



**Commission on
Fire Accreditation
International**

Accreditation Report

**Culver City Fire Department
9770 Culver Blvd
Culver City, CA 90232**

**This report was prepared on June 29, 2019
by the
Commission on Fire Accreditation International**

**This report represents the findings
of the peer assessment team that visited the
Culver City Fire Department
on June 2-5, 2019**

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EXECUTIVE REVIEW

PREFACE

The Culver City Fire Department recently received candidate status. On June 28, 2018, the agency asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. The peer assessment team leader approved the agency's documents for site visit on April 24, 2019. The peer assessment team conducted an on-site visit of the Culver City Fire Department on June 3-5, 2019.

In preparation for the onsite visit, each team member was provided access and reviewed the self-assessment manual, community risk assessment-standards of cover (CRA-SOC), and strategic plan posted by the Culver City Fire Department on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the agency and other community agencies. The agency used the services of the Center for Public Safety Excellence (CPSE) Technical Advisor Program to support the development of its strategic plan.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of the Culver City Fire Department based upon the ninth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the agency's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the agency is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Culver City Fire Department demonstrated that its self-study accreditation manual, CRA-SOC, and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Culver City Fire Department from the Commission on Fire Accreditation International.

The peer assessment team found the CRA-SOC document to be of high quality. The CRA-SOC appropriately identifies that the city has an urban population density. The agency has identified and described in detail 15 geographical planning zones to assist in the community risk assessment effort. There are appropriate benchmark goals and actual baseline performance statements in place that identify and measure all components of the total response time continuum. The agency took advantage of the work completed for the CRA-SOC to identify key findings and develop associated recommendations.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first due and effective response force components of the total response time continuum, as contained in the CRA-SOC are in line with community expectations.

The peer assessment team identified opportunities for improvement that are captured in the recommendations section and in the observations and performance section of the report. These recommendations flowed from discussions, interviews, and a review of agency supplied documentation to support its self-assessment conclusions. The agency's senior staff received the peer

assessment team's initial findings and recommendations with enthusiasm and energy, and with obvious intentions to begin efforts on the recommendations in the immediate future.

The agency has a long history of involvement in the accreditation process. The peer assessment team observed that the Culver City Fire Department has been successful in weaving the process into their organizational fabric and truly utilizes the accreditation model to its fullest capacity in their effort to fulfill their mission and continue on a strong path of continuous improvement. The agency's fire chief and accreditation manager serve as peer assessors and the agency intends to qualify several more members as peer assessors.

The peer assessment team had meetings with the city manager, assistant city manager, and the president of the firefighters' association. Individually and collectively they expressed a long-standing interest in the process and demonstrated that they have a good understanding of how the process benefits the organization and their community.

Composition

Culver City was incorporated as a city in 1917. The history of the fire service dates back to 1919 when the city's first fire chief was appointed by resolution. The department was staffed by volunteers until 1927 when a bond issue was passed that used to build a civic center that would house a police and fire station as well fund 13 on-duty firefighters.

The most recent census data indicates Culver City has a population of 40,061; the daytime population swells to 77,634. Los Angeles County, the home county to Culver City, has a population of 10.16 million. Culver City's population density is approximately 8,000 residents per square mile.

Culver City is known as the *Heart of Screenland* and is home to a very large sound stage company and numerous supporting film industry companies. The downtown area in the past ten years has seen an upsurge in development. Since 2010, Culver City has experienced a three percent increase in population and is currently experiencing a strong increase in commercial property construction.

Culver City is approximately 5 square miles and mostly level with slight rolling hills which vary in elevation from 40 feet above sea level to 90-100 feet. The exception is the Baldwin Hills area of the city, which rises to 400 feet above sea level. Like much of Southern California, Culver City lies over an area of multiple earthquake faults.

Interstate 405 runs along the west side of Culver City and is a typical Los Angeles area freeway with extremely heavy traffic volume and frequent delays. It is the source of many of Culver City Fire Department's motor vehicle accident calls. Culver City's surface streets are also often very congested and as a result are often a significant factor in delayed response times.

The department responded to a total of 6,791 emergencies in 2018 including: 117 fire calls (1.7 percent); 4,819 emergency medical service (EMS) calls (71 percent); 138 hazmat calls (2 percent); 48 technical rescue calls (.7 percent); and 1,669 (25 percent) false alarms/service calls.

The city was last assessed by the Insurance Services Office (ISO) in 2018 and received a rating of Class 1 effective January 1, 2019. The city has maintained an ISO Class 1 rating since 1995.

Government

Council-Manager form of government
Five Council Members (rotating Mayor)
City Manager
Fire Chief

Fire Department

3 fire stations
61 sworn and 11 civilian personnel
3 shift system, 48-96 schedule

Staffed Resources

3 engine companies
1 ladder company
2 advanced life support ambulances
basic life support ambulance
1 command unit

Non-staffed Units

3 reserve engines
1 reserve ladder truck
1 reserve ALS ambulance
1 reserve BLS ambulance
1 utility truck
1 mass casualty incident trailer

Daily minimum staffing (all stations): 18

Number of personnel dedicated to Community Risk Reduction/Public Fire Education: 4

Number of personnel dedicated to fire training: 1

CONCLUSIONS

The self-assessment manual produced by the Culver City Fire Department was of high quality. The manual represented a significant effort by the staff of the agency to produce and present a quality document.

- The Culver City Fire Department demonstrated that all core competencies were met and received a credible rating.
- The Culver City Fire Department demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for the Culver City Fire Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the city manager, the fire chief, assistant fire chief, accreditation manager, and many of the agency's staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The agency was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the on-site assessment visit and the evaluation of the criteria and core competencies.

Category II – Assessment and Planning

Criterion 2C: Current Deployment and Performance

Core Competency

2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.

It is recommended the agency further analyze its call processing and turnout times and develop goals and objectives to further improve these elements of total response time.

Category V – Programs

Criterion 5A: Community Risk Reduction Program

Core Competency

5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.

It is recommended the agency continue to develop and refine the appraisal process to ensure it meets the need of the organization and the program. This recommendation also applies to the following core competencies: 5B.3 (Public Education Program), 5C.5 (Fire Investigation, Origin and Cause Program), 5E.3 (Fire Suppression), 5F.7 (Emergency Medical Services), 5G.3 (Technical Rescue), and 5H.3 (Hazardous Materials).

Criterion 5B: Public Education Program

Core Competencies

5B.1 The public education program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.

It is recommended the agency develop standardized curriculum packages that ensure the information presented by agency personnel is consistent across the organization.

5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives and identified community risks.

It is recommended the agency conduct a workforce assessment study to determine if staffing within the public education program has the resources necessary to meet its objectives.

Criterion 5G: Technical Rescue

Core Competency

5G.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).

It is recommended the agency review the response order for technical rescue incidents to include external resources as a part of the initial dispatch based on the designated risk classification and critical tasking needs.

Category VII – Human Resources

Criterion 7F: Occupational, Health, Safety, and Risk Management

Criterion Statement

7F The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

It is recommended the agency provide formal incident safety officer training for all fire officers that may fill the role of incident safety officer

Criterion 7G: Wellness/Fitness Programs

Core Competency

7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

It is recommended the agency explore the feasibility of more structured approach to annual medical examinations and fitness evaluations.

Category IX – Essential Resources

Criterion 9B: Communications Systems

Core Competency

9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.

It is recommended that the agency provide information regarding locations or structures with limited or intermittent radio coverage to responding and on-scene resources.

Category X – External Relations

Criterion 10B: External Agency Agreements

Core Competency

10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.

It is recommended the agency evaluate existing mutual and automatic aid agreements to ensure that agreements support both mutual and automatic aid and are reciprocal between partner agencies.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category III – Goals and Objectives

Criterion 3C: Implementation of Goals and Objectives

Performance Indicator

3C.3 All members receive information explaining the agency's goals and objectives.

It is recommended the agency develop and implement a process for sharing informational updates regarding strategic plan performance with line personnel on a regular basis throughout each year of the life of the strategic plan.

Category V – Programs

Criterion 5H: Hazardous Materials (Hazmat)

Performance Indicator

5H.2 The agency maintains appropriate training, operations policies and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws.

It is recommended the agency develop an annual refresher hazmat training program for command officers to ensure it meets the appropriate regulatory requirements.

Category VI – Physical Resources

Criterion 6D: Apparatus Maintenance

Performance Indicator

6D.3 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

It is recommended the agency review the outcomes of the current process used to increase the number of industry certified maintenance personnel and investigate possible alternative means of achieving this goal.

Criterion 6F: Safety Equipment

Performance Indicators

6F.2 Distributed safety equipment is sufficient for the functions performed.

It is recommended that that a job hazard analysis, in compliance with applicable California Division of Occupational Safety and Health regulations, be completed for the position of fire investigator to ensure the assigned personal protective equipment is sufficient for job tasks.

6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

It is recommended the agency enhance its safety equipment inventory control and maintenance tracking system to better enable the agency's ability to track the type and location of all types of safety equipment.

Category VII – Human Resources

Criterion 7A: Human Resources Administration

Performance Indicator

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

It is recommended that the agency work with the city's human resources department in an effort to prioritize recruitment efforts for the agency's mission-critical vacant positions and in turn minimize the amount of time these key positions are not filled.

Criterion 7B: Recruitment, Selection, Retention and Promotion

Performance Indicator

7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

It is recommended that the agency explore additional recruitment strategies to help the agency's workforce be more reflective of the city's demographics.

Criterion 7C: Personnel Policies and Procedures

Performance Indicator

7C.3 A disciplinary system is in place and enforced.

It is recommended that the agency implement a continuing education program for front line supervisors to enhance their level of knowledge and application of the discipline system

Criterion 7D: Use of Human Resources

Performance Indicator

7D.2 Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

It is recommended the agency consider input from incumbent personnel during future updates of existing job descriptions.

Criterion 7F: Occupational Health, Safety, and Risk Management

Performance Indicators

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

It is recommended that the agency's health-safety officer (HSO) complete a health safety officer course that includes the current fire industry's HSO job task requirements.

7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

It is recommended the agency modify their standard operating procedure regarding self-contained breathing apparatus (SCBA) use during overhaul to bring it in line with current industry practice of wearing SCBAs throughout the entire overhaul process.

7F.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. The agency's information management system supports this process.

It is recommended that the agency formalize the process to investigate and document accidents, injuries, legal actions etc.

Category VIII – Training and Competency

Criterion 8A: Training and Education Program Requirements

Performance Indicator

8A.4 The agency identifies minimum levels of training required for all positions in the organization.

It is recommended the agency identify the minimum levels of training required for specific staff positions of the agency with regards to the functions of the position

Criterion 8C: Training and Education Resources

Performance Indicators

8C.5 Equipment utilized for training are properly maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

It is recommended the agency assess existing equipment and props to determine any necessary repairs or replacement(s).

8C.6 The agency maintains a current inventory of all training equipment and resources.

It is recommended that the agency to review its training equipment and resources inventory program and make any necessary enhancements.

Category IX – Essential Resources

Criterion 9B: Communications Systems

Performance Indicator

9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

It is recommended that the agency work with the South Bay Regional Public Communications Authority to develop a cooperative training program to include having dispatchers attend on-site all-hazard trainings and company officers attend communication center trainings.

OBSERVATIONS

Category I— Governance and Administration

The city of Culver City (city) and the Culver City Fire Department (agency) are legally established entities that operate under the City of Culver City Charter. Pursuant to the charter, approved by voters in 2006, the city employs a council-manager form of government under which the city council sets policy and the city manager administers the government. Members of the five-seat city council are elected for alternating four-year terms, with the mayor being selected annually by the council from among its members.

Policies, procedures and organization structures are in place as guided by the city charter and municipal code. The agency has a clearly established organizational structure with distinctive missions for the Agency as well as for its six divisions. The council follows approval procedures for changes to staffing levels, facilities, program activities, and agency finances. The city employs a mission driven budget practice which allows the city council to focus on policy issues pertaining to each agency's mission, goals and objectives. It also provides staff with the flexibility to manage within their budget and encourages innovation as well as prudent management. There are also policies in place that facilitate communication amongst the city council and the agency and preclude conflict of interest issues.

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The Culver City Fire Department is a legally established agency currently operating under the July 1, 2006 City Charter. The city's charter is current and available for review on the city's website. The authority to form a charter city is set forth in the California Government Code.

The agency complies with legal requirements of local, state and federal governments. Compliance with required entities' standards is monitored and scrutinized on multiple levels by the agency, the city's human resources department, attorney's office, city council, civil service commission, and county officials.

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives. The effectiveness of the administrative structure is demonstrated by the success in adapting to increasing services demands and the implementation of service improvements both internal to the agency and city-wide. Examples include the planning, justification and pending implementation of a third rescue at Fire Station 42; and the transition of all dispatch services from Culver City Police to the South Bay Regional Public Communications Authority.

The fire chief maintains administrative oversight of the agency employing a management style that ensures officers and staff are actively involved in the development of departmental policy and decision making. Fiscally, the agency is divided into six divisions: The Office of the Fire Chief, fire suppression, emergency medical services (EMS), emergency preparedness, community risk reduction, and communications. Operationally, the fire chief oversees the assistant fire chief, fire marshal and emergency preparedness coordinator.

The fire marshal manages the community risk reduction division while the assistant fire chief oversees three battalion chiefs, the communications division, the EMS division, and training officer. Each division is responsible for mission, goal, and objective development.

Category II — Assessment and Planning

The city of Culver City is 5.13 square miles. The jurisdictional boundaries are legally established and publicly recorded with the Los Angeles County Assessor's Office and Department of Public Works. Geographical boundaries are identified and maps are produced, published and distributed within the agency for response and planning purposes. For the purposes of analysis and planning, Culver City Fire Department divided its service area into 15 geographical planning zones (GPZs). Demographic and economic factors are tracked by the city planning and finance departments with data being made available to the agency. Pertinent historical data has been maintained for a minimum of five years in an established fire incident reporting system. The agency utilizes combination of two record management software systems for collecting and generating pertinent loss and save data.

Based upon area characteristics and an all-hazards risk assessment, the agency has an established deployment model and performance monitoring methodology in place. The agency follows a critical tasking analysis methodology for fire, wildland fire, emergency medical services (EMS), hazardous materials, and technical rescue programs. First due and effective response force tasking was established utilizing several sources of information. Incident history was observed to discern the effectiveness of the deployment and critical tasking models. Response time components were defined and historical response time components were reviewed for the service area and quality pertaining to distribution, concentration, and resiliency were observed.

The agency has in place a plan to continually improve and enhance the service it provides to the Culver City community. Benchmarking has allowed the agency to establish gaps in service and note areas in need of improvement. The agency successfully utilizes the process to assist in improving its emergency response capacity. The agency monitors its performance through regular program appraisals and meets with the city council on a biannual basis to discuss service gaps and receives approval and feedback of agency objectives.

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development. The agency has divided its legally defined service area into 15 GPZs. These zones are defined by occupancies within a given geographical area that share common risk; this approach creates zones of homogenous risk types. Within each zone, agency staff documented zone size, land use types, structures and relative population densities. This information is published in agency's 2019 community risk assessment-standards of cover(CRA-SOC) document.

The agency has analyzed the population density for its legally defined service area within each geographical planning zone and has determined that 100 percent of its jurisdiction is classified as urban. Accordingly, the agency used the urban metrics from the benchmark and baseline matrix when developing total response time standards.

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, environmental values, and operational characteristics. The agency uses its 15 GPZs as its documented and adopted methodology for identifying, categorizing, assessing and classifying risks throughout its service area. This approach also facilitates more accurate risk evaluations for each geographical area. Within each zone, agency staff observes zone size, land use types, residential density, and occupancy types. Subsequent to the various analyses, staff determines areas/structures

within each zone that present particular hazards or high fire risk due to their size, location and occupancy.

The agency's risk assessment methodology is utilized to determine and document the different categories and classes of risks within each GPZ. The process is outlined in the agency's CRA-SOC and the risk assessments are noted in each of the 15 GPZs. Within each GPZ informational section, there is a table that notes the specific contributing factors to risk by response program. Additionally, each GPZ references the locations of specific risk categories, e.g., high-rise buildings, large commercial buildings, dependent care facilities, etc.

The agency has experienced a 29 percent increase in call volume for the period of 2014-2018. To assess if this will be a continuing growth pattern in the coming years, the agency has in place a process to predict future call volume that includes weekly development meetings with other city staff to discuss new developments and service trends, and the associated short term and long term growth impacts. This process along with the agency's utilization of advanced GIS software allows the agency to analyze and predict service demands by type and determine future probability of service demands by GPZ

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent with jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

The agency has a method in place for the consistent provision of service levels in all service program areas outlined in its CRA-SOC document. The plan reviews 12 core questions about the agency's performance. It describes benchmark targets, references industry research, considers stakeholder input, population densities, service demand, partners, aid, response time, performance gaps, risk, reviews baseline performance and establishes benchmark measures.

The agency also tracks the number of incidents by GPZ and can track the quality of performance with analytical software. The software allows the agency to monitor which zones are in need of improvement by mapping out total response times by individual GPZ. Appraisals are conducted for each program every six months to monitor quality of emergency response. Additionally, there is an overarching administrative appraisal which tracks all programs.

The agency has performed critical task analyses for each risk category and risk class, these critical tasks are identified clearly in the agency's CRA-SOC. The process considered apparatus capabilities, tactics, evolutions, standard operating guidelines (SOG), training levels, documentation from company and platoon evaluations, probationary evaluations, program appraisals, local and regional after-action reports (AAR), and near-miss reporting.

The agency validates and documents the process annually through program appraisals. Specifically, the program appraisal addresses whether the agency is meeting staffing and equipment objectives for each program. The agency has worked on refining the appraisal process to incorporate and validate the critical tasking analyses, as well as ensure that the critical tasking analysis for each program is validated at least once every year.

The agency identifies and defines total response time components for each service program. This includes the measurement of alarm handling time, turnout time, travel time and total response time. This process has included analyzing total response times for all 15 GPZs. The analysis process has assisted the agency to identify GPZs where total response times are growing at more rapid rate than others.

During the last accreditation cycle, the agency put forth efforts to improve elements of total response time, including switching to a state of the art regional dispatch center and installing turn out countdown clocks in station apparatus bays. However, there still is room for improvement in call processing and turn out times. It is recommended the agency further analyze its call processing and turnout times and develop goals and objectives to further improve these elements of total response time. This would include efforts to begin to measure the ring-time element from the regional communication center.

The agency has maintained efforts to improve response times by observing all components of total response time and implementing efforts to improve response times in several ways. Specifically, the agency moved to a regional dispatch center. The agency conducted a review through the Association of Public-safety Officials (APCO), and recommendations were made. As a result, the city opted to move to a regional dispatch center and did so in February 2017.

In an effort to improve turnout times, the agency implemented turnout timers in the apparatus bays at the stations in 2014. The agency also installed new station alerting systems and began utilizing *Active 911*, a pre-alert system connected to cell phones. The agency is installing new alerting systems on all apparatus that alerts drivers using real-time mapping applications.

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

The agency has a process in place for maintaining and improving its response capabilities. The process is outlined in the agency's CRA-SOC document. The process observes benchmarks, industry standards and practices, community needs, service demands, delivery system components, risks, historical performance and service gaps. The agency considers all of these factors and is able to assess its performance and make recommendations for improvement. Through this evaluative process the agency identified the need to place in service a third rescue unit in order to maintain current service levels. Since the agency was able to convey a methodical process and specific statistics backing its recommendation, the city council had a high level of confidence in the agency's recommendation and the funding for the third rescue unit was approved in the second quarter of 2019.

The performance monitoring methodology recognizes the need to assess external influences, altering conditions, growth and development trends, and new or changing risks on an annual basis. The agency's CRA-SOC methodology refers to the need to assess these changes as they relate to balancing service capabilities with the new conditions and demands. This process includes the need to identify these factors through city staff meetings addressing growth and development as well as internal annual program appraisals.

Performance gaps for the total response area are addressed on an annual basis through performance analysis, as referenced in the agency's CRA-SOC, coupled with program appraisals. The agency also assembles and assesses a comprehensive set of metrics on a biannual basis. Based on the appraisals and assessments, the agency implements performance improvement through its annual budget work plans. The city budget work plans include objectives and are typically completed within a single fiscal year. Long term performance gap improvement strategies are implemented in the agency's strategic plan.

The agency's continuous improvement plan is in place in three areas. These include the agency's 2019 Strategic Plan, the 2019 CRA-SOC, and the agency's annual budget work plans. The measures that the agency reviews and updates through the CRA-SOC and the community-driven strategic plan are assessed each year through the city's annual budget process. This is when the agency is able to bring to city council shifting needs as a result of performance inadequacies and observations.

Category III — Goals and Objectives

The Culver City Fire Department (CCFD) has a published community driven strategic plan. Goals and objectives have been established and are supported by an annual workplan that is attached to the operating budget. The agency recently completed its 2019 – 2024 strategic plan contains six broad goals with supporting objectives. The final draft plan was presented to the city council on February 11, 2019.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. The CCFD has a community driven five-year strategic plan that covers the period of 2019-2024 and contains six broad goals which are supported by defined objectives with critical tasks. The peer assessment team verified the plan is readily available electronically via the city website and intranet. Hard copies are also available at all department facilities. The agency has published a strategic plan every five years since 1998.

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and appropriate for the community it serves. The peer team verified that the published plan contains general goals and specific objectives. Goal statements were developed that impact the organization and its future. Each objective has defined time frames and critical tasks (quality and quantity definitions). Objective review timeframes range from a six-month to annual review cycle depending on the scope of each goal. The review of specific objectives ranges from quarterly or annual checks. Additionally, the agency develops a more detailed work plan which has direct budget support to be accomplished within each fiscal year budget. The annual budget process is used as a tool to monitor the progress of all work plans, as city council members and the community hold the agency accountable for executing the work plans in a timely manner.

The agency uses a management process to implement its goals and objectives. The peer assessment team verified the agency tracks the progress made on accomplishing the goals and supporting objectives of the strategic plan and uses that information to report to the authority having jurisdiction, as well as long and short-term planning. However, the information is not shared with the line staff. To build on the principle of organizational development, the sharing of these updates can serve to include all levels of the organization in the continuous process of tracking the performance. It is recommended the agency develop and implement a process for sharing informational updates

strategic plan performance with line personnel on a regular basis throughout each year of the life of the strategic plan.

All objectives listed in the 2019-24 strategic plan and annual budget work plans are assigned to division managers and are documented in the strategic plan and budget documents. The choice was made by the agency to identify responsible divisions over individuals due to the personnel changes that have occurred in the agency and the ongoing changes in responsibility. This ensures the responsibility for the goal or specific objectives stays with the logical individual who is charged with managing the specific program or initiative.

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically. The executive leadership team is responsible for examining and modifying the goals and objectives found in the strategic plan. The fire chief maintains a master list of goals and objectives which is reviewed for currency and consistency with mission and updated at least twice a year. The review of the master list is documented on the administrative appraisal form.

This data-driven organization demonstrated that it uses the information gathered through self-assessment and analysis to improve its internal processes as available resources allow. It has evaluated the administrative and operational processes through program appraisals, the budget process, and other formal and informal evaluations such as policy updates.

Category IV — Financial Resources

The agency is a public funded municipal service which provides fire and emergency response to the jurisdiction. The municipal government funds the agency through various revenue sources to include property taxes and other revenue streams. The agency is involved in the budget process for the municipality and is responsible for development of its portion of the budget. The funding has historically been stable with a robust reserve fund.

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency's plan for financing reflects sound strategic planning and a commitment to its stated goals and objectives. The agency deems financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

The city has policies, guidelines and processes for developing the annual budget in place that are clearly defined and followed by the agency. The budget process begins in January of the previous fiscal year and ends with the adoption of the budget by city council by the end of June, with fiscal year then starting in July. The process is recurring and continuous and a budget calendar is distributed outlining due by and meeting dates for the process. The agency receives forms from the finance department to aid in the formation of the budget, and has sufficient interaction with the city manager to adequately prepare a budget.

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing. The peer assessment team confirmed that Culver City is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The department has submitted its most recent GFOA certificate and CAFR as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives, and maintain the quality of programs and services. The agency and the city have shown due diligence in ascertaining that current and anticipated revenues will be sufficient to maintain the agency's adopted levels of service. The city has anticipated increased personnel costs due to changes in pension outlays and has prepared reserve funds accordingly based on audits done by the city. The city has responded to the agency's request for an increase in service provision due to increasing response volume by approving and purchasing an additional advance life support ambulance to include the additional staffing necessary

Category V — Programs

Criterion 5A – Community Risk Reduction Program

The Culver City Fire Department (CCFD) Community Risk Reduction Division (CRRD) provides the community with both prevention & mitigation strategies. These have been implemented through the adoption, interpretation, and enforcement of the 2016 California Fire Code, with local amendments, and designated portions of the 2016 California Building, Mechanical, and Electrical Codes as adopted by the city of Culver City.

To accomplish this in part, the CRRD personnel have historically conducted field inspections of all new businesses and annual inspections of California State Fire Marshal-controlled occupancies to provide life-safety reviews. This is done with a combination of certified inspectors, fire protection specialists, and in-service company inspections. Public education classes have been offered in fire prevention, health and safety, and fire extinguisher operation, to schools, senior citizen groups, and local business groups on request. The division staff have also coordinated and issued permits for: filming, pyrotechnics/special effects, public events, open flames, and a variety of other permitted activities.

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fires.

The peer assessment team verified the agency has adopted the 2016 California Fire Code (CFC), with local amendments which are permitted by demonstrating a need based upon local climatic, geological, or topographical conditions. The current CFC is based on the International Fire Code (IFC) and is updated every three years. The most notable local amendment is an automatic fire sprinkler ordinance which requires every new building over 500 square feet to be fully sprinklered.

The CRRD is responsible for working with businesses, residents and other city departments to ensure that all city codes and related fire protection laws are applied and enforced. The division conducts plan checks, inspections, and the issuance of corrective notices and orders in the application and enforcement of adopted codes. Approval is required from the division for all new construction before the Culver City building division will issue a building permit. All plan reviews and inspections are recorded in the city records management system (RMS). Suppression personnel and CRRD staff annually inspect all multi-unit dwellings with 3 or more units, and all businesses over 2,000 square feet. Businesses less than 2,000 square feet are inspected every other year. Company officers have received fire inspection training as part of their state fire officer certification.

The division is currently staffed with a fire marshal, two uniformed inspectors, two civilian fire protection specialists, and two community service officers. Both safety and non-safety employees have experience and expertise in providing life safety plan checks, inspections, and enforcement activities.

A volunteer inspector position was initiated in 2017 in an effort to assist the CRRD and to prepare new staff who were interested in a CRRD career. The division lost a permit technician position in fiscal year 2010/11 that created challenges with clerical and administrative support. Construction and development continues to increase throughout the community with several large projects either underway or planned for the near future. The agency believes the expanding workload will have an impact on the delivery of services. In March 2019, the CRRD received funding for a half time permit technician and a geographic information system intern to address to assist with the workload. The agency is also considering the restructuring of duties to better distribute the workload and address areas that have not had as much attention as other areas of the program.

On a semi-annual basis the fire marshal submits a written report to the fire chief which reviews the code enforcement actions, plan reviews and the like. Further informal appraisals occur during program critiques, held within the division by the program staff. Due to the low number of structure fires, fire losses have fluctuated considerably. Examples of targeted loss reduction goals include efforts to enhance the brush inspection program and smoke detector campaigns targeting the city's two mobile home parks. Most recently, the agency has introduced a formal and standardized appraisal process across the organization. It is recommended the agency continue to develop and refine the appraisal process to ensure it meets the need of the organization and the program.

Criterion 5B – Public Education Program

The Culver City Fire Department (CCFD) public education program has historically consisted of school visits, fire station tours, emergency education programs, and multiple public events throughout the year. Some of these programs include: Community Emergency Response Team (CERT) training; *Ready, Set, Go*, wildland fire safety awareness education; and *Project Shadow* through Culver City high school. Other events have included: fire service day open house, demonstrations and handouts at city festivals. At the company level, on duty members have provided station tours and life safety presentations to schools, civic groups, assisted living facilities, and homeowners' associations.

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The staff members have presented a variety of programs to the community that are typical for many fire departments, ranging from the *Ready, Set, Go* program implemented in wildland interface areas of the city, to smaller presentations by the on duty staff of each station and range from tours of the facilities, demonstration of equipment, smoke detector distribution, and the like. The CERT program, started by the fire department in the early 1990s involves the business community as well as the residential community and provides education and training to prepare for many types of natural and human induced disasters.

The tours and presentations conducted by the field staff are developed by the individual stations without the benefit of a common curriculum or lesson plan. This can give rise to an inconsistent message from the agency. It is recommended the agency develop standardized curriculum packages that ensure the information presented by agency personnel is consistent across the organization.

A fire prevention specialist (FPS) is presently assigned as the public education officer (PEO) who manages the program, conducts some presentations, and gives assignments to on-duty suppression personnel. The PEO has taken courses for fire instructor and public education officer responsibilities. Members of the agency have also obtained fire instructor certification or company officer certification. The PEO and suppression personnel have the expertise to accomplish the public education program goals. The agency reports it would be able to add programs and increase outreach to identified community risks with a position dedicated to public education. It is recommended the agency conduct a workforce assessment study to determine if staffing within the public education program has the resources necessary to meet its objectives.

On an annual basis the fire marshal submits a written report to the fire chief which reviews the public education program. Further informal appraisals occur during program critiques, held within the division by the staff. Most recently, the agency has introduced a formal and standardized appraisal process across the organization. It is recommended the agency continue to develop and refine the appraisal process to ensure it meets the need of the organization and the program.

Criterion 5C – Fire Investigation, Origin and Cause Program

The agency's Community Risk Reduction Division (CRRD) operates the fire investigation program within the guidelines established by National Fire Prevention Association (NFPA) 921: *Guide for Fire and Explosion Investigations*. The fire marshal is ultimately responsible for ensuring that the program is effective and efficient. For any incident, current agency policy assigns the incident commander the primary responsibility for conducting an initial origin and cause investigation, utilizing the first-in fire suppression company officer. The agency has a number of personnel that have received training in fire investigation including firefighters, fire inspectors/investigators, engineers, captains, battalion chiefs, and the fire marshal. Skill and experience levels for these members are varied throughout all ranks.

Due to the rigorous training/knowledge requirements of NFPA 1033: *Standard for Professional Qualifications for Fire Investigator*, the incident commander will often request that Community Risk Reduction's fire investigators respond to conduct the investigation. Fire investigators are also required by policy to report to any incident that involves explosions, shows signs of being incendiary, involves juveniles, results in serious injury or fatalities, whenever the cause remains undetermined, or if there is a significant fire loss. Currently, there are two fire investigators assigned to the CRRD that may be called out to conduct the investigation. The fire investigators rotate their on-call status at all times. On large or complex fires, a minimum of two investigators are dispatched. The agency also has available the resources of the South Bay Fire/Arson Task Force, made up of a team of qualified fire investigators from eight area fire agencies.

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The authority for conducting fire investigations is documented the California Fire Code (CFC). The CFC also allows the agency to receive assistance from police and other enforcement agencies in the investigation of fires. The CFC is revised every three years and adopted by local ordinance. The California Fire Code 2016 Edition was last approved and adopted by city council on December 12, 2016.

The agency fire investigation program is currently operating within the guidelines of NFPA 921. It uses the scientific method for conducting investigations to determine the origin and cause of all fires and explosions.

The agency currently has a total of two fire investigators with specific expertise, which is adequate for the current fire investigation workload. In addition, there are a number of members that have rotated into the Fire Prevention/Fire Investigation program for an average of three years at a time. They are now working in fire suppression, and utilize their training and experience for fire origin and cause determinations. Additionally, company officers have received basic fire investigation education and training through the California State Fire Marshal company officer certification program.

The fire marshal is tasked with appraising the effectiveness of the fire investigation program. A formal and documented appraisal is conducted twice a year. This evaluation includes a review of activities, including the number of fire investigations, outcomes, status of pending investigations, and fire cause trends. The formal and documented program appraisal has been a new process for the agency's community risk reduction division and is in a state of refinement. It is recommended the agency continue to develop and refine the appraisal process to ensure it meets the need of the organization and the program.

Criterion 5D – Domestic Preparedness, Planning and Response

The Culver City Fire Department (CCFD) has overall emergency management responsibilities in its jurisdiction. It maintains an all-hazards emergency operations plan, has adopted the State of California Standardized Emergency Management System (SEMS), is National Incident Management System (NIMS) compliant, and utilizes the incident command system (ICS) on all emergency responses. The agency has interoperable communications with surrounding agencies and participates in exercises with neighboring jurisdictions to ensure operational readiness.

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area. The Culver City emergency operations plan (EOP), first adopted in 2016, outlines and guides the community's approach to emergency operations, provides guidance for emergency management activities, and outlines methods for mitigation, preparedness, response and recovery. The fire department leads the emergency management program and is responsible for updating and maintaining the plan, as well as for conducting training, drills, and exercises. The EOP is based on an all-hazard approach to emergency planning. It defines emergency management functions, organizational structure, position responsibilities, objectives, notifications, authorities, and references.

Criterion 5E – Fire Suppression

The Culver City Fire Department (CCFD) provides fire suppression services to an approximately 5.13 square mile area. The agency has 3 shifts working a 48-hour on/96-hour off schedule and staffs 3 fire stations with 3 engines, 1 truck, 2 advanced life support ambulances and a battalion chief vehicle with a minimum staffing of 18 firefighters and officers. The organization maintains a close working relationship with neighboring agencies and maintains automatic and mutual aid agreements with Los Angeles County, Los Angeles City, Santa Monica and Beverly Hills fire departments.

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss.

A standardized ICS has been in place for many years. The California fire service has had a standard since the early 1970s and has evolved over the years and has been mandated by California law since 1996. The current ICS practices, which incorporate the NIMS requirements, have been in place since 2005. The use of ICS is guided by the agency operating procedures.

An annual appraisal of the fire suppression program is completed semi-annually (calendar year and fiscal year) with a report is submitted to the fire chief. A template format for semi-annual appraisals was introduced in 2017-18. The agency reports it has improved program evaluations by adding structure and simplifying documentation. It is recommended the agency continue to develop and refine the appraisal process to ensure it meets the need of the organization and the program.

The response and deployment standards are based upon the urban population density, and the fire suppression demands of the community. Three fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The benchmark service level objectives are as follows:

For 90 percent of all fires, the total response time for the arrival of the first-arriving company shall be 7 minutes. The first-due unit shall be staffed with a minimum of 3 firefighters and officers and shall be capable of: establishing command, evaluating the need for additional resources, and advancing the first line for fire attack. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all low risk fires, the total response time for the arrival of the effective response force, staffed with 4 firefighters, shall be 8 minutes . The effective response force shall be capable of providing 1,500 gallon per minute pumping capacity and be capable of: advancing an attack line, securing a water supply, establishing command, rescuing at risk victims, and requesting additional resources. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk fires, the total response time for the arrival of the effective response force, staffed with 18 firefighters and officers, shall be 10 minutes and shall be capable of providing 4,500 gallon per minute pumping capacity and be capable of: advancing a back-up line back-up, ventilation of the structure, exposure protection, establishing a rapid intervention crew, securing a water supply, and providing medical aid for any victims or injured firefighters. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high risk fires, the total response time for the arrival of the effective response force, staffed with 40 firefighters and officers, shall be 14 minutes and shall be capable of providing 7,500 gallon per minute pumping capacity and be capable of: advancing

a back-up line back-up, ventilation of the structure, exposure protection, establishing a rapid intervention crew, securing a water supply, conducting salvage operations, and providing medical aid for any victims or injured firefighters. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

The baseline statements reflect actual performance during 2014 to 2018. The agency relies on the use of automatic aid from neighboring fire departments for high risk incidents to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

For 90 percent of all fires, the total response time for the arrival of the first-arriving company is 9 minutes and 50 seconds for moderate risk and 10 minutes and 16 seconds for high risk incidents. The first-due unit is staffed with a minimum of 3 firefighters and officers, and is capable of: establishing command, evaluating the need for additional resources, advancing the first line for fire attack and performing salvage operations. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

It was verified and validated by the peer assessment team that the Culver City Fire Department did not have sufficient moderate or high risk fire suppression incidents, which required an effective response force to be assembled for 2014-2018, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2014-2018.

Moderate Fire Suppression - 90th Percentile Times - Baseline Performance			2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	2:01	1:59	1:48	1:16	2:12	1:59
Turnout Time	Turnout Time 1st Unit	Urban	2:16	2:18	1:28	1:47	1:30	2:33
Travel Time	Travel Time 1st Unit Distribution	Urban	5:58	5:21	6:02	4:35	3:39	4:21
	Travel Time ERF Concentration	Urban	8:06	NA	NA	5:19	7:46	8:12
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	9:50	10:02	10:34	7:19	6:02	7:45
			n=30	n=9	n=2	n=7	n=4	n=8

High Fire Suppression - 90th Percentile Times - Baseline Performance			2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	2:22	1:16	2:25	0:31	1:16	2:09
Turnout Time	Turnout Time 1st Unit	Urban	1:56	1:53	1:25	1:43	1:58	1:37
Travel Time	Travel Time 1st Unit Distribution	Urban	6:52	3:16	8:23	2:07	5:30	5:48
	Travel Time ERF Concentration	Urban	NA	NA	NA	NA	NA	NA
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	10:16	5:55	12:27	4:50	9:26	9:14
			n=13	n=2	n=5	n=1	n=1	n=4

Criterion 5F – Emergency Medical Services (EMS)

The agency operates as the EMS Service (EMSS) for Culver City. The agency provides a first responder service through three engines and one aerial unit. The agency provides advanced life support (ALS) response by way of two ALS ambulances. The agency uses one ALS engine from Fire Station 2 that is supplemented by a basic life support (BLS) ambulance operated by non-sworn, civilian ambulance operators (AO). The agency’s EMSS is under the direction of a medical director and is regulated by Los Angeles County EMS (LACEMS). The agency administratively places this division under an EMS captain. The agency is authorized to provide continuing education hours by LACEMS through the agency’s nurse educator.

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community. The agency operates under the LACEMS protocols. The protocols are comprehensive and effectively direct EMS response activities to meet the stated level of EMS response. The medical director is part of the LACEMS advisory board with the ability to affect protocol changes as necessary. The agency complies with training requirements when new or amended protocols are introduced through the nurse educator.

The agency utilizes UCLA Hospital for online medical control with Cedars Sinai Hospital as backup online medical control. The agency procedure for medical control contact is through agency issued cell phones with radio back up. Protocols direct actions requiring medical control approval and encourage medical control contact for advice. Protocols allow all actions on the protocol if medical control cannot be contacted.

The agency uses a web-based electronic patient care record (PCR) for their patient care reports. The report contains provider impression, patient history, data regarding treatment rendered, and patient

disposition. The web-based system has login security and internet protocol recognition as measures to protect access to the records and meets local, state and federal records retention requirements.

The agency has a Health Insurance Portability and Accountability Act (HIPAA) compliance program in place. The program identifies responsibilities and gives guidelines for patient care report information access. The agency provides and documents annual HIPAA training through its web-based training database.

The agency conducts a self-evaluation of the program annually that is performed by the EMS captain. The agency is audited annually by Los Angeles County EMS to ensure compliance with requirements both for training and services. Most recently, the agency has introduced a formal and standardized appraisal process across the organization. It is recommended the agency continue to develop and refine the appraisal process to ensure it meets the need of the organization and the program.

The agency's response and deployment standards are based upon the urban population density, and the emergency medical demands of the community. Three fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The agency's benchmark service level objectives are as follows:

For 90 percent of all risk EMS incidents, the total response time for the arrival of the first-arriving unit shall be 6 minutes and 20 seconds. The first-due unit shall be staffed with a minimum of 2 firefighters. The first-due unit shall be capable of establishing command, evaluating the need for additional resources, initiating basic life support, and early defibrillation.

For 90 percent of all low and moderate risk EMS incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters shall be 9 minutes and 50 seconds. The effective response force shall be capable of completing patient assessment, delivering advanced life support, and transporting the patient to the appropriate receiving facility.

For 90 percent of all high risk EMS incidents, the total response time for the arrival of the effective response force (ERF), staffed with 18 firefighters shall be 12 minutes and 50 seconds. The effective response force shall be capable of assessing scene safety and establishing command, completing patient triage and assessment, delivering advanced life support, and transporting patients to appropriate receiving facilities.

The baseline statements reflect actual performance during 2014 to 2018. The agency relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

For 90 percent of all EMS incidents, the total response time for the arrival of the first-arriving unit is 8 minutes and 10 seconds for moderate risk and 7 minutes and 44 seconds for high risk incidents. The first-due unit is staffed with a minimum of 2 firefighters and is capable of

establishing command, evaluating the need for additional resources, initiating basic life support, and early defibrillation.

For 90 percent of all moderate risk EMS incidents, the total response time for the arrival of the effective response force (ERF), staffed with five firefighters is 10 minutes and 26 seconds. The effective response force is capable of completing a patient assessment, delivering advanced life support, and transporting the patient to the appropriate receiving facility.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2014-2018.

Moderate Risk EMS - 90th Percentile Times - Baseline Performance			2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	2:10	2:10	2:12	1:53	2:08	2:28
Turnout Time	Turnout Time 1st Unit	Urban	2:08	1:58	2:04	2:05	2:14	2:17
Travel Time	Travel Time 1st Unit Distribution	Urban	5:03	1:58	2:04	2:05	2:14	2:17
	Travel Time ERF Concentration	Urban	7:24	7:47	7:29	7:08	7:15	7:05
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:10	8:23	8:19	7:52	8:06	8:06
			n=19427	n=4380	n=4140	n=3752	n=3644	n=3511
	Total Response Time ERF Concentration	Urban	10:26	10:53	10:42	9:50	10:15	10:15
			n=14958	n=3455	n=3156	n=2743	n=2853	n=2751

High Risk EMS - 90th Percentile Times - Baseline Performance			2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	2:14	0:28	2:25	1:35	1:40	2:58
Turnout Time	Turnout Time 1st Unit	Urban	1:48	1:36	1:42	2:09	1:07	1:50
Travel Time	Travel Time 1st Unit Distribution	Urban	3:57	3:20	4:54	3:50	3:32	3:27
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:44	6:13	8:12	7:36	6:53	7:30
			n=22	n=1	n=3	n=7	n=3	n=8

Criterion 5G – Technical Rescue

The Culver City Fire Department (CCFD) is in the developmental stages of providing technical rescue services to the community. A series of more recent retirements of members who had previously been responsible for rope rescue situations triggered a reassessment of the agency capabilities with the conclusion that the program would focus on providing vehicle extrication as well high and low-angle rope rescue services for the community. In 2015 a group of five department members formed a technical rescue cadre and have or are taking operational-level courses that have been identified by the agency as basic expectations for the cadre members. The balance of the agency line personnel are trained to the awareness level. The truck and engine companies are equipped to provide extrication at vehicle accidents and carry operational-level equipment for high and low-angle rope rescue incidents. All personnel are trained to the operations level for vehicle extrication and awareness level for trench rescue, structural collapse, and confined space. The agency primarily relies on the Los Angeles Fire Department technical rescue assets for incidents requiring technician-level expertise.

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire).

Given the incipient stage of the program and the relatively few technical incidents that have occurred in the community program assessment has focused on the current needs and planning for the future. Most recently, the agency has introduced a newly developed program appraisal format that the team verified was used in the last 12 months and has been formally adopted. It is recommended the agency continue to develop and refine the appraisal process to ensure it meets the need of the organization.

The agency’s response and deployment standards are based upon the urban population density of the community and relies on the support of neighboring agencies in its response to technical rescue incidents but primarily with the Los Angeles City Fire Department (LACFD). The current practice is to request the mutual aid response of LACFD when it is confirmed there is a victim or victims by the

first Culver City public safety unit on the scene. While these resources are readily available, time is of the essence and there are advantages to having them respond on the initial dispatch. It is recommended the agency review the response order for technical rescue incidents to include external resources as a part of the initial dispatch based on the designated risk classification and critical tasking needs.

The department's response and deployment standards are based upon urban population density, and the technical rescue demands of the community. Three fire stations provide citywide coverage; staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by agency management and the city council. The benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-arriving company shall be 7 minutes and 30 seconds. The first-due unit shall be staffed with a minimum of three firefighters, capable of establishing command, evaluating the need for additional resources, and controlling immediate hazards.

For 90 percent of all low risk technical rescue incidents, the total response time for the arrival of the effective response force, staffed with four firefighters and officers, shall be 9 minutes. The effective response force shall be capable of hazard control, patient stabilization, extrication, and transport.

For 90 percent of all moderate risk technical rescue incidents, the total response time for the arrival of the effective response force, staffed with 13 firefighters and officers, shall be 12 minutes. The effective response force shall be capable of hazard control, patient stabilization, extrication, and transport.

For 90 percent of all high risk technical rescue incidents, the total response time for the arrival of the effective response force, staffed with 17 firefighters and officers, shall be 14 minutes. The effective response force shall be capable of: hazard control, upstream spotter, downstream safety, throw-bag teams, patient stabilization, extrication, and transport.

The agency's baseline statements reflect actual performance during 2014 to 2018. The relies on the use of automatic or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available from two adjacent agencies as part of a seamless response system. The agency's actual baseline service level performance is as follows:

It was verified and validated by the peer assessment team that the Culver City Fire Department did not have sufficient moderate or high-risk technical rescue incidents, which required a first-due or an effective response force to be assembled for 2014-2018, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the first-due or effective response force in this report.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2014-2018.

Criterion 5H – Hazardous Materials (Hazmat)

The Culver City Fire Department has a hazardous materials response program capable of initial levels of response to the hazards faced by the community during the release of hazardous materials. All emergency response personnel are trained to the *First Responder Operations* (FRO) level. In addition, the department has three individuals trained as technicians and one as a specialist. However, the department does not operate a hazardous materials team and is not equipped for offensive operations at the technical or specialist level. The department has prompt access to specialized hazardous materials resources via the California Master Mutual Aid Agreement.

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The agency performs a broad appraisal on a semi-annual basis. Every six months, at calendar year and fiscal year intervals, a comprehensive set of workload and performance statics are generated and analyzed. This analysis looks at first-due and effective response force (ERF) total response times (90th percentile), call frequency, call type, automatic/mutual aid calls, resource depletion, and developing trends. Most recently, the agency has introduced a formal and standardized appraisal process across the organization. It is recommended the agency continue to develop and refine the appraisal process to ensure it meets the need of the organization and the program.

The agency in general maintains appropriate training, operations policies, and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws, however there is a lack of refresher training in place for command officers. It is recommended the agency develop an annual refresher hazmat training program for command officers to ensure it meets the appropriate regulatory requirements.

The agency's response and deployment standards are based upon the urban population density, and the hazardous materials response demands of the community. Three fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. Special risk hazmat responses are augmented by the Los Angeles County and/or Santa Monica Fire Agency's hazmat team. The agency's benchmark service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 8 minutes in urban areas. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; and establishing the initial isolation distance.

For 90 percent of all low risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 3 firefighters and officers, shall be: 8 minutes in urban areas. The ERF shall be capable of: scene supervision and investigation.

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 13 firefighters and officers, shall be: 9 minutes in urban areas. The ERF shall be capable of: appointing a site safety officer; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident at the first responder – operations (FRO) level in accordance with department standard operating guidelines.

For 90 percent of all high risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 18 firefighters and officers, shall be: 10 minutes in urban areas. The ERF shall be capable of: appointing a site safety officer; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident at the first responder – operations (FRO) level in accordance with department standard operating guidelines.

The agency's baseline statements reflect actual performance during 2014 to 2018. The agency does not rely on the use of automatic or mutual aid from neighboring fire departments to provide its effective response force complement of personnel for moderate and high risk calls. The agency does rely on mutual resources from adjacent agencies for special risk, technician level hazmat calls. The mutual aid assignments include a hazmat team response. These resources are immediately available from two adjacent agencies as part of a seamless response system. The agency's actual baseline service level performance is as follows:

For 90 percent of all hazardous materials incidents, the total response time for the arrival of the first-due unit is: 10 minutes and 2 seconds for moderate risk incidents and 10 minutes and 4 seconds for high risk incidents in urban areas. The first-due unit, staffed with 3 firefighters and officers, is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; and establishing an initial isolation distance.

It was verified and validated by the peer assessment team that the Culver City Fire Department did not have sufficient hazardous materials incidents which required an effective response force to be assembled for 2014-2018, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2014-2018.

Moderate Risk Hazardous Materials - 90th Percentile Times - Baseline Performance			2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	2:31	1:43	2:28	2:39	1:35	2:28
Turnout Time	Turnout Time 1st Unit	Urban	2:21	1:51	1:52	2:43	2:04	2:27
Travel Time	Travel Time 1st Unit Distribution	Urban	6:43	3:54	6:55	6:28	5:25	6:20
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	10:02	7:29	10:23	11:19	8:36	9:15
			n=47	n=3	n=10	n=14	n=8	n=12

High Risk Hazardous Materials - 90th Percentile Times - Baseline Performance			2014-2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	3:06	2:41	3:02	2:04	1:55	4:09
Turnout Time	Turnout Time 1st Unit	Urban	2:14	2:05	2:16	2:22	1:52	1:57
Travel Time	Travel Time 1st Unit Distribution	Urban	5:52	7:09	5:11	5:07	5:31	4:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	10:04	10:59	9:49	7:38	8:43	8:49
			n=48	n=14	n=7	n=11	n=6	n=10

Criterion 5K – Wildland Fire Services

Culver City Fire Department operates an effective wildland suppression program with all members trained to minimum of National Wildfire Coordination Group (NWCG) S-130/190 with increasing certifications and qualifications required for promotion. Apparatus are equipped with appropriate wildland tools, equipment, and supplies for stated and observed risks. A wildland-urban interface (WUI) is defined as anywhere the growth and spread of a fire may begin in a brush or wildland region, and then quickly enter an urban environment. Culver City is predominately a high density, urban environment with a number of identified WUI areas, specifically, along the city’s eastern boundary. The agency maintains a wildland pre-plan for the communities adjacent to the high-risk wildland areas that identifies evacuation routes, hydrants, homes and the resources likely needed in

that planning area. Additionally, the community risk reduction division has an active brush clearance program targeted at prevention in the very high fire hazard severity zone within city limits. Lastly, the agency participates in local, regional, and state-wide wildland deployments with single resources, rapid extrication module support (REMS), or Type I engine(s).

The agency operates an adequate, effective, and efficient program directed toward a wildland fire. The department conducts an appraisal of the wildland fire program, as part of the fire suppression program, semi-annually (calendar year and fiscal year) and a report is submitted to the fire chief. The agency is in the process of developing a wildland fire suppression specific program appraisal.

The agency maintains an effective wildfire training and certification/qualification program that meets the operational needs and complies for local, state and federal standards. The agency requires all suppression members to maintain a minimum completion of NWCG S130/190. Additional qualifications are required for higher-ranking officers and to be eligible for promotion. The agency's annual refresher meets the minimum requirements of RT-130 and adds department and local area specific training. Agency members receive incident qualification cards (Qual Card) through the California Incident Command Certification System (CICCS).

The response and deployment standards are based upon the urban population density, and the wildland fire suppression demands of the community. Three fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The benchmark service level objectives are as follows:

For 90 percent of all low, moderate, and high risk fires, the total response time for the arrival of the first-arriving engine company shall be 7 minutes and 30 seconds. The first-due unit shall be staffed with a minimum of three firefighters, capable of establishing command, evaluating the need for additional resources, and advancing the first line for fire attack.

For 90 percent of all low risk wildland fires, the total response time for the arrival of the effective response force, staffed with four firefighters, shall be 8 minutes. The effective response force shall be capable of providing 1,500 gallons per minute pumping capability and be able to accomplish the following critical tasks necessary to contain a low risk fire: command, fire attack, and pump operations.

For 90 percent of all moderate risk wildland fires, the total response time for the arrival of the effective response force, staffed with 18 firefighters and officers, shall be 13 minutes. The effective response force shall be capable of providing 4,500 gallons per minute pumping capability and be able to accomplish the following critical tasks necessary to contain a moderate risk fire: command, safety, perimeter control left flank, perimeter control right flank, and pump operations.

For 90 percent of all high risk wildland fires, the total response time for the arrival of the effective response force, staffed with 55 firefighters and officers, shall be 21 minutes. The effective response force shall be capable of providing 7,500 gallons per minute pumping capability and be able to accomplish the following critical tasks necessary to contain a high

risk fire: command, safety, perimeter control left flank, perimeter control right flank, structure protection, air operations, and pump operations.

The agency’s baseline statements reflect actual performance during 2014 to 2018. The agency relies on the use of mutual aid from neighboring fire departments to provide its high risk effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The agency’s actual baseline service level performance is as follows:

For 90 percent of moderate risk wildland fires, the total response time for the arrival of the first-arriving company is 10 minutes and 20 seconds. The first-due units shall be staffed with a minimum of three firefighters and officers, and is capable of establishing command, evaluating the need for additional specialized resources, and advancing the first line for fire attack.

It was verified and validated by the peer assessment team that the Culver City Fire Department did not have sufficient high risk wildland fire suppression incidents, which required an effective response force to be assembled for 2014-2018 to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the high risk effective response force in this report.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2014-2018.

(Moderate Risk Level) Wildland Fire - 90th Percentile Times - Baseline Performance			2014- 2018	2018	2017	2016	2015	2014
Alarm Handling	Pick-up to Dispatch	Urban	2:25	2:31	2:20	1:07	2:38	1:59
Turnout Time	Turnout Time 1st Unit	Urban	2:37	2:37	2:01	3:08	1:31	2:35
Travel Time	Travel Time 1st Unit Distribution	Urban	6:09	6:55	5:07	2:38	5:36	4:25
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	10:20	12:10	8:43	5:54	8:43	7:29
			n=23	9	2	3	3	6

Category VI— Physical Resources

Culver City Fire Department has facilities, apparatus, capital expenditures and outlays that are the property of the city and managed by the agency that are sufficient to meet the agency’s needs and its service objectives. These facilities include: three fire stations, one training facility, and one communications shop. The agency’s administration and community risk reduction divisions are housed in the city hall building, occupying portions of two floors.

The agency has apparatus purchased by the city and managed by the agency to include: three front line engines, one front line aerial, two front line advanced life support (ALS) ambulances, one front line basic life support (BLS) ambulance, three reserve engines, one reserve aerial, one reserve ALS ambulance, and one reserve BLS ambulance. The agency has capital outlay equipment to include: self-contained breathing apparatus (SCBA), personal protective equipment (PPE), electrocardiogram (EKG) monitors, and powered extrication equipment. Apparatus and equipment are sufficient to meet the agency's needs and service objectives.

The agency's apparatus maintenance is managed by the city's transportation division and is sufficient to meet the agency's needs. The agency contracts its dispatch and communications to a regional communications center. This agency moved its communications to the center as part of an improvement in its services and has already seen these improvements in reliability and accountability of dispatch communications.

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place. The agency's administration requests new facilities for the agency as part of the capital improvement portion of the budget process. The agency involves several staff members in acquiring data to be presented to city council for justification of these requests. Once approved, city administration and the agency coordinate in the planning of the facility.

The agency designs, maintains, manages fixed facility resources that meet the agency's goals and objectives. The facilities comply with federal, state, and local codes and regulations at time of construction. The city's public works division annually reviews all city buildings for needed repairs or non-compliance with any codes or regulations.

Apparatus resources are designed, purchased, maintained to adequately meet the agency's goals and objectives. The agency provides fire suppression and emergency medical services to the city. The distribution of apparatus provides the established service level of 4500 gallons per minute flow for a moderate risk fire. The agency deploys one engine and one ALS ambulance from Fire Station 1, one paramedic engine and one BLS ambulance from Fire Station 2, and one engine, one aerial, and one ALS ambulance from Fire Station 3. The agency has innovatively utilized the BLS ambulance staffed with ambulance operators (AO) to supplement its service capability. The AOs are non-structural medical personnel who are used to provide transport capability for BLS incidents, and transport capability in connection with the paramedic engine for ALS incidents.

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs. The agency uses the city's transportation division for all apparatus maintenance, inspection, and emergency repair. The division does not require technician certifications for employment or promotion. The division does encourage the pursuit of these certifications and includes incentive pay for technicians who have acquired them. The transportation division has achieved recognition for its fleet services by Government Fleet Magazine as an *Elite Fleet Service* for the years from 2013 through 2018.

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency. The city's transportation division maintains records of inspection, preventive maintenance and emergency repair of all agency apparatus. The agency performs pump testing for apparatus pumps

and maintains these records. The city maintains an amortization schedule for the replacement of apparatus.

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. The agency performs some maintenance, testing and inspection of equipment as part of weekly and monthly checks. Specialized or technical equipment maintenance, testing and inspection are performed through contracts with private services that meet the manufacturers' recommended schedule.

Safety equipment is adequate and designed to meet agency goals and objectives. The agency has identified the safety equipment needed to ensure it meets its current and anticipated service levels. The agency distributes PPE to individuals to include two sets of structural gear and a set of wildland gear. The agency distributes SCBAs to response apparatus and maintains sufficient spares to replace when necessary.

The agency currently has a formalized list of safety equipment provided to fire investigator personnel. However, there has not been a formalized job hazard analysis completed for fire investigators. It is recommended that that a job hazard analysis, in compliance with applicable California Division of Occupational Safety and Health regulations, be completed for the position of fire investigator to ensure the assigned personal protective equipment is sufficient for job tasks.

The agency maintains an adequate inventory of safety equipment to accomplish their response mission. It is recommended the agency enhance its safety equipment inventory control and maintenance tracking system to better enable the agency's ability to track the type and location of all types of safety equipment.

Category VII — Human Resources

Culver City's Human Resources Department (HR) oversees all employee matters within the city. The practices of the HR Department comply with local, state and federal statutory and regulatory requirements. Various systems are in place to attract, select, retain, and promote qualified personnel in accordance with applicable local, state, and federal requirements. The city of Culver City's HR department and the fire department are tasked with identifying and announcing potential entry level, lateral, and promotional positions as determined by the Culver City Civil Service Rules.

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements. The assistant city manager is currently the designated human resources director that oversees the HR department for the entire city. The assistant fire chief is the designated personnel manager within the agency. Because of increased job responsibilities, the assistant city manager is in the process of transferring HR responsibilities to another HR department employee.

While the peer assessment team observed that the human resources staffing appears to be generally adequate, there is a substantial back log of city positions to fill, including several within the agency. It is recommended that the agency work with the city's human resources department in an effort to prioritize recruitment efforts for the agency's mission-critical vacant positions and in turn minimize the amount of time these key positions are not filled.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements. The agency uses a variety of screening/qualifying devices to recruit and select initial, lateral, and promotional candidates. The HR department ensures compliance with the Civil Service Rules, state, and federal requirements. All techniques, procedures and devices used for the recruitment and selection of employees are designed to measure only the job-related qualifications of applicants and their suitability for a particular position. The techniques are in compliance with local, state and federal requirements.

The agency has in place a strong probationary process used to evaluate new and promoted members based on the candidates demonstrated knowledge, skills, and abilities. This consists of a one-year probation period, during which there are tri-annual performance reviews and evaluations, including a four, eight, and twelve-month written evaluation and performance test. During the past 10 years the probationary program has a success rate of 100 percent for promoted members, 91 percent for recruits.

The agency has recognized the need for making their workforce more reflective of the community's demographics. During the past accreditation period the agency, in partnership with the city, has put forth efforts to accomplish this. Despite these efforts, the agency still has a substantial gap for this goal. It is recommended that the agency explore additional recruitment strategies to help the agency's workforce be more reflective of the city's demographics.

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior. Personnel policies, procedures and rules are current, written, and communicated to all personnel via several by posting agency specific policies and procedures on the agency's shared drive and more general administrative policies on the city's website. Changes to the agency's rules and regulations are communicated via email to all agency personnel. The agency has identified an opportunity to improve the organization, formatting and accessibility of these documents and accordingly has addressed this as a goal in the current strategic plan.

The agency utilizes all council, administrative and internal policies that relate to sexual, racial, disability or other forms of harassment, bias, and unlawful discrimination in the workplace. Additionally, the city follows California laws and administrative policies which requires the city to provide mandatory sexual harassment training every two years to all employees working in a supervisory capacity. All policies are communicated to all new hires formally through the orientation process wherein the policies are described in detail and a video on harassment is displayed. Respective reporting procedures are also outlined by the HR department in the orientation. All policies are accessible to all employees via the City's intranet. Policies and organizational expectations are enforced as necessary by the agency.

The peer assessment team identified an opportunity at the front-line level of supervision to improve the level of understanding and application of the discipline system. It is recommended that the agency implement a continuing education program for front line supervisors to enhance their level of knowledge and application of the discipline system.

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives. The agency's position classification system is described in the city's civil service rules. It includes a process to audit jobs to ensure employees are working within their class and accomplishing duties and responsibilities appropriate to their assigned classification. The department and the HR department follow the civil service rules when creating a new position or

revising an existing classification. Job classifications are reviewed and updated frequently, usually before each recruitment.

Currently the agency does not include input from incumbent personnel when revising written job descriptions. It is recommended the agency consider input from incumbent personnel during future updates of existing job descriptions.

A system and practices for providing employee/member compensation are in place. Rates of pay and compensation are published and available to all employees via the city's website; the city publishes the salary schedule for all agency positions. Also published on the website are the memoranda of understanding between the city and the various bargaining units: Culver City Employees Association, Culver City Firefighters Association, Culver City Fire Management Group, and Culver City Management Group.

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability. There is an occupational health and safety training program in place. All new agency employees are provided a one-day orientation by the HR department. As part of this orientation, employees receive training from the city's Risk Management Division that includes such topics as employee wellness and workstation ergonomics. After the orientation, all fire department uniformed new hires begin an eight to ten-week academy that provides instruction and training on safe work practices. Incumbents receive regular training on safety practices and any time new substances, processes, procedures or equipment are introduced.

An incident safety officer is assigned to all full alarm fires and other major incidents. There is a policy in place that directs when a safety officer should be assigned and their qualifications. However, of the fire officers that may fill the role of incident safety officer, only two have received formal incident safety officer training. It is recommended the agency provide formal incident safety officer training for all fire officers that may fill the role of incident safety officer. The training should include curriculum in accordance with current industry standards.

The training captain is the agency's designated health-safety officer and is relatively new to the position. It is recommended that the agency's health-safety officer (HSO) complete a health safety officer course that includes the current fire industry's HSO job task requirements.

Currently the agency uses a carbon monoxide threshold measurement to determine when to doff self-contained breathing apparatus. It is recommended the agency modify their standard operating procedure regarding self-contained breathing apparatus (SCBA) use during overhaul to bring it in line with current industry practice of wearing SCBAs throughout the entire overhaul process.

While the agency investigates and documents accidents and injuries, it is not formalized in the form of a policy or procedure. It is recommended that the agency formalize to investigate and document accidents, injuries, legal actions etc.

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. Medical evaluations are required for pre-employment, return-to-work, fitness for duty, clearance for respirator use, and driver license medical certification. Employees are required to receive a medical exam upon receiving a conditional job offer from the city and before returning to

duty after being injured. In addition to the medical exam, new employees are also required to pass the candidate physical ability test . Throughout employment with the city, employees are encouraged but are not required to have a physical annually.

Participation in the voluntary annual physical program is not currently being tracked. Physical fitness is also assessed during annual company and platoon evaluations. However, there are no formal fit-for-duty policies in place for incumbents. It is recommended the agency explore the feasibility of more structured approach to annual medical examinations and fitness evaluations.

Category VIII — Training and Competency

Culver City Fire Department operates a training division staffed by a training captain and supplemented by a nurse educator for medical training. The agency provides initial training for personnel to attain California State Fire Marshal (CSFM) Firefighter I certification through a two-month academy. The training is completed by a combination of training administered at a drill tower and by peer instructors at the fire stations. Recent changes by CSFM have removed the ability for the agency to administer the certifying exam. The agency has coordinated with Regional Training Group (RTG) to have the tests administered.

The agency provides continuing education for its paramedics and emergency medical technicians (EMT) through a nurse educator who is authorized to deliver them. CSFM does not require any continuing education hours for recertification of firefighters. The agency has become part of a RTG to enhance its training program.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. The agency uses a combination of mandated training and quality assurance/quality inspection reports to determine the training needs of the agency. Initial training requirements are determined by CSFM through a task book.

The agency uses CSFM training for command and staff development. The agency supports personnel seeking professional credentialing. The agency has determined minimum training levels appropriate for each rank, however, the agency currently does not formally list the minimum training levels some specific 40 hour staff positions. It is recommended the agency identify the minimum levels of training required for specific staff positions of the agency with regards to the functions of the position

Training and education programs are provided to support the agency's needs. The agency evaluates individuals through California State Fire Marshal mandated task books and California Department of Health Services skills. As part of this evaluation process, the agency conducts annual company and platoon evaluations that are formulated into a formal report and results provided to participating members.

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current. The agency's training program is provided with appropriate facilities and sufficient apparatus and equipment to support the agency's needs. The facility includes a four-story fire-resistive drill tower, drafting pit, hydrants, ventilation prop, and firefighter survivability prop. The training facility has a classroom with a capacity of 25 people. The program uses a combination of front line and reserve

apparatus as well as using company equipment in combination with dedicated training equipment to accomplish training.

The agency's instructional personnel are Fire Instructor I certified and are comprised of experienced personnel. The nurse educator is *National EMS Educator* certified and is required to be a registered nurse.

The agency internally evaluates its training program annually and evaluates all training material prior to each academy. The evaluation determines if the current practices are meeting the agency's needs. The peer assessment team found that some training equipment and props are in need of repair or replacement. It is recommended the agency assess existing equipment and props to determine any necessary repairs or replacement(s).

While the peer assessment team found that the agency makes an effort to maintain a current inventory of all training equipment and resources, it is in need of enhancement. It is recommended that the agency review its training equipment and resources inventory program and make any necessary enhancements.

Category IX — Essential Resources

Criterion 9A – Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

Culver City maintains a capable, reliable and robust water system, scoring 35.99 on its latest Insurance Services Office (ISO) evaluation in September 2018. The city's primary water purveyor, Golden State Water Company (GSWC), maintains 1,010 hydrants with a peak hour demand of 9,975 gallons per minute (GPM) and is capable of supplying 22,500 GPM. The Los Angeles Department of Water and Power manage an additional 31 hydrants. All areas within the jurisdiction are capable of providing sufficient fire flow.

The city and agency have redundancy plans in the event of primary water source failure. GSWC maintains emergency connections with the Department of Water and Power as a redundant water source. The agency maintains mutual aid agreements with Los Angeles City and County fire departments for portable water supplies, and the city maintenance division maintains 2,500 gallon water tender.

The agency relies on the California Fire Code (CFC) to establish minimum fire flow requirements and total water supply based on occupancy construction, size, and the presence of fire sprinklers. The information is included in fire risk evaluation and water supply is considered during the pre-fire planning process.

The City of Culver City has had an adequate and reliable fixed water supply. The Golden State Water Company tracks maximum daily usage, based on system modeling roughly 55 percent (12,525GPM) of the total system capacity (22,500 GPM) available for fire protection and firefighting uses. Additionally, Golden State Water Company has an emergency interconnection with the Department of Water and Power, which can be activated during emergency source failure. Furthermore, the

Culver City Maintenance division maintains 2,500 gallon water tender that can be utilized for firefighting operations if needed. Lastly, portable water supply is available to the department via mutual aid from Los Angeles City or County Fire Departments

Criterion 9B – Communication Systems

The city, through the telecommunications division, operates a six-channel Motorola ultra-high frequency (UHF) trunked radio system that provides communications capabilities for all city departments. In addition to the radio system infrastructure, the telecommunications division maintains an inventory of 450 portable radios and 300 mobile radios supporting all city departments and functions. The agency is able to provide all sworn fire department members and most civilian support personnel with a portable radio capable of operating on the trunked radio system.

The agency hired an independent third party to evaluate the dispatch services offered through the city's police department. Based on that report and a unified, cooperative decision the city chose to disband the existing dispatch system operated by the Culver City Police Department and contract with the South Bay Regional Public Communication Authority for emergency dispatching and 911 monitoring services (police and fire) in 2017. The South Bay Regional Public Communication Authority (SBRPCA) serves as the primary public safety answering point (PSAP) for Culver City. While this relationship is still relatively young there is potential for continued growth, development and cooperative training.

Additionally, the city is a participating member of the region-wide Interagency Communications Interoperability System (ICI System) radio system that provides sufficient channels and ensures interoperability between Fire Department personnel, other departments, and other jurisdictions. As a member of ICI System, the Fire Department radio users are able to roam through the southern California area while maintaining uninterrupted two-way radio communication with the city. The trunked radio system incorporates a *Motorola Station Alerting System* that provides redundant methods for signaling station and field personnel.

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

The city utilizes a six-channel Motorola UHF trunked radio system that can be configured with multiple talk-groups and is currently configured with nine fire-specific talk-groups, nine police-specific talk-groups, fourteen local Government talk groups, and two citywide common talk groups.

All apparatus, command, support, and administrative vehicles are equipped with mobile radios that operate on the trunked radio system. As a participating member of the region-wide Interagency Communications Interoperability System (ICI System) radio system, mobile radios are programmed for communication with other public safety jurisdictions for mutual aid purposes. Portable radios are assigned to all sworn personnel, and to most civilian support staff. Cellular phones are provided for all emergency, command, and administrative vehicles. Satellite phones are available on each command vehicle and a spare is maintained for special deployments. All first responder apparatus, and command vehicles are equipped with mobile data terminals (MDT) linked to SBRPCA through cellular network via radio internet protocol address.

The agency's risk reduction division enforces the 2016 California Fire Code that provides a consistent regulatory standard for the design, installation, operation, and maintenance of emergency responder radio coverage systems. Additionally, the agency maintains an operational plan, Culver City Fire Department Major Incident Guidebook section *701 Fire Ground Communications*, to ensure that adequate emergency communications are capable in areas found to be deficient, such as inside buildings or below grade. However, these areas are not readily documented in the pre-incident plans. It is recommended that the agency provide information regarding locations or structures with limited or intermittent radio coverage to responding and on-scene resources.

The agency conducts an emergency communications program appraisal on a semi-annual basis. The appraisal is completed by the battalion chief with oversight of dispatch. Included in the appraisal are comparative statistics including past and present years. This allows the agency to identify both negative and positive trends and helps determine the effectiveness of the emergency communications system and its impact on meeting the agency's goals and objectives. Currently, ring times (call receipt to pick-up) and call processing times (pick-up to dispatch) are provided to the agency, and the agency is able to incorporate the call processing time into its total response time calculations. However, the ring time, due to system limitations, is not included in the total response time calculation. In reviewing agency documentation, the dispatch center is able to answer in excess of 96 percent of calls within 10 seconds of receipt.

While both SBRPCA and the agency provide well defined communications training programs, there has not been an effort to develop joint training sessions to increase the knowledge and awareness of each agency in the operations of the other. It is recommended that the agency work with the South Bay Regional Public Communications Authority to develop a cooperative training program to include having dispatchers attend on-site all-hazard trainings and company officers attend communication center trainings.

Criterion 9C – Administrative Support Services and Office Systems

The fire chief, the assistant chief, other support personnel, have adequate office space on the 3rd floor of city hall. Each functional division of the department has a designated manager. Collectively, these positions provide the necessary planning, assessment, coordination, purchasing, record keeping, and communication functions for the agency. All personnel have access to office supplies and most have their own computer. Administrative policies, documents, and forms are stored on the city's intranet system and can be accessed by any member of the department.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

The administrative support for the agency is provided by office of the fire chief division. This division is led by the fire chief, includes the assistant chief, a management analyst, emergency preparedness coordinator, and two secretaries. Administrative support is also provided by division heads, who serve as midlevel managers for each of the agency's functional divisions. Policy and guidelines are made with input from all fire department staff. Staff meetings are held weekly to ensure effective communication between line and staff personnel.

All fire department documents are current and electronically maintained on the city's intranet system. All members have access to department forms, policies, and manuals. Organizational documents are reviewed during the administrative review process and updated as needed.

Category X — External Systems Relationships

The Culver City Fire Department is committed to fostering relationships and collaborating with external agencies that impact the department's mission, operations, and effectiveness. Members of the agency attend local regional and state committee and association meetings in support of the agency's commitment to outside relationships. Several department members hold, or have held, leadership roles on these committees and associations.

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness. The agency maintains relationships with other fire departments, law enforcement agencies, regulatory agencies (e.g., Emergency Medical Services Agency, Los Angeles County Department of Public Health), county and state emergency management personnel, community groups, and private organizations. The agency maintains formal agreements with many of these relationship partners and seeks to develop new agreements that enhance the agency's ability to fulfill its mission.

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program are current, reviewed and/or updated within the accreditation period and adopted by the appropriate governing bodies.

The department maintains agreements for aid with Los Angeles City and Los Angeles County Fire Departments. These, and the California Financial Assistance Agreement (CFAA), are reviewed semi-annually as part of the fire chief's administrative appraisal process. The agency monitors the number of times mutual aid is provided and received. This process allows the agency to evaluate the mutual benefit of these agreements. For extended mutual aid deployments the CFAA provides a mechanism for reimbursement.

The agency provides automatic aid for partner agencies, however, receives mutual aid in return. It is recommended the agency evaluate existing mutual and automatic aid agreements to ensure that agreements support both mutual and automatic aid and are reciprocal between partner agencies.

Organizational Chart

