

# LOS ANGELES FIRE DEPARTMENT



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FIRE CHIEF

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BOARD OF FIRE COMMISSIONERS  
FILE NO. 24-117

TO: Board of Fire Commissioners

FROM: *KC* Kristin M. Crowley, Fire Chief

SUBJECT: LOS ANGELES FIRE DEPARTMENT SERVICE IMPACTS ON OPERATIONS

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 Withdrawn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

## SUMMARY

The Los Angeles City Fire Department (LAFD) is facing unprecedented operational challenges due to the elimination of critical civilian positions and a \$7 million reduction in Overtime Variable Staffing Hours (V-Hours). These budgetary reductions have adversely affected the Department’s ability to maintain core operations, such as technology and communication infrastructure, payroll processing, training, fire prevention, and community education.

In addition to these impacts, the reduction in v-hours has severely limited the Department’s capacity to prepare for, train for, and respond to large-scale emergencies, including wildfires, earthquakes, hazardous material incidents, and large public events. Specialized programs and resources, such as Air Operations, Tactical EMS Units, Disaster Response, and Community Emergency Response Teams (CERT), which rely heavily on v-hours, are now at risk of reduced effectiveness.

This report provides an in-depth analysis of these cascading impacts, underscoring the critical need for resource restoration to ensure operational readiness, firefighter safety, and the delivery of high-quality public service.

## RECOMMENDATION

That the Board:  
Receive and File.

## FISCAL IMPACT

None.

## **DISCUSSION**

Administrative Operations (AOPs) oversees multiple bureaus and divisions, including Administrative Services Bureau (ASB), Equity and Human Resources Bureau (EHRB), Fire Prevention Bureau (FPB), Information Technology Bureau (ITB), Risk, Health, and Safety Division (RHSD) and Training and Support Bureau (TSB). Each has been profoundly impacted by the loss of civilian staffing. The following sections provide a detailed assessment of the impact on each area:

### **Administrative Services Bureau (ASB)**

Staffing reductions within ASB, including a Management Analyst, Accountants, Accounting Clerks, and Administrative Clerks, have hindered the department's ability to:

- Prepare the department's Cost Allocation Plan (CAP) data for submission to the Controller's Office.
- Track expenses and auditing/ creating monthly reports.
- Efficiently process payroll and financial transactions.
- Process fire permits and inspection billing and collection activities in a timely manner.

The Department's transition to the Workday system has further strained the bureau due to the lack of integration with legacy systems, necessitating labor-intensive manual data entry.

**Impact:** Increased overtime demands, and processing delays undermine operational efficiency and staff well-being.

### **Equity and Human Resources Bureau (EHRB)**

The EHRB has lost several personnel, including Senior Personnel Analysts, Senior Administrative Clerks, and key Personnel Analysts. These vacancies have compromised the bureau's capacity to:

- Conduct timely Reasonable Accommodation assessments and Equal Employment Opportunity (EEO) assessments.
- Effectively manage the onboarding process of new employees.
- Process Workers Compensation, and Family and Medical Leave Act (FMLA) claims in a timely manner.
- Support the daily functions in personnel records, and Workday entries.
- Process selections (sworn and civilian), exams, and assessments promptly.
- Add professional positions to help develop a robust equity and inclusion framework. This framework is critical to impacting Department culture and facilitating a positive work environment.
- Add additional civilian staff to assist in providing mediation to reduce complaints, grievances, and lawsuits.

**Consequence:** Inadequate staffing exacerbates personnel grievances and delays vital administrative processes, diminishing workplace equity and impacting employee morale when their pay is inaccurate.

### **Fire Prevention Bureau (FPB)**

The FPB's staffing reductions—particularly Management Analysts, Environmental Technicians, a Senior Administrative Clerk, and Administrative Clerks—limit the bureau's ability to:

- Perform necessary clerical work to process California Privacy Rights Act (CPRA) requests, billing, and plan check permits and data entries into State databases.
- Resume the Certified Unified Program Agency (CUPA) Payment Plan initiative, which would continue interacting with accounts with large overdue balances that impact revenue.
- Respond to inquiries and updates on construction plan reviews associated with homeless shelters, affordable housing projects, and commercial occupancies.
- Billings of Assembly Bill 38 inspections, which are required when a change of ownership occurs, and escrow cannot close until the results of the inspection are sent to the purchaser.

**Result:** Delayed service and processing will affect compliance timelines and the department's ability to sustain critical fire prevention activities.

### **Information Technology Bureau (ITB)**

The ITB has sustained the loss of key technical and administrative roles that directly support the 911 system and communication systems used to dispatch fire and emergency medical personnel. Positions that were lost including Communications Electricians, Geographic Information Systems (GIS) Supervisors, Senior Systems Analysts, Program/Analysts, and Programmers. These reductions jeopardize the department's ability to:

- Modernize and maintain critical radio, and communications systems associated with answering 911 calls and dispatching fire and emergency medical units.
- Assist with the administration, management, and support dispatch development and the various information technology systems.
- Maintaining and securing all on premise and cloud-based data center systems, desktop and portable computers, all peripherals and standard software.
- Enhance and maintain legacy systems.
- Address multiple GIS requests from Field Incident Management Teams, which would improve the Department's situational awareness during critical incidents in order to keep firefighters safe.
- Implement enhancements to the Computer-Aided Dispatch (CAD) and Fire Station Alerting Systems.
- Installation, construction, repair, maintenance and modification of Department electronic systems such as dispatch, telephone, radio, television, radar, paramedic, and avionics.
- Address radio frequency issues promptly, which directly impacts firefighter safety and operational effectiveness.

**Risk:** Delayed maintenance, updates or repairs to critical systems jeopardizes the ability to answer 911 calls, endanger frontline firefighters' ability to communicate, and compromises public safety during emergencies.

### **Risk, Health and Safety Division (RHSD)**

The loss of a Management Analysts, a Senior Administrative Clerk and an Administrative Clerk affects the Department's ability to:

- Effectively secure and manage critical grant funding, risking potential loss of financial resources essential for departmental operations.
- Adequately respond to Federal and State audits, exposing the Department to compliance risks and potential financial penalties.
- Timely coordinate responses to legal subpoenas and summons, increasing legal exposure and the risk of reputational harm.

**Consequence:** These staffing reductions hinder RHSD's capacity to uphold legal, financial, and operational accountability, ultimately increasing liability risks and compromising the department's ability to safeguard public safety and maintain trust.

### **Training and Support Bureau (TSB)**

The TSB has seen significant impacts by losing essential positions such as Heavy-Duty Equipment Mechanics, Administrative Clerks, and Maintenance Laborers, Welders, an Auto Painter, a Tire Repairer, a Sheet Metal Worker, and Mechanical Helpers. These losses have:

- Support the design, purchase, and management of the Departments fleet inventory.
- Reduced capacity for timely emergency apparatus repairs.
- Maintaining apparatus preventative maintenance schedules.
- Reduced capacity to fix apparatus after accidents.
- Stressed the department's reserve fleet, increasing downtime and operational risks.
- Manage the purchase orders for all Fire Stations and facilities supply needs.

**Impact on Service:** Apparatus repair delays directly compromise the Department's ability to respond to the city's growing emergency call volume.

### **Overtime Variable Staffing Hours (V-Hours)**

- The LAFD has seen a \$7 million decrease in v-hours. This decrease in v-hours has further exacerbated operational challenges across key bureaus, impacting critical functions that often rely on overtime to ensure continuity. The following areas are significantly affected:

#### **Fire Prevention Bureau (FPB)**

- Inability to complete required brush clearance inspections, which are crucial for mitigating fire risks in high-hazard areas.
- Reduction in residential dwelling (R1/R2) inspections, jeopardizing compliance with fire safety regulations in residential occupancies.
- Limited ability to conduct other inspections outside of regular working hours, delaying services and impacting public safety.

#### **Information Technology Bureau (ITB)**

- Challenges in maintaining and testing radio communication systems and repeater sites, essential for firefighter safety and operational efficiency.

- Delays in troubleshooting and resolving failed radio communication areas, which compromises emergency response capabilities.
- Inability to update apparatus radios and associated software in a timely manner, creating potential gaps in communication readiness.
- Reduced the ability to maintain the 911 system and radio system used to dispatch fire and emergency medical personnel.

#### **Training and Support Bureau (TSB)**

- Reduced ability to adequately train Department members, as paying instructors for overtime hours on their days off becomes increasingly challenging.
- Delays in developing promotional exams, a task already added to the responsibilities of Chief Officers, creating further administrative bottlenecks.

**Impact:** The reduction in v-hours undermines the Department's ability to maintain critical operational and safety standards, delays essential services, and places additional strain on existing personnel who are already navigating increased workloads due to staffing shortages. The inability to fully complete fire prevention brush clearance inspections decreases public safety in the wildland interface and hillside communities.

#### **Emergency Operations and Specialized Resources Impact**

The \$7 million reduction in v-hours severely limits the LAFD's capacity to prepare for, train for, and respond to large-scale emergencies, such as wildfires, earthquakes, hazardous material incidents, and large-scale public events. V-hours have been instrumental in addressing resource deficits, enhancing response times, and supporting specialized programs critical to firefighter and public safety.

#### **Emergency Medical Services Bureau (EMS)**

V-hours support key programs that improve response times and expand service capabilities:

- Fast-Response Vehicles (FRV) Program
- Advanced Provider Response Unit (APRU)
- Variably Staffed Ambulances
- Tactical Emergency Medical Services (TEMS) Unit
- Bicycle Medic Unit

**Operational Impact:** These programs mitigate delayed response times and improve incident outcomes. Without v-hours, the LAFD cannot deploy qualified personnel to these resources, which impacts emergency response and public safety. TEMS and Bicycle Medic Units are especially affected, as these resources operate almost exclusively on v-hours for tactical law enforcement support and large public events.

#### **Special Operations**

Special Operations oversees critical divisions such as Air Operations, Disaster Response, Marine Operations, Los Angeles World Airports, and CBRNE/Hazardous Materials Sections.

- **Air Operations Section:** V-hour's support FAA-mandated annual pilot training and seasonal Helicopter Coordinator (HLCO) staffing for wildfire suppression. Without this funding, pilot compliance and readiness are jeopardized, and aerial firefighting capabilities are diminished. Changes to the Air Operations Section impact the department's ability to adhere to current automatic and mutual aid agreements, provide air ambulance service, and quickly respond to wildland fires with water dropping helicopters.
- **Disaster Response Section (DRS):** V-hour's fund Heavy Equipment Operators (HEOs) who make fire control lines around wildland fires, manage firefighting robotics, wildland fire road maintenance, post-fire demolition services, and other all-hazard emergency services. Ultimately, loss of funding impairs the Department's ability to mitigate wildland fires and other hazards effectively.
- **CBRNE/Hazardous Materials Section:** The Joint Hazard Assessment Team (JHAT) relies on v-hours to respond to hazardous material incidents, including emerging risks such as lithium-ion battery fires. The loss of v-hours affects the LAFD's ability to deploy technical experts to mitigate complex incidents like the Seaside event in the Harbor.
- **Critical Incident Planning and Training Section (CIPTS):** CIPTS coordinates public safety planning and fire and emergency medical command for large-scale events such as concerts, sporting events, the LA Marathon, the FIFA World Cup, and the 2028 Olympics. V-hour's reductions impact event management using industry best practices to mitigate risks such as mass casualty incidents and coordinated attacks. Coordination of large-scale public safety efforts for high-profile visits and events.
- **Community Emergency Response Team (CERT) Unit:** CERT provides essential community education in preparedness, prevention, and recovery. v-hour reductions limit the availability of CERT programs, hands-only CPR, Stop-the-Bleed training, and fire extinguisher training, directly affecting community resilience.

**Operational Impact:** The loss of v-hours compromises LAFD's ability to execute specialized operations, manage public safety at major events, and deliver essential community training programs. This reduction weakens firefighter and public safety and increases risks during large-scale emergencies and events.

## CONCLUSION

Despite the LAFD's unwavering commitment to delivering exceptional service to the City of Los Angeles, the elimination of critical civilian positions and the \$7 million reduction in v-hour's funding has significantly hindered the Department's operational effectiveness. Key impacts include:

- **Delayed Maintenance and Upgrades:** Critical communication and technological systems including the 911 system and radio system used to dispatch fire and emergency medical units remain under-maintained, jeopardizing public safety and operational efficiency.
- **Administrative Backlogs:** Delays in payroll processing, financial transactions, and revenue collection burden already overtaxed staff and reduce efficiency.
- **Workforce Equity Challenges:** Insufficient staffing delays promotions, retroactive pay, and reasonable accommodations, weakening morale and equity initiatives.

- **Reduced Fire Prevention Capacity:** Delays in brush clearance inspections, R1/R2 inspections, and after-hours fire inspections impact public safety and compliance timelines.
- **Specialized Operations Impact:** V-hour's reductions compromise air ambulance and water dropping helicopter operations, Disaster Response, Hazardous Materials mitigation, and specialized EMS resources, limiting the Department's ability to respond effectively to emergencies and ensure public safety for large-scale public events.
- **Training and Community Engagement Deficiencies:** Reductions in v-hours hinder firefighter training, event safety planning, and the delivery of vital CERT programming, reducing community resilience and enhancing public preparedness.
- **Emergency Preparedness and Response:** The LAFD's ability to respond to large-scale emergencies, such as wildfires, earthquakes, and hazardous materials incidents, is significantly diminished, increasing risks to both public and firefighter safety.

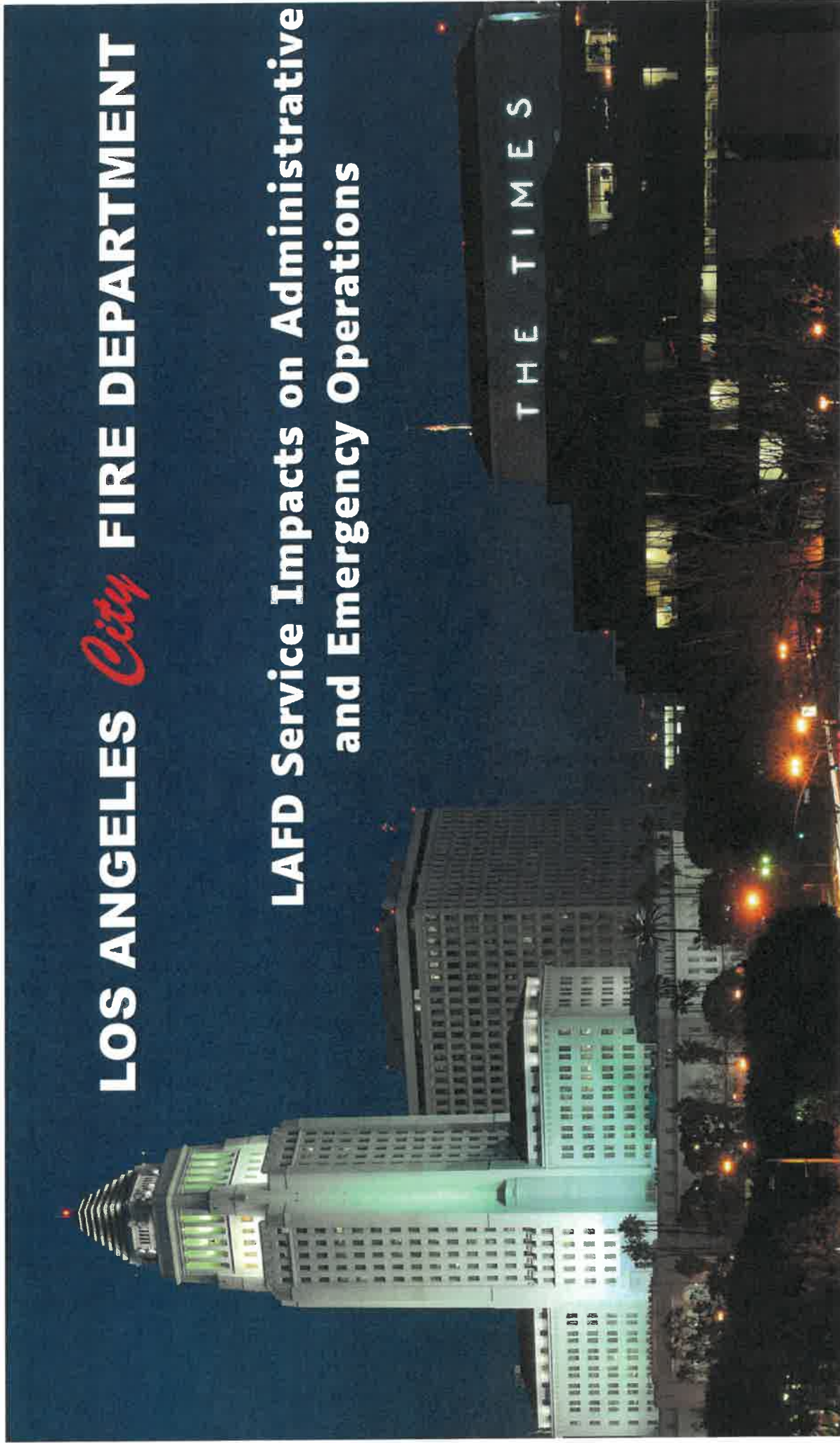
The LAFD remains steadfast in its mission to protect the residents of Los Angeles; however, these reductions have compromised the Department's ability to maintain essential 911 systems, fire and emergency medical communications systems, respond to emergencies, and provide specialized services. The loss of civilian positions exacerbates these challenges by overburdening remaining staff, delaying vital administrative processes, and hindering critical support functions that directly impact field operations. Addressing these deficiencies is imperative to ensuring the department's ability to deliver life-saving services, uphold firefighter safety, and sustain public trust in its ability to respond to emergencies and protect the community.

Board Report prepared by Kyle Rausch, Battalion Chief, Executive Officer, Administrative Operations and Sloane Joseph, Executive Officer, Emergency Operations.

Attachment

# LOS ANGELES *City* FIRE DEPARTMENT

## LAFD Service Impacts on Administrative and Emergency Operations





# **IMPACTS ON ADMINISTRATIVE OPERATIONS**



# ADMINISTRATIVE SERVICES BUREAU (ASB)

Staffing reductions within ASB, including a Management Analyst, Accountants, Accounting Clerks, and Administrative Clerks.

**Impact:** Increased overtime demands, and processing delays undermine operational efficiency and staff well-being.



# EQUITY AND HUMAN RESOURCES BUREAU (EHRB)

The EHRB has lost several personnel, including Senior Personnel Analysts, Senior Administrative Clerks, and key Personnel Analysts.

**Impact:** Inadequate staffing exacerbates personnel grievances and delays vital administrative processes, diminishing workplace equity and impacting employee morale when their pay is inaccurate.

# FIRE PREVENTION BUREAU (FPB)

The FPB's staffing reductions—particularly Management Analysts, Environmental Technicians, a Senior Administrative Clerk, and Administrative Clerks.

**Impact:** Delayed service and processing will affect compliance timelines and the department's ability to sustain critical fire prevention activities.



# INFORMATION TECHNOLOGY

## BUREAU (ITB)

The ITB has lost Communications Electricians, Geographic Information Systems (GIS) Supervisors, Senior Systems Analysts, Program/ Analysts, and Programmers.

**Risk:** Delayed maintenance, updates or repairs to critical systems jeopardizes the ability to answer 911 calls, endanger frontline firefighters' ability to communicate, and compromises public safety during emergencies.



# RISK, HEALTH, AND SAFETY DIVISION (RHSD)

RHSD has lost a Management Analysts, a Senior Administrative Clerk, and an Administrative Clerk.

**Impact:** These staffing reductions hinder RHSD's capacity to uphold legal, financial, and operational accountability, ultimately increasing liability risks and compromising the department's ability to safeguard public safety and maintain trust.



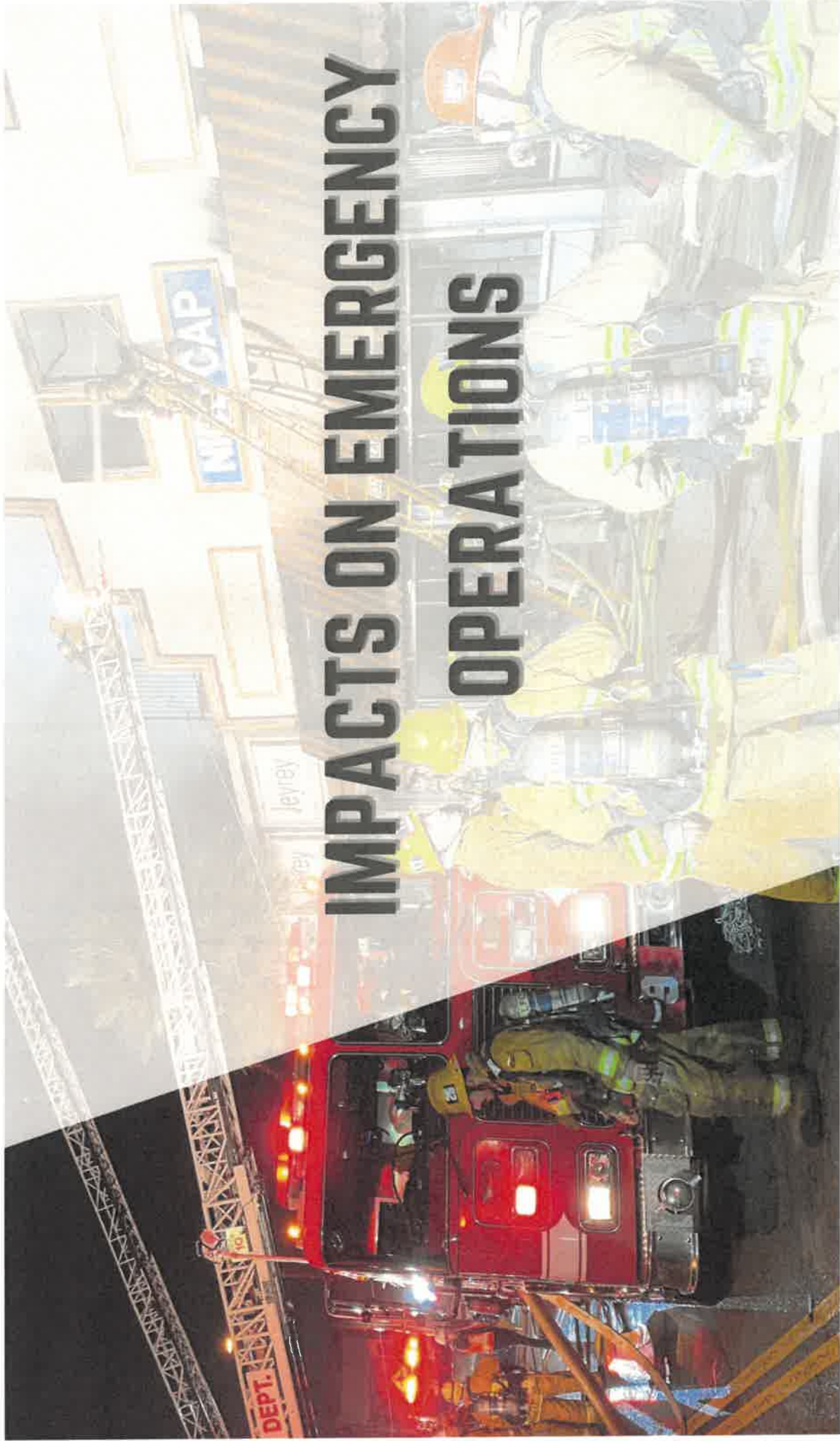
# TRAINING AND SUPPORT

## BUREAU (TSB)

The TSB has seen significant impacts by losing essential positions such as Heavy-Duty Equipment Mechanics, Administrative Clerks, Maintenance Laborers, Welders, an Auto Painter, a Tire Repairer, a Sheet Metal Worker, and Mechanical Helpers.

**Impact:** Apparatus repair delays directly compromise the department's ability to respond to the city's growing emergency call volume.





# IMPACTS ON EMERGENCY OPERATIONS



# EMERGENCY MEDICAL SERVICES

## BUREAU (EMS)

V-Hours support key programs that improve response times and expand service capabilities:

- Fast-Response Vehicles (FRV) Program
- Advanced Provider Response Unit (APRU)
- Variably Staffed Ambulances
- Tactical Emergency Medical Services (TEMS) Unit
- Bicycle Medic Unit

**Impact:** These programs mitigate delayed response times and improve incident outcomes. Without V-Hours, the LAFD cannot deploy qualified personnel to these resources, which impacts emergency response and public safety.



# SPECIAL OPERATIONS

AIR OPERATIONS  
SECTION

DISASTER RESPONSE  
SECTION (DRS)

CBRNE/HAZARDOUS  
MATERIALS SECTION

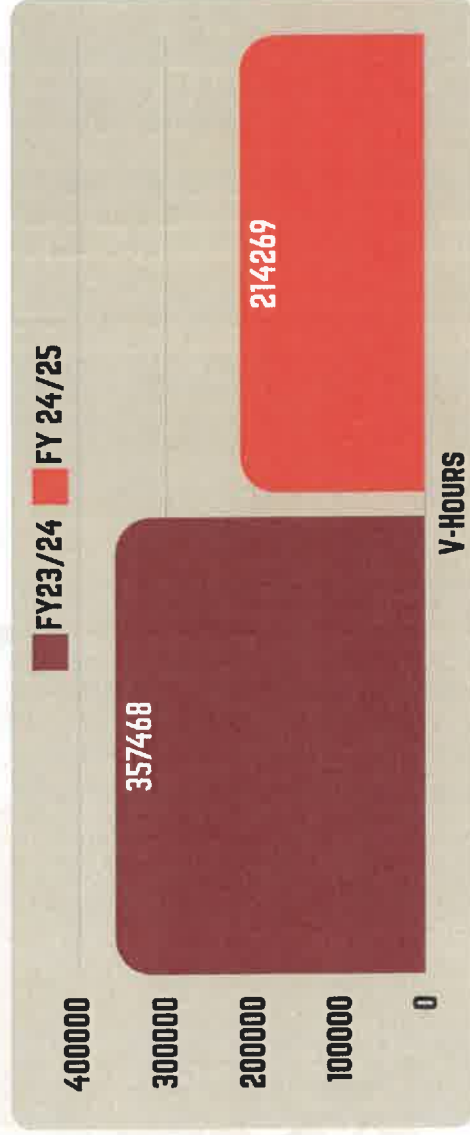
CRITICAL INCIDENT PLANNING  
AND TRAINING SECTION (CIPTS)

COMMUNITY EMERGENCY  
RESPONSE TEAM (CERT) UNIT

**Impact:** The loss of V-Hours compromises LAFD's ability to execute specialized operations, manage public safety at major events, and deliver essential community training programs. This reduction weakens firefighter and public safety and increases risks during large-scale emergencies and events.

# OVERTIME VARIABLE STAFFING HOURS

The LAFD has seen a \$7 million decrease in V-Hours. This decrease in V-Hours has further exacerbated operational challenges across key bureaus, impacting critical functions that often rely on overtime to ensure continuity.



# KEY IMPACTS

1

DELAYED  
MAINTENANCE  
AND UPDATES

2

ADMINISTRATIVE  
BACKLOG

3

WORKFORCE  
EQUITY  
CHALLENGES

4

SPECIALIZED  
OPERATIONS  
IMPACT

5

REDUCED FIRE  
PREVENTION

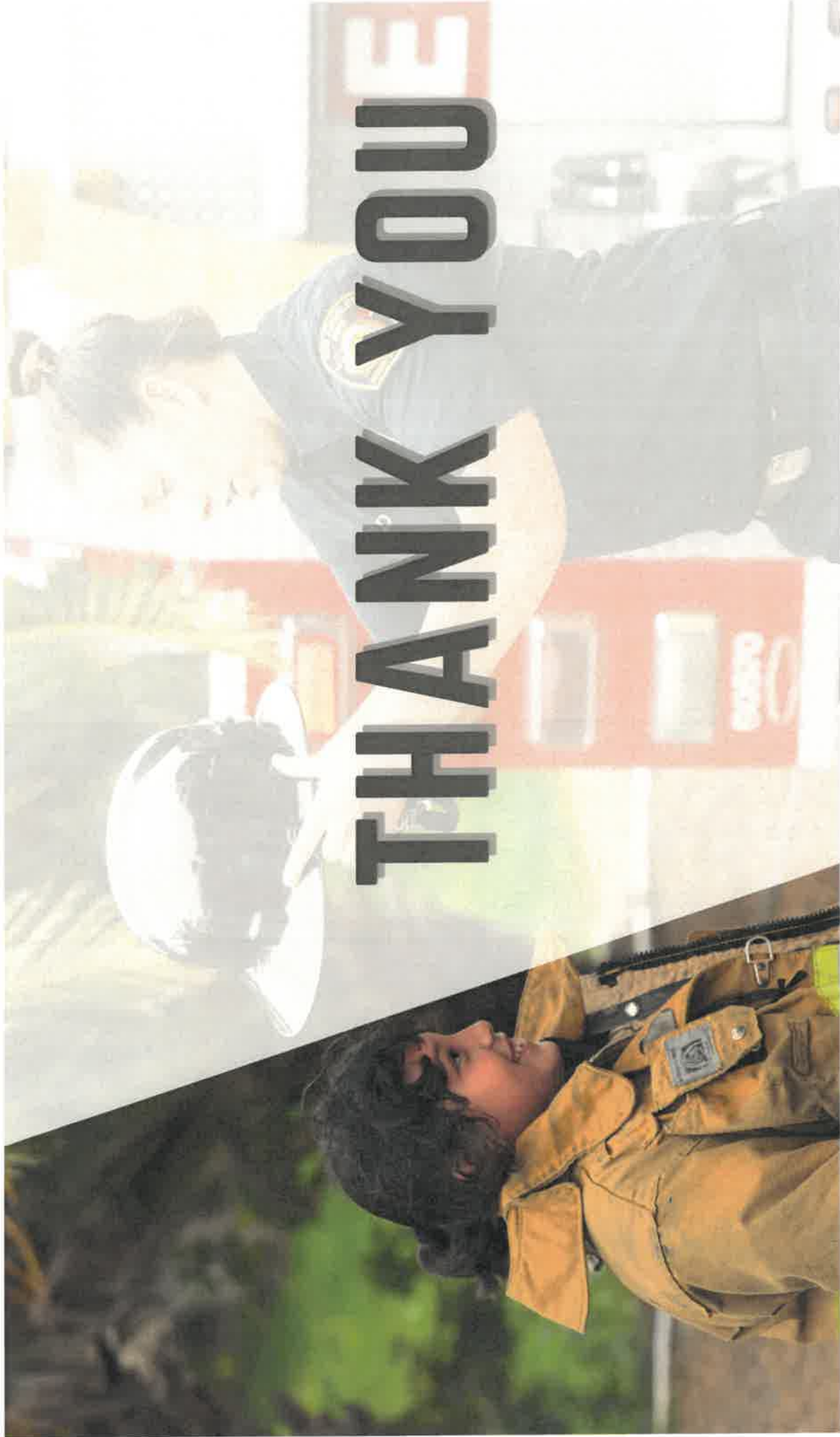
6

TRAINING AND  
COMMUNITY

7

EMERGENCY  
PREPAREDNESS  
AND RESPONSE





**THANK YOU**