

Office of the City Auditor City of San Diego

Performance Audit of **San Diego Fire-Rescue, Lifeguard Services**

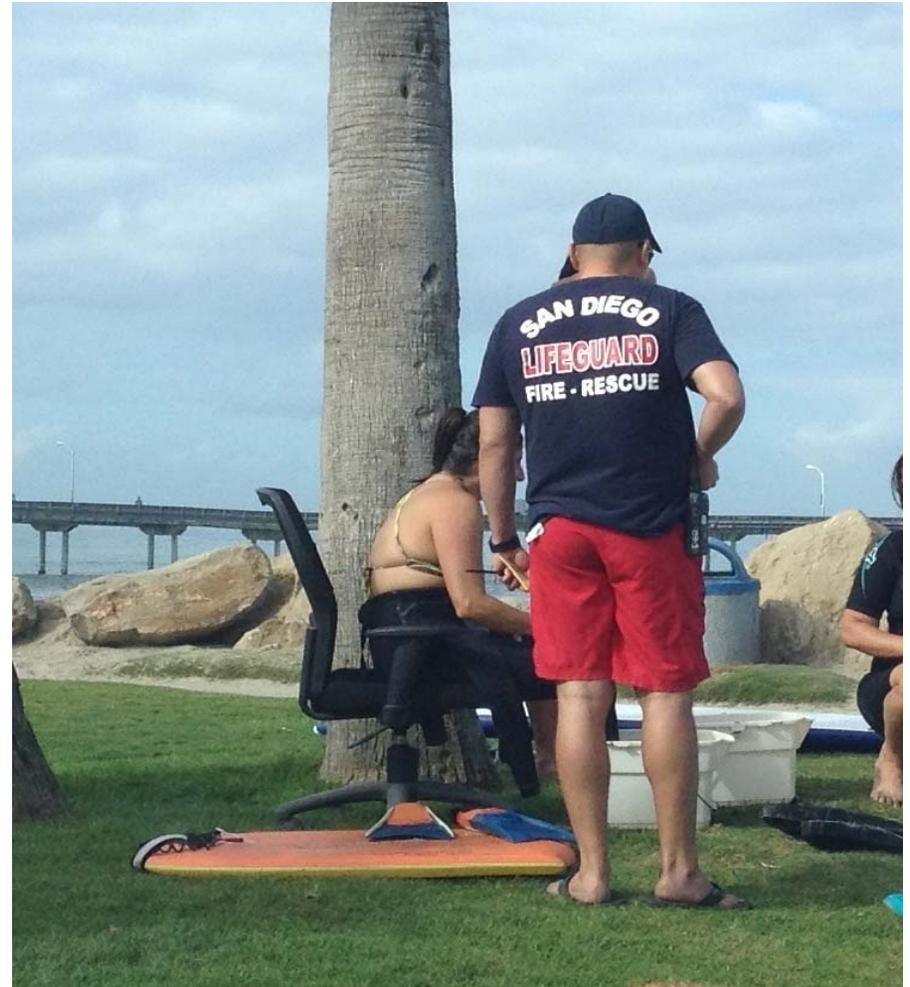
Lifeguard Services Should Strengthen Its Workforce Plan, and the City Should Explore Options to Increase Funding For Lifeguard Operations

Presentation to the Audit Committee

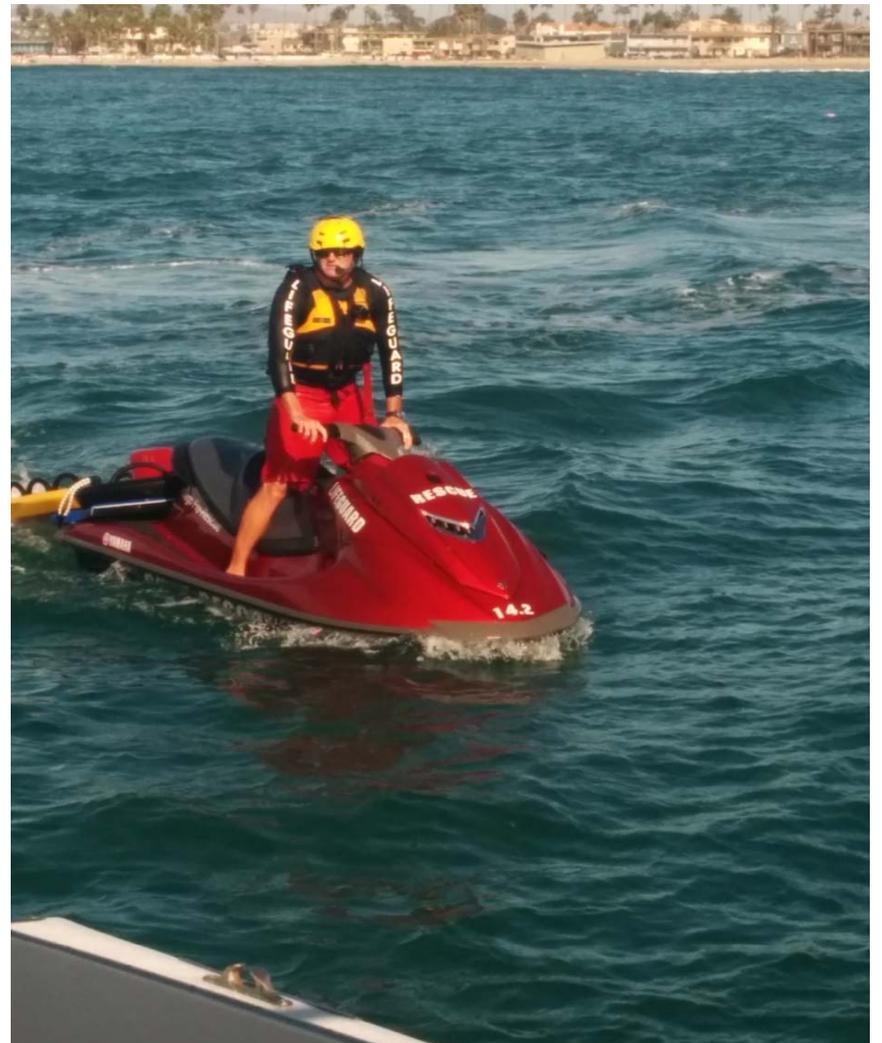
June 3, 2015



Background



Background



Background



Audit Objectives

- 1) Determine if Lifeguard Services has an adequate workforce plan and succession plan**
- 2) Identify needs and strategies to incorporate into its Five-Year Needs Assessment, including workforce diversification initiatives, and**
- 3) Identify potential funding to support Lifeguard Services' Five-Year Needs Assessment**



Lifeguard Staffing

Position	Number of Staff	Duties
Lifeguard I	200-225	Seasonal, protect life and property
Lifeguard II	57	Protect life and property, In-charge guard <ul style="list-style-type: none">• Level 1 Boat Operator• Level 2 Boat Operator• Level 3 Boat Operator
Lifeguard III	15	Lifeguard I & II duties, Training Officers <ul style="list-style-type: none">• Level 1, 2, & 3 Boat Operator and FTO
Lifeguard Sergeant	18	Supervise operations
Marine Safety Lieutenant	4	Supervise district operations, and special projects

Finding 1

Workforce Planning

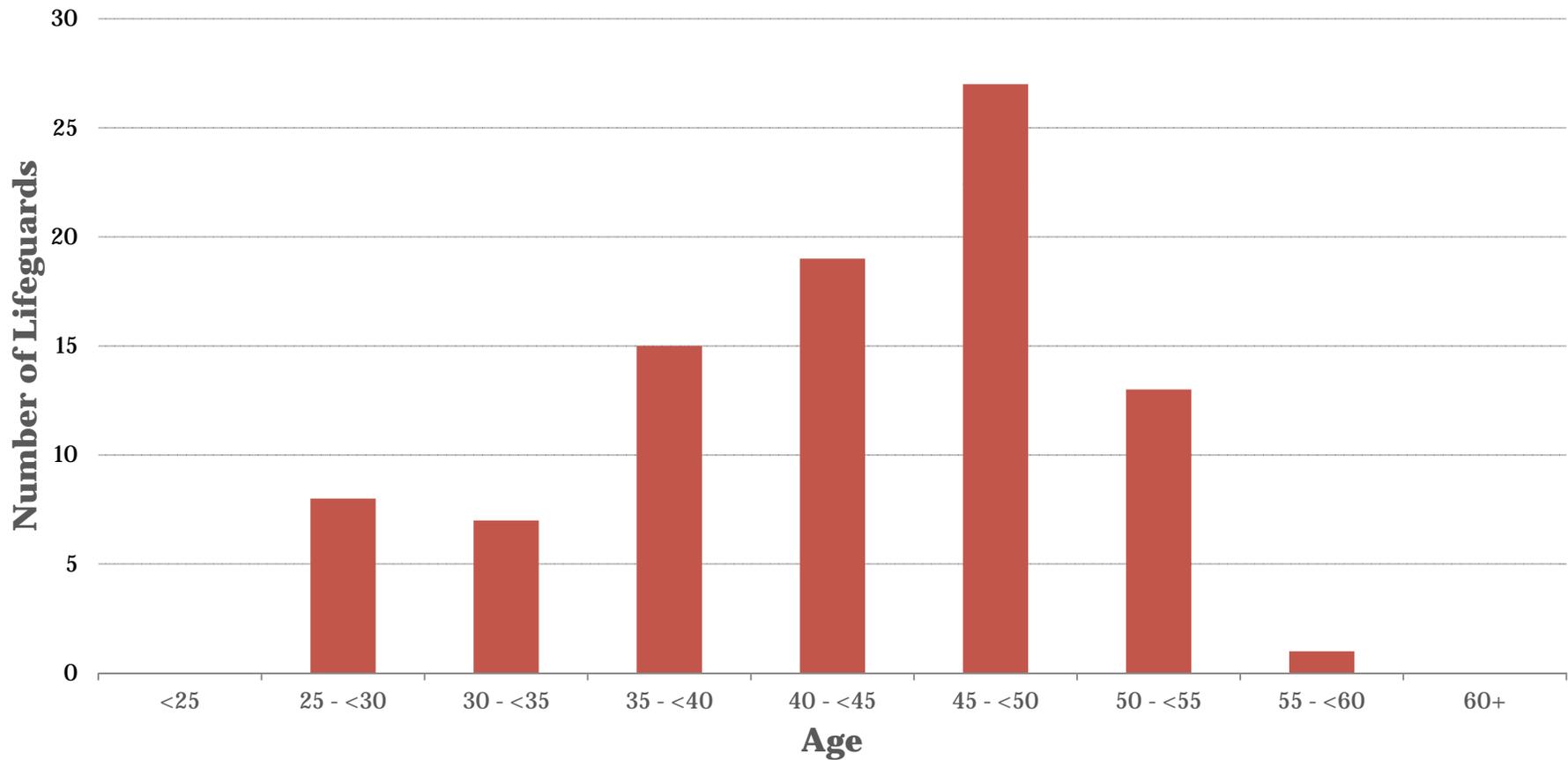
Lifeguard Services Should Develop a More Robust Workforce Plan

- About 40% of the current Lifeguard Services workforce will be eligible to retire within the next five years.
- Certain lifeguard skill sets associated with the Boating Service Unit (BSU) can take many years to develop and certify.

Finding 1

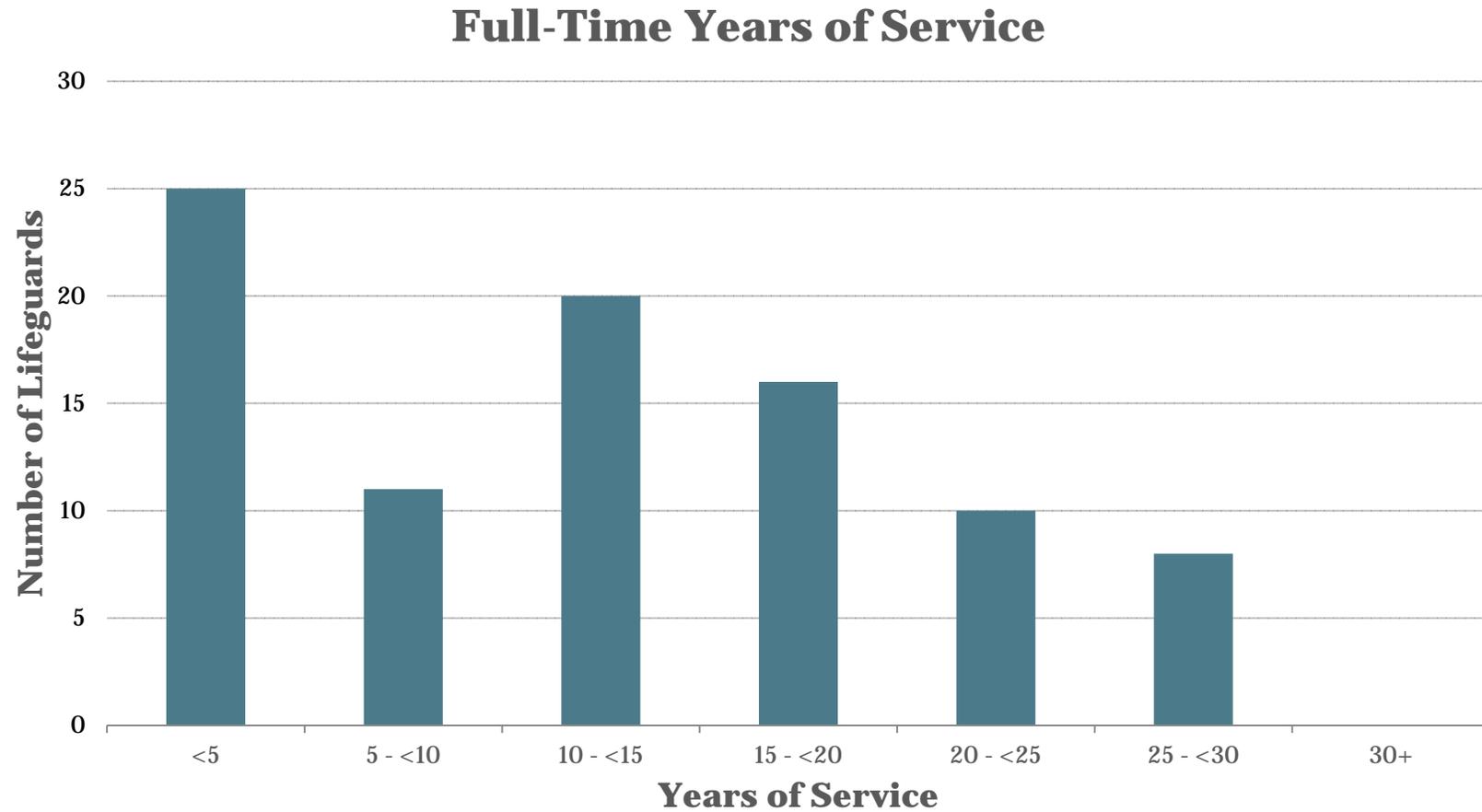
Age of Current Workforce

Age Distribution of San Diego Lifeguard Full-Time Force



Finding 1

Years of Service, Current Workforce



Finding 1

Development of Skill Sets

LGIIIs Require Mission-Critical Skills Sets

- 13 year average to obtain all certifications to be eligible for LGIII
- The actual time period ranged from ~4 to 23 years.
- Many factors influence this range



Finding 1

Workforce Growth and Planning



Growth identified in 5 -Year
Needs Assessment



Separations and attrition



Specific or specialized skill
sets to meet operational goals

- Lifeguard Services has taken some actions to address workforce planning

Finding 1

Workforce Planning



Diversity as an asset



Challenges in and beyond San Diego



Diversity strategies as part of workforce planning

Recommendations

Recommendation 1:

Lifeguard Services should develop a more formalized and comprehensive workforce plan

Recommendation 2:

As part of the workforce plan, Lifeguard Services should include a recruiting plan that is tailored to increase ethnic and gender diversity

Finding 2

Beach Concession Contracts

The City should review its beach concession contracts to ensure it is receiving competitive rates

The City regulates activities for surf camp and kayak concessions

Lifeguard Services is responsible for monitoring the contracts and activities of concessioners through the Ambassador Program



Finding 2

Contract Rates

Current contracts require that 10 percent of gross sales be paid to the City

Concession Revenues, June 2008-September 2013

Total Gross Revenues (64-months)	\$23,539,532
Total Due to City	\$2,456,170

Finding 2

Other City Rates

Municipal Agency	Fees in % of Gross Revenue
City of Oceanside	12-15%
City of Long Beach	15%
County of Los Angeles	15%
City of Newport Beach**	20-45%
City of San Diego	10%

** City of Newport Beach sets up registration and handles the administration of the concessions.

Recommendation

Recommendation 3:

When preparing future RFPs for beach concession contracts, Lifeguard Services, in conjunction with the Real Estate Assets Department, should review the fee terms.

Additionally, when preparing the RFP, the departments should review the level of operational support needed to ensure safe operations of concession activities.

Management agreed with all three recommendations.

Requested Action

We ask the Audit Committee to accept and forward the report to the City Council.