

Torrance Fire Department **STRATEGIC PLAN**

2023—2028





CITY COUNCIL

Mayor George K. Chen

Mike Griffiths

Jon Kaji

Sharon Kalani

Bridgett Lewis

Aurelio Mattucci

Asam Sheikh



CITY CLERK

Rebecca Poirier

CITY TREASURER

Tim Goodrich

CITY MANAGER

Aram Chaparyan



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Executive Summary

In the process of developing of this strategic plan, the Torrance Fire Department (TFD) used guidelines from the Commission on Fire Accreditation International (CFAI) and the *Quality Improvement for the Fire and Emergency Services*, in accordance with the requirements of the latest (10th Edition) accreditation model. The process included involvement from both the community and internal TFD staff, the development of strategic goals and objectives through personnel collaboration, a draft strategic plan document, focus group work to refine the draft, and the presentation of the final draft to all stakeholders.

The TFD identified the services and programs that it provides to the community, followed by an External Stakeholder Workshop, where Torrance residents, businesses, organizations, and partnering agencies were invited to provide input on their priorities, expectations, concerns, perceived strengths, and any other feedback for the TFD. Understanding the perspective of the community was critical to further identifying areas of connection or disconnection with TFD’s customer base.

A two-day internal stakeholder workshop was then conducted, where internal TFD members from ranks across our organization with various area of expertise were presented with input from the community and challenged to develop a strategic plan that would meet the community’s expectation. During the internal stakeholder workshop, the TFD mission, vision, and value statements were revised to ensure consistent alignment with the community’s expectations. The internal stakeholders further performed an environmental scan, evaluating community feedback, external and internal factors, to identify service gaps or critical issues that need to be addressed. Through breakout sessions into focus groups, collaboration, and critical thinking, strategic initiatives, goals, and objectives were developed to close and address the identified gaps and issues.

The identified strategic initiatives each encompass an identified gap/issue or area of strategic focus. The determined initiatives are:

- | | |
|--------------------------------------|--|
| #1 Emergency Medical Services | #5 Community Engagement |
| #2 Physical Resources | #6 Workforce |
| #3 Information Technology | #7 Continuous Improvement / Accreditation |
| #4 Training and Response | |

Strategic goals were developed for each initiative. The goals represent a desired outcome that leads to closing an identified gap, inducing change or improvement. Objectives were formulated, consisting of individual critical tasks necessary to reach the determined goals in a specific, measurable, attainable, relevant, and timely manner.

The final strategic plan development phase was performed by a small focus group that reviewed the developed goals, optimized priorities to minimize any duplication of effort, ensured the goals and objectives were structured in a way that meets the strategic intention.

This plan is a living document and will periodically be reviewed and modified to address any needed changes in priorities, funding, budgetary, or planning. The completion of goals and objectives provided in this plan will be contingent upon economic and environmental conditions, as well as time and resources needed to do so. It will be important to regularly evaluate and keep the strategic plan current, and up to date.

A process was established to manage, implement, and measure the progress and success of this plan. The process consists of assigning specific individuals responsibilities to maintain accountability, tracking, updating and reporting progress on a quarterly and annual basis, performing annual program appraisals to evaluate progress and identify needs for modification.



Introduction

The Torrance Fire Department is consistently working to achieve and maintain the highest level of excellence and efficiency on behalf of those they serve, and thus, developed a community-based strategic plan to deal with the volatile, uncertain, complex, and ambiguous (VUCA) environment that the modern fire service is challenged to embrace. Today, local government executives face increasing pressure to "do far more with less" and to justify their expenditures by demonstrating a direct link to improved or expanded services. The department's stakeholders expect employees to embrace and plan for challenges such as rising pension costs, increased emergency response call volume, the threat of domestic and international terrorism, the positive and negative impacts of social media, and the impacts that technology will have on the core programs. While its members value fire service tradition, it is understood that "a hundred years of tradition unimpeded by progress" is an unacceptable mantra. Therefore, the organizational culture must become progressive, rather than merely reactive. By combining the department's reputation in the community, its intellectual capital, and thoughtful planning, the TFD strives to become an organization with shared, long-term ownership and engagement that has a heightened state of readiness and is flexible enough to face continuous, emergent change. TFD must continue to learn, unlearn, and relearn at a much faster pace than previous generations. As role models in the industry, the TFD must embrace and plan for change.

A community driven strategic plan is a crucial aspect in implementing change and pursuing progress. It is a roadmap for continuous improvement. In 2017, TFD created a community driven strategic plan consisting of goals and objectives to be achieved during the period of 2018 – 2023. As the goals and objectives from the aforementioned plan are reaching their end date, it is time to reevaluate TFD's roadmap for the next five years and realign our direction with the community in doing so.

With the participation of TFD external and internal stakeholders, a new plan was devised. The plan consists of strategic goals and objectives, that upon completion, will guide TFD to better service provision, better outcomes for Torrance residents and businesses that are in alignment with the needs and expectations of the community.

The Community-Driven Strategic Planning Process Outline

TFD followed the outline below, published by the Center for Public Safety and Excellence (Center for Public Safety and Excellence®, Inc., Chantilly Virginia, *Quality Improvement for the Fire and Emergency Services*, 2020) to develop this Community-Driven Strategic Plan. The outline succinctly describes each sequential phase of the process. It illustrates the connection between the individual parts and gives a whole picture of how this document was created.

1. Define the service programs provided to the community
2. Determine the community's service program priorities and expectations of this organization
3. Identify any concerns that the community may have for or about this organization, as well as any perceived strengths or positive aspects
4. Review and if needed adjust our organization's mission statement that describes our organization's purpose, and defines the services we provide and can potentially provide in the future.
5. Review and if need adjust our organization's vision statement, to describe what we want to become, based on our purpose (mission), with focus on alignment with the community's expectations
6. Review and if needed adjust our organization's values
7. Identify the internal factors (strength and weaknesses) that may have an impact on our organization
8. Identify the external factors (opportunities and threats) that may have an impact on our organization
9. Determine any critical issues and service gaps
10. Formulate strategic initiatives that focus on addressing the identified critical issues and service gaps.
11. For each strategic initiative, develop strategic goals and objectives that upon completion will solve the critical issues and service gaps and bring us towards realizing the organization's vision.
12. Develop organizational commitment to accomplishing the plan



1 Torrance Fire Department Headquarters - Station 1

Organizational Background

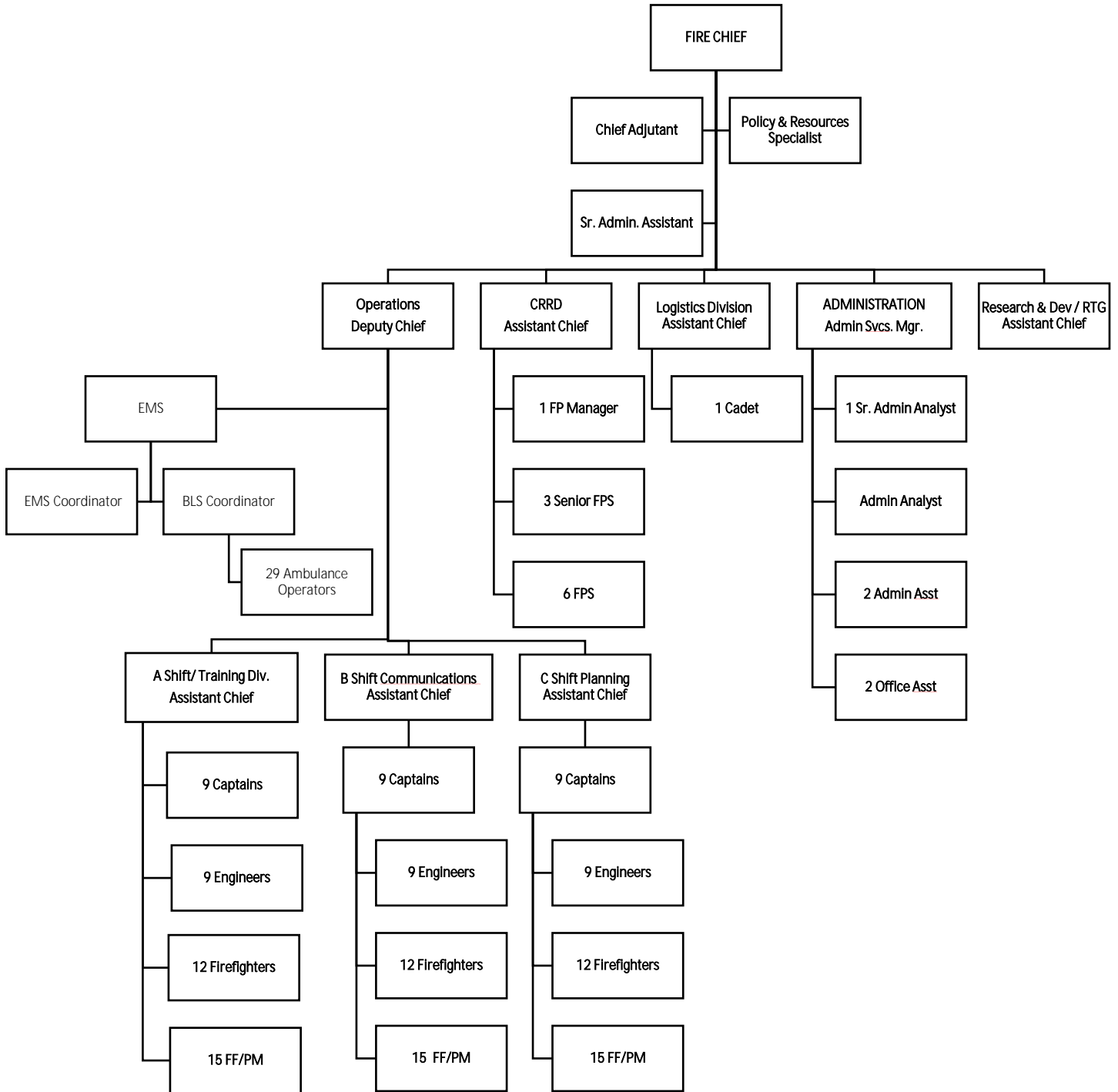
Founded in 1912 as an industrial real estate venture by Jared Sidney Torrance, the City of Torrance was to be “A Balanced City” made up of a mixed industrial-residential community where people could come and have a job waiting for them. The businesses would be established, the streets paved, sewer and water lines underground, houses built and the landscaping complete. On the night of November 12, 1912, local businessmen met in a tent to discuss the needs of protecting the community from the threat of uncontrolled fires. These men felt that protection from fire was of prime importance and at 8:00 p.m. that evening, the businessmen and residents established the Torrance Volunteer Fire Department. The Torrance Fire Department (TFD) has evolved from a two-wheeled hose cart with a couple hundred feet of hose, some nozzles, axes and soda-acid extinguishers to a nationally recognized ISO Class 1 premier all-risk public safety organization. This evolution was the result of many strong leaders that shared a commitment and a passion towards protecting lives and property.

Currently, the City of Torrance covers roughly 21 square miles and is home to 146,860 residents, with a daytime peak of 250,000 or more.

Today’s TFD provides emergency medical, fire, hazardous materials mitigation, basic and technical rescue, domestic preparedness planning and response, community risk reduction, public fire and life safety education and fire investigation services to the City of Torrance. The TFD provides its service from six fire stations located throughout the City, staffed by 144 sworn personnel and 50.5 civilian employees.



Torrance Fire Department Organizational Structure





External Community Stakeholder Findings

A key element of the TFD organizational philosophy is having a high level of commitment to community. Directing efforts for the future that are in alignment with the priorities and needs of the community is a crucial aspect of the strategic planning process. On July 27, 2022, TFD hosted an external Stakeholder Workshop, where representatives from various aspects of the community were invited and asked to provide feedback on their priorities, expectations, concerns as well as any positive or other comments they have to share about TFD.

The TFD would like to acknowledge and thank all of the external stakeholders that attended in representation of the various community organizations/groups listed below, for their participation and input into the Community Driven Strategic planning process.

Beach Cities CAER	New Horizons South Bay	Rivian	Torrance Police Department
City of Torrance	North Torrance Neighborhood Association	Roadium Open Air Market	Torrance Refining Company
City of Torrance Commission on Aging	Office of Assemblymember Al Muratsuchi	Seaside Neighborhood Association	Torrance Refining Company Advisory Panel
Double Tree by Hilton, South Bay	Office of LA County Supervisor Janice Hahn, 4th District	Susan Swinburne Consulting	Torrance Residents
El Camino Community College	Old Torrance Neighborhood Association	Torrance Amateur Radio Association	Torrance Social Service Commission
El Segundo Fire Department	Phenomenex	Torrance Area Chamber of Commerce	Torrance Unified School District
InForm Notary Solutions	Polypeptide	Torrance Bakery	Torrance Woman's Club
LA County DHS	Providence Little Company of Mary Medical Center	Torrance Council of PTAs	Torrance YMCA
Manhattan Beach Fire Department	Redondo Beach Fire Department	Torrance Memorial Medical Center	West Torrance Homeowners Association



Community Priorities

Understanding what the community considers to be a priority will assist TFD with dedicating time, resources, and direction that is in alignment with the community and their needs. During the workshop, the External Stakeholders representing the community were asked to prioritize the programs offered by the TFD through a process of direct comparison. The results were as follows:

Programs / Services	Rank	Score
Emergency Medical Services	1	258
Fire Suppression	2	215
Rescue - Basic and Technical	3	185
Hazardous Materials Mitigation	4	155
Domestic Preparedness Planning and Response	5	123
Community Risk Reduction	6	92
Fire Investigation	7	77
Public Fire and Life Safety Ed.	8	70



2 External Stakeholder Workshop

Community Expectations

Understanding what expectations the Community has of their fire department is key to identifying areas that need to be taken into consideration during the development of a longer-range strategy or direction. These expectations shed light on areas where TFD may identify gaps and room for improvement in order to meet the community's needs. It may also uncover where gaps in the community's understanding of already provided services are occurring. In these instances, public education may be sufficient to close the gap. The External Stakeholders were asked to list the highest five expectations they each have for the organization. The responses were then analyzed to reveal which expectations the community regards with highest to lowest priority. This feedback was used by the



internal stakeholders to guide their deliberations when identifying critical issues and gaps, and later forming strategic initiatives and goals and objectives. A detailed report of the community's expectations can be found in Appendix A.

Areas of Community Concerns

Learning from the Community about their concerns of and/or for the TFD is important input for the strategic planning process. The areas of concern can shed light on aspects of TFD operations and service delivery system that are weaknesses, or, indicate misunderstanding, incorrect information, or misconception. The External Stakeholders were asked to list their top five areas of concern in priority order. A detailed report of the community's submitted concerns can be found in Appendix B.

Community Feedback Regarding Perceived Positives and Strengths

Feedback from the community regarding what strengths and positives they perceive of their fire department will help TFD identify what they are already doing well and how they can overcome potential threats or weaknesses. The External Stakeholders submitted their feedback in no particular order. This information can be found in Appendix C. below (not in any particular order).

Miscellaneous and Other General Comments from the Community

During the workshop, the external stakeholders were given the opportunity to submit any other miscellaneous or general comments that they wanted to share. A complete list of the submitted comments can be found in Appendix D. Receiving these comments provides space for feedback that might be insightful but didn't fit into any of the other areas of information being requested.



3 External Stakeholder Workshop



Internal Stakeholder Group Findings

Over the course of a two-day workshop, the internal stakeholders viewed the external stakeholder feedback, reviewed and revised the TFD mission statement, vision statement, and department values, and then proceeded to perform a SWOT analysis, followed by the identification of critical issues & gaps, and the development of strategic initiatives. The two day workshop ended with the group outlining drafts of strategic goals and objectives that were then refined by smaller power group sessions in the following weeks to eliminate any duplication of any efforts, provide clarification, and correct formulation. The work sessions involved participation by the broad representation from the organization in attendance, as named below.

Torrance Fire Department Internal Stakeholders			
<i>Blayne Baker</i> Assistant Chief - Research and Development Division	Dr. Marc Cohen Medical Director	Richard Kazandjian Fire Prevention Manager	Jennifer Nulty EMS Coordinator
<i>Timothy Behen</i> Captain	Alessandro DeMuro Firefighter/Paramedic	Cristopher Koch Engineer	Rick Ortega Engineer
Carl Besanceney Assistant Chief – Communications Division	Scott Diekmann Captain	Zora Kunich Administrative Services Manager	Christopher Rhodes Sr. Fire Prevention Specialist
Tanner Blumenfeld Ambulance Operator	James Duarte Captain	Michelle Masak Sr. Administrative Analyst	Christopher Richey BLS Coordinator
Howell Bradley Firefighter	Brett Fournier Firefighter/Paramedic	Patrice McCullum Public Safety Dispatch Supervisor	Ryan Steffler Firefighter/Paramedic
Adam Brown Assistant Chief - CRRD	Trevor Graves Engineer	Ryan Mendivil Captain	Michael Strosnider Firefighter/Paramedic
Michael Buchs Firefighter/Paramedic	Andrew Janzen Firefighter/Paramedic	Alec Miller Deputy Chief – EMS Division	Duane Sweeton Captain
Samuel Chao Engineer	Nick Hagen Engineer	Kevin Millikan Assistant Chief – Planning Division	Jeremy Treskes Firefighter/Paramedic
Christopher Cathey Captain	David Hickman Captain	Christopher Morrow Assistant Chief – Training Division	Gary Valadez Firefighter/Paramedic
Catherine Cockburn Firefighter/Paramedic	Brian Hudson Assistant Chief – Logistics Division	Brian Murrietta Firefighter/Paramedic	Ryan Weller Ambulance Operator
Chad Demarco Engineer	Christian D. Johnson Captain	Christopher Nader Firefighter/Paramedic	



4 TFD Internal Stakeholders

Agency Mission

The mission statement below reflects the TFD’s purpose and communicates direction to employees, customers, and stakeholders. It was reviewed, evaluated and updated by the internal stakeholders for relevancy and alignment with community expectations and priorities.

“We serve with excellence through preparedness, response, and engagement.”

Agency Vision

The vision statement below reflects what the TFD wants to become based on its mission (purpose). It portrays a mental image of what the TFD as an organization wants to achieve.

“To be a premier, all risk public safety provider that adapts to exceed our community’s expectations.”

Agency Values

The internal stakeholders also revisited the TFD’s organizational values to ensure that they too are relevant and in alignment with the community and culture of the organization. The values below were identified by the internal stakeholders to guide all members of the TFD in the accomplishment of the goals, objectives, and day-to-day tasks.

Excellence – We aspire to be experts in our profession and provide the highest quality of services.

Integrity – Trust is critical to our mission. We do the right thing, not the easy one.

Compassion – We believe that everyone – both within the community and inside of our department - deserves to be treated with kindness, care, and respect.

Teamwork – We are better when we work together – including treating residents, businesses, and city departments as our partners to help keep our community safe.

Responsiveness – We answer every call to serve – emergency or otherwise – as quickly and safely as possible.

Duty – we take ownership of our actions on and off duty. We serve the needs of others before our own interests.

Communication – We communicate respectfully and productively with each other and with our community. We invite and seriously consider any ideas or suggestions – from any level, internal or external – that will make us better.



SWOT Analysis

During the two-day workshop, the internal stakeholders performed an environmental scan which analyzes the internal factors (strengths, weaknesses) and external factors (opportunities, and threats) that affect the TFD. Formally identifying and acknowledging these factors aided in identifying both critical issues and/or service gaps and the tools the TFD has at its disposal to address them.

The detailed list of the identified internal and external factors (strengths, weaknesses, opportunities, and threats – SWOT) can be found in Appendix E.



5 Internal Stakeholder Workshop

Identified Critical Issues and Service Gaps

The internal stakeholders used the feedback from community along with information from the SWOT analysis to identify critical issues and service gaps. The critical issues and service gaps guide towards identifying the strategic initiatives. Strategic initiatives will serve as the basis for developing goals and objectives that will aim to resolve the identified critical issues and service gaps.

The internal stakeholders identified the following critical issues and service gaps:

- Lacking resiliency of patient transportation capabilities
- Extended ambulance patient offload times
- Aging facilities
- Lack of adequate apparatus storage
- Lack of adequate space for personnel
- Environment that contributes to deteriorating internal staff mental health
 - o Locution (Station Alerting System)



- o Forced order in
- o Exposure to potentially traumatic incidents
- Lack of ability to adequately serve certain portions of our community
 - o Homeless
 - o Homebound
 - o Aging population in high rise facilities
- Impact of increasing number of people experiencing homelessness on TFD resources
- New development in the city of high density / specialized housing outpacing current TFD resources
- Lack of timely repairs for both apparatus and stations
- Deployment of resources does not match EMD model
- Full implementation of IT plan has not been completed
- Ability to recruit and retain quality employees
- Community's expectation for public education and engagement is higher than what TFD is currently providing
- Specialty teams not typed by recognized standards and under-utilized as regional resources
- Staying relevant with emerging health care service delivery
- Risks to continuity of operations - Succession planning for all ranks
- Core self-assessment and continuous improvement documents in need of updating
- TFD is lacking in a good marketing strategy
- Current Management processes for various key performance indicators do not compliment themselves, resulting in missing opportunities to leverage their full benefits.
- Decrease in number of community members trained for disaster preparedness; and gap resulting from shift of OES management from TFD to City Management
- Lacking formal funding and supporting structure to provide community engagement and outreach services.

Identification of Strategic Initiatives

The internal stakeholders identified seven strategic initiatives. The initiatives represent different areas of focus that were determined to be important for change and continuous improvement based on the identified critical issues and service gaps.

- #1 Emergency Medical Services**
- #2 Physical Resources**
- #3 Information Technology**
- #4 Training and Response**
- #5 Community Engagement**
- #6 Workforce**
- #7 Continuous Improvement / Accreditation**



Strategic Initiative	Linked Critical Issues and Service Gaps	
#1 Emergency Medical Services	<ul style="list-style-type: none"> • Lacking resiliency of patient transportation capabilities • Extended ambulance patient offload times • Impact of increasing number of people experiencing homelessness on TFD resources 	<ul style="list-style-type: none"> • Staying relevant with emerging health care service delivery • Deployment of resources does not match EMD model • Lack of ability to adequately serve certain portions of our community
# 2 Physical Resources	<ul style="list-style-type: none"> • Lack of timely repairs for both apparatus and stations • Lack of adequate apparatus storage 	<ul style="list-style-type: none"> • Lack of adequate space for personnel • Aging facilities
#3 Information Technology	<ul style="list-style-type: none"> • Full implementation of IT plan has not been completed 	<ul style="list-style-type: none"> • Succession planning for continuity of operations
#4 Training and Response	<ul style="list-style-type: none"> • Specialty teams not typed by recognized standards and under-utilized as regional resources 	<ul style="list-style-type: none"> • Gap resulting from shift of OES management from TFD to City Management
#5 Community Engagement	<ul style="list-style-type: none"> • Community's expectation for public education and engagement is higher than what TFD is currently providing • New development in the city of high density / specialized housing outpacing current TFD resources 	<ul style="list-style-type: none"> • TFD is lacking in a good marketing strategy • Decrease in number of community members trained for disaster preparedness
#6 Workforce	<ul style="list-style-type: none"> • Ability to recruit and retain quality employees • Risks to continuity of operations - Succession planning for all ranks 	<ul style="list-style-type: none"> • Environment that contributes to deteriorating internal staff mental health • TFD is lacking in a good marketing strategy
#7 Continuous Improvement / Accreditation	<ul style="list-style-type: none"> • Core self-assessment and continuous improvement documents in need of updating 	<ul style="list-style-type: none"> • Current Management processes for various key performance indicators do not compliment themselves, resulting in missing opportunities to leverage their full benefits.



Goals and Objectives

The determination of strategic goals, objectives, tasks, and timelines constitutes the plan for addressing identified critical issues and services gaps, as well as for meeting the expectations and addressing concerns of the community.

The internal stakeholders considered the identified critical issues and gaps, strengths, weaknesses, opportunities, and threats; as well as the community's priorities, expectations, and concerns, when developing the strategic goals and objectives for each strategic initiative. Timelines and responsible persons for completion of each goal were assigned. The timelines represent the time required to commit to meet the goals, not necessarily the date of completion from the time the Strategic Plan was issued.

It should be noted that many of the goals listed under each strategic initiative will require additional funding or adjustments to the current TFD budget to achieve their completion. Many of the future budget needs will be identified as part of the goals themselves. Where possible, the internal stakeholders identified potential existing funding sources. For the objectives where the funding sources are not yet known, "TBD" (to be determined) has been indicated.



Strategic Initiative #1 Emergency Medical Services

The TFD external stakeholders evaluated Emergency Medical Services as #1 priority of all service programs that TFD provides. In addition to EMS being their highest priority, the stakeholders clearly indicated by vast majority a high expectation for TFD to focus on pursuing best patient outcomes via fast, adequate, efficient response, progressive and modern practices, skilled and experienced personnel, continuous education, and state of the art equipment.

Since the establishment of the TFD paramedic program in 1972, much has changed in the world of EMS and therefore within the TFD EMS program as well. As expectations for the delivery of EMS continues to rise, the TFD EMS program has evolved to adjust to these changes. With more than 70% of all calls for service being of EMS nature, at an overall incident call volume of approximately 15,000 per year, more sophisticated approaches have been adopted to leverage industry acknowledged best practices, data driven decisions, and continuous self-assessment for areas where further improvement can be found. An excellent example of the results of such efforts is the recent implementation of a TFD operated EMS patient transportation program. The patient transportation program has not only increased the depth and control over TFD patient care quality, but also created revenue to the City, and allowed TFD to implement a successful "Grow Our Own" program that further increases the strength and quality of our workforce.

We are currently seeing a shift in society with attention turning to rising concerns around the increase in mental health and behavior related incidents, growing urban density, and an aging population. All of these factors which already are and will continue to impact TFD's EMS delivery model - TFD will need to prepare and adapt accordingly to maintain the level of service and continue to meet our community's expectations. The increasingly high demand on hospital emergency rooms and waiting times is already negatively impacting the availability of TFD EMS units.

One of the anticipated directions that EMS service delivery will evolve in is towards community based paramedicine and alternative destination delivery models (e.g. being able to transport patients to locations other than emergency room allowing patients to receive more appropriate levels of care). This could potentially relieve the impact on emergency rooms, reduce time for patients to receive care, and increase TFD EMS unit availability.

TFD internal stakeholders took into consideration the identified critical issues and service gaps, along with the community's expectations and concerns when developing the following strategic goals and objectives. By achieving these goals, we anticipate: increased availability of EMS units, increased agility in response delivery, improved capability to manage call volumes during surges, and improved ability to serve certain disadvantaged portions of our community (homeless, homebound). The anticipated outcomes of these achievements are a more robust, prepared, and capable EMS program to efficiently and adequately ensure best possible patient outcomes.

Goal 1A: Enhance current patient transportation program to build system resilience

Assigned to: Assistant Chief of EMS Division

Objective 1A.1	<p>Implement tiered dispatch to allocate appropriate resources based on call nature</p> <ul style="list-style-type: none"> • Task 1: provide remedial training to ensure all personnel can provide proper ePCR workflow and proficient patient care. • Task 2: Determine response plan for ALS vs. BLS and correlating levels of response; Alpha, Bravo, Charlie, Delta, Echo • Task 3: Meet with Medical Director to review and finalize response plans • Task 4: Ensure Dispatch representatives attend quarterly QI meetings for collaboration with EMS Division • Task 5: Determine workflow / Develop SOG for tiered dispatch fallout • Task 6: Measure the impact of tiered dispatch on UHU for all apparatus on a 6-month basis
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Timeframe: 1 year

Funding Source: TFD Operating Budget



<p>Objective 1A.2</p> <p>Timeframe: 6 months</p>	<p>Determine alternatives for ALS patient transport</p> <ul style="list-style-type: none"> Task 1: Explore options with TFFA regarding TFFA paramedic ALS transport Task 2: Explore alternative options to TFFA ALS transport <p>Funding Source: TFD Operating Budget</p>
<p>Objective 1A.3</p> <p>Timeframe: 1 year</p>	<p>Develop BLS ambulance staffing plan to ensure adequate coverage</p> <ul style="list-style-type: none"> Task 1: Develop Relief Ambulance Operator Program Task 2: Determine funding to hire additional ambulance operators Task 3: Hire additional ambulance operators to establish 48/96 APOT Coverage Task 4: Hire additional ambulance operators to upgrade peak-staffed ambulances to 7-day per week coverage Task 5: Establish quarterly meetings to evaluate efficiency of BLS upgrades and UHU <p>Funding Source: TFD Operating Budget + TBD (potential source: PP-GEMT add-on funding)</p>
<p>Objective 1A.4</p> <p>Timeframe: 1 – 2 years</p>	<p>Develop plan to increase ambulance availability in response to extended ambulance patient offload times</p> <ul style="list-style-type: none"> Task 1: Research industry standard for ambulance UHU, establish benchmark and target Ambulance UHU. Task 2: Identify UHU gap and conduct needs analysis to determine if a 24-hour TFD “APOT” unit will reduce gap. Task 3: Explore funding to establish one 24-hour TFD “APOT” unit Task 4: Partner with local receiving facilities to explore funding for additional personnel and equipment Task 5: Partner with local public providers to explore funding for additional personnel and equipment Task 6: Identify permanent dorm space at most appropriate fire station Task 7: specify and obtain appropriate vehicle for APOT use Task 8: Explore implementing a marketing and branding plan to encourage external stakeholder support of the TFD APOT unit Task 9: Outfit APOT unit with multiple patient cots to enable multiple patient care <p>Funding Source: TFD Operating Budget + TBD (potential sources: EMS revenue, SST revenue, cost sharing with regional partners)</p>

Goal 1B: Explore, adopt, and embrace current and future EMS Service Delivery Models

Assigned to: Assistant Chief of EMS Division

<p>Objective 1B.1</p> <p>Timeframe: 1 year</p>	<p>Implement Alternate Destination Transportation program within 6 months of rollout by State and Local EMS</p> <ul style="list-style-type: none"> Task 1: Adopt Alternate Destination Program as offered by EMSA Task 2: Develop Torrance Fire Specific Alternate Destination Plan Task 3: Ensure all TFD Paramedics complete required training associated with alternate destination Task 4: Develop Communications Plan in conjunction with Torrance Dispatch. Task 5: Establish affiliate agreements with approved specialty receiving facilities (psyche urgent care) for transport, acceptance and data share, etc. Task 6: Complete and submit required QA/QI to LEMSA <p>Funding Source: TFD Operating Budget</p>
<p>Objective 1B.2</p>	<p>Implement Community Based Paramedics within two years of rollout by State and Local EMS</p> <ul style="list-style-type: none"> Task 1: Adopt community based paramedicine program as offered by EMSA.



- Task 2: Accept and agree to implement community based paramedicine as the provider in the City of Torrance.
- Task 3: Collaborate with Statewide workgroups to develop and share a standard curriculum for implementation.
- Task 4: Determine community priorities for community based paramedicine and develop phased implementation.
- Task 5: Explore and develop appropriate communications plan with Torrance Dispatch.
- Task 6: Identify existing resources for specific patient needs based on defined program parameters.
- Task 7: Explore options for in-home physician consultations.
- Task 8: Develop work group and collaborate on potential compensation in conjunction with associated unions / personnel / employees.
- Task 9: Partner with South Bay Fire agencies to explore opportunities for regional programs.
- Task 10: Conduct needs analysis for vehicles and equipment

Timeframe: 2 years

Funding Source: TFD Operating Budget + TBD (potential sources: EMS revenue, SST revenue, cost sharing with regional partners)

Goal 1C: Actively participate in City’s homelessness outreach initiative to provide services and reduce impact of homeless related incidents on emergency response

Assigned to: Assistant Chief of EMS Division

Objective 1C.1	Collaborate with city departments and stakeholders to determine the Fire Department’s roles and responsibilities within the City’s outreach initiative
Objective 1C.2	Utilize data from stakeholders to determine locations of individuals experiencing homelessness
Objective 1C.3	Conduct needs analysis for resources and Fire Department personnel to perform defined roles and responsibilities
Objective 1C.4	Identify and acquire funding to meet determined needs
Objective 1C.5	Educate and train Fire Department personnel on all available homeless resources and reporting mechanisms
Objective 1C.6	Explore potential uses for TFD mental wellness canine in homelessness outreach

Timeframe: 1- 2 years

Funding Source: TFD Operating Budget + TBD



Strategic Initiative #2 Physical Resources

Fire stations, emergency apparatus, apparatus storage within the fire stations, water supply, and personal protective equipment are all physical resources that are essential to providing a high level of service to our stakeholders.

The City staffs six fire stations throughout the community 24 hours a day, 365 days a year. As a result, the department’s physical resources are subjected to constant use and wear, resulting in high maintenance demands. Throughout the six stations, TFD stores fire engines, aerial ladder trucks, command vehicles, ambulances, Paramedic Rescue units, an urban search and rescue (USAR) vehicle, foam units, a Hazardous Materials apparatus, utility vehicles, a Mobile Stroke Unit and reserve apparatus (used as back-up units when frontline apparatus are deployed on other calls, assisting with large scale incidents outside of the City, or undergoing maintenance).

The TFD’s service delivery has expanded significantly over the years. Additional equipment and apparatus (specialty units, ambulances, technical equipment, support vehicles, etc.) have been added to the Department’s fleet. The current TFD stations were not originally designed for the scope of TFD as we operate today. TFD facilities are being outgrown, especially with the recent implementation of the TFD ambulance transportation program, which increased TFD’s fleet by 9 ambulance vehicles, related life support equipment, and 20 full-time ambulance operators.

TFD also takes a very serious and proactive approach to protecting the health and wellness of its’ employees. The fire service industry is increasingly recognizing the impact of occupational related disease and injury. Protecting workers requires an investment in facilities and equipment specifically designed to improve health and wellness. Personal protective equipment (such as self-containing breathing apparatus, turnout gear, etc.) are constantly evolving with worker safety in mind.

The community identified an expectation that TFD will have and maintain adequate, state-of-the-art equipment that is kept in good use, reliable, and up to date. The high quality of TFD equipment was further identified by the internal stakeholders as a TFD strength. TFD acknowledges the community’s expectations and thus recognizes that the department’s physical resources must be protected and preserved in order to be reliable, ready, and available at all times to facilitate the protection of lives and property of all stakeholders – external and internal.

TFD is impacted by a lack of space to properly protect and store TFD apparatus out of the elements, long lead times for repair and maintenance of equipment and facilities, aging/outdated facilities with lack of space for personnel, the health, wellness and safety of TFD members, current economic factors which emphasize the need to be fiscally responsible with investments, and advancing industry practices and technologies. The internal stakeholders focused on these critical areas when developing the strategic goals and objectives.

Goal 2A: House all apparatus and vehicles out of the elements to ensure longevity and service life

Assigned to: Assistant Chief of Logistics Division	
Objective 2A.1	Perform needs analysis for space and utilities to house apparatus
Timeframe: 6 months	Funding Source: TFD Operating Budget
Objective 2A.2	Identify potential locations / solutions to house apparatus
Timeframe: 6 months	Funding Source: TFD Operating Budget
Objective 2A.3	Conduct cost analysis for project and identify funding source
Timeframe: 6 months	Funding Source: TFD Operating Budget
Objective 2A.4	Establish Capital Improvement Project
Timeframe: 3 months	Funding Source: TFD Operating Budget
Objective 2A.5	Execute Capital Improvement Plan to complete housing for all apparatus
Timeframe: 2 - 3 years	Funding Source: TBD (potential source: SST revenue)



Goal 2B: Develop replacement plan for TFD Headquarters to replace aging infrastructure with modern, sustainable multipurpose facility

Assigned to: Assistant Chief of Logistics Division

Objective 2B.1	Perform needs analysis for new facility
Objective 2B.2	Identify potential solutions to replacing headquarters that meet determined needs
Objective 2B.3	Identify funding source to contract with professional fire station architectural design firm to create conceptual plan
Objective 2B.4	Contract with professional fire station architectural design company to create conceptual plan
Objective 2B.5	Determine total cost and identify funding source to complete the replacement of TFD headquarters
Objective 2B.6	Establish Capital Improvement Project

Timeframe: 2 - 3 years

Funding Source: TFD Operating Budget + TBD

Goal 2C: Collaborate with fleet services to ensure efficient maintenance and repairs to Fire Department vehicles

Assigned to: Assistant Chief of Logistics Division

Objective 2C.1	Collaborate with Fleet Services to establish in person monthly status update meetings to improve communication and build strong working relationships
Objective 2C.2	Develop collaborative tracking/progress management process

Timeframe: 6 months

Funding Source: TFD Operating Budget

Goal 2D: Collaborate with other City of Torrance Departments to establish Emergency water distribution system at Torrance Airport

Assigned to: Assistant Chief of Logistics Division

Objective 2D.1	Collaborate with the Water Department to complete needs assessment for adequate water distribution to the airport.
Objective 2D.2	Collaborate with General Services department to obtain extension of FAA Approval Agreement
Objective 2D.3	Assist General Services with identifying funds, establishing and executing Capital Improvement Project

Timeframe: 1 – 2 years

Funding Source: TFD Operating Budget + TBD

Goal 2E: Replace mobile SCBA compressor with additional stationary compressor to ensure safety and efficiency

Assigned to: Assistant Chief of Logistics Division

Objective 2E.1	Determine optimal fire station location for new stationary SCBA compressor
Objective 2E.2	Evaluate specifications of existing compressor at station 1 to explore shared cost savings and efficiency of common operational procedures and maintenance plan
Objective 2E.3	Identify funding needs and source to complete replacement
Objective 2E.4	Prepare RFP and complete purchase with installation

Timeframe: 1 year

Funding Source: TFD Operating Budget + TBD (potential sources: grant funding, SST revenue)



Strategic Initiative #3: Information Technology

Advancements in technology can improve the speed, quality and cost of services. They allow for data collection and complicated analyses that provide input for effective strategic decision making and progress evaluation. The community listed amongst their expectations (#7) that TFD be a state-of-the art department, that keeps abreast of best industry practices, pursues continuous and data driven improvement, leverages new technologies and continuously evaluates efficiency of methods/deployment/performance. To illustrate the value that information technology provides – the use of tablets and wireless connection out in the field has streamlined and sped up the data input process, allowing staff to submit reports in real time that automatically synchronize with our databases in the cloud. The data captured in the reports can then be used to run analyses and provide crucial feedback to the department. For example, data related to TFD performance has helped identify where improvement was needed. Plans were developed to target the identified issues and improvements were achieved. TFD has greatly benefited from the use of specialized software programs that have the ability to manipulate data from the field and run predictive scenarios of what different strategies and adjustments to operations are not only feasible but also make the most sense. Most notably, predictive modeling software was leveraged to analyze changing deployment models during the COVID pandemic and to assist with the launching of the TFD operated ambulance patient transportation program.

The advancements in technology occur at increasing speeds and it has been difficult to keep up. The department relies heavily on the technologies it currently has in place. Some of these systems are now obsolete and as such, would need to be replaced with more modern versions in order to take advantage of emerging features and capabilities. Outdated technology hinders TFD’s ability to leverage the strengths and capabilities that new technologies provide and that are becoming a standard in best industry practices. The main issues that arise are challenges with the lead times on IT support, outdated database systems, outdated hardware, cyber security weaknesses with hosting databases on site as opposed in the cloud, inability of our current system to interface directly with newer software products, a record management system that lacks flexibility in data manipulation or the ability to provide performance reports in real time, to name a few.

TFD continuously recognizes the importance and shortfalls that need to be addressed, which resulted in the creation of a TFD IT Strategic Plan (developed in 2021). This IT Strategic Plan already captures the critical issues and gaps the TFD has in regards to information technology. The internal stakeholders reviewed the IT Strategic plan and concluded that it is still relevant and will be revised to include several additional issues and gaps that were identified during the internal stakeholder workshops.

Goal 3A: Review and revise the current TFD IT Strategic Plan

Assigned to: Assistant Chief of Planning Division

Objective 3A.1	Create a formal management process to track progress, review, and update the IT Plan on a regular basis
Objective 3A.2	Add critical issues and gaps, identified by the Internal Stakeholders during the TFD Strategic Planning process, to the TFD IT Strategic Plan

Timeframe: 3 months

Funding Source: TFD Operating Budget

Goal 3B: Improve the reliability and efficiency of IT physical resources

Assigned to: Assistant Chief of Planning Division

Objective 3B.1	Conduct an analysis of vehicle Wi-Fi reliability and correct identified deficiencies in order to enhance reliability of data transfer
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Objective 3B.2	Evaluate the replacement schedule for iPads and IT hardware and ensure that the schedule is adequate and includes all appropriate devices
Objective 3B.3	Create a formal management process to track the implementation of hardware replacements
Objective 3B.4	Investigate the feasibility of changing TFD iPad allocation from per-workstation basis to per-position basis as tool to increase productivity
Objective 3B.5	Explore opportunities to partner with the community to donate computer hardware that is at the end of its replacement cycle

Timeframe: 1 year

Funding Source: TFD Operating Budget

Goal 3C: Enhance personnel resources to guarantee adequate IT support

Assigned to: Assistant Chief of Planning Division

Objective 3C.1	Collaborate with City of Torrance IT Department to create a succession plan for IT support personnel dedicated to TFD
Objective 3C.2	Establish a formal IT Committee to evaluate, address and support Fire Department IT issues
Objective 3C.3	Identify IT tasks that can be delegated to and accomplished by TFD personnel

Timeframe: 6 months

Funding Source: TFD Operating Budget

Goal 3D: Pursue New/Emerging Technologies and trends and develop relationships to leverage opportunities for improvement

Assigned to: Assistant Chief of Planning Division

Objective 3D.1	Identify Fire Service IT learning and training opportunities for Department personnel to attend
Objective 3D.2	Develop relationships and establish a regular meeting schedule with COT IT personnel on IT items
Objective 3D.3	Seek involvement in agencies and associations in the IT industry, outside of the City

Timeframe: 6 months

Funding Source: TFD Operating Budget



Strategic Initiative #4: Training and Response

Having well trained, professional staff that are prepared to mitigate emergencies when called upon, was expectation priority #5 listed by the community. To continuously train in all aspects of operations is a prerequisite for meeting the expectations: to respond quickly (community expectation #1), ensure best lifesaving outcomes (community expectation #2), and be prepared for potential disasters (community expectation #4).

Well trained personnel and a robust training program were listed amongst TFD’s strengths identified by the internal stakeholders. While the quality of the current training program is acknowledged, TFD strives to continuously seek ways to improve and build upon this strength. The internal stakeholder workshop provided the opportunity to discuss and analyze the external stakeholders’ priorities. Several opportunities for improvement of TFD’s existing training structure were identified, leading to the formulation of the strategic goals and objectives listed below. Areas where opportunities for improvement were identified include: holding core competency skills to a standard in all general firefighting operations, including specialty operations Hazardous Materials and Urban Search and Rescue (USAR), as well as disaster preparedness related training.

The TFD has specialty teams that are purposefully trained to mitigate Hazardous Materials and Urban Search & Rescue incidents. The internal stakeholders recognized that there are opportunities to increase the utilization and rigor of these resources, and as such, have created goals that aim to leverage these opportunities.

Disaster preparedness is another key area of focus for TFD training efforts. With the recent creation of a centralized Office of Emergency Services (OES) managed by the City, it is imperative that the TFD work with the OES to determine and coordinate responsibilities and direction to ensure rigorous disaster preparedness.

Goal 4A: Improve and maintain the department’s comprehensive training plan

Assigned to: Assistant Chief of Training Division

Objective 4A.1	Create a centralized location on a digital platform that contains all current TFD operational training resources
Objective 4A.2	Establish annual training meetings with Training and EMS divisions to align training needs and develop joint training scenarios
Objective 4A.3	Establish bi-annual program committee meeting to review and revise the Annual Training Plan curriculum
Objective 4A.4	Include partnering agencies and relevant City departments when scheduling training activities
Objective 4A.5	Utilize survey tool to obtain stakeholder feedback on training program
Objective 4A.6	Evaluate the current digital platform for ISO and Annual Training Tracking to identify gaps for improvement

Timeframe: 1 year

Funding Source: TFD Operating Budget

Goal 4B: Identify and analyze the efficiency and effectiveness of the TFD Haz Mat team

Assigned to: Assistant Chief of Training Division

Objective 4B.1	Assemble a workgroup (TFFA SMEs/Admin) to perform SWOT analysis on current Haz Mat daily staffing, staffing pool, and physical resources
Objective 4B.2	Identify critical issues and gaps of the current Haz Mat program
Objective 4B.3	Develop recommendations to address identified critical issues and gaps
Objective 4B.4	Identify current and future funding sources needed to accomplish determined recommendations
Objective 4B.5	Explore the feasibility of obtaining typing of the department’s Haz Mat team via Cal OES

Timeframe: 1 year

Funding Source: TFD Operating Budget + TBD



Goal 4C: Identify and analyze the efficiency and effectiveness of the TFD’s USAR Team

Assigned to: Assistant Chief of Training Division

Objective 4C.1	Assemble a workgroup (TFFA SMEs/Admin) to perform SWOT analysis on current USAR daily staffing, staffing pool, and physical resources
Objective 4C.2	Identify critical issues and gaps of current USAR program
Objective 4C.3	Develop recommendations to address identified critical issues and gaps
Objective 4C.4	Identify current and future funding sources needed to accomplish determined recommendations
Objective 4C.5	Explore the feasibility of obtaining typing of the department’s USAR team via Cal OES
Objective 4C.6	Conduct needs analysis for TFD’s participation in RTF-2 program

Timeframe: 1 year

Funding Source: TFD Operating Budget + TBD

Goal 4D: Improve efficiency and standardization of Torrance Training Tower

Assigned to: Assistant Chief of Training Division and Research and Development Assistant Chief

Objective 4D.1	Develop a training tower instructor manual
Objective 4D.2	Establish a procedure for the transfer of information from one cadre to the next
Objective 4D.3	Establish a process to review and revise training curriculum and performance standards on an annual basis.
Objective 4D.4	Conduct needs analysis for technology, resources, and equipment for optimal readiness at training tower

Timeframe: 1 year

Funding Source: TFD Operating Budget

Objective 4D.5	Explore feasibility of conducting Torrance Training Tower at the Regional Training Center
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Timeframe: 6 months

Funding Source: TFD Operating Budget

Goal 4E: Reassess, update, and identify new opportunities to improve disaster preparedness and response

Assigned to: Deputy Chief

Objective 4E.1	Collaborate with City’s Office of Emergency Services (OES) to define TFD’s roles and responsibilities within the City’s disaster management planning structure
Objective 4E.2	Conduct needs analysis based on identified roles and responsibilities

Timeframe: 6 months

Funding Source: TFD Operating Budget

Objective 4E.3	Evaluate and update TFD’s disaster plan and ensure that it is in alignment with the City’s Emergency Operations Plan
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Timeframe: 6 months

Funding Estimate: TFD Operating Budget

Objective 4E.4	In a collaborative manner with labor and management, research methods and procedures to recall department personnel in the event of a disaster or localized emergency
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Timeframe: 6 months

Funding Estimate: TFD Operating Budget

Objective 4E.5	Collaborate with City’s OES to explore opportunities to use technology to monitor critical facilities and perform windshield surveys during a disaster
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Timeframe: 6 months

Funding Estimate: TBD



Strategic Initiative #5: Community Engagement

The external stakeholders expressed a high expectation for the TFD to educate and engage with the community (expectation priority #3). The stakeholders expect the TFD to communicate, build relationships, and establish presence within the community to educate them on the use of resources, efforts in regards to public safety, and to increase awareness – all with the intention of reducing risk throughout the community for EMS, fire and other emergencies.

The internal stakeholders have identified a gap between the expectations of the community and the amount of community engagement that the TFD is able to put out. This discrepancy has been exacerbated since early 2020 due to the COVID-19 pandemic, where thanks to limitations on in-person events and conflicting priorities during the turbulent times, community engagement activities were impacted.

It is the TFD’s intention continue and enhance these services to build a community engagement and public education program that is professional and sustainable.

During the strategic planning process, the internal stakeholders further identified the following issues that impact the effectiveness of TFD’s community engagement and public education efforts:

- Lack of formal structure to perform and support engagement and education related activities. The TFD lacks dedicated personnel for content creation and assurance of outreach strategies. These functions have up to now been performed sporadically by staff members and has never had a designated assignment. The TFD realizes that in order to become forward facing and professionals in the arena, an available, sustainable structure and process needs to be in place that doesn’t detract operational personnel from performing their primary duties.
- Lack of an officially allocated budget to support and provide engagement and education related service. The TFD’s operational budget does not have any funding specifically identified and allocated towards these services.
- Lack of a formal strategy and plan for most effective use of outreach mediums available and used in the Fire and EMS service industries.

The following goals and objectives were developed to address the above identified gaps and issues.

Goal 5A: Develop an action plan to enhance all current community education / outreach programs

Assigned to: Assistant Chief of Community Risk Reduction Division

Objective 5A.1	Identify all schools/organizations/community professional groups that have potential fire department public education/community outreach needs
Objective 5A.2	Determine organizations with which the department has current involvement
Objective 5A.3	Establish and maintain a master list of all schools, businesses, community professional groups to identify current future involvement
Objective 5A.4	Develop a community education / engagement plan to formally determine what engagement activities to perform on a quarterly basis

Timeframe: 1 year

Funding Source: TFD Operating Budget



Goal 5B: Utilize outreach mediums (social media, local cable, print) to maximize the effectiveness of the community education / engagement plan

Assigned to: Assistant Chief of Community Risk Reduction Division

Objective 5B.1	Identify personnel responsible for timely and accurate content of outreach mediums
Objective 5B.2	Develop methodology for using social media account analytics to determine effectiveness of outreach strategy
Objective 5B.3	Collaborate with COT Cable TV to create effective outreach strategy for appropriate demographic group
Objective 5B.4	Develop working relationships with local regional media outlets to establish formal process for press releases

Timeframe: 9 months

Funding Source: TFD Operating Budget

Goal 5C: Establish a Public Affairs Team and budget to support the Community Education / Engagement Program

Assigned to: Assistant Chief of Community Risk Reduction Division

Objective 5C.1	Identify and analyze effectiveness of current programs
Objective 5C.2	Conduct staffing and budget needs analysis
Objective 5C.3	Identify Public Affairs Team members and establish roles and responsibilities
Objective 5C.4	Establish and maintain ongoing funding to maximize outreach to the community

Timeframe: 1 year

Funding Source: TFD Operating Budget + TBD

Goal 5D: Interact with the Community to solicit feedback and evaluate the effectiveness of the community education / engagement program

Assigned to: Assistant Chief of Community Risk Reduction Division

Objective 5D.1	Develop process to solicit community feedback on an annual basis utilizing online survey tool and social media platforms
Objective 5D.2	Analyze survey data to determine: <ul style="list-style-type: none"> · Program compatibility / feasibility · Time commitment · Supply / Equipment requests · Program costs
Objective 5D.3	Develop process to modify Community Education / Engagement Plan based on analysis to ensure effectiveness / efficiency

Timeframe: 1- 2 years

Funding Source: TFD Operating Budget



Strategic Initiative #6: Workforce

Maintaining a professional, skilled, and resilient workforce is imperative to providing all TFD services to the community. The external stakeholders ranked TFD staffing as their #2 highest concern. The concerns pertained to maintaining adequate levels of staffing, quality of staff, personnel attraction / retention, leadership, and personnel safety.

Due to a combination of unfavorable economic factors, the COVID-19 pandemic, and other emerging aspects in the Fire and EMS industry over the past couple years (high demand and competition amongst agencies), the TFD has experienced challenges in recruiting and retaining personnel. While a recently executed revision of the operational personnel’s labor agreement is expected to address the largest gaps where the TFD was lacking in competitiveness, there are still areas where improvement can assist in further ensuring a strong and stable workforce.

As Fire and EMS providers are continuously expected to do more with less in an ever increasingly demanding environment, employee physical and mental health are more important than ever. An environment where members are increasingly exposed to forced overtime, exposure to potentially traumatic incidents, and disruptive sleep schedules contributes to deteriorating employee internal mental health. It is essential that the TFD strive toward developing ways to continuously mitigate these negative impacts and build mental resilience of its members to ensure the safety of all parties involved – a team is only as strong as its weakest link.

Another opportunity for improvement identified by the internal stakeholders relates to succession planning. The TFD recognizes the importance of planning future subject matter experts and upcoming leaders to assure preparedness and continuity of the level of services provided to the community. As such, the TFD succession plan should provide for all ranks and areas of expertise throughout the organization. This includes succession planning for non-operational areas of expertise that provide essential support in matters critical for running the department (such as risk reduction responsibilities, budgeting, personnel management, staffing, data and IT management to name a few).

Additionally, the internal stakeholders recognize the importance of continuous professional development in order to meet future and current challenges.

The following goals and objectives aim to address the above mentioned areas of concern and build a stable, professional, healthy, and resilient workforce.

Goal 6A: Analyze current hiring practices to ensure we attract candidates that meet the community’s needs and expectations

Assigned to: Administrative Services Manager

Objective 6A.1	Define the qualities that TFD seeks to attract and retain based on TFD mission, vision and values
Timeframe: 3 months	Funding Source: TFD Operating Budget
Objective 6A.2	Form a recruitment team to identify target audiences, perform site visits, and market TFD recruitments
Timeframe: 3 months	Funding Source: TFD Operating Budget
Objective 6A.3	Develop a standardized marketing plan for the recruitment team to use as a guide
Timeframe: 6 months	Funding Source: TFD Operating Budget
Objective 6A.4	Diversify department’s exposure across social media platforms to promote TFD culture and activities to potential candidates
Timeframe: 6 months	Funding Source: TFD Operating Budget



Objective 6A.5 Evaluate entry level job specifications and relevancy against industry standards

Timeframe: 6 months Funding Source: TFD Operating Budget

Objective 6A.6 Establish plan to evaluate the examination process for “Grow Our Own” candidates

Timeframe: 6 months Funding Source: TFD Operating Budget

Objective 6A.7 Evaluate and refine the “Grow Our Own” program to increase the exposure for future candidates

Timeframe: 1 year Funding Source: TFD Operating Budget

Goal 6B: Ensure employees are provided a work environment that fosters personal and professional development

Assigned to: Administrative Services Manager and Deputy Chief

Objective 6B.1 Request salary surveys with comparable agencies six months prior to expiration of existing labor agreement to ensure contracts are competitive with comparable agencies

Timeframe: 3 months Funding Source: TFD Operating Budget

Objective 6B.2 Establish a process to regularly receive feedback from Human Resources department and evaluate information obtained during exit interviews from separated employees to identify any critical issues or weaknesses within the organization

Timeframe: 3 months Funding Source: TFD Operating Budget

Objective 6B.3 Develop a coaching / mentoring program for new employees to create a positive work environment geared toward success

Timeframe: 1 year Funding Source: TFD Operating Budget

Objective 6B.4 Identify opportunities for continuous training / education for all positions and regularly disseminate information to employees

Timeframe: 1 year Funding Source: TFD Operating Budget

Objective 6B.5 Evaluate and revise the FADO, FCC, and COC programs

Timeframe: 1 year Funding Source: TFD Operating Budget

Objective 6B.6 Evaluate the “Grow Our Own” program to identify on-duty training and mentoring opportunities to help prepare candidates for TFD Fire recruit process

Timeframe: 1 year Funding Source: TFD Operating Budget

Goal 6C: Analyze and enhance the TFD’s current mental health and wellness programs

Assigned to: Administrative Services Manager

Objective 6C.1 Research and identify industry specific contributing factors that lead to mental health issues

Timeframe: 6 months Funding Source: TFD Operating Budget

Objective 6C.2 Establish an anonymous annual mental health and wellness survey to determine the mental health training needs of the department

Timeframe: 3 months Funding Source: TFD Operating Budget

Objective 6C.3 Develop a training plan to provide members with mental health education and training

Timeframe: 6 months Funding Source: TFD Operating Budget

Objective 6C.4 Develop guides that identify resources for mental health support for members and post information on department platform

Timeframe: 6 months Funding Source: TFD Operating Budget

Objective 6C.5 Coordinate regular station visits with the TFD peer support canine

Timeframe: 3 months Funding Source: TFD Operating Budget



Objective 6C.6 Identify impacts to member work/life balance and establish an advocacy committee to address those impacts to operations and personnel

Timeframe: 9 months Funding Source: TFD Operating Budget

Objective 6C.7 Evaluate the efficiency of the current order in model and its effectiveness to fairly order in

Timeframe: 9 months Funding Source: TFD Operating Budget

Objective 6C.8 Implement peer support orientation for new employees to promote mental health and wellness

Timeframe: 6 months Funding Estimate: TFD Operating Budget

Goal 6D: Develop a succession plan to support continuity in programs and employee responsibilities

Assigned to: Administrative Services Manager and Deputy Chief

Objective 6D.1 Identify current department subject matter experts (SME's) across all divisions and areas of expertise

Objective 6D.2 Review existing policies and guidelines to identify the specific responsibilities of the SME's

Objective 6D.3 Develop a system to track and manage SME's and their successors that can be viewed and shared on a common platform

Objective 6D.4 Conduct a needs analysis to determine deficiencies and gaps

Objective 6D.5 Develop a method for identifying successor SME's

Objective 6D.6 Create a process to provide time and training for upcoming SME's utilizing prior SME's before assuming responsibilities

Objective 6D.7 Determine frequency and develop process for program re-evaluation

Timeframe: 1- 2 years Funding Estimate: TFD Operating Budget

Goal 6E: Analyze and enhance the TFD's current physical health and wellness programs

Assigned to: Administrative Services Manager

Objective 6E.1 In a collaborative manner with labor and management, develop a minimum standard for acceptable cardio and muscle/skeletal fitness

Timeframe: 9 months Funding Source: TFD Operating Budget

Objective 6E.2 Research ways to incentivize non-participating employees to utilize the department's health and wellness program with the goal to achieve 100% participation

Timeframe: 6 months Funding Source: TFD Operating Budget

Objective 6E.3 Conduct research of other departments' cancer prevention programs in order to develop, implement, and evaluate comprehensive cancer awareness and prevention program

Timeframe: 1 year Funding Source: TFD Operating Budget + TBD

Objective 6E.4 Work with Risk Management and Workers' Comp to review data and attempt to measure the success of the department's health and wellness program

Timeframe: 1year Funding Estimate: TFD Operating Budget



Strategic Initiative #7 - Continuous Improvement / Accreditation

The TFD embraces a continuous improvement mindset. In the early spring of 2019, the department received accredited status from the Commission on Fire Accreditation International (CFAI), formalizing its commitment to continuous improvement efforts. The CFAI’s accreditation model provides an internationally acknowledged framework for continuous improvement best practices in the Fire and emergency medical services industry. Via required compliance with key performance indicators and core competencies, the model encompasses many of the areas that the community has identified as priorities or areas of concern including emergency medical services, community engagement and education, disaster preparedness, innovation, leadership development, succession planning, and fiscal efficiency. The model is process-based and being an accredited agency is not merely a one-time project. Accredited status by the CFAI is granted for a 5 year period. Each accredited agency is required to maintain compliance with the model, and after a 5 year period, undergo the rigorous accreditation process again, if they want to remain accredited. The TFD aims to be reaccredited in the spring of 2024.

The department has found great value in the accreditation process as it has resulted in many improvements within the organization as well as additional benefits provided to the community. The process has shown TFD how to become a more professional, better organized, stronger, and resilient all-risk emergency service provider. The community has furthermore also expressed its expectation that the TFD maintain its focus on striving towards industry excellence, best practices, innovation, and accreditation (expectation priority #7 from the community).

While this initiative does not inherently arise from an issue or gap critical to the organization’s operations, the internal stakeholders identified opportunities to improve, streamline and better leverage the way TFD currently implements certain key performance indicators and processes involved in the continuous improvement model.

The goals and objectives below support meeting the requirements for re-accreditation in 2024, as well as targeting opportunities to increase the benefits of the continuous improvement tools and processes that are already in place.

Goal 7A: Obtain reaccredited agency status with the Commission on Fire Accreditation International to support continuous improvement strategies

Assigned to: Administrative Services Manager and Assistant Chief of Planning Division

Objective 7A.1	<p>Ensure that all core competencies under the Center for Public Safety Excellence (CPSE) 10th Edition Model are accounted for in TFD continuous efforts.</p> <ul style="list-style-type: none"> • Task 1: Review all core competencies under the Center for Public Safety Excellence (CPSE) 10th Edition Model to identify changes from 9th Edition • Task 2: Appoint Category Managers and identify subject matter experts to review all key performance indicators in 10th Edition and identify if any areas are not being met. • Task 3: Establish action plan to rectify any identified gaps • Task 4: Incorporate any outstanding core competencies into existing management process.
Objective 7A.2	Submit Letter of Intent and application to attain Candidate Agency status with the CPSE.
Objective 7A.3	Update Community Risk Assessment / Standards of Cover document.
Objective 7A.4	Compile Self-Assessment Manual with written responses to all CPSE 10 th Edition model key performance indicators and core competencies.



Objective 7A.5	Submit Strategic Plan, CRA/SOC, and Self-Assessment manual documents to the CPSE by the submission deadline.
Objective 7A.6	Collaborate with CPSE and designated peer review team to coordinate document review and peer team site visit.
Objective 7A.7	Appear before the CFAI for hearing for final decision: Accreditation / Deferral / Denial.

Timeframe: 1 year

Funding Source: TFD Operating Budget

Goal 7B: Update formal annual program appraisals to better serve the TFD in achieving goals and objectives, evaluating program / service delivery efficiency, performance, outcomes, and progress

Assigned to: Administrative Services Manager and Deputy Chief

Objective 7B.1	Identify all core competencies that have a connection or relevance to the formal annual appraisal process and consider integrating them into the appraisal format
Objective 7B.2	Determine how to best utilize the program appraisals to maximize the benefit to the TFD
Objective 7B.3	Update components of the program appraisal format to reflect the identified core competencies and determined utilization
Objective 7B.4	Incorporate updated formal program appraisals into annual review process. Evaluate, and revise if needed

Timeframe: 6 months

Funding Source: TFD Operating Budget

Goal 7C: Develop a management process that integrates the various components of the continuous improvement model more efficiently

Assigned to: Administrative Services Manager

Objective 7C.1	Compile a comprehensive list of all the goals, objectives, recommendations, and evaluative processes in the most recent edition of the CPSE's accreditation model that are utilized by the TFD
Objective 7C.2	Identify current timelines, workflows, and communication pathways of the identified components
Objective 7C.3	Identify gaps or areas of inefficiency
Objective 7C.4	Develop and implement a process to address identified gaps and reduce inefficiencies

Timeframe: 9 months

Funding Source: TFD Operating Budget



The Success of the Strategic Plan

Success of this strategic plan is contingent upon having in place a strong, well defined management process for its execution. To produce optimum results per the defined goals and objectives, the management process needs to adequately incorporate organizing, staffing, leadership, and control components.

Another key ingredient to successfully progressing toward the strategic vision is flexibility. The plan needs to be a living document that is reviewed and revised from time to time to ensure proper alignment with actual, emerging, and changing circumstances within the organization, community, and environment.

Lastly, joint understanding and commitment from all the members in the department, along with clear communication and transparency with the authority having jurisdiction and key stakeholders is crucial for maintaining momentum in the direction that is sought.

The management process in place consists of:

- Defining clear lines of responsibility and establishing timelines for each goal and objective
- Encouraging responsible leaders to empower and delegate tasks to subject matter experts where appropriate
- Progress tracking by area of responsibility on a quarterly basis with reporting that is sent out to the whole organization and other stakeholders
- Annual appraisals of the TFD programs to determine efficiency and any needed adjustments.
- Annual internal stakeholder meetings to evaluate progress and impacts
- Annual reporting to the AHJ and Public Safety Commission on progress and any needed adjustments.



Glossary of Terms, Acronyms, and Initials

AHJ – Authority having Jurisdiction
ALS – Advanced Life Support
APOT – Ambulance Patient Offload Time
BERT – Business Emergency Response Team
BLS – Basic Life Support
CAL OES – California Office of Emergency Services
CERT – Community Emergency Response Team
CFAI – Commission on Fire Accreditation International
COC – Chief Officer Certification
COT – City of Torrance
CPSE – Center for Public Safety Excellence
CRA/SOC – Community Risk Assessment / Standards of Cover
EMS – Emergency Medical Services
EMSA – Emergency Medical Services Authority
ePCR – Electronic Patient Care Report
FAA – Federal Aviation Administration
FADO – Fire Apparatus Driver Operator
FCC – Fire Captain Certification
IT – Information Technology
LEMSA – Local EMS Agency
QA/QI - Quality Assurance / Quality Improvement
RFP – Request for Proposal
RTF-2 – Regional Task Force - 2
SCBA – Self Contained Breathing Apparatus
SME – Subject Matter Expert
SWOT – acronym for Strengths, Weaknesses, Opportunities, and Threats
TFD – Torrance Fire Department
TFFA – Torrance Firefighter Association
UHU – Unit Hour Utilization
USAR – Urban Search and Rescue



APPENDIX A – External Community Stakeholder Expectations

To list all the responses pertaining to the Community's expectations in priority order, the responses were weighted for two criteria – priority rank, and frequency (how many times a certain priority/theme was stated). First, each stated expectation received a weight – the highest priority expectation listed receiving 5 points, the second highest 4 points and so forth, with the fifth (lowest) receiving a weight of 1 point. The responses were then categorized into common themes, and the individual weights of each response summed for each category. The categories were additionally weighted by the frequency (number of times) it was stated by the community. The two criteria (category frequency and response priority ranking) were then normalized and summed, giving a total score for each theme/category of response. The themes were then listed from highest score to lowest score as shown below:

1. **Quick response** to calls for service including fire and Emergency Medical Services.
2. **Emergency Medical Services and medical response.** This includes speed, adequacy, and effectiveness of the response/service provided during medical emergencies, with an expectation of high level of performance to ensure the best life-saving outcomes.
3. **Public Education and community engagement.** Engage and educate residents and businesses in order to reduce risk throughout the community for EMS, fire, and other emergencies, including preparing the community for potential large scale disasters. The community expects this to be achieved via TFD sharing technical expertise through public workshops and educational programs (CERT, BERT, youth programs), establishing presence in the community (visiting schools, attending community events, marketing life-saving techniques to increase interest in educational services/programs, and collaboration with other agencies (hospitals, City Council, Torrance Refinery). By educating the community on TFD practices, use of resources, and efforts in regards to public safety, we can increase awareness throughout the community to allay concerns.
4. **Domestic and disaster preparedness.** The community expects that TFD will be well trained and prepared with a plan in place for potential major disasters – both natural (e.g. earthquakes) and man-made (e.g. hazardous materials and refinery proximity, active shooter). It is expected that TFD will leverage advanced technologies and be up to date with best practices in command, control, and incident management. The community realizes that a key component of disaster preparedness is having the whole community prepared, and as such, emphasizes the promotion, facilitation, and development of a trained and prepared community (which ties in with the afore listed expectations for Public Education).
5. **Well trained, professional staff** that are prepared to mitigate emergencies when called upon. The community expects TFD staff to continuously train in all aspects to be as effective and efficient as possible. This includes keeping up with best industry practices and excellence, training with neighboring agencies and partners to ensure the highest quality of service provided and coverage redundancy.
6. **Enhance Community Risk Reduction efforts** – integration into all aspects of the Community (other City department operations, businesses, residents, schools and education). The community expects TFD to continue focusing on improving current methods and finding new ways to prevent fires and other emergencies by use of fire investigation, code enforcement, safety inspections, leveraging technology (e.g. safety monitors regarding air quality and presence of hazardous substances, alarms), building relationships and promoting constructive collaboration with businesses and organizations that are of concern to the community, such as the Torrance Refinery.
7. The Community expects TFD to be a **state of the art department** that remains current with best industry practices, maintains accredited status, pursues continuous and data driven improvement, leverages new technologies, and continuously reevaluates efficiency of methods/deployment/performance.
8. **Protect lives and property.**



9. **Maintain high standards** for the department and team through unwavering ethics, commitment, and integrity. Maintain ISO Class 1 status.
10. **Equipment and Resources** – the Community expects TFD to have and maintain adequate, state-of-the-art equipment that is kept in good use, reliable, and up to date.
11. **Collaboration with partners for safety of the Public** – TFD is expected to foster working and constructive relationships with neighboring agencies and other health and public safety partners (police department, hospitals, other city departments) to further promote the quality of services provided to the community. Concerns for long hospital wall time, Torrance Refinery operations, safety of the public when responding to incidents, and leveraging training and growth opportunities for all parties via collaboration were shared in the comments.
12. **Effective communication** – This includes clear communication with the community as well as partners and allies. Continue the use of Torrance Alerts, ensure availability of information to the public, expand and synchronize avenues to efficiently communicate with the community (social media, website, other platforms).
13. Expectations regarding focusing on **prevention and preparedness of hazardous materials emergencies** due to the proximity of the Torrance Refinery and other industries present in Torrance.
14. **Use of current technologies** (Comments related to IT security and leveraging performance reporting through online dashboards were shared).
15. **Building and maintaining outreach and a good relationship with the Community** to ensure continued support, build trust, and promote positive engagement with the community to facilitate public education, fire prevention, and community risk efforts.
16. **Behavior and Ethics** – The community expects TFD to lead in example and be a reflection of the values in our community - TFD is expected to practice ethical behavior, provide good customer service, continue to be goal based versus personality driven, and expected to be an equitable workplace with a good recruitment culture.



APPENDIX B – External Community Stakeholders' Area of Concern

To list all the responses pertaining to the Community's concerns in priority order, the responses were weighted for two criteria – priority rank, and frequency (how many times a certain priority/theme was stated). First, each stated concern received a weight – the highest priority concern listed receiving 5 points, the second highest 4 points and so forth, with the fifth (lowest) receiving a weight of 1 point. The responses were then categorized into common themes, and the individual weights of each response summed for each category. The categories were additionally weighted by the frequency (number of times) it was stated by the community. The two criteria (category frequency and response priority ranking) were then normalized and summed, giving a total score for each theme/category of response. The themes were then listed from highest score to lowest score as shown below:

1. **Budget** - The community's concern that ranked highest priority was related to the budget. The community's concern is twofold: 1) concerns about the ability of the City to fund the TFD programs in order to maintain the level of service. 2) Concerns pertaining to fiscal responsibility regarding current operational costs of the department, as they relate to salaries, pension liability, cost of equipment, and resources.
2. **Department Staffing** – does TFD has adequate staffing levels to effectively provide and maintain the level of services and programs – number of staff adequate for the size of the community, quality of staff, risk of reduction to staffing due to economic factors. Concerns about personnel attraction and retention were emphasized, as well as the importance of leadership development, to ensure continuity of high quality services provided to the community. Concerns about the safety for TFD personnel were also mentioned.
3. **Proper training for TFD personnel** – The community shared concern that TFD staff must continuously engage in proper and progressive training to ensure the best possible service provided and emergency mitigation outcomes.
4. **EMS** – concerns for the ability of TFD personnel to respond quickly and efficiently with emphasis on EMS operations being a priority. The community expects TFD staff to be continuously educated, up-to-date with new best practices, leveraging new technologies and continuously aiming for improving the outcome of responses to medical emergencies. Health service providers in the community value close collaboration and feedback with their personnel from TFD staff. The concern that TFD ambulances are currently not all staffed with paramedics and whether the level of patient transportation is appropriate for the severity of the emergency were mentioned as well.
5. **Disaster Preparedness** – The community shared concerns regarding preparedness for large scale disasters. Amongst the comments were concerns about having a plan on how to deal with any type of disaster, ability to notify the community with accurate information in a timely manner, lack of identifying disabled residents and their possible needs for assistance when communication is down, and concerns about the community needing to be trained as whole to ensure the best outcome for disaster mitigation (including re-establishing BERT and CERT trainings). Lack of leveraging county and other resources and potential loss of improvement such collaboration could bring was mentioned as well.
6. **Capability to perform** – the community emphasized their concern for potential factors (e.g. increased population and traffic) that could compromise TFD's ability to respond quickly.
7. **Torrance Refinery** – the community has shared concerns about the safety of operations at the Torrance Refining Company. Comments were submitted pertaining to TFD response to potential emergencies, coordination with refinery personnel to ensure safety is maintained, timely communication with the public regarding critical incidents, and the desire for information and transparency on possible emergencies related to the refinery. The community expects further collaboration with the refinery towards creating awareness on how the TFD interacts with the refinery, which would be beneficial to allaying community concerns and increasing awareness.



8. **Best practices and strategic improvement** – Does the TFD keep abreast of and implement best industry practices in their response models and service delivery? Are decisions based on data and supported by the usage of emerging technology and training techniques? These are concerns that the community has. Some of the specific comments related to maintaining accredited and ISO Class 1 status, concerns around growing complexity of operations and dependence on technology, professional and leadership development to ensure continuity of overall improvement, and openness to sharing resources as fire agencies are asked to do more with less.
9. **Community Outreach and Engagement** – the community values being informed and prepared. Concerns around disaster & emergency preparedness, changes in the environment (climate, aging population, increased traffic) and a pro-active mindset towards improving emergency outcomes, creates a desire for more engagement with the community, re-establishment and marketing of public safety and life education events, trainings, and efforts. The community wants to see TFD's presence and feel engaged. They believe support and trust from the community are important.
10. **Resources and Equipment** – the Community wants TFD to have and maintain proper, up-to-date equipment and facilities that are needed to perform duties. Concerns were raised about lack of adequate or reliable equipment, the inability to acquire or maintain proper or state-of-the art equipment, facilities and tools, and about the potential impact that may have on the quality and level of service provided to the community.
11. **New Technology** – External Stakeholders commented fairly frequently on concerns of TFD not having access to or leveraging newest available technologies in the industry, in areas such as: IT (cyber) security, EMS life-saving technologies and training, traffic management (“better control over intersection signals”), data automation and process improvement (e.g. auto population of epcr reports from the run sheets). This indicates that the community is concerned that the lack of implementing new technology will lead to potential risks or missed opportunities for further improvement.
12. **Community Risk Reduction Programs** – Concerns and comments regarding Community Risk Reduction were submitted including: Is TFD on target for fire code compliance inspections? Does TFD have enough staff to provide public education related to fire prevention? Has TFD identified specific emergency procedures regarding ADC's and schools? What risk reduction services are available to the public (e.g. checking smoke alarms and home walk throughs for safety)? Does TFD require reports on hazardous materials storage from businesses as part of annual inspection (suggested preference for information in “map your neighborhood” style)? Some of the listed concerns types indicate a potential opportunity for TFD to increase public education and awareness of CRR efforts.
13. **Demographics** – with increasing age of the population, the community has shared concern for the ability to properly evaluate related risks and take them into consideration to improve service delivery – such as complications arising from aging individuals in high rise facilities, deployment of additional stroke mobile units, and increasing community education and awareness related to an aging population.
14. **Other concerns** – Amongst the responses submitted by the external stakeholder were other unique responses, including: concerns about homelessness and related mental health issues within the community, concerns about the “appearance” of a division between TFD and TPD; lack of collaboration with other fire agencies and city departments; and not enough diversity in TFD.



APPENDIX C – Community Feedback Regarding Perceived Positives and Strengths

The External Community Stakeholders submitted various comments on what they perceive as strengths or positives of the TFD (not listed in any particular order):

- Reputation for the quality of services
 - Top-notch municipal fire department
 - Great reputation in the region
 - High level of service with concern for Torrance community
 - TFD maintains outstanding performance
 - Reputation for great customer service
 - Outstanding job in providing emergency care
 - Reputation for excellence and industry recognition
 - Reputation for being progressive (strategic approach, new equipment and technology)
 - Dependable services and stability of service provisions
 - Reputation for being professional
 - Good reputation for collaborating with other city departments
 - Community has confidence in TFD
 - Reputation of having willingness to continue educating and grow to become stronger
- Character of culture and People
 - Dedicated and passionate personnel
 - Friendly, respectful, polite, helpful
 - Professional manner
 - Positive attitudes
 - Instills confidence and pride in the community for TFD force
 - Commitment to the profession and pride in working for the City
 - Well-groomed and representative of Torrance
- Department Leadership and Direction
 - Effective leadership
 - Quality personnel at the management level
 - Great leadership and attitude
 - Good past and present leadership
 - Strong leaders and staff who care about the community
 - TFD has good leadership that addresses issues as they arise
 - Always looking for way to make TFD the best organization it can be
 - Steering the department in the right direction to protect the City better
 - Good succession planning and promoting from within the department
 - Great leadership and support from City Council
 - Commitment to 5 yr. strategic planning gives clear expectations for employees and community / gives policy makers vision of what dept. needs for success
- Community oriented
 - Great relationship with the community
 - Very community oriented and helpful



- Good community engagement
- Very active with the community and Torrance Area Chamber of Commerce
- Visibility and presence in the community
- Public education programs
- Involvement with stakeholders to improve service
- Positive impression when TFD participates in leadership of Torrance
- Strong community support
- Community has trust in TFD that the best interest of the community is top priority
- Community communications and participation in groups (like Beach Cities CAER)
- Participation county and local community activities
- Involvement in non-profit efforts and participation
- Reputation for being good, trustworthy partners, willing to collaborate
 - Willing to partner and collaborate
 - Very good working relationship with Torrance Refinery Company – collaboration and training amongst the two entities provides high level of safety
 - Wonderful partner to the City of Torrance
 - Strengthening relationship between TFD and TPD (TEMS program and other efforts)
 - Great job of building relationships with surrounding fire departments (sharing resources, experience, and knowledge)
 - Engaged with other City departments – participation and assistance to other departments with their needs.
 - Responsive, collaborative and makes service to the community a priority, including supporting our school / district
 - TFD has been very helpful in designing and supporting the emergency access lanes
 - Willingness to encourage and engage in conversation with the community
 - Very grateful for the close partnership between TFD and the refinery, esp. in wake of 2015 incident.
- Emergency response performance
 - Amazing in response abilities and thoughtfulness when providing service
 - Very good response times to emergency calls
 - Response time to emergency situations is always with excellent attention
 - Site specific response to our manufacturing facility is very much appreciated
 - Prompt response time
 - Rapid response with paramedics
- Department outreach, programs, and events
 - Positive intention to interact with community such as public safety training center at El Camino Community College
 - CERT and BERT programs
 - Hand-on CPR – we miss it!
 - Scam training for seniors
 - Excellent at providing important public education
 - Participation in community events (Veteran’s Day, tree planting events, Rock Around the Block)
 - TFFA involvement and participation in community activities
 - Spaghetti dinner and pancake breakfast
 - Generous with donating access to fire personnel and assets to help Torrance non-profits (fire house tour and dinners, auctions, raffles, donations etc.)



- Personnel capabilities and training
 - Well-trained staff
 - Highly trained, responsive, and honorable personnel
 - Paramedics are well trained
 - Professionalism and knowledge of firefighters and EMT's
 - Demonstrated desire to learn and get better in all training encounters
 - Well-staffed department
 - Prepared
 - EMT's working with paramedics to potentially train them to become paramedics



APPENDIX D – External Stakeholder Miscellaneous and General Comments

The feedback submitted by the individual External Stakeholders with any other miscellaneous and general comments is listed below (not in any particular order).

- Excellent at continuing to strive and implement new processes and programs to improve EMS services
- I had to use EMS services in the recent past, EMS was responsive, offered quality care and at the same time compassion for family members
- Marketing of programs for education opportunities could be better. Perhaps work with the City's website to advertise new or upcoming programs.
- It was difficult to rate which services have higher priority than the others. Especially Fire Suppression and EMS came neck to neck. I hope that Torrance does not cut back on either service.
- Thank you for allowing the community to part of this workshop and being open to our input.
- Overall, TFD does an outstanding job
- Ensure we coordinate and leverage learnings/approval of other fire agencies – avoid natural inclination to create our own planned approaches when others have already done this work thanks to the integration of response with other South Bay agencies & LA County
- Really appreciate how you build in community input into this vital process
- Keep up the good work, I am proud of our City's fire department!
- The TFD should focus on hiring and promoting paramedics. We should encourage members (through financial incentives) to keep their paramedic certification. Create PM engine companies. Pay a bonus to members as they promote through organization.
- Advertise CERT more. Encourage more disaster preparation.
- I appreciate the TFD, I always feel safe and in good hands!
- Public education is key to fire an incident prevention. Continue with the public through Beach Cities CAER.
- Although rarely needed, the TFD has equipment for heavy rescue scenarios (e.g. crane collapse, vehicle turnover, extraction, etc) and emergency medical transportation that the refinery does not have. We can rest assured that, if needed, the TFD can respond.
- Thank you for allowing me to share my input. I love my City and for the past 58 years. TFD puts all others to shame.
- Thank you for all you do!



APPENDIX E – SWOT Analysis Results

Below is a list of the strengths, weaknesses, opportunities and threats that were identified by the internal stakeholders. The stakeholders were asked to indicate the three most important factors under each category. These are underlined in the list below to indicate which were deemed to be of general higher risk or consequence.

Strengths

- Safety Track Record
- High standard of personnel (character, skills, capabilities)
- High quality/level of existing equipment
- Strong Administrative Support
- Support from community, City Manager, and City Council
- High level of experience arising from years of service
- Willingness to seek funding, embrace and implement new technologies
- Continuity of care in transportation program
- Ability to generate and bring additional revenue via patient transportation program
- Motivated individuals
- High level and quality of training
- Personnel development through FCC & FADO
- Progressive EMS program (training and continuous education)
- Team strength, cohesiveness, and department pride afforded by size of dept.
- Comprehensive and accessible department specific standard operating guidelines
- Comprehensive fitness and wellness program
- Peer Support and Dept. canine
- Industry Excellence (ISO Class 1, CFAI Accreditation)
- Value of retaining Paramedic certification through rank
- Good reputation with other agencies and the public
- Strong leadership development and succession planning
- Good communications platform with INSB
- Good relationship with TPD
- Size of dept. allows us to be more agile
- Environment that embraces and benefits from diversity
- High level of support and Incentives for education
- Strong external agency relationships (mutual aid)
- Good promotional opportunities and motivation for growth
- High quality of our own training tower classes
- Portion of workforce are Torrance residents
- TFD dedicated Community Risk Reduction program
- Increased involvement in Regional Training Group
- FSAC documents provide strong operational guidance
- Current MOU supports recruitment and retention
- Type 6 affords additional training and experience opportunities
- Transition to EMD-EFD allowing appropriate allocation of resources
- Newer frontline apparatus and equipment
- Good reputation with community



Weaknesses

- 3.0 staffing on certain apparatus
- Limited patient transportation resiliency
- Challenging user complexity of IT systems
- Disruptive Station Alerting system (impacting mental health and rest)
- Overburdened activity calendar
- High turnover of ambulance operators
- Employees leaving for other agencies
- Limited funding with increased expectations of TFD (budget)
- Lack of ongoing funding for specialized programs
- Paramedic vacancies
- Specialty teams (Haz Mat, Technical Rescue) do not meet a recognized standard and are therefore not utilized as regional resources
- Delays in IT support
- Lack of timely station repairs
- Lack of timely apparatus repairs
- Recurring mechanical problems with apparatus
- Reliance on third party for repairs
- Dependence on other departments for maintenance
- Lacking communication between divisions and other departments
- Inability to hire personnel fast enough to fill all vacancies
- Delays in releasing personnel that consistently don't meet standards
- Outdated computers hardware and IT maintenance
- Lacking trust between management and operations
- Deteriorating/aging facility conditions
- Insufficient space to grow (both personnel and apparatuses)
- Increased workload and stress with related compromise in work life balance
- Inconsistent funding and difficulty maintaining quality of services/programs
- Outdated Plot Plans
- Inefficient use of SharePoint
- Weak relationships with other supporting divisions/departments
- Lack of station pride
- Sweating the small stuff
- Don't have a dedicated grant writer
- Ongoing funding not identified for all IT systems and software
- Loss of tenured personnel in ranks / department
- Poorly identified city homeless services
- Personnel stated reason for leaving is culture/low morale
- Low availability of specialized training (HazMat, TEMS, Tech. Rescue, etc.)
- Plan for handling low performing individuals and ensuring personnel are held to standards
- Check box training
- Deteriorated relationship with hospitals
- Not incorporating evaluations in the hiring process for the grow-our-own program
- Enforcement of measurable



- Limited tower size (space and equipment to accommodate larger classes)
- Aging condition of specialty apparatuses (Hazmat, USAR)
- Payroll issues
- Delays in workers comp process
- Inconsistencies in succession planning
- Inefficiencies in communication avenues (SharePoint vs. Email)

Opportunities

- Additional funds from 1/4 cent sales tax increase initiative (SST)
- New City Council members (change in approach)
- Appointment of new Fire Chief in 2023 (potential changes in approach and vision)
- Community based paramedicine (alternate destinations, telemedicine)
- Regional Training Center at El Camino College
- Collaborative approach to homeless response
- Opportunity to justify our existence and use of budget
- Partnerships with hospitals, area G department, the refinery, and other organizations to secure funding and training opportunities
- Opportunity to develop alternative paramedic deployment models
- Improve and develop grow our own
- Potential to assume patient transport in surrounding communities (expand transportation program)
- Opportunities to find funding through researching grants at a regional level
- Hiring a professional grant writer to obtain funding for specialty services
- Alternative options for apparatus repair
- Grow response model and services provided with funds from DIF
- High quality local hospitals
- High level of safety in Torrance
- TFD members as instructors at Regional Training Site (El Camino)

Threats

- Improper conduct on social media
- Potential for cyber attack
- Increasing homeless population
- Economic recession
- City's financial standing
- Growing expectation to increase services without additional funding
- Inflation
- Pension liability
- Factors that are detrimental to mental health (burnout, increased call load, service calls, force order in)
- Insecurities about City's long term direction for the Fire Department (alternate staffing / peak staffing / cooperative staffing)
- Aging population
- Increased ambulance patient offloading time
- Other agencies being more competitive (salary, opportunities, advancement, etc)



- Shortage of qualified candidates (nationwide)
- Aging infrastructure (specifically stations)
- Increased call load to assisted living without an increase in staffing
- Shift to online shopping resulting in a decrease of sales tax revenue
- Supply chain issues
- Recruitment and retention
- Lawsuits and litigation (internal and external)
- Welfare state politics
- Handicapped by state and county regulations
- Ambulance operators demotivated when not promoted to fire fighter
- Nuclear war
- Terrorism
- Active assailant
- Fentanyl and drug use
- Cancer
- LA County Fire expanding coverage in the South Bay
- Increase requests for mutual aid and staffing coverage from other area G cities
- Retirements