. This downsizing has greatly impacted the Bureau's ability to address and resolve significant personnel related issues.

To date, HRD has seen the greatest impacts of this understaffing. This division is responsible for providing personnel support to over 3,800 LAFD employees which includes, but is not limited to: processing of transactions for hiring, transfers and promotions; maintenance of personnel records; handling of reasonable accommodations and EEO issues; and, coordination of civilian training. In addition to these core duties, HRD is responsible for the additional workload brought on by Workday, the City's new human resources and payroll system. Workday will be fully integrated to civilian timekeeping but only partially on the sworn side, requiring weekly reconciliation with the Department's NSS sworn timekeeping system. Because of this, Workday has required exorbitant overtime and a shift away from essential HR functions

to meet the demand for processing hundreds of payroll transactions on a weekly basis.

Specifically, HRD is continually dealing with Workday errors, integration issues, and discrepancies in MOU-driven allowance plans which have led to both under- and over-payment issues and the inability to pay staff on a timely basis. These matters require investigation, including a full salary breakdown analysis, and collaboration with the CAO and/or Controller for resolution. This is unsustainable and is creating a burnout and turnover situation in the Division. This is also creating fiscal impact exposure as LAFD is facing multiple lawsuits as a result of the delays in processing transactions related to employee pay alone.

Board report prepared by Sandra Ocon, Chief Management Analyst, Administrative Services Bureau.

Attachment

# 2024-25 Budget Program Request

Department:

Fire

**Name of Request:**  
Continued or New?

**Personnel / HR / PSD Civilian Positions (6 months)**  
New Request or Expansion of Existing Service for 2024-25

**Positions:**

Workday  
Position  
Number

Workday Position Number	Quantity	Class Title	Class Code	Reg. Sworn, Reso. As-Needed, or Hiring Hall	Wages & Count Salary	Salary Savings Rate (%)	Months Funding Requested	Net Salary	General Fund	Total All Special Funds	Special Fund A
	1	Senior Administrative Clerk	1368	Civ-Reg	\$ 78,368	6.0%	6	\$ 36,833	100	0.00	XXX
	1	Senior Administrative Clerk	1368	Civ-Reg	\$ 78,368	6.0%	6	\$ 36,833	100	0.00	XXX
	1	Senior Administrative Clerk	1368	Civ-Reg	\$ 78,368	6.0%	6	\$ 36,833	100	0.00	XXX
	1	Personnel Analyst	1731	Civ-Reg	\$ 99,135	6.0%	6	\$ 46,593	100	0.00	XXX
	1	Personnel Analyst	1731	Civ-Reg	\$ 99,135	6.0%	6	\$ 46,593	100	0.00	XXX
	1	Senior Personnel Analyst I	9187-1	Civ-Reg	\$ 127,349	6.0%	6	\$ 59,854	100	0.00	XXX
	1	Chief Special Investigator	0604	Civ-Reg	\$ 173,325	6.0%	6	\$ 81,463	100	0.00	XXX
	7	TOTALS			\$ 345,003			\$ 345,003	7.00	0.00	0.00

Source of Funds (Positions will default to General Fund 1)

**Budget:**

Acc'l	Account Name	General Fund	Total All Special Funds	Special Fund A	Special Fund B	Special Fund C	Special Fund D	Special Fund E	Special Fund F
001010	Salaries General	\$ 345,003	\$ -	XXX	XXX	XXX	XXX	XXX	XXX
001012	Salaries - Sworn	\$ -	\$ -	-	-	-	-	-	-
001030	Sworn Bonuses	\$ -	\$ -	-	-	-	-	-	-
	<b>TOTAL:</b>	<b>\$ 345,003</b>	<b>\$ -</b>	<b>XXX</b>	<b>XXX</b>	<b>XXX</b>	<b>XXX</b>	<b>XXX</b>	<b>XXX</b>

Pension/Health (Add/Delete Rate):  
Applicable CAP rate:  
Estimated Related Cost Reimbursement from SFs (CAP Rate):  
General Fund Revenue (Change):