



STRATEGIC PLAN 2017-2022

BURBANK FIRE DEPARTMENT
AN ISO CLASS 1 RATED DEPARTMENT



Table of Contents

Executive Summary	2
Organizational History.....	3
Demographics.....	5
Mission Statement	10
Vision Statement.....	10
Purpose Statement	10
Shared Values	10
Strategic Planning Process.....	11
Performance Assessment.....	15
Strategic Goals	21
Action Items	22
Conclusion	30

Executive Summary

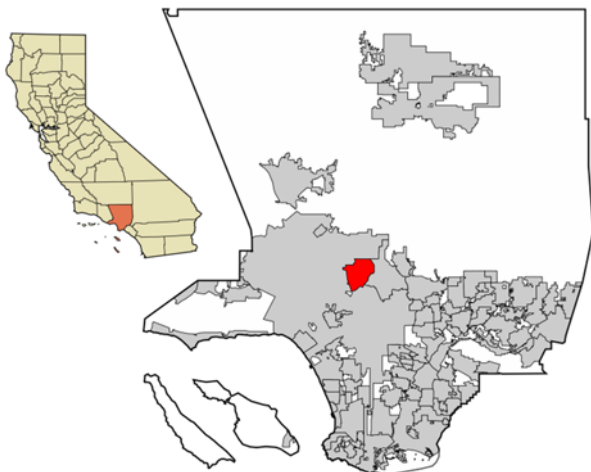
The Burbank Fire Department (BFD) is pleased to present its 2017-2022 Strategic Plan. The purpose of this Strategic Plan is to clearly define the mission and goals of BFD while developing a guide for continued excellent service as we prepare to meet the many challenges and opportunities in providing emergency services during the next five years.

This Strategic Plan will serve as a living document and a work in progress, subject to change under evolving circumstances. It was developed using a Community-Driven Strategic Planning process that included input from representative groups composed of members of the Department (internal stakeholders) and from the community at large (external stakeholders); as well as ongoing discussions, collaborations and input from BFD staff, Executive staff and City Council. The Strategic Plan is written in accordance with the guidelines set forth by the Center for Public Safety Excellence - *Fire & Emergency Service Self-Assessment Manual* 9th edition.

Since its inception in 1912, BFD has had a proud tradition of providing excellent service to the community. The growing demand for services, combined with the ever increasing costs of service delivery, make it imperative that an effective Strategic Plan be put into place that will maintain the high standards expected by the community. This document is a culmination of BFD's efforts to detail how it will meet the needs of the community, how it will prioritize those needs, and establish timelines to achieve those needs.

BFD is committed to maintaining public trust through the highest levels of responsibility and accountability. We will remain fiscally responsible in our decision-making, treat every resident with the utmost dignity and respect, ensure our equipment is always in superior working order and ready to respond, and continue to perform our profession to the best of our abilities.

Organizational History



The City of Burbank was incorporated in 1911, with a population of 500. The first record of any volunteer Fire Chief, Chief O.L. Bashford, was found in an article in the *Burbank Review* dated February 23, 1912 and the first paid Fire Chief was Homer Davis in 1923. Authorization from the City Council for 14 additional paid firemen on May 31, 1927 brought BFD from a partly paid, mostly volunteer to a paid Fire Department with a holdover of some volunteers. The last record of a

volunteer responding to a fire was in June 1928. BFD reached a milestone in its early history with an almost entirely paid Department, three new stations, and two new pieces of apparatus.

In addition to its rich fire service history, BFD has been an Emergency Medical Services (EMS) provider for over 40 years. BFD's paramedic program began on August 19, 1974, when nine firefighters entered a five month paramedic training program. On January 20, 1975, Squad 4 was placed into service followed by Paramedic Engine 4 on March 29, 1976. BFD's Advanced Life Support (ALS) capabilities were further enhanced on February 1, 1978 when Squad 5 was put into service. BFD assumed full control of ALS delivery in 1979 by taking over the transportation component, converting both Squads into rescue ambulances (RA). The third RA, RA 11, was placed into service on September 15, 1999. In 1993 Burbank Fire Paramedics piloted field treatment protocols, setting the standard for efficient, clinically effective field care for Los Angeles County's EMS practice. The EMS program delivered by BFD is recognized as one of the best in the State of California.

The Verdugo Fire Communications Center (VFCC) was established on August 1, 1979 by the founding cities of Burbank, Glendale and Pasadena. The purpose of VFCC was to allow the three cities to make optimum use of fire service resources and increase the overall effectiveness of the fire defense system of the joint cities. The agreement also included a "no borders" clause – the closest fire engine responded to calls regardless of jurisdiction.



VFCC continues to be jointly owned by the Tri-Cities and provides fire, EMS and rescue dispatch services on a contract basis to the Hollywood Burbank Airport and ten other cities in the region: Alhambra, Arcadia, Monrovia, Montebello, Monterey Park, San Gabriel, San Marino, Sierra Madre, South Pasadena and Vernon.



Today, BFD is a full service fire agency, providing a variety of services to the community including fire suppression, EMS, fire prevention, emergency preparedness, residential and commercial inspections, and public education. BFD has also become an Internationally Accredited Agency by the Commission on Fire Accreditation International (CFAI)/Center for Public Safety Excellence and has received a Class 1 Public Protection Classification rating from the Insurance Services Office.

BFD consists of seven divisions: Fire Prevention Bureau, Fire Suppression (which includes the Hazardous Materials [HazMat] and Urban Search and Rescue [USAR] Programs), Emergency Medical Services, Emergency Management, Fire Apparatus & Equipment, Training & Safety and Administration. The Office of the Fire Chief is within the Administration Division and the Fire Corps, our volunteer program, is administered by the Emergency Management Division.

BFD has six fire stations and a training center. Frontline emergency response apparatus include six Engine Companies, two Truck Companies, three Paramedic RA's, a HazMat Response Vehicle, a Water Tender, a Brush Patrol and a Battalion Chief Command Vehicle.

Demographics

The following information about the City of Burbank and BFD is provided to help put the Strategic Plan into context. It presents a framework to illustrate the size and the scope of services provided.

Quick Facts

Population Protected: 108,000 (resident) and 200,000 (daytime)

Square Miles Served: 17.16

City General Fund Budget FY 2016-17: \$168,427,476

Burbank Fire Department Budget FY 2016-17: \$33,133,289

Cost per Capita by Population Protected: \$307 (resident) / \$166 (daytime)

ISO Rating: 1

Number of Fire Stations: 6

Minimum Staffing Level per Shift and Ranks: 36

Number of Personnel: 136 (120 sworn and 16 non-sworn)

Burbank Fire Department Service Calls 5-Year History

	FY 2015-16	FY 2014-15	FY 2013-14	FY 2012-13	FY 2011-12
Fire	1,328	1,269	1,218	1,214	1,249
Medical	8,756	8,100	7,816	7,815	7,487
Service	459	449	374	406	494
Other	12	15	9	9	8
OVS*	126	137	152	153	135
Total	10,681	9,970	9,569	9,597	9,373

*OVS: Outside the Verdugo System – Regional, State and Federal Mutual Aid Responses

BFD strives to achieve the standards set forth by the National Fire Protection Association (NFPA); and as such, NFPA 1710 recognizes the 90th Percentile measurement for response times. Although it is not a legal mandate, NFPA 1710 does provide a progressive benchmark against which BFD can measure its baseline performance. The Center for Public Safety Excellence also requires using 90th Percentile as the benchmark for performance measurement in order to maintain Accredited Agency status. A benchmark is the standard used to judge performance, while baseline is the measurement of actual performance.

The following two charts provide 90th Percentile Benchmark and Baseline Performance data including what percentage were within NFPA guidelines. BFD's goal is for at least 90% of incidents to meet the benchmarks listed below.

Fire Incidents in Burbank - First Unit On Scene

Time Interval	90 th Percentile Benchmark	90 th Percentile Baseline			
		FY15-16	FY14-15	FY13-14	FY12-13
Alarm Handling Time	01:04	01:28 77.61%	01:24 80.19%	01:26 81.05%	01:18 84.17%
Turnout Time	01:20	01:52 67.63%	01:57 66.11%	01:56 64.67%	02:03 60.55%
Travel Time	04:00	05:26 73.57%	05:34 69.67%	05:43 68.91%	05:57 68.57%
Total Response Time	05:20	07:00 73.47%	07:02 67.63%	07:08 68.21%	07:22 66.24%
Incident Count		1,328	1,269	1,218	1,214

EMS Incidents in Burbank - First Unit On Scene

Time Interval	90 th Percentile Benchmark	90 th Percentile Baseline			
		FY15-16	FY14-15	FY13-14	FY12-13
Alarm Handling Time	01:30	01:27 91.23%	01:20 93.69%	01:20 93.73%	01:20 93.32%
Turnout Time	01:00	01:38 60.46%	01:39 57.00%	01:38 56.62%	01:45 46.26%
Travel Time	04:00	04:39 81.90%	04:45 81.16%	04:41 81.90%	04:33 82.52%
Total Response Time	05:00	06:02 75.68%	06:07 73.74%	06:04 74.28%	06:03 72.91%
Incident Count		8,756	8,100	7,816	7,815

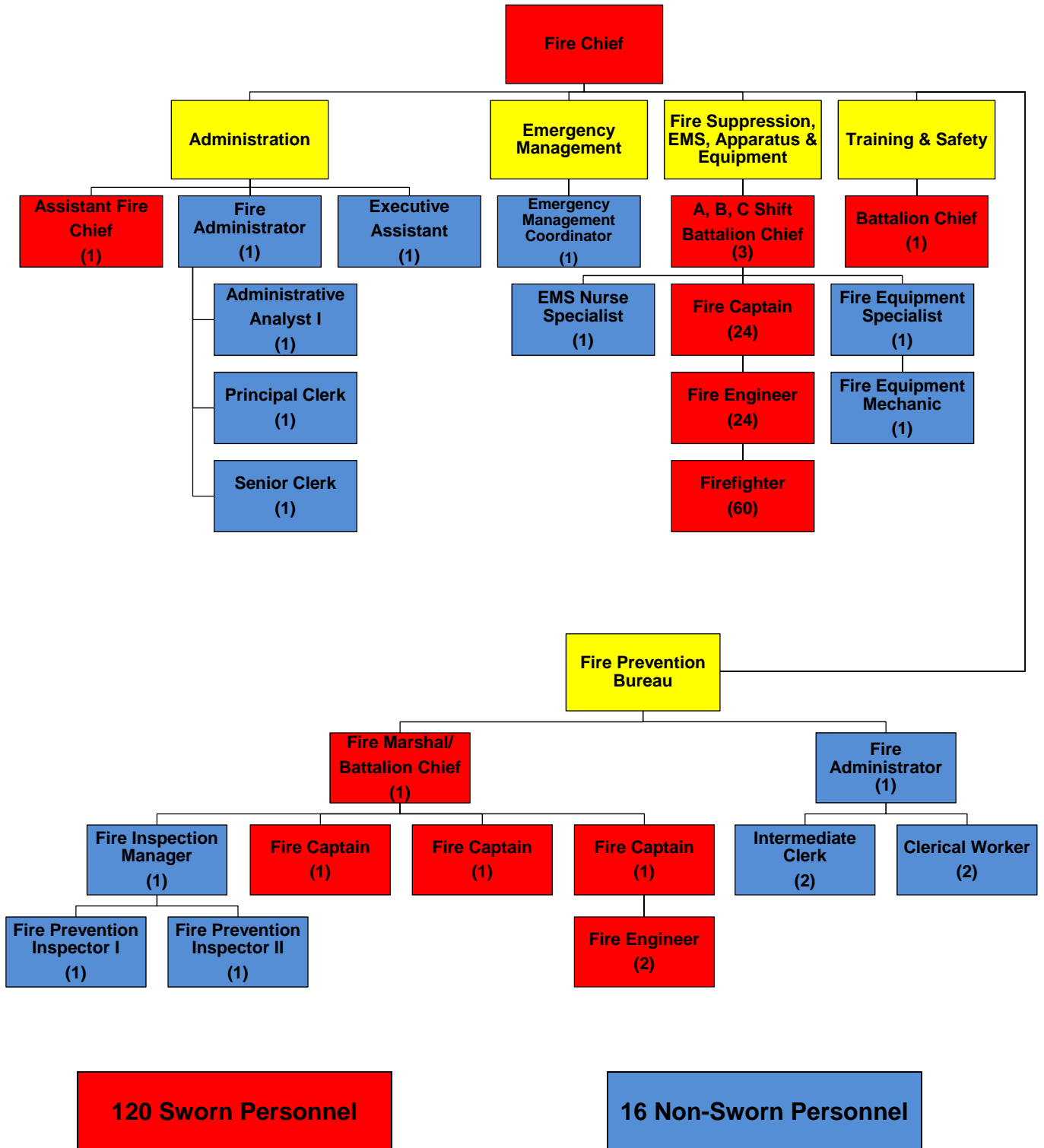
FY15-16 Comparable City Notable Statistics

	General Fund Budget	Resident Population	Daytime Population	Cost Per Capita (Daytime)	ISO Rating	CPSE Accreditation
Anaheim	\$65.4	358,000	425,000	\$154	1	Yes
Culver City	\$20.6	39,313	200,000	\$103	1	Yes
Glendale	\$50.5	200,167	450,000	\$112	1	No
Pasadena	\$43.6	142,250	240,000	\$182	1	Yes
Santa Monica	\$35.9	92,987	250,000	\$144	1	No
Torrance	\$41.0	147,175	182,159	\$225	1	No
Average	\$42.8	163,315	291,193	\$153	1	
Burbank	\$31.1	108,000	200,000	\$155	1	Yes

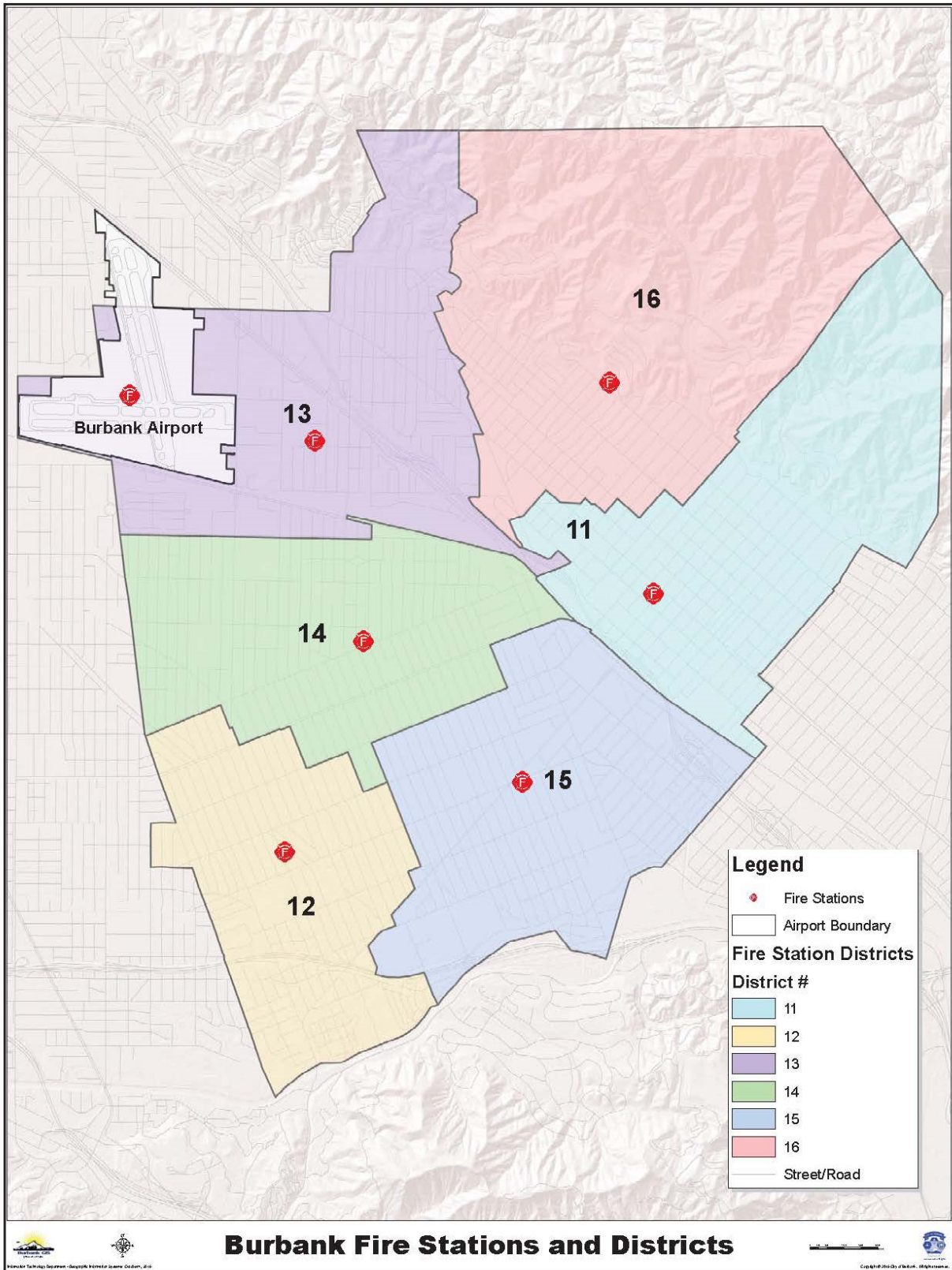
	City Square Miles	Fire Stations	Sworn Personnel	Minimum Staffing Level	Call Volume
Anaheim	50.00	11	209	67	38,839
Culver City	5.11	3	61	18	5,684
Glendale	30.60	9	163	50	19,574
Pasadena	23.00	8	161	50	20,166
Santa Monica	8.42	4	114*	33*	16,004
Torrance	21.00	6	145	46	14,863
Average	23.02	7	142	44	19,188
Burbank	17.16	6	120	36	10,681

**In FY16-17, Santa Monica's General Fund Budget increased by \$3.7 million with sworn personnel rising to 126 and the minimum staffing level to 35.*

Burbank Fire Department Organizational Chart



Burbank Fire Department Station Map



Mission Statement

To protect lives, property, and the environment, while enhancing the quality of life and safety through values-driven service.

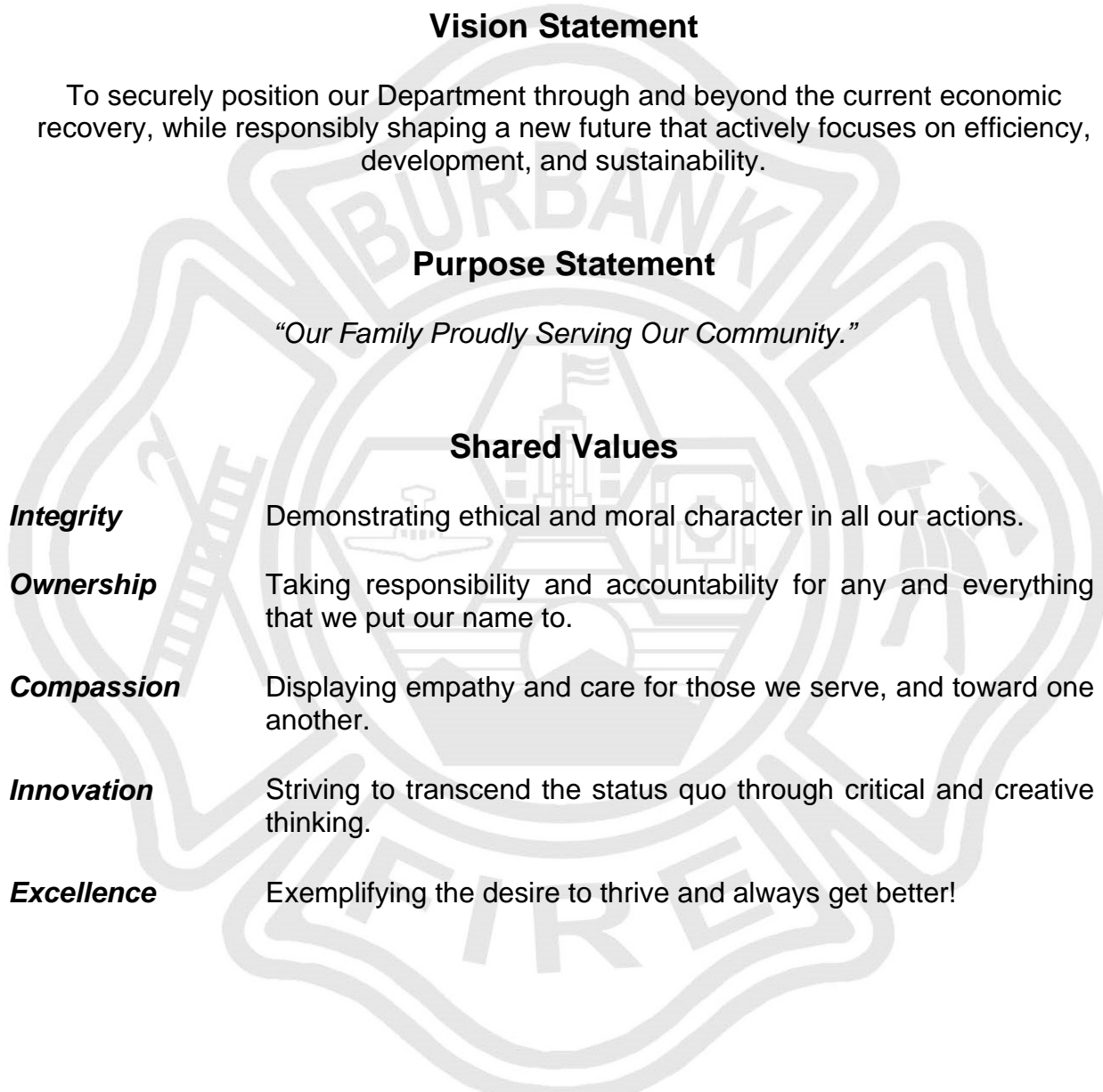
Vision Statement

To securely position our Department through and beyond the current economic recovery, while responsibly shaping a new future that actively focuses on efficiency, development, and sustainability.

Purpose Statement

“Our Family Proudly Serving Our Community.”

Shared Values

- 
- The background of the page features a large, light gray watermark of the Burbank Fire Department logo. The logo is a Maltese cross with a central shield. The shield contains a building, a fire hydrant, and a fire truck. The word "BURBANK" is written across the top of the cross, and "FIRE" is written across the bottom. The words "FIRE DEPARTMENT" are written around the perimeter of the cross.
- Integrity*** Demonstrating ethical and moral character in all our actions.
 - Ownership*** Taking responsibility and accountability for any and everything that we put our name to.
 - Compassion*** Displaying empathy and care for those we serve, and toward one another.
 - Innovation*** Striving to transcend the status quo through critical and creative thinking.
 - Excellence*** Exemplifying the desire to thrive and always get better!

Strategic Planning Process

BFD has successfully pursued and received the highest professional recognitions possible by becoming an Internationally Accredited Agency by the CFAI/Center for Public Safety Excellence and receiving a Class 1 Public Protection Classification rating from the Insurance Services Office. As part of BFD's commitment to continued excellence, sustaining a thoughtful, comprehensive Strategic Plan is critical. A Strategic Plan serves as a tool that reflects the shared mission and vision of an organization through a series of short-term and long-term strategic objectives. The intent is to drive the organization toward a common vision while optimizing resources.

The 2010-2015 Strategic Plan was the first in BFD's history. To continue to build upon these achievements, BFD engaged in a strategic planning process to develop its next five-year Strategic Plan. BFD's strategic planning process included three distinct phases: (1) Project Organization, (2) Internal and External Department Assessments, and (3) Goal and Action Item Creation.

Project Organization

During the Project Organization Phase, a Strategic Planning Committee was selected, comprised of BFD members who held formal and informal leadership positions. The Strategic Planning Committee was ultimately tasked with identifying internal and external stakeholders and leading various focus group discussions that would occur during the assessment phase. Within the Strategic Planning Committee, a Steering Committee was identified whose purpose was to coordinate the entire strategic planning process and oversee the preparation of this document.



Internal and External Department Assessments

There are a variety of individuals/groups that have a stake in the performance of BFD. Strategic planning requires involvement from both internal and external stakeholders to assure a comprehensive review of the organization. Phase two of the project was an internal and external assessment of BFD which examined service delivery, workforce, operations, customer service, issues facing BFD and ways to address them. BFD developed a process to gain perspectives from internal Department members, external stakeholders including community organizations and partnering agencies, and the

resident population. Soliciting diverse perspectives from within the organization and the community led to input from several hundred stakeholders.

Department Focus Groups: These focus groups provided members the opportunity to discuss their visions of the various facets of BFD, brainstorm ideas to address the issues facing BFD, and give their opinions about where BFD should be in five years.

Focus group meetings were conducted with A, B and C Shifts, the Fire Prevention Bureau, the Fire Corps, Operations Committee, Technology Committee and Professional Standards. Program-specific focus groups were also conducted in the areas of EMS, HazMat and Technical Rescue. Additionally, focus groups were conducted with the Burbank Firefighters (BFF) Local 778, Chief Officers Unit (COU) and Burbank City Employees Association. Members answered questions and discussed various subject matters such as BFD's mission, vision and core values; overall Department effectiveness; job satisfaction; training, equipment and resources; internal and external communications; and workplace environment and leadership.



External Focus Groups: External stakeholder focus group meetings representing a broad base of the community were also conducted. Focus group members were invited to discuss their relationships with and perceptions of BFD and identify trends and issues that influence BFD and the community. Individual focus group meetings were conducted with each of the following: City Departments, Providence Saint Joseph Medical

Center, Hollywood Burbank Airport, Burbank Disaster Council, community non-profit organizations, older adults community, Burbank Unified School District, Burbank Chamber of Commerce, Warner Bros. Studios, Walt Disney Company, Verdugo Fire Communications Center, Burbank/Glendale/Pasadena Tri-City Committees, U.S. Forest Service, Los Angeles County Fire and Los Angeles City Fire Department.

The Strategic Planning Committee Focus Group Leaders utilized the Community-Driven Strategic Planning Process Outline, as defined by the Center for Public Safety Excellence, to facilitate focus groups discussions and receive input. The critical questions and conversation points of the process are as follows:

1. Define the services/programs provided to the community.
2. Establish the community's program and service priorities.
3. Establish the community's expectations of the agency.

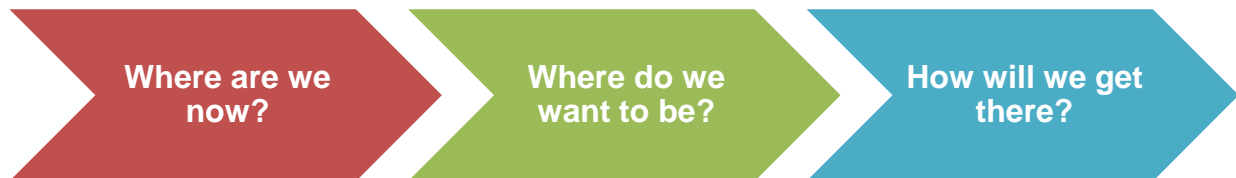
4. Identify concerns the community may have about or for the agency and its services/programs.
5. Identify agency aspects and services/programs which the community views as positive.
6. Develop a current agency Mission Statement, giving careful attention to the services/programs currently provided and which logically can or should be provided in the future.
7. Establish Values to guide agency personnel behavior which are consistent with community expectations.
8. Identify agency Strengths.
9. Identify agency Weaknesses.
10. Identify areas of Opportunity for the agency.
11. Identify potential Threats to the agency.
12. Determine the Critical Issues and Service Gaps identified from the aforementioned SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and from community feedback.
13. Develop strategic initiatives to solve the Critical Issues and Service Gaps and from the initiatives develop realistic goals and objectives for the future.
14. Identify the timeline and critical tasks for each objective.
15. Develop a statement summarizing the agency's strategic planning vision for the future.
16. Develop agency and community commitment to the plan.



Strategic Goal and Action Item Creation

The third and final phase of the project used information gathered during the internal and external assessment phase, as well as other significant sources, to create strategic goals and action items. The Steering Committee identified key strategic issues; created overarching goals to address the key issues; and developed action items to realize each goal.

Specifically, strategic goals and action items were created based upon three contributing factors. The first factor was the internal and external assessments gathered using the Community-Driven Strategic Planning Process Outline. Through this feedback, critical issues and service gaps were identified from the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. These findings were linked to a goal and/or action item that would directly address or mitigate a key issue which was discovered. The second contributing factor was the strategic recommendations developed from the CFAI Peer Assessment Team that evaluated BFD during their onsite assessment visit. Finally, over the course of the last year, specific projects have been identified by Command Staff to improve operations and administrative processes. These special projects were the third contributing factor to the identification of key issues and the creation of goals and action items.



Performance Assessment



The following is a summary of critical issues and service gaps identified by the focus groups utilizing the SWOT analysis and other community feedback. Every aspect of the assessment suggests that BFD is doing an excellent job in all facets of the organization. Local non-profits, businesses and various partnering agencies indicated that they are very

pleased with the services provided by BFD and commented on how easy it is to work with BFD personnel. Internal surveys also indicated that employees are generally happy in their jobs and take pride in their work. However, every organization can make improvements and BFD is no exception.

Strengths

<ul style="list-style-type: none"> • BFD always maintains a professional image and positive attitude while serving the community.
<ul style="list-style-type: none"> • BFD shows great care and compassion when interacting with citizens and emergency situations.
<ul style="list-style-type: none"> • Professionalism. Can do attitude. Compassion.
<ul style="list-style-type: none"> • BFD response times are good.
<ul style="list-style-type: none"> • BFD provides diverse services to the community: EMS, HazMat, Wildland/Urban Interface and USAR.
<ul style="list-style-type: none"> • BFD is very proactive with the implementation of new programs, equipment, and training (e.g., smokey packs, ballistic vests, UL/NIST and single-layering).
<ul style="list-style-type: none"> • Successful typing of HazMat program, training center RS1 certification, departmental CFAI Accreditation and Class 1 Rating.
<ul style="list-style-type: none"> • Use of development committees to elicit input on equipment and training (Operations, Uniform and Technology Committees).
<ul style="list-style-type: none"> • Personnel are invested in the advancement of the Department through additional personal education and program development.
<ul style="list-style-type: none"> • Well established Type 1 HazMat program with comprehensive internal training plan and good service levels.
<ul style="list-style-type: none"> • City and Administration are actively involved with making sure facilities are safe and well-functioning.

<ul style="list-style-type: none"> • BFD facilities have been continuously remodeled and updated in a professional manner.
<ul style="list-style-type: none"> • Fire stations, grounds and fitness equipment exceed the industry standard.
<ul style="list-style-type: none"> • Good station coverage and appropriate apparatus and equipment.
<ul style="list-style-type: none"> • Quality apparatus and equipment.
<ul style="list-style-type: none"> • Two designated mechanics provide repair and maintenance to fire vehicles, which ensures consistency and allows for direct quality control.
<ul style="list-style-type: none"> • Strong and professional relationship between BFD and Verdugo Communications Center Dispatchers.
<ul style="list-style-type: none"> • Communication and relationship between BFD and Hollywood Burbank Airport Fire Department is strong.
<ul style="list-style-type: none"> • BFD supports Hollywood Burbank Airport Firefighter training.
<ul style="list-style-type: none"> • BFD is highly regarded by the Los Angeles Fire Department; specific BFD strengths include: brush responses with LAFD, effective communication on LAFD radio frequencies, BFD acumen to LAFD air operations, BFD training program and use of LAFD “Green Cell” trainings.
<ul style="list-style-type: none"> • BFD has a positive relationship with US Forest Service.
<ul style="list-style-type: none"> • Electronic Patient Care Reporting System is providing a smoother transition of patient information.
<ul style="list-style-type: none"> • Strong working relationship with staff from Providence St. Joseph Medical Center.
<ul style="list-style-type: none"> • Newly implemented collaborative continuing education cross-training between PSJMC staff and BFD (e.g., Ebola Virus Disease mitigation, STEMI Catheterization Lab process, heat related illness and comprehensive stroke training).
<ul style="list-style-type: none"> • BFD Captain assigned at WB helps with dynamic operational issues creating a positive public/private partnership.
<ul style="list-style-type: none"> • Fire Prevention Bureau staff and assigned Fire Safety Officers always make themselves available to answer questions, concerns, feedback and solutions.
<ul style="list-style-type: none"> • FPB provides high level of customer service.
<ul style="list-style-type: none"> • Fire prevention inspections conducted in a professional manner with focus on education and life safety.
<ul style="list-style-type: none"> • FPB technological advances: iPad integration for inspections, Firehouse and CERS.
<ul style="list-style-type: none"> • BFD’s hiring of a dedicated Emergency Management Coordinator position is a citywide benefit.
<ul style="list-style-type: none"> • Fire Corps is a vital asset to BFD and community.
<ul style="list-style-type: none"> • BFD support of Fire Corps and its activities is appreciated.

<ul style="list-style-type: none"> • Emergency Management Division's engagement with community non-profit organizations has significantly increased.
<ul style="list-style-type: none"> • BFD's Certified Relief Driver Program.
<ul style="list-style-type: none"> • BFD personnel are well trained and perform at high levels on incidents and strike team assignments.
<ul style="list-style-type: none"> • BFD personnel are professional and highly qualified, good instructors who assist with Tri-City training, progressive and up-to-date.
<ul style="list-style-type: none"> • Cohesion amongst Tri-City Training Cadre.
<ul style="list-style-type: none"> • Tri-City Trainings for HazMat First Responder Operational, Mass Casualty Incidents, and Strike Team Refresher.
<ul style="list-style-type: none"> • Strength of the California Incident Command Certification System (CICCS) Program within the Tri-Cities.
<ul style="list-style-type: none"> • Inclusion of Area C resources in annual airport drills.
<ul style="list-style-type: none"> • Annual, cooperative training between BFD, other Area C Fire Agencies and Hollywood Burbank Airport Fire Department are beneficial.
<ul style="list-style-type: none"> • Red Card/Team Work – BFD offers plenty of opportunity.
<ul style="list-style-type: none"> • Implementation of TargetSolutions allowed for better documentation of training and addressed ISO credit needs.
<ul style="list-style-type: none"> • Implementation of TargetSolutions and the upgrade of the smart classroom allows for accessible training options.
<ul style="list-style-type: none"> • Recruit Academy instruction utilizing peer advisors ensures quality of training while maximizing the probability of success.
<ul style="list-style-type: none"> • Well-rounded, strong firefighter candidates from the start of hiring process (backgrounds) who will be good role models and progressive.
<ul style="list-style-type: none"> • Standardized policy development and review by labor and management with Department input.
<ul style="list-style-type: none"> • Command Staff and BFF COU unified in decision making.
<ul style="list-style-type: none"> • BFD's working relationships with City Departments are positive and progressive.

Weaknesses

<ul style="list-style-type: none"> • General Fund budget for HazMat program is low.
<ul style="list-style-type: none"> • HazMat program relies on grant funding to maintain Type 1 status.
<ul style="list-style-type: none"> • High turnover rate for HazMat Specialists due to retirements and promotions.
<ul style="list-style-type: none"> • Paramedics often miss valuable training with minimal rotation off the RA due to increased call volume.
<ul style="list-style-type: none"> • Lack of effective exposure protection from vehicle exhaust within the stations.
<ul style="list-style-type: none"> • Lack of appropriate covered storage facilities for reserve apparatus allows for damage and degradation due to exposure to the elements.
<ul style="list-style-type: none"> • Lack of knowledge and expertise of TeleStaff software due to retirements.
<ul style="list-style-type: none"> • Perceived lack of funding and equipment.
<ul style="list-style-type: none"> • Inconsistencies from one shift to another shift.
<ul style="list-style-type: none"> • Not enough being done to directly educate the growing senior population about fire/life safety.
<ul style="list-style-type: none"> • Lack of community outreach efforts geared towards business owners.
<ul style="list-style-type: none"> • Due to loss of state-funded Regional Occupation Program, BFD's ability to teach and expose students to a fire service career has been reduced.
<ul style="list-style-type: none"> • Need closer Emergency Operations Center (EOC)/Crisis Management working relationship between Warner Bros. and BFD.
<ul style="list-style-type: none"> • Lack of four-person staffing on all apparatus does not allow BFD to be as efficient and effective as possible.
<ul style="list-style-type: none"> • Daily schedule at times is extremely compacted and makes it challenging to complete crew training and personal development.
<ul style="list-style-type: none"> • Less crew cohesion due to various learning modes that emphasize individual learning.
<ul style="list-style-type: none"> • Need better consistency of training drills across all three shifts.
<ul style="list-style-type: none"> • Underutilization of Shift Training Captains.
<ul style="list-style-type: none"> • Lack of employee professional development sponsored by the Department (i.e., in-house Captain's Academy and Battalion Chief's Academy).
<ul style="list-style-type: none"> • Lack of a Tri-City Annual Training Calendar being developed prior to the new year.
<ul style="list-style-type: none"> • BFD and LAFD operational interaction on freeway incidents needs improvement.
<ul style="list-style-type: none"> • Minimal joint Police training on performance criteria. State 911 Office mandates the primary call handler to hand-off call immediately.
<ul style="list-style-type: none"> • Need for familiarity and cross-training between Warner Bros. Fire Personnel and BFD Personnel.

Opportunities

<ul style="list-style-type: none"> • Continue to improve response times by upgrading to pre-alert full capacity.
<ul style="list-style-type: none"> • Sustainable “green” Fire Stations.
<ul style="list-style-type: none"> • EMS delivery platform.
<ul style="list-style-type: none"> • Provide one-on-one interaction between Firefighters and Burbank schools.
<ul style="list-style-type: none"> • Greater availability of FPB at the Community Services Building One Stop Center for development review applicants.
<ul style="list-style-type: none"> • More frequent EOC training to ensure City staff understands their role and responsibility in the event of a disaster.
<ul style="list-style-type: none"> • Greater integration of Fire Corps program in support operations.
<ul style="list-style-type: none"> • More frequent outreach visits to senior living complexes.
<ul style="list-style-type: none"> • More visible presence of BFD at larger community events.
<ul style="list-style-type: none"> • Implement more Tri-City training to take advantage of the strengths of each Department, its instructors and infrastructure.
<ul style="list-style-type: none"> • Encourage succession training earlier in member’s careers. Develop better down range vision for the agency as related to programs and service.
<ul style="list-style-type: none"> • Relationship with Hollywood Burbank Airport Fire Department allows for joint training operations.
<ul style="list-style-type: none"> • BFD support/encouragement of Red Card involvement.
<ul style="list-style-type: none"> • Send more BFD personnel to Texas A&M Engineering Extension Service (TEEX).
<ul style="list-style-type: none"> • Improve visibility within the community by expanding the role of the Department’s PIO.
<ul style="list-style-type: none"> • Continue to hire quality employees through comprehensive testing and background checks.
<ul style="list-style-type: none"> • Need team building opportunities between Command Staff and BFF Local 778.
<ul style="list-style-type: none"> • Verdugo Dispatch computer-aided dispatch (CAD)/RMS upgrade project.
<ul style="list-style-type: none"> • BFD requires dedicated IT resources to address current and future projects, such as the CAD upgrade.
<ul style="list-style-type: none"> • Learn from the successes of other fire departments through open communication.
<ul style="list-style-type: none"> • Increase working relationship with Burbank Police Department.

Threats

<ul style="list-style-type: none">• Service levels continuing to rise without corresponding increase in budget and staffing.
<ul style="list-style-type: none">• Limited grant dollars will affect sustainability of HazMat and USAR Programs.
<ul style="list-style-type: none">• Challenges of having an airport within jurisdictional boundaries.
<ul style="list-style-type: none">• Increase of mandated training and time availability to achieve these training requirements.
<ul style="list-style-type: none">• Absence of BUSD's Regional Occupation Program has limited BFD's ability to directly interact with local high school students in a meaningful capacity.
<ul style="list-style-type: none">• Rising cost of fire apparatus and limited replacement funding.
<ul style="list-style-type: none">• Experience drain due to retirements.
<ul style="list-style-type: none">• Retirement of Executive Administrator for Verdugo Dispatch may complicate CAD upgrade and other significant projects.
<ul style="list-style-type: none">• Budget cuts vs. population growth of the city.
<ul style="list-style-type: none">• Another downturn in the economy.
<ul style="list-style-type: none">• Federal and State unfunded mandates.
<ul style="list-style-type: none">• Maintaining training on a tight budget.

Strategic Goals

The Strategic Planning Committee has created **5 Strategic Goals** designed to address key issues identified during the strategic planning process and **42 Action Items** that provide a method for achieving those goals.

Goal 1 – Provide Exceptional All-Hazards Service Delivery, and Evaluate Organizational and Process Improvements

BFD makes every effort to maintain and improve quality, value, efficiency and timeliness of services delivered while also planning for challenges including changes in population, demographics and budgetary constraints. This goal emphasizes BFD's commitment for continuous improvement through its management of priorities and objectives, and its evaluation of services, programs and projects.

Goal 2 – Maintain Highly Skilled, Accountable and Resilient Workforce

Firefighter safety, survivability and health are important for BFD. The ability to protect human lives is greatly impacted by the knowledge, skills and training of our personnel. A well-rounded and educated workforce is essential to BFD's ability to perform. This goal will ensure that personnel are prepared to take on leadership positions, have a variety of technical and non-technical training, promote teamwork and enhance morale.

Goal 3 – Promote Community Relations and Engagement

BFD is committed to maintaining its high value and support within the community. This goal will address the desire for increased opportunities to engage with the community and raise public awareness of BFD fire safety and prevention programs, services and special projects. Communication and engagement are essential to providing the best services to the residents of Burbank.

Goal 4 – Focus on Resource Management

Well-maintained and up-to-date facilities, equipment and apparatus are important for BFD to continue providing high quality emergency response, well-trained employees, and a safe and healthy environment. This goal reinforces the importance of optimal use of physical and financial resources.

Goal 5 – Capitalize on Technology

In general, BFD's technology infrastructure is satisfactory; however, continued upgrades are needed for key services, programs and projects. This goal will focus on regularly assessing technology improvements that will enhance service delivery and efficiencies.

Action Items

The following 42 action items are specific, assignable tasks for implementing the identified strategic goals. The action items are separated within the five strategic goals and assigned a lead. Each action item is then organized by timeframe and priority level. BFD is committed to starting and/or completing each action item within the next five years. The Strategic Planning Committee felt it was important to identify short-term and long-term action items in order to obtain a better grasp of the scope of work for the next five years. Priority levels were then assigned to help guide BFD's implementation of each action item within the specified timeframes.

Goal 1 – Provide Exceptional All-Hazards Service Delivery, and Evaluate Organizational and Process Improvements				
	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
1.1	<p>Develop a plan to maintain Type 1 HazMat Program should future grant funding end and viability of program relies solely on departmental funding.</p> <p><i>Anticipated Funding Needs: would require a new General Fund appropriation of \$50,000, recurring.</i></p>	C-Shift	1-3 Years	Medium
1.2	<p>Maintain Type 3 Light Duty USAR Program and develop plan to become Type 2 Medium Duty.</p> <p><i>Anticipated Funding Needs: \$5,000 to \$10,000 absorbed within existing budget.</i></p>	B-Shift	3-5 Years	Medium
1.3	<p>Continue to work towards adjusting the Overtime budget so it reasonably reflects the cost of maintaining a 36 daily staffing level for all three shifts.</p> <p><i>Anticipated Funding Needs: would require a new General Fund appropriation of \$500,000, recurring.</i></p>	Administration	1-3 Years	High

1.4	<p>Finalize proposal to add a Basic Life Support transport component and regain four-person staffing on all BFD engines.</p> <p><i>Anticipated Funding Needs: would require new General Fund appropriations of \$1,170,000 one-time and \$910,000 recurring.</i></p>	B-Shift	1-3 Years	High
1.5	<p>Increase Firefighter FTE's from 60 to 63 to allow better strategic balance between the use of overtime and hiring new firefighters to maintain a daily minimum staffing level.</p> <p><i>Anticipated Funding Needs: would require a new General Fund appropriation of \$650,000, recurring.</i></p>	Administration	3-5 Years	High
1.6	<p>Explore establishing a permanent Deputy Fire Chief classification.</p> <p><i>Anticipated Funding Needs: pending analysis of market value, would require a new General Fund appropriation of \$15,000, recurring.</i></p>	Administration	3-5 Years	Medium
1.7	<p>Look into bringing in organizational development/team building instructors for Command Staff, including a session with BFF Local 778.</p> <p><i>Anticipated Funding Needs: \$2,500 absorbed within existing budget.</i></p>	Administration	1-3 Years	Medium
1.8	<p>Create a procedures manual and training protocol to ensure the seamless transition of TeleStaff Administrator functions.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Administration	1-3 Years	High
1.9	<p>Develop Battalion Chief Handbooks by Division that detail divisional responsibilities, priorities and plans which can be used during transitions.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Administration	1-3 Years	High

1.10	Increase EOC training opportunities for City Departments. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Emergency Management	1-3 Years	High
1.11	Develop training with VFCC and Burbank Police Department Dispatchers to improve call processing times. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	C-Shift	1-3 Years	High
1.12	Pursue re-accreditation from the CFAI. <i>Anticipated Funding Needs: \$20,000 absorbed within existing budget.</i>	Administration	1-3 Years	High
1.13	Produce a new Community Risk Assessment and Standards of Cover document in accordance with the guidelines set forth in the CFAI <i>Community Risk Assessment: Standards of Cover Manual</i> , 6th Edition. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Administration	1-3 Years	High
1.14	Overhaul the BFD Policy Manual and reflect separate administrative and operational procedures. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	C-Shift	1-3 Years	High
1.15	Utilize strategic partnerships to standardize equipment regionally and increase purchasing power of participating agencies. <i>Anticipated Funding Needs: N/A, future savings.</i>	Administration	1-3 Years	High

1.16	<p>Work with Burbank Fire Fighters Local 778, Management Services Department, and City Manager's Office to address Worker's Compensation deficiencies and improvements.</p> <p><i>Anticipated Funding Needs: N/A, future savings.</i></p>	Administration	1-3 Years	High
Goal 2 – Maintain Highly Skilled, Accountable and Resilient Workforce				
	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
2.1	<p>Create and maintain a revised yearly Training Calendar to be all inclusive and relevant.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training & Safety	1-3 Years	High
2.2	<p>Establish a chart of State-mandated training including time commitment and review requirements; and display chart at all stations.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training & Safety	1-3 Years	Medium
2.3	<p>Set quarterly Shift Training Captains meetings to discuss goals and provide clear direction.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training & Safety	1-3 Years	Medium
2.4	<p>Formalize annual Company drilling of Task Performance Goals.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training & Safety	1-3 Years	Medium
2.5	<p>Implement weekday multi-company drills with Training Chief in order to facilitate cross-shift consistency.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training & Safety	1-3 Years	Medium

2.6	Develop an off-road driving training program for all members. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Training & Safety	1-3 Years	High
2.7	Update Post Incident Analysis format to ensure all shifts take part in the process. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Training & Safety	1-3 Years	High
2.8	Explore possibility of replacing the current firefighter recruit test with the test developed by California Firefighter Joint Apprenticeship Committee. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Training & Safety	1-3 Years	Medium
2.9	Seek and utilize grant funding to capitalize on specialty training such as Texas A&M Engineering Extension Service (TEEX) Training Programs. <i>Anticipated Funding Needs: \$30,000 from grants.</i>	Training & Safety	1-3 Years	Medium
Goal 3 – Promote Community Relations and Engagement				
	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
3.1	Conduct targeted demographic community meetings to provide fire prevention and life safety education. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Fire Prevention Bureau	1-3 Years	Medium
3.2	Establish a Fire Corps Steering Committee to study its further integration into support operations within the BFD. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Emergency Management	1-3 Years	Low
3.3	Establish targeted community outreach/public education opportunities using the Fire Corps as a resource. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Emergency Management	1-3 Years	Medium

3.4	Develop a comprehensive Fire Explorer Program which can be implemented should future funding opportunities arise. <i>Anticipated Funding Needs: would require a new General Fund appropriation of \$20,000, recurring.</i>	Administration	3-5 Years	Medium
3.5	Create opportunities for connectivity with fire stations and the neighborhoods they serve. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Fire Prevention Bureau	1-3 Years	High
3.6	Utilize social network platforms to broaden community relations. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Administration	3-5 Years	Medium
3.7	Conduct customer feedback surveys to assess level of service provided by Fire Prevention, Fire Suppression, EMS and Emergency Management. <i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i>	Administration	3-5 Years	Medium

Goal 4 – Focus on Resource Management

	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
4.1	Prepare budget proposal and plans for storage facilities at Station 13 and/or Station 16 to efficiently store apparatus and equipment. <i>Anticipated Funding Needs: would require a new General Fund appropriation of \$100,000, one-time.</i>	C-Shift	1-3 Years	Low
4.2	Look into additional exposure protection measures (from carbon monoxide and other gases) lingering within apparatus floor for all stations. <i>Anticipated Funding Needs: \$2,000 to \$5,000 absorbed within existing budget.</i>	C-Shift	1-3 Years	High

4.3	<p>Look into creating eco-friendly fire stations: dual pane windows, solar water heating, drought tolerant landscaping, light timers, etc.</p> <p><i>Anticipated Funding Needs: would require new General Fund appropriations ranging from \$12,000 to \$500,000, based on project.</i></p>	C-Shift	3-5 Years	Medium
4.4	<p>Evaluate fire apparatus replacement models and develop an appropriate replacement/guideline methodology.</p> <p><i>Anticipated Funding Needs: N/A, creates resource efficiencies.</i></p>	A-Shift	1-3 Years	High
4.5	<p>Pursue opportunities for a new water tender, including an Office of Emergency Services assigned apparatus.</p> <p><i>Anticipated Funding Needs: would require a new \$350,000 General Fund appropriation, one-time.</i></p>	A-Shift	3-5 Years	Low
4.6	<p>Explore options for placing Patrol 14 in the Resource Ordering and Status System.</p> <p><i>Anticipated Funding Needs: N/A, creates resource efficiencies.</i></p>	A-Shift	1-3 Years	Medium
4.7	<p>Pursue a secondary location for an EOC.</p> <p><i>Anticipated Funding Needs: based on four options currently being evaluated, would require a new General Fund appropriation ranging from \$75,000 to \$1.6 million for one-time and recurring costs.</i></p>	Emergency Management	3-5 Years	Medium

Goal 5 – Capitalize on Technology

	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
5.1	<p>Look into upgrading Firehouse Software, providing training and updating procedures manual.</p> <p><i>Anticipated Funding Needs: would require a new \$25,000 General Fund appropriation, one-time.</i></p>	Fire Prevention Bureau	3-5 Years	Low
5.2	<p>Implement an online payment portal within the BFD website.</p> <p><i>Anticipated Funding Needs: may require a new \$20,000 General Fund appropriation, one-time.</i></p>	Administration	3-5 Years	Medium
5.3	<p>Upgrade data management system for the EMS Membership Program.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Administration	1-3 Years	Low

Conclusion

Strategic planning is an ongoing process that continues long after the information gathering phase and finalization of this document. This Strategic Plan has created a framework that will guide BFD's policies and operations for the next five years and help ensure that BFD continues to provide high quality and reliable service to the community while at the same time ensuring the effective use of City resources and funds.

The Strategic Planning Committee would like to recognize the men and women of the Burbank Fire Department, City Departments and their Executives, partnering agencies and organizations, and the Burbank community for their input and participation.



Burbank Fire Department
311 East Orange Grove Avenue, Burbank, California 91502

April 2019
Photos provided by: Ross A. Benson Photography
Cover designed by: Cassidy Allen



An ISO Class 1 Rated Department