

Pasadena Fire Department

Strategic Plan 2005—2010





OFFICE OF THE FIRE CHIEF

On behalf of the Pasadena Fire Department, I am honored to present the Department's first-ever Strategic Plan. This Plan was brought together through the hard work and dedication of 30 Fire Department members, each of whom willingly volunteered their time and energy to help develop a common vision for the Department. This Strategic Plan is intended to be used as a guide for the Department, as we collectively strive to meet the challenges ahead of us in the future.

Work on this Plan officially began in November 2004, when the Strategic Planning Team members initially came together to discuss strategic planning concepts. During the first meeting, Team members agreed that for this Plan to be meaningful, it needed to be grounded in reality and not viewed as a "wish list." True to this tenet, the elements contained within this Plan are attainable goals that will assist the Fire Department to chart a course for the future.

To lend credibility to this process, Strategic Planning Team members determined that the Plan needed to be based on input from both external and internal stakeholders. To that end, Team members identified community and Department members that they believed would have a vested interest in the Plan and developed a standard set of questions that each of the stakeholders would be asked.

As a result of stakeholder input, five Strategic Priorities were identified:

- Reach Out to Our Community
- Develop Our Employees and Our Organization
- Develop and Manage Our Resources
- Deploy Our Resources Effectively
- Improve Our Infrastructure

Over the course of these next five years, Fire Department members will strive to accomplish the Action Items that support each of these Strategic Priorities. In the end, the Department will be a stronger, more vibrant organization that is well connected with our community.

In closing, I want to thank each of the Strategic Planning Team members and our stakeholders for taking this Plan from concept to reality.

Sincerely,

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Pasadena Fire Department

Department Slogan

"Desire To Serve - Courage To Act"

Vision Statement

Members of the Pasadena Fire Department, through our commitment to innovation, service, and excellence, will always strive to be leaders in fire and life safety services, and the model of a successful fire department.

Mission Statement

The mission of the Pasadena Fire Department is to provide protection of life, property, and the environment from the effects of fires, medical emergencies, and hazards; we engage the community in our mission through progressive community outreach.

Fire Administration Mission Statement

The mission of Fire Administration is to provide leadership and vision for the Department that is consistent with City Council policies and community expectations; encourage the success of our members by budgeting for training opportunities and state of the art equipment; and provide leadership in City-wide emergency management.

Bureau Mission Statements

Operations

The mission of the Operations Bureau is to maintain a constant state of readiness to respond to all requests for services through training, maintenance of equipment, and a desire to serve our community.

Fire Prevention and Administrative Services

The mission of the Fire Prevention and Administrative Services Bureau is to prevent injury to people and prevent damage to the natural and built environment within the City of Pasadena. We use a customer-centered approach to public education, plan review, code development, and inspection, which is designed to prevent harm to our community. We support the success of all Department employees through sound financial practices, staff support, and personnel services.



Value Statement

As members of the Pasadena Fire Department we take pride in our commitment to professional service by maintaining our skills, knowledge and abilities. All members of the Department are committed to conducting ourselves in an ethical manner, conforming to a moral standard of right versus wrong by treating each other and the people we serve humanely, professionally, and honestly. We ascribe to the following Values:

Accountability

Members of the Pasadena Fire Department are accountable to each other and the community we serve. We accept responsibility for our decisions and actions.

Integrity

Members of the Pasadena Fire Department are honest and fair in our dealings with our customers and each other. We are honorable to our profession and we inspire each other to maintain trustworthiness, openness, and sincerity.

Flexibility

Members of the Pasadena Fire Department adapt to the ever-changing needs of our community, the organization, and the environment.



The Plan

Introduction

Welcome to the Pasadena Fire Department's Strategic Plan for 2005 to 2010. This document is designed to provide a guide for management decision-making, resource allocation, and prioritization of resources over the next five years.

Background

The idea of creating a Strategic Plan to help identify and provide the best services possible to the community was moved towards reality by Fire Chief Dennis J. Downs. With this vision in mind, Chief Downs recruited a Strategic Planning Team (see Addendum No.1) made up of 30 Pasadena Fire Department employees, which collectively represented a cross-section of the Department. Members from all ranks and work units were included.

The team, under Chief Downs' leadership, decided that the first priority was to gather input from all parts of the community served by the Fire Department. A list of "stakeholders" was fashioned by the team, and a set of questions was developed. The identified stakeholder group represented a broad base of the community. It included the Mayor, the City Manager and City department heads, as well as representatives from the clergy, the Pasadena Unified School District, the emergency medical profession, community organizations, and the news media.



During two all-day meetings in November 2004, some of the stakeholders made presentations to the planning team. The planning team also had an opportunity to ask the stakeholders questions and participate in an interactive dialog with them. In total, 15 stakeholders made presentations to the planning team (see Addendum No.2).

In addition to the November 2004 presentations, the planning team surveyed the remainder of the identified stakeholder group and asked them standardized questions about the Department and the services provided to the community (see Addendum No. 2). The planning team members were also asked to survey their colleagues so that their issues, concerns, and ideas could be presented to the group. The survey information was presented to the planning team, as a whole, during the two late November meetings.

On December 6th through the 9th, 2004, Chief Downs convened a Strategic Planning Workshop. All members of the planning team participated in an intense process facilitated by Richard Thomas and Sharon Thomas of Thomas Consulting, consultants specializing in team building within public safety agencies.



During the four-day workshop, members of the planning team identified trends and issues that would influence the Department and the community over the next five years. This analysis included issues that were identified by the stakeholders and members of the Fire Department who were not part of the planning team. Planning team members were also asked to present their own thoughts on trends and issues that the Department would be facing over the coming years. Many economic, political, technological, social, environmental, and legal issues were identified.

The planning team also conducted a candid assessment of The Department's strengths and weaknesses, and identified opportunities and challenges to the Department and the community. The planning team examined the Department's core principles and wrote a Value Statement, refined the Department's Mission Statement and Bureau Mission Statements, redefined the Vision for the Pasadena Fire Department, and created a new Department Slogan.

Next, the planning team distilled the list of issues down to those believed to be of the highest priority to the organization and the community. The final effort identified five Strategic Priorities, each with its own set of action items. A staff officer was assigned responsibility for each of the action items, with milestone dates for each (see Addendum No. 3).

The five Strategic Priorities are:

1. Reach Out to Our Community
2. Develop Our Employees and Our Organization
3. Develop and Manage Our Resources
4. Deploy Our Resources Effectively; and,
5. Improve Our Infrastructure



(Note: The planning team also developed an action plan for finalizing and publicizing the actual strategic plan document. See Addendum No. 4)

The planning team decided that the Department's progress toward implementing the Plan must be reviewed at six-month intervals for at least the first year, and thereafter as decided by the team. These meetings will provide the opportunity to assess progress on the Plan. The meetings will also provide an opportunity to make adjustments in the plan to keep pace with changing conditions within the Department and the community.



Conclusion

This document will serve as a constant reminder of the direction the Department needs to take and our plan for the future. It will also act as our barometer, to gauge our success and maintain our focus.





Strategic Priorities and Action Items

Strategic Priority 1: Reach Out to Our Community

We exist to serve and protect our community. This partnership enables us to accomplish our mission. Many times, we are the first interaction the public has with local government and we want that contact to be positive. We have developed the following Action Items to enhance our relationship with the community.

1. Action Item: Enhance Our Public Education Program

Public education is one of the most cost effective methods the Department has to prevent the occurrence of emergencies and limit the impact of emergencies when they do occur. Through the effective use of public education, we are able to involve individual community members in our mission in a direct and personal manner. The following steps have been identified to enhance our Public Education Program:

- Define the scope of the Public Education Program to ensure consistency throughout the program and in our presentations to the public;
- Assess staffing and funding needs to ensure consistency and coordination;
- Define the education and training to be provided and how best to provide those services including:
 - Method of delivery;
 - Develop written lesson plans;
 - Train all staff to deliver presentations in a similar fashion;
 - Improve existing presentations;
 - Define message to be delivered for each presentation;
 - Assign responsibilities;
 - Determine and secure necessary resources to ensure successful presentations;
 - Request continuous feedback from the community on the type and quality of presentations offered; and,
- Evaluate other agencies' presentations against those provided by Pasadena.

2. Action Item: Utilize Fire Stations as Community Centers

Fire stations are strategically located to be an integral part of neighborhoods. To enhance our relationship with the community, we can open the fire stations to residents, groups, clubs, and organizations by providing space and assistance for activities and meetings. The following steps have been identified in support of this Action Item:

- Design future fire stations to each include a community meeting room, as well as a place for police officers to write their reports;
- Provide a demonstration garden to show the community how to landscape with drought and fire resistant vegetation;



- Invite our neighbors into our fire stations regularly;
- Provide programs and co-sponsor events with other agencies in our fire stations, such as:
 - Issuing bicycle tags;
 - Offering flu shots;
 - Providing station tours; and,
 - Hosting polling places.

3. Action Item: Promote the Pasadena Fire Department

To become more visible and educate the public about the services we provide, we should take a proactive approach to better promote the Fire Department to the community. The following steps have been identified for this Action Item:

- Enhance our website;
- Develop and distribute a Pasadena Fire Department brochure;
- Develop and train staff on our key messages;
- Evaluate and develop a citizen's Academy;
- Be involved in community programs;
- Partner with other agencies and City departments;
- Utilize all forms of media to deliver our messages;
- Write and distribute a regular newsletter for the public and other City departments;
- Actively recruit new staff;
- Be involved with homeowner associations;
- Develop a public information plan that:
 - Defines the target audience;
 - Assesses community needs;
 - Assesses our capabilities;
 - Contains a resource management component;
 - Pursues alternate funding sources;
 - Utilizes existing staffing;
 - Maximize the use of community volunteers;
 - Establishes policies and procedures related to the promotion of the Fire Department;
 - Includes partnerships with the business community to assist us in developing our plan;
 - Assesses the feasibility of corporate partnerships;
 - Evaluates how other fire departments promote themselves within their communities; and,
 - Incorporates periodic reevaluation of the public information plan to ensure it remains relevant.



4. Action Item: Enhance Our Participation in Special Event Planning

The Pasadena Fire Department is part of the permitting and planning process for special events. Our primary role is to ensure public safety in all venues. To enhance our participation in special event planning, the following steps have been identified:

- Assess the need for additional department personnel;
- Streamline our part of the permitting process;
- Provide consistent and convenient inspections;
- Enforcement of code requirements in a consistent manner;
- Clearly define and communicate our resource and support needs;
- Utilize new technology for code research and inspections in the field;
- Determine which division/section should be responsible for special event permitting;
- Cooperate with the other agencies involved in special event planning;
- Communicate with all Pasadena Fire Department staff on relevant information, such as road closures; and,
- Utilize fire department website for posting information concerning special event occurrences, including road closures.

5. Action Item: Survey Our Customers

To ensure we are meeting the needs and expectations of our community, we will design and implement a survey program. The following steps have been identified for this Action Item:

- Determine the methods to be used for the survey;
 - Distribution (including website application);
 - Collection;
 - Analysis and distribution of results;
- Create a database to hold information gathered;
- Design the survey card;
 - The survey card should be written in an easy to understand format that encourages community participation;
 - The survey card should be relevant to the database;
 - Establish benchmarks for future planning;
 - The back of survey card could have a coupon for a cup of coffee at a fire station;
 - Train staff on the use of the survey cards;
 - Determine procedures to follow-up on responses;
 - Identify a method to respond to survey cards; and,
 - Develop a process to address dissatisfied customers.





6. Action Item: Increase Outreach to Other City Departments

As part of the City team, we need to communicate with other City departments to educate them about the services we provide and to develop a common vision for providing services to our community. In order to enhance work relationships with other City departments, the following steps have been identified for this Action Item:

- Educate other City departments about the services we provide;
- Provide assistance and training to other City departments on subjects for which we have expertise;
- Ask other City departments to educate us about the services they provide;
- Share information, such as promotions, changes of assignments, and contact information;
- Co-sponsor community events and projects;
- Write safety messages for the City newsletter;
- Ensure coordination with other departments; and,
- Develop a common vision with other departments.





7. Action Item: Define and Enhance Our Relationship with the Homeless

Pasadena Fire Department will take a more active role in assisting the homeless community. The following steps have been identified for this Action Item:

- Define our policies and procedures regarding the homeless community;
- Provide training to staff on ways to assist the homeless community;
- Coordinate with other agencies to resolve issues;
- Identify the resources available;
- Use technology to assist us to locate resources; and,
- Identify Cold Weather Shelters.

8. Action Item: Enhance the Pasadena Fire Department Website

Enhancing the Pasadena Fire Department website will provide timely and vital information to staff, other City departments and the community. The new website should be user friendly and have a section available only to Pasadena Fire Department members. To properly enhance our website, the following steps have been identified:

- Hire an IT Analyst to supervise and support the development of the website;
- At a minimum the website should include:
 - Pasadena Fire Department Slogan;
 - Pasadena Fire Department Vision Statement;
 - Pasadena Fire Department Mission Statement;
 - Pasadena Fire Department Bureau Mission Statements;
 - Pasadena Fire Department Value Statement;
 - Pasadena Fire Department Strategic Plan;
 - Survey cards;
 - Special event information;
 - Breaking news;
 - Pasadena Fire Department contacts;
 - Messages:
 - From the Fire Chief;
 - Safety;
 - Newsletters;
 - A list of the programs and services we offer;
 - A list of the fire station locations and their coverage areas;
 - The status of plan check process linked to other City departments;
 - Photo archives;
 - Recent promotions;
 - Current recruitments;
 - Career guidance; and,
 - Virtual reality tours of fire stations and apparatus.



Strategic Priority 2: Develop Our Employees and Our Organization

We believe that to best serve our community, we must invest in our employees and our Department. We strive to have the best trained personnel, the finest equipment, and a healthy organization. To this end, we have developed the following Action Items to ensure our Department continues to provide the highest possible level of service to our community.

1. Action Item: Develop Career Track Training

To better prepare, develop, and retain our employees, training should be expanded and improved to provide the professional skills necessary for staff to excel in new positions and prepare for future promotions. The following steps have been identified in support of this Action Item:

- Develop specific career track training plans for each position within the Department that include:
 - Basic job training for newly appointed employees;
 - Continuing training that acts as building blocks, each building on the last;
- Develop an "ideal" calendar for such training for each position; and,
- Build on and augment the Human Resource training plan.

2. Action Item: Refine Special Assignments Approach and Training

Special assignment positions are important within the Pasadena Fire Department. Our approach and training for these positions should be refined. The following steps have been identified for this Action Item:

- Identify the specific training the Department will make available to those who are interested in a "special assignment" position to help them prepare;
- Develop specific training plans for each special assignment position that is designed for a person once they have been selected, including:
 - Apprenticeship;
 - Mentoring;
 - Continuing Education;
- Define the minimum qualifications for each position:
 - Tenure;
 - Basic skills and abilities;
 - Any specialized training certificates; and,
 - Establish the minimum and maximum length of each assignment.



3. Action Item: Refine Promotional Track Approach and Training

One phase of an employee's career may include promotion to the next rank or higher position. Clearly defining promotional requirements can help ensure individual success. The following steps have been identified for this Action Item:



- Define and/or refine prerequisites and requirements for each rank;
 - Minimum required rating during the annual employee evaluation;
 - Required skills and training;
 - Minimum basic standards:
 - Years in grade;
 - Level of education;
 - Certifications;

- Define, document, and communicate the required core competencies for all ranks;
- Define, document, and communicate the desired skills and training, such as special certificates, state-certified courses, "acting" experience, or general education;
- Consider creating an "Officers Academy";
- Offer mentoring that is targeted at promotions; and,
- Develop a testing and selection process that is consistent with results of the above steps.



4. Action Item: Pursue Succession Planning

For the Department to be the most successful, it must always be prepared to replace members within its rank structure. Good succession planning will help minimize this impact. The following steps have been identified for this Action Item:

- Refine recurring schedules for all promotional exams;
- Aggressively anticipate vacancies and attempt to always have a current list of eligible individuals available;
- Where possible, select replacements in advance of vacancies;
- Aggressively train personnel so that they are ready to assume positions when vacancies occur; and,
- Where possible, identify the maximum tenure of specialty assignments.



5. Action Item: Improve the Promotional Process

Historically, a perception has existed that the promotional process is not as fair as the Department desires. While this is common in organizations, the following is suggested to minimize those perceptions and help ensure the integrity of the process. The following steps have been identified for this Action Item:

- Strive for a goal of 90 days from the start of the testing to the certification of the eligibility list;
- Clearly describe and define the testing process, its components, schedule, and scoring procedure well in advance of the test date;
- Ensure the objectivity of the testing process. Although it is generally recognized that support from supervisors and managers is of value and is proper, undue influence should be precluded;
- Consider the development of a Department-sponsored mentoring program for those desiring promotion;
- Make the test and its components consistent from year to year; and,
- Ensure that the test process is consistent with the results of the other Action Items.

6. Action Item: Revise the Master Training Plan

Complete a revision of the Master Training Plan and ensure it is consistent with the results from the Action Items contained in this Strategic Plan, and especially those contained in this Strategic Priority.

7. Action Item: Complete Revision of the Evaluation Form

The current evaluation form is inadequate and too generic. A process has begun within the Department to revise this form. Completion of this process will ensure the new form is specific to each position, clearly defines performance standards, and addresses pertinent issues covered in this Strategic Plan. The following steps have been identified for this Action Item:

- Develop specific evaluation criteria for the annual employee evaluation process;
- Ensure that the subject of communication is addressed;
- Ensure that the criteria fully complements the spirit and intent of this Strategic Plan; and,
- Refine employee evaluations so that employees know what is expected of them and what they are specifically accountable for.



8. Action Item: Review and Refine Communication Mechanisms

Effective communication is essential in all phases of our operation. We should review and refine our approach to the use of communication mechanisms to maximize their benefit. The following steps have been identified for this Action Item:

- Email:
 - Develop and provide training for those who are less comfortable with the use of email;
 - Develop and provide continuing training on the Department's computer software at the worksite every six months;
 - Ensure that employees check email each working day;
 - Define and standardize a priority system for official email from the Department;
 - It was suggested that the priority could have three or four levels: top priority means must read immediately and lowest priority can be read at anytime during the shift;
 - Reinforce the email policy periodically in scheduled intervals;
 - Explore ways to reduce unwanted email;
 - Use email to ensure temporary assignments are communicated;
- Formal Meetings:
 - Publish agendas in advance for all formal meetings;
 - Ensure managers and supervisors communicate information from meetings to appropriate staff;
 - Re-examine the creation and distribution of minutes for all formal meetings;
 - Review formal meeting schedules and ensure they are meeting the Department's need for good communications;
 - Utilize mandatory meetings to inform all staff of major issues or changes;
- Official Communications:
 - Define the various types of official communications, the required chain of approval for each type, and the level of compliance compelled by each type of communication;
 - Ensure that each communication identifies, if appropriate, the duration for which the information is applicable;
- Announcements of Promotions and Special Assignments:
 - Ensure the individuals involved are personally notified before announcement is made to the Department; and,
- Ensure all communications are timely, clearly establish timelines and expectations, and are distributed to all involved staff.

9. Action Item: Produce a Newsletter

In order to enhance communication, we will consider the production of a Department newsletter. The following considerations have been identified for this Action Item:

- Potential uses:
 - Official Department information;



- Personnel commendations;
- Employee personal milestones and events;
- General departmental updates and news;
- Messages from the Fire Chief and Chief Officers;
- Messages from the various associations involved with the Department;
- Consideration of the appropriate publication schedule;
- Utilization of the intranet website and email for production and distribution of newsletter; and,
- Evaluation of models from other agencies.

10. Action Item: Deliver a State of Department Address

In order to enhance the shared vision of the Department, the Chief should give a yearly State of Department address. The following considerations have been identified for this Action Item:

- Consider the use of video recording for those unable to attend; and,
- Consider using a formal ceremony for all staff, perhaps combined with a department photo, barbeque, awards ceremony, or other activity.

11. Action Item: Fine Tune the Use of Chain of Command

The Chain of Command is important in our organization; however, it can sometimes make communication cumbersome. Improving and refining our present approach will enhance communications while limiting unwanted complications. The following steps have been identified for this Action Item:

- Refine the use of the Chain of Command, including the publication of a guideline and appropriate training;
- Maintain the "Open Door Policy" without undercutting staff;
- Preserve the unity and integrity of command;
- Use the Chain of Command for active rumor control; and,
- Ensure that those in the Chain of Command are given appropriate, timely, and complete information relevant to their duties and responsibilities.





Strategic Priority 3: Develop and Manage Our Resources

Finding innovative solutions for the development and management of our resources will provide the necessary support for the Fire Department to carry out its mission. Reviewing and improving existing resources and developing mechanisms to acquire new resources will be necessary to support implementation of this Strategic Plan.

1. Action Item: Review the Department Policies, Procedures, Rules, and Regulations

The Department Policies, Procedures, Rules, and Regulations should be updated to reflect how we currently do business. Once reviewed and published, all staff should be updated on any changes; supervisors and managers should ensure consistent application. Adequate staff and resources should be allocated to this significant task. To ensure consistency and relevance, the following steps have been identified for this Action Item:

- Establish a committee to oversee the process with representation from the entire Department and a representative from the Union. This committee will ensure:
 - Topics are organized and defined;
 - Improvements are made to the numbering and coding;
 - Uniform format;
 - Uniform style;
 - Consistency in writing style;
 - Timelines for revision and review;
 - Establishment of a review process;
 - Establishment of responsibility for revisions and updates;
 - Involvement of all staff;
- Ensure all Policies and Procedures are in one document while Rules and Regulations are in another document;
- Ensure the Fire Chief approves additions and revisions;
- Ensure proper publication of the documents;
- Provide formal training for staff on the new documents;
- Distribute documents:
 - One to each fire station;
 - One to each bureau office;
 - One to the Department library; and,
 - One to the Departmental intranet website.



2. Action Item: Review the Cost of How We Do Business

Reviewing how we do business and the cost of resources will ensure we are working in the most efficient manner possible. We desire to be responsive to the needs of our community while providing the best service available. We will determine how we can expedite our services and offer unique services. The programs that should be reviewed include:

- Medical service and transport;
- First aid CPR and training;
- Plan review;
- Workers Compensation, including:
 - Identification of the types and causes of claims and injuries;
 - Provision of programs and training on workplace safety;
 - Establish and implement a wellness program to increase employee physical fitness;
 - Utilize new technology to promote safety;
 - Maintain contact with employees who are on disability leave and enhance their interaction with the Department; and
 - Utilize disabled employees as a resource for special projects in a temporary light duty capacity.

3. Action Item: Control the Cost of Our Services

In order to manage our resources while providing the best service possible to the community, we must control the cost of our services to maximize effectiveness. In order to control costs, the following steps have been identified for this Action Item:

- Publish the Department budget for all employees;
- Develop budgets for individual fire stations;
- Ensure individual responsibility and accountability for our budget;
- Communicate the importance of budget accountability;
- Ensure the use of proper purchasing practices;
- Educate employees on the budget process;
- Ensure new programs are properly funded:
 - Identify the total cost for new programs;
 - Identify the funding source for new programs; and,
 - Actively educate the policymakers and the community regarding the need for and benefit of the new program.



4. Action Item: Find Innovative Ways to Increase Funding

The limited resources that are available, combined with an increasing demand for service will require us to increase funding through innovative approaches. To identify innovative funding opportunities, the following steps have been identified for this Action Item:

- Hire a Grantwriter, on a contingency basis, to locate and secure grants;
- Investigate an increase of plan review and permit fees;
- Investigate increasing the recovery of the cost of inspections;
- Review the current false alarm fee;
- Ensure the recovery of the cost of services provided;
- Investigate the community support for a subscription program for medical responses;
- Investigate developing a non-profit corporation to fund and capture donations; and,
- Develop an "Adopt a Brick" program for new fire stations.



5. Action Item: Review and Enhance our Cost Recovery System

Reviewing and enhancing our cost recovery system would provide a mechanism to update the current fee structure and determine if we can charge additional fees for services provided. To increase the recovery of the cost of our services, the following steps have been identified for this Action Item:

- Perform a cost analysis on the fees we charge and review the feasibility of charging new fees;
- Be more aggressive on collections of fees;
- Evaluate outsourcing emergency medical services billing;
- Consider expanding the Emergency Medical Service Program; and,
- Look into establishing a prepayment policy for selected services.



6. Action Item: Sensitivity and Awareness of City Council Issues

To ensure that we are performing in harmony with the City's mission and that we are responsive to the City Council's policies on relevant issues, we need to increase our sensitivity and awareness of those issues. In order to best implement City Council policy, the following steps have been identified:

- Be aware of the issues facing the City and City Council:
 - Know the City Council goals and objectives;
 - Review City Council agendas;
 - View the City Council meeting in the fire stations and invite the community to join us;
 - Display City Council member photographs in the fire stations;
- Educate the City Council about the mission and services provided by the Fire Department;
- Become more familiar with City plans and documents:
 - General Plan, and the individual Elements thereof;
 - Specific Plans; and
 - City Budget.





Strategic Priority 4: Deploy Our Resources Effectively

It is important to periodically review deployment and staffing guidelines to ensure that personnel are used in the most cost-effective manner and that procedures are producing the desired results. The following Action Items will allow the Department to make those assessments.

1. Action Item: Complete a Standard of Coverage Assessment

In general, Department members hold the perception that the volume of work has increased without a corresponding increase in staffing. Coverage standards make it difficult to schedule training and other special duties without creating excessive demands. A review and refinement of policies and standards may help mitigate this issue. The following steps have been identified for this Action Item:

- Use a nationally accepted model;
- Evaluate current staffing, needs, and deployment;
- Forecast future needs based on demographic shifts and population trends;
- Review of the need for staff adjutant positions;
- Consider the benefit of adding staff to offset predictable vacancies;
- Review policies that specify district coverage standards; and,
- Review staffing standards during training and other activities.

2. Action Item: Implement the Recommendations of the Permit Center Audit

At the request of the City Manager, this audit was completed many months ago by an outside consultant, but implementation of the recommendations is pending. The following steps have been identified for this Action Item:

- Propose appropriate budget changes; and,
- Ensure Permit Center employees are included in the process.

3. Action Item: Explore Response Strategy Alternatives

The Department currently responds to every call for service. While this level of response is coveted, it may not be the most appropriate use of Fire Department resources. To ensure the most effective strategies are used, the following steps have been identified for this Action Item:

- Fully explore the use of tiered responses;



- Identify alternative responses to chronic false alarms and nuisance calls;
- Review and consider modifications to how we respond to certain calls that may not require our services or fit our mission; and,
- Review safety issues created by our response strategies.

4. Action Item: Prioritize Current Responsibilities

Our view of ourselves, as a “can-do” organization, may have caused us to take on too many special projects and tasks. It is now time to re-examine these projects and tasks. The following steps have been identified for this Action Item:

- Identify, list, evaluate and prioritize all current duties, programs, and responsibilities;
- Identify any underutilized resources;
- Determine if we can allow for rotation of resources between projects; and,
- Eliminate, modify, or find alternatives to low priority duties, programs, and responsibilities.



5. Action Item: Targeted Recruitment

The Department has made a considerable effort to hire the very best people and achieve a workforce that reflects the community. We need to continue and refine this effort. The following steps have been identified for this Action Item:

- Continue current efforts to find the very best candidates for the Department;
- Ensure our targeted recruitment efforts reach out to candidates that are reflective of our community;
- Ensure our targeted recruitment identifies those candidates possessing the skills we need; and,
- Define and communicate to all staff what our targeted recruitment efforts hope to achieve.



6. Action Item: Maintain Leadership in Fire Service Profession

The Pasadena Fire Department continuously strives to be a leader in the fire and life safety services profession and the model of a successful fire department. In order to maintain our leadership, the following steps have been identified for this Action Item:

- Be objective and open to new approaches and change;
- Create an environment where innovation is encouraged, with the recognition that new ideas may not create the intended results and adjustments are to be expected;
- Target cutting-edge technology by accepting opportunities to be a beta site, and then evaluate and report the findings publicly;
- Participate in organizations outside the Department and seek leadership roles:
 - Join task forces and committees;
 - Recognize and ensure that the Department and the City supports outside involvement;
 - Assign projects and programs to individuals who have interest in the particular area, as opposed to particular ranks;
- Provide more training to other fire departments;
- Create and provide training that challenges us to improve;
- Encourage staff with expertise to publish articles; and,
- Encourage individuals to assume the attributes of a good leader.

7. Action Item: Pursue Accreditation

The Department pursued accreditation some years ago, but the effort was discontinued before accreditation could be achieved. Accreditation continues to be a desirable endeavor and will underscore the Pasadena Fire Department's "World Class" status. This effort should be renewed so that the Department becomes accredited as a part of this Strategic Plan.

8. Action Item: Fire Service Consolidation

The Pasadena Fire Department will complete the consolidation planning process with South Pasadena.



Strategic Priority 5: Improve Our Infrastructure

Existing and future infrastructure for the Pasadena Fire Department should be part of a long-range plan to ensure it supports our mission.

1. Action Item: Develop a Master Plan for Fire Department Facilities

Developing a Master Facility Plan that inventories existing Fire Department facilities and outlines a replacement and refurbishment plan would allow the Department to ensure its facilities are meeting the needs of the Department. The following steps have been identified to assist in creating the Master Facility Plan:

- Review the existing inventory of facilities maintained by the Building Systems and Fleet Maintenance Division (BSFMD) of the Public Works Department;
- Ensure all principle decision-makers share the same vision for Fire Department facilities;
- Identify existing and future needs;
- Obtain property for new facilities;
- Ensure strategic placement of fire stations consistent with the following issues:
 - Response times;
 - Traffic issues;
 - Plans for future development in the City;
- Ensure clear communication with BSFMD, including:
 - Analysis of existing and future needs;
 - Funding of new projects;
- Assess security needs;
- Ensure compliance with all laws and regulations, including:
 - Compliance with vehicle exhaust regulations;
 - Compliance with codes and standards for mixed gender dorms;
 - Compliance with the Americans with Disabilities Act;
 - Compliance with contamination control measures;
 - Compliance with ventilation codes;
- Explore construction of new training facilities, including classroom and tower sites;
- Ensure inclusion of a fitness area in fire station designs;
- Locate sleeping quarters far from showers and rest rooms;
- Resolve the issue of the desire for individual dorms;
- Locate Fire Administration at a new fire station;
- Analyze the potential to lease some of the "new" space to others;
- Improved use of modern technology;



- Locate dedicated space for a Department Operations Center and City Emergency Operation Center;
- Ensure industrial quality construction, equipment and furnishings;
- Explore outsourcing janitorial service;
- Design space for storage in new fire stations;
- Assess equipment needs;
- Plan for office space needs;
- Design conference and community meeting rooms in fire stations;
- Include community outreach space in fire station designs; and,
- Assess and design adequate space for parking.

2. Action Item: Acquire or Build a Training Facility

The planning team identified the need for a training facility where fire suppression, emergency medical services, hazardous materials and other training can be accomplished. This facility should be a regional training center developed in cooperation with other local fire agencies. The following steps have been identified for this Action Item:

- Educate Community and City Council on the need for a training facility;
- Invite area Fire Chiefs to form a committee to develop a joint powers agreement for the training facility;
- Perform a needs assessment including:
 - Compliance with NFPA Standards
 - Space needs
 - Multiple uses at the facility:
 - Live fire;
 - Confined space;
 - Burn tower;
 - Classroom;
 - Incorporation of state of the art technology;
 - Assess existing and future needs;
- Environmental impact studies; and,
- Fund, select and acquire the necessary property.





3. Action Item: Move Fire Administration Offices

Many years ago Fire Administration was relocated to rented space downtown, in what was to be a temporary location. This rented space is not only costly, but also not easily accessed by the public, fire department personnel, and apparatus. Fire Administration should be relocated into a historic building or a Fire Station. To relocate Fire Administration, the following issues have been identified for this Action Item:

- Ensure adequate meeting, storage and parking space;
- Ensure the new location is in a structure that complies with Essential Facility Standards;
- Evaluate placement of the City Emergency Operations Center (EOC) at Fire Administration;
- Assess and plan for security needs; and,
- Incorporate the use of technology, such as video conferencing with the fire stations.

4. Action Item: Mitigate Traffic Issues

Traffic is, and will continue to be, an issue in Pasadena. Traffic effects response times, the safety of employees, and increases equipment wear. To mitigate traffic issues, the following steps have been identified for this Action Item:

- Continue to actively pursue traffic signal preemption for arterial traffic;
- Work with other City departments to address:
 - Street closures;
 - The effects of speed bumps regarding fire safety;
 - Gold Line effects on response times at street crossings;
- Understand other City department's concerns;
- Work with the Police Department to educate motorists about traffic safety issues and encourage the enforcement of traffic laws;
- Evaluate what other agencies are doing to mitigate traffic issues;
- Educate the community regarding the impact of traffic on fire safety;
- Analyze and improve our driving skills; and,
- Train employees about the Traffic Incident Management (TIM) system.



5. Action Item: Plan for Radio Frequency Conversion

The FCC will be decreasing the bandwidth used by Public Safety agencies in the future. Our dispatch center has the capability to comply with the shorter bandwidth, but our mobile and hand held radios are not compatible with the new bandwidths. Existing radio equipment does not have encryption capability for homeland security needs, and does not allow Pasadena Fire Department to communicate with some other agencies. Meeting future radio communications needs will necessitate the replacement of virtually all Department radio equipment. To plan for the replacement of these radios and handhelds, the following steps have been identified for this Action Item:

- Identify and inventory all radio equipment and create a replacement plan;
- Evaluate opportunities for collaboration with other agencies;
- Train all employees to properly use the new equipment; and,
- Review policies and procedures for consistency with the new equipment.

6. Action Item: Support the Upgrade of Computer Aided Dispatch System

A new Computer Aided Dispatch (CAD) system upgrade is planned for the Verdugo regional dispatch center. This system upgrade will affect all personnel. In order to support the CAD upgrade, the following steps have been identified for this Action Item:

- Assign the Fire Department's IT Analyst as the Department's project manager;
- Ensure computers at the fire stations will support the new CAD system;
- Ensure our system for completing fire reports will be compatible with the new CAD system; and,
- Train all employees to use the new system.

7. Action Item: Upgrade the Telestaff System

The Telestaff software system is used to track scheduling for Fire Department personnel. A new version of software is scheduled to be released and the current system will need to be upgraded. In order to effectively upgrade, the following steps have been identified for this Action Item:

- Evaluate the possibility for the desired internet access capability;
- Identify a funding source;
- Train staff to properly use the new version; and,
- Revise policies, procedures, and guidelines to maintain consistency with the new version.



Addendum No. 1



Strategic Planning Team Members:

Scott Austin	Denis Imler
Tony Bagan	Seaton King
Pari Bagayee	Kevin La Presle
Alvin Blades	Chris Latham
Steve Choe	Fred Law
Kevin Costa	Steve Lawhorn (not pictured)
Harry Crusberg	David Marquez
Lisa Derderian	Henry Moreno
Dennis Downs	Doug Myers
Wendell Eaton	Felipe Niquete
Sean English	Peggy Palmer
Mark Fasick	Scott Pursell
Christine Ferguson	Dan Rosetti
Ray Gordon	Bob Taylor
Mattie Henderson	Calvin Wells

Facilitators:

Richard Thomas
Sharon Thomas



Addendum No. 2

Stakeholders

Stakeholders who made presentations:		
Name	Title	Corporation
Larry Wilson	Editor	Pasadena Star News
Bernard Melekian	Police Chief	City of Pasadena
Jay Goldstone	Director of Finance	City of Pasadena
Frank Clark	Executive Director	Ecumenical Council of Pasadena Area Churches
Roger Smith	CEO	Pasadena Center Operating Company
Darryl Dunn	General Manager	Rose Bowl Operating Company
Lynne Hess	President	Pasadena Chamber of Commerce
Barbara Garcia	Executive Director	Pasadena Convention and Visitors Bureau
Dr. Percy Clark	Superintendent	Pasadena Unified School District
Bill Bogaard	Mayor	City of Pasadena
Cynthia J. Kurtz	City Manager	City of Pasadena
Richard Bruckner	Director of Planning and Development	City of Pasadena
Joyce Amerson	Director of Transportation	City of Pasadena
Phyllis Currie	General Manager of Water and Power	City of Pasadena
Martin Pastucha	Director of Public Works	City of Pasadena

Stakeholders that were interviewed and chairs of interview teams:	
City Council	Felipe Niquete
City Employees	Dan Rosetti
Community Leaders	Calvin Wells
Neighborhood Associations and Groups	Wendell Eaton
Local Non-Profits (Red Cross/Salvation Army)	Lisa Derderian
PFD Internal Group	Seaton King
Local Developers	Scott Pursell
Public Health	Kevin Costa
Local Hospitals	Kevin Costa
Tournament of Roses	Kevin La Presle
Rose Bowl Operating Company	Kevin La Presle
Business Associations (Old Town, etc.)	Alvin Blades
Historical Society (Pasadena Heritage)	Bob Taylor
Other Area Fire Departments	Harry Crusberg
Citizens	Scott Pursell
Leadership Pasadena	Scott Pursell
Safety Group (Fuller, Art Center and Cal Tech)	Kevin Costa
LA County Department of Health Services	Kevin Costa



Addendum No. 3

Revised 1/21/10

Implementation Matrix

	Priority	Start Date	Completion Date	Chair	Team Members
Reach Out to Our Community - Wells					
Enhance Our Public Education	2	07/15/06	Ongoing	B. Gibson	Guerrero, Moreno, Derderian, Serna
Utilize Fire Stations as Community Centers	3	07/31/06	Completed & Ongoing	B. Gibson	Imler, Fasick
Promote Pasadena Fire Department to the Community	1	09/15/05	Completed & Ongoing	M. Johnson	Bagayee, Derderian, Latham, Henderson, Tam
Enhance Our Participation in Special Events Planning	2	04/15/05	Completed & Ongoing	Fasick	Imler, Ferguson, Palmer, Thomas, Gomez, Derderian
Survey our Customers	1	07/01/06	Completed & Ongoing	M. Johnson	Fasick, Bagayee, Watson
Increase Outreach to Other City Departments	1	04/15/05	Completed & Ongoing	M. Johnson	Derderian, Rosetti
Define and Enhance Our Relationship with the Homeless	2	11/15/05	Completed & Ongoing	Costa	La Presle, Latham, Todd, Heraldez, Roldan, King, Ambler
Enhance the Pasadena Fire Department Website	1	03/15/05	Completed & Ongoing	Fasick	Costa, Derderian, Imler, Henderson, Massie, Tam
Develop our Employees and Our Organization - Wells					
Develop Career Track Training	1	09/15/05	01/01/2010 40% completed – continue into next Strategic Plan	M. Johnson	Austin, Kurdoghlian, Cowan, Taylor, Marquez, Bagan, King
Refine Special Assignments Approach and Training	1	09/15/05	Completed & Ongoing	Imler	Taylor, Bagan, Fasick, M. Johnson
Refine Promotional Track Approach and Training	1	06/15/05	Completed & Ongoing	M. Johnson	Shift Battalion Chiefs
Pursue Succession Planning	1	02/01/05	Completed & Ongoing	Imler	Bagan
Improve the Promotional Process	1	03/01/06	Ongoing	M. Johnson	Moreno, Austin, Bagan, Costa, King
Revise the Master Training Plan	1	05/15/05	Completed & Ongoing	M. Johnson	Bagan
Complete the Revision of the Evaluation Form	1-2	04/15/05	Completed - Training in March 2010	Wells	Bagan, Henderson, Ferguson
Review and Refine Communication Mechanisms	1-2	08/15/05	Completed & Ongoing	G. Gardner	La Presle, Tam
Produce a Newsletter	2	01/15/06	Completed & Ongoing	Costa	Alderete, Derderian, English, Figueroa, La Trobe, Ramstead, Tam
Deliver State of Department Address		04/15/05	Completed & Ongoing	Downs	
Fine Tune Use of Chain of Command	1	01/30/06	Completed & Ongoing	Wells	



	Priority	Start Date	Completion Date	Chair	Team Members
Develop and Manage our Resources - Fasick					
Rewrite Policies and Procedures - Rules and Regulations	1-2	06/15/05	As 1/21/10 – 20% completed continue into next Strategic Plan	M. Johnson	La Presle, Hurtado
Review the Cost of How We Are Doing Business	3	07/15/05	Completed & Ongoing	Fasick	Myers, Bagayee
Control the Cost of Our Services	1	07/15/05	Ongoing	Fasick	Henderson
Find Innovative Ways to Increase Funding	1-2	07/15/05	Ongoing	Fasick	Henderson
Review and Enhance Our Cost Recovery System	1	05/15/05	Completed & Ongoing	Fasick	Choe, Latham, Bagayee, Myers, Costa
Sensitivity and Awareness of City Council Issues	1-2	05/15/05	Ongoing	Downs	Austin
Deploy Our Resources Effectively - Wells					
Complete a Standards of Coverage Assessment	1-2	03/01/06	04/15/10	Gordon	Costa, Gardner, Avakian, Ramstead, Tam
Move Permit Center Audit Forward	1	03/15/05	Completed & Ongoing	Fasick	Myers, Bagayee
Explore Response Strategy Alternatives	2	09/15/05	Completed & Ongoing	La Presle	
Prioritize Current Responsibilities	1	04/15/05	Completed & Ongoing	Rosetti	Moreno
Targeted Recruitment	2	04/15/05	Ongoing	Wells	Austin
Maintain Leadership in the Fire Service Industry	1-2	01/15/06	Ongoing	Wells	Open Recruitment in process, Weckerle, Myers
Pursue Accreditation	2-3	07/01/07	First draft 90% completed - continue into next Strategic Plan	M. Johnson	Banks, Bondarczuk, Caffey, Chiechi, Cuskey, Hansen, Hobbs, La Presle, Laveaga, Moore, Organ, Reno, Rogers, Trautwein, Ward, Witt, Rosetti, T. Rodriguez
Fire Service Consolidation	1	11/15/04	Completed	Downs	Fasick
Improve our Infrastructure - Wells					
Develop a Master Plan for Fire Department Facilities	2-3	09/30/06	Completed	Imler	Gordon
Acquire or Build a Training Facility	1-2	03/30/06	Continue into next Strategic Plan	Gordon	Myers, Choe, King, Kurdoghlian
Move Fire Administration Offices	1	01/15/05	Continue into next Strategic Plan	Wells	Myers
Mitigate Traffic Issues	2-3	11/01/04	In Process – Ongoing	Imler	Derderian, Marquez, Latham
Radio Frequency Conversion	3	11/15/04	Completed & Ongoing	Dandridge	M. Johnson, Smith



	Priority	Start Date	Completion Date	Chair	Team Members
Upgrade Computer Aided Dispatch System and Computers	2	02/15/05	Completed & Ongoing	Gordon/ Verdugo Rep.	Rosetti
Upgrade TeleStaff	2	08/15/05	Completed & Ongoing	Tam	Choe, Rosetti, King, Henderson
Completion of Strategic Plan Document	1		Completed	Gordon	Chief Downs



Addendum No. 4

Completion of the Strategic Planning Document

Action Item	Responsible	Volunteers	Due
Thomas Consulting Writes and sends Draft #1	Thomas Consulting		2-3 weeks
Publication Team produces second draft, reviews and edits document	Gordon	English, Costa, La Presle	2-3 weeks
Circulate second draft to Planning Team to refine and approve Plan document	Gordon	English, Costa, La Presle	2 weeks
Publication Team writes third Draft – finalizes to Chief for final approval	Gordon	English, Costa, La Presle	1 week
Plan to Printer	Gordon	English, Costa, La Presle	3 weeks
Presentation to the Fire Department	Downs		1 Week
Chief releases Plan to: <ul style="list-style-type: none"> ✓ Planning Team ✓ Department ✓ City Staff/Council ✓ Public/Stakeholders ✓ Website 	Downs		Total 13 weeks from December 9, 2004



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Published - August 2005*
