

LOS ANGELES COUNTY FIRE DEPARTMENT
STRATEGIC PLAN

ANNUAL REPORT

2013-2015



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MESSAGE FROM FIRE CHIEF DARYL L. OSBY



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

From the beginning, our strategic plan has been a road map to take us to the year 2020. Now in its fourth year, our strategic plan is truly giving shape to



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

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

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

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



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

Fire Chief Daryl L. Osby

WE'RE ALL ABOUT

COMMUNITY

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



10,000 Los Angeles County residents learned Hands-Only CPR on Sidewalk CPR Day during the first week of June.

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

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



1,200

people trained in CERT (Community Emergency Response Team)

EVERYDAY HEROES NEEDED

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

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

PulsePoint is like AMBER Alert for Sudden Cardiac Arrest victims.

1 SCA victim in need

2 911 operator sends PulsePoint alert

3 Signal received by nearby PulsePoint users

4 Users rush to help victim before professional help arrives

GET MORE INFORMATION.

Scanning this QR code will get you started.

GET TRAINED:

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

BROUGHT TO YOU BY:

LIVES NEED SAVING EVERY DAY

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

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

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

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

SCA data source: American Heart Association, "Heart Cardiothoracic Resuscitation (CHRW)" (2016)

HOW TO HELP

Call **911**

STAYIN' ALIVE. STAYIN' ALIVE.

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

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

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

WE'VE GOT THIS.

SAVING LIFE AND PROPERTY

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



1,001,862
total calls for service
(2012-2014)

23,629 fire incidents

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

33,380 ocean rescues performed
(2012-2014)



GOAL

1



PREVENTING INJURY AND ILLNESS

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



2013-14 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF ANGEL MONTOYA

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

2014-15 ACCOMPLISHMENTS

GOAL OWNER: ASSISTANT CHIEF LUKE CLAU

- Completed proposal for collaborative Just Culture Safety, Prevention and Injury Reduction Program. The proposal identified manual issues; current frequency levels of injury to personnel; and policies and procedures related to safety.
- Created new operational injury occurrence form to track injuries reported to the Safety Office and Risk Management Division and instructed all field chief officers, safety officers, and field captains in the use of current policies and this form.
- Enhanced Fitness for Life program by developing new training modules, upgrading fire station exercise equipment, and providing peer fitness training.
- Hired new exercise physiologist to assess, plan, and implement fitness programs to improve body composition, cardio-respiratory function, muscular strength, muscular endurance, and/or flexibility.
- Developed next set of risk reduction strategies to implement in 2015-16.



3,157

firefighters trained in infectious disease response



4,631

total personnel





GOAL

2

DELIVERING EXEMPLARY EMERGENCY SERVICES

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

2013-14 ACCOMPLISHMENTS

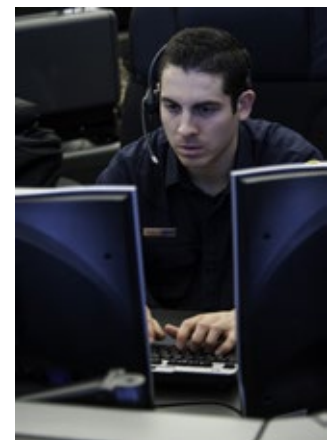
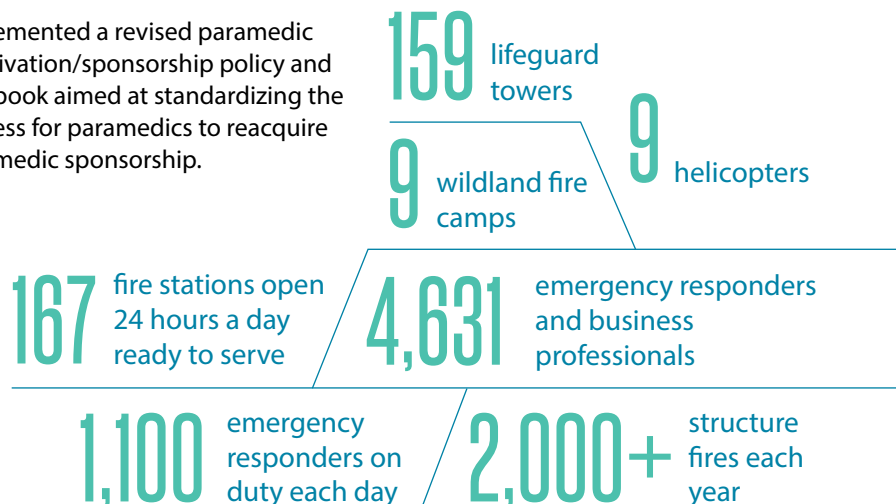
GOAL OWNER: DEPUTY CHIEF JOHN TRIPP

- Delivered Live Fire training in Modern Structural Firefighting techniques to a number of Emergency Operations personnel.
- Developed and completed Department Standard Operating Guidelines for Structural Firefighting.
- Completed Tiered Dispatch Program training for dispatchers.
- Developed quarterly reports that indicate the turn-out time of each emergency response unit assigned to fire stations.
- Implemented a revised paramedic reactivation/sponsorship policy and task book aimed at standardizing the process for paramedics to reacquire paramedic sponsorship.
- Delivered "Ensuring Positive Outcomes," a customer service training program, by battalion chiefs to all firefighting personnel assigned to fire stations.
- Developed a Strategic Plan for both the Air Operations and Camps sections.
- Implemented Quality Improvement and Quality Assurance reports to track quality indicators and high risk aspects of patient care.
- Developed the Emergency Medical Services (EMS) Strategic Plan with Citygate Consultants.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF JOHN TRIPP

- Began implementing work plans for the Air Operations Strategic Plan and the Camps Section Strategic Plan.
- Developed and delivered Department-wide training to fire captains and battalion chiefs for the implementation of the Structure Fire Standard Operating Guidelines, which incorporate nationally recognized modern structural firefighting techniques.
- Began developing Command Succession training programs for field assistant chiefs. These programs are designed to be a mentoring process for newer assistant fire chiefs in the practice of incident command.



GOAL 3



INNOVATING NEW DELIVERY SYSTEMS

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

2013-14 ACCOMPLISHMENTS

GOAL OWNER: EXECUTIVE TEAM

- Transitioned focus of Goal 3 strategic planning efforts to the expansion of the Department's Emergency Medical Services program to meet current and future service demands.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: ACTING DEPUTY CHIEF RICK MORENO

- Continued to prepare and execute expansion of EMS Division into a Bureau.
- Hired Department's first full-time Medical Director dedicated to EMS.



752,307

emergency medical service calls (2012-2014)



113

paramedic units for response



748

paramedics



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



GOAL

4

FOSTERING WORKFORCE EXCELLENCE

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

2013-14 ACCOMPLISHMENTS

GOAL OWNER: CHIEF DEPUTY DAWNNA LAWRENCE

- Developed an entry level Firefighter Recruitment Plan, including a series of preparatory seminars, designed to encourage applicants throughout Los Angeles County to prepare for a successful career in the fire service.
- With the help of stakeholders, identified key methods to prepare and encourage applicants for a successful career in the fire service.
- Developed an agenda and identified trainers who will educate potential candidates preparing for a successful career in the fire service by coaching candidates to be successful in reaching their goals.
- Created a competency-based hiring, performance, and promotional model.
- Finalized all Department Work Plans to be ready for implementation in the Performance Net System in preparation for the electronic submission of performance evaluations.
- Increased Department's diverse pool of excellent candidates reflecting the communities we serve.

- Established a new entry level Fire Fighter Trainee examination.
- Incorporated the identified core competencies and released a Request for Proposal for the Firefighter Trainee Examination.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: ACTING DEPUTY CHIEF THERESA BERRERA

- Created and implemented a Fire Captain's Academy for newly promoted fire captains and an Accelerated Fire Captain's Academy for fire captains promoted effective January 2013 through November 2014.

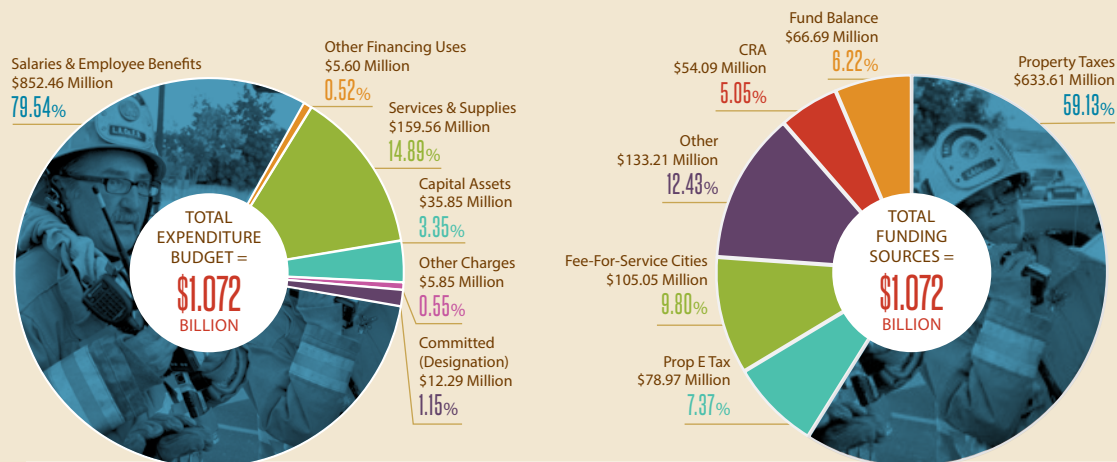


- Created and implemented a Battalion Chief's Academy to prepare all newly promoted battalion chiefs for the challenges of emergency operations and administrative responsibilities.
- Continued the Fire Fighter Trainee examination process in collaboration with the Department of Human Resources (DHR), County Counsel and outside counsel.
- Developed and formalized payroll procedural guidelines for Payroll Section staff.
- Began developing a succession plan for the ranks of Fire Captain through Fire Chief in collaboration with DHR and the Chief Executive Office.



GOAL

5



ENSURING FINANCIAL STABILITY AND ACCOUNTABILITY

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

2013-14 ACCOMPLISHMENTS

GOAL OWNER: ACTING DEPUTY CHIEF
THERESA BARRERA

- Developed Unit Codes for Supplies and Services at the fire station level, and reallocated requests from the battalion level to the fire station level, in support as part of the Department’s plans to ensure linkage between its financial system and cost efficiencies.
- Prioritized critical infrastructure projects as part of the 2014-15 Budget, updated the Department’s Fiscal Forecast to include funding for future critical infrastructure projects, and ensured the maintenance of an appropriate level of reserves for budget uncertainties.
- Prepared periodic updates to the Department’s Fiscal Forecast and developed and disseminated a newsletter to provide all employees with updated information about the Department’s financial situation.
- Developed and evaluated the effectiveness of the Omega Cal-Fire/ State Responsibility Area Training Program to augment the Department’s compliance with monthly reports for the National Fire Incident Reporting System.

- Identified proposed new revenue sources, evaluated the feasibility of implementing the new revenue sources, developed estimates of potential future revenue, and communicated with the Board of Supervisors on these proposed new revenue streams.
- Developed recommendations for possible cost share formulas for future

fee-for-service city contracts and initiated the review of potential cost sharing options.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: ACTING FINANCIAL MANAGEMENT
DIVISION CHIEF DEBBIE AGUIRRE

- Developed implementation plan for using eCAPS billing module.
- Developed plan to expand the online credit card program for customer payments for Fuel Modification and California Unified Program Agency fees.
- Identified methods to bill and collect first responder fees.
- Added new language, with approval by County Counsel, to draft ambulance service agreement. The language would allow the Fire Department to utilize ambulance companies to bill first responder fees when the Department of Health Services awards new contracts to ambulance service providers in 2016-17.



GOAL

6



DEVELOPING THE LEADER IN EACH EMPLOYEE

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

2013-14 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF
ANTHONY C. MARRONE



- Fully implemented Department's Blackboard training program to engage battalion chiefs within each emergency operations division.
- Created and delivered routine management training relative to personal administrative action, County Policy of Equity, Privacy and Access, Firefighter Bill of Rights, Reasonable Suspicion, and Sexual Harassment Prevention.
- management; involve the Medical Director on all cases with an Emergency Medical Services nexus; identify trends; and deliver focused preventative training in order to reduce risks Department-wide.
- Incorporated 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.

- Trained all new employees entering the Fire Department about diversity and understanding generational differences.
- Mentor Program successfully introduced 50 new candidates to the Mentorship Program. Over 150 personnel were identified as Department mentors, and over 300 plan to receive mentorship.
- Developed and placed on the employee intranet an overview presentation outlining the roles of the Department's Employee Relations Division and Professional Performance Section.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF
ANTHONY C. MARRONE

- Drafted an updated drug and alcohol policy.
- Researched, developed, and formulated an "educational based" disciplinary model/ policy for organizational implementation.
- Monitored, assessed and analyzed the Fire Advisory Board process to incorporate best practices, ensure equitable and consistent performance



GOAL

7



STRENGTHENING OUR INFRASTRUCTURE

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

2013-14 ACCOMPLISHMENTS

GOAL OWNER: ASSISTANT CHIEF CHRIS JACKSON

- Improved and upgraded 38 fire stations to meet Privacy and Access regulations.
- Installed new Mobile Data Computer (MDC) systems in 785 of the Department's emergency vehicles.
- Installed a new fiber optic system at 92 fire stations to expand bandwidth capability and improve network infrastructure, representing approximately 50 percent of the Department's 171 fire stations.
- Installed WiFi equipment at 154 of the Department's 171 fire stations.
- Researched and developed the requirements for a new Computer Aided Dispatching system.
- Implemented a field-based Maximo Asset Tracking system to collect and inventory major facility assets at all fire stations, camps, and maintenance support sites.
- Installed keyless Access system controls at the Carpentry and Electrician shops to limit and monitor access.
- Developed a 20-year plan to procure and maintain the Department's vehicle fleet.
- Identified all Department marine firefighting and rescue resources, and evaluated their condition for longevity and reliability.
- Received and placed into service new Foam 1.
- Designed two new fire boats.
- Received and placed into service new Foam 10.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: ASSISTANT CHIEF CHRIS JACKSON

- Completed inventory of fire stations and administrative sites to prepare for implementation of Managed Print Service.



- Completed installation of MDCs in non-emergency vehicles.
- Began reorganizing the Information Management Division's Warehouse to meet Internal Control Certification Program standards and establish standard operating procedures for the Warehouse.
- Assessed and strengthened physical access controls for key Information Technology sensitive areas.
- Completed email migration to Internal Services Department-hosted services.



825 new Mobile Data Computers installed in emergency vehicles



99 fire stations now have expanded bandwidth capability



138 fire stations now have Wifi



GOAL

8

AUTOMATING OUR SYSTEMS

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

2013-14 ACCOMPLISHMENTS

GOAL OWNER: INFORMATION MANAGEMENT
DIVISION CHIEF ROBERT SAWYER

- Completed the implementation of the Maximo Asset Management Software for the Construction and Maintenance Division.
- Developed an Enterprise Data Strategy to allow for the managing of data as an asset to increase revenues, reduce costs, improve customer service and loyalty, and improve employee satisfaction.
- Developed an Enterprise Mobility Strategy to equip the Department's workforce with the most appropriate mobile devices, plans and applications to enhance productivity and performance.
- Developed an Enterprise Systems Strategy that is aligned with County mandates and facilitates increased organizational productivity.
- Completed the upgrade of Envision software to version 5.1 for the Health Hazardous Materials Division.
- Completed the Envision Connect Remote Pilot for the Health Hazardous Materials Division.

- Completed business requirements and initiated the implementation of an electronic document management solution for the Health Hazardous Materials Division.
- Assisted with the development of the electronic Patient Care Record (ePCR) Request for Proposal (RFP) for the Emergency Medical Services Bureau.
- Implemented a Help Desk solution for the Department's Payroll team.
- Continued migrating Departmental personal computers to Windows 7.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: INFORMATION MANAGEMENT
DIVISION CHIEF ROBERT SAWYER

- Assessed and strengthened file and folder security on Department file servers and audited domain administration actions.
- Created new data security standard operating procedures and policies to improve accountability and governance for Department information technology systems.
- Increased the proficiency and expertise of the Department's Information Technology Division team and its ability to provide timely and

professional information technology services by defining new staffing plans with an emphasis on project management.

- Submitted budget requests to set up a mobile development environment to create a vision for mobile development.
- Obtained 5-year contract for ePCR system.
- Continued to enhance and automate Department business operation systems by utilizing County-wide systems; implementing new commercial, off-the-shelf systems or designing new internal systems and solutions.

GOAL

9



CONTAINING RISKS

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



2013-14 ACCOMPLISHMENTS

GOAL OWNER: RISK MANAGEMENT DIVISION CHIEF
MIKE KRANTHER

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

- Updated Injury and Illness Prevention, Heat Illness Prevention, Vehicle Accident Reporting, and Hazard Communication policies to maintain the level of health and safety of staff.
- Received funding approval for a Risk Management/Data Management Program.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: RISK MANAGEMENT DIVISION CHIEF
MIKE KRANTHER

- Updated Injury and Illness Prevention, Heat Illness Prevention, Vehicle Accident Reporting, and Hazard Communication policies to maintain the level of health and safety of staff.
- Increased Risk Management Division's interaction with expanded Emergency Medical Services Bureau and Medical Director.





GOAL

10

MITIGATING DISASTER

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

2013-14 ACCOMPLISHMENTS

GOAL OWNER: ACTING CHIEF DEPUTY
DAVID R. RICHARDSON

- Completed the Planning Section and Logistics Section training guides for major incident management.
- Completed a final draft of the Incident Management Team (IMT) Policy and Procedures.
- Held IMT courses focused on planning, logistics, and finance functions of the Incident Command System (ICS).
- Developed and successfully implemented a full IMT exercise.
- Conducted incident management training for more than 200 personnel at an IMT wildland exercise.
- Conducted multiple All Hazards Incident Management Teams (AHIMT) courses across the region to help prepare area responders.
- Held two classes to educate personnel on the ICS and IMTs.

- Drafted and reviewed section training manuals.
- Completed Logistics Section Manual, consisting of 10 chapters.
- Emergency Medical Services Section successfully coordinated and instructed Department personnel in CPR, Automated External Defibrillators (AEDs), and first aid.
- Trained more than 3,000 citizens and civilian County employees in CPR, AED, and first aid.
- Completed Department's Community Emergency Response Team (CERT) Policy and Procedures.
- Conducted multiple CERT classes Department-wide at the community level to help prepare local residents in disaster preparation.

2014-15 ACCOMPLISHMENTS

GOAL OWNER: ASSISTANT CHIEF STEVE MARTIN

- Conducted Department-wide drills to evaluate the feasibility of maintaining a regional-based Communications Center vs. a mobile system.
- Established working group with stakeholders from Emergency Operations and Command and Control

to evaluate and make necessary improvements to the Mode 2-4 communication failure protocols.

- Strengthened the Department's Homeland Security Mission by completing and implementing a Homeland Security Strategic Plan that addresses key strategic initiatives.
- Implemented a succession plan for the Department's IMTs that includes an analysis of the strengths and weaknesses of each section, and identify methods to strengthen those areas that lack qualified personnel.
- Delivered a division-based program designed to address unique emergency situations that exist locally to help provide a foundation for communities to recognize, educate, and implement mitigating measures to lessen the effects of the identified disaster.
- Began developing evacuation plan for residents in fire-prone areas that have significant evacuation challenges.
- Planned comprehensive training program for IMTs, including a focused command simulation of a large earthquake within Los Angeles County.



15,500 residents and County employees trained in CPR, AED and first aid.

GOAL

11



PREPARING THE PEOPLE WE SERVE

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

2013-14 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF JOHN TODD

- Revised the Fire Prevention section of the Department's website by updating and providing new information related to the Fire Prevention Division, the Forestry Division, and the Health Hazardous Materials Division. Developed an annual calendar to ensure that seasonal materials are added, removed, and updated as appropriate.
- Implemented the California Interagency Statewide Fire Prevention Campaign, One Less Spark, One Less Wildfire, to help reduce fire danger.
- Developed an event-specific public education program for the Fire Safety Officer position to guide them when interacting with the public at specific events.
- Through coordination with Emergency Operations, developed an all-encompassing fire safety educational program to be used for residential occupancies.
- Developed and revised fire station brush clearance procedures and incorporated the delivery of the Ready! Set! Go! wildfire preparedness curriculum into annual brush inspection training.
- Developed and implemented an outreach program for the Health Hazardous Materials Division to educate and inform stakeholders about services they provide.



2014-15 ACCOMPLISHMENTS

GOAL OWNER: DEPUTY CHIEF JOHN TODD

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



40,732 brush inspections conducted annually at homes located in wildfire-prone communities



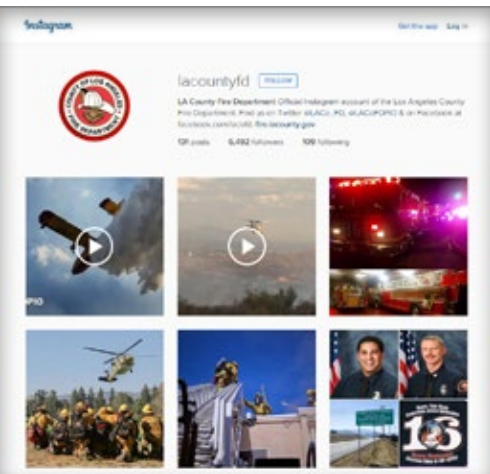
36,255 free plants distributed to the public from five Forestry nurseries



GOAL 12

COMMUNICATING OUR VALUE

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



2013-14 ACCOMPLISHMENTS


GOAL OWNER: EXECUTIVE SUPPORT DIVISION
CHIEF KRISTINA HAJJAR

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

2014-15 ACCOMPLISHMENTS

GOAL OWNER: COMMUNICATIONS SECTION,
EXECUTIVE SUPPORT DIVISION

- Submitted draft of Department’s first social media policy to Executive Office.
- Expanded social media footprint through the creation of a Fire Department Instagram account and implementation of new strategies.
- Assisted Strategic Plan Goal Owners by developing communications to support goal projects, including assisting the Human Resources Division with dissemination of information regarding Fire Fighter Trainee Exam, creating a plan for the Recruitment Unit to rebrand its materials promoting the Department, and updating the 2014-15 Strategic Plan Annual Report.

 **18,063**
combined Instagram followers

 **53,295**
combined Facebook likes

 **67,425**
combined Twitter followers





UPDATED STRATEGIC PLAN GOALS

GOAL 1 • FISCAL SUSTAINABILITY

Ensure we provide the best possible value for the taxpayer's dollar by continuously evaluating the Department's use of funds and resources, as well as legal risk.

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

GOAL 2 • EXEMPLARY SERVICES

Enrich the lives of Los Angeles County residents by providing innovative, caring, and exemplary emergency services and identifying organization-wide opportunities to better support the emergency responders who deliver them.

- Deliver caring, customer-focused emergency services to the public, and identify organization-wide opportunities to better support the emergency responders who deliver them.
- Develop innovative strategies to deliver exceptional and competitive public safety services and products.

GOAL 3 • WORKFORCE DEVELOPMENT

Enhance workforce development through proactively investing in education, training, safety, and wellness, resulting in an effective workforce that is accountable at all levels.

- Care for each member of our 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.

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

GOAL 4 • OPERATIONAL EFFECTIVENESS

Achieve operational effectiveness and transform fundamental facilities and systems to support evolving service delivery for the people we serve, the County, and our workforce.

- Continually research, analyze, build, and integrate robust technology systems to support business and emergency operations.
- Strengthen the fundamental facilities and systems serving the Department to meet evolving service delivery demands.

GOAL 5 • EMERGENCY PREPAREDNESS

Enhance emergency preparedness by anticipating catastrophic emergencies and maximizing opportunities to measurably improve community emergency preparedness through, public education and life-enriching programs that communicate our value.

- Continually prepare the organization and its partners to mitigate catastrophic emergencies by utilizing disaster planning principles of prevention, preparedness, response, and recovery.
- Serve the community in new and engaging ways by creating customer service initiatives, life-enriching preparedness programs, and strategic community relations.
- Promote the organization's goals and programs through communications that create, strengthen, and preserve favorable public opinion.



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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