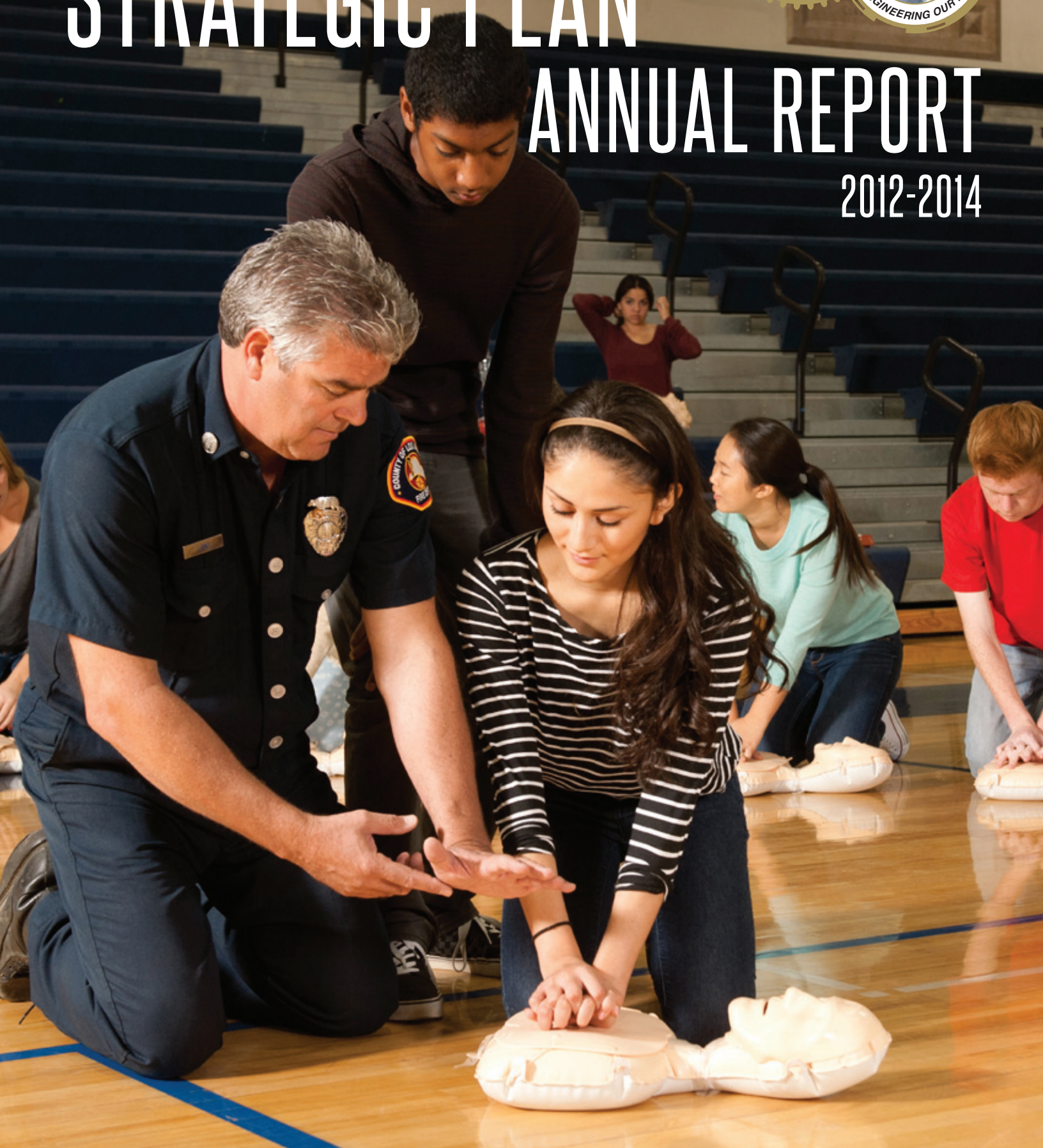


LOS ANGELES COUNTY FIRE DEPARTMENT

# STRATEGIC PLAN

# ANNUAL REPORT

2012-2014





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# MESSAGE FROM FIRE CHIEF DARYL L. OSBY



In the summer of 2011, the Los Angeles County Fire Department launched its first strategic plan in many years. We entitled it “Engineering our Future” to communicate our plans to our workforce, our residents, and everyone else served by our organization. We realized that the men and women who went to work during our early days as the County’s Department of Forestry built a strong foundation. Upon their shoulders, the many generations to follow continued our mission to save life and property. In their honor, we are still proud to be here to serve the now four million residents who depend on us for help.

From the beginning, our strategic plan has been a roadmap to take us to the year 2020. Now in its third year, our strategic plan is truly giving shape to the many changes we have envisioned for our



future. With 12 major goal areas, we have been able to focus on many essential needs, especially in our business operations. The most critical goal is ensuring our financial sustainability to meet our daily emergency operations in 58 cities and all of the unincorporated areas served by our Department.

Following the 2008 recession, our primary source of revenue, property taxes, was significantly depleted by declining property values. This caused us to draw upon our financial reserves to keep our fire stations open and maintain our other services. While the economy continues to improve and our property tax revenue is slowly being restored, we learned many lessons. Achieving sustainability through the implementation of cost-cutting and other financial efficiencies brought both challenges and opportunities. We will continue to use these measures to provide fiscal accountability to the public as we design and implement new services.

Other important focus areas for me as Fire Chief include community engagement, the development of our new Emergency Medical Services Bureau, risk management, and training. We are transforming our organization to

embrace the use of technology in our everyday operations. We are committed to providing a completely transparent work environment and we ask all of our employees to be personally accountable for the work that they perform each day. Together with our emphasis on changing our culture and ensuring effective communication, we are making visible change.



With one eye on our past and both eyes on our future, I am confident that the Los Angeles County Fire Department team will secure our place in history as one of the most highly trained, innovative, resilient, and compassionate emergency service agencies in the world.

Fire Chief Daryl L. Osby

# WE'RE ALL ABOUT

# COMMUNITY

**A**t the Los Angeles County Fire Department, Community is one of our Core Values. We live and work alongside you in our many communities. We are connecting with each community to increase communications and bring life-enriching programs to help everyone stay healthy and be better prepared for emergency situations.



**27,000** residents learned how to do Hands Only CPR on Sidewalk CPR Day during the first week of June.

We have **NINE** emergency operations divisions, and each one includes a **COMMUNITY SERVICES REPRESENTATIVE** to serve as a liaison to local communities.

We serve **4 MILLION** residents in **58 CITIES** and all unincorporated communities within Los Angeles County



**1,500** people trained in CERT (Community Emergency Response Team)

## EVERYDAY HEROES NEEDED

**GET THE APP. SAVE A LIFE.**

Sudden Cardiac Arrest (SCA) is one of the leading causes of preventable deaths. The PulsePoint app alerts bystanders—like you—who can help victims before professional help can arrive.

**PulsePoint alerts you to nearby people in need.**  
For every minute that passes before help arrives, **SCA survival odds decrease by 7%-10%.**

**PulsePoint is like AMBER Alert for Sudden Cardiac Arrest victims.**

1 SCA victim in need

2 911 operator sends PulsePoint alert

3 Signal received by nearby PulsePoint users

4 Users rush to help victim before professional help arrives

GET MORE INFORMATION.

Scanning this QR code will get you started.

GET TRAINED:

Los Angeles County Fire Department  
info@fire.lacounty.gov  
(323) 881-2411

BROUGHT TO YOU BY:

**LIVES NEED SAVING EVERY DAY**

SCA kills almost **1,000 PEOPLE PER DAY** IN THE U.S.

Nearly **60%** of SCA victims **DON'T GET CPR** until professional help arrives.

**13M** Americans are **CPR TRAINED AND CERTIFIED ANNUALLY.**

The U.S. survival rate for SCA is **11%** BUT YOU CAN HELP IMPROVE IT!

SCA data source: American Heart Association, "Heart and Stroke Statistics: A Report From the American Heart Association (AHA) 2016"

**HOW TO HELP**

Call **911** **STAYIN' ALIVE. STAYIN' ALIVE.**

Push hard and fast on the center of the chest to the beat of "Stayin' Alive"—100 times per minute.

Early CPR and rapid defibrillation before an emergency team arrives can boost survival by 50%.

#1000livesday—real-time app activations @PulsePoint—general news and updates

# WE'VE GOT THIS.

## SAVING LIFE AND PROPERTY

Life is precious and fragile. At the Los Angeles County Fire Department, our number one mission is saving life. That's why our emergency responders live and work together in fire stations located in neighborhoods. In minutes, we are at your door, equipped and ready to help you with compassionate, skillful care.

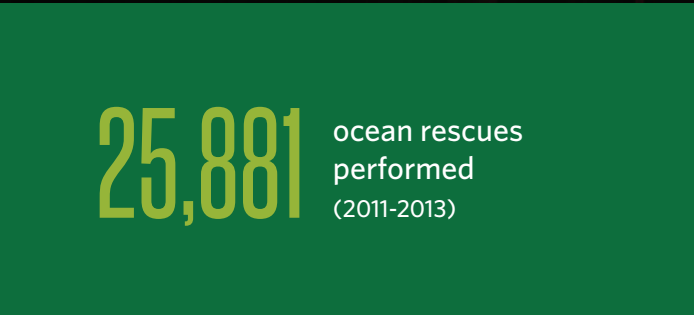


**940,931**  
total calls for service  
(2011-2013)



**23,098** fire incidents

**70,000,000**  
beach visitors protected by  
our lifeguards each year



**25,881** ocean rescues performed  
(2011-2013)



# GOAL

# 1



## PREVENTING INJURY AND ILLNESS

This goal focuses on caring for each member of our workforce and ensuring that they go home safe and healthy at the end of their shift by proactively preventing work-related injuries, accidents, and illnesses.



### 2012-13 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF ANGEL MONTOYA

- An analysis was conducted on the type and cause of work-related injuries. Trends were identified and a prevention plan was devised to reduce common injuries among firefighters.
- Identified best practices to reduce the transmission of illness throughout fire stations and administrative sites.
- Developed a Fire-Fit Program to reduce firefighter work-related injuries and decrease recovery if injured.
- Augmented the use of our Department Peer Fitness Trainers to regularly conduct training utilizing the exercise training plan specific to firefighter duties. Focused on exercise routines that have the greatest potential to reduce the possibility of injuries that commonly occur.

### 2013-14 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF ANGEL MONTOYA

- An illness and injury prevention plan, including an injury tracking mechanism and training, has been implemented to help our workforce avoid occupational injuries that occur on incidents.
- An infection control and prevention training program, including blood borne pathogens safety and infectious disease, was presented to all personnel to help reduce the transmission of illness throughout all fire stations and administrative sites.
- Launched the Fire-Fit pilot fitness program to test a small group of firefighters for a 60-day period and helped improve their benchmark test times; this program will be implemented Department-wide to improve overall fitness of firefighters through the Fitness for Life Program.

 **2,861**  
firefighters trained  
in infectious disease  
response

 **4,713**  
total personnel



**CURRENT GOAL OWNER:**  
Acting Deputy Chief  
Luke Claus



# GOAL

# 2

## DELIVERING EXEMPLARY EMERGENCY SERVICES

This goal focuses on delivering caring, customer-focused emergency services to the public, and identifying organization-wide opportunities to better support the emergency responders who deliver them.

### 2012-13 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF JOHN TRIPP

- Researched the possibility of implementing a Medical Priority Dispatching System (MPDS) to ensure excellent customer service.
- Researched a method to electronically track EMT skills using a mobile computer tablet (iPAD) at each test site to generate real-time data reports for field supervisors.
- Developed an internal customer service training program to emphasize the Fire Department's core values and reinforce professional standards. The program was launched in Spring of 2014.
- Request for Proposal was developed for an Electronic Patient Care Record (ePCR) tool to measure real time quality assurance and track quality improvement indicator in Emergency Medical Service delivery.

### 2013-14 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF JOHN TRIPP

- Delivered Live Fire training in Modern Structural Firefighting techniques to a number of Emergency Operations personnel.
- Developed and completed Department Standard Operating Guidelines for Structural Firefighting.
- Completed Tiered Dispatch Program training for dispatchers.
- Developed quarterly reports that indicate the "turn-out time" of each emergency response unit assigned to fire stations.
- Implemented a revised paramedic reactivation/sponsorship policy and task book aimed at standardizing the process for paramedics to reacquire the paramedic's sponsorship.

- Battalion chiefs delivered "Ensuring Positive Outcomes," a customer service training program, to all firefighting personnel assigned to fire stations.
- Developed a Strategic Plan for both the Air Operations Section and Camps Sections.
- Implemented Quality Improvement and Quality Assurance reports to track quality indicators and high risk aspects of patient care.
- Developed the Emergency Medical Services (EMS) Strategic Plan with Citygate Consultants.

159 lifeguard towers

9 wildland fire camps

9 helicopters

167 fire stations open 24 hours a day ready to serve

4,713 emergency responders and business professionals

900 emergency responders on duty each day

2,000+ structure fires each year

**CURRENT GOAL OWNER:**  
Deputy Chief  
John Tripp



# GOAL 3



## INNOVATING NEW DELIVERY SYSTEMS

This goal focuses on developing **innovative** strategies to deliver **exceptional** and **competitive** public safety **services** and products.

### 2012-13 ACCOMPLISHMENTS

GOAL OWNER: ASSISTANT CHIEF DAVID STONE

- Evaluated the Affordable Care Act's potential impact to the fire service.
- Researched revenue opportunities for the fire service and emergency medical service providers allowed by the Affordable Care Act.
- Researched innovative service delivery models currently being used across the country.

### 2013-14 ACCOMPLISHMENTS

GOAL OWNER: EXECUTIVE TEAM

- During the 2013-14 fiscal year, the focus of Goal 3 strategic planning efforts transitioned to the expansion of Department's Emergency Medical Services program to meet current and future service demands.



# 691,761

emergency medical service calls (2011-2013)



# 101

paramedic units for response



# 693

paramedics

**CURRENT GOAL OWNER:**  
Acting Deputy Chief  
Rick Moreno



Our busiest paramedic squad is located at Fire Station 33 in the City of Lancaster.





# GOAL

# 4

## FOSTERING WORKFORCE EXCELLENCE

This goal focuses on creating and **fostering** an organizational **culture** of mutual **trust** and **teamwork** that results in a high performing and **diverse** workforce where **personal strengths** are recognized and individual differences are **respected**.

### 2012-13 ACCOMPLISHMENTS

**GOAL OWNER:** ACTING CHIEF DEPUTY  
DAWNNA LAWRENCE

- Developed draft guidelines to be used when selecting special panels and committees, such as the Fire Fighter Panels and the Recruit Training Captain, to create and foster trust, transparency, two-way communication and fairness in developing and applying policy and procedures.
- To increase the Department's diverse pool of candidates, developed an entry-level Fire Fighter Recruitment Plan to encourage applicants throughout Los Angeles County to prepare for a successful career in the fire service; the Department is evaluating and planning to establish a testing mechanism for discovering behavioral characteristics in recruit candidates and job applicants.
- Completed work on a proposal to hire a consultant to create the Fire Fighter Trainee examination. The Statement of Work includes the core competencies identified by the key Stakeholder Committee.

**CURRENT GOAL OWNER:**  
Acting Deputy Chief  
Theresa Barrera

### 2013-14 ACCOMPLISHMENTS

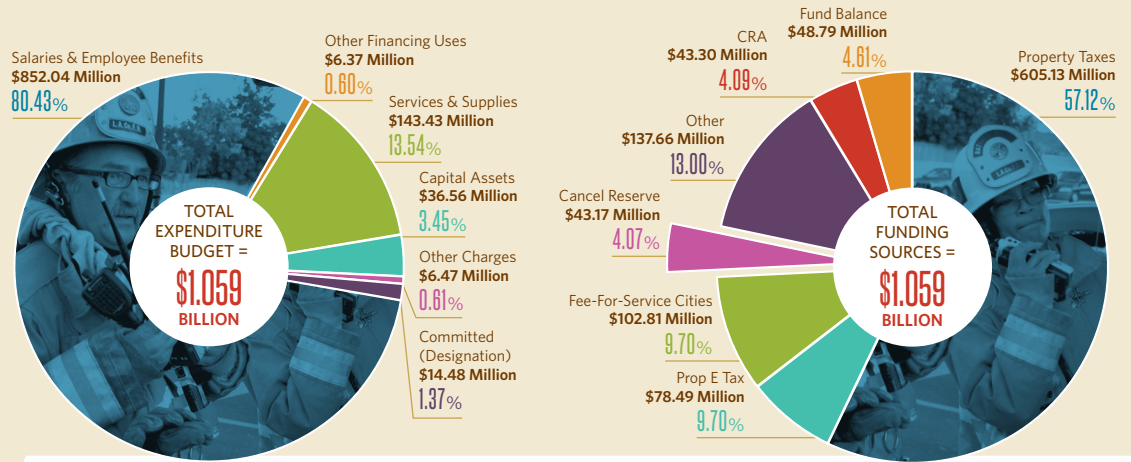
**GOAL OWNER:** ACTING CHIEF DEPUTY  
DAWNNA LAWRENCE

- Developed an entry level Firefighter Recruitment Plan, including a series of preparatory seminars, designed to encourage applicants throughout Los Angeles County to prepare for a successful career in the fire service.
- With the help of stakeholders, identified key methods to prepare and encourage applicants for a successful career in the fire service.
- Developed an agenda and identified trainers who will educate potential candidates preparing for a successful career in the fire service by coaching candidates to be successful in reaching their goals.



- Created a competency-based hiring, performance, and promotional model.
- Finalized all Department Work Plans to be ready for implementation in the Performance Net System in preparation for the electronic submission of performance evaluations.
- Increased our Department's diverse pool of excellent candidates reflecting the communities we serve.
- Established a new entry level Fire Fighter Trainee examination.
- Incorporated the identified core competencies and released a Request for Proposal for the Firefighter Trainee Examination.

# GOAL 5



## ENSURING FINANCIAL STABILITY AND ACCOUNTABILITY

This goal focuses on establishing revenue and expenditure strategies, and accountability processes, as good stewards of public resources in order to meet current and future financial obligations.

### 2012-13 ACCOMPLISHMENTS

**GOAL OWNER:** ACTING DEPUTY CHIEF  
THERESA BARRERA

- In support of the Department's Financial Plan, ensured proper communication and coordination of timely updates, and assessed the Department's budgeting and procurement processes, to safeguard appropriate efficiencies and the delivery of accurate management information.
- Developed and updated the Department's Financial Plan to address the Department's projected budget deficit, including use of one-time reserve funds, realignment of programs, increased revenue and additional cost curtailments and efficiency measures.
- Developed a plan to ensure linkage between the Department's financial system and the cost efficiencies reflected in the Department's Financial Plan.
- Evaluated the billing and revenue collection process for the County Unified Program Agency and made recommendations to enhance the Department's ability to generate additional revenue.
- Negotiated and gained a contract extension with Ford Motor Company for our Lifeguard vehicles, and

explored potential for other vehicle sponsorships within the Department.

- Updated the Department's 30-Year Forecast to include relevant assumptions regarding revenue streams, ongoing expenditures, and potential new funding options.
- Developed a tracking system to ensure collection of all fees for the review of environmental documents.
- Developed a uniform expenditure tracking program for better cost accounting by managers, using the Operations Supplies and Services Tracking Program as a model.

### 2013-14 ACCOMPLISHMENTS

**GOAL OWNER:** ACTING DEPUTY CHIEF  
THERESA BARRERA

- Developed Unit Codes for Supplies and Services at the fire station level, and reallocated requests from the battalion level to the fire station level, in support as part of the Department's plans to ensure linkage between its financial system and cost efficiencies.
- Prioritized critical infrastructure projects as part of the 2014-15 Budget, updated the Department's Fiscal Forecast to include funding for future critical infrastructure projects, and ensured the maintenance of

an appropriate level of reserves for budget uncertainties.

- Prepared periodic updates to the Department's Fiscal Forecast, and developed and disseminated a newsletter to provide all employees with updated information about the Department's financial situation.
- Developed and evaluated the effectiveness of the Omega Cal-Fire/ State Responsibility Area (SRA) Training Program to augment the Department's compliance with monthly reports for the National Fire Incident Reporting System (NFIRS).
- Developed recommendations for possible cost share formulas for future fee-for-service city contracts and initiated the review of potential cost sharing options.
- Identified proposed new revenue sources, evaluated the feasibility of implementing the new revenue sources, developed estimates of potential future revenue, and communicated with the Board of Supervisors on these proposed new revenue streams.

**CURRENT GOAL OWNER:**  
Acting Financial Management  
Division Chief Debbie Aguirre

# GOAL

# 6



## DEVELOPING THE LEADER IN EACH EMPLOYEE

This goal focuses on maintaining a responsible and effective workforce that provides accountability at all levels of the organization.

### 2012-13 ACCOMPLISHMENTS

**GOAL OWNER:** DEPUTY CHIEF JOHN TODD  
AND DEPUTY CHIEF ANTHONY C. MARRONE



- Researched the development of a comprehensive Los Angeles County Fire Department University, to include all uniformed personnel in firefighting operations, hazardous materials, and forestry.
- "Roadmap to Success" programs have been developed for new personnel assigned to the Fire Prevention Engineering Section and the Forestry Division.
- A training matrix specific to the Hazardous Materials Specialist series has been developed that will align courses and topics with the statewide Unified Program and applicable legal mandates.

- Leadership programs that focus on leadership and accountability have been developed for Fire Prevention Captains, Deputy Foresters, and Supervising Hazardous Materials Specialists.
- An Incident Command System-based Fire Prevention Program has been developed so that Fire Prevention personnel will be trained to assist during significant incidents.
- Developed a succession plan for administrative and executive level positions.
- Existing leadership instructional programs were compiled and catalogued by discipline to help guide personnel in career development.

### 2013-14 ACCOMPLISHMENTS

**GOAL OWNER:** DEPUTY CHIEF  
ANTHONY C. MARRONE

- All new employees entering the Fire Department received training about diversity and understanding generational differences.
- The Department's Mentor Program successfully introduced 50 new candidates to the Mentorship Program. Over 150 personnel were identified as Department mentors, and over 300 plan to receive mentorship.
- An overview presentation outlining the roles of the Department's Employee Relations Division and Professional Performance Section was developed and placed on the employee intranet.
- The Department's Blackboard training program was fully implemented to engage battalion chiefs within each emergency operations division.
- Create and deliver routine management training relative to personal administrative action, County Policy of Equity, Privacy and Access, Firefighter Bill of Rights, Reasonable Suspicion, and Sexual Harassment Prevention.



**CURRENT GOAL OWNER:**  
Deputy Chief Anthony C. Marrone

# GOAL

# 7



## STRENGTHENING OUR INFRASTRUCTURE

This goal focuses on strengthening the fundamental facilities and systems serving the Department to meet evolving service delivery demands.

### 2012-13 ACCOMPLISHMENTS

**GOAL OWNER:** ASSISTANT CHIEF CHRIS JACKSON AND ACTING CHIEF DEPUTY MARK BENNETT

- Analyzed a parts procurement process within Fleet Services to increase and potentially save the Department over \$2 million in overhead costs, procurement, and inventory storage and shrinkage.
- Completed Phase I of the Privacy and Access Plan, including site assessments, sign installations, and locker room requirements. Began Phase II with the Capital Project at Fire Station 32.
- Secured funding to increase the Department's bandwidth connectivity and improve the network infrastructure.
- Reorganized the Construction and Maintenance Division to maintain an effective and efficient workforce and meet the growing needs of the Department's infrastructure.
- Established a preventive maintenance and inventory control program for the Construction and Maintenance Division.

### 2013-14 ACCOMPLISHMENTS

**GOAL OWNER:** ASSISTANT CHIEF CHRIS JACKSON

- Improved and upgraded 38 fire stations to meet Privacy and Access regulations.
- Installed new Mobile Data Computer systems in 785 of the Department's emergency vehicles.
- Installed a new fiber optic system at 92 fire stations to expand bandwidth capability and improve network infrastructure, representing approximately 50 percent of the Department's 171 fire stations.
- Installed WiFi equipment at 154 of the Department's 171 fire stations.
- Researched and developed the requirements for a new Computer Aided Dispatching system.
- Implemented a field-based Maximo Asset Tracking system to collect and inventory major facility assets at all fire stations, camps, and maintenance support sites.



- Installed keyless Access system controls at the Carpentry and Electrician shops to limit and monitor access.
- Developed a 20-year plan to procure and maintain the Department's vehicle fleet.
- Identified all Department marine firefighting and rescue resources, and evaluated their condition for longevity and reliability.
- New Foam 1 delivered and placed into service.
- Designed two new fire boats.
- New Foam 10 delivered and placed into service.

**CURRENT GOAL OWNER:**  
Assistant Chief  
Chris Jackson



**785** new Mobile Data Computers installed in emergency vehicles



**92** fire stations now have expanded bandwidth capability



**154** fire stations now have Wifi



# GOAL

# 8

## AUTOMATING OUR SYSTEMS

This goal focuses on continually **researching**, **analyzing**, **building**, and **integrating robust technology** systems to support business and emergency **operations**.

### 2012-13 ACCOMPLISHMENTS

**GOAL OWNER:** INFORMATION MANAGEMENT  
DIVISION CHIEF ROBERT SAWYER

- Established the Department's Technical Advisory Committee to review, approve, prioritize, and support current and future innovative information technology solutions.
- Implemented MacAfee's Enterprise Mobility Manager (EMM) to manage the Department's mobile devices.
- Identified 64 applications used by the Department, including 29 legacy applications, and succession strategies to streamline key programs.
- Completed training for the FireView Geographical Information System (GIS) Dashboard.
- Developed and implemented the California Electronic Reporting System (CERS) Program for the Los Angeles County Unified Program Agency (CUPA) to manage environmental waste reporting.
- Developed a Request for Proposal or Invitation for Bid to establish a funding level and identify vendors capable of designing and installing a web-based Sequel server brush clearance Geo Database to improve effectiveness.

- Developed an information technology project plan for the Mobile Data Computer infrastructure and support.
- Completed an infrastructure update design for the Department-wide WAN Bandwidth; installed more bandwidth in 59 sites to accommodate programs like Blackboard.
- Developed a detailed project plan for centralized copiers, including equipment procurement and implementation of centralized printing/scanning/faxing capabilities.
- Virtualized 65 percent of the Department's servers.

### 2013-14 ACCOMPLISHMENTS

**GOAL OWNER:** INFORMATION MANAGEMENT  
DIVISION CHIEF ROBERT SAWYER

- Completed the implementation of the Maximo Asset Management Software for the Construction and Maintenance Division.
- Developed an Enterprise Data Strategy to allow for the managing of data as an asset to increase revenues, reduce costs, improve customer service and loyalty, and improve employee satisfaction.
- Developed an Enterprise Mobility Strategy to equip the Department's workforce with the most appropriate

mobile devices, plans and applications to enhance productivity and performance.

- Developed an Enterprise Systems Strategy that is aligned with County mandates and facilitates increased organizational productivity.
- Completed the upgrade of Envision software to version 5.1 for the Health Hazardous Materials Division.
- Completed the Envision Connect Remote Pilot for the Health Hazardous Materials Division.
- Completed business requirements and initiated the implementation of an electronic document management solution for the Health Hazardous Materials Division.

- Assisted with the development of the electronic Patient Care Record (ePCR) Request for Proposal (RFP) for the Emergency Medical Services Bureau.
- Implemented a Help Desk solution for the Department's Payroll team.
- Continued migrating Departmental personal computers to Windows 7.

**CURRENT GOAL OWNER:**  
Information Management  
Division Chief Robert Sawyer

# GOAL

# 9



## CONTAINING RISKS

This goal focuses on developing a comprehensive, **proactive** risk management strategy that embraces **safety**, identifies risks, and integrates risk **prevention** into every job every day through exemplary **policies** and **practices**.



### 2012-13 ACCOMPLISHMENTS

**GOAL OWNER:** RISK MANAGEMENT DIVISION CHIEF MIKE KRANTHER

- Created the Department's Risk Profile.
- Implemented a labor-management Carve Out agreement to streamline the Return to Work process and help employees return to work following an injury or illness.
- Developing a Safety Management System (SMS) for the Air Operations Section that promotes open reporting of near-misses and other safety situations to continually improve through proactive safety assessments and quality assurance.

### 2013-14 ACCOMPLISHMENTS

**GOAL OWNER:** RISK MANAGEMENT DIVISION CHIEF MIKE KRANTHER

- Established the Department's Safety and Accident Review Committee to study accident causes and implement solutions to help reduce the number of accidents.
- Analyzed five years of employment litigation looking for recurring trends that contribute to lawsuits.
- Developed monthly safety newsletter covering "On The Road" (traffic and vehicle safety), "Injury & Illness Prevention," and "Safety Call Out" (general safety issues).



**CURRENT GOAL OWNER:**  
Risk Management Division  
Chief Mike Kranther



# GOAL

# 10

## MITIGATING DISASTER

This goal focuses on continually preparing the organization and its partners to mitigate catastrophic emergencies by utilizing disaster planning principles of prevention, preparedness, response, and recovery.

### 2012-13 ACCOMPLISHMENTS

**GOAL OWNER:** ACTING CHIEF DEPUTY DAVID R. RICHARDSON

- Developed a standard area command center procedure to be used Department-wide.
- Developed and implemented an Incident Management Team (IMT) exercise training program, policy document, and guidebook. This training project has successfully trained 120 personnel, and a joint training exercise was conducted with the Department of Public Health.
- Grant funding for a Regional Type 3 All Hazard Incident Management Team (AHIMT) training was secured through 2012 Urban Area Security Initiative (UASI) adopted by the Board of Supervisors. Also, established executive steering committees with work groups.
- Developed an Electrical Safety Awareness Training Program and After Action Review Template.

### 2013-14 ACCOMPLISHMENTS

**GOAL OWNER:** ACTING CHIEF DEPUTY DAVID R. RICHARDSON

- Completed the Planning Section Training Guide for major incident management.
- Completed the Logistics Section Training Guide for major incident management.
- Completed a final draft of the Incident Management Team (IMT) Policy and Procedures.
- Incident Management Team (IMT) courses held, focused on planning, logistics, and finance functions of the Incident Command System.
- A full Incident Management Team exercise, including new trainees and personnel, was developed and successfully implemented.
- Over 200 personnel receiving incident management training at an Incident Management Team Wildland exercise conducted by the Department.
- Multiple All Hazards Incident Management Teams (AHIMT) courses were conducted across the region to help prepare area responders.
- Two classes were held to educate personnel on the Incident Command



- Section Training Manuals were drafted and reviewed.
- The Logistics Section Manual, consisting of ten chapters, was completed.
- The Emergency Medical Services Section successfully coordinated and instructed Department personnel in Cardiopulmonary Resuscitation (CPR), Automated External Defibrillators (AEDs), and first aid.
- More than 3,000 citizens and civilian County employees were trained in CPR, AED, and first aid.
- The Department's Community Emergency Response Team (CERT) Policy and Procedures were completed.
- Multiple CERT classes were conducted Department-wide at the community level to help prepare local residents in disaster preparation.



**3,000** residents and County employees trained in CPR, AED and first aid.

**CURRENT GOAL OWNER:** Acting Deputy Chief Steve Martin

# GOAL

# 11



## PREPARING THE PEOPLE WE SERVE

This goal focuses on serving the community in new and engaging ways by creating customer service initiatives, life-enriching preparedness programs, and strategic community relations.

### 2012-13 ACCOMPLISHMENTS

GOAL OWNER: ASSISTANT CHIEF BILL NICCUM

- Created and launched the Department's CPR Anytime Program to train 40,000 ninth grade students and local residents in hands-only CPR to improve cardiac survivability. Procured a Productivity Investment Fund to purchase an initial 10,000 training kits.
- Between March-May 2013, trained 1,630 seventh to eleventh grade students, as well as 12,961 local citizens, in hands-only CPR.
- Taught CPR to 763 local residents during the course of their CERT training class.
- Established Pulse Point program capability within the Department's CAD system to enable CPR-trained individuals to receive smartphones alerts whenever someone nearby needs hands-only CPR. The program will be officially launched and marketed to the public.

### 2013-14 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF JOHN TODD

- Revised the Fire Prevention section of the Department's website by updating and providing new information related to the Fire Prevention Division, the Forestry Division, and the Health Hazardous Materials Division. Developed an annual calendar to ensure that seasonal materials are added, removed, and updated as appropriate.
- Implemented the California Interagency Statewide Fire Prevention Campaign, *One Less Spark, One Less Wildfire*, to help reduce fire danger.
- Developed an event-specific public education program for the Fire Safety Officer position to guide them when interacting with the public at specific events.
- Through coordination with Emergency Operations, developed an all-encompassing fire safety educational program to be used for residential occupancies.



- Developed and revised fire station brush clearance procedures and incorporated the delivery of the Ready! Set! Go! wildfire preparedness curriculum into annual brush inspection training.
- Developed and implemented an outreach program for the Health Hazardous Materials Division to educate and inform stakeholders about services they provide.



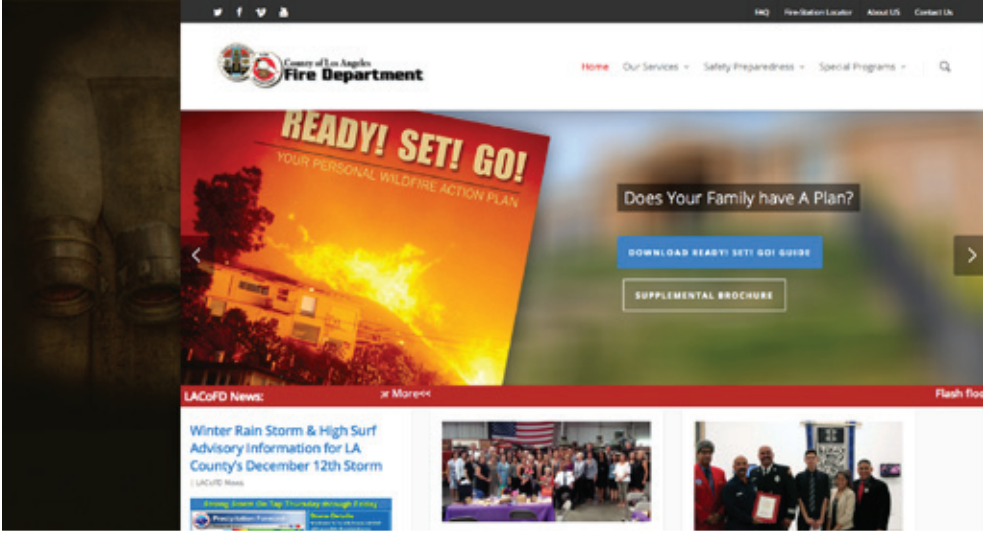
**40,709** brush inspections conducted annually at homes located in wildfire-prone communities



**43,871** free plants distributed to the public from five Forestry nurseries

[ CURRENT GOAL OWNER:  
Deputy Chief John Todd ]





# GOAL 12

## COMMUNICATING OUR VALUE

This goal focuses on promoting the organization's goals and programs through communications that create, strengthen, and preserve favorable public opinion.



### 2012-13 ACCOMPLISHMENTS

**GOAL OWNER:** EXECUTIVE SUPPORT DIVISION  
CHIEF KRISTINA HAJJAR

- Established a Strategic Communications Team to help shape and preserve favorable public opinion about the Fire Department. The team includes headquarters and field communicators responsible for creating and disseminating information to stakeholders.
- Created and launched the Department's Community Relations Program to guide the public relations efforts of our nine field division chiefs and Community Services Representatives. The program guide includes traditional public relations tools and social media/online strategies to connect our firefighters with local communities and communicate our value.
- Expanded the Department's use of social media by creating nine field division-based Facebook and Twitter pages to promote public safety information, educational offerings, special events, and our firefighters in action at the local community level.

### 2013-14 ACCOMPLISHMENTS

**GOAL OWNER:** EXECUTIVE SUPPORT DIVISION  
CHIEF KRISTINA HAJJAR

- Launched a new public-facing website to provide the public with a visually appealing presentation of important public information designed to keep them safe and to help them prepare for emergencies.
- Assisted Strategic Plan Goal owners by developing communications to support goal projects, including promotion of the Firefighter Preparatory Seminar series, creation of a supplemental Ready! Set! Go! brochure for ornamental vegetation management, and development of an internal communications plan for the Department's Health and Safety Committee.
- Developed marketing and community outreach plan for the school-based CPR Anytime program to train students in lifesaving Hands Only CPR.
- Developed a marketing and community outreach plan to support the County-wide launch of the Pulse Point mobile app to notify CPR-trained bystanders that someone nearby needs CPR.



 **25,711**  
likes on Facebook

 **44,851**  
followers on Twitter

**CURRENT GOAL OWNER:**  
Executive Support Division  
Chief Kristina Hajjar



# STRATEGIC PLAN 2014-15 GOALS

## GOAL 1 • PREVENTING INJURY AND ILLNESS

- Care for each member of the workforce and ensure that they go home safe and healthy at the end of their shift by proactively preventing work-related injuries, accidents, and illnesses.
- Develop a Safety Prevention and Injury Reduction Program that will include policies and procedures related to driving safety and prevention of work injuries.
- Reduce firefighter work injuries by incorporating exercises from the Wellness and Fitness Manual with emphasis on stretching, warm-up, cool down, and hydration.
- Reduce injuries during emergency responses and non-emergent activities.
- Create a safer work environment by incorporating programs that focus on driving of emergency vehicles, (i.e., responses, backing, parking, etc.), and the securing of County vehicles and property.

## GOAL 2 • DELIVERING EXEMPLARY EMERGENCY SERVICES

- Deliver training to all emergency personnel about Structural Firefighting Tactics and Standard Operating Guidelines. These guidelines incorporate the nationally-recognized Modern Structural Firefighting Techniques.
- Implement a command succession/mentoring program for promoted assistant fire chiefs. The primary focus will be the practice of incident command.
- Implement work plans for the Air Operations Strategic Plan and the Camps Section Strategic Plan.
- Implement work plans for the Emergency Medical Services (EMS) Strategic Plan, including recruitment and retention, training and education, continuous quality

improvement, logistical support, marketing and EMS leadership.

## GOAL 3 • INNOVATING NEW DELIVERY SYSTEMS

- Develop the Department's new Emergency Medical Services Bureau: Expand the Department's Emergency Medical Services mission by creating and expanding the current operation into a new organizational bureau.
- Develop an education and training plan for mental health medical incidents.
- Implement the Safety Intelligence Network through collaboration with the Los Angeles County Department of Health Services and the Fire Department's Information Management Division.

## GOAL 4 • FOSTERING WORKFORCE EXCELLENCE

- Through collaboration with the Department of Human Resources, continue the Firefighter Trainee examination process that will provide sufficient recruits for the 2015 calendar year.
- In collaboration with the Department of Human Resources and the Chief Executive Office, develop a succession plan for the ranks of Fire Captain through Fire Chief in the fire series positions.
- In conjunction of with the Department of Human Resources, implement a pilot succession plan for the Administrative Services Bureau.
- Create and deliver a training program for Administrative Services Bureau managers, focusing on strategies, teamwork, problem resolution and business continuity.
- Develop and formalize payroll procedural guidelines for the Payroll Section staff.

## GOAL 5 • ENSURING FINANCIAL STABILITY

- Implement an automated supplies and services requisition process in the eProcurement system for each of the Department's regional operations bureaus.
- Obtain executive level approval on a standardized list of non-stock supplies and services to be used by all fire stations.
- Develop an implementation plan for using the eCAPS billing module.
- Refine the First Responder Billing Program fee methodology and obtain approval from the Los Angeles County Auditor-Controller.
- Develop a plan to expand the online credit card program for customer payments.

## GOAL 6 • DEVELOPING THE LEADER IN EACH EMPLOYEE

- Research, develop and formulate an "educational based" disciplinary model/policy for organizational implementation.
- Incorporate ongoing education to all personnel in the area of diversity to increase employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect.
- Deliver "Drug Free Workplace Reasonable Suspicion Training" to all Department Managers and Supervisors.

## GOAL 7 • STRENGTHENING OUR INFRASTRUCTURE

- Assess and strengthen physical access controls for Key Information Technology Sensitive areas.
- Reorganize the Information Management Division's Warehouse to meet Internal Control Certification Program (ICCP)

standards and establish standard operating procedures for the Warehouse.

- Complete Phase II of the upgrade to the Department's emergency systems data infrastructure (Mobile Data Computer project).
- Complete the Managed Print Services project.
- Complete the evaluation of the email migration to Internal Services Department-hosted services.

## GOAL 8 • AUTOMATING OUR SYSTEMS

- Assess and strengthen file and folder security on Department file servers and audit domain administration actions.
- Create new data security standard operating procedures and policies to improve accountability and governance for Department information technology systems.
- Implement a pilot program for an electronic Patient Care Record (ePCR) system.
- Implement a pilot program for the County's enterprise Electronic Document Management Systems (EDMS).
- Develop a Request for Proposal to replace the current National Fire Incident Reporting System (NFIRS) Record Management System.
- Continue to enhance and automate Department systems by utilizing County-wide systems, implementing new commercial, off the shelf systems or designing new internal systems and solutions.
- Increase the proficiency and expertise of the Department's Information Technology Division team and its ability to provide timely and professional information technology services by defining new staffing plans with an emphasis on project management.
- Improve the Department's internal Intranet with a new Content Management System.
- Improve the transfer of the Department's electronic timekeeping system to eHR.
- Develop a vision for mobile development.

## GOAL 9 • CONTAINING RISKS

- Monthly Safety newsletters will be placed on the Safety Office Portal Website for easier access by employees.
- Implement a Risk Management/Data Management Program.
- Increase Risk Management involvement in EMS during the period of their expansion to help with issues including EPCR, identification of EMS risk issues, and the EMS Quality Improvement Committee.
- Develop a monthly Fire Department "Cost of Risk Report" to provide management with up to date cost data related to risk related issues.
- Increase the coordination of Risk Management, Employee Relations, Professional Performance and Return To Work in order to better coordinate the Department's response to issues that overlap all of these critical administrative functions.
- Produce a quarterly Risk Management Sheet to provide staff with information on the causes and costs of accidents, injuries, and incidents in order to increase awareness of the cost of risk faced by the Department.

## GOAL 10 • MITIGATING DISASTER

- Strengthen the Department's Homeland Security Mission by completing and implementing a Homeland Security Strategic Plan that will address key strategic initiatives.
- Implement a succession plan for the Department's Incident Management Teams (IMTs) that includes an analysis of the strengths and weaknesses of each section, and identify methods to strengthen those areas that lack qualified personnel.
- Deliver a division-based program designed to address unique emergency situations that exists locally to help provide a foundation for communities to recognize, educate, and implement mitigating measures to lessen the effects of the identified disaster.
- Using a common template, develop an evacuation plan for residents in fire-prone areas that have significant evacuation challenges.

- Design a comprehensive training program for each of the Incident Management Teams that will result in a focused command simulation of a large earthquake within the County of Los Angeles.
- In collaboration with Command and Control, evaluate and make necessary improvements to the Mode 2-4 communication failure protocols as identified in the Department's Earthquake Procedures.
- Evaluate and develop marine dispatch zones.
- Evaluate and make necessary improvements to the methods by which the FIRESCOPE Multi-Agency Coordination System (MACS) Modes of Operation System (1-4) is used within the Department.

## GOAL 11 • PREPARING THE PEOPLE WE SERVE

- Implement a Fire Prevention Customer Service Initiative to include customer service surveys, follow-up meetings and processes to provide continuous feedback.
- Review, revise and develop Health Hazardous Materials Division fact sheets that provide topic-related guidance to the regulated community.

## GOAL 12 • COMMUNICATING OUR VALUE

- Create a broad and engaging Social Media Strategy for the Department, expand current usage, and make recommendations for new social media sites.
- Create a Strategic Communications Plan for the Department.
- Assist Strategic Plan goal owners in developing internal/external communications needed to ensure the success of their projects.
- Develop a marketing plan for the Department's EMS Bureau.

# PROUD PROTECTORS OF LIFE AND PROPERTY

## CORE VALUES

INTEGRITY

TEAMWORK

CARING

COURAGE

COMMITMENT

COMMUNITY



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