LOS ANGELES FIRE DEPARTMENT

# A SAFER CITY









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# Message from the THE MAYOR



My Administration is committed to excellence and delivering exceptional customer service to make Los Angeles the safest, most livable city in the nation.

The Los Angeles Fire Department is at the heart of public safety and it must operate at top efficiency and effectiveness. That's why we are reforming its approach to providing essential emergency and non-emergency services. We have divided the Department into four geographic bureaus aligned with the boundaries of the Los Angeles Police Department's geographic bureaus. This new structure will unify efforts between the Fire Department, LAPD and the Emergency Management Department to make Los Angeles more responsive and resilient in an emergency. This is one of the most significant organizational changes in the Department's 128-year history and an important part of my reform agenda to reduce response times and increase accountability.

We are also upgrading technology within the Department. The Department recently implemented its new emergency medical dispatch card system (Tiered Dispatch System) to reduce call processing times. That reduction minimizes the amount of time a resident is on the phone reporting an emergency. Additionally, Automatic Vehicle Location, used in combination with GPS devices, will help ensure the closest possible emergency resource is dispatched.

The Fire Department launched FireStatLA in 2014, a regular evaluation of leadership and management that echoes my Back to Basics agenda. FireStatLA is designed to quantify and evaluate the performance of the Department's fire and emergency medical services units at the Station, Battalion, Bureau and Department level.

This Strategic Plan reflects my belief that we can provide safety and prosperity for current residents and future generations through smart investment, strong management and forward-thinking policies. I look forward to working with you and Fire Chief Ralph Terrazas on offering Angelenos excellent emergency services. Together we are all well on our way to building a safer, more livable and well-run Los Angeles.

Sincerely,

**Eric Garcetti** 

Mayor





#### Message from the

### FIRE CHIEF



I am proud to present the Los Angeles Fire Department's Strategic Plan: A Safer City. I consider this to be one of the most important documents ever produced by the Department because it will serve as our guide to create the optimal LAFD.

This Plan represents a collaborative effort between Department staff, City leaders and community members to accomplish our organizational vision and maintain the Los Angeles Fire Department as a leader in public safety. The plan provides a broad foundation for creating *A Safer City* by focusing on nine goals. Our goals align with Mayor Garcetti's "Back to Basics" priority outcomes.

Our key priorities focus on improving our service delivery, implementing advanced technologies, employing sound budgeting practices and enhancing our leadership. In developing a professional workforce and promoting a positive work environment, we will address risk management issues. We will work to strengthen our community relationships to improve our preparedness and enhance resiliency during emergency events. We will do our part to help minimize our environmental impact by implementing green initiatives. We are maximizing our recruitment efforts to hire the most qualified candidates that reflect the City's population. By improving our Fire Prevention Bureau development services we will attract and support new businesses as we assist in revitalizing the local economy.

The most valuable asset of our Department is our people, and through our collective efforts we will achieve the vision described within this plan. This accomplishment will send the message that the Los Angeles Fire Department is a leader in the provision of emergency services across the country and throughout the world.

Sincerely,

Ralph M. Terrazas

Fire Chief





# LAFD: A SAFER CITY

This plan reaffirms the Los Angeles Fire Department's commitment to protecting life and property with courage, integrity and pride.

The Los Angeles Fire Department (LAFD) provides essential emergency and non-emergency services to the second largest city in the nation. This plan will allow the LAFD to remain faithful to its mission and vision while adapting to an ever-changing fire service environment. It will serve as a guide for continued excellence in meeting the needs of the community and making Los Angeles a safer city.

A Safer City is a community-driven strategic plan that will be used to develop an optimal public service model. The initiatives described within the plan will be instrumental to our organizational success and allow us to demonstrate leadership in the public safety arena through advanced technology, innovation and collaboration. It highlights our dedication to building a workforce reflective of our community, developing leaders and creating partnerships to make Los Angeles a safer city. It is important to acknowledge that this plan is a living document and will be revised as needed to guide the Department and its dynamic requirements.

The 2015-2017 LAFD Strategic Plan includes nine goals and corresponding strategic actions. These goals will be achieved by implementing specific strategies, tactics and performance metrics that support the Department's updated vision, mission and core values.



Da Vinci Fire: Major Emergency Structure Fire in Downtown Los Angeles December 8, 2014

### **Four Bureau Reorganization** STATION LOCATION Improving responsiveness, service and access to the LAFD The Los Angeles Fire Department implemented one of the most significant organizational changes in its 128-year history on Sunday, January 11, 2015 when the command structure was regionally placed within the community. The Emergency Services Bureau was divided into four geographic bureaus. The purpose of this landmark reorganization is for each new Bureau Commander and their staff to establish a more effective and responsive business model than has been previously possible through the traditional rotating shift, platoon duty system. The

The purpose of this landmark reorganization is for each new Bureau Commander and their staff to establish a more effective and responsive business model than has been previously possible through the traditional rotating shift, platoon duty system. The Bureau Commanders and staff will be responsible for all LAFD activities in their respective bureaus and their effectiveness will be reviewed regularly as part of the FireStatLA program. Considerations were given to balancing each Bureau Office by workload, geographical consistency, number of fire stations and battalions. The reorganization will provide an executive point of accountability closer to the community.

This reorganization will bring the Department more in line with the organizational model currently used by the Los Angeles Police Department and the Emergency Management Department, resulting in a dramatic improvement of the Department's responsiveness to our members, the public, the business community and our elected officials.

### DEPARTMENT HISTORY

The Los Angeles Fire Department was staffed by volunteers until December 1885 when the City Council authorized the establishment of a fully paid municipal fire department. Consequently, on February 1, 1886, the volunteer organization became the Los Angeles Fire Department and officially began its journey to becoming the third largest department in the nation. The Department inherited four volunteer fire stations and hired 31 paid firefighters. Assigned to these stations were two steam-powered 750 gallon per minute pumpers, each housed with a two wheel hose reel, a hook and ladder truck, a hose wagon and 11 horses. Fire Station 1 was established as the City's first municipally owned Engine House in 1887.

The LAFD continued to expand from an all-volunteer organization to a professional and salaried Department. During this dynamic period, the Department acquired a new alarm system, built and staffed its first drill tower, constructed additional fire stations, purchased state of the art apparatus and substantially increased the Department's staffing.

Today, the LAFD workforce is made up of approximately 3,500 sworn and civilian members. As a result of the unprecedented growth of the City, the Department now maintains a fleet of five fireboats, six helicopters, numerous ambulances, truck companies, engine companies and other specialized resources.

Since 1886, the LAFD has protected its diverse population from millions of emergency incidents. From fighting major conflagrations to helping citizens experiencing a medical crisis, the Los Angeles Fire Department has placed service above all.



#### **LAFD Vision**

The Los Angeles Fire Department will provide exceptional Fire Protection and Emergency Medical Services by being metric driven, technologically sophisticated and community focused while reflecting the people we serve.

#### **LAFD Mission**

The Los Angeles Fire Department preserves life and property, promotes public safety and fosters economic growth through a commitment to prevention, preparedness, response and recovery as an all-risk life safety response provider.

#### **LAFD Core Values**

#### **Service**

Dedication to our community

#### **Professionalism**

Honoring the Firefighter Oath

#### Integrity

Upholding moral and ethical conduct at all times

#### Respect

Embracing diversity and recognizing individual worth

#### **Innovation**

Taking creative risks to adapt and improve

#### **Trust**

Reliance on the integrity, strength and ability of our members





# FIRST IN SAFETY

Ensuring our communities are the safest in the nation

Maintaining and enhancing the safety of Los Angeles is the underlying objective of all elements contained within our Strategic Plan.

Together with Mayor Garcetti, the City Council and our Fire Commission, the Los Angeles Fire Department is committed to providing improved response times and superior emergency medical services while maintaining our exemplary firefighting capabilities.

We will achieve this through the implementation of modern technology, effective resource deployment and a Department reorganization that closely aligns with the Los Angeles Police Department and the Emergency Management Department. This reorganization will improve service delivery, increase accountability and provide a consistent point of contact for community members and elected officials.

To ensure the ability to recover from emergencies of all sizes, often referred to as community resiliency, we will focus our attention on improving community preparedness, prevention, response and recovery efforts.

The cumulative effect of these efforts will ensure A Safer City.

Greater Alarm Structure Fire in a Van Nuys strip mall with collapse of the building facade.

April 22, 2010





### Goal 1: Provide Exceptional Public Safety and Emergency Service

The LAFD strives to be the premier, innovative, community-focused leader in public safety and emergency services. Consistent with the Department's mission, our primary goal is to deliver exceptional services through a commitment to prevention, preparedness, response and recovery efforts.

#### Improve response times

- Utilize data and metrics to identify gaps in our response strategies and explore response time improvements through dialogue, cognitive inquiry, innovation and followup.
- Utilize Automatic Vehicle Locator (AVL) in combination with GPS to dispatch the closest available emergency resource.
- Implement Tiered Dispatch System (TDS) to reduce call processing times and immediately dispatch appropriate resources to timecritical incidents.
- Restore emergency resources based on needs assessment.
- Utilize the open data forum and public facing website to inform the public of LAFD response times.

### Ensure effective deployment of resources

- Ensure a thorough and comprehensive analysis of the deployment model by completing a "Standards of Cover" (SOC) analysis.
- Reorganize the Emergency Services Bureau into Four Regional Bureaus (Valley, South, West, Central).
- Improve staff notification process and recall procedures by updating internal notification and recall system.

### Improve the delivery of Emergency Medical Services (EMS)

- Elevate the importance of EMS through Department reorganization with a clinical focus on patient care.
- Elevate the position of the Medical Director to improve the quality of patient care.
- Research alternative models of pre-hospital care and delivery, such as the Nurse Practitioner Response Unit (NPRU) program, to focus on EMS "super users," patients with mental issues and low acuity patients.
- Improve EMS training through the establishment of a prospective educational curriculum and a "lessons learned" approach.
- Establish solutions to address the issue of lengthy hospital wait times for transfer of care from the ambulance personnel to hospital staff.
- Expand Department EMS response capabilities for special events and to address periods of high vehicle traffic.

## Improve delivery of all LAFD internal and external services through implementation of the Four Bureau reorganization

- Reduce span of control by decentralizing EMS accountability and oversight.
- Evaluate Fire Prevention Bureau field office staffing and modify as needed to align with the Four Bureau reorganization.
- Develop a training delivery program supporting the Four Bureau model.
- Modify complaint assignment and tracking to each of the Four Bureaus.
- Reorganize Community
   Emergency Response Teams
   (CERT) into each of the Four
   Bureaus with direct oversight
   provided by the Bureau
   Commander.
- Establish Community Liaison functions at the Bureau level for rapid responsiveness to individual community needs.
- Streamline administrative processes such as grievances, Traffic Accident (TA) Hearings, Supply Requisition System (SRS) approvals, etc.
- Enhance local community efforts to recruit a workforce reflective of the City's population.



#### Nurse Practitioner Response Unit (NPRU)

Modernizing the Emergency Medical Services system

In 2015, the Los Angeles Fire Department will launch a pilot program to deploy mid-level healthcare providers to meet the unique needs of vulnerable adults who are frequent users of EMS, as well as other patients calling 911 for low-acuity medical complaints.

The Nurse Practitioner Response Unit is an innovative response model that will deploy an ambulance utilizing a Nurse Practitioner who has primary and emergency care experience, together with an EMS Captain with extensive pre-hospital experience to respond to non-urgent, low-level 911 calls. The NPRU will utilize a reserve LAFD ambulance and carry basic wound care and point-of-care testing supplies, select medications, a phone and a portable tablet to record an electronic patient care report.

By placing the most innovative, compact and portable technology in the hands of a Nurse Practitioner who responds on a specially designated LAFD ambulance, we have the potential to transform how healthcare is provided to the citizens of Los Angeles. Through this pioneering approach, the emergency room is brought to the patient to provide convenient, yet comprehensive care including linkage to close medical follow-up and community resources. It will decrease overall emergency system costs and make Firefighters and Paramedics more readily available for patients with acute life-threatening emergencies.





### Improve efforts to enhance prevention, preparedness and recovery

- Establish an electronic all hazard warning system for residents.
- Conduct threat assessments to identify specific target hazards for disaster preparedness and training to mitigate high risk incidents and develop recovery efforts in each of the Four Bureaus.
- Enhance community resilience by providing CPR and CERT training.

### Improve efficiency of enforcement operations

- Complete evaluation of interagency shared technology and systems to improve inspection data collection.
- Develop a pilot program for the enforcement of unwanted alarms.
- Improve service delivery within the Fire Prevention Bureau's Safety Watch Program.

## Reduce the number of residential fatalities in occupancies where smoke alarms are not present or functioning

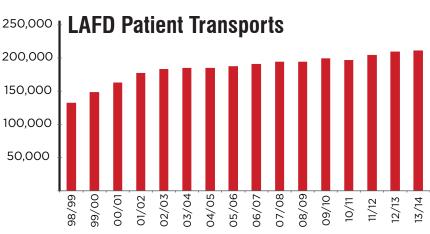
- Expand the current Smoke Alarm Field Education Program by collaborating with MySafe:LA and American Red Cross to include regular neighborhood fire safety education and smoke alarm canvassing events.
- Form an LAFD Casualty Reduction Task Force to examine and analyze the circumstances surrounding residential structure fires with significant injury or death.

### Update Continuity of Operations Plan (COOP)

 Update COOP to identify essential functions that may be disrupted during hazards, emergencies and other atypical situations.

This chart identifies the number of Patient Transports, or the number of times LAFD ambulances transfer patients from the scene of an incident to a local area hospital, each year since 1998.









# AWELL-RUN CITY

Achieving excellence through innovation, sound fiscal management and transparency

Utilizing modern management tools such as FireStatLA, the Los Angeles Fire Department will improve performance outcomes, identify problems and pursue solutions. New technology initiatives will increase efficiencies. Improved communications, targeted training and creative thinking will foster more effective and innovative EMS and fire service delivery models.

Focusing on increased revenue, cost-effective solutions and risk analysis will lead to better accountability and a results-oriented work environment. The LAFD promotes transparency and will consistently share data via our public-facing website. The men and women of the LAFD are our most valuable resource and are deserving of effective leadership and management training. This approach will ensure that the LAFD becomes the optimal EMS and Fire Service provider.

On December 1, 2014, the Department transitioned to a new medical dispatch system called LAFD-TDS, or Tiered Dispatch System. Tiered means different levels of response depending on the incident call type. This system matches the most appropriate resources with the appropriate level of service needed by our patients. To date, call processing times have been reduced by 14%, thereby reducing overall response times.

### Goal 2: Implement and Capitalize on Advanced Technologies

Contemporary and relevant technologies are paramount to maintaining optimal, effective operations for both emergency services and administrative functions. Technological innovations provide the infrastructure to improve emergency communications, expand interoperability and support a framework for data-driven decisions. The integration of robust, advanced technologies will further the Department's position as a leader in public safety and emergency services.

#### Develop performance metrics, tracking standards, data collection, analysis and reporting procedures (FireStatLA)

- Collect, interpret and publish response data for the purpose of analyzing and validating LAFD effectiveness.
- Develop evaluation measures/ milestones, determine gaps in data, identify resource needs and implement protocols.
- Develop a weekly/monthly/ annual data and metrics dashboard for each Bureau.

### Develop and implement a Technology Master Plan

 Hire a Chief Information Officer (CIO) and staff to perform a Department-wide technology needs assessment for the purpose of developing a Technology Strategic Plan.

## Implement technology initiatives to improve and enhance communications technology and interoperability

- Conduct a feasibility study relative to Computer Aided Dispatch (CAD) integration and interoperability with LAPD.
- Implement Automatic Vehicle Locator (AVL) dispatching system.
- Integrate AVL with CAD to improve services with regional agencies and mutual/ automatic aid partners.
- Develop CAD2CAD Exchange capability with neighboring jurisdictions to facilitate interoperability within the region.
- Implement the Tiered Dispatch System and modify current dispatch and treatment modality protocols.
- Evaluate and assess the Fire Station Alerting System (FSAS) for upgrade or replacement.
- Assess and update the Radio Network Controller (RNC), Communications Network and infrastructure and fire prevention applications.
- Assess and implement as appropriate, Mobile Device Management tools such as tablets for use in the field.
- Implement a data warehousing systems solution for management of information.

### Research, analyze, purchase and integrate relevant state of the art hardware, software and technologies

- Perform a strategic needs assessment relative to new and emerging technologies.
- Assess the current Network Staffing System (NSS) to determine the feasibility of a more comprehensive alternative solution.
- Develop a system that tracks both internal and external apparatus and equipment.

### Improve Department training systems and analytics

- Develop an automated process to manage training, education, certifications and qualifications (utilizing ID cards).
- Develop policies and procedures for all training related functions.
- Partner with Texas Engineering Extension Service (TEEX) to pursue development of a West Coast Marine Firefighting Academy for efficiency of training and regional interoperability.
- Expand the online training framework.
- Develop a process to systematically revise and maintain the Department's electronic library.

### **Goal 3: Identify Cost Effective Solutions to Manage Expenditures**

The Department recognizes the need to continually research, evaluate and implement cost-effective solutions while providing the highest level of service. We remain committed to pursuing revenue opportunities and controlling expenditures through sound budget management practices.

### Develop revenue enhancement strategies

- Use technology to increase payment options for timeliness of fee collections.
- Research and identify feefor-service reimbursement opportunities for services rendered to private agencies.
- Identify and pursue inspection and fire-related services that are eligible for fee charges or increased reimbursement.
- Expand state reimbursements through increased training, accountability and documentation.
- Evaluate current revenue collection process related to special event deployments and recommend collection enhancement strategies.
- Pursue full cost recovery of fees from film industry safety watches.
- Optimize accuracy and completion rate of Electronic Patient Care Report (ePCR) for increased billing efficiency.

#### Optimize fiscal efficiencies

- Utilize statistical analysis to identify trends in Department expenditure levels.
- Identify partnership opportunities with other departments for purchasing of goods and services at a reduced price.
- Identify cost-effective solutions through Mayor's Innovation Centers.
- Secure ownership of the Frank Hotchkin Memorial Training Center (FHMTC).

### Research and develop proposals to increase grant funding

- Pursue grant opportunities to increase availability of funds for Department programs.
- Monitor grant funding opportunities and coordinate efforts with Mayor's Office Grants Unit.

#### Develop long term, multiyear budget plans that address current and projected needs

- Develop a process for requesting additional equipment and resources based on projected needs to sustain LAFD capabilities.
- Continue to project levels of staffing based on future vacancies and retirements in order to budget accordingly.

# Identify external funding opportunities and pursue budgetary efficiencies through public/private and nonprofit partnerships

- Cultivate partnership with the Fire Foundation and others to identify and pursue funding initiatives.
- Partner with private and government agencies to identify and pursue joint funded projects.

# Goal 4: Enhance Qualities of Leadership, Management and Project Delivery

Effective leadership demonstrated at every level will significantly influence the Department's ability to successfully accomplish its mission to protect life and property. A focused approach to leadership and management development will produce a work force that is more capable of achieving organizational goals.

- Define, communicate and institutionalize leadership and management expectations and desired competencies
  - Establish higher education and experience criteria for leadership and management positions.
  - Integrate metrics based leadership and management criteria and professional development into performance evaluations.
  - Develop a position specific system for knowledge transfer and overlap for executive positions where preserving institutional knowledge is critical.
  - Identify a progressive training curriculum that develops leadership and management skills.
- Implement project management tools and train employees to become effective Project Managers
  - Develop and implement a Project Management Training Program and applicable tools.

- Track Strategic Plan progress
  - Develop a Strategy Implementation Team to track progress and success of the Strategic Plan.
  - Create a Strategic Plan Implementation Guide and an annual progress report due on the first of January each year.



LAFD conducts an extensive emergency high rise fire and active shooting training exercise.

November 9-10, 2013



### Goal 5: Enhance LAFD Risk Management Systems

An effective risk management plan addresses all issues related to the process of identifying and correcting the actions, policies, practices and procedures that expose the LAFD to liability, litigations and negative outcomes. This includes developing a professional workforce that values a positive work environment and will assist with the identification of potential risk factors.

### Develop ongoing comprehensive risk analysis processes

- Use relevant data to identify risk exposure areas and prioritize them by risk level.
- Use relevant data to identify risk management strategies.
- Implement the necessary policies, practices, procedures and strategies to mitigate organizational risk exposure.
- Identify, evaluate and communicate process and protocols to optimize the Department's risk management culture.
- Develop a system to track all inspection processes ensuring compliance with local, state and federal mandates. (e.g. CUPA, Reg 4, etc.)

### 2 Improve the disciplinary process

- Develop leadership and management skills to proactively recognize and address conduct issues.
- Research, evaluate and identify alternative methods to address conduct issues.
- Develop and implement an appeals process.
- Develop and implement a disciplinary settlement process.
- Identify and utilize a consistent Alternative Resolution process.
- Conduct regular Complaint Investigation Training for supervisors.

## Create and foster an organizational culture that embraces a professional, diverse and safe work environment

- Reinforce diverse cultural values and attitudes through training, mentorship, professional development and promotional processes.
- Provide training and support services in conflict resolution, mediation and supervisory guidance.
- Review and analyze workplace environment trends and provide Department-wide education based results of analysis.

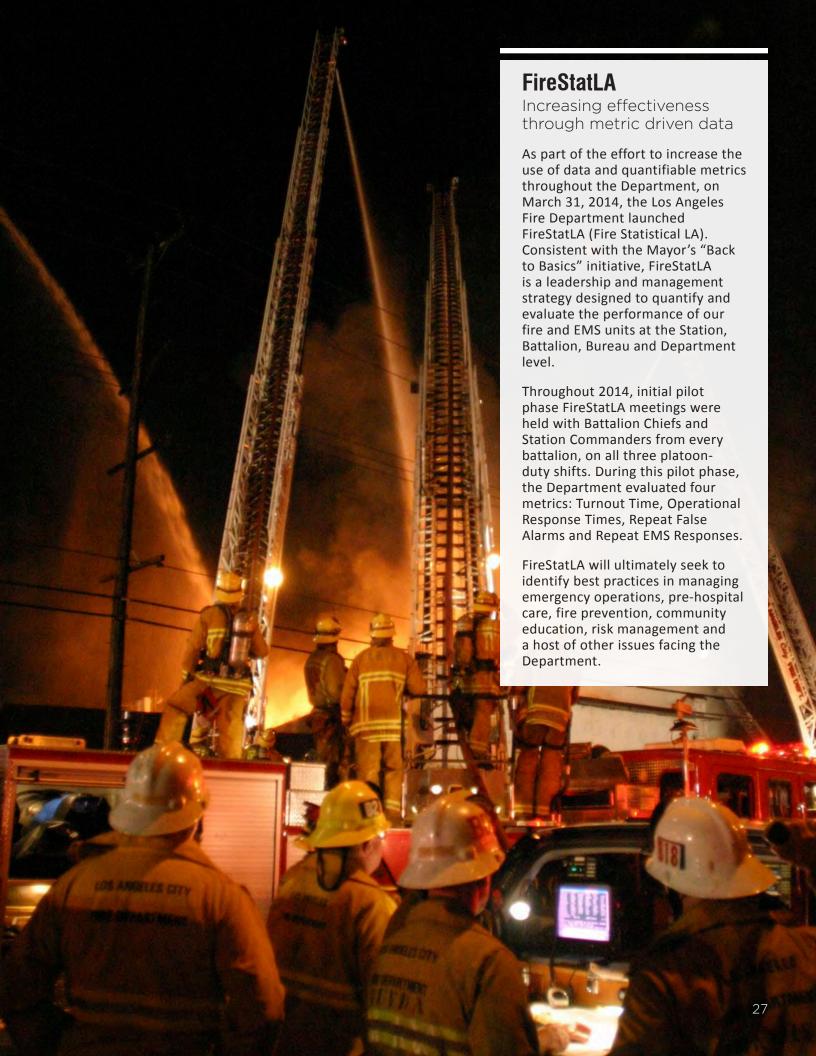
# Develop education, training and accountability processes that maximize opportunities to improve the safety and welfare of our members

- Designate an Assistant Safety Officer (A-SOFR) in each of the Four Bureaus to work with the Department Safety Officer on relevant issues.
- Formalize a process for documenting all "near misses," significant accidents and incidents within a common format.
- Develop a "State of Safety" fact sheet to be distributed on a consistent basis.

- Determine scope and identify funding for development of a wildland firefighting training mechanism in alignment with the California Incident Command Certification System (CICCS) qualifications guide.
- Implement Firefighter Survival Training for LAFD members and throughout the region.

## Improve employee wellness, return to duty process and member fitness by incorporating education, training and metrics

- Assess, and where feasible implement the recommendations contained within the 2015 Controller's Audit of the LAFD Workers' Compensation Prevention Program.
- Implement and expedite a more thorough return to duty process when returning from long term leave, injury or illness.







### CITY PARTNERSHIPS

Engaging our communities and partners for *A Safer City* 

Increased communication and engagement with our communities is vital to the City's ability to respond to and recover from emergency events. Establishing an open dialogue will allow us to meet the needs of our residents and the demand for exceptional services. Partnering with community members and volunteers will help the LAFD provide valuable education, training and feedback opportunities while building trust and ensuring confidence.

In an effort to better connect with the public, we will improve our social media platforms to reach a larger audience. We encourage volunteerism and life-saving engagement through our CERT program, our partnership with PulsePoint and by increasing our bystander CPR rate. Leveraging and strengthening our working relationships with other public services and community groups will help reduce community and individual risk while providing for greater collaboration.

The Chatsworth Metrolink Train Collision was a mass casualty event that brought a massive response by LAFD, LaCoFD, LAPD, LASD, Burbank PD, CEMP, NTSB, CERT and several other emergency responders.

September 12, 2008



# Goal 6: Strengthen Community Relationships to Improve Infrastructure and Enhance Resiliency during Emergency Events

The Department is committed to strengthening relationships through thoughtful attention to the needs of our diverse, multi-cultural communities. We will engage in meaningful participation, collaboration and dialogue to help improve the delivery of LAFD services. The Department's active and ongoing community engagement will ensure greater resiliency.

### Increase Department efforts to address specific needs within each community

- Establish a Public Safety
  Advisory Board to work
  in collaboration with the
  Department in each of the Four
  Bureaus.
- Develop an area specific Community Emergency Response Team (CERT) cadre with response and recovery capabilities in each of the Four Bureaus.
- Identify and procure appropriate Community Liaison Office (CLO) staffing.
- Improve and increase Public Service Announcement (PSA) content, frequency and media ensuring messages meet multicultural and diverse community needs.
- Partner with public, private and nonprofit entities to conduct comprehensive community risk assessments and develop programs to address community needs.
- Analyze current CPR Training Program to better support community awareness and improve effectiveness.
- Establish an Intergovernmental Relations Specialist position to work with Council Offices, the Mayor's Office and handle press/media relations for the Department.

# Develop a Community Communications Plan that represents Department members' commitment to organizational values and public safety

- Institutionalize and embed the newly revised vision, mission and core values into everyday interaction and community messaging.
- Re-design LAFD's online presence and develop a website that complies with the Americans with Disabilities Act requirements.
- Increase social media efforts to inform, educate and prepare the community for emergency incidents.

### Develop partnerships to increase preparedness and prevention efforts

- Strengthen relationships with partners through shared training and exercises.
- Collaborate with educational institutions to develop emergency preparedness programs.
- Develop and implement a monthly fire station based multi-agency community preparedness event rotated through each Council District.

### Develop partnerships to increase response and recovery efforts

- Strengthen community engagement by contracting with PulsePoint to immediately alert CPR trained bystanders to Sudden Cardiac Arrest (SCA) events.
- Improve the partnership with the Mayor's Crisis Response
   Team
- Leverage working relationships with public and private agencies to address the transportation, shelter and care needs of the community.

### 5 Strengthen labor and management partnerships

- Maintain frequent and ongoing communication between labor and management leadership.
- Conduct an annual labor and management retreat.
- Co-sponsor labor and management training opportunities.

### Strengthen stakeholder partnerships

- Maintain ongoing communication with stakeholders.
- Co-sponsor training opportunities with stakeholders.





# A LIVABLE & SUSTAINABLE CITY

Supporting green energy goals and improving quality of life in the fire stations

The Los Angeles Fire Department supports the City's initiatives to move toward a more sustainable and environmentally friendly city. We are committed to lead the way for the community by utilizing sustainable practices in Fire Department operations. These practices include, "green" equipment purchases, reduction of fossil fuel consumption, providing infrastructure to help reduce emissions and upgrading current fire station designs to conserve water and electricity.

Installing industrial washing machines (extractors) at fire stations will ensure that the protective clothing our Firefighters wear is free of all contaminants. This protects the health of our Firefighters and prevents exposing patients to disease. Additionally, backup emergency generators are being installed in strategically located fire stations throughout the City to provide a source of power during electrical outages. This will keep the fire station operational and able to support the local community as an emergency shelter during times of disaster.

# Goal 7: Implement Green Initiatives that will Improve Emergency Systems and Reduce Impact

In recognition of global environmental issues and concerns, the Fire Department is committed to identifying proactive solutions to address climate change, air pollution, accessibility and resiliency. Consideration of the "environmental impact" in our decision-making process will enable the Department to contribute to a more livable and sustainable city.

The installation of this drought resistant landscaping project at Fire Station No.3 was made possible through a generous donation from The Home Depot.

### Reduce emissions and conserve energy and water

- Phase in replacement of Fire Prevention Bureau light vehicles with "green" cars.
- As needed, enhance infrastructure at P2, Prop F stations and satellite locations to provide charging stations for electric vehicle users.
- Establish mobile offices in Inspector vehicles to provide advanced technology for the purpose of completing, documenting and processing data.
- Where appropriate, replace existing fire station utilities with solar panels, artificial turf and drought resistant landscaping.
- Purchase Type 3 Fire Engines that are more fuel efficient and designed for off-road applications.
- Participate in the Environmental Preferable Purchase Program for purchasing recycled products.

### 2 Improve quality of life in fire stations

- Install additional extractors in fire stations to maintain clean and uncontaminated personal protective equipment.
- Purchase backup generators to be stored at fire stations for emergency events.







#### **Community Emergency Response Team (CERT)**

Collaborating with the communities we serve

The LAFD Community Emergency Response Team (CERT) program is an all-risk, all-hazard training for the Los Angeles community. CERT is a positive and realistic approach to emergency and disaster conditions where citizens may initially be on their own prior to the arrival of emergency responders. The CERT program provides for community self-sufficiency through the development of multi-functional response teams who act as an adjunct to the City's emergency services during major disasters.

CERT is provided free of charge within the City of Los Angeles to anyone 18 and over and is taught year round. The initial CERT training is a seven week course which includes basic disaster response skills such as fire safety, light search and rescue, team organization and disaster medical operations. To date, there are over 60,000 CERT trained individuals in the City of Los Angeles and teams are regionally located according to the Fire Department Battalion they live in or work in.

The CERT program has increased the overall level of disaster readiness, provided emergency skills that people may use in day-to-day emergencies and enhanced the bond between government and community. The positive impact of this program on quality of life has extended far beyond the citizens of Los Angeles.





# A PROSPEROUS CITY

Promoting good jobs and making it easy to do business in Los Angeles

The Department strives to recruit, retain and promote a diverse workforce that is reflective of the community we serve. We are extending our outreach efforts by establishing mentorship programs and targeting a younger demographic. To maintain and develop a responsible and effective workforce we must ensure accountability at all levels of the organization. Investing in our employees by providing professional development opportunities and encouraging upward mobility will lead to a more successful and sustainable organization.

The Los Angeles Fire Department has partnered with the Department of Building and Safety to streamline and facilitate many of the development services for the public and other agencies. In order to maintain steady growth for our City, we are also committed to improving customer service models through training and feedback to meet the changing demands of local and global customers. The future success of the Department is based on exemplary customer service.

LAFD assists with the escort of Space Shuttle Endeavor through the streets of Los Angeles from LAX to the California Science Center.
October 12, 2012

#### Goal 8: Recruit, Develop and Retain a Professional and Diverse Workforce

The Los Angeles Fire Department strives to be equitable, consistent and transparent in all recruitment, development and promotional processes. The Department is committed to sustaining public confidence in the quality of services provided by establishing programs for professional growth. These programs are focused on enabling our personnel to stay current on trends, enhance competencies to improve performance and develop leadership skills to ensure effective management of the Department.

- Develop and implement a recruitment plan that promotes fairness in attracting and hiring wellqualified and diverse candidates
  - Budget and staff the Recruitment Unit to meet the needs and requirements of the Recruitment Plan.
  - Design preparatory programs to assist recruit candidates throughout the hiring process.
  - Establish a formal mentorship program with educational institutions.
  - Modify, standardize and expand current Cadet Program, Crew 3 and other volunteer opportunities.
  - Improve efforts to recruit a workforce reflective of the City's population.
  - Partner with Los Angeles
     Unified School District (LAUSD)
     to develop a Firefighter high school magnet program.
  - Ensure effectiveness of our recruitment efforts.

- Develop and implement a professional development program with incentives to improve performance and provide opportunities for employee advancement
  - Create a formalized employee development program to guide, counsel and mentor members seeking professional development and growth.
  - Develop minimum skill requirements and knowledge for acting positions.
  - Evaluate and re-design the current personnel performance evaluation process.
  - Identify the core competencies of all Department positions to optimize skill sets.

- Strengthen training and education opportunities for LAFD members
  - Strengthen training and educational partnerships with peer agencies and regional partners to leverage resources and increase learning opportunities.
  - Cultivate and formalize relationships with universities for educational courses and organizational development.
  - Develop a training program for the Fire Prevention Bureau.



# Goal 9: Support New Business and Improve Development Services

The Los Angeles Fire Department is committed to promoting business in Los Angeles and providing exemplary service. Customer satisfaction is validated through an effective system that will consistently meet the needs of the community. Supporting the continued development of building construction will lead to a more vital economy and a prosperous city.

### Stimulate the local economy by expediting new construction

- Implement the goals of the Development Services Enhancement Partnership Plan to improve services delivery to the public and City agencies.
- Establish a code development process to provide feedback to code amendments at the local and state level.
- Identify available technologies focused on improvement of development and maintenance inspection scheduling and tracking.
- Implement Helipad Retrofit
   Option to attract investors and create job opportunities.

#### Provide consistent and effective customer service

- Develop and provide customer service training tailored for the unique needs of each Bureau.
- Create Customer Service Improvement Teams within each Bureau.
- Design customer feedback to direct service improvement and continually update understanding of customer expectations.
- Implement a new business practice in the Fire Prevention Bureau (FPB) to respond to requests in a timely manner.
- Develop an inspection process to streamline permit and inspection collections.

Press conference announcing the historic Helipad Option program which will help stimulate the City's economy and attract investors while developing an iconic skyline. September 29, 2014







#### Fire Resource and Education (FIRE) Program

Mentoring the next generation of Los Angeles youth

The Los Angeles Fire Department currently supports the high school Fire Resource and Education (FIRE) program which is a collaborative partnership with the Los Angeles Unified School District. This program was established to provide an opportunity for high school aged youth from age 14 through 17 with the opportunity to learn the basic principles of emergency service, fire science and a basic introduction to the tools and equipment used by Firefighters and Paramedics to carry out their daily functions.

The overall goals of the program are to provide today's youth with an introduction to the principles, ethics and characteristics that have become the pillar of success for the Fire Service in addition to establishing a community based outreach program to the constituents we serve.

Currently, the FIRE Program is offered at 20 different Los Angeles area high schools and has graduated more than 1,000 students. It offers a unique, hands-on experience that has won the hearts of students, parents and teachers alike.

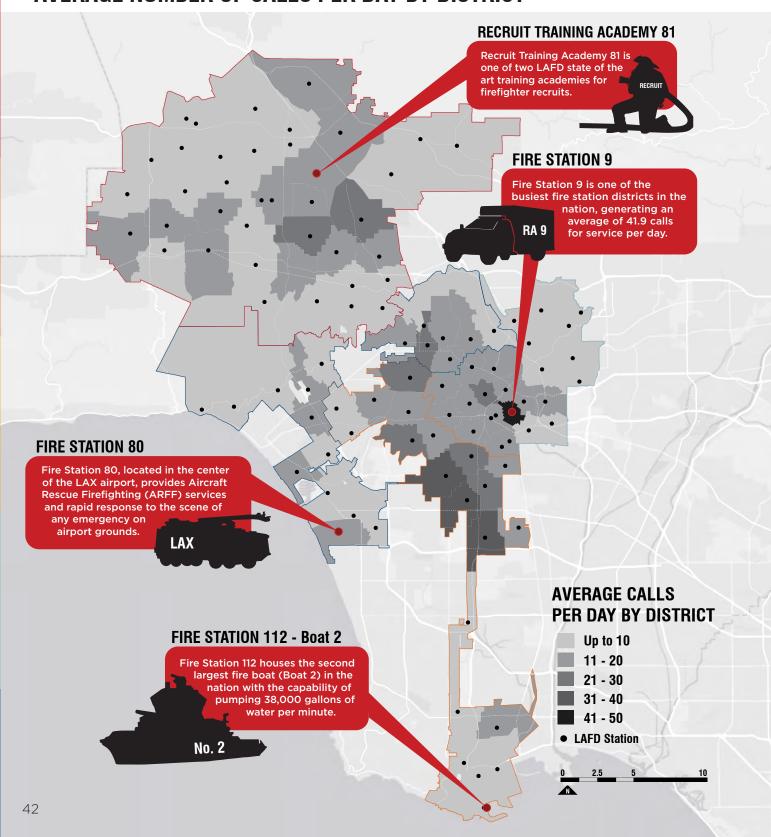
LAFD Fire Commissioners honor Cadet Miles Burton for his community service in Los Angeles.



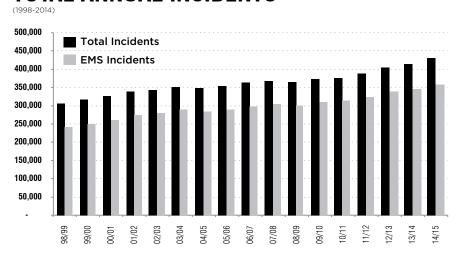


## LAFD: FIRE FACTS

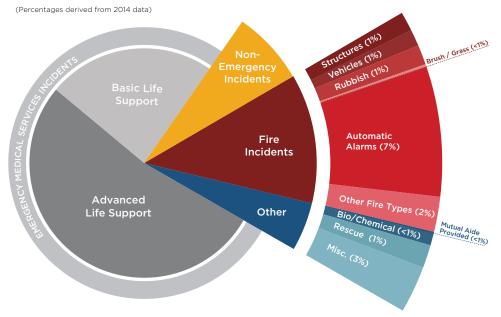
#### AVERAGE NUMBER OF CALLS PER DAY BY DISTRICT



#### **TOTAL ANNUAL INCIDENTS**



#### **INCIDENTS BY CALL TYPE**



#### **LAFD PERSONNEL**

3,297

**Sworn Fire Personnel** 

363

Civilian Fire Personnel

#### FIRE PREVENTION BUREAU

Inspections by Fire Station members 88.090

Number of VHFHSZ\*\* parcels inspected 136,507

\*\*Very High Fire Hazard Severity Zone



#### LAFD INCIDENT CLOCK

A fire department resource response every ...35 seconds

An emergency medical service call every ...88 seconds

A patient is transported every

...146 seconds

An automatic fire alarm incident every ...17 minutes

(Frequency is calculated by dividing the total number of

#### **LAFD EMERGENCY OPERATIONS RESOURCES**

**Bureaus** 

**Battalions** 

106 Fire Stations

#### **APPARATUS**

92

**Engines -Type 1** 

Truck/Light Forces

**Paramedic Ambulances** 

**Basic Life Support Ambulances** 

**Hazardous Materials Squads** 

29

**Assessment Truck/Light Forces** 

**Brush Patrols** 

**USAR Companies** 

**Airport Units** 

**Swift Water Rescue Teams** 

Helicopters

Dozers/Loaders

**Heavy Rescue** 

**Fire Boats** 

**Foam Tenders** 

#### FIRE LOSS IN DOLLARS

**Property Loss** 

\$ 185,300,572

**Content Loss** 

\$ 25,551,051

**Total Dollar Loss** 

\$ 210,851,623

(Fire Loss In Dollars derived from 2014 data)

incidents/occurrences in 2014 by the seconds in 2014)





# CREATING OUR FUTURE

Realizing A Safer City by establishing benchmarks and metrics to measure the progress toward achieving our goals

The following chapter outlines 2015 and 2017 benchmarks for each of the goals and strategies introduced in the preceding chapters. By establishing these incremental measures, *A Safer City* becomes a tool the LAFD can use to evaluate progress towards achieving its goals. This plan establishes the framework for continued success and effective utilization of both human resources and physical assets. In following this plan, we will support metric driven decision-making, utilize advanced technologies and enhance the focus on our communities while reflecting the people we serve.

The Los Angeles Fire Department is proud to present this Strategic Plan as a tool for ensuring a proactive approach to short and long term planning. A Safer City provides direction and initiatives to drive decisions and actions that will shape and guide the Fire Department for the next three years. We will ensure success of this plan through effective leadership and strong management processes that focus on continual monitoring, evaluation and as needed, modifications of goals, strategies and tactics. Ongoing analyses and actions will be used to identify and reconcile unexpected issues. Our strategic plan is a living document that will be renewed every three years to focus on new and emerging challenges.

This strategic plan recognizes the Los Angeles Fire Department's commitment to providing exceptional customer service in everything we do. Each milestone that is reached is another step towards creating the optimal LAFD and a safer City of Los Angeles.

## FIRST IN SAFETY

BENCHMARKS

#### **GLOSSARY**

4BUR Four Bureaus

ADMIN Administration

AOPS Administrative Operations

ASB Administrative Services Bureau

BSS Bureau of Street Services (Department of Public Works)

CEMP California Emergency Mobile Patrol

CERT Community Emergency Response Team

CIO Chief Information Officer

CLO Community Liaison Office

DAC Disaster Awareness Course

DHS **Department of Health Services** 

DWP Department of Water and Power

**Emergency Management Department** 

**EOPS Emergency Operations** 

FEMA Federal Emergency Management Agency

FPB Fire Prevention Bureau

GSD General Services Department

ITA Information Technology Agency

LACoFD Los Angeles County Fire Department

LACPAC Los Angeles County Peer Agency

Consortium

LADBS Los Angeles Department of Building

and Safety

LADHS Los Angeles Department of Health

Services

LAPD Los Angeles Police Department

LASD Los Angeles Sheriff's Department

LAUSD Los Angeles Unified School District

MFC Metropolitan Fire Communications

MPAA Motion Picture Association of America

NTSB National Transportation Safety Board

OOF Office of Finance

POLA Port of Los Angeles

PSD **Professional Standards Division** 

TEEX Texas A&M Engineering Extension

Service

TSB Training and Support Bureau



Tactics	2015 Benchmark	2017 Benchmark	LEAD	ASSIST
lactics	2010 Delicilliark	2017 Benchmark	BUREAU	ENTI
Improve response times				
Utilize data and metrics to identify gaps in our response strategies and explore response time improvements through dialogue, cognitive inquiry, innovation and follow-up.	Analyze results of data and metrics to identify gaps	Identify best practices and adjust resource deployment plan as necessary	ADMIN	
Utilize AVL in combination with GPS to dispatch the closest available emergency resource.	Replace current address validation and unit assignment system to facilitate Next Generation dispatch architecture	Pursue GIS related technologies that will improve end user functionality	CIO	EOPS
Implement TDS to reduce call processing times and immediately dispatch appropriate resources to time-critical incidents.	Refine existing TDS dispatch algorithms to realize additional call processing time savings	Ongoing improvements to identify effectiveness of dispatch algorithms	EOPS	AOPS
Restore emergency resources based on	Evaluation of resource needs	Ongoing evaluation	ADMIN	EOPS
needs assessment.				
Utilize the open data forum and public facing website to inform the public of LAFD response times.  Ensure effective deploymen		Identify additional key performance measures for display on the dashboard	ADMIN	
Utilize the open data forum and public facing website to inform the public of LAFD response times.  Ensure effective deploymen Ensure a thorough and comprehensive analysis of the deployment model by completing a "Standards of Cover"	website to include dashboard tools	performance measures for	ADMIN	ADM ASB City A
Utilize the open data forum and public facing website to inform the public of LAFD response times.  Ensure effective deploymen  Ensure a thorough and comprehensive analysis of the deployment model by	website to include dashboard tools  t of resources  Analyze, evaluate and implement	performance measures for display on the dashboard   Continue evaluation of		ASB

#### **Goal 1: Provide Exceptional Public Safety and Emergency Service (continued)** 2015 Benchmark 2017 Benchmark ASSISTING ENTITY **Tactics** EOPS LADHS Research alternative models of pre-Conduct research and obtain approval Upon approval, integrate for the creation of a Nurse Practitioner hospital care and delivery to focus Response Unit (NPRU) pilot program on EMS "super users," patients with Scope and identify funding mental issues and low acuity patients. **EOPS** TSB Improve EMS training through the • Deliver training to all Paramedics by Nurse Evaluate and update EMS Educators and EMS Captains in each of training curriculum establishment of a targeted training the Four Bureaus curriculum and a "lessons learned" Track training outcomes through approach. measurement of critical skills performance DHS Local Collaborate with hospital stakeholders Establish solutions to address the Review pertinent policies and and the local EMS agency to identify procedures for reporting data issue of lengthy hospital wait times for hospitals solutions and improve measurement metrics by field personnel transfer of care from the ambulance



48

#### **Goal 1: Provide Exceptional Public Safety and Emergency Service (continued)**

Tactics2015 Benchmark2017 BenchmarkLEAD BUREAU ENTITY

#### Improve delivery of all LAFD internal and external services through implementation of the Four Bureau reorganization

Reduce span of control by decentralizing EMS accountability and oversight.	Increase post-incident training and feedback for members	<ul> <li>Review deployment of field supervisory personnel and implement identified improvements</li> </ul>	EOPS
Evaluate Fire Prevention Bureau field office staffing and modify as needed to align with the Four Bureau reorganization.	Adjust personnel and equipment as indicated by the assessment		FPB
Develop a training delivery program supporting the Four Bureau Model.	Develop metrics to ensure delivery of all required and mandated training	Ongoing training	TSB
Modify complaint assignment and tracking to each of the Four Bureaus.	Enhance field support through Bureau training officers		ADMIN PSD
	<ul> <li>Develop protocols for training and FireStatLA metrics</li> </ul>		
	Use FireStatLA to monitor completion of field cases		
Reorganize CERT into each of the Four Bureaus with direct oversight provided by the Bureau Commander.	Training delivery to CERT members based on Bureau needs	Ongoing training	4BUR
Establish Community Liaison functions at the Bureau level for rapid responsiveness to individual community needs.	Determine individual community needs based on geographical locations	Implement relevant safety campaigns	ADMIN CLO
Streamline administrative processes such as grievances, Traffic Accident (TA) Hearings, Supply Requisition System (SRS) approvals, etc.	Assess improvement of administrative processes within each Bureau	Ongoing	EOPS AOPS
Enhance local community efforts to recruit a workforce reflective of the City's population.	Identify a system based on locating community events and venues to recruit potential firefighter candidates	Ongoing	4BUR TSB

#### **5** Improve efforts to enhance prevention, preparedness and recovery

Establish an electronic all hazard warning system for residents.	•	Ongoing test of warning system		EOPS	ASB EMD
Conduct threat assessments to identify specific target hazards for disaster preparedness and training to mitigate high risk incidents and develop recovery efforts in each of the Four Bureaus.	•	Develop recovery efforts in each of the Four Bureaus after target hazards have been identified	Conduct emergency operations exercises	4BUR	TSB EOPS
Enhance community resilience by providing CPR and CERT training.	•	Identify CPR Instructors and CERT Coordinators in each of the Four Bureaus		4BUR	



#### Goal 1: Provide Exceptional Public Safety and Emergency Service (continued)

 Tactics
 2015 Benchmark
 2017 Benchmark
 LEAD BUREAU ENTITY
 ASSISTING ENTITY

#### Reduce the number of residential fatalities in occupancies where smoke alarms are not present or functioning

Expand the current Smoke Alarm Field Education (S.A.F.E) Program by collaborating with MySafe:LA and American Red Cross to include regular neighborhood fire safety education and smoke alarm canvassing events.

- Collaborate with MySafe:LA for safety education and smoke alarm canvassing events
- Ongoing collaborations for fire safety and canvassing events

4BUR FPB EOPS

d canvassing events

Form an LAFD Casualty Reduction Task Force to examine and analyze the circumstances surrounding residential structure fires with significant injury or death.

- Examine incidents identified by the Casualty Reduction Task Force
- Analyze data to educate the community
- Ongoing

4BUR FPB

ADMIN ASB

#### 7 Improve efficiency of enforcement operations

Complete evaluation of interagency shared technology and systems to improve inspection data collection.

- Identify best practices resulting from data collection evaluation
- Implement improvements

CIO ASB

Develop a pilot program for the enforcement of unwanted alarms.

- Identify and test program for collection of data and management of resources
  - Deploy program citywide after Reg 4 compliance engine implementation training/systems

Ongoing

FPB

FPB

EOPS ASB MFC City Atty

Improve service delivery within the Fire Prevention Bureau's Safety Watch Program.

- Establish a stakeholder group, develop a staff deployment matrix, identify performance criteria, complete data collection and evaluate fee schedule of all event/film tasks
- Track and re-evaluate effectiveness
- Implement recommendations

ASB FilmLA MPAA

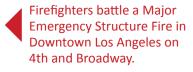
#### **8** Update Continuity of Operations Plan (COOP)

Update COOP to identify essential functions that may be disrupted during hazards, emergencies and other atypical situations.

 Identify essential functions including staff, facilities, communications and technology Implement COOP training, testing and exercise

4BUR

ASB TSB ADMIN FPB EOPS AOPS



# AWELL-RUN CITY BENCHMARKS



Go	Goal 2: Implement and Capitalize on Advanced Technologies						
	Tactics	2015 Benchmark	2017 Benchmark	LEAD BUREAU	ASSISTING ENTITY		

#### Develop performance metrics, tracking standards, data collection, analysis and reporting procedures (FireStatLA)

Collect, interpret and publish response data for the purpose of analyzing and validating LAFD effectiveness.	Analyze and interpret historical data and performance     Identify and address	trends <b>ADMIN</b>
Develop evaluation measures/ milestones, determine gaps in data, identify resource needs and implement protocols.	Update evaluation measures/milestones     Address gaps with in purposeful solutions	
Develop a weekly/monthly/annual dashboard for each Bureau.	Develop interactive dashboard solutions that will allow supervisors real time access to data and metrics to evaluate performance and effectiveness	e dashboard ADMIN

#### 2 Develop and implement a Technology Master Plan

Hire a Chief Information Officer and staff to perform a Departmentwide strategic technology needs assessment for the purpose of developing a Technology Strategic Plan.

- Hire a Chief Information Officer (CIO) and staff
- Implement, evaluate and revise the Technology Strategic Plan with continued evaluation of needs assessment

AOPS 4BUR FPB Stakeholders

CIO

#### 3 Implement technology initiatives to improve and enhance communications technology and interoperability

Conduct a feasibility study relative to CAD integration and interoperability with LAPD.	Develop user requirements • Identify funding	CIO EOF ASB	-
Implement AVL dispatching system.	Roll out new dispatching system  • Implement GIS based situation awareness tools that assist responders		
Integrate AVL with CAD to improve services with regional agencies and mutual/automatic aid partners.	<ul> <li>Evaluate current address validation and unit assignment system to facilitate Next Generation dispatch architecture</li> <li>Pursue GIS related techno that will improve end user functionality</li> </ul>	ITA ASB LAP	В
Develop a CAD2CAD Exchange capability with neighboring jurisdictions to facilitate interoperability within the region.	<ul> <li>Finalize contract and implement</li> <li>CAD2CAD</li> <li>Develop a Dispatch         Interoperability Board an shared databases     </li> </ul>		/IFC
Implement the Tiered Dispatch System and modify current dispatch and treatment modality protocols.	Refine and improve TDS algorithms  • Refine Voice Print Internat (VPI) software to be more responsive to dispatch coanneeds	.5.1.4.	PS
Evaluate and assess the Fire Station Alerting System (FSAS) for upgrade or replacement.	<ul> <li>Evaluate FSAS as part of a larger CAD integration</li> <li>Evaluate current IT FSAS infrastructure and its abilit improve current system</li> </ul>	<b>cio</b> y to	

Tactics	2015 Benchmark	2017 Benchmark	LEAD BUREAU	ASSISTI ENTIT
1			BOKEAC	,   5,411
Assess and update the RNC, Communications Network and infrastructure and fire prevention applications.	Assess existing end of life RNC for replacement with contemporary technology	Evaluate broadband capabilities as a potential primary system	CIO	
Assess and implement Mobile Device Management tools such as tablets for use in the field.	Evaluate and prototype broadband devices	Implement broadband technology on all Department apparatus	CIO	
Implement a data warehousing systems solution for management of information.	Research and evaluate long term solutions to effectively manage, store and revise critical databases	Identify long term solution	CIO	
hardware, software and te				
Perform a strategic needs assessment relative to new and emerging technologies.	<ul> <li>Evaluate current and emerging hardware, software and technologies</li> </ul>	Implement and revise as necessary	CIO	AOPS ASB ITA FPB Budget 8 Innovati
Assess the current NSS to determine the feasibility of a more comprehensive alternative solution.	Research alternative solutions	Acquire and activate new alternative to current NSS	CIO	AOPS ASB
Develop a system that tracks both internal and external apparatus and equipment.	Begin tracking all apparatus and equipment	Implement and revise the system as necessary	CIO	ASB TSB ADMIN GSD
Improve Department train	ing systems and analytics			
Develop an automated process to manage training, education, certifications and qualifications (utilizing ID cards).	<ul> <li>Use existing databases and member institutional knowledge to identify areas to quantify</li> <li>Develop working prototype of system utilizing ID cards to track training records</li> <li>Develop business rules and policy for system utilization</li> </ul>	Implement, evaluate and revise the system as necessary	TSB	ITA EOPS ASB CIO
Develop policies and procedures for all training related functions.	<ul> <li>Assess all training related functions and set organizational training objectives</li> </ul>	Implement, evaluate and revise training initiatives	TSB	ITA EOPS ASB
Partner with TEEX to pursue development of a West Coast Marine Firefighting Academy for efficiency of training and regional interoperability.	<ul> <li>Pursue funding and technical resources including TEEX support</li> <li>Establish dedicated funding for the project</li> <li>Determine location of training sites</li> </ul>	Begin training incrementally     Implement, evaluate and revise training initiatives	TSB	ASB City At POLA TEEX EOPS S. Bure
Expand the online training framework.	Implement LAFD records management incrementally through E-learning systems     Create Training Action Plan	Improve records management through E-learning systems     Evaluate and revise as necessary	TSB	CIO

Dedicate resources for consistent updating of library

ADMIN

Revise process as needed and continue maintenance

Develop a process to systematically revise and maintain the Department's electronic library.

#### **Goal 3: Identify Cost Effective Solutions to Manage Expenditures**

LEAD BUREAU 2015 Benchmark ASSISTING ENTITY **Tactics** 2017 Benchmark

#### Develop revenue enhancement strategies

Use technology to increase payment options for timeliness of fee collections.	Develop feasible online payment options	<ul> <li>Implement online payment options where funding is available for systems development</li> </ul>	ASB AOPS
Research and identify fee- for-service reimbursement opportunities for services rendered to private agencies.	Consider fee-for-service reimbursement opportunities from hospitals, mental health facilities, convalescent homes, etc.	Ensure full cost recovery for all fees-for-service	ASB
Identify and pursue inspection and fire-related services that are eligible for fee charges or increased reimbursement.	<ul> <li>Identify free services</li> <li>Collect and analyze data and begin plan development</li> </ul>	<ul> <li>Obtain an ordinance/fee schedule as determined by assessment to implement reimbursement program</li> </ul>	FPB ASB
Expand state reimbursements through increased training, accountability and documentation.	<ul> <li>Optimize California Joint Apprenticeship Committee (CalJAC) and Vocational Educational Training (VET) reimbursements through improved data entry and reimbursement thresholds.</li> <li>Develop automated system to capture all training hours</li> <li>Identify improvements and develop protocol, funding and spending plan to implement in coordination with LAFD partners</li> </ul>	<ul> <li>Implement system         Department-wide</li> <li>Assess, evaluate and update for         efficiencies</li> </ul>	TSB FPB 4BUR ASB
Evaluate current revenue collection process related to special event deployments and recommend	<ul> <li>Identify personnel to track services and success of collection strategies</li> <li>Develop matrix ordinance/fee schedule</li> </ul>	Track, implement and re-evaluate effectiveness	FPB ASB EOPS BSS

collection enhancement strategies.

as needed

Pursue full cost recovery of fees from film industry safety watches.

- Establish a cost recovery plan
- Implement cost recovery plan

ASB

Optimize accuracy and completion rate of ePCR for increased billing

efficiency.

- Provide additional ePCR training opportunities to Emergency Operations Bureau Commanders and staff
- Replace existing ePCR hardware and equipment with next generation technology

**EOPS** 



Foundation and others to identify and pursue funding initiatives.	AD ASS
Utilize statistical analysis to identify trends in Department salary and expense account expenditure levels based on historical analysis and statistical data  dentify partnership opportunities with other departments for purchasing of goods and services at a reduced price.  Identify cost-effective solutions trough Mayor's innovation with innovation Centers.  Secure ownership of the Frank Hotchkin Memorial Training Center (PHMTC).  Develop a land use and design plan for the facility including all required upgrades identify revenue generating opportunities identify revenue generating opportunities from a Regional training Academy  Develop long term, multi-year budget plans that address current and projected needs to sustain LAFD capabilities.  Poevelop a process for requesting additional equipment and resource needs as part of the annual budget request process to sustain LAFD capabilities.  Continue to project levels of staffing based on future vacancies and retirements in order to budget exacordingly.  Research and develop proposals to increase grant funding requirements and retirements in order to budget exacordingly.  Pursue grant opportunities to increase grant funding requirements and coordinate endors to identify additional endors on increase and efficiencies or include joint applications with increase and retirements in order to budget accordinate endors on the annual budget request process  Research and develop proposals to increase grant funding requirements as part of the annual budget request process.  Research and develop proposals to increase grant funding requirements as part of the annual budget request process.  Research and develop proposals to increase grant funding requirements as part of the annual budget request process.  Research available grants for funding reputations with dispersion of LAFD grant funded opportunities to include joint applications with a programs and proportunities to fund requirements as part of the annual budget request process.  Pursue grant opportunities to fund require	1
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Tactics	2015 Benchmark	2017 Benchmark	LEAD BUREAU	ASSIST ENTI
Define, communicate and expectations and desired	institutionalize leadership and m competencies	anagement		
Establish higher education and experience criteria for leadership and management positions.	Implement minimum standards for leadership and management positions	<ul> <li>Seek tuition reimbursement through negotiation of new Memorandums of Understanding (MOU's)</li> <li>Develop partnerships with educational institutions to provide course delivery</li> </ul>	AOPS	EOPS TSB
Integrate metrics based leadership and management criteria and professional development into performance evaluations.	Research performance evaluation best practices	Revise evaluation and appraisal system to incorporate leadership and management components of performance measurement	AOPS	TSB
Develop a position specific system for knowledge transfer and overlap for executive positions where preserving institutional knowledge is critical.	Research succession plan opportunities	Implement succession plan	AOPS	TSB FPB
Identify a progressive training curriculum that develops leadership and management skills.	Incorporate progressive leadership and management curriculum into Officer development and continuing education programs (OCEP/COCEP/CORE)	Assess and evaluate curriculum	AOPS	TSB
Implement project manag Project Managers  Develop and implement a Project Management Training Program and applicable tools.	<ul> <li>Provide project management training to executive staff</li> <li>Develop a prioritized list of projects and match to funding sources</li> </ul>	Ongoing training and development of project management process	ADMIN	AOP TSB
	una materi te ranang sources			

 Direct the Strategy Implementation Team to conduct quarterly meetings to track progress of Strategic Plan goals and submit a report to Fire Commission

• Ongoing

Create a Strategic Plan Implementation Guide and an

annual progress report due on the first of January each year.

ADMIN 4BUR

Goal 5: Enhance LAFD Risk Management Systems					
	Tactics	2015 Benchmark	2017 Benchmark	LEAD BUREAU	ASSISTING ENTITY

#### 1 Develop ongoing comprehensive risk analysis processes

Use relevant data to identify risk exposure areas and prioritize them by risk level.	Develop prioritized list of risk exposure areas		Form solutions based on identified risk exposures	AOPS	All Bureaus
Use relevant data to identify risk management strategies.	<ul> <li>Identify the most significant strategies and develop a standing template to address risk</li> </ul>		Update strategies utilizing relative data	AOPS	All Bureaus
Implement the necessary policies, practices, procedures and strategies to mitigate organizational risk exposure.	<ul> <li>Conduct annual review of most significant risk factors</li> <li>Review pertinent policies, practices, procedures and strategies to ensure risk exposure is minimal</li> </ul>	•	Ongoing	AOPS	TSB
Identify, evaluate and communicate process and protocols to optimize the Department's risk management culture.	<ul> <li>Implement measures to address the most significant risk factors</li> <li>Identify the top ten most significant risk factors and communicate mitigation measures</li> </ul>	•	Ongoing	AOPS	TSB
Develop a system to track all inspection processes ensuring compliance with local, state and federal mandates.	Use audit implementation plan to achieve compliance with recommendations	• (	Ongoing	FPB	

#### 2 Improve the disciplinary process

Develop leadership and management skills to proactively recognize and address conduct issues.	Instruct designated staff in each of the Four Bureaus to administer training	<ul> <li>Train supervisors in early detection and prevention</li> <li>Establish a Department cadre to provide intervention measures as needed</li> </ul>	ADMIN	TSB PSD
Research, evaluate and identify alternative methods to address conduct issues.	Finalize concept, obtain approval and concurrence, create policies and processes and implement "Public Service Discipline" concept as alternative to formal discipline		ADMIN	City Atty PSD
Develop and implement an appeals process.			ADMIN	PSD
Develop and implement a disciplinary settlement process.	<ul> <li>Identify misconduct criteria suitable for settlement</li> <li>Implement a process for complaint evaluation for consistent application of settlement</li> </ul>	Evaluate process	ADMIN	City Atty PSD
<ul> <li>Implement, evaluate and refine the Alternative Resolution process.</li> <li>Ensure the process is effective, timely and compliant with the Firefighter Bill of Rights</li> </ul>		Evaluate process	AOPS	PSD
Conduct regular Complaint Investigation Training for supervisors.	<ul> <li>Develop training curriculum and presentations for supervisors</li> <li>Coordinate presentations with Bureau training officers</li> </ul>	<ul> <li>Evaluate training based on Complaint Tracking System (CTS) metrics</li> </ul>	ADMIN	PSD



Members from Fire Station 98 teach elementary school students the importance of CO detectors, smoke alarms and having a family escape plan. February 12, 2015

#### **Goal 5: Enhance LAFD Risk Management Systems (continued)**

LEAD ASSISTING ENTITY 2015 Benchmark **Tactics** 2017 Benchmark

and safe work environment									
	Reinforce diverse cultural values and attitudes through training, mentorship, professional development and promotional processes.	<ul> <li>Tailor training to reinforce diversity and current workplace issues</li> <li>Incorporate training into the promotional process</li> </ul>	Conduct analysis of training to include into the promotional process and expand the program as necessary	TSB	AOPS ADMIN				
	Provide training and support services in conflict resolution, mediation and supervisory guidance.	<ul> <li>Use existing and new platforms to measure effectiveness of the program</li> <li>Determine scope and identify funding needs</li> </ul>	Conduct analysis of training to include into the promotional process and expand the program as necessary	TSB	AOPS City Atty				
	Review and analyze workplace environment trends and provide Department-wide education based results of analysis.	<ul> <li>Provide training to promote a positive work environment based on trend analysis</li> </ul>	Evaluate work environment trends	AOPS	ADMIN				

#### **Goal 5: Enhance LAFD Risk Management Systems (continued)**

Tactics 2015 Benchmark 2017 Benchmark LEAD BUREAU ASSISTING ENTITY

#### 4

#### Develop education, training and accountability processes that maximize opportunities to improve the safety and welfare of our members

Designate an Assistant Safety Officer (A-SOFR) in each of the Four Bureaus to work with the Department Safety Officer on relevant issues.	<ul> <li>Attend monthly meetings regarding Injuries On Duty (IOD), status of ongoing post incident analysis, safety and health issues, personal protective equipment, risks and vulnerabilities</li> </ul>	Ongoing	4BUR AOPS EOPS
Formalize a process for documenting all "near misses," significant accidents and incidents within a common format.	<ul> <li>Develop an incident analysis and reporting process for significant incidents</li> <li>Make the report available via the Information Portal</li> </ul>	Ongoing	AOPS
Develop a "State of Safety" fact sheet to be distributed on a consistent basis.	<ul> <li>Include injury trends, current accidents, significant safety alerts and "near misses," as well as instructional videos on critical incident "lessons learned" in development of fact sheet</li> <li>Post fact sheet on Information Portal</li> </ul>	Ongoing	AOPS
Determine scope and identify funding for development of a wildland firefighting training mechanism in alignment with the CICCS qualifications guide.	<ul> <li>Post fact sheet on Information Portal</li> <li>Determine scope and identify funding for development of a wildland firefighting training course</li> <li>Incorporate critical partners into the strategies, training and messaging</li> </ul>	Measure effectiveness of the program and expand as necessary	TSB
Implement Firefighter Survival training for LAFD members and throughout the region.	<ul> <li>Determine scope and conduct a funding needs assessment for the Train the Trainer Program</li> <li>Incorporate critical partners into the strategies, training and messaging</li> </ul>	<ul> <li>Complete training and conduct analysis</li> <li>Expand training cadre to include regional partners</li> </ul>	TSB EOPS



#### Improve employee wellness, return to duty process and member fitness by incorporating education, training and metrics

Assess, and where feasible implement the recommendations contained within the 2015 Controller's Audit of the LAFD Workers' Compensation Prevention Program.	Assess audit and begin implementation of feasible audit recommendations	Complete implementation of recommendations	AOPS
Implement and expedite a more thorough return to duty process when returning from long term leave, injury or illness.	Incorporate mandatory training, physical fitness and performance competencies	Enhance the member re- integration process	AOPS TSB

# CITY PARTNERSHIPS BENCHMARKS



#### Goal 6: Strengthen Community Relationships to Improve Infrastructure and Enhance Resiliency During Emergency Events

Tactics 2015 Benchmark 2017 Benchmark LEAD BUREAU ASSISTING ENTITY

#### Increase Department efforts to address specific needs within each community

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Establish a Public Safety Advisory Board to work in collaboration with the Department in each of the Four Bureaus.	<ul> <li>Meet with community members and stakeholders</li> <li>Conduct quarterly meetings to discuss local threats and vulnerabilities within respective jurisdictional boundaries</li> </ul>	<ul> <li>Develop plans for preparedness, mitigation, response and recovery</li> </ul>	4BUR	ADMIN EOPS
Develop an area specific CERT cadre with response and recovery capabilities in each of the Four Bureaus.	Designate a CERT Bureau Coordinator to work with the Bureau office to develop policy and training of CERT members	Expand CERT cadre in each Bureau	4BUR	EMD FEMA EOPS
Identify and procure appropriate CLO staffing.	, , , , ,		ADMIN	4BUR
Improve and increase PSA content, frequency and media ensuring messages meet multi-cultural and diverse community needs.	Partner with MySafe:LA for enhanced visibility of PSA's and multi-lingual messaging	Ongoing	ADMIN	CLO
• Initiate community risk assessments on profit entities to conduct comprehensive community risk assessments and develop programs to oddress community needs.		Develop programs to address specific community needs	4BUR	EOPS
Analyze current CPR Training Program to better support community awareness and improve effectiveness.	<ul> <li>Establish baseline measurements for effectiveness of programs</li> <li>Design LAFD CPR presentation template for all public presentations</li> <li>Determine certifications for the course</li> </ul>	<ul> <li>Analyze results of the CPR program and expand to include additional areas as appropriate</li> </ul>	TSB	CERT DAC
Establish an Intergovernmental Relations Specialist position to work with Council Offices, the Mayor's Office and handle press/media	<ul> <li>Fill Senior Project Coordinator     position to carry out the duties of the     Intergovernmental Relations Specialist</li> <li>Expand social media efforts throughout     the Department</li> </ul>	Continue to improve communications and media outreach	ADMIN	CLO

#### 2 Develop a Community Communications Plan that represents Department members' commitment to organizational values and public safety

the Department

to organizational values and	public safety		
Institutionalize and embed the newly revised vision, mission and core values into everyday interaction and into community messaging.	<ul> <li>Disseminate revised vision, mission and core values to Department members upon approval</li> <li>Update all mediums containing previous verbiage</li> </ul>		ADMIN
Re-design the LAFD's online presence and develop a website that complies with the Americans with Disabilities Act requirements.	<ul> <li>Provide public service announcements and searchable community-based information in a multi-lingual format</li> <li>Provide Department updates, warnings, incident and post-incident related information</li> </ul>	Ongoing	ADMIN ASB FPB
Increase social media efforts to inform, educate and prepare the community for emergency incidents.	<ul> <li>Develop an overall strategic plan for social media efforts across multiple platforms</li> <li>Expand LAFD's Twitter presence to include the Four Bureaus and approved Chief Officers</li> <li>Expand our social media footprint with new video offerings</li> </ul>	Ongoing	ADMIN EOPS FPB

relations for the Department.

#### Goal 6: Strengthen Community Relationships to Improve Infrastructure and Enhance Resiliency During Emergency Events (continued)

Tactics 2015 Benchmark 2017 Benchmark LEAD BUREAU ENTITY

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J	Develop partnerships t	o increase	preparedness	and	prevention effo	orts

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Strengthen relationships with partners through shared training and exercises.	Schedule training with entities such as CERT, MySafe:LA, FEMA and LAUSD	<ul> <li>Continue training and exercises</li> </ul>	ADMIN	CERT MySafe:LA FEMA LAUSD
Collaborate with educational institutions to develop emergency preparedness programs.	Develop emergency preparedness programs and conduct campus drills and outreach events	Continue building on emergency preparedness programs	4BUR	EOPS TSB
Develop and implement a monthly fire station based multi-agency community preparedness event rotated through each Council District.	<ul> <li>Meet with council offices to determine specific training exercise requested by District</li> <li>Implement drills throughout Council Districts</li> </ul>	• Ongoing	4BUR	EOPS

#### 4 Develop partnerships to increase response and recovery efforts

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Strengthen community engagement by contracting with PulsePoint to immediately alert CPR trained bystanders to SCA events.	<ul> <li>Enter contract with PulsePoint for access to dispatch data</li> <li>Roll out application to allow the community to assist in bystander CPR</li> </ul>		EOPS
Improve the partnership with Mayor's Crisis Response Team.	<ul> <li>Connect vulnerable, high-risk populations with appropriate service providers</li> <li>Enhance members' awareness of Mayor's Crisis response Team capabilities and responsibilities</li> </ul>	Include members of the Mayor's Crisis Response Team on each of the Four Bureaus' Public Safety Advisory Boards to attend meetings and training sessions	4BUR EOPS
Leverage working relationships with public and private agencies to address the transportation, shelter and care needs of the community.	Identify needs of individual communities and establish agreements with public/ private agencies	Codify all agreements into the appropriate National Incident Management System (NIMS) compliant emergency operations plan	4BUR

#### 5 Strengthen labor and management partnerships

Maintain frequent and ongoing communication between labor and management leadership.	•	Conduct regular meetings with labor and management	•	Ongoing	ADMIN
Conduct an annual labor and management retreat.	•	Establish logistics for retreat	•	Ongoing	ADMIN
Co-sponsor labor and management training opportunities.	•	Meet with labor unions to identify training goals	•	Ongoing	ADMIN

#### **6** Strengthen stakeholder partnerships

Maintain ongoing communication with stakeholders.	•	Conduct regular meetings with stakeholders	•	Ongoing	ADMIN
Co-sponsor training opportunities with stakeholders.	•	Meet with stakeholders to identify training goals	•	Ongoing	ADMIN

# A LIVABLE & SUSTAINABLE CITY BENCHMARKS



## Goal 7: Implement Green Initiatives that will Improve Emergency Systems and Reduce Impact Tactics 2015 Benchmark 2017 Benchmark BUREAU ASSISTING ENTITY

Reduce	emissions	and	conserve	energy	and	water

Phase in replacement of Fire Prevention Bureau light vehicles with "green" cars.	<ul> <li>Establish a Bureau fleet management program and partner with Supply and Maintenance in determination of vehicle criteria and specifications</li> <li>Complete vehicle trial program</li> </ul>	Secure funding to purchase vehicles and replace 1/4 of fleet as needed	FPB	TSB ASB GSD
As needed, enhance infrastructure at P2, Prop F stations and satellite locations to provide charging stations for electric vehicle users.	<ul> <li>Determine scope and identify grants for fuel savings and funding for purchase and maintenance</li> <li>Begin purchasing and continue planning</li> </ul>	Secure funding and begin implementation and installation	TSB	ASB 4BUR DWP GSD
Establish mobile offices in Inspector vehicles to provide advanced technology for the purpose of completing, documenting and processing data.	<ul> <li>Identify cadre and survey personnel</li> <li>Establish technical and mechanical criteria for vehicles</li> </ul>	Obtain funding through budget and grants to begin purchasing	FPB	TSB
Where appropriate, replace existing fire station utilities with solar panels, artificial turf and drought resistant landscaping.	<ul> <li>Develop study scope to identify funding and determine efficiencies</li> <li>Work with GSD to address priority locations</li> </ul>	Secure funding and begin implementation and installation	TSB	GSD
Purchase Type 3 Fire Engines that are more fuel efficient and are designed for off-road applications.	<ul> <li>Scope and identify funding</li> <li>Include a pilot project to test apparatus with vendor</li> <li>Develop implementation plan</li> </ul>	Secure funding and begin implementation	TSB	
Participate in the Environmental Preferable Purchase Program for purchasing recycled products.	Broaden scope by looking at emerging technologies and identify funding	Implement and evaluate savings	TSB	

#### 2 Improve quality of life in fire stations

Install additional extractors in fire stations to maintain clean and uncontaminated personal protective equipment.	<ul> <li>Develop budget for multi-phase installation and extractor maintenance program</li> <li>Develop guidelines, identify funding and initiate study for a vendor to perform recommended periodic cleaning of turnout clothing</li> </ul>	Adopt guidelines and complete installation of extractors in designated fire stations	TSB
Purchase backup generators to be stored at fire stations for emergency events.	Scope and identify funding	Secure funding and begin implementation	TSB

# A PROSPEROUS CITY BENCHMARKS



#### Goal 8: Recruit, Develop and Retain a Professional and Diverse Workforce

Tactics 2015 Benchmark 2017 Benchmark LEAD BUREAU ENTITY ASSISTING ENTITY

#### Develop and implement a recruitment plan that promotes fairness in attracting and hiring well-qualified and diverse candidates

Budget and staff the Recruitment Unit to meet the needs and requirements of the Recruitment Plan.	<ul> <li>Update Recruitment Plan in conjunction with City Personnel</li> <li>Full implementation of the Recruitment Plan</li> </ul>	• Ongoing	TSB	ADMIN ASB
Design preparatory programs to assist recruit candidates throughout the hiring process.	<ul> <li>Broaden scope by looking at candidate trends, emerging technologies and identify funding</li> <li>Partner with stakeholders based on a needs assessment relative to staffing and timelines</li> </ul>	Evaluate programs and improve as necessary	TSB	Stakeholders
Establish a formal mentorship program with educational institutions.	<ul> <li>Develop study scope, identify funding and initiate study</li> <li>Work with selected schools to scope and identify funding for a work plan addressing priorities</li> </ul>	Secure funding and begin implementation		
Modify, standardize and expand current Cadet Program, Crew 3 and other volunteer opportunities.	Develop scope and detailed plan with guidelines	Continue implementation along with program assessment and continuous improvement	TSB	
Improve efforts to recruit a workforce reflective of the City's population.	<ul> <li>Update Recruitment Plan in conjunction with City Personnel</li> <li>Continue to recruit under represented groups of the available labor pool</li> </ul>	Ongoing	TSB	
Partner with LAUSD to develop a Firefighter high school magnet program.	<ul> <li>Create pilot partnership program with LAPD and develop implementation strategy</li> <li>Broaden scope by looking at school trends and identify funding</li> </ul>	<ul> <li>Secure funding and begin implementation</li> </ul>	TSB	
Ensure effectiveness of our recruitment efforts.	<ul> <li>Develop metrics, collect data and analyze effectiveness of our recruitment efforts</li> <li>Implement automated system to initiate and track recruitment efforts</li> </ul>	Ongoing	TSB	ADMIN ASB

#### 2 Develop and implement a professional development program with incentives to improve performance and provide opportunities for employee advancement

pportunities for employee davance	.iiieiit		
<ul> <li>Determine scope and develop plan and funding mechanism for the Office of Professional Development (OPD) based on workload indicators</li> <li>Develop guidelines to give members breadth and exposure to different development programs and subject areas</li> </ul>	Implementation of OPD	TSB AOPS	EOPS ADMIN FPB
<ul> <li>Develop performance based standards and written guidelines</li> <li>Identify additional training needs and criteria for each position</li> </ul>	Implementation and assessment of standards and guidelines	TSB	AOPS Stakeholders
Identify metrics and support for professional development and goals	Design and implementation	AOPS	TSB Stakeholders ADMIN ASB ITA
Define specific core competencies for each position	<ul> <li>Integrate core competency training in professional development courses</li> </ul>	EOPS AOPS	TSB
	Determine scope and develop plan and funding mechanism for the Office of Professional Development (OPD) based on workload indicators  Develop guidelines to give members breadth and exposure to different development programs and subject areas  Develop performance based standards and written guidelines  Identify additional training needs and criteria for each position  Identify metrics and support for professional development and goals  Define specific core competencies for each	funding mechanism for the Office of Professional Development (OPD) based on workload indicators  Develop guidelines to give members breadth and exposure to different development programs and subject areas  Develop performance based standards and written guidelines Identify additional training needs and criteria for each position  Identify metrics and support for professional development and goals  Define specific core competencies for each position  Integrate core competency training in professional	<ul> <li>Determine scope and develop plan and funding mechanism for the Office of Professional Development (OPD) based on workload indicators</li> <li>Develop guidelines to give members breadth and exposure to different development programs and subject areas</li> <li>Develop performance based standards and written guidelines</li> <li>Identify additional training needs and criteria for each position</li> <li>Identify metrics and support for professional development and goals</li> <li>Define specific core competencies for each position</li> <li>Integrate core competency training in professional</li> </ul>

#### Goal 8: Recruit, Develop and Retain a Professional and Diverse Workforce (continued)

Tactics 2015 Benchmark 2017 Benchmark LEAD BUREAU ENTITY

#### 3 Strengthen training and education opportunities for LAFD members

Strengthen training and educational partnerships with peer agencies and regional partners to leverage resources and increase learning opportunities.	<ul> <li>Design programs to provide opportunities for attending certification courses, including training offered by regional partners</li> <li>Identify critical training areas that pertain to LAFD members</li> </ul>	TSB	AOPS University Partners LACPAC
Cultivate and formalize relationships with universities for educational courses and organizational development.	<ul> <li>Work with participating institutions to scope and identify funding for a work plan that addresses LAFD issues based on a needs assessment in education</li> <li>Secure funding and begin implementation</li> </ul>	TSB	ASB
Develop training program for the Fire Prevention Bureau.	Designate staff to assess training needs and available programs     Implement and evaluate	FPB	TSB



	2015 Benchmark	2017 Benchmark	LEAD BUREAU	ASSIST ENTIT
Stimulate the local economy	y by expediting new construction			
Implement the goals of the Development Services Enhancement Partnership Plan to improve services delivery to the public and City agencies.	Continue the established agreement with Department of Building and Safety	Update agreement as enhancements evolve	FPB	OOF LABDS Housin
Establish a code development process to provide feedback to code amendments at the local and state level.	<ul> <li>Elicit input from City departments, subject matter experts and the community to provide feedback</li> <li>Complete review of International Fire Code (IFC)</li> </ul>	<ul> <li>Develop and implement a sustainable Fire Code review process</li> <li>Complete review of California Fire Code (CFC)</li> </ul>	FPB	OOF LABDS Housing
Identify available technologies focused on improvement of development and maintenance inspection scheduling and tracking.	Maintain and increase existing partnerships with Los Angeles Department of Building and Safety (LADBS)/Housing for program sharing and data collection	Evaluate programs after application of inspection scheduling/tracking	FPB	ASB LADBS OOF Housin ITA Build L
Implement Helipad Retrofit Option to attract investors and create job opportunities.	Partner with LADBS and other stakeholders to develop the retrofit program	Ongoing	FPB	LADBS
Provide consistent and effective Develop and provide customer service training tailored for the unique needs of each Bureau.	Develop training curriculum     Incorporate supervisor training and workshops to assist businesses and the general public	Complete training	TSB	
Develop and provide customer service training tailored for the	<ul> <li>Develop training curriculum</li> <li>Incorporate supervisor training and workshops to assist businesses and the</li> </ul>	Complete training      Identify FPB Officers to liaison between Customer Service Improvement Teams and FPB	TSB FPB	
Develop and provide customer service training tailored for the unique needs of each Bureau.  Create Customer Service Improvement Teams within each	<ul> <li>Develop training curriculum</li> <li>Incorporate supervisor training and workshops to assist businesses and the general public</li> <li>Measure customer satisfaction through programs that will elicit feedback</li> <li>Establish process that allows employees to submit suggestions and innovative ideas to</li> </ul>	Identify FPB Officers to liaison between Customer Service Improvement Teams		ASB LADBS OOF Housi
service training tailored for the unique needs of each Bureau.  Create Customer Service Improvement Teams within each Bureau.  Design customer feedback to direct service improvement and continually update understanding of customer	<ul> <li>Develop training curriculum</li> <li>Incorporate supervisor training and workshops to assist businesses and the general public</li> <li>Measure customer satisfaction through programs that will elicit feedback</li> <li>Establish process that allows employees to submit suggestions and innovative ideas to improve efficiencies</li> </ul>	Identify FPB Officers to liaison between Customer Service Improvement Teams and FPB      Establish an oversight	FPB	ASB LADBS OOF



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Administrative Operations
Administrative Services Bureau
Fire Prevention and Public
Safety Bureau
Training and Support Bureau
Employee Relations
Risk Management Section

Emergency Operations
Arson Counter Terrorism
Section
Medical Director
Metro Fire Communications

Chief of Staff
Community Liaison Office
Planning Section
Professional Standards Division

Chief Officers Association United Firefighters of Los Angeles City

City Administrative Officer City Council Offices Department of Neighborhood Empowerment

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Wharf Fire in the Port of Los Angeles September 22, 2014

