



Los Angeles County Fire Department

STRATEGIC PLAN

2012-13 Accomplishments

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.

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

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.

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

Goal 3: Innovating New Delivery Systems

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

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

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.

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

Goal 5: Ensuring Financial Stability

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

- In support of the District's Financial Plan, ensured proper communication and coordination of timely updates, and assessed the Department's budgeting and procurement processes to safeguard appropriate efficiencies and the delivery of accurate management information.
- Developed and updated the District's Financial Plan to address the Department's projected budget deficit, including use of one-time reserve funds, realignment of programs, increased revenue and additional cost curtailments and efficiency measures.
- Developed a plan to ensure linkage between the Department's financial system and the cost efficiencies reflected in the Department's Financial Plan.
- Evaluated the billing and revenue collection process for the CUPA Program and made recommendations to enhance the Department's ability to generate additional CUPA revenue.
- Negotiated and gained a contract extension with Ford Motor Company for our Lifeguard vehicles, and explored potential for other vehicle sponsorships within the Department.
- Updated the District's 30-Year Forecast to include relevant assumptions regarding revenue streams, ongoing expenditures, and potential new funding options.
- Developed a tracking system to ensure collection of all fees for the review of environmental documents.
- Developed a uniform expenditure tracking program for better cost accounting by managers, using the Operations S&S Tracking Program as a model.

Goal 6: Developing the Leader in Each Employee

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

- Research is underway to build a comprehensive Los Angeles County Fire Department University, to include all uniformed personnel in firefighting operations, hazardous materials, and forestry.
- “Roadmap to Success” programs have been developed for new personnel assigned to the Fire Prevention Engineering Section and the Forestry Division.
- A training matrix specific to the Hazardous Materials Specialist series has been developed that will align courses and topics with the statewide Unified Program and applicable legal mandates.
- Leadership programs that focus on leadership and accountability have been developed for Fire Prevention Captains, Deputy Foresters, and Supervising Hazardous Materials Specialists.
- An Incident Command System-based Fire Prevention Program has been developed so that Fire Prevention personnel will be trained to assist during significant incidents.
- A succession plan for administrative and executive level positions is under development.
- Existing leadership instructional programs were compiled and cataloged by discipline to help guide personnel in career development.

Goal 7: Strengthening our Infrastructure

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

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

Goal 8: Automating our Systems

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

- Established the Department's Technical Advisory Committee to review, approve, prioritize, and support current and future innovative information technology solutions.
- Implemented MacAfee's Enterprise Mobility Manager (EMM) to manage the Department's mobile devices (smartphones and tablet devices); project still underway.
- Identified 64 applications used by the Department, including 29 legacy applications, and succession strategies to streamline key Department programs, such as Fire Office, IPFIRS, and NFIRS.
- Completed training for FireView Geographical Information System (GIS) Dashboard.
- Developed and implemented the California Electronic Reporting System (CERS) Program for the Los Angeles County Unified Program Agency (CUPA) to manage environmental waste reporting.
- Developed a Request for Proposal or Invitation for Bid to establish a funding level and identify vendors capable of designing and installing a web-based Sequel server brush clearance Geo Database. The Geo Database will interface with mobile tablets during the inspection process to improve the effectiveness of the Brush Clearance, Fuel Modification, and Environmental Review units.
- Developed an information technology project plan for the Mobile Data Computer infrastructure and support.
- Completed an infrastructure update design for the Department-wide WAN Bandwidth; met with providers, solicited proposals and costs for network upgrade. IMD has installed more bandwidth in 59 sites to accommodate programs like Blackboard.
- Developed a detailed project plan for the Department's centralized copiers, including equipment procurement and implementation of centralized printing/scanning/faxing capabilities.
- Virtualized 65 percent of the Department's servers, with 95 percent expected by June 2014.

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.

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

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.

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

Goal 11: 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.

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

Goal 12: Communicating our Value

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

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