



Pasadena Fire Department

Strategic Plan 2011-2015

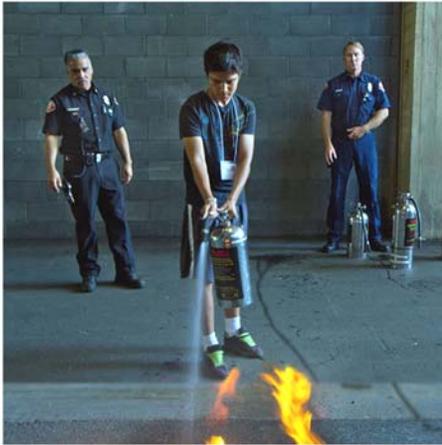


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OFFICE OF THE FIRE CHIEF

On behalf of the Pasadena Fire Department, I am honored to present the Department's second, successive Strategic Plan. The culmination of this Plan is the result of the hard work and dedication of 38 Fire Department members, each volunteering their time, energy and talents to create this road map toward the Department's future. It has been said, "Failure to plan is planning to fail." This document represents the vision that Department members have for the future success of Pasadena's Fire Department.

With the Department's first-ever Strategic Plan ending in 2010, a new Strategic Planning Team was convened in December of that same year. As with the first Plan, the new Planning Team was comprised of a cross section of the Department with representation from all ranks and classifications. One of the first tasks the Planning Team undertook was to identify internal and external "stakeholders" that would need to be interviewed by subcommittees of Team members to better understand their expectations of the Department. Team members then identified "key stakeholders" that would be brought in to address the entire Team as opposed to being interviewed by a subcommittee.

Following stakeholder input, a Steering Committee was developed, made up of 27 members from the Strategic Planning Team. The Steering Committee met over three consecutive days, February 7 – 9, 2011, during which Richard and Sharon Thomas, of Thomas Consulting, facilitated development of this Strategic Plan.

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

- Focus on Our Organization
- Improve the Department's Training Plan
- Improve Department Facilities
- Enhance Community Interaction

Action Items were developed for each of the Strategic Priorities, to better define what success would look like in accomplishing them. If Strategic Priorities are the "what," then Actions Items are the "how."

This Plan represents innumerable hours of work by members of the Strategic Planning Team and Steering Committee. I want to thank each member, our stakeholders, and Thomas Consulting for your respective part in bringing this successive Plan to fruition.

Sincerely,


DENNIS J. DOWNS
Fire Chief

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Department vision, mission and values

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.

Values 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.

Department Slogan

“Desire To Serve - Courage To Act”

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.

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.

The Plan

Introduction

Welcome to the Pasadena Fire Department’s Strategic Plan for 2011 to 2015. This document is designed to serve as a guide for management decision-making, resource allocation, and prioritization of resources over the next four years.

Background

The idea of creating a Strategic Plan to help identify and provide the best services possible to the community was moved toward reality by Fire Chief Dennis J. Downs in 2005. With this vision in mind, Chief Downs recruited a Strategic Planning Team 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. As a result of this team’s hard work the Pasadena Fire Department’s 2005–2010 Strategic Plan was developed.

Over the next five years the Department undertook the task of completing the 2005-2010 Strategic Plan Action Items. During that five year period, the Plan allowed the committees to focus specifically on targeted items designed to improve our service. Our public education program was enhanced, and we began to use the fire stations as community centers. Communication lines between departments were improved, as information about our wide range of services was explained. A comprehensive



homeless resource guide was completed and is in service today. Internally, training programs for employee development were created and implemented. All programs and services were evaluated for efficiency, and many cost saving measures were put into effect. There are 11 Action Items that have been carried over into this Plan, as some of the projects and issues are ongoing.

(The 2005-2010 Strategic Plan can be viewed online at:
http://cityofpasadena.net/Fire/Forms_and_Publications/)

From December 2010 through February 2011, a new Strategic Planning Team was convened and the process of creating the 2011–2015 Strategic Plan began. The team's first priority was to gather input from the community served by the Pasadena Fire Department. A list of "stakeholders" was created by the team, and a set of questions was developed. The identified stakeholders represented a broad base of the community that included the Mayor, City Manager and City department heads, as well as representatives from the clergy, business community, Pasadena Unified School District, emergency medical profession, community organizations, and news media.



During two all-day meetings in February 2011, 21 of the stakeholders (see Addendum No. 2) made presentations to the planning team. The planning team also broke into 32 committees that went out to the community and interviewed other stakeholders (see Addendum No. 3) using the set of questions developed by the team. The committees then presented the responses to the entire planning team.

The planning team members were also asked to interview their peers, so internal stakeholders' 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 February 2011 meetings.

To allow all Pasadena Fire Department employees an opportunity to participate in the Strategic Planning process, an electronic survey was distributed to all Department employees. Of the 184.5 Pasadena Fire Department employees, 120 employees participated and responded to the survey, which resulted in a 65% response rate. The results of this survey were presented to the entire planning team during the February planning workshop.



On February 7 through February 9, 2011, a Strategic Planning Workshop was held off-site. Members of the planning team participated in an intense process facilitated by Richard and Sharon Thomas. Their company, Thomas Consulting, specializes in working with public safety agencies.

During the three-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 both the stakeholders and members of the Fire Department. 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.

Additionally, the planning team conducted an assessment of the Department's strengths and weaknesses, and identified opportunities and threats/challenges (SWOT) to the Department. The planning team examined the Department's core principles and reviewed the Department's Mission, Vision, and Values Statements and found they were not only current, but embraced by the Department.



Using the Department's Mission, Vision and Values as a filter, 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 four Strategic Priorities, each with its own set of Action Items.

The four Strategic Priorities are:

- Focus On Our Organization
- Improve the Department's Training Program
- Improve Department Facilities
- Enhance Community Interaction

The planning team reviewed the 2005–2010 Strategic Plan and found eleven Action Items were still relevant and incorporated those Action Items in the 2011–2015 Strategic Plan.

The planning team decided that the Department's process used to ensure completion of the 2005-2010 Strategic Plan was still appropriate and determined that the 2011-2015 Strategic Plan should be reviewed in detail at six-month intervals. 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

The 2005–2010 Strategic Plan was successful and moved the Department in a positive direction. The 2011-2015 Strategic Plan and its 28 Action Items will assist the Pasadena Fire Department with continuing to move toward the future.



Strategic Priorities and Action Items

Strategic Priority: Focus On Our Organization

Action Item 1: Clearly Define Departmental Priorities

In light of fiscal difficulties it is even more important that organizational priorities are clearly defined so that we can focus our resources in a way that our top priorities are carried out fully. This does not mean that other concerns cannot be addressed, but they must be carried out in a manner that does not interfere with our highest priorities. To better define our priorities and identify ways to accomplish them more efficiently, the following actions have been identified:



- Clarify our priorities into the categories of top, intermediate, and low (for example):
 - Response to emergencies
 - Readiness to respond to emergencies including training, and maintaining equipment, apparatus and facilities
 - Prevention and mitigation efforts
 - Preparing the community for emergencies and disasters
- Ensure the top priorities are supported with the necessary resources including funding and personnel
- Implement the plan developed in response to this Action Item in a way that it is clearly understood and acted upon by all Department staff
- Refine and update the work completed on this topic in the 2005-2010 Strategic Plan and use it to help guide efforts on this Action Item
- Publish top priorities alongside our Mission Statement, include top priorities on our website
- Examine the scope and level of the programs and services we offer. Assess any gaps and create solutions to meet these needs.
- Refine the use of the “Outlook Calendaring” system so that it minimizes interference with top priorities
- Examine workload distribution by station and other work units, especially as it relates to collateral and special duties
- Consider using stations differently for lower priority programs (example: it may be prudent to exempt certain stations from tours)

Action Item 2: Improve Firefighter Safety

Firefighter safety is an issue that can never be ignored. While the Department currently places the highest value on firefighter safety, we must take the position of continuous improvement and apply this principal throughout the Department in all that we do.

- Standardize reporting of “near misses”
- Consider participation in the “Everyone Goes Home” program from the National Fallen Firefighters Foundation. Collaborate with Pasadena Fire Fighters’ Association (PFFA) in this effort
- Consider participating in the “Safety Stand Down” program created by the International Association of Fire Chiefs (IAFC) to increase safety awareness
- Develop criteria that triggers an after action debriefing
- Increase the frequency of in-service firefighter survival training
- Continue to collaborate with the Public Health Department on public health issues
- Stress personal responsibility to make full use of safety equipment and procedures

Action Item 3: Increase Continuity Between Shifts, Stations, and Staff

The strategic planning process identified a need to improve continuity between shifts, stations and other staff, especially as it relates to training, adherence to established protocols, and accountability.

- Clarify priorities, and the expectations that result, and present these with a message from the Fire Chief and Chief Officers. (Companion with Action Item 1: Clearly Define Department Priorities)
- Develop a comprehensive in-service training program
- Convene regular Captains’ meetings
- Hold quarterly meetings that are attended by line staff, supervisors and management

Action Item 4: Increase Communication Between Management and Line Staff

Management and line staff can benefit from hearing directly from each other and communicating more frequently. The 24 hour nature of the fire service and dispersed geographic location of its work units increases the challenge, as does the separation of Fire Administration in its current facility. To address this issue, the following actions have been identified:



- Publish staff meeting minutes in a timely fashion (within 24 hours)
- Consider an electronic suggestion box
- Move Fire Administration into one of the stations (this is dependent on funding for the design and building of a new station)
- Ensure chief officers are available for frequent opportunities to visit informally with line staff

Action Item 5: Integrate Plan Checking with Field Inspections

The Pasadena Fire Department is committed to serve the business community in an effective and efficient manner. Streamlining the permit and inspection process through the use of technology will provide improved service to our businesses. We can achieve these efficiencies without compromising public safety.

New Construction

- Closely monitor Plan checks and inspections
- Examine the training and education requirements for Plan Checkers and inspectors. Evaluate if further training is needed
- Explore opportunities for information exchange with the Building Department to expand their knowledge of Fire Codes and Ordinances
- Create an “informational packet” for new businesses on the Fire Code requirements for the City of Pasadena
- Update the Fire Department website to include information designed to educate and assist the business community
- Nurture positive relationships with Building Inspectors
- Coordinate inspections with the Building Department
- Ask other departments to utilize the Tidemark “Notes” field more frequently
- Update Fire Prevention meetings to include sessions on target issues and continuing education



Annual Inspections

- Train all employees to do inspections uniformly
- Ensure that standard methods are used for how we apply established fees
- Evaluate if our inspections are conducted with the appropriate frequency according to best practices

Action Item 6: Evaluate Service and Program Efficiency

With the looming budget cuts, and as good stewards of public funds, we need to continually evaluate the cost of the programs and services we provide. Making changes will require all staff to assess our services and programs, and determine if what we are providing is right for our community. All facets of our service can be evaluated to determine ways of being more cost efficient. These include:

- Fire Operations
- EMS
- Bike Team
- USAR
- Public Education
- Fire Prevention
- Pasadena Emergency Response Team (PERT)
- Hydrant Program
- Explorer Program
- Wellness Program
- Tri-City Training
- Training



Action Item 7: Complete the Revision of Our Policies & Procedures and Rules & Regulations (Carryover from 2005-2010 Plan)

In 2005, we recognized the need to update the Department's Policies, Procedures, Rules and Regulations manuals. These efforts were designed to accurately reflect any updates in mandates or industry best practices. The following steps have been identified for this Action Item:

- Continue established committee activities

Action Item 8: Complete a Standards of Coverage Study (Carryover from 2005 – 2010 Plan)

In 2005, the Strategic Planning Committee noted that a detailed examination of fire, EMS and rescue services was in order to ensure proper response to all calls for aid. A Standards of Response Cover Study was initiated. In 2011, a contract was awarded to CityGate, and the study is now near completion.

- Continue work of established committee

Action Item 9: Pursue Accreditation

(Carryover from 2005-2010 Plan)

Accreditation continues to be a desirable endeavor and will underscore the Pasadena Fire Department's "World Class" status.

- This effort should be continued so that the Department becomes accredited as part of this Strategic Plan.

Action Item 10: Reinvigorate Our Auxiliary and Explorer Programs

The strategic planning team recognizes that a fully functioning Explorer and Auxiliary Program can serve as a great recruiting base for the Department. It gives the Department an opportunity to evaluate potential firefighters while they serve in these volunteer positions and identify the best candidates for full-time employment within the Department. These programs can also be used to provide services the Department cannot otherwise afford. To reinvigorate our Auxiliary and Explorer programs the following Action Items are identified:

- Ensure the Explorer Program is appropriately funded and staffed
 - Continue funding efforts that make the program as cost neutral as possible
 - Ensure it is adequately staffed with interested and qualified Department staff
 - Revise, as appropriate, the policies that regulate the tasks and assignments Explorers can fill
- Consider re-establishing the Auxiliary Program
 - Collaborate with the Pasadena Fire Fighters' Association to eliminate or mitigate any concerns they may have
 - Offer Auxiliary volunteers incentives that may be favorable
 - Create a direct link to the Explorer Program so that the Auxiliary Program provides Explorers a place to go once they have reached the age limit of Explorers



Action Item 11: Evaluate the Continued Publication of the Pasadena Fire Department Newsletter

Publishing a quarterly newsletter is a time consuming process and requires the allocation of resources, therefore the benefits of continued publication of the newsletter needs to be determined. The evaluation should also determine if an alternate format would be more effective and efficient. Because the newsletter is published quarterly, many employees are already aware of the news items in the newsletter before they read the newsletter. A determination of the productiveness of the newsletter should be made in the near future. The evaluation should include:

- Surveying employees to determine if they read and/or find the newsletter beneficial
- Determine if there is a better way to get news to employees such as:
 - Expansion of the use of e-mail updates to transmit news to employees
 - Formatting the newsletter in more of a journal style
 - Making the newsletter shorter and more frequent
 - Creating a more interactive type of newsletter
 - Use volunteers to create and publish the newsletter
 - Put news on the intranet web page



Strategic Priority: Improve the Department's Training Program

Action Item 1: Refine Special Assignment Training

(Carryover from 2005-2010 Plan)

It is recognized that the special assignment training developed during the past few years is effective, but experience with the training dictates some refinements.

- Continue committee work on the Action Item (carryover from 2005–2010 Strategic Plan)
- Identify the need for additional special assignment training that covers topics not currently offered
- Develop a schedule that offers the training at an appropriate frequency
- Provide training in advance of assignment and need
- Address minimum qualifications and tenure requirements for participation
- Once a plan for the above is developed and implemented, evaluate its success at the one year mark and make any necessary adjustments



Action Item 2: Refine Career Development Training Program

The career development training created as a result of the 2005-2010 Strategic Plan is well accepted and beneficial. As turnover and retirements occur there will be a continuing need for such training and it should be offered and provided to all interested parties. The following actions are offered as refinements:

- Ensure career development training is scheduled on a continuous basis to meet anticipated need
- Evaluate existing career development training
- Develop a mentoring program

Action Item 3: Refine Position and Rank Training (In-Service)

Existing training for positions and ranks currently held by employees is good, but requires some refinement. The purpose of such training is to make individuals even better at the job they currently perform. To refine this training, the following actions are identified:

- Develop a plan to implement quality training, and set clear expectations about type and amount of training expected
- Make position and rank training a priority and provide appropriate time for this training
- Develop refresher training for Electronic Patient Care Reporting (EPCR) system. Provide appropriate training materials/props and make them accessible to all
- Explore establishing performance goals for operational tasks

Action Item 4: Utilize Technology to Increase Training Efficiency

Increase our use of technology to make our training more efficient where possible and appropriate. The focus is on improved efficiency without diminishing quality. Distance learning, video conferencing, training on records management, and providing training to engine companies while they are in district are all candidates for consideration. The actions identified are as follows:

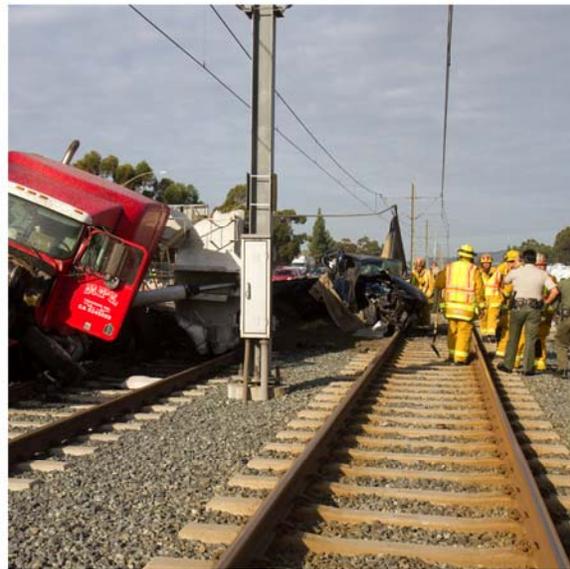
- Explore and research technology options that will increase our training efficiency
- Use technology to distribute and/or provide training
- Use technology to better manage training program
- Use technology to better track training records
- Incorporate distance learning techniques that will help personnel stay in-district



Action Item 5: Explore Regionalized Training Opportunities

A regional training plan is currently being developed, and may serve as a guide for departments that wish to take advantage of these opportunities. Regional training offers cost savings, and will increase our efficiency when responding to incidents that involve mutual or automatic aid. To this end, the following actions are identified:

- Increase opportunities for training with neighboring fire departments, with a focus on low frequency and high risk events
- Identify differences in equipment, apparatus, and protocols used by regional fire departments
- Identify available training facilities in the region and incorporate their use in our training plans as appropriate
- Continue to participate in the development of the regional training plan



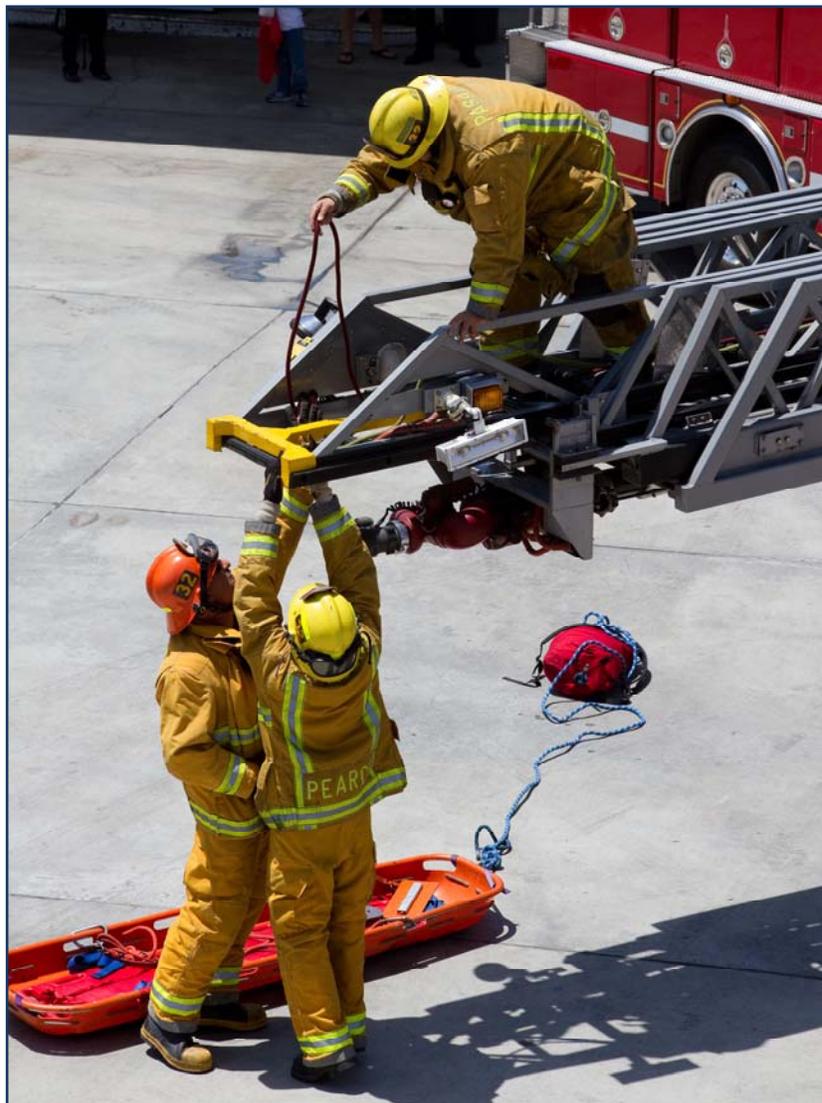
Strategic Priority: Improve Department Facilities

Action Item 1: Acquire a Training Facility

(Carryover from 2005-2010 Plan)

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 the 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



Action Item 2: Move Fire Administration

(Carryover from 2005-2010 Plan)

In 2005, the Strategic Planning Committee identified this Action Item as a priority. Fire Administration's current location is costly and does not offer easy access to the public. Continuing the established committee's work on this item should include:

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

Action Item 3: Explore Drafting a Bond Measure for Fire Station Construction and Improvement

This bond would provide dedicated funds to remodel and replace existing fire stations. Should sufficient support be garnered, inclusion of relocation of Fire Administration and the acquisition of a training facility could be added. It is recognized that for such a measure to be successful, it will require a high level support of the public, fire personnel and community groups. To this end, the following actions have been identified:

- Make a collaborative effort of city leaders, fire management, the Pasadena Fire Fighters' Association and other Fire Department employees
- Develop a clear needs assessment and ensure the voting public is fully aware of the Department's facility needs and building safety issues
- Educate community leaders about the benefits of the bond measure
- Acquire the services of a consulting firm that can guide us through the process

Strategic Priority: Enhance Community Interaction

Action Item 1: Improve Pasadena Fire Department Website

(Carryover from 2005-2010 Plan)

Today, the internet is an effective tool we can use to communicate with our community, other City departments, and other fire departments. In fact, it is often the first way that people look for information on a specific topic. Our existing website is due for upgrading and improvements. Working closely with Pasadena's Department of Information Technology, the new website could be designed to better serve our community by providing a wide range of services.

- Create vision of what the website should look like and what it will provide the user
- Develop content through partnerships with internal and external sources
- Build an interface that is both intuitive and easy to navigate
- Draw from the pool of talented personnel

Action Item 2: Promote the Pasadena Fire Department

(Carryover from 2005-2010 Plan)

The 2005-2010 Strategic Plan included an Action Item to Promote the Pasadena Fire Department. The Planning committee believes that this is still very important. Our Department offers a wide variety of services, demonstrations and training classes. It was apparent while surveying our stakeholders that many in the community were not aware of these opportunities. To solve this problem we must:

- Develop methods to inform others about our program and service offerings
- Review the current Public Education program and update to meet current needs
- Identify, develop and train staff on our key messages
- Participate with community events and projects
- Create an informational video on "what we do"



Action Item 3: Increase Youth Mentoring

The members of the Pasadena Fire Department recognize that the youth in our community are our future. As members of our community, we want to participate in the mentoring of our youth and be positive role models. We can assist our youth by:

- Improve participation with existing youth mentoring programs
- Encourage and support our Department members' participation in external and internal programs
- Identify a logical approach to recruiting youth into the Pasadena Fire Department Explorer Program and transitioning to the Auxiliary Program
- Examine the feasibility of reinstating the Auxiliary Program as a pathway to Firefighter
 - Create a program that meets the needs of both the Department and the future Auxiliary members
 - Investigate the possibility of training volunteers to assist and run programs

Action Item 4: Collaborate With Other City Departments

(Carryover from 2005-2010 Plan)

As a carryover from the 2005–2010 Strategic Plan, the Strategic Planning Committee identified this Action Item as still being relevant. To enhance relationships with other City departments the following steps have been identified:

- Continue Disaster/Emergency Training with other City departments
- Continue joint staff meetings with the Police Department
- Continue to participate in community events and projects
- Continue to write safety messages for the City newsletter—In Focus

Action Item 5: Consider Changing the Name of the Department to "Pasadena Department of Fire & Rescue"

Stakeholders suggested changing our name to the "Pasadena Department of Fire and Rescue" to reflect the service we provide to our community.

- Determine Department members' reaction to suggestion and if appropriate:
 - Develop a committee regarding design and implementation
 - Develop a plan for the transition to the new name

Action Item 6: Enhance Disaster/Emergency Preparedness

Preparing our community for a disaster is one of our top priorities. Many of our stakeholders expressed a desire to work together on this issue. To better prepare our community we can:

- Enhance collaboration with other City departments during EOC exercises and drills
- Improve initial EOC instructional courses, and develop enhanced refresher training
- Determine what the community needs are, and create relevant solutions
- Survey what community organizations have to offer in the event of a disaster
- Inventory City resources and determine how they could best be used in a disaster
- Identify gaps in City resources and develop and a plan to develop alternatives
- Continue with the PERT program
 - Update initial PERT certification program and develop continuing education opportunities
 - Collaborate with neighboring Cities / Agencies
 - Develop a database as a means to keep PERT members informed and as a way to track our volunteer resources



Action Item 7: Regionalize With Other Fire Departments

Regionalization allows us to consolidate resources, eliminate duplication of services, and create a better expert pool. Regionalization offers the opportunity for standardization of Fire Department equipment and practices, allowing for better integration during emergency operations. Regionalization efforts should focus on the following areas:



- EOC – Continue to work and train with other fire departments in the region to prepare for a Disaster/Emergency
 - Continue training on uniformity of EOC positions
 - Sharing resources
 - Examine possibility of shared EOC facilities
- Training – Continue existing joint training and explore opportunities for additional joint training in our region
 - Advance the use of video conferencing for training
 - Explore the possibility of a personnel exchange program
- Continue existing joint purchasing of equipment and apparatus and explore expanding regionally
- Work with fire departments in our region to find commonality in Fire Prevention services
- Explore areas of joint EMS response capabilities

Action Item 8: Explore Alternative BLS Receiving Facility

The Pasadena Fire Department recognizes the problems associated with hospital waiting rooms being overcrowded with non-emergency cases. This issue not only has a direct impact on overall patient care, but causes ambulance response delays in our community. Solutions to this issue require a cooperative effort with our partner agencies to develop an alternative receiving facility strategy for this type of patient.



- Perform an analysis as to the scope of the problem and the potential benefits of alternative receiving facilities
- Develop program objectives and expectations
- Ask the LA County Department of Health Services for approval for a Pilot Program
- Complete appropriate training and education of Pasadena Fire Department staff, Huntington Memorial Hospital staff, and the staff of the alternative receiving facilities

Action Item 9: Mitigate Traffic Impacts

(Carryover from 2005-2010 Plan)

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

- Continue existing committee activities with respect to implementation of city-wide traffic signal preemption

Addendum No. 1 Strategic Planning Members



Jon Bondarczuk (not pictured)

AC Brown

Ryan Caines (not pictured)

Neal Cheng (not pictured)

Chad Cornelius (not pictured)

Kevin Costa

Scott Dandridge (not pictured)

Lisa Derderian

Chris Dickey

Art Dominguez (not pictured)

Dennis Downs

Ted Ecklund

Sean English

Nik Ewing (not pictured)

Christine Ferguson

Chris Figueroa (not pictured)

Brett Gibson

Ray Gordon

Salim Haddad (not pictured)

Emilio Heraldez

Anthony James (not pictured)

Jerry Kenoly

Seaton King

Kevin La Presle (not pictured)

Steven Lawhorn

Doug Myers (not pictured)

Tim Okimura

Justin Pagliuso

Peggy Palmer

Jaime Pinedo (not pictured)

Paul Porraz

Christopher Ramstead

Dan Rosetti

Robert Sepulveda (not pictured)

Sean Timoney (not pictured)

Calvin Wells

Matt Wickham

Todd Witt

Addendum No. 2 Stakeholder Presentations

Name	Title	Organization
Darryl Dunn	General Manager	Rose Bowl Operating Company
Mike Ross	CEO	Pasadena Center Operating Company
Andy Green	Finance Director	City of Pasadena
Richard Davis	Budge Administrator	City of Pasadena
Steve Mermell	Interim Director of Planning and Development	City of Pasadena
Philip Sanchez	Police Chief	City of Pasadena
Dan Rix	City Engineer	City of Pasadena
Jenny Van Slyke	HMH PreHospital Coordinator	Huntington Memorial Hospital
Karen Knudsen	HMH BSN Manager	Huntington Memorial Hospital
Dr. Eric Walsh	Director of Public Health	Pasadena Public Health Department
Al Moreno	Office Administrator HMF	Pasadena Community Urgent Care
Bill Bogaard	Mayor	City of Pasadena
Edwin Diaz	Superintendent	Pasadena Unified School District
Randy Ertell	Executive Director	El Centro Ecumenical Council
Pat O'Reilly	Director	Pasadena Area Churches
Ray Krakowski	Fire Chief	Burbank Fire Department
Harold Scoggins	Fire Chief	Glendale Fire Department
Chris Donovan	Fire Chief	Monrovia Fire Department
Steve Mulheim	President	Old Pasadena Management District
Gina Tleel	Executive Director	South Lake Business Association
Paul Little	President	Pasadena Chamber of Commerce
Michael Beck	City Manager	City of Pasadena

Addendum No. 3 Stakeholder Committees

Organization	Committee Chair
City Attorney and Human Resources	Brett Gibson
Public Works - Facility Maintenance	Tim Okimura
Public Works - City Yards	Salim Haddad
Water and Power	Kevin La Presle
Fire Department	Matt Wickham
Volunteers	Sean Timoney
Tournament of Roses	Justin Pagliuso
Pasadena Center Operating Company	Christopher Ramstead
Verdugo Fire Communications Center	Ray Gordon
Pasadena Unified School District	Jerry Kenoly
DoIT	Sean English
Pasadena City College	Jaime Pinedo
Caltech	Todd Witt
Human Services, Recreation and Neighborhoods	Chad Cornelius
Libraries	AC Brown
Humane Society	Robert Sepulveda
Neighborhood Associations	Anthony James
Housing	Doug Myers
City Council	Sean English
Non-Profits - American Red Cross	Anthony James
Non-Profits - Salvation Army/Union Station	Emilio Heraldez
Media	Lisa Derderian
Local Businesses	Matt Wickham
Churches	Art Dominguez
Private Schools	Paul Porraz
LA County Department of Health Services	Emilio Heraldez
Convalescent Hospitals	Art Dominguez
California Highway Patrol	Chris Dickey
Mutual Aid	Dan Rosetti
Vendors	Scott Dandridge
Military	Todd Witt
LA County Sheriff's Department	Sean English

Addendum No. 4 Implementation Matrix

Focus On Our Organization - Costa						
Action Item Number	Action Item	Priority	Start Date	Completion Date	Chair	Members
1	Clearly Define Departmental Priorities	1	8/2011	2/2012	Rosetti	Ramstead, Okimura, Wells
2	Improve Firefighter Safety	1	8/2011	Ongoing	King	Heraldez, Dominguez, Witt, Costa, Ecklund, Pagliuso, Brown, Kenoly, Okimura, Dickey, R. Sepulveda, Sorensen
3	Increase Continuity Between Shifts, Stations, and Staff	2	1/2012	Ongoing	Trautwein	Costa, English
4	Increase Communications Between Management and Line Staff	2	1/2013		Costa	English, Wickham, Heralddez
5	Integrate Plan Checking with Field Inspections	2.5	1/2013	12/2013	Wickham	Wells, Lawhorn
6	Evaluate Service and Program Efficiency	1	3/2012	Ongoing	Wells	Cornelius, Pinedo
7	Complete the Revision of Our Policies & Procedures and Rules & Regulations	1	In progress **	In Progress	LaPresle	Hurtado, Bondarczuk, Caines, Figueroa, Costa
8	Complete a Standards of Coverage Study	1		7/2013	Costa	English
9	Pursue Accreditation	1	In progress **	Ongoing	Bagan	Rosetti, Brown, Cuskey, Rodriguez, Hansen
10	Reinvigorate Our Auxiliary and Explorer Programs	1	10/2011	Ongoing	Brown	Dickey, Porraz, Kenoly, King, Roldan, Hansen
11	Evaluate the Continued Publication of the Pasadena Fire Department Newsletter	1	9/2011	12/2011	English	Costa, Figueroa
Improve the Department's Training Program - Costa						
1	Refine Special Assignment Training	2.5	In progress **	In Progress	English	Wickham, Ramstead, King, Watson, Kenoly, Lawhorn, Brown
2	Refine Career Development Training Program	2	9/2011	Ongoing	King	Ecklund, Pagliuso, Porraz, Gordon, Dickey, Witt, Brown, Sorensen, R. Sepulveda, Watson
3	Refine Position and Rank Training (In-Service)	1.2	9/2011	Ongoing	King	R. Sepulveda, Serna, Brown, Okimura, Pagliuso, Watson
4	Utilize Technology to Increase Training Efficiency	2.5		7/2013	Watson	Ewing, Caines, Figueroa, Avakian
5	Explore Regionalized Training Opportunities	2.5	9/2011	Ongoing	Watson	Ewing, Maas, Caines, Cornelius
Improve Department Facilities - Wells						
1	Acquire a Training Facility	1.2	In progress **	Ongoing	Maas	Pagliuso, R. Sepulveda, Maas
2	Move Fire Administration	1	In progress **	Ongoing	Maas	Wickham, Lawhorn
3	Explore Drafting a Bond Measure for Fire Station Construction and Improvement	1	In progress **	Ongoing	Wells	Costa, English, Wickham
Enhance Community Interaction - Wells						
1	Improve Pasadena Fire Department Website	1	In progress **	In Progress	English	Porraz, Lawhorn, Caines, Derderian, O. Sepulveda
2	Promote the Pasadena Fire Department	1	In progress **	In Progress	English	Derderian, Pagliuso, Pinedo, O. Sepulveda
3	Increase Youth Mentoring	2.5	9/2012	Ongoing	Brown	Witt, Pagliuso, R. Sepulveda, Ewing, Porraz
4	Collaborate with Other City Departments	2.5	In progress **	Ongoing	King	Kenoly, Ewing
5	Consider Changing the Name of the Department to "Pasadena Department of Fire & Rescue"	2	1/2013		Costa	Dominguez, Heralddez, Ewing, Wickham, Cornelius, Sorensen
6	Enhance Disaster/Emergency Preparedness	2		Ongoing	Derderian	Rosetti, Witt, Wickham, Dickey, Maas
7	Regionalize With Other Fire Departments	3	On Going	Ongoing	King	
8	Explore Alternative BLS Receiving Facility	2	8/2011	6/2012	Costa	Heraldez, Dominguez, English
9	Mitigate Traffic Impacts	1	In progress **	Ongoing	Wells	
Strategic Plan Publication - Costa						
	Publication Team	1			Costa	English, Ramstead, Weckerle, Downs

Note: In Progress ** (Carry over from 2005-2010 Strategic Plan)

Addendum No. 5 Completion of Strategic Planning Document

Action Item	Responsible	Members	Due
Thomas Consulting writes and sends Draft # 1	Thomas Consulting		2-3 Weeks
Publication Team produces second draft, reviews and edits document	Costa	Costa, English, Ramstead, Weckerle	3-4 Weeks
Circulate second draft to Planning Team to refine and approve Plan document	Costa	Costa, English, Ramstead, Weckerle	3 Weeks
Publication Team writes third Draft. Finalizes to Chief for final approval	Costa	Costa, English, Ramstead, Weckerle	2 Weeks
Plan to printer	Costa	Costa, English, Ramstead, Weckerle	3 Weeks
Presentation to Fire Department	Downs		1 Week

Chief releases to:

- Planning Team
- Department
- City Staff/Council
- Public Stakeholders
- Website

Total 16 weeks from
February 10, 2011

Addendum No. 6 Stakeholder Questions

The following is the list of questions that were given to each stakeholder for their consideration

- Where do you see the City in 20 Years?
- Where do you see your organization and it's interaction with the City in 20 years?
- What is your impression of the Pasadena Fire Department?
- What are your expectations from the Fire Department and are we meeting those expectations?
- Have you ever used any of our services or programs? What was the situation?
- What services or programs do you feel are essential and you could not do without?
- What do you feel we can do to improve ourselves as a department and why?
- Is there any service or program you would like us to make available that we are not currently providing?