BEVERLY HILLS FIRE DEPARTMENT
2020 - 2025 Strategic Plan

Facilitated by

CPSE | Center for Public Safety Excellence

This page intentionally left blank.

Message from the Fire Chief

The Beverly Hills Fire Department has a long enduring history of providing world-class service to this dynamic community. From its inception on July 1, 1925, the department has withstood the many challenges and constant evolutionary changes in the fire service. As we press forward, we will remain progressive with our programs and services while continuing to strive towards excellence.

With utmost humility, please accept this 5-year Strategic Plan. This was borne out of the collaborative efforts between our internal and external community stakeholders. Not only does it embody the department's mission statement, values, and vision; it also represents the commitment and leadership of the men and women of the department.

This Strategic Plan concentrates on the primacy of the department's strategic initiatives, factored with the community's expectations. With shared values and common interests, this plan functions as a roadmap in efficiently allocating finite resources to the significant concerns facing our City. On behalf of the entire Beverly Hills Fire Department, our sincerest gratitude to the City Council, business community, and residents for the vote of confidence and unwavering advocacy.

> "Opportunities for leadership are available to you, and to us, every day. But putting yourself on the line is difficult work, for the dangers are real. Yet the work has nobility and the benefits, for you and for those around you, are beyond measure."
>
> <u>Leadership On The Line</u>
> Ronald A. Heifetz and Marty Linsky

Respectfully,

Gregory W. Barton
Fire Chief

Introduction

The Beverly Hills Fire Department (BHFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Beverly Hills, California. BHFD is consistently working to achieve and 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.

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, 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 process and remain committed to the document's completion and plan execution.

BEVERLY HILLS FIRE DEPARTMENT STRATEGIC PLAN
Table of Contents

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

Organizational Background

Originally incorporated in 1914, the City of Beverly Hills, California has continued to change and grow from its humble beginning. The city is home to many companies related to the entertainment industry, along with medical offices, surgery suites, technology companies, and a mix of other commercial businesses. While the city is home to approximately 35,000 residents, the daytime population soars to 250,000 as the city is a destination for daily businesses, tourism, and shopping.

The Beverly Hills Fire Department (BHFD) has a long history of providing progressive services to its community. The genesis of the department dates to the incorporation of the city, when there was only a single firefighter. The more formal establishment of the fire department came in 1925 with the passage of Ordinance No. 158, formally creating the Office of the Fire Chief.

The department has continued to grow, change, and adapt to meet the various risks and demands associated with a progressive city. The department has always focused on providing quality services to its community and has remained centered on being the best of the best. The BHFD provides its services from three fire stations with resources strategically located throughout its coverage area. The department remains dedicated to providing world-class fire and emergency medical services for the preservation of life, property, and the environment.

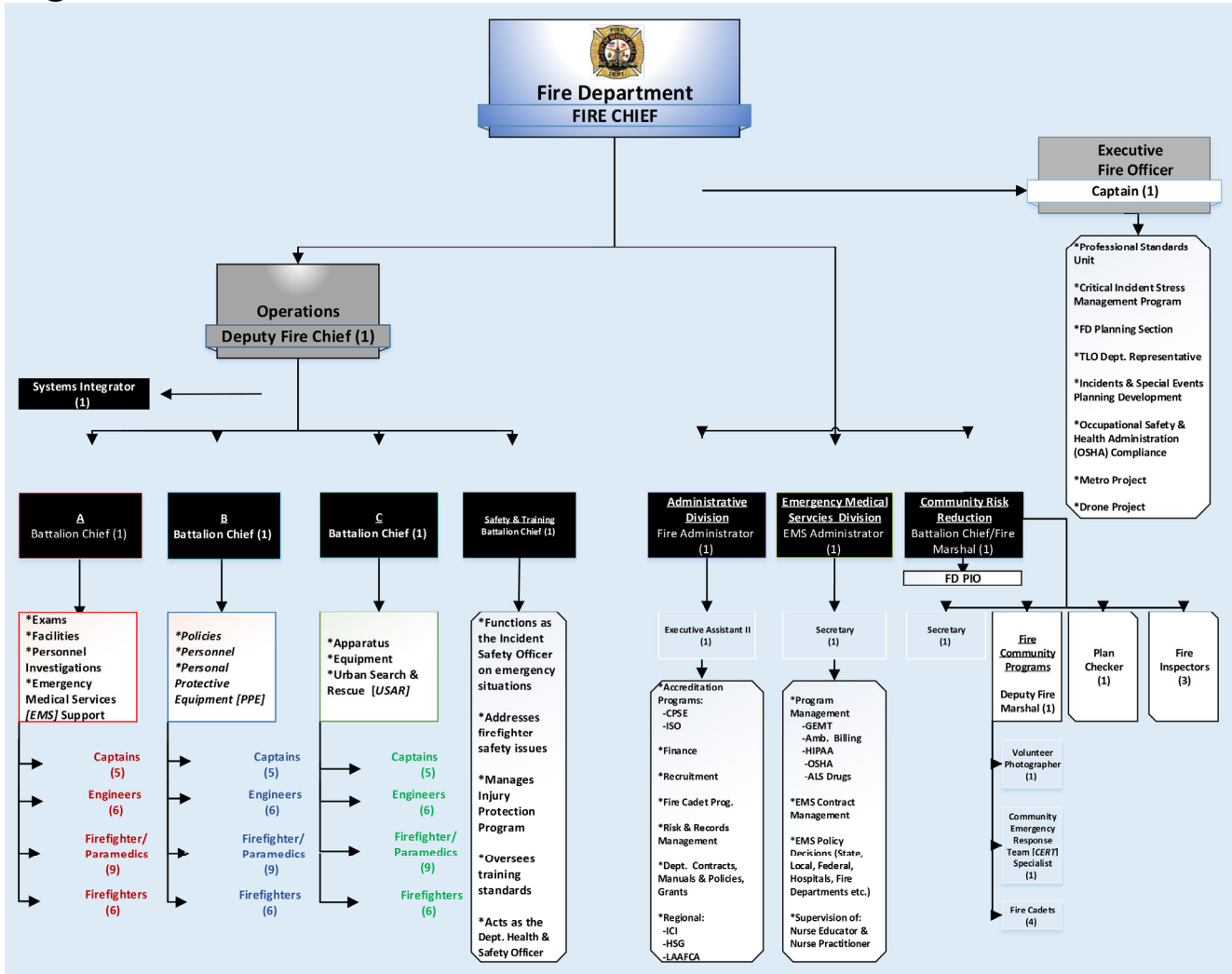Through its commitment to the community, the Beverly Hills Fire Department embraces excellence, which is evidenced by its pursuit of international accredited status, and its Class 1 Insurance Services Office (ISO) protection class rating. The BHFD remains mission-focused while demonstrating its core values by all members in the delivery to all who live, work, and visit Beverly Hills, California.

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

Organizational Structure

Fire Department
FIRE CHIEF

Executive Fire Officer
Captain (1)

*Professional Standards Unit

*Critical Incident Stress Management Program

*FD Planning Section

*TLO Dept. Representative

*Incidents & Special Events Planning Development

*Occupational Safety & Health Administration (OSHA) Compliance

*Metro Project

*Drone Project

Operations
Deputy Fire Chief (1)

Systems Integrator (1)

A
Battalion Chief (1)

B
Battalion Chief (1)

C
Battalion Chief (1)

Safety & Training
Battalion Chief (1)

Administrative Division
Fire Administrator (1)

Emergency Medical Services Division
EMS Administrator (1)

Community Risk Reduction
Battalion Chief/Fire Marshal (1)

FD PIO

*Exams
*Facilities
*Personnel Investigations
*Emergency Medical Services [EMS] Support

*Policies
*Personnel
*Personal Protective Equipment [PPE]

*Apparatus
*Equipment
*Urban Search & Rescue [USAR]

*Functions as the Incident Safety Officer on emergency situations

*Addresses firefighter safety issues

*Manages Injury Protection Program

*Oversees training standards

*Acts as the Dept. Health & Safety Officer

Executive Assistant II (1)

*Accreditation Programs:
 -CPSE
 -ISO

*Finance

*Recruitment

*Fire Cadet Prog.

*Risk & Records Management

*Dept. Contracts, Manuals & Policies, Grants

*Regional:
 -ICI
 -HSG
 -LAAFCA

Secretary (1)

*Program Management
 -GEMT
 -Amb. Billing
 -HIPAA
 -OSHA
 -ALS Drugs

*EMS Contract Management

*EMS Policy Decisions (State, Local, Federal, Hospitals, Fire Departments etc.)

*Supervision of: Nurse Educator & Nurse Practitioner

Secretary (1)

Fire Community Programs
Deputy Fire Marshal (1)

Plan Checker (1)

Fire Inspectors (3)

Volunteer Photographer (1)

Community Emergency Response Team [CERT] Specialist (1)

Fire Cadets (4)

Captains (5)
Engineers (6)
Firefighter/Paramedics (9)
Firefighters (6)

Captains (5)
Engineers (6)
Firefighter/Paramedics (9)
Firefighters (6)

Captains (5)
Engineers (6)
Firefighter/Paramedics (9)
Firefighters (6)

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)

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

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

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

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 Gregory Barton and the team of professionals that participated for their leadership and commitment to this process.

The development of this strategic plan took place in June and October 2019, beginning with June meetings hosted by a representative from the CPSE for members of the community (as named in the following table). To ensure a broad representation of community stakeholders, the department advertised in local newspapers wherein residents and businesses were invited to take part in the community stakeholders meeting. The community stakeholders were comprised of some who reside or work within the BHFD's coverage area, and some who were recipients of the department's service(s).

Beverly Hills Fire Department Community Stakeholders			
Charles Alpert	Robbie Anderson	Honorable Les Bronte	Cerise Carleo
George Chavez	Honorable Jimmy Delshad	Honorable Lester Friedman	Lori Greene Gordon
Peter Humig	Marcia Hobbs	David Levi	Honorable Myra Lurie
Will Master	Yar Meshkaty	Daniel Nazarian, DDS	Sharona R. Nazarian
Pierre Patrick	Phil Savenick	David Seidel	Sharon Spiro
Victoria Talbot	Jeff Wolfe	Honorable Robert Wunderlich	

Community Group Findings

A key element of the BHFD'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.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the BHFD 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.

Participants were provided with an instrument to determine the prioritization of the identified eight core programs and services provided by the BHFD. In the instrument, participants were asked to make a "direct comparison" between two different services as to which, in each participant's mind, takes priority in each specific comparison. Each service was directly compared to another, and this continued until all services were compared to all other services. Instrument responses were then tabulated to formulate the combined stakeholder results as listed in the table.

This quantitative cumulative approach provides the department with a numerical prioritization ranking. It is understood that the use of the prioritization matrix provides greater statistical significance, as each participant is required to make 28 individual decisions. If all 28 decisions were not completed on any one individual's instrument sheet, that individual's instrument was not then included in the combined score and ranking results. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	124
Fire Suppression	2	101
Disaster Preparedness	3	87
Technical Rescue	4	71
Community Risk Reduction	5	65
Hazardous Materials Mitigation	6	57
Public Fire and Life Safety Education	7	29
Fire Investigation	8	26

See Appendix 2 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.

Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization'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 organization'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.

Beverly Hills Fire Department Stakeholders			
Christopher Balassanian *Systems Integrator*	Gregory Barton *Fire Chief*	Ernesto Carol *Fire Captain*	Alvin Cuna *Civilian Fire Inspector*
John Eccles *Battalion Chief - Training*	Geoffrey Ertel *Firefighter Paramedic*	Nathan Foster *Firefighter, Paramedic*	Mitch Furman *Fire Engineer*
Eduardo Gamboa *Civilian Fire Inspector*	Timothy Hayes *Battalion Chief*	Michael Hand *Battalion Chief*	Chris Heyer *Civilian Deputy Fire Marshal*
Christopher Hobbs *Firefighter, Paramedic*	Michael J. Liongson *Fire Administrator*	Jeremy Mack *Firefighter, Paramedic*	Joseph Matsch *Deputy Fire Chief*
Melissa Hillis *Fire Engineer*	Bruno Palmieri *Firefighter, Paramedic*	Ryan Pearson *Firefighter, Paramedic*	David Perusse *Battalion Chief, Fire Marshal*
Richard Sandeman *Fire Captain*	Chris Slates *Captain, Executive Officer*	Michael Stanley *Firefighter, Paramedic*	Scott Stephens *Battalion Chief*
Sean Stokes *EMS Administrator*			

Department Stakeholders

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. 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:

The mission of the Beverly Hills Fire Department is to provide world-class fire and emergency medical services for the preservation of life, property, and the environment.

Department Stakeholders Work Session

Values

Values embraced by all members of an organization 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 values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

Service – committed to helping others.

Excellence – exceeding the expectations of our community through innovation.

Integrity – building trust by aligning principles, words, and actions.

Humility – putting the needs of our community first.

The mission and values 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 BHFD are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Department Stakeholders Work Session

Technical Advisor Program

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

Programs and Services

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 essential deliverables provided by the department. Supporting services are all the internal and external programs and services that help the BHFD deliver 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 an understanding of 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, 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 sought understanding of the differences, including important key elements of the delineation.

Enumerated below are BHFD's Core Programs:

➢ Fire Administration
   Provides overall planning, control, leadership, and management of all fire department activities, and staff support for all programs.

➢ Community Risk Reduction
   Provides continual improvement of the fire and life safety of the Beverly Hills community through a vigilant inspection program and through the adoption, application, and enforcement of the latest fire, building, and health and safety codes and standards. This also includes public education programs in the schools and community, Stop-the-Bleed, fire investigation, Firewise, and wildland-urban interface inspections, to name a few.

➢ Emergency Response Services
   Provide rapid, highly-skilled response for the mitigation of all types of emergencies to protect the Beverly Hills community, visitors, and other government agencies from all risks.

➢ Emergency Medical Services
   Provide rapid emergency medical response, advanced cardiac life support, and pre-hospital care, by highly-trained and skilled paramedics and Emergency Medical Technicians (EMTs), utilizing state-of-the-art equipment, to include the Nurse Practitioner Program.

➢ Community Programs

Provide the citizens, the business community, and members of the Beverly Hills Unified School District in learning the basic emergency skills that will enable them to save lives and protect property. Its diverse programs encompass the following: Public Access Defibrillator, Community Emergency Response Team, and Business Emergency Response Team.

Department Stakeholders Work Session

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 BHFD'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 3 consists of the SWOT data and analysis collected by the department stakeholders.

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 4). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Department Stakeholders Work Session

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

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.

Beverly Hills Fire Department's Strategic Initiatives		
Goal-1 Training	Goal-2 Workforce Management	Goal-3 Physical Resources
Goal-4 Technology	Goal-5 Community Relations	Goal-6 Internal Communications

Goals and Objectives

To continuously achieve the mission of the BHFD, 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 BHFD's leadership.

Goal 1	Enhance the department's training division to provide ample opportunity for career development, operational readiness, and increased safety for all personnel.

Objective 1A	Develop a robust succession plan to create a roadmap towards career advancement.
Timeframe	9 months Assigned to:
Critical Tasks	• Build a process improvement taskforce(s) that represents all ranks/shifts. • Create and distribute a survey of what works and what needs improvement. • Analyze survey results by the taskforce(s). • Identify current processes and address gaps. • Develop actual processes to be used and modify, as needed. • Implement the newly drafted succession plan. • Annually re-evaluate the new plan and revise accordingly.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 1B	Evaluate the department's in-service training to ensure the programs support the department's mission.
Timeframe	12 months Assigned to:
Critical Tasks	• Survey members of the department regarding training needs, strengths, and weaknesses. • Create an in-service training taskforce to examine survey results from all shifts/ranks. • Research current industry training standards. • Prioritize the training needs of the department in support of the mission. • Develop a revised training program. • Implement the updated training program. • Annually re-evaluate the revised training program and modify accordingly.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 1C	Assess and enrich the department's current recruit training program.
Timeframe	18 months Assigned to:
Critical Tasks	• Examine the current recruit training process. • Evaluate the shortcomings of the process. • Research the feasibility of multi-jurisdictional agency joint recruit training. • Develop a recruit training program that is current with industry standards. • Vet training program to the training officer for dissemination to executive staff. • Seek funding and approval from executive staff and/or city council. • Implement the recruit training program. • Annually review and revise said training program.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

Goal 2	Attract, develop, and retain a workforce that can ensure world-class services are provided to our community.

Objective 2A	Analyze and enhance current recruitment and hiring practices to develop a workforce with diverse skillsets.
Timeframe	12 months **Assigned to:**

Critical Tasks	• Establish a labor/management committee to review hiring practices. • Analyze the recruitment process and determine how to increase the pool of candidates to apply. • Identify an adequate number of candidates to interview in each process to increase diversity. • Establish an interview panel to represent members of each rank to increase diversity. • Analyze successes in our current hiring processes. • Identify successful components of surrounding agencies' current hiring practices. • Develop a comprehensive recruitment process. • Implement recommendations and best practices. • Review results, revise, and modify as needed.

Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:

Objective 2B	Create a career development program to assist long term succession planning.
Timeframe	24 months **Assigned to:**

Critical Tasks	• Create a comprehensive career development manual for each rank/position. • Develop a mentoring program. • Review and revise task books for relevancy to promotional examinations. • Review promotional examinations to verify they mirror career development manual and task books. • Review effectiveness, revise, and modify as needed.

Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:

Objective 2C	Evaluate and determine the required staffing to support and sustain the success of programs.	
Timeframe	12 months	Assigned to:
Critical Tasks	• Identify programs that are not currently managed to their optimal potential. • Identify unfunded mandated programs required by regulating bodies and consensus decision making organizations. • Analyze call volume, number of stacked calls, and call distribution to ensure adequate and properly utilized resources. • Analyze time and staffing requirements along with call volume review to meet the needs of all divisions. • Identify solutions to support the functions and/or staffing needs of critical programs. • Make recommendations to implement proper staffing levels to sustain the success of programs. • Review effectiveness, revise, and modify continuously.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 3	Enhance the department's physical resources to better serve the City of Beverly Hills.	

Objective 3A	Evaluate training facilities with respect to keeping resources within the city to maintain response readiness.	
Timeframe	24 months	Assigned to:
Critical Tasks	• Fire Chief and Association Board members meet to discuss the formation of a committee and correlating rules. • Identify current practices during training activities. • Collate data as it relates to response times during training activities. • Perform analysis of response times during training activities. • Identify options for training facilities. • Evaluate the need for an in-town training facility based on data. • Committee reports findings with recommendations back to staff. • Prepare report/presentation for city leadership. • Seek funding and approval for training facilities.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3B	Assess the location of fire stations in the city for the purposes of optimizing levels of service.
Timeframe	24 months Assigned to:
Critical Tasks	• Fire Chief and Association Board members meet to discuss the formation of a committee and correlating rules. • Collate data as it relates to response times. • Perform analysis of response times. • Identify options for station locations. • Evaluate the need to relocate stations to optimize response times. • Committee reports findings with recommendations back to staff. • Prepare report/presentation for city leadership. • Seek funding and approval for fire station location augmentation.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 3C	Evaluate current fire station conditions as they relate to capital improvement projects to maintain operational readiness.
Timeframe	12 months Assigned to:
Critical Tasks	• Fire Chief and Association Board members meet to discuss the formation of a committee and correlating rules. • Collate substantial problem list as it relates to fire station conditions. • Assess past CIP expenditures. • Assess the shortcomings of CIP expenditures and their direct impact on operational readiness and health of personnel. • Identify options for new CIP expenditures. • Weigh new construction expenditures against anticipated CIP expenditures. • Committee reports to staff with findings and recommendations. • Prepare report/presentation for city leadership. • Seek funding and approval for new construction versus CIP expenditures.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Technical Advisor Program

Objective 3D	Evaluate participation with the State Office of Emergency Services (OES) resources to expand the knowledge and experience of BHFD personnel.
Timeframe	12 months Assigned to:
Critical Tasks	• Fire Chief and Association Board members meet to discuss the formation of a committee and correlating rules. • Research procurement process for OES resources. • Collect and assess data as it relates to OES apparatus utilization/deployment. • Identify costs associated with OES apparatus training. • Identify costs associated with OES apparatus deployment. • Identify the impact on operational readiness and personnel as it relates to OES deployment. • Identify logistics to maintenance and storage of an OES apparatus. • Identify benefits to integration of OES apparatus into operations. • Committee reports to staff findings and recommendations. • Staff and Association confer to discuss correlating staffing & labor concerns. • Prepare report/presentation for city leadership. • Seek approval for agreement between OES and the city.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 3E	Assess the fleet of light duty vehicles to optimize efficacy of operations.
Timeframe	6 months Assigned to:
Critical Tasks	• Apparatus committee forms to assess the fleet of light-duty vehicles. • Determine needs for additional vehicles of other types to expand operational capabilities. • Research other types of light vehicles. • Determine the impact on operations as it relates to the integration of other light vehicles. • Identify costs associated with other light vehicles. • Identify the impact on operational readiness as it relates to other light vehicles. • Identify logistics to maintenance and storage as it relates to other light vehicles. • Committee reports to staff findings and recommendations. • Seek funding and approval for other light vehicles.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Goal 4	Modernize department technology to make it more effective and efficient in the field, to better serve our community.

Objective 4A	Work with IT resources to improve all in-the-field technology to better deliver emergency services to our community.
Timeframe	18 months Assigned to:

Critical Tasks	• Work with city IT resources and two subject matter experts from each shift, identify and form a team to document the deficiencies with our current in-field technology. • Identify which systems or applications can be improved upon. • Create a report of findings and prioritize based on the criticality of the system or application. • Work with IT to research, develop, and support implementation, as required. • Advocate for funding and approval from the IT department. • Participate in post-implementation training and handoff. • Ensure that all necessary personnel have been properly trained and briefed in regard to basic troubleshooting and maintenance. • Continue to work with IT to properly document and report any issues for resolution.

Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:

Objective 4B	Implement a single combined reporting system for individual fire and EMS reporting applications to reduce redundant data entry and increase efficiency.
Timeframe	24 months Assigned to:

Critical Tasks	• Working with city IT resources and two subject matter experts from each shift, identify and form a team to document all the software systems that are currently in use. • Identify which systems or applications would benefit the most from one-way or two-way integration. • Create a report of findings and prioritize based on the criticality of the system or application. • Work with IT to research, develop, and support implementation, as required. • Participate in post-implementation training and handoff. • Ensure that all necessary personnel have been properly trained and briefed in regard to basic troubleshooting and maintenance. • Continue to work with IT to properly document and report any issues for resolution.

Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:

CPSE
Technical Advisor Program

Objective 4C	Install a video conferencing system for training and meeting purposes, between fire stations, to assist in keeping units in-district.
Timeframe	12 months Assigned to:
Critical Tasks	• Working with city IT resources and two subject matter experts from each shift, identify and form a team to document the deficiencies with our current video conferencing capabilities. • Identify the ideal video conferencing solution. • Create a report of findings and prioritize based on the criticality of the system or application. • Work with IT to research, develop, and support implementation, as required. • Participate in post-implementation training and handoff. • Ensure that all necessary personnel have been properly trained and briefed in regard to basic troubleshooting and maintenance. • Continue to work with IT to properly document and report any issues for resolution.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 4D	Install an updated station alerting system that will provide customizable dispatching options.
Timeframe	18 months Assigned to:
Critical Tasks	• Working with city IT resources and two subject matter experts from each shift, identify and form a team to document the needed/desired features with our station alerting system. • Identify which systems or applications can be improved upon. • Create a report of findings and prioritize based on the criticality of the system or application. • Work with IT to research, develop, and support implementation, as required. • Participate in post-implementation training and handoff. • Ensure that all necessary personnel have been properly trained and briefed in regard to basic troubleshooting and maintenance. • Continue to work with IT to properly document and report any issues for resolution.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Goal 5	Use available resources and future innovations to improve our outreach, maintain relevance, provide information, and receive feedback from the community.

Objective 5A	Increase the social media presence to stay relevant and better inform the community of our activities and capabilities.
Timeframe	6 months Assigned to:

Critical Tasks	- Under the direction of the Public Information Officer (PIO) a group will be selected. - Consult with the city's PIO and review city policies regarding social media. - The group will analyze our current social media presence and look for areas of improvement. - Available social media platforms will be researched to determine the feasibility for the fire department. - Develop a workflow and assign responsibilities for the management of social media accounts after implementation. - Monitor social media feedback from the community and adjust accordingly.

Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 5B	Enhance the department's current public education programs to reduce community risk and to ensure we are exceeding the needs of our community.
Timeframe	12 months Assigned to:

Critical Tasks	- Form a committee consisting of CRR and suppression personnel. - Identify areas for improvement in current public education programs such as public access defibrillators, stop the bleed, CERT, CPR, etc. - Explore other possible programs that will benefit those we serve. - Identify funding needs to improve our current programs and/or introduce new programs. - Evaluate the effectiveness of the programs by seeking community feedback. - Set up a system for annual review of all programs.

Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Technical Advisor Program

Objective 5C	Explore innovative concepts to expand our community outreach and strengthen the bond between the department and those we serve.	
Timeframe	12 months	**Assigned to:**
Critical Tasks	• Assign a committee comprised of members involved in community groups to discuss opportunities. • Collaborate with local agencies to identify community outreach opportunities and increase community participation. • Develop a framework for our expanded community outreach model, based on the results of collaboration with other agencies. • Seek funding for additional costs associated with these programs, when fiscally prudent • Implement new programs and make modifications to existing programs, as necessary. • Evaluate, revise, and re-implement as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5D	Better understand community religious and cultural groups to ensure we are respecting their customs and meeting their needs.	
Timeframe	18 months	**Assigned to:**
Critical Tasks	• Identify religious or cultural groups in the community based on existing demographic information. • Meet with each group's representatives to determine how we can accomplish the missions of our fire department while being sensitive to their needs. • Collaborate with group representatives to schedule training for all department members. • Review department practices and recognize any necessary changes to improve the department and community interactions. • Evaluate and assess the effectiveness of changes implemented and adjust as necessary.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 6	Optimize internal communications to enhance daily operations of the fire department.

Objective 6A	Identify and eliminate gaps relating to internal communications among all shifts.	
Timeframe	6 months	Assigned to:
Critical Tasks	• Build a process improvement taskforce that represents all ranks/shifts. • Identify current processes and address gaps to all shifts. • Identify current processes and address gaps between outside stations and headquarters personnel. • Develop actual processes to be used and modify as required. • Conduct cost-analysis and seek funding, if needed. • Implement new methods of internal communications. • Annually re-evaluate new methods of internal communications.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6B	Identify and eliminate gaps relating to internal communications between staff and line personnel.	
Timeframe	6 months	Assigned to:
Critical Tasks	• Build a process improvement taskforce that represents staff and line personnel. • Identify current processes and address gaps to all shifts. • Identify current processes and address gaps between staff and line personnel. • Research various communication models in other organizations. • Develop actual processes to be used and modify as required. • Conduct cost-analysis and seek funding, if needed. • Implement new methods of internal communications. • Annually re-evaluate new methods of internal communications.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6C	Identify and eliminate gaps relating to internal communications between individuals with specialty responsibilities and fire department personnel.
Timeframe	12 months Assigned to:
Critical Tasks	• Build a process improvement taskforce that represents specialty responsibilities and fire department personnel. • Identify current processes and address gaps to all shifts. • Identify current processes and address gaps between outside stations and headquarters personnel. • Research capabilities of available technology platforms, to include cost analysis. • Develop actual processes to be used and modify as needed. • Collaborate with administrative staff, IT staff, and individuals with specialty responsibilities. • Seek funding and approval from executive staff, when fiscally prudent. • Implement processes. • Annually re-evaluate new methods of internal communications.
Funding Estimate	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Department Stakeholders Work Session

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

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

Beverly Hills Fire Department's 2025 Vision

is to be widely known as an internationally accredited organization that remains dedicated to providing world-class fire and emergency medical services for the preservation of life, property, and the environment. This vision, our true futurity, will only become reality by striving to accomplish our goals. **We will become this future by…**

Building a critical mission mindset to exceed community expectations. This will be realized by our management of physical resources for effectiveness while having the vision to be prepared for the future. Additionally, we will leverage the use of technology to always be innovative. Together, these will support the pursuit of greater efficacies of our decisions.

Honoring our community, while supporting those who carry out our mission, our members. We will ensure a well-trained workforce is in place that remains mission-based to meet our calling. Further, our emphasis on workforce management will make certain we are always ready to meet all challenges and produce quality outcomes in support of the people who live, work, and play in Beverly Hills.

Focusing on opportunities to build relationships with the citizens of Beverly Hills, and ourselves. Our bolstered approaches to community relations will further guarantee a well-informed public, while also supporting a transparent departmental identity. Teamwork will be boosted by our internal communications initiative, helping us highlight greater efficiencies. As a result, our messaging will be comprehensive and positive.

Dedicating our organization to the embodiment of service, excellence, integrity, and humility, while honoring our history and always doing what is right. Together, we commit to 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.

Technical Advisor Program

Performance Measurement

To assess and ensure that our organization is delivering on the promises made in this strategic plan, the leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, our organization must focus on the assessment of progress toward achieving improved output. The Beverly Hills Fire Department must further be prepared to revisit and revise our 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.**
>
> <u>Reinventing Government</u>
> David Osborn and Ted Gaebler

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 <u>degree</u> to which customers are <u>satisfied</u> with a program, or how <u>accurately</u> or <u>timely</u> a service is provided.
- **Outcome** - Qualitative results associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

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.

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.[2]

---

[2] Matthews (2005). *Strategic Planning and Management for Library Managers*

BEVERLY HILLS FIRE DEPARTMENT
2020 – 2025 Strategic Plan

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.

ALS Advanced Life Support

CC City Clerk

CERT Community Emergency Response Team

CFAI Commission on Fire Accreditation International

CIP Capital Improvement Plan

CPSE Center for Public Safety Excellence

CPR Cardiopulmonary resuscitation

CRR Community Risk Reduction

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.

Input A performance indication where the value of resources is used to produce an output.

IT Information Technology

MDT Mobile Data Terminal

MTA Metropolitan Transportation Authority

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

NPP Nurse Practitioner Program

OES Office of Emergency Services

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.
PIO	Public Information Officer
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.
SWOT	Strengths, Weaknesses, Opportunities, and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement.* Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.

Commission on Fire Accreditation International. (2015). *Fire & Emergency Service Self-Assessment Manual.* (9th Ed.)

Matthews, Joseph (2005). *Strategic Planning and Management for Library Managers.* Libraries Unlimited.

Appendix 1

You Are Cordially Invited to Attend a

Fire Accreditation Community Stakeholder Meeting

Tuesday, June 25, 2019 at 6:00 PM

Greystone Mansion & Gardens
905 Loma Vista Drive, Beverly Hills

Light Refreshments at 5:30 PM
RSVP is requested.
Call 310-281-2700 or email **mliongson@beverlyhills.org**

Pursuant to the Americans with Disabilities Act, the City of Beverly Hills will make reasonable efforts to accommodate persons with disabilities. Please call 310-746-3800 (voice) or (310) 285-6881 (TTY).

Appendix 2

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 Beverly Hills 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 Beverly Hills Fire Department (in priority order)

1. Quick response to alarms. That the fire department or ambulance can get to my home as quickly as possible. Three to five-minute response to calls. Three-minute response. Be on time. (83)

2. Having state of the art machinery. That the equipment is sufficient to service all needs. Latest equipment to support paramedics and support staff. Best available equipment. equipment is prepared to respond. (32)

3. Knowledgeable about firefighting and rescue. Knowledgeable. Expert handling of emergency situations. Ongoing education. State of the art training. Highly trained responders. (31)

4. Polite and professional. Understanding/empathetic. Politeness. Caring. Friendly. To be concerned for human life. Professionalism among the department members. (31)

5. Well trained paramedics. Properly trained staff. Accurate. State of the art training for firefighters. (16)

6. Interact with community regularly to abate fears when event occurs. Be visible at community events and regular code enforcement. Community outreach/education programs. Ongoing community programs to educate member of the community on emergency services. (16)

7. Fire prevention. Code enforcement. Focus on prevention activities. (14)

8. Emergency medical response. Paramedics. Medical services/transport. (11)

9. Emergency training/preparedness for community members. Preparedness education. (8)

10. Fire suppression. Firefighting accurate/efficient. (8)

11. Keep up with technological advances to help firefighting and rescue. (7)

12. Succession planning for continuity of seasoned staff. Staff retention. Build an internal network of future personnel. (6)

13. Strong/agile, physical fitness. (6)

14. Safety. (6)

15. Wildfire prevention. Containment of wildfires. (5)

16. Rescue civilians. (5)

17. Ensuring the department has the means to get the job done (staffing/equipment). (5)

18. Resources and staff are available to respond. (5)

19. Maintaining equipment at tip-top level. (5)

20. That our fire department is physically able to perform. (3)

21. Explain procedures in medical intervention. (3)

22. Smart/forward thinkers. (3)

23. Best medical technicians available in the EMS division. (3)

24. Be on the cutting edge of services provided by the fire department. (3)

25. Multi-talented fire personnel. (3)

26. That we have enough water to put out fires. (2)

27. Building inspections/safety. (2)

28. Knowledgeable about what caused fire/incident and what is going on. (2)

29. Skilled leadership. (2)

30. To be attentive to the matter. (2)

31. Equity and opportunities for BHFD staff - under-represented group members are added and embraced. (2)

32. That we can deal with catastrophic chemicals. (1)

33. Accessibility to the fire department leadership. (1)

34. The department is managed properly. (1)

Areas of Community Concern

The planning process would be incomplete without an 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 Beverly Hills Fire Department (verbatim, in priority order)

1. Budget. Lack of funding. Does the city provide the necessary resources for the fire department? Secure funding to finance core programs. Budget. Finances - that the city can continue to afford the best service possible. (26)

2. Traffic getting to a fire or accident. Traffic. Would traffic allow them to do their job? (17)

3. Ability to retain top-quality recruits. Ability to recruit and retain high-quality staff. Continuous recruitment. Availability of new personnel. (17)

4. The department be well staffed. Are there enough on duty for major events? Number of firefighters in the city. Adequate staffing to handle Los Angeles as well. (16)

5. Continuing education/training for firefighters - what happens for training beyond the initial academy. Not enough practice. Training of staff. (13)

6. Can our equipment reach the higher floors in a building? Department receives most up-to-date equipment. High rise development threats - height issues. (12)

7. Disaster preparedness. Community not prepared nor aware of their lack of preparedness. (10)

8. Equipment up-to-date. Equipment updates. Ability to maintain proper equipment. (10)

9. Emergency response times in the Trousdale area. In case of fire, get there too late. (7)

10. Extended fire seasons/statewide. Wildfires may spread to other areas. (7)

11. Trees and combustibles in the fire zone areas. Canyon urban forest fire. (5)

12. Cost of emergency medical response to the consumer. (5)

13. High cost of BHFD to the city in unfunded mandates. Unsustainable pensions. (5)

14. What happened in Malibu could occur in Beverly Hills. (5)

15. Time. (5)

16. Not visible to residents. Not staying close enough to the community and losing touch with the constituents. (5)

17. Hiring the best individuals (5)

18. Evacuation plans for north of sunset - although BHFD owns the evacuation planning, its faulty assumptions will inhibit both evacuation of citizens and access for equipment. (5)

19. Canyon road accessibility for fire trucks. (5)

20. Transport solely to Cedars Sinai Medical Center. (4)

21. In case of an earthquake, the fire department could not get to me in time. (4)

22. Community service. (4)

23. Staffing. (4)

24. Being overwhelmed with non-emergency calls which distract from real duties. (4)

25. Physical training. (4)

26. Do we have the most up to date equipment? (4)

27. Prevention - with global warming and a consistent multi-year trend of 100+ degree days per year, preparation and code enforcement needs vigor. (4)

28. Ensuring excellence of department, with turnover and loss of experience. (4)

29. With the proposed State Bill 50 can our equipment reach. (3)

30. A city council that understands their limitations in administering a department. (3)

31. Complexity of changes in community. (3)

32. Cultural training. (3)

33. Is there comradery amongst employees? (3)

34. Objective data collection and analysis. (3)

35. That we have enough water in our restrictions. (2)

36. Pay scales at level to maintain best possible force. (2)

37. Do they have enough supplies for a major event? (2)

38. Climate change. (2)

39. Knowledge of city streets. (2)

40. Is there advancement opportunities among the employees? (2)

41. Can they reassure residents so there is no panicking? (1)

42. Staying too long on the job. (1)

43. Business triangle/daily influx of large number of visitors. (1)

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 Beverly Hills Fire Department (verbatim, in no particular order)

- Competence – the department knows what it is doing and is doing a good job.
- Community interaction – department works well with the community and is beloved by the community.
- Striving to do more and to do better – as illustrated by this process.
- BHFD is number one in the nation today!
- On more than three occasions, BHFD paramedics saved my life or a member of my immediate family, for which I am forever grateful.
- Prompt professional responses.
- Fast track to a hospital bed.
- No fire worries.
- Great staff – friendly, helpful.
- Great community outreach - CPR classes, fire service day for kids.
- Quick responses.
- Knowledgeable.
- Keeping up with the industry changes.
- New chief has opened up access to department and makes himself available for questions regularly.
- In my interactions, the firefighters have been fast, responsive, and calming.

- Friendly staff.

- Community support.

- Community involvement.

- Adequately staffed.

- Great equipment.

- Efficiency and professionalism, pride of work product and general sense these people love what they do, and do it well.

- Supportive of the effort to become CPSE accredited – all the highly skilled people working at BHFD deserve the distinction.

- Innovation – i.e. – the stroke unit and the Nurse Practitioner as part of the toolbox for better outcomes and follow up care (especially for residents aging in places alone).

- Readiness – for all the functions from emergency medicine to fire suppression.

- Contributions socially to the community, the senior community and the city from breast cancer to CPR training.

- Fast and in the numbers that may show up.

- Super friendly and accessible.

- Well-trained and they look it – confident.

- Very involved in the community.

- I believe in the Beverly Hills Fire Department – I trust that they do a great job.

- Friendly.

- Care about the community in philanthropic causes.

- Professional.

- Medical training.

- Friendly attitudes and smiles.

- Willingness to answer questions to civilians (even directions!).

- Excellent training and continuing education training programs,

- Quick response times (as compared to other cities).

- Show up on time.

- Create new procedures.

- Positive outlook.

- Give good advice.

- Prepared.

- Community outreach.

- Paramedic capabilities.

- Professionalism/dedication.

- Leadership.

- State-of-the-art equipment.

- Very responsive.

- Highly professional.

- Very well trained and equipped.

- Understanding the needs of the community.

- Creating a positive image for the community.

- City support.

- Population [citizen] support.

- Equipment up to date.

- Proximity to the different areas.

- Being part of the community.

- Wonderful, nice and responsive fire fighters and paramedics.

- Amazing response times.

- State-of-the-art equipment.

- Excellent community programs.

- They are very involved in the community.

- The response times are fast.

- The members of the department work well together.

- The leadership of the fire department strives to make the department number one.

- The Beverly Hills Fire Department is a Class 1 fire department.

- Strong city and community support.

- Department members recognize that they represent the community.

- Mutual aid relationships.

- Local emergency departments nearby.

- Fast response team.

- Incredible dedication to community, as evidenced by outreach, helpfulness, interaction with community members and organizations.

- Always striving to improve readiness, connection with the community.

- Fire Chiefs have been consistently involved with community organizations.

- Very well trained and equipped to respond to emergencies of all kinds.

- In my four interactions, staff have been professional and responsive.

- Response time is very quick,

- Strong reputation - never hear complaints from fellow members of the community.

- Trained personnel.

- Use of most up-to-date equipment.

- Community outreach – listening.

- Efficient facilities.

- Fiscal responsibility.

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 Beverly Hills Fire Department (verbatim, in no particular order)

- We feel safe and protected. Chief Barton is a public servant and a friend to everyone!

- Important to continue brush clearance regulations and monitoring.

- In general, I believe the community is very supportive and grateful.

- Concerns over wildfires in the fire zones – what are they doing about that?

- The BHFD is largely a drama-free organization administratively, which is great.

- Need to help the community understand preparedness.

- I hope that we, residents like myself, get to know more. Thank you for your service!

- I believe the fire department is held in very high regards by the residents. In part, this reputation arises from its fast response to all types of emergencies. In particular, I would like to praise its paramedic response and the fact that many firefighters are also paramedics.

- Our city prides itself on its world-class fire department. My dealings with the department have always been of a positive nature.

- Part of the success of the fire department is the fact the promotion within the department is based on accomplishments within the department, and the leadership has come up through the ranks.

- It is hard to engage community members until they need services. But a community culture of preparedness needs be reinforced (using both carrots and sticks).

- We need to be prepared for more excessive heat injuries and drought-related fires.

- I am so proud of the BHFD. As many others, my decision to live in BH was influenced by the desire to be protected by the best department in the country. It will remain the top reason not to move out of the city.

Appendix 3

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 Beverly Hills Fire Department	
Adequate staffing	Apparatus replacement schedule (10/20 years)
Strong community involvement	Management/labor relations
Technical rescue training	In-house Emergency Medical Services (EMS) training
Cedars Simulation Lab	Great reputation in fire service
Innovative and progressive programs	Great customer service
Financial support from the city	Advanced Life Support (ALS) resources
Family atmosphere within the department	Strong relationships with city departments
Comprehensive succession training	Response times
Civilian staff in Community Risk Reduction (CRR)	Fire prevention staffing
Emphasis on education	Quality of personnel
Strong association presentation	Cohesive culture
Robust budget	Inclusiveness of ideas
Personal Protective Equipment (PPE)/outfitting	In-house shop
Communications interoperability	Class 1 status
State-of-the-art equipment	

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 Beverly Hills Fire Department	
Company-level field training	Community Risk Reduction (CRR) technical cross-training
Mobile Data Terminal connectivity	Using technology available
Training tower	Promotional training academy
High risk/low-frequency EMS skills	High risk/low frequency experience with critical calls
Dispatch issues/reliability	Enhance succession planning for safety personnel
Constant staffing for Nurse Practitioner	Work relationship with the police department
Department social media	Develop succession planning in Community Risk Reduction
Standardized operations	Policy via email
Sustainability of programs	Uniform policy
Online training over-dependence	Administrative training for captains and battalion chiefs

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 Beverly Hills Fire Department	
Grant funds	Interoperability training
Career development	Regional dispatch
Diversity recruitment	Build an all-risk training tower
Trousdale fire station	Office of Emergency Services Type 3/Type 6
Participation in outside emergency assignments, i.e. Rapid Extraction Module Support (REMS), Federal Emergency Management Agency (FEMA), Urban Search and Rescue (USAR)	Additional Community Risk Reduction community outreach opportunities
	Rank structure in Community Risk Reduction
Telemedicine	Expand Nurse Practitioner Program – hours/days
Youth Firesetter Program	Constant staffing to 27
Comprehensive community health program	Wellness program funding from state
Joint recruit training	National Fire Academy opportunities
Single, combined reporting system	40-hour EMS captain
Live fire training	Resource deployment model

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 Beverly Hills Fire Department	
Impact of MTA (Metropolitan Transporation Authority)	Downturn of the economy
Current dispatch model	Negative public perception
State and federal legislation	Healthcare reform
Privatization of emergency services	Workers' comp reform
Environmental changes within California	Domestic and international terrorism
Hiring challenges due to pension reform	Social media
Increasing traffic/response times	Change in political climate
Increase in call volume	Hospital (emergency room) saturation
Increase in retirement age	Cyber-threats
Outsourcing traditional fire department services	Increased homeless population
State and local control over Emergency Medical Services	Capital Improvement Project (CIP) awarded contracts are low bid

Appendix 4

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 overall 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**
Training	Training o Succession planning o Career development o Company-level training o Department training o Over dependency with online training o Joint recruit training o Sensitivity training o Continuity training	Training o Company level field training o Community Risk Reduction training o Administrative training (captain and battalion chief) o Standardized operations o Online training overdependence o High risk/low frequency critical calls o Work relationship with Police Department o Succession planning in Community Risk Reduction o Promotional training academy o High risk/low frequency EMS skills o Metro training

Initiative Link	**Group 1**	**Group 2**
Workforce Management	Workforce Management o Diversity o Hiring practices o Promotional processes o Adequate staffing o Succession planning	Personnel o Constant staffing for Nurse Practitioner Program o Diversity o Uniform policy o Promotional candidates o EMS Captain

Initiative Link	**Group 1**	**Group 2**
Physical Resources	Capital Assets o No training tower o Station 2 relocation o Trousdale station (station 4)	Physical Resources o Training tower o Aging fire station 3 o OES (Office of Emergency Services) Type 3/Type 6 o Stakebed utility truck o Relocation of station 2

Initiative Link	Group 1	Group 2
Technology	Technology o MDT connectivity o Single combined reporting system o Using available technology o Telemedicine	Technology o MDT connectivity o Department social media o Video conferencing o Alerting system o Command post technology

Initiative Link	Group 1	Group 2
Community Relations	N/A	Community Relations o Social media o Public education o Cultural Sensitivity o Community outreach o Public access defibrillation

Initiative Link	Group 1	Group 2
Internal Communications	Internal Communications o Policy via email o Computer-based sign in for outside stations o "Check It" for apparatus status	N/A