



# LOS ANGELES FIRE DEPARTMENT

RALPH M. TERRAZAS  
FIRE CHIEF

April 4, 2016

BOARD OF FIRE COMMISSIONERS  
FILE NO. 16-041

TO: Board of Fire Commissioners

FROM:  Ralph M. Terrazas, Fire Chief

SUBJECT: LAFD 2015 STRATEGIC PLAN PROGRESS REPORT

FINAL ACTION: ☐ Approved  
☐ Denied

☐ Approved w/Corrections  
☐ Received & Filed

☐ Withdrawn  
☐ Other

## SUMMARY

Attached for the Board of Fire Commissioners' review is the LAFD 2015 Strategic Plan progress report. This document summarizes the Department's progress over the last year in achieving the goals set forth in the Los Angeles Fire Department's Strategic Plan, *A Safer City*.

## RECOMMENDATION

That the Board:  
Receive and file.

## DISCUSSION

The LAFD Strategic Plan (the Plan) was published in April 2015. The Strategic Plan focuses on nine overarching goals and corresponding strategic actions providing direction and initiatives to drive decisions that will shape and guide our Department. The development of a project management tool (Smartsheet) has allowed the Department to consistently track the Plan's progress by reporting key performance indicators. Performance indicators provide an objective way to measure performance and ensure validity of accomplishments as well as to identify areas of improvement.

The annual progress report also highlights significant achievements made in a one year period. By conducting quarterly meetings, we have been monitoring progress, reviewing performance metrics and revising benchmarks based on important feedback from our executive staff. To date, 34.37% of the three year plan has been completed.

## CONCLUSION

To ensure transparency of our process, the completion of an annual report, including a presentation to the Fire Commission, was built into the Strategic Plan. We will continue to monitor the effectiveness of our strategic actions in addition to determining the gap

between actual and targeted performance to ensure operational efficiency. This is the LAFD's first annual report and will serve as a baseline for measuring progress in future years.

Board report prepared by Kristina Kepner, Captain II, Planning Section.

Attachment

# LAFD 2015 STRATEGIC PLAN PROGRESS REPORT

April 2016



**ADMINISTRATIVE  
OPERATIONS**

**EMERGENCY  
OPERATIONS**

**OPERATIONS  
CENTRAL BUREAU**

**OPERATIONS  
SOUTH BUREAU**

**OPERATIONS  
VALLEY BUREAU**

**OPERATIONS  
WEST BUREAU**

**ADMINISTRATIVE  
SERVICES BUREAU**

**FIRE PREVENTION  
AND PUBLIC SAFETY  
BUREAU**

**TRAINING AND  
SUPPORT BUREAU**

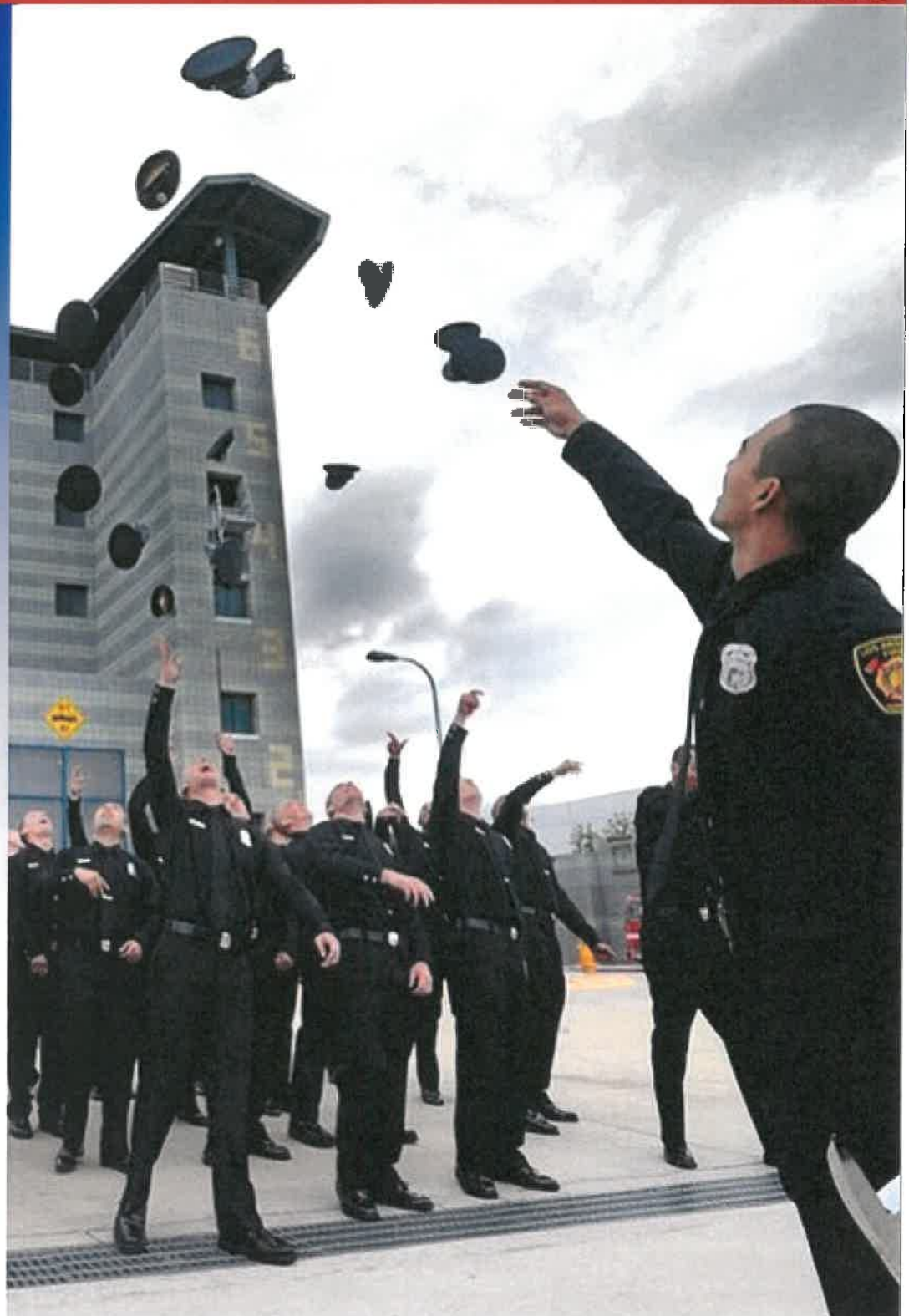
[www.lafd.org](http://www.lafd.org)



@LAFD



[www.facebook.com/  
LosAngelesFireDepartment](https://www.facebook.com/LosAngelesFireDepartment)





# EXECUTIVE SUMMARY

In April 2015, the Los Angeles Fire Department (LAFD) published its first strategic plan entitled *A Safer City. A Safer City* is the Department's three-year roadmap serving as a guide to achieve our goals and drive our decision-making through the use of effective data analysis.

The purpose of the LAFD's 2015 Strategic Plan annual report is to enable the public and City leaders to monitor the progress of the Department's performance in achieving our strategic goals for the City of Los Angeles. We assessed our progress using a project management tool that tracked 39 strategies and corresponding tactics. Each one of these is associated with one of the Department's nine overarching goals.

This is the first annual report and will serve as a baseline for future years.

Overall, we successfully completed a majority of the Benchmarks set for 2015 and made positive progress in all areas. The following are examples of a few significant accomplishments the Department has achieved:

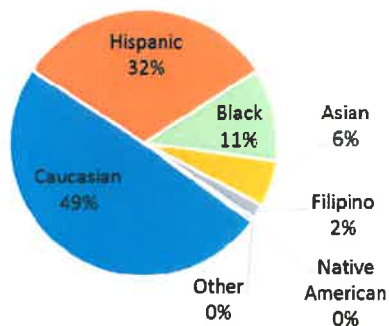
- ◆ The reorganization into Four Geographical Bureaus has resulted in organizational alignment with LAPD, EMD and other City entities. This shift has allowed community organizations such as MySafe:LA, Community Emergency Response Teams (CERT) and the Mayor's Crisis Response Teams to expand into each of the Four Bureaus to become more community focused. Additionally, the LAFD is now better prepared to respond to planned and significant spontaneous events.
- ◆ The Fire Prevention and Public Safety Bureau (FPB) has increased compliance, reduced inspection backlogs and improved efficiencies through the implementation of technology enhancements (Envision, Brycer, The Compliance Engine, etc.).
- ◆ Through an aggressive Firefighting hiring program supported by the 2015-2016 budget, the Department will have hired 339 recruits by the end of the fiscal year.
- ◆ Measures have been approved to streamline the closure of non-disciplinary complaints more quickly. Additionally, alternatives to formal discipline have been implemented to provide corrective action, training or counseling to improve members' behavior in a positive manner.
- ◆ FireStatLA Section has identified response time analysis tools and other key performance indicators, and operationalized dashboards to allow emergency response personnel real-time access to their performance measurements.
- ◆ The new Firefighter testing process, Recruitment Plan and professional marketing campaign was launched this year. The Recruitment Plan provides an innovative approach to increasing the LAFD's workforce and diversity through the utilization of social media and data collection analysis in addition to a focused and dedicated approach to recruiting females and other underrepresented groups.

*This document includes a snapshot of the LAFD Strategic Plan Progress Report as well as benchmarks achieved in each of the goals over the last year.*

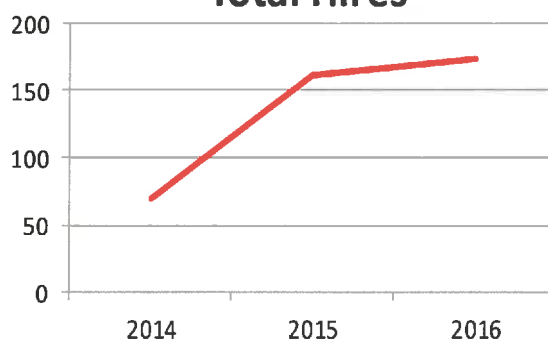




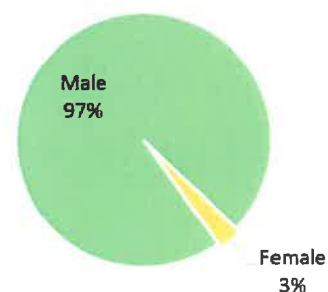
**As of 1-25-16  
LAFD Sworn Member  
Ethnic Breakdown**



**Total Hires**



**As of 1-25-16  
LAFD Sworn Member  
Gender Breakdown**



## COMMUNITY SAFETY INITIATIVES

Since 2014, the LAFD has implemented several initiatives to reduce the number of residential structure fire fatalities which resulted in a 54% drop in civilian deaths in 2015. There were **11** civilian deaths related to structure fires in 2015, compared to 24 in 2014. The previous four-year average was 20 structure fire related deaths annually. In addition, the LAFD partnered with the American Red Cross and MySafe:LA in more than 36 community events to distribute 2,750 smoke alarms to Los Angeles residents. This includes 1,399 in-home smoke alarm installations.

***"We are committed to a constant effort to protect the public through multiple avenues. We know that smoke alarms save lives and we will continue to work within our communities to ensure fire and health safety."***

***- Fire Chief Terrazas***

# LAFD 2015 STRATEGIC PLAN PROGRESS REPORT

## SYMBOL KEY

These symbols are a general indication of our progress in meeting the Plan's nine overarching goals.

- Meeting or approaching goal
- Stable
- Opportunity to improve

Strategies		Trend
<b>Goal 1: Provide Exceptional Public Safety and Emergency Service</b>		<span style="color: yellow;">●</span>
1	Improve Response Times	<span style="color: yellow;">●</span>
2	Ensure effective deployment of resources	<span style="color: yellow;">●</span>
3	Improve the delivery of Emergency Medical Services (EMS)	<span style="color: yellow;">●</span>
4	Improve delivery of all LAFD internal and external services through implementation of the Four Bureau reorganization	<span style="color: green;">●</span>
5	Improve efforts to enhance prevention, preparedness and recovery	<span style="color: yellow;">●</span>
6	Reduce the number of residential fatalities in occupancies where smoke alarms are not present or functioning	<span style="color: green;">●</span>
7	Improve efficiency of enforcement operations	<span style="color: yellow;">●</span>
8	Update Continuity of Operations Plan (COOP)	<span style="color: yellow;">●</span>
<b>Goal 2: Implement and Capitalize on Advanced Technologies</b>		<span style="color: yellow;">●</span>
1	Develop performance metrics, tracking standards, data collection, analysis and reporting procedures (FireSTATLA)	<span style="color: green;">●</span>
2	Develop and implement a Technology Master Plan	<span style="color: yellow;">●</span>
3	Implement technology initiatives to improve and enhance communications technology and interoperability	<span style="color: yellow;">●</span>
4	Research, analyze, purchase and integrate relevant state-of-the-art hardware, software and technologies	<span style="color: red;">●</span>
5	Improve Department training systems and analytics	<span style="color: yellow;">●</span>
<b>Goal 3: Identify Cost Effective Solutions to Manage Expenditures</b>		<span style="color: yellow;">●</span>
1	Develop revenue enhancement strategies	<span style="color: yellow;">●</span>
2	Optimize fiscal efficiencies	<span style="color: yellow;">●</span>
3	Develop long-term, multi-year budget plans that address current and projected needs.	<span style="color: green;">●</span>
4	Research and develop proposals to increase grant funding	<span style="color: green;">●</span>
5	Identify external funding opportunities and pursue budgetary efficiencies through public/private and non-profit partnerships	<span style="color: green;">●</span>
<b>Goal 4: Enhance Qualities of Leadership, Management and Project Delivery</b>		<span style="color: green;">●</span>
1	Define, communicate and institutionalize leadership and management expectations and desired competencies	<span style="color: yellow;">●</span>
2	Implement a project management tool and train employees to become effective Project Managers	<span style="color: green;">●</span>
3	Track Strategic Plan progress	<span style="color: green;">●</span>





**2015 Benchmarks: 60.76% Complete    Total Plan: 34.37% Complete**

<b>Goal 5: Enhance LAFD Risk Management Systems</b>		●
1	Develop an on going comprehensive risk analysis process	●
2	Improve the disciplinary process	●
3	Create and foster an organizational culture that embraces a professional, diverse and safe work environment	●
4	Develop education, training and accountability processes that maximize opportunities to improve the safety and welfare of our members	●
5	Improve employee wellness, return to duty process and member fitness by incorporating education, training, and metrics	●
<b>Goal 6: Strengthen Community Relationships to Improve Infrastructure and Enhance Resiliency during Emergency Events</b>		●
1	Increase Department efforts to address specific needs within each community	●
2	Develop a Community Communications Plan that represents Department members' commitment to organizational values and public safety	●
3	Develop partnerships to increase preparedness and prevention efforts	●
4	Develop partnerships to increase response and recovery efforts	●
5	Strengthen labor/management partnerships	●
6	Strengthen stakeholder partnerships	●
<b>Goal 7: Implement Green Initiatives that will Improve Emergency Systems and Reduce Impact</b>		●
1	Reduce emissions and conserve energy and water	●
2	Improve quality of life in fire stations	●
<b>Goal 8: Recruit, Develop and Retain a Professional and Diverse Workforce</b>		●
1	Develop and implement a recruitment plan that promotes fairness in attracting and hiring well-qualified and diverse candidates	●
2	Develop and implement a formalized professional development program with incentives to improve performance and provide opportunities for employee advancement	●
3	Strengthen training and education opportunities for LAFD members	●
<b>Goal 9: Support New Business and Improve Development Services</b>		●
1	Stimulate the local economy by expediting new construction	●
2	Provide consistent and effective customer service	●



## GOAL 1

### Provide **Exceptional** Public Safety and Emergency Services



- The Nurse Practitioner Response Unit (NPRU) Pilot Program was deployed to address frequent 911 users and low acuity callers. The NPRU has been able to successfully treat and release more than half of its patients thereby avoiding the need for ambulance transport.
- Implemented two Fast Response Vehicles (FRV) which resulted in decreased response times, more than one field resource being canceled per incident and four documented occurrences of resuscitating patients in full cardiac arrest to date.
- Increased community engagement by providing safety, recruitment and resiliency events throughout the Four Bureaus.
- Operationalized dashboard components for the FireStatLA public facing documents to inform the public of LAFD response times.
- Collaborated with MySafe:LA and American Red Cross for safety education and smoke alarm canvassing events.

## FAST RESPONSE VEHICLES

The Fast Response Vehicle (FRV) pilot program was launched last fall to improve service delivery, leverage technology and ensure effective deployment of resources. The FRV averages approximately one response per hour and cancels one fire company per response.



"This trial program is another example of the LAFD working to find efficient and effective ways to continually improve response times and operational efficiency."

-Fire Chief Terrazas



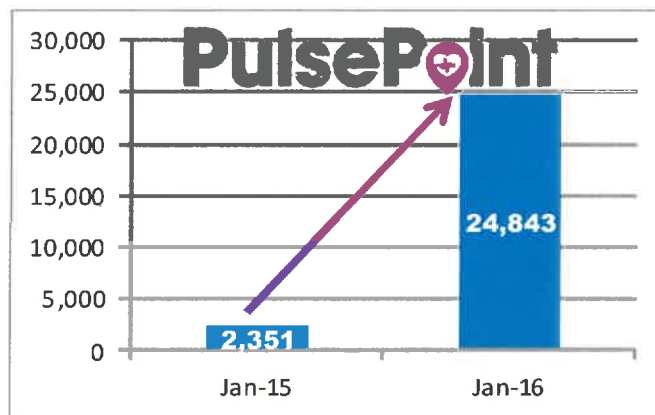


## GOAL 2

## Implement and Capitalize on Advanced Technologies

- Full implementation of the Tiered Dispatch System (TDS) has resulted in a 25.3% reduction in call processing time for the most critical EMS call types with the ability to continually refine and modify as needed.
- Established a process for consistent electronic library updates and dissemination of pertinent information.
- An interactive dashboard tool for supervisors has been developed for each of the response data categories and other key performance indicators.
- Developed an 18-month, online training calendar that incorporates mandatory and voluntary training for all sworn members.
- In one year we have increased the number of PulsePoint users by more than **1000%**.

CITYWIDE RESPONSE METRICS					
Year	Call Processing	Turnout Time*		Travel Time**	
		Non - EMS	EMS	Non - EMS	EMS
2013	1:17	1:12	1:15	4:06	4:01
2014	1:15	1:13	1:14	4:11	4:05
2015	1:03	1:11	1:12	4:11	4:11
2016 (Jan/Feb)	1:02	1:07	1:08	4:10	4:16



### 15 second improvement in Call Processing Time

\*The interval between acknowledgement of notification of the emergency by the responding unit personnel, and the beginning point of travel time.

\*\*The time that begins when responding units are en route to the emergency incident, and ends when the responding units arrive on scene.

Despite a 14% increase in call load over the last two years, our response times have remained relatively stable. This is significant in that our historical rate of increase for EMS calls has been, on average, 1-2% per year. The vast majority of these calls have been for Basic Life Support (BLS) EMS incidents. We have experienced record levels of emergency incidents and hospital transports. After thorough analysis, we have found that a major cause of the EMS call load increase is due to implementation of the Affordable Care Act as well as the growing homeless population in Los Angeles. Per the Covered California website, in the period from January 2014 through September 2015, more than 2 million previously uninsured Californians now have health care coverage. Over 500,000<sup>1</sup> of these individuals are from Los Angeles County.

<sup>1</sup>"Covered California: Active Membership – An Evolving Picture" [WWW.COVEREDCA.COM](http://WWW.COVEREDCA.COM) (October 8, 2015)



## GOAL 3

### Identify **Cost Effective** Solutions to Manage Expenditures

- Developed Apparatus Fleet and Equipment Replacement Program which will assess various data streams to determine current vehicle conditions.
- Administering over \$9 million in Federal Grant Funds for Department training and equipment.
- Secured ownership of the Frank Hotchkin Memorial Training Center and updated the facility for regional training capabilities.
- Intergovernmental Relations Specialist has successfully worked with Council District offices for Recruitment efforts and funding.



### INNOVATION GRANTS

The City of Los Angeles Innovation and Performance Commission oversees and disperses awards from the \$1M annual **Innovation Fund**, which seeds pilot projects generated by City employees' ideas that will improve the way City departments deliver services, drive cost savings, or generate new revenue streams. The LAFD is committed to the continual improvement of all services through innovation and new technologies and has received approximately **\$330K** for implementation of these projects. Our aggressive efforts have led to funding for the following programs which directly benefit the residents and visitors of Los Angeles.

Project Name	Cost Estimate	Status
NPRU	\$248,595	Awarded
FRV	\$82,856	Awarded
Nurse Practitioner at MFC	\$230,000	Submitted
Ambulance Resource Controller	\$235,500	Submitted
SOBER Unit	\$225,498	Submitted
Mobile Mental Health Unit	\$234,878	Under review
Medical Supply Management System		In development
Pharmacist - Medication Dispensers		In development
CPR Training		In development
Work Comp Injury Tracking Software		In development



## GOAL 4

### Enhance Qualities of **Leadership**, Management and **Project Delivery**

- Established minimum education and experience criteria for Chief Officer positions.
- Implemented Smartsheet project management tool to track progress of the Strategic Plan and trained all executive staff.
- Scheduled routine station visits to inspire group dialogue.
- Supported the Chief Officers Association agreement for \$50K towards professional development and higher education.
- Incorporated specific Leadership concepts into Fire Captain and Apparatus Operator Company Officer Responsibilities and Expectations (CORE) training.
- Designed the Leadership Empowerment Advisory Panel (LEAP) to engage the Department's future leaders.
- Formed a work assessment group to identify leadership training and optimize the LAFD Leadership Academy curriculum.

### Serious Incident Response Team (SIRT)

The formation of SIRT is the result of collaborative efforts between the Los Angeles Fire Department (LAFD), United Firefighters of Los Angeles City, the Los Angeles County Fire Department (LACoFD), Los Angeles County Firefighters Local 1014, and CalFire.

This partnership has allowed us to build a standardized regional Serious Incident Response Team capable of producing; complete, accurate, objective, and conclusive reports if any of our Departments should suffer a significant incident resulting in a serious injury or death of a Firefighter.

The SIRT training and manual are intended to serve as a guide for the investigation of a Firefighter line of duty death or serious injury. The lessons learned from investigating these incidents will help to prevent future deaths and injuries both within the department that experienced the loss as well as throughout the fire service. The training for regional SIRT members was held at Frank Hotchkin Memorial Training Center with eight CalFire Instructors and over 85 students from the LAFD, LACoFD, Long Beach Fire Department and Monrovia Fire Department. The long-term goal of this team is to create a cadre that is made up of all Los Angeles area Fire Departments working together to review serious incidents.





## GOAL 5

### Enhance LAFD Risk Management Systems

- Developed a Fire Inspection Management System (FIMS) to track all inspection processes within the Development Services Section which aided in the compliance of overdue inspections.
- Implemented Fire Ground Survival training for LAFD members and firefighters throughout the region.
- Developed and initiated a disciplinary settlement process including alternative methods to address conduct issues.
- Provided Safety Officer training to Chief Officers to identify, prioritize, and mitigate hazards and risks on scene of emergency incidents.

**1,452** LAFD Firefighters completed the Fire Ground Survival training at Frank Hotchkin Memorial Training Center including Fire Chief Terrazas and UFLAC President Frank Lima.





## GOAL 6


### Strengthen **Community** Relationships to Improve Infrastructure and Enhance **Resiliency** During Emergency Events


- CERT Instructors have been assigned and trained in each of the four geographical Bureaus.
- Developed recovery efforts in communities across Los Angeles after identifying target hazards.




- Established the Community CPR Training Unit, and designed a presentation template to be used in all CPR training programs that will also measure effectiveness.
- FireStatLA data is being used to educate Neighborhood Councils and share information including response times, top 911 calls, and comparisons to identify community vulnerabilities.

Expanded our use of social media and adopted other innovative communication techniques to inform and engage the public. In doing so, we improved our social media capabilities to the extent that the LAFD is now the second ranked fire department in the country in terms of social media interactions behind the FDNY.

 95.2K Followers

 42.4K Friends

 27.1K Followers

 1,955 Readers





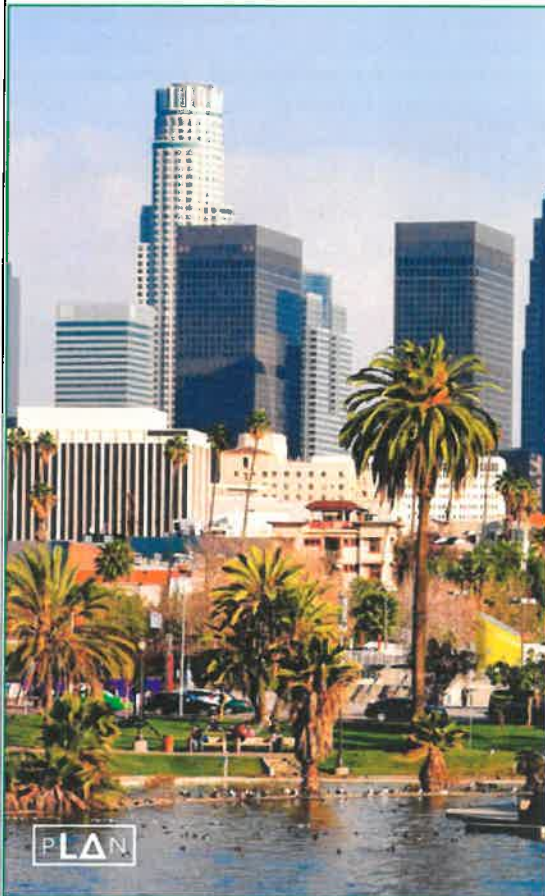


## GOAL 7

### Implement **Green Initiatives** that will Improve Emergency Systems and **Reduce Impact**



- LAFD won an innovation award for saving 10 million gallons of water for the Fire Engineer Practical Exam.
- Eight drafting bins have been strategically placed around the City with a 500 gallon capacity for water storage in case of a catastrophic event or for use during training evolutions.
- Approved for a Solar Powered Micro-Grid pilot project at Fire Station 44. Solar panels and battery systems will store solar power for use in the event of a disaster.
- Purchasing nine electric vehicles to replace FPB light vehicles and working with Mayor's office to install charging station on P2 of City Hall East.



#### GRAND OPENINGS

##### FIRE STATIONS: 7 & 15

These fire stations are LEED certified.

*LEED*, or Leadership in Energy & Environmental Design **certified buildings** save money and resources and have a positive impact on the health of occupants, while promoting renewable, clean energy.







## GOAL 8

### Recruit, Develop and Retain a **Professional** and **Diverse** Workforce

- Implemented a Citywide recruitment campaign including radio and television public service announcements, advertisements and billboards throughout the City.
- Conducted three Firefighter Recruitment Expos and opened a satellite recruitment center at Fire Station 21.
- Implemented Recruitment Preparatory Programs such as the Applicant Orientation Program and the Candidate Assistance Program to help Firefighter candidates prepare physically for the rigorous training environment that they will expect in the training academy. Over 900 participants have attended these programs.
- Developed a new hiring process for the Firefighter entrance examination that will result in a more qualified and diverse candidate pool.
- Established formal mentorship programs and completed scope and guidelines of the Cadet Program to expand relationships and recruitment with local youths.
- Partnered with Los Angeles Unified School District to establish high school magnet programs at Banning and Wilson high schools. There are currently 160 youth signups, and Wilson recently conducted a class with the first-ever teen CERT graduates in Los Angeles.

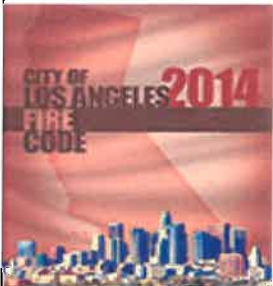




## GOAL 9

### Support **New Business** and Improve Development Services

- Adopted the Helipad Retrofit Option allowing investors more flexibility in building design to support continued high rise construction within the City.
- Completed 10 of the 16 objectives in the Los Angeles Department of Building and Safety (LADBS) Services Enhancement Partnership Plan to improve service delivery.
- Implemented Phase I of Fire Management Inspection System (FIMS), a cloud based inspection program that features an inspection calendar and scheduler.
- Evaluated several platforms to provide Customer Service Training to all members.
- Fire Development Services partnered with LADBS to conduct 200 monthly customer satisfaction survey phone calls.
- FPB re-opened the West Los Angeles Services Counter with additional staffing to address an increase in requests for development services.
- Counter Wait Time for Metro and Van Nuys was reduced by 31%.



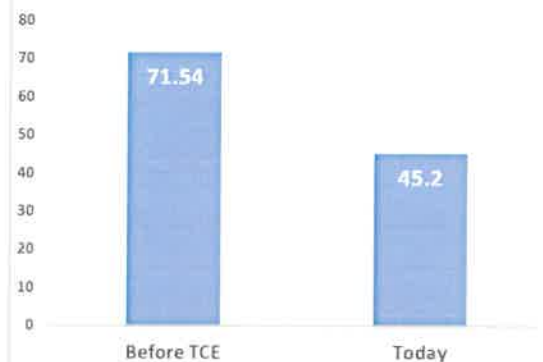
## Mayor's Innovation Team Award



POWERED BY **BR**Y CER

The Compliance Engine (TCE) is a simple, internet based tool to help our Department track and drive fire protection system compliance, reduce false alarm activity and reduce risk associated with fire protection system failures, ensuring our citizens and firefighters are safe. TCE facilitates a more effective review, tracking and follow-up process with building owners to correct violations and maintain their systems. Since implementing TCE in our high-rise buildings, we have improved the fire protection systems that are past due for testing by **37.42%** and reduced the number of fire alarm systems past due for testing by **49.88%**.

#### CITY-WIDE PAST DUE FIRE PROTECTION SYSTEMS %







## Community Resiliency

**T**he LAFD in collaboration with the United Firefighters of Los Angeles City has become a participant in the Supplying Aid to Victims of Emergencies (SAVE) program. The SAVE Card program is part of a larger resiliency effort aimed at helping people that have experienced a catastrophic loss get back on their feet. The \$100 debit card can be used for emergency purchases that need to occur immediately following the incident where at least 25% of a person's belongings have been destroyed. In conjunction with each Bureau's resiliency officer, the SAVE card compliments the Department efforts towards helping people recover in their time of need. To date, the LAFD has distributed 43 cards.

**Operations South Bureau: 20 Cards**

**Operations Valley Bureau: 14 Cards**

**Operations Central Bureau: 10 Cards**



In 2015, the LAFD was awarded at no cost, 5 new state owned Type 3 Wildland Fire Engines from California Governor's Office of Emergency Services (Cal OES). These new apparatus are able to respond to emergencies in rugged areas where steep or rough terrain is impassable for traditional fire engines. They are strategically located for response as needed within an operational area or statewide and will assist our regional partners with mutual aid response. (Estimated value \$1.75M)



**SERVING WITH COURAGE, INTEGRITY AND PRIDE.**

**CORE VALUES**

**SERVICE**

**PROFESSIONALISM**

**INTEGRITY**

**RESPECT**

**INNOVATION**

**TRUST**

