



**Commission on
Fire Accreditation
International®**

Accreditation Report

**Culver City Fire Department
9770 Culver Boulevard
Culver City, California, 90232
USA**

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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 May 14-18, 2024**

**Peer Assessment Team
Lyle Quan, CFO, Team Leader
Tim Richards, CFO, Peer Assessor
McKenzi Ezell, , Peer Assessor
Kevin Sims, FO, Peer Assessor**

TABLE OF CONTENTS

PREFACE.....	3
EXECUTIVE SUMMARY	3
OBSERVATIONS	6
Category 1 — Governance and Administration.....	6
Category 2 — Assessment and Planning	6
Category 3 — Goals and Objectives.....	8
Category 4 — Financial Resources.....	9
Category 5 — Community Risk Reduction Program	10
Criterion 5A – Prevention Program	10
Criterion 5B – Public Education Program	10
Criterion 5C – Fire Investigation, Origin and Cause Program	11
Criterion 5D – Domestic Preparedness Program	11
Criterion 5E – Fire Suppression Program.....	12
Criterion 5F – Emergency Medical Services (EMS) Program	13
Criterion 5G – Technical Rescue Program	15
Criterion 5H – Hazardous Materials (Hazmat) Program	15
Criterion 5K – Wildland Fire Services Program.....	16
Category 6 — Physical Resources	17
Category 7 — Human Resources.....	18
Category 8 — Training and Competency	19
Category 9 — Essential Resources	20
Criterion 9A – Water Supply	20
Criterion 9B – Communication Systems	21

Criterion 9C – Administrative Support Services and Office Systems	21
Criterion 9D – Information Technology	22
Category 10 — External Systems Relationships	23
Category 11 — Health and Safety	24

PREFACE

To the citizens and the governing body of the agency: This report represents a thorough review of the organization to verify and validate how this agency is executing its stated mission in accordance with universally accepted practices for a contemporary fire and emergency services organization. Quality improvement can only be initiated and realized by those agencies that challenge themselves through a comprehensive self-assessment. This report documents that this agency is seeking organizational improvements and discovering elements of excellence. Please note that the recommendations by the peer assessment team are opportunities for improvement provided from professionals in the fire and emergency service industry.

To the agency: This report communicates the outputs and outcomes of your dedication and commitment to quality improvement. Your self-assessment, community risk assessment/ standards of cover, and strategic plan amount to years of work to understand your community, establish accountable goals, institute transparency, and factually comprehend what you did not know about your organization. The verification and validation of your agency by a team of peers represents a major accomplishment. The recommendations in this report are opportunities to become better and stronger in your community. Finally, take this report and communicate to your community the areas you identified during your self-assessment that were outstanding and those that represent improvement opportunities.

EXECUTIVE SUMMARY

The Culver City Fire Department is a career organization with 67 uniformed personnel, staffing 3 engines, 3 rescue ambulances, 1 ladder company, and 1 battalion chief command vehicle at 3 fire stations. All fire suppression vehicles are staffed with a minimum of three firefighters and equipped to provide advanced life support (ALS). All ambulances are ALS equipped and staffed with two cross-trained, certified paramedic/firefighters. The agency operates 24 hours a day, 7 days a week with a minimum of 20 personnel. The number of personnel dedicated to community risk reduction/public fire education is 7.96 full-time equivalent employees (i.e., six full-time and 1.96 community service officers). One full-time person is dedicated to fire training. The city represents 5.1 square miles, and is located in West Los Angeles County. The city borders on the city of Los Angeles. The 2023 census indicated a population of 41,000.

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the agency based upon the tenth edition of the accreditation model. 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 department is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the agency demonstrated that its self-study accreditation manual, community risk assessment/standards of cover (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 observed a strong commitment by the department to the CFAI accreditation process and, in particular, to ensuring appropriate succession training for the

accreditation manager position. The past accreditation manager actively supported the current manager through this process. The recent approval of an additional position in fire administration will assist with the accreditation process in the future. The accreditation manager regularly acts as a peer assessor for CFAI and additional members are being trained to come on board as peer assessors in the near future. These approaches ensure continuity, more direct access to quality improvement with similar organizations, and the engagement of a broader spectrum of the department.

The peer assessment team had meetings with the mayor, the city manager, and the president of the firefighters' association. Individually and collectively, they expressed a long-standing interest in the process. There is clearly a commitment to continue to follow and support the implementation of identified opportunities for improvement. It can be anticipated that all representatives will be supporters and network participants as the full benefits of going through the self-assessment process are realized and built on in the future.

The peer assessment team identified opportunities for improvement that are provided below. These recommendations flowed from discussions, interviews, and a review of supplied documentation to support its self-assessment conclusions.

The following represents a synopsis of the recommendations that were made by the peer assessment team during the on-site visit. Additional details for each of these recommendations can be found in the Observations Section of this report. For each of the recommendations, the performance indicator from the model is provided, including notating if it is a core competency (CC).

Recommendations

Recommendations were developed from the evaluation of criterion, core competencies, and performance indicators.

1. It is recommended that the department's organizational chart reflect that the ambulance operators are under the span of control of the company officers. [\(1B.2\)](#)
2. It is recommended that the agency conduct a more comprehensive review of all the remediation programs offered to more accurately document the results of their outputs versus outcomes. [\(2A.8\)](#)
3. It is recommended that the timelines noted in the agency's strategic plan include a more defined anticipated start and completion date to better direct its staff. [\(CC 3B.1\)](#)
4. It is recommended that the agency evaluate ways to identify, document, and track community risk reduction effort outcomes. [\(CC5B.4\)](#)
5. It is recommended that all uniformed members of the community risk reduction division become certified fire investigators. [\(CC 5C.3\)](#)
6. It is recommended that the agency include measurable baseline and benchmark data in its annual program appraisals. (This recommendation applies to the following performance indicators: [CC 5D.9](#), [CC 5E.3](#), [CC 5K.3](#), [CC 8B.6](#)).

7. It is recommended that the agency evaluate the risk categories and associated effective response force to ensure they effectively serve the agency's needs and assets at risk. [\(CC 5F.1\)](#)
8. It is recommended that the department establish routine Health Insurance Portability and Accountability Act compliance training for all department employees. [\(CC 5F.6\)](#)
9. It is recommended that the agency evaluate the effectiveness of the current policy for conducting annual formal program appraisals and incorporate work plans to support and evaluate their effectiveness. [\(CC 5F.9\)](#)
10. It is recommended that the agency continue to conduct workforce analysis of the Office of the Fire Chief to meet support staff demand. [\(CC 9C.1\)](#)
11. It is recommended that the agency review or enter into formalized agreements with allied agencies that utilize shared training facilities. [\(CC 10B.1\)](#)
12. It is recommended the department regularly evaluate statistical data associated with external agreements and include this information in related annual program appraisals, community risk assessment/standards of cover sections, and strategic planning. [\(10B.3\)](#)

The agency demonstrated its acute desire to immediately implement plans to address opportunities for improvement. The best example of this is the agency started work on the updating of its organizational chart along with setting plans in place to include its baseline and benchmark data in its appraisals.

The agency responded to a total of 7,895 emergencies in 2023 including: 217 fire calls (3 percent); 5,223 emergency medical service (EMS) calls (66 percent); and 2,455 miscellaneous calls (31 percent). Servicing these calls in 2023 resulted in a total of 17,171 unit movements, including 3,324 EMS transports.

In 2023, the Insurance Services Office (ISO) visited the city to rate its public protection classification. The outcome of the visit was maintaining a Class 1 ISO rating.

OBSERVATIONS

Category 1 — Governance and Administration

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 career fire department operating within the jurisdictional boundaries of Culver City, California. The agency is legally established through the City of Culver City Charter, which was established in 2006. The city operates a council/manager form of government, with five council members elected for alternating four-year terms. One member is selected annually as mayor. The city charter and the Culver City Municipal Code drive the agency's policies, procedures, and organizational structure. The city employs a mission-driven budget practice, which allows the council to focus on policy issues of each department's mission, goals, and objectives. It also allows staff to manage within their budget and encourages innovation and prudent management.

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies and objectives. A review of the agency organizational chart shows a consistent approach to ensuring the proper span of control between supervisors and subordinates in all areas except for the position of emergency medical services (EMS) fire captain. [It is recommended that the department's organizational chart reflect that the ambulance operators are under the span of control of the company officers.](#)

Category 2 — Assessment and Planning

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 city of Culver City is 5.13 square miles in size. 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 and displayed for response and planning. The agency has divided the city into three districts for response and resource deployment. The city is divided into 15 fire management zones for analysis and planning. Pertinent historical data has been maintained for a minimum of five years in an established fire incident reporting system. The agency utilizes the *Emergency Reporting* records management system to gather and generate pertinent loss and save data.

The agency utilizes a records management system that captures a variety of information specific to the defined boundaries of the service area. Data such as response locations, type of responses, public education initiatives, fire inspections, and cause and origin determination are collected. The geographic information system data also captures demographics, planning and zoning information. This is combined with other data gathered from both internal and external partner agencies such as critical infrastructure, development and redevelopment plans, and population to provide data layers for analysis.

The agency provides an annual report to city council. This report includes an update to the standards of cover document which serves to summarize annual activity, analyze compliance with established performance benchmarks, and identify emerging trends. Once presented to the city council, this annual presentation is posted on the city's website for public review. Although the remediation programs are reviewed, it would appear that the overall outputs versus the outcomes are not fully

measured and tracked, thereby not providing a full overview of the agency's true proactive initiatives. [It is recommended that the agency conduct a more comprehensive review of all the programs offered to better understand the results of their outputs versus outcomes.](#)

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact consider factors such as cultural, economic, historical and environmental values, as well as operational characteristics. The agency has a documented methodology for identifying, assessing, categorizing, and classifying risks throughout the community and within each fire management zone. The comprehensive risk analysis involves the review of community demographics and development, identifying hazards by fire management zone, evaluating risks, considering mitigating factors, and defining the risk hazard categories as low, moderate, high and special. Risk levels established are based on the probability of an outcome versus the hazard's impact or consequence. Probability was observed by looking at historical emergency service and non-emergency service demands, along with various outcomes. The agency utilizes this risk analysis to establish the foundation for the agency's deployment model.

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 uses a two-axis risk methodology to document risks across the service area. As part of the monitoring and measurement adopted processes, the agency measures the performance of response and non-response programs through baseline and benchmark analysis and annual performance appraisals. Based on area characteristics and the all-hazards risk assessment, the agency has established a deployment model and performance monitoring methodology. The agency followed the critical tasking analysis methodology for fire, wildland fire, emergency medical services, hazardous materials, and technical rescue programs. First due and effective response force tasking was established utilizing several sources of information. The agency does evaluate incident history to discern the effectiveness of the deployment and critical tasking models. Response time components were defined, historical response time components were reviewed for the service area, and quality pertaining to distribution, concentration, and resiliency were observed. The result of this monitoring is reported in the agency's annual report that is presented to city council and made available on the City's website for public review.

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 external influences beyond its control. The agency has identified the impacts of these external influences and communicates them to the authority having jurisdiction.

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 identify gaps in service and note areas needing improvement. Benchmarks are established utilizing stakeholder input, community research, industry best practices, and the unique characteristics of the Culver City community, such

as its population density, its aid systems and partners. The agency has successfully utilized the process to improve its emergency response capacity. The agency monitors its performance through regular program appraisals and meets with the city council biannually to discuss service gaps and receive approval and feedback of agency objectives. To provide a more efficient utilization of resources in the Los Angeles County area, all the fire departments work on mutual aid/automatic response programs. This ensures that the customer gets the most efficient response from the Culver City and Los Angeles County fire departments.

Category 3 — Goals and Objectives

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency.

The agency has a published community-driven strategic plan. Goals, objectives, and one-year budget work plans have been established and evaluated semi-annually. The strategic plan contains initiatives and timelines that identify the goals and objectives and critical tasks to be accomplished. However, the timelines are not clearly associated with an anticipated start and completion date. [It is recommended that the timelines noted in the agency's strategic plan include a more defined anticipated start and completion date to better direct its staff.](#)

The strategic plan defines the agency's general goals and SMART objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves. The agency has clearly defined its goals and objectives in the strategic plan that aligns with its mission. The agency produced additional information on the environmental scan during the site visit. The environmental scan includes a survey provided to citizens to gain public perspective and bi-annual meetings with staff to gain internal input and recommendations to serve the public more effectively.

The agency uses a management process to implement its goals and objectives. The fire chief and executive leadership team determine and assign the appropriate individual, division, or committee to implement the desired goals and objectives. The fire chief is responsible for prioritizing and establishing the parameters for meeting the goals and objectives. Tracking mechanisms are in place to evaluate progress toward achieving goals. The goals and objectives are communicated via email, memos, work plan status reports, and a *State of the Department* meeting with all agency members.

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically. The agency utilizes a continuous strategic planning process. The executive leadership team monitors overall system performance and progress toward the completion of established goals. Program managers and assigned staff evaluate progress toward completing specific objectives and provide updates to executive staff.

During these management processes, agency goals and objectives are evaluated, reinforced, revised, reprioritized, or discontinued as needed. Modifications to goals and objectives are typically based on changes in funding, e.g., budget reductions or budget increases due to receiving a grant, events requiring immediate attention, staff availability, and input from the city manager, city council, or internal stakeholders.

Category 4 — Financial Resources

Agency planning involves broad staff and community participation in financial planning and resource allocation. The agency's financial planning and budget process reflects sound strategic planning and a commitment to its stated goals and objectives. The agency prepares a balanced budget, which adequately maintains level of service and personnel resources.

The mission-driven budget, led by the city manager's office, is strategy development focused. The city council establishes the city's financial planning strategy that drives the budget creation philosophy. The financial planning strategy is focused on the council-identified strategic goals that are set every five years. City council policies, which are reviewed annually, clearly direct the financial planning process. Public notice is given at the start of the budget process by the finance department. City council meetings are utilized to communicate financial reports and forecasts and provide opportunities for community members to provide input on prioritized operational focus. To begin the budget creation process, each department is provided with guidance on developing department-level budget proposals, a budget calendar, and defined procedures for budget modifications.

The city manager and the chief financial officer oversee the operating and capital budget processes. In advance of preparing the budget, citywide presentations and work sessions are held to facilitate discussion around work plan goals and various department-level budget initiatives. Community members are able and encouraged to attend and able to provide public comment during the special study sessions. The city has seen success with the open special study sessions through the smooth budget approval process. The agency has received consistent, reliable support from the city council; shown through the approval of budget requests. The agency has the resources acquired through the city's budgetary process to maintain the quality of services provided to the community. It was noted during the site visit that the working relationship between the fire chief and city council is supported through consistent communication about service levels and operational needs.

The fire chief and management staff within the agency curate a proposed budget to submit to the city manager's office and finance department. The agency's department-level budget is divided into six divisions: office of the chief, fire suppression, emergency medical services, emergency preparedness, community risk reduction, and telecommunications. Program managers within each division contribute recommendations for inclusion in the budget proposal. The citywide budget is presented to the city council for approval. Once approved, the adopted budget is made accessible to the community through the city's website.

Agency financial management demonstrates sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that the city is in receipt of the most currently available Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (certificates) from the Government Finance Officers Association (GFOA) of the United States and Canada for its Budget and their Annual Comprehensive Financial Report (ACFR). The agency has submitted its most recent GFOA certificates as prima facie compliance with this criterion.

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and also maintain the quality of programs and services. The city council adopts citywide strategic goals for five-year increments. Work plans are used as official documents to communicate agency service levels and budgetary information. Each city department is required to

align the proposed work plans to the city's strategic goals. The agency's goals, identified within the community-driven strategic plan are then tied to the annual work plans that communicate agency service levels, operational goals, and budgetary information. The focus of these initiatives in the budget planning process provides the foundation to properly plan for short-term and long-term department needs. A financial outlook, including a 10-year budget forecast and the annual proposed budget, is assembled, and presented to the city council, by the finance department.

Category 5 — Community Risk Reduction Program

Criterion 5A – Prevention Program

The agency operates an adequate, effective and efficient program 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 fire and non-fire risks. The agency takes a contemporary approach to all-hazard risk reduction. Unique prevention programs are in place, providing numerous prevention services for the community's abundant television and movie studios. The agency approaches its relationship with the entertainment industry with intentionality and cooperation. A similar program is in place for inspections and oversight regarding moderate to high-risk hazardous materials fixed facilities.

Targeted messaging has been created for the portion of the community experiencing homelessness. A specific education plan and approach are in place to reach this vulnerable population, and the agency targets these citizens with special education and risk-reduction messaging. Education programs are in place in schools that cover multiple grade levels and specific education programs for the elderly. Compression-only cardiopulmonary resuscitation, and the pending adoption of *PulsePoint*, show commitment to public education and the impact early intervention can have on cardiac arrests. Appropriate fire and construction codes are adopted with local amendments, resulting in a safe built environment. Well-trained uniformed and civilian professionals conduct risk reduction work in the community. Civilian support staff provide the division with administrative, plan review, financial, and record-keeping services.

Criterion 5B – Public Education Program

A public education program is in place and directed toward reducing community risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency has a public education program that addresses specific risks identified through the community risk assessment and annual evaluation of the program. The program is multifaceted in its deployment of community risk reduction efforts. A full-time fire prevention specialist/hazardous materials coordinator works with operations personnel to conduct the program's responsibilities. Station crews provide educational instruction through school visits, station tours, and public events. Emergency education programs are also conducted to increase wildland fire safety awareness education, community, emergency response, bystander cardiopulmonary resuscitation, and fall prevention efforts. Additional educational and safety information is available on the city's website, as well as at each fire station.

The agency has collaborated with local schools to host young adult job shadowing programs. These programs are intended to help students broaden their exposure and awareness of traditional and alternative ways to serve the community while receiving school credit for their participation. The

agency has been able to achieve the desired public education goals through the utilization of personnel who have the necessary knowledge, skills, and abilities relative to the community's hazards and risks. Public education within local schools is tailored to the age group and transitions to include recruitment efforts and career exploration in the high school.

The community risk reduction division provides a variety of safety programs to address high-risk communities within the jurisdiction. These services include smoke alarm installations, fall protection for at-risk elderly community members, and fire safety information for the unhoused population. Deployment of resources is primarily driven by crew-level referrals. It was noted during the site visit that the community risk reduction division has been able to partner with other internal and external agencies to provide weekly outreach to high-risk populations, specifically the unhoused community members. Recently, a targeted community risk reduction campaign was created and implemented with the intent to decrease encampment fire incidents. A review of the short-term data shows a decrease in encampment fires.

The public education program is evaluated annually to ensure alignment with department initiatives and analyze effectiveness. Outputs are recorded and tracked in a department-maintained spreadsheet, as well as the agency's training records management system. Data analysis is utilized to measure the effectiveness of community risk reduction efforts by evaluating the trending impact of specific hazards seen in emergency operation deployment. However, the agency has identified a gap in the ability to directly correlate mitigation efforts to a change in desired outcomes. It was noted during the site visit that the community risk reduction division intends to increase the evaluation of the correlation of risk reduction efforts to better outcome tracking by utilizing more long-term review periods. [It is recommended that the agency evaluate ways to identify, document, and track community risk reduction effort outcomes.](#)

Criterion 5C – Fire Investigation, Origin and Cause Program

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 to drive community risk reduction activities. Within the agency, a specialized division is dedicated to fire investigation, origin, and cause. The fire marshal oversees the community risk reduction division. Adequate resources and personnel are allocated to ensure the division effectively fulfills its mission. To supplement the investigators in the division, several members assigned to shift work maintain investigator certification and assist or conduct investigations when available. Appropriate education and training requirements, codes, and policies are established. [It is recommended that all uniformed members in the community risk reduction become certified fire investigators.](#)

The division members participate in the region's investigations and arson task forces. Personnel from the region participate in these programs, which exist to support cases where investigations require assistance due to their scale, complexity, or scope. These relationships are effective in providing support and backup to neighboring agencies in cases of staff shortages or large investigations.

Criterion 5D – Domestic Preparedness Program

The agency operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate

area. The agency has a coordinated multiagency response plan designed to provide community preparedness and resiliency in response to various emergencies, including terrorist threats or attacks, major disasters, and large-scale emergencies. The agency assumes overall emergency management responsibilities in its jurisdiction, maintaining an all-hazards emergency operations plan, adopting the State of California Standardized Emergency Management System (SEMS), and being National Incident Management System (NIMS) compliant.

The city's emergency operations plan (EOP) is a comprehensive document outlining the agency's emergency operations approach. The plan guides emergency management activities and outlines mitigation, preparedness, response, and recovery methods. The plan defines the roles and responsibilities of all participating city departments and external agencies and was adopted by the Culver City Council and sent to the State of California Office of Emergency Services in 2016. The EOP incorporates SEMS/NIMS and incident command system requirements, effectively defining the fire department's and external agencies' responsibilities and organizational structure. The EOP, crisis communication plan, and the continuity of government plan are all in the final stages of being updated. They are scheduled for the approval of the city council in July 2024.

The agency's commitment to national standards is evident in its compliance with the NIMS. It ensures that its operational methods are compatible with all external response agencies. The agency's training schedule for new and current members meets and exceeds NIMS compliance requirements and is well-documented and tracked through *Target Solutions* Software. Each member of the agency has completed the IS-700 and IS-100 online courses, with supervisory staff completing additional training as required. The agency conducts a program appraisal of the domestic preparedness program annually. The appraisal includes a program description, objectives, resources, and a self-assessment. It also identifies areas for improvement and allows for steps for improvement. During the interview, it was discovered that the agency refers to its baseline and benchmark data but it does not directly include that data in the program appraisal. [It is recommended that the agency include measurable baseline and benchmark data in the annual domestic preparedness program appraisal.](#)

Criterion 5E – Fire Suppression Program

The agency operates an adequate, effective, efficient and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death, and reduce property loss. The Culver City Fire Department meets its staffing, response time, station, pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident. The agency operates three shifts working a 48-hour on/96-hour off schedule with a daily minimum staffing of 20 sworn personnel. These personnel staff three engines, one aerial tiller apparatus, three paramedic rescues, and one command vehicle.

The agency utilizes a standardized incident command system (ICS). This system incorporates the National Incident Management System and has been in place since 2005. The agency outlines its ICS usage in operating procedures which include command responsibilities, command options, unified command, modes of operation, management of span of control, incident action plans, incident communication plans, and the accountability system.

The agency conducts a program appraisal of the fire suppression program annually. The appraisal includes a program description, objectives, resources, and a self-assessment. It also identifies areas for improvement and allows for steps for improvement. During the interview process, it was discovered that the agency refers to its baseline and benchmark data but it does not directly include

that data in the annual program appraisal. [It is recommended that the agency include measurable baseline and benchmark data into the annual fire suppression program appraisal.](#)

Performance Gap Analysis

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	8:10	7:00	01:10
		n=34		

It was verified and validated by the peer assessment team that the Culver City Fire Department had a statistically insignificant number of moderate-risk fire suppression incidents requiring an effective response force (ERF) for 2019-2023 to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

It was verified and validated by the peer assessment team that the Culver City Fire Department had a statistically insignificant number of high-risk fire suppression incidents for 2019-2023 to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Criterion 5F – Emergency Medical Services (EMS) Program

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. The agency operates within the California Code of Regulations: Title 22 and Los Angeles County Emergency Medical Services Agency policies and regulations with oversight from the agency’s medical director. The agency’s EMS delivery system team includes the medical director, EMS administrative captain, nurse educator, and three paramedic shift coordinators/captains. The agency operates out of three stations providing three advanced life support (ALS) engine companies, one truck company, three transport capable ALS rescue ambulance units, and one battalion chief. The agency utilizes one transport-capable BLS ambulance to respond to low-acuity calls for service. The agency’s EMS-related incidents account for over 60 percent of the calls for service. All sworn personnel are cross-trained and minimally certified as Emergency Medical Technicians -Basic. However, over 80 percent of the workforce are EMT-Paramedics.

The agency’s ability to meet the identified benchmarks for EMS-related incidents is altered by the simultaneous calls for service, increased demand for mutual aid ALS transport units, out-of-city hospital transports, and elongated wait times at hospital emergency departments. These factors influence the agency’s ability to stay resilient and available for ALS transport emergencies. It was noted during the site visit that the EMS High-Risk five-year incident dataset had zero qualifiers for the effective response force being met. [It is recommended that the agency evaluate the risk categories and associated effective response force to ensure they effectively serve the agency's needs and assets at risk.](#)

The EMS division works with the Los Angeles County EMS Agency to ensure alignment and compliance in EMS services. Performance outcomes and procedure compliance are reviewed through

an annual audit of the agency. Electronic patient care reports are completed and reviewed for quality assurance through *Digital EMS*. The agency's nurse educator audits every electronic patient care report and communicates identified performance issues with the EMS administrative captain. Compliance gaps and associated remediation are then addressed with personnel. High-risk EMS incident patient care reports are reviewed further by the medical director. The agency coordinates EMS billing through a third-party agency. The agency's EMS administrative captain serves as the privacy officer and is responsible for the Health Insurance Portability and Accountability Act (HIPAA) compliance program. Annual HIPAA training is provided to all operational personnel via the Vector Solutions platform. However, this training is not provided on a department wide basis. [It is recommended that the department establish routine Health Insurance Portability and Accountability Act compliance training for all department employees.](#)

The agency has an established quality improvement program in which 100 percent of patient care reports are independently reviewed. The nurse educator reviews for accuracy, completeness, and patient care compliance. Feedback is communicated to the report writers for review. The nurse educator generates quarterly reports of protocol compliance. The medical director reviews reports that meet pre-identified criteria to designate high-risk incidents such as those with patients who underwent cardiac arrest, continuous positive airway pressure, and ST elevation myocardial infarction. Standing orders and protocols are available electronically, via the Los Angeles County website for all personnel and can be easily accessed with an electronic device. Updates, as well as a synopsis of updates, are made and communicated quarterly.

The agency collaborates with Los Angeles County Department of Health Services in implementing *Hands Only* cardiopulmonary resuscitation training for the community on an annual basis. *PulsePoint*, a 911-connected mobile application that allows community members to view and receive alerts on calls being responded to by fire departments and emergency medical services, is being implemented in the city. The agency utilizes an automatic external defibrillator (AED) management application through *Zoll* to manage the public access defibrillation devices, which are accessible in most city buildings. The agency recently replaced all public access AEDs within the city.

The agency has been an active participant in various pilot programs including but not limited to *Extracorporeal Membrane Oxygenation Pilot*, *ThoraSite Pilot*, *Pedi-Part*, and *Pedi-Dose*. The agency has recently received approval and certification to operate a *Triage to Alternate Destination (TAD) Paramedic Training Provider Program*. If the identified criteria are met and the patient is medically stable, the agency can transport the patient to a psychiatric urgent care center.

The agency completes an annual program appraisal of its EMS division; the appraisal is comprehensive and provides a high-level overview of program objectives, inputs/resources, self-assessment, outputs, outcomes/impacts, as well as plans for continued improvement. It was noted during the site visit that the program appraisals are utilized with the work plans to influence budget recommendations and strategic direction. However, the effectiveness of the formal program appraisal template seems to be adequate, with potential for improvement. Further integration of informal program appraisal discussions would benefit the comprehensiveness of the document. [It is recommended that the agency evaluate the effectiveness of the current policy for conducting annual formal program appraisals and incorporate work plans to support and evaluate their effectiveness.](#)

Performance Gap Analysis

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	7:47	6:50	00:57
		n=18,918		
ERF	Urban	10:41	9:50	00:51
		n=17,586		

It was verified and validated by the peer assessment team that the Culver City Fire Department had a statistically insignificant number of high-risk EMS incidents for 2019-2023 to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Criterion 5G – Technical Rescue Program

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). Adequately trained personnel are equipped to provide operational-level rescue for vehicle extrication and rope rescue. Personnel are trained to the awareness level for trench rescue, structural collapse, and confined space rescue. A robust mutual aid system is in place and well maintained, utilizing the Los Angeles City Fire Department for all technical rescue operations.

Performance Gap Analysis

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

It was verified and validated by the peer assessment team that the Culver City Fire Department had a statistically insignificant number of technical rescue incidents for 2019-2023 to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Criterion 5H – Hazardous Materials (Hazmat) Program

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 has established a sufficient program to handle emergencies involving hazardous materials. All personnel are trained to the operations level in hazardous materials, and a small number of personnel are trained at the technician and specialist levels. More complex incidents are approached using the California Master Mutual Aid plan, which makes available many high-level resources equipped and staffed to handle hazardous materials events. This program is well resourced and serves the needs of the agency well.

Performance Gap Analysis

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk Hazmat Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	9:38	8:00	01:38
		n=50		

It was verified and validated by the peer assessment team that the Culver City Fire Department had a statistically insignificant number of hazardous materials incidents requiring an effective response force (ERF) for 2019 - 2023, to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

It was verified and validated by the peer assessment team that the Culver City Fire Department had a statistically insignificant number of high-risk hazardous materials incidents for 2019 - 2023, to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Criterion 5K – Wildland Fire Services Program

The agency operates an adequate, effective, and efficient wildland fire program directed toward controlling and/or extinguishing wildland fires to protect the community from injury or death and to reduce property loss. The agency provides wildland firefighting services to the citizens of Culver City. Portions of the city, including the Blair Hills and Culver Crest communities, are within the wildland-urban interface (WUI). The WUI is defined as anywhere the growth and spread of a fire may begin in a brush or wildland region and then quickly enter the urban environment. These locations border Los Angeles County and Los Angeles City jurisdictions. Due to its location, mutual aid is established between the agency and the departments of both the city and county of Los Angeles.

For WUI incidents within the city, the agency responds with three type-1 fire engines, one aerial apparatus, three paramedic rescue ambulances, and one battalion chief for an effective response force (ERF) of 20 personnel. If the incident progresses beyond the agency's capabilities, mutual aid between surrounding agencies will be used. Wildland incidents account for less than one percent of the call volume within the city and are categorized as low volume but high risk.

The agency has identified a portion of the response area as a *Very High Fire Hazard Severity Zone* (VHFHSZ) based on factors such as fuel, slope, and fire weather, with varying degrees of fire hazard (i.e., moderate, high, and very high). The agency’s fire prevention division conducts an annual brush clearance program. It includes a brush notification and inspection requirement.

The agency conducts a program appraisal of the wildland fire program annually. The appraisal includes a program description, objectives, resources, and a self-assessment. It also identifies areas for improvement and allows for steps for improvement. During the interview process, it was discovered that the agency refers to its baseline and benchmark data but it does not directly include that data in the annual program appraisal. It also does not include the tracked yearly goals for the

completion of its brush clearance program. [It is recommended that the agency include measurable baseline and benchmark data into the annual wildland firefighting program appraisal.](#)

Performance Gap Analysis

The following table represent the agency's actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

It was verified and validated by the peer assessment team that the Culver City Fire Department had a statistically insignificant number of wildland incidents for 2019 - 2023, to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Category 6 — Physical Resources

Development and use of physical resources are consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place. The Culver City Fire Department operates emergency response resources out of three fire stations. Administration and community risk reduction are in city hall. The city's emergency operations center and communications division, a training center classroom and office, and a training tower all make up the additional facilities dedicated to the agency. All facilities are generally located in appropriate locations to serve the community. Facilities are appropriately maintained and constructed to meet agency needs. The city's public works department maintains all facilities.

The agency designs, maintains and manages fixed facility resources that meet the agency's goals and objectives. The agency's six facilities are well-maintained and provide adequate shelter and workability. The fire stations provide good coverage for emergency resources, and the administrative areas are adequate in size, comfort, and functionality. Station 1 was modernized several years ago to accommodate female fire personnel. A partnership between agency personnel and public works provides adequate facility maintenance. Facilities are compliant with modern regulations and codes.

Apparatus resources are designed, purchased and maintained to adequately meet the agency's goals and objectives. The agency has a well-designed and maintained fleet that fits the community's needs. A well-funded replacement plan for the apparatus is in place. Employee committee members cooperate with members of vehicle maintenance and transportation professionals in the city to establish specifications for all apparatus and auxiliary vehicles.

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. Regular checks and evaluations of apparatus are the shared responsibility of the assigned engineers, captains, and battalion chiefs. A battalion chief oversees the preventative maintenance program and establishes the processes and procedures for maintenance and operational checks.

The transportation department schedules and conducts preventative maintenance of all emergency apparatus and staff vehicles. Appropriate records of maintenance, repairs, and testing are maintained. Pump testing is conducted in-house and follows National Fire Protection Association standards. An outside agency completes aerial ladder testing following applicable testing standards.

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. Apparatus and staff vehicles are sufficiently equipped. Auxiliary equipment is in place to support the organization's needs. Monthly regular inventory checks are completed and documented using a software system. Adequate inventory controls and regular line items are in place to track usage and fund replacements.

A battalion chief manages the agency's small tools and equipment. A designated group of employees meets regularly to discuss small tools and equipment, evaluate needs, and recommend changes or additions to the inventory. Small equipment or tools that require special maintenance, testing, or calibration. These are managed by designated personnel or maintained by outside vendors.

Safety equipment is adequate and designed to meet agency goals and objectives. All uniformed members are issued appropriate personal protective clothing and equipment. The personnel safety equipment is inspected monthly, and programs are in place for its maintenance, replacement, and evaluation. A system is in place to evaluate new safety equipment with participation from all levels of the organization.

Category 7 — Human Resources

General human resources administration practices are in place and are consistent with local, state/provincial and federal statutory and regulatory requirements. The city has a human resource (HR) department, staffed with 16 employees, that coordinates all employee matters within the city. A human resources analyst and two human resource technicians provide dedicated human resources assistance to the agency. The human resources director assigns an HR liaison who works in coordination with the assistant fire chief. The fire chief and secretary assist in administering internal administrative human resource functions. The Culver City Firefighters Association Local 1927 holds a Memorandum of Understanding (MOU) with the City of Culver City. The current MOU will sunset at the end of 2025.

Systems are established to attract, select, retain and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements. The Culver City Civil Service rules determine the process for identifying and announcing entry-level, lateral, and promotional positions. The city's HR department leads efforts in recruitment with assistance from the agency. The HR department aims to coordinate a seamless transition within the agency's personnel structure while minimizing vacancies. Recognition programs are in place to recognize and celebrate exceptional contributions by employees. Annually, the city celebrates outstanding achievements as well as retirements and years of service milestones.

The agency conducts appraisals of all employees on an annual basis. New employees receive tri-annual performance reviews during the 12-month probationary period. The annual performance appraisal system is consistent with the city-wide process and has the support of the HR department.

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior. The city's charter and municipal code provide guidance on personnel matters. The city has policy statements for ethical conduct, conflict of interest codes, grievance procedures, disciplinary rules and procedures, discrimination and harassment in the workplace, and sexual harassment. Citywide and agency-specific organizational guiding documents are accessible via the city's *Microsoft 365 SharePoint* application. Electronic documents are updated as needed. The city's HR and finance departments are set to review and enhance all policies this fiscal year. The HR

department manages the human resources policies in coordination with the city attorney's office. In addition, the city abides by the civil service rules, additional administrative policies, and memoranda of understanding between the city and employee groups.

Human resources development and utilization is consistent with the agency's established mission, goals and objectives. The HR department holds bi-weekly internal meetings to ensure continuity and consistency of HR support provided throughout the city. The HR liaisons report to the HR director on specific department needs and issues that are being addressed. It was noted during the site visit that the agency has a close working relationship with the HR partners and has received consistent support throughout HR-related issues. The HR department regularly reviews the agency's position classification system and job descriptions to ensure alignment with the current job functions. Job descriptions are reviewed in detail before advertising the vacancy. A market study is currently being conducted for all non-sworn employees.

The agency has a mentorship program and has identified opportunities for improvement as it relates to the number of career development materials and courses offered by the agency. A focus has also been identified to increase member participation to bolster succession planning processes. The city is in the process of building a professional development plan which includes identifying potential career ladders and similar position families. Performance management training provides education on positive employee management, effective communications, and thorough documentation practices to city supervisors. In a recent employee engagement survey, it was identified by employees that additional internal training curriculum was requested. The HR department plans to continue expanding the training curriculum to be made available and pertain to all city employees.

A system and practices for providing employee/member compensation are in place. Compensation matters are set through the city's civil service rules and available to all employees via the city's website. Benefits are outlined in the MOU agreements. All new employees are provided a comprehensive benefits packet detailing relevant new hire orientation information.

Category 8 — Training and Competency

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs. The Culver City Fire Department emphasizes the importance of training and competency as central to its mission. The agency provides a comprehensive training program that aligns with its mission statement to protect life, property, and the environment. The program covers many areas, including emergency medical services, firefighting operations, leadership, incident command, hazardous materials, technical rescue, and more, ensuring compliance with legal requirements and the department's mission.

Training and education programs are provided to support the agency's needs. The agency has effective processes to identify training needs, utilizing state fire training curricula and monitoring state and federal firefighter safety and survival regulations. The training program is consistent with the agency's mission, goals, and objectives, and it seeks to enhance professional development opportunities through additional training, mentorship, and succession planning. The agency plans to continue monitoring the effectiveness of the training program and make recommendations for changes as needed.

The agency conducts a program appraisal of the training program annually. The appraisal includes a program description, objectives, resources, and a self-assessment. It also identifies areas for improvement and allows for steps for improvement. During the interview, it was discovered that the agency refers to its baseline and benchmark data but it does not directly include that data in the annual program appraisal. [It is recommended that the agency include measurable baseline and benchmark data in the annual training program appraisal.](#)

Printed and nonprinted training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy and diversity, and are current. The agency's training facility spans 133,100 square feet and includes a classroom building, a four-story training tower, and various props and apparatus. The facility is used not only by the agency, but also by external agencies. The agency utilizes both internal and external instructional personnel with the necessary qualifications and expertise. They also have access to current instructional materials through online resources like the International Fire Service Training Association *E-Library* and *Target Solutions*. The agency plans to continue using these resources and to review and evaluate the training program regularly.

Category 9 — 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. The water supply resources available to the Culver City Fire Department are reliable and capable of distributing adequate amounts of water to all areas of agency responsibility. The city's water distribution system, primarily provided by Golden State Water Company, meets the fire flow requirements established by the agency and exceeds the standards set by the Public Utilities Commission of California. All areas meet fire flow requirements following applicable fire flow criteria.

The city's water system is modeled as a single distribution network with five pressure zones. The hydraulic gradients range from 275 feet to 525 feet. The system can supply 22,500 gallons per minute (gpm). The peak hour demand is approximately 9,975 gpm, leaving 12,525 gpm available for fire flow demand. The fire flow requirements vary from 2,000 gpm in low-density residential areas to up to 12,000 gpm in commercial and industrial areas. There are currently 1,103 fire hydrants within the agency's jurisdiction.

The city has demonstrated its foresight by establishing requirements for new developments and existing structures, including this information in the fire risk evaluation and pre-incident planning process. Moreover, the city has put in place measures to adapt and reduce fire flow requirements if the building is sprinkled, all while ensuring that the information is included in fire risk evaluation and pre-fire planning processes. This adaptability underscores the system's capability to meet diverse fire flow demands.

The agency and the Golden State Water Company maintain a strong and positive collaborative relationship. This partnership is not just about upholding the established fire flow standards, but also about jointly implementing plans for the future maintenance and improvement of the water system infrastructure. This shared responsibility ensures the continued reliability and capability of the agency's water supply resources.

Criterion 9B – Communication Systems

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. Through the Culver City Fire Department’s telecommunications division, the city operates a six-channel Motorola Ultra High Frequency 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 594 portable radios and 426 mobile radios.

Every sworn member and most civilian support personnel are issued a portable two-way radio, and all fire apparatus have mobile radios capable of operating on the trunked radio system. The agency’s radios are also programmed with radio frequencies for surrounding agencies, allowing communication interoperability with mutual aid partners. The city contracts with the South Bay Regional Public Communications Authority (SBRPCA) in Hawthorne, CA for emergency dispatch and 911 monitoring service.

The city participates in the region-wide Interagency Communications Interoperability System (ICI system) radio system. The system provides sufficient channels for fire operations at any level. It also allows for interoperability between agency personnel, other departments, and other jurisdictions. As a member of the ICI system, the agency’s radio users can “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. Standardized radio procedures have been adopted and enforced, and training exercises are conducted using the radio procedures. Plain English and Incident Command System terminology are stressed in training classes.

Criterion 9C – Administrative Support Services and Office Systems

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, record keeping, reporting, business communications, public interaction and purchasing.

The Culver City Fire Department has an office of the fire chief division that is led by the fire chief and includes both civilian and sworn employees. Administrative support is provided by the assistant chief, a senior management analyst, two secretaries, administrative captains, an emergency preparedness coordinator, and a telecommunications supervisor. The administrative support workforce is adequate for the agency; however, support staff fills multiple roles to accomplish the many needs of the department. To assist with balancing the workload, a temporary position to assist the senior management analyst was approved and filled for the 2023/2024 fiscal year. As a part of the 2024/2025 fiscal year recommended budget, the city manager has included the transition of a temporary position to a full-time position. If approved by the city council, the full-time position will be data-focused. [It is recommended that the agency continue to conduct workforce analysis of the Office of the Fire Chief to meet support staff demand.](#)

Citywide and agency-specific organizational guiding documents are accessible via the city’s *Microsoft 365 SharePoint* application. Electronic documents are updated as needed. The city’s HR

and finance departments are set to review and enhance all policies this fiscal year. Updated documentation and relevant workflows are expected from these updates. The agency is in the process of implementing *Lexipol*, a public safety policy service and policy management tool, to organize, manage, and update policies and procedures. *Lexipol*, is on schedule to have the first phase of implementation accomplished in the next month. Currently, the agency follows a three-year cycle to review and update policies and procedures. The transition to *Lexipol* is intended to increase the reliability and standardization of policy/procedure reviews.

The public records management process is overseen by the city clerk's office. The agency has identified a secretary to facilitate the fire and medical-related records when requests are submitted. The secretary coordinates the retrieval, redaction measures, and delivery of the reports. The city uses *NextRequest*, an online public records request platform, to streamline and ensure compliance with the California Public Records Act. The platform has enabled the agency to decrease record delivery time from an average of 13.2 days to just under 7 days.

Agency service information, department-related news, and educational content are made available on the agency's website and social media outlets are utilized to support the customer service needs of the agency. Collaboration with the city's public information manager and the International Association of Firefighters Local 1927 is leveraged to bolster community engagement on social media platforms. Basic Public Information Officer-trained on-duty operations personnel are assigned to fill the agency's daily public information officer role. The city and agency have identified additional opportunities to bolster outreach through in-person and electronic communications. Recently, the agency has partnered with the parks, recreation, and community services department to be included in community engagement events. Education on fall prevention will be provided at an upcoming *Fall Prevention Week* event.

Criterion 9D – Information Technology

Information technology resources are in place with adequate staff to efficiently and effectively conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis.

The Culver City Fire Department utilizes the city's information technology department (IT) to manage the agency's information technology needs, including hardware and software implementation and maintenance. Information technology specialists support the agency's information technology activities managing network and information systems, providing geographic information system work, technology security, and website services. The IT department is an active participant in software evaluation procedures as well as software implementation projects. The agency has identified through the community-driven strategic plan process that it is a priority to continue exploring and leveraging technology that improves core capabilities. The agency identifies subject matter experts (SME) within its operational workforce to manage fire department-specific technology. These SMEs act as program and equipment liaisons between the department and companies. When critical IT support needs arise, the agency has back-up equipment available. The IT department also provides an on-call 24-hour support service for high-priority issues. It was noted during the site visit that the city has a good working relationship with the South Bay Regional Public Communications Authority and works jointly on IT-related tasks that impact the agency's operations.

Category 10 — External Systems Relationships

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 Culver City Fire Department operates under the California Disaster and Civil Defense Master Mutual Aid Agreement establishes and provides statewide interagency assistance and governs the availability of various departments to prevent and combat disasters. The California Fire Assistance Agreement provides funding for deployment expenses. Operational issues between multi-agency emergency responses are presented and discussed at the Area A Region Los Angeles County Operations Group monthly meetings. It was noted on the site visit that the agencies within Area A have a close working relationship. Members of the agency are active participants in state, regional, and local committees and associations including holding a position on the Interagency Communications Interoperability System (ICI) governance board and a chairperson position for the Los Angeles Area Fire Chief Association Operations Group.

The agency's strategic plan identifies an opportunity for improvement in fostering and improving external stakeholder engagement and relationships. It was noted during the site visit that through the strategic planning process, there had been a gap in communication with community members regarding information related to agency activities. Community feedback noted specific items that were desired to be done in the future that the agency had already either accomplished or had already been working on.

The Los Angeles Regional Training Group offers open training opportunities primarily county-wide. Virtual educational resources are also made available through this group. Joint planning and training activities are utilized to bolster the cohesivity of operations with regional partners. It was noted during the site visit that the department has participated in four multi-agency training activities in the past six months. These training events included Mayday operations, wildland firefighting, and major structure fire alarm response. Coordinated and standardized response training has been identified as a valuable tool to increase multi-agency trust and reliability during emergency operations. [It is recommended that the agency review or enter into formalized agreements with allied agencies that utilize shared training facilities.](#)

The agency maintains working relationships with other fire departments, law enforcement agencies, regulatory agencies, emergency management personnel, community groups, and private organizations. It was noted during the site visit that the local production studios have active alliances with the agency.

The agency maintains current agreements with those external agencies which support the identified programs. Agreements are tracked for expiration, renewal, and review by an agency secretary. Aid both provided and received is monitored and utilized to evaluate trends and effectiveness of regional partnerships. An agreement tracking spreadsheet is utilized to record and track contract dates and management information. External agency performance is evaluated utilizing demand activity count. Statistical data is not currently used to review external agreements. [It is recommended the department regularly evaluate statistical data associated with external agreements and include this information in related annual program appraisals, community risk assessment/standards of cover sections, and strategic planning.](#)

Category 11 — Health and Safety

The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability. The human resources department's risk management division works with agency personnel to establish and maintain safe working environments. The program equips members, supervisors, and administrators with injury and accident reporting and data, which is used to identify trends and training opportunities for members. When needed, training is handled through various delivery methods.

The Culver City Fire Department monitors national information and data in the fire and emergency services field to identify trends and evaluate the relevance to local responders. National Institute of Occupational Safety and Health reports are made available for training to increase knowledge of issues being experienced by the fire service. The agency should be commended for their occasional contribution to a website that shares information about close calls.

The agency has a wellness/fitness program for personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. The agency has a wellness/fitness program in place for recruit and incumbent employees. There are provisions for medical exams, access to fitness facilities, fitness and wellness instruction, and crisis and general wellness resources. The agency is dedicated to ensuring that their employees are provided with the equipment and medical support to ensure the health and safety of all staff. There are peer fitness trainers available on shift to provide guidance on use of equipment and nutritional information. Compliance with the department-provided annual physicals is encouraged but is not mandatory. The success of the program is ultimately monitored through mandatory annual company evaluations and performance appraisals.