

LOS ANGELES FIRE DEPARTMENT



KRISTIN M. CROWLEY
FIRE CHIEF

March 14, 2023

BOARD OF FIRE COMMISSIONERS
FILE NO. 23-030

TO: Board of Fire Commissioners

FROM:  Kristin M. Crowley, Fire Chief

SUBJECT: LAFD 2023-2026 STRATEGIC PLAN

| | | | |
|---------------|-----------------------------------|---|------------------------------------|
| FINAL ACTION: | <input type="checkbox"/> Approved | <input type="checkbox"/> Approved w/Corrections | <input type="checkbox"/> Withdrawn |
| | <input type="checkbox"/> Denied | <input type="checkbox"/> Received & Filed | <input type="checkbox"/> Other |

SUMMARY

Attached for the Board of Fire Commissioners review is the LAFD 2023-2026 Strategic Plan. The 2023-2026 LAFD Strategic Plan offers a pathway for success in preparing our organization to serve the needs of our communities today and well into the future. The development of this comprehensive plan required a detailed understanding of the importance of engaged collaboration with numerous internal and external stakeholders, as well as the significant value derived from the diverse, unique perspectives each of these stakeholders offered. Without the voices and varied opinions communicated by the Mayor’s Office, City Council Offices, City Departments, Neighborhood Alliances, Neighborhood Councils, Department Administration, labor organizations, our public safety partners, our sworn and civilian members, this plan would not have offered the clear direction necessary to effectively pursue our vision, accomplish our mission, or achieve our goals.

RECOMMENDATION

That the Board:
Receive and file.

DISCUSSION

This 2023-2026 LAFD Strategic Plan provides a contemporarily relevant roadmap; however, this plan alone will not ensure organizational success. It is only through continuous, ongoing efforts directed toward leveraging the positive impacts of leadership, measurement, and management processes throughout all levels of the organization that we will truly perform at the highest levels. Our capacity to effectively deliver emergency services in ways that exude the professionalism and high standards expected of our Department will be predicated on our determination to follow through on specific elements outlined in this document, and with great focus on the benefits derived from the performance management processes.

CONCLUSION

Specific, deliberate, and ongoing efforts are essential to the overall success of our 2023-2026 LAFD Strategic Plan, and without question, every sworn and civilian member of our Department plays not only a vital role in its successful implementation, but more importantly, a dynamic role in its institutionalization. Therefore, it is important to understand that a strategic plan is a product that will not, in and of itself, effect positive organizational change. These tenets reinforce the imperative that performance leadership, performance measurement and performance management processes are essential to our success in delivering exceptional public safety and emergency services. Ultimately, as a united team that values the diverse perspectives of our most important resource; our sworn and civilian personnel, we will prepare the LAFD for the future.

Board report prepared by Chief Deputy John Drake, Emergency Operations.

Attachment

LOS ANGELES *City* FIRE DEPARTMENT

STRATEGIC PLAN

2023-2026





LOS ANGELES CITY FIRE DEPT.

LOS ANGELES FIRE DEPT.

DT40

DT31

DT-81



81

6

5

4

3

2

INTRODUCTION

The Los Angeles City Fire Department stands strong and remains resilient to ensure that we provide exceptional all-risk public safety services to our 4 million residents, businesses, and visitors in our great City. We responded to 499,622 calls for service in 2022 and on average our resources respond to over 1500 incidents and transport nearly 600 patients to our local hospitals per day. Creating innovative, efficient, effective, and collaborative solutions together will optimize our pathway forward to enhance our public safety services and exceed the expectations of those we serve.

I am honored to unveil our Los Angeles City Fire Department 2023-2026 Strategic Plan. This strategic plan will serve as a living document and work in progress, subject to change under continual reassessment and evolving circumstances. Over the past many months, it was developed using a community-driven strategic planning process that included gathering input from representative groups comprised of LAFD Department members (internal stakeholders) and from the community at large (external stakeholders) through interactive discussions at numerous meetings and workshops.

In the process of developing this plan, our stakeholder engagement recommended that we revise our guiding principles to update our purpose, intent, and focus of the organization. We have crafted a new mission statement, shared vision, and core values that will guide all of our actions and decisions. Our mission clearly defines what we do, who we serve, and what we want to accomplish. Our vision is what we want to achieve in the future. Our core values are what we stand for, what behaviors we value above all else, and they reflect the LAFD's core principles and ethics.

Our 7 key goals will focus on the following:

1. Deliver exceptional public safety and emergency services
2. Promote a safe, healthy and progressive work environment
3. Commit to an organization that embraces diversity, equity, and inclusion
4. Improve collaboration, participative leadership, and responsible performance management
5. Foster personal, professional development and organizational succession
6. Explore, implement and integrate technological innovations and advancements
7. Enhance community resilience, disaster recovery capabilities and environmental sustainability

Now more than ever in our 157-year history, we come together to focus our efforts to perform at our highest level. Our 2023-2026 Strategic Plan alone will not lead to our organizational success. Our collective effort to develop and implement the plan followed up with relentless performance leadership, measurement, and management will bring growth, efficiencies, and increased capabilities to our all-risk safety services. I believe wholeheartedly that the men and women of our Department are dedicated professionals who are fully capable of achieving our goals. I look forward to our future as we continue to strive to be the premier all-risk safety provider that exceeds the expectations of the diverse communities we serve.



Kristin M. Crowley

KRISTIN M. CROWLEY
Fire Chief





LAFD VISION

The LAFD will be the premier, all-risk public safety and emergency service provider that exceeds the expectations of the diverse communities we serve.

LAFD MISSION

To preserve life, protect property, and safeguard our communities through relentless commitment to emergency preparedness, prevention, response, and recovery.



LAFD CORE VALUES

| | |
|----------------------|---|
| SERVICE | Prioritizing our citizens, residents, and communities |
| CHARACTER | Aligning personal values with organizational values |
| COMPETENCY | Committing to the continual pursuit of performance excellence |
| CONTRIBUTION | Immersing ourselves in the advancement of our services and standards |
| COLLABORATION | Embracing the widespread value of diversity, equity, and inclusion |
| SAFETY | Always—in every operation; at every incident |
| KNOWLEDGE | Informed, experienced leaders with qualifications, certifications, and formal education |

FIRST IN SAFETY



TABLE OF CONTENTS

| | |
|--|----|
| A STRATEGIC PROCESS | 7 |
| GOAL 1: DELIVER EXCEPTIONAL PUBLIC SAFETY AND EMERGENCY SERVICE | 11 |
| GOAL 2: PROMOTE A SAFE, HEALTHY, AND PROGRESSIVE WORK ENVIRONMENT THAT EFFECTIVELY MANAGES PERSONAL AND ORGANIZATIONAL RISK | 21 |
| GOAL 3: COMMIT TO AN ORGANIZATIONAL CULTURE THAT EMBRACES DIVERSITY, EQUITY, AND INCLUSION | 25 |
| GOAL 4: IMPROVE COLLABORATION, PARTICIPATIVE LEADERSHIP, AND RESPONSIBLE PERFORMANCE MANAGEMENT | 29 |
| GOAL 5: FOSTER PERSONAL GROWTH, PROFESSIONAL DEVELOPMENT, AND ORGANIZATIONAL SUCCESSION | 33 |
| GOAL 6: EXPLORE, IMPLEMENT, AND INTEGRATE TECHNOLOGICAL INNOVATIONS AND ADVANCEMENTS | 37 |
| GOAL 7: ENHANCE COMMUNITY RESILIENCE, DISASTER RECOVERY CAPABILITIES, AND ENVIRONMENTAL SUSTAINABILITY | 41 |



GLOSSARY

| | |
|-----------------|---|
| AIROPS | Air Operations Section |
| AOPS | Administrative Operations |
| ASB | Administrative Services Bureau |
| CIO | Chief Information Officer |
| CIPTS | Critical Incident Planning & Training Section |
| DEI | Diversity, Equity, Inclusion |
| DOC | Department Operations Center |
| DRS | Disaster Response Section |
| EMSB | Emergency Medical Services Bureau |
| EOPS | Emergency Operations |
| EV | Electric Vehicles |
| FAA | Federal Aviation Administration |
| FCO | Fire Chief's Office |
| FFS | Fire Facilities Section |
| FPB | Fire Prevention Bureau |
| FRS | Firefighter Recruitment Section |
| GEO | Geographic Bureaus |
| HSD | Homeland Security Division |
| ISTS | In-Service Training Section |
| ITB | Information Technology Bureau |
| LAHSA | Los Angeles Homelessness Services Authority |
| MFC | Metropolitan Fire Communications |
| MIS | Management Information Services |
| OCB | Operations Central Bureau |
| OSB | Operations South Bureau |
| OVB | Operations Valley Bureau |
| OWB | Operations West Bureau |
| PEH | People Experiencing Homelessness |
| PLN | Planning |
| PSD | Professional Standards Division |
| RMS | Risk Management Section |
| RSS | Recruit Services Section |
| S&MD | Supply & Maintenance Division |
| SME | Subject Matter Expert |
| SMS | Safety Management System |
| TSB | Training and Support Bureau |
| UHRC | Unified Homelessness Response Center |

A STRATEGIC PROCESS

PERFORMANCE EXCELLENCE

The Los Angeles City Fire Department (LAFD) plays a vital role in protecting not only the lives and property of the citizens and residents in Los Angeles, but also in our neighboring communities within the region, and more broadly, throughout our state and country. In order to keep pace with the growing complexities and dynamic nature of these responsibilities in one of the most fast-paced and expansive metropolises in the world, the LAFD requires meaningful strategic planning and performance management processes that involve contributions from progressive leaders, committed managers, and responsible personnel at all levels throughout our organization. The 2023-2026 LAFD Strategic Plan offers a pathway for success in preparing our organization to serve the needs of our communities today and well into the future. The development of this comprehensive plan required a detailed understanding of the importance of engaged collaboration with numerous internal and external stakeholders, as well as the significant value derived from the diverse, unique perspectives each of these stakeholders offered. Without the voices and varied opinions communicated by the Mayor's Office, City Council Offices, City Departments, Neighborhood Alliances, Neighborhood Councils, Department Administration, labor organizations, our public safety partners, our sworn and civilian members, this plan would not have offered the clear direction necessary to effectively pursue our vision, accomplish our mission, or achieve our goals. This 2023-2026 LAFD Strategic Plan also provides a contemporarily relevant roadmap; however, this plan alone will not ensure organizational success. For it is only through continuous, ongoing efforts directed toward leveraging the positive impacts of leadership, measurement, and management processes throughout all levels of the organization that we will truly perform at the highest levels. In fact, our capacity to more effectively deliver emergency services in ways that exude the professionalism and high standards expected of our Department will be predicated on our determination to follow through on specific elements outlined in our strategic plan, and with great focus on the benefits derived from effective performance leadership, performance measurement, and performance management processes.



Performance Leadership

Organizational improvement requires commitment to three distinct, yet interrelated disciplines: performance leadership, performance measurement, and performance management. Performance leadership is the first essential component because it offers clear direction and defines the pathway to the desired end-state. More specifically, performance leadership details strategic plan tenets, and the underlying organizational vision, purpose, and goals, while embodying principled beliefs in the execution of the plan. This type of leadership empowers employees to exercise their talents and skills while also facilitating a learning environment conducive to the development of best practices that align with the overall organizational direction.

Performance leadership ideologies maintain the importance of seven core principles which are identified in the following:

- **Vision** – Desired future of our Department
- **Mission** – Fundamental purpose of our Department
- **Core Values** – Principle beliefs that affect the formal and informal cultures
- **Goals** – Clarity in priority of desired achievement or end-state
- **Goal Strategies** – Plans designed to achieve desired goals
- **Goal Tactics** – Actions specifically implemented to achieve desired goals
- **Goal Benchmarks** – Criteria established for goal achievement

Interestingly, the aforementioned seven performance leadership principles may be practically applied at varying levels throughout our organization, and when embraced and applied at these various levels, will eventually prove instrumental to the overall successful execution and institutionalization of our 2023-2026 LAFD Strategic Plan.

Performance Measurement

The second essential discipline within the performance improvement process involves performance measurement, which quantitatively and qualitatively offers multiple means to gauge progression in achieving desired organizational, program, or project goals. Without the ability to measure, quantify, or qualify progress, it is difficult to accurately assess the organization's position in relation to its intended direction, and consequently, leaves gaps in our ability to ensure appropriate course corrections or plan modifications. Similar to the performance leadership principles, there are also seven principles associated with effective performance measurement processes which are identified in the following:

- **Inputs** – Resources invested to achieve goals
- **Activities** – Actions, tasks, or methods executed to achieve goals
- **Outputs** – Products resulting from the combination of inputs and activities
- **Outcomes** – Desired achievement, whether incremental or desired end-state
- **Indicators** – Incremental measurement toward desired goal achievement
- **Targets** – Incremental benchmarks toward desired goal achievement
- **Goal Outcomes** – Clarity in priority of desired achievement or end-state

Throughout the 2023-2026 LAFD performance leadership, performance measurement, and performance management processes, our Department will continue to invest significant efforts toward supporting a "metrics that matter" philosophy where accurate, verifiable, and reliable data are standardized. Additionally, it is imperative that our members continue to cultivate relationships with those responsible for providing performance data (i.e., FireStat personnel, management analysts, officers, etc.) and those responsible for following up on data to employ effective performance measurement practices that will assist our leaders with fulfillment of the overall plan.

Performance Management

The third interrelated performance improvement discipline is performance management, which involves the process of monitoring whether a set of activities and outputs meet organizational goals efficiently. Furthermore, performance management involves iterative processes that are designed to improve upon the performance leadership and performance measurement practices previously employed.

Performance management processes also incorporate seven principles which are identified in the following:

- **Monitoring** – Continuing attention directed at progress toward goal achievement
- **Evaluating** – Determining optimal data criteria and measures of effectiveness
- **Analyzing** – Identifying trends to determine necessary improvements
- **Learning** – Determining the most effective strategies, tactics, and benchmarks
- **Improving Goal Strategies** – Adjusting plans to facilitate goal achievement
- **Improving Goal Tactics** – Adjusting tasks to facilitate goal achievement
- **Improving Goal Benchmarks** – Adjusting criteria for goal achievement

Ultimately, when reflective and immediate responsiveness in performance management practices occurs throughout all levels of the organization, we will skillfully enhance our ability to continually improve performance, thus maintaining our vision of remaining on the forefronts of public safety and emergency services.

Conclusion

Specific, deliberate, and ongoing efforts are essential to the overall success of our 2023-2026 LAFD Strategic Plan, and without question, every sworn and civilian member of our Department plays not only a vital role in its successful implementation, but more importantly, a dynamic role in its institutionalization. Therefore, it is important to understand that a strategic plan is a product that will not, in and of itself, effect positive organizational change. These tenets reinforce the imperative that performance leadership, performance measurement, and performance management processes are essential to our success in delivering exceptional public safety and emergency services. Ultimately, as a united team that values the diverse perspectives of our most important resource; our sworn and civilian personnel, we will prepare the LAFD for the future.



LOS ANGELES *City* FIRE DEPARTMENT

2022 FIRE AND EMS FACTS

CITY OF LOS ANGELES

POPULATION
3,999,759

SQUARE MILES
468.74

EMERGENCY SERVICES RESOURCES

2022-2023 OPERATING BUDGET
\$782,870,860

PERSONNEL

3510 Sworn Personnel
392 Civilian Personnel

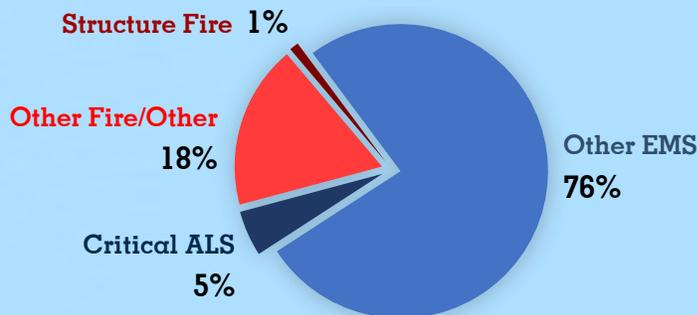
ORGANIZATION

4 Bureaus
14 Battalions
106 Fire Stations

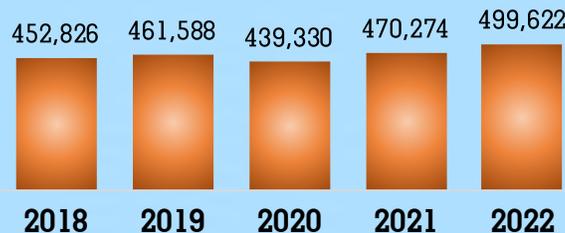
APPARATUS

98 Type I Engines
93 Advanced Life Support Ambulances
43 Basic Life Support Ambulances
43 Truck/Light Forces
16 Brush Patrols
9 Airport Units
7 Helicopters
6 Urban Search & Rescue Companies
6 Type III Engines
5 Fire Boats
5 Mental Health Therapeutic Vans
5 Dozers/Loaders
4 Hazardous Materials Squads
5 Swiftwater Rescue Teams
4 Advanced Provider Response Units
4 Fast Response Vehicles
4 Foam Tenders
1 Sobriety Emergency Response Unit
1 Heavy Rescue
1 Arson

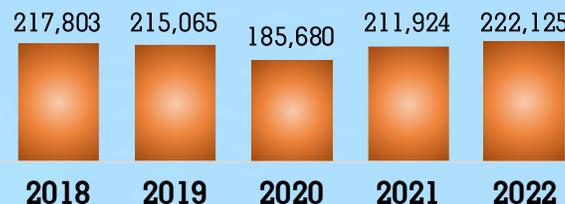
CALL TYPES



NUMBER OF INCIDENTS



NUMBER OF TRANSPORTS



TOP 5 BUSIEST FIRST-IN DISTRICTS

| FIRST-IN DIST. | LOCATION | CALLS |
|-----------------|-------------------------|---------------|
| Fire Station 9 | Central City | 21,170 |
| Fire Station 64 | South Los Angeles | 15,032 |
| Fire Station 11 | Westlake/MacArthur Park | 14,738 |
| Fire Station 66 | Southwest LA/Hyde Park | 12,372 |
| Fire Station 57 | South Los Angeles | 12,255 |





GOAL 1

**DELIVER EXCEPTIONAL PUBLIC SAFETY AND
EMERGENCY SERVICE**

| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|---|---|------------------|
| 1 Ensure optimal emergency resource deployment to meet the evolving needs of the City | 1.1.1 Complete a citywide Standards of Coverage analysis to identify the greatest opportunities for resource allocation improvement | PLN |
| | 1.1.2 Redeploy and add resources based on the needs identified in the Standards of Coverage analysis in order to improve response times | PLN |
| | 1.1.3 Update dispatch algorithms to utilize emergency resources more efficiently | EOPS |
| | 1.1.4 Implement an unwanted alarm reduction program to improve fire apparatus availability | FPB |
| | 1.1.5 Implement Paramedic Assessment Resources at all fire stations to elevate the quality of service while reducing the number of resource responses per incident | EMS/EOPS |
| | 1.1.6 Update the Department’s Maximum Commitment and Surge Plans to reflect the current and future needs of the City | EOPS |
| | 1.1.7 Utilize an Ambulance Resource Controller at the dispatch center to optimize ambulance availability | MFC |
| | 1.1.8 Research alternative schedule options to increase resource availability during peak periods | FCO |
| | 1.1.9 Review, update, and validate the Continuity of Operations Plans within each Bureau annually | EOPS/HSD |
| | 1.1.10 Maintain Department Emergency Plans to ensure execution of essential operations during large scale emergencies, while maintaining the safety of employees and the public | EOPS |
| 2 Elevate the delivery of Emergency Medical Services (EMS) to ensure all patients receive the highest quality of care possible | 1.2.1 Modernize the EMS Bureau organizational structure to support and manage the City’s growing EMS requirements | EMSB/EOPS |
| | 1.2.2 Create a section within the EMS Bureau to oversee Clinical Dispatch and Mobile Integrated Healthcare to optimize the quality of emergency medical dispatching | EMSB |
| | 1.2.3 Expand the role and availability of alternative delivery models (e.g. Advanced Practitioner Response Units) to more closely match the needs of the City’s patient populations | EMSB |

GOAL 1 (continued)

DELIVER EXCEPTIONAL PUBLIC SAFETY AND EMERGENCY SERVICE

| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|--|---|------------------|
| <p>2 Elevate the delivery of Emergency Medical Services (EMS) to ensure all patients receive the highest quality of care possible</p> <p>(continued)</p> | <p>1.2.4 Implement monthly coordination meetings with Geographic Bureau Commanders to increase the use and effectiveness of specialized EMS resources, review clinical trends, and assess emerging population needs</p> | EMSB |
| | <p>1.2.5 Redeploy and add resources based on the needs identified in the Standards of Coverage analysis in order to improve response times</p> | EMSB/TSBS |
| | <p>1.2.6 Update dispatch algorithms to utilize emergency resources more efficiently</p> | EMSB |
| | <p>1.2.7 Implement an unwanted alarm reduction program to improve fire apparatus availability</p> | EMSB |
| | <p>1.2.8 Implement Paramedic Assessment Resources at all fire stations to elevate the quality of service while reducing the number of resource responses per incident</p> | EMSB |
| | <p>1.2.9 Update the Department's Maximum Commitment and Surge Plans to reflect the current and future needs of the City</p> | EMSB/S&MD |
| | <p>1.2.10 Utilize an Ambulance Resource Controller at the dispatch center to optimize ambulance availability</p> | EMSB |
| | <p>1.2.11 Research alternative schedule options to increase resource availability during peak periods</p> | EMSB |
| | <p>1.2.12 Review, update, and validate the Continuity of Operations Plans within each Bureau annually</p> | EMSB/EOPS |



| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|---|---|------------------|
| 3 Strengthen the Department's fire suppression and rescue capabilities | 1.3.1 Assign a committee responsible for regularly (three-year minimum) negotiating, revising, and updating automatic and mutual aid agreements | PLN |
| | 1.3.2 Create a methodology and official document to process and codify automatic and mutual aid agreements | PLN |
| | 1.3.3 Ensure the latest research and standards in structure and wildland firefighting are delivered to Department personnel through In-Service Training Section curricula | EOPS/TSB |
| | 1.3.4 Provide monthly didactic training deliveries (Tactical Decision Games) and quarterly manipulative training exercises focused on current incident trends | EOPS/TSB |
| | 1.3.5 Develop fully qualified Type 3 Department Operations Center and Field Incident Management Teams to support large incidents | EOPS/AOPS |
| | 1.3.6 Modernize the command fleet through the deployment of an All-Hazard Incident Management Command Trailer | HSD/CIPTS |
| | 1.3.7 Increase the number of California Incident Command Certification System (CICCS) qualified personnel (Engine Boss, Strike Team Leader, and overhead positions) | TSB |
| | 1.3.8 Maintain the LAFD hazardous materials program in alignment with federal, state, and local standards, including Type 1 CAL OES response certification | HSD |
| | 1.3.9 Partner with Los Angeles Homeless Services Authority (LAHSA) and the Unified Homelessness Response Center (UHRC) to address the dangers associated with homeless encampment fires | MFC |
| | 1.3.10 Collaborate with cooperating and assisting agencies to reduce risk from wildland fires through increased ordinance enforcement | FPB |
| | 1.3.11 Enhance the level of Aircraft and Rescue Firefighting training accessible to LAFD resources and regional response partners | EOPS/TSB |
| | 1.3.12 Establish pre-rescue plans for off-airport maritime aviation emergencies with Area A partners | OWB |

GOAL 1 (continued)

DELIVER EXCEPTIONAL PUBLIC SAFETY AND EMERGENCY SERVICE

| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|--|--|------------------|
| 4 Expand and enhance the Fire Department's Special Operations capabilities (Disaster Response, Urban Search & Rescue, Hazardous Materials, Swiftwater, Wildland Fire Management, Marine Operations) | 1.4.1 Develop specialized strategic plans and performance management process to ensure improved performance | EOPS |
| | 1.4.2 Ensure all deployable special operations teams maintain local, state, and federal response standards | EOPS |
| | 1.4.3 Build a comprehensive technical rescue training center accessible to LAFD resources and regional response partners | DRS |
| | 1.4.4 Support specialized rescue teams with appropriate staffing, training, equipment, and grant administration | DRS/HSD |
| | 1.4.5 Utilize National Fire Protection Association (NFPA) standards as a roadmap to guide operational efficiency and safety at technical rescue incidents | DRS |
| | 1.4.6 Develop heavy equipment sharing agreements across City departments for hazard reduction projects and for use during emergency incidents | DRS |
| | 1.4.7 Provide a highly capable Wildland Fuel Management Unit (WFMU) to mitigate property risk and environmental damage | DRS |
| | 1.4.8 Create a Type 2 Initial Action (IA) Wildland Hand Crew to mitigate the increasing wildfire threat | DRS |
| | 1.4.9 Develop a Wildland Section to administer the WFMU and the Wildland Hand Crews | DRS |
| | 1.4.10 Host regular regional training for marine rescue and firefighting operations | OSB |
| | 1.4.11 Elevate industry standards through participation and leadership positions in interagency specialist workgroups (e.g., FIRESCOPE) | EOPS |

| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|---|---|----------------------|
| 5 Partner with Federal, State, and Local Agencies to ensure the delivery of exceptional public safety and emergency services to People Experiencing Homelessness (PEH) | 1.5.1 Collaborate with the Mayor’s office, the Chief of Housing and Homeless Solutions, and the General Manager of the Emergency Management Department to centralize data collection on all relevant PEH matters, including encampments, needs surveys, and methods to track progress in accordance with the Mayor’s Executive Directive No. 2: Inside Safe Initiative | FCO/EOPS/AOPS |
| | 1.5.2 Coordinate with Los Angeles Homeless Services Authority (LAHSA), Unified Homelessness Response Center (UHRC), Department of Health Services (DHS), Department of Mental Health (DMH), and Los Angeles Police Department (LAPD) to improve the wellbeing and stability of People Experiencing Homelessness | MFC/EMSB |
| | 1.5.3 Collaborate with the EMD, LAHSA, and UHRC to utilize the Homeless Management Information System as a means to improve access to PEH resources | MFC |
| | 1.5.4 Partner with Council Offices and LAPD to find solutions to reduce the loss of life, increase access to mental health and substance abuse treatments, and evacuate PEH from imminent-risk locations | EMSB |
| | 1.5.5 Train LAFD members to provide referrals to appropriate PEH social service agencies and resources, including immediate interim housing where PEH can receive wrap-around care to transition from encampments into permanent housing | EMSB |
| | 1.5.6 Expand the scope and training for emergency medical alternative destinations (e.g., psychiatric urgent care centers, sobering centers) | EMSB |
| | 1.5.7 Perform neighborhood surveys to ensure accurate and timely data regarding the highest need encampment locations, unauthorized electrical and water access, Very High Fire Hazard Severity Zone encampments, and unauthorized commercial habitations | EOPS/FPB |
| | 1.5.8 Establish pre-rescue plans for off-airport maritime aviation emergencies with Area A partners | OWB |

GOAL 1 (continued)

DELIVER EXCEPTIONAL PUBLIC SAFETY AND EMERGENCY SERVICE

| STRATEGIES | TACTICS | RESPONSIBLE LEAD | |
|--|---------|--|-----|
| 6 Provide an optimal state of readiness with respect to homeland security and terrorism preparedness | 1.6.1 | Develop a comprehensive strategic planning and performance management process to ensure improved performance | HSD |
| | 1.6.2 | Improve information sharing and integrated incident planning with regional law enforcement partners | HSD |
| | 1.6.3 | Ensure robust planning for threats to critical infrastructure across the region | HSD |
| | 1.6.4 | Ensure the Department is prepared to support the City's homeland security needs during the 2028 Olympics | HSD |
| | 1.6.5 | Upgrade the Department's Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) detection and response capabilities | HSD |
| | 1.6.6 | Ensure the maintenance of critical grant funding for Hazardous Materials and Urban Search & Rescue capabilities | HSD |
| | 1.6.7 | Establish regional workgroups and a budgetary process that integrates grant experts with SME's in each discipline | HSD |
| | 1.6.8 | Use statistical incident data, risk assessments, and population density to ensure equitable regional grant distribution | HSD |



| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|--|---|------------------|
| 7 Reduce life-safety risk and improve customer experiences through robust and innovative fire prevention services | 1.7.1 Maintain a 72-hour response window for customer service requests | FPB |
| | 1.7.2 Research the feasibility of implementing a Hazardous Waste Disposal Unit | FPB |
| | 1.7.3 Share neighborhood fire station fire prevention responsibilities with dedicated Fire Prevention Bureau personnel | FPB |
| | 1.7.4 Ensure the inspection fee structure supports required staff and related costs for each unit | FPB |
| | 1.7.5 Explore the use of a specialized resources (e.g., Fast Response Vehicles) to respond to unwanted alarms | FPB |
| | 1.7.6 Implement a corrective action program to address unwanted alarms | FPB |
| | 1.7.7 Modernize the High-Rise Section of the Fire Code to include a sprinkler retrofit requirement | FPB |
| | 1.7.8 Restructure the Chief’s Regulation 4 program to reflect current fire protection standards | FPB |
| | 1.7.9 Validate the safety of cannabis dispensary and cultivation operations throughout the City | FPB |
| | 1.7.10 Update requirements for the Emergency Responder Radio System, including installation specifications and testing procedures | FPB |
| | 1.7.11 Implement digital delivery and tracking of fire life safety notices | FPB |
| | 1.7.12 Create an Apartment Inspection Unit for high-risk buildings | FPB |
| | 1.7.13 Streamline the review and approval process for development and construction permits | FPB |

GOAL 1 (continued)

DELIVER EXCEPTIONAL PUBLIC SAFETY AND EMERGENCY SERVICE

| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|---|--|------------------|
| 8 Maintain a highly capable, mission-ready fleet and staffing at the Department's Air Operations Section | 1.8.1 Decrease Aircraft On Ground (AOG) time by optimizing scheduled maintenance | AIROPS |
| | 1.8.2 Develop a staffing model to provide full-time Crew Chief, Helicopter Coordinator, and aeromedical crews | AIROPS |
| | 1.8.3 Enhance the pilot training program to minimize succession gaps | AIROPS |
| | 1.8.4 Increase LAFD pilot qualifications to meet or exceed Federal Aviation Regulations (FAA/FAR) Part 135 mandates | AIROPS |
| | 1.8.5 Configure all LAFD medium lift aircraft to meet or exceed FAA/FAR Part 135 mandates | AIROPS |
| | 1.8.6 Establish weather minimums to meet or exceed FAA/FAR Part 135 mandates | AIROPS |
| | 1.8.7 Enhance crew safety by implementing an improved helicopter ramp dispatch mechanism and flight following system | AIROPS |
| | 1.8.8 Research the practicality of adding a Type I Helitanker to the LAFD fleet | AIROPS |
| | 1.8.9 Procure replacement apparatus for Van Nuys Airport fire and rescue | AIROPS |
| | 1.8.10 Evaluate and modify flight routes to minimize noise impacts on neighboring communities | AIROPS |
| | 1.8.11 Research partnerships and the feasibility of cost sharing agreements with utility companies in support of Air Operations | AIROPS |

| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|--|--|------------------|
| 9 Enhance the quality of life in Los Angeles by supporting large sporting, entertainment, and cultural events | 1.9.1 Collaborate with law enforcement (e.g., LAPD, Sheriff's Department, and the FBI) on standards and terminology when planning for large events | CIPTS |
| | 1.9.2 Cultivate interagency relationships with regional emergency service providers | CIPTS |
| | 1.9.3 Coordinate with public safety agencies and law enforcement to ensure mass gathering venues and institutions are prepared for localized emergencies (e.g., multi-casualty incidents, hazardous materials incidents) | CIPTS |
| | 1.9.4 Enhance the Department Operations Center (DOC) Incident Management Team training, staffing, and preparedness | AOPS |
| | 1.9.5 Create a Tactical Planning Workgroup to conduct event preparation for the 2028 Olympics | HSD |
| | 1.9.6 Update and improve Area Command procedures across Geographic Bureaus utility companies in support of Air Operation on neighboring communities | EOPS |





GOAL 2

PROMOTE A SAFE, HEALTHY, AND PROGRESSIVE WORK ENVIRONMENT THAT EFFECTIVELY MANAGES PERSONAL AND ORGANIZATIONAL RISK

| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|---|---|------------------|
| 1 Foster a culture of health and safety across all aspects of Department operations | 2.1.1 Integrate effective risk management principles into all Department practices and procedures | RMS |
| | 2.1.2 Identify, research, and rapidly address any safety concerns within the Department through a standing Safety Committee | RMS |
| | 2.1.3 Supply members with state-of-the-art personal protective equipment | TSB |
| | 2.1.4 Utilize safety officers to increase training, education, and compliance with federal, state, local, and Department policies | RMS |
| | 2.1.5 Enhance the Safety Management System (SMS) at Air Operations and research opportunities to implement SMS principles across the Department | AIROPS |
| | 2.1.6 Review and update the Department's Accident Prevention and Safety Manual (Book 75) | RMS |
| 2 Provide members with high quality injury and illness prevention, evaluation, and treatment to enhance wellness, increase performance, and reduce costs | 2.2.1 Use the Injury Prevention Unit to provide members with wellness education | RMS |
| | 2.2.2 Expand the Early Symptom Intervention Program, designed to address pre-workers' compensation injuries and behavioral health concerns | RMS |
| | 2.2.3 Increase recruit retention rates through candidate pre-screening, education, drill tower preparation, and injury management | RTS |
| | 2.2.4 Develop a comprehensive approach to health, wellness, and job readiness including Peer Fitness and education programs | RMS |
| | 2.2.5 Launch the Mental Health Awareness Project, providing behavioral health education, screening and referral services to all members | AOPS |
| | 2.2.6 Ensure a robust cadre of behavioral health resources (e.g., trained peer support team members) is continuously available | AOPS |

GOAL 2 (continued)

PROMOTE A SAFE, HEALTHY, AND PROGRESSIVE WORK ENVIRONMENT THAT EFFECTIVELY MANAGES PERSONAL AND ORGANIZATIONAL RISK

| STRATEGIES | TACTICS | RESPONSIBLE LEAD |
|---|---|------------------|
| 3 Promote safe apparatus operation through education, training, and policy enforcement | 2.3.1 Identify SME's to design curriculum and facilitate training | ISTS |
| | 2.3.2 Update the Apparatus Operators Training Manual and Driver Training Manual | ISTS |
| | 2.3.3 Identify locations within each Bureau to accommodate didactic and practical driver training | ISTS |
| | 2.3.4 Deliver recurring emergency vehicle operations training using Battalion Driving Instructors | ISTS |
| | 2.3.5 Continually analyze traffic accident data to improve driver curriculum, training methods, and policy adherence | ISTS |
| 4 Implement a Workers' Compensation system that advances the productivity and health of the membership | 2.4.1 Perform a comprehensive analysis of Worker's Compensation claims data to determine preventable causes of injuries | RMS |
| | 2.4.2 Use best practices and control measures to reduce the impacts of Worker's Compensation claims on the Department and its members | RMS |
| | 2.4.3 Embed a Third Party Administrator within the Medical Liaison Unit to improve processing time and collaboration on claim resolutions | RMS |
| | 2.4.4 Deliver recurring emergency vehicle operations training using Battalion Driving Instructors | RMS |
| | 2.4.5 Create a "return-to-work" program to expedite injury recovery periods | RMS |