



ACT.
ACTION.
ACCOMPLISH.



**LOS ANGELES COUNTY
FIRE DEPARTMENT**
2017-2021 STRATEGIC PLAN



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.

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.

TABLE OF CONTENTS

Message from Fire Chief Daryl L. Osby 2

GOAL 1

Emergency Operations 3

GOAL 2

Public Service 5

GOAL 3

Organizational Effectiveness 7

INTEGRITY • TEAMWORK • CARING • COURAGE • COMMUNITY • COMMITMENT



MESSAGE FROM FIRE CHIEF DARYL L. OSBY

The Los Angeles County Fire Department (Fire Department) is responsible for providing fire protection and life safety services to over four million residents residing in 59 cities and all unincorporated areas of Los Angeles County.

Just as the communities we serve grow and diversify, so does the County of Los Angeles. Together with the Board of Supervisors (Board), Chief Executive Office, and 37 County Departments, we continue to partner and collaborate on the many challenging issues confronting our communities (i.e., homelessness, mental health, youth programs, etc.).

In 2011, I unveiled the Fire Department's Strategic Plan, entitled "Engineering Our Future," to serve as our roadmap to ensure transparency, accountability, and communicate our goals and the actions needed to achieve them. Four years later, we reflected on our achievements and identified five new target areas as part of our 2015-2017 Strategic Plan.

Through the collective efforts of all 4,700 Fire Department team members, our 2015-2017 Strategic Plan accomplishments demonstrated continued improvement in the areas of service delivery, operational effectiveness, the welfare of our workforce, emergency preparedness, fostering a culture of inclusivity, and fiscal solvency.

I am pleased to share with you the Fire Department's 2017-2021 Strategic Plan, entitled "Act, Action, and Accomplish."



GOAL I

EMERGENCY OPERATIONS

*Address Societal Challenges
Through Non-Traditional
Service Delivery*

GOAL II

PUBLIC SERVICE

*Catastrophic Preparedness and
Community Initiatives*

GOAL III

ORGANIZATIONAL EFFECTIVENESS

*Building Tomorrow's Fire
Department*

The Strategic Plan is the result of a collaborative effort between my Executive Team and over 40 managers from throughout the Fire Department. It closely aligns with the 2016-2021 County of Los Angeles Strategic Plan, "Creating Connections: People, Communities, and Government" and the Board's priorities. Our Strategic Plan will serve as our roadmap for the next three years, with a focus on the most important challenges and opportunities before us.

The Strategic Plan will be reviewed regularly to ensure our goals and priorities lead to measurable action and results.

With renewed energy and confidence, I am proud to move our 2017-2021 Strategic Plan forward – a plan that provides clear direction and will lead to visible change and successful outcomes that reaffirm our commitment to public service and our sustained legacy of excellence in the fire service.

A handwritten signature in black ink, reading "Daryl L. Osby". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Daryl L. Osby
Los Angeles County Fire Chief

GOAL 1 EMERGENCY OPERATIONS

Address Societal Challenges Through Non-Traditional Service Delivery

- Develop and implement a Departmental training plan that integrates Department-identified succession planning competencies, implicit bias awareness, cultural competency, and inclusivity.
- Implement strategies to improve the mental, physical, and behavioral health of our personnel.



- Develop an education and training plan for emergency operations personnel to address the significant increase in mental health and substance abuse incidents among vulnerable communities.
- Provide oversight and engage in the development of policies, procedures, and job aides focused on daily guiding principles and expectations to increase operational resilience for firefighters, firefighter specialists, fire captains, battalion chiefs, and assistant fire chiefs.
- Develop and implement an online Satisfaction Survey Tool (SST) to provide feedback to assistant fire chiefs and the appropriate Continuous Quality Improvement (CQI) committees.
- Develop and implement the Battalion Excellence and Analytics Review Council (BEAR Council) to assess service delivery in a peer setting and identify analytics on a quarterly and annual basis using data from multiple sources.
- Develop and implement an effective and efficient Emergency Medical Services (EMS) Quality Improvement (QI) committee that meets quarterly for each division.

- Identify gaps and solutions in the Lifeguard Division to improve service delivery in areas with growing beach attendance as well increasing trends in activity levels using available data sources.
- Establish and implement a pilot program, in collaboration with the City of West Hollywood and Cedars Sinai, to evaluate the potential of incorporating Extra-Corporeal Membrane Oxygenation (ECMO) into the pre-hospital setting for cardiac arrest patients.
- Identify Lifeguard Division locations for the deployment of Quick Response Vehicles (QRV) in place of traditional vehicles to improve service delivery and minimize risk. Determine the number of QRVs needed and an on-going financial plan.
- Lead and support Countywide collaborative initiatives including mental health, homelessness, youth mentoring programs, diversion and re-entry, purposeful aging and senior services, the Antelope Valley pilot of mobile integrated health units, and rescue youth program for foster youth.
- Address the societal challenges associated with recidivism by continuing the partnership with the Los Angeles County Probation Department for the operation of juvenile Camp 17 and further research a Department-led Countywide initiative to develop a post-incarceration conservation "Camp to Career" program.
- Assess and review the Department's EMS service delivery model and develop recommendations to enhance EMS responses based upon acquired data and mapping resources.



Enhance the lives of County residents by addressing societal challenges through Countywide initiatives and partnerships.



GOAL 2 PUBLIC SERVICE

Catastrophic Preparedness and Community Initiatives

- Develop and implement catastrophic preparedness strategies for the Department and the community.
- Exercise and adopt the Department's new Earthquake (EQ) procedures for inclusion into the Department's Manual of Operations. Updated components include: detailed job aides with expectations and reporting locations for all Department personnel; Public Safety Answering Point (PSAP) procedures that integrate with the enhanced communications capabilities of our law enforcement agency partners; and fire station Emergency Information Files (EIF).
- Ensure continuity in the Department's workforce during and following times of natural disaster and civil unrest by reviewing and revising the Continuity of Operations Program (COOP) to include short scripts for staff to utilize.
- Provide oversight and direction for the development of a quarterly battalion-based pilot program to assess response and turnout times based on analytical data.
- Identify gaps and solutions in the Lifeguard Division's emergency preparedness and resilience as it relates to tsunami and coastal storm incidents. Improvements shall include the use of technology and social media.
- Work with the Southern California Gas Company (SoCal Gas) to prepare an Emergency Response Plan (ERP) for all SoCal Gas facilities that store natural gas in Los Angeles County.
- Develop a Department-wide hazardous materials compliance plan for all administrative sites which addresses the proper use and disposal of hazardous materials and waste.
- Oversee the process of retaining a consultant to evaluate the mechanical systems (e.g., heating, ventilation, air conditioning, boilers, chillers, swamp coolers, and air handlers) at all Department facilities to include: a comprehensive preventative maintenance program; a recommended schedule, cost estimate, and estimated energy savings for the repair and/or replacement of obsolete mechanical equipment; and a recommended schedule for mechanical systems that require replacement within the next three and five years.



Support community resilience by implementing environmental initiatives, catastrophic preparedness, and public education programs.

Los
Angeles



GOAL 3 ORGANIZATIONAL EFFECTIVENESS

Building Tomorrow's Fire Department

- Assess the Department's long-term infrastructure needs related to privacy and access, facilities, information technology, and communication systems.
- Strengthen and improve the capabilities of staff by increasing the amount of California Incident Command Certification System (CICCS) qualified Operations and Incident Management Team (IMT) personnel.
- Maintain and improve accountability by tracking injury, illness and vehicle accidents, and conduct trends analysis to determine appropriate mitigations to reduce organizational risks.
- Strengthen Air Operations' organizational capabilities by enhancing aircraft fleet and infrastructure, and ensuring superior service to the public.
- Mentor, train, invest, and create opportunities for employees to pursue their career of choice by reorganizing and reclassifying today's positions for tomorrow's Department.
- Automate exam requests for hiring managers which includes secured access to exam status/work flow.
- Develop alternative exam processes for fire series examinations to create a dynamic candidate pool.
- Prepare the Department's workforce by ensuring strategies are in place to help with succession planning.
- Oversee the development of a strategic plan to enhance the Department's technological infrastructure of networks, software systems and mobile communications by leveraging innovative and interconnected technologies to improve the delivery of services to our customers.
- Strengthen and enhance the Department's Emergency Operations Information Technology (IT) systems to increase security and performance, control costs, provide robust data analytics and transparency, and improve emergency operations service delivery to our customers.
- Review established agreements to set up Just-In-Time (JIT) deliveries as well as identify potential needs for additional agreements Department-wide.
- Ensure the Department is maximizing its budget through continued expenditure controls and revenue realignment, as well as exploring existing and upcoming legislation to secure additional revenue streams.
- Use advancements in technology to support fiscal sustainability and growth by maximizing revenues through improved reporting and revenue collecting practices.



The future of tomorrow's Fire Department will be built on maintaining accountability from an efficient organization of strong and capable staff who utilize advancements in technology to provide superior services to the public.



- Create and launch the Department's annual ARISE (A Reason to Include and Support Everyone) Summit to provide a forum for members to engage in dialogue to address challenges faced in the fire service.
- Develop and implement the Community Outreach, Recruitment, Diversity, and Inclusion (CORDI) Section to enhance recruitment and community outreach opportunities and grow our diverse workforce to better represent the communities we serve.



- Redesign the Department's internet site to provide an optimal viewing experience, improved navigation to increase visibility of and access to Department services, analytics reporting, and accessibility by a wide range of devices.
- Redesign the Department's intranet site and develop a system to design, build, manage, integrate, and deploy ad hoc requests to enhance access to Geographic Information Systems (GIS) Section data and products, such as datasets, pre-built maps, interactive webmaps, geospatial analysis and geography-based reports.
- In coordination with IMD's GIS Section, add designated Health Hazardous Materials Division (HHMD) facility information from the Envision Connect database into ArcGIS mapping software.
- Enhance the Department's Emergency Operations Mobile Device Technology, including the mobile data computers and ePCRs.
- Develop procedures and test performance to validate "in-cabinet repeat" (ICR) mode for the Ultra High Frequency (UHF) radio system in the field.
- Strengthen and enhance security for the Department's data sources by providing assessment and mitigation of security issues, including securing the network infrastructure and the devices connecting to the County's network.

- Assess, implement, update and replace information systems that support our business and emergency operations, including asset and inventory control, fleet management, scheduling and staffing, procurement, billing, and invoicing.
- Support improvements to the delivery of services to divisions and the Department by streamlining and standardizing processes and procedures to ensure timely, consistent, and accurate service delivery. Areas for improvement include wireless billing, equipment standardization, rule enforcement, work flow management, and Help Desk staff training and technology upgrades.
- Complete outreach to the building industry, draft necessary changes, and seek all approvals to complete the 2018 mid-cycle Fire Code update.
- Expand the use of EPIC-LA (electronic permitting & inspections) for land development purposes within the Department. Continue to analyze technology and review opportunities to replace legacy inspection databases.
- Review and revise Emergency Operations Section (EOS) policies and Standard Operating Procedures (SOPs).
- Enhance the Department's Emergency Operations IT Systems for Computer-Aided Dispatch and external interfaces.
- Strengthen operational effectiveness in Dispatch by evaluating and providing recommendations for an automatic, computer-generated move-up solution.
- Assess and restructure the Explorer Program to align it with the goals and values of the "Learning for Life" Program and the Board of Supervisors.





174 FIRE STATIONS
SERVING 4,000,000+ RESIDENTS



393,570

9-1-1 CALLS
DISPATCHED
IN 2017



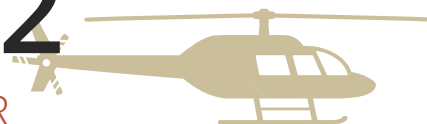
Learn more about all of the fire protection and life safety services the Los Angeles County Fire Department provides at:

FIRE.LACOUNTY.GOV

2,113,632

GALLONS OF WATER
& FOAM DROPPED

IN 2017



PROUD PROTECTORS OF LIFE AND PROPERTY



FIRE CHIEF DARYL L. OSBY 1320 N. Eastern Avenue, Los Angeles, CA 90063

*Produced by the Communications Section
of the Executive Support Division.*

Revised June 21, 2018



(323) 881-2411



info@fire.lacounty.gov



fire.lacounty.gov



LACoFD



LACountyFD



@LACoFD, @LACoFDPIO