



**ENGINEERING OUR FUTURE**



The Los Angeles County Fire Department's Forestry Division completed its Centennial celebration in May 2012. It is fitting to dedicate "Engineering our Future" to the memory of

## STUART FLINTHAM

who served as the first Los Angeles County Forester and Fire Warden from 1912 until 1925. His brilliant mind planted the seeds and shaped the foundation for what would become the Los Angeles County Fire Department. Within the pages of this Strategic Plan are glimmers of his grand vision.



◀ Please scan this QR code with the free Paperlinks iPhone or Android app to learn more about the Los Angeles County Fire Department.

# LOS ANGELES COUNTY FIRE DEPARTMENT STRATEGIC PLAN

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# ACKNOWLEDGEMENTS

The Los Angeles County Fire Department Strategic Planning Team, which includes 95 members of the organization working in 12 specific goal teams, was assembled from every technical and administrative corner of the agency. Each person involved in this effort has displayed a great deal of commitment to its success, and has participated without regard to rank or position. Because of this element, our paramilitary-style organization has created an environment of open and honest dialogue about what needs to be improved, changed, or perhaps created. We commend these members for treasuring our legacy and devoting their time and energy to this endeavor for the purpose of Engineering our Future.

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# FIRE CHIEF'S MESSAGE



It is with great pride and enthusiasm that I share the Los Angeles County Fire Department's strategic plan, entitled "Engineering Our Future." Our plan is designed to address short and long-term challenges.

I view the workforce of our Department as our most valued commodity; a team of first responders, technicians, and professional staff. As a team, we will face all challenges and strive to continuously improve our organization. We will be fiscally responsible, provide exceptional service, and ensure the welfare of our workforce. Our strategic plan will be the roadmap to accomplish our goals.

Upon my appointment to the position of Fire Chief on February 17, 2011, our Department was experiencing several challenges, primarily from the economic downturn. Although our budget is over \$900 million, due to the decrease in tax valuation, we have lost significant revenue since 2008. Currently, we have implemented over \$50 million per fiscal year in curtailments, and have had to delay essential infrastructure needs.

In addition to our financial challenges, we are facing federal and state legislation that is, and may potentially be, impacting our profession. Additionally, we need to understand that there are alternative ways of providing emergency services to our customers, and therefore we must be watchful, adaptive, and innovative.

When the strategic planning process began, we had seven goals. I held several open forum meetings throughout our Department, and solicited input from internal and external

stakeholders. After several months of meetings and over 500 additional recommendations, we now have 12 goals, which will incorporate more focus on integrating technology into our profession, enhancing transparency and accountability, addressing risk management issues, and ensuring the welfare of our workforce. Additional emphasis will be placed on human factors, such as cultural diversity, sensitivity, inclusiveness, workforce development, and effective communication.

Completing our plan is merely the start of our journey. We are now going to face the toughest part, which is the implementation of the goals we promised. Although we have started the implementation process in several areas, we will need to stay the course to reach our target. I challenge everyone to actively participate.

The history of our Department clearly shows that we have demonstrated our ability to be leaders in our profession. Advancements and innovative thinking, either by initiative or challenging environments, have enabled us to maintain exceptional service. Now, we must face the ultimate challenge of continuing to sustain our position as leaders while keeping to our legacy of excellence.

The best predictor of the future is to plan and execute today. As we move forward, periodic updates and modifications will occur to ensure that we maintain our tradition of excellence as proud protectors of life and property.

**Daryl L. Osby**, Fire Chief

# HOW THE FIRE DEPARTMENT MEETS THE COUNTY'S MISSION

## “TO ENRICH LIVES THROUGH EFFECTIVE AND CARING SERVICE”



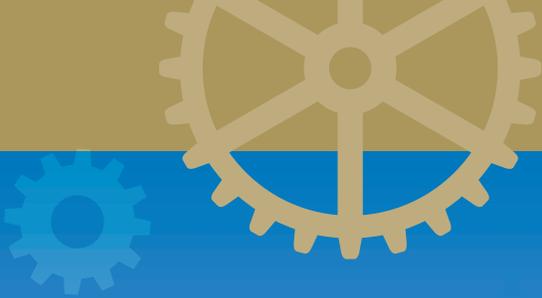
### COUNTY MISSION

As one of Los Angeles County's 37 public service departments, the Los Angeles County Fire Department plays one of the most direct roles in carrying out the County's mission "To enrich lives through effective and caring service."

### COUNTY VALUES

The County's values of Accountability, Can-Do Attitude, Compassion, Customer Orientation, Integrity, Leadership, Professionalism, Respect for Diversity, and Responsiveness are practiced each day by almost 5,000 members of the Fire Department's workforce in its emergency and business operations.





## COUNTY STRATEGIC PRIORITIES

In June 2011, the Los Angeles County Board of Supervisors approved an update to the County Strategic Plan to identify four priorities under Goal 1: Operational Effectiveness: Human Resources Management, Risk Management, Budget Management, and Communications. Recently, the County has undertaken an effort to focus its collective efforts on a targeted set of high-impact priorities. These refinements are designed to

help make the County's Strategic Plan more responsive to the dynamic environment in which the County operates; to clearly identify and focus on the highest-impact strategic priorities as identified by the Board; and to recognize the uniqueness of County department goals and ensure that these equally important priorities are addressed effectively and timely through department-level strategic planning and operations.

### The County's strategic priorities are

#### Goal 1: Operational Effectiveness

Maximize the effectiveness of process, structure, and operations to support timely delivery of customer-oriented and efficient public services.

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#### Goal 2: Fiscal Sustainability

Strengthen and enhance the County's capacity to sustain essential County services through proactive and prudent fiscal policies and stewardship.

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#### Goal 3: Integrated Services Delivery

Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

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## FIRE DEPARTMENT MISSION

The mission of the Los Angeles County Fire Department is to protect lives, the environment, and property by providing prompt, skillful, and cost effective fire protection and life safety services.

## FIRE DEPARTMENT VISION

The Los Angeles County Fire Department will be an exemplary organization acclaimed for our national reputation, our regional strength, and our hometown attentiveness as we provide fire protection and life safety services.

## FIRE DEPARTMENT CORE VALUES

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**Integrity**

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**Teamwork**

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**Caring**

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**Courage**

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**Commitment**

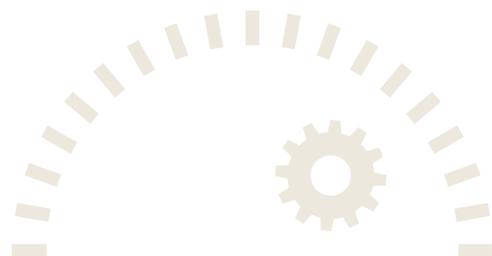
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**Community**

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The Fire Department's Strategic Plan is designed to carry out the County's public safety mission in meeting the current and future needs of over four million residents living and working in communities all across the County.





# ENGINEERING OUR FUTURE: A CASE FOR STRATEGIC PLANNING

**A**round the globe, and especially since the September 11 attacks over one decade ago, firefighters have continued to be viewed as protectors, heroes, and rescuers – all that is good in our world. Off duty, they give back to their local communities as leaders of scout troops, civic organizations, charitable projects, health education campaigns, or anywhere they see a need. Their positive spirit shows, and society depends upon their natural willingness to help. You will find many of these people, along with lifeguards and other emergency responders, working each day at the Los Angeles County Fire Department.

The Department is one of the largest and most respected fire departments in the world. Located in the entertainment capital, the real-life work of County firefighters and lifeguards

has served as the inspiration for many popular and successful television shows, movies, and news documentaries. The hit 1970's TV series, "Emergency!" and the original "Baywatch" series, which ran from 1989-1999 and featured its award-winning lifeguards, are probably the two most remembered. County firefighters are regularly featured in local and national news reports, highlighting the drama and split-second nature of their dangerous work. In 2010, the local NBC television affiliate won an Emmy Award for its documentary, "LA Heroes: The Untold Stories," featuring the video recorded experiences of the Department's Urban Search and Rescue Team's work in Haiti, following its devastating earthquake that same year.

While residents laud the courage and commitment of their



local heroes, it is imperative that the Department not rest on public accolades. Increasingly, the financial climate of the nation, and the State of California, has impacted local counties and cities. A new dynamic in the once-assured partnership between the Department and local contract and fee-for-service cities has been created as a result. Not questioning the core work of their firefighters, elected officials, however, do question the financial impact of expensive fire protection and life safety services on their fluctuating budgets.

Many believe that firefighters are the best community ambassadors just by performing their everyday work. Although this reputation perpetuates itself in this way, the Department must look beyond this as an exclusively effective means. The public needs to look behind the scenes and beyond the local fire stations to really understand its scope. The organization needs to continue to be customer-focused. Alan Brunacini, retired fire chief for the City of Phoenix, stated that "customer-centered means that the customer's needs, perceptions, and feelings begin to design and drive how the delivery systems looks and behaves...We have always done the very best we could for our customers, but we have not spent much time asking them what they really want...simply, we decided what we thought they really needed, delivered that service, and went home."

Outside of responding to daily calls for assistance in local communities each day, the public may be unclear of the continually changing role of the fire service. Developments on the local and national levels, including continuing issues around homeland security generated by the September 11 attacks, have once again changed their role as first



responders. Many County firefighters have received highly specialized training, and today perform a much wider range of services than may be perceived by the public. A quick glance at the resume of a County firefighter is a revealing look at the realities of the 21st century and how this profession has evolved. World-class Urban Search and Rescue responders within the Department, known as California Task Force 2, remain ready to be deployed to the other side of the globe within hours. These same men and women, and even their canines, serve local communities each day in fire stations throughout the County.

Firefighters save lives, but perhaps the best loved and least known aspect of their noble service to society is the fact that they save some souls as well. Their voluntary involvement in programs such as Rescue Youth, in which County firefighters have served as mentors to troubled youth, has helped to change communities in a more personal way. Some of these youths have never had anyone really care about their well-being or personal success. Firefighters are a natural source of inspiration and provide strong role models for





troubled teens at the crossroads of life. They assist with everything from homework to home life. Remarkable life changes have taken place. Unfortunately, recent budget cuts at the District Attorney's Office caused this program to come to an end.

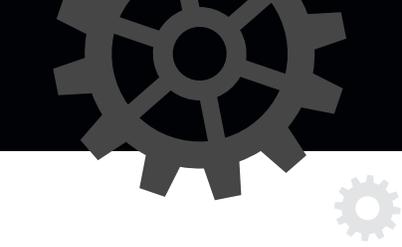
### **NEW FINANCIAL REALITIES AND PUBLIC EXPECTATION**

The Los Angeles County Fire Department is currently financially capable of carrying out service delivery, and will continue to maintain preparedness to respond to any and all emergencies in its jurisdiction. The public depends on its ability to call 9-1-1 and receive help, and the Department is committed to delivering that service day and night. Since the late 1960's, when the 9-1-1 system was first introduced, this easy access to firefighter assistance became a treasured part of the American landscape. It represents what people really love about the strength of the American infrastructure not offered in many other countries around the world. The fire service is one of the best and last examples of good government in action.

Yet, financial realities which have impacted the entire nation

have not left the fire service immune from its effects. The property tax revenue collected by the Department to support its now over \$900 million annual operating budget has significantly declined in the past four years. To keep its fire stations open and fully staffed, the organization took early and decisive measures to secure its financial stability. It drew upon funding reserves earmarked for capital improvement projects, such as replacement of its 1950's-era headquarters facility, to keep emergency service delivery levels intact. It also reduced its expenditures across the organization, and left vacant more than 100 full-time positions within the Department's business operations to minimize any impact on emergency operations. The Department's Lifeguard Division, which receives 30 percent of its annual funding from the County's General Fund, was also impacted. The curtailments have resulted in deferred replacement of critical equipment, elimination of several support positions, and significant reductions in training, namely, the postponement of the Lifeguard Training Academy for the past three years.

Even though the most recent budget forecasts indicate that property tax levels are increasing slightly, the revenue from this



local funding tax base will not increase enough to match rising expenses projected over time. The current economic downturn in our nation and in California will continue to impact the revenue received by the Department. As a result of the nation's recession, many cities across the country are unable to pay for the cost of providing fire protection and emergency medical services for its residents. Also because of high unemployment rates across the County, many residents without medical insurance are relying more and more on emergency medical services as their routine medical provider.

Many smaller cities in California and across the nation are struggling to close widening budget gaps and are, for perhaps the first time, considering the privatization of their fire protection and emergency medical services. What was once unheard of is being heard more and more: the fire service will actually need to compete to stay in business. "The



it offers a better, more cost-effective service to the public than any other public agency or private for-profit company. It must prove beyond a shadow of a doubt that the Los Angeles County Fire Department is the best option for innovative fire and life safety services!

**"The continued existence of the fire service as we know it will hinge on the organization's ability to meet the wants, needs, and expectations of our society."**

– Bill Peterson, Chief, Plano Texas Fire Department

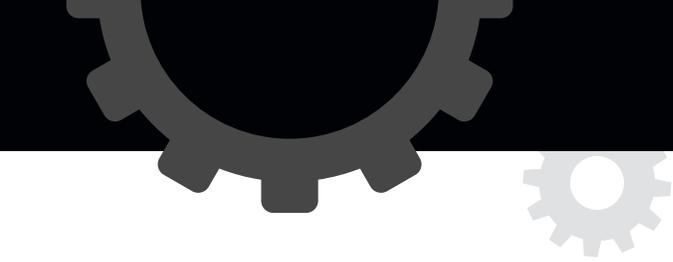


### A CHANGE IN LEADERSHIP...AND THE FIRE SERVICE

In February 2011, following 22 years as Fire Chief of the Los Angeles County Fire Department, P. Michael Freeman stepped into a well-deserved retirement. On February 17, 2011, Daryl L. Osby, Chief Deputy of Business Operations, was selected by the Board of Supervisors to succeed Freeman as the ninth Fire Chief of the Department. This change in leadership provided a natural transition point for the Department at a time when many new and innovative opportunities were available to improve both the business and emergency sides of the organization.

Lakewood Plan" of the 1950's was a magnificent blueprint for the development of its now 58-city service base in which cities contract with the Department for fire protection and emergency medical services. In 2003, one of the cities served by the Department considered ending its 30-year relationship by contracting with its neighboring city, but ultimately decided to keep its contract. This experience, however, was a realistic reminder that the Department's service base could decrease if it does not stay competitive and proactive in ensuring that

Fire Chief Osby quickly recognized the Department's need to embrace and introduce many technological advances, organizational culture shifts, and internal business process improvements to truly bring the organization into the 21st century. He established and began to work with the Strategic Planning Team. It became apparent that many business systems within the organization were in need of upgrading and integration with other systems. Each of the Strategic Plan's



12 goals includes a technology component for success, so the entire team has focused on identifying strategies and projects designed to improve business operations.

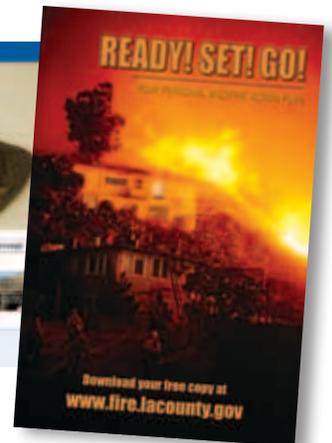
Also, like many organizations, LACoFD is a cross section of society and has strived to recruit a workforce which reflects its increasingly diverse customer base. A plan was needed to not only focus on workforce excellence through training and other forms of professional development, but also a plan to train future generations of the Department's leadership. First responders and others serving the community in a direct way must continue to receive external customer service training to meet the real needs of the public it serves. Clearly, the organization has experienced a paradigm shift in the makeup of its own workforce. As members retire and new firefighters join the organization, new attitudes erase old stereotypes once associated with the Department of the 1950's and '60's.

Although the Department enjoys little negative press due to its proactive communication efforts, it must position itself to increase its sharing of key messages about its programs, services, and people through established and planned communication vehicles. One of the Strategic Plan's most important goals is "Communicating our Value," to inform and educate the public about the Department's many other services and programs to keep them safe and prepare them for every disaster scenario experienced in Southern California.

Currently, the Department communicates its programs and services through a number of traditional vehicles, including

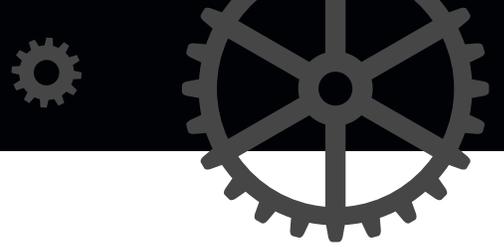


publications, the internet, public education handouts, the media, and public presentations. With millions of residents



in its jurisdiction, its audience is large and diverse. Social media has emerged as another new, instantaneous way to connect the organization with those it serves. The Department needs to expand its current use of Facebook, Twitter, and YouTube to directly communicate its messages to the public.

Opportunities to involve ordinary citizens in emergency preparedness through the Department's Community Emergency Response Team (CERT) will be further developed, as well as other volunteerism opportunities to assist the Department. Marketing the Department to generate revenue to support public education and information programs also needs to be explored and developed as part of the organization's grant development program.



Firefighters are tasked with not only suppressing fires and saving lives and property, but educating the public about how to stay safe and prevent fires in their homes, businesses, and public areas. Fire prevention is another critical component of the mission. In addition, emerging areas of responsibility also bring an increasing level of training and support. Firefighters are being called upon to serve in many community-based activities to help raise public awareness of its services, how it is funded, and other basic information about the daily work of local fire station personnel.

### THE COMPLEX POLITICAL AND LEGAL ENVIRONMENT

While the Department is prepared to meet many of its financial and other challenges steadfastly, some are a result of the current political environment in which the Department operates. Proposed legislation, if passed, could change the way that funds from the State of California are dispersed to public agencies and seriously jeopardize the financial stability of the Department.

While demand for Department services continues to increase, it is met with unfunded mandates from federal and state laws and programs, creating additional budgetary pressure. In this climate, the service delivery system is stretched. Demand for Fire Department resources will continue outside the County as well through California's Master Mutual Aid System in responding to major incidents beyond its control.

Negative press, legal battles, the County and state political machinery, labor/management challenges and major incidents are all potential issues for the Department. This complex environment in which the Department must operate is an opportunity for it to work more collectively and strategically, using this plan, in the next one to 10 years to position itself for sustainability, expansion and, ultimately, living up to its promise to the public to serve as "Proud Protectors of Life and Property."



# OUR ENVISIONED FUTURE



In 2020, the Los Angeles County Fire Department will be a multi-faceted global leader in public safety services. Our kind, compassionate care and exemplary leadership will continue to exceed public expectations with enhanced processes and innovative, results-oriented service delivery models which minimize environmental impact.

Our Department will be financially solvent and generate sufficient revenue to create financial stability. Our efficiently operating business systems will utilize cutting-edge technology to streamline services. Our fiscal solvency will allow us to remain viable and competitive as we uphold stewardship of taxpayer dollars.

Our well-staffed, well-trained workforce will be a reflection of the general population of the surrounding communities we serve. In this character-driven organization, we treat all employees equitably and provide an environment where everyone can have personal ownership in caring service delivery.

We will have strategic alliances with other public, private, and non-profit organizations advancing the fire service. We will help create and support favorable public opinion and governmental support of the fire service by providing increased education and training to our citizens. LACoFD will be the leading advocate for providing versatile, creative emergency response. Our ability to effect change rapidly is adaptable to fit the needs of each community within our coverage area.

We will communicate better with our communities, and offer a website and social media services that offer useful tools for the public we serve as well as other fire departments. We will provide educational opportunities throughout the State, nation, and the world. By putting the public first and being open to change, we will become the organization that communities say they can't live without.

As an excellent customer service-oriented Department, with the vision to plan for the future, we continue to train fire service leaders and mentor the fire service industry.



# THE PLAN: GOALS, STRATEGIES, AND PROJECTS

Each member of our organization has a stake in the success of our Strategic Plan. Each carries out an important public service somewhere within our collective mission, and each will be involved in every step of our strategic planning process. The strategic planning process was launched and the initial seven goals were identified, Fire Chief Osby invited every member of the organization to read the proposed goals and weigh in on them. More than 300 employees took the time to think about how they could meet those goals, and also to suggest other focus areas. Because of their input, the Department expanded the Strategic Plan to include 12 goals:

**Goal 1: Preventing Injury and Illness**

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**Goal 2: Delivering Exemplary Emergency Services**

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**Goal 3: Innovating New Delivery Systems**

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**Goal 4: Fostering Workforce Excellence**

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**Goal 5: Ensuring Financial Stability and Accountability**

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**Goal 6: Developing the Leader in Each Employee**

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**Goal 7: Strengthening our Infrastructure**

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**Goal 8: Automating our Systems**

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**Goal 9: Containing Risks**

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**Goal 10: Mitigating Disasters**

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**Goal 11: Preparing the People We Serve**

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**Goal 12: Communicating our Value**

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## GOAL 1: PREVENTING INJURY AND ILLNESS



Care for each member of the workforce and ensure that they go home safe and healthy at the end of their shift by proactively preventing work-related injuries, accidents, and illnesses.

**OUTCOME:** The Department will make every effort to protect, educate, promote, and inspire all safety members to pursue a safe, healthy and active lifestyle; a lifestyle that reduces injuries and illnesses, increases job performance and provides a foundation of behavioral wellness for the duration of each employee's life.

### Strategy Statements

- 1.1 Provide quality care to our workforce when they have become ill or been injured, and facilitate their return as a healthy and productive member our organization.
  - 1.1.1 Improve Return to Work efficiencies by linking injured employees with the process of utilizing the proper forms, reporting the injuries, and receiving the appropriate medical treatment. Ensure that each employee receives a light-duty assignment and/or fully recovers and returns to work.



- 1.1.2 Review and develop policy and procedures for reporting of industrial and non-industrial injuries of all employees to ensure timely medical care.
- 1.1.3 Revise policy and procedures when industrial injuries occur.
- 1.1.4 Review, revise, develop, and implement policies and procedures relevant to the Department's Illness and Injury Prevention Program.
- 1.2 Identify the causal factors, using common analysis tools.
  - 1.2.1 Establish an Accident Review Panel to analyze, review, recommend, and determine cause, costs, and prevention measures relating to accidents.
- 1.3 Based on causal factors, develop injury and illness prevention programs and practices.
  - 1.3.1 Develop an Accident Review (AR) Serious Accident Review (SAR) processes to include Blue and Green Sheets to improve employee awareness of accident prevention.
- 1.4 Implement injury and illness prevention and protection programs and practices.
  - 1.4.1 Establish a Safety Committee to reduce injuries and illnesses through prevention and preparedness.
  - 1.4.2 Review and develop policy and procedures for reporting of industrial and non-industrial injuries of all employees to ensure timely medical care.
- 1.5 Develop tools to measure the effectiveness of injury and illness prevention programs.

## GOAL 2: DELIVERING EXEMPLARY EMERGENCY SERVICES



**Deliver caring, customer-focused emergency services to the public, and identify organization-wide opportunities to better support the emergency responders who deliver them.**

**OUTCOME:** The Los Angeles County Fire Department will be an exemplary organization acclaimed for our national reputation, our regional strength, and our hometown attentiveness as we provide fire protection and life safety services.

### Strategy Statements

- 2.1 Develop and implement programs resulting in employee understanding that the future success of our Department is based on exemplary customer service.
  - 2.1.1 Implement quality assurance work groups headed by the division assistant chiefs and made up of personnel from assigned divisions.
  - 2.1.2 Develop a paramedic internship task book and manual for station captains and paramedic preceptors aimed at improving and standardizing expectations during this phase of paramedic training.

- 2.2 Consistently analyze, evaluate, and improve patient care.
- 2.3 Develop strategies “above and beyond” the norm to promote and improve the services we provide, resulting in our Department becoming an integral member of our communities.
  - 2.3.1 Develop and implement Quality Assurance (QA) reports, tracking high risk incidents at the field division level, utilizing the division nurse educators and field battalion chiefs.
  - 2.3.2 Revise Department processes and procedures regarding emergency management.
- 2.4 Capture fire service delivery “best practices” and “lessons learned” to create positive change in our organizational culture.
- 2.5 Celebrate and recognize employees who deliver outstanding customer service.
- 2.6 Develop and implement processes to measure and evaluate our effectiveness in providing exemplary, caring, emergency services to our customers and communities.
  - 2.6.1 Develop and implement a patient follow-up procedure for division nurse educators to identify exemplary/outstanding service and implement a program to recognize these exemplary actions. Develop and implement a process to identify actions which need improvement in order to deliver more effective customer service.
  - 2.6.2 Develop and implement programs that will enhance customer service delivery of emergency operations.
  - 2.6.3 Enhance the current EMT/PM database to develop a tracking system to capture all EMT/PM licensure renewal dates.
- 2.7 Develop technical training programs that prepare, plan, and maintain employee competencies when delivering customer service.

- 2.7.1 Revise the emergency operations technical training programs by developing and implementing a master schedule of training programs.
- 2.7.2 Develop and implement a Facilitated Learning Analysis (FLA) process, Accident Prevention Analysis (APA) process, and After Action Review (AAR) process for high-risk/low frequency and high-risk/high frequency incidents to capture lessons learned, establish best practices for all hazards, and communicate loss prevention actions.

### GOAL 3: INNOVATING NEW DELIVERY SYSTEMS



**Develop innovative strategies to deliver exceptional and competitive public safety services and products.**

**OUTCOME:** The Department will have the foundational strategies it needs to go from where it is today to where it expects to be in the future.

#### Strategy Statements

- 3.1 Analyze emerging demographics and research public safety service trends to identify opportunities for competitive service and product innovations.

- 3.1.1 Research national best practices and innovations in fire and life safety service delivery and present a report to the Executive Team that lists those innovations that may fit the needs of our customers.
  - 3.1.2 Research health care trends and demographics, and how those trends, such as Nationalized Health Care, massive retirements from the “Baby Boomers,” the diabetic epidemic, etc., will impact EMS service delivery.
  - 3.1.3. Research fire protection and suppression trends and demographics, and how those trends, such as residential sprinkler systems, falling governmental revenue streams, etc., will impact service delivery.
  - 3.1.4 Develop a list of prioritized proposals to innovate our public safety delivery system based upon 3.1.1., 3.1.2, and 3.1.3.
  - 3.1.5 Analyze the cost, operational impact, potential system savings and patient care impacts from a tiered dispatching model.
- 3.2 Identify and develop the products and services our customers will want and need in the next 5–10 years.
- 3.2.1 Using input from strategy 3.1, develop proposals for the prioritized service delivery innovations which will include costing models, outside revenue streams, and innovative staffing models.
  - 3.2.2 Develop implementation plans for selected products and services, and insert them into the Strategic Plan.
- 3.3 Develop tools to measure the effectiveness of new programs.
- 3.4 Identify, develop, and promote our Department’s competitive advantage through cost effectiveness, quality, and customer service; this will be driven by Strategies 3.2 and 3.5.
- 3.5 Develop efficient, cost-effective, data-driven methods, models, and strategies for deploying and responding public safety services.

- 3.5.1 Research nationally effective methods of evaluating service delivery, including response times, deployment costs, peak demand staffing, event-driven deployment, cost benefit analysis, benchmarking, readiness costs, cost accounting, etc.

- 3.6 Engineer innovative programs that uphold our Department as our community’s best option for creative public safety services.

#### GOAL 4: FOSTERING WORKFORCE EXCELLENCE



**Create and foster an organizational culture of mutual trust and teamwork that results in a high performing and diverse workforce where personal strengths are recognized and individual differences are respected.**

**OUTCOME:** The Los Angeles County Fire Department will be recognized as a high performing team that fosters a culture of inclusion, capitalizing on each employee’s strengths, while respecting individual differences, in pursuit of workforce excellence.

#### Strategy Statements

- 4.1 Create and foster trust in each other by implementing excellent, transparent, two-way communication,

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- and fairness in developing and applying policy and procedures.
- 4.1.1 Develop a Department “Policy of Equity” (POE) that is consistent with the County’s Policy of Equity.
  - 4.1.2 Develop a Department “Maternity and Family Leave” Policy designed to provide specific and clear assistance to all employees.
  - 4.1.3 Improve the Department’s policy manuals to reflect consistency with County policy (i.e., Policy of Equity, communication and processing of complaints, etc.).
  - 4.1.4 Develop a system of weekly meetings and exchange of briefing sheets.
  - 4.1.5 Establish a fair and consistent method for volunteers to participate on special panels and committees, such as the Firefighter Interview Panels and Recruit Training Captain.
- 4.2 Develop and promote programs that exemplify the key characteristics of an effective team, which includes caring, mutual respect, transparent communication, pride, mentoring others, rewarding good performance, and collective responsibility.
- 4.2.1 Incorporate ongoing education to all personnel in the area of diversity to increase employee awareness regarding the benefits of a diverse workforce, and how to create and maintain a culture of mutual trust and respect.
  - 4.2.2 Review existing methods and programs. Continue where appropriate and develop new programs where needed. Existing programs include Managing Generational Differences and Americans with Disabilities.
- 4.3 Increase our Department’s diverse pool of excellent candidates reflecting the communities we serve.
- 4.3.1 Develop an entry level Firefighter Recruitment Plan designed to encourage applicants throughout Los Angeles County to prepare for a successful career in the fire service.
  - 4.3.2 Create a competency-based hiring, performance evaluation, and promotional model.
  - 4.3.3 Enhance the Department’s workforce through the creation of a robust Recruitment Unit.
  - 4.3.4 Establish new entry level Fire Fighter Trainee examinations.
  - 4.3.5 Provide credit to candidates who show they understand the career field, giving *extra points* to those demonstrating preparation to fulfill job requirements.
  - 4.3.6 Evaluate and establish a testing mechanism for discovering desired behavioral characteristics in recruit candidates and job applicants.
  - 4.3.7 Identify Key Performance Areas for our personnel.
  - 4.3.8 Set minimum standards for promotional advancement, such as the standards established for specialty positions, including USAR and Hazardous Materials.
  - 4.3.9 Develop Competency Task books for all rank advancement. Utilize employees’ strengths by requesting suggestions from employees and labor representatives, and provide feedback.
- 4.4 Incorporate ongoing diversity education to all personnel to increase employee awareness regarding the benefits of a diverse workforce, and how to create and maintain a culture of mutual trust and respect.
- 4.4.1 Develop an organizational expansion plan for the Equity Compliance Unit that evolves and commensurately matches the organization of the County.
  - 4.4.2 Create and deliver routine supervisory and management training relative to multiculturalism, gender inclusiveness, workplace violence, and sexual harassment prevention.
  - 4.4.3 Incorporate diversity awareness training into existing programs, such as the recruit classes and new employee orientation.
  - 4.4.4 Link personnel who would like to mentor others and personnel who would like to be mentored.

- 4.5 Appreciate and recognize the cultural strengths of our workforce to collectively improve team dynamics and trust in our diverse environment.
  - 4.5.1 “WE Are the Fire Department” pictorial campaign.
  - 4.5.2 Make pamphlets and recruitment information available at stations.
- 4.6 Enhance sensitivity to differences through Department-wide initiatives.
  - 4.6.1 Assign a diversity goal to each MAPP participant under the “Behavioral Section” of the MAPP evaluation form.
  - 4.6.2 Allow personnel of any rank to seek mediation services currently offered by the Workforce Excellence Section.
  - 4.6.3 Recognize and celebrate outstanding work by individuals and teams within the Fire Department.

## GOAL 5: ENSURING FINANCIAL STABILITY AND ACCOUNTABILITY



**Establish revenue and expenditure strategies, and accountability processes, as good stewards of public resources in order to meet current and future financial obligations.**

**OUTCOME:** Ensure we provide the best possible value for the taxpayer’s dollar by continually scrutinizing the Department’s use of funding and resources. This is increasingly important in the current climate of financial uncertainty.

### Strategy Statements

- 5.1 Develop a financial strategic plan that integrates innovative delivery strategies, future service expansion, and infrastructure replacement needs.
  - 5.1.1 In support of the District’s Financial Plan, ensure proper communication and coordination regarding timely updates, and assess the Department’s budgeting and procurement processes to safeguard appropriate efficiencies and the delivery of accurate management information.
  - 5.1.2 Develop a financial plan to address the 2012-13 projected budget deficit, including use of one-time reserve funds, realignment of programs, increased revenue, and additional cost curtailments and efficiency measures.
- 5.2 Strengthen existing revenue streams and develop innovative strategies for new revenue.
  - 5.2.1 Position the Department to request the Board to approve a November 2012 ballot measure to increase revenue.
  - 5.2.2 Evaluate the billing and revenue collection process for the CUPA program and make recommendations to enhance the Department’s ability to generate additional CUPA program revenue.
  - 5.2.3 Apply for an Oil Spill Contingency Plan grant and a Boating & Waterways equipment grant.
  - 5.2.4 Research and develop a report and plan to gain marketing revenue from Departmental websites.
  - 5.2.5 Negotiate and gain a contract extension with Ford for Lifeguard vehicles. During negotiations, explore potential for other vehicle sponsorships within the Department.
  - 5.2.6 Complete an audit of property tax received by

the Fire District, notify the Auditor-Controller of any errors, and request correction of any future and past revenues.

- 5.2.7 Hire an outside consultant to begin the review of current Health Hazardous Materials Division (HHMD) fee calculations and methodologies, and the Financial Implementation Plan. Based on the consultant's findings, with concurrence from HHMD and executive management, implement recommendations in the fee calculations for the following fiscal year with any identified implementation improvements.
- 5.2.8 In conjunction with the Fire Prevention Division, develop fee schedule and collection processes in support of the new Plan Review and Inspection Program.

5.3 Enhance fiscal accountability by developing and implementing effective training tools and fiscal management systems.

- 5.3.1 Develop an updated system to ensure collection of all fees for review of environmental documents by Department personnel. Develop a tracking system that will provide account status, ensure that the Department is properly compensated for the work it completes, and improve customer service and response times.
- 5.3.2 Develop and conduct a management training course to enhance Department fiscal accountability.
- 5.3.3 Develop a uniform expenditure tracking program for better cost accounting by managers, using the Operations S&S Tracking Program as a model.

5.4 Develop programs with input from all Department members that emphasize the importance of fiscal responsibility to ensure cost-effective service delivery.

- 5.4.1 Evaluate the Department's process for procuring small dollar value Services and Supplies (S&S), and make recommendations for an alternative purchasing process (e.g., Petty Cash, CalCard, etc.) to ensure cost-effective service delivery.

## GOAL 6: DEVELOPING THE LEADER IN EACH EMPLOYEE



**Maintain a responsible and effective workforce that provides accountability at all levels of the organization.**

**OUTCOME:** All employees will have the necessary tools, learning opportunities, and leadership support to incorporate and demonstrate our core values in pursuit of exemplary public service delivery.

### Strategy Statements

- 6.1 Achieve a high performing workforce by developing a performance management system that includes position-based expectations which are linked to performance rating standards.
  - 6.1.1 Research, develop, and provide recommendations for proactive annual performance evaluation rating documents that address the specific responsibilities within the positions of firefighter, firefighter specialist, fire captain, and battalion chief.
  - 6.1.2 Research and develop templates outlining work expectations for all positions and levels within the firefighter series and professional staff to include the development of a "confirmation of expectations" document for each position to

- support expectations provided by a supervisor.
- 6.1.3 Research, develop, and formulate an “educational based” disciplinary model/policy for organizational implementation.
- 6.1.4 Revise Department’s Standards of Behavior (SOB) and Penalty Guide (PG).
- 6.2 Develop and implement a Professional Development Institute that provides a scope and sequence of training and competencies for each level within the organization.
- 6.3 Develop and promote employee performance programs that exemplify the key characteristics of an effective leader, which includes caring, mutual respect, transparent communication, pride, mentoring others, rewarding good performance, and collective responsibility.
  - 6.3.1 Research and develop an “Exemplary Service Award Program” designed to recognize team members who model organizational core values, mission, and vision through performance and/or leadership.
- 6.4 Develop competency-based training with a focus on emphasizing the critical importance of individual accountability and skills for mastering each employee’s craft.
- 6.5 Enhance the Appraisal of Promotability process for capturing proper knowledge, skills, and abilities required to perform at the higher level.
  - 6.5.1 Research, develop, and implement framework for an “employee validation database” to be used for the validation of employee certifications, education, training, and work experience.
  - 6.5.2 Develop and create a new Appraisal of Promotability (AP) document and rating system for the Fire Captain and Battalion Fire Chief exam processes.

## GOAL 7: STRENGTHENING OUR INFRASTRUCTURE

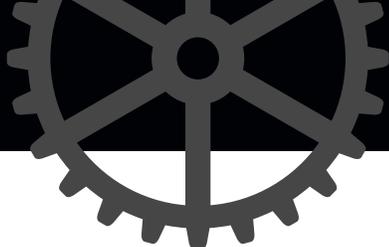


**Strengthen the fundamental facilities and systems serving the Department to meet evolving service delivery demands.**

**OUTCOME:** The Los Angeles County Fire Department will have the necessary infrastructure to carry out the mission of protecting lives, the environment, and property.

### Strategy Statements

- 7.1 Refine and improve procurement processes to support our services in a timely and effective manner.
  - 7.1.1 Develop an online ordering system for commonly used items stored in the warehouse, refine and reduce inventory, and incorporate best practice picking and delivery models.
  - 7.1.2 Develop a contracting policy and procedures manual in conjunction with the Construction and Maintenance Division Chief, and provide contracts administration training for the Construction and Maintenance Division.
  - 7.1.3 Conduct a business process analysis of the procurement process, evaluate findings, and provide recommendations to improve processing of requisitions (Form 68).
  - 7.1.4 Conduct a business process analysis of the



supply chain for fleet service parts, evaluate findings, and provide recommendations to executive management on improvements to procurement, warehousing, and requisitioning of supplies and services.

- 7.1.5 Provide a plan to increase efficiencies for the procurement processes throughout the Department, including supply train management.
- 7.2 Improve Department work sites by making appropriate adjustments to areas regarding privacy and access.
  - 7.2.1 Determine scope, draft, and finalize a privacy and access policy to ensure compliance with regulatory mandates.
  - 7.2.2 Collaborate with the County Chief Executive Office (CEO) and the Department's Financial Management Division to establish a capital project plan and secure Accumulated Capital Outlay (ACO) funding to support the privacy and access plan.
  - 7.2.3 Collaborate with the CEO and County Department of Public Works (DPW) to prioritize and implement a cost effective tenant improvement plan for administrative sites.
- 7.3 Develop, implement, and maintain the Department's technological infrastructure.
  - 7.3.1 Develop a project plan, procure and configure equipment for Radio and Mobile Data Systems infrastructure advancements. (Narrow Banding)
  - 7.3.2 Develop a project plan, procure, configure, and provide training for end users on the Mobile Data Computer infrastructure.
  - 7.3.3 Develop a detail project plan, procure equipment, and implement a pilot project for the Voice Over Internet Protocol (VOIP) Transition.
- 7.4 Develop and maintain an effective and efficient construction and maintenance, and telecommunications workforce to meet the ever-growing needs of the Department's infrastructure maintenance.
  - 7.4.1 Collaborate with the CEO to finalize staffing models for the Construction and Maintenance Division.
  - 7.4.2 Collaborate with the Financial Management Division to finalize a mid-year budget adjustment to fund the new Construction and Maintenance staffing model.
  - 7.4.3 Implement the revised organizational structure for the Construction and Maintenance Division and collaborate with Human Resources to recruit, train, and provide logistical support to new and existing staff.
  - 7.4.4 Develop and propose a staffing model for Command and Control to reduce absenteeism and call-backs, increase staffing levels, improve customer service, and reduce the Command and Control operating budget.
- 7.5 Using innovative strategies, assess, evaluate, and maintain Department facilities to provide a safe, efficient, functional, and compliant workplace.
  - 7.5.1 Develop and implement a preventive maintenance program to include scheduled maintenance, financial planning, and fixed item replacement (i.e., roofs, flatwork, HVAC).
  - 7.5.2 Inventory existing administrative sites and enter comprehensive site information into a computer-based tracking system to assist with resource deployment and fixed item procurement.
- 7.6 Develop, procure, and maintain a fleet of vehicles that meets the needs of the organization for the next 20 years. This plan should incorporate projected evolution of our service and innovations in apparatus and fleet operations.
  - 7.6.1 Develop a strategic helicopter replacement plan, taking into account mission requirements, the potential for federal and state legislative requirements, advancing industry technology, available airframes, and aircraft maintenance factors.

- 7.6.2 Develop a reprourement strategy for aviation assets to include potential revenue sources (i.e., bonds, AB2173/215, Measure B, and ECT).
  - 7.6.3 Develop and implement a computerized fuel management system, to include dispensing devices and fuel ordering efficiencies.
  - 7.6.4 Develop and implement a light vehicle policy, to include replacement guidelines, regulatory compliance, budget forecasting, monitoring of usage, and fiscal responsibility.
  - 7.6.5 Develop and implement an apparatus policy, to include replacement guidelines, regulatory compliance, budget forecasting, monitoring of usage, and fiscal responsibility.
- 7.7 Develop a long-term strategy to construct sustainable fire stations and other facilities to meet the dynamic needs of the workforce and the community.
- 7.7.1 Develop cost-effective standard plans for small, medium, and large fire stations, incorporating community rooms for civic events, meetings, and training.
- 7.8 Refine selection guidelines for site acquisition that incorporates a distribution strategy to enhance service delivery.
- 7.8.1 Collaborate with the Construction and Maintenance Division, Operations, Planning Division, and the Department of Public Works to develop comprehensive requirements for placing and acquiring fire stations that would be applicable for sites purchased as well as those acquired through in-kind consideration agreements, with focus on acquiring sites that are economical to develop and optimally placed for efficient service.
  - 7.8.2 Develop a site selection and acquisition distribution strategy, incorporating street design and preemptive traffic control systems to provide acceptable response times.

## GOAL 8: AUTOMATING OUR SYSTEMS

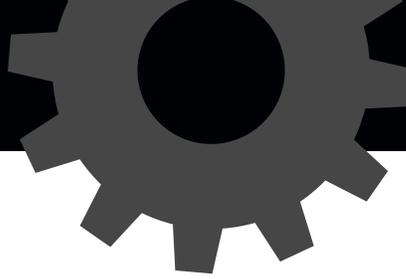


**Continually research, analyze, build, and integrate robust technology systems to support business and emergency operations.**

**OUTCOME:** The Department will realize increased operational efficiencies through the increased usage of technology in conducting everyday business (i.e., business automation, distance learning, video conferencing, and e-meetings). Information technology projects, resources, and funding are aligned with the Department's strategic efforts, and has full executive support.

### Strategy Statements

- 8.1 Establish and implement a governance structure that will review, approve, prioritize, and support current and future innovative information technology solutions.
  - 8.1.1 Develop policy and procedure that establishes a Department Technology Board to research, analyze, and prioritize current and future technologies that support and enhance Business and Emergency Operations. Additionally, this policy and procedure shall define roles and responsibilities within the Fire Department's



organizational structure as it relates to technology.

- 8.2 Continually analyze information technology best practices and collaboratively identify solutions with stakeholders to meet current and future needs of the Department.
  - 8.2.1 Develop and beta test an improved Operations notification system comparing our current pager and smart phone system with a portable electronic device and/or phone system. This notification system shall include daily situational awareness (i.e., weather, duty assignments, staffing, etc.), along with real-time communication between the Command Post and Command and Control.
  - 8.2.2 Develop and beta test a portable electronic device for the Training Services Section to perform follow up testing and daily performance scoring for recruits, and Fire Fighter Specialist testing. The device shall function at a reduced cost, using current and approved policies and standards.
  - 8.2.3 Develop and beta test an effective Operations communication system using existing social media technology. The communication system shall be for both non-emergency and emergency information dissemination and should include secure, real-time communication between the Command Post and Command and Control.
  - 8.2.4 Select a replacement NFIRS/Records Management System. Modify the draft Request for Proposal (RFP) to include an electronic patient care record (ePCR) and inspection component.
  - 8.2.5 In collaboration with the Certified Unified Program Agencies (CUPAs), the Participating Agencies (PAs) and the State, implement the California Electronic Reporting Submission (CERS) and the Electronic Data Transfer (EDT).
  - 8.2.6 Analyze the Construction and Maintenance Facilities Workflow. Complete system and workflow configurations, and implement a Facility Preventative Maintenance.
  - 8.2.7 Establish Computer Aided Dispatch (CAD) interfaces to link public safety communication centers within Los Angeles County by implementing the Interagency Operability (CAD to CAD).
  - 8.2.8 Establish a Proof of Concept Team made up of subject matter experts to research and develop the necessary hardware and software for a redesign of the Department's current portals. Implement the Department's collaboration (SharePoint) to enhance communications with the public, partners, vendors, and employees.
  - 8.2.9 Implement the Automated Employee Scheduling System (AESS) Department wide.
- 8.3 Build, develop, and maintain a cutting-edge Information Technology workforce to support the growing information technology demands of the organization.
  - 8.3.1 Utilize database software to develop a master training, tracking, and compliance database for all employees.
  - 8.3.2 Research and beta test electronic patient care records (ePCR), utilizing a portable electronic device to replace EMS forms.
  - 8.3.3 Assist in the research and beta test electronic patient care records (ePCR), utilizing a portable electronic device to replace EMS forms.
  - 8.3.4 Evaluate IT business processes, the delivery of solutions, and staff skill levels to identify areas of improvement necessary to support the Department and keep pace with new technologies.
- 8.4 Continually solicit input from customers regarding emerging needs.
- 8.5 Proactively represent the Department's needs and interests from conception to execution regarding Countywide information technology system mandates.
  - 8.5.1 Establish business implementation plans for the Department to efficiently and effectively utilize County-mandated programs, such as LNS, eHR and eCAPS.

8.6 Raise workforce technology aptitude to support our Department's technology usage.

## GOAL 9: CONTAINING RISKS



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

**OUTCOME:** Risk Management in the Fire Department will incorporate leadership strategy, professional development, performance appraisals, industrial relations, and targeted action plans into the preparation, prevention, and moderation of events, both anticipated and unanticipated, that will negatively impact employee health and safety, the Department's financial status, reputation and/or operational effectiveness. Risk Management will focus on maintaining a safe and healthy workforce, and reducing organizational legal exposure by proactively addressing practices in order to prevent workplace injury and accidents.

### Strategy Statements

9.1 Develop a dynamic Risk Profile that identifies the risks the organization is exposed to and includes the nature, frequency, and severity of each risk.

9.1.1 Develop and analyze the Department risk profile through an audit process of all Department bureaus and divisions. Develop a mitigation plan with short-term and long-term prevention strategies.

9.2 Using our Department's Risk Profile, analyze and prioritize each risk based on the potential impact on the employee and the organization.

9.3 Develop and implement risk mitigation strategies, with measurable matrices, for the most significant risk exposures.

9.3.1 Develop a Safety Management System for the Air Operations Section that promotes open reporting through non-punitive disciplinary policies and continual improvement through proactive safety assessments and quality assurance.

9.4 Monitor to ensure compliance, and evaluate the effectiveness, of risk strategies.

9.5 Create a risk prevention culture, using active leadership and individual accountability.



## GOAL 10: MITIGATING DISASTER



**Continually prepare the organization and its partners to mitigate catastrophic emergencies by utilizing disaster planning principles of prevention, preparedness, response, and recovery.**

**OUTCOME:** The Los Angeles County Fire Department will maintain the highest level of preparedness for natural disaster by providing prompt, skillful, and cost-effective fire protection and life safety services through the proper usage of training, drills, and equipment. Our workforce will be prepared, our communities will be educated and prepared, and the necessary equipment will be purchased and maintained.

### Strategy Statements

- 10.1 Develop the infrastructure, equipment, processes, and staffing models to implement strategically located Area Command Centers that will manage the response functions within the identified area in the event of a major or catastrophic emergency.
  - 10.1.1 Develop and implement a standard area command center procedure to be used Department-wide.
  - 10.1.2 Develop and implement a staffing plan for off-duty personnel reporting to duty at an area command center as a result of a catastrophic emergency.
  - 10.1.3 Review, update, and implement a catastrophic water supply policy and procedure for each division in the event of a major catastrophic natural disaster.
- 10.2 Evaluate Department capabilities against estimated needs (gap analysis) for various natural and human-caused disaster scenarios, and develop strategies to manage the difference.
  - 10.2.1 Analyze and prepare an implementation plan for all catastrophic emergency preparedness MAPP goal deliverables from the past five years.
  - 10.2.2 Review, revise, and implement policies and procedures relating to the Department's Juvenile Fire Setter Prevention Program.
  - 10.2.3 Develop and implement policies and procedures which ensure fire station logistical sustainability for 72 hours in the event of a catastrophic natural disaster.
- 10.3 Review the Department's current Business Continuity Plan and revise to include provisions for supporting the needs of employees' families and sustainment needs for all personnel.
  - 10.3.1 Define, research, develop, and implement a family welfare (communication) policy and procedures in the event of a major catastrophic natural disaster.
- 10.4 Establish partnerships with our communities to prepare them for their specific roles during disaster prevention, preparedness, response, and recovery.
  - 10.4.1 Develop a Department model (template) and procedures in coordination with other Assistant Chiefs that establishes partnerships with the cities and communities we serve to define specific roles and responsibilities specific to prevention, preparedness, response, and recovery in the event of a natural and

human-caused catastrophic disaster (for Divisions 2, 4, 8, and 9).

10.4.2 Develop a Department model (template) and procedure that establishes partnerships with cities and communities to define specific roles and responsibilities specific to prevention, preparedness, response, and recovery in the event of a natural and human-caused catastrophic disaster (for Division 6, 1, 7, 3, and 5).

10.5 Work with regional partners to develop a regional catastrophic mass casualty incident plan adaptable to all natural and human-caused disasters.

10.5.1 Identify division-level casualty collection points in partnership with local hospitals, in each division and develop procedures for employees to utilize and support local hospitals in the event of a major catastrophic natural or human-caused disaster.

10.6 Expand use of social media to effectively communicate with our communities during all phases of a disaster.

## GOAL II: PREPARING THE PEOPLE WE SERVE



**Serve the community in new and engaging ways by creating customer service initiatives, life-enriching preparedness programs, and strategic community relations.**

**OUTCOME:** Achieve excellence in community service by developing the mindset advocated by General Colin Powell, that “Excellence is not an exception, it is a prevailing attitude.”

### Strategy Statements

11.1 Establish a strategic stakeholder team that will provide vision, direction, and support for innovative customer service.

11.1.1 Develop a comprehensive Departmental Community Outreach Plan that provides vision, direction, and support for enhanced community relations, and life-enriching educational and preparedness programs. Once approved, develop a comprehensive field training program focusing on purpose and scope of plan, as well as partnership development skills.

11.2 Enhance our community relations culture to inspire our operations personnel to engage with citizens in their local communities.

- 11.2.1 Evaluate the development of a Departmental program/concept called "This is Your Home Town Fire Station." This program would provide for, but is not limited to, the following concepts:
- Enables local fire stations to embrace their surrounding community and to have the community embrace them.
  - Gives residents the opportunity to interact with their local firefighters through a more active role by providing a commitment to have fire stations more involved with home and business fire safety and emergency preparedness.
  - Delivers monthly fire safety and emergency preparedness classes at fire stations to help accomplish the goal of providing "community-based public safety services."
- 11.3 Evaluate current community outreach, education, and preparedness programs for effectiveness and value.
- 11.3.1 Develop a system to catalog, identify, classify, and evaluate for effectiveness and value of all current Department programs.
- 11.3.2 Review the current HHMD website found within the Department's website to ensure information is current, simplified, and presented in a user-friendly format. This review will consider augmented video training, reducing excessive verbiage, utilizing links more effectively, and utilizing photographs or graphics more effectively, with consideration of public service information, as well as existing business assistance information.
- 11.3.3 Complete a comprehensive update of the Forestry Division section of the Department's website. Develop online videos to help residents complete a checklist of items to complete to ensure necessary defensible space (brush clearance), including an overview of the steps needed to develop a Fuel Modification Plan.
- 11.4 Engineer innovative outreach programs that establish our Department as our community's best option for exemplary education, preparedness, and public safety programs.
- 11.4.1 Complete construction of an approximately 120-square foot Interpretive Structure at the Malibu Forestry Unit that will display multiple fire safe construction materials and techniques, including appropriate landscaping and defensible space, which will be available for public and special event tours.
- 11.4.2 Establish an interactive, Web-based community bulletin board to provide updates of new and seasonal fire and life safety notifications, programs, and events.
- 11.4.3 Develop an event-specific public education program for the Fire Safety Officer (FSO) when interacting with the public on specific events. The FSO comes into daily contact with the public and provides the Department with an outstanding avenue for direct dialog on specific prevention, fire, and life safety issues.
- 11.4.4 Through coordination with Operations, develop an all-encompassing fire safety educational program to be used for homeowners and rental tenants. Program topics will include, but not be limited to, home self-inspection, 9-1-1 abuse, electrical and furnace safety, and use of smoke detectors, carbon monoxide detectors, iron bars, and fire extinguishers.
- 11.4.5 Develop an educational fire prevention inspection model focusing on community partnerships and education of fire and life safety best practices, which supports uniform Operations/Prevention inspection methods.
- 11.4.6 Develop and revise current fire station brush clearance procedures and incorporate the delivery of the Ready Set Go! curriculum into annual brush inspections.



## GOAL 12: COMMUNICATING OUR VALUE



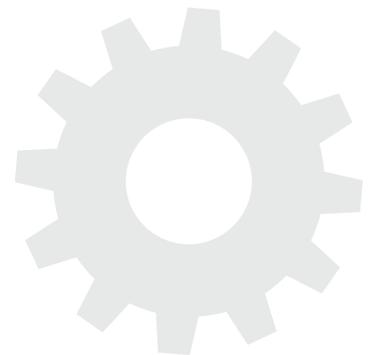
Promote the organization’s goals and programs through communications that create, strengthen, and preserve favorable public opinion.

**OUTCOME:** Communities can rely on our services and trust us to keep our word. Our communications will offer a vivid portrait of our strategic directions and outcomes that the organization wants and believes it can accomplish.

### Strategy Statements

- 12.1 Establish a strategic stakeholder team to shape and preserve favorable public opinion, utilizing strategic internal and external communications.
  - 12.1.1 Build a cohesive and effective Communications Team for the Department that includes centralized and field communicators responsible for creating and disseminating communications to various stakeholders.
- 12.2 Develop a strategic marketing plan which communicates the organization’s value, cost effectiveness, quality products and services, and innovative public safety solutions.

- 12.2.1 Develop a marketing plan template for use in developing marketing campaigns that position the Department as an international leader of the fire service and the best emergency service option for local communities.
- 12.2.2 Create and deliver an internal marketing campaign to help all personnel understand 1) the importance of public opinion, 2) the importance of an organizational shift to marketing-focused activities, and 3) that developing a personal sense of pride, and reflecting that each day through public service, is the key to our success in the emerging competitive marketplace.
- 12.3 Implement a strategic communications plan which identifies methods, content, delivery systems, and measurements of success.
  - 12.3.1 Expand the Department’s use of social media in educating and informing the public in alignment with the County’s new social media initiative.
  - 12.3.2 Create Department-wide speakers bureau made of up firefighters, lifeguards, and other topical experts who are dedicated to assisting the Department in speaking to community-based organizations, schools, and other targeted groups identified in the Strategic Communications Plan and Marketing Plan.



# MONITORING, MEASURES, AND MAINTENANCE



**H**ow will the Los Angeles County Fire Department's Strategic Plan be monitored, measured, and maintained to ensure its success?

## THE DEPARTMENT'S STRATEGIC PLANNING TEAM

The Department has created a multi-layered approach to its Strategic Plan oversight. The Strategic Planning Team consists of a Steering Committee, Strategic Goal Owners, Strategic Goal Teams, and administrative support. All individuals involved have committed their time and energy above and beyond their regular duties and responsibilities to help the organization fully implement its Department's Strategic Plan. Ultimately, all members of the Department are involved in carrying out the Strategic Plan and refining future editions.

At the helm of the effort is Fire Chief Daryl Osby. Each week, the Strategic Plan Steering Committee meets to keep the entire effort moving. The Steering Committee guides the Strategic Plan's implementation, including meeting schedules, communication strategies, and monitoring of outside influences which may change the plan's course.

Each week, the Department's Executive Team devotes part of the agenda to Strategic Plan updates. At these meetings,

progress reports are shared with the Team, and special meetings are scheduled to address complex issues. Strategic Plan accomplishments are shared regularly with the entire organization and the public through its weekly newsletter, employee intranet, and website.

Each goal has been assigned to a member of the Executive Team, along with selected division managers, to serve as the "Strategic Goal Owner." Strategic Goal Teams are made up of the goal owner, other managers, subject matter experts, and employees from a cross section of the Department. Each Goal Team meets independently to plan and guide projects designed to achieve each goal strategy.

## STRATEGIC PLAN IMPLEMENTATION AND COMMUNICATIONS

Implementing the Strategic Plan is the most critical step, and communication is a key component. To make the Plan accessible to the entire organization, a Strategic Plan section within the Department's intranet site was established. There, employees may access the latest version of the Plan, read about progress made, and provide an ongoing opportunity to provide feedback and ideas. In addition, a direct email address for the Strategic Plan Steering Committee was created to receive direct input, which is shared.



The Department realizes how important it is for all of its stakeholders to see its achievements as they happen. Part of the implementation strategy includes frequent communications to ensure that all employees, management teams, and especially the public, are informed about the Strategic Plan. A number of additional events and communications are planned, including annual employee forums, public town hall meetings, annual progress reports, an internal survey, a customer feedback survey, Fire Chief Webcasts, ongoing stories in the Department's weekly e-newsletter, and pictorial project updates on our intranet – all designed with this in mind. A copy of the latest version of the Plan will be posted on the Department's website for public review.

### KEY PERFORMANCE INDICATORS

Each of the 12 goal teams working to achieve the Department's Strategic Plan have identified a number of Key Performance Indicators (KPI's) to measure their success. At a meeting of all of the goal teams, workshops were held to help

each goal team member understand and identify this key tool for use in identifying success.

### RANK AND FILE SUPPORT FOR THE STRATEGIC PLAN

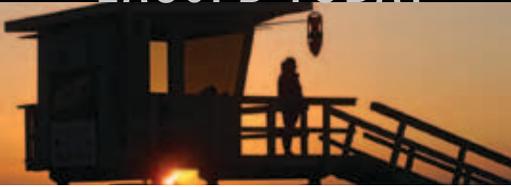
Rank and file members of the Department serve on each of the 12 Strategic Plan Goal teams, and regularly provide feedback to the Strategic Plan Team as another way to measure success in effecting real change, especially in the area of internal business process improvements identified in the Plan. The Team is prioritizing the achievement of goals that will demonstrate to the workforce that progress is being made to improve in a number of areas where it is most needed.

### MAINTENANCE

The Department plans to release an annually updated edition of the Strategic Plan to reflect achievements and new areas which need to be addressed to meet emerging needs and service demands.



# LACoFD TODAY



Los Angeles County is the entertainment capital of the world, but its seat in disaster-prone Southern California also makes it the “hazard capital of the world.” Today, under the leadership of Fire Chief Daryl L. Osby, the Los Angeles County Fire Department provides 24-hour, all-risk emergency services to over four million people living and working in 57 of the County’s 88 cities, and all of its unincorporated communities, from the mountains to the sea. The Department also provides its services to the City of La Habra in neighboring Orange County.

The Department is one of the largest emergency service organizations in the United States, and enjoys a world-renowned reputation for its adeptness and innovation in managing large scale wildfires, earthquakes, and other natural and human-caused disasters in Southern California. Its range of experience and willingness to train others has attracted emergency responders from around the world to learn firsthand how the Los Angeles County Fire Department does so much so well.

In 1995, Los Angeles County’s legendary ocean lifeguarding service was merged into the Department’s emergency operations. Since then, the agency’s vast 2,300-square-mile jurisdiction has also included 158 lifeguard towers spanning 72 miles of coastline. Its award-winning lifeguard team protects tens of millions of beachgoers and performs an average of 10,000 ocean rescues each year. Lifeguards also respond to downed aircraft in the ocean, plus boat and pier fires. The division employs over 150 year-round lifeguards and almost 700 seasonal recurrent lifeguards to provide these lifesaving services along the coast, in addition to around the clock paramedic services to the residents and visitors of Catalina Island.

The Department provides emergency services in response to a wide range of incidents, such as structure fires, wildfires, commercial fires, hazardous materials incidents, urban search and rescue, swift water rescue, and other highly technical rescue scenarios. Its public health and environmental protection responsibilities expanded in 1991, when the County Department of Health Services transferred its Hazardous Materials Control Program to the Fire Department, establishing

the Health Hazardous Materials Division. Its team of sworn Deputy Health Officers performs inspections, emergency operations, special investigations, and administrative functions to protect County residents from accidental releases and improper handling, and disposal of, hazardous materials and wastes. In 1997, the Division became a Certified Unified Program Agency (CUPA) to administer several hazardous waste management plans and programs.

Each day, firefighters respond to over 700 incidents from 170 fire stations, but it all begins with a call to one of the busiest dispatching centers in the nation. Fire Command and Control dispatchers serve as the first point of contact whenever members of the public dial 9-1-1 for help from throughout Los Angeles County’s borders, including the Angeles and Los Padres National Forests. Last year, 1,400 calls were received daily, for an annual total of more than 450,000 calls. In addition to its own emergency operations within the County, the Department’s dispatching facility also serves as the Region I Emergency Coordination Center as part of the State of California’s Office of Emergency Services. As one of his duties, Fire Chief Daryl L. Osby serves as the Region I Coordinator and, as such, provides resource allocation coordination under the California Master Mutual Aid Plan for the five counties of San Luis Obispo, Santa Barbara, Ventura, Orange, and Los Angeles.

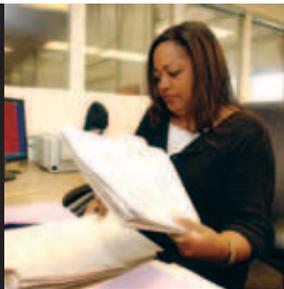
The organization’s daily emergency operations are supported by a diversity of business functions, mostly managed by non-sworn business professionals. Over the past two decades, the Department’s leadership realized that the organization needed business professionals to provide the expertise and continuity of service to manage the daily oversight of its many business services in an increasingly complex environment. Working behind the scenes, business and technical experts provide essential services in the areas of planning, executive support, employee health and wellness, public relations, professional performance, risk management, employee relations, human resources, financial management, internal auditing, materials management, organizational development, construction and maintenance, information management, fleet management, fire prevention, and others.



**DEPARTMENT  
RESOURCES  
INCLUDE**



**4,000**  
emergency personnel,  
including firefighters  
and lifeguards



**800**  
business  
professionals



**170**  
Fire Stations



**246**  
emergency and  
administrative sites



**166**  
Engine Companies



**67**  
Paramedic Squads



**20**  
Paramedic  
Assessment Engines



**32**  
Trucks/Quints  
(combined fire engine  
and ladder truck  
units)



**3**  
Hazardous Materials  
Task Forces



**2**  
Urban Search and  
Rescue Task Forces



**4**  
Emergency Support  
Teams



**9**  
Helicopters  
(includes three  
Paramedic Air  
Squads/Fireships)



**158**  
Lifeguard towers



**210**-member  
California Task  
Force 2 for national  
and international  
deployment



# ORGANIZATIONAL STRUCTURE



Under Fire Chief Osby's leadership, the Executive Team is focused on identifying best practices, creating a workforce that is flexible, relevant and proactive, leveraging cost sharing where applicable, and identifying, reducing, and eliminating waste and redundancies. Their expectation is that the workforce will be well trained, innovative, and ethical at all times.

Leaders are being taught change management and participative management skills, and empowered with a sense



of accountability. Project management structures are being put in place and cross-functional management teams are being utilized to address Department-wide issues. Members of the Department's management team have been tasked with the responsibility of achieving the Strategic Plan's 12 goals.

Currently, the Department includes seven bureaus, including the new Leadership and Professional Standards Bureau, pending

approval from the County's Chief Executive Office. This new bureau reports directly to the Fire Chief.

## EXECUTIVE OFFICE

Currently, the Executive Office includes the offices of:

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### Fire Chief

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### Chief Deputy of Business Operations

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### Chief Deputy of Emergency Operations

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**Employee Services Section**, which includes the Public Affairs Unit, Health Programs Unit, Wellness Fitness Unit, and the offices of the Medical Director and the Medical Liaison Officer.

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**Leadership and Professional Standards Bureau**, comprised of the Risk Management Division, Employee Relations Division, Professional Performance Section, Organizational Development Division, and the Recruitment Unit.

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### Planning Division

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### Executive Support Division

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### Compliance Section

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### Technical Services Division

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## EMERGENCY OPERATIONS

### North Regional Operations Bureau

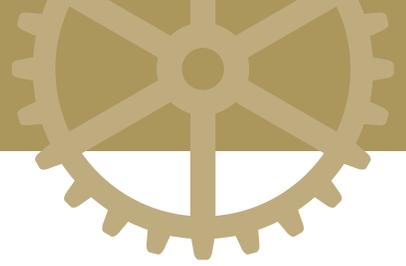
The North Regional Operations Bureau reports to the Chief Deputy of Emergency Operations, and includes Divisions 3 and 5, representing 43 fire stations serving communities in the Antelope and Santa Clarita Valleys, and the Air and Wildland Division, based in Pacoima. Division 3 serves the communities of Altadena, La Canada Flintridge, La Crescenta, Newhall, Chatsworth, Gorman, Stevenson Ranch, Santa Clarita, Aqua Dulce, Canyon Country, and Castaic. Division 5 serves the communities of Lancaster, Lake Hughes, Quartz Hill, Leona Valley, Green Valley, Palmdale, Pearblossom, Acton, and Littlerock.

### Central Regional Operations Bureau

The Central Regional Operations Bureau reports to the Chief Deputy of Emergency Operations, and includes Divisions 1, 6, and 7, representing 51 fire stations serving communities in the central Los Angeles portions of the County. It also includes the Lifeguard Division, based in Venice, protecting millions of annual visitors along 72 miles of the Pacific coast. Division 1 serves the communities of Carson, Gardena, Compton, Palos Verdes Estates, Lomita, Rancho Palos Verdes, Avalon (Catalina Island), Rolling Hills, Rolling Hills Estates, Two Harbors (Catalina Island), Lawndale, and Hawthorne. Division 6 serves the communities of Los Angeles (unincorporated areas), South Gate, Lynwood, Huntington Park, and Inglewood. Division 7 serves the communities of Agoura, Calabasas, Topanga, Malibu, Agoura Hills, Westlake Village, West Hollywood, Los Angeles (unincorporated areas), Marina Del Rey, and Universal City.

### East Regional Operations Bureau

The East Regional Operations Bureau reports to the Chief Deputy of Emergency Operations, and includes Divisions 2, 4, 8, and 9, representing 76 fire stations serving communities within the east side of the County. Division 2 serves the communities of Claremont, San Dimas, Glendora, Baldwin Park, Azusa, Duarte, Irwindale, and Covina. Division 4 serves the communities of Whittier, Pico Rivera, Bellflower, Cerritos, Paramount, Hawaiian Gardens, Lakewood, Signal Hill, Norwalk, La Mirada, and the City of La Habra in neighboring



Orange County. Division 8 serves the communities of La Puente, Industry, Hacienda Heights, Rowland Heights, Pomona, Walnut, and Diamond Bar. Division 9 serves the communities of Los Angeles (unincorporated areas), Commerce, Bell Gardens, Bell, Rosemead, San Gabriel, Temple City, and El Monte.

**Technical Services Division**

The Technical Services Division reports to the Chief Deputy of Emergency Operations, and includes four sections: Emergency Medical Services, Homeland Security, Technical Operations (Urban Search and Rescue), and Training Services. The Homeland Security Section includes the Grants Unit.

**BUSINESS OPERATIONS**

**Administrative Services Bureau**

The Administrative Services Bureau reports to the Chief Deputy of Business Operations, and includes:

- Human Resources Division
- Financial Management Division
- Materials Management Division

**Prevention Services Bureau**

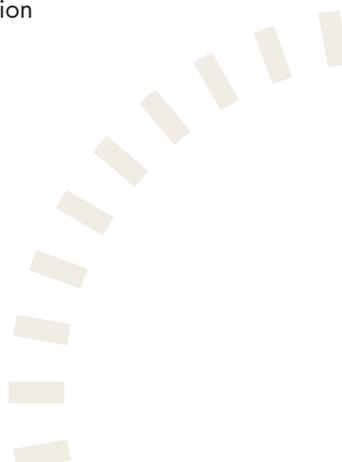
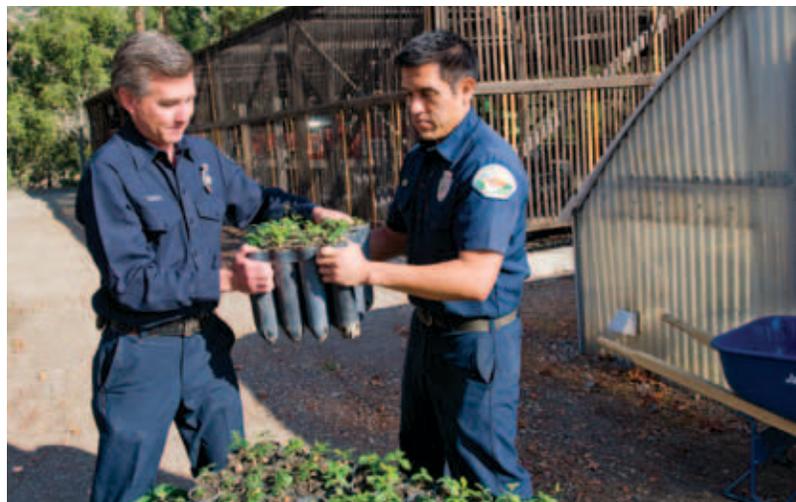
The Prevention Services Bureau reports to the Chief Deputy of Business Operations, and includes:

- Fire Prevention Division
- Health Hazardous Materials Division
- Forestry Division

**Special Services Bureau**

The Special Services Bureau reports to the Chief Deputy of Business Operations, and includes:

- Command and Control Division
- Construction and Maintenance Division
- Information Management Division
- Fleet Services Division



# LEGACY OF A FIRE SERVICE GIANT

Adapted from LACoFD Historian and Retired Fire Captain David Boucher's 2005 historical account.

It seems like only yesterday when I sat down and wrote "a brief history of the Los Angeles County Fire Department" for the Department's 80th anniversary edition yearbook.

Since then, the Department has continued to grow in size and scope, and other cities are negotiating to contract with us for fire protection and emergency medical services. Most significantly, the Department has a new leader, Fire Chief Daryl L. Osby, who rose up through the ranks and has enthusiastically taken the helm of this massive fire service giant to position it for success in the new competitive environment of the 21st century.

There is never enough room to fully tell our story, since there is always more to share in even a short history of this emergency service machine. Truly, it would require the research and writing of a 500-page volume of work to explain our special

and rather complex history, one which unfolded at a far more rapid pace following World War II.

Instead, this account will focus on the period prior to 1978 for three reasons. First, it will show how different our development was from the "normal" gestation of a "big city" fire department. Secondly, it will also illustrate the necessity for us to invent new equipment and to develop new procedures to use when fighting increasingly severe wildland/urban interface fires, which is now something that we are known for around the world. Thirdly, it will describe how the demand for services other than fire protection changed the character of our service to people living in Los Angeles County following World War II. This Strategic Plan is, in essence, writing the next chapter of our continuing commitment to meeting emerging demands.



Without doubt, our first two top chiefs were not fire chiefs at all. Rather, they were graduate foresters who laid the groundwork for the Department for the next 30 years. The first chief, Stuart Flintham, accomplished most of the conceptual work, while most of the superstructure was formed by the second to command, Spence Turner, who gleaned assistance from the City of Los Angeles and the U. S. Forest Service.

Indeed, it was cooperation and experimentation, not competition among large fire agencies, which enabled the Los Angeles County Fire Department to both receive and render practical and educational assistance as all concerned fire agencies grew into their respective responsibilities. At the same time, each department's superstructure was custom designed to suit its particular need.

Some examples of the "then and now" aspects of our Department's operations might be included here. Beginning with fire apparatus, our original District apparatus came equipped with 40-gallon soda-acid or 80-gallon water tanks, direct manual steering, two-wheel mechanical brakes gasoline engines developing 40 to 125 horsepower, and air conditioning provided by entirely open cabs with no doors or even windshields. Today's triple combination pumpers come equipped with 500-750 gallon water tanks, power steering, air brakes, 375-425 horsepower diesel engines, and enclosed cabs with air conditioning.

In the 1920's and 1930's, fire alarms were received by the local fire station by telephone or a "still" alarm given on foot

or by automobile. Many brush fires were first spotted by men stationed in fire lookout towers. Today, a telephone call to a 911 operator connects one with the proper agency whose dispatcher might be 50 or more miles away.

In the 1920's through the 1940's, brush fires were fought by large numbers of men, many of whom were conscripted, using hand tools, pack horses and mules, a few tractors, several tankers where possible, and a lot of backfiring. Accurate fire weather forecasts were almost unheard of. Communications among fire commanders was accomplished by face to face meetings, runners, or messengers on motorcycles. Today, rapid air attack magnificently performed by the Department's water-dropping helicopter fleet and contracted aircraft is joined by well-trained hand crews on the ground to knock down the fire as quickly as possible. These resources are supplanted by a fleet of modern pumpers, tankers, bulldozers, and fixed-wing retardant-dropping aircraft to stop the fire in its tracks. Communications utilize multi-channel radios and airborne surveillance of the fires. Current and up-to-date 72-hour weather forecasts modeled by sophisticated computers are at work behind the scenes to manage the incident.

These are but three examples of the comparisons which might be made when speaking about the progress the Department has made over the years. How did all of this transpire?

Fire protection in the unincorporated areas of Los Angeles County was virtually non-existent until the Los Angeles County Board of Supervisors assigned the responsibility for such protection to Fire Chief Stuart J. Flintham on July 1, 1920, following the especially egregious fire season of 1919. Chief Flintham at first tried to utilize some of the crude methods previously used to fight wildland fires when handling structural firefighting in built up areas. Additionally, he attempted to organize groups of volunteer firefighters within towns and villages, and to equip them with apparatus procured through local fundraising efforts combined with matching County funds. These efforts were never more than marginally successful. Due to rapid population and structural growth, this was soon abandoned in favor of organizing paid fire protection districts supported by a tax levied within each town wishing to form such a district. Within 18 months, from late 1923 to early 1925, 28 districts were formed for purposes of installing fire hydrants, purchasing and staffing fire engines, and building





fire stations. The total expenditure for 28 pumping engines and 60,000 feet of fire hose amounted to \$340,000. The Fire Districts paid back the County General Fund over a period of years as property tax revenue became available.

All during this time, and during the 27-year service of Spencer Turner as top chief (1925-1952), fires in the wildland areas of the County continued to be suppressed by the original core structure of the Department, that of the Forestry Department (reorganized as the Department of Forester and Fire Warden after July 1, 1934). Their apparatus continued to be painted green (two-tone beginning in 1930). The men who staffed those rigs also performed construction work after fire season ended. They also performed afforestation (the process of establishing a forest on land not previously forested) and reforestation (renewing forest cover by natural seeding or by the artificial planting of seeds or young trees) services within the County and under contract with some incorporated cities and the United States Forest Service. Fire District personnel, on the other hand, served on red engines and were slightly better paid than their forestry counterparts (Forestry - \$115/mo; Districts - \$130). Entirely different work schedules, training, uniforms, and labor unions were the norm until 1953-54.

Notable accomplishments by the Department during Chief Turner's time as top Chief included the construction of 18 fire lookout towers, the 1929 development of the 600-gallon tanker/pumper combination, the first use in 1930 of a tractor with a bulldozer blade within the county, the first use in 1923 of two-way radio for fire control in the United States, and the first use in 1948 of a helicopter for equipment and personnel transfer on a brush fire.

Significant emergency incidents involving the Department within Chief Turner's tenure included the 40,000-acre "San Gabriel Canyon" forest fire in 1924; the collapse of the St. Francis Dam north of Saugus in 1928, which killed 420 people; the "Pickens" Fire of November 1933; and the La Crescenta-Montrose flood, which followed on January

1, 1934, killing 45 people and destroying 483 homes. The "Latigo" and Lake Sherwood area fires of October 1935, which burned 12,000 acres and destroyed several dozen homes and cabins, the 14,000-acre "Trippet" Fire of November 1938 in Malibu which destroyed 118 homes, the September 1943 "Woodland Hills" Fire, and finally the Topanga Canyon Fire of November of 1948, all emblazoned the history books with their fierceness. While this Topanga fire burned only 4,000 acres, Tractor Operator James Simons saved 1,250 homes by voluntarily cutting a firebreak north of the Post Office tract.

Cecil Royal Gehr, our third Fire Chief, had a well-balanced exposure to both the Fire Protection Districts and the Forester and Fire Warden Department during his rise to the top. A graduate in Forestry, Chief Gehr was actually hired into the Department's Fire Districts shortly after their formation. After being promoted twice there, he resigned from the Districts and was hired as a Senior Warden in the Forester & Fire Warden, where he remained until his selection as Chief in 1952, following Chief Turner's retirement. Chief Gehr's time at the helm was quite short, and mostly focused on the lion's share of the work involved in organizationally combining the Districts and the Forester and Fire Warden. His unique background helped him accomplish much of this monumental task. The new headquarters building at 1320 N. Eastern, which is still in use



today, was dedicated in November 1952, which allowed him to be the first top Chief to occupy it. A short eight months later, he was tragically killed in a traffic accident while responding to a fire. The 1955 opening of the Department's new Cecil



R. Gehr Fire Combat Training Center was dedicated to his remarkable service.

The single significant emergency incident in which he and the Department were involved was the giant 40,000-acre "Sulphur Springs" brush and forest fire which raged along the north slopes of the main San Gabriel Mountain range. His last act as Chief was to write a letter of commendation, dated July 13, 1953, to the personnel of the entire Department for their work on that fire. He died on the afternoon of July 14, 1953, not having had time to sign it.

During the 1950's and 1960's, conditions in areas served by the Department could be summed up in five words: Population explosion, traffic, smog, and incorporation, as the Los Angeles region experience unprecedented growth in every direction. Naturally, this affected the Department's operations, and was an integral part of the many challenges facing our next top chief, Keith E. Klinger.

About the time of Chief Klinger's appointment, cities within the County were incorporating, Lakewood being the first. There became a real possibility that the Department might be significantly reduced in size, and therefore effectiveness, should this continue. Working with Sheriff Peter Pitchess, Klinger changed the course of fire service history by developing the legislation to allow incorporated cities to contract for fire and police protection with the County, and appropriately named it the "Lakewood Plan." By the time Chief Klinger retired in 1969, 32 cities had voted to participate in that plan. Today the number stands at 58, including the City of La Habra in neighboring Orange County.

Population increases generated the urban sprawl of Los Angeles, and housing tracts by the dozens containing new homes by the thousands led to a rapid increase in people-oriented emergency responses. Traffic and hazardous material responses from freeway system construction and structure fires of all kinds greatly increased. Some of these structure fires were in the hilly brush-covered territory and were caused by wind-driven wildland brush fires encroaching into the encapsulated residential areas.

One outgrowth of the inventiveness used to win World



War II was the availability, following the war, of several technical advances found useful for the fire service, such as the 3-way FM radio and the helicopter. The helicopter had an enormous impact, especially when used in conjunction with the fixed-wing fire retardant-dropping bomber, usually a refurbished military craft.

The use of water-dropping helicopters was created and championed by the Department, and is seen today around the world. The first helicopter received by Chief Klinger in 1957 was a "loaner" belonging to the Los Angeles County Sheriff's

Department. Newly-hired pilot Roland Barton experimented using a 50-gallon canvas bag holding water. Finding this to be inadequate, he developed the first 100-gallon drop tank



made of aluminum. This was immediately named, the "LA County Tank." The small Bell 47G-2 helicopter originally used was soon supplanted by a Bell 204B in 1967, as well as five more, each holding 360 gallons, during the early 1970's. These larger copters could haul, instead, a "Fly Crew" of 10 to 15 hand crew firefighters or be outfitted for winch rescue work or air ambulance duties.

Rescue calls for the engine companies and assisting rescue squads increased rapidly during the 1960's, as Chief Klinger placed one E & J Lyteport resuscitator on at least one apparatus in every fire station. The effectiveness of the Department's first aid program increased a great deal, but not nearly as much as became apparent with the arrival of the Paramedic Program, this during the last year of Chief Klinger's time as Chief Engineer in 1969. Chief Klinger will certainly be remembered as a leader who encouraged his staff to be inventive, innovative, and to think as we now say, "out of the box." It is exciting to see that Chief Osby's Strategic Plan Goal 3 will reignite this innovative spirit within the Department.

All of the major incidents which occurred during Chief Klinger's tenure, the "Monrovia Peak" Fire, the "La Habra

Heights" Fire, the "Newton" Fire, the "Woodwardia" Fire, the "Signal Hill" Fire, the "Liberty" Fire, the "Liebre" Fire, and the "Canyon Inn" Fire, and even the "Watts Riots," were all made easier to handle because of the advent of these powerful new firefighting tools and techniques for air attack. The time also came when some tools became obsolete and were phased out by both Chiefs Gehr and Klinger. By the time Chief Gehr took office, all of the horses and mules had disappeared from the inventory of the Forester and Fire Warden. By the time Chief Klinger left his position for retirement, all but one of the fire lookout towers had been abandoned due to the proliferation of telephones in the back country and the lack of visibility caused by an abundance of smog. It was time for the advent of the program which has had the single greatest impact on the fire service in its entire history.

The Board of Supervisors has, over the years, included several members who have been more than supportive of the Fire Department. In our not-too-distant past, two certainly stand out as giants: Supervisor Kenneth Hahn and Supervisor Warren Dorn. Hahn, a few years before his death, was instrumental in developing the system of emergency call boxes along the freeway system in Los Angeles County. Prior to that, in 1969, he lent support to the program which was eventually labeled the "Paramedic" program, in which on-duty firefighters were trained in cardiac patient stabilization in the field, including the administration of drugs, and advanced aid methods for other serious illnesses and for trauma. All of these skills greatly increased the chances of a patient surviving until they reached the hospital.

Fire Chief Richard H. Houts, our fifth leader, won the draw on the timing of this program's initiation. Working with Harbor General Hospital, six County firefighters were trained and assigned to Squad 59 at Harbor General. Squad 36 in Carson followed after the graduation of the next class and was followed shortly thereafter by Squad 9 in Athens. In 1972-1973 alone, 20 additional squads were staffed and assigned all over the County. Today, 101 paramedic units exist within the Department alone, including paramedic squads, paramedics on assessment fire engines, and paramedic advance life support helicopters. Practically every other city across the county and across the entire country has followed suit.



A brief and highly successful spin-off of the Paramedic program which still enjoys worldwide popularity is the TV show "Emergency." This series was produced by Universal Studios and aired for two seasons on national television and around the world, and reruns are still broadcast. Chief Houts assigned the late Battalion Chief James O. Page to support the filming and staging of each scene in order to ensure that all actions

and procedures shown were authentic. It still stands as one of the most successful TV series ever.

Both Chief Houts (1969-1977) and his successor, Chief Clyde A. Bragdon (1977-1984) were both beset with a basic problem which bedeviled the Department throughout their tenures - the lack of adequate funds to operate in the progressive manner which had become the norm under Chief Klinger. Under Chief Houts, property tax rates were frozen at \$1.04 per thousand in 1971, down from the expected \$1.09 rate. As a result, fire stations 2, 13, 24, 28, 52, 57, and 59 were eventually closed, although slowly enough so that no one was laid off as a result. Chief Bragdon wrestled with the effects of Proposition 13, a property tax relief measure passed by the voters in 1978, which could have, if its effects had been allowed to be fully felt, reduced the Department to one-third of its then existing size. State legislation signed into law by Governor Jerry Brown replaced most of the lost funds; however, some mild effects were still felt.



With funding reduction also came the delaying of apparatus purchases. In spite of this general problem, Chief Houts was able to make one very large purchase of new pumpers in 1972, when 46 Ward La France pumpers were procured at a fleet rate of \$44,000 each, a huge bargain at the time. Ten additional American La France rear-mounted ladder trucks also arrived and were used as both additional and replacement units.

During Chief Bragdon's tenure at least one major wildland fire occurred within the County per year. Chief Houts experienced the largest single day of wildland fire losses in the history of Los Angeles County at the time, on September 25, 1970. In addition to several small to medium-sized fires burning in the Whittier Hills and the San Gabriel Mountains that day, three very large brush fires, labeled the "Aqua Dulce," "Wright,"

"different" kinds of emergency incidents only months after replacing Chief Bragdon in March 1984. The last serious aircraft crash in Los Angeles County territory had occurred in May 1958. The crash of an Aero Mexico DC-9 on August 31, 1986, was far more severe, taking 82 lives, destroying four homes and badly damaging a dozen more near Carmenita St. in Engine 35's District. Soon after, the 5.9 "Whittier" Earthquake, centered near the Whittier Narrows Dam on October 1, 1987, was the harbinger of more to follow ("Upland," "Sierra Madre," and "Northridge") and even carry over into the tenure of Fire Chief P. Michael Freeman, who served the Department from 1989 until February 2011. In addition, the increase in the use and transportation of many hazardous materials caused the Department to form three "Hazardous Materials Task Forces" and place them into service at Fire Stations 87, 105, and 76.



and "Clampitt" fires, burned a 135,000-acre swath from Aqua Dulce to the coast at Malibu Colony; two of these fires joined together at Highway 101 near Calabasas.

While it certainly was not expected by our next Chief, John Englund (1984-1989), he would, in addition to the huge "Puma" fire in the Malibu Hills in 1985, experience a few

The paying off of all indebtedness by Chief Englund allowed the Department to pay cash for several new apparatus, rebuild seven fire stations, build two additional stations, and fund the new "Fire Command and Control Facility" dispatching center at Department headquarters in East Los Angeles. This allowed four other regional dispatching centers to be closed. This facility was renamed as the "P. Michael Freeman Command



and Control Facility” upon Chief Freeman’s retirement in 2011.

Chief P. Michael Freeman (1989-2011) was the second longest serving Chief of the Department. His administration was challenged early in the area of funding. He quickly assembled a team to help secure the Department’s annual funding by creating Proposition E, which passed by a whopping 77 percent of the voters. As a result, periodic infusions of money to keep services from dropping below a set level would occur on an incremental basis.

New fire apparatus appeared in 10, 20, and 30 per order during the 1990’s, as the ‘72 and ‘74 Ward La France and the 1960’s Crown pumpers began to wear out. The five, 100-foot tillered aerials in 1989-90 were also supplanted by a few tillered “quints,” a ladder truck also having a pump and hose on board. In 2005, the Department became the first public agency to own a “Firehawk” helicopter, designed to bring even more punch to the Department’s air attack power of its helicopter fleet. The Firehawk, the firefighting, multi-mission version of the U.S. Army Blackhawk, was designed by Sikorsky Corporation with assistance from Department pilots. Today, the Department owns and operates three Firehawk helicopters as part of its aerial arsenal.

Large wildland fires, such as the 1993 “Kinneloa” and “Old Topanga” fires, the “Williams” and “Curve” fires of 2002, the series of huge fires all over Southern California during the 2003 fire season and, most recently, our battle against the devastating Station Fire of 2009 which took the lives of two Los Angeles County firefighters, have all continued to keep the Department regularly in the public eye.

Recent studies have revealed that the State of California will experience a population increase of 40 percent by the year 2025, with more than half of that occurring in Southern California. This can only indicate a future of continued rapid growth for our Department, especially in the area of Emergency Medical Service as the “Baby Boomer” population continues to age.

Time and circumstances have been mostly kind to our Department, partly because it has been a strong desire of the public that it be so. Happily, many good people have worked very hard, under strong leadership, to cause the Los Angeles County Fire Department to continuously accomplish its mission.

– **Retired Fire Captain Dave Boucher**, Historian, LACoFD

# LACOFD ORGANIZATIONAL CHART

**FIRE**

**EXECUTIVE SECRETARY**

**EMPLOYEE SERVICES SECTION  
MEDICAL DIRECTOR**

**COMPLIANCE SECTION**

**CHIEF DEPUTY**

Emergency Operations

**CHIEF D**

Business C

**TECHNICAL SERVICES DIVISION**

**NORTH OPERATIONS  
BUREAU**

**CENTRAL OPERATIONS  
BUREAU**

**EAST OPERATIONS  
BUREAU**

**PREVENTION SERVICES  
BUREAU**

**ADMINIS  
SERVICES**

Division 3

Division 5

Air & Wildland  
Division

Division 1

Division 6

Division 7

Lifeguard Division

Division 2

Division 4

Division 8

Division 9

Fire Prevention  
Division

Health Haz Mat  
Division

Forestry Division

Human R  
Divi

Financial M  
Divi

Materials M  
Divi



**CHIEF**

**EXECUTIVE ASSISTANT**

**PLANNING DIVISION**

**EXECUTIVE SUPPORT DIVISION**

**DEPUTY**  
Operations

**DEPUTY CHIEF**  
Leadership & Professional Standards Bureau

**RECRUITMENT UNIT**

**PROFESSIONAL PERFORMANCE SECTION**

**ADMINISTRATIVE SERVICES BUREAU**

**SPECIAL SERVICES BUREAU**

**RISK MANAGEMENT DIVISION**

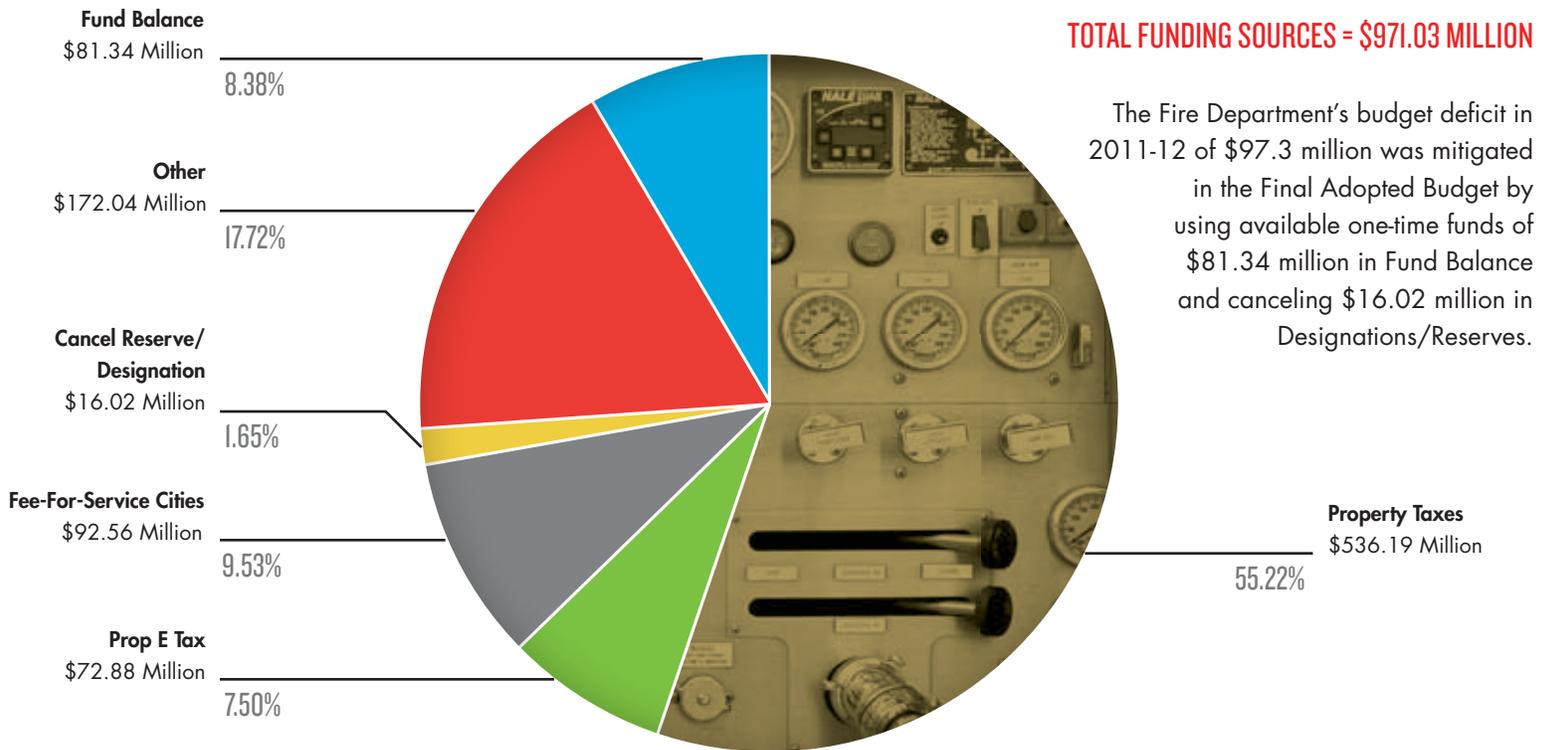
**EMPLOYEE RELATIONS DIVISION**

**ORGANIZATIONAL DEVELOPMENT DIVISION**

Resources Division  
Management Division  
Management Division

Command & Control Division  
Construction & Maintenance Division  
Information Management Division  
Fleet Services Division

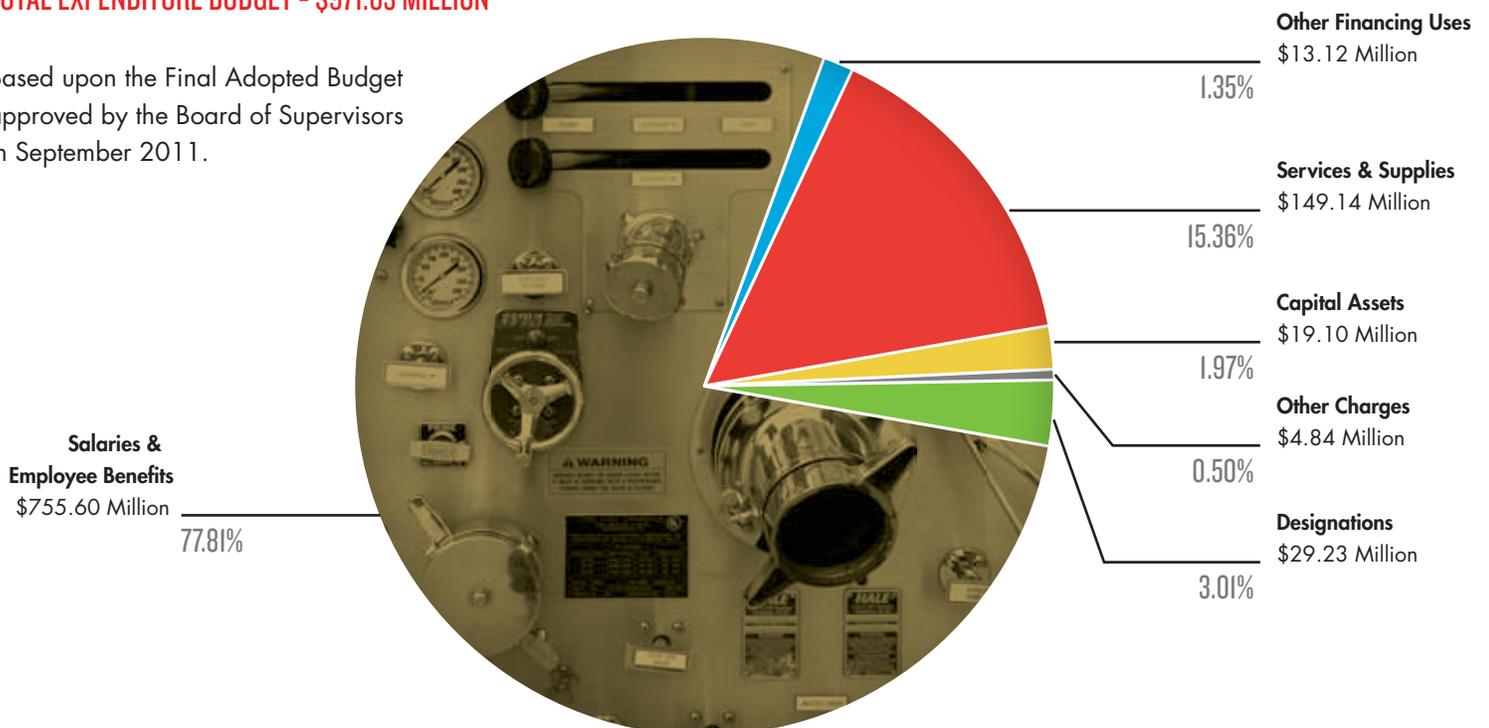
# 2011-12 REVENUE CHART



# 2011-12 EXPENDITURE CHART

**TOTAL EXPENDITURE BUDGET = \$971.03 MILLION**

Based upon the Final Adopted Budget approved by the Board of Supervisors in September 2011.



# 2011 STATISTICAL SUMMARY



## FIRE DEPARTMENT — THREE YEAR DATA 2009 - 2011

|                       | 2011  | 2010   | 2009    |
|-----------------------|-------|--------|---------|
| <b>Acreage Burned</b> | 1,857 | 15,158 | 160,962 |

### FIRE INCIDENTS

|                 |              |              |              |
|-----------------|--------------|--------------|--------------|
| Structures      | 2,149        | 2,164        | 2,301        |
| Vehicles        | 1,716        | 1,858        | 2,168        |
| Rubbish         | 1,958        | 1,970        | 2,172        |
| Brush / Grass   | 682          | 588          | 552          |
| Outside Storage | 302          | 317          | 331          |
| Misc. Property  | 742          | 759          | 718          |
| <b>Total</b>    | <b>7,549</b> | <b>7,656</b> | <b>8,242</b> |

### EMERGENCY MEDICAL SERVICES

|              |                |                |                |
|--------------|----------------|----------------|----------------|
| <b>Total</b> | <b>216,576</b> | <b>211,878</b> | <b>214,308</b> |
|--------------|----------------|----------------|----------------|

### OTHER INCIDENTS

|                        |                |                |                |
|------------------------|----------------|----------------|----------------|
| False Alarms           | 34,049         | 35,897         | 33,842         |
| Mutual Aid Provided    | 2,558          | 2,693          | 2,975          |
| Haz-Mat                | 674            | 693            | 696            |
| Misc. Incidents        | 35,898         | 36,971         | 39,288         |
| <b>Total</b>           | <b>73,179</b>  | <b>76,254</b>  | <b>76,801</b>  |
| <b>Total Incidents</b> | <b>297,304</b> | <b>295,788</b> | <b>299,351</b> |

## FIRE LOSS IN DOLLARS 2009 - 2011

|                          |                       |                      |                       |
|--------------------------|-----------------------|----------------------|-----------------------|
| Property or Structure    | \$ 137,923,364        | \$ 65,387,714        | \$ 85,679,267         |
| Vehicle Contents         | \$ 19,050,472         | \$ 15,501,331        | \$ 19,050,472         |
| Misc. Property           | \$ 1,403,334          | \$ 899,367           | \$ 1,403,334          |
| <b>Total Dollar Loss</b> | <b>\$ 158,377,170</b> | <b>\$ 82,788,412</b> | <b>\$ 106,133,073</b> |

## LIFEGUARD — THREE YEAR DATA 2009 - 2011

|                         |                   |                   |                   |
|-------------------------|-------------------|-------------------|-------------------|
| Ocean Rescues           | 8,352             | 7,029             | 12,686            |
| Medical Calls           | 15,156            | 15,625            | 15,979            |
| Boat Rescues (Distress) | 558               | 559               | 673               |
| Missing Persons         | 1,191             | 954               | 1,621             |
| Resuscitations          | 597               | 614               | 731               |
| Drownings               | 1                 | 1                 | 2                 |
| <b>Beach Attendance</b> | <b>61,542,422</b> | <b>57,070,425</b> | <b>70,266,546</b> |



# 2011 STATISTICAL SUMMARY

**3,976,398** Residents  
**1,222,870** Housing Units  
**58** District Cities and all Unincorporated Areas  
**2,305** Square Miles

## DIVISION I

**Battalions 7, 14 & 18**  
**20 Stations, 9 Cities**

Carson  
 Gardena  
 Hawthorne  
 Lawndale  
 Lomita  
 Palos Verdes Estates  
 Rancho Palos Verdes  
 Rolling Hills  
 Rolling Hills Estates

## DIVISION II

**Battalions 2 & 16**  
**16 Stations, 9 Cities**

Azusa  
 Baldwin park  
 Bradbury  
 Claremont  
 CoVina  
 Duarte  
 Glendora  
 Irwindale  
 San Dimas

## DIVISION III

**Battalions 4, 6 & 22**  
**22 Stations, 2 Cities**

La Canada Flintridge  
 Santa Clarita

## DIVISION IV

**Battalions 8, 9 & 21**  
**25 Stations, 12 Cities**

Artesia  
 Bellflower  
 Cerritos  
 Hawaiian Gardens  
 La Habra  
 Lakewood  
 La Mirada  
 Norwalk  
 Paramount  
 Pico Rivera  
 Signal Hill  
 Whittier

## DIVISION V

**Battalions 11 & 17**  
**20 Stations, 2 Cities**

Lancaster  
 Palmdale

## DIVISION VI

**Battalions 13 & 20**  
**14 Stations, 6 Cities**

Cudahy  
 Huntington Park  
 Inglewood  
 Lynwood  
 Maywood  
 South Gate

## DIVISION VII

**Battalions 1 & 5**  
**18 Stations, 6 Cities**

Agoura Hills  
 Calabasas  
 Hidden Hills  
 Malibu  
 West Hollywood  
 Westlake Village

## DIVISION VIII

**Battalions 12, 15 & 19**  
**19 Stations, 5 Cities**

Diamond Bar  
 Industry  
 La Puente  
 Pomona  
 Walnut

## DIVISION IX

**Battalions 3 & 10**  
**16 Stations, 7 Cities**

Bell  
 Bell Gardens  
 Commerce  
 El Monte  
 Rosemead  
 South El Monte  
 Temple City

## PERSONNEL

|                               |              |
|-------------------------------|--------------|
| Chief Officers                | 113          |
| Captains                      | 664          |
| Fire Fighter Specialists      | 764          |
| Fire Fighter Paramedics       | 710          |
| Fire Fighters                 | 578          |
| Call Fire Fighters            | 69           |
| Fire Suppression Aides (Paid) | 114          |
| Pilots                        | 12           |
| Administrative Support        | 783          |
| Lifeguards                    | 159          |
| Seasonal Recurrent            | 686          |
| Dispatchers                   | 73           |
| Foresters                     | 32           |
| Health Haz Mat                | 77           |
| <b>Total Personnel</b>        | <b>4,834</b> |

## LIFEGUARD DIVISION

|                           |     |
|---------------------------|-----|
| Lifeguard Stations        | 24  |
| Lifeguard Towers          | 158 |
| Beach Patrol Vehicles     | 58  |
| Rescue Boats              | 8   |
| Paramedic Rescue Boats    | 2   |
| Baywatch Paramedic Squads | 2   |

## FORESTRY

|                       |        |
|-----------------------|--------|
| Forest Tree Nurseries | 5      |
| Plants Distributed    | 47,157 |

## HEALTH HAZ MAT

|                     |       |
|---------------------|-------|
| Emergency Responses | 1,793 |
| Response Teams      | 3     |

## EMERGENCY OPERATIONS

|                            |     |
|----------------------------|-----|
| Battalions                 | 22  |
| Fire Stations              | 170 |
| <b>Engine Companies</b>    |     |
| Type 1                     | 163 |
| Type 3 (Cal EMA)           | 5   |
| Patrols                    | 30  |
| Reserves                   | 62  |
| <b>Truck Companies</b>     | 32  |
| Light Forces               | 5   |
| Quints                     | 25  |
| Trucks                     | 2   |
| Reserve Trucks/Quints      | 12  |
| <b>Paramedic Units</b>     |     |
| Air Squads                 | 3   |
| Assessment Engines         | 24  |
| Assessment Quints          | 2   |
| Engines                    | 5   |
| Squads                     | 67  |
| Hazardous Materials Squads | 4   |
| USAR Squads                | 2   |
| Emergency Support Teams    | 4   |
| Swift Water Rescue Units   | 4   |
| Fire Boats                 | 2   |
| Foam Units                 | 4   |
| Mobile Air/Light Units     | 4   |
| Fuel Tenders               | 6   |
| Water Tenders              | 12  |

## AIR OPERATIONS

|                    |               |
|--------------------|---------------|
| Fire Responses     | 285           |
| EMS Transports     | 852           |
| Facilities         | 4             |
| Aircraft Mechanics | 17            |
| Hoist Rescues      | 91            |
| Water/Foam Dropped | 1,139,860 gal |

### Helicopters

|                         |   |
|-------------------------|---|
| Bell 412 (10-Passenger) | 6 |
| Firehawk (14-Passenger) | 3 |
| Heli-Tenders            | 8 |

## WILDLAND DIVISION

### Fire Suppression Camps

|              |   |
|--------------|---|
| Paid         | 4 |
| Correctional | 5 |

### Fire Suppression Crews

|                        |    |
|------------------------|----|
| Paid                   | 4  |
| Correctional           | 24 |
| Dozers                 | 10 |
| Dozer Transport Trucks | 11 |
| Equipment              | 26 |





*Community*

*Caring*

*Teamwork*

*Integrity*



# PROUD PROTECTORS OF LIFE AND PROPERTY

## CORE VALUES

•  
INTEGRITY

•  
TEAMWORK

•  
CARING

•  
COURAGE

•  
COMMITMENT

•  
COMMUNITY



## LOS ANGELES COUNTY FIRE DEPARTMENT

Daryl L. Osby, *Fire Chief*

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