

STRATEGIES	TACTICS	RESPONSIBLE LEAD
5 Identify, reduce, and manage exposure to organizational risk	2.5.1 Analyze Department activities, historical data, and nationwide trends to identify areas with the highest exposure to current and emerging risk	RMS
	2.5.2 Mitigate identified risks by modifying policies, procedures, and infrastructure to align with industry standards and local, state, and federal requirements	RMS
	2.5.3 Manage residual risk exposure through preparation, training, and contingency planning	EMS
6 Upgrade Department equipment, apparatus, and facilities to increase productivity and elevate health and safety standards	2.6.1 Complete the installation of personal protective equipment laundering appliances ("extractors") to reduce contamination and second-hand exposure	FFS
	2.6.2 Reduce carcinogen exposure through the removal of carpet at all fire stations	FFS
	2.6.3 Ensure Department facilities are compliant with local, state, and federal safety regulations	FFS
	2.6.4 Identify external funding sources for facility renovations and replacement	FFS





GOAL 3

COMMIT TO AN ORGANIZATIONAL CULTURE THAT EMBRACES DIVERSITY, EQUITY, AND INCLUSION

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Promote Diversity, Equity, and Inclusion (DEI) as systemic values and principles throughout the organization	3.1.1 Provide DEI education to all members on a recurring basis, with an emphasis on the benefits these values bring to the entire Department	DEI
	3.1.2 Establish a Work Environment Committee with diverse stakeholder voices to provide counsel on strategic decisions	DEI
	3.1.3 Expand Department affiliations with social and professional societies, affinity groups, and employee resource groups	DEI
	3.1.4 Train all supervisors to be change agents who model inclusive behavior	DEI
	3.1.5 Provide early conflict intervention using the Department's mediation program	DEI
2 Create an Equity and Human Resources Bureau to provide leadership, guidance, and resources to advance the Department's DEI vision	3.2.1 Design the leadership structure and staff the key positions to develop the Human Resources Bureau's processes	DEI
	3.2.2 Centralize personnel services and human resource operations under the Bureau	DEI
	3.2.3 Create a strategic plan, responsibilities, and governance for the Human Resources Bureau	DEI
	3.2.4 Define the desired state of DEI and identify specific strategies to achieve that vision	DEI
	3.2.5 Perform continual assessments of the Department's DEI progress	DEI
3 Reduce invisible barriers to DEI	3.3.1 Explore the potential for multiple career pathways to enter and advance within the Department	DEI
	3.3.2 Examine whether alternative schedule options would accommodate a broader pool of employees	DEI
	3.3.3 Identify funding sources and subsidize test fees associated with the entry process for financially disadvantaged candidates	DEI

GOAL 3 (continued)

COMMIT TO AN ORGANIZATIONAL CULTURE THAT EMBRACES DIVERSITY, EQUITY, AND INCLUSION

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Reduce invisible barriers to DEI (continued)	3.3.4 Use accurate representation to challenge misconceptions that obstruct diversity, equity, and inclusion	DEI
	3.3.5 Design and deliver a DEI toolkit and coaching to Department members	DEI
	3.3.6 Perform a review of the Department Library from a DEI perspective to ensure policies, procedures, and language is consistent with the Department's values	DEI
4 Create opportunities to improve the diversity of recruits	3.4.1 Target local hire opportunities in recruitment efforts	DEI/FRS
	3.4.2 Expand the Cadet program in underrepresented communities of Los Angeles	DEI/FRS
	3.4.3 Create hiring pathways to bridge the gap between the Cadet program and employment as a Firefighter Recruit	DEI/FRS
	3.4.4 Explore the increase of LAFD participation in Magnet School programs	DEI/FRS
	3.4.5 Increase funding of the Crew 3 youth program to improve participation and retention	DEI/FRS
	3.4.6 Provide EMT preparation at LAFD community rooms for potential candidates	DEI/FRS
	3.4.7 Improve accessibility to the Firefighter Candidate Advancement Program by increasing locations throughout the City	DEI/FRS
	3.4.8 Offer test and interview preparation workshops for candidates in underserved communities	DEI/FRS/BHR
	3.4.9 Initiate a mentorship program to pair aspiring Firefighters with active Department members	DEI/FRS

#ONETEAMLAFD

[illegible]

**INCLUSION IS AN ACTION.
BELONGING IS AN OUTCOME.**



GOAL 4

**IMPROVE COLLABORATION, PARTICIPATIVE LEADERSHIP,
AND RESPONSIBLE PERFORMANCE MANAGEMENT**

1 Institutionalize performance leadership, performance measurement, and performance management as core functions to improve motivation, satisfaction, and performance	4.1.1	<p>Provide clear performance leadership expectations through continual reinforcement of the Department's Vision, Mission, Core Values and Goals in Department communications:</p> <p>Vision – Desired future of our Department</p> <p>Mission – Fundamental purpose of our Department</p> <p>Core Values – Principle beliefs that affect the formal and informal cultures</p> <p>Goals – Clarity in priority of desired achievement or end-state</p> <p>Goal Strategies – Plans designed to achieve desired goals</p> <p>Goal Tactics – Actions specifically implemented to achieve desired goals</p> <p>Goal Benchmarks – Criteria established for goal achievement</p>	FCO/AOPS/ EOPS
	4.1.2	<p>Employ performance measurement practices to determine effectiveness in goal achievement:</p> <p>Inputs – Resources invested to achieve goals</p> <p>Activities – Actions, tasks, or methods executed to achieve goals</p> <p>Outputs – Products resulting from the combination of inputs and activities</p> <p>Outcomes – Desired achievement, whether incremental or desired end-state</p> <p>Indicators – Incremental measurement toward desired goal achievement</p> <p>Targets – Incremental benchmarks toward desired goal achievement</p> <p>Goal Outcomes – Clarity in priority of desired achievement or end-state</p>	FCO/AOPS/ EOPS
	4.1.3	<p>Ensure performance management practices are implemented to continually maintain or improve upon the performance leadership and performance measurement practices employed:</p> <p>Monitoring – Continuing attention directed at progress toward goal achievement</p> <p>Evaluating – Determining optimal data criteria and measures of effectiveness</p> <p>Analyzing – Identifying trends to determine necessary improvements</p> <p>Learning – Determining the most effective strategies, tactics, and benchmarks</p> <p>Improving Goal Strategies – Adjusting plans to facilitate goal achievement</p> <p>Improving Goal Tactics – Adjusting tasks to facilitate goal achievement</p> <p>Improving Goal Benchmarks – Adjusting criteria for goal achievement</p>	FCO/AOPS/ EOPS

GOAL 4 (continued)

IMPROVE COLLABORATION, PARTICIPATIVE LEADERSHIP, AND RESPONSIBLE PERFORMANCE MANAGEMENT

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Institutionalize performance leadership, performance measurement, and performance management as core functions to improve motivation, satisfaction, and performance (continued)	4.1.4 Develop and implement a training program that clarifies participative leadership and personnel performance management	FCO/AOPS/ EOPS
	4.1.5 Establish a workgroup to decentralize and operationalize the performance management process	FCO/AOPS/ EOPS
	4.1.6 Ensure all specialized units have clearly defined performance strategies, tactics, and benchmarks	FCO/AOPS/ EOPS
	4.1.7 Collaborate with employee groups to identify the most useful performance goals and measurements	FCO/AOPS/ EOPS
	4.1.8 Utilize FireStatLA as the lead performance measurement and analysis unit of the Department	FCO/AOPS/ EOPS
	4.1.9 Provide transparent performance measurement data to internal and external stakeholders through the City's open data forum and LAFD websites	FCO/AOPS/ EOPS
	4.1.10 Revamp the employee evaluation process to include standard performance management practices	FCO/AOPS/ EOPS
2 Build trust and engagement through transparency and effective communications	4.2.1 Perform a comprehensive analysis of Worker's Compensation claims data to determine preventable causes of injuries	PLN
	4.2.2 Appoint a Department Communications Officer to ensure the clear and efficient flow of information within the organization	PLN
	4.2.3 Maintain an up-to-date and easily accessible Department digital library	PLN
	4.2.4 Define decision making authority and processes at different levels of the organization	FCO/PLN

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Provide forums to constructively discuss concerns, address challenges, and identify opportunities for improvement	4.3.1 Leverage the think tank concept to collect input and suggestions to enhance organizational efficiency	FCO/PLN
	4.3.2 Establish recurring webinars in which Department administration can interact with the workforce	FCO/PLN
	4.3.3 Organize routinely scheduled meetings between the Department administration and stakeholder groups to ensure the organization's goals align with community needs	FCO/PLN
	4.3.4 Disseminate customer satisfaction surveys to Neighborhood Alliances and Councils to garner feedback used to revise the Department's performance strategies, tactics, and benchmarks	FCO/PLN
4 Maintain a culture of service, professionalism, and accountability	4.4.1 Deliver a training curriculum focused on customer service, communications, and emotional intelligence	PSD
	4.4.2 Update the Department's methods of recognizing and rewarding exceptional service and performance	PSD
	4.4.3 Revise and streamline the complaint investigation process to increase transparency and expedite resolutions	PSD
	4.4.4 Increase the number of Fire Special Investigators assigned to the Professional Standards Division	PSD
	4.4.5 Codify "Progressive Engagement" principles as organizational approaches to shared accountability	PSD
	4.4.6 Ensure all supervisors receive training in personnel management, coaching, and critical conversation techniques	PSD
	4.4.7 Incorporate performance evaluations and disciplinary reviews in the promotional process	PSD



GOAL 5

**FOSTER PERSONAL GROWTH, PROFESSIONAL
DEVELOPMENT, AND ORGANIZATIONAL SUCCESSION**

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Provide leadership training and cultivate future generations of Department leaders	5.1.1 Foster professional development through individualized career guidance, higher education access, and leadership coaching	ISTS
	5.1.2 Utilize the Department's Leadership Academy to reinforce participative management principles, conflict management, and team dynamics	ISTS
	5.1.3 Identify Subject Matter Experts (SME's) from diverse roles and backgrounds to facilitate leadership training	ISTS
	5.1.4 Ensure leadership development programs target sworn and non-sworn personnel early in their careers	ISTS
	5.1.5 Share an annual leadership reading list to empower a culture of learning	ISTS
	5.1.6 Facilitate increased participation at external conferences, seminars, and educational opportunities	ISTS
2 Provide comprehensive and realistic training tailored to all experience levels, positions, and specialty assignments	5.2.1 Provide consistent and thorough preparation for acting positions through the use of "task books" to ensure member qualifications	ISTS
	5.2.2 Expand the availability of practical academies for specific topics (e.g., wildland, truck and engine operations, fire prevention)	ISTS
	5.2.3 Conduct quarterly command training for current and future officers ("Green Cell" simulations)	ISTS
	5.2.4 Collaborate with the Los Angeles Regional Training Group to offer interagency training opportunities	ISTS
	5.2.5 Increase the number of programs and courses resulting in California State Fire Training Certifications	ISTS
	5.2.6 Continually explore new training topics in response to social and technological trends (e.g., crisis management, cultural competency, administrative skills)	ISTS
	5.2.7 Designate training officers in all Department bureaus to facilitate and monitor position-specific training	GEO

GOAL 5 (continued)

FOSTER PERSONAL GROWTH, PROFESSIONAL DEVELOPMENT, AND ORGANIZATIONAL SUCCESSION

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Maintain consistent workforce staffing levels necessary to fulfill the Department's mission	5.3.1 Utilize City population demographics and Department retirement projections to predict future staffing needs, scheduling the size and frequency of training academies accordingly	PLN
	5.3.2 Evaluate the staffing models and workloads of dispatch and field resources in comparison to national standards (e.g., NFPA 1710, NENA, etc.)	PLN
	5.3.3 Employ enhanced pre-employment fitness and functional movement screening to increase recruit retention through injury reduction	FFS
	5.3.4 Design a strength training program for recruits to improve training academy preparation	FFS
	5.3.5 Increase the amount of resources dedicated to training, support, and advancement opportunities for non-sworn personnel	ASB
	5.3.6 Collaborate with the Personnel Services Section to ensure regularly scheduled promotional processes provide appropriate staffing across sworn and non-sworn positions	ASB
	5.3.7 Establish a formal succession planning program for administrative positions	ASB
	5.3.8 Review Standards of Coverage analysis regarding Unit Hour Utilization criteria	PLN

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Provide forums to constructively discuss concerns, address challenges, and identify opportunities for improvement	5.4.1 Develop a comprehensive strategic planning and performance management process to ensure program success	IST
	5.4.2 Incorporate existing professional associations and stakeholder groups into the mentorship program's design and implementation	IST
	5.4.3 Identify experienced members within each rank to act as mentors and facilitate aspiring members' development	IST
	5.4.4 Provide training for mentors focused on program expectations, goals, and action plans	IST
	5.4.5 Tailor the membership matching process to the diverse needs of participants	IST
	5.4.6 Develop metrics to assess participants' level of engagement and the effectiveness of the mentorship program	IST





GOAL 6

**EXPLORE, IMPLEMENT, AND INTEGRATE
TECHNOLOGICAL INNOVATIONS AND ADVANCEMENTS**

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Fortify mission-critical application software	6.1.1 Replace obsolete staffing software with a modern workforce management solution	AOPS / CIO / ITB
	6.1.2 Research and implement web-based applications to replace outdated legacy programs	AOPS / CIO / ITB
	6.1.3 Perform a cost-benefit and functional analysis of replacing physical servers with virtual servers for data warehousing	AOPS / CIO / ITB
	6.1.4 Enhance online service options for the public and external stakeholders	AOPS / CIO / ITB
	6.1.5 Improve staff notification processes and emergency recall procedures by updating the notification system	AOPS/CIO/ITB
2 Modernize the voice and data communications systems to ensure continuity of service	5.2.1 Enhance the voice radio system to improve geographic coverage, add a VHF channel layer, and allow interoperability with allied agencies	AOPS/CIO/ITB
	5.2.2 Replace outdated hardware on critical network infrastructure equipment	AOPS/CIO/ITB
	5.2.3 Create a contingency communications system for use during large-scale emergencies	AOPS/CIO/ITB
	5.2.4 Install wireless broadband data hubs in LAFD stations, facilities and vehicles	AOPS/CIO/ITB
	5.2.5 Initiate the process to relocate the Department's back-up dispatch facility	MFC/ITB
3 Update dispatch processes to reduce response times and improve operational efficiency	5.3.1 Utilize Automated Vehicle Locating to dispatch the closest resources to an incident	CIO/ITB
	5.3.2 Implement a Bureau-specific communications plan to match LAFD and LAPD organizational structures	AOPS
	5.3.3 Complete the Fire Station Alerting System upgrade	AOPS
	5.3.4 Develop Tiered Dispatch System algorithms for fire and rescue incidents to improve the delivery of public safety and emergency services	MFC/ITB

GOAL 3 (continued)

EXPLORE, IMPLEMENT, AND INTEGRATE TECHNOLOGICAL INNOVATIONS AND ADVANCEMENTS

STRATEGIES	TACTICS	RESPONSIBLE LEAD
4 Increase efficiency and reduce costs through the use of digital productivity and collaboration tools	6.4.1 Implement an electronic signature and document management product for chain-of-command approvals and information tracking	PLN/ITB
	6.4.2 Expand the use of remote training to deliver information to civilian and sworn personnel at all work locations	ISTS/ITB
	6.4.3 Implement a modern system for tracking inventory, apparatus, and ordering supplies	TSB/ITB
	6.4.4 Research emerging technology solutions to increase specialized unit and section capabilities (e.g., hazardous materials, personnel services, etc.)	CIO
	6.4.5 Consolidate certification and qualification records into the Human Capital database	ITB
	6.4.6 Develop processes to systematically manage and revise the Department's electronic library	PLN
	6.4.7 Create real time dashboards to convey performance metrics for administrative and emergency operations	FIRESTAT





GOAL 7

ENHANCE COMMUNITY RESILIENCE, DISASTER RECOVERY CAPABILITIES, AND ENVIRONMENTAL SUSTAINABILITY

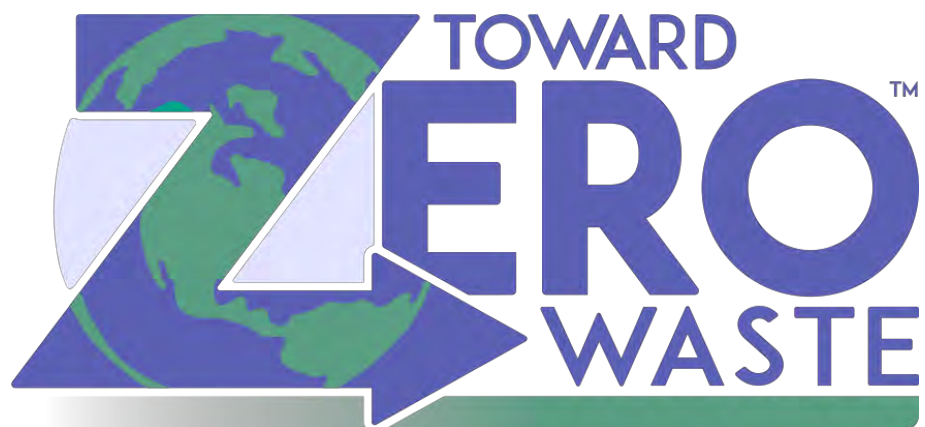
STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Cultivate stakeholder support and partnerships that reinforce Community Resilience and Disaster Recovery	7.1.1 Create a centralized Community Resilience and Disaster Recovery workgroup made up of subject matter experts	GEO
	7.1.2 Enhance and expand the new Los Angeles Wildfire Resilience Alliance	GEO
	7.1.3 Partner with MySafeLA to develop a city-wide “Fire Safe Council” and enroll regional Wildfire Resilience Alliance groups under the MySafeLA Fire Safe Council within one year	GEO
	7.1.4 Enhance utility agency partnerships to shorten post-disaster recovery time	GEO
	7.1.5 Closely coordinate with Community Emergency Response Teams to enhance recovery capabilities within each geographic bureau	GEO/HSD
	7.1.6 Ensure Department collaboration with external stakeholders (e.g., City Council offices, Neighborhoods Councils and Alliances, faith-based organizations)	GEO
2 Develop, enhance, and modernize LAFD public education and outreach strategies and programs	7.2.1 Enhance Community Resilience and Disaster Recovery efforts in partnership with each City Council district	GEO
	7.2.2 Build a Community Resilience and Disaster Recovery section within the LAFD website	CLO
	7.2.3 Leverage social media platforms to enhance community resilience messaging	CLO
	7.2.4 Publish a community resilience newsletter focused on emergency prevention, preparedness, and recovery	CLO
	7.2.5 Produce Public Service Announcement content to meet diverse and multicultural community needs	CLO
	7.2.6 Update the internal Department Library to include Community Resilience reference material	PLN

GOAL 7 (continued)

ENHANCE COMMUNITY RESILIENCE, DISASTER RECOVERY CAPABILITIES, AND ENVIRONMENTAL SUSTAINABILITY

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Redesign disaster evacuation plans and repopulation procedures	7.3.1 Update neighborhood-specific evacuation plans	GEO
	7.3.2 Organize multi-agency evacuation training at the Battalion level	GEO
	7.3.3 Develop and implement a “repopulation” function within the Unified Incident Command System to support safe and expeditious rehousing of evacuees	GEO
4 Implement environmentally sustainable infrastructure, vehicle, and product upgrades	7.4.1 Reduce electricity usage at all facilities through eco-friendly lighting, power, and HVAC control system upgrades	AOPS/FFS
	7.4.2 Install and utilize solar energy capture systems, including solar parking shade structures	AOPS/FFS
	7.4.3 Install water reclamation systems at Department repair facilities	AOPS/FFS
	7.4.4 Ensure safe storage and disposal of hazardous materials at all Department facilities	AOPS/FFS
	7.4.5 Implement technology to monitor the Department’s net carbon emissions	AOPS/FFS
	7.4.6 Purchase Electric Vehicles (EV) in accordance with the City’s mandate to create a zero-emissions fleet (CF 21-0680)	AOPS/FFS
	7.4.7 Install EV charging stations to support LAFD EV fleet vehicles and employee owned electric vehicles	AOPS/FFS
	7.4.8 Establish an EV emergency backup power system	AOPS/FFS
	7.4.9 Increase purchasing of certified energy-efficient products	AOPS/FFS

STRATEGIES	TACTICS	RESPONSIBLE LEAD
5 Achieve zero waste by 2025 as required by the City of Los Angeles	7.5.1 Increase the utilization of paperless administrative documentation and messaging	AOPS
	7.5.2 Implement per-capita ordering for all station supplies	AOPS
	7.5.3 Ensure all facilities are equipped with organic waste collection bins (SB 1383 compliant)	AOPS
	7.5.4 Enact collaborative ways to reappropriate and “upcycle” items the Department no longer needs	AOPS
	7.5.5 Collaborate with other City Departments to share zero waste and sustainability ideas and advancements	AOPS
	7.5.6 Create partnerships with outside organizations to explore products and technological advancements to achieve zero waste	AOPS
	7.5.7 Ensure all Department members understand the importance of recycling and the proper use of organic waste recycling bins	AOPS
	7.5.8 Provide employees with digital educational materials on waste reduction techniques	AOPS
	7.5.9 Enforce recycling requirements through supervisor oversight and accountability	AOPS





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Karen Bass

Mayor

Fire Commission

Administrative Operations

Administrative Services Bureau

Fire Prevention and Public Safety Bureau

Information Technology Bureau

Training and Support Bureau

Employee Relations

Risk Management Section

Emergency Operations

Arson Counter Terrorism Section

Medical Director

Metro Fire Communications

Personnel Services Section

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Community Liaison Office

Planning Section

Professional Standards Division

Chief Officers Association

United Firefighters of Los Angeles City

Los Angeles Firemen's Relief Association

City Administrative Officer

City Council Offices

Department of Neighborhood Empowerment

First-In Foundation

Los Angeles Fire Department Foundation

MySafe:LA

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THE LAFD WILL BE THE PREMIER, ALL-RISK PUBLIC SAFETY AND
EMERGENCY SERVICE PROVIDER THAT EXCEEDS THE EXPECTATIONS
OF THE DIVERSE COMMUNITIES WE SERVE.