

LOS ANGELES COUNTY FIRE DEPARTMENT  
**STRATEGIC PLAN**  
ACCOMPLISHMENTS

*2015-2017*



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## STRATEGIC PLANS

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# MESSAGE FROM FIRE CHIEF DARYL L. OSBY



In 2011, I unveiled the Los Angeles County Fire Department's Strategic Plan, entitled "Engineering Our Future." With 12 goals, the Strategic Plan served as our roadmap with a focus on transparency and accountability, integrating technology into our profession, addressing risk management issues, and ensuring the welfare of our workforce. Together, we were able to focus on many critical areas identified within our Strategic Plan to affect change and achieve successful outcomes.

As we progressed, my Executive Team and I shared our 2015-2017 Strategic Plan in 2015, with five major goal areas identified to target many essential needs in both emergency and business operations, along with addressing some of the County's most critical challenges and Board priorities:

- Fiscal Responsibility
- Exemplary Services
- Workforce Development
- Operational Effectiveness
- Emergency Preparedness

Additional emphasis was placed on human factors including cultural diversity, sensitivity, inclusiveness, workforce development, and effective communication.

As a team, we have faced challenges and stayed the course to reach our target. Thanks to our collective efforts over the past two years, I am pleased to share with you our 2015-2017 Strategic Plan accomplishments. We have made tremendous organizational improvements as we continue to be fiscally solvent,

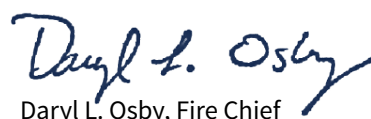
ensure the welfare of our workforce, provide exceptional and caring service, communicate better with our communities, and encourage a culture of inclusiveness.

As we work toward achieving the County's 2016-2021 Strategic Plan goals and the Board's priorities, we also continue to expand our own strategic planning efforts. In mid-September 2017, 45 Fire Department managers came together to participate in an offsite workshop to share ideas, re-align ourselves and ensure that we are on track, headed toward the same vision and goals. At the start of the offsite workshop, I unveiled our tentative Strategic Plan goals for 2017-2021, with a focus on "Act, Action, and Accomplish:"

- Emergency Operations
- Public Service
- Organizational Effectiveness

These three goal areas focus on addressing societal challenges in emergency operations, environmental initiatives and catastrophic preparedness, and building tomorrow's fire department.

Thank you for your continued engagement and commitment to our strategic planning efforts. Over the next 30 to 60 days, my Executive Team and I will finalize our "draft" 2017-2021 Strategic Plan goals and priorities. Upon completion, I will share our updated "draft" 2017-2021 Strategic Plan with stakeholders to seek their input and recommendations.

  
Daryl L. Osby, Fire Chief

# GOAL 1

- Implemented the Zero Base Budget approach to submit a Fiscal Year 2017-18 balanced budget without using one-time reserves.
- Restored \$2.6 million from the County General Fund in FY 2016-17 to reinstate lifeguard curtailments and COLA-related increases from previous fiscal years.
- Awarded a 2014 Staffing for Adequate Fire and Emergency Response grant to reopen Fire Station 172 in the City of Inglewood.
- Updated fire fees for inspections, permits, and plan checks; adjusted fees for land development, oak trees and fuel modification.
- Implemented an e-Commerce solution for the public to pay their Fire Prevention fees online.
- Executed ten-year agreements with ambulance transport agencies.

# FISCAL SUSTAINABILITY

- Implemented new revenues for dispatching and Emergency Medical Services (EMS) supplies, and collection of advanced life support assessment (ALS) fees.
- Developed a ten-year critical infrastructure needs plan.
- Collaborated with the Chief Executive Office and Fourth District to determine the viability of a 2018 ballot measure for the Department's critical infrastructure needs.
- Garnered support for public safety to have a representative on the County's Measure B Committee to determine how funds will be allocated.
- Completed the Analysis of Current Wildland Firefighting Aircraft Program – Helicopter Replacement and Finance Plan Phase I and II Reports; collaborated with the Chief Executive Office to identify a financing plan to procure two sole source Sikorsky S70i helicopters in Fiscal Year 2017-18.
- Continued fire station landscape improvements with drought-tolerant plants and water conservation systems.

# GOAL 2

- Approved a service agreement for the annexation of Hermosa Beach into the Department.
- Collaborated with the Insurance Services Office to collect internal data to update the Fire Suppression Rating Schedule.
- Developed HealthEMS dashboard tools to support Quality Improvement (QI) review.
- Implemented a Cardiac Arrest Management Pilot Project in Division 9 that focuses on improving cardiopulmonary resuscitation (CPR) quality through timely feedback on CPR performance.
- Developed and implemented continuing QI program policies and procedures for trial implementation at the division, battalion, and unit levels to increase effective and efficient EMS delivery.
- Drafted the EMS Annual Summary and EMS Policy and Procedures Manual and delivered a focused/structured EMS training program.
- Enhanced recruitment efforts to bolster community outreach including the formation of the Department's Women's League, offered Recruitment Seminars, Girls Fire Camps, Women's Fire Prep Academies, and outreach to local community high schools and colleges.
- Developed an Employees of the Future Community Engagement Plan to provide opportunities for at-risk

# EXEMPLARY SERVICES

- youth through the Career Development Intern Program. This two-year program focuses on formal education and career development towards a direct pathway into the County workforce.
- Expanded Diversion and Re-entry Initiative efforts at Camp 17 through a hybrid program offering community college and training programs to probation youth.
  - Collaborated with the First District, Sheriff, and Probation Departments to create a pilot pipeline program, "Fire Camp to College to Career," a new initiative aimed at reducing recidivism by providing educational and employment pathways for probation youth.
  - Supported the expansion of the Safe House/Youth Zone program.
  - Ongoing partnerships with the Board of Supervisors, Chief Executive Office, and County departments to collaborate on Homeless, Cannabis, Women & Girls', Youth Mentoring, Child Safety, Seamless Senior Services, and Vision Zero Initiatives.



# GOAL 3

# WORKFORCE DEVELOPMENT

- Graduated five recruit classes to reduce firefighter vacancies.
- Implemented a Tuition Reimbursement Program.
- Trained chief officers, managers, and supervisors on effective communication, customer service, and organizational culture; and social/emotional skills, implicit/explicit bias, and cultural competencies.
- Held the first Fire Fighter Specialist (FFS) Academy in October 2016; delivered two additional FFS academies in 2017.
- Continued delivery of the Fire Captain Academy, Battalion Chief Academy, Executive Leadership Development Training, and County Fire Leadership Training.
- Completed revisions to probationary firefighter training and assessments in April 2016. Probationary fire captains also received additional training via a new format of delivery for engine boss qualifications.
- Implemented a Supervisory Development Program and Ride-Along Program.
- Delivered High Rise and Multi-Casualty Incidents, Hazardous Materials, Wildland Training, Unified Response to Violent Incidents, and Metro Rail Incidents training via a learning management system to all 31 fire departments within the Los Angeles Area Fire Chiefs Association's Regional Training Group.
- Continued succession planning and development of personnel for participation and involvement with the Department's Incident Management Teams.
- Continued Privacy and Access compliance project efforts, including construction and compliance toward achieving short- and long-term goals.
- Restructured the management of the Department's Critical Incident Stress Management and Peer Counselor Program.
- Continued collaboration and partnerships with the Department of Human Resources Occupational Health Programs, Labor, and the California Fire Chiefs Association on legislation and joint projects to support proactive educational and preventive behavioral, mental, and wellness fitness initiatives.
- Developed continuing education unit through Fitness for Life to address the need for good cardiovascular fitness.
- Continued collaboration with County Counsel, Chief Executive Office, and Department of Human Resources to implement risk management strategies to reduce the negative effect of risk probability in the workplace.
- Implemented electronic filing for employees reporting work-related injuries/illnesses and claims.
- Continued collaboration with the Department of Human Resources to identify and implement best practices in current and on-going exams where appropriate.
- Continued succession planning efforts by implementing classification changes to key management positions in Business Operations.
- Created a Department-wide examination master calendar.



# GOAL 4

# OPERATIONAL EFFECTIVENESS

- Implemented the automated drug dispensing system Pyxis to provide paramedics with prescription medicine and medical supplies.
- Developed a database combining NFIRS and ePCR data to calculate response times, perform data searches, and produce public records.
- Completed electronic patient care record (ePCR) training Department-wide and implemented ePCR program, which replaces paper with electronic records.
- Developed a new EMS “Baseline Turnout Exercise” procedure to improve the Department’s data collection, analysis, and response times.
- Implemented tiered dispatching.
- Completed the Statement of Work for a Request for Proposal to purchase a new Computer Aided Dispatch system.
- Implemented two Mobile Integrated Healthcare Unit beta tests in the Antelope Valley.
- Improved protocols in order to better support field users with documentation of ALS assessment and treatment.
- Created an Information Technology Governance committee.
- Implemented Phase I of a three-year plan to improve security at facilities by installing keyless entry/access control systems.

- Established various agreements to enhance the storage of supplies in the Warehouse as well as the just-in-time ordering system to maximize space and improve order fulfillment.
- Provided executive-level support to develop the EPIC-LA Governance Committee; continued engagement to develop a Statement of Work to replace eDAPTS.
- Implemented a pilot program in the Health Hazardous Materials Division to transition from paper based Public Record Act requests to an electronic format.
- Completed the Brush Clearance GEO database interface.
- Successfully tested a new inspection interface developed to connect with the Brush Clearance database.
- Developed an augmented swift water response model that provides improved flexibility during dynamic weather incidents.
- Converted to VHF simulcast system for all five command channels.
- Collaborated with LARICS and the Sheriff’s Department to negotiate and secure \$105 million in grant funding to complete the construction of the regional Land Mobile Radio (LMR) system.



# GOAL 5

# EMERGENCY PREPAREDNESS

- Completed Phase II of the Building Emergency Plan and completed training for all building and assistant building emergency coordinators.
- Completed Phase I and Phase II of the Continuity of Operations Plan; submitted “draft” Disaster Service Worker Policy to the Office of Emergency Management.
- Collaborated with key County stakeholders and identified a vendor to expand the Alert LA system to include a County-wide employee notification system.



- Completed “duty to respond” team transition training for Fire Prevention personnel to enhance Department obligations to the County Emergency Operations Center.
- Identified three regional back-up dispatch/command centers.
- Solidified the Department’s Homeland Security Mission with improved policies and procedures, reinforced with training.

- Implemented practices of operational proficiencies on civil disturbance and terrorism.
- Completed a Response Readiness Plan.
- Provided communities with training in CPR, automated external defibrillator use, and first aid.
- Established a regional Community Emergency Response Team Council steering committee.
- Collaborated with the Office of Emergency Management, Department of Public Works, and Sheriff’s Department on planning, response, recovery, and community education and outreach for natural and man-made disasters.
- Upgraded the electronic components (voters) for eight of the ten UHF frequencies utilized for daily emergency operations.
- Introduced a monthly Message from the Fire Chief to provide personnel and Los Angeles County residents with updates on key Department initiatives and priorities.
- Improved presence on the Department’s social media platforms.





# County of Los Angeles 2016-2021 Strategic Plan

*Creating Connections: People, Communities, Government*

## OUR VALUES

**Integrity:** We do the right thing: being honest, transparent, and accountable.

**Inclusivity:** We embrace the need for multiple perspectives where individual and community differences are seen as strengths.

**Compassion:** We treat those we serve, and each other, the way we want to be treated.

**Customer Orientation:** We place our highest priority on meeting the needs of our customers.

## VISION

A value driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service, and empower people through knowledge and information.

## MISSION

Establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County.

### GOAL I

**Make Investments  
That Transform Lives**

### GOAL II

**Foster Vibrant and  
Resilient Communities**

### GOAL III

**Realize Tomorrow's  
Government Today**



# County of Los Angeles Fire Department 2017-2021 Strategic Plan

*Act. Action. Accomplish.*

**INTEGRITY / TEAMWORK / CARING / COURAGE / COMMUNITY / COMMITMENT**

## 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.

## 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.

### GOAL I

#### **EMERGENCY OPERATIONS**

*Address Societal Challenges in  
Emergency Operations*

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

### GOAL II

#### **PUBLIC SERVICE**

*Environmental Initiatives and  
Catastrophic Preparedness*

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

### GOAL III

#### **ORGANIZATIONAL EFFECTIVENESS**

*Building Tomorrow's Fire  
Department*

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

# PROUD PROTECTORS OF LIFE AND PROPERTY

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