



FIRE DEPARTMENT STRATEGIC PLAN

Our Mission – World Class Service for a World Class Community



October 2010

TABLE OF CONTENTS

Section 1—Overview.....	1
1.1 Preamble	1
1.2 Intent	1
1.3 Vision.....	2
1.4 Values	2
1.5 Guiding Planning Principles	2
1.5 What We Protect; Whom We Serve	3
1.6 Overview Statement of Issues.....	5
1.7 2010 Strategic Planning Work Group Members.....	6
 Section 2—Deployment Field Services.....	 9
2.1 Station Two Area Responses	9
2.1.1 Strategic Business Model.....	9
2.1.2 Performance Audit	10
2.1.3 Gap Analysis and Closure.....	11
2.1.4 Integrated Action Plan	12
2.2 Emergency Medical Services.....	13
2.2.1 Strategic Business Modeling.....	13
2.2.2 Performance Audit	14
2.2.3 Gap Analysis and Closure.....	15
2.2.4 Integrated Action Plan	15
2.3 Technical Rescue Capabilities	17
2.3.1 Strategic Business Modeling.....	17
2.3.2 Performance Audit	18
2.3.3 Integrated Action Plan	19
 Section 3—Safety and Training.....	 20
3.1 Safety and Training Officer assignment	20
3.1.1 Strategic Business Modeling.....	20



3.1.2	Performance Audit.....	22
3.1.3	Gap Analysis and Closure.....	22
3.1.4	Integrated Action Plan	22
Section 4—Community Risk Reduction	24	
4.1	Public Education	24
4.1.1	Strategic Business Modeling.....	24
4.1.2	Performance Audit.....	26
4.1.3	Gap Analysis.....	27
4.1.4	Integrated Action Plan	27
Section 5—Administration and Logistical Services.....	28	
5.1	Administrative Staffing.....	28
5.1.1	Strategic Business Modeling.....	28
5.1.2	Performance Audit.....	29
5.1.3	Gap Analysis and Closure.....	30
5.1.4	Integrated Action Plan	30
5.2	Apparatus Replacement	31
5.2.1	Strategic Business Modeling.....	31
5.2.2	Performance Audit.....	32
5.2.3	Gap Analysis and Closure.....	33
5.2.4	Integrated Action Plan	33
5.3	Equipment Replacement	35
5.3.1	Strategic Business Modeling.....	35
5.3.2	Performance Audit.....	37
5.3.3	Gap Analysis and Closure.....	38
5.3.4	Integrated Action Plan	38
5.4	Information Technology	39
5.4.1	Strategic Business Modeling.....	39
5.4.2	Performance Audit.....	40
5.4.3	Gap Analysis	41



5.4.4	Integrated Action Plan	41
Section 6—Increasing Risk Assessment and Metrics-Driven Decision Making		42
6.1	Ongoing Statistical Assessment.....	42
6.1.1	Strategic Business Modeling.....	42
6.1.2	Performance Audit	44
6.1.3	Gap Analysis	44
6.1.4	Integrated Action Plan	44
Section 7—Conclusion and Ongoing Process Direction.....		46



SECTION 1—OVERVIEW



1.1 PREAMBLE

Following the changes wrought by the national economic downturn and the resultant loss of revenue at the local level, the City of Beverly Hills had to make serious reductions in the Fire Department's budget. This resulted in the loss of positions at headquarters, which along with new programs in fire prevention have impacted some of the Department's ability to deliver service to the community. This Strategic Plan is an attempt to identify, define and describe the short-term issues facing the Beverly Hills Fire Department.



1.2 INTENT

The elements of this plan are to be taken together with the companion October 2010 Performance Audit documents. The Performance Audit identifies what the Department is currently doing to meet the needs of the City and its very unique interests, along with making key recommendations for where the Department can enhance its already very good services. This Strategic Plan consists of major Department



elements that need focused or “applied strategic plans” where on-going data will drive best practice decisions by the Department. Given the uncertain economic climate, these strategies are not everything the Department and City will face from three, five or ten years from now. Rather, this plan focuses the Department on immediate priorities while creating a new culture of using applied strategic planning tools to focus resources in the best manner possible.

1.3 VISION

Beverly Hills Fire Department will focus on the current and future needs of the City using a risk/probability matrix approach to bring innovative practices and needed services driven by metrics to develop a business case for action in each planning area.

1.4 VALUES

The members of the Beverly Hills Fire Department:

- ◆ Recognize that our people and relationships are our biggest asset and investment.
- ◆ Provide the highest quality programs and services to the residents and visitors of the community.
- ◆ Continuously adapt to our customers needs by providing the widest range of services.
- ◆ Recognize the business owners, residents and visitors are customers of the Beverly Hills Fire Department and appreciate that every interaction is important and deserving of quality attention and service.
- ◆ Believe in empowering all our personnel to be results-driven, foster a “can-do” attitude and remain customer-centric at all times.
- ◆ Maintain a dedicated work ethic that focuses on reliability and diligence.
- ◆ Promote the safety of the community and firefighters by emphasizing our preparedness and training.

1.5 GUIDING PLANNING PRINCIPLES

There are a number of stakeholders that have an interest in the quality of fire and emergency service in the City of Beverly Hills. These stakeholders include the residents, visitors, business owners and their employees, other workers, government officials, council members, firefighters and fire officers, vendors, community interest groups, and many others. The following guiding



principles act as points of common ground to recognize the needs of these disparate groups and individuals:

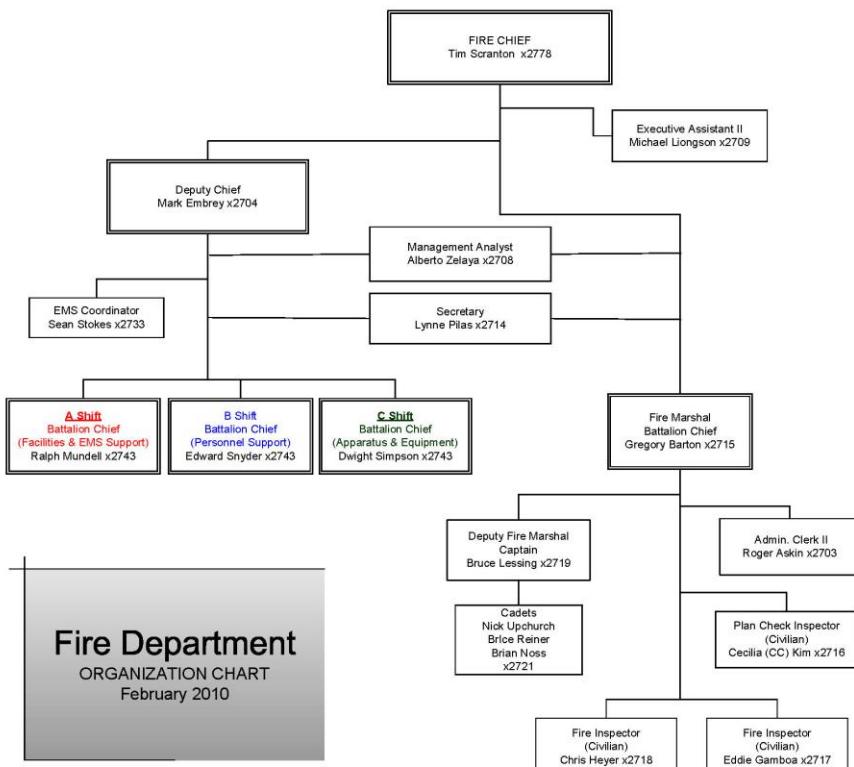
- ◆ The planning period of three years recognizes the current volatile economic climate
- ◆ The City of Beverly Hills, as part of its Mission Statement, states the following:
 1. Offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors.
 2. Is a world-class community, offering an extraordinary environment, activities, and events.
 3. Is known throughout the region, state and nation as a leading edge, innovative community in its government, business, and technology programs.
 4. Is committed to being the safest city in America.
 5. Is known internationally for its alluring and distinctive hotels, retail stores, restaurants, and entertainment and headquarter businesses.
- ◆ Safety of the public and firefighters shapes every strategy.
- ◆ Policy considerations will be decided by the City Council.
- ◆ Actions will be consistent with the current fire department labor management understandings.
- ◆ Significant recommendations will be subjected to a test period and metrics to ensure that they provide real improvement.
- ◆ Wherever possible, the best practices from NFPA, CFAI, ISO, and other nationally and regionally recognized bodies will be incorporated into planning.
- ◆ This plan recognizes that there are no national or statewide standards that require a community to provide a particular level of fire service. A community can only have a fire service it can afford; but if it does provide fire service, it must do so safely.

1.5 WHAT WE PROTECT; WHOM WE SERVE

Beverly Hills Fire Department (BHFD) operates out of three strategically located fire stations. The Department has a daily constant (minimum/maximum) staffing of 25 firefighters on duty operating three fire engines (4 firefighters each), one ladder truck (5 firefighters), two paramedic rescue-ambulances each with two firefighter/paramedics and a fourth engine is staffed with a



Captain and Engineer (for structure fires, the fourth engine operates with two paramedic/firefighters from one of the Rescue Ambulances; for medical incidents the fourth engine crews operate a third ambulance; and for physical rescues, the fourth engine crew staffs the heavy rescue (USAR) apparatus) and a command team (Battalion Chief and Accountability Officer). Headquarters staffing consists of the Fire Chief, Deputy Chief, Fire Marshal, and their staffs as shown below:



Because of Beverly Hills' special business culture, history and geographic setting, the City attracts thousands of tourists year round. The City contains 5.5 square miles including developed areas and open spaces. The January 2010 population, according to the California State Department of Finance E-1 report, was 36,224.

This figure, of course, does not account for the daily influx of employees and visitors, and at certain periods, high volume visitor events such as the Golden Globe Awards. The Net Assessed valuation of the City in 2009 was \$21,635,000,000. Approximately 90 percent of the City is zoned for residential use. In 2000, approximately 62 percent of the total dwelling units were apartments and condominiums, and 37 percent were single-family houses. City records indicate that approximately 82 percent of the multi-family units are apartments and 18 percent are condominiums.



In addition to the above risks to protect, Beverly Hills additionally contains:

- ◆ High value retail sales businesses
- ◆ World class hotels and entertainment venues
- ◆ Open space areas containing vegetation prone to wildfires
- ◆ Many larger than average residential properties, some containing high value and/or rare personal possessions
- ◆ 1,349 business properties that have been evaluated by the Insurance Service Office (ISO) for underwriting purposes
- ◆ Between 300 and 400 special events ranging in size and impact from large ceremonies, such as weddings and bar mitzvahs, to the Golden Globes, Presidential and dignitary visits. The Fire Department must plan for and interact with all of these.

The Department enjoys an Insurance Services Office (ISO) Class 1. This is the top classification on the ISO grading schedule, and represents superior property fire protection from the threat of conflagration. The ISO grading ranges down from Class 10, which indicates that the community's fire-suppression program does not meet ISO's minimum criteria. The ISO Classification is one of the parameters some insurance companies use to establish the fire insurance rates for properties.

1.6 OVERVIEW STATEMENT OF ISSUES

The Beverly Hills Fire Department has gone through multiple organizational changes over the last three years. In particular, the headquarters staffing levels, assignments and incumbants have fluctuated in size and tenure. This has been caused by the need to reduce costs due as a result of the downward change in the national economy. To some extent this has been driven by the desire to keep field response services intact; it is also the result of the minimum staffing requirement of the current labor agreement with the Firefighter's Association, which gave little room to reduce fire station staffing levels.

This project coached a new generation of current and future leaders of the Beverly Hills Fire Department into really believing in and being able to work at the "applied" part to planning. Being strategic and correctly forecasting the future is not enough without a *detailed* plan on how to achieve it. As Eisenhower said before D-Day, "The plan itself is nothing, planning is everything." A major part of its effort included the teaching and coaching the BHFD's planning team to develop the necessary organizational planning skills and abilities for internal staff to keep the plan current and to adjust it to unforeseen circumstances. In essence, this project developed an internal team of planning consultants.



1.7 2010 STRATEGIC PLANNING WORK GROUP MEMBERS

The *Strategic Planning Work Group* title is used instead of strategic planning team to denote two subtle differences. First, it is not a matter of making the team; rather it is emphasizing the importance of individual effort. Second, it emphasizes that strategic planning *is work* involving a lot of research and serious thinking for the working group members.

While the plan the work group developed has tremendous value for the Department and the City, perhaps its greatest value is what it did for the members of the work group in developing their knowledge, skills and abilities to plan. For most of them, planning at this level was totally foreign territory and they met and overcame a very steep learning curve. Their value to the Department in the future is that they will be able to keep the plan current as the ever-increasing changes in the economy and society have an impact on the Fire Department, its mission and role in the City.

Table 1: Beverly Hills Fire Department 2010 Strategic Planning Work Group Members and Their Roles

Name	Title	Strategic plan role
Mark Embrey	Deputy Fire Chief	Work Group Leader
Bill Sager	Senior Associate, Citygate Associates	Trainer, coach, mentor
Brad McHenry	Firefighter	Station #2 Area Response Emergency Medical Services
Tim Hayes	Fire Captain	Station #2 Area Response Safety and Training Officer Assignment
Scott Stephens	Fire Captain	Apparatus Replacement Equipment Replacement
Ryan Siegal	Firefighter	Information Technology Technical Rescue Capabilities
Michael Liongson	Executive Assistant II	Administrative Staffing Public Education
Greg Barton	Battalion Chief – Fire Marshal	Public Education Administrative Staffing

The process the strategic planning work group followed was basically the process outline in Applied Strategic Planning – An Introduction.¹ It consists of the following nine steps: Planning

¹ Nolan, Timothy M., Leonard D. Goodstein and Jeanette Goodstein. Applied Strategic Planning – An Introduction Second Edition. Pfeiffer, San Francisco, 2008.



to Plan; Values and Culture; Mission Formulation; Strategic Business Modeling; Performance Audit; Gap Analysis and Closure; Integrating Action Plans; Contingency Planning; and Implementing the Plan. Concurrent with these steps the process called for ongoing Environmental Monitoring (Inputs) and Application Considerations (Outputs). Following this outline to the letter was neither necessary nor possible within the project framework. The team recognized that in conjunction with the performance audit of the Department, the team needed to get into the action planning part of the process early in order to capture their ideas. Then, as the process developed, they could refine their thoughts and ideas. In addition, because a trained work group was being developed, immediate contingency planning was not given consideration. The work group can do that as conditions change.

One final note on the work group – all worked diligently on their parts of the plan while still doing their regular assignments. The only extra time they had for planning was three workshops, and even in those cases, some of them had to attend to other Fire Department business and excuse themselves. Thus, most of the planning research, thinking and writing occurred individually and was coached along by the consultant team. The City of Beverly Hills should take great pride in the quality of people who are members of their fire department.



2010 Applied Strategic Plan Elements:

Deployment – Field Services

Station Two Area Responses

Emergency Medical Services

Technical Rescue Capabilities

Safety and Training

Safety and Training Officer Assignment

Community Risk Reduction

Public Education

Administration and Logistical Services

Administrative Staffing

Apparatus Replacement

Equipment Replacement

Information Technology

Increasing Risk Assessment and Metrics Driven Decision Making

On-going Statistical Assessment

Conclusion and On-Going Process Direction



SECTION 2—DEPLOYMENT FIELD SERVICES



2.1 STATION TWO AREA RESPONSES

2.1.1 Strategic Business Model

Strategy Description

This strategy improves emergency response, “9-1-1 call to 1st arrival times” in Fire District #2. This is the part of the City where response times are the longest. There are three Fire Districts in the City, each encompassing the service areas of one of the fire stations based on response time. Fire District #2 is served by Station #2 and is generally described as the foothills area of the City. It consists of the area roughly from Elevado Avenue north to the City limits.

This strategy also will use a City Council-adopted standard for “9-1-1 call to 1st arrival times and full alarm total response times” based on the recommendations in the 2010 Fire Department Performance Audit.

Major Line(s) of Business

BHFD provides rapid response to medical emergencies, rescues, fires and other requests for assistance from the public.

Critical Success Indicators

Department complies Citywide with the recommendations of the Insurance Service Office (ISO) and NFPA 1710 for structure fire and emergency medical responses. However, District #2 does not, due to the hilly terrain and non-grid street layout.



Citywide in 2009, the Department arrived at the scene of all emergencies by 6:20 min/sec, 90 seconds of the time. In 2009 in District #2, the measure was 8.15 minutes, 90 percent of the time.

While Station #2 experiences less than one-half the number of incidents as Stations 1 and 3, performance in Station #2's area lags significantly with 90 percent Call to Arrival times occurring well into the 8th minute as opposed to early 6 minutes in the two other stations. There is not a significant number of simultaneous call for service requests in Station #2's District.

Necessary Strategic Thrusts or Internally Focused Changes

BHFD needs to consider adaptations to the configuration of District #2's response in order to make a measurable improvement in the response metric.

Organizational Culture Necessary for Success

The importance of a rapid response to all areas of the City needs to be embraced.

The organization needs to be willing to accept a different configuration for response in District #2 as compared to the current configuration.

Does this Revise the Mission Statement?

Improving response into District #2 enhances and confirms the Mission Statement.

2.1.2 Performance Audit

Strengths

Given the street network of the foothill area, Station #2's location is probably as good as it could be for rapid response into most of its area.

Weaknesses

Most of the calls for service into Station#2's area are calls for emergency medical service and most of them are uphill from the station's location.

There is no Paramedic Rescue Ambulance assigned to Station #2.

These two facts work against timely response to medical emergencies. Fire engines simply cannot climb hills and negotiate the twists and turns of District #2's streets as fast as a smaller vehicle, such as a Paramedic Rescue Ambulance can.

Engine #2 has to leave its District to attend to training and administrative duties.



The Upper Trousdale area is the least well-served area of the City thus creating an inequity of service.

Opportunities

Reconfiguring the location and assignments of personnel within the Department provides an opportunity to make a change and test the change.

Technological means may be available to limit the movement of Engine #2 outside of its District for non-critical issues. Or when it does leave, at least a Paramedic Rescue Ambulance or another Engine stays in District #2.

Threats

A reconfiguration may not prove to be effective; improvement may prove to be marginal at best.

Technology may not be applicable.

2.1.3 Gap Analysis and Closure

Tabulate and display response data in Station #2's area to understand extent of problem.

Evaluate the current policies and procedures and determine changes that will improve District #2 response. Based on analysis of these metrics, develop alternate policies for review.

Analyze the metrics that track causes of why Engine #2 is out of District #2 and develop ways to limit the occurrence.

Investigate the use of technology to enable Engine #2 to stay in district and attend and participate in training and meetings remotely in order to improve compliance.

Focus on decreasing crew turnout times, especially during sleeping hours.

Conduct a comparative study of the benefits of having an additional paramedic rescue located at Station #2 compared to the current arrangement. Examine different configurations using computer analysis.

Determine response times for medics and engines each alone to upper Trousdale from Station #2.

Tabulate the advantage and drawbacks to various internal and external configurations that resolve this problem; choose the most advantageous.



2.1.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

Evaluate current policies and procedures and determine changes that will improve District #2 responses. Based on analysis of these metrics, develop alternate policies for review.

Develop “move up” policy to keep an engine or Paramedic Rescue Ambulance in District #2 for apparatus services, training, and fire prevention inspections.

Acquire the metrics that track causes of why Engine #2 is out of District #2 and develop ways to limit the occurrence.

Use of technology (such as displaying in real time the location of all units in dispatch for move-up assignments) to enable Engine #2 to stay in district and participate in training and meetings remotely.

Conduct a comparative study of the benefits of having an additional Paramedic Rescue Ambulance located at Station #2 and the current arrangement.

Tabulate the advantage and drawbacks to various internal and external configurations that resolve this problem; choose the most advantageous.

Intermediate Term Plan (3 months - 1 year)

Begin the use of technology to enable Engine #2 to stay in district and participate in training and meetings remotely.

Redeploy Firefighter-Paramedic from Truck Company to Engine #2, thereby creating another ALS response unit and assign Rescue Ambulance #3 with Engine #5 BLS staffing, and as needed, E-2 paramedics as the primary transport for District #2 EMS responses.

Long Term Plan (3 Plus years)

Establish a Paramedic Rescue Ambulance at Station #2 permanently when the simultaneous call loading on the 3rd Rescue Ambulance significantly reduces the peak hour of the day availability of Engine #2 for fires and other emergencies.



2.2 EMERGENCY MEDICAL SERVICES

2.2.1 Strategic Business Modeling

Strategy Description

This strategy increases the level of service to the public in Beverly Hills by establishing a third Paramedic Rescue Ambulance unit when simultaneous call loading at peak hours warrants it. Simultaneously, this action would also attach a Paramedic Rescue Ambulance to each of the three district engines, which will provide additional first due staffing for structure and brush fire responses in each district thus achieving response equity throughout the City.

Best practices state:

NFPA 450 Guide for Emergency Medical Services and Systems states in 4.10 that the lead agency should have the resources necessary to carry out its function. The Authority Having Jurisdiction (AHJ) should ensure that adequate fiscal and non-fiscal resources are available and accessible, thereby allowing the lead agency to function effectively. Also in 5.1.1 it states that for any one community, the components of the system and the level of service should be tailored to the needs and wants of that community.

NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operation, and Special Operations to the Public by Career Fire Departments states in 5.3.3.4.3 that when provided, the fire department's EMS providing ALS shall be deployed to provide for the arrival of an ALS company within an 8 minute response time to 90 percent of the incidents. In 5.3.3.4.4 it states that personnel deployed to an ALS emergency response shall include a minimum of two members trained at the emergency medical technician-paramedic level.

Major Line(s) of Business

BHFD provides rapid response to medical emergencies, rescues, fires and other requests for assistance from the public.

Critical Success Indicators

Data to show impacts on Engine #2 availability when a 3rd Paramedic Rescue Ambulance is needed. CAD data to show reduced on scene times.

Data to show District #2 response times decrease (see previous strategy).

Department complies with the recommendations of NFPA 1710 for career fire service deployment for emergency medical responses in all three Station Districts by responding two paramedics and an engine crew for a minimum of four personnel.



Necessary Strategic Thrusts or Internally Focused Changes

Convert Station #2 to a Paramedic Rescue Station.

Organizational Culture Necessary for Success

The Department's culture currently supports providing prompt Paramedic Rescue Ambulance care, without waiting for a mutual aid unit from LA County that may or may not have reasonable response times.

Does this Revise the Mission Statement?

It further enhances the Mission Statement.

2.2.2 Performance Audit

Strengths

The strengths of the emergency medical services provided by the BHFD lies in its members' commitment to providing superior medical service to the public.

Beverly Hills Fire Department has always delivered high quality Emergency Medical Services. Approximately 58 percent of BHFD's calls, over 3,462 in 2009, were Emergency Medical calls.

Weaknesses

With only two Paramedic Rescue Ambulances, current ability to handle simultaneous calls for service and deliver a high level of services is frequently compromised. On these simultaneous calls, an outside agency makes the treatment and hospital destination decisions for the City.

BHFD is increasing its reliance on outside agencies, such as LA County Fire and Los Angeles City Fire, to provide ALS medical services when Rescue #1 and #2 are committed to medical responses.

In the current system, to be compliant with LA County DHS policy 408 and 416, when a third simultaneous medical call happens, outside agencies supply the additional paramedics needed. This effectively compromises the eight-minute response time; this will continue to get harder to achieve as call volumes rise not only in Beverly Hills but also with the assisting agencies.

There are no guarantees that either the County or the City of Los Angeles will respond from their closest staffed paramedic squad; they could also be busy.

Opportunities

With emergency medical service call volumes increasing each year, the justification for a third Paramedic Rescue Ambulance will become more of a reality.



Placing a third Paramedic Rescue Ambulance at Station #2 would increase the level of service to this city by providing a rescue in each district and thus improving coverage available for an emergency medical response.

According to the City's vision statement, Beverly Hills "is committed to being the safest city in America." An additional paramedic unit would enhance that vision and would ensure the best possible EMS service while emergency medical service call volume continues to rise.

Threats

Beverly Hills has what is known as a 201 grandfathered right to provide paramedic ambulance service in the City. The City cannot add to its fire department transport system by using a private ambulance contractor without risking its right to control the entire transport system instead of the Los Angeles County EMS Agency.

2.2.3 Gap Analysis and Closure

Currently BHFD has the two Paramedic Rescue Ambulances. This plan has the ability to take BHFD from dependency on outside agencies to a position of self-sufficiency on Emergency Medical Responses. It has the steps, which provide the means for the present and the vision for the future.

This gap would close by following a step-by-step process of making Station #2 capable of a Paramedic rescue Ambulance response by reconfiguring the current engine staffing to two paramedics, and using BLS Rescue Ambulance #3 from Station #1 for transports. In later years, based on call volume need and economic capacity, the next step would be to compensate Paramedics promoted to Engineer and Captain for maintaining their licensing and have them perform as Paramedics, allowing Rescue #3, when dispatched from Station #1, to potentially be a Paramedic Rescue Ambulance. Long term in three plus years or even a decade or more away, a third dedicated Paramedic Rescue Ambulance could be established at Station #2, when the ambulance workloads at peak hours of the day significantly limit the availability of Engine #2 for other emergency types.

2.2.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

Meet with the County DHS to develop the processes required to upgrade Engine #2 to Paramedic status.

Work with Human Resources and the labor group to secure authority for engineers and captains to be practicing paramedics.



Develop the paramedic-staffing plan for Engine #2, by initially using a paramedic from the ladder truck at Station #1.

Intermediate Term Plan (3 months - 1 year)

Convert one basic life support Rescue Ambulance unit into a paramedic one by having the four personnel at Station #2 cross staff the engine and a Paramedic Rescue Ambulance.

Long Term Plan (3 plus years)

Develop the process to increase staffing of the Fire Department by six paramedics to staff a third Paramedic Rescue Ambulance unit at Station #2.

Make a presentation to the City Council demonstrating the business case for a third fully staffed Paramedic Rescue Ambulance unit at Station #2.

Add six Firefighter/Paramedic positions for additional Paramedic Rescue Ambulance.

Apparatus and Equipment Division purchases two paramedic rescue Ambulance units.

Address new dispatch changes for new Rescue.



2.3 TECHNICAL RESCUE CAPABILITIES

2.3.1 Strategic Business Modeling

Strategy Description

Expand the utilization of the existing urban search and rescue unit and technical rescue program utilizing personnel and equipment already in place.

Major Lines of Business

Due to the dense population within the urban setting of Beverly Hills and the potential for natural and man-made disasters to occur within the region, advanced rescue capabilities are needed both for the day-to-day rescues as well as when a natural disaster occurs.

Best Practices indicate the Department should be in compliance with **NFPA 1670 Standard on Operations and Training for Technical Search and Rescue Incidents**. This standard covers the following types of technical rescues:

- ◆ Confined Space Rescues
- ◆ Trench Rescues
- ◆ Water Rescues
- ◆ Above Ground Rope Rescues/High Angle
- ◆ Heavy Construction Collapse Rescue
- ◆ Extreme Vehicle Rescue

NFPA Standard for Rescue Technician Professional Qualifications is the standard for profession certification for technical rescue; it also delineates which areas the Department does not need to certify if it does not provide those services.

Critical Success Indicators

- ◆ All personnel will be trained to the level of current technical rescue team to staff urban search and rescue unit (OES type 1 Heavy Rescue) per OES qualifications.
- ◆ All personnel will be able to respond on technical rescue and OES deployment calls within the City or adjacent areas including disasters.
- ◆ All personnel will be able to staff and operate all components of the urban search and rescue unit.



Necessary Strategic Thrusts

- ◆ Train all personnel to meet NFPA and State standards of technical rescue along with being OSHA/Cal OSHA compliant.
- ◆ Maintain the status of urban search and rescue unit in CAL EMA Mutual Aid System.
- ◆ Train with other like typed regional resources.
- ◆ Conduct a rescue hazard identification and risk assessment including preplanning based on Department history of rescue related calls, projected growth and development and an assessment of potential for natural disasters.
- ◆ Develop and test the acceptability of a fee-based service.

Organizational Culture Necessary for Success

Training all personnel would be an expansion of the technical rescue program that is already popular within operations.

Does this Revise the Mission Statement?

It further enhances the Mission Statement.

2.3.2 Performance Audit

Strengths

The Beverly Hills Fire Department currently excels in the arena of Technical Rescue.

Approximately 30 current members are trained to the level of Technician; ideally, there would be funding to train 45 more members, so that all personnel have the technician certification.

Through a federal grant with the urban area security initiative (UASI), A Type 1 Heavy Rescue was purchased in 2004. Training for the firefighters has been similarly funded by grant money. This vehicle is maintained by the fire mechanics assigned to the fleet.

Weaknesses

The Beverly Hills Fire Department may be called upon to perform emergency operations at complex-rescue incidents above and beyond the level that a normal firefighting response can handle.

This type of response requires specialized equipment and trained personnel to conduct a rescue.



Opportunities

Opportunities exist to enhance response by routinely staffing this unit staff from Engine 5.

More frequent use of the unit will enhance everyone's familiarity with the unit and further enhance the skill sets of the rescue technicians.

Threats

Technical rescue skills must be practiced for firefighters to maintain competency; infrequent use of the unit will cause those skills to deteriorate over time.

2.3.3 Integrated Action Plan

Short Term Plan (3 – 6 months)

Develop a training plan to train all personnel not already trained at the Rescue Systems 1 level and train all company officers at the Rescue Systems 2 level.

Develop the funding for this training through grants.

Assign the unit to one of the Captains from Engine 5 to ensure its status with CAL EMA is maintained; this requires an annual confirmation of inventory and training status.

Conduct technical rescue hazard identification and risk assessment including preplanning based on Department history of rescue-related calls, projected growth and development and an assessment of potential for natural disasters.

Change the response matrix of units to structure fires to respond the Urban Search and Rescue (USAR) Unit to all structure fires in lieu of Engine 5 to provide firefighter rescue staffing as well as breathing air refilling on scene.

Intermediate Term Plan (3 months - 1 year)

Once funding is available, commence training personnel as funding permits.

Conduct drills with like configured urban search and rescue teams and units in the region.

Develop a fee-based service policy with the City Council through which technical rescues could be reimbursed, as hazardous materials spills are today reimbursed by the spiller. Examples would be elevator and window washer rescues.

Long Term Plan (9 months - 3 years)

Revise Dispatch protocols for structure fires to specify the USAR vehicle (with its Air, Lighting and Heavy Rescue capabilities) deployment in lieu of Engine 5. The same staffing would be utilized. Battalion Chief retains the ability to request USAR on any call where they determine it would be an asset.



SECTION 3—SAFETY AND TRAINING



3.1 SAFETY AND TRAINING OFFICER ASSIGNMENT

3.1.1 Strategic Business Modeling

Strategy Description

Designate or establish a Fire Department Safety and Training Officer. Currently, the Department has no designated Safety and Training Officer.

Best practices state:

NFPA 1500 Standard for Fire Department Occupational Safety and Health Program in Section 4.7 recommends the appointment of a departmental Safety Officer who meets the applicable qualifications and has authority to administer the programs.

NFPA 1521 Standard for Fire Department Safety Officer outlines the minimum requirements for the positions of health and safety officer and incident safety officer.

NFPA 1201 Standard for Providing Emergency Services to the Public recommends in Section 4.11.3: “A training officer shall be designated and responsible for supervising the work of the organization personnel assigned as instructors or assistants. The training officer leader shall meet the requirements of applicable professional qualification standards.”

Major Line(s) of Business

Emergency response to fires, medical emergencies, vehicle crashes, and other calls for assistance that require rapid response in a high-risk environment with little room for error and no decision time.



Critical Success Indicators

Due to proper training and adherence to safety standards:

- ◆ All firefighters go home uninjured at the end of each duty shift.
- ◆ Liability exposure is reduced or eliminated.
- ◆ Reduced workers compensation costs.
- ◆ Reduced injury rates.
- ◆ Employee training meets applicable best practices.
- ◆ Training records are current and accurate for any ISO grading.
- ◆ Department meets all applicable CAL OSHA safety and training requirements for fire departments.

Necessary Strategic Thrusts or Internally Focused Changes

- ◆ Safety of firefighters and the public is made a top priority by the Department and City.
- ◆ NFPA 1500 is adopted by the City as the normative safety program for the Fire Department.
- ◆ NFPA 1521 is adopted by the Department and the City as the normative standard for the designated safety and health officer.
- ◆ Other applicable NFPA Standards that refer to training and safety are adopted in whole or part, as needed, to ensure that the Fire Department has a robust, but workable safety and training program.

Organizational Culture Necessary for Success

All members embrace a safety culture; excellence in performance in all functions is the key to making that happen.

Does this Revise the Mission Statement?

It enhances the mission statement and makes it deliverable by lessening the chance for error and or injury.



3.1.2 Performance Audit

Strengths

Currently some training is occurring at the station level under the guidance of company officers.

This can be done ad hoc, as it is today, with an ever-increasing probability of failure and exposure of the City to liability; or it can be accomplished by someone with program authority who ensures that a proper safety and training program exists.

Weaknesses

There is no continuity to the program nor is there any assurance that records are being kept.

In addition to many best practices that departments should follow in safety and training, there are legal mandates that must be followed.

Opportunities

The current break in the appointment of safety and training officers provides an opportunity to redefine the job.

Threats

The public shares this risk with the firefighters at every emergency until the nuisance is abated. As long as the safety and training position is vacant, there can be no assurance that an adequately trained fire force meets the interests of the firefighters, their families, the Department, the City and the public.

3.1.3 Gap Analysis and Closure

The gap is the vacant position; the closure is obtained by filling the position with a full-time safety and training officer at the battalion chief level. In the interim, this task should be taken over by one of the shift battalion chiefs and the three Captains on Engine 5.

3.1.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

Department to adopt as its guideline NFPA 1500 Standard for Fire Department Occupational Safety and Health Program in whole or part as the normative safety and health standard.

Through discussion and analysis determine if an existing position or positions can accomplish these tasks as a collateral duty or duties.



Through analysis determine what the appropriate civil service position and full-time equivalent is necessary for Safety and Training Officer.

Concurrently develop a list of the support items necessary for this position.

Restore the Safety and Training Battalion Chief Position as soon as budget allows. In the interim, assign duties to an on-shift battalion chief and three captains, one each shift, so that as many programs, records and regulatory compliance as possible can be maintained.

Intermediate Term Plan (3 months - 1 year)

Propose through the City Budget process, the designation and/or establishment of the position including the necessary support items such as office space and a vehicle.

Prepare City Council briefing materials for the designation and establishment of the Safety and Training Officer position.

Attend Council meeting(s) when the Safety and Training Officer issue is on the agenda.

Develop briefing materials for the City Council for adoption of NFPA training and safety standards.

Department to adopt, as applicable, NFPA training and safety standards in whole or part as the normative for the Fire Department

Long Term Plan (2 - 3 years)

Following approval of the position, designate and establish the Fire Department Safety and Training Officer.



SECTION 4—COMMUNITY RISK REDUCTION



4.1 PUBLIC EDUCATION

4.1.1 Strategic Business Modeling

Strategy Description

Enhance the public education program by recognizing its current strengths and addressing its structural weaknesses.

Best practices state:

NFPA 1201 Standard for Providing Emergency Services to the Public states in 6.1 “The [fire department] shall carry out programs of public awareness dealing with fire, medical emergencies, natural disasters, and other threats.” In 6.1.3 it further states, “The goal of a community public relations program shall be to improve the community’s understanding regarding the role of the [fire department], the risks faced by the public, and appropriate intervention activities.”



Major Lines of Business

Due to the culture of Beverly Hills, BHFD is in the business of working closely with the community on between 300 and 400 special events each year; each of these is an educational encounter with the public often in a small group or one-on-one setting.

BHFD is also in the business of educating the larger public and preparing them for dealing effectively with medical emergencies, fires and other types of emergencies. Educating the public on how they can help the Department help them, will reduce the potential loss of lives and valuable property before, during and after a personal or community-wide disaster.

Critical Success Indicators

The Community will receive important fire and medical safety information on how to mitigate, prepare, respond and recover.

Increased use of electronic/digital, broadcast and print media to promote programs and public education, including how to be better prepared for emergencies and disasters will be a hallmark of a successful program.

Community-wide functions will be utilized to highlight the Department's programs and conduct fire and medical preparedness training.

Special events will continue to be a prime opportunity to spread the Fire Department's message.

Strategic Thrusts or Internally Focused Change

Change the perception of special events to one of opportunity to educate the public with code enforcement an almost secondary aspect.

Organizational Culture Necessary for Success

Recognize that pre-special event planning and event fire department staffing provide opportunities for significant education outreach. Work education themes into events and inspections when planning and training of all personnel. Increase the Department's commitment for Community Risk Reduction

Does this revise the mission Statement?

This strategic plan aligns itself with the City's customer service mantra of being the “best of the best” and the Department’s new mission statement of “world-class services for a world class community” by providing much needed information and training to the community.



4.1.2 Performance Audit

Strengths

The previously mentioned special events currently use almost two FTE's to administer all these activities. This does not include some of the larger activities, which are stand-alone, such as Golden Globes and Presidential visits.

High customer service.

People of great quality and talent willing to serve

Weaknesses

In the past, the Beverly Hills Fire Department Fire Prevention Bureau was engaged in significant outreach to the community. However, with the loss of the CERT Coordinator position and funding for public education programs such as Community Emergency Response Team (CERT), Firewise, Disaster training for the schools, and other community fire loss reduction programs, Community Risk Reduction has suffered.

A high number of special events in the City require plan check, inspections, and staffing.

There is a lack of public understanding of prevention bureau and importance.

Opportunities

Social networking sites, web sites, informational videos and newsletters are examples of technology the Department should use to communicate with the community. Both the residential and business community expressed a desire for increased information from the Department.

Educate the public on prevention strategies and pre-arrival self-help.

The public want to know that the Department is prepared to protect them when fire and medical emergencies strike and they want to be better informed about equipment, programs, and services.

Special events activities are both a huge workload and a significant opportunity to do public education.

Threats

People will get their information somewhere. Via the social networking media there are many private social network sites, blogs and web sites that give out information during fires and disasters, much of it is erroneous.

The increased demand for services without adequate personnel and data systems threatens the credibility of the prevention program.



Emergencies have to be prevented, not responded to with an ever-increasing number of on-duty firefighters.

4.1.3 Gap Analysis

There are two gaps to overcome with this strategy – recognize the public education contribution of special events coordination and respond to the needs of the public for education concerning risks in the community and how they can do their part to ameliorate them.

Shifting the emphasis to education and building that into the special event and inspection processes can close the first gap. Concurrent with that, develop an appropriate fee schedule that helps to fund the coordination program.

Current staff is working at capacity. Closing the second gap will require hiring personnel.

4.1.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

Conduct a triage of fire prevention activities to reduce the impact of non-core activities on the operations of the fire prevention program.

Develop a training program for companies that assist with special events. Ensure that firefighters know how to conduct themselves in a manner that enhances the reputation and support for the Fire Department and its mission. Arm them with essential education information that they can use at appropriate times when assigned to work at a special events and inspections.

Intermediate Term Plan (3 months - 1 year)

Investigate hiring a Public Education Specialist with the skill set required to manage the outreach to the community.

Long Term Plan (1 - 3 years)

When funding becomes available, add a public education specialist.



SECTION 5—ADMINISTRATION AND LOGISTICAL SERVICES



5.1 ADMINISTRATIVE STAFFING

5.1.1 Strategic Business Modeling

Strategy Description

This strategy develops an approach to balancing current duties given the staffing reductions over the prior three years with the appropriate job descriptions. The result might be a reclassification of the Management Analyst to include the incumbent supervising and training the administrative staff.

Major Line(s) Of Business

In addition to its primary task of fire protection, the Fire Department has internal services in administrative and logistical support that must be addressed.

Critical Success Indicators

Meets the administrative needs of the Department in a timely manner.

Necessary Strategic Thrusts Or Internally Focused Changes

Request a reclassification study from City Human Resources.



Reclassify the Management Analyst position to the appropriate level, if indicated.

Department creates a viable succession planning roadmap for its administration's civilian personnel.

Organizational Culture Necessary For Success

Consider if the Management Analyst position is working outside of the current job classification.

Does This Revise The Mission Statement?

This strategic plan aligns itself to the City's customer service mantra of being the "best of the best" and the Department's new mission statement of "world-class service for a world-class community," by providing the much-needed attention that work duties match job descriptions and to re-consider how the office support staff are supervised.

5.1.2 Performance Audit

Strengths

The current program has survived due to committed and dedicated employees and willing members of the Department. Daily they make it work.

Weaknesses

With the elimination of the Department's Administrative Deputy Chief, Training Officer, and Administrative Captain, the organizational relationships and span of control for the office functions of the Executive Assistant, Secretary, Administrative Clerk, and three Cadets has fallen onto the current Deputy Chief and Battalion Chief/Fire Marshal. Because of their other responsibilities and their absence from the office to attend to other matters, the supervision and training of the office staff has suffered significantly.

Opportunity

Reorganize the administrative duties and supervision, through an even distribution of tasks and responsibilities to achieve greater efficiency and quality of customer service.

A reclassification of the lead civilian will empower that individual to supervise the clerical and cadet staff. The analyst will also perform budget/financial analysis; program/project management; policies/procedure development; and asset/contract administration. Overall, this position ensures the efficient delivery of a world-class quality customer service to our internal and external customers.

This is a chance to establish a succession-planning blueprint for all the administrative personnel.



Threats

Failure to move forward on this strategy will result in the administrative and logistical support functions further fragmented and slow to respond to the needs of the Department.

5.1.3 Gap Analysis and Closure

The current organization places too many responsibilities for various programs on the Deputy Chief and Fire Marshal for them to be effective. By elevating a clerical position to a supervisory lead level, a manager or lead worker will be in place to handle some of the internal office supervision workload.

5.1.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

Review current administrative organizational structure.

Discuss proposal to the Fire Chief.

Request Human Resources to conduct a “Desk Audit” for the reclassification of the Management Analyst position.

Calculate Budgetary Constraints (reclassifying M/A to a Senior M/A position).

Intermediate Term Plan (3 months - 1 year)

Approval from the Fire Chief and City Manager (based on the desk audit result).

Reclassification paperwork processing and submission to HR (if applicable).

Long Term Plan (9 months - 3 years)

Duties are consistent with classification and compensation.

The logistical needs of the Department are met in a timely manner.

There is appropriate supervision and training of the Department’s support staff.



5.2 APPARATUS REPLACEMENT

5.2.1 Strategic Business Modeling

Strategy Description

This strategy provides a comprehensive schedule of apparatus replacement for the Beverly Hills Fire Department.

Best practices state:

NFPA 1911 Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus in Annex D recommends the apparatus greater than 15 years old that have been properly maintained and are still in serviceable condition be placed in reserve status and upgraded in accordance with NFPA 1912. This will ensure that, while the apparatus might not totally comply with the current edition of automotive fire apparatus standards, many of the improvements and upgrades required by recent versions of the standards are available to the firefighters who use the apparatus. Apparatus not manufactured to the applicable NFPA fire apparatus standards or that are over 25 years old should be replaced.

NFPA 1500 Standard in Fire Department Occupational Safety and Health Program in Section 6.1.2 states that all new fire apparatus shall meet NFPA 1901. All repairs to fire department apparatus should be made by personnel who meet the requirements of **NFPA 1071, Standard for Emergency Vehicle Technician Professional Qualifications**. Fire Pumps and Apparatus shall be service tested in accordance with NFPA 1911, Standard for Service Tests of Fire Pump Systems on Fire Apparatus. All aerial devices shall be inspected and service tested in accordance with NFPA 1914, Standard for Testing Fire Department Aerial Devices.

International Association of Fire Chiefs Desk Reference states, in chapter 12, that, in general, a 10-15 year life expectancy is considered normal for first line pumping engines. First line ladder trucks should have a normal life expectancy of 12-15 years. However, in almost no case should a department rely on apparatus that is more than 25 years old.

The Beverly Hills Fire Department responds to almost 6,000 emergency calls each year, which includes over 11,000 individual units' responses.

The vehicles that respond to these emergencies range in size and complexity from passenger-type command vehicles to tractor-trailer aerial apparatus.

Due to the circumstances of their emergency operation, they must have a higher degree of safety and reliability than similar vehicles of their size and weight class.

The Fire Department also operates a variety of Fire Prevention, Administration, and support vehicles that can occasionally be pressed into emergency service, such as during a disaster, and must meet a similar threshold of safety and reliability.



While the Department has had a vehicle replacement schedule, it has not been followed consistently, which could lead to a significant consequence for the Department; hence the need for a reexamination of the schedule and policy.

One of the direct benefits of this proposal will be the ability of the Beverly Hills Fire Department to respond on modern, strong, safe, efficient, and reliable apparatus and avoid liabilities.

Major Line(s) of Business

Emergency response to fires, medical emergencies, vehicle crashes, other calls for assistance that requires rapid response usually with red light and siren.

Critical Success Indicators

According to Pierce Manufacturing, the primary brand of apparatus in the Beverly Hills Fire Department, parts are likely to be readily available for fire apparatus for 15 years after the date of manufacture. Therefore, a more modern fleet will yield shorter downtime for apparatus repairs. Resale value of apparatus depreciates over time.

Due to proper vehicle maintenance and adherence to safety standards:

- ◆ Liability exposure is reduced or eliminated
- ◆ Reduced vehicle out of service time for repairs
- ◆ Department meets all applicable NFPA standards for fire apparatus
- ◆ Safe transport for fire personnel and operational reliability to properly support the mission of the Fire Department

Organizational Culture Necessary for Success

The members of the organization take pride in their equipment and are used to devoting time to performing preventative maintenance on the equipment.

Does this Revise the Mission Statement?

It enhances the mission statement and makes it consistently and safely deliverable while maintaining control over costs.

5.2.2 Performance Audit

Strengths

The current Vehicle Replacement Fund is already in place.



The current fleet is in excellent condition. If the economic downturn lasts significantly, the current fleet will continue to function up to, but not past, each unit's safe service life.

Weakness

If the replacement fund cannot continue to meet the needs of the Fire Department going forward given the economic downturn the impacts of not replacing apparatus within the plan goals will have to be understood.

Opportunity

It appears that with some minor changes there is adequate funding for the entire complement of apparatus and light vehicles over their designated normal life span.

Threat

The economic downturn eventually has the potential to erode the existing Vehicle Replacement Fund.

5.2.3 Gap Analysis and Closure

This strategic plan has the potential to close the gap between the position the BHFD is in today and a properly outfitted and equipped Department in the future.

5.2.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

City adopts NFPA 1911 Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus in whole or part as the normative for apparatus specification and replacement.

Develop briefing materials for the City Council for adoption of NFPA 1911.

Thorough discussion and analysis determine if the Vehicle Replacement Fund is adequately funded and forecasted.

Intermediate Term Plan (3 months - 1 year)

Prepare City Council briefing materials for the designation and establishment of the Fire Apparatus Replacement Program.

Attend Council meeting(s) when the Fire Apparatus Replacement Program issue is on the agenda.

Following approval of the Fire Apparatus Replacement Program, distribute policy.



Long Term Plan (9 months - 3 years)

Follow the plan as vehicles come up for replacement.



5.3 EQUIPMENT REPLACEMENT

5.3.1 Strategic Business Modeling

Strategy Description

The purpose of this strategy is to provide a comprehensive schedule of equipment replacement that meets the current best practices of the fire service for the Beverly Hills Fire Department.

Best practices state:

NFPA 1500 Fire Department Occupational Safety and Health Program states in Section 7.2.1 that members who engage in or are exposed to the hazards of structural firefighting shall be provided with an ensemble that meets NFPA 1971, Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.

Section 6.5.9 states that equipment found to be defective or in unserviceable condition shall be removed from service and repaired or replaced.

NFPA 1977 Standard on Protective Clothing and Equipment for Wildland Fire Fighting in Chapter 4 recommends a process for certification, design, inspection and replacement for wildland firefighter's protective clothing.

NFPA 1851 Standard on Selection, Care, and Maintenance of Structural Fire Fighting Protective Ensembles states structural firefighting clothing should be retired from service no more than 10 years from the date of manufacture.

NFPA 1962 Standard on Care, Use, and Service Testing of Fire Hose Including Couplings and Hoses states the standards for certification, design, inspection and replacement for fire hose and couplings.

NFPA 1964 Standard for Spray Nozzles states the standards for certification, design, inspection and replacement for fire service nozzles.

NFPA 1931 Standard for Manufacturer's Design of Fire Department Ground Ladders states the standards for certification, design, inspection and replacement for fire service ground ladders.

NFPA 1981 Standard on Open-Circuit Self-Contained Breathing Apparatus for Fire and Emergency Services states the standards for certification, design, inspection, and replacement for fire service self-contained breathing apparatus.

NFPA 1983 Standard on Life Safety Rope and Equipment for Emergency Services states the standards for certification, design, inspection and replacement for fire service life safety rope.



ISO Required Inventory lists the minimum complement of various firefighting appliances, hoses and tools that engine and truck companies carry. Meeting these minimums is essential to maintaining an ISO Class 1 rating.

The Beverly Hills Fire Department responds to almost 6,000 emergency calls each year, which account for over 11,000 individual unit responses. On each of these incidents, Beverly Hills firefighters are called upon to use various combinations of tools, equipment and safety apparel to mitigate the incident. In every case, there is no second chance, any time, for equipment to fail or to return to the fire station or hardware store to retrieve a replacement. For this reason alone, the tools, equipment and safety apparel must work the first time every time. That requires everything to be of the highest quality and reliability. They must have a higher degree of safety and reliability than similar equipment used in the commercial trades.

The tools and equipment utilized by firefighters on various emergencies range in size and complexity from small gas detectors to the Hurst Jaws of Life.

The original function of firefighters' personal protective equipment (PPE) was to shed water and provide minimal protection from falling debris. Today, this equipment protects firefighters from the extremes of heat and cold, supplies them with clean breathing air to use at they work, protects them from the hazards of falling debris and liquids, protects them from hazardous materials, and prevents the transmission of disease. The PPE also provides an alert when a firefighter is in trouble as well as provides equipment for use in life safety situations.

The Department has an equipment replacement schedule, known as Fund 40. This strategy reinforces the value and need for this fund and expands it to other smaller, but expensive tools to ensure consistently reliable equipment is available for firefighters to use during emergency operations.

Various best practices, including the National Fire Protection Association (NFPA) Standards and Insurance Services Office (ISO), influence the Fire Department's inventory and requirements for tools, equipment, and apparel.

Major Line(s) of Business

Emergency responses to fires, medical emergencies, and vehicle accidents, as well as other calls for assistance that require rapid response normally require the use of specialized equipment.

Critical Success Indicators

The Fire Department and the City have an established equipment replacement program commonly known as Fund 40. This is a capital replacement fund that, based on the estimated net replacement cost of the allocated asset over the estimated useful life, is utilized by the City to reduce budgetary swings in the user's department for periodic capital replacement. In addition to the replacement of worn out equipment, some become obsolete as updated and improved



equipment becomes available. Equipment will need to be replaced so that firefighters can operate more safely, faster and/or in a more efficient manner.

Due to proper equipment maintenance and adherence to safety standards:

- ◆ Potential liability exposure is reduced or eliminated.
- ◆ Reduced equipment out of service time for repairs.
- ◆ Department meets all applicable NFPA standards for fire equipment and clothing.
- ◆ Safe operation for fire personnel and operational reliability to properly support the mission of the Fire Department.

Organizational Culture Necessary for Success

This strategy is consistent with the BHFD culture. Members take pride in their equipment, tools and apparel and are committed to performing preventative maintenance to ensure its long and useful life.

Does this Revise the Mission Statement?

It enhances the mission statement to ensure services are delivered with safety and reliability.

5.3.2 Performance Audit

Strengths

The current Fund 40 Program is already in place.

Weaknesses

There is some question as to whether it is adequately funded to meet all of the needs of the Fire Department, to include small tools and equipment.

Opportunities

Ensuring there is adequate funding for the entire complement of tools, equipment and apparel over their normal life span.

Threats

The economic downturn has the potential to erode the existing Fund 40.



5.3.3 Gap Analysis and Closure

This strategic plan has the potential to close the gap between the position the BHFD is in today and a properly outfitted and equipped Department in the future.

5.3.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

Develop briefing materials for the City Council for adoption of NFPA 1500 and other applicable tool and equipment standards.

City adopts applicable NFPA 1500 and other applicable standards to ensure that the Department has the tools it needs to accomplish its mission.

Pursue a thorough discussion and analysis to determine if the Fund 40 is adequately funded and forecasted.

Prepare City Council briefing materials for the augmentation of the Fund 40.

Intermediate Term Plan (3 months - 1 year)

Attend Council meeting(s) when the Fund 40 augmentation issue is on the agenda.

Following approval of the Fund 40 augmentation, distribute policy.

Long Term Plan (9 months - 3 years)

Monitor the tools and equipment to ensure that Fund 40 is adequate to make purchases to meet needs.



5.4 INFORMATION TECHNOLOGY

5.4.1 Strategic Business Modeling

Strategy

This strategy recommends a Technology Officer position be developed and assigned to the Fire Department; this is necessary to provide proper research, procurement, installation, implementation, and maintenance for these vital systems for the Fire Department.

Best practices state:

NFPA 1201 Standard for Providing Emergency Services to the Public states in section 4.13 Management Information Systems (MIS):

A management information system shall be maintained to support the management of the [fire department] by providing leaders with data that indicate the effectiveness of the organization in its programs and procedures.

In A.4.13.1 it states:

Records should be maintained to satisfy legal requirements for local, provincial or state and federal agencies as well as to provide the database from which management reports can be generated. Information should be collected so that it satisfies the requirements and provides useful data for decision making. However, it is necessary to do more than simply collect data. It should be analyzed and interpreted in relation to other statistics and factors. Training for the use and interpretation of data by department personnel should be included when a reporting system is implemented.

In 5.4.1 it states:

The fire department shall ensure the provision of a reliable communications system to facilitate prompt delivery of services throughout the service area.

Major Lines Of Business

Much of what the Fire Department does today is technology driven; it includes voice and written digital communications, data collection and analysis, billing and accounting, and dispatching. Providing properly trained personnel is critical to the internal support and maintenance of these systems.

Critical Success Indicators

- ◆ The Technology Officer will be the single point of contact creating gapless communication with the City's IT function.



- ◆ Another indicator will be rapid response and solution(s) to critical problems.
- ◆ The systems will provide a universal data source shared with other City departments.
- ◆ Radio and other digital communication systems will be programmed and maintained to always be an integrated part of not just the City's, but of the region's systems.

Necessary Strategic Thrusts

Currently, Fire Department IT systems are quasi-maintained by uniformed members of the Fire Department; they will have to give over these assignments to a non-uniformed specialist. In addition, Department staff will have to work more closely with City IT Support to expand the usability of current systems and to plan new systems.

Organizational Culture Necessary For Success

The Beverly Hills Fire Department continues to be infused with personnel from a technologically savvy generation. These individuals will come to expect full utilization of technology in the fire service community. The window of opportunity is now.

Does this revise the mission statement?

This change enhances the mission statement by improving the quantity and quality of Departmental data systems.

5.4.2 Performance Audit

Strengths

Technologically savvy uniformed members of the Department maintain the IT systems as part of their daily routines.

Weaknesses

Response personnel do not have the technological training and experience; their time is constantly interrupted for calls, preventing them from being committed to a project. This leaves many holes in the system and shortcomings in performance.

The City's IT Department is unable to keep pace with the Fire Department's needs and still meet the needs of the other City departments. The Fire Department has some very unique needs, such as radios.



With fewer personnel in administration, including the recent loss of the Administrative Captain, it has become a necessity to acquire a properly trained person or persons to deal with technology.

Opportunities

Technology properly utilized will increase the efficiency of personnel and production as well as reduce administrative costs. However, with the increased demand for fiscal savings, technology has often been the first item to be cut.

Threats

As technology continues to improve, it becomes more complex, and the Department falls further behind in understanding how to use, maintain and/or enhance these vital systems.

5.4.3 Gap Analysis

This gap is caused by the reduction in force in headquarters coupled with the increasing use of information technology. The IT function can no longer be treated as an adjunct to support; it is a focal point of support. The position of Technology Officer in the Fire Department would allow the Fire Department to keep pace with technology.

5.4.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

Utilize available metrics on the quantity, scope and critical nature of Departmental data systems to develop a justification request for an Information Technology Officer.

With assistance from the City's Human Resources Department, develop an Information Technology Officer job description. Concurrent with that effort, develop an appropriate salary range for the job/

Develop a budget proposal for the Department and include it in the next budget cycle.

Intermediate Term Plan (3 months - 1 year)

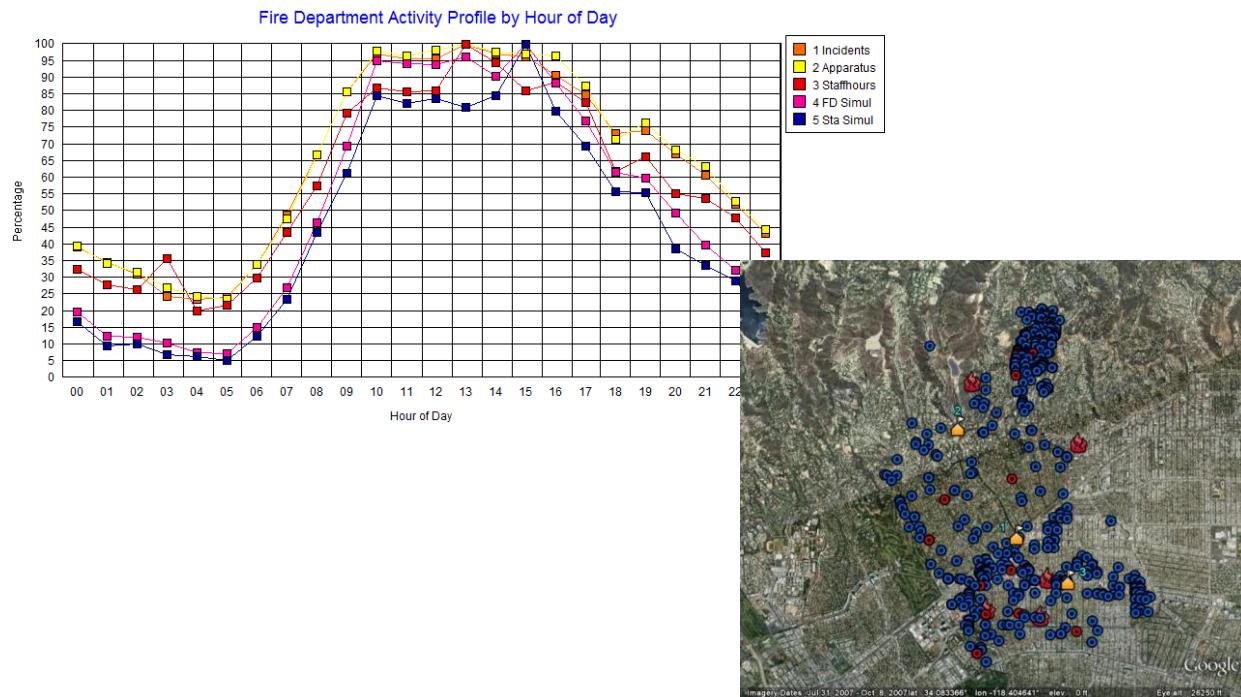
Present the position to the City Manager and Council for approval. If approval is obtained, post the job opportunity where it can receive wide circulation. Interview and hire to fill the position.

Long Term Plan (1 month - 3 years)

Monitor progress and improvements in IT support to the Fire Department.



SECTION 6—INCREASING RISK ASSESSMENT AND METRICS-DRIVEN DECISION MAKING



6.1 ONGOING STATISTICAL ASSESSMENT

6.1.1 Strategic Business Modeling

Strategy

To date, the Department has been inconsistent in developing and using reliable data to manage the Department's services, personnel and equipment. At best, data measures have been developed based on need, typically to request resources in the budget process.

The culture and data systems do not exist for the timely use of critical measures to understand performance, outcomes and cost effectiveness. There have not even been annual reports with data covering all of the Department's key lines of business.

Major Lines Of Business

Metrics are available and necessary in all of the Department's lines of business, including internal customer service. A few examples are:

1. Response times



-
2. Types of emergencies
 3. Targeting prevention and inspection programs to historically repeated incident types
 4. Hazard assessments
 5. Fire apparatus, tools and equipment repairs and replacement
 6. Fire prevention workloads and turn around times to customers
 7. Personnel – training, safety, wellness, certifications, succession planning.

Critical Success Indicators

- ◆ Each line of business will have its own measures, calculated on a monthly, quarterly, semi-annual or annual basis, depending on the measure and its importance and sensitivity to outcomes.
- ◆ Data systems will be developed to allow unit leaders and senior managers to easily monitor their essential measures and then correlate them into periodic reports.

Necessary Strategic Thrusts

The Department culture from the Fire Chief on down has to embrace, insist on, and use data to drive all operational and resource decisions.

Department and City IT staffs have to develop the data system reports to produce timely, accurate management information.

Organizational Culture Necessary For Success

That each member of the organization insists on basing decisions on measurable, observable data, not opinions or emotion.

That IT system designs provide the data in end-user friendly formats.

Does this revise the mission statement?

No, it enhances the mission by aligning scarce resources to the most critical needs.



6.1.2 Performance Audit

Strengths

The Department has excellent leaders, but they need the data to reinforce and make the best professional decisions.

Weaknesses

Without data, there can be no assurance the Department is delivering what is most needed, when it is needed.

Opportunities

With knowledge comes power. The Department has to make a business case for everything it does.

Threats

Public safety is hard enough for the civilian community to understand even with appropriate data. Without data and a business case, the Department is at great risk that its messages will not be heard.

6.1.3 Gap Analysis

The Department has not developed a “data dictionary” of measures for each line of business, how to collect reliable data, or how to get it reported in a timely, useable manner.

6.1.4 Integrated Action Plan

Short Term Plan (3 – 6 months)

All Department units to develop critical measures and data collection elements.

Intermediate Term Plan (3 months - 1 year)

New and refined data measures to be sent to City IT for understanding and planning into current and future data systems.

City IT has to train and/or quickly adapt what is available now to delivery methods the Department leaders can use.

Long Term Plan (1 - 3 years)

The data collection and reporting elements exist to support each line of business.



As part of the quarterly review of the strategic plan, identify new or missing data elements, review the use of data in both planning and operations, and insist that all future strategies have completed data element support before they go forward for consideration.



SECTION 7—CONCLUSION AND ONGOING PROCESS DIRECTION



As stated in the introduction of this plan, the City of Beverly Hills now has a trained and experienced strategic planning work group within the Fire Department. While the planning effort used a three-year time frame as the basis for the long term planning, with the current rate of change in both the society and the economy, it is highly unlikely that the plan will be actually viable that long without frequent review and adjustment.

There is a saying, “No plan survives first contact intact.” Just as every element of the Fire Department’s operations affects every other element of its operations, every element of the plan, as it is placed into action, affects every other element and the unintended consequences, while carefully considered, can never be fully appreciated until after the fact. Planners now recognize that the physical law of sensitive dependence upon initial conditions plays an enormous, while somewhat unpredictable impact upon subsequent activities. It is based on the notion that a butterfly flapping its wings is eventually capable of starting a hurricane.

Citygate recommends that the planning work group meet **quarterly** to do the following:

- ◆ Review progress on implementation of the plan’s elements and determine what needs to be done to move forward.
- ◆ Examine and evaluate the plan’s assumptions and validate or change them according to changed conditions.
- ◆ Monitor the environment and evaluate the application considerations to ensure that they are current.
- ◆ Conduct a comparative review of the plan against the model to ensure that all steps are considered and the overall process is still viable.



While it would be easy to skip this quarterly process on occasion, the dynamics of the world and its changes argue strongly against that. To keep the planning moving forward, it must be part of the routine of the Department.

