

SUPPLEMENTAL #1

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:**SUBJECT: City Manager - Supplemental Information to Item 13A**

The City Manager received an email from Ken Carter, President of Torrance Fire Chief Officers' Association (TFCOA) regarding Item 13A (Proposed budget revisions for second year of 2009-2011 operating budget). Chief Carter objected to the term "Battalion Chiefs' Drivers Aide" and requested that the position be referred to as "Operations Specialist". The Chief also had concerns regarding the reference of Police Lieutenants as "real" managers. The original email is attached to this supplemental.

This supplemental is intended to provide additional information regarding the duties and the schedule of firefighters assigned to operations specialist duties. The tasks assigned to the operations specialist include driving and providing support to the Battalion Chiefs. Chief Carter did state that the Operations Specialist's driving responsibilities comprise about five to ten percent of duties.

The reference to Police Lieutenants as managers is a distinction that addresses the exempt status related to the Fair Labor Standard Act (FLSA) as well as other duties. The Police Lieutenants with the exception of the duties of Watch Commander do not receive overtime and have a very different distinction in that they mirror managers elsewhere in the organization.

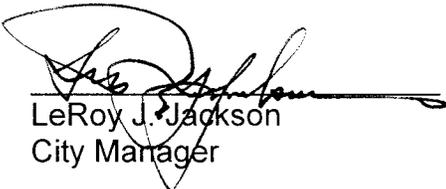
This supplemental also includes excerpts from the 2009 Budget Supplemental Material capturing TFFA's recommendations regarding budget efficiencies including the freeze and/or elimination of a Battalion Chief position and distribution of duties amongst remaining staff

Respectfully submitted,

LeROY J. JACKSON
CITY MANAGER

By 
Aram Chaparyan
Assistant to the City Manager

CONCUR:


LeRoy J. Jackson
City Manager

Attachment A: Email from Chief Ken Carter, President of TFCOA

Attachment B: Operations Specialist typical schedule and duties

Attachment C: TFFA Budget Reduction Recommendations from 2009 Budget Supplemental

Chaparyan, Aram

From: Carter, Ken
Sent: Friday, May 21, 2010 10:03 AM
To: Chaparyan, Aram
Cc: Jackson, LeRoy; Hansen, Mike; Serna, Martin; Samp, William; Besanceney, Carl
Subject: Operations Specialist Fire - TCFOA

As the President of Torrance Fire Chief Officers Association I object to the term "Battalion Chiefs' Drivers Aide" when referring to the Operations Specialist in the budget document that is to be presented at the May 25th, 2009 budget workshop. We (TFCOA) met with Aram yesterday (5/20/10) to discuss proposed budget efficiencies. During that meeting Aram was advised by both TFCOA (Ken Carter) and department representative Chief Dumais that the position is referred to as "Operations Specialist" and not a driver. The term driver and aide demeans that position and the responsibilities that go with that position. Aram agreed to that point and we would appreciate corrections to the document before further distribution.

On a second issue - although not discussed yesterday, referring to the Police Lieutenants in this same document as "real managers" is also demeaning to our Fire Chief Officers. These are tough times and professional respect and dignity needs to be maintained. These type of statements only create hostilities. We appreciate your response.

Respectfully,

Ken Carter
President
TFCOA

5/25/2010

Operations Specialist Daily Activities and Duties**Daily activities:**

- 0800-0830 Line-up
- 0830- 0900 Check vehicle for operational readiness
- 0900-1000 Physical Training
- 1000-1200 Check e-mails and start Telestaff . Telestaff duties include checking rosters 1-18 days for appropriate staffing levels i.e. Hazardous-Material team, Medics. Hire for openings, requested days off by vacation, comp., stand-by's, sick and personal leave. Order-in or move-up positions when needed. Transfer positions due promotion or shift trade. Organize all three shifts vacation picks and vacation qualified relief positions for the calendar year. Staff additional rigs due to emergencies i.e. SWAT detail, brush fires, Mutual Aid, 4th of July, etc. Making sure Constant Staffing Rules are being followed. Payroll request and fixed problems that come up during the pay period.
- 1200-1330 Lunch
- 1330-1500 Telestaff
- 1500-1700 Monday – undercarriage
Tuesday - wash and wax vehicle
Thursday - lawns and yards
Friday - kitchen field day
Any training activities
- 1700- 1800 Dinner
- 1800 - 0630 Handle all Telestaff request via phone or electronic that arise during the remainder of the shift.
- 0630 - 0800 Handle all Telestaff request for sick leave or any roster changes that arise during the remainder of the shift.

Positions Duties

The Operations Specialist is a Firefighter by rank, who is assigned to each of our three platoons as part of the Command Team for the Operations Division. A Battalion Chief who fills the Platoon Commander position supervises the Operations Specialist. The Operations Specialist's primary function is to document the situation and resource status during emergency operations. This includes the mandatory requirement to satisfy an OSHA standard and National Fire Protection Association 1500 Standard on Firefighter Safety. The Standard requires an on scene person to be accountable for all Firefighting or rescue personnel within an immediate location of an emergency scene which poses an immediate danger to life or health.

Additionally, the Operations Specialist drives the Platoon Commander to meetings and functions as required during the tour of duty. Fire maintains this Command Team at all times as we do with any of our Engine, Truck, or Rescue Companies. In other words we do not break this unit up to perform other

functions. Having the Operations Specialist operate the Command vehicle allows the Battalion Chief to Communicate via radio with other units and begin to develop an incident action plan for managing the incident while en route to an emergency. This is a vital function for setting the tone of managing emergency incidents. It allows us to perform as an offensive, action-oriented fire department, which leads directly to lower loss of property. It also gives the Department the ability to be proactive in managing any incident in the most expedient, safe manner, rather than take a defensive stance toward the outcome of the incident.

While not assigned to an emergency, the Operations Specialist is responsible for staffing current shift strength and performing payroll duties by managing the Department's Telestaff hiring system and keeping all roster positions filled and payroll-coded correctly, per Constant Staffing agreement with TFFA. This function requires an intimate knowledge and application of the work rules used to fill the daily staffing roster.

Following is an overview of the Emergency and Administrative responsibilities for the position of Operations Specialists:

Emergency

- Determines the most expedient, direct, and safe response route to an emergency scene allowing Platoon Commander to communicate with and track resources
- Tracks fire scene personnel (Accountability & Safety) required per OSHA and NFPA guidelines
- Tracks tactical assignments
- Situation Status - Maintains status of all units involved on an incident
- Resource Status – Tracks orders and accounts for resources ordered during an incident
- Assists in the Organization of Resources/ ICS positions at Command Post assigned to the incident
- Maintains written record of events during an incident
- Gather any emergency report information that the Platoon Commander may request
- Keeps communication apprised of status of Command Team
- Can provides rapid recon of emergency while Platoon Commander develops an Incident action Plan
- Sets up Incident Command Post
- Assists Incident Commander managing incident/event
- Assists with communications and community notifications
- Functions as Command Liaison with other agencies
- Serve as emergency scene messenger
- Monitor CO levels for Firefighters at fire incidents
- Safety Officer on incidents
- Monitor CO levels for Firefighters at fire incidents

Administrative

- Maintains Staffing for Operations Division
- Performs Payroll input/corrections
- Applies Constant Staffing rules
- Drives and Maintains Command Vehicle & Inventory
- Monitors and documents radio transmissions
- Manages vacation selection process
- Tracks all leaves of Operations Division personnel
- Ensures payroll system (Telestaff) is updated
- Conducts emergency recall – as needed
- Receives and relays messages and orders in the name of the Platoon Commander
- Communicates with all fire stations

- Fields over-flow calls for Platoon Commander
- Tracks status of reserve vehicles and locations
- Updates/Manages Operations Division Activity Schedule as needed
- Handles inquiries relating to payroll and hiring, Telestaff, etc
- Update information in Department's Data management system (Firehouse)
- Handles office work/phone calls
- Recognizes and respects confidential matters
- Monitor radio while Battalion Chief is in meetings and relays messages
- Monitor radio status of Operational resources

Conclusion

- The elimination of the Operations Specialist would impact the Department in both the Operations and Administration sides of the Department. Mandated emergency scene functions would have to be assigned to on scene operational personnel, thus taking them away from other fire / life rescue operations. The incident commander would have to request additional resources to then fill the position of the personnel who is now assigned to the Operations Specialist position on the incident.
- The day to day administrative duties would have to be spread out to shift operational personnel with the Department requesting an additional clerical position to assist with these tasks as well.

Prepared by David A. Dumais, Deputy Fire Chief

**Meeting Notes with TFFA, City regarding FY 2009-2011 Proposed Budget
June 11, 2009 at Fire Station #1**

Representing TFFA: Howard Schneider, Nate Norris, Jeremy Bactat, Ryan Rasnick, Tim Cummings, Tim McAtee, Randy Brooks

Representing the City: Aram Chaparyan, Dave Dumais, Martin Serna, Viet Hoang

Introduction – Aram Chaparyan

- For 2009/10 budget, direction from Council is a 2% reduction in Fire Department (\$660,000)
- Purpose of the meeting is to discuss concepts City is considering to get the 2% reduction and to listen to TFFA's ideas on reducing budget
- Goal is to identify options for Council to consider at June 23, 2009, 2nd budget hearing and prior to budget adoption
- City intention is to identify alternative options in order to avoid the reduction of positions

The City Team reviewed Chief Racowski's Proposed Areas for Reduction

- The latest reduction total approximately \$465,000, and impact the following areas:
 - Reduction of Hazardous Materials response program from 9 members to 5 members through attrition
 - Reduction of contribution to the apparatus replacement fund
 - Modification of the Automatic Fire Alarms response
 - Tiered response to EMS calls
 - Efficiencies from hiring before firefighter openings reach 6
 - Reduction of CISM contract
- Other concepts City discussed as possible proposals
 - Reducing all overtime from 2.1 to 1.5 for a potential savings of approximately \$150,000
 - Reduction of the Hazmat premium pay:
 - From 13% to 7% as mentioned by Mayor Scotto at the June 9th budget hearing
 - From 13% to 11% for Hazmat, and reduce First Responder premium from 7% to 6% as recommended by the Fire Chief
 - Bringing EMS paramedic continuing education in-house for potential savings of \$100,000
 - Eliminating the uniform allowance for a potential savings of \$30,000
- Another area City is considering for budget reductions is Constant Staffing; even if City does not reduce for budgetary reasons, Constant Staffing is an area City wants to explore changing in the future
 - Changing comp-on-comp (employee working for another employee on leave will be paid, instead of receiving comp time), this will reduce the City's financial obligation as employee's accrue additional hours
 - Changing number of days notice for requesting time off
 - Changing number of staff who can be approved for time off at the same time

TFFA's Response to City's Proposed Areas for Reduction

- Until other options are considered, TFFA is not interested in discussing any of the City's proposals that require meet and confer
- Reducing the Hazmat team members from nine to five may be problematic staffing-wise; there would only be three captains and three engineers

- Some of the dollar values of the City's proposals may be underestimated, including Basic Life Support response, fuel savings, and alarms
- City's proposed Hazmat reduction through attrition does not help with immediate budget problems; savings will be realized over time
- TFFA proposed reductions and revenue generation concepts for the City to consider

TFFA's Proposed Areas of Reduction and Revenue Generation

- These proposals are in sequential order based on how TFFA proposes their consideration (e.g. consider the first proposal before the second, etc.)
1. Citywide reductions and Revenue Generation for Fire Department
 - A. Review Citywide events that, while are nice to have during good times, are not necessary to have in lean times. Events and program to consider reducing or eliminating the following:
 - 4th of July Celebration;
 - Department Open Houses;
 - Vehicle Take Home policy
 - Employee Service Recognition Awards Dinner;
 - Cultural Arts programs;
 - Rose Parade Float;
 - Overtime pay for managers (Fire Battalion Chiefs) who attend retreats.
 - B. Specific to Fire Department, review apparatus maintenance policy.
 - C. Consider charging an EMS fee that will go directly to Fire Department budget. Based on 3,600 BLS calls x \$360 x 54% collection rate, a potential of \$700,000 may be generated. Currently, only money is collected when a Firefighter goes in the ambulance to the hospital.
 2. Recommendation to implement a Citywide hiring freeze, with a work down program for Fire Department; paying overtime is cheaper than hiring new employees
 3. When the next Battalion Chief leaves the city, do not fill the position; duties will be split among remaining staff
 4. Approach all employees and all employee groups (from the City Manager down) to meet and confer for a reduction for everyone

General Comments from the City

- City emphasized urgency in coming up with proposals for Council's consideration; budget must be resolved on June 23, 2009; some areas may require meet and confer
- City requested TFFA to remain flexible and to continue to seek alternative options for Council consideration

General Comments from TFFA

- TFFA seeks 100% response capability to the community and does not want any reduction that would impact this goal
- TFFA is available to meet to continue discussing solutions before and at the June 23 Council Meeting
- TFFA is not interested in discussing proposals which require changes to the MOU and any meet and confer subjects.

2009-10 Budget EfficienciesPrepared by: *Torrance Firefighters Association*BACKGROUND

As part of the budget process for FY 2009-2010, the TFFA was directed to provide scenarios achieving two and four percent reductions. Subsequently, the Department was provided with a specific reduction target of 2% or \$660,000. To achieve that target amount, while at the same time avoiding personnel loss in operations, the eight efficiencies detailed below are presented for consideration to the Council.

IMPLEMENTATION OBJECTIVES

To accomplish the reduction efficiencies, the TFFA proposes the following:

- o Reduction of contribution to the Apparatus replacement fund and return to the previous replacement schedule (savings of \$100,000/yr)
- o Freeze a Battalion Chiefs position i.e. Fire Marshal or Administrative Chief (savings of \$270,000)
- o Alter the Department's response to Automatic Fire Alarms between the hours of 0800-0800 to a single engine response (savings of approx. \$40,000/yr)
- o Response modification of EMS calls, responding a rescue only instead of an engine and a rescue (savings of approx. \$55,000)
- o Eliminate the CISM contract (Savings of \$28,000/yr)
- o Eliminate a Fire Intern position (Savings of \$38,000/yr)
- o Freeze the open Fire Prevention Officer position currently vacant (Savings of \$126,000/yr)
- o Reduce the Recruit Academy from 14 weeks to 8 weeks (Savings of approx. \$285,000)

The eight proposed efficiencies from Fire's budget total \$942,000.

- **The TFFA seeks 100% response capability to the community and does not want any reduction that would impact this goal.**