



LOS ANGELES FIRE DEPARTMENT

KRISTIN M. CROWLEY
FIRE CHIEF

April 22, 2022

BOARD OF FIRE COMMISSIONERS
FILE NO. 22-042

TO: Board of Fire Commissioners

FROM:  Kristin M. Crowley, Fire Chief

SUBJECT: STATUS REPORT ON STANDARDS OF COVER STUDY

FINAL ACTION:	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved w/Corrections	<input type="checkbox"/> Withdrawn
	<input type="checkbox"/> Denied	<input type="checkbox"/> Received & Filed	<input type="checkbox"/> Other

SUMMARY

At the November 2, 2021, special meeting of the Board, the Department provided a verbal report on the Standards of Cover project. Following the report, the Board requested a follow up written report and status update.

The Department contracted Citygate Associates, LLC to develop a Standards of Cover report. When complete, the report will identify areas of the City where the Department may need to deploy/redeploy resources to maintain reasonable workloads and response times and to provide the best fire suppression and Emergency Medical Services to the City.

The Planning Section is responsible for project management and liaison between Citygate and City departments and offices.

This report defines a Standards of Cover report, discusses the benefits of such a report, covers the type of data provided to Citygate, previews Citygate's analysis process, outlines next steps and answers questions posed by the Board during the November 2nd verbal report.

RECOMMENDATION

That the Board:
Receive and File

DISCUSSION

A Standards of Cover report is the result of an in-depth study of:

- the location and concentration of resources throughout the City,
- resource workloads by incident count and hours worked,

- emerging trends in population/demographic shifts, and,
- an assessment of risk,

and comparing those factors to local, regional and/or national standards for acceptable response times, emergency hours worked and ability to meet the changing fire service needs of the City.

Benefits:

The resultant report identifies areas of the City in which the Department meets or exceeds the standard and those areas of the City where resources may need to be deployed or redeployed to meet the standard in the future. The report will provide the Department and the City's elected officials with a validated, data-driven document that will inform decisions regarding the development of innovative programs and the deployment of resources.

Data Inputs:

Over the last 18 months, the Department has provided to Citygate:

- LAFD Strategic Plan
- Department Organizational Charts
- Minimum staffing for all regularly staffed resources
- Memoranda of Understanding for sworn members
- Population estimates from Los Angeles City Planning
- Construction zoning maps from Los Angeles City Planning
- Information on each fire station, including:
 - the kind of regularly staffed resources housed within and outside the station
 - Location, size, and ability to house additional resources
- Water distribution system (hydrants and mains)
- Three years of raw, unfiltered incident data from the Department's Computer Aided Dispatch system.
- First alarm assignments for each kind of incident
- Dispatch algorithms
- Mutual Aid and Automatic Aid agreements

Citygate conducted individual interviews with key members of the Department Command Staff and labor organizations. They also interviewed the Deputy Mayor for Public Safety and the President of the City Council.

Data Analysis:

Citygate continues to analyze the information provided and seeks clarification from the Planning Section, as needed. The Planning Section is working with LA City Planning and the Bureau of Engineering to provide building inventory information to Citygate.

On March 18, 2022, the Citygate project team met with Department Command Senior Staff to provide a preview of some of their preliminary findings. The purpose of the pre-draft meeting was to ensure the sample of findings was within expected ranges and to

confirm that the language and terminology matched the culture of our Department (e.g. Engines and Trucks vs. Pumpers and Ladders). Citygate also provided samples of the maps, charts and tables they will use in the report.

The findings and the displays provided to the Department at the pre-draft meeting were preliminary drafts only, and neither intended nor authorized for public release.

Following the pre-draft meeting, the information was shared with the FireStatLA Section to validate Citygate's preliminary findings. FireStatLA identified a couple of areas of concern involving methodology and reporting. On April 20, 2022, FireStatLA and Citygate met to discuss the concerns and develop recommendations to address the concerns going forward. As of this writing, a meeting has been scheduled on April 26, 2022, with the Fire Chief, Chief of Staff, and the FireStatLA and Planning Section Commanders to present the recommendations to the Fire Chief.

Next Steps:

The FireStatLA Section, together with the Planning Section will work directly with Citygate to ensure that data analysis and reporting are consistent with the recommendation selected during the April 26th meeting.

The Planning Section will continue weekly check-in meetings with Citygate to keep the project on track.

Citygate will complete their analysis and develop the draft report for first review. An exact date for the completion of the first draft is not possible at this time. Factors that affect the due date include turnaround time for the information requested from other City departments and the amount of work required, if any, to meet the decisions of the April 26th meeting.

Questions from the November 2nd Verbal Report:

At the November 2nd special meeting of the Board, the Department was asked if the Standards of Cover Report would address the Arson Section and the Fire Prevention Bureau. The Department was also asked about including helicopters in the report. In each question the Department was directed to inquire about making the inclusions, if they were not already included.

The questions are combined here because the answer to each is essentially the same. The activities of the Arson and Air Operations Sections and those of the Fire Prevention Bureau are not included in the Standards of Cover report. They cannot be added to the study now, because they were not included in the Request for Proposals and they are not a part of Citygate's contract. It is possible to develop local standards for each of those Department elements; however, the work would have to be done outside of the Citygate contract. The standards applied to those elements would not be the same as the standards applied to conventional resources.

CONCLUSION

Citygate is far along in the analysis phase of the study and is already formatting the draft report. The Department continues to provide data or guidance as needed and looks forward to receiving the first draft report.

Board Report prepared by Battalion Chief David Perez, Planning Section.