# AN ASSESSMENT OF THE REDONDO BEACH FIRE DEPARTMENT

Prepared by:

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# INTRODUCTION

Following the retirement of the Fire Chief, a study to assess the RBFD was directed by City Management. The goal of this assessment is to:

1. Determine the current state of the RBFD and provide recommendations for improvements and efficiencies.
2. Research, survey and interview City leaders and community stakeholders to document their perspectives and expectations of the RBFD.
3. Identify a benchmark of fire department related operations that City leadership can use to evaluate services of the RBFD, any future studies of the LA County Fire Department, or any local regionalization with other fire departments.
4. Utilize the assessment's document to assist the City of Redondo Beach in determining the most desirable qualifications and skill sets for the next Fire Chief.
5. Serve as a transition document for the new Fire Chief.

To complete the assessment objectively, Redondo Beach Police Chief Keith Kauffman was appointed as Interim Fire Chief to replace the recently retired Fire Chief. Chief Kauffman immediately began the search for a subject matter expert (SME). After speaking to a few different candidates, he was eventually referred to Joe Castro, a retired Chief Deputy of Emergency Operations for the Los Angeles Fire Department. After a couple of interviews, it was determined that Joe Castro had over thirty eight years of experience with 15 of those at the chief officer level. Chief Castro is a nationally recognized instructor and SME, as well as a highly respected leader in the fire and emergency medical service (EMS) who specializes in strategic, tactical, and operational leadership and advanced emergency management. Chief Castro was the chairperson for the LA Area Fire Chiefs Operations committee and developed the LAFD's "FireStat" process for a data-driven review of all areas of emergency operations. It should be noted that in addition to his stellar reputation and impressive qualifications, he is a resident of Redondo Beach and expressed a genuine interest in assisting Chief Kauffman with the completion of this assessment to help insure the best possible outcomes for the future of Fire and EMS in the City. Chief Joe Castro was hired as a part-time Program Coordinator on March 27th, 2021, and work on the project began.

In the United States there are no federal or state government requirements for a minimum level of fire services. It remains a local choice for each community to consider and fund as it deems necessary. While there are several formal accreditation and standards of coverage systems that suggest an approach to fire resource deployments and organizations, there is not a one-size fits all prescriptive formula, thus allowing for local determination. Within this approach (either comprehensive or informal) each agency can match local needs (risks and expectations) with the costs of various levels of service. In an informed public policy debate, a governing body or council essentially "purchases" the fire and emergency medical service levels the community expects, needs and can afford.

It is also important to remember, the body of regulations for the Fire service provides that if fire service is provided, it must be done with the safety of the firefighters and citizens in mind. These Standards are primarily documented in the National Fire Protection Association Standards (NFPA), and under California State Law. In certain aspects of the Fire service including prevention and inspections, the agency having jurisdiction (AHJ) is mandated by law to report certain levels of compliance, however, as stated earlier, there are no mandatory federal or state regulations directing level of service, fire service response times, or outcomes. It is against this backdrop that the assessment of the Redondo Beach Fire Department was conducted.

# FOREWORD BY THE INTERIM FIRE CHIEF

It has been an absolute honor to serve as the Interim Fire Chief throughout the course of this assessment. My passion for public safety, current position as the Police Chief, and long-time resident of Redondo Beach, puts me in a unique position to conduct an unbiased and objective assessment of the RBFD. I would even argue that my unique perspective has afforded me the opportunity to ask some hard questions and examine processes that may be regularly overlooked. I want to personally thank retired Chief Deputy Joe Castro of the Los Angeles Fire Department who eagerly accepted the offer to assist me with the assessment. Although recently retired after over 38 years with the LAFD, Chief Castro elected to continue his service, but this time in Redondo Beach, where he is very proud to reside. Chief Castro is a nationally recognized subject matter expert in the field, and his contributions and executive level insight will prove instrumental in the future of the RBFD.

The solid character and unwavering commitment of the members of the RBFD is immediately clear. We have incredible people and the City should be very proud of the professionalism, compassion, and technical capabilities of the RBFD. There is no doubt we have an excellent fire department. The problem, as I have discovered, is the City and community don't really know what they do. The nature of the fire service in general and the culture in RBFD are more closed off and guarded than I, our community and our City leadership would like to see. Having spent nearly 28 years in law enforcement, and 6 years as Police Chief here in Redondo Beach, I still didn't really know much about what the fire department really does or is capable of doing. The members of the RBFD understand this but both City leadership and the community are still left in the dark. In my brief term as Interim Fire Chief, immediate changes have been implemented as seen through this report. My hope is that this assessment provides a blueprint to help further open the doors of the fire department and the culture, and provides a clear path for better communication with City leadership and engagement with the community, ultimately resulting in facilitating a better value to the residents. My eyes have been opened to a new world and I've been humbled by the chance to work with these consummate professionals who are vital to our community.

Throughout this process, I have continually reminded myself not to compare the fire department (FD) to the police department (PD). However, because of my access to Chief Castro and my new relationships with neighboring Fire Chiefs, I have been able to validate some of my questions and concerns and see many of the best practices in the fire service that have been implemented in other locations. In this assessment, I limit those comparisons but I will take some liberty in making a few important observations from my outside perspective.

When I started in the post Rodney King era of policing in Los Angeles County, it was an "us versus them" culture. Doors were closed, information to the public about processes and procedures were held as sacred, and we policed reactively, responding as we wanted to, not really concerning ourselves with the expectations of the community or city leadership. This attitude and repeated mantra of "because we are the police" was often a typical response or

justification to scrutiny. In policing we have learned many things the hard way. Today's best practices in policing are the exact opposite and I am willing to debate anyone that does not believe that openness, communication, proactivity, agility, innovation and true community engagement are the keys to a successful law enforcement deployment model. We have learned to tell our own story early and often, no longer relying on the media to tell it for us. We have learned that real discussion and relationship building in the community is best done before the crisis and not during or after it.

During my tenure as Interim Fire Chief an issue I've seen with the Fire service, both in general, and specifically in Redondo, is that these hard lessons have yet to be learned. Fire services and the RBFD have used the self-imposed role of "consequence manager only" creating a reactive environment and culture that is a barrier to engagement, innovation and change. Scrutiny may not be on emergency responses, but I'm clearly seeing that local scrutiny of the fire department is afoot, mostly because of an uncertainty of the return on investment. During recent fiscal and cultural uncertainty, one might expect councils would focus on police budgets. Yet, those police agencies that have put in the work and made the relationships, are being staunchly defended by their citizens and those that have not, are being defunded. There is a clearly defined *value* that goes beyond any cost analysis. In many communities, this tangible *value* provided by law enforcement is very visible and rooted in mutual respect with community stakeholders in constant communication and contact with their police departments. For the first time, at least in my career, the attention is potentially shifting in many of our communities, to Fire.

Heroic events like 9/11, annual major California wildfires, and the fact that the nature of the fire service is helping people in need, has made it much easier for Fire to rest on their laurels, never really being questioned by the community, City leadership or forced into change by legislation. While law enforcement is proactive, I see Fire culture sitting back, relying on systems, methods and traditions built on reacting to fires when the data clearly shows that is a very small part of what they actually do. I know it will be challenged, and it should, but my opinion is the Fire service and RBFD should take some cues from law enforcement and begin to act now before a situation or event causes a level of societal scrutiny, forcing the FD into a reactive response rather than a calculated proactive implementation of greater efficiency that could begin today.

You will never be able to convince me that it is a good idea to roll two paramedics in a rescue rig, one captain, one engineer and one firefighter-paramedic in an engine (or even worse a ladder truck), and two contractacted emergency medical technicians (EMTs) in an ambulance to a basic life saving (BLS) call for someone with a minor injury. Yet here in Redondo, we do this about 15 times a day rather than questioning the decades old system and seeking best practices and potentially new operational efficiencies. I, and others, believe there is a better way, but what worries me is the reluctance and courage to try it. Fire unions have codified these old systems, schedules and minimum staffing models into MOUs, thus hardening the walls around any chance for change. I will call on the next Fire Chief to possess unwavering and decisive leadership skills coupled with the willingness and guts to question current systems and view our Department's future potential through a lens that is not clouded by tradition. The Redondo Beach community deserves this.

# FOREWORD BY LAFD CHIEF DEPUTY CASTRO (RET.)

I would like to thank Interim Fire Chief Keith Kauffman for his leadership and partnership in this endeavor. He is the epitome of a contemporary public safety executive: extremely competent, innovative, receptive to the community and elected officials, listens to subordinates, and courageous.

It has been a distinct honor to assist in the assessment of the Redondo Beach Fire Department. Our mission was to conduct an objective evaluation of the current state of the RBFD. The goal of this report is to offer suggestions which will position the department for future success and thus enable them to provide a premium-level of public service to the citizens of Redondo Beach for decades to come.

A reflective look shows just how much the fire and emergency services have evolved in the last two decades. From the equipment in use, new applications in technology, changes in the workforce, use of social media, the speed of information, and the shift and increase in the calls responded to -- all have made for a dramatic difference as southern California Fire Departments have transformed into the 21st century fire-EMS and emergency services. A recent national report identified these forces impacting all professional fire departments over the next 20 years; Inclusiveness, Re-Identification, Culture, Robust use of data, Health & Wellness, Partnerships, Sustainability, and Technology. Additionally, the report found most of the nation's fire departments are slow to respond to the speed of their changing and evolving missions. Of course, any organization that experiences significant change must understand their capacity to digest such change in a manner that benefits the unique community they serve. The “art” will be for the RBFD to celebrate their rich heritage of fire and EMS service, but also fully embrace and recognize that services provided have evolved and will continue to experience significant changes for the next 20 years.

Getting to know the members of the RBFD has been a source of great joy to me both professionally (as a former career firefighter) and personally (as a lifetime South Bay resident and current Redondo Beach resident). Almost without exception, I found all members to be resolute public servants and committed professionals. One of the limitations of a report that offers suggestions for improvement is that the report rarely focuses on the many good things an organization is doing. Rest assured, the RBFD is a very good fire department. Having taught fire leadership in 48 of our states, identifying any department as “good” is not something I take lightly. As a resident, I feel safe and protected.

# ASSESSMENT METHODOLOGY

The ultimate goal of any emergency service delivery system is to provide sufficient resources (personnel, apparatus, and equipment) to the scene of an emergency in time to take effective action to minimize the impacts of the emergency. This need applies to fires, medical emergencies, and any other emergency situation to which the fire department responds.

Obtaining and understanding the desires and expectations of the community, its stakeholders, and the City's leadership is an important, yet often overlooked, first step. The RBFD should be committed to incorporating the needs and expectations of both the residents and policy makers in the service delivery planning process. This means that to complete the assessment thoroughly, there are three main stakeholder groups of interest to focus on:

1. **City Leadership** - to include the Mayor, and the elected members of the City Council, City Manager, Assistant City Manager and the City Attorney
2. **The RBFD Members** - to include all sworn and civilian personnel
3. **The Community** - to include community stakeholders, business owners, families, the School District, and a City-wide survey

In addition to the broader study of the RBFD, a focused assessment of the RBFD Harbor Patrol (out of Fire Station 3) was conducted using the same principals. Because the Harbor is a unique micro-community within Redondo Beach with special interests, needs, and emergency responses, the same three pronged approach was taken. From the City Leadership perspective we added members of the Harbor Commission to the stakeholder group, from the Harbor Community we added boaters, marina and yacht club leadership, and from the RBFD we spoke with the members assigned to the Harbor, Fire Station 3.

Using the information gained through interviews and surveys in this three tiered approach, we have developed priorities and concerns (also referred to as future performance goals) for many of the services RBFD provides. These priorities were established by reviewing the content of the interviews and surveys as explained by the different tiers and giving particular attention to those things that were brought forward by a majority of people in one particular tier, or more importantly when the priority or concern was highlighted in two, or sometimes in all three stakeholder groups.

For increased objectivity, the priority areas were developed independently by each of the authors, after detailed review of the interviews. Each of the stakeholder groups had consistent themes based on concerns and expectations that helped to develop the Priority Matrix (see page 23). Priorities or concerns, raised by the stakeholders that didn't rise to the level frequency to be included in the matrix, can be found in the Other Observations (section 14 on page 87).

Once the priority areas were established, we compiled data where applicable on various aspects of the RBFD to provide decision makers with the hard facts rather than anecdotal stories. The priority areas and complimenting data further define the quality and quantity of service expected by City leadership, and the community, and consistently pursued by the Redondo Beach Fire Department.

# EXECUTIVE SUMMARY

The following abbreviated list of recommendations are meant as an executive snapshot and are general in nature. Each of the recommendations are described in more detail in the body of this report.

- Select the new Fire Chief with the following skill sets: strong and participatory leadership, Southern California fire department knowledge, operational and training expertise, administrative ability, emergency management experience, receptive to innovation and change, experience and willingness to engage with elected officials and members of the public and business community
- Develop a new mission/vision and strategic plan for the next three years
- Reorganize the ancillary administrative duties and potentially the schedules of all chief officers to better accomplish the priorities identified in this report
- Develop a proactive system to increase diversity within the RBFD
- Hire additional administrative/clerical staff
- Update all administrative policies/directives/manuals
- Establish department-wide standard operating guidelines for all tactical operations
- Have RBFD continually monitor/evaluate/measure and improve how long it takes to arrive on-scene when called to an emergency
- Have the RBFD take the lead in the City's emergency management continuum
- Develop a robust community relations/public information program
- Explore EMS dispatch protocols and the service delivery model for better efficiency and work-load relief
- Redefine the Harbor Patrol's mission and deploy accordingly
- Implement a fire explorer/cadet program
- Leverage community volunteers for various emergency and non-emergency functions
- Explore cooperative agreements with neighboring south bay cities to share executive personnel, logistical and resources/facilities
- Analysis required to plan for future infrastructure costs and needs
- Develop a system to realize grant funding opportunities
- Realize more local and regional training opportunities for RBFD members
- Encourage RBFD members participation in the CAL OES ROSS system as single resource & Incident Management Team participants
- Evaluate statistical data of current company-based fire prevention policies. Determine ways to streamline and reduce workload on fire/ems resources.

The blueprint for the future of the RBFD is found in the pages that follow. Each RBFD member gave honest input, and their voices are highlighted throughout the report. The next Fire Chief will undoubtedly investigate and develop his or her own vision for the future of the RBFD. Hopefully, with the information contained within the assessment, the voices of our City's leadership and our community will be heard and included as part of that vision moving forward.

# 1. CITY LEADERSHIP

During the interviews with City Leadership, we inquired about their expectations for Fire and EMS service in the City. The respondents were open to provide insight on their personal experiences with the RBFD from the perspective of a city management position or as an elected official. It was also important to gain information on what they know or hear about from their constituents in each district and also their personal perspective as a resident of the City. Although stakeholders were invited to provide input broadly, specific questions posed can be found in Appendix 3. After compiling the responses from each of the interviews, the listed priority areas were consistently brought to our attention:

***NOTE: Statements and quotations provided during interviews and surveys are merely a basis for the creation of priority areas to focus on. They should not be considered factual unless proven by further investigation, data, and evidence.***

## Priority #1 - Response Times

### RBFD arrives at the scene of an emergency as quickly as possible

*"The number one thing is that they get there as quickly as possible."*
*"Fast response times are very important."*
*"The Chief should be evaluating the response times against the national standards."*
*"How do we compare locally?"*
*"Response times appear to be good, I don't really hear any complaints."*
*"Can't we have Fire rigs out and about so they can respond quicker?"*
*"District 5 is maybe not served well."*
*"I've had fantastic experiences and fast response times with paramedics."*
*"I think we can have a better, enhanced delivery."*
*"Are there any performance goals?*
*"I never hear any complaints from the citizens."*

## Priority #2 - Training

### That the members of the RBFD are well trained and well equipped

*"The members need to be highly trained."*
*"Firefighting Skill is very important."*
*"They should be properly trained and have the tools to do their job well."*
*"The FD did not codify standard operating procedures for the decrease in personnel on the ladder truck. They can get there, but can they act?"*
*"Well equipped and trained is the most important thing"*
*"We should have a dedicated training officer."*
*"I worry about an earthquake, tsunami or festival."*
*"Without a consistent training officer, every individual captain has people train on the way things should be done."*
*"We need realistic and accountable training models to combat stagnation."*

*"We should have SWAT medics, hazmat training, and a dedicated training officer."*
*"I just want what is good for the fire fighters. They should have everything they need."*

## Priority #3 - Leadership

**RBFD should have solid and proactive leadership**

*"I want to see proactive management looking for outside opportunities."*
*"I shouldn't be going to the FD with ideas. They should be bringing them to us."*
*"Things haven't changed in the RBFD."*
*"I expect innovation."*
*"The leadership has not been running a quality service."*
*"They need clearly defined rules and regulations and standard operating procedures."*
*"Are we moving forward or are we stagnant?"*

## Priority #4 - Policies, Procedures, Accountability

**Standard Operating Guidelines, Department Policies, Operations Manual, Rules and Regulations should be updated and completed**

*"Some of them are more interested in their side jobs and taking off months at a time."*
*"We have to examine their model and rules for deployment."*
*"I've got big issues with the Harbor Patrol."*
*"Aren't their policies from like the 1950's?"*
*"It seems like every personnel issue in the department comes out of the Harbor."*
*"The residents have no idea how bad it is."*
*"The place really seems to run like a fraternity."*

## Priority #5 - Efficiency and Costs

**That the RBFD is efficiently organized, managed and cost effective**

*"I don't support the 24-hour shift model for division chiefs."*
*"I like the idea of an administrative merger with Manhattan and El Segundo."*
*"They say they need another fire station."*
*"The inspection program is a disaster."*
*"Our residents feel the over-response. How many firefighters show up?"*
*"I get complaints about the ladder truck rolling to routine medical calls."*
*"Why do we need so many trucks for each call?"*
*"We need to have a smarter organization."*
*"They have great customer service with the businesses."*
*"I want them to be on top of emerging EMS trends."*
*"I don't know if the fire stations are located properly."*
*"We need to look at every organizational option, I have not seen one option that works."*
*"It seems that consolidating some resources with the other cities could create better efficiency."*
*"How to organize the best fire department without going to the County."*
*"I don't want to lose our fire department, but I want to explore the County's options for efficiency."*

*"The current mutual aid agreements with surrounding agencies and the County give a big bang for the buck."*
*"I would like to explore the benefits of a shared public safety model with Police and Fire"*
*"This is not a cost reduction exercise, but I want to make sure we're cost effective."*
*"Cost is very important."*
*"Overtime is out of control."*
*"There are MOU issues with respect to overtime."*
*"We need a modern fire department."*
*"This is not about cost. We need to give them what they need."*
*"I want to see a better service for a lower cost."*
*"We (the City) should be working with the lifeguards in the Harbor"*
*"Our FD does not do a good job of cost recovery."*
*"They don't write grants."*
*"The FD does not use ICS (incident command system) well and there is a ton of money missed in cost recovery."*
*"I want to know that they are fiscally responsible."*
*"The County offers some things that we don't."*
*"There are major deficiencies in their staffing levels and overtime costs."*
*"Cost is very important. Especially PERS costs."*
*"We have aging facilities that must be addressed."*

## Priority #6- Emergency Management

### RBFD takes the lead in the City for Emergency Management and Planning in the City

*"No Emergency Management oversight."*
*"During the pandemic I was not as confident with the FD as I was with the PD. I felt like the Fire Chief had checked out."*
*"The FD just outright failed at COVID."*
*"Emergency management? This is a failure of the FD and also a failure of the City."*
*"The RBFD was silent during the entire COVID crisis."*
*"The inspection program has problems."*
*"CERT (community emergency response team) is very important but I don't think much is happening with it."*

## Priority #7 - Communication and Engagement

### RBFD communicates and engages with the community and city leadership

*"We have very limited communication with the Fire Chief."*
*"I want to know about the big calls."*
*"There should be better communication with the FD and other city departments."*
*"I see the County getting more involved in the community like with Junior Lifeguards."*
*"They need to have a stake in community engagement."*
*"Outreach is very important."*
*"I have not been invited into the Fire stations and I have very limited communication."*

*"Their outreach is terrible."*
*"Community outreach could be a little better."*
*"Do things worthwhile in the community."*
*"Redondo does outreach pretty well: CERT, station tours, community events, community relief foundation."*
*"I perceive a lack of collaboration with the City."*
*"Is the department progressive on community outreach? No."*
*"They are more interested in protecting the legacy of their MOU than thinking about what's in the best interest of the residents."*
*"The community doesn't know them."*
*"I was invited to train with them in 2009."*
*"I only really have communication with the Union."*

# 2. RBFD MEMBERS

We interviewed every member of the RBFD and some more than once. They were free to express anything of concern at the department including their perspective on the things and services that the FD does very well. Interview topics covered the levels of service provided, job satisfaction, future challenges and areas for improvement (topics covered are illustrated in Appendix 3) Members with specific operational or technical concerns were directed to interview with Chief Castro. The interviewees were very open, receptive, and honest throughout the process and the following priority areas were abundantly clear:

***NOTE: Statements and quotations provided during interviews and surveys are merely a basis for the creation of priority areas to focus on. They should not be considered factual unless proven by further investigation, data, and evidence.***

## Priority #1- Training

### Increase the amount, quality, quantity and organization of operational training

*"My biggest complaint is that we do not train enough."*
*"We're really great at EMS, but we don't prepare and train our members nearly enough for fires and other emergencies."*
*"Our training breeds inconsistency."*
*"We don't have enough fires to keep our skills proficient, and we also don't train enough to compensate for lack of activity."*
*"There must be a continuity of training."*
*"We need a department training officer."* (high frequency response)
*"We do way too much busy work, and not nearly enough training."*
*"Quality training depends upon the station and shift you work, it's not organized, and not uniform department wide."*
*"We choose prevention over training."*
*"Why do I have to be trained as a captain by only one Division Chief? What if I don't agree with that leadership style and I'd like to learn from others?"*
*"Why do we have to pay out of pocket to attend leadership classes?"*
*"We need more avenues for growth. We are not allowed to be a 'single function resource' to gain expertise."* (high frequency response)
*"This department does not do a lot of leadership training. We have to do that training on our own time and hope that it is reimbursed."*
*"The thing that keeps me up at night is an active shooter. Why aren't we training with the police department on this?"* (high frequency response)
*"We just need time, sets, and repetition."*
*"I'm terrified of a school shooting or active shooter. We need TACMED (tactical medicine or integration with a SWAT Team)."*

## Priority #2 - Policies, Procedures, Accountability

**Standard Operating Guidelines, Department Policies, Operations Manual, Rules and Regulations all updated and completed**

*"We do not have uniformed standard operating guidelines department wide. It's different from shift to shift and Captain to Captain."*
*"Our manuals and operational books haven't been updated in many years. They've been replaced by a series of memorandums and letters that don't make any sense."*
*"Hopefully Lexipol will take care of the mess our department books are in."*
*"We need to hold members accountable, but can't do that because our policies are not updated or written down."*
*"We don't have much knowledge on FFBRA (firefighter Bill of Rights Act)."*
*"There is no real punitive discipline."*
*"We don't train supervisors how to handle personnel matters."*
*"If we had rules, regulations, and standardized procedures, this could be a premier Fire agency."*
*"Members need to be held accountable for their behavior and lack of operational skill."*
*"We don't really have a discipline system."*
*"To be honest, I'm not really sure about how to handle personnel issues."*
*"There have been lots of personnel issues in the Harbor. There is too much freedom and some don't take it seriously enough."*
*"In the past, some chiefs were just out to get people."*
*"Training is needed in the discipline process."*
*"Department admin must take ownership of problems, and problem employees."*
*"Things get swept under the rug."* (high frequency response)
*"Chiefs take no action and there is little accountability at the captain level."*
*"We don't have a department safety officer that is responsible for safety concerns."*
*"We need a document to guide us in terms of the department's overall direction."*

## Priority #3 - Leadership, Vision, Reorganization

**Solid visionary leadership to reorganize and provide continuity between all three platoons**

**FIRE CHIEF**
*"The former Fire Chief was hired by a different city manager to maintain the status quo. Expectations have now changed with new city management."*
*"The former Fire Chief was 'absentee' in his last year."*
*"He was disconnected from the crews."*
*"The DC's need to know what the goals and expectations are."*
*"We just never really saw him."*
*"He just gave everything to (one division chief)."*
*"We can be the very best, but we need clear expectations from the top."*
*"We need a doer."*

*"We need someone to set the vision."*
*"We need a strong Chief that will keep the division chiefs in line."*
*"It would be helpful to have updated core values, department goals and objectives. It's important that everyone has a say in developing these, not just one guy."*
*"It would be nice if we had one unifying mission."*
*"We need the right type of leadership to get the guys out there."*
*"We need a strategic plan."*

**DIVISION CHIEFS**
*"Too many hens in the hen house. We feel the tension between Chiefs."*
*"Everything is run by one guy on one platoon. The other two platoons are on their own."*
*"Restore the Deputy Chief and reduce the Division Chief (DC) to BC's (Battalion Chiefs)."*
*"The captains have autonomy, but only depending on which DC they work for."*
*"A visiting DC to a shift is an outsider."*

**CAPTAINS**
*"We used to have empowerment, but not so much anymore."*
*"I see some real inconsistency in the captains. Some are relaxed."*
*"Autonomy varies from Captain to Captain and shift to shift."*
*"Let the Captains do their job. We don't need a DC on every call."*
*"Our job is defined by tasks, not leadership."*
*"We don't need a DC on basic calls."*

**FIREFIGHTER-PARAMEDIC**
*"I do not feel consistency between shifts."*
*"It's almost like we have three different departments. Each Platoon is very different from the other."*
*"We should explore a 'shift bid' system."* (high frequency response)
*"The three-man truck is understaffed and dangerous."*
*"Why haven't we really hired in ten years?"*
*"The union negotiated away our fourth person on the truck."*
*"We have three separate departments; three shifts."* (high frequency response)
*"Ideas don't really start at the bottom."*
*"Guys are handcuffed. They want to do more."*

**ADMIN**
*"We are falling down administratively."*
*"We've gone from five admin staff to 1.5."*
*"The DC's do all of the admin work."*

**IN GENERAL**
*"There should be better communication."*
*"Too much red tape here. Everything has to be vetted."* (high frequency response)
*"How can we be better organized with what we have?"*

*"We need the right type of leadership to get the guys out there."*
*"Our normal doctor we see for orthopedic injuries is usually the one that cares about our mental health and recognizes when there is a problem."*
*"Supervisors don't recognize the signs when employees are having problems."*
*"We need a peer support unit."* (high frequency response)
*"We have a great culture and treat each other well."*
*"The department needs some bragging rights."*
*"I've watched the slow decline. We've had the same staffing since the 70's."*

## Priority #4 - Fire Prevention

### Reduce the amount of fire company-based fire prevention inspections

*"Fire prevention is important, but we do so much of it. It takes away from our ability to do other things."*
*"Fire Prevention takes a higher priority than training."*
*"I know Fire Prevention brings in revenue to the city, and it is important, but we are buried in it."*
*"We used to have inspectors do a lot of the fire prevention inspections, now it's nearly all up to the firefighters."*
*"We choose prevention over training."*
*"Fire prevention is a mess."*

## Priority #5 - Efficiency

### Maintain the highest standard of EMS but look for deployment efficiency

*"We have a very high level of patient care and customer service."*
*"I'd like to see us shift to a community paramedicine model."* (high frequency response)
*"Our service levels are above and beyond and always have been."*
*"Proper staffing on the floor is the greatest single thing we can do to improve service."*
*"Response times could be cut down if we would stop using this 'response package'."*
*"We over-respond to everything."* (high frequency response)
*"Put a fire engine on the Northrop property."*
*"Lack of staffing is our biggest problem."*
*"The rescue can't cancel the response of the engine."*
*"We don't have tiered dispatch and are so far behind the curve."*
*"Get rid of an engine and add a rescue."*

## Priority #6 - Engagement

### Greatly increase community engagement with outreach and events

*"We used to do a lot more community outreach before COVID. We've gotten away from that."*
*"We need to be more visible in the community."*
*"We don't participate enough in community events. Before COVID, we had a big role in the Beachlife festival. That was one of the best things we ever did."*
*"I don't think the community knows what we do."*
*"The community has no idea what we do."*

*“We need more engagement to help gain interest in the FD.”*
*“The Council and the public don’t know what we do.”* (high frequency response)
*“City hall and the elected officials have very little understanding of what we actually do.”*

# 3. COMMUNITY STAKEHOLDERS

Discovering the community's expectations of their public safety agencies is paramount. To gain their perspective and insight we interviewed key stakeholders that represent families, the school district, businesses, commissioners, and some of our engaged and active community members. In order to broaden our outreach, we contracted with ZenCity, a data gathering and surveying company, who currently works closely with the police department to constantly monitor community concerns as well as the levels of trust and safety felt by the residents. A survey tool was sent out over social media platforms to residents and also provided via a link and QR code on the City website. The Mayor and Council were all provided with the link to send to their constituents. The survey questions and the results can be found in Appendix 2. As a result of our work with the community, the following priority areas were abundantly clear:

***NOTE: Statements and quotations provided during interviews and surveys are merely a basis for the creation of priority areas to focus on. They should not be considered factual unless proven by further investigation, data, and evidence.***

## Priority #1- Response Times

**That the RBFD arrives at the scene of an emergency as quickly as possible**

*"The most important thing is that they get there fast when we call 911."*
*"When we call, take it seriously."*
*"We should meet NFPA standards, or at least be accountable to reaching the standards through formal audits of response times."*
*"Let's add local response times of other FDs into a report so that we can see how we compare."*
*"Has anyone studied if there is a lowering of response times based on all the traffic calming measures being placed in the City?"*
*"We should exceed national response times."*

## Priority #2 - Efficiency

**That the RBFD is efficiently organized and responds efficiently**

*"I see that huge truck on basic medical calls. Is that the best use of our resources?"*
*"That truck has a pretty big footprint. There must be better standards for our resources."*
*"I see an over-reliance on mutual aid in the City. It's fine during slow times but we would be challenged during busy times."*
*"We should look to form some automatic aid agreements, especially in the north end."*
*"There should be an analysis on the workload, transports, and recovering costs for transports."*
*"It seemed like the last chief was politically motivated and making decisions more on politics than true public safety."*

## Priority #3- Emergency Management

**That the RBFD take the lead in the City for Emergency Management and Planning**

*"There has not been much planning. How do we evacuate the Harbor during a tsunami?"*
*"I'm worried about the active shooter, earthquakes, and the pandemic. They should be educating and preparing the community."*
*"Who has the lead during a disaster is what is important."*
*"I was on the Disaster Council during the pandemic, but to be honest, I can't remember if the fire department was even on there."*
*"During COVID, I didn't hear a thing from the FD. Big opportunity missed."*

## Priority #4 - Engagement

**Actively communicate and engage the community, providing training, education and outreach**

*"(A division chief) reached out one time and wanted to get the fire department involved, but nothing ever really came of it."*
*"They need to get on the radar."*
*"The firefighters should be in the schools, kind of like a school resource officer from the police department."*
*"I don't see or hear much about them. There should be a stronger presence when there isn't a problem."*
*"They should have a presence amongst our youth."*
*"When people see a fire truck, they think there is a problem and someone is hurt. If they were more proactive, maybe they'd realize it's not someone hurt."*
*"Because I don't see them much, I don't really know what they do."*
*"I'd like to see them humanize and personalize the badge."*
*"They should have a junior fire academy."*
*"Get out and do CPR training."*
*"Make some relationship deposits."*
*"Does the FD even show up to diverse community events? People need to know and see if there is a place for them in the FD."*
*"Tell people what you do."*
*"Why was it the PD and not the FD teaching first aid in all of the schools?"*
*"We must have a way to attract new talent to the FD."*
*"The next Chief must reflect the values of the community. Even if they don't live here, they must be in the community, in our schools, in our churches."*
*"We need someone that is relatable to the community, that can envision where we will be in 3-5 years."*
*"The FD lacks diversity. This goes back to a values issue. We can do better."*

## Priority #5 - Prevention

**Provide greater value while doing prevention and inspections**

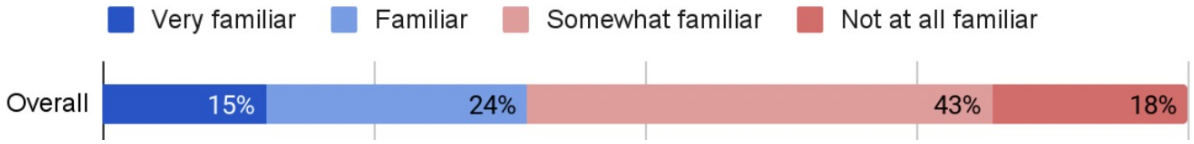
*"I think they are very good on the prevention side. I actually like the inspections and the process."*
*"I'd love to see some training for our restaurants. It would be great to see them interact with staff and be able to ask them questions about safety."*
*"The FD is absent from development decisions."*
*"I would like to see more input from the FD early on projects. This is much more important than inspections after the fact."*

ZenCity EXECUTIVE SUMMARY

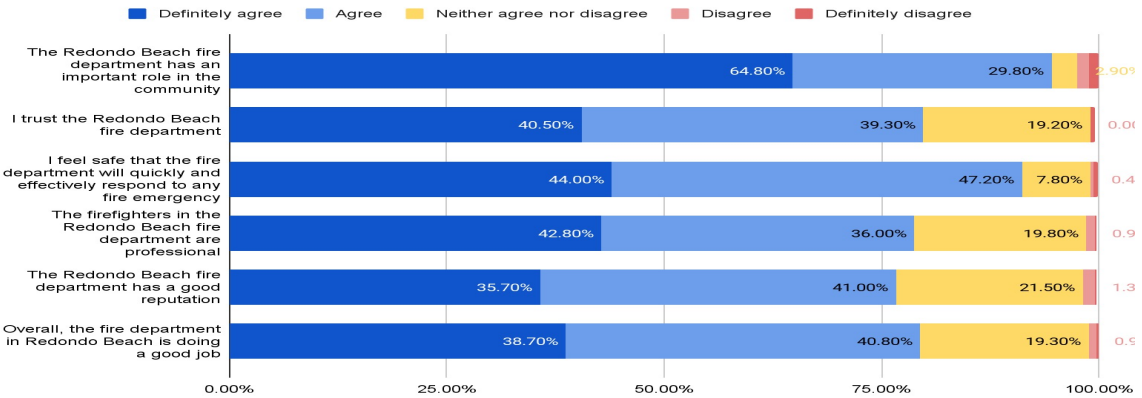
Details of the entire ZenCity survey on the RBFD can be found in Appendix 2. An executive summary of the data is as follows:

# General Summary

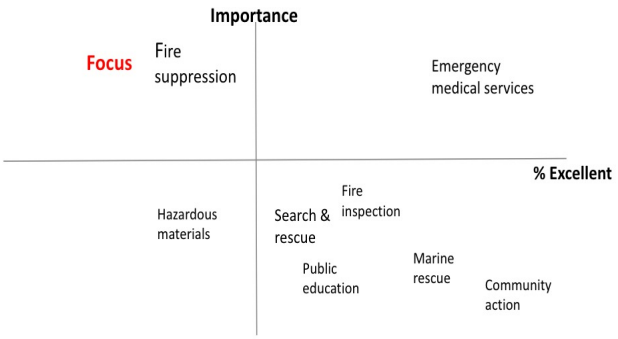
1. Relatively low awareness to the fire department, especially among women, young and Non-white respondents




2. Very high sentiment - the fire department is perceived as having an important role in the community and residents are satisfied with the department's response. Lower levels of satisfaction among Female, young and resident living in the 90278 area




3. Fire suppression and EMS were rated as the most important roles of the fire department. Evaluation of fire suppression was somewhat lower and therefore is the major service to focus on




4. Overall, very positive evaluation of services (86% - 98% satisfaction).

Additional insights:

5.
- Familiarity is positively associated with sentiment, especially for women.
- Diversity is important for 60% of residents, especially for the younger generation.
- Meeting the National Industry Standards and having paramedic training for Firefighters was important to the majority of residents

Figure 3.1: ZenCity Survey Executive Summary

# PRIORITY MATRIX GRAPH

By examining the various priority areas mentioned most frequently by City leadership, the RBFD members and the community, it became apparent that some of the priorities or goals were important to all three stakeholder groups. All categories were a priority for two or more of the groups as can be seen in Figure 4.1 below.

It should be noted that just because you don't see an 'X' in a priority area for a particular group, doesn't mean that it wasn't mentioned or that it is not important for that group, but rather that it was not commented on frequently enough to become one of the narrowed down goals for that group. For example, Departmental Reorganization and Leadership inside the fire department is obviously important to our community, but they wouldn't necessarily know the inner workings of the FD, so their responses would be categorized under other topics like Efficiency or Communication and Engagement. Another great example would be that the RBFD members are obviously concerned about their response times, but because they do a good job in this area and rarely get complaints, it doesn't come up as a leading topic of discussion for that group.

| PRIORITY MATRIX | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Dept. Reorganization /Leadership | Efficiency /Service Delivery | Response Times | Training | Emergency Mgmt. | Communicaton /Engagement | Policy /Procedure /Accountability | Prevention |
| RBFD Members | X | X | | X | | X | X | X |
| City Leadership | X | X | X | X | X | X | X | |
| The Communnity | | X | X | | X | X | | X |

Figure 4.1 Identified stakeholders priorities

There is no doubt however that when it comes to the priorities of efficiency and service delivery and levels of communication and engagement, all groups unequivocally cited these as important priority areas. Areas highlighted by each tier, when unanimously consistent across the board, provide a clear insight and opportunity for immediate action.

This assessment should serve as the bridge between past gaps in communication that led to the creation of these priority areas. These priorities serve as the structure for the topic area discussion and we will now dive into each area and outline a series of recommendations that provide a clear and succinct set of action items for the future fire service in Redondo Beach.

# 4. LEADERSHIP, VISION, REORGANIZATION: THE EXECUTIVE BRANCH

Currently the RBFD's executive/management branch consists of one Fire Chief, three Division Chiefs (DC), one full time Administrative Analyst and one part time Office Assistant.

FIRE CHIEF

The Fire Chief is an at-will employee and works "regular business" hours on a 9/80 schedule consistent with City management and City Hall. As described by the RBFD members, City leaders, and community, there was a disconnect in communication and face to face interactions with the Fire Chief. After interviewing every member of the FD, it was stated almost 100% of the time that their Chief was a very nice man, but was not a visible leader and had minimal interactions with the members of the agency. Some noted that he preferred to work behind the scenes and was just never given credit for the many things he did for the organization. His style was referred to as "old school" and those close to him said his loyalty to the City and the profession was profound. Some members expressed that he was not willing to fight for what they needed, be the face of the department in the community, or tout, acknowledge and communicate their many successes. Alternate perspectives claim that his genuine humility kept him out of the limelight. Whatever the case may be, a diminished physical presence was described as one of the reasons that the community and City leadership have a limited knowledge of what the RBFD does.

All of the ranks at the FD were frustrated with a common refrain heard from the Chief upon the proposal of an idea or change; *"That has to be vetted."* Any leader would admit that when seated at the top of any organization, the lens through which decisions are made has a wide view that includes what is good for the whole agency and the community or customers that they serve. Therefore, 'vetting' ideas or any change is warranted. In the case of the RBFD however, this phrase was *perceived* as a tactic to avoid action on any creative ideas, change or innovation.

Some staff members commented that the Fire Chief *"never went across the hallway"* (there is a hallway that separates the executive offices from the fire station). Many of the rank and file members said that the Fire Chief rarely visited the fire stations and rarely showed up at the larger emergencies. It was interesting that at least one Division Chief, when asked about the duties and responsibilities of the Fire Chief, described him as a "*City Hall Fire Chief,*" meaning (presumably) that most of his time was spent at City Hall. Not only would this concept be illogical for a small fire department like the RBFD, it does not align with the interviews of the elected officials from City Hall who had little to no interaction with him.

With the Fire Chief being the only sworn executive that works regular business hours, the onus of developing the strategy and executing the managerial functions rests solely with that

position. It appears that inattention to executive leadership resulted in “best effort” actions by the three Division Chiefs, each taking on work separately and without coordination, to the best of their skills and abilities, with predictable results.

If we had to point out one single thing that was discovered in our research that has held the RBFD back and stagnated forward progress, **it would be based on the imbalance between the three Division Chiefs.** Through our interviews we discovered that the RBFD does not have a department vision, or a call to action of who they are and where they are headed. There are no defined goals or a 3 or 5 year strategic plan. Even though there is a written Mission Statement, nobody really knows it and there are not any sort of standardized operating procedures, guidelines, or even policies that truly codify the mission. Without defined expectations, the Division Chiefs were left on their own accord. Unfortunately, nearly everyone agrees that the RBFD is broken up into three different fire departments, or three different shifts (described below), with three different leaders with differing amounts of power, setting three different sets of expectations. This friction and somewhat of a power struggle, colors most of the important issues in the department and unfortunately casts a negative shadow on the personnel. During interactions with our neighboring fire departments, it appears that imbalance between division chiefs and their three separate shifts (details to follow) is a systemic problem at smaller municipal fire departments.

This mantra of having three distinct departments runs deep in the agency, everyone knows it, and everyone mentions it. This was exacerbated by what was described to us as a void in leadership that was ultimately filled by one Division Chief who worked hard to try to fill the leadership gap in the agency and was therefore seen by the agency as the ‘de facto Chief’ of the organization. Fast forward a few years using this formula, frustration continued to build, with further imbalance and resentment in the Division Chief ranks, both for the Fire Chief who failed to address the issue, and between each other. Unfortunately, history has repeated itself through multiple sets of Division Chiefs over multiple years and the imbalance and infighting has become the cultural norm. All the way down to the lowest and least tenured ranks in the organization they will say, *“we feel the tension between the Chiefs”* or *“unless you are on one particular shift you won’t be able to get anything done.”* Most of what we discovered with respect to the imbalance and ensuing power struggle between the Division Chiefs should not be attributed to them personally, as they were just filling the void and left on their own accord without defined direction or expectations.

Because the agency was so outwardly frustrated with the imbalance, we investigated further and it was discovered that the former Chief had in fact directed one DC to assume the role of the lead DC, somewhat like filling the non-existent position of Assistant Chief. This was done for succession planning, because of this DC’s administrative experience, and because the former Chief was planning to retire. The act of putting someone on point to run the agency is fine, but unfortunately, this was never communicated to the other DCs or the rest of the agency. The result is an unfortunate situation where one DC believes he is doing the right thing by assuming additional responsibilities as directed, and the rest of the agency sees these additional actions as someone who is overstepping his position and rank.

Based on the many interviews with City leadership, we also discovered a lack of communication from the Fire Chief. With elected officials, there seemed to be a greater level of communication between the Redondo Beach Firefighter Association (RBFA) members than with the Chief himself. Some City leaders wanted to see new ideas and innovations come from the Chief and the department, yet they felt as if they themselves were the ones asking questions and bringing ideas forward. Elected officials said that there were no regular briefings or updates on major department activities. At the beginning of the pandemic crisis one elected official described the Fire Chief's (and RBFD) leadership as *"silent and non-existent."* Overall, the general consensus was that City leadership was left in the dark regarding the fire department and any of the valuable information they did get was coming directly from the members themselves.

From the community's perspective, they don't really know the Chief and rarely saw him. Even during times of great concern like the COVID-19 pandemic, they mentioned that an opportunity was missed by the fire department. Our community is yearning for further engagement by the fire department. They want to see them in our schools, teaching first aid and CPR. They want to interact with them during inspections and not just get a bill. They want them involved in the culture of Redondo Beach and they want a Chief that is relatable to that culture. They want youth programs and additional information on this incredible public safety career. This chart from the ZenCity survey answers the question, "What role do you think the fire department should play in the community?"

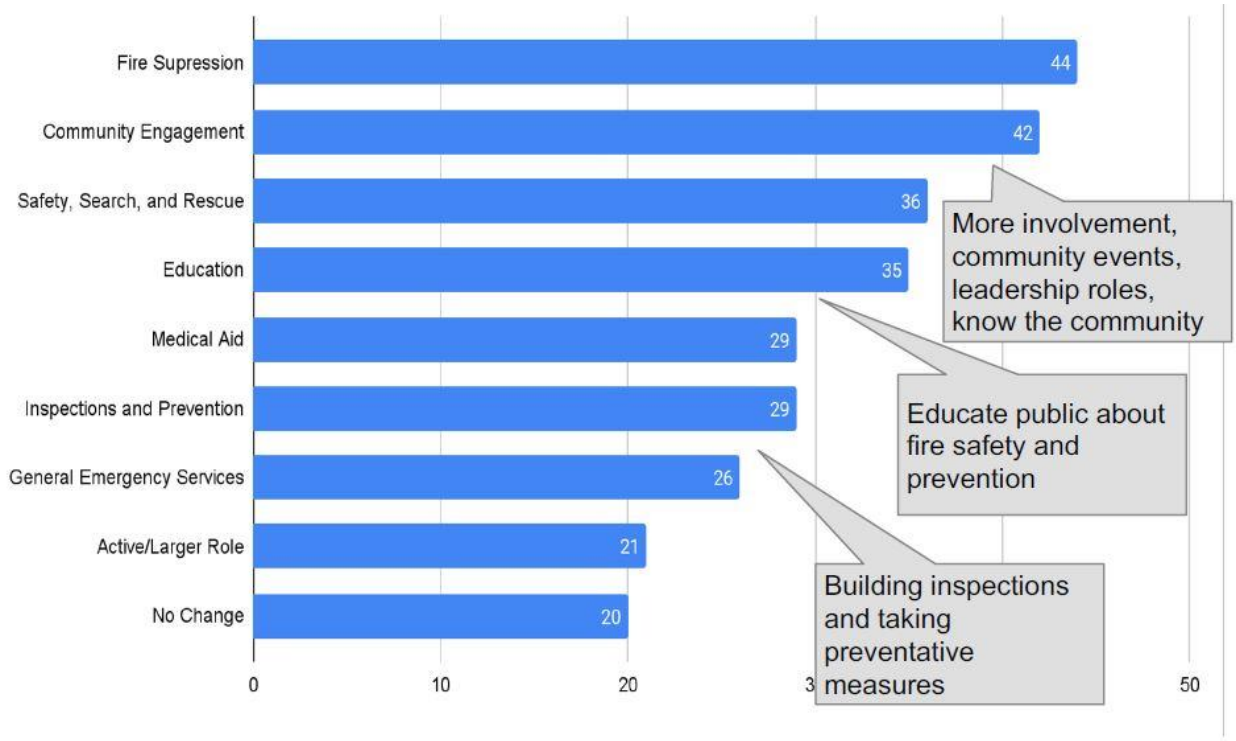



Figure 5.1 ZenCity survey responses on desired role of RBFD in the community

It is interesting to see that Community Engagement and Education are seen by the community as two of the top five responses, even rated higher than medical aid which we know represents 70% of the department's calls.

The Fire Service is what we call a "team sport." Public safety agencies must relay and help one another without question for the safety of their communities. This requires a culture of inclusion in the bigger picture. Neighboring agencies say they felt and saw regional support at the Division Chief level, but not necessarily from the Chief. He was not known as a leader locally, or in the region. Many of these things will be detailed in other sections, but we would be remiss in highlighting that all of the things cited here start and end with the Chief.

RECOMMENDATIONS

1. Set a department vision and do department specific strategic planning with defined objectives.
2. Focus on providing value to the community. Explore what you *can do* rather than focusing on just what you *have to do*.
3. Set expectations for the executive level command and balance their work and influence and hold them accountable to their operational area.
4. Never condone infighting at the executive level and require them to work as a team.
5. Visibly lead the agency from within and outside the walls of the department.
6. Identify leaders and future leaders in the FD and mentor and prepare them to lead the department.
7. Be the face of the department in the community. Spend time and be relatable to all of the community stakeholders, micro-communities and special interest groups. Know what their expectations are and foster an environment that shows the community and city leadership what the agency does and is capable of.
8. Communicate often with City leadership. Make them a part of the organization.
9. Be the department's best cheerleader and advocate. Share successes and fight for the things that will make the community safer.
10. Actively participate in the Fire Service leadership both locally, regionally, and even nationally, opening up the agency to additional growth opportunities.

<u>DIVISION CHIEFS (DC)</u>

Each of the three Division Chiefs are committed to the department, and steadfast in their own way, to its improvement. They are generally well liked by the immediate subordinates on their platoon, but not necessarily on the other platoons where members stated *"a visiting DC to a shift is an outsider."* Two of the Division Chiefs have been observed working a significant number of hours outside of their normal platoon duty schedule to accomplish and contanstantly catch up on some of their ancillary administrative duties. In fact, one of them works nearly 7 days a week. Each of the Division Chiefs are committed professionals willing to do whatever is necessary to accomplish their jobs.

The three Division Chiefs work the department's 24-hour platoon duty schedule which is arranged in a 48/96 configuration (48 hours "on'' and a 96 hour "off" format). The rest of the Captains, save for one, and the Engineers and the Firefighter-Paramedics (FFPM) are on the same 48/96 schedule, broken into three platoons: A shift, B shift, and C shift. To clarify, a DC on 'A shift' would start work at 8:00 AM on a Sunday, and go off shift at 8:00 AM on Tuesday. After being off for four days, they would return to work that next Saturday and go home on Monday. Week three of the deployment would then start on Friday and end on Sunday morning, and so on, following this six day or 48 on, 96 off cycle. We noticed rather immediately that this sort of schedule for all of the Chief level executives of the department is very inefficient and causes dysfunction. Take the work scenario above and assume that we need one of the three DCs to attend an important meeting on a Wednesday or Thursday. One of three things will happen: they will come in on a day off to attend the meeting, we will have to schedule the meeting over three weeks out, or whoever is working that day will just handle it.

Each of the DCs are responsible for supervising the line-functions of the department consistent with their individual platoons. There are five Captains on duty every shift, at the Department's 3 fire stations. These Captains provide direct oversight of the department's rank and file at emergencies and all other non-emergency duties and responsibilities. Additionally, each of the Division Chiefs have assigned ancillary administrative responsibilities that are defined as follows:




**Division Chief – 1, A Shift** Operations

**Division Chief – 2, B Shift** Prevention / Fire Marshall

**Division Chief – 3, C Shift** EMS & Special Services

Figure 5.2: RBFD Shift Master Calendar

This very simple fact about the schedules worked by the DCs should paint a clearer picture of how this contributes to the "three separate departments" scenario. If you are a Division Chief, you are either at work all the time doing all of the things under your purview, both operational, administratively, or even clerical, or another chief that is working that day will just have to take up the slack. As soon as the slack is taken up, the imbalance of work and perceived power begins. To be fair, at least two of the DCs will attest to the fact that the 48/96 platoon schedule provides the best work/life balance for them and their families, but we assert that this is only accurate when those DCs are sticking to that schedule and aren't constantly forced into the station on their days off. Good public safety agencies have learned to concern themselves with the wellness of their employees, paying particular attention to fatigue and the negative impacts it can have on decision making and having a balanced personal life. What often goes unaddressed, is having the same level of concerns for Chief Executives of these agencies. This is a major concern.

One of the negative side effects of this is that the reality of the division of work is unequal amongst the three. Rather than a logical 33% 33% 33% split, it is *perceived* by the members to be more like a 60% 30% 10%. Most members of the department will say that one DC has actually become the de facto Fire Chief, and 100% of what occurs in the organization must go through that DC. As described in the aforementioned section, some of this added responsibility was actually given to one DC without telling the rest of the agency. The actual stated work assignments or titles given to the DCs should represent a 33% 33% 33% split, but we are here to discuss the reality of what we have discovered. Based on the amount of time the DCs are working beyond their scheduled platoon shifts, there is a gross imbalance, and the metrics used to evaluate a chief's effectiveness or performance should not include how often they must work outside of their normal deployment days.

We heard many instances of the job title "DC of Operations" essentially being redefined to include most everything happening in the agency, because as the saying goes within the walls, *"everything is part of Operations."* Without clear communication, the imbalance causes agency confusion at all levels. We don't believe this uneven division of work was completely legislated by the previous Fire Chief. This entire issue may have just been a natural evolution of circumstance or an unintended consequence that became more and more prevalent the closer the Fire Chief got to his retirement. Any student of leadership knows that when leadership ceases to exist, someone will have to fill the void. Another more critical notion of thought is that one's leadership is best defined in its absence. Meaning, looking at how an agency or group functions after the departure of a leader is a good measurement of the former leader's effectiveness.

The uneven workload, purposeful or unintended, has resulted in an uneven division of power in the DC ranks. This was either condoned, or naturally created by necessity because at least one DC figured that it was actually his responsibility to run the agency. We've heard many different versions for the cause, but what is important in this analysis is that this phenomena has created the agency's biggest problem.

It also became immediately clear that because the department no longer has adequate civilian administrative staff, many of the daily responsibilities have fallen on the DCs. Examples would be the Operations DC ordering uniforms and equipment, the Prevention DC spending hours on clerical billing issues, or the EMS DC completing the details of regular audits of supplies.

Having three DCs assigned to 48/96 hour shifts provides for a 24/7 response to major fires, rescues, or multiple casualty incidents. The culture and decades-old system in the RBFD is that the DC, because of the current schedule, is now always available to respond and this is 100% true. When they are needed, they are needed. For perspective, this chart shows exactly how many times a DC responded to calls each year:

| Battalion Chief Response Rate - Required and Optional | | | | | | |
|---|---|---|---|---|---|---|
| Year* | 2016-17 | 2017-18 | 2019-20 | 2019-20 | 2020-21 | 5 Year Total |
| BC61 Total Responses** | 276 | 257 | 228 | 247 | 321 | 1329 |
| Required response*** | 122 | 114 | 128 | 103 | 78 | 545 |
| Optional response | 154 | 143 | 100 | 144 | 243 | 784 |

**Reports run for 12 month period beginning July e.g. 07/08/2020-07/07/2021*
*** BC61 - apparatus manned by Battalion Chief/DC*
Figure: 5.3 RBPD Annual Division Chief Response Rate

Taking the latest data from the chart above (7/08/2020 - 7/07/2021), a Division Chief responded to calls 321 times in a year, or less than one a day. A close analysis of the data was done to determine which of those 321 responses*** was actually required based on the following call types run through RB Dispatch:

| BC61 - Required Response |
|---|
| 1ALARM 1 Alarm Response (i.e. Structure Fire) |
| 2ALARM 2 Alarm Response (i.e. Structure Fire) |
| 3ALARM 3 Alarm Response (i.e. Structure Fire) |
| 4ALARM 4 Alarm Response (i.e. Structure Fire) |
| AIRC Airplane Crash |
| DIVACC Diving Accident |
| FBOATD Boat Fire at Dock |
| FBOATW Boat on Fire not Docked |
| RESMAJ Rescue Major |
| ROCRES Rock Rescue |
| WATRES Water Rescue |

Figure: 5.4 Standard Division Chief Level Response Call Types

**That analysis tells us that the DC's responded 321 times but were actually required on 78 calls. There were 7273 calls from 7/08/2020 - 7/07/2021. DC's responded to 4% (4.41%) of total calls and were only required on 1% (1.07%).**

We will make the argument however, that with five Captains (front line supervisors) on at all times, the DCs may not be needed on a 24/7 basis. Our RBFD Captains are more than capable of attending to command and control of a significant incident until such time as a Battalion Chief from a neighboring city or one of our own on-call Division Chiefs are to arrive at the scene. When DCs self-dispatch on calls they justify it as quality control and support, but from the perspective of the captains and crews, it is seen as micromanagement and a lack of trust. DCs are really needed for command and control when it involves multi-company coordination. Putting the DCs on 40-hour work weeks and on-call for emergency response during the evening would be controversial inside the agency and the intent of the language in the RBFA MOU would have to be analyzed (see below). However, the infrequency of the large-scale emergencies in the City and need for a 24/7 DC, must be carefully weighed against the City's needs and the Fire Chief's need to run a modern day fire department. Industry standards, even in busy areas, is that one Battalion Chief can cover 6 to 12 stations over a geographical area the size of the entire South Bay.

It should be noted that the 24-hour availability of a DC to respond to calls is currently tied to the MOU between the RB Firefighters Association and the City:

***1.06*** *In addition to the 18 suppression personnel minimum on each shift, the parties agree to one Redondo Beach Fire Department Chief Level Officer available 24 hours a day, seven days a week, to immediately respond, with the initial dispatch, to any emergency within the City.*

Depending on the intent of that MOU language, one could argue that with today's technology, a DC could be at home (if within a defined radius) in an 'on-call' status and still *"immediately respond with the initial dispatch, to any emergency within the City."* Bureau Commanders, Police Captains, and the Police Chief, currently receive real time text alerts from dispatch on calls that reach a certain level of significance and merely respond from home when needed.

We would describe the current workload of the DCs as "high" based on the current set up of the agency, but we found that the content of that work causing it to be high, may not be the best use of a chief executive officer. This is caused by their primary function of being a daily platoon commander that is reactionary to the radio or what is generally occurring that day like training or a vaccination clinic. Because they do not have any administrative civilian support, they are constantly dealing with the minutiae of their commands, rarely spending adequate time doing chief-level leadership in the agency. An executive level chief should be spending much of their time looking forward into the future, planning, preparing for trends and getting out ahead of potential issues. Because this was not being done by anyone in the organization, stagnation set in, and important organizational aspects like hiring, the management of time off and overtime, budgeting, community engagement, training, grant writing, innovation, operational efficiencies, policies and procedures, wellness, emergency management, and countless other things fell by the wayside. By flipping the job responsibilities and focus of the DCs, many, if not all of the agency's concerns would be addressed.

When a DC is on duty, it is clear that they see their first responsibility as listening to the radio and monitoring the calls that go out. **Through the data, it was determined that about 109 calls per year out of 7128 total calls (5-year averages) or 1.5% actually require a DC to respond to the scene. Another way to look at this is that a DC is actually required to respond to 109 calls per year or one call every 3.3 days.**

Because of the Fire industry's (and RBFD's) high level of importance given to the Incident Command System (ICS) and a very rank specific hierarchy at emergencies (unlike law enforcement), when DCs self-dispatch to calls when their crews do not consider it necessary, the message received in the organization is that the DC is now in charge and that front line supervision is not trusted. There are new models that could be employed that break from the ICS model and provide greater efficiencies. One such idea will be addressed later, the Tri-City Concept allowing multiple cities, experiencing similar challenges, to share resources including but not limited to DCs.

An unfortunate phenomena was discovered related to ideas and progress that don't seem to take hold because what is constantly said is, "the City won't let us do that" or "the City won't support that" or "the City won't fund that" or some other similar phrase pitting the City against the agency. We heard this countless times during our interviews and Interim Chief Kauffman heard it consistently during the budgeting process. Our opinion is that this ethos is believed inside the RBFD, but erroneous. We have discovered that "the City" has not been made aware of what the issues are and nor have the needs of the agency been adequately communicated, or backed up with sufficient data. Simple things and technologies that will save more lives in the City have not been acted upon based on this false, yet perceived lack of support. Examples would be the funding of additional Auto Pulse CPR devices, or Emergency Medical Dispatch (EMD) training for dispatchers. To our knowledge, City leadership was never given the data, explained the benefits, or even approached for the funding, yet it was said unequivocally that "the City won't support it." In fact, the City ***did*** support those things once they were apprised of the information and allowed the chance to ask questions and to fund them. We understand that the implementation of these programs and equipment is a lot of work, but that is what we believe our chief executives should be focused on rather than the next radio call.

## RECOMMENDATIONS

11. Work as one team. Collaborate but clearly differentiate responsibilities.
12. Regardless of schedule, focus forward or "forward and around the corner."
13. Work with the Chief and push to provide the information needed by City leaders to make decisions about special programs, budget, or future concerns and issues that will move the agency forward and provide better value in the community.
14. Consider splitting the 48 hour shift between two of the platoons. For example, one DC could work the A/B shift, one the B/C, and one the C/A. This would break up the leadership and increase continuity.

15. A. Run a pilot program placing all Division Chiefs on a standard 40-hour work week, possibly covering the weekends with a rotating on-call nighttime status;

| Sample Division Chiefs' 40 Hour Week Schedule | | | | | | | |
|---|---|---|---|---|---|---|---|
| DC | Sun | Mon | Tue | Wed | Thurs | Fri | Sat |
| Shift A | X | X | X | X | | | |
| Shift B | | X | X | X | X | | |
| Shift C | | | | X | X | X | X |

OR

B. Maintain the DCs on the 48/96 schedule but change the division names and reorganize the duties to the fit the department's priorities (see example); and

| EXECUTIVE REORGANIZATION | | | |
|---|---|---|---|
| **FIRE CHIEF** | **DIVISION CHIEF A** | **DIVISION CHIEF B** | **DIVISION CHIEF C** |
| Vision and Planning | A Platoon Commander | B Platoon Commander | C Platoon Commander |
| Budget | **Emergency Operations** | **Administrative Operations** | **Training and Support Services** |
| Emergency Management | EMS | Fire Marshall | Training Officer |
| Community Engagment | Haz Mat | Policy / Manuals | Personnel / Hiring |
| Employee / City relations | Arson | Apparatus | Equipment |
| Harbor Master | CERT | Response times | Facilities / Supplies |

Maintain the DCs on the 48/96 schedule but clearly regulate their work hours to include sleep, meals/breaks, training and administrative hours as shown;

| WORK HOURS ALLOCATION | | |
|---|---|---|
| | **CURRENTLY** | **PROPOSED** |
| **STAFFING OPTIONS** | 3 Division Chiefs | 3 Division Chiefs |
| Total Hours | 24 Everyday | 24 Everyday |
| Meals and Breaks | unregulated | 5 hours |
| Training | unregulated | 2 hours |
| Sleeping | unregulated | 7 hours |
| Remaining for Adminsitrative | unregulated | 10 hours |
| This Creates | unregulated | 70 Admin hrs/week |

OR

C. Participate in a multi-city pilot program with a shared DC or battalion chief that will cover the on-scene emergency needs of the participating cities. Then put the other two DCs on a standard 40-hour work week and define their administrative responsibilities; (Preferred; see further details in Tri-City Concept).

| Sample DC Schedule – Multi-City Pilot with Shared DC | | | | | | | |
|---|---|---|---|---|---|---|---|
| DC | Sun | Mon | Tue | Wed | Thurs | Fri | Sat |
| DC A (Shared 48/96) | X | X | Covered by Other Agency | | | | X |
| DC B (40 Hours) | | X | X | X | X | | |
| DC C (40 Hours) | | | X | X | X | X | |

16. Rotate Divisions or responsibilities approximately every two years to broaden experience, promote equity in the rank, and give the members different leaders.

ADMINISTRATIVE STAFF

The mission of the Redondo Beach Fire Department is to "serve the community by protecting life, property, and the environment through prevention, education and emergency services." Emergency response resources are commonly considered the key assets in meeting the goals of the RBFD's mission statement, but an equally important asset in the Fire Department operational structure is the Agency's administrative staff, but currently better described as a lack of staffing and resources.

Prior to the 2009 recession and resulting budget cuts, the Fire Department administrative support team consisted of (6) employees: (4) full time positions – an Executive Assistant to the Fire Chief, Administrative Specialist – Fire Prevention/Special Services, Administrative Specialist – Operations/Harbor, and Administrative Analyst, and (2) part time clerical positions at Fire Station 1 (FS1) and Fire Station 3 (FS3) to support the public access counters.

The current fire department administrative staff consists of (2) full time administrative personnel – one Administrative Analyst and one Administrative Specialist, and (1) part time position handling payroll. These members are responsible for duties including, but not limited to: public reception, inquiries, and assistance; budget management; records management in the categories of recruitment, staffing, training, and medical reports; payroll submission; document preparation; agency voicemail and email routing; and additional support duties, as required by each of the RBFD organizational divisions. As a result of the reduction in administrative support

personnel, the Fire Chief and Division Chiefs are required to perform many administrative functions that were previously assigned to support personnel.

It is inefficient to run the agency with the current staffing of administrative personnel. Chief Kauffman constantly relied on police department administrative resources for added assistance in his role as Interim Fire Chief when it came to day-to-day scheduling, hiring, billing, grant writing, training, and countless other things that came up. Funding saved by decreased administrative staffing to the assist the Chief (e.g. an executive assistant), to assist the Division Chiefs (e.g. another administrative analyst or office manager), and to assist in State required inspections (e.g. full or part time inspectors), has greatly hindered efficiency and caused people in highly paid positions like the Chief and DCs to spend far too much time on the minutiae instead of focusing forward and running a premier fire agency.

The three staffing recommendations below are the bare minimum required for the fire department to function effectively through the coming years and to assist the department through any transitional period. There will be discussion later in the report of creative staffing solutions but they will be complementary to, not instead of, the recommendations below.

RECOMMENDATIONS

17. Immediately hire additional administrative staff. Refer to City of Redondo Beach Proposed Budget FY2021-22, Decision Package #32 and Budget Response Report #24 of the FY2021-22 Fiscal Year Budget (Appendix 5 and 6).
18. Hire full-time or some part-time civilian fire inspectors to free up the sworn crews from the current amount of time they spend on state required inspections. Refer to Decision Package #32 (Appendix 6) and Budget Response Report #23 of the FY2021-22 Fiscal Year Budget (Appendix 5).
19. Create an internship program and/or a Fire Explorer program to help assist with additional administrative needs while at the same time providing an additional way for the community to find a path into the FD.

# 6. EFFICIENCY AND THE SERVICE DELIVERY MODEL

The RBFD has a complement of 59 sworn members broken down into the following positions:

- (1) Fire Chief
- (3) Division Chiefs
- (13) Fire Captains
- (3) Deputy Harbor Master/Boat Captains
- (12) Fire Engineers
- (24) Firefighter/Paramedics
- (3) Harbor Patrol Officer

_____

(59)

The RB Firefighters Association's Memorandum of Understanding (MOU) (Appendix 10) with the City calls for the minimum staffing of 18 suppression personnel plus 1 Division Chief on each of the 3 shifts. Therefore, 57 sworn personnel are assigned to shift work, and the remaining Fire Chief and a Fire Captain assigned to Prevention are the only other remaining sworn personnel.

SWORN STAFFING AND THE MOU

To have an understanding the service delivery model for both fire suppression and emergency medical service (EMS), one must understand the how the below stated MOU with the City codifies daily personnel numbers:

**SECTION 1 - FIRE DEPARTMENT SUPPRESSION MINIMUM STAFFING**

*Effective the first full pay period of July 2020 through the expiration of this Agreement:*

***1.01*** *Fire Department Suppression Minimum Staffing: Shall mean the number of Fire Department positions authorized. The predetermined number of fire suppression personnel on each shift is 18 personnel minimum. At the conclusion of this Agreement, the predetermined number of fire suppression personnel on each shift will be 19 personnel minimum.*

***1.02*** *Minimum staffing for a Fire Department Engine company shall be three personnel: one Fire Captain, one Fire Engineer, and one Firefighter/Paramedic.*

***1.03*** *Minimum staffing for a Fire Department Truck company shall be three personnel: one Fire Captain, one Fire Engineer and one Firefighter Paramedic. At the conclusion of this Agreement, minimum staffing for a Fire Department Truck company shall be four personnel: one Fire Captain, one Fire Engineer, one Firefighter Paramedic and one Firefighter. In the event the City's*

*one remaining Firefighter as of July 1, 2020 returns to work during the term of the Agreement, the City will utilize him as additional staffing above the 18 person minimum).*

***1.04*** *Minimum staffing for a Fire Department Paramedic Rescue shall be two personnel: two Firefighter/Paramedics. RBFAMOU July 1, 2020 - June 30, 2024 36 RE0S0\038\9340000. v 1-7 /29/20*

***1.05*** *Minimum staffing for a Fire Department Harbor Patrol Boat/Harbor Patrol Squad shall be two personnel: one Deputy Harbor Master/Boat Captain and one Harbor Patrol Officer.*

***1.06*** *In addition to the 18 suppression personnel minimum on each shift, the parties agree to one Redondo Beach Fire Department Chief Level Officer available 24 hours a day, seven days a week, to immediately respond, with the initial dispatch, to any emergency within the City.*

You will see in the paragraphs that follow, that there are numerous ways to create new efficiencies and save hundreds of thousands, if not millions of dollars, but nearly everything about the service delivery model is tied to the MOU in some way. The rigidity of the schedule, 24 or 48 hour overtime coverage, and a complement of personnel equal to the required number for minimum staffing is costing the City millions in overtime. We additionally discovered that some of the sections in the MOU are potentially creating other unintended consequences that will be discussed later. For perspective, at 2:00am on any given day, there are about 6-7 sworn police officers (supervision included) working. At that same hour, there are 19 sworn firefighters (supervision included).

During the 2020 negotiations between the RBFA and the City, it was agreed that there would be a reduction in the complement of 6 firefighters in exchange for 3 firefighter-paramedics. The outcome of this reduced staffing on the ladder truck from 4 personnel, to 3. One less person on the truck for three shifts is equal to the net 3 person reduction, which reduces mandated costs associated with overtime. This 'ladder truck' issue will be discussed further in other sections, but from this, there is actually now another potential unintended consequence involving staffing that could negatively affect the perception of the department. It should be noted that hiring only firefighter-paramedics can enhance service capability and streamlines recruiting. However, by losing the firefighter positions and converting them to firefighter-paramedics, the size of the applicant pool is drastically decreased.

<u>SWORN STAFFING BUDGET AND EXPENSES</u>

Minimum staffing requirements in the MOU also have a tremendous impact on the personnel budget/overtime, forcing the replacement of all suppression personnel, including the DCs, for a full 24 hours, or 48 if the entire shift is vacated.

| RBFD Actual Personnel Expenses | | |
|---|---|---|
| | 2018-19 Actual | |
| Full-Time Salaries | $ | 6,778,610 |
| Part-Time Salaries | $ | 28,969 |
| Overtime | $ | 3,349,927 |
| Overtime - Special Events | $ | 7,402 |
| Other Fringe Benefits | $ | 7,182,603 |
| Personnel Total | $ | 17,347,510 |

** All data taken from Opengov.com https://redondobeachca.com/*

Figure 6.1: RPFD FY 2018-19 Actual Personnel Expenses

There are a few minor exceptions to the minimum staffing rules, but anytime someone is on sick leave, family sick leave, vacation leave, compensatory time, administrative leave, holiday, or injured on duty (IOD), they are replaced on overtime. More importantly, failure to maintain 100% staffing in the FD means that every day a position is held vacant it is filled 100% of the time with overtime. When overtime is equal to half of full time salaries, something is drastically wrong.

We would argue against the old adage of it being cheaper to hire people on overtime rather than fill vacant positions. First, the agency was experiencing an extreme amount of 'burnout' and morale issues because personnel were almost constantly being mandated to work the unfilled overtime to meet the minimum staffing requirements. The wellness of the staff is far more important than their opportunity to work overtime shifts. The lack of employee wellness programs in the FD was mentioned so frequently, Interim Chief Kauffman arranged for immediate peer support team training by the PD's psychologist. Running 10 positions short for extended periods of times quickly becomes unhealthy and even dangerous for public safety personnel forced to make life or death decisions. Employee wellness must be prioritized above overtime.

Even at full staffing, there will almost always be someone that is out on leave due to an injury or otherwise. Having a complement equal to the exact number that must be minimally staffed per the MOU wreaks havoc on the department's overtime. Another potentially indefensible position for the City occurs if the community questions the salary of a line level firefighter making an additional $200,000 in overtime or the perception of them making more than the City Manager, year over year.

Here are the FD's overtime costs over the past 5 Fiscal Years:

| Redondo Beach Fire Department Overtime | | | | | | |
|---|---|---|---|---|---|---|
| | FY2016-17 | FY2017-18 | FY2018-19 | FY2019-20 | FY2020-21 | 5 Year Total |
| **Total FD Overtime Actuals** | $ 2,965,163.96 | $3,396,431.58 | $3,349,926.87 | $ 3,586,605.37 | $3,740,933.97 | $17,039,061.75 |

Figure 6.2: RBFD Overtime Costs Over Five Year Period

On average, approximately $146,000 of the above numbers are reimbursed each year, mostly through the State for mutual aid response to wildland fires. In a later section, you will see some egregious examples of overtime in the Harbor where $438,000 was spent to support only 6 personnel.

Secondly, the true costs of running the agency were blurred when money from personnel cost savings, not used to cover overtime, became the actual means of payment for important programs, contracts, equipment, and standard maintenance and operations line items. This was mostly corrected by the City in the FY2021-22 budget process, but a failure to do so would have caused a glaring deficit once the cost savings were wiped away by filling all of the vacant positions.

## SWORN STAFFING RESPONSE TYPES

The RB Dispatch receives approximately 7200 calls for the fire department per year broken into the following call types:

| Fire Department Calls for Service by Call Type | | | | | | | |
|---|---|---|---|---|---|---|---|
| YEAR | ACTIVE FIRE | MEDICAL | HARBOR* Marina or Ocean Responses | MUTUAL AID Responses Out of City | UTILITIES /ALARMS /EQUIPMENT | FIRE OTHER | TOTAL CALLS |
| 2016 | 164 | 4827 | 242 | 240 | 973 | 368 | 6814 |
| 2017 | 135 | 5135 | 255 | 266 | 954 | 303 | 7048 |
| 2018 | 153 | 4960 | 629 | 222 | 919 | 263 | 7146 |
| 2019 | 158 | 5111 | 521 | 186 | 1005 | 382 | 7363 |
| 2020 | 110 | 4771 | 813 | 139 | 895 | 545 | 7273 |
| 2021 YTD** | 90 | 3436 | 393 | 81 | 590 | 276 | 4866 |

** Harbor Patrol was not actively reporting their self assigned activity to Dispatch until 2018*

Figure 6.3: Breakdown of Fire Department Call Types

The topic of efficiency came up often during interviews with every stakeholder group. From the perspective of the City's leaders, they lacked confidence in the department's executive leadership team's ability to provide an unbiased and ongoing analysis of operational efficiencies, because whenever questioned, the responses would include things like, "The County's EMS rules are very complicated" or "our response models are out of our control." There was a general concern from City leadership that the RBFD was over-responding to calls and using certain apparatus like the Ladder Truck on medical calls. In fact, many of the Fire Department members told us that they over-respond to everything. This was also a recurring concern we heard from the community both during interviews and through the survey.

Part of this problem is not unique to RBFD, but rather systemic throughout much of the fire service with respect to EMS response and is deeply rooted in tradition. An honest and tenured fire executive will tell you that many fire departments today still use a 100-year old response model based on responding to fires, when 70% of the actual work is a medical-based response.

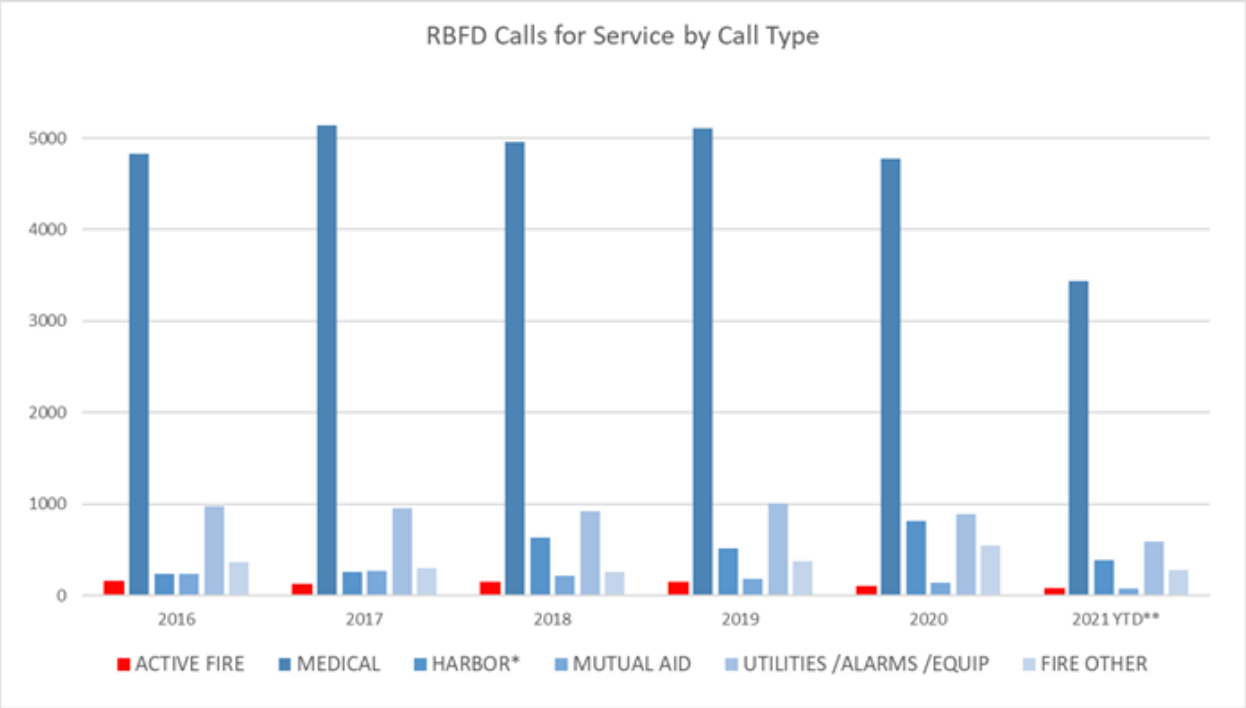



Figure 6.4: RBFD Calls for Service (Active Fire, Medical and Other Call Types)

There are many factors that complicate this system. However, the less popular yet honest answer is that there are cheaper, and more efficient EMS deployment models used by some of our larger neighboring departments like LA City and Long Beach. Those cities seem to do a much better job of managing an efficient response rather than taking a rigid one-size fits all approach. But, to understand all of this, you must understand the rules and the history.

SERVICE DELIVERY MODEL

The California Fire Service is the primary provider of pre-hospital emergency medical care throughout the state. For over 40 years, fire agencies (city fire departments and fire districts) around the State of California have voluntarily and diligently provided dependable emergency medical services to California's residents and visitors. In a time before organized emergency medical services (EMS) even existed, the fire service stood at the vanguard of caring for California's sick and injured in the prehospital setting.

The Redondo Beach Fire Department staffs two 24-hour "Rescues" (truck chassis with utility bed), one at each of their main fire stations. All fire companies have a paramedic assigned and thus, have Advanced Life Support (ALS) Assessment status. The marine fire station (Fire Station 3) has two paramedics assigned and in addition to the fire boat, they have a land vehicle with response capability (SUV), with a very limited dispatch area (see Harbor Patrol section). Dr. Sam Stratton currently serves as the medical director for RBFD, overseeing all administrative EMS policies and procedures.

The RBFD does not "transport" patients to the hospital. The City is legally obligated to contract for ambulance transports through an open bidding system through the Los Angeles County Local Emergency Medical Service Authority (LEMSA). The City has not had transport rights for many years. In 2016, the City of Redondo Beach tried but lost out to McCormick Ambulance company, and they were awarded the Exclusive Operating Agreement (EOA) to provide transportation services. The bidding process occurs every 10 years, so the RBFD will have to wait until 2026 to bid on the contract again. However, the outsourcing of ambulance services is used by a number of smaller departments for a variety of reasons and can prove to be an efficient and cost effective approach to transport:

1. When resources are taxed because of high call volume, backfilling additional ambulances ("staging" ambulances closer to Redondo Beach) becomes their responsibility as per contract.

2. Ambulance personnel, when hospitals are at or near capacity, must wait with the patient until a bed becomes available (this is referred to as "wall time"). Again, it is then McCormick's responsibility to provide additional ambulances to the RBFD operational area.

3. Private ambulance companies frequently provide a similar level of service for less money per transport due to;

    a. Their members are not "cross trained" and do not participate in firefighting and other FD emergency operations, thus commanding significantly less salary based on the EMS response.

    b. Their members usually do not work the FD's 24-hour platoon duty schedule, thus cutting down on overtime costs and allowing for staffing flexibility.

    c. They do not have significant infrastructure costs of maintaining large fire stations.

Our analysis of the EMS service the RBFD provides to the citizens of Redondo Beach revealed:

· The members of the RBFD take a great deal of pride in providing an exceptional level of prehospital care to the citizens and consider this the thing they do best.

· The EMS vocation is viewed by nearly all members as a crucial part of their emergency operational duties.

· Members feel they have exceptional training and in addition to Advanced Life Support (ALS) and Basic Life Support (BLS) training, the leadership of RBFD has set a noteworthy example in establishing a high standard for "bedside manner" and empathy towards those in need.

· EMS is not treated as a secondary duty in RBFD when compared to other firefighting operational responsibilities, EMS is also a priority.

· All calls for EMS service receive a dispatch of a "rescue" and the closest available fire resource responds, a dispatch algorithm that exceeds most local fire departments' dispatching protocol. This "one-size fits all" style of dispatch can be viewed as either a premium level of service, or an inefficient utilization of resources. We must remember that here in Redondo Beach, as is the case with most Southern California fire agencies, personnel are really dual purpose, serving both as firefighters for fire suppression, and paramedics for EMS calls. In many other parts of the country, service deployment is bifurcated between Fire and EMS and there are essentially two different agencies providing two different services.

**The advantages** of the current RBFD dual function type deployment system are:

a. There is a Captain on scene for every EMS call (and the resulting judgment experience of a supervisor / senior officer).

b. Funding is not required to train dispatchers to a higher level and have adequate staffing to be able to stay on the phone while assessing medical calls and providing medical advice to callers in need.

c. More personnel are always on-scene in the event they're needed for manpower on complex calls, or calls that require the efforts of more than two personnel.

d. Scene security and safety is enhanced.

e. Paramedics can do both EMS and fire suppression.

The **disadvantages** to the current system are:

a. More apparatus dispatched means more wear and tear on the apparatus.

b. Potential unavailability of rescues and fire apparatus due to them already being assigned to a medical incident.

c. More units dispatched reduces the available time for RBFD members to train, maintain apparatus & fire stations, etc.

d. Dispatchers must receive enhanced training and have adequate staffing and there are associated costs.

e. RBFD members may feel micromanaged and their decision judgment learning can be muted (because a Captain is always there to make the decisions).

f. Staffing of all of the fire stations is based on a minimum of 5 sworn personnel responding to every medical call.

What is very important to note here is that the RBFD's current EMS response model provides premier level and exceptional service to the community. Our citizens love our fire department and they generate very little to no complaints. Chief Castro and our own firefighter paramedics, many of whom have worked at other departments, will tell you that without question our customer service levels for EMS are exceptional. It is also evident from the community survey that satisfaction levels with the RBFD are extremely high (See Appendix 2).

Based on the aforementioned advantages and disadvantages, the fire department and the City should analyze this further and ask the question if the current service delivery model is sustainable given the current budgeted complement. We should also pilot a more cost effective response model with fewer personnel and see if it can be deployed with the same level of service to meet the community's expectations. Any change to the current deployment model should be done with the oversight of Medical Director Dr. Sam Stratton and quality assurance measures firmly in place. With new technology currently used by the PD, every single response by the FD could be rated and commented on by the caller. With good leadership, updated rules and regulations, and accountability, we believe that the answer is yes, there are more cost effective deployment models, but the key to opening up the efficiency, while maintaining or enhancing quality, is the implementation of 'Tiered Dispatching.'

## TIERED DISPATCHING

Today in Redondo Beach, when a medically related 911 call comes into dispatch, our current run sheets (dispatch guide on who to send; see Appendix 8) call for two paramedics in a Rescue, plus one of the fire engines or ladder truck, depending on the location of the call. That engine or truck will have one fire Captain (front line supervisor), one Engineer (driver and pump operator), and one additional firefighter-paramedic. When the call requires transport, they will be met at the scene by two emergency medical technicians (EMTs) from the private contracted ambulance company.

The EMS response standards from the National Fire Protection Agency (NFPA) and from the LA County Local Emergency Medical Services Agency (LEMSA) break medical calls down into basic

life saving (BLS) and advanced life saving (ALS) depending on the severity of the call. In Redondo, approximately 60% of our medical calls are BLS or non-transports. Therefore, the first step in creating future operational efficiencies in the fire department, is to have our dispatch call takers train and become certified in Emergency Medical Dispatching (EMD). This was brought to Council and funded in this FY2021-22 budget, and the new Administrative Manager at the police department who supervises dispatch, is well versed in the process and has the certification herself. Once up and running, the dispatcher can make a determination on the level of response necessary based on the call, and the agency can alter the run sheets and respond accordingly, creating a much more efficient use of our personnel. This could free up other apparatus to respond for their intended use and offer up an opportunity to re-examine how all of our resources are deployed at the three stations. There is an opportunity in the future to hire EMTs and/or even use police officers who are currently certified EMTs to respond to BLS calls, deploying straight from the field. A thorough analysis of this could prove to drastically reduce response times by deploying from the field rather than a fire station, and this has the potential to save the City millions of dollars if the entire system was changed and staffing and schedules matched the need. Hypothetically, a new deployment model with EMTs in the field using smaller, more economical vehicles or even motorcycles, could drastically reduce response times and costs to BLS calls.

To determine how many of the RBFD's medical calls are ALS or BLS, we received detailed data from the department's contracted Nurse Educator, Emily Brown.

| Advanced Life Saving (ALS) and Basic Life Saving (BLS) Calls | | | | |
|---|---|---|---|---|
| | 2018 | 2019 | 2020 | 2021 (Q1)* |
| Non-Transports | 1046 | 965 | 879 | 220 |
| BLS | 1295 | 1596 | 1575 | 451 |
| ALS | 2115 | 1837 | 1560 | 327 |
| Total Medical Calls | 4456 | 4398 | 4014 | 998 |

**2021 represents Quarter 1 data provided by Nurse Educator Emily Brown*

Figure 6.5: Breakdown of Medical Call Types

The non-transports category consist of approximately 95% BLS calls and about 5% that are ALS calls where the patient was not transported against medical advice, or AMA's. Therefore, about 40% of EMS calls require an ALS response and 60% are BLS.

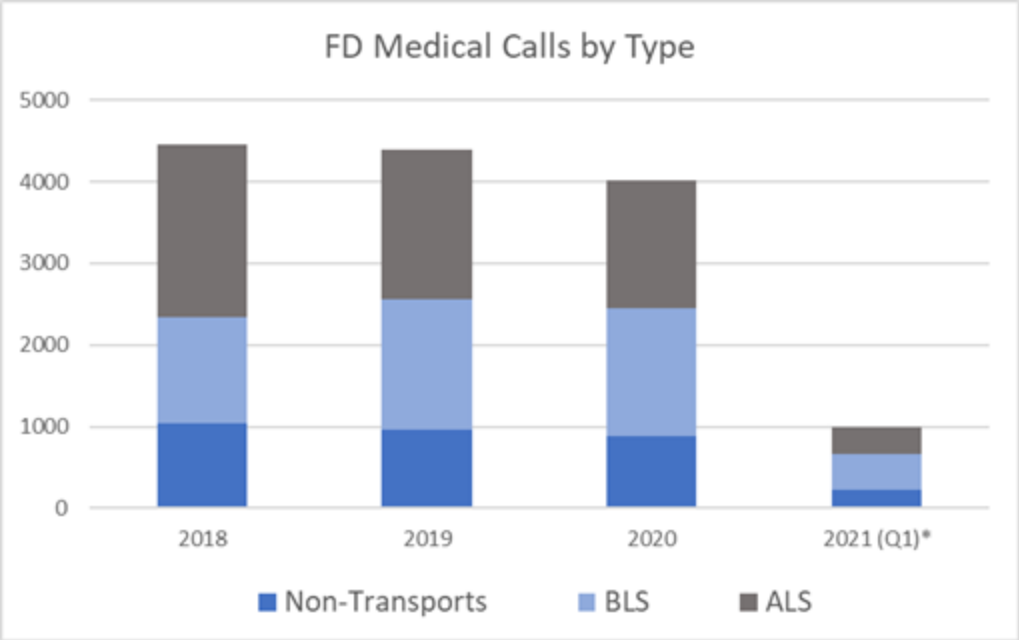



Figure 6.6 Breakdown of Medical Call Types Non-transport/BLS and ALS

It should be noted that there is a difference in the total number of medical calls as reported by Dispatch through the computer aided dispatch (CAD) system, and these call numbers compiled through internal patient tracking systems. That is because many fire calls get canceled for various reasons while paramedics are enroute, patients will decline treatment, or CAD system errors and duplications can occur. The average number of medical calls over the past 5 years was 4961 according to CAD data and 4289 over the past 3 years according to patient records.

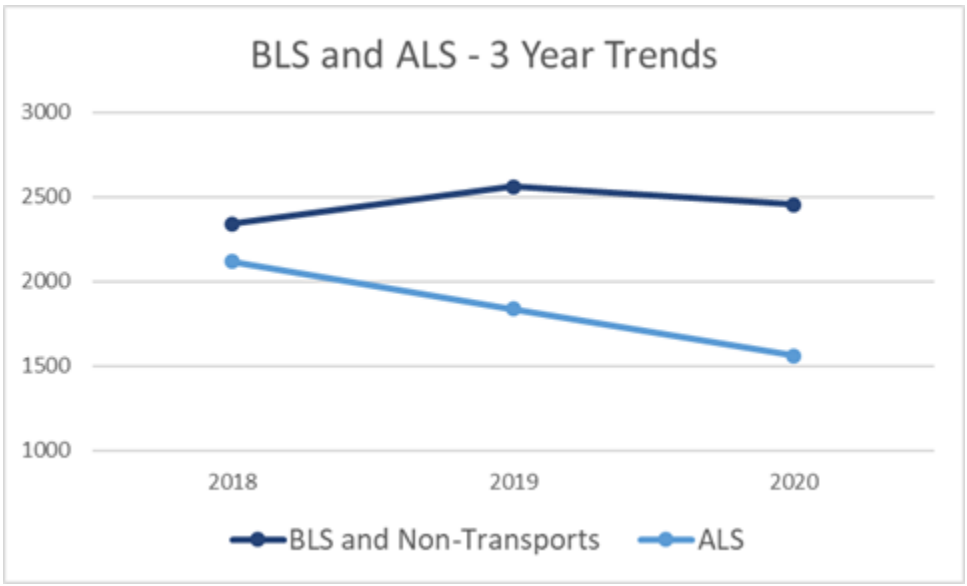



Figure 6.7: Medical Call Type Three Year Trends

What is clear in the data is that BLS calls are increasing and ALS calls are decreasing. The RBFD does not currently utilize tiered dispatching, and besides the contract ambulance company or EMT trained police officers in the field, they do not have other certified first responders besides paramedics. Hypothetically, if the RBFD had those positions and a tiered dispatch system, 60% of their medical calls wouldn't even require paramedics and according to NFPA 1710 standards (Appendix 7), ALS calls require two paramedics and two members trained at the BLS level. This means that it is possible to handle 70% of what the RBFD does without the use of large fire apparatus.

Under our current EMS delivery model, when a paramedic rescue responds to a call that they determine is a BLS call once on scene, the current procedure is to continue rolling the engine or truck. The justification is that we need to have a supervisor (fire Captain) at every call, and the Captain is on the Engine. In fact, current operating procedures do not even allow the paramedics on the rescue to cancel the engine's response, even when they know they are not needed. Sending a million dollar apparatus to a basic medical call just because there is a supervisor on the apparatus is a pretty egregious use of City resources if the additional personnel on that engine or truck are not even needed. ALS response rules are much more cumbersome and have changed over the years from specific patient symptoms or defined medical emergencies, to "provider impressions" that allow for trained paramedics to make ALS assessments based on fluid and changing circumstances like a patient's deterioration. In no way are we suggesting reducing personnel on major medical incidents, but rather, the data shows that the current delivery model could be drastically adjusted for most of what the RBFD responds to.

To complicate matters further, Redondo uses what they refer to as a "response package." This term, although not standard in the industry, means that the rescue will almost always respond with the engine or truck in 'one package' to medical calls. This was mentioned in numerous interviews with line level FFPMs and verified while riding with the crews. The justification for the "response package" is said to be the safety and expediency of travel while enroute to calls, especially on major thoroughfares during peak traffic. Exceptions are made when there is an extended delay at the station with personnel getting to the engine or truck. This process can delay initial response from the station by 5 seconds up to approximately 30 seconds. Most members agree that the Captains will allow the rescue and engine or truck to split up if the delay is more than 30 seconds, but none of this was located in a written policy. Of concern with respect to the assessment is that the RBFD is prioritizing the perceived benefits of a combined response over an expedient response to the emergency. This was not determined to be a best practice in the industry.

## RESOURCES FOR NORTH REDONDO

There is an ongoing and frequently cited issue with the RBFD response from Fire Station 2 (FS2) to the north end of the City. During fire-related calls that prompt mutual aid from Manhattan Beach to the west, or the LA County Fire Department to the northeast, we were advised that

agencies beat our resources to calls most of the time, especially on calls in or around the 405 freeway, or during peak traffic times. The common solution that we heard was creating a new fire station on the Northrop property and staging a rescue and an engine at that location. To examine this stated justification, we pulled all calls north of Artesia Blvd for the past four years:

| Total FD Calls North of Artesia* - Active Fire Vs Medical | | |
|---|---|---|
| Year | Active Fire Calls | Medical Calls |
| 2017 | 38 | 1238 |
| 2018 | 46 | 1202 |
| 2019 | 34 | 1288 |
| 2020 | 28 | 1223 |
| 2021 YTD | 39 | 900 |

* North of Artesia , Redondo Beach (Area 624)

Figure 6.8: RBFD Call Types North of Artesia (Active Fire/Medical)

On a four year average, we currently experience 1325 calls north of Artesia Blvd. 1288 of those calls are medical and 37 are active fires and other related fire calls. Fire-related calls were less than 4% of total calls North of Artesia. With the current service delivery model sending engines with every rescue, we can see how this is frustrating for the crews. With the data however, a new question arises: How would a change in EMS service delivery change the potential need of having another set of resources in the north end of the City?

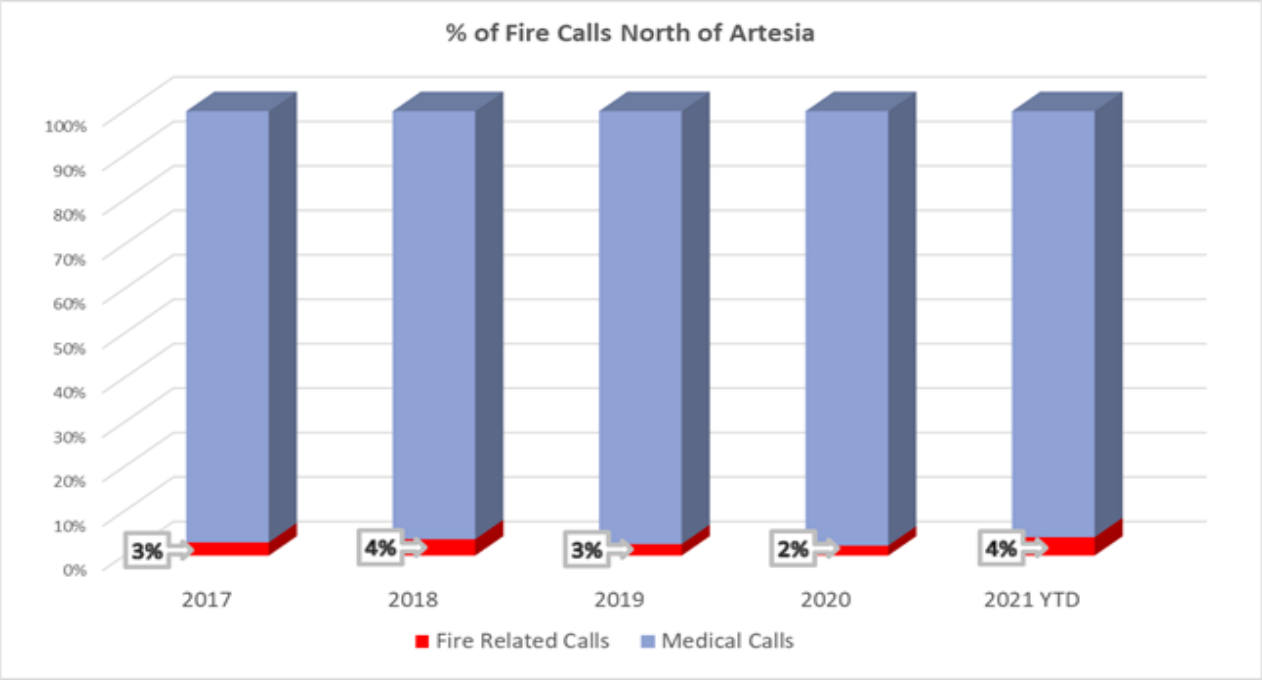



Figure 6.9 RBFD Breakdown of Call Type North of Artesia

Based on this data, it would seem more prudent to shore up the EMS side of the deployment model first before considering building a new fire station. If the RBFD implements tiered dispatching, adds a rescue, or other EMT level resources, a new analysis should be done on how this changes response times north of Artesia. Revamping the deployment model would decrease the Unit-Hour Utilization (UHU) of the fire apparatus at FS2 (refer to UHU analysis on page 57). That analysis may warrant moving one of the engines to a station further north, but making that determination now based on the frequency of use because of the model, does not make sense.

## A PUBLIC SAFETY AGENCY CONCEPT

This assessment was not intended to explore the creation of a Public Safety agency with a combined police and fire department, but there is no doubt that further efficiencies and cost savings can be realized by use of shared resources. An example of a fully integrated public safety agency can be found in the City of Sunnyvale, CA https://sunnyvale.ca.gov/government/safety/default.htm . This endeavor would need to be an assessment of its own, and will take time to create the right environment, to fund and fully resource. In the short-term, it is the finding of this report that a full-time Fire Chief will be needed and dedicated to fully address the current and immediate issues of the fire department as outlined. However, because of the unique position of the authors, we have seen some potential benefits that could be integrated rather quickly and simply, especially on the administrative side of both agencies. Some of the benefits suggest that a future exploration of a public-safety agency would serve the City well.

Sharing resources and skills-sets across departments in the City could improve efficiencies and value in a cost-effective way and can be implemented relatively quickly. The RBFD currently lacks the administrative personnel for constant recruitment and hiring. With some minor adjustments, this can be accomplished with a solid agency collaboration. By using current PD administrative resources, Chief Kauffman was able to assist in the expedient hiring of 10 new firefighter-paramedics. The PD's administrative analyst also wrote and secured a Homeland Security grant for Fire for active shooter response equipment while working on PD grants. A second grant for 2022 has also been submitted.

The police department has currently been coordinating with fire personnel during all of our ongoing community engagement efforts and rolling out to events together. There is value when the community sees a unified public safety team, and the constant contact between the agencies increases communication that could result in future efficiencies. For example, the Beachlife Festival operational planning has become far more efficient. Of particular note this year was not only the planning, but the use of a unified command post occupied by a Division Chief and a Police Captain from the Special Operations Bureau. PD and FD shared a radio channel and used a dedicated dispatcher to deploy the PD and FD teams at the festival, enabling the first responders to know what their counterparts were doing and where. Paramedics and

police officers were strategically staged during crowd surges for a quicker response to incidents. Situational awareness for the FD was increased with the shared use of PD technology such as drones and live feeds from various cameras around the venue. This type of collaboration creates an incredible value for the attendees and increases public safety's contribution to the safety and success of the event. Knowing that this festival will occur twice a year for at least 8 more years, and factoring in all of the other special events in the City, this type of combined public safety response is of great service to our residents and visitors.

The PD's internal affairs Sergeant conducted 4 Fire Department personnel investigations during the course of the assessment, providing a new level of accountability and process. We have shared the use of the PD's psychologist and recently completed joint peer support training. This will hopefully result in the agencies assisting each other when we have members in time of need. Chief Kauffman's executive assistant has been invaluable in coordinating the increase in workload due to the split job functions. The notion of deploying paramedics to work with SWAT team EMTs is currently in discussions. Arson Investigators rode with police officers, and Harbor Patrol officers teamed up with the PD's Maritime Enforcement Unit on the boats on the 4th of July. These are just a few of the new collaborations and efficiencies created within the last six months that have a tremendous impact on public safety in the City.

Moving the concept of a true public safety agency in the City of Redondo Beach forward will take a far deeper analysis, but even with use of sworn personnel, the PD currently has 8 certified EMTs that could be considered in a tiered and novel EMS deployment model. Because of the FD's shift structure, reactive response, and use of fire apparatus that almost always comes from a fire station, PD resources arrive at the scene of emergencies much quicker than their FD counterparts.

Looking at alternative response protocols may also improve response times in the industry and at RBFD. A comparison of RBFD with RBPD response times, looking at both agencies highest priority calls shows the following:

| RB Fire Department Vs Police Department Response Times Code 3* | | | | |
|---|---|---|---|---|
| | 2018 | 2019 | 2020 | 2021 YTD |
| Fire Response Time (Mins) | 4:11 | 4:23 | 3:47 | 4:42 |
| Police Response Time (Mins) | 2:52 | 2:54 | 2:47 | 3:03 |

**Code 3 and equivalent calls for RBFD and RBFD were analyzed by RB Dispatch*
*FD Call Codes: MEDAID, VEHACC, RESMAJ, 1ALARM, 2ALARM, 3ALARM, WATRES, BFIRE, ROCRES, FVHACC, VFIRE, TFIRE*
*PD Call Codes: 901T,SHOTS,187,UNTRB,211,245,459*

Figure 6.10: RBFD and RBPD Response Times to Priority Calls

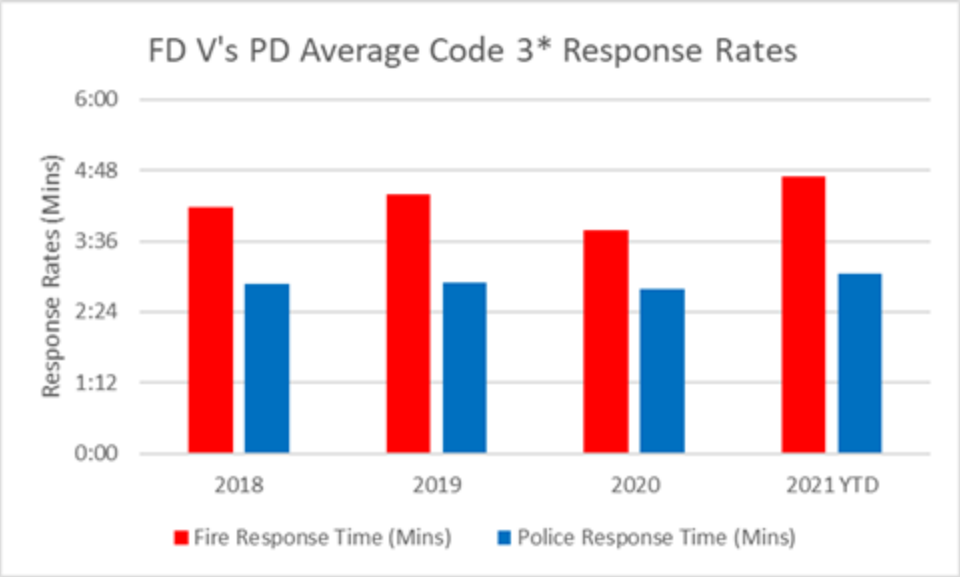



Figure 6.11: RBFD and RBPD Response Rates

Average difference between RBFD and RBPD response times for these priority calls in 2020 was 1:00min.

As described by the community's number one priority of response times, the question should be asked and the analysis should be done on the effect that PD resources in the field responding to BLS calls would ultimately have on response times and costs. These types of major reductions in response times could also be accomplished by having EMT level FD personnel or paramedics working on 8 to 12-hour shifts and deploying from the field rather than from the fire station.

The elephant in the room, not just here in Redondo Beach but nearly everywhere, is the MOU that solidifies minimum staffing and the 48/96 shift schedule. Having an honest discussion about costs, efficiencies and deployment models while ignoring the MOU is an act of futility. This is not a popular statement, but it is an undisputed fact that the current multiple station model based on a long history of responding to fires with large apparatus, is not the most efficient use of FD resources whose primary function and call load is based on medical emergencies.

RECOMMENDATIONS

20. Pilot a program sending rescues to certain EMS calls (especially known BLS) without engines. Have quality assurance measures in place for evaluation of effectiveness.
21. Complete EMD training for all dispatchers or add EMD trained 'call takers' in dispatch.
22. Implement tiered dispatching response to EMS calls based on ALS and BLS calls.
23. Conduct a detailed analysis of the benefits of hiring our own EMTs.

24. Before committing to bidding on transport rights again in 2026, conduct a thorough analysis on costs and efficiencies.
25. Evaluate abandoning the “Response Package” to increase response times and efficiency.
26. Cancel additional units when they are not needed at the scene of a medical call.
27. Explore better utilization of the paramedic resources at Station 3 converting current assessment status to a full Rescue to support the increasing EMS call load and create a newly defined response area (further in info in Response Times and Harbor Patrol sections).
28. Whether on a larger scale, or based on current personnel in both agencies, explore the more formal creation of a Public Safety agency or at a minimum, look to standardize shared administrative resources.

# 7. RESPONSE TIMES

Based on over 7,400 calls last year received and dispatched to Fire, the average response time for the RBFD is 5:07 minutes. In the fire service, response times are broken down into the following: how long it takes to answer the 911 call, the time the call is dispatched, "turn out time" (or the time is takes the crews to don PPE, enter the rigs, and leave the station), travel time, and time of arrival. For purposes of this assessment, response times will be defined as from the time a call is dispatched to the units, until the first unit arrives on scene. This is because we have a dual purpose dispatch center which takes 911 calls for both police and fire and this report analyzed when the call was split and sent to Fire. The National Fire Protection Agency (NFPA) Standard 1710 sets response time standards at 5 minutes for EMS calls and 5 minutes and 20 seconds for fire calls. https://www.firehouse.com/operations-training/article/21125439/nfpa-standards-significant-nfpa-1710-revised. A detailed explanation of NFPA 1710 can be found in Appendix 7.

Taking a more detailed look at 2020 response times, canceled calls, on-scene responses and major outliers were removed from the data set leaving 6,254 data points that were considered as part of this analysis. As illustrated below, you can see that the RBFD does a good job with response times with an average response time of 5:16 minutes.

| NFPA Standard 1710 Performance Objectives and RBPD 2020 Average Reponses Times | | | |
|---|---|---|---|
| | Response Times in Minutes | | |
| | Turnout Time | Arrive Time | Total Response Time |
| NFPA Standard (EMS) | 1:00 | 4:00 | 5:00 |
| NFPA Standard (Fire) | 1:20 | 4:00 | 5:20 |
| RBFD 2020 Actuals (All calls) | 1:15 | 4:01 | 5:16 |
| RBFD 2020 Actuals (EMS) | 1:09 | 3:48 | 4:57 |
| RBFD Fire 2020 Actuals (Fire) | 1:13 | 4:00 | 5:13 |

Figure 7.1: NFPA Standards 1710 Performance Objectives and RBFD Response Times

While analyzing the data over the past few years we noticed that turnout times appeared to be longer during nighttime hours than during the day, so we broke the data down even further.

| Breakdown of RBFD Average 2020 Turnout Time | | | |
|---|---|---|---|
| | Avg. Time (Mins) | | Avg. Time (Mins) |
| RBFD 2020 Actuals (All calls) | 1:15 | Nighttime Turnout (0000-0700hrs) | 1:47 |
| | | Daytime Turnout (0700-0000hrs) | 1:01 |

Figure 7.2: Breakdown of RBFD Turnout Times by Time

| Breakdown of RBFD Fire and EMS Average 2020 Turnout Time | | | | | |
|---|---|---|---|---|---|
| | Total Avg.* | | Total Avg.* | EMS/Fire Avg. | |
| RBFD 2020 Actuals (All calls) | 1:15 | Nighttime Turnout (0000-0700hrs) | 1:47 | EMS | 1:44 |
| | | | | Fire | 1:31 |
| | | Daytime Turnout (0700-0000hrs) | 1:01 | EMS | 1:04 |
| | | | | Fire | 1:11 |

**Total Averages include FD turnout times for ALL call types*

Figure 7.3: Breakdown of RBFD Turnout Times by Time and Call Type

With an average turnout time of 1:15, there is some minor room for improvement. We would expect nighttime turnout times to be higher because the crews are generally sleeping when the calls come in. With an average 46 second difference between day and night, the Division Chiefs and Captains should focus on improving turnout times during the night. Generally, it should take longer to "turnout" for a fire and the NFPA recognizes this. What we found however, is that turnout times for EMS calls from 0000 - 0700 hours were on average 13 seconds slower than for fire calls. This should be the focus for future improvement and the best results in overall response times. Other visual measures like large digital countdown clocks in the stations can help crews have a better sense of how quickly they are getting out of quarters.

During the stakeholder interviews and via surveys, response times were really the top priority of the community and one of the main concerns of City leadership. We often heard, *"the most important thing about the fire department is that they get there quickly if I have to call 911."* In general, there are few complaints about response times for the FD, but one of the points we learned is that City leadership would like us to reach and maintain national standards, but what is also important is how the RBFD compares to neighboring local fire departments and/or other departments with like populations, call loads, and geography. Based on community and City leadership expectations, the FD should be consistently monitoring response times and looking for improvements. To do this properly in the future, will require systematic data collection and analysis of clean data sets and having crews be diligent in the ways they report their enroute times and arrivals times with dispatch.

<u>COLLISIONS</u>

A factor that warrants analysis when looking at overall response times is what the fire industry refers to as "collisions." This is basically when a fire department resource from another station or another city is sent to assist with, or cover because no apparatus from that station is available.

This graph shows the amount of times RBFD units were sent to another RBFD station due to a "collision."

| Incidents RBFD Resources Sent to Another Area | | | | |
|---|---|---|---|---|
| YEAR | Station 1 (Area 611) | Station 2 (Area 621, 624) | Station 3 (Area 614) | Total |
| 2017 | 542 | 478 | 218 | 1238 |
| 2018 | 492 | 489 | 260 | 1241 |
| 2019 | 498 | 461 | 266 | 1225 |
| 2020** | 394 | 385 | 197 | 976 |
| 2021 YTD | 300 | 299 | 157 | 756 |

***Covid-19 Anomaly*

Figure 7.4: Count of RBFD Resources Sent into Area in the City

This information can be looked at a few different ways. In the first chart, about 1000 times a year, the RBFD is moving resources from one station to another to handle calls. This is because 70% of the total calls are medical, and there are only two rescue units in the City. When one is busy on a call or following the contract ambulance to the hospital, the other rescue will have to handle calls in that area. Based on the current one-size fits all deployment model, the department is always sending engines or trucks to back up the paramedic rescue, causing even more "collisions." This information will be important later when we look at the use of our resources at Station 3 in the Harbor. So, one way to look at this is that if there are that many collisions every year, we should be evaluating why and making a determination if additional resources should be added. During members' interviews, we would often hear, *"add another rescue" or "change an engine to a rescue."* Simply stated, 70% of the calls the RBFD respond to are medical, yet only 33.3% of their apparatus (FS1 and FS2) are paramedic rescues.

COLLISIONS AND AUTOMATIC AID / MUTUAL AID

The Fire service does an excellent job of sharing resources through mutual aid and automatic aid. Whether it is at the scene of a major wildland fire, or for basic coverage, these agreements are of incredible value to our communities. The way it works locally is that when a fire station does not have a resource or apparatus available in the city to send to a call, outside resources will be automatically dispatched. For Redondo, this could be from Torrance, Manhattan or El Segundo, or from LA County fire stations in PVE, Hermosa, or Lawndale.

| Incidents Other Agencies Sent Resources to RBFD Area | | | | |
|---|---|---|---|---|
| YEAR | Station 1 (Area 611) | Station 2 (Area 621, 624) | Station 3 (Area 614) | Total |
| 2017 | 174 | 176 | 16 | 366 |
| 2018 | 179 | 180 | 14 | 373 |
| 2019 | 179 | 163 | 13 | 355 |
| 2020** | 110 | 145 | 8 | 263 |
| 2021 YTD | 101 | 106 | 4 | 211 |

***Covid-19 Anomaly*

Figure 7.5: Count of Incidents Outside Agencies sent Resources to RBFD Area

Refer to Appendix 8 for the automatic aid dispatch run sheets. These agreements are of great value to the residents of all of these cities, because instead of waiting for a City resource to clear, they will automatically be sent a neighboring resource. For example, on a first alarm fire, 4 engines will automatically be dispatched to the scene. Mutual aid is a bit more infrequent but occurs when one station needs the resources of another for various reasons which could include specialized training or equipment like Haz Mat, an arson investigator, or extended coverage due to staffing issues. The need to invoke automatic or mutual aid 340 times (4 year average) a year, or basically about once a day, is cause for concern. The system works fine, but to use it, there are three different dispatch centers, and there are delays that occur because of the transferring of calls. If this scenario was happening in the police department on the daily, resources would be adjusted immediately into the field. The FD would respond that they don't have additional resources to move, and that may be true based on the current deployment model, but this is yet another reason to move to tiered dispatching and only send the appropriate amount of resources to each call.

## EMERGENCY RESPONSE ACTIVITY LEVELS

Since we have examined EMS responses, we will now look at some of the other fire related calls. Looking at the data from the National Fire Incident Reporting System (NFIRS), we can determine how many fire related calls were actual reportable fires. **For the past 5 years, the RBFD has responded to an average of 114.4 reportable fires each year. Reportable fires are 1.6% of the total calls for the past 5 years. In 2020, reportable fires were 1.3% of fire department calls for service.**

| RBFD Fire Response Activity Levels<br>5 Year Averages (Fire Station and Totals) | | | | |
|---|---|---|---|---|
| | FS1 | FS2 | FS3 | Total |
| Structure Fire | 26.8 | 29.6 | 0.8 | 57.2 |
| Vehicle | 4.6 | 8 | 1.8 | 14.4 |
| Natural Vegetation | 2.4 | 5 | 0 | 7.4 |
| Outside Rubbish | 16.4 | 14 | 1.6 | 32 |
| Special Outside | 2 | 1.2 | 0.2 | 3.4 |
| Annual Totals | | | | 114.4 |

7.6: RBFD Fire (All Types) Response Activity Levels - Five Year Average

| Breakdown of RBFD Fire Response Activity Levels by Fire Station/Year and Fire Incident | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2016 | | | | 2017 | | | | 2018 | | | | 2019 | | | | 2020 | | | |
| | FS1 | FS2 | FS3 | 2016 Total | FS1 | FS2 | FS3 | 2017 Total | FS1 | FS2 | FS3 | 2018 Total | FS1 | FS2 | FS3 | 2019 Total | FS1 | FS2 | FS3 | 2020 Total |
| Structure Fire | 27 | 37 | 1 | 65 | 33 | 34 | 0 | 67 | 22 | 23 | 1 | 46 | 33 | 27 | 1 | 61 | 19 | 27 | 1 | 47 |
| Vehicle | 4 | 9 | 2 | 15 | 4 | 12 | 1 | 17 | 8 | 9 | 5 | 22 | 4 | 7 | 0 | 11 | 3 | 3 | 1 | 7 |
| Natural Vegetation | 2 | 1 | 0 | 3 | 0 | 8 | 0 | 8 | 1 | 3 | 0 | 4 | 3 | 8 | 0 | 11 | 6 | 5 | 0 | 11 |
| Outside Rubbish | 20 | 13 | 1 | 34 | 13 | 15 | 1 | 29 | 16 | 16 | 1 | 33 | 17 | 15 | 2 | 34 | 16 | 11 | 3 | 30 |
| Special Outside | 2 | 2 | 0 | 4 | 3 | 0 | 0 | 3 | 2 | 2 | 0 | 4 | 1 | 1 | 1 | 3 | 2 | 1 | 0 | 3 |
| Annual Totals | | | | 121 | | | | 124 | | | | 109 | | | | 120 | | | | 98 |

Figure 7.7: Five Year Breakdown of RBFD Fire (All Types) Response Activity Levels

In no way is this data being used to suggest any reduction in current levels of fire resources. Whether there are 5 structure fires a year or 60, the adequate number of resources must be available and sent. However, as demands on EMS increase and reportable fires decrease, the RBFD must constantly examine how efficiently they are responding to the needs of the community. Public safety leaders also know that the less frequently high risk incidents occur, the more liability the City could be exposed to when our personnel have to respond if mistakes are made or best practices are not followed. These high risk, low frequency events, like fires, must be trained on constantly to make up for the lack of exposure the firefighters have to actual events. There is no substitution other than realistic training that will provide the experience, confidence, and muscle memory (or repetitions) required for proficiency. As you will see in the Training section below, the RBFD members know this, understand it, and want more training and standardized operating procedures with respect to responding to active fires.

ALARM BELLS RESPONSE

There are 527 alarm bells calls on average per year and nearly all of them are false alarms. The RBFD sends an engine code-3 (lights and sirens) to all alarm calls. Further analysis should be conducted and we should consider using Torrance's model of only responding Code-2 (no lights and sirens) unless other circumstances exist. This is especially true when dispatch or one of the

units has a responsible party on the phone telling us that it is a false alarm. The Captain on the Engine should always reserve the right to roll code-3 to alarms at critical locations or based on unusual circumstances. Our current computer aided dispatch system (CAD) does not track which alarm bells calls actually result in a fire, but anecdotally, we know that it is extremely rare. To pull this data, we would have to make a change to the CAD system.

APPARATUS ACTIVITY LEVELS

A review of RBFD resource response activity numbers revealed the following activity by apparatus over a five year period:

| RBFD Incident Responses by FD Apparatus Unit # | | | | | | |
|---|---|---|---|---|---|---|
| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 5 Year Total By Unit # |
| BC61 | 276 | 257 | 228 | 247 | 321 | 1329 |
| BC62 | 19 | 9 | 13 | 3 | 10 | 54 |
| E61 | 2213 | 2353 | 1803 | 1701 | 1704 | 9774 |
| T61 | 904 | 1176 | 1777 | 1713 | 1640 | 7210 |
| R61 | 2575 | 2623 | 2652 | 2442 | 2602 | 12894 |
| E62 | 1995 | 1836 | 2054 | 1811 | 1943 | 9639 |
| E64 | 1522 | 1864 | 1899 | 1822 | 1804 | 8911 |
| E65 | 87 | 121 | 1 | 0 | 0 | 209 |
| E66 | 752 | 108 | 0 | 0 | 2 | 862 |
| R62 | 2731 | 2818 | 2829 | 2687 | 2709 | 13774 |
| S62 | 0 | 2 | 0 | 0 | 0 | 2 |
| B63/H63 | 312 | 544 | 713 | 884 | 913 | 3366 |
| B62/H62 | 0 | 0 | 0 | 0 | 0 | 0 |
| SQ63 | 259 | 287 | 329 | 271 | 269 | 1415 |
| Annual Total Unit Responses | 13645 | 13998 | 14298 | 13581 | 13917 | |

Figure 7.8: RBFD All Apparatus Response Breakdown

It is very important to break down the emergency response activity levels of each apparatus to determine if the data reveals anything that could be used to help response times or create greater efficiencies. Right away you can see that Rescue 61 (R61) and Rescue 62 (R62) are rolling disproportionately to the rest because 70% of the calls are EMS related. Breaking this down even further, we can start to get a sense of how often each apparatus is being used each day.

The total number of responses and ***average*** number of responses, for a 24-hour day, in 2020, as well as the average annual response rates over a 5-year period, for each of RBFD front-line resources are as follows:

| Average Response Rate of RBFD Resources | | | |
|---|---|---|---|
| RBFD Resource | Responses in 2020 | Avg. Annual Response (5year Avg.) | Average Response Rate Every 24hours |
| BC61 (Division Chief Sedan) | 321 | 266 | 0.9 |
| E61 | 1704 | 1955 | 4.7 |
| T61 | 1640 | 1442 | 4.5 |
| R61 | 2602 | 2579 | 7.1 |
| E62 | 1943 | 1928 | 5.3 |
| E64 | 1804 | 1782 | 4.9 |
| R62 | 2709 | 2755 | 7.4 |
| B63(Fire Boat) | 913 | 673 | 2.5 |

Figure 7.9: Average Yearly and Daily Response Rate of RBFD Apparatus

There are a variety of reasons to analyze incident response data. We would assume one of the initial tasks of the new Fire Chief would be to conduct an in-depth analysis of all response numbers. Only through a comprehensive analysis can it be determined if field resources are overworked and thus, if more fire/EMS resources are required. Further, an in-depth analysis of response data could point to more effective deployment models in the type of resources (adding two rescues in place of an engine as an example).

Both Fire Station 1 and Fire Station 2 physical structures are aging and antiquated. A separate study of all of the City's public safety facilities and their locations is warranted. A detailed review of response numbers would provide empirical data to justify the location and size of any new or additional stations in the future.

There exists a method and formula for fire departments to determine workload. It's commonly referred to as "Unit-Hour Utilization" (UHU). This is listed as a percentage in the likelihood of a particular station (or resource) being involved in an incident at any given hour. This percentage considers not only the number of incidents, but also the average duration of each incident type.

What should be the maximum utilization of a firefighting resource? It's vital to keep in mind that during the daytime hours of a 24-hour working shift, firefighters have ***many*** ancillary (but required) responsibilities, some of which are; apparatus maintenance, fire station maintenance, administrative paperwork, community relations, public education, event participation, hydrant testing, fire prevention inspections, training, physical fitness training, meal breaks, etc. Most standard of cover consultants have determined that anything over 30% UHU, all of the aforementioned ancillary duties will suffer, particularly training. Another industry accepted rule of thumb is that a detailed UHU analysis should be conducted when certain apparatus are running about 12 calls a day. As you can see by the data above, UHU in Redondo Beach does not appear to be anywhere near that number.

Keeping in mind that our data review is insufficient to determine an exact UHU percentage for RBFD units, it appears (based upon our informal review of the data) that they are not remotely close to the 30% threshold. This hypothesis is further collaborated by the current EMS dispatch policy that requires all calls for service receive a rescue ***and*** a fire resource. A change in that policy for the lowest level EMS runs would not reduce the number of total incidents, but would reduce the number of unit responses, further lowering the UHU percentage. Note that total unit responses in Figure 7.8 are close to 14,000.

There are additional elements of response data that merit analysis like first alarm effectiveness. The best representation of first alarm effectiveness is contained in the "Travel Time" component of NFPA's 1710 standard. This data component, along with "Turnout Time" (how long it takes firefighters to get out of quarters once an alarm is received) are metrics that should be continually measured in a public-facing document. It's only through a constant analysis of this data can fire officials ensure that their members are performing to the highest standard, and that resources are properly deployed and located. This is especially noteworthy because nearly every member from the community and elected officials elaborated that how fast RBFD responds to emergencies was their number 1 concern. **In 2020, first alarm effectiveness was at 4:45 minutes which is an excellent response time that the City and the RBFD should be proud of.**

## RECOMMENDATIONS

29. Create an automated dashboard for the executive team so that response times, turnout times, and first alarm effectiveness are constantly monitored.
30. Install digital countdown clocks at all stations so that crews have a constant visual sense of their turnout times.
31. Focus on improving nighttime turnout times for EMS related calls.
32. Utilize data from collisions, incident response numbers by apparatus, and average response rates of resources to consider the addition of a Rescue or conversion of another apparatus to a Rescue.
33. Analyze Automatic Aid agreements with Manhattan Beach, Torrance and LA County and see if further response efficiencies can be gained by possibly dropping certain borders.
34. Further examine our response to Alarm Bells calls and consider the Code-2 only model used by the City of Torrance.
35. Revisit many of the recommendations in the Efficiency section that would positively affect response times.

# 8. TRAINING

The number one concern of the members of the RBFD is their training. Most of the interviews revealed that the cause for their inconsistency and deficiency in training was a direct result of the loss of their "Training Officer" position that was staffed by a Fire Captain. This position was eliminated nearly a decade ago and was responsible for planning and administering consistent training across the entire organization. Unlike the police service, firefighter fire suppression training is not really regulated by a state agency, consistent standards are not set, and mandated reporting is non-existent. This is another area where it makes sense for the RBFD to adapt and create those systems and mitigate liability.

The complexity of firefighting has been amplified over the past decade with better science and better technologies. Asking any agency to have one single person to be the subject matter expert on everything would be futile. There is no doubt that someone in the RBFD needs to be 100% responsible for ensuring fire suppression response quality and consistent training across all of the shifts, but we believe that could be accomplished with a full-time and somewhat experienced administrative position focused on the organization, deployment, and accounting for all of the department's training. Oversight of this position could be the responsibility of a DC. The loss of a "Training Officer" position at the FD should not become a reason for a failure to train and train consistently. The RBFD must adjust resources now and address this.

The RBFD does train, and they train quite frequently while on duty. Much of this training is very applicable to the current job functions, but the real issue is the inconsistency of training between the three shifts. There is currently no standardization of the training, the training only occurs on duty between calls, and the department has not scheduled or set aside particular days for consistent monthly training or even quarterly or yearly training. The reason for this is that nobody in the organization has had the sole responsibility for ensuring that everyone trains adequately. In a City where there is a very low frequency of high risk events, experience often takes years or even a career to develop, further amplifying the need to train.

It should also be noted that deficiencies in departmental training were only seen on the firefighting discipline and not on the EMS side of the house. Paramedics in California are required to participate in a minimum of 48 hours of continuing education every two years in order to maintain their license and LA County EMS Agency (LEMSA) accreditation. Because of this, the FD contracts with the UCLA Center for Prehospital Care for a Nurse Educator that provides monthly instruction of continuing education. A recurring Beach Cities Health District (BCHD) grant of $23,000 combined with the recent funding by Council for an additional $15,000, covers the costs of the nurse educator and continuing education. Fire department personnel feel that they are well trained in their EMS skills and delivery.

An unfortunate byproduct of the lack of consistent fire suppression training (other than EMS) is that many of the members pay for their own outside training on their days off. With certain types of training some of the firefighters will be shift adjusted or given paid time off to train, but

in some extreme examples, we found firefighters paying for training on their own, on their own time, and the training was actually a prerequisite for promotion. Leadership training was specifically noted as being deficient. Any training that is a requirement for promotion should be available to everyone, and funded by the City. Thankfully, this was partially remedied in the FY2021-22 budget with additional funding approved by Council. The current MOU has a training reimbursement for association members, but under the following conditions:

*SECTION 9 - TUITION REIMBURSEMENT*
*9.01 Employees shall be eligible to receive up to a maximum of $1,500 per fiscal year for tuition reimbursement, up to a maximum total of $20,000 for the employees covered by this agreement, for job-related or college-level courses that are part of the employee's program towards a college or university degree (AA, BA, BS, MS, MA). Such courses must be approved in advance by the Fire Chief.*

We attribute the cause of the inconsistent training to be directly related to the imbalance of the shifts run by the DCs that was detailed in the Leadership and Executive Branch section. This, coupled with a lack of administrative staff to coordinate, organize and account for the needs of the organization is at the root of the problem. This is amplified even more because the agency has not had a reliable policy manual or detailed standardized operating procedures and you get people saying, *"our training breeds inconsistency."*

SINGLE FUNCTION RESOURCE

The RBFD, like every fire department in the state, is part of a statewide coordinated mutual aid response system that is governed by Cal OES (Office of Emergency Services). This system breaks the state into regions, counties, and areas. Redondo Beach falls under the control of Los Angeles County, then Area G, for both police and fire. Contribution of our City resources for use at the state level is most commonly realized during the annual wildland fire season, but it should be noted that should a disaster occur locally in the South Bay, most likely in the form of an earthquake, tsunami, or civil unrest, that same Cal OES system would be diverting resources to us.

What is often overlooked and very important to note in the training segment of this assessment, is that when RBFD deploys strike teams into other areas, we are reimbursed at a rate of 100% of the costs, including the backfill of our personnel. The experience gained by RBPD personnel and shared with the rest of the department, is a direct benefit to both the agency and the community. To expand on this experience in real life training, the RBFD should be committed to and support the use of what is referred to as a "single function resource." Similar to a strike team, or a group of personnel being deployed into the system, a single function resource is just that, but only encompassing the singular scope of one person, or subject matter expert (SME), that is deployed for a specific function. For example, Redondo Beach could have a trained and excellent fire press information officer (PIO). This SME could be deployed outside the City, and the City reimbursed, while the SME gains invaluable experience

in the field that they would not get otherwise. This was mentioned numerous times by personnel and would make the RBFD an even more desirable destination, supporting both the advancement of individual careers, and greatly increasing public safety for our citizens. If the department invests in the advanced specialized training for personnel, they should be expected to be the SME responsible for training for the rest of the department on the current best practices and lessons learned.

REGIONAL TRAINING

El Camino College runs the local fire academy and they currently have an operational training facility in the City of Inglewood. Funding has been secured and construction is beginning on a brand new facility on the El Camino campus that should be operational by late 2022 or early 2023. Our personnel and at least one DC teach various aspects of the academy and the benefits this offers the RBFD are indisputable. Active participation in the Regional Training Group and efforts to support the new facility and its programs are of vital concern to personnel and therefore the safety of our citizens. Live fire training environments and the frequency that fire department personnel can participate will pay dividends to public safety.

RECOMMENDATIONS

36. The training issue is large enough and important enough to become the primary responsibility of a Division Chief. Their job duties and titles should be immediately adjusted and one of them should become the DC over Training.
37. Consider creating an administrative position for personnel and training that mirrors the police department position and would not only coordinate training under the direction of DC, but also be responsible for hiring and the maintenance of personnel records.
38. Develop a series of annually completed and recurring training on basic core competencies and high risk / low frequency events.
39. Invest in training specific personnel to become subject matter experts (SMEs) and certified in the various aspects of firefighting. These SMEs would be tasked with updating and planning departmental training on the skillsets most important and consistent with the threats in the City.
40. Fund all training required for promotion and prioritize leadership training.
41. Allow personnel to be deployed as “single function resources” in the Cal OES mutual aid system.
42. Continue and strengthen the fire department’s relationships with the Regional Training Group and the El Camino Fire Academy.

# 9. EMERGENCY MANAGEMENT

Emergency Management 101; To some it's a process. To others it's a discipline. In analyzing the relatively low levels of crisis threat to the City of Redondo Beach, the *process* concept seems most applicable. This process, under the elected and appointed leadership of the City, is where communities manage complex emergencies and disasters. While not occurring frequently, it is the ability of a city to *manage* these events that separate Emergency Management from the traditional response organizations of Law and Fire. These two organizations (frequently along with Public Works) remain the subject matter experts in their fields. But, they rarely work daily and as teams in dealing with complex events. The emergency management continuum is broken down into 4 "phases":

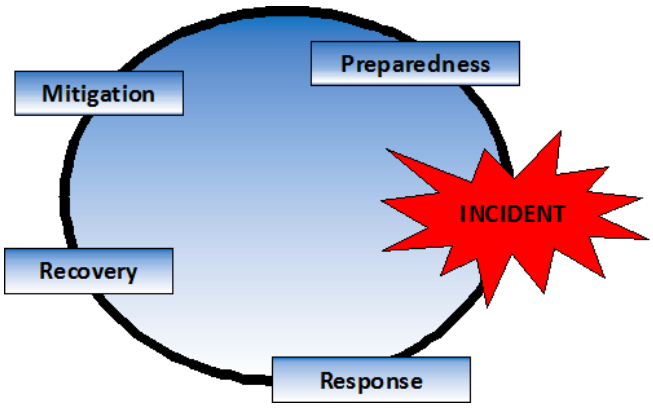



Figure 9.1: Emergency Management Continuum

It is only through a concerted and collective effort of the entire City family, adhering to all four phases of the emergency management continuum, can any modern city declare themselves ready for a crisis. The City has an inescapable obligation to meet the needs of the disaster survivors and the response personnel all the way through the recovery phase of a crisis. It remains imperative that all members of the City family are trained and understand their role in a crisis. We are 20 years removed from the attacks of 9/11, and public expectations are that the City of Redondo Beach is prepared and ready.

Emergency Management with respect to the fire department's involvement in the City, should be an area of crucial concern, but unfortunately this must honestly be described mostly as a failure and a missed opportunity. Many of author Chief Castro's initial questions and investigation of the FD were surrounding the role that the FD played in emergency management, planning, and training of the City and its leadership. Some larger cities will employ an emergency manager that works directly for the City Manager or Mayor (in a strong Mayor form of government). However, when those positions are not employed, the fire department will generally, and should take the lead, as most major disasters would fall under their purview and their training and command of the nationally recognized Incident Command System (ICS) places them at the forefront of coordinating a response.

During stakeholder interviews and surveys, it was crystal clear that City leadership lacked confidence in the RBFD to coordinate a major disaster response and that the FD had failed to implement codified planning and training of department staff and City leadership in the case of a disaster. The City does have an updated and fully functioning emergency operations center in our main library, and during the last five years it has been activated proactively for major events like the 4th of July, the Superbowl 10k run, Beachlife, or most recently during the uncertainty at the onset of the COVID-19 pandemic. Public safety executives recognize that emergency management is a perishable skill. Coupled with the rotation of department heads and newly elected city officials, the need to plan and train becomes more crucial.

We learned that the FD currently has the responsibility of Emergency Management and it is specifically assigned to the DC of Special Services, but because of the issues described in the Leadership section, the DC does not have the bandwidth to complete the task properly. Under the same umbrella of Emergency Management, this DC is also tasked with the Community Emergency Response Team, commonly referred to as CERT. We heard from community stakeholders that the FD was basically silent during the pandemic and one pointed out that they had missed a huge opportunity to lead this community in a time of need. Every elected official worries about the potential for a large-scale event and would appreciate some additional planning, table-top exercises, and codified procedures.

**A great place to start would be by committing to training City leadership and department heads through Texas A&M Engineering Extension Services (TEEX). The first class is Crisis Leadership and Decision Making Skills for Elected Officials (MGT-340; 4 hours). The second is the Senior Officials Workshop for All-Hazards Preparedness (MGT-312; 8 hours). Both of these programs are 100% grant funded and would be provided here in Redondo Beach free of charge.**

Besides the aspects of planning and training for department heads and electeds, the education of our community on what they can and should do during these events is also highly desired. Our School District and Harbor commissioners both had concerns and think that greater collaboration and attention should be given to emergency management led by the fire department. We spoke with one person who participated in the City's Disaster Council during the pandemic and they said, "*I was on the disaster council during the pandemic, but to be honest, I can't remember if the fire department was even on there."* It was clear that our community and City leadership want to see the FD take the primary leadership role in Emergency Management. At the line level, this would take form in the education, planning, and training of our community.

RECOMMENDATIONS

43. A. Create a job classification for Emergency Manager that works under the City Manager, or partner with a neighboring agency to share and split the costs for an Emergency Manager; OR

B. Prioritize Emergency Management at the Fire Chief and Division Chief level in the department, possibly tasking a DC over Training to include the City's Emergency Management or having the Fire Chief directly responsible; OR
C. Consider hiring a Senior Management Analyst to assist the Fire Chief or Division Chief in the coordination of the City's Emergency Management and report to the City Manager (preferred).

44. Utilize TEEX training to come into the City and conduct customized annual table top exercises on emergency operations. Possibly coordinate this effort as a closed session during strategic planning.
45. Educate and train the community on disaster response.
46. Re-activate and invigorate the Community Emergency Response Team (CERT) program.

# 10. COMMUNICATION AND COMMUNITY ENGAGEMENT

As one of the most frequently cited deficiencies recognized by the RBFD members themselves, City leadership, and the community, immediate attention must be given to finding new and consistent ways to engage the community. In furtherance of what was stated in Chief Kaufman's foreword, sitting back and resting on one's laurels because of a belief that everyone loves us, is a horrible strategy. The RBFD and fire service in general must take a few pages out of the law enforcement playbook and never sit idly by, taking what we believe to be inherent support for granted. The authors will not deny their particular bias and passion for community engagement, but take comfort in writing this section as residents of Redondo Beach.

The RBFD must become more agile, more flexible, and commit to being there, even when there is not a problem. Using the traditional refrain of, "we don't have the manpower" or "we didn't hire overtime" or "we can't pull a rescue or engine out of service" will not cut it. The community desires, and City leadership wants to see the RBFD out there, proactively engaging and promoting public safety. The RBFD must make connections, build relationships, take the lead on education, and truly show this community their ongoing commitment to service. As one can see by the quotations in the above sections, whether warranted or not, there is a perception of selfishness rather than selflessness on behalf of the RBFD. This is obviously in direct contradiction to what wearing the badge stands for. The RBFD should consider pushing the notion of looking for new ways to provide additional value in the community. Value in this sense means, going above and beyond to focus on those things that you can do, rather than only concentrating on what you have to do. This is the difference between being a proactive engager and a reactive consequence manager.

We discovered that the RBFD does a lot of things in the community that go unnoticed. Fire department personnel do some forms of community paramedicine (defined in detail below) although not via a department-wide or documented program. This happens with some of our Captains and paramedic crews that continually assist families with ongoing medical needs, or even families with disabled children that tend to respond well to the uniform. Chief Kauffman has seen fire department personnel teach CPR and first aid with extreme compassion, host vaccination clinics, and many of the crews willingly show up to community events. The FD also has an incredible "community relief fund" that they have set up and use to temporarily put people up in hotels if they have been displaced by a fire. The perception of a lack of engagement however, comes from the humble culture of the men and women in the fire service, a lack of a good cheerleader or advocate for these things they do beyond the radio call, and general inconsistency throughout the agency for the importance of community engagement. Community engagement should be considered to be a consistent part of the organization's culture.

Ironically, more community engagement will provide the avenue to make what is currently happening known to more people. Nobody really knows or understands the wide breadth of services and capabilities the RBFD has. No matter which direction the City goes in the future for fire services, those services should be judged by *value* and not just costs. The citizens of Redondo Beach should be saying that it is *our* fire department, and those are *our* firefighters and paramedics rather than referring to them as *the* fire department or *the* firefighters. Building and maintaining relationships through constant community engagement is hard work, and probably won't be at the top of the list of the things that the crews want to do, especially when it is asked to be done purposely during the normal course of daily duties. That work however, needs to be done now when there is not a problem or an emergency. When there is a problem, or even a looming scrutiny on FD, it might be too late.

The use of Body Worn Cameras (BWCs) may be an excellent way to document the many success and life-saving scenarios that the community and City leadership do not know about. Templates from the PD for policies regarding privacy, retention and use could be easily modified during the meet and confer process. BWCs would not only increase awareness about the awesome capabilities of RBFD paramedics, but it could also serve to decrease the City's liability exposure.

Proven community engagement programs like CERT, Explorers, citizen academies, internships, volunteer positions, reserve programs, community engagement boards, or even the creation of an RBFD Foundation would be excellent potential outlets for our community to become directly involved in the FD. Developing a volunteer core could be a win-win for the City and community, engaging citizens in the fire department and also staffing and serving as back-up to regular fire department personnel at community engagement activities and assisting in many administrative functions. For example, if on-duty fire crews were teaching CPR to a private community group, but had to leave to handle a call, their civilian counterparts working with them could continue the training until they return.

Relationships should be built with diverse groups, local churches etc., so that valuable interactions become the basis for strong community engagement and may have additional benefits such as creating avenues for diverse demographics to see themselves working for the department (will be discussed further in a later section). During the ZenCity survey when asked, "What is the most crucial aspect for the Redondo Beach Fire Department to improve?", we see the following response data:

The vast majority of respondents did not know what should be improved. The most frequent point of improvement was community interaction - increasing visibility and participation in the community

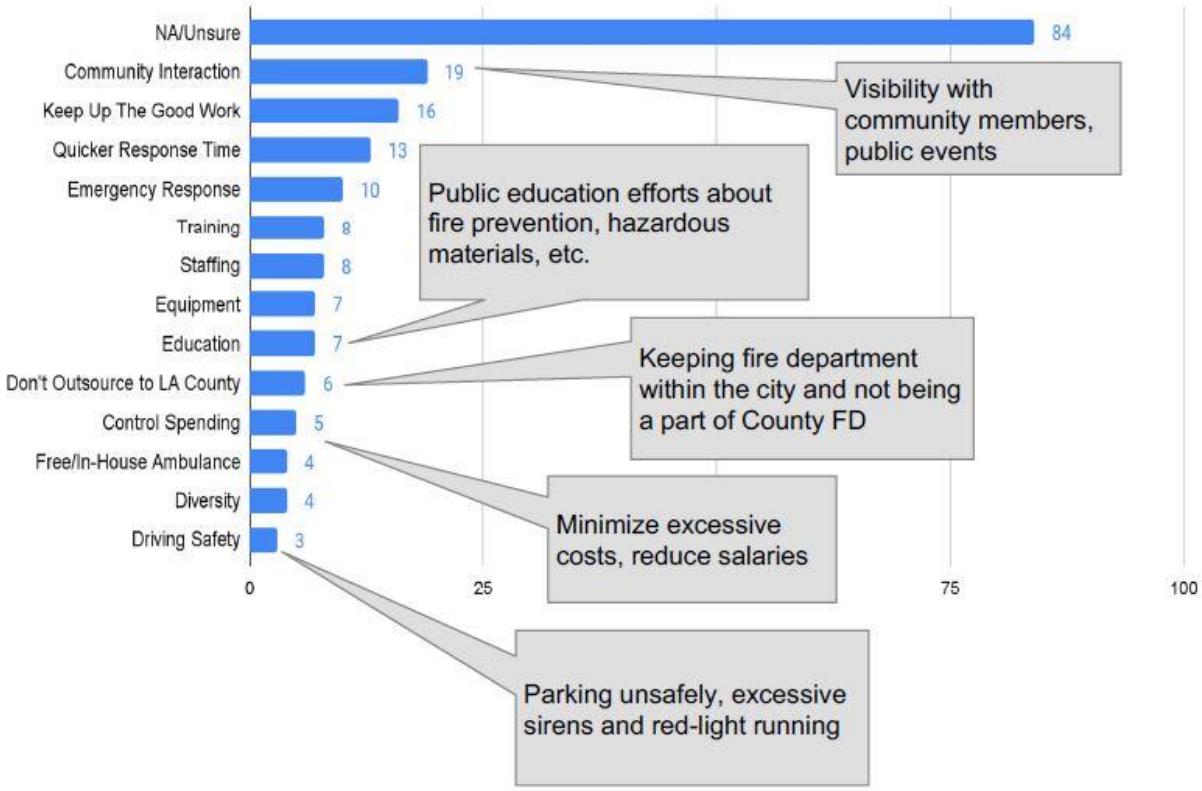



Figure 10.1: ZenCity Survey Responses on RBFD Areas for Improvement

COMMUNITY PARAMEDICINE

Many fire departments are doing what is called the "community paramedicine model." The community paramedicine model is well placed to facilitate greater integration between paramedic services and health, aged and social services. This form of community engagement incorporates proactive participation and inclusiveness and could greatly serve some of our most vulnerable residents like the elderly and homeless population.

A community paramedicine model would allow paramedics and emergency medical technicians (EMTs) to operate in expanded roles by assisting with public health and primary healthcare and preventive services to specifically identified populations in the community. The program could

identify particular underserved populations or specific patients that would normally not have access to healthcare or who over-tax FD resources with multiple calls. This is a proactive approach to service delivery and could provide great value to some residents.

## RECOMMENDATIONS

47. Create an organizational transformation of the culture and commit to real community engagement.
48. Involve the community and its stakeholders in the operations of the FD through programs like CERT, Explorers, Citizen Academies, engagement boards, educational campaigns, Foundations, hiring, and promotions.
49. Develop a culture that is agile and flexible with the ability to adjust quickly to any community concern.
50. Constantly survey the community to measure their levels of trust and ability to document safety concerns (e.g. ZenCity / ELUCD).
51. Promote engagement with diverse groups to better demonstrate a sense of inclusiveness and a willingness to have a department reflective of the community it serves.
52. Consider the use of Body Worn Cameras to document the many successes of RBFD.
53. Develop a civilian volunteer core that can serve at community engagement activities.
54. Explore the community paramedicine model.

# 11. POLICIES, PROCEDURES, AND ACCOUNTABILITY

The area of policies, procedures and accountability in the Fire Department's operations has been grossly neglected, unfortunately causing unnecessary liability exposure to the City. Whether having codified policies and procedures was just never seen as important in the agency, or they lacked administrative support or the administrative time based on the DC platoon schedule, the results have been extremely detrimental. From the City Attorney's perspective, the current and active policy and procedure manual for the Fire Department goes back to a 1956 version that was ratified by Council:

**2-4.01 Rules and regulations adopted.**

*The rules and regulations prepared and approved by the Redondo Beach Fire Department and submitted by C. E. Sneary, Fire Chief, to the Council on January 3, 1956, entitled "City of Redondo Beach Fire Department Rules and Regulations", dated January 3, 1956, consisting of twenty-one (21) pages, be and the same are hereby approved and adopted for the purpose of providing a guide on questions or problems which may arise in such organization and general rules covering the obligations and duties of members of said Fire Department.*

*The duties and responsibilities of Battalion Chief of the Redondo Beach Fire Department, submitted by H. V. Harrison, Fire Chief, on March 11, 1965, are hereby added to the "City of Redondo Beach Fire Department Rules and Regulations". (§ 1, Ord. 1521, as amended by § 2, Ord. 1873 c.s., eff. April 14, 1965)*

In the past six decades since Redondo Beach City Council ratified the existing RBFD policy manual, there have been new policy manual sections created, a plethora of administrative directives that came out to the department in form of memorandums, and various other forms of rules, procedures, or new best practices. There was no overhaul or official revision of the 1956 policy manual that was accepted by Council as required by the MOU. All of this led to a lack of accountability both because of a lack of official rules and the lack of written procedures on how two properly conduct personnel investigations consistent with the Firefighters Bill of Rights Act (FFBRA) and current labor law. This also spilled over into poor training documentation and probationer documentation. Before the recent hiring of 10 new firefighter-paramedics, all training forms, documentation of testing, and daily performance reports were updated and put into use. This was an emergency fix to limit the City's liability, but further examination should be given to the documentation of probationers and how that documentation relates to the ongoing annual evaluation of employees.

Thankfully, the fix is already underway and it started with the most current memorandum of understanding (MOU) between the Firefighters Association and the City, when it was agreed the Association and department would implement the standardized policy and procedure manual, known as Lexipol.

***SECTION 12 - FIRE DEPARTMENT RULES AND REGULATIONS 12.01*** *The City and the Association have agreed to use Lexipol as the guide for updated Fire Department Rules, Regulations, Operations and Procedures Manual policies and agree that the policy sections and subject matters listed in Exhibit B are not included in the Department's Manual.*

During the FY2021-22 budget, the Council funded the costs of the ongoing maintenance agreement to keep the updating of the Lexipol policy and the training of personnel going into the future. The City has retained our labor attorney to assist with the meet and confer process as well as the implementation of the policy. The first tier of policies is currently being worked on and with continued diligence by the RBFD, the DC's and our labor attorney, we expect to have full policy implementation by the end of the fiscal year.

During our interviews with members, it was clear that there is an overarching feeling of little accountability for problem employees, or at a minimum, very inconsistent handling of personnel issues. We heard from many members that *"There is no real punitive discipline" and "We don't train supervisors how to handle personnel matters",* or *"If we had rules, regulations, and standardized procedures, this could be a premier Fire agency."* From the City side, we heard that the perception was that the FD was *"run like a fraternity."* During the time of this assessment and up until the time that the recommendations of the assessment have been implemented, our labor attorney has helped create a temporary system that uses modified PD forms and the PD's Professionals Standards (Internal Affairs) Sergeant, to conduct FD personnel investigations that could result in punitive discipline. On September 21st of this year, mandatory training was conducted for all supervisors (Captain and above) on the policies and procedures covering personnel complaints, administrative procedures, and the discipline process. The training was long overdue and well received by FD supervision. Additional training sessions are now in the works.

Once policies and procedures are in place, leadership training should become a priority for the agency to empower supervisors to hold personnel to account. Holding fire department personnel accountable can be a difficult and sensitive task for Fire Captains and Division Chiefs because they essentially live with one another and there is little movement between the three shifts or the three stations. With respect to Station 3 in the Harbor, when asked who their immediate boss is, we got mixed messages or the default answer of *"whoever is the DC"* on that day (details to follow in the Harbor Patrol section). Members said things like*"Why do we have to pay out of pocket to attend leadership classes?"* and *"This department does not do a lot of leadership training. We have to do that training on our own time and hope that it is reimbursed."* All forms and processes for personnel investigations and accountability are also now in place. As detailed in the aforementioned public safety agency section, shared use of the PDs internal affairs investigator for FD personnel issues that could result in discipline, should remain firmly in place. The fair and consistent handling of these issues is of vital importance to overall accountability and morale.

During the recent processes for the hiring of new firefighter-paramedics and the promotional process for Engineer and Captain, it did appear that leadership was not one of the most important factors. The processes and culture looked at leadership, but did not place it first. Technical skill and ability to get along well in the firehouse seemed to be weighed as equally important, or even more important than leadership and accountability. Mitigations to the processes were immediately enacted to curtail this, but the future Fire Chief should pay particular attention to this.

Many of the members said there were unwritten or cultural rules for discipline which they described as the DCs using personnel movement from shift to shift. Meaning, personnel were moved off of a shift as an easy and informal form of punishment. Whether or not the practice is real is less important than the fact that it is a perceived form of cultural discipline. This is aggravated by the fact that members are not allowed to "bid" or pick shifts and DCs do not rotate between the shifts. Management's ability to move people around to balance out experience and leadership is crucial and allowing firefighters to bid or pick their shifts, even annually, may serve to reduce that practice. The balance between the preservation of seniority rights and management's authority to balance out experience has been mitigated in the PD through the MOU process. New employees sign onto the department in a status called "as assigned" for a period of three years. During their probation and for the remainder of the three year stint, management places them in the right shift, or even assignment, that best serves the needs of the agency and therefore the community.

## RECOMMENDATIONS

55. Consider making Policy / Procedure part of the job function of a DC of Administrative Services as described in the Leadership and Executive Branch Section.
56. Prioritize the full implementation of Lexipol.
57. Change City Ordinance 2-4.01 which set precedence for council's approval of policies and procedures. This responsibility should be on the Fire Chief in conjunction with the City Attorney, Human Resources, and the City Manager.
58. Further examination should be given to the documentation of probationers and how it relates to the ongoing annual evaluation of employees.
59. Promote accountability and continually train all supervisors on the policies and procedures related to the discipline process, especially as case law changes with respect to personnel issues.
60. Utilize the PDs internal affairs investigator for all FD personnel matters that could result in punitive discipline.
61. Pay attention to leadership and accountability in the hiring and promotional processes.
62. Implement a shift bid process on a minimum of 2-year cycle and explore having an "as assigned" clause in the MOU for probationary employees.

# 12. FIRE PREVENTION

Over the past few years, or more specifically in 2018 when the City created a fee schedule and started to charge citizens for inspections, the Fire Prevention program and inspection process has become a point of contention between some in the community, City leadership, and the RBFD. Much of the information below has been well documented and was cut and pasted from recent staff reports to council, decision packages, and budget response reports. Additional information and the laws surrounding fire prevention can be found in Appendix 9.

The RBFD Fire Prevention Division has served the community since the late 1960's providing fire inspections and plan review to the community. The primary goal of the Fire Prevention Division has been to reduce the number of fires in Redondo Beach and loss of life associated with those events. This is accomplished through the enforcement of the California Fire Code to new construction and the relevant sections to existing structures. The California Fire Code is developed from a universal building code and works to reduce the causes of fires as identified through data submitted by fire departments across the state and nation. These identified causes are then remediated through two primary strategies in the application of the California Fire Code:

1. Engineering the causes or risks of fires out of new structures. Fire Prevention accomplishes this through Fire Plan Check and confirming buildings are built to established standards.
2. Enforcing the applicable sections of the California Fire Code to existing structures through a Fire Inspection Program. The enforcement of Fire Code confirms that the community maintains fire protection systems, access and egress, and a multitude of components that have been identified through national data as the causes of fire loss.

The national Fire Prevention effort has been very successful at reducing the number of fires in the United States. The National Fire Protection Agency (NFPA) documented 1,065,000 structure fires in 1980 as compared to 481,500 in 2019 for the United States. This 54% reduction in the number of fires is primarily attributed to the two principal strategies listed above: engineering and enforcement of the Fire Code through Fire Inspections. During the annual Fire Inspections for Redondo Beach in 2020, 17% of the inspections generated a fire code violation. This is a significant improvement in Fire Code compliance from the start of the fee schedule in 2018 when 2,552 violations were located, or 56% of inspections generated a violation. The three most common Fire Code violations include Fire Extinguisher Maintenance, Fire Alarm Maintenance, and Extension Cord Use. These issues are required to be repaired by the responsible party within a reasonable period of time following the inspection.

The City of Redondo Beach is compelled by the California Fire Code and Health and Safety Code to complete Fire Inspections. The relevant sections of California Health and Safety code and California Fire Code (2019) are located in Appendix 9. The recent tragedy of The Ghost Fire in Oakland prompted the passing of SB 1205 to further elevate the accountability and responsibility to perform Fire Inspections. The California Health and Safety code sections

13146.2-13146.4 mandate the annual inspection of all multi-family dwellings (three units or more on a property including apartment/condominium complexes, hotels, motels, and lodging houses) and schools. SB 1205 mandates the reporting of the number of completed inspections to the governing body of the inspecting agency. Each year, the RBFD sends a Resolution to the council that meets this requirement and documents the rate of completion for mandated inspections.

The principal benefits of the Fire Inspection program for the residents and businesses of Redondo Beach include:

- Reducing the rate and magnitude of fires in the community.
- An intervention that prevents one of the most dangerous events facing our community.
- Members of the community all conform to the same level of safety standards.
- Firefighters becoming familiar with the layout of buildings during non-emergency conditions

The Fire Department has used several models to accomplish Fire Inspections during the fifty-year history of the program. A combination of dedicated sworn personnel, civilian inspectors, and line personnel worked to complete approximately 4,500 inspections annually. In 2017 budget constraints, a 34% (2010-2017) increase in emergency calls, and the inability to complete all of the required inspections prompted the City Council to adopt a fee schedule for Fire Inspections. This fee supported a reorganization of the Fire Prevention Division and permitted the Fire Department to hire additional personnel to help complete Fire Inspections. One of the two requested civilian Fire Inspector positions was hired to replace some of the positions that were de-authorized during the economic downturn of 2008 and never restored. Appendix 6 contains Budget Response Report (BRR) #6. This document provides an overview of the fee structure and how that fee compares to other cities. BRR#6 also proposed an alternative Fire Inspector pilot program that reduced the Fire Inspection fee by 50% for small businesses and three and four-unit townhome properties.

Fire Inspections are currently completed by a Deputy Fire Marshal, Fire Inspector (30%), and sworn line personnel (70%). Approximately 4,500 inspections are completed by 60 personnel on a digital platform (Streamline) that integrates third party billing (Fire Recovery USA) into an efficient, industry leading process. Fire Recovery collects on 97% of all Fire Inspection invoices. Of the 11,860 invoices created from the inception of the Fire Inspection Fee in 2018 160 have gone to collections, or a 1.3% rate of sending invoices to collections. This represents approximately $300,000.00 in annual revenue.

Irrespective of whether there is a change to the fire inspection fee schedule or some of the infrequent billing errors that have caused problems, the thing that appears to be the cause of all issues with the inspection program is a *lack of value*. This ranges from the citizens in a three

unit complex that sees a member of the RBFD walking around for 20-30 seconds and then receiving a bill in the mail, to a 500 square foot business being charged the same fee as a big box retailer. We did however hear from a restaurateur that was impressed with the inspection program but would like even more engagement by the RBFD. Because the annual inspections are required by law, the RBFD should use this time and opportunity to engage, going above and beyond by educating and assisting residents and business owners with their many questions, creating value through proactive prevention.

## RECOMMENDATIONS

63. Further explore changes to the fee schedule making it scalable to the actions taken by the RBFD.
64. Explore some type of Fire Inspector pilot program to be done by trained civilian personnel to lessen the load on sworn personnel and increase time that can be spent on inspections.
65. See Fire Prevention as the FD's opportunity to be proactive, educate, and train people in the community, thus providing further value.

# 13. HARBOR PATROL – FIRE STATION 3

The Redondo Beach King Harbor is a beautiful and unique gem in the South Bay and southern California. This micro-community within the City is well known to many of the City's recreational boaters, sailors, sport and commercial fishers, paddlers and patrons that frequent the lagoon or the many restaurants and bars around the pier. The area provides for many public safety challenges and concerns that warrant its own individual analysis apart from the rest of the assessment commissioned for the RBFD. To accomplish this, we took a similar approach and conducted additional interviews with multiple harbor commissioners (City leadership), all of the marina managers, representatives of some of the clubs, recreational boaters, and liveaboards (Community), and all of current Harbor Patrol (HP) personnel from the RBFD perspective. The Harbor patrol was a major topic raised both by City leadership and many if not most of the RBFD members we spoke to during the assessment interviews. The following is what we discovered:

*****NOTE: Statements and quotations provided during interviews and surveys are merely a basis for the creation of priority areas to focus on. They should not be considered factual unless proven by further investigation, data, and evidence.***

## CITY LEADERSHIP / COMMISSIONERS INTERVIEWS:

*"I've got big issues with the Harbor Patrol."*
*"We should just be contracting with the County."*
*"When the old stand alone 'Harbor Patrol' combined with the FD, we lost some services."*
*"There is no towboat company or service so we use Harbor Patrol."*
*"We need to make sure the Harbor Patrol is represented in City decisions in the Harbor."*
*"I would like to see more input from the FD early on projects. This is much more important than inspections after the fact."*
*"There probably should be a Harbor Master."* (high frequency response)
*"We can do better with the Harbor. It's an underutilized asset. A Harbor Master could do it."*
*"I see them patrol around, but there is no real engagement in the Harbor."*
*"Towing seems to be their primary function. We don't have SeaTow (private boat tow service)."*
*"I think we need a 24/7 presence."*
*"They should be doing more boat inspections and having 'safety days' like the Coast Guard Auxiliary."*
*"I'd like to see programs that hand out spill kits or do trade-ins for life jackets."*
*"Walk the docs and inspect every boat."*
*"Accessibility is the most important thing."*
*"They should patrol more often and we should have someone 24/7 (perspective of a commissioner that doesn't realize they are there 24/7)"*
*"I call the landline 310-318-0632 but nobody ever answers. I really don't know what number to call to get a hold of them."*

## KING HARBOR COMMUNITY STAKEHOLDER INTERVIEWS:

*"People don't realize that besides boaters we have paddlers, anglers, spearos, yacht clubs, sailors and outriggers."*
*"20 knot wind days are frequent and are problematic for our inexperienced boaters and sailors."*
*"We just can't cut back on our level of service. I understand that the LA County Lifeguards are generally here, but we can't count on them."*
*"Towing boats saves lives."*
*"They need to come to club meetings and talk to recreational boaters and the businesses."*
*"Any reduction in services will cause representatives of this community to come out en masse."*
*"The HP understands sailing, racing, and paddling and they service the specific needs of these communities."*
*"You can't put a price on getting a hold of people to take care of specific issues."*
*"When the Harbor Master position went from Pitzer (original HP) to Madrigal (past Fire Chief), it dropped off. We need a Harbor Master."*
*"Their morale sucks."*
*"We don't need a Harbor Master from the FD, it should be from the PD. We need enforcement."*

## RBFD MEMBER INTERVIEWS:

*"Station 3 is the most proactive fire station we have."*
*"There is no continuity of training."*
*"The community and the politicians have no idea what we do."*
*"Even the rest of the FD doesn't know what happens in the Harbor."*
*"We should be exploring community paramedicine to use as preventative healthcare in the Harbor."*
*"My expectations were much higher (working Harbor Patrol). It's very disappointing."*
*"Why do we need a Captain for every boat officer?"*
*"90% of personnel issues are caused by 10% of the personnel in the Harbor."*
*"We should have a rescue swimmer program."*
*"We have a high level of service down here."*
*"We used to have empowerment, but not so much anymore."*
*"There is no true Harbor Master and the Chiefs don't have the background."*
*"Our relationship with the Lifeguards is excellent."*
*"We are continually missing out on grant opportunities."*
*"We lack an information management system to track all of the boats."*
*"We have ideas but can't get things done because of the roadblocks."*
*"Our core mission is ocean rescue and boating safety."*
*"We are kind of like Park Rangers."*
*"We need someone like a Harbor Master to set the vision in the Harbor."*

## BRIEF HISTORY

The Harbor Patrol has a long history of public safety in the City that has ranged from being part of the police department, the fire department, and an independent Harbor Patrol with a Harbor Master. In 1996, the Harbor Patrol was disbanded and rolled into the Fire Department. The Harbor Master became the job of the Fire Chief. One of the original Harbor Patrol officers with the peace officer certifications necessary, became a firefighter in the transition to the FD and remains today as a Boat Captain. He is the only one of the six that does not have a paramedic license. The former position of Sergeant in the police department was passed onto Sergeant in the Harbor Patrol, and then became a Captain in the fire department.

Harbor stakeholders say they noticed a marked change over the years since the transition to the Fire Department. Specifically, the model change to the FD has had the greatest impact on enforcement. Marina managers were quick to point out that today's Harbor Patrol no longer has dive capabilities and they will not recover a sunken vessel as they did before which managers say happens annually, especially during heavy rains. The new norm is waiting sometimes up to two days for a private salvage company to respond, all the while contaminants from the engine and gas tanks pour into the Harbor. They want to see this service restored.

Although the FD personnel previously had peace officer certifications (Penal Code 832), and could carry firearms, they did little to no actual enforcement. The majority of their work was centered on boating safety and marine rescue. It was immediately determined that the City was greatly exposed to liability by having armed "Harbor Patrol Officers" who rarely if ever trained in police tactics and had no intermediate means of less than lethal force options. In 2017, a landmark case would once again change Harbor Patrol's function.

The Redondo Beach City Attorney was following a case called the People v. Pennington for quite some time. Pennington had been arrested by the Santa Barbara Harbor Patrol for assault on a peace officer. The CA Supreme Court reversed Pennington's prior conviction of misdemeanor battery of a peace officer, holding that the People failed to prove that the victim, a member of the City of Santa Barbara harbor patrol, was a "peace officer" within the meaning of Cal. Pen. Code 243(b). The Court concluded that a harbor patrol officer must have the primary duty of law enforcement to be a peace officer; and (2) the People in this case did not prove that the primary duty of the harbor patrol officer battered by Defendant was law enforcement.

It was decided by City management and the City Attorney that the City was exposed to major liability having firefighters working as Harbor Patrol officers who were armed and whose primary job function and training was nowhere near 51% law enforcement related. Enforcement was removed from the job function of the FD, the PD purchased a boat with restricted asset forfeiture funds and trained their assigned pier personnel on maritime enforcement.

Today, public safety response capability in the Harbor consists of a 24/7 FD Harbor Patrol boat staffed by two firefighters, 24/7 LA County Baywatch boat staffed by two lifeguards, and four

police officers who staff the PD boat mostly during seasonal daytime hours when they are not responding to other calls in the pier area.

## PERSONNEL

The Harbor Patrol, or Fire Station 3, is staffed on a 24/7 basis by one Captain (officially called Deputy Harbor Master / Boat Captain) and one Firefighter-Paramedic (officially called Harbor Patrol Officer). Since there are 3 platoons and they work the RBFD 48/96 platoon duty schedule, this means there are a total of six personnel working in the Harbor; three Captains and three firefighter-paramedics. After the transition from a stand-alone Harbor Patrol to the FD, the special FD job classifications were created for Deputy Harbor Master / Boat Captain and Harbor Patrol Officer.

The MOU reads:

> **1.04** *The Department has previously created a new classification entitled Harbor Patrol Officer assigned to this bargaining unit and subject to this memorandum of understanding (MOU) with base pay levels on exhibit A to this MOU the same as Fire Engineer and Fire Fighter/ Paramedic. No additional assignment pay shall be applicable. The side letter signed December 17, 2013, titled "Harbor Patrol Sergeant Relief" is hereby replaced in full and is therefore null and void.*
>
> **1.05** *The classification of Deputy Harbor Master/Sergeant has previously been retitled Deputy Harbor Master/Boat Captain with base pay levels on exhibit A to this MOU the same as Fire Captain. No additional assignment pay shall be applicable.*
>
> ***11 .01*** *The Fire Chief may designate up to three employees to develop and maintain qualifications for Harbor Patrol Officer and these employees shall receive Qualification Bonus Pay of $75.00 per month.*

The aforementioned classifications and the required specialized training associated with them have caused major recurring issues inside the department. By title alone, the personnel in the Harbor are seen as different, besides the fact that "Harbor Patrol Officer" has just been further defined by the CA Supreme Court and the City clearly doesn't meet the definition. We commonly heard that the HP personnel feel disconnected from the rest of the department and that their job function is highly misunderstood. The rest of the department holds a certain level of resentment for what they consider a very lax assignment with an extremely reduced workload. Years of this has created unhealthy silos that should be immediately dismantled. The FD should see the Harbor as a specialized response unit that provides additional career opportunities and we think the specialization, if kept with the FD, should be marketed and used to attract potential candidates to the department.

During discussions with the personnel, the Boat Captain position is largely that; the captain of a boat. The issue, as our research has identified, is that the Captain portion of the label should be coveted as a front line supervisor, not just just a boat operator. This is not to suggest that a Fire Captain is even needed in the unit, but that if a person holds that rank as they currently do, there must be a clear expectation that the Captain is the front line supervisor and not just the Captain of the boat. Based on past and recent personnel issues out of FS3, this is not the case.

Compounding the disconnect is the 3-shift platoon system and issues described at the beginning of the assessment that have put Station 3 and the Harbor Patrol a little further out of sight from a supervisory oversight perspective. Evidenced by the fact the personnel in the Harbor actually had inconsistent answers about who was actually their supervisor in charge of the Harbor. The anonymity of working at Station 3, with no real clear supervisory oversight over the unit, has resulted in far too many serious personnel investigations, yet the system was still left intact.

No matter what option is implemented in the Harbor, they need a clearly identified direct supervisor that oversees the entire operation, not one supervisor (Boat Captain) that oversees each Harbor patrol officer. The supervisory control is technically, by current definition but not necessarily by practice, far too great on a 1 : 1 ratio. The management level span of control (DC or higher) is far too little given that the dedicated Harbor Master (besides the title being given to the Fire Chief) position does not exist and nobody is really overseeing Station 3 and the operation of the Harbor Patrol.

Although the positions and minimum staffing levels are tied to the MOU, there appears to be mutual support from RBFA and members of all ranks to open the MOU and address all of the disparities that have caused so many issues over the years. One glaring example is in the promotional process for the positions. There are really only three HP officers at any given time that meet the qualifications to take and pass the HP specific portion of the promotional test for Deputy Harbor Master/Boat Captain. Rather than opening up the positions to the entire agency, and testing for Captain, the field is narrowed to three. Interim Chief Kauffman is currently dealing with two formal grievances brought by HP personnel that did not get promoted. Even worse, there are legitimate concerns from members about what they were actually supposed to prepare for in order to be successful in the promotional process.

There is no reason, we can think of, why these positions can't be labeled the same as in the rest of the organization with Captains and Firefighter-paramedics, merely holding additional certifications and/or being paid an additional incentive. Someone that is selected for these positions could be trained after the fact, over a probationary period of time, rather than being required to possess such qualifications prior to appointment. To put it bluntly, the Harbor Patrol and Station 3, whether intentional or not, have created their own system and rules, completely separate from the rest of the organization that really only benefits the six personnel working at FS3.

## WORKLOAD ANALYSIS AND RESPONSE DATA

A statistical analysis for every call that occurred in the Harbor over the past 5 years was conducted.

| Harbor Patrol Call Data | | | | |
|---|---|---|---|---|
| | 911 Calls | Officer Initiated | Dispatch/HP 7 Digit Lines | Total Calls |
| 2016 | 34 | 11 | 274 | 319 |
| 2017 | 36 | 8 | 289 | 333 |
| 2018 | 48 | **527** | 225 | 800 |
| 2019 | 43 | 467 | 166 | 676 |
| 2020 | 36 | 787 | 246 | 1069 |
| 5 Year Total | 197 | 1800 | 1200 | 3197 |
| Call Rate (one call every) | 9.3 | 1 | 1.5 | |
| 5-year Average Calls per 24 Hours | | | | **1.8** |

Figure 13.1: Total Harbor Patrol Calls, Call Rate and Five Year Average

Because of the marked difference in daytime calls versus nighttime calls, this report breaks down the data into those categories so that they could be compared against each other and the totals. In these tables, 911 calls are those received into the dispatch center and broadcast to HP. Officer initiated calls are incidents put out over the radio into dispatch (mostly by HP monitoring marine radio VHF Channel 16), and finally telephone calls are landline calls into a station or dispatch.

| Harbor Patrol Call Data<br>Daytime (0700-1900 hrs) | | | | |
|---|---|---|---|---|
| | 911 Calls | Officer Initiated | Dispatch/HP 7 Digit Lines | Total Calls |
| 2016 | 28 | 6 | 231 | 265 |
| 2017 | 29 | 5 | 249 | 283 |
| 2018 | 41 | **500** | 197 | 738 |
| 2019 | 35 | 434 | 137 | 606 |
| 2020 | 30 | 752 | 203 | 985 |
| 5 Year Total | 163 | 1697 | 1017 | 2877 |
| Daytime Call Rate (one call every) | 11.2 | 1.1 | 1.8 | |
| 5-year Average Calls per Daytime | | | | **1.6** |

Figure 13.2: Daytime Harbor Patrol Calls, Call Rate and Five Year Average

| Harbor Patrol Call Data | | | | |
|---|---|---|---|---|
| Nighttime (1901-0659 hrs) | | | | |
| | 911 Calls | Officer Initiated | Dispatch/HP 7 Digit Lines | Total Calls |
| 2016 | 6 | 5 | 43 | 54 |
| 2017 | 7 | 3 | 40 | 50 |
| 2018 | 7 | **27** | 28 | 62 |
| 2019 | 8 | 33 | 29 | 70 |
| 2020 | 6 | 35 | 43 | 84 |
| 5 Year Total | 34 | 103 | 183 | 320 |
| Nighttime Call Rate (one call every) | 53.7 | 17.7 | 10 | 5.7 |
| 5-year Average Calls per Nighttime | | | | **0.2** |

Figure 13.3: Nighttime Harbor Patrol Calls, Call Rate and Five Year Average

This call data is very concerning when balanced against the expense and dedicated 24/7 resources. Based on this assessment and the information gathered, stakeholders want the same level of service, but the City should use this data to weigh the actual response numbers against the amount of resources and costs. **During nighttime hours (7pm to 7am), on average Harbor Patrol officers initiate one call every 17.7 nights, and handle one call in total every 5.7 nights. On a total 5-year average for a 24-hour period (Figure 13.1), they get one 911 call every 9.3 days, initiate one call a day and annually respond to 1.8 calls per day.**

The data showed a very strange jump in the call numbers as highlighted in 2018. Investigation revealed that in 2018, the HP began broadcasting all self-initiated activity over the dispatch radio and those calls are subsequently now captured by data in the computer aided dispatch (CAD) system. Our research revealed that this was not really an increase in the HP's workload in the Harbor, but rather just a new standardized practice of putting calls over the radio rather than just monitoring traffic on VHF marine channel 16 and responding.

Seasonal activity in the Harbor differs greatly during the summer months and also during weather events. HP sees both extremes. During a busy 4th of July weekend or on a major summer holiday, they are out proactively encouraging safety and responding to or initiating calls for much of the day. During weather events in the winter, they may never get a call. There is no denying however, that the one call may result in a heroic rescue response which otherwise would have resulted in loss of life. This fact cannot be denied and must factor into future decisions in the Harbor.

During interviews it was clearly determined that the clubs and recreational boating community are in strong support of having a 24/7, Fire Department run, Harbor Patrol. They are not as

interested in enforcement or police presence, and would prefer leaving the current model alone. Boat towing is seen as a service that would lead to grave emergencies if it was not done by the HP. It was often mentioned that SeaTow or a similar private service was not available in the Harbor. It was reiterated that many recreational boaters in the Harbor are very inexperienced and do not boat or sail frequently. Often, they will exit the Harbor, turn north, and be in a dire situation near the breakwall if they have a mechanical failure or operator error.

The marina managers however, see the HP under the Fire Department as hamstrung, somewhat ineffective and inattentive to their needs, and they believe that the Harbor needs continual law enforcement. They preferred the prior system with a stand-alone Harbor Patrol and dedicated enforcement. They want every boat inspected, and the community proactively engaged. They are not in favor of a Harbor Master unless the position is enforcement focused or assigned to the PD. They want to see more boater education in addition to the inspections, and officers out walking the docs looking for criminal activity, unusual things, or even just engaging with the boating community.

As directed by Council, Interim Chief Kauffman reached out to the Los Angeles County Fire Department, specifically Chief Fernando Boiteux, who oversees the Lifeguards and the Baywatch boats. While discussing models of potential shared services, it was made clear that the County was willing to entertain any and all options for shared services ranging from certain hours, certain days, or certain seasons, up to and including contracting with them for total services in the Harbor. As mentioned above, the LA County Lifeguards staff a two-person Baywatch boat that is stationed in the Harbor at the public safety docs. We monitored Harbor patrol activities and found that the current relationship between Baywatch and HP is excellent. Both boats work together closely and back each other up most of the time when they are available. HP members warned that during the summer, Baywatch spends much of their time away from the Harbor, supporting lifeguards up and down LA County's beaches. The authors caution that reliance on Baywatch during daytime hours, especially in the summer, could cause gaps in response capability.

When evaluating the response capabilities of the HP and/or the Lifeguards, it is important to understand that save for one Boat Captain, the City's 5 other personnel are certified firefighter-paramedics, as opposed to the County's Lifeguards/EMTs. HP is trained and equipped for advanced life saving (ALS) response, both on the water and landside. Their use landside however, has been historically restricted because they are what the industry calls an "assessment" unit, meaning they are paramedics, and carry drugs and other life saving equipment, but they do not carry advanced narcotics or antidysrhythmics for heart issues like the other two Rescues out of FS1 and FS2. This brings us back to the fact we have not had EMD trained dispatchers and a tiered dispatch system. The HP can go to a call and "assess" the incident. If it is a basic life saving (BLS) incident, they can take over care and handle the call. However, if it is ALS, a rescue from another station must be dispatched, further stressing the larger response system and relationship between Station 3 and the rest of the organization.

The options to fix this are laid out in the Efficiency and Service Delivery section. The other option however, would be to make the HP a full ALS paramedic response and provide them with the additional narcotics. More than just adding an additional Pelican case of drugs, the challenge lies in the County's and the DEA's strict rules and auditing for storage, daily accounting, use, and expired rotation of the narcotics. With a change in oversight and supervision of the unit, a change in the HP's response capability would add additional value to Redondo Beach. Coupled with the aforementioned details in the Response Times and the Efficiency and Service Delivery sections, we would recommend having HP respond landside as a fully capable third Rescue to assist the rest of the department with the increasing medical response call load. Without tiered dispatching, we must also address the challenges associated with waterside coverage when HP personnel are landside on calls or responding with patients to local hospitals, but that could be done with the County, or when the PD boat is out working.

Research through the City Attorney's office revealed that although the County contributed to the construction of Fire Station 3, no contractual agreement existed or MOU was ever made defining the County's use of the space. Currently, the two on-duty lifeguards use the bottom portion of the old station 3 as an office with a sleeping quarters and a bathroom facility, and also occupy the rooms on the first level of the new Station 3 building and have use of all of the amenities there. The County parks the Baywatch boat in a slip at the public safety docs. Based on the recent quote for the replacement of those docs, that boat slip is pretty expensive. Any option exercised by the City to include all or some of the County's services, should be monetarily analyzed against the costs for their 24/7 use of these spaces. Chief Boiteux is aware of this and would also like to move forward with an MOU regardless of what direction is decided.

Here is a five year snapshot of the basic costs for Harbor Patrol:

| RBPD Harbor Patrol Expenses | | | | | | |
|---|---|---|---|---|---|---|
| Organization | Object | 2017 | 2018 | 2019 | 2020 | 2021 | 5 Year Total |
| *Fire Department* | Full-Time Salaries | $ 745,366 | $ 672,003 | $ 741,591 | $ 771,999 | $ 780,787 | $ 3,711,746 |
| **Harbor Patrol* | Part-Time Salaries | $ 18,280 | $ - | $ - | $ - | $ - | $ 18,280 |
| | Overtime | $ 288,003 | $ 416,933 | $ 376,233 | $ 363,104 | $ 438,527 | $ 1,882,800 |
| | Vac/Holiday & Other Comp. | $ 74,890 | $ 67,043 | $ 6,536 | $ 18,343 | $ 20,341 | $ 187,152 |
| | Fringe Benefits | $ 564,999 | $ 560,235 | $ 1,952,833 | $ 1,806,354 | $ 720,182 | $ 5,604,604 |
| | Maintenance & Operations | $ 53,516 | $ 78,530 | $ 84,031 | $ 50,236 | $ 51,945 | $ 318,258 |
| | Internal Service Funds | $ 394,874 | $ 435,522 | $ 465,678 | $ 384,877 | $ 274,924 | $ 1,955,875 |
| | | **$ 2,139,928** | **$ 2,230,266** | **$ 3,626,902** | **$ 3,394,913** | **$ 2,286,706** | **$ 13,678,715** |

Figure 13.4: RBFD Harbor Patrol Actual Expenses

**Finally, City leaders must account for future changes that will inevitably come to the Harbor.** Commissioners, community stakeholders, and the Harbor Patrol are well aware of the increased demands on public safety currently afoot because of things like the Beachlife festivals, paddle boarders, and concerts on the pier and now on the water, just to name a few. If the City enters

into any new form of development through the Harbor Amenities plan, or merely adds a boat ramp or convenient dinghy dock, demands on public safety will increase. Decisions made today must account for the public safety response in the future. Of major concern is the age and constant maintenance issue with the primary FD boat (801). Any decision to continue with our own fire personnel must include the replacement of this boat.

Rather than numbered recommendations of which there are many, we see that the best approach to address Harbor Patrol is by presenting various options that could be selected on their own, or as a hybrid of two or more.

**OPTION 1**
Leave the current configuration of the Harbor Patrol as is.

**OPTION 2**
Further explore contracting with the LA County FD, Lifeguard Division, for Harbor response. This would have to include opening the MOU and addressing the language in Minimum Staffing (Section 1) and all language and classifications dealing with the HP personnel. Add a private boat towing service.

**OPTION 3**
Switch to a 12-hour (am) 7-day a week operation with potential seasonal deployment enhancements for holidays and special events, and; contract with the County for nighttime coverage in the Harbor with their two on-duty personnel and Baywatch boat stationed there. Open and address Minimum Staffing in the MOU.

**OPTION 4**
Keep the 24-hour schedule (48/96). Open the MOU and remove the "Captain" (Deputy Harbor Master/Boat Captain) rank entirely and replace those three positions with firefighter-paramedics. These positions could be FFPM's with additional training incentives, or reclassified as Boat Mates.

Have members deploy at FS 3 from 0800 until 2000 hours. At 2000 hours, members go to FS 2 (or FS 1) and staff an additional Rescue. If a significant incident requires Boat response, it can be handed by Lifeguards under contract, or members can be dispatched back to FS 3.

**OPTION 5 (Preferred)**
Remove the name Harbor Patrol from everything, open the MOU, and reclassify the positions to FFPM's or Boat Mates as described in Option 4. Keep the 48/96 platoon deployment and staff with 2 FFPMs per shift (no captains). Have FS3 equipped with full ALS response capability both on the water and landside as an additional or third Rescue, using their current SUV assigned. Redraw the landside Rescue response area to include the entire Harbor, Pier, and/or portions of District 1 and 2 based on a detailed 5 year EMS call analysis. Possibly, 190th to the north, PCH to the east, and Torrance Blvd to the south. Note: The FD does not dispatch by smaller

‘reporting districts’ like the PD, so to retrieve data on how many medical calls would happen in this area, further analysis must be done by looking at the addresses on every street.

Make one of the DCs (if on a 40-hour week) or a Captain in the PD over the Pier area the Harbor Master.

**CONCLUSION**

Maintaining the status quo in the Harbor Patrol (Option 1) is consistent with community expectations of a premium level fire service deployment. However, given the real data and other factors in play, keeping in mind the need to maintain public safety infra-structure in the Harbor to respond to future growth in this area, it is the opinion of the authors that Option 5 is the preferred course of action.

# 14. OTHER OBSERVATIONS

DIVERSITY

The City is currently engaged in litigation where the Department's alleged lack of diversity is a significant issue. Diversity in a modern fire department is more than just numbers. The resolve to create a culture and workforce ***that values*** diversity and inclusivity can only be accomplished with deliberate and purposive actions. There must be a concerted effort in the recruitment, hiring and retention of a diverse workforce. There should be goals established to meet that objective.

A renewed dedication to community engagement will allow the diverse population of Redondo Beach to talk, build relationships and potentially see themselves in this field. Many agencies in public safety rely on antiquated recruiting efforts that do not capture the attention of many potential candidates. One of the most powerful ways to increase application rates is to focus on "attracting" candidates rather than traditionally recruiting them. After all, the competition for candidates can be fierce amongst agencies. Without proper marketing and branding, decisions about which agency a candidate decides to apply with could come down to contractual numbers. Many would agree that the attraction to an agency would be greater if the candidate's decision to apply is based on the *value* the department provides, rather than the dollars they pay.

The RBFD is currently working on the creation of an Explorer post that would help build up a "farm team" of the community's youth who could be mentored into the career. Purposely engaging the faith-based community, women's groups and athletic programs, or historically black colleges is an excellent starting point. A cultural shift within the Fire Department towards standardized community engagement will create avenues that showcase the agency's value and attract more candidates to the RBFD.

RECOMMENDATIONS

66. Increase recruiting efforts through engagement with diverse segments of the community, maintaining the firefighter-paramedic hiring requirements.
67. Start an Explorer, Cadet, Reserve or Intern program that would allow the Department to work with candidates from the community and sponsor them through paramedic school, avoiding the costs for salaries and overtime backfill.

TRI-CITY CONCEPT

During discussions between the city management and fire departments of Redondo Beach, Manhattan Beach, and El Segundo, it was suggested that one chief officer (DC or Battalion Chief) could be on duty for larger scale response purposes for all three fire departments. This

would place the span of control at 6 ½ fire stations, which is consistent with local, larger fire departments. Using our current level of chief officer manpower, this would result in two DC's being placed on an administrative work schedule consistent with normal business hours and the Fire Chief. Presumably such a schedule results in less down time (meals, sleeping etc) than a platoon duty schedule, and is more receptive to the needs of the agency, the community and elected officials**.** It is recommended that this cooperative agreement between Manhattan Beach and El Segundo continue to be explored and discussed or even expanded to Torrance. **It is not suggested that Redondo Beach would save any significant money by entering into an MOU and sharing chiefs, however, we would suggest that major gains in operational efficiencies would occur. Any increases in personnel efficiency could be directed towards fixing much of the dysfunction created by the current three DC system.** There are still some significant issues to be worked out if this moves forward, and the main one is regarding staffing and our return on the investment. The RBFD is now 100% staffed and we have three chief level officers. At the time of this writing, Manhattan only has acting battalion chiefs, and El Segundo has one BC and one BC they brought in temporarily from the outside, and their other BC is now the Acting Fire Chief. This does not question the competence of these personnel, acting or otherwise, to respond to an emergency, but PERS rules limit acting assignments to six months, potentially causing frequent rotations at the command level. Those agencies are currently testing for those positions. It was interesting to note that during initial meetings with the neighboring Chiefs and their battalion chiefs (BC), everyone agreed that the current three BC or DC system at each department was redundant and not an effective use of chief-level executives.

This program could be piloted for a defined period of time by entering into an MOU with other cities. Further efficiencies and major cost savings could occur in subsequent phases by further defining the shared work and responsibilities of the other DCs, administrative staff, and response models. The Torrance Fire Department, who is currently the Area G coordinator for mutual aid, was not part of the initial Tri-City discussions, but we believe that they should be.

## LADDER TRUCK

Beginning on July 1, 2020 with the new MoU between the City and the RBFA, the RBFD reduced their staffing on the Ladder Truck Company by removing one firefighter from the company (each shift). Previous staffing levels were; 1 Captain, 1 Engineer and 2 Firefighters. Truck Company operations are frequently complex and require the efforts of a coordinated and trained crew. The nature of an escalating structure fire frequently requires the Captain to assume the duties of initial action Incident Commander (IC) or division or group supervisor within the incident command system. The Engineer's engagement into the firefight is frequently delayed as he/she is spotting the apparatus for use of the aerial ladder, and securing said apparatus prior to joining the crew. So, by removing 1 firefighter from the company, they have effectively cut their initial "firefighting" manpower by 50%.

It also appears that RBFD standard operation guidelines for truck company operations were not changed to compensate for this reduction in manpower. This deficit would have a particularly negative impact in the initial stages of a multi-story residential fire where the truck company usually conducts vertical ventilation operations. These operations facilitate the interior fire attack team, reduce backdraft/flashover potential and significantly increase survivability for any trapped occupants. Under the current staffing model all of the alternative manpower options (using members from an engine company, or rescue) would, at best, result in a significant delay as compared to returning the staffing level back to 4 members.

Referring back to Unit-Hour Utilization, the ladder truck responded to 1640 calls in 2020. It should be noted that the reduction from 4 personnel to 3 has a significant impact on fire fighting, but very little impact when the truck is used to back up the rescue on medical calls which make up about 70% of the work.

LEAVE TIME

After discovering that the RBFD had spent over $3.7 million in overtime in FY2020-21, besides the unfilled vacancies which was previously described, we examined the procedures and processes for taking time off. The RBFA MOU has a detailed section on 'shift swapping' but nothing with respect to taking time off. Leave time scheduling rules can be found in the Manual of Rules and Regulations, but they are not necessarily followed. Leave time is discussed by the RBFD Staffing Committee, made up of a station Captain and members of the RBFA. We were rather shocked to discover that there are no real approvals for taking time off. The general practice is that the employee enters the time they want off in the 'Telestaff' system and if it takes it, they get the time off.

Here are a few of the important points that can be found in the rules:

**Section 7.01 GENERAL RULES, LEAVE TIME SCHEDULING**

*7. A maximum of ten (10) persons shall be allowed to request leave time for any one shift. The mandatory list will be used if necessary when filing the first five (5) requests. The balance of requests (6-10) will be filled from the voluntary list only.*

*B. 48 Hours Leave Time Provision:*

*1. Not to exceed 4 consecutive shifts*

*2. Requests entered 48 hours in advance will utilize the mandatory list if necessary and when in compliance with A-1d.*

*3. Requests entered less than 48 hours may be filled from the voluntary list only.*

Basically, as long as an employee puts in their request for time off more than 48 hours in advance, the Department and the 'Telestaff' rules will give the person the time off, open up the overtime, and then mandate someone to fill it, if it is not filled voluntarily. If the request was done in less than 48 hours, the system will open up the overtime but not mandate that

someone work the shift. As long as someone works the overtime, the employee gets the day off.

The practice of having a Division Chief sign off on leave time in excess of two consecutive 'sets' (96 hours), was abandoned under the former Chief. During a recent staff meeting, it was interesting to hear that rule changes were being discussed that would obviously impact working conditions and management's need to run the organization.

Even when the department was running short of 10 sworn positions for an extended period of time, forcing mandated overtime with such frequency that the crews were getting burned out, there was still no change to the leave time rules. Even more disturbing, there does not appear to be any consideration to the amount of money in overtime that is spent, and it is definitely not a factor in determining if someone can take time off. An entire analysis could be done on all of the tricks, tips, unwritten rules, and methods involving time off and overtime in the fire department. What does not really exist is the role of Fire Department management to regulate time off to run the agency and use management rights to positively affect the wellness of the employees and provide some level of fiscal responsibility for the City.

RECOMMENDATIONS

68. Work with the RBFA to codify time off rules in the MOU that strike a better balance between the employee's right to time off and running a fiscally responsible fire department that takes wellness into consideration.

# CONCLUSION

The assessment has revealed a Redondo Beach Fire Department that is loved by the community it serves, but one that can improve awareness through better communication and engagement. While community trust and sentiment is high, those feelings are not necessarily shared by City leadership who lacked confidence in the department's ability to progress and provide added value to the citizens of Redondo Beach. From within the walls of the RBFD, we discovered incredibly dedicated public servants who believe the RBFD can be an absolute premier level department, but who are in need of vision, strategic planning and strong leadership to break free from some of the cultural norms that have caused stagnation and inaction.

Eight key priority areas were developed that represent the concerns and expectations of the stakeholder groups. Save for the appointment of the next Fire Chief, all of the pieces of the organizational puzzle are currently there. Other than glowing deficiencies in administrative personnel, the RBFD is now fully staffed. The arrangement of the sworn personnel, especially with respect to the Division Chiefs, does not provide the efficiency that City leadership expects and the community deserves, nor does the organization of personnel resources promote organizational continuity for the members. We did not unveil information or data showing the need to increase the sworn complement without first addressing changes to the service delivery model to increase efficiency with current personnel.

The next Fire Chief will need to break some of the historical cycles of infighting at the Division Chief level, set clear expectations and rearrange their schedules and job functions in order to support a clear vision for the organization. A failure to focus on this has created internal power struggles and the single biggest issue discovered that has stifled the forward progress of the agency. This has the RBFD currently stuck in the role of "consequence management," handling issues as they come in daily, while failing to focus forward and even around the corner into the future. The result is that the service of the RBFD is often measured by costs instead of unique values offered to the City. We will never forget the way one brilliant firefighter summed it up when he said, *"we just need some bragging rights."* The culture is currently risk averse and it is stopping innovation and the creation of value.

Service delivery currently meets or exceeds community expectations, but all stakeholders mention that the RBFD over responds to much of the daily call load. Streamlined service deployment through emergency medical dispatch (EMD) training and the creation of "tiered dispatching" will open up other suppression resources to countless possibilities and move the RBFD well into the future best practices of emergency medical service (EMS) innovation. To put it simply, the RBFD responds to medical calls 70% of the time and only has two paramedic rescue vehicles, all while staffing 4 large fire apparatus (3 engines and 1 ladder truck) that were built for the other 30% of calls, of which, about 1.3% actually result in reportable fires. Placement of the word "Paramedic" on an engine or a truck, doesn't solve the real problem. Sending the right level of resources to the call type, especially EMS calls, could prove to be the single greatest efficiency gain the department has ever seen.

Changing the current culture will be difficult. Changing the service delivery models to match the actual call types will be difficult. Stepping away from tradition and breaking ranks with what other fire departments are doing will be difficult. Failure to do what is difficult, will hold the Redondo Beach Fire Department back from being the premier fire and EMS agency that this community deserves.

# APPENDICES

Appendix 1: RBFD Assessment Recommendations

Appendix 2: Zen City Survey

Appendix 3: Stakeholder Survey Questions

Appendix 4: Pulse Survey

Appendix 5: Budget FY 21-22 Decision Package

Appendix 6: Budget FY 21-22 Budget Response Reports

Appendix 7: NFPA Standard 1710

Appendix 8: Dispatch Guide

Appendix 9: Fire Prevention Regulations

Appendix 10: MOU

# RBFD Assessment Recommendations

1. Set a department vision and do department specific strategic planning with defined objectives.
2. Focus on providing value to the community. Explore what you *can do* rather than focusing on just what you *have to do*.
3. Set expectations for the executive level command and balance their work and influence and hold them accountable to their operational area.
4. Never condone infighting at the executive level and require them to work as a team.
5. Visibly lead the agency from within and outside the walls of the department.
6. Identify leaders and future leaders in the FD and mentor and prepare them to lead the department.
7. Be the face of the department in the community. Spend time and be relatable to all of the community stakeholders, micro-communities and special interest groups. Know what their expectations are and foster an environment that shows the community and city leadership what the agency does and is capable of.
8. Communicate often with City leadership. Make them a part of the organization.
9. Be the department's best cheerleader and advocate. Share successes and fight for the things that will make the community safer.
10. Actively participate in the Fire Service leadership both locally, regionally, and even nationally, opening up the agency to additional growth opportunities.
11. Work as one team. Collaborate but clearly differentiate responsibilities.
12. Regardless of schedule, focus forward or "forward and around the corner."
13. Work with the Chief and push to provide the information needed by City leaders to make decisions about special programs, budget, or future concerns and issues that will move the agency forward and provide better value in the community.
14. Consider splitting the 48 hour shift between two of the platoons. For example, one DC could work the A/B shift, one the B/C, and one the C/A. This would break up the leadership and increase continuity.
15. A. Run a pilot program placing all Division Chiefs on a standard 40-hour work week, possibly covering the weekends with a rotating on-call nighttime status;

| Sample Division Chiefs' 40 Hour Week Schedule | | | | | | | |
|---|---|---|---|---|---|---|---|
| DC | Sun | Mon | Tue | Wed | Thurs | Fri | Sat |
| Shift A | X | X | X | X | | | |
| Shift B | | X | X | X | X | | |
| Shift C | | | | X | X | X | X |

OR

B. Maintain the DCs on the 48/96 schedule but change the division names and reorganize the duties to the fit the department's priorities (see example); and

| EXECUTIVE REORGANIZATION | | | |
|---|---|---|---|
| **FIRE CHIEF** | **DIVISION CHIEF A** | **DIVISION CHIEF B** | **DIVISION CHIEF C** |
| Vision and Planning | A Platoon Commander | B Platoon Commander | C Platoon Commander |
| Budget | **Emergency Operations** | **Administrative Operations** | **Training and Support Services** |
| Emergency Management | EMS | Fire Marshall | Training Officer |
| Community Engagment | Haz Mat | Policy / Manuals | Personnel / Hiring |
| Employee / City relations | Arson | Apparatus | Equipment |
| Harbor Master | CERT | Response times | Facilities / Supplies |

Maintain the DCs on the 48/96 schedule but clearly regulate their work hours to include sleep, meals/breaks, training and administrative hours as shown;

| WORK HOURS ALLOCATION | | |
|---|---|---|
| | **CURRENTLY** | **PROPOSED** |
| **STAFFING OPTIONS** | 3 Division Chiefs | 3 Division Chiefs |
| Total Hours | 24 Everyday | 24 Everyday |
| Meals and Breaks | unregulated | 5 hours |
| Training | unregulated | 2 hours |
| Sleeping | unregulated | 7 hours |
| Remaining for Adminsitrative | unregulated | 10 hours |
| This Creates | unregulated | 70 Admin hrs/week |

OR

C. Participate in a multi-city pilot program with a shared DC or battalion chief that will cover the on-scene emergency needs of the participating cities. Then put the other two DCs on a standard 40-hour work week and define their administrative responsibilities; (Preferred; see further details in Tri-City Concept).

| Sample DC Schedule – Multi-City Pilot with Shared DC | | | | | | | |
|---|---|---|---|---|---|---|---|
| DC | Sun | Mon | Tue | Wed | Thurs | Fri | Sat |
| DC A (Shared 48/96) | X | X | Covered by Other Agency | | | | X |
| DC B (40 Hours) | | X | X | X | X | | |
| DC C (40 Hours) | | | X | X | X | X | |

16. Rotate Divisions or responsibilities approximately every two years to broaden experience, promote equity in the rank, and give the members different leaders.
17. Immediately hire additional administrative staff. Refer to City of Redondo Beach Proposed Budget FY2021-22, Decision Package #32 and Budget Response Report #24 of the FY2021-22 Fiscal Year Budget (Appendix 5 and 6).
18. Hire full-time or some part-time civilian fire inspectors to free up the sworn crews from the current amount of time they spend on state required inspections. Refer to Decision Package #32 (Appendix 6) and Budget Response Report #23 of the FY2021-22 Fiscal Year Budget (Appendix 5).
19. Create an internship program and/or a Fire Explorer program to help assist with additional administrative needs while at the same time providing an additional way for the community to find a path into the FD.
20. Pilot a program sending rescues to certain EMS calls (especially known BLS) without engines. Have quality assurance measures in place for evaluation of effectiveness.
21. Complete EMD training for all dispatchers or add EMD trained 'call takers' in dispatch.
22. Implement tiered dispatching response to EMS calls based on ALS and BLS calls.
23. Conduct a detailed analysis of the benefits of hiring our own EMTs.
24. Before committing to bidding on transport rights again in 2026, conduct a thorough analysis on costs and efficiencies.
25. Evaluate abandoning the "Response Package" to increase response times and efficiency.
26. Cancel additional units when they are not needed at the scene of a medical call.
27. Explore better utilization of the paramedic resources at Station 3 converting current assessment status to a full Rescue to support the increasing EMS call load and create a newly defined response area (further in info in Response Times and Harbor Patrol sections).
28. Whether on a larger scale, or based on current personnel in both agencies, explore the more formal creation of a Public Safety agency or at a minimum, look to standardize shared administrative resources.

29. Create an automated dashboard for the executive team so that response times, turnout times, and first alarm effectiveness are constantly monitored.
30. Install digital countdown clocks at all stations so that crews have a constant visual sense of their turnout times.
31. Focus on improving nighttime turnout times for EMS related calls.
32. Utilize data from collisions, incident response numbers by apparatus, and average response rates of resources to consider the addition of a Rescue or conversion of another apparatus to a Rescue.
33. Analyze Automatic Aid agreements with Manhattan Beach, Torrance and LA County and see if further response efficiencies can be gained by possibly dropping certain borders.
34. Further examine our response to Alarm Bells calls and consider the Code-2 only model used by the City of Torrance.
35. Revisit many of the recommendations in the Efficiency section that would positively affect response times.
36. The training issue is large enough and important enough to become the primary responsibility of a Division Chief. Their job duties and titles should be immediately adjusted and one of them should become the DC over Training.
37. Consider creating an administrative position for personnel and training that mirrors the police department position and would not only coordinate training under the direction of DC, but also be responsible for hiring and the maintenance of personnel records.
38. Develop a series of annually completed and recurring training on basic core competencies and high risk / low frequency events.
39. Invest in training specific personnel to become subject matter experts (SMEs) and certified in the various aspects of firefighting. These SMEs would be tasked with updating and planning departmental training on the skillsets most important and consistent with the threats in the City.
40. Fund all training required for promotion and prioritize leadership training.
41. Allow personnel to be deployed as “single function resources” in the Cal OES mutual aid system.
42. Continue and strengthen the fire department’s relationships with the Regional Training Group and the El Camino Fire Academy.
43. A. Create a job classification for Emergency Manager that works under the City Manager, or partner with a neighboring agency to share and split the costs for an Emergency Manager; OR
    B. Prioritize Emergency Management at the Fire Chief and Division Chief level in the department, possibly tasking a DC over Training to include the City’s Emergency Management or having the Fire Chief directly responsible; OR
    C. Consider hiring a Senior Management Analyst to assist the Fire Chief or Division Chief in the coordination of the City’s Emergency Management and report to the City Manager (preferred).
44. Utilize TEEX training to come into the City and conduct customized annual table top exercises on emergency operations. Possibly coordinate this effort as a closed session during strategic planning.
45. Educate and train the community on disaster response.

46. Re-activate and invigorate the Community Emergency Response Team (CERT) program.
47. Create an organizational transformation of the culture and commit to real community engagement.
48. Involve the community and its stakeholders in the operations of the FD through programs like CERT, Explorers, Citizen Academies, engagement boards, educational campaigns, Foundations, hiring, and promotions.
49. Develop a culture that is agile and flexible with the ability to adjust quickly to any community concern.
50. Constantly survey the community to measure their levels of trust and ability to document safety concerns (e.g. ZenCity / ELUCD).
51. Promote engagement with diverse groups to better demonstrate a sense of inclusiveness and a willingness to have a department reflective of the community it serves.
52. Consider the use of Body Worn Cameras to document the many successes of RBFD.
53. Develop a civilian volunteer core that can serve at community engagement activities.
54. Explore the community paramedicine model.
55. Consider making Policy / Procedure part of the job function of a DC of Administrative Services as described in the Leadership and Executive Branch Section.
56. Prioritize the full implementation of Lexipol.
57. Change City Ordinance 2-4.01 which set precedence for council's approval of policies and procedures. This responsibility should be on the Fire Chief in conjunction with the City Attorney, Human Resources, and the City Manager.
58. Further examination should be given to the documentation of probationers and how it relates to the ongoing annual evaluation of employees.
59. Promote accountability and continually train all supervisors on the policies and procedures related to the discipline process, especially as case law changes with respect to personnel issues.
60. Utilize the PDs internal affairs investigator for all FD personnel matters that could result in punitive discipline.
61. Pay attention to leadership and accountability in the hiring and promotional processes.
62. Implement a shift bid process on a minimum of 2-year cycle and explore having an "as assigned" clause in the MOU for probationary employees.
63. Further explore changes to the fee schedule making it scalable to the actions taken by the RBFD.
64. Explore some type of Fire Inspector pilot program to be done by trained civilian personnel to lessen the load on sworn personnel and increase time that can be spent on inspections.
65. See Fire Prevention as the FD's opportunity to be proactive, educate, and train people in the community, thus providing further value.

66. Increase recruiting efforts through engagement with diverse segments of the community, maintaining the firefighter-paramedic hiring requirements.

67. Start an Explorer, Cadet, Reserve or Intern program that would allow the Department to work with candidates from the community and sponsor them through paramedic school, avoiding the costs for salaries and overtime backfill.
68. Work with the RBFA to codify time off rules in the MOU that strike a better balance between the employee's right to time off and running a fiscally responsible fire department that takes wellness into consideration.



# Redondo Beach Fire Department Survey

**September 14, 2021**

## Report Structure

Methodology

Familiarity department? → How familiar are residents with the fire

Sentiment department? → How residents feel about the fire

Quality of Services → How residents rate the various services?

The role of the department → How residents perceive the roles of the department?

Importance of standards → How residents rate the importance of standard issues

Summary

## Methodology

279 sample survey of Redondo Beach adults, 18+

Respondents recruited via Internet

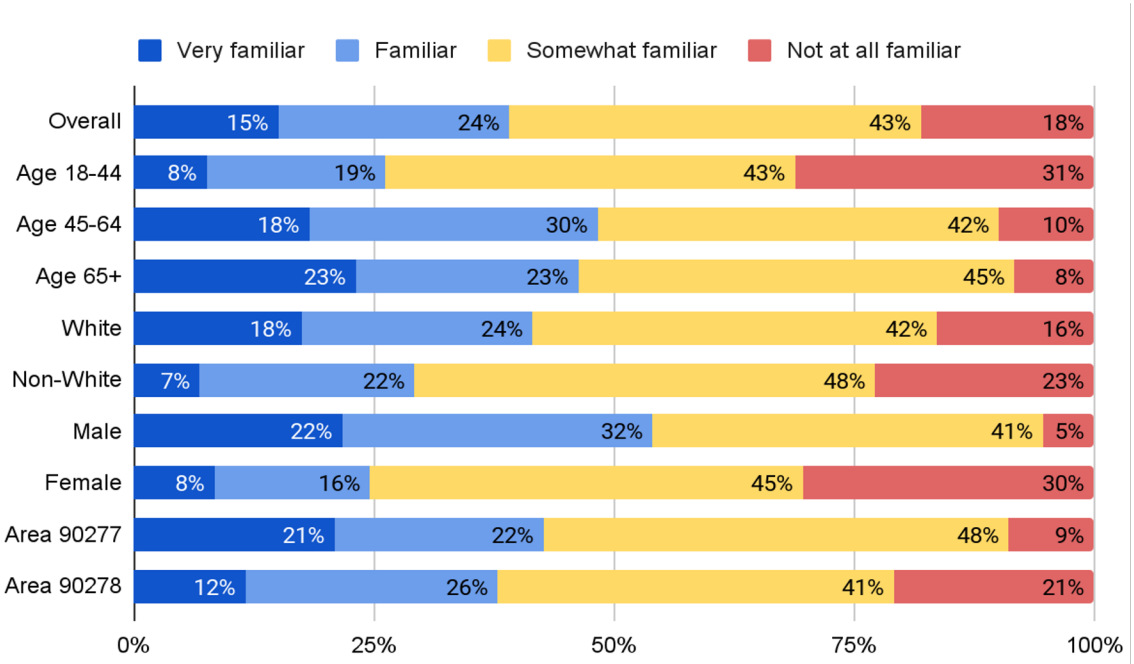
Conducted in English and Spanish

Fielded Aug 15 - Sept 1, 2021

Data was weighted to represent the population in Redondo Beach

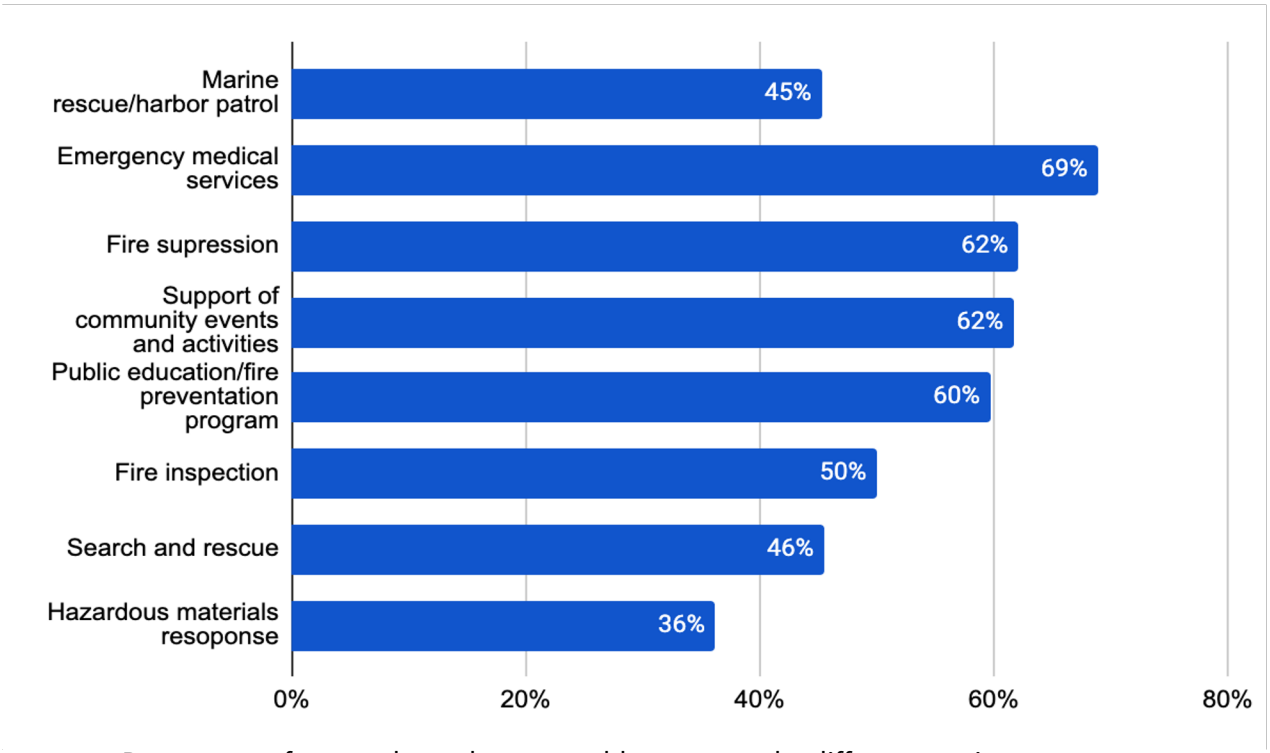
What is the level of familiarity with the Fire Department and its services?

Most respondents felt they were only somewhat familiarity with roles and services of the fire department. The groups who felt they were least familiar were people aged 18-44, females and non-Whites.



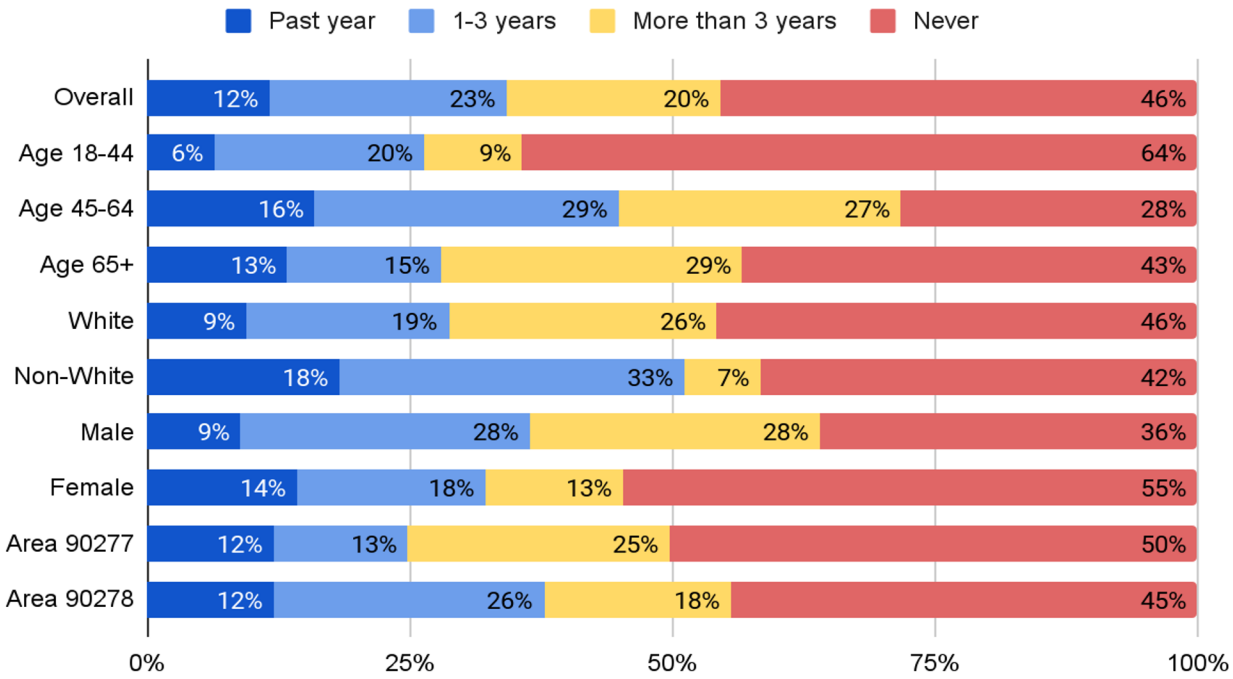

Questions: To what extent are you familiar with the role and services of the Redondo Beach fire department?

Familiarity with various fire department services ranges widely. Most familiar with emergency response and education, fewer with marine and hazmat response.



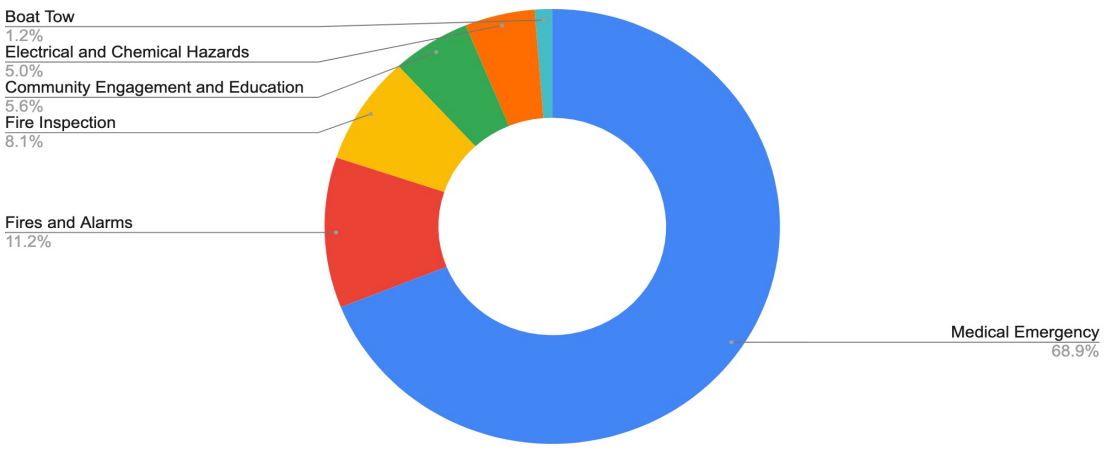

Percentage of respondents that were able to assess the different services

Almost 50% of all respondents have not used the fire department's services. Only 36% of people aged 18-44 used the services and only 45% of females. The groups that used the services the most are people aged 45-64 (72%) and males (64%)




Questions: When was the last time you used one of the fire department's services?

Majority of respondents report Medical Emergency as top utilization category (almost 70%)




Questions: What was the  service you used?

## Summary - familiarity with the fire department

Familiarity with the fire department is relatively low, with less than 40% reporting familiarity

The groups who felt they were least familiar were people aged 18-44, females and non-Whites.

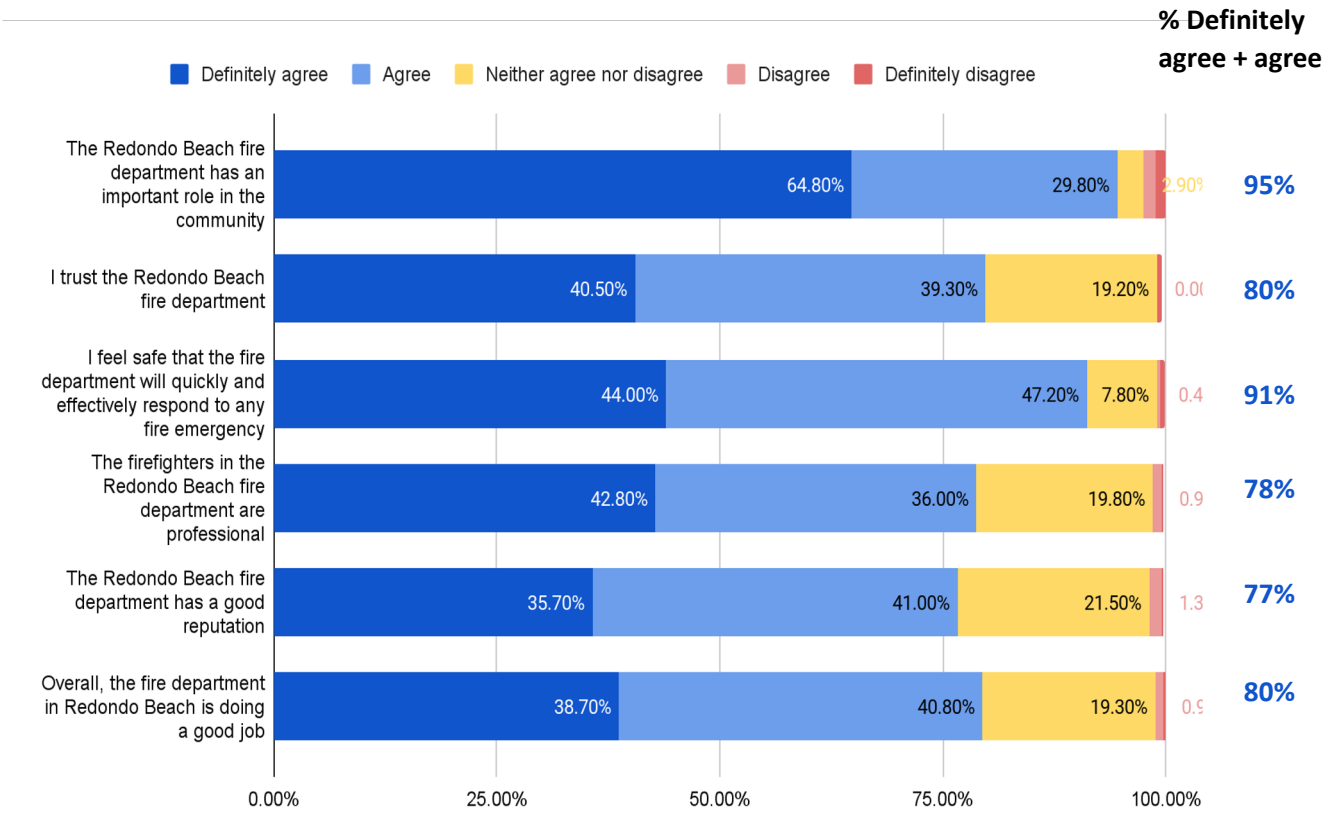
Only third of Redondo Beach residents have used the fire department services in the past 3 years

The groups who felt they were least familiar were people aged 18-44, females and non-Whites and were also less likely to use one of the services

The service most frequently used by residents is the medical emergency response

What is public sentiment regarding the Fire Department?

Very positive sentiment towards the fire department. Almost all resident feel that the fire departments plays an important role in society and are feeling safe to get a quick and effective response.




Questions: Please rate your agreement with the following statements about the Redondo Beach fire department

The group with the most positive sentiment is people over the age of 65. Women have the least positive sentiment, followed closely by the age group 18-44 - but both those groups are still very high (above 70%).

| | The Redondo Beach fire department has an important role in the community (95%) | I trust the Redondo Beach fire department (80%) | I feel safe that the fire department will quickly and effectively respond to any fire emergency (91%) | The firefighters in the Redondo Beach fire department are professional (78%) | The Redondo Beach fire department has a good reputation (77%) | Overall, the fire department in Redondo Beach is doing a good job (80%) |
|---|---|---|---|---|---|---|
| Top three who agreed | Area 90277 - 99.3%<br>Age 18-44 - 99%<br>Age 65+ - 97% | Area 90277 - 90.7%<br>Age 65+ - 89.9%<br>Male - 85.4% | Age 65+ - 96%<br>Area 90278 - 95.7%<br>Age 18-44 - 93.7% | Age 65+ - 90.5%<br>Area 90277 - 87%<br>Male - 84.7% | Age 65+ - 89.4%<br>Area 90277 - 85.1%<br>Non-white - 83.4% | Age 65+ - 91.6%<br>Area 90277 - 90.8%<br>Male - 85.1% |
| Top three who disagreed | Non-white - 88.6%<br>Age 45-64 - 88.9%<br>Female - 92.4% | Age 18-44 - 72.2%<br>Female - 74.5%<br>Area 90278 - 75.8% | Non-white - 83.7%<br>Age 45-64 - 86.6%<br>Area 90277 - 90.6% | Female - 73.2%<br>Age 18-44 - 75.6%<br>Area 90278 - 76.6% | Age 18-44- 70.3%<br>Female - 71.9%<br>Area 90278 - 74.3% | Age 18-44- 72.2%<br>Female - 74%<br>Area 90278 - 75% |

Questions: Please rate your agreement with the following statements about the Redondo Beach fire department.

## Summary - sentiment towards the fire department

Overall residents have a very positive perception of Redondo Beach Fire Department

Highest agreement is with “The Redondo Beach fire department has an important role in the community” (95% agree). 91% agree with the statement “I feel safe that the fire department will quickly and effectively respond to any fire emergency”

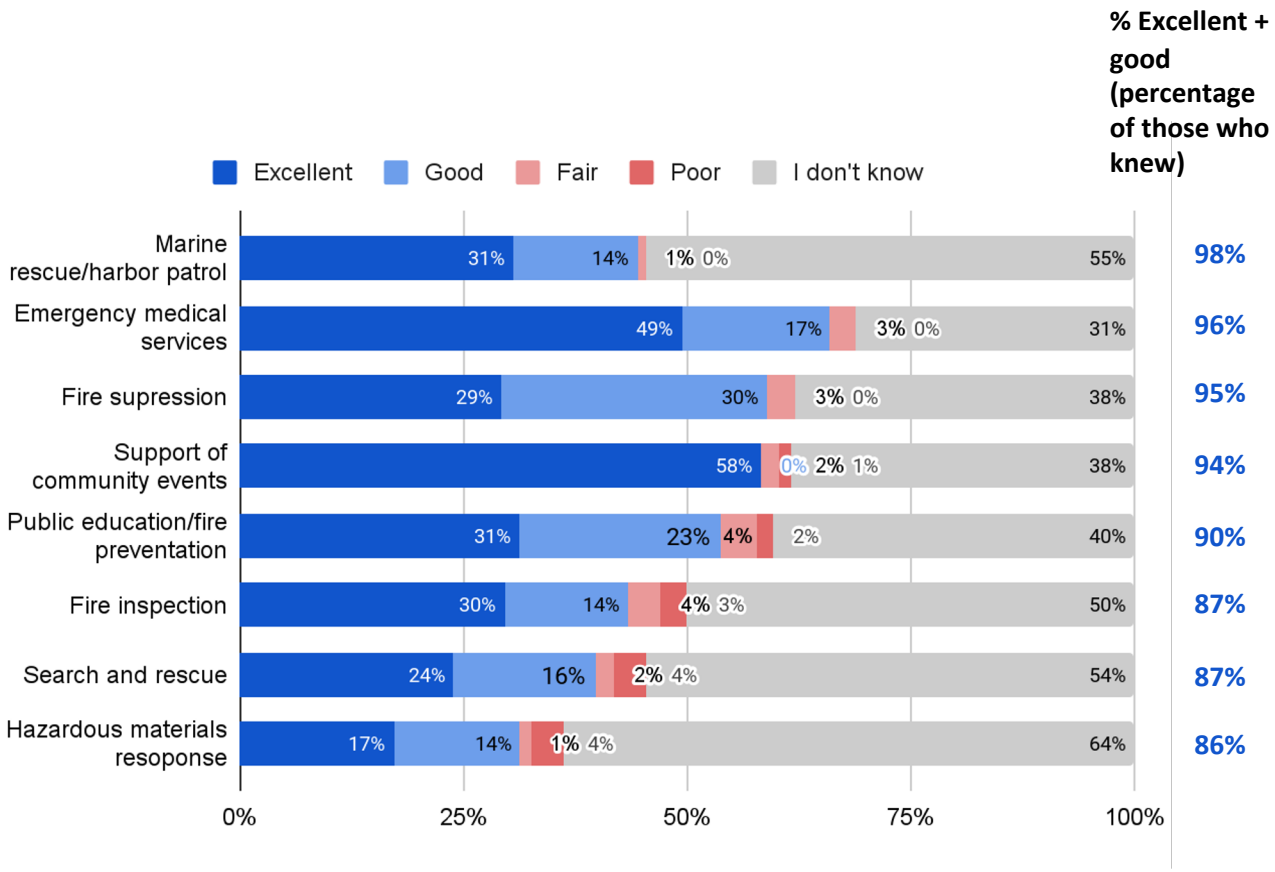
Lowest agreement is with “The Redondo Beach fire department has a good reputation” and “The firefighters in the Redondo Beach fire department are professional” (77% and 78% agree respectively)

The group with the most positive sentiment is people over the age of 65 (average of 92.53% for all sentiment questions). People in area 90277 are also very positive (90.58% agreement).

Females have the least amount of positive sentiment (average of 79.57%), followed closely by people between the ages of 25-44 (80.33% agreement). It should be noted that 100% of the people in this age group believe the fire department has an important role.

# Quality of Services

Only 36% - 69% of the residents reported accessing fire department services. Those who rated expressed high satisfaction with the quality of services, especially with marine rescue/harbor patrol and the quality of emergency medical services and of fire suppression



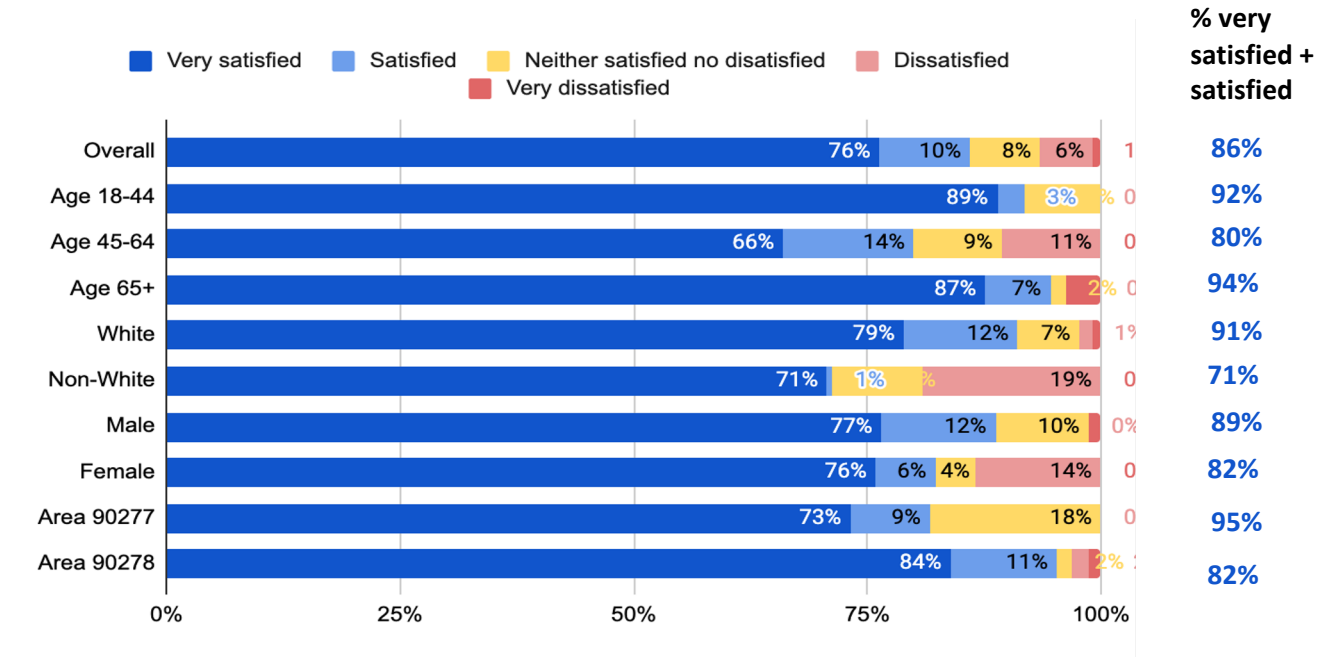

Questions: Please rate each of the following characteristics as they relate to the Redondo Beach fire department

The groups who were most satisfied with the services were Non-Whites and Females. The age group of 18-44 were least satisfied with the services, but their approval ratings were still quite high.

| | Support of community events and activities (94%) | Search and Rescue (87%) | Public Education/ Fire Prevention program (90%) | Marine Rescue/ Harbor Patrol (98%) | Hazardous Materials response (86%) | Fire Suppression (95%) | Fire Inspection (87%) | Emergency Medical Services (96%) |
|---|---|---|---|---|---|---|---|---|
| Top three who agreed | Age 18-44 - 100%<br>Non-White - 99.7%<br>Female - 99.4% | Age 18-44 - 100%<br>Non-White - 99.7%<br>Female - 99.4% | Area 90277 - 95.5%<br>Age 45-64 -- 94.6%<br>Non-White - 93.2% | Age 65+ - 100%<br>Area 90277 - 100%<br>Female - 100%<br>Non-White - 100%<br>Age 45-64 - 100% | Non-white - 100%<br>Age 65+ - 95%<br>Female - 94.5% | Age 65+ - 100%<br>Non-White - 99.6%<br>Female - 98.7% | Age 45-64 - 94.1%<br>White - 92.1%<br>Male - 91.5%<br>Area 90278 - 91.5% | Female - 98.5%<br>Age 65+ - 97.7%<br>Area 90278 - 96.8% |
| Top three who disagreed | Age 45-65 - 93.8%<br>Male - 93.9%<br>Area 90277 - 95.5% | Age 18-44 - 68.1%<br>Male - 81.8%<br>White - 84.4% | Age 18-44 - 85.3%<br>Age 65+ - 86.6%<br>Area 90278 - 87.2% | Age 18-44 - 92.8%<br>Area 90278 - 96.4%<br>Male - 96.8% | Age 18-44 - 69.7%<br>Male - 81.1%<br>Area 90277 - 83.6% | Area 90277- 89%<br>Age 45-64 - 90.8%<br>Male - 90.9% | Area 90277 - 74.9%<br>Non-White - 75.2%<br>Age 18-44 - 75.2% | Non-White - 93.2%<br>Age 18-44 - 93.3%<br>Non-White - 93.2% |

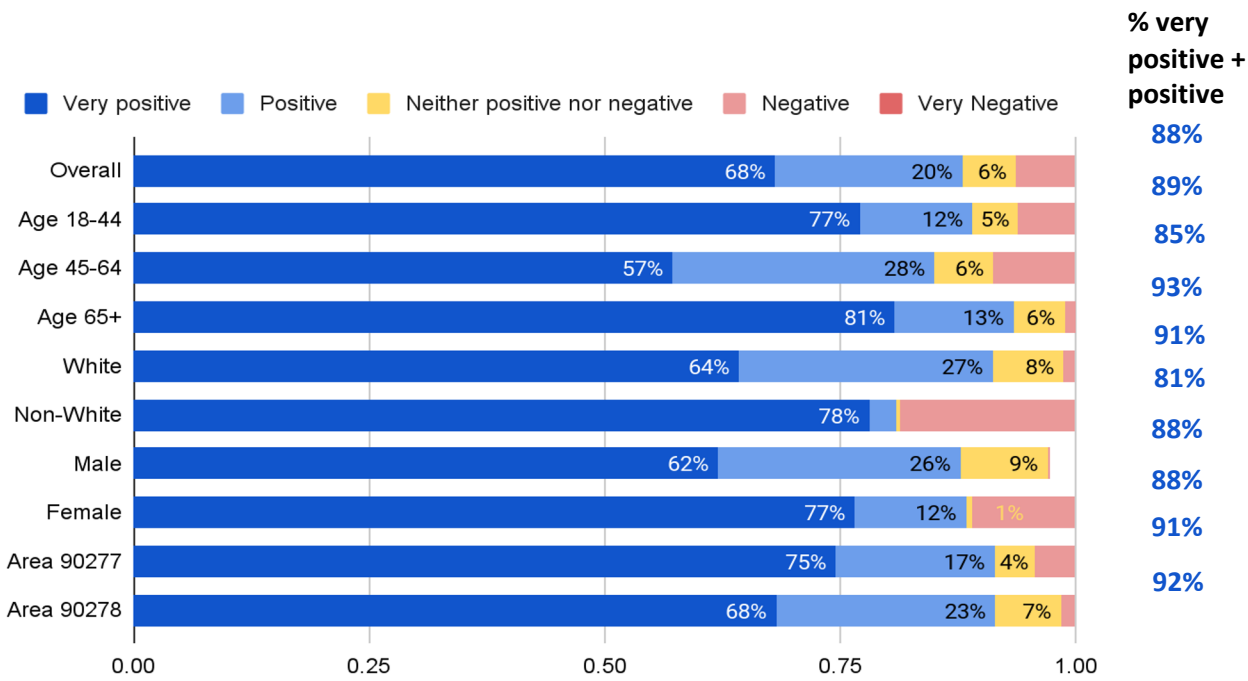
Questions: Please rate each of the following characteristics as they relate to the Redondo Beach fire department

Out of the respondents who had used one of the department's services, most were very satisfied. Non-Whites were the least satisfied with the service, while residents of area 90277 and above 65 years of age were the most satisfied



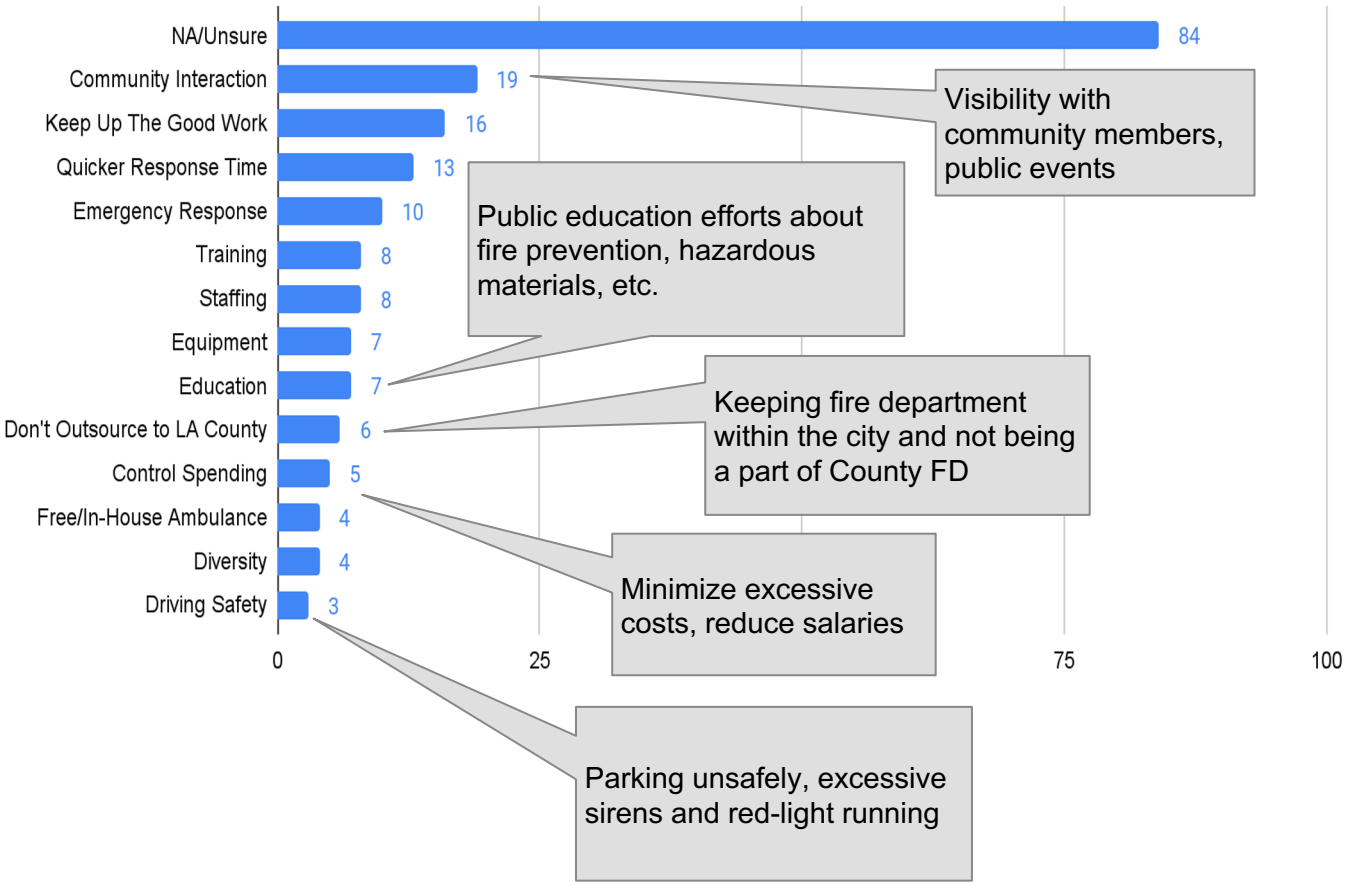

Questions: How satisfied were you with that service?

Out of respondents who had a personal interaction with firefighters, most had a positive interaction. The group with the most positive interactions was people over the age of 65, and the least positive interactions were had by Non-Whites.




Questions: What was your overall impression? (of your personal interaction with a firefighter

The vast majority of respondents did not know what should be improved. The most frequent point of improvement was community interaction - increasing visibility and participation in the community




Questions: What is the most crucial aspect for the Redondo Beach fire department to improve?

## Summary - Quality of service

Most don't know enough in order to rate the fire department's activities (average of 46% for all categories)

The marine patrol and rescue services were the most positively rated (98% of those who knew about it rated it excellent or good)

Those who knew the services were very satisfied with them. Very few rated any of the services as fair or poor (4.2% average over all categories)

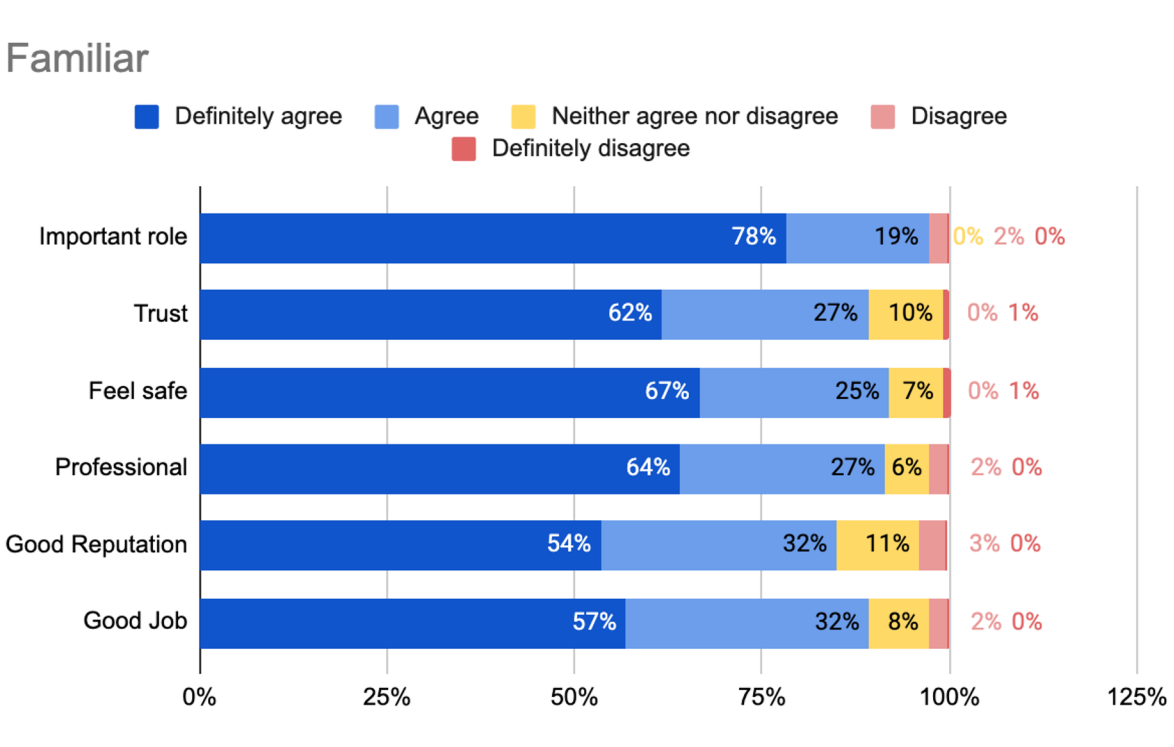
The groups who were most satisfied with the services were Non-Whites and Females (with an average rating of 95.11% and 95.1% respectively for all categories) suggesting that the difference in sentiment is related to familiarity

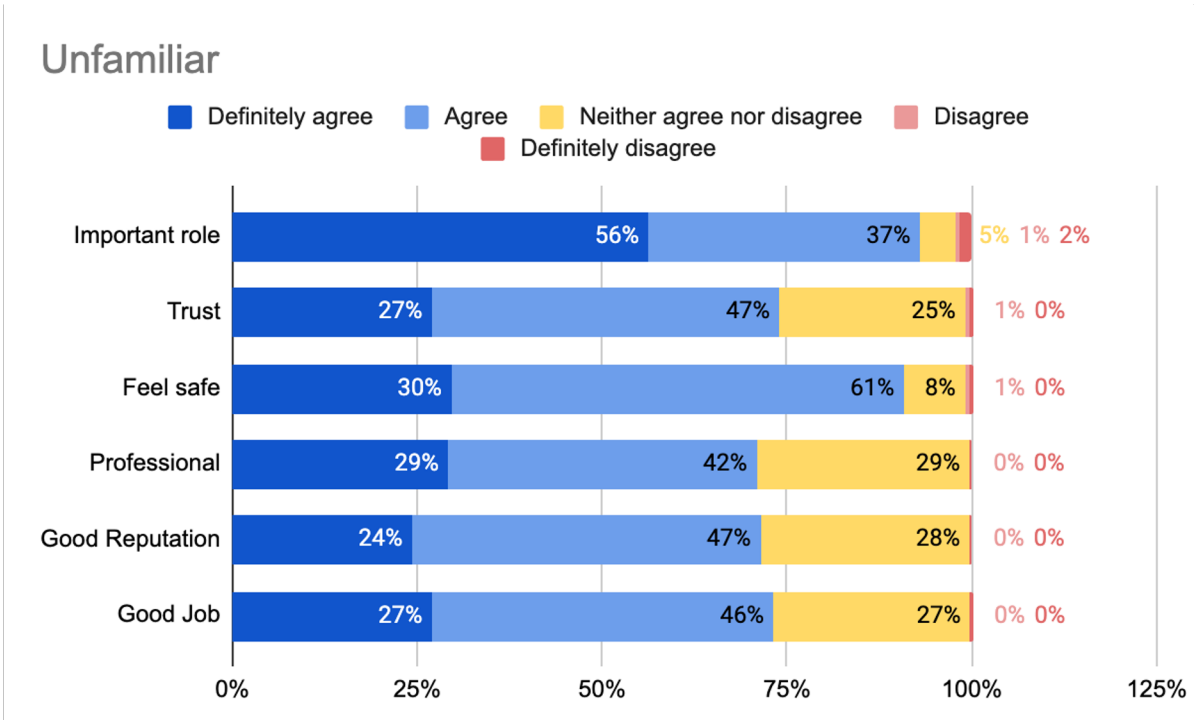
The age group of 18-44 were least satisfied with the services, rating them with an average of 85.11% (with Search and Rescue and Hazardous Materials Response rated as low as 68% and 69% respectively)

The most crucial aspect for the Redondo Beach fire department to improve is community interaction

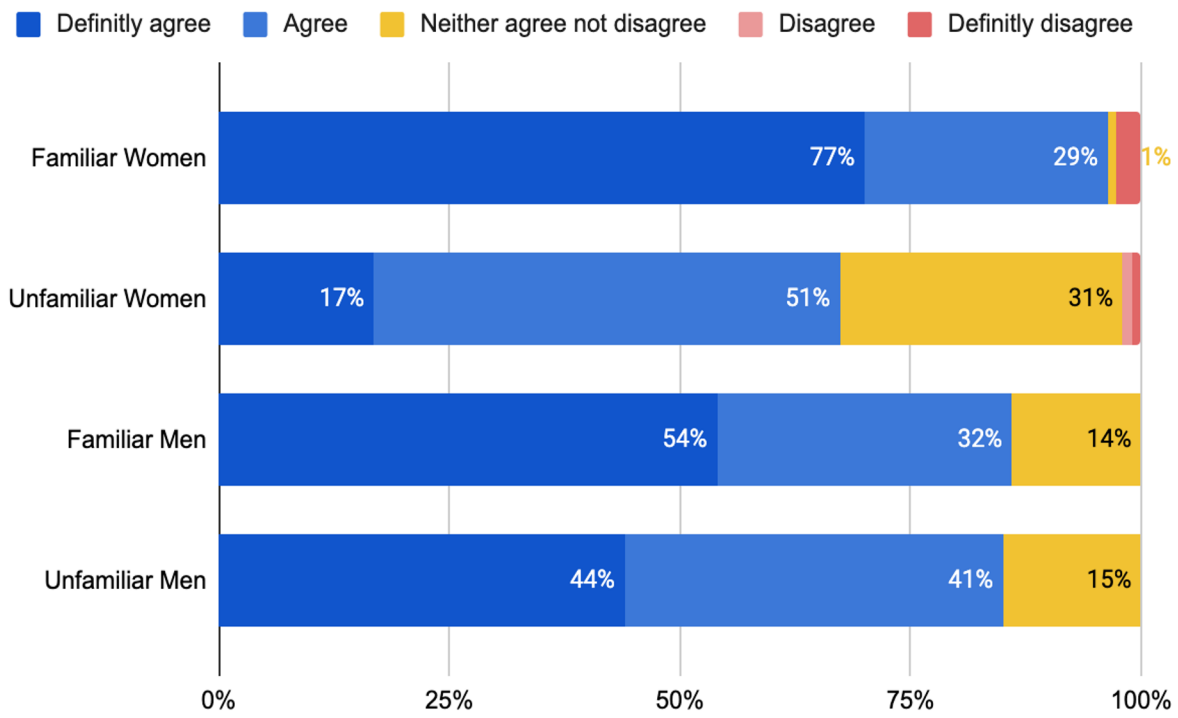
# The influence of familiarity on sentiment and evaluation

Respondents familiar with the department were more likely to say they "definitely agree" with positive statements about the department, and to agree with them overall. Unfamiliar respondents were more likely to neither agree nor disagree with the positive statements.



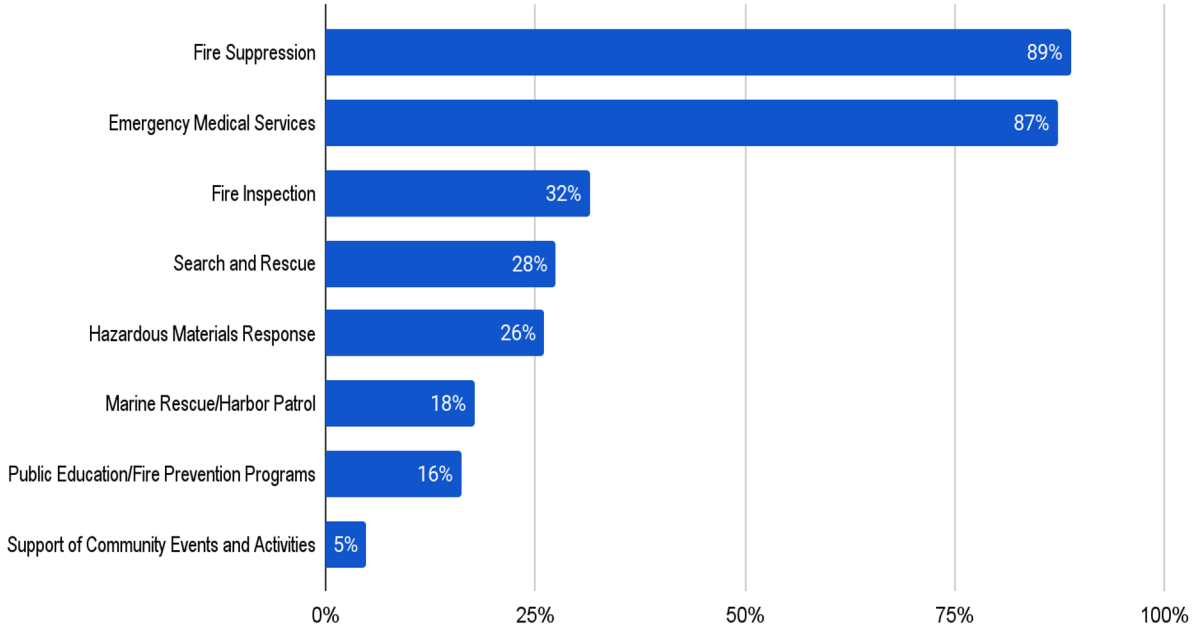
Familiarity has a substantial influence on women's sentiment towards the fire department. Women that are familiar with the fire department have the most positive sentiment and women who are unfamiliar with the department have the least positive sentiment




Question: I trust the Redondo Beach fire department.

What is the role of Redondo Beach fire department?

## Fire suppression and emergency medical services are perceived as the most important roles of the fire department




Questions: Please select the three most important roles and services of the fire department

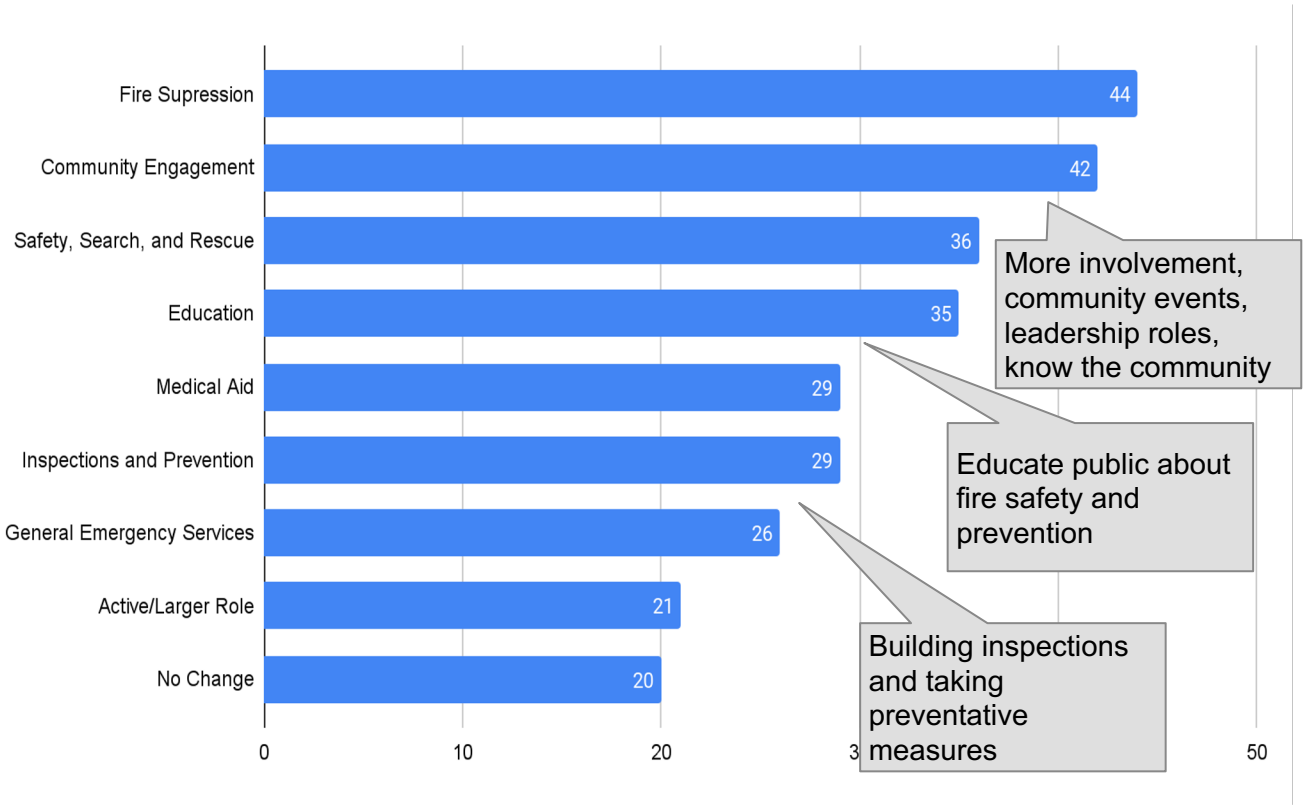
Non-whites have the biggest difference in prioritization. Hazardous materials and emergency medical services are the most contested areas of prioritization.

| | Overall | Male | Female | White | Non-White | 18-44 | 45-64 | 65+ | Zip code 90277 | Zip code 90278 |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 - Fire Suppression | 88.9% | 91.6% | 86% | 90.7% | 83.5% | 96.1% | 83.2% | 86.1% | 89.6% | 92.3% |
| 2 - Emergency Medical Services | 87.3% | 94.8% | 80% | 93.7% | 66.6% | 90.7% | 80.8% | 94.1% | 85.3% | 92.5% |
| 3 - Fire Inspection | 31.5% | 22.9% | 39% | 28% | 41.2% | 36.5% | 31.4% | 21.2% | 44.9% | 23.8% |
| 4 - Search and Rescue | 27.5% | 31.7% | 23% | 23.4% | 45.1% | 22.4% | 28.2% | 37% | 33.7% | 20.3% |
| 5 - Hazardous Materials Response | 26.1% | 10.9% | 40.8% | 25.2% | 27.5% | 28.2% | 26.2% | 21.3% | 10.1% | 34% |
| 6 - Marine Rescue/Harbor Patrol | 17.7% | 25.1% | 10.5% | 17.6% | 18.7% | 14.5% | 26.5% | 16.7% | 17.6% | 18.7% |
| 7 - Public Education/Fire Prevention Programs | 16.2% | 16.7% | 15.7% | 15.5% | 17.5% | 11.7% | 24% | 9% | 13.6% | 13.7% |
| 8 - Support of Community Events and Activities | 4.8% | 6.3% | 3.4% | 6.1% | 0 | 0 | 9.5% | 4.9% | 5.3% | 4.8% |

Legend - - 5% less - 10% less - 5% more - 10% more

Questions: Please select the three most important roles and services of the fire department

The two most important role that the department should play in the community are fire suppression and community engagement




Questions: What role do you think that the fire department should play in the community?

## Summary - The roles of the fire department

The most highly prioritized roles are fire suppression and Emergency Medical Services (88.9% and 87.9% respectively)

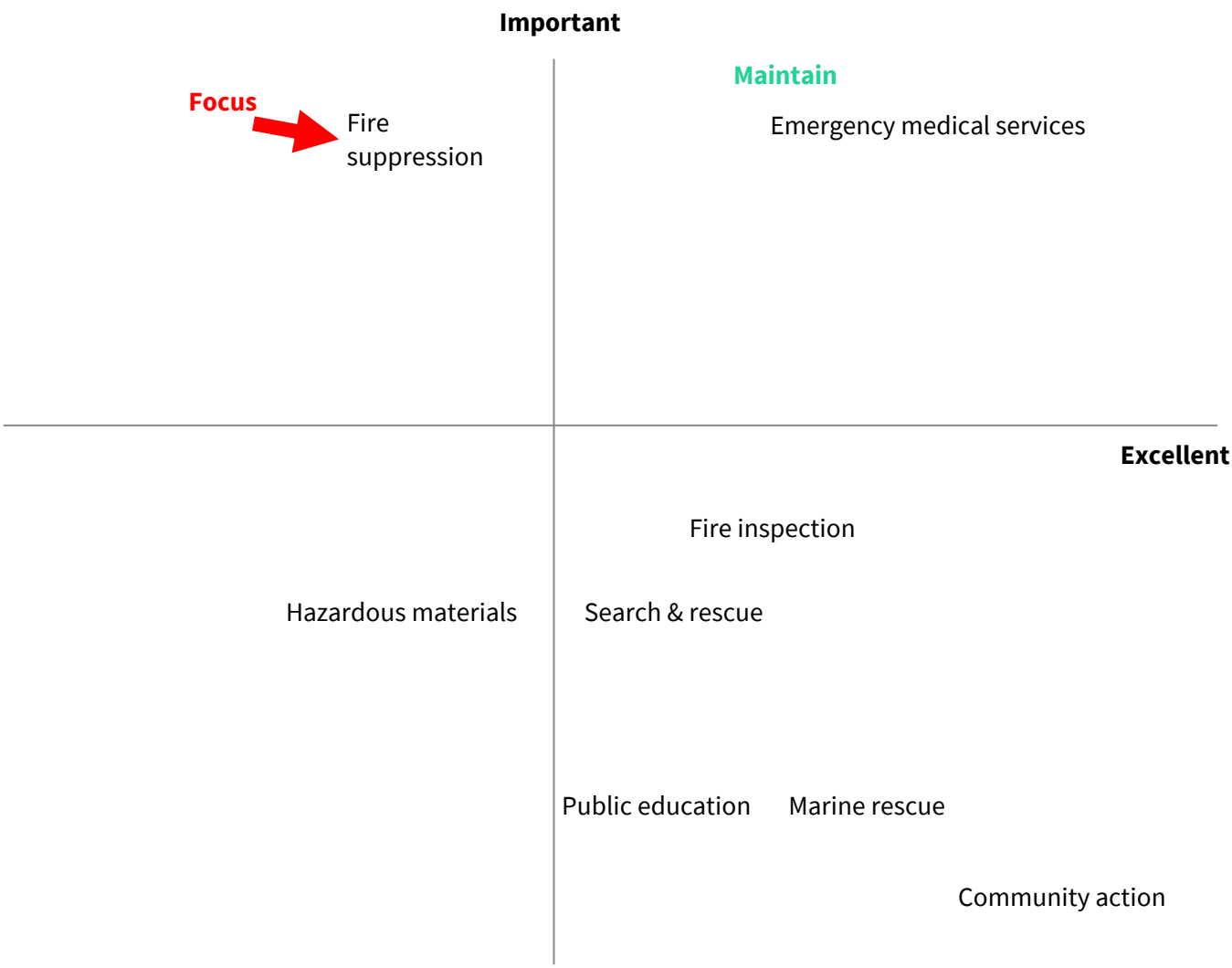
Public Education and Support of Community Events are the two least prioritized subjects (by only 16.2% and 4.8% respectively)

The group with the largest difference in prioritization is Non-Whites. They prioritize emergency medical services 20% less than average and prioritize fire inspection and search and rescue much more than average (9.7% more and 19% more than average respectively)

The most contested roles when it comes to prioritization are hazardous materials and emergency medical services.

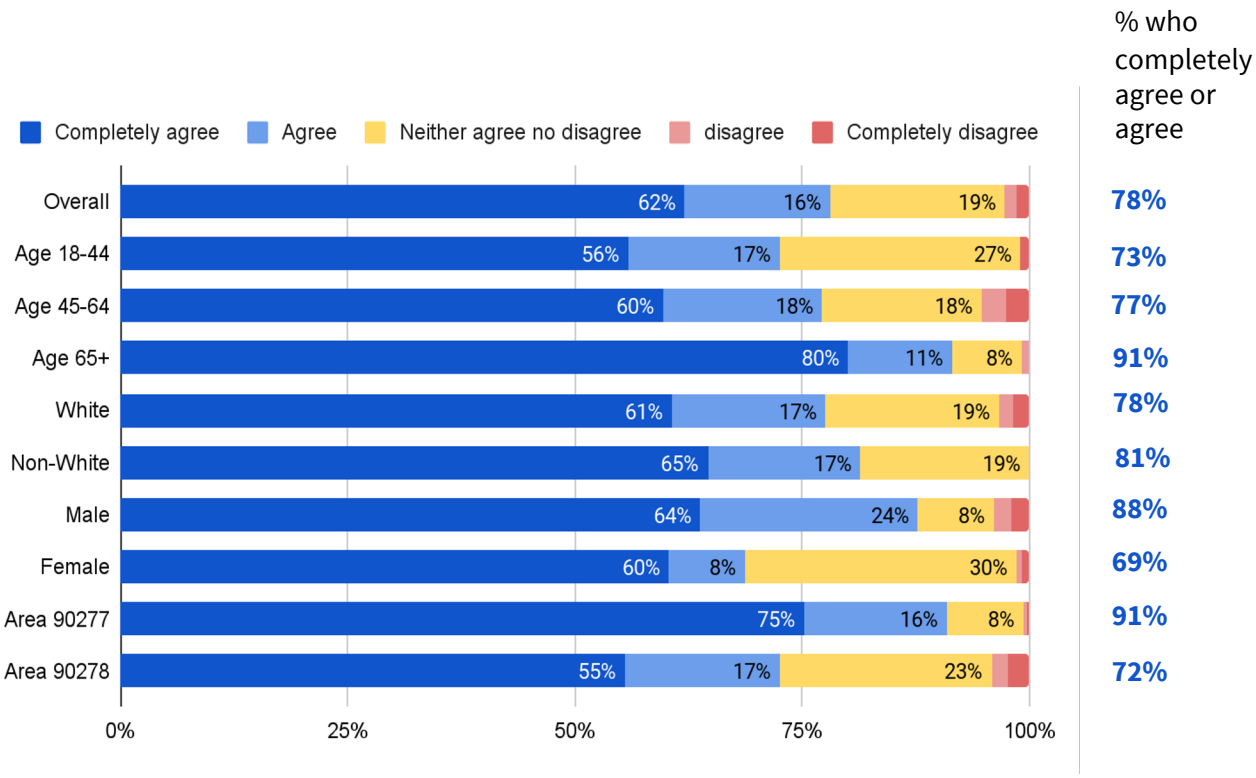
When asked about the role of the fire department in the community fire suppression and community engagement were the most frequent answers

When analyzing the different services by importance and satisfaction from the services, the fire department should focus on improving fire suppression services as it is the important role that is evaluated the lowest compared to other services



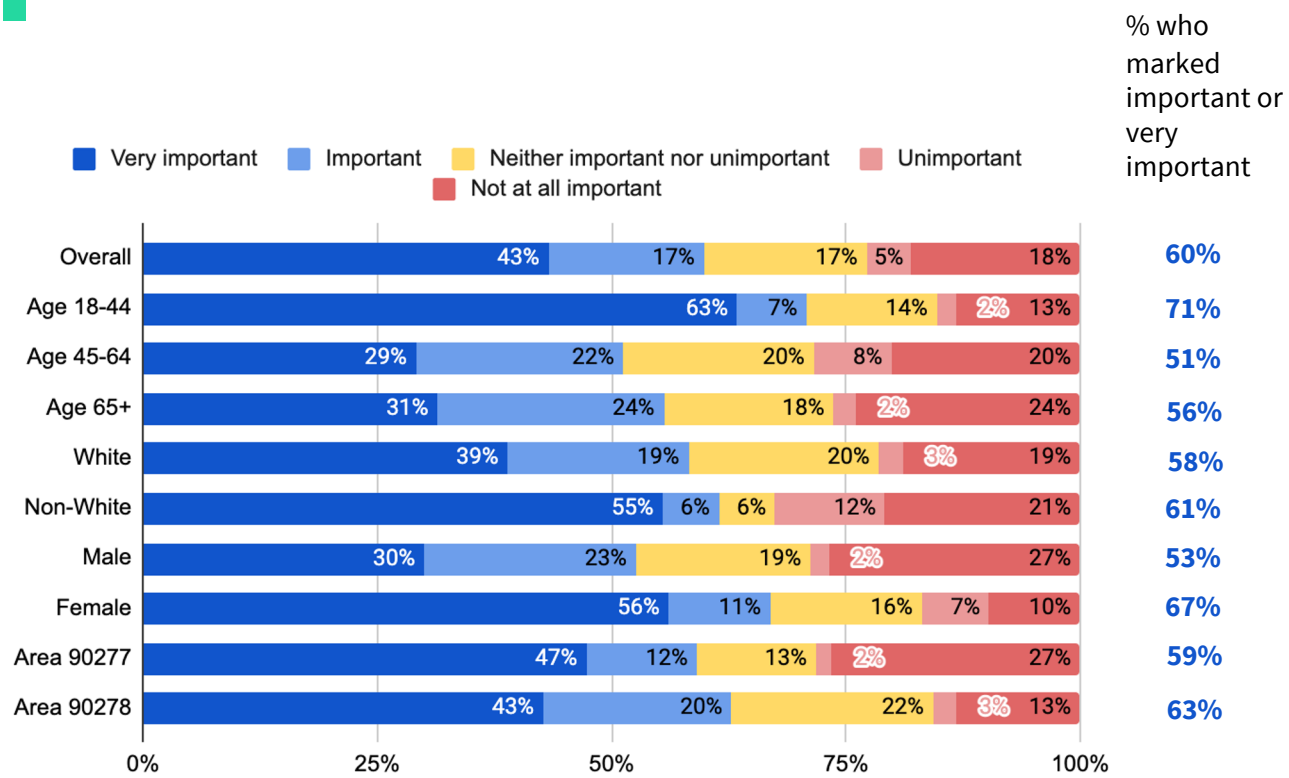
# Importance of different standards

## Most feel it's very important that the fire department meets the National Industry Standards for staffing of fire and rescue vehicles - especially people over the age of 65+ and people living in area 90277



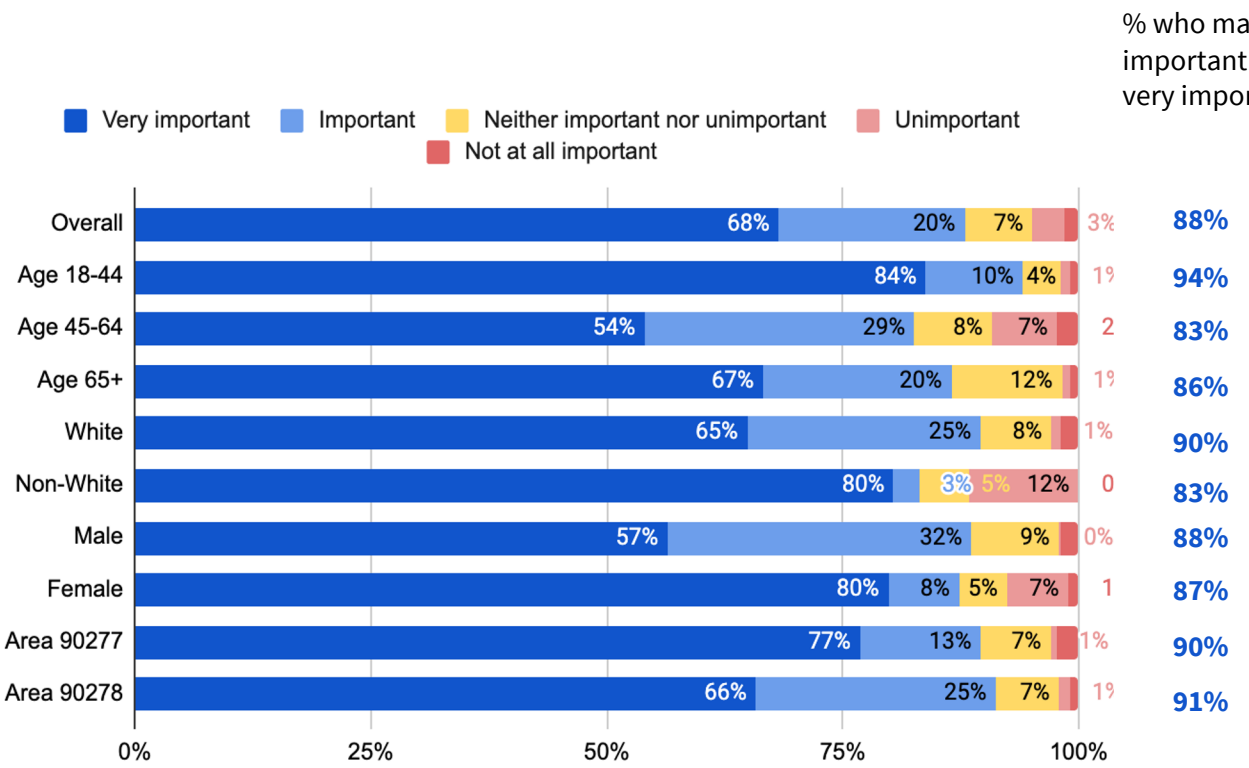

Questions: Is it important for you that the Fire Department meets the National Industry Standards for staffing of fire and rescue vehicles?

Respondents had varying opinions about the importance of higher diversity in the fire department. People aged 18-44 and females considered it more important, while residents over the age of 45 consider it less important




Questions: Please rate the level of importance of the following aspects related to the Redondo Beach fire department - higher diversity in the fire department

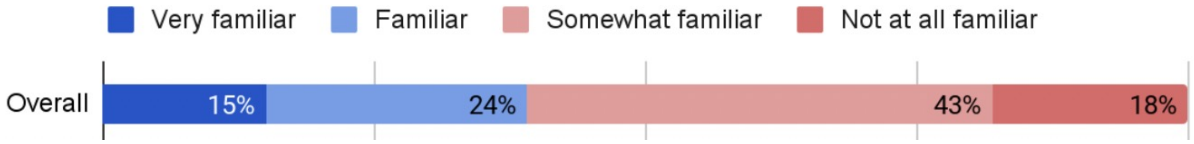
Firefighters receiving paramedical training is considered important by most of the respondents, especially amongst people aged 18-44. People aged 45-64 and Non-Whites consider it slightly less important



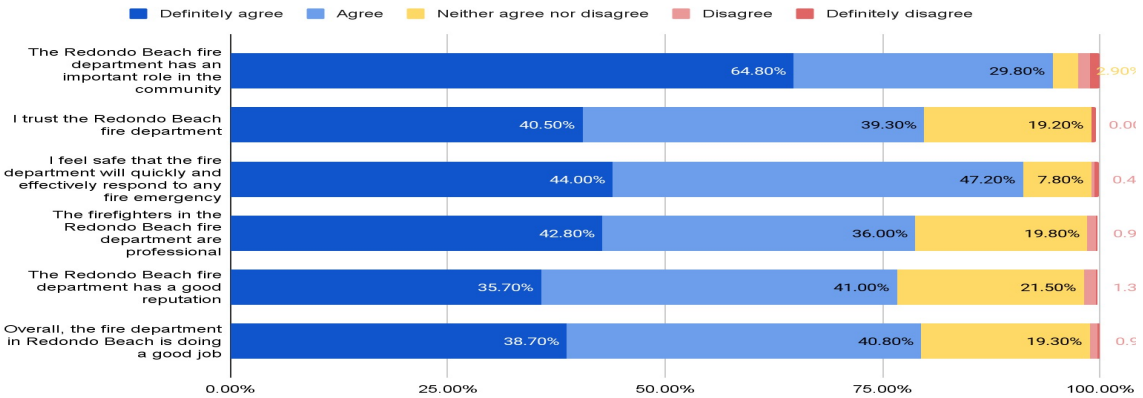

Questions: Please rate the level of importance of the following aspects related to the Redondo Beach fire department - that all firefighters receive paramedical training

# General Summary

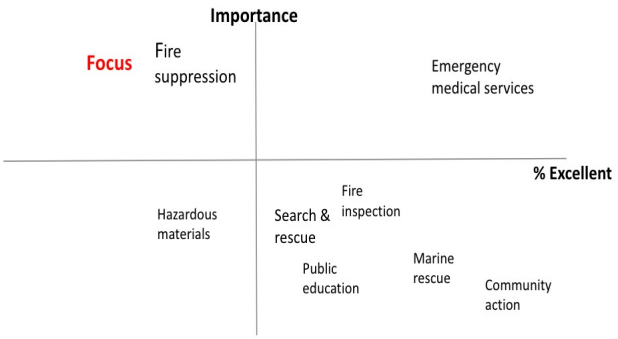
1. Relatively low awareness to the fire department, especially among women, young and Non-white respondents




2. Very high sentiment - the fire department is perceived as having an important role in the community and residents are satisfied with the department's response. Lower levels of satisfaction among Female, young and resident living in the 90278 area




3. Fire suppression and EMS were rated as the most important roles of the fire department. Evaluation of fire suppression was somewhat lower and therefore is the major service to focus on



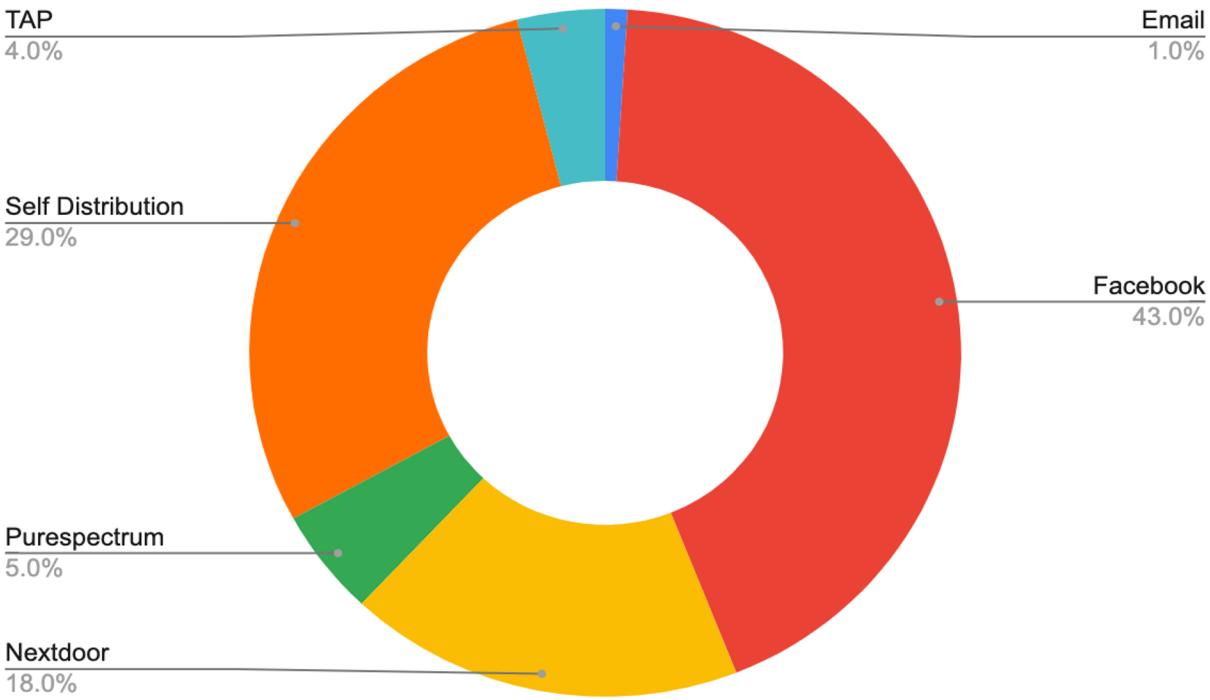

4. Overall, very positive evaluation of services (86% - 98% satisfaction).

Additional insights:

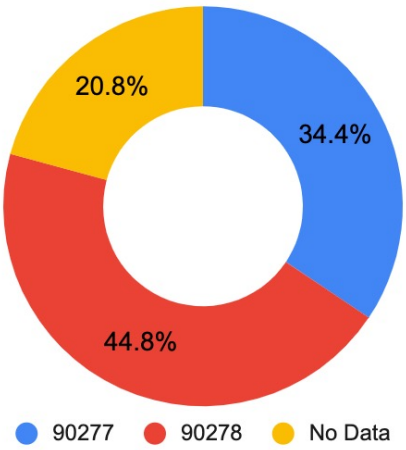
5.
- Familiarity is positively associated with sentiment, especially for women.
- Diversity is important for 60% of residents, especially for the younger generation.
- Meeting the National Industry Standards and having paramedic training for Firefighters was important to the majority of residents

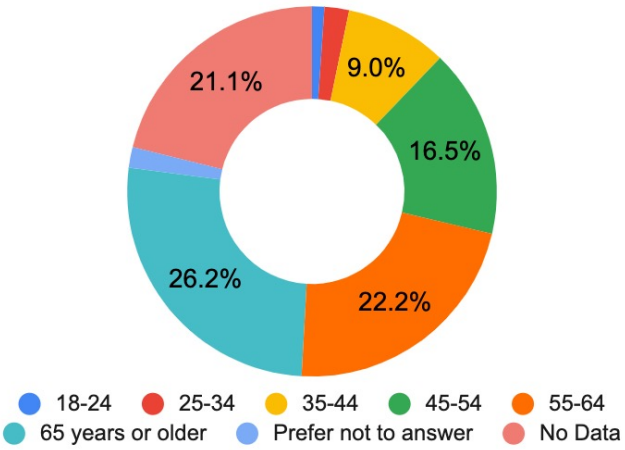
# Appendix 1 : sample and distribution method

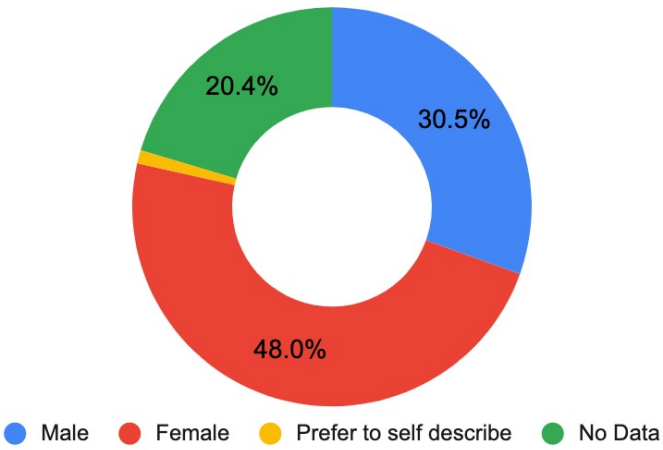
Distribution method - 43% of respondents answered through Facebook, 29% through self distribution and 18% through Nextdoor

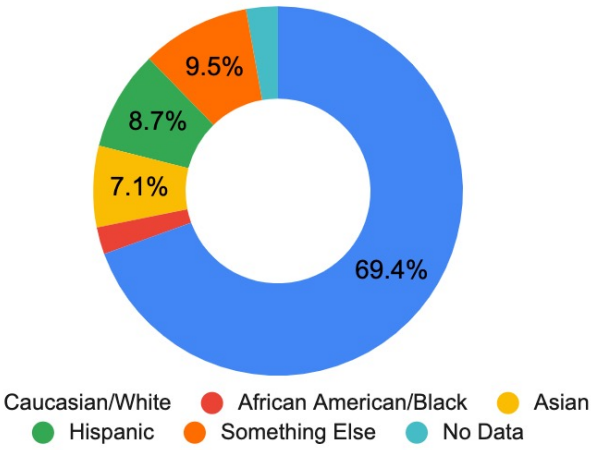


# Demographics - 279 respondents to the survey



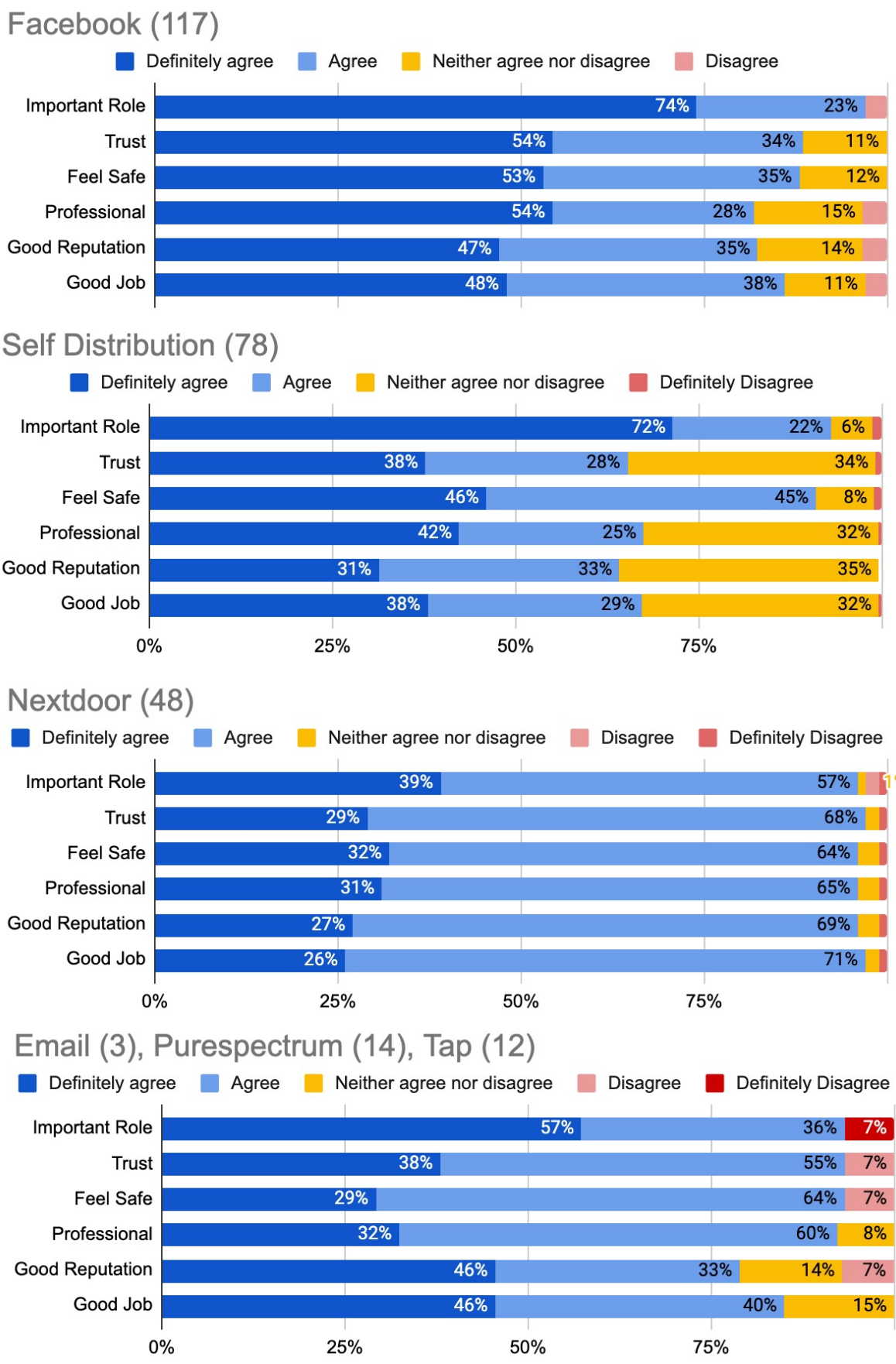



# Appendix 2 : Sentiment as a function of distribution method

## Sentiment by Distribution Method




Questions: Please rate your agreement with the following statements about the Redondo Beach fire department.

# Appendix 3 : Questionnaire

**Redondo Beach Fire Department Survey**

The Redondo Beach Fire Department takes tremendous pride in serving our community. To accomplish our mission, we need your help by completing this short survey related to our services. The survey is voluntary and anonymous. Thank you in advance for taking the time to complete this survey.

**Screening**

**Are you a resident of Redondo beach?**

a. Yes
b. No [divert out of the survey]

**Awareness**

1. To what extent are you familiar with the role and services of the Redondo Beach fire department? (1 - Not at all familiar 2- Somewhat familiar 3 - Familiar 4- Very familiar)

**Sentiment**

1. Please rate your agreement with the following statements about the Redondo Beach fire department (1 - Definitely disagree 2 - Disagree 3- Neither agree nor disagree
   4 - Agree 5 - Definitely agree)
   A. I trust the Redondo Beach fire department.
   B. I feel safe that the fire department will quickly and effectively respond to any fire emergency
   C. The Redondo Beach fire department has an important role in the community.
   D. The Redondo Beach fire department has a good reputation.
   E. Overall, the fire department in Redondo Beach is doing a good job.
   F. The firefighters in the Redondo Beach fire department are professional.

3. Please rate each of the following characteristics as they relate to the Redondo Beach fire department on a scale of (1 - poor 2 - fair 3 - good 4 - excellent 5 - I don't know)

A. Fire Suppression
B. Emergency Medical Services
C. Search and Rescue
D. Hazardous Materials response
E. Fire Inspection
F. Support of community events and activities
G. Public Education/Fire Prevention program
H. Marine Rescue/Harbor Patrol

4. Please select the three most important roles and services of the fire department.

- Fire Suppression
- Emergency Medical Services
- Search and Rescue
- Hazardous Materials responses
- Fire Inspection
- Support of community events and activities
- Public Education/Fire Prevention program
- Marine Rescue/Harbor Patrol
- Other:_____

**5. Is it important for you that the Fire Department meets the National Industry Standards for staffing of fire and rescue vehicles?**
(1 - completely disagree 5 - completely agree 6 - I don't know)

**6. When was the last time you used one of the fire department's services?**

- In the past year
- Within the past 1-3 years
- More than three years ago
- Never

**7. What was the service?** [open ended]

**8. How satisfied were you with that service?**
1 - very dissatisfied 5 - very satisfied

**9. When was the last time you had a personal interaction with one of the firefighters?**

- In the past year
- Within the past 1-3 years
- More than three years ago
- Never

**10. What was your overall impression?**
1 - very negative 5 - very positive

**11. . Please rate the level of importance of the following aspects related to the Redondo Beach fire department** (1 - not at all 5 - very much)

1. Higher diversity in the fire department
2. That all firefighters receive paramedical training

12. [optional] What role do you think that the fire department should play in the community? [open ended]

13. [optional] What is the most crucial aspect for the Redondo Beach fire department to improve? [open ended]

**Demographic question [optional]:**

14. Which zip code do you currently live in?

15. To what age- group do you belong?
    a. 17 years or younger
    b. 18–24
    c. 25-34
    d. 35-44
    e. 45-54
    f. 55-64
    g. 65 years or older
    h. Prefer not to answer

16. What is your sex?
    a. Male
    b. Female

17. Are you of Hispanic, Latino or Spanish origin?
    a. Yes
    b. No

18. What is your race? (Select all that apply)

    a. White / Caucasian
    b. Black / African-American
    c. Asian / Asian-American
    d. Pacific Islander, Native American
    e. American Indian
    f. Alaska Native
    g. Prefer not to answer

# Appendix 4: Open-ended questions

## What was the service?

| | |
|---|---|
| 911 - Slip & Fall - during Covid | Gas leak |
| 911 call and taken to the Hospital | Gas smell - inspection |
| 911 call medical assistant | Gave a talk |
| 911 emergency | Good |
| 911 for a older woman | Hazardous material was left in our guest parking space. |
| 911 for my mother who has since passed | hazardous materials |
| ambulance | Health emergency |
| Ambulance | Health emergency |
| Ambulance to the hospital | HOA alarm inspection |
| asked for information on fire escape ladder | Home fire alarm annual inspection. |
| Boat tow | Home fire alarm system severe malfunction in rainstorm |
| Call to respond to building fire alarm. | Home medical emergency |
| Called 911 because one of our very young children seemed to be choking intermittently on part of a leaf in a park at a community get-together. | I called 911 for my 86 year old mom who had passed out. I also used to manage a building in the Avenues and they were amazing with responses to calls and up-to-date inspections. |
| Called Emergency to my home. They came and were very effective & took care of the problem very efficiently. | I fell and they took me to the hospital. |
| Called for neighbor that was having health emergency | I fell in the bathroom and my daughter called 911 |
| Called paramedics for a person who had fallen down on the sidewalk | I had my wife taken to Little Company of Mary Hospital just before she died. |
| Car accident | I was in a car accident |
| Carbon Monoxide alarm at home went off | I was losing consciousness & my son called 911. I was taken to the ER. |
| Chest pain, shortness of breath | Inspection |
| Community event, but I have considered stopping by with emergency question | Inspection |
| Community Events | Inspection |
| Crackling Transformer | Inspection of the aftermath of a small fire we extinguished in our house |
| death in the family | inspection service |
| Destroyed a bee swarm in the yard next door because one of the craftsmen working on our house was deadly reactive to bee stings. One of the firemen confirmed the personal danger for the craftsman because foaming bees is normally out of their jurisdiction. The fire team was compassionate and efficient. | Mandatory fire inspection |
| Education | Medical |

## What was the service?

| | |
|---|---|
| Education | Medical |
| Education for preschool | Medical |
| Emergency | Medical |
| Emergency | Medical |
| Emergency | Medical |
| Emergency a medical response | Medical |
| Emergency and ambulance transport | Medical |
| Emergency medical | Medical |
| Emergency medical | Medical |
| Emergency medical | Medical |
| Emergency Medical | Medical |
| emergency medical | Medical care heart attack |
| Emergency medical | Medical emergency |
| Emergency Medical | Medical emergency |
| Emergency medical and transport upstairs in wheelchair! I love them all! | Medical Emergency |
| Emergency medical call | Medical emergency |
| Emergency Medical Response | Medical emergency |
| Emergency medical response | Medical Emergency |
| Emergency Medical response | Medical emergency |
| Emergency Medical Response | Medical emergency |
| Emergency medical response. | Medical emergency |
| Emergency medical service | Medical emergency response |
| Emergency Medical Services | Medical response |
| emergency medical services | Medical response |
| Emergency response | Medical response |
| Emergency response - excellent service!! | Medical response |
| Emergency Response/Medical attention | Medical response |
| EMS | Mother was choking so 911 was called and fire dept came however by the time they arrived we had helped her fix it |
| Ems | My fire alarm alerted the fire department of an emergency at my home. They responded quickly and was ready to respond to a fire at my home. Fortunately I approached them at my driveway and told them it was a false alarm. I thanked them for their quick response. |

## What was the service?

| | |
|---|---|
| Ems | My husband had an emergency medical issue. We needed emergency response immediately. |
| EMS | Needed the paramedics |
| Ems search & rescue | Neighbor fire next door |
| EMS Call | Neighbor's fire |
| EMS. My mother had a medical emergency in our home. The FD was prompt and professional; however I was completely shocked to see a battalion Chief responding with the EMS crew. | Paramedic |
| Emt | Paramedic |
| EMT | Paramedics |
| Emt | Paramedics |
| Emt | Paramedics |
| EMT calls for my husband | Pipe Break/Water shut off |
| EMT'S. I also checked if they had smoke inhalation devices to help pets involved in fires | Rescue after fall |
| EMT's to house... transport to hospital | Response to fire alarm signal from alarm system. Was caused by So Cal Edison power surge! |
| Fallen after shoulder surgery and could not get back up without further injury. | response to medical emergency |
| Fell down and the EMT's were wonderful and understanding. | Sailboat tow |
| Fell in the bathroom | Smoke fumes in house |
| Fire | Somebody collapsed at RB Yacht Club opening day; called 911, got the harbor patrol to respond. |
| Fire | Someone hit my car and the fire fighters stopped him and brought him to my door as he was driving away Knocked on my door and asked ,Äú Ma'am is that your car?,Äù We exchanged info and I got my CAR REPAIRED! He would have bolted. |
| Fire alarm | Sparking and fire in trees started by combo ? of dry weather, wind and tree branches |
| Fire alarm went off in our complex they responded within minutes | Sprinkler flood |
| Fire Alert | Stand by at the Kensington |
| Fire at end of Ford avenue by artesia. | Stuck ring on finger |
| Fire inspection | suspected fire in large apartment bldg complex |
| Fire inspection | There was a sparking transformer in the alleyway behind my home one evening. Fire department came, inspected, and remediated. |

## What was the service?

| | |
|---|---|
| Fire on our street | They sent me a bill to pay for their inspection of our extinguishers and alarm system. |
| Fire prevention | Transport to hospital |
| Fire safety education | Trash can/fence fire |
| Fire Safety Inspection | Was moving from one property to another one , had issues |
| Fire supression | wellness check on neighbor |
| Formerly lived at Sea Haven on Esplanade the apartment complex had a serious fire January 2020 | Wreck in front of my house |

## What role do you think that the fire department should play in the community?

| | |
|---|---|
| 24-hour emergency response Fire Prevention and Emergency Preparedness Program, fire code enforcement, public education, Emergency Preparedness, CERT | Leaders in public safety and role models for the community |
| A bIG one | Leadership and Education |
| A big one | Life safety and education |
| a big role | Maintain community confidence. |
| a large role | Maintaining a level of service which improves the quality of life and health in the community. |
| A local fire department is one of the ways the community is held together | Make public announcements concerning fire and emergency response concerns in the city |
| A support role | More education like CERT so that our community is prepared for natural disasters. Once started, continued ongoing education is also desired. |
| Active | No opinion |
| Active | No opinion |
| Active participation | No opinion |
| Active participation | No responce |
| Active partner | not sure |
| Active role | Not sure |
| Active, involved, friendly | not sure |
| advocates and supporters for community events (staying in touch with the community and pushing forward plans and events with their support) as well as protecters of the community | Not sure |
| Advocates for fire safety and protection of nature/beach/waterfronts/etc. | Obsertibitive |
| Advocates for prevention and awareness | Oversee fire and building security |
| All around | Participate in community activities to promote relationships |
| All risk | Prevent, protect, save |
| All types | Primarily fight fires. |
| An active role. | Proactive education. Emergency response |
| An important one. | Professional Fire and medical services |
| an important role | Prompt response to emergencies and fire prevention. |
| Awareness | Protect educate and serve the people of redondo |
| Be active with community education on their services and what they do for our community | Protect the community |
| Be prepared to react to any type of emergency. | Protect us |
| Be there in an emergency | Protection and Support |
| Be timely | Provide education on fire safety |
| Become more active and visible in our community. They should get to know people in the community on a more personal level. | Provide excellent emergency services. |
| Being available for the citizens living in Redondo Beach | Provide Local Service for fire and medical issues |
| being visible | Provide services, fire, medical |
| Besides putting out fires...fire drills at large apartment complexes... especially Independent Senior Complexes! | public safety |
| Bringing people together through firs safety procedures. | Public safety and education |

## What role do you think that the fire department should play in the community?

| | |
|---|---|
| Check on families and person the helped to see how they are doing and give the people they saved a chance to Thank them personally. | Public safety and response |
| Community education and be available for emergencies. | Public safety services and advocacy |
| Community events are important. They should connect with the community, particularly with school children. | Put out fires |
| Community fire prevention and emergency procedure awareness. Holding events were these things can be conveyed. | Put out fires |
| Continue giving great sevice | put out fires. provide emergency medical aid |
| Continue to educate adults and inspire the youth | Put out fires. Rescue people in fires. Emergency medical services |
| Continue to perform medical services and fire suppression | quick response, get to know residents, fire and safety education |
| Continue with thier current program | Reapond to fire and EMS, provide education on fore prevention and perform code comp inspections |
| Continuing advocacy for safety and fire prevention | Rescuer and educator |
| Dependable Leaders | Respond in case of emergency and be visible within the community |
| Educate | Respond to any medical, hazardous or fire related emergency or potential threat. |
| Educate and react to dangerous situations | respond to emergencies |
| Educating the community on fire suppression | Respond when people are in need |
| Educating us as to what the public can do to minimize fire risk and perhaps suggest volunteer areas the community can participate in to enhance the firefighters roles. For example: Does the fire department need certain things that the budget doesn't provide for that the community could help perhaps secure it. It's our duty as residents to contribute where we can to help y'all. | Responding to emergencies. |
| Education, fire prevention and community access. | Responsive |
| educational | Revise the toxicity from refineries and text like an Amber Alert to citizens to close windows and stay home!! Just like a Pandemic!!!!! |
| Educational information on Fire prevention | Risk reduction and emergency response should be the primary focus. They serve us, not the other way around. |
| Emergency medical | Role alreadyvplaying |
| Emergency Response | Roll of being there when needed |
| Emergency Services | Safety programs. Smoke detector help. Fire extinguisher help. |
| Emergency services<br>and response specialists who serve to protect public life and property. Control and extinguish fires and respond to other emergency calls including search and rescue and high angle rescue, motor or marine accidents and floods, highrise issues, earthquake concerns, etc . | Safety, Health, emergencies, community, and prevention |

## What role do you think that the fire department should play in the community?

| | |
|---|---|
| Emergency services i.e. paramedic ambulance Extinguish fires | Same as their doing now. Major part of cummunity |
| Emergency services like fire suppression and medical aid | Save lives |
| Engaged, educational - teaching like RBPD | Save lives |
| Exactly as they do now | save lives and property |
| exactly what it is | Saving lives & putting out fires |
| Exactly what they already do. They are awesome! | Should be a leader in the community while providing professional services. |
| Exactly what they are doing. | Should be involved in fire suppression and community education. |
| Extinguish fires | Simply doing the job that they are hired for is more than sufficient |
| Faster response time | Since we live in homes so close together, staying ready and prepared at all times! |
| Fight fires | Someone who can show the highest standard. People first before oneself. |
| Fighting fires | Stay trained and respond quickly. |
| Fire and emergency | Strong |
| Fire and Emergency Medical Responce | Support community activities |
| Fire and police are our most important assets. | Support the local community |
| Fire fighters | Supportive |
| Fire Inspection/Prevention and Suppression | Supportive/educational |
| Fire prevention and emergency medical response | Take care of our residents with care. |
| Fire prevention, emergency medical services, inspections | Taking excellent care of the citizens/structures & harbor of RB. |
| Fire response and emergency services | Teach community |
| fire responsiveness, fire prevention, fire inspection of businesses, and stay out of local politics | TEST DELETE ME |
| fire safety | That of a helper and protector |
| Fire suppression | The aforementioned services this survey listed. |
| Fire suppression and hazardous materials responses | The department and its members should be invested and engaged in the community |
| Fire suppression, emergency medical, HAZMAT | The fire dep't should continue just what they are doing now. I don't see any reason for their services to be diminished or enhanced. |
| Fire suppression, fire protection education, provide medical emergency support, provide hazardous waste education | The Fire Department's role is to: (1) annually, inspect every business in the city for fire safety, (2) extinguish smoldering or fires when called upon to do so, or if, by chance, it observes such activity without being called, and (3) save, or prevent injury to, human lives when called upon to do so, or if, by chance, it observes situations which are threatening human life. |
| Fire suppression, medical emergency services, inspection. | The Fire Fighters should be there when their services are needed by the Residents and Visitors of Redondo Beach. |
| Fire suppression/safety/prevention and emergency medical services. | The one it does already |
| Fire, medical, and harbor services. | The primary purpose of the fire department should be to preserve lives and property. Fire suppression and medical help should be priority 1. |

## What role do you think that the fire department should play in the community?

| | |
|---|---|
| Fire/Fire Prevention and education | the role is changing. there are more medical services needed. fire should compliment PD and vice versa to maximize interaction with public in providing safety. |
| Focus on suppression, lifesaving and prevention. Don't dilute the mission | The same role they currently play within the city. They are doing a great job. Keep up the good work. |
| For myself I have diabetes so paramedic training and support is necessary but they still do such as great job I haven't anything bad to say about them | The should be a professional risk reduction and emergency response agency |
| For the people of the community | The should be a professionally lead and managed fire/EMS agency that is committed to community risk reduction, education, and emergency response with preventative measures fail |
| Guardians, educators, rescuers, helpers, heroes... | Their current roles and spending more time in the community talking and educating people about fire. Maybe a booth at our local famers market for Q and A |
| Health and safety | There should be a valued member and contributor to the local community |
| Help in all of their fields. Preventing fires is important also | They already have a great presence and are very ‚Äúuser friendly.‚Äù I walk a jog by the station on Broadway all the time and I occasionally stop and chat with the firefighters. Very impressive young men! |
| I am a half year California resident and have been impressed with not Redondo Beach and Torrance Fire Departments | They are a safety net for our community. Their quick response to fires, health crisis or a dangerous situation is something we rely on from our Fire Department. |
| I do not know | They are a valuable and necessary part of the community. They give the community a sense of safety. |
| I think they are doing a great job! Keep up the good work | They are doing a good job now. |
| I think they should look after our community resident health and safety issues. Paramedics have come to our street several times to assist those in neighboring homes. They seemed to be right on top of things and doing good work, although I don't have insight into what the issues were. Also, I liked how they arrived very promptly the one time I did phone about a sparking transformer issue, and were knowledgeable and gave me confidence they knew what to do. | They are our safe guards. |
| I'm happy with the job they are doing | They are vital part of the community and should have a higher profile with more community education about their functions and abilities. |
| In a perfect world, they do inspections and there are no fires or emergency events. In the real world, 1) emergency med response 2) fire suppression, 3) inspections. Everything else is filler work and can be skipped. | They should be community members and interact in a positive way with the community. |

## What role do you think that the fire department should play in the community?

| | |
|---|---|
| Informing registrants of up coming CERT class. | They should be engaged and very involved in the community |
| Insuring active as well as preventative fire safety along with emergency medical response. | They're first responders and should be knowledgeable in their training as well as the community in which they work |
| Intergeral | Thought that I answered that when listing the 3 principal services |
| Involved. Seems like police do so much more. | To engage with the community other than emergencies |
| It was good | To keep everyone educated on safety all around and be there to keep us safe when accidents happen |
| Just like any employee, RBFD should practice what they've been trained. | To provide top notch fire services to the community |
| Just their being there is very comforting! | To save citizens |
| Keep doin what their doin | To serve in moments of need |
| Keep the community safe by providing emergency medical care and putting out fires. | To stick to the roll they were hired for |
| Keep the people safe | top awareness |
| Keep up the great work | Traditional roles of fire departments |
| Keep us safe | Trusted resource |
| Keeping the community safe and establishing and maintaining a personal relationship with residents. | Uncertain |
| Keeping the community safe from hazards (fire, chemicals, etc.) and responding to emergencies with medical emergencies | Very important we have our own dept and they are familiar with the community. |
| Keeping the community safe, being good role models for younger children who look up to them | Visible in the community and accessable the everyone |
| Larger | Whatever they feel they should. |
| | Why did you ask about diversity? I don't care about skin color. I care about competence. Hire competent people. |

## What is the most crucial aspect for the Redondo Beach fire department to improve?

| | |
|---|---|
| Advanced medical training maybe | No opinion |
| Again follow up with the people they helped to get feed back on the great job they are doing. | No opinion |
| Arrival Time from notice to arrival | No opinion |
| Assistance with community issues such as emergency preparedness and homeless encampments to insure health and fire safety of the surrounding community. Firefighters are universally trusted, so they can have a huge positive impact to a community on many topics that are difficult for others to influence. | No opinion |
| At this time none | No opinion |
| Attitude of leadership & loyalty to community - too concerned about Pensions with in community and possibility with the County of Los Angeles | No opinion |
| be more active with fireworks around the area. | No suggestions |
| Build newer Fire Stations to accommodate the modern fire equipment they have acquired | no suggustions |
| Can't think of any | None |
| can't think of anything to improve | None |
| Can't say.  Don't have any complaints | None |
| Can't think of any | none |
| Can't think of how RBFD can improve at the moment. | None |
| CERT program. I graduated in 2019 and there has been no follow up opportunities to continue the education and/or practice what we learned. The current alumni board in my opinion is not invested in this like we all see in Los Angles city/county. | None |
| Communication dealing with HOAs. | None |
| Community awareness of their program (unless they are not vaccinated against COVID - that should be #1) | None I can think of |
| Community engagement | None I'm aware of |
| Community interaction | None that I can think of |
| community outreach | none they are awesome |
| Community reach out and education at schools | None.  They have been doing a super job since we moved to RB 26 years ago. |
| Continue | Not aware of any |
| Continued training and preparation | Not aware of any areas requiring improvement |
| Diversity | Not enough information to render an opinion. |
| Diversity among its employees | Not parking the fire trucks across the sidewalk. There by not making people walk on the street to pass the trucks. |
| Diversity and inclusion. | Not paying a transport fee when need an ambulance |
| Dk | Not sure |
| Doing great.  Education to the public. Carbon monoxide and such | not sure |
| don't know | Not sure |
| Don't know | Not sure |
| Don't know. They seem to be doing a good job | Not sure |

## What is the most crucial aspect for the Redondo Beach fire department to improve?

| | |
|---|---|
| Don't know | Not sure |
| Don't know | Not sure |
| Don't make | not sure |
| Drones and robotics | Not sure |
| Efficiency | Nothing |
| Emergency medical | Nothing |
| EMS | nothing |
| Equipment upgrades. No reason to send a hook and ladder truck to every call and 3 vehicles to every call it's a waste of resources we need better equipment and better training and written training manuals that don't seem to even exist | Nothing |
| Equipment upkeep | Phone contact |
| everything | Probably visibility, if you want people to know more about you. I assume you all do a great job because I never hear anything about you all |
| Expediency | Public Education on and why the Redondo Beach Fire Department does for the City of Redondo Beach and the neighboring Cities in the South Bay. |
| Fill vacancies and increase Diversity | Public events like the local charity events before COVID, for the public to meet these hero's. |
| Fire | Public perception of union scandal |
| Fire drills at apartment complexes... what to do, where to go, what to grab if you HAVE to leave... all kinds of things to know if one has a fire at their residence... | Put out fires |
| Fire stations are over crowded with equipment. Should the backup equipment be left outside? | Putting out fires quickly and safely. Providing emergency medical service. |
| Fire suppression | Recruitment process |
| Free transports like el segundo | Remove duplication of efforts. We have to pay for fire extinguisher review by an outside company, then to have the fire dept depart check their work. Either ALL homes must have a fire extinguisher safety requirement review, or cut the duplication of effort out. It is our responsibility to maintain our fire extinguisher, why do we have it reviewed twice? That would be like you taking your vehicle in for a oil change, but you must pay me $113. to check you got your oil changed and yet you paid $50 to have your oil changed. Individuals understand the requirements to keep the vehicle going and and to prevent safety issues. Samecwith Fire Extinguisher requirements.<br>Bottomline, cut the waste and duplication of work. |
| Funding, they need more money for more staff and resources | Representation in public policy wrt to the harbor. |
| Get our own Ambulance Service in house | Reputation. After trying to recall a city council member and scandals they need to regain the trust of the community |
| Good | Respond to emergencies |
| greater involvement in community activities | Responding to emergencies |
| Have no suggestions | Response |

## What is the most crucial aspect for the Redondo Beach fire department to improve?

| | |
|---|---|
| Having full staffing | Response time |
| I am not aware of what it does or does not need to improve. | response time |
| I can't think of anything. | Response time |
| I can't think of anything. | Response time in south redondo |
| I cannot think of any significant way the department can improve. | Response time, if anything. |
| I couldn't say | response times can always be improved |
| I couldn't say only they know | Safety |
| I do not have a single complaint about the RBPD. They have always been there for me and my neighbors, when we've needed them. They save lives. | Safety and prevention |
| I do not know | Satisfied |
| I do not know | Saving<br>Lives |
| I do not know | Should have their own transportation vehicles to hospitals. The extra cost of an outside service ambulance when the paramedics go too is ridiculous. |
| I don't find them lacking | Speed and response |
| I don't have that answer because i never felt that there was any issues | Spend more time with businesses within the community |
| I don't know. | Staffing |
| I don't know... | Staffing and response times |
| I don't have any complaints | Stay RBFD |
| I don't know | Stay serving the community |
| I don't know | Staying up to date on medical conditions and staying kind to all |
| I don't know enough about them to know what you'd be improved. | Staying within the City of Redondo Beach rather than going to be a part of LA County |
| I don't know of any | Stop going through red lights for convenience. |
| I don't know that much about them | Stop pushing to join the county department |
| I really just hope the dispatch times are on point in keeping our homes safe! | Stop threatening to outsource to LA County! That would be a disservice to our community |
| I think they are doing a great job. | Stop trying to go with the county |
| I think they are doing well now. | Take care of the department members and stop threatening to go to LA County Fire |
| I would like to see more public facing events; maybe<br>coffee with a Firefighter. | Tell us what you do. Seems like an expensive city department. I'd like to see fire department adopt the 4/10 schedule. |
| I'm not sure. | TEST DELETE ME |
| I'm not sure. I believe our Fire Department exceeds my expectations! | The city needs to support this necessary service. Do not cut the budget. |
| I'm happy with the job they are doing | The department should have the best equipment. |
| Keep doing what they do. | their budget. control spending ie wages, retirement plans |
| Keep working at making the<br>RBFD THE BEST | Their current political involvement is troublesome |
| Keeping citizens safe. Keep our department current on all aspects of fire safety. | there's always room for improvement |

## What is the most crucial aspect for the Redondo Beach fire department to improve?

| | |
|---|---|
| Keeping in touch with the community. (From my perceptive) I don't really see much community work from the Department. | Time arrival |
| Leadership and marketing. Having a police chief manage the fire department is a failure of the former fire chiefs ability to mentor the next generation. The fire department employees need to step up, get involved in all aspects of the community and department; or admit they will be at someone's mercy. Apathy will lead to the fire departments demise. | To keep up with the standards of the community |
| Leadership-no doubt. The previous chief collected a check and failed to prepare, mentor, and guide the next generation. Now they can't even find a person to lead so they have to ask another city department to clean up their house. Pretty piss poor for a group of folks that make 1/4 million a year to work 10 days a month | To make sure their self care is enough. Rest, recreation, checkups. They can't take care of us unless their needs are met. Higher salary. |
| Less sirens | To me, they are just great! |
| Make sure they know the neighborhood, new and older structures and the potential threats in each structure. Also during the holidays be visible in the community and proactively educating homeowners/renters about the risks of fireworks. Walking the neighborhoods talking to residents and leaving fliers/pamplets about the dangers of fireworks. Perhaps they can proactively recruit neighbors to assist in walking the neighborhoods and educating neighbors. | Training |
| maybe more resources | Training and leadership. The fire department should be a priority and clearly the city leaders do not value the department. Having a police chief be the formal leader of the department demonstrates the lack of importance from the formal city leaders. Either run a professional department or let the County run it and lose local control |
| More community interactions | Training? |
| More funding for more personnel | U/k |
| More outreach | Unaware |
| more staffing | Unclear to me what department is responsible for building inspections but in hindsight Seahaven had some fire safety issues . Public Education on fire evacuation , leave your apartment unlocked etcetera |
| MOU restructuring. Fixing overtime. Becoming more efficient. | unk |
| My experience with the Redondo Beach fire department has been 100% positive. We have had several emergency situations in the past 10 years. Their response has been quick, professional and effective. | Unknown |
| N/A | Unknown |

## What is the most crucial aspect for the Redondo Beach fire department to improve?

| | |
|---|---|
| N/A | Unsure |
| N/A | Unsure |
| N/A | Unsure |
| n/a | Up to date training and service info |
| N/A  I believe they are perfectly competent | Very professional group as far as I know but to me sending 10 fire personnel and two trucks for a mild medical issue is unnecessary.  This pattern appears to be repeated over and over throughout the city. |
| NA | We had an instance with hazardous material spill and it wasn't cleaned up well, neighbor took it upon herself to do it. |
| NA | We need a real Harbor Master. |
| Need more firefighters. | We need more stations and staff for the MORE people the city of RB are permitting building new multi complex homes! |
| No needed | We need to see them and meet them and understand their role in the community.  Educate the public and be a visible part of the community. |
| No opinion | What does RBFD feel they need in order to improve? If they need more firefighters, more should be hired, if they feel they needed more training, they should get that training,  if they need equipment, get it for them. |
| You have so much to do. It makes me feel guilty. But, It would be awesome if we could have like a bar b que type event to get to know y'all. Do the alphabet thing, where you assign stuff for us to bring. Y'all should not have to bear the burden. Let us bring the food, drinks, and meat. Y'all are firefighters, you guys do the grills. Have something similar like those 5 minute date things...never done it..but like have long row of tables with y'all sitting on one side and every 5 or 3 minutes, we the resident switch seats to get to know y'all. We want to know the people that poentially will save our lives. | When I needed them, they were there. Anything else, I don't know |

# City Leadership Interview Questions:

Give us your overall impression of the Fire Department.

Describe your expectations of the Fire Department.

Which of these expectations are being met to your satisfaction?

Are there services that you think the fire department should be providing that they are not now?

Are there Services the fire department is providing that you think should be discontinued or done differently?

When you dial 9-1-1 to report an emergency, how long should it take for help to arrive?

Does that expectation change depending on where in the system service area you are located?

Is it important for you that the Fire Department meets the National Industry Standards for staffing of fire and rescue vehicles?

Are you familiar with the qualifications for new firefighters of the RBFD (all are paramedics) Are you satisfied with this current requirement?

Please share any other thoughts or comments you may have.

# Redondo Beach Fire Department Members Interview Questions

1. Overall, how would you rate the level of service the RBFD provides to the community?
   - Emergency Service
   - Non-Emergency Service

2. How would you describe your personal-professional job satisfaction as a member of the RBFD?

3. Do you feel you are receiving adequate training to accomplish your job?

4. Are there currently any tasks, duties and responsibilities being conducted by the RBFD, that you feel should be done by another department – service?

5. Are there any services, duties/responsibilities that you feel **should be** completed by the RBFD, that are currently not?

6. Do you feel the members of the RB community (elected officials included) truly understand everything the RBFD is responsible for and accomplishes?

7. What do you feel is the most significant challenge facing the RBFD over the next 3 years?

8. What can be done to improve the level of service the RBFD provides to the community?

Addendum for Captains;

1. Is the RBFD's structure (Dept Organization/Size/Deployment) adequate for the threats of 2021?
2. Do you feel you have the autonomy to run your fire station the way you feel best serves the needs of the citizens and members of the station?

Addendum for Chief Officers;

1. Is the RBFD's structure (Dept Organization/Size/Deployment) adequate for the threats of 2021?
2. How would you rate the RBFD administrative ability (codified manuals-policies-SOG's), and its ability to stay current with emerging FD trends/operations/threats?
3. How would you rate RBFD's community outreach capabilities & performance?

**Other potential questions;**

Do you feel the work environment is safe and fosters productivity?

Is morale within the fire department positive?

Are the members adequately equipped to accomplish their job in a safe and efficient manner (training-apparatus-PPEs-work location comforts)?

Are you provided training and educational opportunities for job advancement?

Is department leadership receptive, stable, and gives clear communications of expectations?

Is department discipline and member's behavior acceptable and professional?

**Redondo Beach Fire Department Pulse Survey**

**1.** Are you a resident of Redondo beach?

**(Yes or No)**

**2.** To what extent are you familiar with the role and services of the Redondo Beach fire department?

1. **Not at all familiar**
2. **Somewhat familiar**
3. **Familiar**
4. **Very familiar**

**3.** Please rate your agreement with the following statements about the Redondo Beach fire department.

**(Group)**

1. I trust the Redondo Beach fire department.
2. I feel safe that the fire department will quickly and effectively respond to any fire emergency
3. The Redondo Beach fire department has an important role in the community.
4. The Redondo Beach fire department has a good reputation.
5. Overall, the fire department in Redondo Beach is doing a good job.
6. The firefighters in the Redondo Beach fire department are professional.

**4.** Please rate each of the following characteristics as they relate to the Redondo Beach fire department

**(Group)**

1. Fire Suppression
2. Emergency Medical Services
3. Search and Rescue
4. Hazardous Materials response
5. Fire Inspection
6. Support of community events and activities
7. Public Education/Fire Prevention program
8. Marine Rescue/Harbor Patrol

**5.** Please select the three most important roles and services of the fire department.

1. **Fire Suppression**

2. **Emergency Medical Services**
3. **Search and Rescue**
4. **Hazardous Materials responses**
5. **Fire Inspection**
6. **Support of community events and activities**
7. **Public Education/Fire Prevention program**
8. **Marine Rescue/Harbor Patrol**

**6.** Is it important for you that the Fire Department meets the National Industry Standards for staffing of fire and rescue vehicles?

**(Scale: 1 - 5)**

**7.** When was the last time you used one of the fire department's services?

1. **In the past year**
2. **Within the past 1-3 years**
3. **More than three years ago**
4. **Never**

**8.** What was the service?

**(Long text)**

**9.** How satisfied were you with that service

**(Scale: 1 - 5)**

**10.** When was the last time you had a personal interaction with one of the firefighters?

1. **In the past year**
2. **Within the past 1-3 years**
3. **More than three years ago**
4. **Never**

**11.** What was your overall impression?

**(Scale: 1 - 5)**

**12.** Please rate the level of importance of the following aspects related to the Redondo Beach fire department

**(Group)**

1. Higher diversity in the fire department
2. That all firefighters receive paramedical training

**13.** What role do you think that the fire department should play in the community?

**(Long text)**

**14.** What is the most crucial aspect for the Redondo Beach fire department to improve?

**(Long text)**

**15.** Do you consider yourself:

1. **Male**
2. **Female**
3. **Prefer to self-describe**

**16.** Do you consider yourself (select all that apply):

1. **Caucasian/White**
2. **African American/Black**
3. **Asian**
4. **Something else**

**17.** Do you identify as Hispanic?

**(Yes or No)**

**18.** To what age-group do you belong?

1. **17 years or younger**
2. **18–24**
3. **25-34**
4. **35-44**
5. **45-54**
6. **55-64**
7. **65 years or older**
8. **Prefer not to answer**

**19.** What is your home ZIP code?

**(Short text)**

**Taken from City Manager's Message in the 2021-2022 Proposed Budget**

https://www.redondo.org/services/city_docs/budget_and_capital_improvement_program.asp

**City Manager Recommended**

**FY 2021-22 Decision Packages for City Council Approval**

**Decision Packages that would improve organizational efficiency, economy or effectiveness:**

Decision Package #32. Fire Department Administrative Support Staff. The administrative support staffing in the Fire Department is currently comprised of one full-time Administrative Analyst position and one part-time Office Assistant. This staffing is less than half of what the department utilized before the recession. As a result of the reduced administrative staffing, the Fire Chief and Fire Division Chiefs have been required to perform many administrative functions that were previously assigned to support staff, particularly contracts, purchasing, customer service, recruitment/staffing/training/EMS record keeping, and fire prevention community outreach/inspections. Proposed is a reorganization of administrative support functions that includes a transfer of the Administrative Specialist position currently assigned to Fire Station 3 (partially paid for by the Harbor Tidelands and Harbor Uplands Funds) to Fire Station 1 (general operations) and an increase in part-time personnel funding that would support general administrative duties and provide for lower cost fire inspection services. Specifically, this decision package would 1) reallocate the full-time Administrative Specialist position by finalizing the transfer of funding between the Harbor Tidelands Fund, Harbor Uplands Fund, and General Fund, 2) add one-time funding ($100,000) for four part-time non-sworn fire inspectors to launch a pilot program that is expected to result in a reduction in inspection fees for residents and businesses and provide enhanced customer service, and 3) add ongoing funding of $37,200 for increased part-time office assistance. Recommended is a one-time appropriation of $100,000 to the General Fund, an ongoing appropriation of $67,320 to the General Fund, an ongoing decreased appropriation of $15,515 to the Harbor Tidelands Fund, and an ongoing decreased appropriation of $14,605 to the Harbor Uplands Fund.

# CITY OF REDONDO BEACH
# BUDGET RESPONSE REPORT #6

**June 1, 2021**

**Question:**

*What changes to Fire Inspection program could be made to reduce the fee schedule?*

**Response:**

From the inception of the Fire Prevention re-organization in 2017 there has been significant resistance to the fee schedule associated with the program. The City currently charges $95.00 per inspection to recover the cost of civilian personnel hired to conduct fire inspections. The City has elected to use a third-party billing company that places an additional $18.50 charge on the inspection, bring the total cost to the customer at $113.50. The $95.00 fee assigned to the fire inspections is the full cost recovery for the service provided by the city as outlined in Attachment A.

The current $113.50 fee is competitive with other regional cities. Attachment B outlines the fee schedule for other cities completing similar types of inspections. Other regional cities charge the following rates for their base level fire inspections:

- Beverly Hills: $278.00
- Manhattan Beach: $232.00
- Culver City: $131.00
- Santa Monica: $122.00
- *Redondo Beach $113.50*
- Torrance: $92.00
- El Segundo: $83.00

There has been significant feedback from the community regarding the fee schedule assigned to Fire Inspections. The two areas that have generated a majority of the negative feedback are associated with small businesses (less than 500 square feet) and three and four-unit multifamily properties. Most regional cities use a formula based on square footage and number of units. The current Redondo Beach fee schedule operates on a single flat rate ($113.50) based on one hour of inspector time. Larger inspections are charged for each quarter hour over the initial hour to reflect their increased usage of services. A strategy to reduce the fee schedule would be to incorporate a hybrid fee schedule focused on lowering the inspection fee charged to small businesses and three- and four-unit multifamily dwellings

<u>Adjusting the Fee Schedule based on Pilot Program Fire Inspectors</u>
Due to the COVID-19 Pandemic restrictions and the training requirements associated with hiring new firefighters the Fire Department is currently behind schedule to complete annual fire inspections. There is little opportunity to recover from the deficit before the end of the calendar year using sworn personnel. This deficit provides the City with the

opportunity to hire four part-time non-sworn Fire Inspectors to help complete the annual inspections and lower portions of the fee schedule. The lower labor cost associated with these Inspectors would allow the City to reduce the fees assigned to small businesses and three- and four-unit multifamily dwellings. The revenue generated by completing the behind schedule inspections is projected to support the cost of hiring four part-time Inspectors for Fiscal Year (FY) 21-22. This would also allow the City to explore an alternative service model for fire inspections.

The benefits of hiring the four non-sworn Fire Inspectors include:

- The four Fire Inspectors would be trained to enhance the customer service experience during the inspections.
- This program would function as a "grow your own" opportunity for the department allowing the recruitment and development of local firefighter candidates.
- The shift from sworn personnel to dedicated civilian inspectors would allow the inspectors to spend more time with each customer. Sworn personnel are currently tasked with emergency calls, training, and other administrative duties.
- Sworn personnel were never intended to complete the number of fire inspections that they are currently assigned. During the Fire Prevention re-organization in 2018 only one of the two proposed Inspectors was hired placing 50% more inspections on sworn personnel than intended.

As part of this pilot program it is proposed that this fee schedule be applied to small (less than 500 square feet) businesses and three- and four-unit multifamily dwellings. Using the part-time non-sworn inspectors, the fee schedule to be reduced from $95.00 to $47.50 based on the lower cost of labor. Attachment C outlines the cost of service when using the part-time inspectors. This, when combined with third party billing fee, would change the customer cost from $113.50 to $66.00. This fee change is projected to apply to approximately 2000 inspections annually, or one half of all Fire Inspections.

Fiscal Impact

The fiscal impact to the Fire Inspection Program for FY 21-22 is challenging to project. The change in fee structure coupled with completing the additional behind schedule inspections is anticipated to have a slightly negative impact on projected program revenues. If the program is extended to FY 22-23 it is projected that the reduced fee schedule would reduce the program revenues by approximately $100,000. There are some alternatives to overcome this long-term reduction in revenues with additional changes to the fee structure. For FY 21-22 there is a unique opportunity to explore this new model of service delivery with a slight reduction in program revenues and facilitate the delivery of an important service to the community. The mission of the Redondo Beach Fire Department (RBFD) is to "serve the community by protecting life, property, and the environment through prevention, education and emergency services". Emergency response resources are commonly considered the key assets in meeting the goals of the RBFD's mission statement, but an equally important asset in the Fire Department operational structure is the administrative staff.

This Budget Response Report is directly linked to hiring the non-sworn part-time personnel recommended in Decision Package 32. Hiring the additional personnel at a lower hourly rate allows the City to reduce certain Fire Inspection fees.

Attachment A: Inspection Rate
Attachment B: Regional Inspection Fees
Attachment C: P/T Inspection Rate

| Actual Costs & Data | |
|---|---|
| **Inspector Wage (per hour, based on 40 hours)** | **$41.61** |
| **Admin Wage (per hour)** | **$0.00** |
| **Burdened Fringe Benefit Rate** | **65.00%** |
| **Apparatus Required for Inspections** | **1** |
| **Time Required per Inspection (minutes)** | **20** |
| **Admin/IT Time Required per Inspection (minutes)** | **10** |
| **Total of ALL Runs per Year (inc. Inspections)** | **6,600** |

| Calculated Costs | |
|---|---|
| **Inspectors Required per Inspection** | **1** |
| **Inspections per Year** | **4,559** |
| Total Inspector Labor Cost (per hour) | $68.66 |
| Total Admin / IT Labor Cost (per hour) | $0.00 |
| **Total Labor Cost per Inspection** | **$68.66** |
| Total Vehicle Cost (per year) | $69,625 |
| **Total Vehicle Cost per Inspection** | **$5.27** |
| Liability Insurance (per year) | $79,062 |
| **Liability Insurance per Inspection** | **$3.95** |
| **Technology Hardware (iPads, per Inspection)** | **$17.00** |
| **Software (FIREHOUSE RMS, per Inspection)** | **$0.00** |
| **Mgmt. Overhead and Supervision** | **$0.00** |
| **Billing, Administration & Reports (FRUSA)** | |
| **Total Cost Per Inspection / Hr** | **$94.88** |

## FIRE PREVENTION BUSINESS/MULTI UNIT INSPECTION FEE SCHEDULE SURVEY

| FEE TYPE | EL SEGUNDO | TORRANCE Hourly rates (15 min - 4hr) | MANHATTAN BEACH | CULVER CITY | SANTA MONICA | BEVERLY HILLS |
|---|---|---|---|---|---|---|
| *Annual Business Inspection* | | | | | | |
| 0-500 sq. ft. | | $ 92.00 | | | $ 122.00 | |
| 501-2,000 sq. ft. | | | | | $ 160.00 | |
| 0-1,499 sq. ft. | $ 83.00 | $ 92.00 | $ 232.00 | $ 131.00 | | $ - |
| 1-2,000 sq. ft. | | | | | | $ 278.00 |
| 1,500-9,999 sq. ft. | $ 114.00 | $ 133.00 | $ 335.00 | $ 333.00 | | $ - |
| 2,000 - 5,000 sq.ft. | | | | | $ 199.00 | |
| 2,001 - 5,000 sq. ft. | | | | | | $ 417.00 |
| 5,001 to 10,000 sq. ft. | | | | | $ 277.00 | $ 557.00 |
| 10,000 sq. ft. and greater | $ 201.00 | $ 336.00 | $ 451.00 | $ 575.00 | $ - | $ 626.00 |
| 25,000-99,999 sq. ft. | $ 387.00 | $ 590.00 | | $ 766.00 | $ - | |
| 100,000-499,999 sq. ft. | $ 1,636.00 | $ 1,051.00 | $ - | 0 | $ - | |
| 500,000 sq. ft. and greater | $ 3,462.00 | $ 1,289.00 | $ - | 0 | $ - | |
| *Annual Business Inspection (Common Areas)* | $ - | $ - | $ - | $ - | $ - | $ - |
| Common Area base first story (includes single story bldgs) | $ - | $ - | $ - | $ - | $ 82.00 | $ - |
| 0-2000 sq. ft. per floor | $ - | $ - | $ - | $ - | $ 95.00 | $ - |
| 2001-5000 sq. ft. per floor | $ - | $ - | $ - | $ - | $ 80.52 | $ - |
| 5001-10000 sq. ft. per floor | $ - | $ - | $ - | $ - | $ 89.47 | $ - |
| >10000 sq. ft. per floor | $ - | $ - | $ - | $ - | $ 99.53 | $ - |
| *Annual Business Reinspection* | | | | | | |
| 0-1,499 sq. ft. | $ 45.00 | $ 217.00 | $ - | $ - | $ - | $ 56.00 |
| 1,500-9,999 sq. ft. | $ 45.00 | $ 217.00 | $ - | $ - | $ - | $ 56.00 |
| 10,000-24,999 sq. ft. | $ 65.00 | $ 217.00 | $ - | $ - | $ - | $ 56.00 |
| 25,000-99,999 sq. ft. | $ 105.00 | $ 217.00 | $ - | $ - | $ - | $ 56.00 |
| 100,000-499,999 sq. ft. | $ 200.00 | $ 217.00 | $ - | $ - | $ - | $ 56.00 |
| 500,000 sq. ft. and greater | $ 400.00 | $ 217.00 | $ - | $ - | $ - | $ 56.00 |
| Educational <5,000 sq. ft. | $ - | $ 58.00 | $ - | $ - | $ 947.00 | $ 123.00 |
| Educational >5,000 sq. ft. | $ - | $ 103.00 | $ - | $ - | $ 947.00 | $ 204.00 |
| Assembly <5,000 sq. ft. | $ - | $ 58.00 | $ - | $ - | $ 330.00 | $ 147.00 |
| Assembly >5,000 sq. ft. | $ - | $ 103.00 | $ - | $ - | $ 330.00 | $ 204.00 |
| A/E Reinspection 2nd | $ - | $ 217.00 | $ - | $ - | | $ 56.00 |
| Apartments 3-10 units | $ 83.00 | $ 92.00 | $ 232.00 | $ 163.00 | $ - | $ 55.00 |
| Apartments 3-15 units | | | | | $ 141.00 | |
| Apartments 11-20 units | | | $ 349.00 | | | |
| Apartments 20 and over | | | $ 465.00 | | | |
| Apartments 11-40 units | $ 114.00 | $ 92.00 | $ - | $ 333.00 | | $ 92.00 |
| Apartments 16-49 units | | | | | $ 190.00 | |
| Apartments 41-70 units | $ 201.00 | $ 133.00 | $ - | $ 575.00 | $ - | $ 130.00 |
| Apartments 50-99 units | | | | | $ 239.00 | |
| Apartments 71 and over | $ 387.00 | $ 336.00 | $ - | $ 1,132.00 | $ - | $ 169.00 |
| Apartments 100 and over | $ 1,636.00 | $ 590.00 | | | $ 337.00 | |
| Reinspection 2nd | $ - | $ - | $ 232.00 | $ - | $ 287.00 | $ 57.00 |
| Reinspection 3rd | $ - | $ 217.00 | $ 232.00 | $ - | $ - | $ 149.00 |
| Reinspection 4th | $ - | $ - | $ 232.00 | $ - | $ - | $ 259.00 |
| Annual FD Permit | $ 95.00 | | $ 232.00 | | $ 287.00 | |
| Temporary FD Permit | $ 505.00 | | $ 232.00 | | | |
| High Rise Inspection | $ 1,646.00 | $ - | $ 750.00 | $ 1,184.00 | $2,402.00 | $ 1,527.00 |
| False Alarm (after 3 in a year) | | $ 526.00 | | | $ 526.00 | |

RBFD Billed: FY15-$19,236, FY16-$15,573
(Collection rate FY15-43%, FY16-56%)

Notes:

Culver City: Businesses under 1999 Sq. ft. are inspected on alternate years based on last digit of address, even on even years and odd on odd years.

Culver City: High Rise inspections = $148.00 per hr. 8 hr. minimum.

Santa Monica: High Rise >75' = 2,181.

** RB Fee schedule does not specify for initial inspection billing at this time; * Average of those cities that charge for inspection

| Actual Costs & Data | |
|---|---|
| **Inspector Wage (per hour, based on 20 hours)** | **$25.00** |
| **Admin Wage (per hour)** | **$0.00** |
| **Burdened Fringe Benefit Rate** | **0.00%** |
| **Apparatus Required for Inspections** | **1** |
| **Time Required per Inspection (minutes)** | **20** |
| **Admin/IT Time Required per Inspection (minutes)** | **10** |
| **Total of ALL Runs per Year (inc. Inspections)** | **6,600** |

| Calculated Costs | |
|---|---|
| **Inspectors Required per Inspection** | **1** |
| **Inspections per Year** | **4,559** |
| Total Inspector Labor Cost (per hour) | $25.00 |
| Total Admin / IT Labor Cost (per hour) | $0.00 |
| **Total Labor Cost per Inspection** | **$25.00** |
| Total Vehicle Cost (per year) | $69,625 |
| **Total Vehicle Cost per Inspection** | **$5.27** |
| Liability Insurance (per year) | $79,062 |
| **Liability Insurance per Inspection** | **$3.95** |
| **Technology Hardware (iPads, per Inspection)** | **$17.00** |
| **Software (FIREHOUSE RMS, per Inspection)** | **$0.00** |
| **Mgmt. Overhead and Supervision** | **$0.00** |
| **Billing, Administration & Reports (FRUSA)** | |
| **Total Cost Per Inspection / Hr** | **$51.23** |

**CITY OF REDONDO BEACH**
**BUDGET RESPONSE REPORT # 24**

**June 8, 2021**

**Question:**

What is the mission of the Fire Department and how is it staffed to accomplish the mission?

**Response:**

*DP #32 – Fire Dept Administrative Support Staff $167,320*
*DP #44 – Fire Equipment – as it relates to New Hire PPE$35K*

The mission of the Redondo Beach Fire Department (RBFD) is to "serve the community by protecting life, property, and the environment through prevention, education and emergency services". Emergency response resources are commonly considered the key assets in meeting the goals of the RBFD's mission statement, but an equally important asset in the Fire Department operational structure is the Agency's administrative staff.

Prior to the 2009 recession and resulting budget cuts, the Fire Department administrative support team consisted of (6) employees: (4) full time positions – an Executive Assistant to the Fire Chief, Administrative Specialist – Fire Prevention/Special Services, Administrative Specialist – Operations/Harbor, and Administrative Analyst, and (2) part time clerical positions at FS1 and FS3 to support the public counters.

The current Fire Department administrative staff consists of (2) full time administrative personnel – one Administrative Analyst and one Administrative Specialist. These members are responsible for duties including, but not limited to: public reception, inquiries, and assistance; budget management; records management in the categories of recruitment, staffing, training, and medical reports; payroll submission; document preparation; Agency voicemail and e-mail routing; additional support duties, as required by each of the RBFD organizational divisions. As a result of the reduction in administrative support personnel, the Fire Chief and Division Chiefs are required to perform many administrative functions that were previously assigned to support personnel.

In reference to DP#32, a reorganization of administrative support duties and responsibilities to current and proposed part time personnel, will help best meet the needs and growth of the department. This reorganization includes the relocation of the Administrative Specialist position from Fire Station 3 in the Harbor to Fire Station 1 to align the duties and responsibilities with the funding source.

Operationally, in order to meet the goals of the RBFD mission statement, firefighters must be equipped with mandated personal safety gear while responding to community hazards.

In addition to personal protective equipment, firefighters must be supplied with the tools required for incident organization, safety, effectiveness, and mitigation. Appropriations in DP#44 will be committed to the on-going provision, maintenance, repair, and replacement of mandated firefighter protective gear, uniforms, radios, and tools. Currently, the cost to equip (1) new firefighter is $10,000.00 (Class B Nomex work uniform - $1,500.00 / Turnout Gear and Personal Protective Equipment - $8,500.00).

The second COVID-19 pandemic shut down in early 2021 impacted the ability of the Fire Department to complete annual fire inspections. These COVID restrictions have reduced the number of inspections completed by 1/3. To get the program back on track the Fire Department proposes hiring four part-time inspectors. This will allow the Fire Department to serve its mission by reducing the rate and severity of fires in the community through fire prevention. The revenue generated by completing the behind schedule fire inspections is projected to cover the cost of the part-time inspectors.
Currently sworn personnel are used to complete a majority of the fire inspections. These personnel continue to be overextended with emergency calls and training. Sworn personnel were never intended to complete the current amounts of fire inspections. During the Fire Prevention reorganization in 2018 only one of the two requested civilian Fire Inspectors were allocated. The two sworn Fire Inspectors de-authorized in 2008 were never re-instated following the economic downturn. The current model leaves little time for sworn personnel to complete all of the inspections and provide high-quality customer service for community members. The four part-time Fire Inspectors would receive department developed training that focuses on delivering exemplary customer service during the inspections. As dedicated inspectors they would also have a schedule that allows them to commit the amount of time necessary to meet the expectations of each customer.

The four part-time non-sworn Fire Inspectors would be recruited from the local community with entry level fire service training. The intent of the program is to not only assist with the completion of the inspections but also develop future firefighters for the City of Redondo Beach.

# NFPA Standard 1710

## Organization and Deployment of Fire Suppression Operations, EMS and Special Operations in Career Fire Departments

### History and Purpose

- The 1710 Standard for was originally released in 2001. Following, there have been three revisions (2004, 2010, 2016) with the most recent released in September 2016.
- The standard is applicable to substantially all CAREER fire departments and provides the MINIMUM requirements for resource deployment for fire suppression, EMS and Special Operations while also addressing fire fighter occupational health and safety.
- The 1710 Standard addresses structure fire in three hazard levels. These included low hazard (residential single-family dwellings), medium hazard (three story garden apartments or strip malls), and high hazard structures (high-rise buildings).
- The Standard addresses fire suppression, EMS, Aircraft Rescue and Firefighting, Marine Rescue and Firefighting, Wildland Firefighting, and Mutual and Auto Aid.

### Fire Suppression and Special Operations Provisions

- "Company" is defined as:
  - Group of members under direct supervision
  - Trained and equipped to perform assigned tasks
  - Organized and identified as engine, ladder, rescue, squad or multi-functional companies
  - Group of members who arrive at scene and operate with one apparatus
- EXCEPTION to company arriving on one apparatus:
  - Multiple apparatuses are assigned, dispatched and arrive together
  - Continuously operate together
  - Managed by a single officer
- An Initial Alarm is personnel, equipment and resources originally dispatched upon notification of a structure fire.
- Performance Objectives
  - Alarm Answering Time
    - 15 sec 95%
    - 40 sec 99%
  - Alarm Processing Time
    - 64 sec 90%
    - 106 sec 95%
  - Turnout Time =
    - 60 sec EMS
    - 80 sec Fire
  - First Engine Arrive on Scene Time
    - 240 sec (4 min)
  - Initial Full Alarm (Low and Medium Hazard) Time
    - 480 sec (8 min)
  - Initial Full Alarm – High Hazard/ High-Rise Time
    - 610 sec (10 min 10 sec)



- Fire departments shall set forth criteria for various types of incidents to which they are required/expected to respond. These types of incidents should include but not be limited to the following:
  - Natural disaster
  - Acts of terrorism
  - WMD
  - Large-scale mass casualty





- Given expected firefighting conditions, the number of on-duty members shall be determined through task analysis considering the following criteria:
  - Life hazard protected population
  - Safe and effective performance
  - Potential property loss
  - Hazard levels of properties
  - Fireground tactics employed

- Company Staffing (Crew Size)
  - Engine = minimum 4 on duty
    - High volume/geographic restrictions = 5 minimum on duty
    - Tactical hazards dense urban area = 6 minimum on duty
  - Truck = minimum 4 on duty
    - High volume/geographic restrictions = 5 minimum on duty
    - Tactical hazards dense urban area = 6 minimum on duty
- Initial Alarm Deployment (*number of fire fighters including officers)
  - Low hazard = 15 Fire fighters
  - Medium hazard = 28 Fire fighters
  - High hazard = 43 Fire fighters

## EMS Provisions

- The fire department shall clearly document its role, responsibilities, functions and objectives for the delivery of EMS. EMS operations shall be organized to ensure the fire department's capability and includes members, equipment and resources to deploy the initial arriving company and additional alarm assignments.
- EMS Treatment Levels include:
  - First Responder
  - Basic Life Support (BLS)
  - Advanced Life Support (ALS)
- MINIMUM EMS Provision = First responder/AED
- Authority-Having Jurisdiction (AHJ) should determine if Fire Department provides BLS, ALS services, and/or transport. Patient treatment associated with each level of EMS should be determined by the AHJ based on requirements and licensing within each state/province.
- On-duty EMS units shall be staffed with the minimum members necessary for emergency medical care relative to the level of EMS provided by the fire department.
- Personnel deployed to ALS emergency responses shall include:
  - A minimum of two members trained at the emergency medical technician–paramedic level
  - AND two members trained at the BLS level arriving on scene within the established travel time.
- All fire departments with ALS services shall have a named **medical director** with the responsibility to oversee and ensure quality medical care in accordance with state or provincial laws or regulations and must have a mechanism for immediate communication with EMS supervision and medical oversight.



| FIRE UNIT TYPES | | |
|---|---|---|
| **ABBREV.** | **FIRE CALL SIGN** | **DEFINED** |
| **ENG** | **E61 E62 E64 -- E65 (RES) E66 (RES)** | **Any** RB Engine or Truck |
| **TRK** | **T61** | **Any** RB Truck |
| **RES** | **R61 R62 -- R63 (RES)** | **Any** RB Rescue |
| **ENGS** | **E61** | RB Engine South-FS1 |
| **ENGN** | **E62 E64** | RB Engine North-FS2 |
| **RESS** | **R61** | RB Rescue South-FS1 |
| **RESN** | **R62** | RB Rescue North-FS2 |
| **SUPP** | **S62** | Support Engine |
| **HP** | **B63 (reserve B61, B62)** | RB Harbor Patrol (BOAT) |
| **HPL** | **SQ63** | RB Harbor Patrol (LAND) |
| **BC** | **BC61 BC62** | RB Battalion Chief |

## Fire Call Types

| TYPE | DETAIL | PRIORITY |
|---|---|---|
| 1ALARM | 1 Alarm Response | 1 |
| 2ALARM | 2 Alarm Response | 1 |
| 3ALARM | 3 Alarm Response | 1 |
| 4ALARM | 4 Alarm Response | 1 |
| OFD | Other FD call | 4 |
| AIRC | Airplane Crash | 1 |
| ALARMT | Fire Alarm on Test | 4 |
| ALBERG | Fire Alarm Bell Ringing | 1 |
| ALERTF | Emergency Trigger Activation | 1 |
| ASSISTF | Public Assist-FD | 1 |
| BFIRE | Fire / Brush-Grass | 1 |
| CARBON | Carbon Monoxide Alarm Sounding | 1 |
| CLIFE | Sea Life Assist | 1 |
| DAMAGEF | Property Damage-FD | 1 |
| DETAILF | Detail-FD | 3 |
| DIVACC | Diving Accident | 1 |
| ELEV | Elevator Entrapment | 1 |
| FAPPL | Appliance Fire | 1 |
| FBOATD | Boat Fire at Dock | 1 |
| FBOATW | Boat on Fire not Docked | 1 |
| FINFO | FD Information | 4 |
| FINVST | Fire Investigation | 1 |
| FNS | Non-Structural Fire | 1 |
| FWI | Fire Works Inv. | 3 |
| FTEST | Test Call | 4 |
| FVHACC | Vehicle Accident with Fire | 1 |
| HAZINC | HAZMAT Incident | 1 |
| HYDLK | Hydrant Leaking (notify CWS) | 3 |
| HYDOFF | Hydrant Knocked-Off | 1 |
| LOCK | Lock In/Out of a Vehicle/Building | 1 |
| MA | Mutual Aid for another Area G agency | 1 |
| MAIN | Water Main Issue | 1 |
| MARINEF | Marine Activity | 1 |
| MARMUT | Marine Activity - Mutual Aid | 1 |
| MAYDAY | Boat in Distress | 1 |
| MEDAID | Medical Aid | 1 |
| MT | Daily Morning Alarm Test … 0730 hours | 3 |
| NATGAS | Natural Gas Leak | 1 |
| NAVHAZ | Navigation Hazard – B63 responds | 1 |
| PDAST | Assist the PD (PD assisting FD) | 1 |
| PL A | Arson Plan – Major Event | 1 |
| PL B | Torrance Brush Fire – Major Event | 1 |
| PL M | Medical Aid – Major Event | 1 |
| ASSISTF | Public Assist – FD | 1 |
| RESMAJ | Rescue Major | 1 |

| | | |
|---|---|---|
| **ROCKAS** | **Rock Assist** | **1** |
| **ROCRES** | **Rock Rescue** | **1** |
| **SPILL** | **Liquid Spill (e.g., leaked gasoline, oil or radiator fluid)** | **1** |
| **STRKT1** | **Strike Team 1 …** (5 engines and a Battalion Chief) | **1** |
| **STRKT2** | **Strike Team 2 …** (additional 5 engines and a B/C) | **1** |
| **SWARM** | **Insect Swarm** | **1** |
| **TFIRE** | **Trash Fire** | **1** |
| **VEHACC** | **Vehicle Accident with Injuries** | **1** |
| **VFIRE** | **Vehicle Fire** | **1** |
| **WATER** | **Water Damage** | **1** |
| **WATRES** | **Water Rescue** | **1** |
| **WIRE** | **Wire Issue (Down, Low or Arcing)** | **1** |

# STRUCTURE FIRE RESPONSE — EFF 12/1/16

## (611) SO. REDONDO … BEACH / BIKEPATHS
## (614) HARBOR / MARINAS / OCEAN

| ALARM | COMM. CENTER | STRUCTURE FIRE CHECK-OFF LIST | ALTERNATES Request apparatus in order |
|---|---|---|---|
| 1ALARM | *RBFD | BC61 BC21 - E61 E62 E64 T61 SQ63 R61 R62 E100 | LACOFD Engine |
| | | **Station Coverage:** | TFD Engine (TOE) |
| | | Only request Station Cover if **any** of these occur: | LACOFD Engine (LAE) |
| | | (1) Confirmed "Working Fire" declared by FD on-scene | TFD Truck (TOT) |
| | | (2) Multiple callers reporting a fire (flames seen) | TFD Rescue (TOR) |
| | | (3) Directed by the B/C | |
| | RCC | **MBFD Engine (MBE)** cover Station #1 | |
| 2ALARM | | **"F+"** will display the following to be dispatched | TFD Engine (TOE) |
| | RCC | **MBFD Engine (MBE)** from Station #1 to the Fire | LACOFD Engine (LAE) |
| | RCC | **ESFD Engine (ESE)** to the Fire | ESFD Truck (EST) |
| | LACOFD | **LACOFD Engine (HBE)** to the Fire | TFD Truck (TOT) |
| | TFD | **TFD Engine (TOE)** to the Fire | MBFD Rescue (MBR) |
| | TFD | **TFD Truck (TOT)** to the Fire | ESFD Rescue (ESR) |
| | TFD | **TFD Rescue (TOR)** to the Fire | |
| | LACOFD | **LACOFD Engine (LAE)** cover Station #1 | |
| | (RBFD) | **Fire Chief Notification**…..Send "MP" | |
| 3ALARM | | **"F+"** will display the following to be dispatched | LACOFD Engine (LAE) |
| | LACOFD | **LACOFD Engine (LAE)** from Station #1 to the Fire | LACOFD Truck (LAT) |
| | LACOFD | **LACOFD Engine (LAE)** from HB to the Fire | ESFD Rescue (ESR) |
| | RCC | **ESFD Engine (ESE)** from MB to the Fire | |
| | RCC | **ESFD Truck (EST)** to the Fire | |
| | RCC | **MBFD Rescue (MBR)** to the Fire | |
| | LACOFD | **LACOFD Battalion Chief** to the Fire | |
| | TFD | **TFD Engine (TOE)** to the Fire | |
| | TFD | **TFD Rescue (TOR)** to the Fire | |
| | LACOFD | **LACOFD Engine (LAE)** cover Station #1 | |
| | (RBFD) | **Fire Chief Notification**…..Send "MP" | |
| 4ALARM | | **"F+"** will display the following to be dispatched | |
| | LACOFD | Contact **AREA G** for resources from **REGION I** | |
| | | **(4) Engines (1) Truck (1) B/C (1) Rescue** | |
| 5ALARM | | Notify **REGION I** directly | |

* **RED: Resources enroute to the fire**
* **GREEN: Resources providing station coverage**
* **BLUE: Resources moving from station coverage to the fire**
* **Call "REGION I" After all alternate equipment is exausted.**
* **Follow all steps in order, and by order of alarms**

## (621) S/OF ARTESIA

| ALARM | COMM. CENTER | STRUCTURE FIRE CHECK-OFF LIST | ALTERNATES Request apparatus in order |
|---|---|---|---|
| 1ALARM | *RBFD | BC61 BC21 - E61 E62 E64 T61 R62 R61 SQ63 E100 | TFD Engine (TOE) |

| | | | |
|---|---|---|---|
| | | **Station Coverage:** | LACOFD Engine (LAE) |
| | | Only request Station Cover if **any** of these occur: | MBFD Engine (MBE) |
| | | (1) Confirmed "Working Fire" declared by FD on-scene | LACOFD Engine (LAE) |
| | | (2) Multiple callers reporting a fire (flames seen) | TFD Truck (TOT) |
| | | (3) Directed by the B/C | TFD Rescue (TOR) |
| | TFD | **TFD Engine (TOE)** cover Station #1 | MBFD Rescue (MBR) |
| 2ALARM | | **"F+"** will display the following to be dispatched | TFD Engine (TOE) |
| | TFD | **TFD Engine (TOE)** from Station #1 to the Fire | LACOFD Engine (LAE) |
| | LACOFD | **LACOFD Engine (LAE)** to the Fire | ESFD Truck (EST) |
| | RCC | **MBFD Engine (MBE)** to the Fire | LACOFD Truck (LAT) |
| | TFD | **TFD Truck (TOT)** to the fire | MBFD Rescue |
| | TFD | **TFD Engine (TOE)** to the Fire | ESFD Rescue |
| | TFD | **TFD Rescue (TOR)** to the Fire | |
| | LACOFD | **LACOFD Engine (LAE)** cover Station #1 | |
| | (RBFD) | **Fire Chief Notification**…..Send "MP" | |
| 3ALARM | | **"F+"** will display the following to be dispatched | LACOFD Engine |
| | LACOFD | **LACOFD Engine (LAE)** from Station #1 to the Fire | LACOFD Truck |
| | RCC | **ESFD Engine (ESE)** from HB to the Fire | ESFD Rescue |
| | RCC | **ESFD Truck (EST)** to the Fire | |
| | RCC | **MBFD Rescue (MBR)** to the Fire | |
| | TFD | **TFD Engine (TOE)** to the FIre | |
| | TFD | **TFD Battalion Chief (BC91)** to the Fire | |
| | LACOFD | **LACOFD Engine (LAE)** to the fire | |
| | LACOFD | **LACOFD Engine (LAE)** cover Station #1 | |
| | (RBFD) | **Fire Chief Notification**…..Send "MP" | |
| 4ALARM | | **"F+"** will display the following to be dispatched | |
| | LACOFD | Contact **AREA G** for resources from **REGION I** | |
| | | **(4) Engines (1) Truck (1) B/C (1) Rescue** | |
| 5ALARM | LACOFD | Notify **REGION I** directly | |

*** RED: Resources enroute to the fire**
*** GREEN: Resources providing station coverage**
*** BLUE: Resources moving from station coverage to the fire**
*** Call "REGION I" After all alternate equipment is exausted.**
*** Follow all steps in order, and by order of alarms**

## (624) ARTESIA … N/OF ARTESIA … GALLERIA MALL … 405 FWY

| ALARM | COMM. CENTER | STRUCTURE FIRE CHECK-OFF LIST | ALTERNATES Request apparatus in order |
|---|---|---|---|
| 1ALARM | **RBFD | BC61 BC21 - E61 E62 E64 T61 R62 R61 SQ63 MBE | TFD Engine (TOE) |
| | | **Station Coverage:** | LACOFD Engine (HBE) |
| | | Only request Station Cover if **any** of these occur: | LACOFD Engine (LAE) |
| | | (1) Confirmed "Working Fire" declared by FD on-scene | TFD Truck (TOT) |
| | | (2) Multiple callers reporting a fire (flames seen) | ESFD Truck (EST) |
| | | (3) Directed by the B/C | ESFD Rescue (ESR) |
| | TFD | **TFD Engine (TOE)** cover Station #1 | MBFD Rescue (MBR) |
| 2ALARM | | **"F+"** will display the following to be dispatched | ESFD Engine (ESE) |

| | | | |
|---|---|---|---|
| | **TFD** | **TFD Engine (TOE)** from Station #1 to the Fire | **TFD Engine (TOE)** |
| | **RCC** | **MBFD Engine (MBE)** to the Fire | **LACOFD Engine (LAE)** |
| | **RCC** | **ESFD Rescue (ESR)** to the Fire | **LACOFD Engine (LAE)** |
| | **LACOFD** | **LACOFD Engine (LAE)** to the Fire | **ESFD Truck (EST)** |
| | **LACOFD** | **LACOFD Engine (LAE)** to the Fire | **LACOFD Truck (LAT)** |
| | **TFD** | **TFD Truck (TOT)** to the Fire | **MBFD Rescue (MBR)** |
| | **TFD** | **TFD Engine (TOE)** cover Station #1 | **TFD Rescue (TOR)** |
| | **(RBFD)** | **Fire Chief Notification**…..Send "MP" | |
| **3ALARM** | | **"F+"** will display the following to be dispatched | **LACOFD Engine (LAE)** |
| | **TFD** | **TFD Engine (TOE)** from Station #1 to the Fire | **LACOFD Truck (LAT)** |
| | **RCC** | **ESFD Engine (ESE)** from MB to the Fire | **TFD Rescue (TOR)** |
| | **RCC** | **LACOFD Engine (LAE)** from HB to the Fire | |
| | **RCC** | **ESFD Truck (EST)** to the Fire | |
| | **RCC** | **ESFD Battlation Chief (BC31)** to the Fire | |
| | **RCC** | **MBFD Rescue (MBR)** to the Fire | |
| | **TFD** | **TFD Engine (TOE)** to the Fire | |
| | **LACOFD** | **LACOFD Engine (LAE)** cover Station #1 | |
| | **(RBFD)** | **Fire Chief Notification**…..Send "MP" | |
| **4ALARM** | **LACOFD** | Notify **REGION I** directly<br>**(4) Engines (1) Truck (1) B/C (1) Rescue** | |

*** RED: Resources enroute to the fire**
*** GREEN: Resources providing station coverage**
*** BLUE: Resources moving from station coverage to the fire**
*** Call "REGION I" After all alternate equipment is exausted.**
*** Follow all steps in order, and by order of alarms**

# RUN CARDS

| RUN CARD | = Modifer | TYPE | INITIAL APPARATUS RESPONSE |
|---|---|---|---|
| **(611) SO. REDONDO … BEACH / BIKEPATHS** | | | |
| 9492 | | 1ALARM | *See Structure Fire tab* |
| 348 | | AIRC | ENG (x2) TRK RES BC HPL |
| 23 | | ALBERG | ENGS |
| 9501 | DC | " " " " | ENGS BC |
| 82 | | BFIRE | ENGS |
| 378 | | CARBON | ENGS |
| 234 | | CLIFE | HP |
| 9580 | | DAMAGEF | ENG |
| 246 | | DIVACC | HP RES ENGS LG |
| 38 | | ELEV | TRK |
| 49 | | FAPPL | ENGS |
| 60 | | FBOATD | *See Structure Fire tab* |
| 66 | | FBOATW | HP LG TRK CBC |
| 72 | | FINVST | TRK |
| 85 ** | | FNS | ENGS |
| 135 | | FVHACC | ENGS TRK RES |
| 147 | | HAZINC | ENGS |
| 1055 | | HYDLK | Cal Water and/or ENGS |
| 171 | | HYDOFF | TRK |
| 182 | | LOCK | TRK |
| 193 | | MAIN | TRK |
| 228 | | MARMUT | HP CBC |
| 240 | | MAYDAY | HP |
| 265 | 1 | MEDAID | RES TRK |
| 266 | | MEDAID | RES ENGS |
| 267 | 100 | " " " " | RES ENGS LG |
| 268 | 3 | MEDAID | RES T61 BC61 (City Hall) |
| 204 | | NATGAS | ENGS |
| 205 | DC | " " " " | ENGS BC |
| 216 | | PDAST | TRK |
| 469 | | PL A | ARSON INV. |
| 430 | | PL M | RES CBC |
| 160 | | PUBAST | ENGS |
| 280 | | RESMAJ | ENGS ENGNOA TRK RESS RESN BC |
| 323 | | ROCRES | ENGS TRK RESS HP BC LG |
| 305 | | SPILL | TRK |
| 449 | | STRKT1 | ENGS CBC |
| 363 | | SWARM | TRK |
| 9491 | | TEST | ENGS HPL HP RESN TRK |
| 85 ** | | TFIRE | ENGS |
| 329 | | VEHACC | TRK RES |
| 87 | | VFIRE | ENGS |
| 341 | | WATER | TRK |

| | | | |
|---|---|---|---|
| 352 | | WIRE | TRK |
| (614) | | HARBOR / MARINA / OCEAN | |
| 9493 | | 1ALARM | *See Structure Fire tab below* |
| 9494 | 100 | " " " " | *See Structure Fire tab below* |
| 498 | | AIRC | ENGS ENGN TRK RES BC HP |
| 497 | 100 | " " " " | HP BC |
| 29 | | ALBERG | ENGS HPL |
| 83 | | BFIRE | ENGS HPL |
| 381 | | CARBON | ENGS HPL |
| 239 | | CLIFE | HP |
| 9581 | | DAMAGEF | ENGS HPL |
| 251 | | DIVACC | HP RES ENGS LG |
| 1048 | | ELEV | TRK |
| 9502 | 100 | " " " " | HPL LG |
| 54 | | FAPPL | ENGS HPL |
| 65 | | FBOATD | *See Structure Fire tab below* |
| 71 | | FBOATW | HP TRK BC |
| 78 | | FINVST | TRK HPL |
| 90 ** | | FNS | ENGS HPL |
| 140 | | FVHACC | ENGS TRK HPL RES |
| 153 | | HAZINC | ENGS HPL |
| 1056 | | HYDLK | HPL & notify Cal Water and/or ENG |
| 176 | | HYDOFF | TRK HPL |
| 187 | | LOCK | TRK HPL |
| 198 | | MAIN | TRK HPL |
| 322 *** | | MARINEF | HP LG |
| 233 | | MARMUT | HP CBC |
| 245 | | MAYDAY | HP |
| 272 | | MEDAID | HPL RES |
| 273 | 100 | " " " " | HP RES ENGS LG |
| 210 | | NATGAS | ENGS HPL |
| 322 *** | | NAVHAZ | HP LG |
| 221 | | PDAST | TRK |
| 222 | 100 | " " " " | HP TRK LG |
| 435 | | PL M | RES CBC HPL |
| 161 | | PUBAST | ENGS HPL |
| 286 | | RESMAJ | ENG (x2) TRK RESS RESN HPL BC |
| 499 | | ROCKAS | HP LG |
| 328 | | ROCRES | ENGS TRK RES HP BC LG |
| 310 | | SPILL | HP TRK |
| 366 | | SWARM | TRK HPL |
| 90 ** | | TFIRE | ENGS HPL |
| 334 | | VEHACC | TRK RES HPL |
| 88 | | VFIRE | ENGS HPL |
| 346 | | WATER | TRK HPL |
| 9500 | | WATRES | ENGS TRK RES HP BC LG |
| 357 | | WIRE | ENGS HPL |

| (621) | | S/OF ARTESIA | |
|---|---|---|---|
| 9490 | | 1ALARM | *See Structure Fire tab below* |
| 349 | | AIRC | ENG (x2) RES TRK BC HP |
| 30 | | ALBERG | ENGN |
| 81 | | BFIRE | ENGN |
| 382 | | CARBON | ENGN |
| 9582 | | DAMAGEF | ENGN |
| 1049 | | ELEV | ENGN |
| 9506 | | FAPPL | ENGN |
| 80 | | FINVST | ENGN |
| 91 ** | | FNS | ENGN |
| 141 | | FVHACC | ENGN TRK RES |
| 154 | | HAZINC | ENGN |
| 9514 | | HYDLK | Cal Water and/or ENGN |
| 177 | | HYDOFF | ENGN |
| 188 | | LOCK | ENGN |
| 1057 | | MA | *As needed* |
| 199 | | MAIN | ENGN |
| 1099 | | MEDAID | ENGN RES |
| 211 | | NATGAS | ENGN |
| 223 | | PDAST | ENGN |
| 436 | | PL M | RES CBC |
| 162 | | PUBAST | ENGN |
| 288 | | RESMAJ | ENG (x2) RESN RESS TRK BC |
| 311 | | SPILL | ENGN |
| 454 | | STRKT1 | *As needed* |
| 367 | | SWARM | ENGN |
| 91 ** | | TFIRE | ENGN |
| 335 | | VEHACC | ENGN RES |
| 89 | | VFIRE | ENGN |
| 347 | | WATER | ENGN |
| 358 | | WIRE | ENGN |
| (624) | | ARTESIA … N/OF ARTESIA … GALLERIA | |
| 9519 | | 1ALARM | *See Structure Fire tab below* |
| 350 | | AIRC | ENG (x2) RES TRK BC HPL |
| 22 | | ALBERG | ENGNOA |
| 84 | | BFIRE | ENGNOA |
| 86 | 8 | " " " " | ENGNOA LAE |
| 9540 | | CARBON | ENGNOA |
| 9583 | | DAMAGEF | ENGNOA |
| 9515 | | ELEV | ENGNOA |
| 9516 | | FAPPL | ENGNOA |
| 9517 | | FINVST | ENGNOA |
| 9513 | 8 | " " " " | ENGNOA LAE |
| 1072 ** | 8 | FNS | ENGNOA LAE |
| 9518 ** | | " " " " | ENGNOA |
| 9520 | | FVHACC | ENGNOA TRK RES |

| | | | |
|---|---|---|---|
| 146 | 8 | " " " " | ENGNOA TRK RES LAE |
| 9521 | | HAZINC | ENGNOA |
| 159 | 8 | " " " " | ENGNOA LAE |
| 9522 | | HYDLK | Cal Water and/or ENGNOA |
| 9523 | | HYDOFF | ENGNOA |
| 9524 | | LOCK | ENGNOA |
| 9525 | | MAIN | ENGNOA |
| 9526 | | MEDIAD | ENGNOA RES |
| 279 | 8 | " " " " | ENGNOA RES LAE |
| 9527 | | NATGAS | ENGNOA |
| 9528 | | PDAST | ENGNOA |
| 9529 | | PL M | RES CBC |
| 163 | | PUBAST | ENGNOA |
| 9530 | | RESMAJ | ENGNOA ENGN TRK RESN RESS BC |
| 293 | 8 | " " " " | ENGNOA ENGN TRK RESN RESS BC LA |
| 9531 | | SPILL | ENGNOA |
| 316 | 8 | " " " " | ENGNOA LAE |
| 9532 | | SWARM | ENGNOA |
| 1072 ** | 8 | TFIRE | ENGNOA LAE |
| 9518 ** | | " " " " | ENGNOA |
| 9534 | | VEHACC | ENGNOA RES |
| 340 | 8 | " " " " | ENGNOA RES LAE |
| 92 | | VFIRE | ENGNOA |
| 93 | 8 | " " " " | ENGNOA LAE |
| 9535 | | WATER | ENGNOA |
| 9536 | | WIRE | ENGNOA |

| EFF 04/29/17 | UPDATED 02/02/18 |
|---|---|
| **ALTERNATE APPARATUS** | |
| | |
| *See Structure Fire tab* | |
| *As needed* | |
| TRK ENGN ENG LAE MBE TOE ESE LAE | |
| TRK ENGN ENG LAE MBE TOE ESE LAE | |
| ENGN ENG TRK LAE MBE TOE ESE LAE | |
| TRK ENGN ENG … LAE MBE TOE ESE LAE | |
| LG -- ENGS TRK ENGN ENG | |
| ENGS ENGN ENG LAE MBE TOE ESE LAE | |
| TRK ENGN ENG -- LG -- RESMB | |
| ENGS ENGN ENG LAE MBE TOE ESE LAE | |
| TRK ENGN ENG LAE MBE TOE ESE LAE | |
| *See Structure Fire tab* | |
| ENG LAE MBE TOE ESE LAE | |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE | |
| TRK ENGN ENG LAE MBE TOE ESE LAE | |
| ENGN ENG … LAE MBE -- RESMB | |
| TRK ENGN ENG LAE MBE TOE ESE LAE | |
| TRK ENGN ENG LAE MBE TOE ESE LAE | |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE | |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE | |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE | |
| LG | |
| LG CBC | |
| RESMB MBE LASQ ESR PRIPM -- ENGS ENG MBE | |
| RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE | |
| RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE | |
| RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE | |
| TRK ENGN ENG … LAE MBE TOE ESE LAE | |
| TRK ENGN ENG … LAE MBE TOE ESE LAE | |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE | |
| *As needed* | |
| CBC | |
| TRK ENGN ENG … LAE MBE TOE ESE LAE | |
| LAE MBE TOE ESE LAE -- .. RESMB | |
| LAE MBE TOE ESE LAE -- .. RESMB | |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE | |
| *As needed* | |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE | |
| *0730 hrs Morning Test Sequence* | |
| TRK ENGN ENG LAE MBE TOE ESE LAE | |
| ENGS ENGN ENG … LAE MBE -- .. RESMB | |
| TRK ENGN ENG … LAE MBE TOE ESE LAE | |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE | |

| |
|---|
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| |
| *See Structure Fire tab below* |
| ENGN LAE MBE TOE ESE LAE |
| LG |
| TRK ENGN ENG LAE MBE TOE ESE LAE |
| ENGN ENG LAE MBE TOE ESE LAE |
| TRK ENGN ENG LAE MBE TOE ESE LAE |
| LG |
| ENGS TRK ENGN ENG LAE MBE TOE ESE LAE |
| LG .. RESMB MBE PRIPM LASQ |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| TRK ENGN ENG … LAE MBE TOE ESE LAE |
| TRK ENGN ENG … LAE MBE TOE ESE LAE |
| *See Structure Fire tab below* |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| TRK ENGN ENG LAE MBE TOE ESE LAE |
| LAE MBE TOE ESE LAE -- .. RESMB |
| TRK ENGN ENG … LAE MBE TOE ESE LAE |
| TRK ENGN ENG … LAE MBE TOE ESE LAE |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| LG -- ENGS TRK ENGN ENG |
| LG |
| LG |
| RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE |
| RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE |
| LAE MBE TOE ESE LAE |
| LG -- ENGS TRK ENGN ENG |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| CBC |
| TRK ENGN ENG … LAE MBE TOE ESE LAE |
| LAE MBE TOE ESE LAE -- .. RESMB |
| TRK ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| ENGN ENG … LAE MBE -- .. RESMB |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| TRK ENGN ENG LAE MBE TOE ESE LAE |
| ENGS ENGN ENG … LAE MBE -- .. RESMB |
| TRK ENGN ENG … LAE MBE TOE ESE LAE |
| ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| LAE MBE TOE ESE LAE -- .. RESMB |
| TRK ENGN ENG … LAE MBE TOE ESE LAE |

| |
|---|
| *See Structure Fire tab below* |
| *As needed* |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE -- .. RESMB |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| *As needed* |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG LAE -- RESMB MBE LASQ ESR PRIPM |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| CBC |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| LAE MBE TOE ESE LAE -- .. RESMB |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| *As needed* |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG LAE MBE -- .. RESMB |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |
| ENGNOA ENGS ENG … LAE MBE TOE ESE LAE |

## MALL … 405 FWY

| |
|---|
| *See Structure Fire tab* |
| *As needed* |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |

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|---|
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| RESMB MBE LASQ ESR PRIPM -- ENGN ENGS MBE |
| RESMB MBE LASQ ESR PRIPM -- ENGN ENGS MBE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| CBC |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENG … MBE LAE ESE -- RESMB .. |
| ENG … MBE LAE ESE -- RESMB .. |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE -- .. RESMB |
| ENGN ENGS ENG … MBE LAE -- .. RESMB |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |
| ENGN ENGS ENG … MBE LAE TOE ESE LAE |

# RUN CARDS

EFF 04/29/17 UPDATED 02/02/18

| RUN CARD = Modifer | | TYPE | INITIAL APPARATUS RESPONSE | ALTERNATE APPARATUS |
|---|---|---|---|---|
| **(611) SO. REDONDO … BEACH / BIKEPATHS** | | | | |
| 9492 | | 1ALARM | *See Structure Fire tab* | *See Structure Fire tab* |
| 348 | | AIRC | ENG (x2) TRK RES BC HPL | *As needed* |
| 23 | | ALBERG | ENGS | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 9501 | DC | " " " " | ENGS BC | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 82 | | BFIRE | ENGS | ENGN ENG TRK LAE MBE TOE ESE LAE |
| 378 | | CARBON | ENGS | TRK ENGN ENG … LAE MBE TOE ESE LAE |
| 234 | | CLIFE | HP | LG -- ENGS TRK ENGN ENG |
| 9580 | | DAMAGEF | ENG | ENGS ENGN ENG LAE MBE TOE ESE LAE |
| 246 | | DIVACC | HP RES ENGS LG | TRK ENGN ENG -- LG -- RESMB |
| 38 | | ELEV | TRK | ENGS ENGN ENG LAE MBE TOE ESE LAE |
| 49 | | FAPPL | ENGS | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 60 | | FBOATD | *See Structure Fire tab* | *See Structure Fire tab* |
| 66 | | FBOATW | HP LG TRK CBC | ENG LAE MBE TOE ESE LAE |
| 72 | | FINVST | TRK | ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| 85 ** | | FNS | ENGS | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 135 | | FVHACC | ENGS TRK RES | ENGN ENG … LAE MBE -- RESMB |
| 147 | | HAZINC | ENGS | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 1055 | | HYDLK | Cal Water and/or ENGS | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 171 | | HYDOFF | TRK | ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| 182 | | LOCK | TRK | ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| 193 | | MAIN | TRK | ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| 228 | | MARMUT | HP CBC | LG |
| 240 | | MAYDAY | HP | LG CBC |
| 265 | 1 | MEDAID | RES TRK | RESMB MBE LASQ ESR PRIPM -- ENGS ENG MBE |
| 266 | | MEDAID | RES ENGS | RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE |
| 267 | 100 | " " " " | RES ENGS LG | RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE |
| 268 | 3 | MEDAID | RES T61 BC61 (City Hall) | RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE |
| 204 | | NATGAS | ENGS | TRK ENGN ENG … LAE MBE TOE ESE LAE |
| 205 | DC | " " " " | ENGS BC | TRK ENGN ENG … LAE MBE TOE ESE LAE |
| 216 | | PDAST | TRK | ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| 469 | | PL A | ARSON INV. | *As needed* |
| 430 | | PL M | RES CBC | CBC |
| 160 | | PUBAST | ENGS | TRK ENGN ENG … LAE MBE TOE ESE LAE |
| 280 | | RESMAJ | ENGS ENGNOA TRK RESS RESN BC | LAE MBE TOE ESE LAE -- .. RESMB |
| 323 | | ROCRES | ENGS TRK RESS HP BC LG | LAE MBE TOE ESE LAE -- .. RESMB |
| 305 | | SPILL | TRK | ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| 449 | | STRKT1 | ENGS CBC | *As needed* |
| 363 | | SWARM | TRK | ENGS ENGN ENG … LAE MBE TOE ESE LAE |
| 9491 | | TEST | ENGS HPL HP RESN TRK | *0730 hrs Morning Test Sequence* |

| | | | | |
|---|---|---|---|---|
| 85 ** | | TFIRE | ENGS | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 329 | | VEHACC | TRK RES | ENGS ENGN ENG ... LAE MBE -- .. RESMB |
| 87 | | VFIRE | ENGS | TRK ENGN ENG ... LAE MBE TOE ESE LAE |
| 341 | | WATER | TRK | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 352 | | WIRE | TRK | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| **(614) HARBOR / MARINA / OCEAN** | | | | |
| 9493 | | 1ALARM | *See Structure Fire tab below* | *See Structure Fire tab below* |
| 9494 | 100 | " " " " | *See Structure Fire tab below* | |
| 498 | | AIRC | ENGS ENGN TRK RES BC HP | ENGN LAE MBE TOE ESE LAE |
| 497 | 100 | " " " " | HP BC | LG |
| 29 | | ALBERG | ENGS HPL | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 83 | | BFIRE | ENGS HPL | ENGN ENG LAE MBE TOE ESE LAE |
| 381 | | CARBON | ENGS HPL | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 239 | | CLIFE | HP | LG |
| 9581 | | DAMAGEF | ENGS HPL | ENGS TRK ENGN ENG LAE MBE TOE ESE LAE |
| 251 | | DIVACC | HP RES ENGS LG | LG .. RESMB MBE PRIPM LASQ |
| 1048 | | ELEV | TRK | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 9502 | 100 | " " " " | HPL LG | TRK ENGN ENG ... LAE MBE TOE ESE LAE |
| 54 | | FAPPL | ENGS HPL | TRK ENGN ENG ... LAE MBE TOE ESE LAE |
| 65 | | FBOATD | *See Structure Fire tab below* | *See Structure Fire tab below* |
| 71 | | FBOATW | HP TRK BC | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 78 | | FINVST | TRK HPL | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 90 ** | | FNS | ENGS HPL | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 140 | | FVHACC | ENGS TRK HPL RES | LAE MBE TOE ESE LAE -- .. RESMB |
| 153 | | HAZINC | ENGS HPL | TRK ENGN ENG ... LAE MBE TOE ESE LAE |
| 1056 | | HYDLK | HPL & notify Cal Water and/or ENG | TRK ENGN ENG ... LAE MBE TOE ESE LAE |
| 176 | | HYDOFF | TRK HPL | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 187 | | LOCK | TRK HPL | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 198 | | MAIN | TRK HPL | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 322 *** | | MARINEF | HP LG | LG -- ENGS TRK ENGN ENG |
| 233 | | MARMUT | HP CBC | LG |
| 245 | | MAYDAY | HP | LG |
| 272 | | MEDAID | HPL RES | RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE |
| 273 | 100 | " " " " | HP RES ENGS LG | RESMB MBE LASQ ESR PRIPM -- TRK ENGN ENG MBE |
| 210 | | NATGAS | ENGS HPL | LAE MBE TOE ESE LAE |
| 322 *** | | NAVHAZ | HP LG | LG -- ENGS TRK ENGN ENG |
| 221 | | PDAST | TRK | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 222 | 100 | " " " " | HP TRK LG | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 435 | | PL M | RES CBC HPL | CBC |
| 161 | | PUBAST | ENGS HPL | TRK ENGN ENG ... LAE MBE TOE ESE LAE |
| 286 | | RESMAJ | ENG (x2) TRK RESS RESN HPL BC | LAE MBE TOE ESE LAE -- .. RESMB |
| 499 | | ROCKAS | HP LG | TRK ENGS ENGN ENG ... LAE MBE TOE ESE LAE |

| | | | | |
|---|---|---|---|---|
| 328 | | ROCRES | ENGS TRK RES HP BC LG | ENGN ENG ... LAE MBE -- .. RESMB |
| 310 | | SPILL | HP TRK | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 366 | | SWARM | TRK HPL | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 90 ** | | TFIRE | ENGS HPL | TRK ENGN ENG LAE MBE TOE ESE LAE |
| 334 | | VEHACC | TRK RES HPL | ENGS ENGN ENG ... LAE MBE -- .. RESMB |
| 88 | | VFIRE | ENGS HPL | TRK ENGN ENG ... LAE MBE TOE ESE LAE |
| 346 | | WATER | TRK HPL | ENGS ENGN ENG ... LAE MBE TOE ESE LAE |
| 9500 | | WATRES | ENGS TRK RES HP BC LG | LAE MBE TOE ESE LAE -- .. RESMB |
| 357 | | WIRE | ENGS HPL | TRK ENGN ENG ... LAE MBE TOE ESE LAE |

## (621) S/OF ARTESIA

| | | | | |
|---|---|---|---|---|
| 9490 | | 1ALARM | *See Structure Fire tab below* | *See Structure Fire tab below* |
| 349 | | AIRC | ENG (x2) RES TRK BC HP | *As needed* |
| 30 | | ALBERG | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 81 | | BFIRE | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 382 | | CARBON | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 9582 | | DAMAGEF | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 1049 | | ELEV | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 9506 | | FAPPL | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 80 | | FINVST | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 91 ** | | FNS | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 141 | | FVHACC | ENGN TRK RES | ENGNOA ENGS ENG ... LAE MBE -- .. RESMB |
| 154 | | HAZINC | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 9514 | | HYDLK | Cal Water and/or ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 177 | | HYDOFF | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 188 | | LOCK | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 1057 | | MA | *As needed* | *As needed* |
| 199 | | MAIN | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 1099 | | MEDAID | ENGN RES | ENGNOA ENGS ENG LAE -- RESMB MBE LASQ ESR PRIPM |
| 211 | | NATGAS | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 223 | | PDAST | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 436 | | PL M | RES CBC | CBC |
| 162 | | PUBAST | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 288 | | RESMAJ | ENG (x2) RESN RESS TRK BC | LAE MBE TOE ESE LAE -- .. RESMB |
| 311 | | SPILL | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 454 | | STRKT1 | *As needed* | *As needed* |
| 367 | | SWARM | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |

| | | | | |
|---|---|---|---|---|
| 91 ** | | TFIRE | ENGN | ENGNOA ENGS ENG LAE MBE TOE ESE LAE |
| 335 | | VEHACC | ENGN RES | ENGNOA ENGS ENG LAE MBE -- .. RESMB |
| 89 | | VFIRE | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 347 | | WATER | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| 358 | | WIRE | ENGN | ENGNOA ENGS ENG ... LAE MBE TOE ESE LAE |
| **(624) ARTESIA ... N/OF ARTESIA ... GALLERIA MALL ... 405 FWY** | | | | |
| 9519 | | 1ALARM | *See Structure Fire tab below* | *See Structure Fire tab* |
| 350 | | AIRC | ENG (x2) RES TRK BC HPL | *As needed* |
| 22 | | ALBERG | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 84 | | BFIRE | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 86 | 8 | " " " " | ENGNOA LAE | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9540 | | CARBON | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9583 | | DAMAGEF | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9515 | | ELEV | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9516 | | FAPPL | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9517 | | FINVST | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9513 | 8 | " " " " | ENGNOA LAE | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 1072 ** | 8 | FNS | ENGNOA LAE | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9518 ** | | " " " " | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9520 | | FVHACC | ENGNOA TRK RES | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 146 | 8 | " " " " | ENGNOA TRK RES LAE | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9521 | | HAZINC | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 159 | 8 | " " " " | ENGNOA LAE | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9522 | | HYDLK | Cal Water and/or ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9523 | | HYDOFF | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9524 | | LOCK | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9525 | | MAIN | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9526 | | MEDIAD | ENGNOA RES | RESMB MBE LASQ ESR PRIPM -- ENGN ENGS MBE |
| 279 | 8 | " " " " | ENGNOA RES LAE | RESMB MBE LASQ ESR PRIPM -- ENGN ENGS MBE |
| 9527 | | NATGAS | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9528 | | PDAST | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9529 | | PL M | RES CBC | CBC |
| 163 | | PUBAST | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9530 | | RESMAJ | ENGNOA ENGN TRK RESN RESS BC | ENG ... MBE LAE ESE -- RESMB .. |
| 293 | 8 | " " " " | ENGNOA ENGN TRK RESN RESS BC LAE | ENG ... MBE LAE ESE -- RESMB .. |
| 9531 | | SPILL | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 316 | 8 | " " " " | ENGNOA LAE | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9532 | | SWARM | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 1072 ** | 8 | TFIRE | ENGNOA LAE | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9518 ** | | " " " " | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9534 | | VEHACC | ENGNOA RES | ENGN ENGS ENG ... MBE LAE -- .. RESMB |
| 340 | 8 | " " " " | ENGNOA RES LAE | ENGN ENGS ENG ... MBE LAE -- .. RESMB |

| | | | | |
|---|---|---|---|---|
| 92 | | VFIRE | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 93 | 8 | " " " " | ENGNOA LAE | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9535 | | WATER | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |
| 9536 | | WIRE | ENGNOA | ENGN ENGS ENG ... MBE LAE TOE ESE LAE |

**REDONDO BEACH FIRE DEPARTMENT**

# ANNUAL FIRE INSPECTION PROGRAM

- The 2019 California Fire Code Section 103 establishes Redondo Beach Fire Department as the Authority Having Jurisdiction and the fire code official.
- RBFD as the acting AHJ requires the department to enforce and follow all requirements of Senate Bill 1205.
- Senate Bill 1205 requires specific buildings and/or structures within the City limits to be inspected annually.
- Senate Bill 1205 cites Health and Safety Code 13146.
- Health and Safety Code 13146 and its respective sections require inspections to be conducted on every building within in the City and report compliance to the AHJ (RBFD) on an annual basis.
- Health and Safety Code 13146.2 allows RBFD to collect a fee (fee sufficient to cover inspector and inspection costs.)

Below are the code references (see attached full codes for more clarification)

- **California Fire Code Section 103 Department of Fire Prevention**

**[A] 103.1 General**. The department of fire prevention is established within the jurisdiction under the direction of the fire code official. The function of the department shall be the implementation, administration and enforcement of the provisions of this code.

- **Senate Bill No. 1205 – Chapter 854**

SB 1205, Hill. Fire protection services: inspection: compliance reporting.

*Existing law requires the chief of any city or county fire department or district providing fire protection services and his or her authorized representatives to inspect every building used as a public or private school within his or her jurisdiction, for the purpose of enforcing specified building standards,* ***not less than once each year****, as provided. Existing law requires every city or county fire department or district providing fire protection services that is required to enforce specified building standards to* ***annually inspect certain structures, including hotels, motels, lodging houses, and apartment houses, for compliance with building standards, as provided.***

- **Health and Safety Code 13146.2**

States that Every city, county, or city and county fire department providing fire protection services required by Sections 13145 and 13146 to enforce standards adopted by the State Fire Marshal **shall annually inspect all structures for compliance with building standards and other regulations of the State Fire Marshal.**

- **Health and Safety Code 13146.3**

The chief of any city or county fire department or district providing fire protection services and his or her authorized representatives **shall inspect every building used as a public or private school within his or her jurisdiction**, for the purpose of enforcing regulations promulgated pursuant to Section 13143 , **not less than once each year**. The State Fire Marshal and his or her authorized representatives shall make these inspections not less than once each year in areas outside of corporate cities and districts providing fire protection services.

- **Health and Safety Code 13146.4**

(a) **Every city or county fire department, city and county fire department, or district required to perform an annual inspection** pursuant to Sections 13146.2 and 13146.3 **shall report annually to its administering authority on its compliance with Sections 13146.2 and 13146.3.**

**Redondo Beach Fire Department**

401 South Broadway

Redondo Beach, California 90277

Ph: (310) 318-0663

www.Redondo.org

# Section 103 Department of Fire Prevention

**[A] 103.1 General**

The department of fire prevention is established within the jurisdiction under the direction of the fire code official. The function of the department shall be the implementation, administration and enforcement of the provisions of this code.

**[A] 103.2 Appointment**

The fire code official shall be appointed by the chief appointing authority of the jurisdiction; and the fire code official shall not be removed from office except for cause and after full opportunity to be heard on specific and relevant charges by and before the appointing authority.

**[A] 103.3 Deputies**

In accordance with the prescribed procedures of this jurisdiction and with the concurrence of the appointing authority, the fire code official shall have the authority to appoint a deputy fire code official, other related technical officers, inspectors and other employees.

**[A] 103.4 Liability**

The fire code official, member of the board of appeals, officer or employee charged with the enforcement of this code, while acting for the jurisdiction, in good faith and without malice in the discharge of the duties required by this code or other pertinent law or ordinance, shall not thereby be rendered civilly or criminally liable personally, and is hereby relieved from all personal liability for any damage accruing to persons or property as a result of an act or by reason of an act or omission in the discharge of official duties.

**[A] 103.4.1 Legal Defense**

Any suit or criminal complaint instituted against any officer or employee because of an act performed by that officer or employee in the lawful discharge of duties and under the provisions of this code shall be defended by the legal representatives of the jurisdiction until the final termination of the proceedings. The fire code official or any subordinate shall not be liable for costs in an action, suit or proceeding that is instituted in pursuance of the provisions of this code; and any officer of the department of fire prevention, acting in good faith and without malice, shall be free from liability for acts performed under any of its provisions or by reason of any act or omission in the performance of official duties in connection therewith.

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**SB-1205 Fire protection services: inspections: compliance reporting.** (2017-2018)

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# Senate Bill No. 1205

## CHAPTER 854

An act to add Section 13146.4 to the Health and Safety Code, relating to fire protection.

[ Approved by Governor September 27, 2018. Filed with Secretary of State September 27, 2018. ]

## LEGISLATIVE COUNSEL'S DIGEST

SB 1205, Hill. Fire protection services: inspections: compliance reporting.

Existing law requires the chief of any city or county fire department or district providing fire protection services and his or her authorized representatives to inspect every building used as a public or private school within his or her jurisdiction, for the purpose of enforcing specified building standards, not less than once each year, as provided. Existing law requires every city or county fire department or district providing fire protection services that is required to enforce specified building standards to annually inspect certain structures, including hotels, motels, lodging houses, and apartment houses, for compliance with building standards, as provided.

This bill would require every city or county fire department, city and county fire department, or district required to perform the above-described inspections to report annually to its administering authority, as defined, on the department's or district's compliance with the above-described inspection requirements, as provided. The bill would require the administering authority to acknowledge receipt of the report in a resolution or a similar formal document. To the extent this bill would expand the responsibility of a local agency, the bill would create a state-mandated local program.

The California Constitution requires the state to reimburse local agencies and school districts for certain costs mandated by the state. Statutory provisions establish procedures for making that reimbursement.

This bill would provide that, if the Commission on State Mandates determines that the bill contains costs mandated by the state, reimbursement for those costs shall be made pursuant to the statutory provisions noted above.

Vote: majority Appropriation: no Fiscal Committee: yes Local Program: yes

## THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

**SECTION 1.** Section 13146.4 is added to the Health and Safety Code, to read:

**13146.4.** (a) Every city or county fire department, city and county fire department, or district required to perform an annual inspection pursuant to Sections 13146.2 and 13146.3 shall report annually to its administering authority on its compliance with Sections 13146.2 and 13146.3.

(b) The report made pursuant to subdivision (a) shall occur when the administering authority discusses its annual budget, or at another time determined by the administering authority.

(c) The administering authority shall acknowledge receipt of the report made pursuant to subdivision (a) in a resolution or a similar formal document.

(d) For purposes of this section, "administering authority" means a city council, county board of supervisors, or district board, as the case may be.

**SEC. 2.** If the Commission on State Mandates determines that this act contains costs mandated by the state, reimbursement to local agencies and school districts for those costs shall be made pursuant to Part 7 (commencing with Section 17500) of Division 4 of Title 2 of the Government Code.

HEALTH AND SAFETY CODE 13146.2



**HEALTH AND SAFETY CODE - HSC**

**DIVISION 12. FIRES AND FIRE PROTECTION [13000 - 14959]** *( Division 12 enacted by Stats. 1939, Ch. 60. )*

**PART 2. FIRE PROTECTION [13100 - 13263]** *( Part 2 enacted by Stats. 1939, Ch. 60. )*

**CHAPTER 1. State Fire Marshal [13100 - 13159.10]** *( Chapter 1 enacted by Stats. 1939, Ch. 60. )*

**ARTICLE 2. The State Board of Fire Services [13140 - 13147]** *( Heading of Article 2 amended by Stats. 1973, Ch. 1197. )*

**13146.2.** (a) Every city, county, or city and county fire department or district providing fire protection services required by Sections 13145 and 13146 to enforce building standards adopted by the State Fire Marshal and other regulations of the State Fire Marshal shall, annually, inspect all structures subject to subdivision (b) of Section 17921, except dwellings, for compliance with building standards and other regulations of the State Fire Marshal.

(b) A city, county, or city and county fire department or district providing fire protection services that inspects a structure pursuant to subdivision (a) may charge and collect a fee for the inspection from the owner of the structure in an amount, as determined by the city, county, or city and county fire department or district providing fire protection services, sufficient to pay the costs of that inspection.

(c) A city, county, or city and county fire department or district providing fire protection services that provides related fire and life safety activities for structures subject to subdivision (b) of Section 17921, such as plan review, construction consulting, fire watch, and investigation, may charge and collect a fee from the owner of the structure in an amount, as determined by the city, county, city and county, or district, sufficient to pay the costs of those related fire and life safety activities.

(d) The State Fire Marshal, or the State Fire Marshal's authorized representative, who inspects a structure subject to subdivision (b) of Section 17921, except dwellings, for compliance with building standards and other regulations of the State Fire Marshal, may charge and collect a fee for the inspection from the owner of the structure. The State Fire Marshal may also charge and collect a fee from the owner of the structure for related fire and life safety activities, such as plan review, construction consulting, fire watch, and investigation. Any fee collected pursuant to this subdivision shall be in an amount, as determined by the State Fire Marshal, sufficient to pay the costs of that inspection or those related fire and life safety activities.

*(Amended by Stats. 2019, Ch. 31, Sec. 9. (SB 85) Effective June 27, 2019.)*

HEALTH AND SAFETY CODE 13146.3



**HEALTH AND SAFETY CODE - HSC**

**DIVISION 12. FIRES AND FIRE PROTECTION [13000 - 14959]** *( Division 12 enacted by Stats. 1939, Ch. 60. )*

**PART 2. FIRE PROTECTION [13100 - 13263]** *( Part 2 enacted by Stats. 1939, Ch. 60. )*

**CHAPTER 1. State Fire Marshal [13100 - 13159.10]** *( Chapter 1 enacted by Stats. 1939, Ch. 60. )*

**ARTICLE 2. The State Board of Fire Services [13140 - 13147]** *( Heading of Article 2 amended by Stats. 1973, Ch. 1197. )*

**13146.3.** (a) A city, county, or city and county fire department or district providing fire protection services shall inspect every building used as a public or private school within its jurisdiction, for the purpose of enforcing regulations promulgated pursuant to Section 13143, not less than once each year. The State Fire Marshal and the State Fire Marshal's authorized representatives shall make these inspections not less than once each year in areas outside of corporate cities and districts providing fire protection services.

(b) A city, county, or city and county fire department or district that, or the State Fire Marshal or the State Fire Marshal's authorized representative who, inspects a structure pursuant to subdivision (a) may charge and collect a fee for the inspection in an amount sufficient to pay the costs of that inspection.

*(Amended by Stats. 2019, Ch. 31, Sec. 10. (SB 85) Effective June 27, 2019.)*

HEALTH AND SAFETY CODE 13146.4



**HEALTH AND SAFETY CODE - HSC**

**DIVISION 12. FIRES AND FIRE PROTECTION [13000 - 14959]** *( Division 12 enacted by Stats. 1939, Ch. 60. )*

**PART 2. FIRE PROTECTION [13100 - 13263]** *( Part 2 enacted by Stats. 1939, Ch. 60. )*

**CHAPTER 1. State Fire Marshal [13100 - 13159.10]** *( Chapter 1 enacted by Stats. 1939, Ch. 60. )*

**ARTICLE 2. The State Board of Fire Services [13140 - 13147]** *( Heading of Article 2 amended by Stats. 1973, Ch. 1197. )*

**13146.4.** (a) Every city or county fire department, city and county fire department, or district required to perform an annual inspection pursuant to Sections 13146.2 and 13146.3 shall report annually to its administering authority on its compliance with Sections 13146.2 and 13146.3.

(b) The report made pursuant to subdivision (a) shall occur when the administering authority discusses its annual budget, or at another time determined by the administering authority.

(c) The administering authority shall acknowledge receipt of the report made pursuant to subdivision (a) in a resolution or a similar formal document.

(d) For purposes of this section, "administering authority" means a city council, county board of supervisors, or district board, as the case may be.

*(Added by Stats. 2018, Ch. 854, Sec. 1. (SB 1205) Effective January 1, 2019.)*

# MEMORANDUM OF UNDERSTANDING

# BETWEEN

# THE CITY OF REDONDO BEACH

# AND

# THE REDONDO BEACH FIREFIGHTERS ASSOCIATION

July 1, 2020 – June 30, 2024

Per Resolution No.

**MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

**THE CITY OF REDONDO BEACH**

**AND**

**THE REDONDO BEACH FIREFIGHTERS ASSOCIATION**

**WHEREAS,** pursuant to Chapter 10 (Section 3500 et seq.) of Division 4, Title 1 of the Government Code and Resolution No. 6046, Resolution for Administration of Employer-Employee Relations, the matters within the scope of representation that are set forth in this MOU have been discussed by and between representatives of the City of Redondo Beach (hereinafter the "City") and representatives of the Redondo Beach Firefighters Association (hereinafter the "Association") and except as otherwise specifically provided herein shall apply to only those employees who are employed full-time and are appointed to the full-time positions of Firefighter, Harbor Patrol Officer, Firefighter/Paramedic, Fire Engineer, Deputy Harbor Master/Boat Captain and Fire Captain within the Fire Bargaining Unit.

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## ARTICLE I. TERMS

### SECTION 1 – DEFINITION OF TERMS

1.01 The following terms, whenever used in this MOU, shall have the meanings set forth in this section:

A. ASSOCIATION: Shall mean the Redondo Beach Firefighters Association.

B. CITY: Shall mean the City of Redondo Beach.

C. FIRE CHIEF: Shall mean the Fire Chief, or the designee of the Chief.

D. CITY MANAGER: Shall mean the City Manager or the designee of the City Manager.

E. DAYS: Shall mean calendar days except where working days are expressly specified.

F. EMPLOYEE: Shall mean persons who serve full-time and are appointed to the full-time positions of, Firefighter, Harbor Patrol Officer, Firefighter/Paramedic, Fire Engineer, Deputy Harbor Master/Boat Captain, or, Fire Captain.

G. FISCAL YEAR: Shall mean the 12 month period from July 1st through June 30th.

H. MOU: Shall mean memorandum of understanding.

I. RETIREE: Shall mean an employee of the City who receives a normal service retirement or disability retirement from the Public Employees Retirement System.

J. SHIFT: Shall mean the established 24-hour work period, regardless of the configuration in which shifts are scheduled within an FLSA cycle.

K. WORK PERIOD or FLSA CYCLE: Shall mean a period between seven and 24 consecutive days long, set by the City Manager or the designee of the City Manager.

L. YEAR: Shall mean fiscal year except where calendar year is expressly specified.

M. IMMEDIATE FAMILY: Defined as father; mother; a biological, adoptive, or foster parent, stepparent, or legal guardian of an employee or the employee's spouse or registered domestic partner, or a person who stood in loco parentis when the employee was a minor child; grandparent; grandchild; father-in-law; mother-in-law; brother; sister; spouse; registered domestic partner; or child (which for purposes of this article means a biological, adopted, or foster child, stepchild, legal ward, or

a child to whom the employee stands in loco parentis; This definition of a child is applicable regardless of age or dependency status) of any eligible employee of the City or pre-designated substitute family members for those persons defined as immediate family. The intent of this provision is not to expand the number of persons included in the definition of "immediate family" or to increase paid leave opportunities; but, rather, to recognize variations in family structure.

N. OVERTIME PAY: Defined as one and one-half (1.5) times an employee's regular hourly rate of pay.

O. REGULAR RATE OF PAY: Defined as base rate of pay plus bonus pays, as defined by the Fair Labor Standards Act (FLSA).

P. BASE RATE OF PAY: Shall mean the salary listed in Exhibit A

Q. SUPPRESSION: Shall refer collectively to those employees assigned to emergency response duties who work a shift schedule.

## ARTICLE II. RECOGNITION

### SECTION 1 – CLASSES IN BARGAINING UNIT

1.01 The City recognizes the Redondo Beach Firefighters Association as the recognized employee organization for all employees in the following job classes: Firefighter, Harbor Patrol Officer, Firefighter/Paramedic, Fire Engineer, Deputy Harbor Master/Boat Captain, and Fire Captain.

1.02 The Association indemnifies and holds the City harmless against any and all suits, claims, demands, and liabilities that may arise as a result of the City recognition of the Association as the exclusively recognized employee organization for the employees in the job classes described in this Section.

## ARTICLE III. COMPENSATION

### SECTION 1 – BASE PAY

1.01 With respect to the class of Firefighter:

Salary Range Step "A" will be paid upon initial employment for a period of one year.

Salary Range Step "B" will be paid upon the satisfactory completion of one year of employment.

Salary Range Step "C" will be paid upon the satisfactory completion of one year of employment at Salary Range Step "B".

Salary Range Step "D" will be paid upon the satisfactory completion of one year of employment at Salary Range Step "C".

Salary Range Step "E" will be paid upon the satisfactory completion of one year of employment in Salary Range Step "D".

1.02 With respect to the classes of Firefighter/Paramedic, Fire Engineer, Harbor Patrol Officer, Deputy Harbor Master/Boat Captain and Fire Captain:

Salary Range Step "A" shall be paid for the duration of the employee's probationary period in the class.

Salary Range Step "E" shall be paid upon the satisfactory completion of the probationary period and advancement to permanent status in the class.

1.03 The pay rates for the classifications covered by this Agreement shall be increased by 4% effective the first full pay period of July 2021; 4% effective the first full pay period of July 2022; and, 3% effective the first full pay period of July 2023. The new rates are reflected on Exhibit A to this Agreement.

1.04 The Department has previously created a new classification entitled Harbor Patrol Officer assigned to this bargaining unit and subject to this memorandum of understanding (MOU) with base pay levels on exhibit A to this MOU the same as Fire Engineer and Fire Fighter/ Paramedic. No additional assignment pay shall be applicable. The side letter signed December 17, 2013, titled “Harbor Patrol Sergeant Relief” is hereby replaced in full and is therefore null and void.

1.05 The classification of Deputy Harbor Master/Sergeant has previously been retitled Deputy Harbor Master/Boat Captain with base pay levels on exhibit A to this MOU the same as Fire Captain. No additional assignment pay shall be applicable.

1.06 The City agrees to meet and confer during the term of this Agreement on the selection of agencies to be surveyed for Fire Association classification and compensation comparison purposes and on the positions to be surveyed. The City and Association met and conferred during the term of the 2015-2016 MOU to select agencies to be surveyed for Fire Association classification and compensation comparison purposes and on the positions to be surveyed. The parties acknowledge that they did meet and confer to agreement on this issue during 2016 and selected the following cities: Hermosa Beach, Fountain Valley, Arcadia, El Segundo, Manhattan Beach, Downey, Culver City, Costa Mesa, Glendale and Torrance.

## SECTION 2 – LONGEVITY PAY

2.01 Effective July 1, 2001, Longevity Pay recognizes City service, and shall be exclusive of all other premiums and other pays, and shall be established for all classes represented by the Association, as follows:

A. Five percent (5%) of base pay will be paid upon the satisfactory completion of five years of service, as shown in Step “F” on Exhibit B.

B. Twelve percent (12%) of base pay will be paid upon the satisfactory completion of ten years of service, as shown in Step “G” on Exhibit B.

C. Sixteen percent (16%) of base pay will be paid upon the satisfactory completion of 15 years of service, as shown in Step “H” on Exhibit B.

2.02 Longevity Pay is compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a) (1) of the PERS regulations.

## SECTION 3 – PUBLIC AGENCY LONGEVITY PAY

3.01 Effective June 30, 1994, employees in the classes of Fire Captain, Fire Engineer, Firefighter/Paramedic, Firefighter, Deputy Harbor Master/Boat Captain and Harbor Patrol Officer who have completed 19 years of public agency firefighting service and maintain, at a minimum, an overall satisfactory performance evaluation by the City of Redondo Beach are eligible for Public Agency Longevity Pay.

A. Public agency “firefighting experience” as used in 2.01, above, shall be evaluated and interpreted on an individual basis by the Fire Chief. The burden of providing appropriate documentation and information rests with individual employees.

B. In addition to an employee's base salary (salary ranges A-E), exclusive of all bonuses and other pays, each employee meeting the criteria in Section 2.01 above shall receive a Public Agency Longevity Pay increase added to the employee's base pay of 2% uncompounded for each year of eligibility beginning with the 20th year of service through the 22nd year of service for a maximum total percentage of up to 6% above base pay. In the event an employee possessing the requisite experience does not otherwise qualify for a specific step qualification in the succeeding year automatically include the step in the merit pay calculation.

C. Eligibility for Public Agency Longevity Pay for Deputy Harbor Master/Boat Captain and Harbor Patrol Officer positions shall be determined by years of City service.

D. An employee whose longevity pay increment was lost due to a substandard performance evaluation will have the longevity pay increment restored effective on receipt of a subsequent performance evaluation of satisfactory or better.

3.02 The effective date of a Public Agency Longevity Pay increase shall be the beginning of the pay period following the date of eligibility.

3.03 Public Agency Longevity Pay is compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a) (1) of the PERS regulations.

**SECTION 4 – OVERTIME PAY**

4.01 "Overtime Pay" means one and one-half (1.5) times an employee's regular hourly rate of pay, as defined by the Fair Labor Standards Act, for employees in the classes of Fire Captain, Fire Engineer, Firefighter/Paramedic, Deputy Harbor Master/Boat Captain, Harbor Patrol Officer and Firefighter.

4.02 Employees shall be paid overtime pay for all hours worked above 182 hours in a 24-day work period under the 48/96 schedule, designated by the Department in accordance with the Fair Labor Standards Act (FLSA). For the purpose of calculating overtime, effective the first full pay period in July 2020, all paid time off –except personal sick leave -- shall count as hours worked.

4.03 Employees called back to work for emergencies will receive a minimum of four hours at base rate, or if applicable, overtime pay for actual time worked, whichever is greater.

4.04 Regular Standby: Employees placed on regular standby by the Fire Chief, or the Chief's designee, will be compensated for such standby time at their regular rate of pay for a minimum of two hours. Standby shall not, however, be considered hours worked.

4.05 Hold-Over: Employees held over from their shift shall be paid overtime to the nearest tenth of an hour for the time held over.

4.06 Early Reporting: Employees required to report early for their normal on-duty shift (but not required for minimum staffing) shall be paid overtime pay for actual time worked. For example: staffing of relief crews for strike team operations.

4.07 Forty hour week employees shall be paid overtime pay for work in excess of their normal work week. For the purpose of calculating overtime, effective July 7, 2007, all paid time off shall count as hours worked.

A. Employees regularly scheduled to work 40 hours per week who participate in the suppression staffing program on their days off, will be paid for suppression shifts worked at 1.5 times the 56 hour per week rate.

B. Employees regularly scheduled to work 56 hours per week who participate in the staff assignments on their days off, will be paid for staff hours worked at the overtime rate of the 56 hour per week rate.

## SECTION 5 – COMPENSATORY TIME OFF (CTO)

5.01 Employees may accrue up to a maximum of 48 hours of CTO, which may be "carried over" indefinitely, and which will not be subject to automatic annual cash-out. Employees shall use no more than 48 hours of CTO each fiscal year.

5.02 Overtime may, at the employee's option, be compensated in the form of compensatory time off credit subject to the following conditions:

A. Compensatory time shall be credited on an hour-for-hour basis except to the extent that it constitutes FLSA overtime (more than 182 hours in the 24-day work period), such to be credited on an hour and one-half for each FLSA overtime hour worked. Time earned is not officially available until credited. Time earned shall not be credited until the following pay period.

B. In the event an overtime shift is worked which qualifies for time and one-half under FLSA guidelines and the employee chooses to bank the time, for each 24 hour shift worked, 24 hours shall be credited to the employee's compensatory time bank and 12 hours paid at the hourly rate. All time shall be taken in 24 hour increments.

C. Scheduling of time off will be in accordance with Leave time policy of the Rules, Regulations, Operations and Procedures Manual.

D. Compensatory time recorded and available to be taken off shall not exceed two shifts (48 hours) at any given time. Time off taken will be recorded on the day taken. Time credited to be available for use will not be reconciled until the following pay period.

## SECTION 6 – COURT STANDBY TIME

6.01 Court Standby Pay. For Court standby time as a result of a duty related incident, employees shall be paid two hours compensation for the AM hours; two additional hours will be granted for the afternoon, if requested by the court. Employees with hardships may provide a telephone number and/or email address for contact.

## SECTION 7 – ASSIGNMENT PAY

7.01 Employees, assigned to and serving in the functions below shall receive Assignment Pay as follows:

| | |
|---|---|
| Deputy Fire Marshal | 13% of "H" Step of Current Rank |
| Training Officer | 13% of "H" Step of Current Rank |
| Inspectors/Fire Prevention | 13% of "H" Step of Current Rank |

7.02 Assignment Pay is compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a) (4) of the PERS regulations.

7.03 Pay of employees assigned to Fire Prevention is compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a) (4) of the PERS regulations.

## SECTION 8 – ASSISTANT PARAMEDIC COORDINATOR BONUS PAY

8.01 Employees assigned to and serving in the function of Assistant Paramedic Coordinator shall receive a bonus pay of $75.00 per month per employee.

8.02 Assistant Paramedic Coordinator bonus pay is compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a) (1) of the PERS regulations.

## SECTION 9 – PARAMEDIC SUPPLY COORDINATOR BONUS PAY

9.01 Employees assigned to and serving in the function of Paramedic Supply Coordinator shall receive a bonus pay of $75.00 per month per employee.

9.02 Paramedic Supply Coordinator bonus pay is compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a) (1) of the PERS regulations.

## SECTION 10 – CERTIFICATION PAY

10.01 Up to three employees, selected by the Fire Chief and certified as members of the South Bay Arson Team shall receive bonus pay in the amount of $75.00 per month.

10.02 Up to three employees selected by the Fire Chief and certified in Self-Contained Breathing Apparatus repair shall receive bonus pay in the amount of $75.00 per month.

10.03 Bonus pay for Members of the South Bay Arson Team and Self-Contained Breath Apparatus repair is compensation earnable within the meaning of Section 20636of the California Government Code and Section 571(a)(1) of the PERS regulations.

## SECTION 11 – HARBOR PATROL OFFICER QUALIFICATION BONUS PAY; DEPUTY HARBOR MASTER/BOAT CAPTAIN RELIEF

11.01 The Fire Chief may designate up to three employees to develop and maintain qualifications for Harbor Patrol Officer and these employees shall receive Qualification Bonus Pay of $75.00 per month.

11.02 A list of personnel qualified to serve as relief Deputy Harbor Master/Boat Captain shall be created and maintained by the Fire Department. To be so qualified an employee must have successfully completed the examination for this classification (formerly Sergeant.) If the number of such qualified employees is at any time less than three, then an employee with at least 12 months experience as a Harbor Patrol Officer and currently serving in that position shall be considered qualified.

11.03 Whenever there is a vacancy in the classification of Deputy Harbor Master/Boat Captain, the vacancy shall be filled first from within the current staff in the same classification. If no one in the classification can be contacted, then the relief list described in section 11.02 above shall be used to fill the vacancy by mandate. If no one on the relief list can be contacted, the current staff shall be mandated to fill the vacancy. The relief list shall only be mandated to fill the vacancy on an emergency basis as determined by the Fire Chief or to fill unplanned vacancies. The provisions of this Article on filling vacancies do not create any additional compensation for any personnel. Compensation for assignment or acting pay shall be determined solely by other provisions of this MOU.

## SECTION 12 – DMV COORDINATOR BONUS PAY

12.01 An employee selected by the Fire Chief as the DMV Coordinator shall receive bonus pay in the amount of $75.00 per month.

12.02 DMV Coordinator bonus pay is compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a)(1) of the PERS regulations.

## SECTION 13 – TEMPORARY PROMOTIONAL ASSIGNMENT PAY AND ACTING APPOINTMENT

13.01 Employees temporarily assigned/promoted must work 120 hours in that position to be eligible for pay for the time worked out of class. After having worked 120 hours, the employee will thereafter remain eligible for out-of-class pay.

13.02 The rate of out-of-class pay is 5% above the employee's regular rate of pay. These provisions on pay shall not apply to any Engineer or Paramedic assigned on a temporary basis to the position of Harbor Patrol Officer.

13.03 Employees shall be selected for an acting appointment from an existing eligibility list for the position that needs to be filled temporarily.

## SECTION 14 – LIGHT DUTY BONUS EXCLUSION

14.01 Shift employees temporarily assigned to Administrative duties while on light duty will not receive any Inspector/Administrative assignment pay.

## SECTION 15 – LABOR CODE SECTION 4850 TIME

15.01 The City will only deduct taxes from Labor Code Section 4850 payments that are required by law to be deducted.

## SECTION 16 – BILINGUAL PAY

16.01 The City shall pay a language proficiency bonus of $75.00 per month to all employees approved by the Fire Chief and the Assistant City Manager, and who are certified by Human Resources in the following languages: American Sign Language, Arabic, Japanese, Korean, Chinese, Vietnamese, and Spanish.

16.02 Employees shall be tested for oral language skills by the Assistant City Manager and his or her designee. Only those employees receiving a passing score on the test will be eligible for bilingual pay.

16.03 Bilingual Pay is compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a)(1) of the PERS regulations.

## SECTION 17 – DIRECT DEPOSIT

17.01 Direct deposit of payroll checks is the agreed upon method by which all employees receive their paycheck. Authorization for direct deposit shall be made by each employee to the financial institution of his or her choosing, in the manner required by the City's existing direct deposit provider.

## SECTION 18 – REALLOCATION AND REORGANIZATION

18.01 The City shall meet and confer with the Redondo Beach Firefighters Association on the impact of any reallocation or reorganization.

## SECTION 19 – INSTRUCTOR PREMIUM PAY

19.01 A premium of $2.80 per hour will be paid to an employee as designated by the Fire Chief for work performed as Instructor while teaching courses that are reimbursable by the Department of Boating and Waterways.

## SECTION 20 – EDUCATIONAL INCENTIVE PAY

20.01 Education incentive pay earned under this section is compensation earnable within the meaning 20636 of the California Government code and section 571 (a) (4) of the PERS regulations.

20.02 Upon completion of the education requirements, employees shall be entitled to education pay above his or her base pay as follows:

Employees are eligible to achieve the following levels of education incentive bonus pay in addition to their base salary:

| COLLEGE DEGREE | BONUS PAY | CERTIFICATE/COURSE COMPLETION | CERTIFICATE BONUS PAY | MAXIMUM PAYS COMBINED |
|---|---|---|---|---|
| Grandfathered 45 units or more | 1% | | | |
| AA/AS | 3% | FF II/EMT or EMT-P | 3% | |
| BA/BS | 6% | Driver Operator (1A & 1B) or Department of Boating and Waterways Basic | 1% | |
| MA/MS/MBA or higher degree | 8% | Fire Officer | 3% | |
| | | Chief Officer | 3% | |
| **Maximum Degree or Certificate Pay** | **8%** | | **10%** | **18%** |

College Degree Bonus Pay shall only be paid for degrees obtained through regionally accredited colleges or universities as determined by the Western Association of Schools and Colleges or other similar regional accrediting organization for educational institutions in the United States. Human Resources must certify that the institution meets the accreditation recognized by the Human Resources office. The change in this requirement shall not apply to employees for educational programs in which they were participating on or before November 24, 2014.

The maximum College Degree Bonus Pay is 8% of base pay. The maximum Certificate Bonus Pay is 10% of base pay. The maximum College Degree and Certificate Pay an employee can earn is 18% of base pay.

Those 12 employees under the previous Education Incentive system who were earning 4% of their base pay for 45 units or more of college credit as of June 30, 2008, shall be grandfathered in and shall receive an additional 1% for the duration of their employment or until such time as they achieve the next level of college degree-based education.

Effective June 30, 2008, the minimum qualifications for Captain shall be modified to include Fire Officer Certification.

Effective June 30, 2008, the minimum qualifications for Fire Engineer shall be modified to include California State Fire Marshal Training Fire Apparatus Driver Operator (1A & 1B). Any change in this requirement shall not apply to the eligibility list resulting from the January 2015 promotional process.

In order to receive the State Fire Officer and Chief Officer bonuses an employee is not required to possess the certificate for those designations and eligibility for the bonuses is not dependent upon service in any particular rank. An Employee shall be eligible to receive for the State Fire Officer and Chief Officer bonuses upon successful completion of all of the educational requirements for those certifications.

## ARTICLE IV. RETIREMENT BENEFITS

### SECTION 1 – PERS RETIREMENT PLAN

1.01 Employees who are first employed by the City in a position within the local firefighter membership classification on or before June 29, 2012 are eligible to participate in Tier I Local Firefighter benefits. Employees who are first employed by the City in a position in the local firefighter membership classification on or after June 30, 2012 are eligible to participate in Tier II Local Firefighter benefits.

Employees who are first employed by the City on or after January 1, 2013, and who are "new members" as described in the Public Employee Pension Reform Act of 2013 ("PEPRA") are eligible to participate in Tier III Local Firefighter Benefits.

1.02 The City provides the 3% @ 55 Retirement formula, pursuant to Government Code Section 21363.1, for employees appointed to the classes in this bargaining unit. This benefit formula will apply to both the City's Tier I Local Firefighter Plan and Tier II Local Firefighter Plan. Tier III employees shall be provided the 2.7% @ 57 retirement formula pursuant to PEPRA, with retirement benefits to be based on the highest 36 consecutive months.

1.03 To and concluding on June 30, 2017, the City will pay the employee contribution to the Public Employees' Retirement System (CalPERS) for employees receiving benefits under the Tier I Local Firefighter plan, in the amount of nine percent of CalPERS reportable salary, said amount to be paid into each employee's account per Government Code Section 20691. Tier III employees shall continue to pay 50% of normal cost as determined by CalPERS. This shall be paid by payroll deductions. The City shall pay no portion of this contribution.

1.04 To and concluding June 30, 2017, the City will pay a portion of the employee contribution to the Public Employees' Retirement System (CalPERS) for employees receiving benefits under the Tier II Local Firefighter plan, in the amount of 4.5% of CalPERS reportable salary, said amount to be paid into each employee's account per Government Code Section 20691. Employees receiving benefits under the Tier II Local Firefighter plan are responsible for paying the remaining 4.5% of the employee contribution required by CalPERS.

To and concluding June 30, 2017, the portion of the employer contribution that will be paid for by Association members shall be equal to 3% of CalPERS reportable compensation. Effective upon ratification of this agreement by the Association, Tier III employees shall no longer pay the 3% cost sharing. This 3% employee pick up of the employer contribution to CalPERS shall terminate for all employees effective 12:01 a.m. PST July 1, 2017.

1.05 Effective July 1, 2017, Tier I and Tier II employees shall pay 8% of reportable compensation, as their employee member contribution to the California Public Employees Retirement System (CalPERS) on a pre-tax basis and by payroll deduction. Also effective July 1, 2017, Tier I and Tier II employees will pay 1% of reportable compensation to CalPERS by payroll deduction as cost sharing of the employer contribution pursuant to Government Code section 20516(f). If July 1, 2017 is not the first day of a City pay period, the reductions in question shall be effective on the first day thereafter that is the first day of a City pay period. Both the City and RBFA understand that CalPERS may question the permissibility of this arrangement and agree to reopen this provision to discuss alternative arrangements if a binding determination is rendered declaring this arrangement is unlawful. Tier III employees shall continue to pay 50% of normal cost as determined by CalPERS. This shall be paid by payroll deductions. The City shall pay no portion of this contribution. The Association and City specifically agree that the employee pickup of a portion of the employer CalPERS contribution will continue in force and effect beyond expiration of this MOU until new or modified terms are agreed to by the Association and City.

## SECTION 2 – OPTIONAL CONTRACT PROVISIONS

2.01 Optional Benefits – Tier I Local Firefighter Plan

In addition to the 3% @ 55 benefit formula provided for in Section 1.01 of this Article, the following options will be available to employees participating in the Tier I Local Firefighter benefit plan:

A. Fourth Level of 1959 Survivor Benefits (Government Code Section 21574).

B. Post-Retirement Survivor Allowance (§21624 and §21626).

C. Military Service Credit as Public Service (§21024).

D. One-year Final Compensation (§20042).

E. Credit for Unused Sick Leave (§20965).

F. Employer Paid Member Contributions as Compensation (§20692).

Effective July 1, 2017 and in accordance with Article IV, Section 1.05, the City shall pay 1% of reportable compensation towards the Tier I employee's member contribution to PERS. During the employee's final compensation period, the City shall stop paying this 1% employee member contribution to PERS and instead shall increase the pay rate of the electing employee by 1% in accordance with Government Code Section 20692.

G. Pre-Retirement Optional Settlement 2 Death Benefit (§21548).

The PERS optional benefits provided in this Section 3.01 shall only be available to employees participating in the Tier I Local Firefighter benefit plan and shall not be available under the Tier II Local Firefighter plan.

2.02 Optional Benefits – Tier II Local Firefighter Plan

In addition to the 3% @ 55 benefit formula provided for in Section 1.01 of this Article, the following options will be available to employees participating in the Tier II Local Firefighter benefit plan:

A. Fourth Level of 1959 Survivor Benefits (Government Code Section 21574).

B. Post-Retirement Survivor Allowance (§21624 and §21626).

C. Military Service Credit as Public Service (§21024).

D. One-year Final Compensation (§20042).

E. Credit for Unused Sick Leave (§20965).

F. Pre-Retirement Optional Settlement 2 Death Benefit (§21548).

Except as expressly provided in this Section 2.02, no other CalPERS optional benefits shall be available to employees participating in the Tier II Local Firefighter benefit plan.

2.03 Optional benefits – Tier III Local Firefighter Plan. In addition to the 2.7@57 benefit formula provided for in Section 1.02 of this Article, the following options will be available to employees participating in the Tier III Local Firefighter benefit plan:

A. Fourth Level of 1959 Survivor Benefits (Government Code Section 21574).

B. Post-Retirement Survivor Allowance (§21624 and §21626).

C. Military Service Credit as Public Service (§21024).

D. Credit for Unused Sick Leave (§20965).

E. Pre-Retirement Optional Settlement 2 Death Benefit (§21548).

## SECTION 3 – LATERAL TRANSFERS

3.01 Lateral transfers shall receive service credit for their service with other agencies to determine their vacation accrual rate at the time of their initial employment with the City.

## SECTION 4 – SICK LEAVE CREDIT FOR RETIREMENT

4.01 No employee shall be entitled to use accrued sick leave or any other sick leave entitlement to defer the effective date of a disability retirement. This provision shall be construed as a local rule and regulation within the meaning of Section 21025.2 of the Government Code as it now exists or may hereafter be amended.

4.02 For purposes of reporting credit for accrued sick leave at time of retirement (Section 20965 of the Government Code), the formulas used shall be based on the total hours of sick leave that the employee accrued, or would have accrued, at an accrual rate of six shifts per year up to the maximum allowed, less those sick leave hours that the employee did use**,** divided by eight, equals number of days of credit for unused sick leave.

The formula for all employees with an initial hire date prior to July 1, 1979, shall be total hours of sick leave that would have accrued based on length of service up to the maximum allowed of 6,240 hours, less total hours of sick leave used, divided by eight, equals number of days of credit for unused sick leave.

## ARTICLE V. INSURANCE BENEFITS

### SECTION 1 – HEALTH INSURANCE

**Active Employees**

1.01 The City shall contract with the California Public Employees' Retirement System (PERS) for medical insurance coverage in accordance with the Public Employees' Medical and Hospital Care Act (PEMHCA). The City will contribute the Public Employees' Medical and Hospital Care Act (PEMHCA) statutory minimum on behalf of each participant in the program. A participant is defined as 1) an enrolled employee and eligible dependents, 2) an enrolled retiree and eligible dependents or 3) a surviving annuitant. The PEMHCA statutory minimum for 2017 is $128 per month, and changes each year in accordance with Government Code section 22892(b) ("Employer Minimum Contribution For Employee"). Eligible new hires will be covered under this program on the first day of the month following enrollment.

1.02 In addition, the City shall implement a flexible spending cafeteria plan ("Cafeteria Plan") in accordance with Internal Revenue Code Section 125 for all active employees. The following health care benefits shall be offered through the Cafeteria Plan: medical, dental (with orthodontia), vision, life and psychological insurance. Employees participating in the Cafeteria Plan shall receive a monthly flexible spending allowance ("Monthly Allowance") to purchase benefits offered under the Cafeteria Plan. The Monthly Allowances shall be awarded to employees who enroll in the PERS health plan as follows:

Effective the first full pay period of July 2020:

| | Monthly Allowance |
|---|---|
| Employee Only | $1200 |
| Employee +1 | $1300 |
| Employee +2 or more | $1425 |

Effective the first full pay period of July 2021:

| | Monthly Allowance |
|---|---|
| Employee Only | $1200 |
| Employee +1 | $1400 |
| Employee +2 or more | $1650 |

Effective the first full pay period of July 2022:

| | Monthly Allowance |
|---|---|

| | |
|---|---|
| Employee Only | $1200 |
| Employee +1 | $1500 |
| Employee +2 or more | $1850 |

Each participating employee shall pay the Employer Minimum Contribution for Employee and the employee's remaining portion of the premium ("Employee Contribution") from the Employee's Monthly Allowance. The Employer Minimum Contribution for Employee and the Employee Contribution together comprise the "Total Mandatory Medical Contribution." After the Total Mandatory Medical Contribution has been made, the employee has the option (a) to waive the other benefits and have the excess Monthly Allowance converted to taxable income or (b) to purchase the other supplementary products. If premiums and/or costs for the selected benefits exceed the Monthly Allowance, the balance will be paid by the employee through an automatic pre-tax payroll deduction, as permitted under Internal Revenue Code Section 125.

Although the Employer Minimum Contribution for Employee may increase as a matter of law, the Monthly Allowance will not increase.

**Retirees**

Tier I Retirees – Retirees Hired Before July 1, 2011 And Not Medicare-Age Eligible

1.03 For each retiree hired before July 1, 2011 ("Tier I Retiree"), the City shall make an "unequal" contribution of $1 per month directly to CalPERS. The City's mandated contribution for each annuitant shall be increased annually to an amount equal to the number of years that the City has been enrolled with PEHMCA multiplied by 5% of the current Employer Minimum Contribution for Employees until the contribution for retirees equals the contribution paid for employees, in compliance with Government Code section 22892(c). This amount is referred to as the "Employer Minimum Contribution for Retirees." In combination with this unequal contribution, the City will also pay the Tier I Retiree the difference between the Employer Minimum Contribution for Retirees and the single retiree medical premium in which the retiree is enrolled ("Tier I Retiree Differential Payment") The Tier I Retiree Differential Payment shall only be provided to a Tier I Retiree who meets all of the following criteria:

- Has a minimum of 20 years of full-time service on the City payroll and who begins drawing pension benefits from CalPERS within 120 days of separation.

When a Tier I Retiree becomes eligible to enroll in the Federal Medicare program or any Medicare Supplement plans, the Tier I Retiree will not be entitled to the Tier I Retiree Differential Payment. The premium cost for any additional insurance

coverage selected by the Tier I Retiree, including but not limited to, dental insurance, life insurance, and dependent medical insurance, shall be paid entirely by the Tier I Retiree selecting any such option. When the Tier I Retiree dies, he or she will no longer be entitled to the Employer Minimum Contribution for Retirees or the Tier I Retiree Differential Payment.

For an employee who qualifies for the above benefit, and chooses to enroll in the HMO medical plan with his or her spouse, the City shall pay the Blue Shield HMO rate each month toward the employee and his or her spouse's HMO premium. It is the parties' intention to maintain the status quo in the transition to PERS insurance. The addition of HMO options is not the status quo, but a necessary element of the transition. The parties agree that the City contribution shall be that of the Blue Shield HMO which is the closest option to the status quo. By so agreeing, neither the City nor the Association are waiving any rights regarding seeking a higher or different contribution rate or formula in subsequent negotiations for a successor MOU.

The HMO medical plan benefits for retired members and their spouses shall be equal to HMO medical plan benefits provided to active members.

Employees hired on or after July 1, 2011, are not eligible to receive benefits under this Section.

Tier II Retirees - Retirees Hired On or After July 1, 2011 and Not Medicare-Age Eligible

1.04 Employees hired on or after July 1, 2011 ("Tier II Retirees") shall be eligible to receive a contribution towards the premium costs of health insurance during retirement under the terms of this Section. The contribution provided shall be determined by a Tier II Retiree's years of continuous service with the City, as follows:

A. The Employer Minimum Contribution for Retirees; plus

The differential payment applicable to the Tier II Retiree as follows (collectively, "Tier II Retiree Differential Payment"): For retirees who retire with 10 years of continuous City service, the City will also pay the retiree the difference between the Employer Minimum Contribution for Retirees and 25% of the Tier I Retiree Differential Payment as outlined in Section 1.03 above; For retirees who retire with 15 years of continuous City service, the City will also pay the retiree the difference between the Employer Minimum Contribution for Retirees and 50% of the Tier I Retiree Differential Payment as outlined in Section 1.03 above; For retirees who retire with 20 years of continuous City service, the City will also pay the retiree the difference between the Employer Minimum Contribution for Retirees and 75% of the Tier I Retiree Differential Payment as outlined in Section 1.03 above; For retirees who retire with 25 years of continuous City service, the City will also pay the retiree the difference between the Employer Minimum Contribution for Retirees

and 100% of the Tier I Retiree Differential Payment as outlined in Section 1.03 above.

When a Tier II Retiree becomes eligible to enroll in the Federal Medicare program or any Medicare Supplement plans, the Tier II Retiree will not be entitled to any Tier II Retiree Differential Payment. The premium cost for any additional insurance coverage selected by the Tier II Retiree, including but not limited to, dental insurance, life insurance, and dependent medical insurance, shall be paid entirely by the Tier II Retiree selecting any such option. When the Tier II Retiree dies, he or she will no longer be entitled to the Employer Minimum Contribution for Retirees or any Tier II Retiree Differential Payment.

A. The benefits provided under this Section 1.04 shall only be offered through the City to Tier II Retirees who meet all of the following criteria:

1. The employee must retire from City employment and begin receiving pension benefits from CalPERS within 120 days of separation (either through a service retirement or a disability retirement);

2. Individuals receiving benefits under this section are solely responsible for paying any portion of the health insurance premium (and any other costs) not paid for by the City.

3. Individuals receiving benefits must ensure continuity of coverage through City insurance plans. Termination of the individual's participation in City-sponsored insurance plans for any reason shall automatically result in the termination of the City's obligation to provide any contribution above the minimum contribution required by law under this section.

Retirees That Are Medicare-Age Eligible

1.05 Beginning with the transition to the PERS Health program in 2017, and for retirees that are eligible to enroll in the Federal Medicare program or any Medicare supplemental programs ("Medicare-Eligible Retirees"), the City shall make the Employer Minimum Contribution for Retirees

The premium cost for any additional insurance coverage selected by the Medicare-Eligible Retirees, including but not limited to, dental insurance, life insurance, and dependent medical insurance, shall be paid entirely by the Medicare-Eligible Retiree selecting any such option. When the Medicare-Eligible Retiree dies, he or she will no longer be entitled to the Employer Minimum Contribution for Retirees.

Limitations

1.06 A retiree's right to receive a City contribution, and the City's obligation to make a mandatory contribution on behalf of retirees, shall only exist as long as the City contracts with CalPERS PEMHCA for medical insurance. In addition, while the City contracts with CalPERS, its obligation to make mandatory contributions on behalf of retirees shall be limited to the minimum contribution required by law.

**Opt Out**

1.07 Unit Employees may elect not to participate in the PERS Health Plan and therefore "opt out" of PERS Health insurance coverage. Effective the first full pay period of July 2020, upon proof of other coverage, unit employees may elect to waive the City's medical insurance and receive 50% of the cost of the medical premium for the tier they are eligible: Employee, Employee +1 or Employee + 2, up to a maximum of $1210 per month. Unit employees may use this "opt out" amount toward other items in the Cafeteria Plan or convert it to taxable income. For new employees hired after July 31, 2020, the maximum "opt-out" cash back available will be $900 per month. Employees may only opt out of the City's insurance benefits and receive the opt-out benefit with proof of enrollment in a qualified alternative group insurance plan. However such alternative insurance must provide minimum essential health coverage pursuant to the U.S. Patient Protection and Affordable Care Act (ACA), and cover both the employee and all individuals in the employee's expected tax family, if any. During open enrollment or as otherwise required by the City, the employee must each year provide the City with an attestation or other reasonable documentation, subject to the City's approval confirming such alternate coverage. According to the ACA, the City must not make payment if the City knows that the employee or family member does not have the alternative coverage.

Employees wishing to subsequently re-enroll in the PERS Health plan may do so only during the "open enrollment period", unless a qualifying event occurs. A qualifying event shall be defined as set forth in the PERS Medical Plan.

**SECTION 2 – LIFE INSURANCE**

2.01 The City shall provide each member with a life insurance plan of $50,000. Dependent term life insurance in an amount up to $1,500 shall be made available to qualified dependents.

2.02 The City shall offer an accidental death and dismemberment (AD&D) insurance plan for active employees in the amount of $50,000. Such AD&D insurance shall provide 24-hour coverage.

## ARTICLE VI. SICK LEAVE BENEFITS

### SECTION 1 – SICK LEAVE PLANS

1.01 Employees with an initial date of employment on or after July 1, 1969, and prior to July 1, 1979, and who are assigned to work a 24 hour shift, shall be allocated a maximum of 130 shifts or 3,120 hours of sick leave with full pay that if used may be restored upon returning to full duty for a period of 13 consecutive weeks pursuant to Redondo Beach Municipal Code Section 2-3.514(d)(2).

1.02 Employees with an initial date of employment on or after July 1, 1969, and prior to July 1, 1979, and who are assigned to work a 4/10, 5/8 or other schedules, shall be allocated a maximum 2,080 hours of sick leave with full pay that if used may be restored upon returning to full duty for a period of 13 consecutive weeks pursuant to Redondo Beach Municipal Code Section 2-3.514(d)(2). Such employees with an initial date of employment prior to July 1, 1969, shall be allocated a maximum of 4,160 hours of sick leave with full pay that if used may be restored upon returning to full duty for a period of 13 consecutive weeks pursuant to Redondo Beach Municipal Code Section 2-3.514(d)(2).

1.03 Employees with an initial date of employment on or after July 1, 1979, who are assigned to work a 24 hour shift, may accrue a maximum of 130 shifts or 3,120 hours of sick leave with full pay that may be accrued at a rate of six shifts or 144 hours per year based on continuous full time employment. Employees who are assigned to work a 4/10, 5/8 or other schedules, may accrue a maximum of 2,080 hours of sick leave with full pay that may be accrued at a rate of one day per month for each month of full-time employment up to the maximum limit per year not to exceed 120 hours.

1.04 An employee who suffers a serious injury or illness may utilize a long term disability sick leave bank of 2,080 non-replenishing hours that shall be available for use following a 30 calendar day qualifying period. During the qualifying period, such employee may use accrued sick leave, vacation leave, holiday leave, authorized professional time (APT), or any other paid leave to provide salary continuation. Any long-term disability sick leave used from the bank after the qualifying period shall reduce the balance of sick leave available for any subsequent long-term disability for the duration of the employee's career with the City.

1.05 The Fire Chief may require sick leave verification without prior written notice at any time during a sick leave absence, and shall be based on the employee's previous sick leave and attendance record. In no instance shall sick pay of more than three work days for employees assigned to 40-hour staff assignments, or two shifts for employees assigned to a 24 hour shift be granted unless certified as necessary by an official physician.

## SECTION 2 – SICK LEAVE UTILIZATION BONUS

2.01 Effective after the commencement of each fiscal year on July 1, the City shall pay an annual bonus of $2,500 to each employee, who did not use any sick leave during the preceding 12 month fiscal year. Only those employees who are on the payroll as of the beginning of the first payroll period in July following the fiscal year in which they qualify for the bonus shall be eligible to receive the bonus. Employees who retire on or after July 1, and who qualify for the bonus, shall receive the bonus in their final paycheck.

2.02 The City shall pay an annual bonus of $1,000 to each employee who did not use more than one 24 hour shift of sick leave during the preceding 12 month fiscal year.

2.03 Sick leave used as Family Leave shall not be considered as Sick Leave for the purpose of determining eligibility of Sick Leave Bonus.

The sick leave plan set forth in this Section shall supersede and make null and void any and all conflicting provisions of the Redondo Beach Municipal Code, Section 2-3.514 (d) related to limits of sick leave with pay.

# ARTICLE VII. HOLIDAY, VACATION, OTHER LEAVE BENEFITS, AND SWAPPED SHIFTS

## SECTION 1 - HOLIDAYS

1.01 The City has recognized specific dates throughout the year as legal holidays, during which routine, non-emergency services are not performed. Given the nature of fire suppression and emergency medical services, and the City's policy of constant staffing, the City and the Association acknowledge that the members of this Unit are unable to observe "paid holidays" in the same manner as are non-safety, administrative staff.

1.02 Effective the first full pay period following adoption of the MOU, employees with less than 20 years of service will receive 144 hours of holiday time for the period of January 1, 2020 through December 31, 2020. Beginning in 2021, and each year thereafter, employees with less than 20 years of service will receive, with the first pay period of the calendar year, 144 hours of holiday time.

1.03 Effective the first full pay period following adoption of the MOU, employees with 20 or more years of service will receive 216 hours of holiday time for the period of January 1, 2020 through June 30, 2020. Beginning in 2021, and each year thereafter, employees with more than 20 years of service will receive, with the first pay period of the calendar year, 216 hours of holiday time.

1.04 Prior to December 31 of each calendar year, the Fire Chief or his/her designee shall notify each bargaining unit member in writing of their unused holiday leave balance. Such notice shall also inform the employee of their obligation to schedule their holiday leave or select a payment option as follows:

A. The employee may request cash payment for unused holidays at any time during the calendar year in which such leave time is accrued. Cash payment for holiday hours will be reported as Special Compensation in the pay period in which it was earned.

B. During December of each calendar year, unused holidays accrued during the previous calendar year and not scheduled for use, or not used by December 31st of each year, shall be converted to cash or to vacation leave. The employee shall have the option to cash out such holiday leave, or to convert holiday leave to vacation leave; provided, however, that if the employee is unwilling, unable, absent, or incapable of selecting an option, all such accrued holiday leave shall be automatically converted to vacation leave.

C. Employees who separate from City employment shall be paid for a pro rata portion of holiday pay, to the extent unused as of the date of separation, for the months of the calendar year between January 1 and the effective date of the employee's separation.

1.05 When converting the holiday accrual bank from shift (suppression) to staff (40 hour workweek), the conversion rate of unused holiday hours is two thirds (.6666). When converting the holiday accrual bank from staff (40 hour workweek) to shift (suppression) the conversion rate of unused holiday hours is one and a half (1.5).

1.06 Annual accrued Holiday Pay as described above is defined as compensation earnable within the meaning of Section 20636 of the California Government Code and Section 571(a)(5) of the PERS Regulations.

## SECTION 2 – VACATIONS

2.01 Suppression employees shall accrue vacation based upon their years of full-time employment with the City, or in the case of lateral hire personnel, based upon their years of firefighting service, as follows:

| Completed Years of Service | Annual Accrual Rate | Maximum Accrual |
|---|---|---|
| 1 through 9 | 144 hours per year | 288 hours |
| 10 through 20 | 216 hours per year | 432 hours |

Vacation accrual rates for 40-hour work week employees shall be as converted from shift (suppression) to staff (40 hour week) as follows:

| Completed Years of Service | Conversion Rate | Multiply Unused Hours By |
|---|---|---|
| 1 through 9 | Shift (Suppression) to Staff (40 hours) | .8333 |
| 1 through 9 | Staff (40 hours) to Shift (Suppression) | 1.2 |
| 10 and up | Shift (Suppression) to Staff (40 hours) | .7407 |
| 10 and up | Staff (40 hours) to Shift (Suppression) | 1.35 |

2.03 Employees shall be eligible to take vacation time off as it is accrued.

2.04 Employees shall be eligible to accrue a maximum of two years vacation leave.

2.05 Employees may voluntarily elect to cash out vacation once per fiscal year. At no time shall an employee cash out more than his/her annual accrual amount.

2.06 Accrual will cease at the maximum accrual set forth above until vacation is used or cashed out in an amount sufficient to bring the employee's vacation balance below the maximum accrual. Any time maximum accruals are reached, any hours over the maximum accrual will be automatically cashed out for the employee.

2.07 No member shall sell or otherwise dispose of their annual vacation to another member; except that an exchange of vacations may be made with express permission of the Fire Chief.

## SECTION 3 – FAMILY LEAVE

3.01 An employee shall be eligible to use up to one half of sick leave accrued annually, or a maximum of three shifts in a fiscal year for care due to illness or injury of an immediate family member or substitute family members as defined in Article 1, Section 1. The leave benefit provided in this subsection supersedes and makes null and void the Emergency Family Sick Leave benefit described in Section 2-3.515 of the Code.

## SECTION 4 – BEREAVEMENT LEAVE

4.01 Upon the death of a member of an employee's family, an employee shall be granted up to a maximum of two shifts of Bereavement leave per qualifying incident. A qualifying incident is defined as the death of a father, mother, brother, father-in-law, mother-in-law, sister, spouse, registered domestic partner, child,

legal dependent or pre-designated substitute family members for those persons defined as above. Employees who pre-designate a substitute family member must secure a one-time approval for the designation from the Human Resources Department. Approval can be requested either prior to death or at the time bereavement leave is requested. This is a separate benefit from Sick Leave.

## SECTION 5 – LEAVE OF ABSENCE

5.01 The City Manager or his/her designee may grant a leave of absence to a permanent employee with or without pay for a period not to exceed one year. No such leave shall be granted except upon a written request of the Employee setting forth the purpose and duration of the request. Approval shall be in writing and a copy filed with the Human Resources Director. Upon the expiration of a regularly approved leave, or within a reasonable length of time after notice to return to duty, the Employee shall be returned to the position held at the time the leave was granted. Failure on the part of an Employee on leave to return promptly at its expiration, or within a reasonable time after notice to return to duty, shall be cause for discharge.

## SECTION 6 – SWAPPED SHIFTS

6.01 Subject to the requirements contained within this section, the Department shall permit employees of the same rank and possessing substantially similar job-related qualifications to substitute for one another during scheduled work hours in performance of work in the same capacity ("Swapped Shifts").

A. Swapped Shifts are permitted only to the extent that hours an employee works as a substitute may lawfully be excluded in the calculation of the hours for which the employee is entitled to overtime pursuant to 29 USC §207(p)(3), 29 CFR § 553.31 and this Memorandum of Understanding (the "Overtime Exclusion"). The Association and the Director of Human Resources, or designee, shall meet not less than annually to review actual Swapped Shifts and reasonably conclude the Overtime Exclusion remains permitted.

B. When one employee substitutes for another, each employee will be credited as if he or she had worked his or her normal work schedule for that shift. The employee who substitutes for another shall not be entitled to any compensation for hours worked on any Swapped Shifts.

C. Employees' decisions to substitute for one another must be exclusively for the employee's own convenience and made freely and without coercion, fear of reprisal, or promise of reward by the Department, direct or implied. Notwithstanding the foregoing, the Department may suggest an employee substitute with another employee working in the same capacity during regularly scheduled hours, but each employee shall be free to refuse to perform such

work without sanction and without being required to explain or justify the decision.

D. Notwithstanding the foregoing, any agreement between individuals to Swapped Shifts must be pre-approved by the on-duty Division Chief. Pre-approval requires that the employee who intends to substitute for another advise the Division Chief (before the Swapped Shifts) what work will be done, that the employee will perform such work, and the location where such work will be performed, and receive consent to the Swapped Shifts. The Division Chief may reasonably deny approval, and the Department may unilaterally refuse all requests if there is a change in law determining that the Overtime Exclusion is no longer permitted.
E. The Department is not required to keep a record of the hours of any substitute work. Notwithstanding the foregoing, the Department may code time entries as it determines appropriate for its sole and exclusive use.

F. The Department and the City shall have no responsibility to ensure any employee who substitutes for another receives an in-kind Swapped Shift. Any obligation to provide or balance Swapped Shifts shall be exclusively between the individual employees who agree to Swapped Shifts. The employee owing the shift who fails to pay it back prior to separating service from the City (except in the event the separation is caused by illness, injury or circumstances that were not reasonably foreseeable) or voluntary movement out of a classification shall defend, indemnify and hold the Department and City harmless from any claim by an employee claiming entitlement to any compensation (including claims related to overtime, liquidated damages and attorney fees) for hours worked on any Swapped Shifts. In the event the employee owing the shift is separated unforeseeably under the exception above, then the Association shall defend, indemnify and hold the Department and City harmless from any claim by an employee claiming entitlement to any compensation (including claims related to overtime, liquidated damages and attorney fees) for hours worked on any Swapped Shifts.

## ARTICLE VIII. ASSOCIATION RIGHTS

### SECTION 1 – ASSOCIATION RIGHTS

1.01 The Association retains all rights not specifically delegated by this MOU otherwise reserved to the Association by law.

### SECTION 2 – ASSOCIATION BUSINESS

2.01 The Association shall be eligible for an aggregate total of 240 hours per fiscal year of non-cumulative leave with pay for the purpose of attending seminars or conferences related to employee-employer relations, grievance representation

and other Association business. The Association shall provide reasonable advance written notice to the Fire Chief or the designee of the Chief, of employees involved. Such leave shall be granted upon request, subject to the City's personnel staffing and service needs and shall not be unreasonably denied. This provision shall be exclusive of such reasonable time that may be granted to Association representatives to meet and confer with City representatives on matters related to wages, hours and other terms and conditions of employment.

## SECTION 3 – ASSOCIATION OFFICE

3.01 The Association shall be allowed by the City to maintain an office and to conduct Association business at Fire Station 1. The location of the office shall be mutually agreed upon by the Fire Chief and the Association. Office supplies and telephones will be supplied at the Association's expense.

## SECTION 4 – ASSOCIATION TELEPHONES

4.01 The City shall provide the Association an amount of $200.00 per month in exchange for the Association accepting all responsibility for managing the Association telephones located in each Fire Station.

# ARTICLE IX. MANAGEMENT RIGHTS

## SECTION 1 – MANAGEMENT RIGHTS

1.01 The City and Association agree that the City has the right to make all management decisions that are outside of the scope of bargaining, as defined by federal, state and local law(s), except as modified by this MOU, Civil Service Rules and Regulations or Fire Department Rules and Regulations. Additionally, the City retains all rights not specifically delegated by this MOU and the past MOU, including, but not limited to the exclusive rights to:

A. Direct, supervise, hire, promote, suspend, discipline, discharge, transfer, assign, and retain employees;

B. Relieve employees from duties because of lack of work or funds, or under conditions where continued work would be inefficient or nonproductive;

C. Determine services to be rendered, operations to be performed, utilization of technology, and overall budgetary matters;

D. Determine the appropriate job classes and personnel by which government operations are to be conducted;

E. Determine the overall mission of the unit of government;

F. Maintain and improve efficiency and effectiveness of government operations;

G. Take any necessary legal actions to carry out the mission of an agency in situations of emergency; and

H. Take any necessary legal actions to carry out the wishes of the public not otherwise specified above or by collective agreement, to the extent the City acts in a legal manner in compliance with State law.

1.02 Where required by law the City agrees prior to implementation to meet and confer with the Association over the impact of the exercise of a management right upon the wages, hours, and other terms and conditions of employment unless the impact consequences of the exercise of a management right is provided for in this MOU, Civil Service Rules and Regulations, or Fire Department Rules and Regulations.

## SECTION 2 – LAYOFF PROCEDURE

2.01 The City Council or Administrative Authority may separate any employee or class of positions without prejudice, because of financial or economic condition of the City, reduction of work, or abandonment of activities. The City shall give such employees not less than two (2) weeks advance notice of separation and the reason therefore. The conditions of layoff shall be as follows:

A. Order of Separation: The principle criterion used in determining the order of separation shall be seniority. The principle criterion used in determining bumping rights shall be seniority, time worked within the classifications within the city, provided the employee presently possesses the skills, ability and qualification to perform the job.

B. Bumping Rights: The employee laid off shall be entitled to bump to the position in a class in which they currently or formerly held a permanent appointment, and in which there is an employee with less seniority in the class, if physically and mentally able to perform duties of the former class. After the City has notified the affected employee, if any, the bump, they must notify the Human Resources Director of their intent to exercise the bumping rights within ten (10) calendar days of the position, and classification in the city which they intend to bump, or the bumping rights shall be barred and waived to the employee. The employee with the least seniority in the class shall be bumped by the person that is laid off. The employee bumped shall be considered as laid off for the same reason as the person who bumped them and shall in the same manner be eligible to bump to a position in a class within the City in which they formerly held a position. For the purpose of this section, seniority includes all periods of full-time service with the City

or above the classification level where layoff is to occur.

C. Exception: An exception to this procedure will be applicable only in the event that a more senior employee in the classification of Firefighter is to be laid off rather than a less senior employee classified as a Firefighter/Paramedic. In that case, the less senior Firefighter/Paramedic will be laid off. In the event the retention of the employee classified as a Firefighter causes a budgeted position in the classification of Firefighter/Paramedic to remain open, the Association agrees that the open position referenced will be filled by the Firefighter whose job was retained. The Firefighter shall be given a reasonable opportunity to enroll in the required courses and training and satisfactorily complete such training so as to obtain any necessary certificates and thereafter serve as a Firefighter/Paramedic as soon as possible. If said employee refuses to serve in the position of Firefighter/Paramedic or fails to qualify for the position, said employee will be laid off and the less senior Firefighter/Paramedic who was laid off initially will be re-hired into this former Firefighter/Paramedic position.

D. Reemployment Rights: Fire personnel laid off are eligible for reemployment to their previous position for a period of three years, and shall be re-employed in preference to new applicants. Fire personnel laid off shall have the rights to participate in promotional examinations within the Department for a period of three years. Fire personnel who elect to take voluntary demotions or voluntary reductions of assigned time in lieu of layoff shall maintain re-employment rights for five years, provided that the qualifications for the position are the same or less than the qualifications required for the employee to qualify for appointment to the class. The name of any person appearing on a re-employment list shall be removed by the Human Resources Director if they fail to respond within ten (10) business days to a notice sent by certified or registered mail to their last known address.

## ARTICLE X. FIREFIGHTER PROCEDURAL BILL OF RIGHTS, GRIEVANCE PROCEDURE AND OPEN DOOR POLICY

### SECTION 1 – FIREFIGHTER PROCEDURAL BILL OF RIGHTS

1.01 The parties agree to comply with the Firefighter Procedural Bill of Rights and City and department procedures for ensuring compliance with the Firefighter Procedural Bill of Rights. Any existing MOU provisions which provide greater rights shall remain in effect unless clearly contrary to the Firefighter Procedural Bill of Rights.

## SECTION 2 – GRIEVANCE PROCEDURE

2.01 A. A grievance shall be defined as an allegation by an employee or the Association of a misinterpretation, misapplication or violation of a particular provision of this MOU or the Fire Department Rules and Regulations.

B. The City and Association agree employee suspension, demotion and discharge matters are governed by this final and binding arbitration procedure. Any arbitration with respect to the exercise of a right to suspend, demote, or discharge shall be limited to the question of whether or not there was just cause for suspension, demotion or discharge, as charged, and, if so, what the appropriate remedy is. The arbitrator shall have no power to award emotional distress or punitive damages.

2.02 Employee Grievance Procedure Steps.

A. Informal Complaint.

1. Within 21 calendar days from the occurrence of the matter on which the complaint is based or within 21 calendar days from his/her knowledge of such occurrence, whichever is later, an employee shall discuss the complaint in a meeting with the immediate supervisor.

2. Within 21 calendar days from the day of discussion with the employee, the immediate supervisor**,** or in his/her absence his/her designee, shall orally reply to the employee's complaint.

B. Formal Complaint.

1. Step 1 - Immediate Supervisor.

a. If the informal complaint is not resolved to the employee’s satisfaction, within 14 calendar days of receipt of the oral answer from the immediate supervisor (or designee), the employee shall file a formal written grievance. Such written grievances shall:

1. Reasonably and adequately describe the grievance and how the employee was adversely affected.

2. Set forth the section(s) of the Memorandum of Understanding violated.

3. Indicate the date(s) of the incident(s) grieved or the date the employee acquired knowledge and how such knowledge was acquired.

4. Specify the remedy or solution to the grievance sought by the employee.

b. Within 14 calendar days, the immediate supervisor or designee shall give his/her decision in writing to the employee on the original copy of the grievance.

2. Step II - Fire Division Chief.

a. If the grievance is not resolved to the employee's satisfaction, within 14 calendar days from receipt of the decision at Step I, the employee may appeal the grievance to the Fire Division Chief. The original copy of the grievance form, with the reasons for dissatisfaction with the answer given by the immediate supervisor shall be submitted in writing to the Fire Division Chief.

b. Within 14 calendar days from receipt of the grievance, the Fire Division Chief shall meet with the employee and give his/her answer in writing. The employee may be accompanied by the employee's designated representative at the meeting.

3. Step III - Fire Chief.

a. If the grievance is not resolved to the employee's satisfaction, within 14 calendar days from receipt of the decision at Step II, the employee may appeal the grievance to the Fire Chief. The original copy of the grievance form, with the reasons for dissatisfaction with the answer given by the Fire Division Chief, shall be submitted in writing to the Fire Chief.

b. Within 14 calendar days from the receipt of the employee's grievance, the Fire Chief, or a designee who has not been involved in the grievance in prior steps, shall make a thorough review of the grievance and give a written decision to the employee.

4. If the parties mutually agree that utilization of any or all of these steps are unnecessary, the matter may then proceed to the next appropriate step.

2.03 A. A grievance unresolved by the Fire Chief, or not resolved to the satisfaction of the employee or Union, may be submitted to final and binding arbitration by the employee or Union by submitting a letter within 14 days to the Assistant City Manager requesting that the grievance be submitted to final and binding arbitration. The Union or employee waives the right to proceed if the request is not submitted by the deadline. The grievance submitted to final and binding arbitration shall be limited to the grievance originally filed at the second step.

B. The arbitrator shall be selected from a list of nine (9) obtained from the California State Mediation and Conciliation Service. The parties shall determine by lot which party shall proceed first and through alternate strikes of names shall mutually select the remaining unstruck name as the arbitrator. This shall not preclude the parties from selecting the arbitrator by mutual agreement without the necessity of utilizing the aforementioned strike process.

C. Costs: Costs of the arbitrator and court reporter, if any, shall be shared equally by the City and the Association. It is agreed that under no circumstance shall the aggrieved employee(s) pay any part of the costs of arbitration.

D. The arbitrator shall determine only whether or not there has been a misinterpretation, misapplication or violation of a particular provision of this MOU or the Fire Department Rules and Regulations and if so, what is the remedy. In making that determination, the arbitrator may interpret the MOU or Fire Department Rules and Regulations, but shall have no power to alter, amend, change, add to, or subtract from any of the terms of the MOU or Rules and Regulations. The decision and/or award of the arbitrator shall be based solely upon the evidence and arguments presented by the respective parties.

E. If the City claims before the arbitrator that a particular alleged grievance fails to meet the tests of arbitrability as set forth in this MOU, the arbitrator shall proceed to decide such issue before hearing the case upon its merits. The arbitrator shall have the authority to determine whether or not to hear the case on its merits at the same hearing in which the jurisdictional questions are presented. In any case where the arbitrator determines that such grievance fails to meet said test of arbitrability, he or she shall refer the case to the City Manager without a decision or recommendation on the merits.

F. All arbitration proceedings arising under this grievance procedure shall be governed by the provisions of Title 3, Part 9, of the Code of Civil Procedure of the State of California.

G. All time limits specified in the procedure may be waived by mutual written agreement.

## SECTION 3 - OPEN DOOR POLICY

3.01 All employees are encouraged to attempt to resolve problems which may occur at work with their direct supervisor or the Fire Chief. The City recognizes that, in some circumstances, an employee may feel that he or she is being treated unfairly by a superior and may not have redress under the grievance and arbitration procedure. In such circumstances, so long as the employee exhausts discussions with his or her supervisor and the Fire Chief, the employee may submit a written request for action to the Assistant City Manager.

3.02 A panel comprised of two individuals selected by the Assistant City Manager and one individual selected by the Association shall conduct a full investigation of the employee complaint. Should a majority of the panel determine that there is merit to the complaint, the Assistant City Manager will take appropriate corrective action.

# ARTICLE XI. OTHER MATTERS WITHIN THE SCOPE OF REPRESENTATION

## SECTION 1 – FIRE DEPARTMENT SUPPRESSION MINIMUM STAFFING

Effective the first full pay period of July 2020 through the expiration of this Agreement:

1.01 Fire Department Suppression Minimum Staffing: Shall mean the number of Fire Department positions authorized. The predetermined number of fire suppression personnel on each shift is 18 personnel minimum. At the conclusion of this Agreement, the predetermined number of fire suppression personnel on each shift will be 19 personnel minimum.

1.02 Minimum staffing for a Fire Department Engine company shall be three personnel: one Fire Captain, one Fire Engineer, and one Firefighter/Paramedic.

1.03 Minimum staffing for a Fire Department Truck company shall be three personnel: one Fire Captain, one Fire Engineer and one Firefighter Paramedic. At the conclusion of this Agreement, minimum staffing for a Fire Department Truck company shall be four personnel: one Fire Captain, one Fire Engineer, one Firefighter Paramedic and one Firefighter. In the event the City's one remaining Firefighter as of July 1, 2020 returns to work during the term of the Agreement, the City will utilize him as additional staffing above the 18 person minimum).

1.04 Minimum staffing for a Fire Department Paramedic Rescue shall be two personnel: two Firefighter/Paramedics.

1.05 Minimum staffing for a Fire Department Harbor Patrol Boat/Harbor Patrol Squad shall be two personnel: one Deputy Harbor Master/Boat Captain and one Harbor Patrol Officer.

1.06 In addition to the 18 suppression personnel minimum on each shift, the parties agree to one Redondo Beach Fire Department Chief Level Officer available 24 hours a day, seven days a week, to immediately respond, with the initial dispatch, to any emergency within the City.

1.07 The following are exceptions to maintaining on-duty fire suppression staffing:

A. Training exercises with agencies that have mutual aid, or automatic aid agreements with the City.

B. Participation in emergency operations with such agencies.

C. Participation by no more than one person at a given time in Paramedic School or Training Tower for a 24 hour shift.

D. Assignment of one person at a time for no more than four hours to detail outside the geographic boundaries of the City.

1.08 When absences or vacancies cause the number of on-duty fire suppression personnel to fall below the pre-determined number of personnel per shift, personnel will be assigned or called back as provided in this Section.

A. As much as possible, filling of vacancies shall be done on a rank-for-rank basis using the following process. Off-duty members in the rank, who have signed-up to work overtime, shall be selected from the “Rank Pick List.” If there are no members signed up for the Rank Pick List, or one cannot be contacted, an off-duty member in the rank will be ordered in to fill the vacancy (“Rank Mandatory”).

B. In the event that no off-duty members in the rank can be reached to fill the vacancy, a member who is listed as a candidate for promotion to the rank may be used to fill the rank (“Rank Candidate”). If that member is off-duty, they may be directed in to fill the vacancy.

C. If the Rank Candidate is on-duty in an alternate position, they may be moved into the vacant position to fill that rank. In that event, the position vacated by the Rank Candidate member shall be filled using the process described in steps A and B.

## SECTION 2 – PERSONNEL FILES

2.01 Except as otherwise provided herein, all files, documents or writings, and an employee’s personnel files maintained by both the Human Resources Department

and the Fire Department shall be made available to that employee upon request during normal business hours.

2.02 An employee has the right to respond in writing to material contained in a file pertaining to him/her. The employee's written submission will be attached to and filed with the material which formed the basis for the response.

2.03 This provision is not intended to expand either the grievance procedure or an employee's "Skelly" rights.

2.04 This provision is not intended to apply to any litigation file including Workers' Compensation files or to change current practice regarding personnel file documents, including but not limited to psychological test, polygraphs, and examination materials.

2.05 An employee shall have the right to waive their right of privacy and indicate that the President of the Association or the designated representative of the President shall have the right to inspect an employee's file. This waiver shall be in writing.

2.06 In recognition of the benefit to be derived from the free exchange of information, the Association agrees to a free exchange of information relating to Fire Department operations and/or personnel.

**SECTION 3 – RESIDENCY**

3.01 The parties agree there is no residency requirement for any employee in this bargaining unit.

**SECTION 4 – CUSTODIAL SERVICE**

4.01 The City shall provide custodial service to that portion of Fire Station No. 1 referred to as Administrative Offices.

4.02 Custodial duties are routine scheduled cleaning of the interior offices only.

**SECTION 5 – PARAMEDIC TRANSPORT**

5.01 In the event there is a change in City policy under which the transport services of its paramedic program are significantly expanded and there is in connection with and as a result of such change the implementation of fee revenues for such expanded transport services, the City under such circumstances agrees to meet and confer on request with the Association regarding the compensation of unit employees impacted herein.

## SECTION 6 – EMERGENCY PERSONNEL LEAVE

6.01 The City and Association agree that employees are eligible for emergency personnel leave, pursuant to the Administrative Policy and Procedure No. 10.30.

## SECTION 7 – STAFF WORK HOURS

7.01 Recognizing the need to serve the public with limited staff personnel:

A. The Fire Chief shall have the unilateral authority to establish the work schedule for staff personnel. Scheduling shall include hours of work per day and days of work per week, not to exceed 40 scheduled hours.

B. Activities required in excess of 40 hours per week shall be compensated pursuant to the terms of this MOU.

C. Staff personnel is defined as those employees represented by the Redondo Beach Firefighters Association and assigned to positions other than Suppression.

7.02 The 10% bonus payment for the harbor assignments is hereby eliminated.

## SECTION 8 – PROBATIONARY PERIOD

8.01 The probationary period for new hires is 12 months. In order to fully evaluate employees effectively, any employee absent from work for any reason, for 168 hours cumulatively during their probationary period shall have their probationary period extended for the number of hours that equals the total number of absences from work.

For example, a new employee absent 168 hours during their probationary period shall serve an additional 168 hours before successfully completing their probationary period.

## SECTION 9 – TUITION REIMBURSEMENT

9.01 Employees shall be eligible to receive up to a maximum of $1,500 per fiscal year for tuition reimbursement, up to a maximum total of $20,000 for the employees covered by this agreement, for job-related or college-level courses that are part of the employee's program towards a college or university degree (AA, BA, BS, MS, MA). Such courses must be approved in advance by the Fire Chief.

## SECTION 10 – SUPPLEMENT TO EMPLOYER-EMPLOYEE RELATIONS RESOLUTION

10.01 The Employer-Employee Relations Resolution applies to employees subject to this MOU, except as these rules are supplemented by the following specific provision to Article I, Section 2:

> "For purposes of this MOU, management employee does not include the classifications of Firefighter, Firefighter/ Paramedic, Fire Engineer, Fire Captain, Deputy Harbor Master/Boat Captain or Harbor Patrol Officer."

## SECTION 11 – CITY ADMINISTRATIVE POLICIES AND PROCEDURES

11.01 The Redondo Beach Firefighters Association agrees the employees and classes it represents must abide by the provisions of Administrative Procedure 10.31 re: Drug-Free Workplace Act of 1988.

## SECTION 12 – FIRE DEPARTMENT RULES AND REGULATIONS

12.01 The City and the Association have agreed to use Lexipol as the guide for updated Fire Department Rules, Regulations, Operations and Procedures Manual policies and agree that the policy sections and subject matters listed in Exhibit B are not included in the Department's Manual.

## SECTION 13 – CIVIL SERVICE RULES AND REGULATIONS AND SUPPLEMENTS THERETO

13.01 The Rules and Regulations for Administration of the Civil Service System of the City of Redondo Beach in effect as of June 30, 1991, are incorporated herein by reference. Provided, however, that the following provisions shall supersede and make null and void any conflicting provisions in Rule IX and Rule XIII.

13.02 The City and the Association agree to the following wording in Rule IX, Section 2, Promotional Exams:

> "The City shall initiate a promotional examination for a permanent position that is to be vacated within 90 days from the date that proper notification of said vacancy is provided to the Assistant City Manager."

13.03 Rule IX, Section 6, Notification of Exam Results, of the Civil Service Rules:

A. Promotional examinations will be administered at the discretion of the Fire Chief and Assistant City Manager within the parameters established in the existing Civil Service Rules and Regulations.

B. The City and the Association both wish to examine alternative methods of resolving disputes concerning questions used in the written examination portion of the promotional examination. The appeal process on the written component of promotional exams will utilize the following procedure whenever written examination material is developed by the City or purchased material is available for review.

1. All questions protested in the written portion of the examination shall be resolved in the following manner:

   a. The protest must be submitted within five working days; working days being defined as Monday through Friday excluding City recognized holidays.

   b. The protest must be filed with the Assistant City Manager.
   c. The protest must be submitted with justification.

2. The Assistant City Manager will submit a copy of the protest with name removed to a Protest Panel composed of three Fire Department Officers from South Bay cities other than Redondo Beach. The Panel may be comprised of Officers from the same city.

3. Guidelines for the Protest Panel shall be:

   a. The majority opinion of Panel shall prevail.

   b. Lack of a majority opinion shall result in question being deleted.

   c. Panel may deny protest.

   d. Panel may allow for more than one answer.

   e. Panel may select the single best answer.

   f. Panel may delete the question.

4. The Protest Panel shall not be subject to cross-examination nor shall they be required to submit justification for their decision. Their decision is final and not subject to appeal.

5. On receipt of the results from the Protest Panel all scores shall be re-evaluated to reflect the Resolution of the findings of the Protest Panel."

13.04 The City and the Association agree to the following wording in Rule XIII, Section 2, Rejection Following Probation, of the Civil Service Rules:

> "There shall be no unilateral extension of probationary periods by the City beyond established limits for classifications represented by the Association."

13.05 The City agrees to test and create promotional eligibility lists for Engineer and Captain at least every two years.

## SECTION 14 – PERSONNEL ASSIGNMENTS AND WORK SCHEDULE

14.01 48/96 Work Schedule for Suppression Sworn Personnel

A. Employees on shifts in the Fire Department will be assigned to a 48/96 (48 hours on duty, 96 hours off duty work schedule from 0800 to 0800.

B. Special Holiday Work Schedule: For employees whose shift falls on December 24 and December 25, there shall be a mandatory shift exchange of December 24 with those employees scheduled to work December 23.

14.02 Personnel Assignments

A. Suppression: Sworn personnel assigned to 24 hour shifts for an average work week of 56 hours.
B. Staff Positions (Civilian): Personnel assigned to staff positions work a 40 hour per week schedule.
C. Staff Positions (Sworn): Personnel shall be scheduled hours and days of work by the Chief, not to exceed 40 scheduled hours per week.
D. Special Assignments: Personnel are assigned to such special assignments and times as may be required by the Fire Chief.

## SECTION 15 – SAFETY AND PHYSICAL FITNESS

15.01 The City agrees to provide one pair of 100% UV and polarized, protective sunglasses, every two years at a maximum cost of $75, for each employee assigned to the Harbor Patrol Unit.

15.02 The City agrees to provide all employees $100 per fiscal year for physical fitness uniform allowance.

## SECTION 16 – SALARY SURVEY

16.01 The City and the Association agree to use a mutually agreed upon survey methodology as a tool for examining compensation levels of individual ranks in the local fire service. The parties agree that the survey is not intended to establish salary or compensation levels.

## SECTION 17 – OUTSIDE EMPLOYMENT

17.01 Employees shall not be employed by employers other than the City, nor shall they contract for or accept anything of value in return for services, nor shall they otherwise be self-employed for remuneration, without the written approval of the Fire Chief. Outside employment shall not create an actual or potential conflict of interest, an appearance of impropriety, or if such outside employment could detract from or impair the reputation of the City.

17.02 Employees seeking permission to perform outside employment shall apply in writing to the Fire Chief and Assistant City Manager for approval on the form provided by the City. Notification of outside employment must be submitted annually. Failure to report outside employment shall be grounds for discipline and/or termination.

17.03 If outside employment is initially approved, such approval for outside employment may be revoked based upon the above standards. The employee involved shall receive at least 14 calendar days advanced notice in writing of such revocation. Denial of outside employment may be appealed to the City Manager or his or her designee whose determination shall be final and binding.

## SECTION 18 – NON-SMOKING REQUIREMENT ACKNOWLEDGMENT

18.01 All employees hired after ratification of this MOU must sign an acknowledgement that they shall not smoke or use any tobacco products including so called “smokeless tobacco.”

## SECTION 19 – AMERICANS WITH DISABILITIES ACT (ADA)

19.01 Because of the Americans with Disabilities Act (ADA) requires reasonable accommodations for individuals protected under the Act, and because these reasonable accommodations must be determined on an individual, case-by-case basis, the City and the Association agree that the provisions of this Agreement may be disregarded in order for the City to avoid discrimination relative to hiring, promotion, granting permanency, transfer, layoff, reassignment, termination, rehire, rates of pay, job and duty classification, seniority, leaves, fringe benefits, training opportunities, hours of work or other terms and privileges of employment.

19.02 The Association recognizes that the City has the legal obligation to meet with the individual employee to be reasonably accommodated before any adjustment is made in working conditions. The Association will be notified of these proposed reasonable accommodations prior to implementation by the City.

19.03 Any reasonable accommodation provided to an individual protected by the ADA shall not establish a past practice, nor shall it be cited or used as evidence of a past practice in the grievance/arbitration procedure.

## SECTION 20 – MODIFICATION AND WAIVER

20.01 Except as specifically provided for in this MOU, or in this Section, or by mutual agreement in writing during the term of this MOU, the parties hereto will not seek to negotiate or bargain with respect to any matters pertaining to wages, hours, and other terms and conditions of employment, whether or not covered by this MOU, or in negotiations leading hereto, and irrespective of whether or not matters were discussed, or were even within the contemplation of the parties hereto during negotiations leading to this MOU.

## SECTION 21 – SAVINGS CLAUSE

21.01 The provisions of this MOU are declared to be severable and if any article, section, subsection, sentence, clause, or phrase of this MOU shall for any reason be held to be invalid or unconstitutional by a court of competent jurisdiction, or if any State or federal law or regulation diminishes the benefits provided by this MOU, or imposes additional obligations on the City, the impact shall be subject to meet and confer process. In such event, all other articles, sections, subsections, sentences, clauses, or phrases of this MOU not affected shall continue in full force and effect and this MOU shall stand notwithstanding the invalidity of any part.

## SECTION 22 – SCOPE OF AGREEMENT

22.01 All prior provisions with regard to management rights, wages, hours and terms and conditions of employment shall continue in full force and effect to the extent that the said provisions are not inconsistent with this MOU.

## SECTION 23 – IMPLEMENTATION AND DURATION

23.01 This MOU shall be binding on the City and the Association when approved and adopted by the City Council.

23.02 Except as otherwise provided herein, this MOU shall be in full force and effect from July 1, 2020, and shall remain in full force and effect up to and including the June 30, 2024.

23.03 The matters within the scope of representation that are set forth in this MOU have been discussed in good faith and constitutes an equitable adjustment to present wages, hours and other terms and conditions of employment between the City and the Association.

## SECTION 24 – CONTRACT WITH, OR FORMATION OF, A NEW AGENCY

24.01 In the event Fire Services are contracted to or with another public agency, or in the event of consolidation, merger, takeover, formation of new agency for the purpose of providing fire service during the term of this MOU, the City shall only utilize and/or present those wages and benefits that were a part the Association's MOU as of 2014 unmodified by a side letter concessions agreement or previous concessions side letter agreement.

**FOR THE ASSOCIATION:**

DocuSigned by:
Kenneth Campos
F6A582D050004AC...

Kenneth Campos, President

DocuSigned by:
Gary Dailey
C62B22165A3646E...

Gary Dailey, Vice President

DocuSigned by:
Christopher Lubba
31C0E857B91B4AF...

Chris Lubba, Negotiator

**FOR THE CITY:**

DocuSigned by:
William C. Brand
E6413C7231DF4E1...

William C. Brand, Mayor

DocuSigned by:
Eleanor Manzano
72F2AC716C214CF...

Eleanor Manzano, City Clerk

**APPROVED AS TO FORM:**

DocuSigned by:
Stuart Adams
3481500A687840C...

Stuart Adams, Esq., Attorney for RBFA

DocuSigned by:
Michael W. Webb
669049EDE03D402...

Michael Webb, City Attorney

## EXHIBIT A – FIRE PAY PLAN

The monthly base pay rates and longevity pay salary ranges for the classes listed below are set forth as follows:

| | PERFORMANCE PAY | | | | | LONGEVITY PAY | | |
|---|---|---|---|---|---|---|---|---|
| **Class** | **A** | **B** | **C** | **D** | **E** | **F** | **G** | **H** |
| Fire Captain | 8445 | | | | 8856 | 9299 | 9918 | 10271 |
| Deputy Harbor Master/Boat Captain | 8445 | | | | 8856 | 9299 | 9918 | 10271 |
| Fire Engineer | 7100 | | | | 7450 | 7823 | 8344 | 8641 |
| Firefighter/Paramedic | 7100 | | | | 7450 | 7823 | 8344 | 8641 |
| Harbor Patrol Officer | 7100 | | | | 7450 | 7823 | 8344 | 8641 |
| Firefighter | 5248 | 5498 | 5761 | 6041 | 6333 | 6651 | 7095 | 7348 |

Effective the first full pay period of July 2021, the monthly base pay rates and longevity pay salary ranges for the classes listed below are set forth as follows:

| | PERFORMANCE PAY | | | | | LONGEVITY PAY | | |
|---|---|---|---|---|---|---|---|---|
| **Class** | **A** | **B** | **C** | **D** | **E** | **F** | **G** | **H** |
| Fire Captain | 8783 | | | | 9210 | 9210 | 10315 | 10682 |
| Deputy Harbor Master/Boat Captain | 8783 | | | | 9210 | 9210 | 10315 | 10682 |
| Fire Engineer | 7384 | | | | 7748 | 7748 | 8678 | 8987 |
| Firefighter/Paramedic | 7384 | | | | 7748 | 7748 | 8678 | 8987 |
| Harbor Patrol Officer | 7384 | | | | 7748 | 7748 | 8678 | 8987 |
| Firefighter | 5458 | 5718 | 5991 | 6283 | 6586 | 6586 | 7379 | 7642 |

Effective the first full pay period of July 2022, the monthly base pay rates and longevity pay salary ranges for the classes listed below are set forth as follows:

| | PERFORMANCE PAY | | | | | LONGEVITY PAY | | |
|---|---|---|---|---|---|---|---|---|
| **Class** | **A** | **B** | **C** | **D** | **E** | **F** | **G** | **H** |
| Fire Captain | 9134 | | | | 9578 | 10058 | 10728 | 11109 |
| Deputy Harbor Master/Boat Captain | 9134 | | | | 9578 | 10058 | 10728 | 11109 |
| Fire Engineer | 7679 | | | | 8058 | 8461 | 9025 | 9346 |
| Firefighter/Paramedic | 7679 | | | | 8058 | 8461 | 9025 | 9346 |
| Harbor Patrol Officer | 7679 | | | | 8058 | 8461 | 9025 | 9346 |
| Firefighter | 5676 | 5947 | 6231 | 6534 | 6849 | 7194 | 7674 | 7948 |

Effective the first full pay period of July 2023, the monthly base pay rates and longevity pay salary ranges for the classes listed below are set forth as follows:

| | PERFORMANCE PAY | | | | | LONGEVITY PAY | | |
|---|---|---|---|---|---|---|---|---|
| **Class** | **A** | **B** | **C** | **D** | **E** | **F** | **G** | **H** |
| Fire Captain | 9408 | | | | 9865 | 10360 | 11050 | 11442 |
| Deputy Harbor Master/Boat Captain | 9408 | | | | 9865 | 10360 | 11050 | 11442 |
| Fire Engineer | 7909 | | | | 8300 | 8715 | 9296 | 9626 |
| Firefighter/Paramedic | 7909 | | | | 8300 | 8715 | 9296 | 9626 |
| Harbor Patrol Officer | 7909 | | | | 8300 | 8715 | 9296 | 9626 |
| Firefighter | 5846 | 6125 | 6418 | 6730 | 7054 | 7410 | 7904 | 8186 |

## EXHIBIT B – FIRE DEPARTMENT RULES AND REGULATIONS

The City and the Association have agreed to use Lexipol as a guide for updated Fire Department Rules, Regulations, Operations and Procedures Manual policies and agree that the following policy sections and subject matters are not included in the Department's Manual:

RULES AND REGULATIONS ARTICLE I

| | |
|---|---|
| Section 6.00 | FIRE CHIEF, POSITION RESPONSIBILITIES |
| Section 7.00 | DIVISION CHIEF |
| Section 8.00 | HARBOR MASTER |
| Section 9.00 | COMPANY COMMANDER, FIRE CAPTAIN |
| Section 10.00 | HARBOR PATROL SERGEANT/ FIRE SPECIALIST |
| Section 11.00 | ACTING OFFICERS |
| Section 12.00 | ENGINEER |
| Section 13.00 | PARAMEDIC |
| Section 14.00 | HARBOR PATROL OFFICER/ FIREFIGHTER |
| Section 15.00 | FIREFIGHTER |
| Section 16.19 | EXCHANGE OF TIME |
| Section 16.20 | VACATION EXCHANGE DISPOSAL |
| Section 16.28 | DRILL TOWER DUTY |
| Section 16.39 | FLOOR WATCH RESPONSIBILITIES |
| Section 16.40 | HOURS OF PATROL |
| Section 16.41 | STORM WATCH |
| Section 16.42 | HARBOR PATROL OFFICER BEHAVIOR |
| Section 16.43 | FRATERNIZATION |
| Section 16.47 | SAFEGUARDING PERSONS IN CUSTODY |

ASSIGNED POSITIONS ARTICLE II

| | |
|---|---|
| Section 1.00 | ASSIGNED POSITIONS |
| Section 1.01 | PERSONNEL ASSIGNMENTS AND WORK SCHEDULE |
| Section 1.02 | FIRE MARSHAL |
| Section 1.03 | SENIOR FIRE INSPECTOR |
| Section 1.04 | FIRE INSPECTOR |
| Section 1.05 | SPECIAL SERVICES PERSONNEL |

LINE UP AND RELIEFS ARTICLE III

Section 1.00 WORK SCHEDULE

Section 3.00 RELIEFS
Section 3.01 RELIEFS 0-24 HOURS
Section 3.02 RELIEFS MORE THAN 24 HOURS
Section 3.03 RECORDS, RELIEFS
Section 3.04 PAYBACK, RELIEFS
Section 3.05 OTHER GUIDELINES RELATING TO STANDBY RELIEFS
Section 3.06 RESPONSIBILITY OF RELIEFS
Section 3.07 VOIDING RELIEFS
Section 3.08 INCOMPLETE RELIEFS

LEAVES ARTICLE IV

Section 1.01 SICK LEAVE, GENERAL

Section 1.07 SICK LEAVE PROGRAM (Refer to current MOU)

Section 1.09 PAYMENT, SICK LEAVE
Section 1.10 FORMS, SICK LEAVE

Section 2.00 LEAVE FAMILY LEAVE ( Refer to current MOU)
Section 3.00 INDUSTRIAL INJURY OR ILLNESS
Section 3.01 NOTIFICATION, INDUSTRIAL INJURY/ILLNESS
Section 3.02 MEDICAL ATTENTION, INDUSTRIAL INJURY/ILLNESS
Section 3.03 FORMS INDUSTRIAL INJURY/ILLNESS
Section 3.04 RECORDING & NOTIFICATION, Industrial Injury/Illness
Section 3.05 ANIMAL BITE
Section 3.06 GUNSHOT OR STAB WOUND
Section 3.07 MEDICAL CARE
Section 3.08 VISITATION
Section 3.09 RECOVERY
Section 3.10 RETURN TO ACTIVE DUTY

Section 3.12 OFF-DUTY RECREATIONAL, SOCIAL, OR ATHLETIC

Section 4.00 LEAVES OF ABSENCE

Section 6.00 JURY DUTY

Section 7.05 PAY FOR LEAVE TIME
Section 8.00 COMPENSATORY TIME OFF
Section 9.00 VACATION
Section 9.01 VACATION GENERAL

Section 9.02 PRORATION, VACATION
Section 9.03 VACATION ACCRUAL CALCULATIONS, LONGEVITY
Section 9.04 ACCRUAL, VACATION (Refer to current MOU)
Section 9.05 CONVERTING VACATION TIME SHIFT TO STAFF
Section 9.06 VACATION CHANGE
Section 10.00 HOLIDAYS (Refer to current MOU for earned hours)
Section 10.01 PRORATION, HOLIDAYS
Section 10.02 ACCRUAL, HOLIDAYS (Refer to current MOU)
Section 10.03 CONVERTING HOLIDAY TIME SHIFT AND STAFF
Section 10.04 HOLIDAYS, INJURY/ILLNESS DURING HOLIDAY

FIRE SUPPRESSION STAFFING PROGRAM ARTICLE V

Section 1.00 SUPPRESSION STAFFING
Section 2.00 PROCEDURE TO MAINTAIN SUPPRESSION STAFFING
Section 3.00 DISPUTES
Section 4.00 AMENDING CLAUSE
Section 5.00 THIRD PARTY MANDATES

PERSONNEL & DEPARTMENTAL PROCEDURES ARTICLE VI

Section 1.00 GRIEVANCE PROCEDURE (Refer to current MOU)

Section 4.00 IDENTIFICATION CARDS
Section 5.00 CLAIM PROCEDURE AGAINST CITY
Section 6.00 TRAVEL EXPENSE PROCEDURE

Section 8.00 ACTING POSITIONS AND CERTIFICATION
Section 9.00 PROMOTIONAL EXAMINATION
Section 9.01 CONFIRMATION OF PROMOTIONAL APPLICATIONS
Section 9.02 FIREFIGHTER/PARAMEDIC

Section 11.00 PURCHASING PROCEDURES
Section 12.00 LAYOFF PROCEDURE

FACILITIES AND APPARATUS ARTICLE IX

Section 2.06 EMPLOYEES USING GUEST SLIPS

TRAINING ARTICLE XI

Section 2.00 POLICY, TUITION REIMBURSEMENT
Section 2.01 ELIGIBILITY REQUIREMENTS, Tuition Reimbursement
Section 2.02 PRIOR APPROVAL PROCEDURE- Tuition Reimbursement

Section 2.03 REIMBURSEMENT PROCEDURES

UNIFORMS ARTICLE XV

Section 9.07 SPECIALTY EQUIPMENT (Dive Gear Section)
Section 9.08 REQUIRED WORK EQUIPMENT – Harbor Patrol Officers
Section 9.09 SAM BROWNE BELT – REQUIRED EQUIPMENT

DIVING ARTICLE XVI

Section 1.00 SCUBA DIVING POLICY
Section 1.01 POLICY – BASIC CERTIFICATION
Section 1.02 INTERMEDIATE DIVE PAY
Section 1.03 ADVANCED/INSTRUCTOR

MEMORANDUM OF UNDERSTANDING ARTICLE XVII

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