



EL SEGUNDO FIRE DEPARTMENT

2020 - 2025 *Strategic Plan*



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Executive Summary

On behalf of Fire Chief Chris Donovan, along with the men and women of the El Segundo Fire Department, the 2020-2025 Community-Driven Strategic Plan is introduced. This document expresses the efforts of many important team members, including representatives from each rank and division within the department, as well as the El Segundo Firefighters Association. Additionally, the plan contemplates the public opinions that were provided related to the strengths of the organization, opportunities for improvements, and identified service gaps that should be studied. Most importantly, this plan represents a true organizational collaboration focused on a desire to evolve and improve related to the fire and life safety service delivered to all constituents within El Segundo. It follows the premise introduced by Benjamin Franklin, the inventor of today’s modern fire department ~ *“By failing to prepare, you are preparing to fail.”*

The critical path forward rests within five key strategic initiatives that were identified, as well as objectives and critical tasks associated with each initiative. Following a day with external stakeholders and three days with internal stakeholders, the results were clear that organizational success will be found focusing on the following information:

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Workforce Development	Training	Technology	External Communications	Internal Communications
Objectives	Objectives	Objectives	Objectives	Objectives
<ul style="list-style-type: none"> • Develop a formal recruitment plan • Identify retention strategies • Create a formal succession plan • Evaluate current & future staffing requirements • Develop formal health & wellness program 	<ul style="list-style-type: none"> • Improve in-service training program • Revise the recruit training program • Implement opportunities for specialized training • Develop a formal training program for members seeking promotion 	<ul style="list-style-type: none"> • Establish an inter-departmental technology committee • Ensure current fire-based technology is optimized • Enhance fire-based technology 	<ul style="list-style-type: none"> • Identify public alerting best practices • Identify news media communication best practices • Identify CERT communication best practices • Enhance community engagement & public education • Implement a marketing plan 	<ul style="list-style-type: none"> • Identify and analyze current communication platforms between divisions & positions • Establish an internal communications plan • Adopt and implement the internal communication plan

Finally, to establish this strategic plan is achieving results, performance measurement data will be implemented and integrated as part of this plan. The goal is to work towards outcome-based analytics that focus on “why” El Segundo Fire is providing a service; the ultimate benefit to the customer.

Introduction

The El Segundo Fire Department (ESFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of El Segundo, California. ESFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated a commitment to this important project and remain committed to the document's completion and future plan execution.



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Organizational Background



Established in 1917, the El Segundo Fire Department was created to mitigate emergencies within its jurisdiction as a volunteer organization. The department has continued to be an ever-improving organization focused on providing quality services. The progression of the organization has changed from its original all-volunteer status to a combination department, and ultimately to its all-career status today. The department's evolution continued with the addition of a paramedic program, arson investigation, and urban search and rescue as their scope of services changed over time.

ESFD serves an approximate population of 17,000 residents, which increases to nearly 80,000 during normal working hours. The increase can be contributed to several major industrial and technological facilities owned by Chevron, Mattel, AT&T, Northrup Grumman, Boeing, Raytheon, and others. These facilities and their workforce, along with growth, provide for specific risks for which the Department considers, prepares, and deploys its resources. Today, ESFD reflects on its history and remains committed to providing all-hazards emergency services and education to its community with integrity, compassion, dedication, teamwork and professionalism. The El Segundo Fire Department continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from two stations that are located strategically throughout the 5.4 square miles of coverage area. Staffed to support the community, ESFD embraces its future vision and excellence in service delivery.

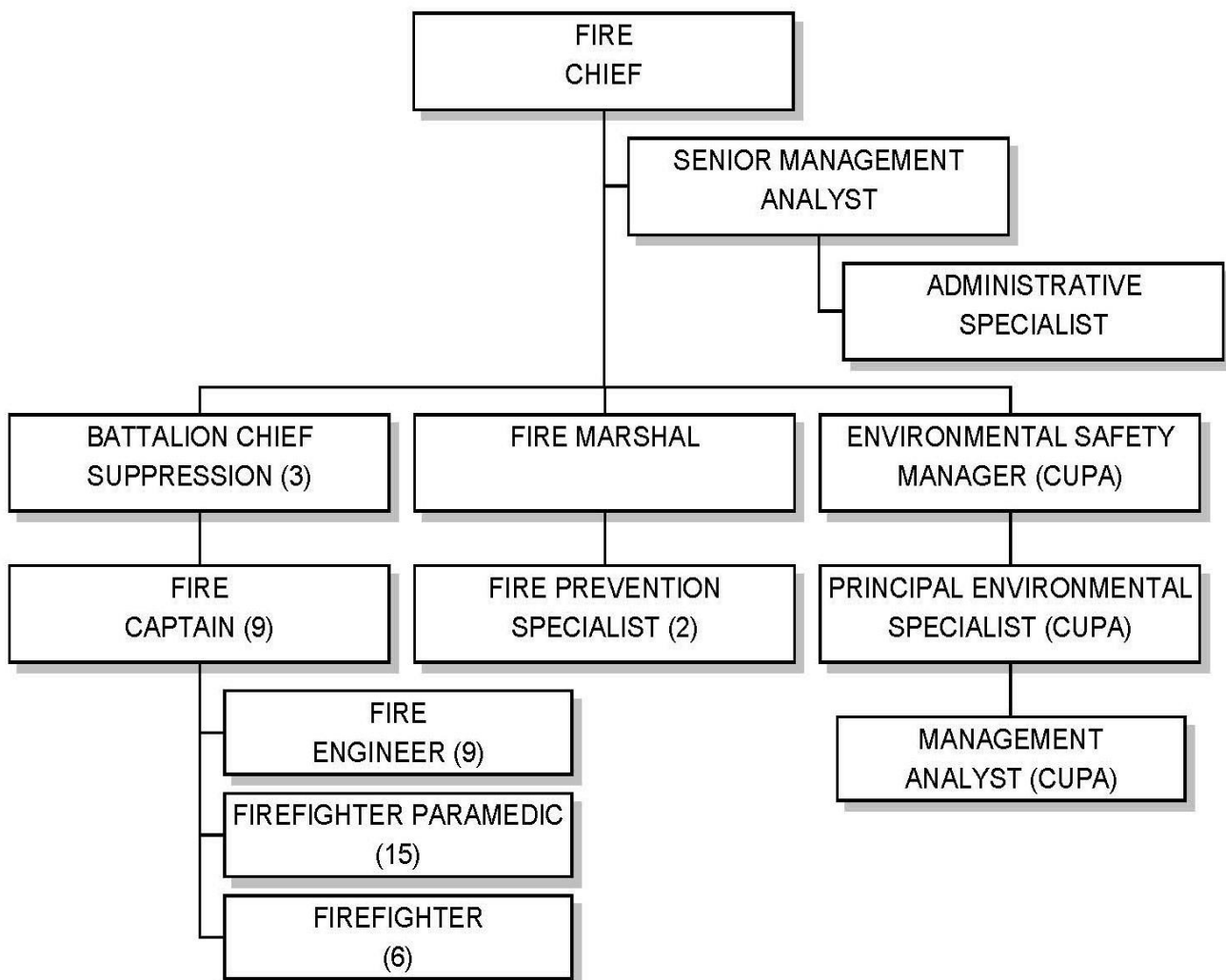


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Organizational Structure

CITY OF EL SEGUNDO
FIRE DEPARTMENT ORGANIZATION CHART
FISCAL YEAR 2018 - 2019



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Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



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The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Community Stakeholders Work Session



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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Chris Donovan and the team of professionals that participated for their leadership and commitment to this process.

The development of this strategic plan took place in September 2019, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the El Segundo Fire Department's coverage area, and some who were recipients of ESFD's service(s).

El Segundo Fire Department Community Stakeholders

Chris Barrett	Randy Collins	Lauren Daniels	Jackie Day
Armanda DeFrancesco	Michael DeFrancesco	Juliana Demers	Elizabeth Diaz
Dylan Farris	Jason Haffley	Dana Hang	Jon Henderson
Mark Herbert	Dan Kim	Zora Kunich	Erick Lee
Todd LeGassick	Kevin Millikan	Melissa Moore	Beto Moreno
Jay Morgan	Shelley Papas	Hugo Perez	Ali Rabiei
Martin Smith	Stephanie Young		

Community Group Findings

A key element of the ESFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



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Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

ESFD Programs	Ranking	Score
Emergency Medical Services	1	193
Fire Suppression	2	159
Technical Rescue	3	133
Emergency Management	4	113
Hazardous Materials Mitigation	5	111
Fire Prevention	6	81
Fire Investigation	7	57
Public Fire and Life Safety Education	8	46
CUPA Environmental Safety	9	43

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session



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Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the ESFD's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additionally, focus was given to the department's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

El Segundo Fire Department Stakeholders			
Vanessa Arias	Shawn Bonfield	Lisa Bruto	James Carver
Curt Crowson	Mike Davies	Don Dennis	Chris Donovan
Geoff Gerny	Matthew Goodenough	Adam Kruse	Deena Lee
Dylan Lowell	Liz Lydic	Geoff Mackprang	Victor Morales
Bryan Partlow	Andy Powell	James Tulette	Carol Lynn Urner



Department Stakeholders



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Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

Committed to Protecting Our Community Against All Risks



Department Stakeholders Work Session



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Ethos

The ethos embraced by all members of a department are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing ethos and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

Integrity
Compassion
Dedication
Teamwork
Professionalism

The mission and ethos are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the El Segundo Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Programs and Services

In order to ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all of the internal and external programs and services that help the ESFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that in order to deliver the identified core programs, many local, state, and national supporting services support its delivery.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community, as well as many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



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SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record the ESFD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

El Segundo Fire Department's Strategic Initiatives		
Workforce Development	Training	Technology
External Communications		Internal Communications



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Goals and Objectives

To continuously achieve the mission of the El Segundo Fire Department, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the ESFD's leadership.

Goal 1	Enhance the development of current and future fire personnel to ensure high-quality service delivery to our community.	
Objective 1A	Develop and implement a formal recruitment plan to attract highly qualified candidates.	
Timeframe	2 years	Assigned to: Work Force Development Committee and Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Form a Work Force Development Committee (WFDC) consisting of one personnel chief, one union representative, one administration representative, one Environmental Safety representative, and one prevention representative. • Evaluate industry standards for qualifications for fire department positions by researching 10 fire departments in southern California. • Identify qualifications for prospective ESFD personnel based on industry standards. • Committee will collaborate with human resources to create a job bulletin based on established qualifications that meet the needs of the department. • Review and/or revise the job bulletin six months prior to the announcement of job openings. • Fire Chief to meet with the Human Resources Director to discuss potential changes to job classifications based on recommendations of the committee. 	
Funding	Capital Costs: \$0	Consumable Costs: \$0
Estimate	Personnel Costs: \$0	Contract Services Costs: \$5,000



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Objective 1B	Identify retention strategies to motivate and professionally develop current employees.	
Timeframe	2 year	Assigned to: Fire Chief and ESFFA President
Critical Tasks	<ul style="list-style-type: none"> • Work Force Development Committee to research retention best practices. • Committee will create an annual survey to evaluate fire department personnel job satisfaction. • Survey results will be used to identify efforts to increase job engagement • Committee will provide formal recommendations to the fire chief based on the survey results. • Annually review and revise based on retention needs and the prior year's survey. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 1C	Create a formal succession plan for all fire department positions to enhance leadership development.	
Timeframe	2 Years	Assigned to: Work Force Development Committee
Critical Tasks	<ul style="list-style-type: none"> • The WFDC, working in collaboration with the Training Cadre, will create a task book for each position in the department incorporating shadowing and mentoring opportunities • The WFDC will define the roles and responsibilities of all staff assignments (e.g., Wellness and USAR Coordinators, Apparatus Officer, Technology Chief). • The WFDC, in collaboration with the Fire Chief, will develop a formal Performance Management Program to assist with the development of all personnel. • The WFDC will maintain and update the department's staff assignment matrix. • The WFDC will review the task books and staff assignment roles and responsibilities on an alternating annual cycle and revise as necessary. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$25,000



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Objective 1D	Evaluate current and future staffing requirements to continue effective service delivery and enhance safety.	
Timeframe	2 years	Assigned to: Work Force Development Committee
Critical Tasks	<ul style="list-style-type: none"> • WFDC will review industry standards (e.g., NFPA, CPSE, etc.) to determine best management practices for staffing and deployment • WFDC will research population and target hazards within the City of El Segundo. • WFDC will review the effectiveness of auto/mutual aid contracts. • WFDC will review deployment strategies and operational standards to ensure high performance on all calls. • WFDC will provide a report and make recommendations on those findings to the fire chief • WFDC will review and revise the report on an annual basis 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 1E	Develop a formal program to enhance the health and wellness of fire department personnel.	
Timeframe	3 years	Assigned to: Safety Committee
Critical Tasks	<ul style="list-style-type: none"> • The department's safety committee, consisting of the training and safety battalion chief, health and wellness coordinator and a member from each rank will meet to begin a process of creating a comprehensive wellness program for all fire department personnel. • Maintain and update OSHA and NFPA standards for the department. • Create a formal Injury On Duty process that is easily followed by members. • Working with Human Resources staff, establish a formal return to work program following industrial injury • Create a formal cancer and prevention screening program for all fire department personnel. • Create a formal physical fitness plan available to all fire department personnel. • Create a formal mental and behavioral health program available for all fire department personnel. Use of the IAFC/IAFF model may be beneficial. • Review and revise annually. 	
Funding Estimate	Capital Costs: \$20,000 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$20,000



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Goal 2	Enhance training for the El Segundo Fire Department to ensure high-quality service delivery and a skilled workforce.	
Objective 2A	Improve the in-service training program to meet the department's mission along with state and federal mandates.	
Timeframe	18 months	Assigned to: Training Battalion Chief
Critical Tasks	<ul style="list-style-type: none"> • Training Chief to establish a training workgroup to include: a minimum of one member of each rank consisting of a training battalion chief, training captain, engineer, firefighter/paramedic, and firefighter. • Review internal and external training manuals to maintain relevance and opportunity for enhancement. • Develop training standards and annual training plan. • Review and align California state fire training manuals. • Remain up-to-date on state and federal mandates. • Consolidate all pertinent training elements into one training manual and produce digital and hard copies. • Review and revise all suppression task books in alignment with in-service training guidelines in collaboration with the Workforce Development Committee (WFDC). • Review annually and revise as necessary. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 2B	Review and revise the ESFD comprehensive recruit training program to improve the level of training of new employees.	
Timeframe	6 months	Assigned to: Training Work Group
Critical Tasks	<ul style="list-style-type: none"> • Utilize the training workgroup in collaboration with the Workforce Development Committee (WFDC) to identify and implement training standards for probationary firefighters. • Review and align with California state fire training manuals. • Maintain compliance with state and federal mandates. • Review recruit training academy for consistency. • Review annually and revise as necessary. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0



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Objective 2C	Identify and implement external opportunities for specialized training to improve skills within the organization.	
Timeframe	12 months	Assigned to: Training Work Group
Critical Tasks	<ul style="list-style-type: none"> • Utilize the training committee to identify specific areas of specialized training. • Create a list of priority specialized training to be taught by external experts to meet standards and state and federal mandates, including auto-extrication, hazardous materials, utility emergencies, railway, Metro Green Line, TEMS, domestic preparedness and response, etc. • Seek opportunities for specialized training in vacant buildings and collaborate with city staff and developers to acquire access to property. • Review annually and revise as necessary. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$10,000 Contract Services Costs: \$10,000
Objective 2D	Develop a formalized training program for El Segundo Fire Department members seeking promotional opportunities.	
Timeframe	24-36 months	Assigned to: Training Battalion Chief
Critical Tasks	<ul style="list-style-type: none"> • Create and implement recommended guidelines for each promotional opportunity in collaboration with Workforce Development Committee and Training Work Group (TWG). <ul style="list-style-type: none"> • Fire Paramedic • Fire Engineer • Fire Captain • Battalion Chief • Fire Marshal • Environmental Safety Manager • Management Analyst • Senior Management Analyst • Identify and define the knowledge, skills, and abilities for each position. • Compile and create a guidebook for each identified position and produce digital and hard copies. • Review annually and revise as needed. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0



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Goal 3	Enhance the use of technology to improve fire and life safety services, public education, and customer service.	
Objective 3A	Establish an inter-departmental technology committee to study fire and life safety service delivery and technology.	
Timeframe	6 months	Assigned to: Fire Department Technology Committee
Critical Tasks	<ul style="list-style-type: none"> • Establish committee membership criteria, including technology expertise, both in the fire department and IT. • Seek representation from each division and each rank of the fire department. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 3B	The inter-departmental technology committee to identify current technology being utilized by the fire department and research emerging technology in order to make improvements for the highest level of service.	
Timeframe	18 months	Assigned to: Inter-departmental Technology Committee
Critical Tasks	<ul style="list-style-type: none"> • Inventory hardware and software programs, as well as network access, which can improve performance capabilities. • Perform a gap analysis of existing assets and future requirements. • Research industry standards, survey surrounding agencies and seek recommendations from current and prospective vendors on unmet needs. • Identify technology-related security concerns and issues. • Identify best management practices and IT solutions to produce effective analytics, which can improve performance standards. • Prepare a report of findings, including prioritization of technology enhancements and goals. Report should include timelines and costs • Submit report to the fire chief for implementation following consultation with the IT Director 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0



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Objective 3C	The inter-departmental technology committee, through education and exploration, will ensure that current fire department-based technology is being optimized by all personnel.		
Timeframe	24 months	Assigned to:	Inter-Departmental Technology Committee
Critical Tasks	<ul style="list-style-type: none"> • Determine city information services department capabilities for support. • Identify gaps and recommend solutions for maximizing the full potential of employees. • Analyze the optimization of current technology hardware and software programs, and recommend solutions for maximizing the full potential of employees. • Provide continued training and updates (e.g., cyber-security, phishing, spyware, etc.) • Coordinate with Division Heads to provide education and training to fire personnel on existing programs, including the new City of El Segundo Website, City Enterprise Resource Plan (ERP), Planning and Permitting Systems and Munis. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0		Consumable Costs: \$0 Contract Services Costs: \$0
Objective 3D	The inter-departmental technology committee to explore funding opportunities and make recommendations to enhance technology and goals based on committee findings.		
Timeframe	18 months	Assigned to:	Inter-departmental Technology Committee.
Critical Tasks	<ul style="list-style-type: none"> • Provide a cost analysis of recommended technology enhancements and goals. • Seek funding opportunities outside of the general fund in support of technology enhancements and goals. • Issue report and recommendations to the fire chief for approval. • Implement enhancements to technology. • Annually evaluate and monitor for efficiency. 		
Funding Estimate	Capital Costs: TBD Personnel Costs: \$0		Consumable Costs: \$0 Contract Services Costs: \$0



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Goal 4	Enhance external communications between the department and our customers to facilitate information sharing for a better informed and safer community.	
Objective 4A	Analyze the current public alerting platform to identify best practices and improve emergent public information delivery to our customers.	
Timeframe	12 months	Assigned to: External Communications Committee
Critical Tasks	<ul style="list-style-type: none"> • Form an external communications committee consisting of one Battalion Chief, City PIO, CERT Coordinator, Environmental Safety Representative, Fire Prevention Representative, Administration Representative and the Emergency Management Coordinator (one fire department representative should also have knowledge of or involvement with the website team). • Seek input from respective peers and give feedback to the committee. • Research and identify current public alerting communication needs. • Analyze current public alerting platforms. • Research and identify new methods for public alerting. • Develop a list of all viable public alerting platforms. • Develop recommendations for public alerting platforms. • Conduct a cost analysis. • Seek funding through local grants or industry mandates, in compliance with new state legislation AB 1647. • Create standard operating procedures for public alerting. • Set-up and provide training of revised public alerting platforms to all department personnel. • Implement a revised public alerting platform. • Review on an annual basis for efficacy/intended result. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$25,000



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Objective 4B	Analyze the current communication platform to the news media outlets to identify best practices and recommend improvements to the City communication policy	
Timeframe	12 months	Assigned to: External Communications Committee
Critical Tasks	<ul style="list-style-type: none"> • Identify all designated and approved public information officers within the fire department. Identify committee chair and their roles and responsibilities. • Review the current City communication policy related to new media outlets. • Seek input from respective peers and give feedback to the committee. • Research other agencies' media relations policies. • Have a stakeholder meeting with news media to identify issues and concerns. • Analyze the current news media notification process. • Develop protocols of when and how to notify news media. • Create standard operating procedures for news media relations. • Set-up and provide training of revised news media relations to all department personnel and engage news media personnel to assist with training • Implement a revised social media platform. • Review on an annual basis for efficacy/intended result. 	
Funding	Capital Costs: \$0	Consumable Costs: \$0
Estimate	Personnel Costs: \$0	Contract Services Costs: \$0

Objective 4C	Analyze the current communication policy and platforms to identify best practices and improve engagement with the community to enhance our Community Emergency Response Team program.	
Timeframe	12 months	Assigned to: External Communications Committee
Critical Tasks	<ul style="list-style-type: none"> • Identify the designated Community Emergency Response Team (CERT) Coordinator and instructors within the fire department and review the CERT program. • Identify methods to increase community engagement. • Identify ways to communicate with internal staff related to CERT program activities. • Research other agencies' CERT program activities. • Analyze current CERT notification process. • Schedule meeting with community stakeholders to enhance engagement and identify needs as it relates to communications. • Develop recommendations related to CERT communications. • Conduct a cost analysis for capital equipment to improve communications. • Create a standard operating procedure for CERT communications. • Set-up and provide training on revised communications policy for CERT engagement to all fire department personnel. • Implement revised CERT communication procedure. • Review on an annual basis for efficacy/intended result. 	
Funding	Capital Costs: \$20,000	Consumable Costs: \$0
Estimate	Personnel Costs: \$0	Contract Services Costs: \$0



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Objective 4D	Analyze the current communication policy and platforms to identify best practices and to enhance the Community Engagement and Public Education Programs.	
Timeframe	12 months	Assigned to: Fire Marshal and External Communications Committee
Critical Tasks	<ul style="list-style-type: none"> • Review the current public education and community engagement programs. • Send a survey to community stakeholders to solicit input and recommendations. • Review current public education and community engagement programs. • Identify ways to increase community engagement. • Identify ways to communicate with internal staff related to public education activities. • Research other agency's public education program activities. • Develop recommendations related to the public education program and enhance community engagement. • Conduct a cost analysis. • Review and modify current standard operating procedures for public education where necessary. • Set-up and provide training of revised procedure for public education and mutual community engagement to all fire department personnel. • Implement revised public education and mutual community engagement procedures. • Review on an annual basis for efficacy/intended result 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$5,000 Contract Services Costs: \$10,000
Objective 4E	Develop and implement a marketing plan to inform and educate our customers about all fire department programs and activities.	
Timeframe	12 months	Assigned to: External Communications Committee
Critical Tasks	<ul style="list-style-type: none"> • Review current strategies for the marketing fire department programs and activities. • Identify programs and activities requiring marketing by the fire department. • Identify platforms to market programs and activities. • Research other agencies' marketing strategies. • Develop recommendations related to fire department marketing. • Conduct a cost analysis. • Develop a marketing procedure for fire department programs and activities. • Set-up and provide training of new marketing procedures to all fire department personnel. • Implement new marketing plan. • Review on an annual basis for efficacy/intended result. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$10,000



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Goal 5	Enhance internal communications between all fire department personnel to facilitate information sharing for improved continuity and a more cohesive department.		
Objective 5A	Identify and analyze the current communication platforms for information delivery between all divisions and positions.		
Timeframe	12 months 6 months	Assigned to:	Fire Chief Internal Communications Committee
Critical Tasks	<ul style="list-style-type: none"> Establish Internal Communications Committee consisting of the two representatives from Administration, two from Fire Prevention, two from Environmental Safety, and two from Suppression (with one of these members representing labor) and one Battalion Chief. Research and identify current department communication needs. Develop a list of all viable communication platforms currently being utilized. Analyze the current communication platforms and perform a SWOT analysis of each item. Identify sensitive and critical information. Identify the current method of communication with sensitive and critical information. Review the current communication platform against alternative platforms to meet department needs. Evaluate the list of viable communication platforms. Seek input from respective peers and give feedback to the committee 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0		Consumable Costs: \$0 Contract Services Costs: \$0
Objective 5B	Establish an internal communications plan to determine best practices and improve collaboration between all divisions and positions. Research and evaluate new technology. Include and prioritize communication delivery for time-sensitive and critical information.		
Timeframe	18 months	Assigned to:	Fire Chief and Internal Communications Committee
Critical Tasks	<ul style="list-style-type: none"> Create a list of available technologies for immediate communication delivery. Develop recommendations for existing communication platforms. Research new and available communication technologies. Seek input from other outside agencies/entities for new technological needs. Analyze the benefit of the adoption of new technology versus the existing communication platform. Develop Internal Communication Plan Seek the support of consulting services. Develop recommendations for new communication platforms. Create standard operating procedures for internal communications 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0		Consumable Costs: \$0 Contract Services Costs: \$10,000



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Objective 5C	Identify and develop communication delivery methods for time-sensitive and critical information		
Timeframe	12 months	Assigned to:	Fire Chief and Internal Communications Committee
Critical Tasks	<ul style="list-style-type: none"> • Identify sensitive and critical information. • Identify the current method of communication with sensitive and critical information. • Perform a SWOT analysis of current delivery. • Create a list of available technologies for real-time communication delivery. • Develop recommendations for new communication platforms. • Conduct a cost analysis of processes. • Internal Communication Committee presents findings to leadership and department personnel. • Create standard operating procedures for internal communications. • Set-up and provide training of revised communication platforms to all department personnel. • Implement a revised communication platform. • Review on an annual basis for efficacy/intended result. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0		Consumable Costs: \$0 Contract Services Costs: \$0



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Goal 6	Prepare for, pursue, achieve and maintain international accreditation to better serve our community and to embrace excellence.	
Objective 6A	Form team or committee structures with management components as needed to pursue and maintain accreditation.	
Timeframe	30 days	Assigned to: Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Identify the needed team or committee structure(s) for the various components of the accreditation process. • Create management oversight positions to lead the teams or committees, as well as the process overall. • Establish a team or committee member criteria. • Determine the composition of the teams or committees. • Solicit participation to meet the composition of the teams or committees. • Develop and complete the selection process. • Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training. 	
Funding	Capital Costs: \$0	Consumable Costs: \$0
Estimate	Personnel Costs: \$0	Contract Services Costs: \$0
Objective 6B	Develop a community-driven strategic plan.	
Timeframe	3 months and on-going	Assigned to: Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about ESFD. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats. • Establish critical issues and service gaps. Determine specific strategic initiatives. • Develop goals, objectives, critical tasks and appropriate timelines, to include levels of measurability, to achieve over five years. • Create a vision for the developed strategic plan. • Publish and distribute the formal strategic plan to stakeholders as determined by the organization. 	
Funding	Capital Costs: \$0	Consumable Costs: \$1,000
Estimate	Personnel Costs: \$0	Contract Services Costs: \$18,000



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Objective 6C	Implement the community-driven strategic plan.		
Timeframe	3 months, on-going	Assigned to:	Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Create a strategic planning subcommittee to review the draft strategic plan. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps. • Evaluate goals and objectives within the draft plan, and further define critical tasks as needed to ensure clarity with each goal. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0	
Objective 6D	Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.		
Timeframe	6 – 12 months	Assigned to:	Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on hazard and risk assessment, and standards of cover preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish the Community Risk Assessment - Standards of Cover. • Maintain, and annually update the Standards of Cover document. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$33,000	
Objective 6E	Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.		
Timeframe	6 months	Assigned to:	Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on writing a CFAI self-assessment manual. • Assign the self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate. • Review self-assessment and ensure all reference items are in order. 		
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$30,000	



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Objective 6F	Achieve agency accreditation by the CFAI.	
Timeframe	4 months	Assigned to: Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0
Objective 6G	Maintain accreditation with the CFAI.	
Timeframe	Ongoing	Assigned to: Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Submit the required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of the internal accreditation team in preparation for the next accreditation cycle. 	
Funding Estimate	Capital Costs: \$0 Personnel Costs: \$0	Consumable Costs: \$0 Contract Services Costs: \$0



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Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you’re going, and what will guide your journey”

Ken Blanchard

El Segundo Fire Department's 2025 Vision

is to be widely known as an internationally accredited organization that always focuses on those we serve. We remain dedicated to life safety by providing emergency operations and community risk reduction in service to our community. This vision, our true futurity, will only become reality by striving to accomplish our goals. **We will become this future by...**

Embracing our core ethos which personifies compassion and integrity. This will be realized by our management of technological resources for effectiveness while having the vision to be prepared for the future. We will always be good stewards of what is entrusted to us while seeking greater efficacies of our decisions.

Staying hyper-focused on those who carry out our mission, our members. We will ensure a well-trained workforce is in place that remains always ready to meet our calling of providing quality services to our community. Further, our emphasis on enhanced workforce development will make certain of quality performance, while providing superb relationships and a collaborative environment. These together will support the fact we value dedication, professionalism, and teamwork within our department.

Favoring our community first, the relationships we have with the citizens of El Segundo will be further enhanced. Our bolstered approach to external communications will ensure a well-informed public, while also supporting a transparent departmental identity.

Determined to pursue a continuous improvement path, while honoring our history and always doing what is right. Teamwork will be boosted by our internal communication initiatives, helping us highlight greater efficiencies and outcomes. As a result, our messaging will be comprehensive and positive. Together, we commit to delivering quality service, while pursuing transformation, living for our future, and being the best of the best in all that we do, while striving to bring this vision to reality.



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Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, its leaders must determine performance measures for which all are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don’t measure the results of your plan, you can’t tell success from failure.
- If you can’t see success, you can’t reward it.
- If you can’t reward success, you’re probably rewarding failure.
- If you can’t see success, you can’t learn from it.
- If you can’t recognize failure, you can’t correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department’s strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

² Collins Good to Great and the Social Sectors. Boulder, 2009



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The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*



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Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FEMA	Federal Emergency Management Agency
Input	A performance indication where the value of resources is used to produce an output.
IOD	Injury on Duty
IPAWS	Integrated Public Alert and Warning System
IT	Information Technology
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFA	National Fire Academy
NFPA	National Fire Protection Association
OSHA	Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PERS	Public Employee Retirement System
RTG	Regional Training Group



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SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWAT	Special Weapons and Tactics
SWOT	Strengths, Weaknesses, Opportunities and Threats.
TEMS	Tactical Emergency Medical Services
USAR	Urban Search and Rescue
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
WFDC	Work Force Development Committee



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Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the El Segundo Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the El Segundo Fire Department (in priority order)

1. Fast response time; response times; quick response time to 911 calls; fast response times for medical/fire-related emergency calls; efficient response times; be prepared to assist on a moment's notice; timely and quick response to emergencies. (109)
2. Training; highly trained personnel; proper knowledge base and expertise in combating fires; well-trained personnel; be knowledgeable, equipped and humane; skilled and professional members of the department; competent/trained/certified staff; trained/certified fire and medical personnel. (49)
3. Ability to attack new and different fires (batteries); expertise to make appropriate recommendations or course of action in dangerous situations; adequate resources to respond to threats in the El Segundo community (chemical exposure, major airport disaster, etc.); comprehensive emergency response plan in event of natural disasters, large fires or terrorist attacks; effective mitigation of fires; terrorism/natural disaster preparedness; Ability to handle, at least the initial stages of any incident. (25)
4. Positive community interaction; effective community outreach to prepare business and residents; active leadership in the community for response to emergencies (including community training); community involvement; elevate safety awareness (and actions) of the public; community-driven; fire prevention activities, including community education. (22)



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5. Professionalism; transpire confidence, deliver a sense of comfort and security; professional organization justified/backed by data; to act professionally at all times; be respectful and helpful. (15)
6. Excellent customer service; I expect the customers to be the number one priority; To provide excellent customer service; exceptional customer service. (13)
7. Funding; fiscally responsible; ample resources; plan ahead and have resources available. (12)
8. Staff in the front office; sufficient number of firefighters to provide services needed; enough people/apparatus showing up for the incident. (12)
9. The fire department should serve the community through proactively preventing emergencies and responding professionally when they do occur; Be proactive! Conduct preventative and mitigation activities to reduce or lessen effects of hazards. (9).
10. The ESFD should be able to demonstrate the return on investment to the community with accurate data; data-driven decision making. (8)
11. Collaborative culture with other agencies/other city entities; teamwork with government agencies and community; integration with other departments to provide backup coverage. (7)
12. Staying up-to-date with technologies and best practices; state of the art fire and EMS response system. (6)
13. Human being able to answer the phone in the office (5).
14. On-going engagement in local, state and national threats or concerns; to be a vital participant in regional public safety projects and initiatives. (5)
15. Promote/improve public safety. (5)
16. Paramedic on duty 24/7. (4)
17. Modern equipment. (4)
18. Accessibility to homes. (4)
19. Have the ability to incorporate mutual aid resources into a major response within El Segundo. (4)
20. Keep commitments. (3)
21. All allocated positions are filled to produce efficient response times/work. (3)
22. The men and women of the department should be caring, compassionate and solve my problems related to their expertise. (3)
23. Enforcement of fire lane restrictions. (3)
24. Scope - wide, thorough, in-depth. (2)



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25. Voice mail messages answered. (2)
26. I expect the ESFD to be prepared, equipped and willing to respond to all types of emergencies that the general community cannot. (2)
27. An ambulance to show up at my home/incident. (2)
28. Ability to care for its firefighters and employees including short and long-term disability, health, and preventative health. (2)
29. Continual improvement (1).
30. Effective communications with external agencies and internally. (1)
31. Pancake breakfast. (1)
32. Integrated EMS response system with first responders and community members. (1)
33. Fully staffed hazmat/USAR teams. (1)

Areas of Community Concern

The planning process would be incomplete without expression from the community stakeholders regarding concerns about the organization. Some areas of concern may, in fact, be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the El Segundo Fire Department (verbatim, in priority order)

1. Funding; I am concerned that the city has not budgeted appropriate resources for fire department to meet their needs; lack of resources; prioritization of resources based on financial constraints; large enough budget to support the department's services. (35)



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2. Staffing; we need more stations and more personnel; not enough personnel; staffing/enough people in the right areas at the time they are needed; undermanned in case of a large-scale event; not enough people showing upon a first alarm structure fire to handle all necessary tasks. (23)
3. State of readiness for major incident; being able to handle a major, single event; major disaster; emergency preparedness; ability to handle a major incident with Chevron, LAX, etc. with existing resources. (22)
4. Rising costs and expenses; making efficient use of limited resources/can it be done better using fewer resources? I am concerned about the rising costs of salaries and benefits; rising costs; cost impact to the city. (17)
5. Quality of equipment; outdated equipment; needed equipment and conditions of equipment; poor equipment. (12)
6. Outsourcing; being replaced/outsourced to LA County/apathy by the community; I am concerned with the department's existence - many cities nearby have contracted with LA County Fire. (11)
7. Recruitment problems; recruitment and retention of qualified personnel; ability to attract and retain new firefighters. (11)
8. Lack of well-trained personnel. (8)
9. A major disaster in or near El Segundo could be overwhelming. (5)
10. Lack of coordination of services and response with neighboring entities, e.g. LAX, Chevron, LA City. (5)
11. Succession planning for key leadership positions. (5)
12. Though the number of cardiac arrests is low in this city, few if any of them had bystander CPR performed. (5)
13. Knowledge of GPS location of new communities. (5)
14. Fire department does not have the knowledge and tools to respond to calls from the community. (5)
15. Morale. (4)
16. Good, positive investment in workplace. (4)
17. Many ES residents may not be prepared for a major disaster. (4)
18. Updated and current physical resource (stations, apparatus, equipment). (4)
19. I am concerned about the member's inability to live near the community due to the high cost of living. (4)
20. Higher call volumes - increase in EMS every year. (4)



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21. Growing population and continuous commercial development. (4)
22. Participation in CPR courses by city employees is limited. (4)
23. The need to rely so heavily on the mutual aid system. (4)
24. Narrow roads or blockage of entryways. (4)
25. The geography of El Segundo may make evacuations particularly challenging. (3)
26. Ability to keep up with current and emerging technologies. (3)
27. I am concerned with the sense of entitlement of government employees. (3)
28. Changing environment - decisions need to be justified. (3)
29. High-risk neighbors - LAX and Chevron. (3)
30. Too many tasks and responsibilities. (3)
31. Be sure dispatch priorities include pre-arrival instructions (i.e. - telephone CPR, etc.). (3)
32. Pension liability. (3)
33. Medical coverage in the city during the day. (3)
34. Enforcement of fire lanes. (3)
35. Balancing the micro and the macro. (2)
36. Union interference. (2)
37. Don't let time or performance metrics take away from the personal side of your services. Don't give up on human interaction for metric achievement. (1)
38. I am concerned about medical services being delivered in a timely manner. (1)
39. Reserve apparatus being available in case of a breakdown. (1)



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Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the El Segundo Fire Department (verbatim, in no particular order)

- Fantastic fire department leadership.
- Great community partners beyond service delivery.
- Great communications and cooperation with neighboring fire departments and emergency staff.
- This process is showing their commitment to learning and improving.
- Listening to the community stakeholders.
- Community driven.
- Progressive.
- Good mutual aid partner.
- The men and women are courteous and appear to be well educated.
- The trucks are always well maintained.
- The current fire chief has a vision and is leading the department in a positive direction.
- Honesty and integrity are strengths.
- A motto of "community first".
- A smaller department and community allow for the opportunity to connect with the residents.
- Good engagement with the community, such as participation and the park for events, free CPR classes, and open house and pancake breakfast.
- Response time. I have first-hand experience when we had a medical emergency at home.
- Annual inspection of my office.
- Responsiveness.
- Availability.
- Communication.
- Community involvement.



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- Open and friendly.
- Friendliness of fire personnel.
- Community activeness.
- Education of residents and CPR training.
- El Segundo fire department works close with the community.
- The fire department has great leadership running that organization.
- The fire department has an over-qualified senior management employee that needs to be challenged with a higher position and larger staff.
- The fire department has a great perception and great trust within the community. Great reputation.
- I have always been able to count on the fire department when my family has needed them.
- Great community involvement through CPR training, pancake breakfast, and CERT.
- Interaction with the police department and SWAT medics.
- Community-related and involved.
- Appears to be quality fire and EMS equipment.
- Appears to be involved with quality training.
- When my family needed them, they were there.
- Caring members.
- Progressive Fire Chief Donovan.
- Engaged and responsive EMS coordinator, Captain Del Castillo.
- AED program in the community.
- AED program for police first responders.
- Love the motto “community first.”
- The department is working towards improvement.
- Decent county interaction.
- Good relationships with other city departments.
- Friendly staff.
- High degree of professionalism.
- Active engagement in regional partnerships.
- Willingness to adapt and innovate.



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- Staff dedication.
- Level of commitment to city staff and community.
- Commitment shown to the community through this strategic planning process. Taking the positives, expectations, and concerns and creating change.
- Dedicated to continued improvement.
- Consistent service provided to the community.
- Professional firefighters and inspectors.
- Community outreach, pancake breakfast, and toys for tots.
- The department appears to be very proactive and engaged with the community.
- Response times for the few instances the department has been needed have been very quick.
- Fire department staff has been professional and courteous.
- It looks like everyone that works there is happy and content with their jobs.
- Community seems to be very pleased with the level of services.
- On-going effort to improve in knowledge through training and education.
- Eager to have top equipment and technology.
- Excellent customer service.
- Excellent response times.
- Well-trained personnel.
- Department has an ownership and connection culture with the school district.
- Collaboration with other external and internal agencies.
- In my experience, ESFD has fast response times to emergencies.
- ESFD has been good partner for ESUSD schools, assisting with training and review of drills.
- ESFD has taken steps to provide training to community members and businesses.
- ESFD has an outstanding presence and reputation in El Segundo.
- Fire department leadership, especially the chief, are available and engaged in the community.
- Fire department personnel offer support to community organizations; for example, a dinner at the firehouse as a raffle prize.
- Personnel are approachable and knowledgeable.
- Appreciate the fire prevention poster contest done on an annual basis.



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- Friendly firefighters.
- Keeping in touch with the community.
- Response.
- Attitude.
- Physical appearance.
- Reactive to the community.
- I love that they show the equipment to the school kids at park events. Right on...
- Good relationship with the police department.
- Quick response times.

Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about the El Segundo Fire Department (verbatim, in no particular order)

- It may seem small, but even taking time and energy to help local youths retrieve skateboards from storm drains is an example of the above and beyond culture that exist in the ESFD.
- I commend the fire chief and the department for going through this process. Focusing on continuous improvement sets the department up for success.
- Seeks opportunities to maintain partnerships with adjoining agencies.
- Overall, our fire department does a great job. In many ways it's thankless. You don't probably think of them until you need them.
- My community, Pacific Landings, is new and has a private road cul-de-sac. There are fire lane signs that are not in strategic areas. Some are in front of homes. The curbs are not painted red and the police are unwilling to enforce and tow. Concern is fire will not be able to access, especially at the entrance. Only one way in and out and people park at the entry where there is a fire lane sign.
- Consider an explorer program for the high school students.
- I am very concerned about how often both ALS ambulances are on hospital follow up and needing to rely on a private ambulance that may have an extended response time.



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- ESFD is a recognized leader among the South Bay's public safety departments. It is an active participant in regional initiatives and takes that responsibility seriously. As a result, the entire South Bay region has benefited from its leadership.
- ESFD is great!
- From what I have seen, the department does a great job and has a good leader in Chief Donovan.
- Thank you for lunch.
- Thank you for putting this event together.
- I have had limited contact with the department, but what I have had is positive.
- Need to strive for, reach, and maintain A1 status.



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Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the El Segundo Fire Department	
People committed to the organization	Well organized
Community service-oriented	Operationally sound
Quality new front-line apparatus and equipment	Professional development opportunities
Suppression division succession planning	Diverse operational capability
Dedicated professionals	Type and quality of training
Supported by the community	Compassion service delivery
Effective admin staff	Collaborative union
Educated/capable individuals	Organizational improvement
Growth mindset	Adaptable
Works well with others (mutual aid)	Ethos
Relationship with admin/union	Increased interoperability
Leadership training	Acceptance of new technology
Premier EMS model	Relationships with other city departments
Fire prevention model	Shared values
Great internal culture	Care for the department
Strong work ethic	Strong history
Non-emergency community involvement (pancake breakfast)	



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Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of the El Segundo Fire Department	
Inexperienced firefighters	IOD/workers comp process transparency
Poor security	Lack of collaboration
Undefined priorities	Communication breakdowns
Knowledge not being shared	People don't know who to report to
Weak relationships with other city departments	Too much gossip
Unclear procedures	Social media footprint
Pace of change	Reactive/proactive
Lack of supporting each other	Marketing of the fire department
Community emergency notification	Shift/platoon consistency
Standardization of training	Loss of institutional knowledge
Lack of live fire training	Transparency on services we provide
Under-staffing (paramedics, asst. fire marshal, admin)	Lack of succession planning
Transparent and equitable	Hiring and testing process
Three-person truck	Individual Accountability
Not enough parking – Secure	Lack of dependable internet
Lack of computer terminals/workspace	Resistance to change



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Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the El Segundo Fire Department	
Accreditation	Policies and procedures/LexiPol
Utilize current and new technology	NFA training
Participation with Cal Chiefs and organizations	Train with other city departments
Utilize available grants	Master mutual aid
Other outside funding	Recognize upgrades in tools/equipment
Social media	Remote training and smart classrooms
Leadership training	RTF 2 USAR deployments (Area G)
Mentorship	Ride-along for intra-department staff
Public outreach	Respond to more brush fires
Fire-centric regional dispatch	Mutual aid training
Area G honor guard	South Bay Regional Training Center
EXOS/Wellness	RTG



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Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the El Segundo Fire Department	
Chevron	Fake news/social media
Local political issues	Weak economy
Target hazards	Natural disasters
Consolidation/privatization	Technological threats
Technology	Terrorist attacks
Changing cultural values	1 st amendment auditors/malicious publicity
Public perception	Political/Supreme Court
Relationships with city departments	Relationships with outside community groups
Perception of pay/benefits	Regionalization
Privatization	City leadership changes
Recession	Increased call volume due to homeless and drugs
Increased public scrutiny	Cancer
Mental health/suicide	Unfunded liability (PERS)/Workers comp
Employee retention due to outside agencies pay and benefits	



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Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
Workforce Development	Workforce Development <ul style="list-style-type: none"> ○ Succession planning ○ Retention ○ Institutional knowledge ○ Hiring gap ○ Leadership development ○ Shadowing/mentoring ○ Recruitment ○ Workload demands 	Human Relations <ul style="list-style-type: none"> ○ Recruitment ○ Succession planning ○ Testing process ○ Understaffed ○ IOD process ○ Retention

Initiative Link	Group 1	Group 2
Training	Training <ul style="list-style-type: none"> ○ Standardization of training ○ Lack of live fire training ○ Remote training and smart classrooms ○ Specialty training consultants ○ Working with other departments ○ Technology-based training for new and existing programs 	N/A

Initiative Link	Group 1	Group 2
External Communications	External Communications <ul style="list-style-type: none"> ○ Social media ○ Public education ○ Marketing the fire department ○ Accessibility ○ Working with other public agencies ○ Community engagement ○ Industrial/business relationships ○ Community risk reduction ○ Disaster preparedness ○ Customer service 	Public Relations <ul style="list-style-type: none"> ○ Lack of social media ○ Public alerts. FEMA/IPAWS ○ CERT ○ Environmental safety ○ Disaster preparation ○ Reputation



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Initiative Link	Group 1	Group 2
Technology	Technology <ul style="list-style-type: none"> ○ Improved technology security and support ○ Lack of computer terminals ○ Emerging trends ○ Analytics ○ Collaborative technology 	Technology <ul style="list-style-type: none"> ○ Out-dated technology ○ Technology security ○ Training ○ More computer work stations ○ WIFI ○ City website and network

Initiative Link	Group 1	Group 2
Internal Communications	N/A	Internal Relations <ul style="list-style-type: none"> ○ Shift/platoon consistency ○ More collaboration between divisions ○ Sharing of knowledge ○ Morale

