



City of
La Verne
FIRE DEPARTMENT

August
2023



Strategic Plan

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Section I: INTRODUCTION AND ACKNOWLEDGEMENTS

AP Trion, LLC (Triton) was contracted by the City of La Verne Fire Department (LVFD) to facilitate the development of a Customer-Focused Strategic Plan. This builds upon the results of the City of La Verne's Community Risk Assessment (CRA)/Standards of Cover (SOC), delivered to LVFD in July 2022. A strategic plan is short term (three to five years) and is often referred to as an organizational work plan. It will address contemporary issues facing the organization, focusing the agency and its members on the essential activities which must occur in sequence to be achieved efficiently.

Two key components of a strategic plan are community input and internal stakeholder assessments (each discussed in detail within this report). The scan is intended to identify structural, cultural, or other potential obstacles that may impede progress on the work plan.

On June 7 and 8, 2023, LVFD convened a strategic planning committee comprised of fire department administrative and line personnel to review the findings, identify and prioritize work, and divide the process into smaller components to ease implementation. Once a strategic plan is created and adopted, the elements are divided among the members of the organization, which results in additional buy-in. In fact, strategic planning helps an organization focus efforts on the goals and priorities identified through the planning process and avoid distractions. Budgeting should also align as much as possible with implementation of the strategic plan.

Triton thanks the City Manager, city staff, and members of the City of La Verne Fire Department for their dedication and commitment to the strategic planning process. The administration, support staff, and line personnel were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire department and the safety of their community.

Ken Domer, City Manager

Chris Nigg, Fire Chief

Brandon Coatney, Deputy Fire Chief

Alexander Arnold, Firefighter

Jennifer Brown, Senior Management Analyst

Sam Dominick, Battalion Chief

David Garcia, Engineer / La Verne Firefighters Association Secretary/Treasurer

Frank Hernandez, Fire Captain / La Verne Firefighters Association Vice President

Peter Houle, Firefighter

Christy Lopez, Finance Director

Joe Mancino, Fire Captain

Meg McWade, Public Works Director

Danny Montoya, Battalion Chief

Travis Moore, Fire Captain

Steve Paige, Engineer

JR Rannals, Assistant City Manager

Eric Scherer, Community Development Director

Lonnie Shipman, Community Risk Reduction Specialist

Fred St. Ange, Fire Marshal

Kenneth Villasenor, Firefighter

James Wilfong, Engineer

Kevin Wilton, Fire Captain

Background and History

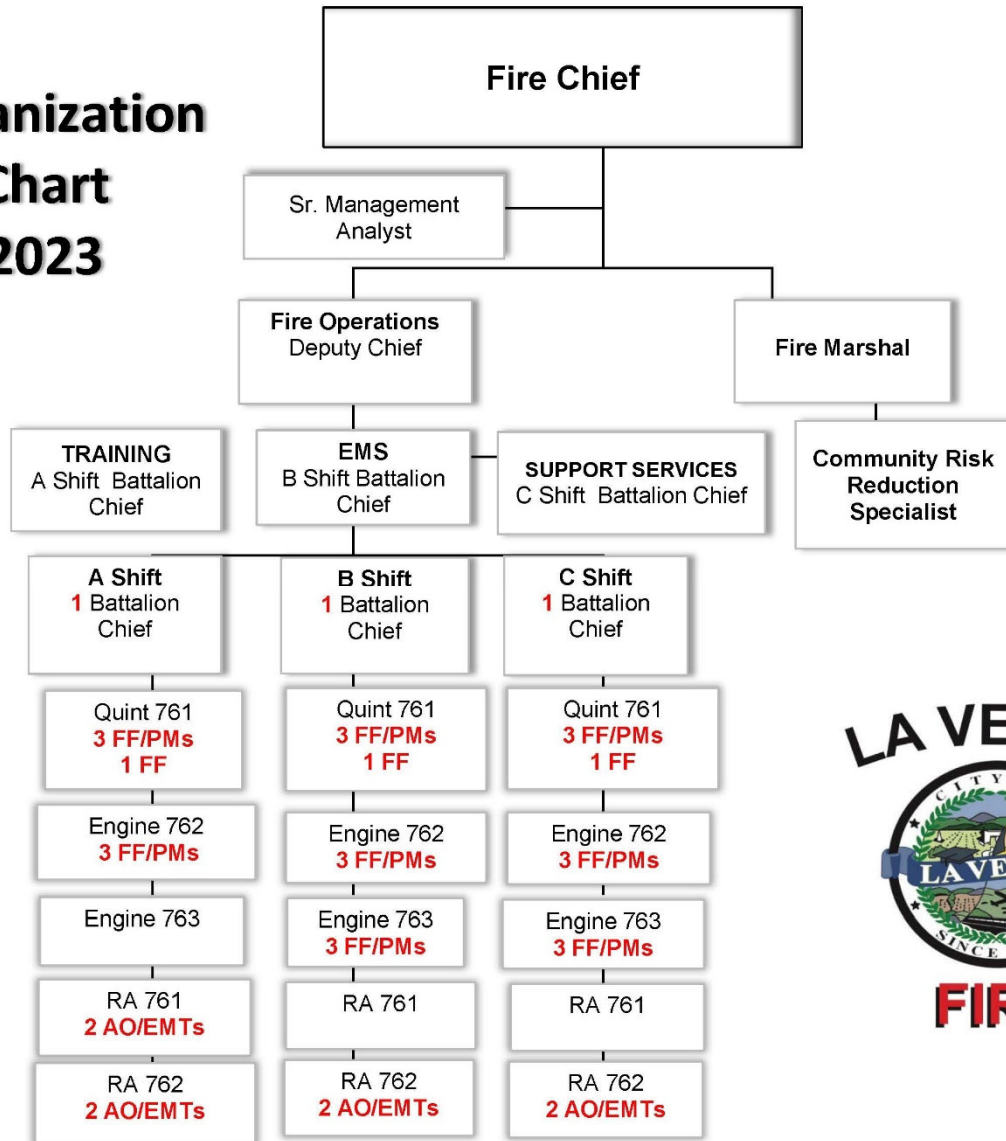
The City of La Verne (City) was founded in 1887 as Lordsburg. It was incorporated in 1906, and in 1917 the name was changed to La Verne. After a devastating fire in 1911, the City's Board of Trustees created a fire department with a force of 27 volunteers, two hose carts, and hose.

The Fire Chief at the time, Harry Blickenstaff, was hired as the first paid member of the Department in the 50's, and in the 70's, Reserve Firefighters were hired on a part-time basis. By 1992, all positions in the La Verne Fire Department were filled with full-time career firefighters.

The Department now includes three fire stations and 50 full-time employees, consisting of three Battalion Chiefs, nine Fire Captains, nine Fire Engineers, nine Firefighter Paramedics and three Firefighters working a 48/96 shift schedule. The Fire Chief, Deputy Fire Chief, Fire Marshal, Community Risk Reduction Specialist, and Senior Management Analyst work a 40-hour work week. Figure 1 illustrates the current organizational structure of LVFD.

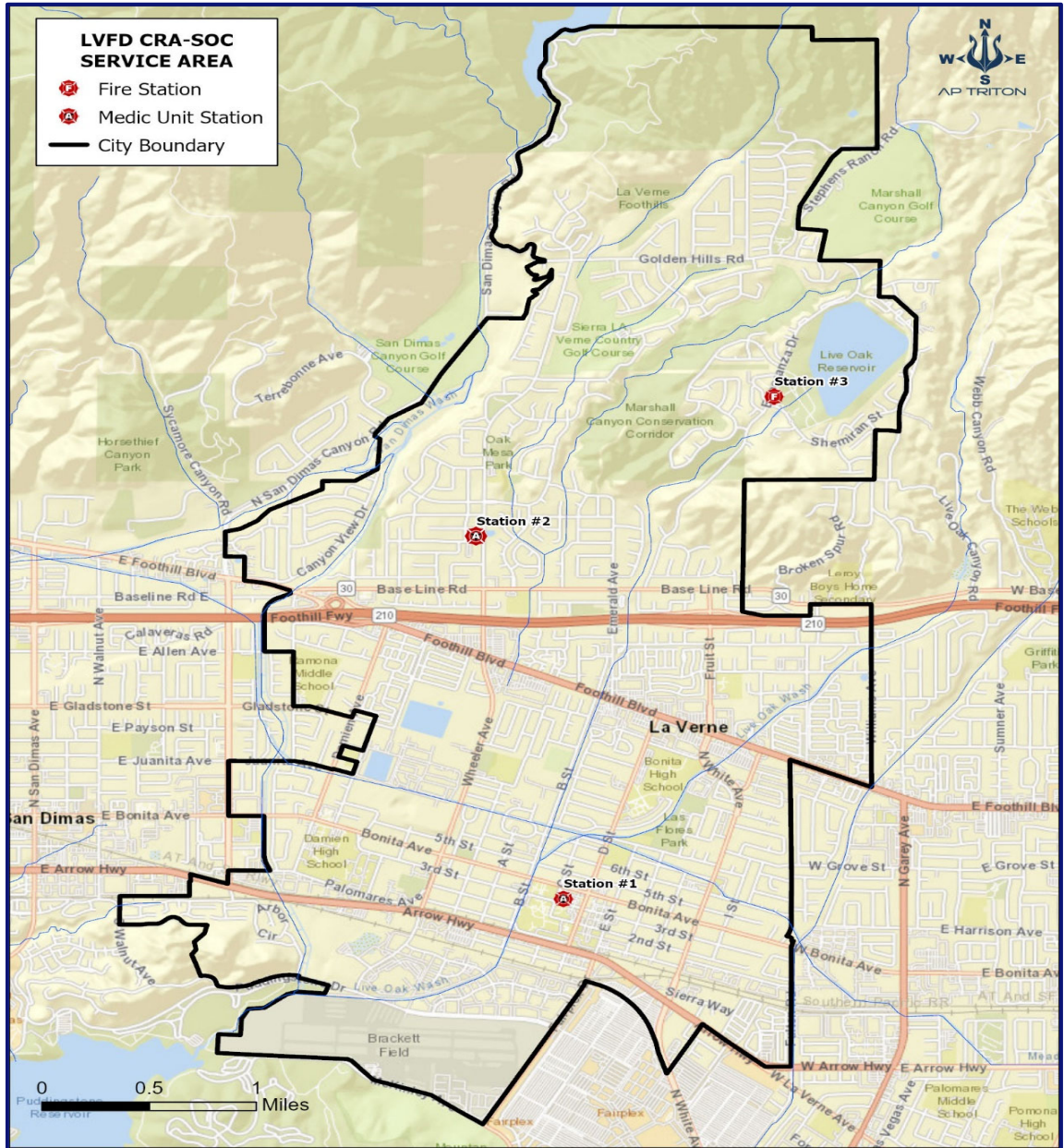
Figure 1: LVFD Organization Structure (2023)

Organization Chart 2023



The La Verne Fire Department serves the City in an area that encompasses nearly nine square miles, with an approximate resident population of more than 32,000 people. Within its service area are 150 miles of paved roads and approximately 18 miles of state highways. In addition, there are a number of roads in the WUI area that are unpaved.

Figure 2: Service Area



Governance

The City of La Verne maintains a Council-Manager form of government. Residents elect a Mayor and four council members at large to represent them. As elected representatives of its citizens, the City Council develops and establishes ordinances and policies in the best interest of the City. The Council acts as a part-time "board of directors," appointing a City Manager to conduct the City's day-to-day affairs. The Fire Chief reports to the La Verne City Manager.

Description & Review of the Services Provided

The La Verne Fire Department currently deploys its apparatus, Rescue Ambulances, and personnel from its three stations. In July 2021, the City of La Verne was assigned a Class 3 Public Protection Classification (PPC™) by ISO. LVFD provides traditional fire suppression, first-responder level hazardous materials response, fire inspections, code enforcement, fire-cause and origin investigations conducted by engine company Captains, plan reviews are conducted through a contractual arrangement, and a limited role in public education and prevention activities.

The La Verne Fire Department provides Advanced Life Support (ALS) medical first-response service using "Paramedic Assessment" (PA) engines. The Department also provides ALS-level transport with its "Rescue Ambulance" (RA) along with Basic Life Support (BLS) transport through a contractual arrangement with Care Ambulance.

The current EMS deployment model was changed because of personnel shortages. Previously, LVFD operated two ALS Rescue Ambulances and two Paramedic Assessment engines without a contracted BLS ambulance. All EMS incidents get a PA engine, ALS RA, and a BLS ambulance.

Other Emergency Services Resources Available to LVFD

LVFD has automatic and mutual aid agreements with the Angeles National Forest and the Los Angeles County Fire Department (LACFD). Los Angeles County Fire also contracts with LVFD with communication and dispatch services. Upon request, rotary and fixed wing access via mutual aid agreements with the United States Forest Service (USFS) can be provided.



Fire Station #1
2061 Third Street
La Verne, CA 91750

Fire Station #2
4785 Wheeler Avenue
La Verne, CA 91750



Fire Station #3
5100 Esperanza Drive
La Verne, CA 91750

Section II: ENVIRONMENTAL ASSESSMENT

Planning Methodology

Fire and other emergency services organizations are finding themselves in a culture of increased expectations and limited resources, now more than ever. The ever-increasing service demand combined, in some cases, with declining revenues, have made it critical that governing boards ensure their organizations are operating in the most effective and efficient manner possible.

With this in mind, the La Verne Fire Department made the decision to create a strategic plan that included critical input from the public.

Environmental Scan

In order to properly formulate strategic initiatives, the Strategic Planning Committee had to evaluate the external and internal organizational environment. The committee combined the feedback with its collective knowledge of the organization and the internal and external factors that influence the outcome of the organization's services. The analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT) provided the committee with a basis for formulating the strategic initiatives resulting from this process.

The Process

- Review organizational background
- Define services provided to the community
- Establish community service priorities
- Identify community expectations
- Identify community concerns
- Identify aspects of the organization the community views positively
- Develop a vision for the future
- Develop a mission statement
- Establish the organization's guiding principles
- Perform an environmental scan utilizing external (customer) and internal (staff) feedback
- Assess organizational strengths and weaknesses
- Identify opportunities and potential threats to the organization
- Identify gaps in performance
- Establish organizational strategic initiatives (mission-specific goals)
- Identify the objectives that support the strategic initiatives
- Identify implementation (critical) tasks for each objective
- Define service outcomes in the form of performance measures and targets

Community Stakeholders

As part of the overall strategic planning process, LVFD solicited input from the public through an online survey. The survey was designed to identify the following:

- **Service priorities.** Of the services provided by the fire department, which are more or less important to you?
- **Planning priorities.** Of the planning elements used by the fire department, which are more or less important to you?
- **Expectations.** What do you expect of your fire department? This would include such things as level of service, types of services, communication methods, first responder qualities, etc.
- **Positives.** What do you think the department does particularly well?
- **Concerns.** What concerns do you have about the department (the services it delivers, or the way in which it delivers them)?
- **Other thoughts.** What other ideas do you have to share with the department as they begin this project?

The survey was completely anonymous and confidential. There were 77 responses.

Community Survey Results

In total, 77 individuals responded to the survey. Of the respondents, 97% identified as being a resident of the LVFD service area, 0% were business owners or employees, and two respondents identified as "public safety services partner or other relationship." The "other" respondent was a student in La Verne.

To the question as to whether the respondent had received LVFD services in the past, 51% indicated they had. Of those that answered "yes" to having received services, 70% rated their experience as extremely satisfied, 20% as satisfied, 9% as somewhat satisfied, and 2% as very dissatisfied.

Related to the question of response time, 43% of respondents indicated that it should take no more than five minutes for units to arrive at an emergency scene while 23% indicated that six minutes was a satisfactory response time. 18% indicated that eight minutes was satisfactory. Most of the remaining questions or open text asked the respondent to rank services when compared against others.

Emergency medical services was ranked as a critical service priority by 97% of the respondents, with fire suppression ranked as a critical service priority by 74%.

Fire Chief Nigg provided a copy of the survey results to the City Manager and all Department personnel. The complete survey results are included in this report's Appendix.

Mission, Vision, and Values

Mission

The mission statement of an organization should clearly define the major services that are provided to the community. It focuses department members on what is truly important to the organization. The mission statement should be understood by all La Verne Fire Department personnel and posted prominently throughout the organization's facilities. Each employee should commit the mission to memory. The Strategic Planning Committee developed and adopted the following mission statement:

As a highly professional organization, we serve the current and emerging needs of those who live, work, and visit our community. We are committed to responsibly safeguarding lives, property, and the environment through industry-leading emergency response and community engagement.

Vision

In addition to knowing who they are, all successful organizations need to define where they expect to be in the future. The department's vision provides members with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and a sense of being engaged in something important. Vision statements will provide the members of La Verne Fire Department with a direction of how things can be and a sense of organizational pride and purpose. The Strategic Planning Committee developed and adopted the following vision statement:

We will be regionally recognized as a progressive, innovative, and dynamic organization which strives for excellence in all aspects of emergency response through collaboration with our community and surrounding agencies.

Values

Value statements define what the organization considers to be appropriate and inappropriate behaviors. Identifying fundamental guiding principles identify the organization's culture and belief system. These principles provide a foundation in an environment that is always changing. The Strategic Planning Committee developed and adopted the following value statements:

INTEGRITY

We value integrity in relation to each other and those we serve, always adhering to a sound code of moral and ethical conduct.

ACCOUNTABILITY

We value accountability by taking personal responsibility for our decisions and actions while holding ourselves to a higher standard.

TEAMWORK

We value teamwork as we utilize the collective talents of everyone and embrace collaboration to achieve our common goal.

COMPASSION

We value compassion for each person as an individual, an attitude that recognizes the worth of others and exhibits respect for all.

PROFESSIONALISM

We value professionalism as it is the culmination of integrity, accountability, compassion, and teamwork.

With the completion of its mission, vision, and guiding principles, the Strategic Planning Committee established the organization's foundation for strategic planning. We strongly recommend that every member empower themselves with these elements as they are the basis for the accomplishment of the organization's goals, objectives, and day-to-day tasks.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The process of conducting a SWOT analysis involves identification of both internal and external factors facing the organization. Strengths and Weaknesses are generally thought of as internal factors within the control of the organization, while Opportunities and Challenges are more typically external factors that, while outside the immediate control of the organization, can be addressed through improved communications and processes.

Strengths

The identification of organizational strengths is the first step in the environmental scan. The strengths of an organization identify its capability to provide the services requested by customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or the primary function of the department should be reviewed to evaluate the rate of return on precious staff time.

The following were identified as the Department's single greatest strength on the Member Survey, completed by the 36 personnel who responded:

(Please note the responses have been minimally edited for grammar and/or clarity. Most responses appear in the form they were submitted.)

- All active crew members seem to be on the same page and work toward the common goal of providing excellent serve to our citizens.
- Apparatus and current personnel. In regard to overall fitness and readiness.
- Camaraderie
- Communication
- Community
- Comradery
- Department senior leadership
- EMS
- I feel the department is well respected in the community as well as partner agencies
- Individuals that want to do the best for themselves and make La Verne Fire a better place to work from when they started.

- It has to be the fire personnel without a doubt. Highly skilled, and all the feedback I get in the community starts with that strength but ends with how professional they are in moments of community need and emergencies.
- It's current leadership that is supporting its growth and change. I hear so much from the senior members about how much better this agency has grown and improved.
- Leadership from Fire and Division Chief!
- LVFD professionally represents the community it serves
- N/A
- Our greatest strength lies in our employees. They are our greatest asset. We have some outstanding human beings in our department that are good people first. Granted, we have some turds as well. However, the work ethic, attitude, and compassion that many of our firefighters display daily sets a positive example to others (that need it).
- Our personnel
- Our staff. Our Chief is a great leader who is very proud of the department, and our staff is comprised of hard-working, friendly people who want the best for the residents and are very good at their job.
- Passionate personnel
- Professionalism
- Quality service
- Reopening st.3 and being better staffed.
- The ability to implement change quickly due to the size.
- The ability to make changes rapidly.
- The department has a lot of young guys that are looking to make the department better.
- The EMS care we provide
- The greatest strength of the department is the pride and positive attitude that all floor personnel share with the community.
- The influx of new personnel who lack experience created a drive to train and get better at their job. I feel there is an increased desire to have high standards of professionalism and proficiency.

- The people. We have good people that work here and I believe that we foster an environment that others want to be a part of. I know that, because people that have left this department for other larger agencies in the past have to me that personally.
- The personnel's desire to take on new challenges. (Handful of individuals)
- THE QUALITY PERSONNEL
- Ultimately, everything is impacted from top-down, and as such this department's greatest strength is in its fire chief. Having a competent leader who puts the employees' needs and safety above all else is critical for good morale and an effective working environment, just as the opposite would be extremely detrimental to morale.
- We are very community oriented. Our community is very proud to have our own city department.
- Young driven firefighters/recently promoted engineers
- Youth

The Strategic Planning Committee determined the following strengths were those most important to focus on in drafting the Department's Strategic Plan.

Leadership

Automatic Aid

Camaraderie

Weaknesses

Once strengths of the organization have been identified, the next step in the environmental scan is to identify organizational weaknesses. Weaknesses within an organization can hinder the ability of the agency to deliver services to the expected level. Although agencies tend to place negativity on any internal weaknesses, identification of these areas can lead the organization through a process of continuous improvement.

The following were identified as the Department's single greatest weakness on the Member Survey, completed by the 36 personnel who responded:

(Please note the responses have been minimally edited for grammar and/or clarity. Most responses appear in the form they were submitted.)

- Certain people in leadership positions are pessimistic about previous bad leaders. Also some of our overhead do not like our department and are consistently negative.
- Communication amongst groups, stations, and rank.
- Compensation overall. The pay at LVFD has been historically behind the other departments. We also don't have things in place to help keep employees from leaving to other departments such as longevity pay. Our health insurance is also not that good.
- Employees stuck in the past
- Experience / Operational Continuity
- I believe the biggest weakness is the experience of fires and unique calls such as traffic collisions and more. Although we get these calls, they do not happen often. This is not a department issue, that is our call volume. However, we have the ability to gain experience through training. By training, we ensure that we will be ready when those high risk low frequency calls do occur. I believe the department has a great training program in place and it will only continue to grow stronger each year.
- I don't know.
- I would say the greatest weakness to this department is in the lack of experience in the firefighter ranks. This can also be a strength in due time if cultivated properly.
- In my personal opinion, there are a few paramedics that instead of airing on the side of caution and riding ALS on medical aids, they ship some questionable calls as BLS. There have been instances where a BLS call ended up being very serious, and it seems as if there was not a lot learned from those experiences. By fixing this problem, not only does this take patient care to a better level, but it also builds a better rapport with hospital staff knowing we are administering quality care in the field.
- IN NEED OF ADDITIONAL PERSONNEL/ STAFF A SQUAD
- Inconsistency in leadership from Battalion Chief position.
- It sounds like the facilities, and in particular Station 1 and Station 3 (I think is the youngest station?) which reports of issues with the facility are regular.
- lack of communication between admin and not standardized trainman standards

- Lack of experience.
- Lack of fires. This is obviously good for the public as prevention is the best thing to keep the public safe and reduce property loss. However, it makes all fire ground operations more of a low frequency/high risk. Continued trainings in the way of live fire is likely one of the few ways to combat this.
- Lack of resources
- lack of training grounds.
- Leadership
- Manpower, training locations
- Mid management
- N/A (2)
- No statement
- Our greatest weakness also lies with our employees. We have a group of individuals that do not put the team before themselves (unfortunately some of these individuals are in leadership positions). There is bitter animosity between some of our employees that has not subsided and continues to be a cancer. The leadership of this group is toxic and their influence is strong. Many of our employees feel like they are walking on pins and needles around these individuals who seem to be untouchable. It deeply saddens me.
- People stuck in the past.
- Size.
- Some of the people. We have people that are quick to blame, point fingers at, and start formal proceedings. Easily not the fire station environment I grew up with.
- The Battalion Chiefs
- The City's policies, procedures, and processes are very outdated. Bureaucracy slows down decisions. The FD is advancing/innovating at a much faster rate than the City.
- The lack of consistent fire responses and the lack of training props doesn't provide our staff with the confidence it needs to be successful in fire situations.
- the level of engagement from the BC rank,
- The personnel's lack of desire to take on new challenges. (Handful of individuals)
- Training Facilities
- WE SHOULD BE A PART OF LACOFD

The Strategic Planning Committee determined the following weaknesses were those most important to focus on in drafting the Department's Strategic Plan.

Succession Planning

Training Tower

Continuity of Operations Plan (COOP)

Opportunities

Opportunities available to the organization can be multiple and varied. Most organizations fail to see the full benefit of external opportunities and, therefore, fail to reap the potential benefits. Being able to identify potential opportunities to assist the organization in achieving goals and objectives is a critical element in the process of strategic planning.

The following were identified as the Department's single greatest opportunity on the Member Survey, completed by the 36 personnel who responded:

(Please note the responses have been minimally edited for grammar and/or clarity. Most responses appear in the form they were submitted.)

- A training tower
- ability to obtain training to have our department in the regional task force.
- All the new training opportunities with neighboring departments.
- Building a training tower
- Building a training tower
- Building fees to sustain the fire department
- Continue to give personnel the option to enroll in training courses that are paid by the department.
- continue to send members for learning opportunities to bring back to the department and foster each persons desire to improve
- Continue to take advantage of training with neighboring agencies and using whatever props we can acquire.
- Developed SOG's.
- Getting a training tower.
- GO LACOFD BEFORE A FINANCIAL STORM CAUSES PROBLEMS.

- Going to LA County
- Good working relations with city council/administration
- Hiring more personnel
- I believe the department should definitely continue to invest in creating a training tower for the department to use and train on. It would be essential to training and ensuring that the department puts new skills and knowledge to use.
- I don't know.
- Implementing a Squad, starting specialty programs and making the AO program a hybrid AO/Apprentice program to allow for better training as it benefits internal hiring.
- N/A (2)
- No sure
- Our AO program. It consistently brings us excellent candidates for future hires.
- Paid training opportunities
- Securing any funding for additional programs. Allowing members to utilize their capabilities outside of the city boundaries will likely create retention. USAR and fire investigation are great steps in that direction.
- Sending guys to training opportunities so we can make the department better from the inside out.
- The community support
- The department as a whole has made leaps and bounds with the addition of a DC. He has and will continue to investigate and seek out the wants and needs of the department.
- The department should take advantage of being fully staffed in every rank. Stay competitive in compensation to hold onto that staffing.

- This is a simple answer but hard to accomplish. We need to continue hiring good people and work with our City leadership to keep them! We are in a good place right now and if we keep moving forward in a positive manner, we could be a destination department. To keep good people, we need to promote the right people (which we have not always done and we are paying for it right now), we need to train them well (build a training tower), we need to have nice equipment and stations (we have the equipment but the stations are falling apart), and offer good salary and benefits (we have a good package but not great). Our people should be the most important asset that we have, and we should treat them as such.
- to capture as much money from new construction and improvements to existing buildings in the city for continuous funding for our department.
- Training
- Training center
- Unknown
- Upgrading facilities
- With such a young firefighter force, there is a great opportunity to shape the culture of the department for the future and I believe this department is on its way there.

The Strategic Planning Committee determined the following opportunities were those most important to focus on in drafting the Department's Strategic Plan.

Regional Training

Culture Shift

Mentor Program

Health / Wellness Program

Threats

Like external opportunities, threats or challenges can be varied based on a number of environmental factors such as population, demographics, socio-economic issues, etc. The process of identifying organizational challenges allows the agency to address those issues and take the appropriate action to mitigate the effects upon the organization.

The following were identified as the Department's single most significant threat the Department faces in the future on the Member Survey, completed by the 36 personnel who responded:

(Please note the responses have been minimally edited for grammar and/or clarity. Most responses appear in the form they were submitted.)

- Attrition
- Bankruptcy
- Being absorbed by county.
- budget
- Budget cuts.
- Changes that happen too quick.
- City's financial health. What happens when our contract is up in 3 years
- Economy and how it affects the city leadership decisions.
- Financial hardship
- Financial stability.
- Funding from the city.
- Future collapse of economy and budget cuts which hope never happen. The city has outgrown itself. It is only able to build upwards and that faces many changes for the fire department for minimum staffing levels.
- HAVING ENOUGH MONEY TO MAINTAIN QUALITY SERVICE
- I believe that the department is headed in a good direction and I do not see any threats for the future at this time.
- Lack of funding
- Lack of funding or support
- Lack of training opportunities to compensate for how young the department when employees begin to retire.
- Lacking facilities, closely followed by turnover and vacant positions.
- Leadership changes, both inside and outside the department and could cause funding changes that could lower morale and ultimately, retention.
- Losing the fire chief and that position being replaced with someone who doesn't share the same directional goals and vision.

- Loss of well-trained people that take their experiences to other departments. We are then left with training more and more people. The revolving door and the fatigue of constant new people.
- MONEY.
- money...like everyone else
- N/A (2)
- No comment
- Not being able to be competitive with other departments and losing personnel.
- Sustainability and retention. The threat of returning to where we were 3 years ago is a constant looming black cloud.
- The economy. The current direction of our State and Country is terrifying and the trickle-down effect can (and more than likely will) have devastating consequences on our City and department.
- The greatest threat I believe would be the complacency that comes with working in a low-call volume department.
- The homelessness that the gold line will bring and the population growth.
- The need for an additional paramedic squad or extra personnel, but not having the funding.
- Unknown (2)
- We need a training tower.

The Strategic Planning Committee determined the following threats were those most important to focus on in drafting the Department's Strategic Plan.

Economy

Gold Line Rail System

Recruitment / Retention

Definition of Terms

The main components to a strategic plan are Goals, Objectives, and Critical Tasks. For purposes of this Strategic Plan, they are defined as follows:

- **Goal:** A goal is focused on one particular area but is still general in nature.
- **Objective:** A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.
- **Critical Task:** The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.

Strategic goals, objectives, and critical tasks become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the goals and objectives were identified in a two-day planning workshop facilitated by AP Triton with the internal planning team.

Section III: STRATEGIC PLAN

Strategic Plan

The planning process, after dealing with establishing the mission, vision, and values of the organization and assessing the environment within which it is operating, turns its focus to the establishment of goals and objectives. Realistic goals were formulated, and specific objectives developed to support the successful completion of those goals. Strategic goals and objectives provide the organization and its members with clear direction.

Strategic goals and objectives are management tools that should be updated on an ongoing basis to identify accomplishments and to note changes within the organization and the community. Strategic goals and objectives become the focus of the organization's efforts. By following these goals and objectives carefully, the organization is given structure and guidance, reducing obstacles and distractions, and facilitating smooth transition.

The Strategic Planning Committee set priorities for the accomplishment of specific goals and objectives. The goals are listed in a descending order of priority. When evaluating progress toward accomplishing the goals, timelines may need to be adjusted to reflect changes in the organization's needs, environment, and resources.



GOAL 1. Develop a Continuity of Operations Plan (COOP)

1A. Complete a comprehensive review of all current LVFD policies, procedures, and SOGs	
<p>Lead: Deputy Chief Brandon Coatney</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Review policies to ensure that they comply with industry/national standards • Identify the need for new/updated policies • Create new policies in Lexipol • Review/approve new/updated policies
1B. Create Standard Operating Guidelines (SOGs) for operational continuity	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 6 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Research/evaluate local fire department SOGs • Create new SOGs based on research • Implement and train on newly created SOGs
1C. Improve operational continuity within the Command Staff	
<p>Lead: Fire Chief Chris Nigg</p> <p>Timeline: 6 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Conduct a SWOT analysis of the current Command Staff • Review the SWOT analysis during a scheduled Command Staff meeting • Implement changes/recommendations
1D. Identification of essential functions of LVFD	
<p>Lead: Fire Chief Chris Nigg</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Create a list of LVFD's essential functions • Evaluate the need for additional functions • Identify funding sources to provide for needed functions • Create a coordination plan with CERT and other city departments that helps LVFD meet essential functions
1E. Improve Agency Continuity within our community	
<p>Lead: Battalion Chief Robert Russell</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Create/update a station/apparatus continuity program with replacement schedules • Create/update an equipment continuity program with replacement schedules • Create/update a communications continuity program with replacement schedules • Create/update a safety/security continuity program with replacement schedules

1E. Create a Disaster/Disruption Plan for LVFD	
<p>Lead: Deputy Chief Brandon Coatney</p> <p>Timeline: 8 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify a comprehensive records management program. • Identify potential disruption needs and steps toward recovery. • Create a LODD flowchart with predesignated assignments. • Ensure that Telestaff is updated with assigned designated personnel resources in the event of a disruption. • Create a plan to ensure organizational continuity with reduced personnel. • Identify succession order when ranking authority are absent. • Implement the plan and train staff on its use. • Evaluate the plan annually and implement changes as needed.

GOAL 2. Identify Alternative Response Models

2A. Explore technology advancements that can improve and augment emergency response	
<p>Lead: Brandon Coatney</p> <p>Timeline: 2 years</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Attend emerging technology conferences/summits to stay abreast of current and upcoming technology advancements. • Complete the implementation of Tablet Command for all LVFD personnel. • Evaluate HAAS Alert to provide added safety measures during emergency responses as well as improve response times. • Explore emergency scene technologies that can enhance efficiency, accuracy, and situational awareness. • Explore options for providing accurate expeditious response data.
2B. Analyze alternative response models utilized by other fire departments and evaluate how they can be implemented at LVFD	
<p>Lead: Brandon Coatney</p> <p>Timeline: 3 years</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Evaluate the addition of a squad, engine, or ambulance. • Evaluate the redeployment or addition of personnel. • Explore the opportunity for flex-staffing on non-critical ALS hospital transports. • Explore alternative responses to low acuity BLS calls. • Identify funding mechanisms to support fire department growth • Evaluate public/private partnerships that can be mutually beneficial and provide for additional staffing/surge capacity. • Fully implement UTV program and explore response capabilities throughout the region and State.

2C. Utilize data analysis and performance metrics to identify areas of improvement in LVFD's emergency responses

Lead: Brandon Coatney

Timeline: 5 years

Critical Tasks:

- Evaluate response times, call volumes, types of incidents, and resource allocation.
- Identify areas that can benefit from alternative response models.
- Utilize data to help make informed decisions on implementing new response strategies or adjusting new ones to enhance service delivery.
- Continually evaluate automatic aid agreements and response data to and from our neighboring agencies.

GOAL 3. Implement a Comprehensive Health and Wellness Program

3A. Identify a health program	
Lead: Engineer Jimmy Wilfong Timeline: 12 months	Critical Tasks: <ul style="list-style-type: none"> Evaluate available health programs that include comprehensive diagnostic health screenings, such as cancer screening and cardiac testing.

3B. Identify a mental health program	
Lead: Captain Andy Glaze Timeline: 12 months	Critical Tasks: <ul style="list-style-type: none"> Evaluate available mental health programs that include clinical psychologists and the appropriate resources with experience working with fire service personnel. Explore the option of creating LVFD's own EAP program.

3C. Explore peer support programs	
Lead: Captain Travis Moore Timeline: 12 months	Critical Tasks: <ul style="list-style-type: none"> Contact neighboring agencies to learn what they are using. Contact CPF to learn what they offer or can recommend.

3D. Identify costs and funding	
Lead: Jennifer Brown Timeline: As programs are identified	Critical Tasks: <ul style="list-style-type: none"> Request quotes from providers.

3E. Present the identified program(s) to personnel	
Lead: Leads for each assignment Timeline: Per timelines with each assignment	Critical Tasks: <ul style="list-style-type: none"> Conduct a presentation to personnel to gain consensus. Educate LVFD personnel of the services offered.

3F. Present formal recommendation to administration	
Lead: Leads for each assignment	Critical Tasks: <ul style="list-style-type: none">• Meet with management to share the services offered.• Present cost of program(s) to management.
Timeline: Per timelines for each assignment	

GOAL 4. Create and Implement a Succession Planning Program

4A. Identify ranks requiring succession planning needs	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Evaluate existing succession plans to determine which ranks (FF/PM, Engineer, Captain, Battalion Chief) need to be revised.
4B. Implement acting qualifications	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Implement acting qualifications for personnel to assume Engineer, Captain, and Battalion Chief.
4C. Create rank specific position task books	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Create rank specific position task books for Driver/Operator, Engineer, Captain, and Battalion Chief.
4D. Create position guides	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Create position guides that detail both internal and external requirements, including State Fire Training (OSFM), NFPA, and NWCG requirements for all promotional positions. Identify promotional pathways and requirements for Department sponsorship to paramedic school.

4E. Create a policy to develop and implement pre-promotional exam academies	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Create a policy to develop and implement a series of pre-promotional exam academies. These academies shall cover the following: <ul style="list-style-type: none"> Engineering <ul style="list-style-type: none"> ○ ENOP and ENGB ○ Company Officer ○ Chief Officer

4F. Identify relevant external resources available to personnel to enhance promotional opportunities	
<p>Lead: Deputy Chief Brandon Coatney</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Leverage operational area or RTG promotional educational opportunities. • Identify available State Fire Training, OP Area, and RTG classes on Vector Solutions and Department Training calendar.

GOAL 5. Develop a Comprehensive Training Program

5A. Implement an annual training calendar	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Establish technical training categories • Identify reoccurring training elements • Identify specialized training requirements
5B. Identify technical standards	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify tactical standards based on industry and area practices • Formalize technical standards for consistency in training, accountability, and interoperability • Train all LVFD personnel to standards
5C. Identify training partnerships	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Establish training partnerships with the RTG, LACo Fire, USFS, and other local cooperators. • Participate in regional and area training • Develop personnel for an LVFD “burn cadre” and work with other RTG burn instructors to routinely offer live fire training for LVFD
5D. Provide annual refresher training	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • USAR • HAZ MAT • Wildland RT 130 • PALS, TEMS • Airport Response
5E. Determine and monitor Training Readiness and Performance (TRAP)	
<p>Lead: Battalion Chief Danny Montoya</p> <p>Timeline: 18 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify annual department deficiencies • Conduct annual performance evaluation to determine department competency • Provide refresher training in identified areas

5F. Obtain training infrastructure	
Lead: Battalion Chief Danny Montoya Timeline: 60-72 months	Critical Tasks: <ul style="list-style-type: none">• Identify potential collaborative partnerships for land, cost sharing, shared use, etc.• Work with City of La Verne to identify potential land to construct a permanent training site• Evaluate grant funding opportunities

GOAL 6. Develop a Comprehensive Preventative Enforcement Plan to Address the WUI Threat and Implement Recurring Broad Community Risk Reduction Practices

6A. Develop and implement an annual wildland inspection program to confirm defensible space around all structures in the City of La Verne	
<p>Lead: Fred St. Ange Lonnie Shipman</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Completion of all annual WUI Inspections (140) • Track & Report • Convert all WUI inspections to Streamline & provide in-house training for staff • Educate public on WUI needs and importance • Implement AB 3074
6B. Identify and mitigate annually threatening heavy fuel loads within City WUI limits	
<p>Lead: Fred St. Ange Lonnie Shipman</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Survey other Foothill communities with similar WUI concerns • Identify methods of inspection of fuel loads and provide in-house training to staff • Provide continued coordination with Western Golf & Hospitality and LACO for fuel modification/mitigation • Participate in regional discussions/meetings/partnerships to enhance education internally on strategies

6C. Develop recurring public engagement / educational practices	
<p>Lead: Lonnie Shipman Fred St. Ange</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Create relevant education campaigns (Fire Prevention Week, 4th of July, Hands-Only CPR, etc.) • Coordinate annual residential WUI guidelines meetings/workshops/presentations (virtual/in-person) • Attend community events and provide education/giveaways • Push existing programs (Ready, Set, Go) out on regular basis to residents through social media • Explore tools and resources for notifications and evacuations (Zonehaven, Everbridge, etc.)

6D. Complete 100% of all business and state-mandated inspections annually	
<p>Lead: Fred St. Ange Lonnie Shipman</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Complete approximately 1,061 annual inspections (business/state-mandated combined) • Complete inspections for approximately 90 businesses w/ annual fire permits • Review/assess the approximate 181 Haz-Mat permits and further coordinate in-house training and education through CUPA • Analyze fee schedule and inspection costs against revenues on an ongoing basis to ensure cost recovery expectations are met

6E. Implement a sustainable and professional fire investigation program	
<p>Lead: Fred St. Ange</p> <p>Timeline: 12-24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop program guidelines, policies, procedures, SOPs, etc. • Develop roles/responsibilities • Review/adhere to NFPA 921 and 1033 • Create administrative citation guidelines • Collaborate with LVPD and regional arson task force committees • Implement firearm training program • Implement professional fire investigation program

6F. Complete a Community Risk Reduction Plan to address vulnerabilities	
<p>Lead: Lonnie Shipman Fred St. Ange</p> <p>Timeline: 18-24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Analyze CRA and pull relevant data • Assess and prioritize vulnerabilities in community • Utilize NFPA 1300 to develop plan • Obtain Dept, CMO, City Council approval • Educate public on plan, educational launch

6G. Collaborate with relevant partnerships/relationships in the area	
<p>Lead: Lonnie Shipman Fred St. Ange</p> <p>Timeline: ongoing</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Continue the relaunch of La Verne CERT • Foster and utilize Area D as critical partner and continue to actively participate. • Explore formation of additional community groups (VOAD, Fire Safe Council, FireWise USA, or Fire Risk Reduction Community) • Expand relationship with Red Cross

Appendix:
COMMUNITY & MEMBER
SURVEYS & RESULTS

Community Survey Introduction

As a part of the strategic planning process, La Verne Fire Department sought community input and opinions from its community. The survey was designed to identify the following:

- **Service priorities.** Of the services provided by the fire department, which are more or less important to you?
- **Planning priorities.** Of the planning elements used by the fire department, which are more or less important to you?
- **Expectations.** What do you expect of your fire department? This would include such things as level of service, types of services, communication methods, first responder qualities, etc.
- **Positives.** What do you think the department does particularly well?
- **Concerns.** What concerns do you have about the department (the services it delivers, or the way in which it delivers them)?
- **Other thoughts.** What other ideas do you have to share with the department as they begin this project?

The survey was completely anonymous and confidential. There were 77 responses. The following summarizes the results of the survey.

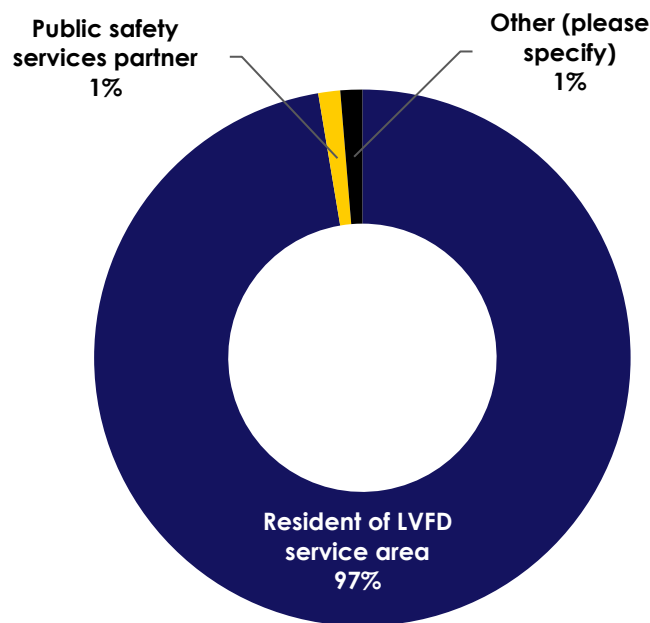
Please note, that the open-ended responses are minimally edited for spelling, grammar, and/or clarity only. Most responses appear in the form they were submitted. Personal information has been removed to maintain anonymity.

Community Survey Results

Residency of the Respondents

Respondents were asked to select which of the following best described their relationship with LVFD: "Resident of LVFD service area," "Business owner/employee within LVFD service area," "Public safety services partner," or "Other (please specify)." The majority (97%) were residents of the service area, 0% were business owners or employees, and only two respondents selected public safety services partner or other relationship. The "Other" respondent was a student in La Verne.

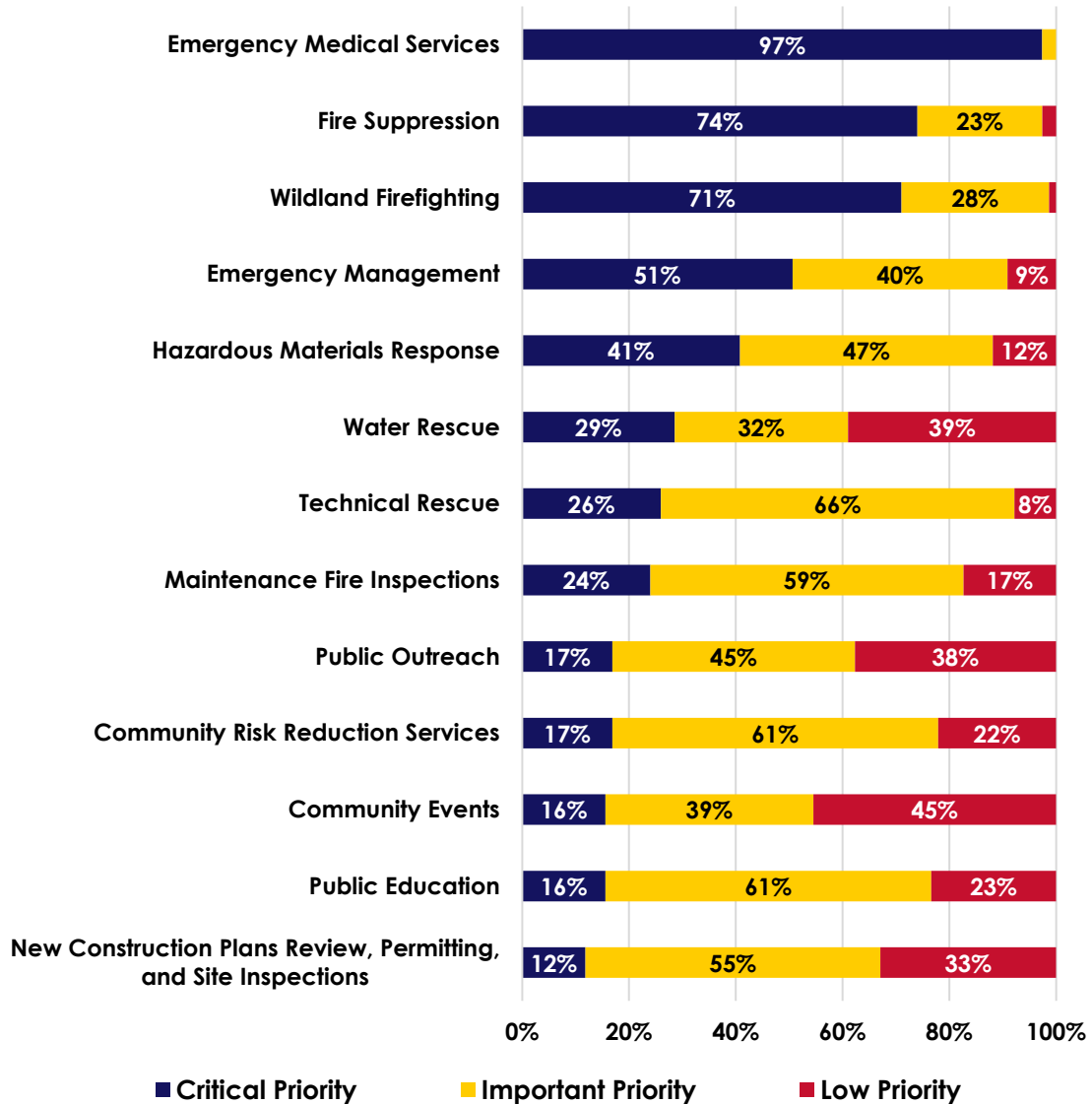
Figure 3: Residency



Service Prioritization

Respondents were asked to rate the following services provided by the LVFD using a scale of critical priority, important priority, or a low priority. If they would like to see a service added, they were asked to list it in the comment field.

Figure 4: Service Prioritization



Emergency Medical Services and Fire Suppression were overwhelming the most critical of priorities, followed by Wildland Firefighting. The lowest-ranked service priorities were Community Events, Public Education, and Plan Reviews and Site Inspections. These results are typical of most communities located throughout the United States, except it is atypical to see Public Outreach ranked higher than reviews, permits, and inspections.

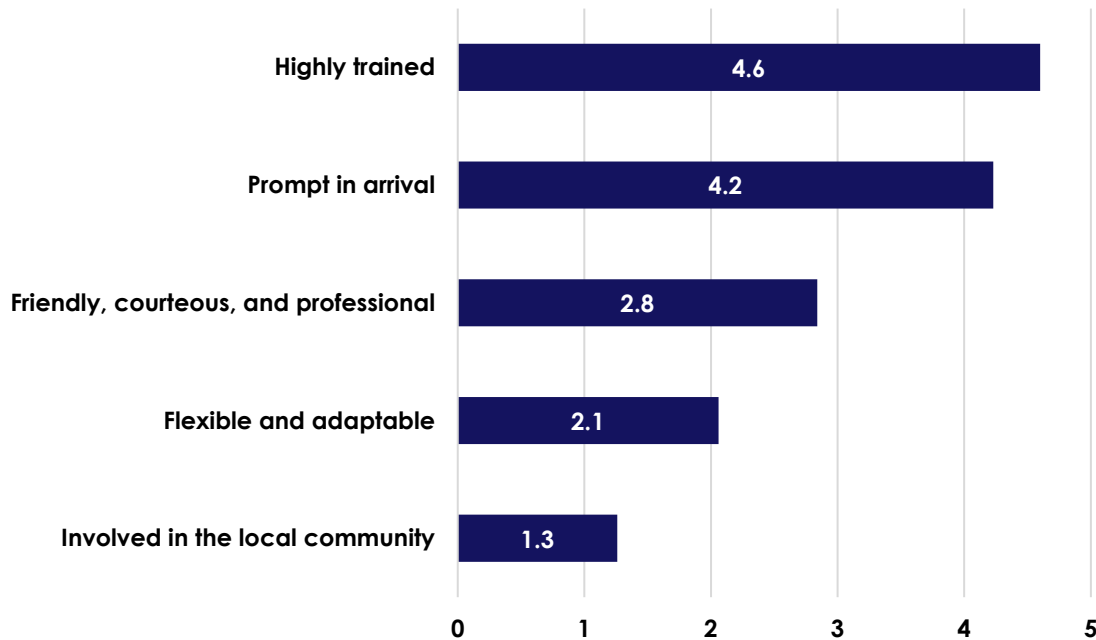
Additional services listed included:

- As a parent, I'd love to see them visit the schools and do demonstrations.
- At Bonita & Damien High Schools, provide a live drunk driving accident on campus street showing what firemen see on scene, severely hurt victims including tragic demise caused by drunk driving.

First Responder Qualities

When asked to rank first responder qualities in the order of importance, respondents responded as follows:

Figure 5: First Responder Qualities



The La Verne community wants to see highly trained first responders first and foremost. This was followed by prompt arrivals, being friendly, courteous, and professional, flexible and adaptable, and lastly involved in the local community. Additional qualities were listed as follows:

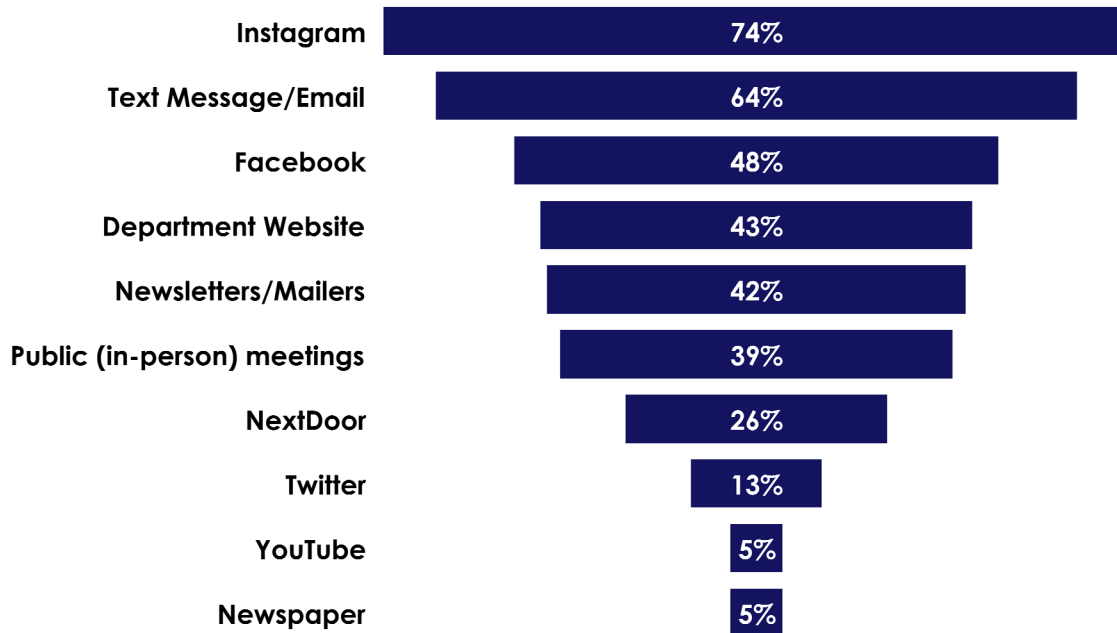
- Educated in handling special needs community members.
- Highly trained and professional.
- I would love to see how the different ranks are prioritized and their own assessments.
- Less time at the gym.

- Maybe a class on how to better help people who have more of a mental issue than a physical [one].
- Mentally stable.
- N/A (11)
- Professional
- Public education demos at BUSD elementary schools during fire prevention week grades 2/3. Wildland urban interface private residential inspections. Public education demos for WUI homeowners on fire safe landscaping and fire preparedness. Reverse 911 caller sign-up for important community safety notifications.
- Safety paramedics—no private services for life-saving jobs, like police, fire, and paramedics.
- Thankfully have never had to call on our first responders. So I have no experience to draw on.
- There must be bedside manner at all times, so first responders should be a part of this.
- They are doing a magnificent job for La Verne and want them to stay the "La Verne" Fire Dept.

Communication Methods

When asked which methods the department should use to communicate information to the community regarding emergency preparedness, fire safety, and wildfire information, respondents replied as follows:

Figure 6: Preferred Communication Methods

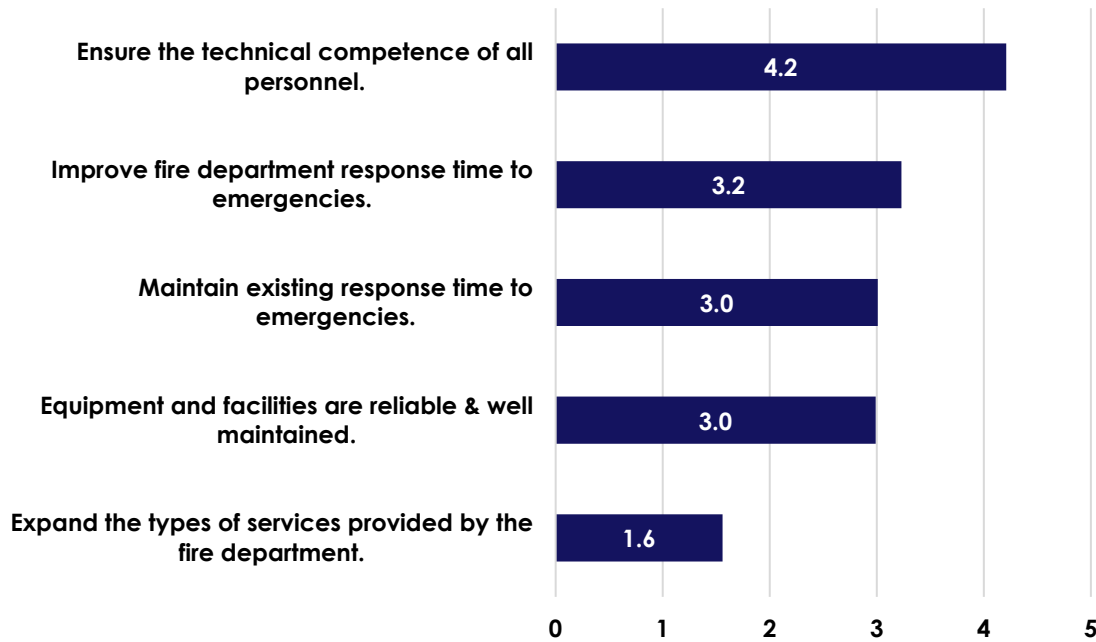


Social media sources—mostly Instagram and Facebook—and electronic communication methods—text, email, and website—are most preferred by La Verne's community.

Planning Considerations

Respondents were then asked to compare each of the following elements to the others and rank the planning considerations in order of importance. The results are displayed in the following figure:

Figure 7: Planning Considerations

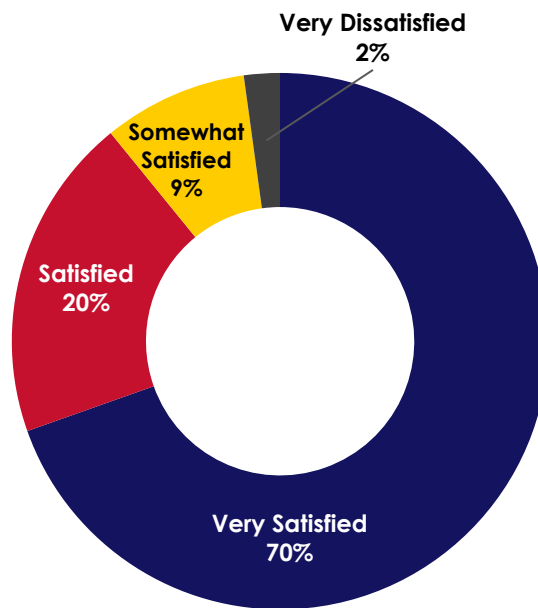


The technical competence of personnel received, by far, a rating of the highest importance. Improving response times, maintaining response times, and reliable and well-maintained equipment and apparatus ran middle-of-the-pack; and expanding the services provided by the department was considered the least important.

Satisfaction of Services

When asked, 51% of respondents had received services from LVFD. Of those that received services, overwhelmingly, respondents expressed great appreciation for the services their department provides. Nearly 90% of all respondents were either satisfied or very satisfied with LVFD's services. Eleven percent of respondents replied as somewhat dissatisfied or very dissatisfied. Respondents tend to be very polarized in their responses, and those who choose to participate often have strong positive or negative opinions.

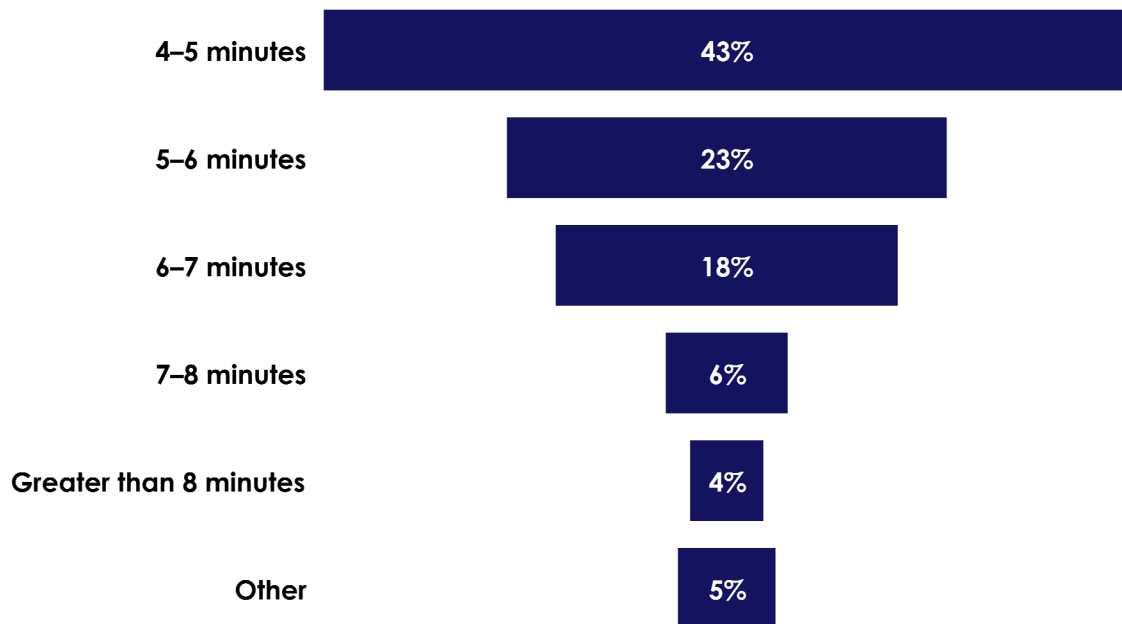
Figure 8: Satisfaction of Services



Response Time Opinions

Total response time is the amount of time a resident or business waits for resources to arrive at the scene of an emergency, beginning when they first call 911. When asked how long it should take for emergency resources to arrive after calling 911, taking into consideration call processing times, travel times, time of day, concurrent incidents, etc., 66% of the respondents believed resources should arrive in 6 minutes or less. Twenty-four percent expect services in 6–8 minutes, and the remaining respondents believed resources should arrive in 8 minutes or longer, or offered an “other” response.

Figure 9: Response Time Opinions

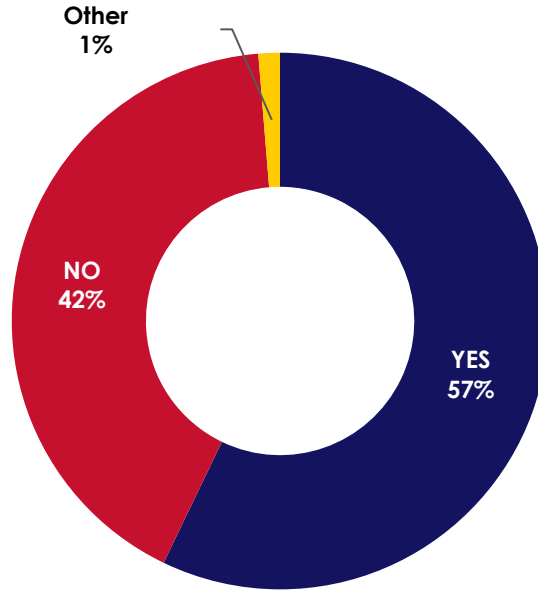


“Other” responses:

- 2 minutes. The station is literally a block away.
- For first responders and public safety too, as soon as possible taking into consideration the times listed above.
- Not sure, to be honest.
- Two minutes

When asked whether the response time expectations change depending on location, respondents replied as follows:

Figure 10: Response Time Expectations



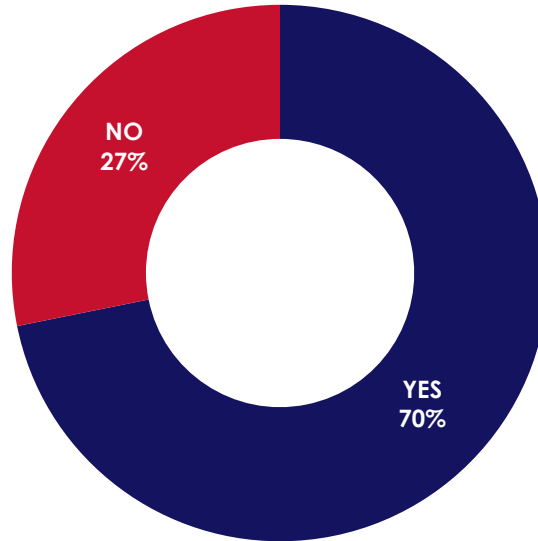
“Other” Responses:

- Yes, takes longer to go up hill to calls.

Financial Support

When asked if the respondent financially supports the LVFD to act on the recommendations presented by AP Triton (i.e., increased staffing, increased administration, station upgrades), 70% expressed support.

Figure 11: Financial Support



Other comments regarding financial support of the fire department:

- City budget should support safety programs first then the fluff if funds are available.
- Depends on what recommendations are made.
- Depends, stop making it seem like we need all these firefighting equipment when you and I both know LA County is going to back you up!
- I am on a fixed income at this time. Perhaps younger families can contribute.
- I believe California and LA County gets plenty of funding already.
- I think LVFD is doing well—facilities, salaries, equipment.
- I, will gladly contribute what I can afford to support the LVFD.
- I'm not sure what this would mean. We pay quite high taxes already.
- Improve revenue via fee assessment. Ensure transportation fees are collected and offset with grant monies.

- My tax dollars do that.
- Not admin. Do not need top heavy depth.
- Only for improved staffing.
- Open to additional financial support, but would want an explanation of why the City isn't able to support/cover this.
- Our taxes are so high in LA County, an additional tax would be a disservice.
- Taxes, water rates, surcharges, etc., should support these public services.
- The additional taxes we implemented a few years ago were to support the services to our city. That includes the Police and Fire Departments. There should be accountability on behalf of the city to show that these funds are being spent there.
- To an extent. Are grants available? Donations from philanthropic groups? Money from the state (yeah right, lol).
- We just passed an additional tax for this.

Expectations

When asked to list the expectations the respondents have of their fire department, the respondents provided the following responses:

- 1. Respond highly cross trained ALS/BLS EMS Firefighters with a response time under 7 minutes.
- 2. Meet minimum NFPA 1710 staffing numbers on first and second alarm structure fire responses with automatic aid agreements.
- 3. Provide improved fire prevention and code enforcement. Improving risk management in our commercial businesses and wildland interface.
- 4. To work seamlessly with partners in the Foothill Mutual Threat Zone. Including interagency ICS and communications training.
- 5. Prepare for MTA Goldline extrication/USAR responses.
- 6. Provide public education via social media and in-person public education demonstrations.
- 7. Provide end-of-year data summaries to the public, call volumes, types, responses times, and inspections.
- 8. Maintain compliance with LA Co. DHS.
- 9. Smile more. Your agency is clearly working toward a much improved and progressive direction.
- A prompt response by skilled fire or medical professionals.
- Always be prepared at a moment's notice to serve the community however they are called upon.
- Arrive as fast you can, Be knowledgeable, Have compassion
- Be there when we need them.
- Continue providing OUTSTANDING fire department care of the community. Thank you for everything you do!
- Fast arrival, highly trained, continuity of care.
- High level of professionalism and abilities.
- Highly trained and motivated to serve this community.
- Highly trained, professional service, prompt arrival, friendly, care for the community.

- I expect with the size of our community that response times be quicker. I have been places when 911 was called and they hadn't arrived even after ten minutes of the initial call. After all of the hoopla of needing the ladder truck and station on Esperanza to reopen, I would expect that response times would be quicker.
- If up in hills might be a bit longer.
- Keep up the great work and connecting to the community!
- Knowledgeable, speedy
- Maintain quick call times, Friendly and caring when on calls, Professional, Caring
- Meet the fire, rescue, EMS needs of the community with minimal reliance on outside assistance for daily operations. Strong community risk reduction program to support emergency preparedness.
- N/a
- Please do not misuse the disability/workers comp aspect of the profession. Every firefighter (family and friends) I know has been put on disability and they tend to go into retirement from there. I truly believe it's being misused.
- Professional and highly trained. Available for response 24/7.
- Prompt professional courteous local service.
- Prompt arrival, courteous personnel, knowledgeable personnel.
- Prompt well-trained service
- Prompt, knowledgeable, helpful, calming presence, kind
- Prompt, qualified, friendly, and adaptable
- quick response, high-quality trained personnel
- Quick response to fire threatening life and property. Emergency medical help.
- Reliable, approachable, and accessible.
- Responsive, prompt, well trained, properly equipped and staffed, professional, courteous.
- Simply that they are polite and considerate when responding.
- That when we need their assistance they perform at the highest quality level.
- They will arrive promptly, be well trained and polite. They will be visible at community events and be invested in La Verne.

- This was about 4 years ago so things may have changed but it took over 12 minutes to arrive on scene at E and 5th. That seems far too long. My expectation would be that the response times would improve.
- Timely, courteous, calm.
- Timely, knowledgeable, friendly and professional.
- To arrive timely.
- To be a positive community member and less drama every couple years where we have to hear about your salaries and what chief you like and don't like. Last thing I/we want to hear about is your morale at the stations. You have a great community, you go on a minimal amount of calls, very few fires, LA County backs you up. Stop being so dramatic.
- To be fair and just in their commitment to be of service to all people in need of help regardless of who they are.
- To be prompt and efficient on emergency calls.
- To be there, if I should need them, in a timely manner. Well trained.
- To just arrive in a timely manner.
- To respond in a timely manner and provide good service
- To show up quickly and know how to do your job correctly, with a good attitude and flexible problem-solving skills.
- Trained personnel arriving within 5 minutes.
- Trained professionals
- Trained, competent, exceptional
- understand in rural areas the ETAs are longer
- Well trained to do the job and maintain the safety of all parties. Equipment maintained so firefighters can do their job. Fast response times to best serve the community.
- Well trained, competent, proud of their department, and taken care of reasonably by the city.
- Well-trained, personable, professional, community partners.

Unmet Expectations

When asked which expectations were not met by the department, the vast majority of the respondents replied that all expectations were met and expressed general praise to LVFD for a job well done. Additional responses follow:

- All being met.
- All my expectations have been met during the few times that I have needed assistance. One was a medical situation for my mother in my home, years ago, and the other was the fire North of Baseline East of Landeros in the Live Oak area, also years ago. The response was swift with more assistance added quickly.
- emergency management and community outreach also need volunteer opportunities besides CERT
- Enough manpower on large emergency responses.
- I appreciate their services, but are frustrated over some of the community claiming we need more.
- I don't believe any now that we once again are fully functional with 3.
- I gave birth to my baby in my home (unplanned). It took LVFD 17 minutes to arrive to my home.
- I have not utilized their services in the 30+ years I have lived in la Verne
- I think a lot of politics is bleeding into every aspect of our community. It needs to be squashed. We are all people
- I'm not sure our fire personnel are invested in our community. I believe for many it's a job, then they leave.
- Interaction with schools and PTA events more
- La Verne fire is always courteous and friendly.
- My understanding is surrounding LA Co. Company Officers and Battalion Chiefs still does not fully trust LVFD on interagency responses. LA Co Fire can have a big ego trip but that needs to be countered with improved fireground competency and interagency training. Earn the trust of the agency that surrounds you.
Attitude. Your members/association has had a rough couple of years but it is time to move on.
Brush clearance. The north end of La Verne seems to be lacking in code enforcement and the city's own responsibility to maintain its undeveloped public property. Improve enforcement and reduce risk to homeowners.

Response times. I have heard of 10 minute plus responses from other community members. I cannot verify the accuracy but this is unacceptable if accurate.

- N/A (14)
- My interactions with the Fire Department have always exceeded expectations.
- None (8)
- None, they are awesome.
- Not sure.
- Nothing that I know of. Again, thankfully have never had to call on them to help.
- Now that the attention from the past is hopefully in the past, it would be nice if they could get involved in the community again.
- Now that we're approaching fire season there should be a larger effort on the part of the city to have overgrown areas maintained. Highly flammable trees, like evergreens and palm trees should be removed to help reduce potentially dangerous or disastrous situations. This can be something the fire department reports to the city and have the city responsible for follow through.

There are several pine trees in the La Verne Live Oak common area adjacent to our backyard and the oak preserve that the association has turned the sprinklers off. They are horrible about maintaining the area and have yet to remove the uprooted oak tree and repair the slope from that tree. This common area isn't really visible to the entire community but is definitely a huge fire danger. Requests to get & keep that area maintained falls on deaf ears. Perhaps the Fire Department can get them to clear that area and keep it maintained. We shouldn't have to beg them to remove the overgrown weeds and brush. This is not the fault of the fire department but hopefully they can assist in the resolution. The same for the excess/overgrown areas going up Esperanza. The claim that the vegetation is natural to the area doesn't minimize the risk of fire danger.

- Professionalism can improve. Have witnessed firefighter talking down to other firefighters when they were just trying to put my loved one in the ambulance. Do not feel like I should be witnessing firefighters talking bad to one another especially when I was already under stress with my family member needing care
- The drama very couple years where we have to hear about how unhappy you all are when you get paid extremely well and go on very little calls. We need to see more and hear less!
- With so much past dissention is the department as a whole good at the direction it is going?

Met Expectations

Again, LVFD received accolades for the quality of services provided, community outreach, and its prompt, compassionate and professional care.

- Fire suppression, Emergency response
- Always, shows compassion for the sufferings or misfortunes of others upon arrival at 911 call locations. Answers family questions, concerning the sick/injured, provides immediate transport to local hospitals. Appreciate their warm friendliness. Love seeing the firemen wearing their t-shirts supporting Breast Cancer Awareness. Appreciation of their time delivering sweets and Santa Claus on Christmas Day! I feel comfortable and welcomed if I have a question answered on the phone or in person. THANK YOU LVFD!!!
- Amazing overall but community engagement and scene professionalism
- Arrival time. Knowledgeable. Compassionate.
- As I understand, response time
- Being that I have never had to call the fire department- based on observation around town- prompt arrival
- Being visible in the community.
- Better positive engagement with community.
- Community events. Friendliness and communicative.
- Community outreach and involvement is great. And new Fire Chief taking the bull by the horns and getting our fire dept back in shape and up to code and well-manned is wonderful.
- Community outreach and response time.
- Current Fire Administration is making good progress at addressing short comings of staffing and re-opening Station 3.
- Emergency health services. They respond quickly and professionally.
- EMS and fire suppression
- EMS calls
- Everything
- Everything but Santa Claus, they keep forgetting us.
- Everything! I think LVFD is wonderful.

- Everything. I am happy that additional personnel has been added and fire station #3 in North La Verne is again open!
- Friendly and present in the community.
- Great response, more equipment and personnel, opening fire station.
- Happy that they reopened the fire station on Shemiran and Esperanza. Would be helpful if we knew which station would respond to a call placed in our location.
- I am impressed with the job the department is doing making great strides away from the volunteer mindset. This survey is a great example of community outreach and the desire to improve. That means so much. Keep up the hard work and make your personnel proud of where they work and the people around them.
- I haven't used services in a while, but they have always been well trained and courteous when I have needed to call on them
- I see them at the gym a lot.
- I think overall LVFD does a great job.
- I've not seen or heard of issues. The way it should be.
- It seems as though the new leadership is helping the department move forward in a positive way.
- It seems things have gotten much better, and we need to keep it that way. We need to keep the politics out of the fire department both internal and external.
- N/A
- Not sure
- Paramedic services. Community engagement. Fire Chief is great—very professional.
- Professionalism and cleanliness.
- Prompt, helpful, kind, compassionate, calm, dependable
- Quick response times, Community outreach, love Christmas day tradition.
- Re-organization.
- Services provided.
- Staffing, response times, training.
- They have been so very kind in how they approach the older community understanding that they may be scared or confused. Very compassionate.
- To my knowledge they're doing a fantastic job. Since Fire Chief Nigg has joined the department there is a higher level of trust, support, and commitment for La Verne.

- Training and hiring great firefighters.
- Unable to assess at this time.
- Very active in the community.
- Very involved in the community and represent my city well.
- Well-trained and prepared.
- When arriving during a medical emergency for me, they were prompt, professional, and put me at ease.
- With the fire station on Esperanza reopened the response times have improved for our friends and neighbors who have needed assistance.

Concerns About the Fire Department

Concerns about the LVFD centered around keeping the fire department open and whether the department is appropriately resourced and staffed. Open-ended responses follow:

- Adequate staff and resources to respond/meet community needs.
- Due to lack of retention the department has to be super young and lacking experience. Make up the ground with energy and prioritize training.
- Ensure the workplace culture within the department is one that moves it forward and leaves the past in the past.
- Future of La Verne Fire Vs County Fire
- I am afraid our firefighters don't get the proper support they need, and we experience high turnover.
- I just want them to be able to do their job without the interference of politicians. Not sure if we will ever have another situation like we did recently with the previous mayor pro-tem.
- Just keep getting stronger and well-trained and keep communicating with our city and its citizens.
- Keep them La Verne fire, and not LA County fire.
- Keeping LVFD and not replacing with LACO.
- Large unfunded retirement program.
- Let them be.
- My only concern would be losing them again.

- N/A (8)
- need attention to quality emergency management
- Newly trained personnel should have in place that they remain at LVFD for 3 years. On the LVFD Instagram, I see, Congratulations, Welcome aboard and Farewells too close together for the same person. It appears, personnel leave for other fire department cities upon completion of probation.
- None (7)
- Not hiring, lowering qualifications, not offering good wage/ benefits which pushes people out of CA.
- Not large enough for the challenges that the city offers. With the large wildland threat, think of going LA County Fire Department.
- Possible promotion information on who's trying to promote.
- Provide more appearance of accessibility while in the stations and around the community.
- Response time is always going to be a concern. Until this is instant, which is impossible, the work should always be to improve how quickly we can get people on the scene. Just the presence of personnel begins to calm those involved.
- Retention of quality personnel.
- That all fire stations remain open and not closed due to "budget cuts."
- That Station #3 will close again. Seems like a lot start at LV but leave to go other departments.
- That the city is trying to get rid of our city FD and put us on the long wait list (phone, response time, low priority) of LA County.
- That we don't know which fire station would respond to what areas when needed.
- The drama!
- The politics that have gone into decisions.
- Wondering if you have enough staff. Sometimes calls lag, not as much as the police department though.

Additional Comments

- Add 1 more BLS ambulance.
- Again, I know this profession is not easy and is dangerous. But please watch for the claims of disability and workman's comp.
- Exciting to see the direction the La Verne Fire Department will be heading in the future!
- God bless you all.
- Keep up the great work!
- Keep up the great work. La Verne is an awesome city to live in.
- La Verne has an AWESOME Fire Department! Thank you for everything you do for the safety of its residents. Continued Prayers for your safety!
- None at this time.
- Thank you for all you do! (2)
- Thank you for all you do. Keep moving the ball forward!
- Thank you for our protection and your service.
- Thank you for your service to our community.
- Thank you for what you already do!
- Thank you for your service and for always being so helpful and kind.
- Thank you for your service and stay safe
- Thank you LVFD for the service you provide.
- Thank you. (2)

Member Survey Introduction

As a part of the strategic planning process, La Verne Fire Department sought feedback and input from its internal membership. AP Triton, LLC, a private-public safety consulting company, was contracted to facilitate the process. This confidential survey was designed to provide every member with an opportunity to share opinions and ideas about several components of the department. The survey consisted of the following topics:

- Training
- Communications
- Work environment
- Staffing levels
- Morale
- Leadership
- Management

The survey was completely anonymous and confidential. There were 36 responses. The following summarizes the results of the survey.

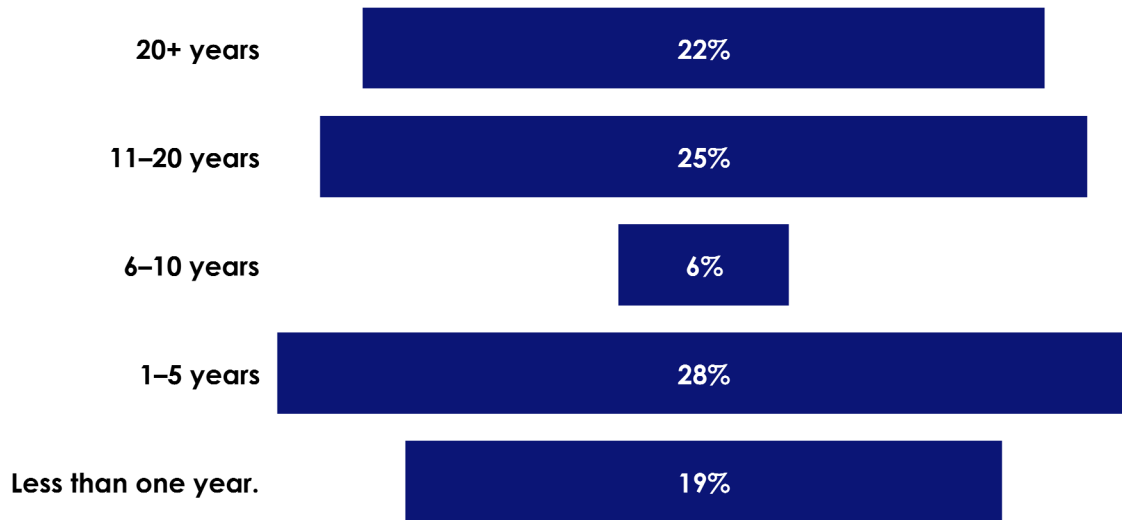
Please note, that the open-ended responses are minimally edited for grammar and/or clarity. Most responses appear in the form they were submitted.

Member Survey Results

Years of Service

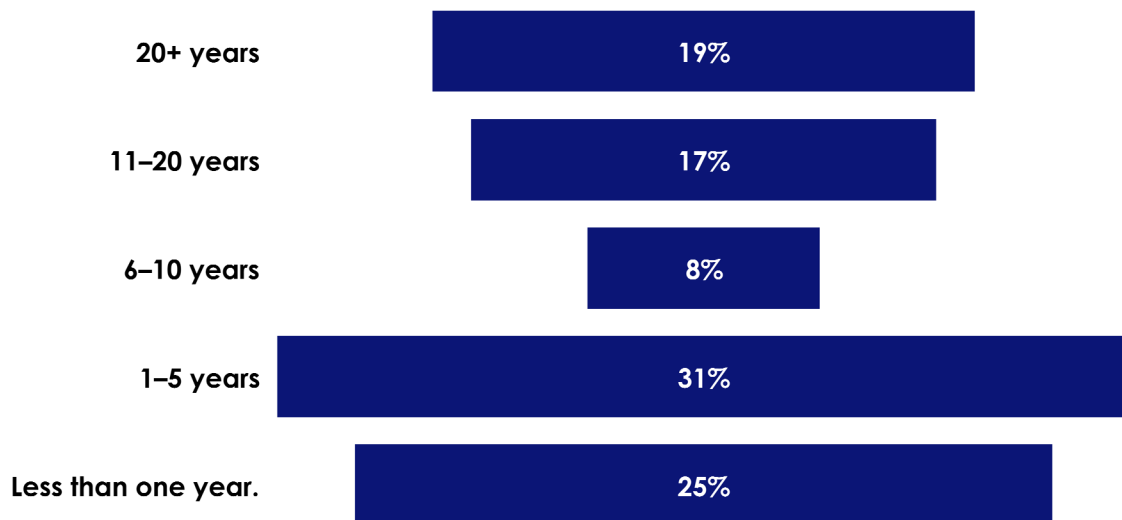
Please identify your total number of years of experience (paid and volunteer) in the fire service:

Figure 12: Years of Experience

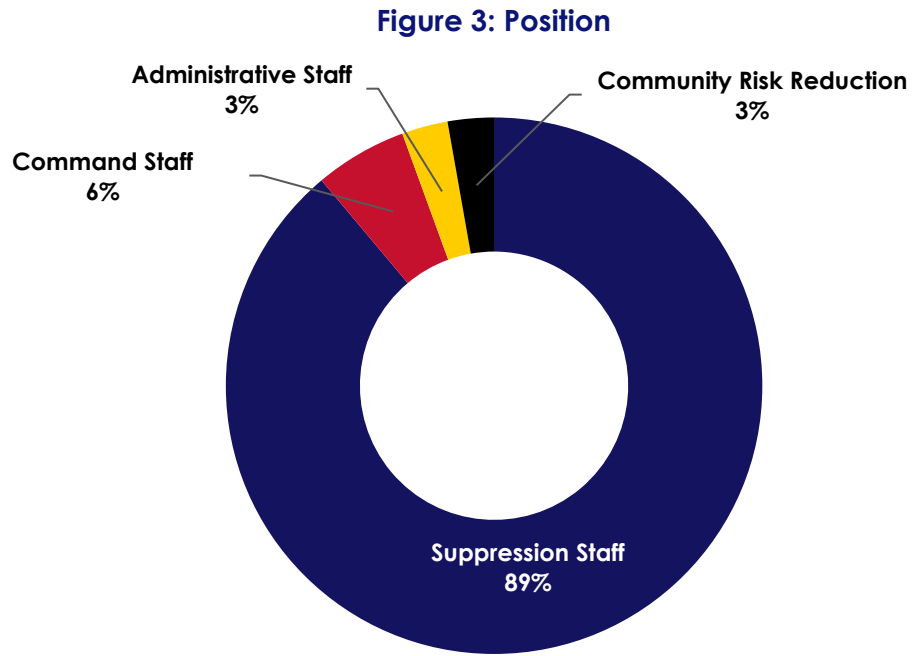


Please identify your total number of years of service for La Verne Fire Department:

Figure 13: Years of Service at LVFD



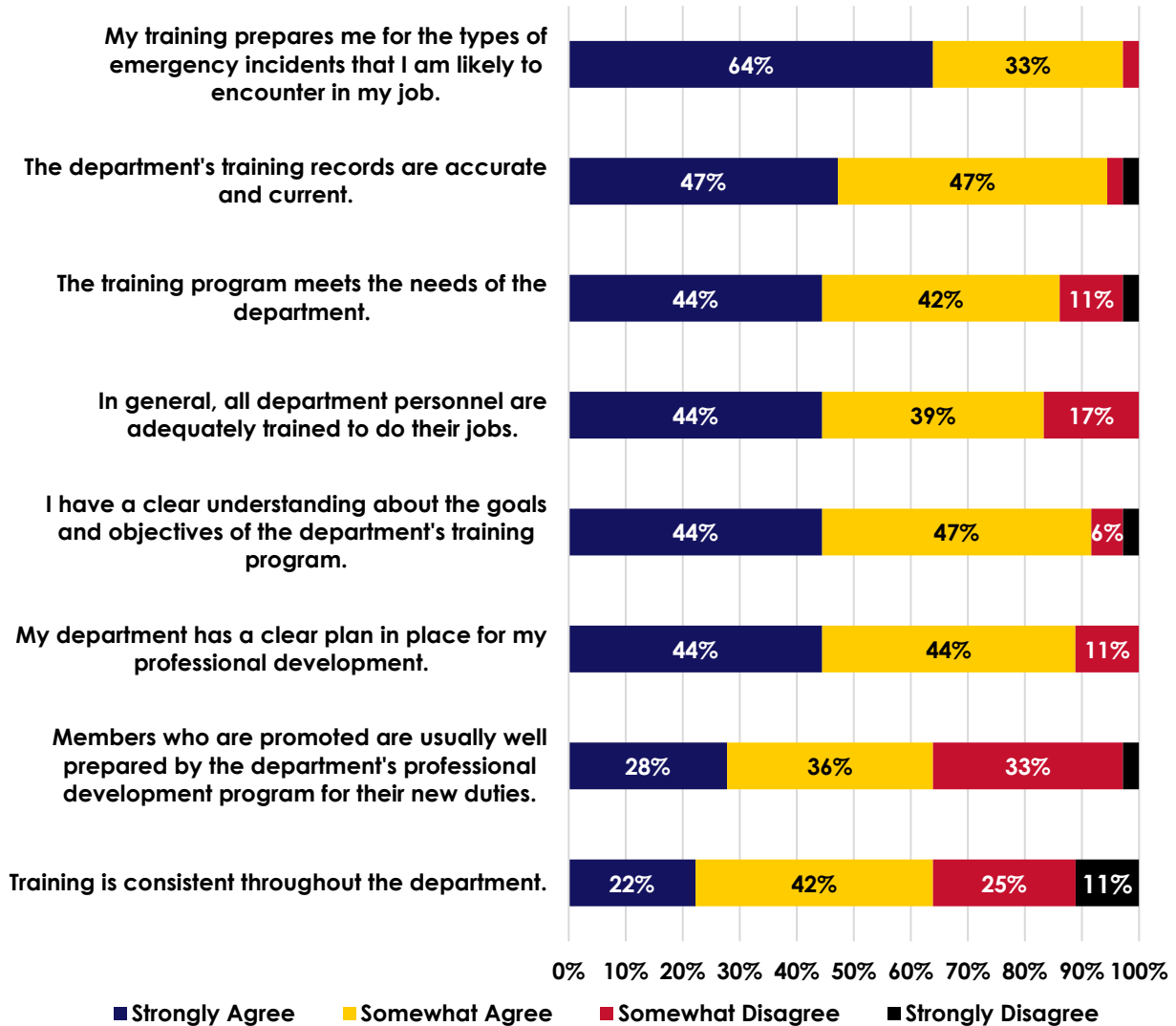
Which one of the following best describes your current position?



Training & Performance Reviews

Please identify your level of agreement with each of the following statements about training and professional development opportunities provided by La Verne Fire Department:

Figure 15: Training & Performance Reviews



In which subjects or areas would you like to see more training?

- All subject areas. The department has a large number of personnel (including myself) with minimal experience. More training that is dynamic and practical to our operations would do better to offset the lack of first-hand experience.
- Cancer prevention/exposure mitigation

- City of La Verne has grown and is not that quiet city anymore. The city has multiple travels through for travelers. The city has a close to three mile stretch of Interstate 210 freeway, municipal airport down in the southside of the city and three rail systems that go through the stretch which are MetroLink, Railcar for Cargo substances and currently in end stages of the GoldLine. In addition to these areas of travel there is proposal for Multi-Story dwellings.

All these pose risks to the citizens and fire personnel. I would like to see more training in High-Rise Buildings, Auto Extrication, Hazardous Materials Response. The city will be overpopulated and at risk for disasters in all areas mentioned above

- Communications.
- Community Risk Reduction Planning, WUI Administration
- GEMT, CFAA assignments
- I would like to see consistency between shifts with regards to most everyday things. We are getting better however.
- I would like to see more fire-related training for ambulance operators that are pushing for a fire job.
- I would like to see more live fire training.
- I would like to see more training for the AO's once the 6 probationary firemen are off probation.
- I would like to see more training in engine and truck operations. From complex pumping scenarios to complex truck operations.
- Live fire training
- Live fire training.
- Live fire, real time training. Offering of required classes for promotability.
- Low frequency, high risks situations.
- Major Disasters, multi-company drills, officer command.
- Mass shooting drills
- MCIs and auto extrication
- More advanced training. Deviate from basic probationary task book training.
- More hands-on training and experience for ambulance operators that are striving to become firefighters.

- Multi company drills with all personnel involved in the training. Variety of scenarios with responses like an active incident. Live fire, auto x, VEIS, Bailout procedures.
- Multi company evolutions
- On Standard Operating Guidelines when it comes to operations on structure fires, brush fires, rescues, and TCs. There's too much inconsistency between shifts on how to handle certain calls operationally. A-shift does it this way, while B-shift does it this way. Nothing is written down as a department standard. This makes it difficult to train new firefighters.
- Primary search, VIES, live fire training.
- Promotional preparation, standardized training for all employees especially new Firefighters with little to no experience
- Real-time events, night operations, training outside of LV, Pomona, San Dimas and Claremont our first in area we need to preplan.
- There are plenty of training opportunities to be a part of.
- Too new to answer accurately
- Training Tower evolutions, Live Fire Training, and Officer Development (succession planning)
- Truck operations
- Truck work - Auto Extrication, vehicle stabilization, air bags, etc. These skills are perishable. I would argue they fall into the high risk/low frequency category. Continued education in these areas would be beneficial for the few times we are called to make a difference to the public with these skills.
- USAR, HAZMAT, WILDLAND, AND PROMOTIONAL
- With our new auto aid agreements with the county, we need a liaison to coordinate with the county for multi-agency training. The deputy chief should not be the liaison. We need a dedicated training captain to fill this role.

If you could change one thing about the department's training program, what would it be?

- ADD MORE SPECIALTY TRAINING
- better promotional training track
- communication on how LV is going to operate during these events, not what LACO is doing.
- Consistency

- Consistency of standards.
- Get everyone on the same page with operational expectations and manipulative skills. This way, there will be no inconsistency when and overtime firefighter works on a different shift. Additionally, the Captains will not have to warn firefighters during training that each shift does a certain operation a different way. It will increase continuity and consistency within the department.
- Have a set standard for everyone. This would be advantageous for the department and city. We are very inconsistent in manipulative testing and training. Like other departments there are set standards, and everyone knows they can fall back to the basics of the training that they received at the beginning of their careers. Yes, we grow as individuals and teams, but the organization needs to grow as a whole. The newest technology and information does not get passed along to others all the time.

Training programs for all ranks in the fire service.

Have a Training Facility to accommodate every individual and the Police Department. Public Safety personnel have to go outside the city for company training utilizing other different fire and police department facilities

- I have no recommendations.
- I would implement more realistic training as well as standardizing some of the SOPs across the department.
- I would like to see more training led by the command staff with ratings and reviews for individuals and companies. I would also love to have a training tower or at least some communication with the city when a building becomes available to train in. Maybe some incentive to business owners who allow us to train on their property.
- I would not change anything
- More reimbursement money for classes
- N/A (6)
- new training props and training grounds
- None, task books for every position in progress.
- None. There are many programs and activities to stay proactive and up to date.
- NOTHING
- Possible training grounds with tower for a variety of scenarios. Develop a " La Verne way" to perform tasks.

- Provide a training tower.
- Remove BC Montoya from training BC and appoint BC Dominick as training BC
- Standard SOPs across all shifts
- The consistency of training ran through different captains. It's time to train personnel passed the basic probationary task book.
- The previous training program was stuck in fundamentals and did not prepare me to utilize critical thinking. While not bad to drill on basics and fundamentals; it created an environment where, "this is how we do something because this is how we've always done it".
- The required changes are currently being implemented (with the exception of having a training tower). Since Chief Coatney was hired, we finally have a Training Program with plans for promotional development and a robust training schedule.
- There be a department standard for training. An expectation that everyone needs to meet.
- Train more on things that aren't related to the probationary taskbook
- Training side-by-side with LACoFD on tactics, operations, philosophies and departmental SOPs. With the new auto aid agreement in place, it is a guarantee that LACoFD will work alongside us on every structure fire in and out of our city. Lack of understanding of each other's tactics and philosophies can lead to friction and less cohesion on the fire ground.

Rewriting the AO job description to include fire ground training, like pulling hose and throwing ladders.

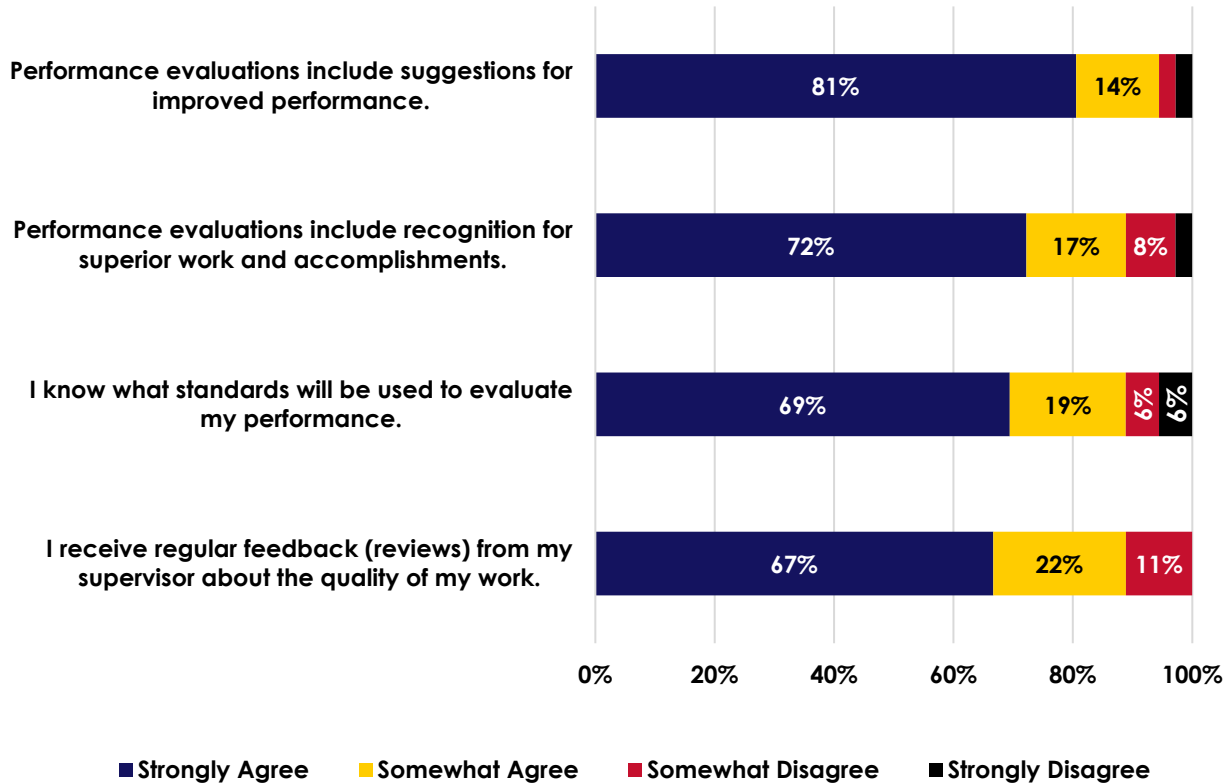
If an explorer program is created allowing 16 - 20-year-olds to throw ladders, pull hose, etc. and 20 to 30+ AOs are not allowed to train on those items there WILL be tension and apprehension in the AO ranks. Can the title be re-written to be AO/apprentice for those with a FF1?

Many of the AOs will fill our FF ranks, training early and often is not just to the AOs benefit, but also a benefit to the department and its members.

- Training tower or training ground and an actual training captain to coordinate the training.
- Unsure
- We need a place to train. Drill tower, training grounds.

Please identify your level of agreement with each of the following statements about performance reviews and evaluations conducted by your department:

Figure 16: Performance Reviews & Evaluations



With regard to the current evaluation process, what should La Verne Fire Department be doing more of?

- A BETTER RATING SYSTEM WITH UPDATED COMMENTS TO RATE A PERSON.
- better standards for improvement
- Current process is working and is fine
- each position should have all the requirements expected for that rank, i.e., task book, classes
- External graders for probationary evaluations
- Give feedback whether good or bad more frequently. The annual evaluation is a long period between performance input.
- Have a set standard that is clear and concise, black and white with no grey area.
- Have regular evaluations that give constructive criticism in areas that need improvement, so the employee can have a gauge on how they are performing.

- I am satisfied with the current evaluation process.
- I believe our evaluation process is good and needs no improvements.
- I believe the evaluation process in its current form provides a suitable system for employees to improve their performance.
- I believe the evaluation process in place is very efficient and encompasses everything needed to give an adequate evaluation.
- I believe the evaluation process is fair
- I don't feel like an annual evaluation is the best way to stay competent or give an accurate depiction of someone's performance in this job. I think quarterly drills with supervisor evaluation keeps staff accountable year-round.
- I don't know, it is the only format I've ever used.
- It can actually acknowledge the efforts of the employee instead of emphasizing only the negatives.
- Less emphasis on goals.
- Maybe do bi-annual evals
- More frequent evaluations or testing for the AO's.
- N/A (3)
- N/A. I believe this is already done well, at least at the probationary level.
- NA
- No
- No suggestions
- Nothing to share at this time
- Subjectivity in the evaluation process can be problematic. Instead of punishing individuals for not meeting their self-set goals, evaluations should focus on helping them improve. The objective should be to support and enhance the individual rather than relying solely on subjective judgments. In my personal experience it has been very negative in the past. I don't wish that on anyone.
- To enhance the value of the evaluation process and foster employee improvement and job satisfaction, several changes can be implemented:

Clear and Transparent Criteria: Clearly define the evaluation criteria and expectations, ensuring employees understand how their performance will be assessed. This promotes transparency and minimizes ambiguity in the evaluation process.

Goal Setting and Development Plans: Encourage employees to set their own goals and align them with organizational objectives. Collaboratively establish development plans that outline steps for achieving these goals. This empowers employees and promotes a sense of ownership in their performance improvement.

Regular Feedback and Coaching: Implement a system of ongoing feedback and coaching rather than relying solely on annual or semi-annual evaluations. Regular check-ins allow for timely discussions about performance, progress, challenges, and potential areas for growth. This approach enables continuous improvement and supports employees in real-time.

Skill Development Opportunities: Offer training programs, workshops, or learning resources that help employees develop their skills and competencies. By investing in their professional growth, organizations demonstrate a commitment to employees' development and create an environment conducive to improvement.

Performance Recognition and Rewards: Recognize and reward employees for their achievements and contributions. Celebrate milestones and exceptional performance to motivate employees and reinforce positive behavior. This recognition can take various forms, such as public acknowledgment, bonuses, or career advancement opportunities.

Two-Way Communication: Foster open and honest communication between managers and employees. Encourage employees to express their concerns, aspirations, and ideas for improvement. Managers should actively listen, provide support, and address any issues that arise during the evaluation process.

Continuous Improvement and Adaptation: Regularly review and update the evaluation process based on feedback from employees and managers. Embrace a growth mindset and adapt the process to align with changing organizational needs and industry trends. This ensures the evaluation process remains relevant and effective.

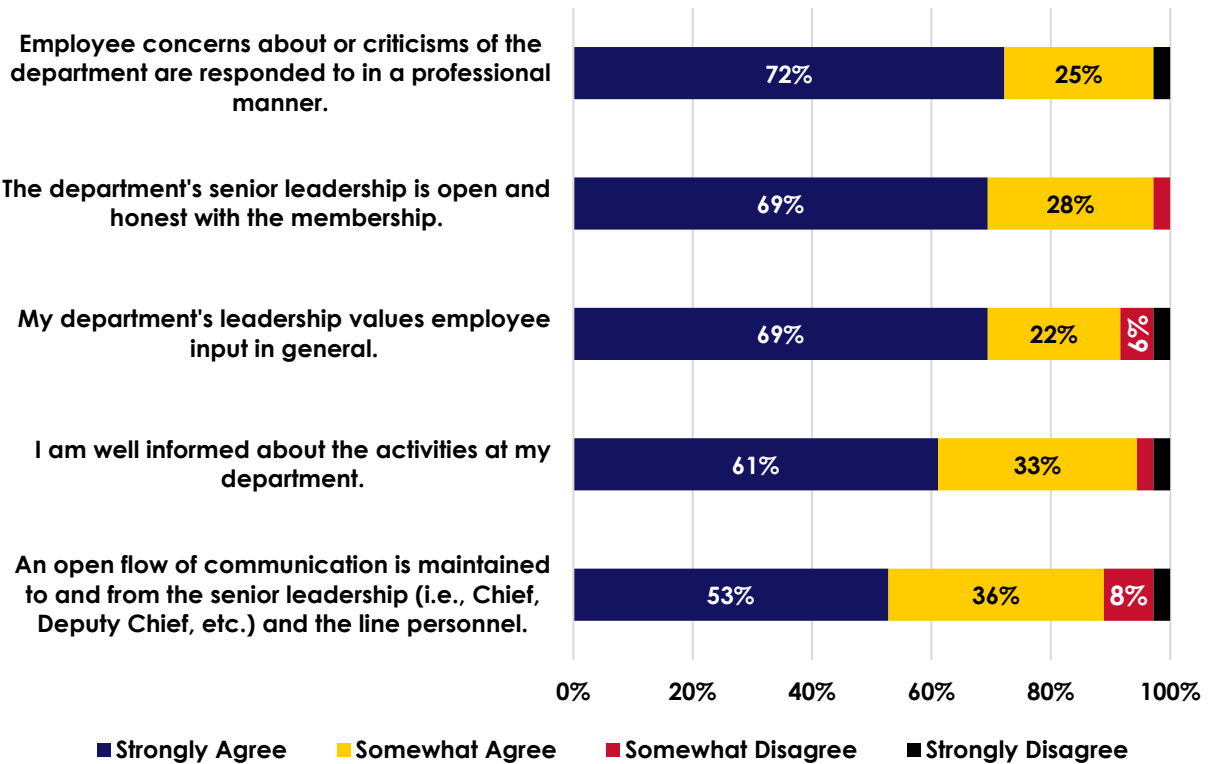
By implementing these changes, the evaluation process can become a valuable tool for employee development, performance improvement, and job satisfaction.

- The evaluation form needs to be updated as we have been utilizing the same format for my entire career. We recently stopped evaluating on employee sick leave usage, however, that section is still listed on the form.
- The evaluation process is thorough and provides the employee with ample information to improve/sustain performance and job satisfaction.
- The whole grading system needs to go away.
- The yearly evaluation process for individuals is good.
- There's a little redundancy within the questions on the evaluation form.
- Timely reviews.
- Unknown at this time.
- Unknown.

Communication Processes

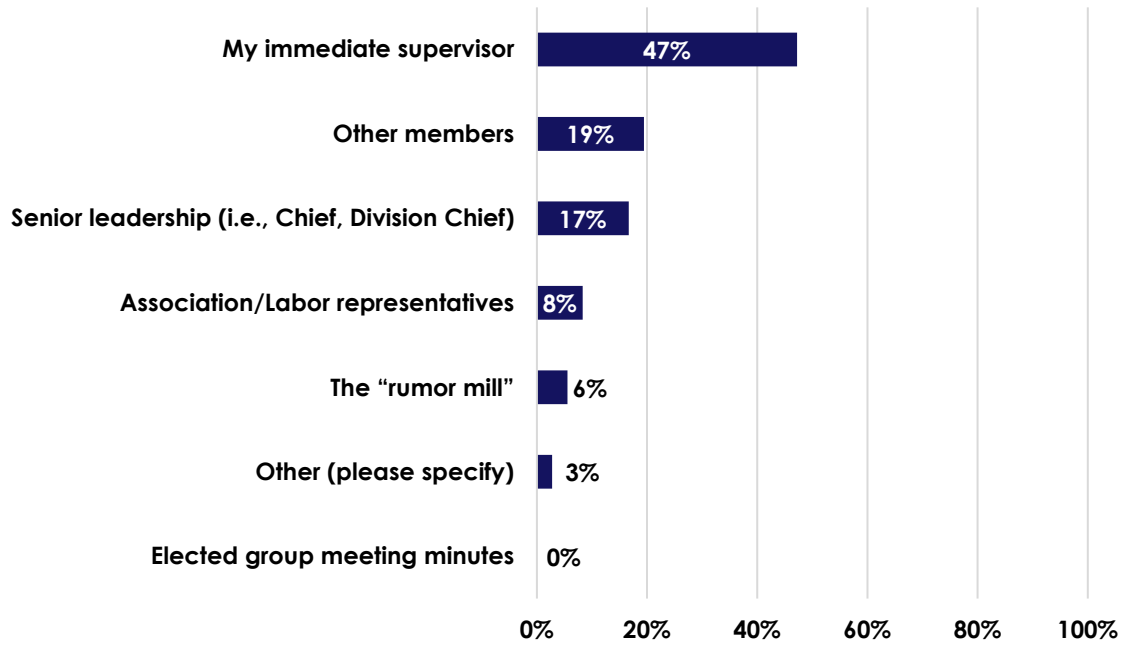
Please identify your level of agreement with each of the following statements about communication at the La Verne Fire Department:

Figure 17: Communication Processes



Which one of the following do you most frequently rely on as a source of information about activities at your department?

Figure 18: Sources of Communication



Other Responses

- Vector Solutions

In your opinion, what is the best way to communicate information at La Verne Fire Department?

- A weekly message from the Fire Chief and have Monthly or Quarterly meetings.
- Chain of command (2)
- Chain of command direct communication and electronically
- Direct communication between personnel.
- direct contact
- Directly (2)
- Electronically, Teams, Zoom, Email, Text.
- Email or face to face communication
- Email or face to face with supervisor
- Email, and in person meetings.

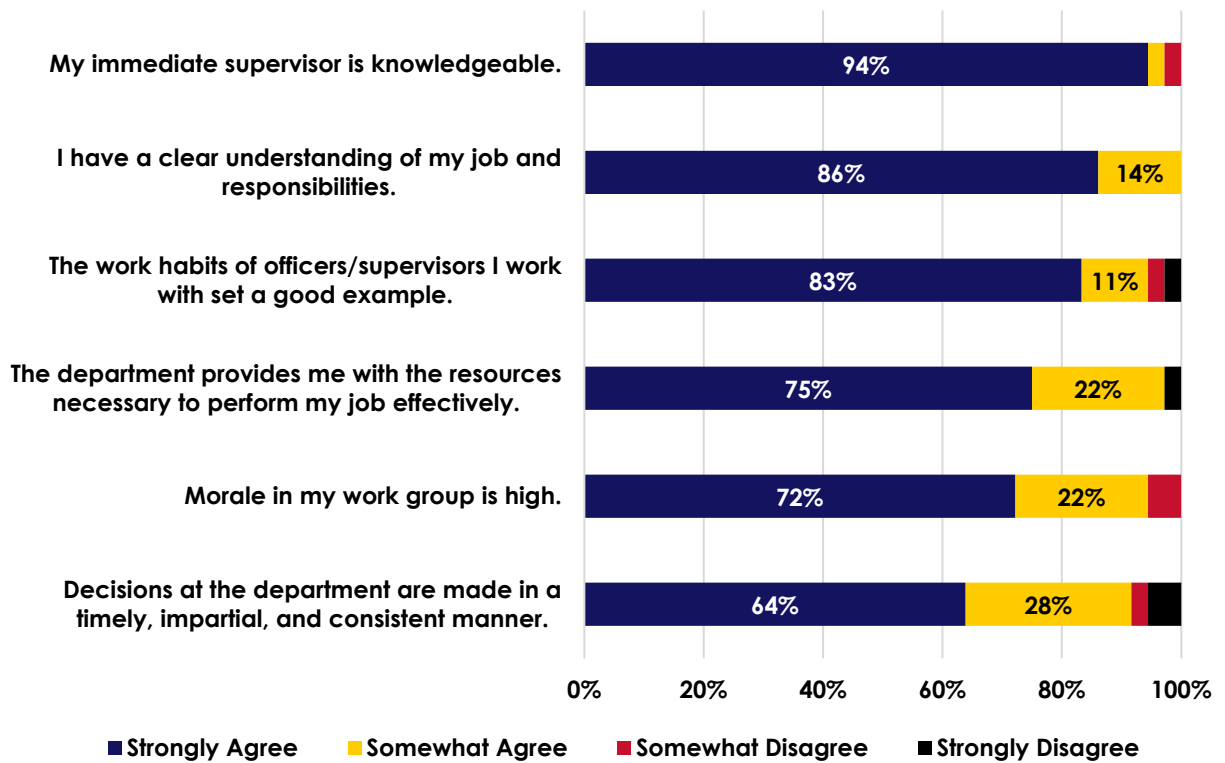
- Email, quarterly all-hands meetings, communication to BCs to disseminate at morning briefings
- EMAIL, TEXT MESSAGE, OR VERBALLY
- Email.
- Email. Works great as we can access on our phones, and if directed to check it at work daily
- emails work well, as well as shift meetings
- Emails, and all hands meetings
- Face to face communication is the most efficient way to communicate. I am in constant comms with the Command Staff and my own crew. However, not all crews communicate well due to inconsistency. This causes friction department-wide.
- FACE TO FACE OR A PHONE CALL.
- How it's done now. I believe this is done exceptionally well at all leadership ranks. The union has a text thread. We have bi-annual "all-hands" meeting about the state of the department and big picture items. Emails are regularly sent out about departmental CEs, training, issues etc.
- I believe communicating through email is the most efficient means of disseminating information, as long as members check it regularly.
- I think that the vector solutions calendar and email notifications are a good form of communication.
- in person "shift" meetings
- In person meetings. Or emails for information of less magnitude.
- Morning briefing and shift change
- Morning meetings
- N/A
- The association text messages keep me most informed about department activities and news.
- The best way to communicate information is to utilize the chain of command model that is currently in place.
- through the LVFA text thread, or have the morning shift meeting with all 3 station crew members, not just the Captains.
- Vector Solutions has been a great addition to this agency.

- Vector Solutions would seem to be most effective way to communicate information
- Via email
- Word of mouth, verbal discussions

Leadership, Work Environment, & Morale

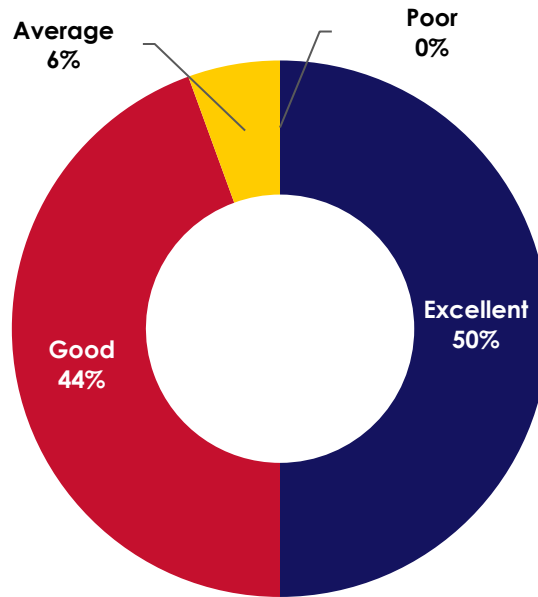
Please identify your level of agreement with each of the following statements about your work environment at La Verne Fire Department:

Figure 49: Work Environment Beliefs



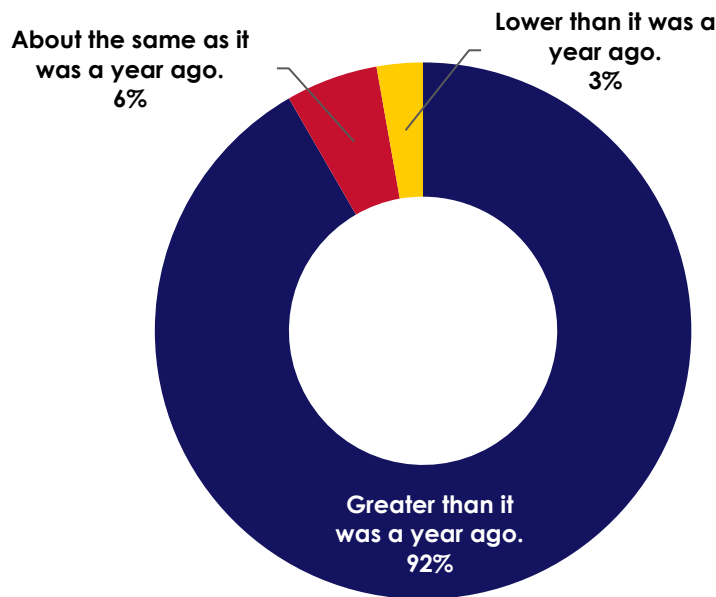
How would you rate morale at the department?

Figure 20: Department Morale



Complete the following statement: Overall, employee morale at La Verne Fire Department is:

Figure 21: Change in Department Morale over the Past Year



What suggestions do you have for improving employee morale at the department?

- To facilitate the promotional process, you can provide guidance and consistent support by offering relevant test assistance. Develop a clear flow chart outlining the requirements and desired skills for each level of promotion. Additionally, consider organizing training classes or resources that align with the identified skills to help employees enhance their capabilities and increase their chances of success.
- Address the negative personnel. Also have each station create their own department T-shirts with slogan!! Create pride for where we work to increase moral.
- At this point in my career, I see nothing wrong. La Verne is a great place to work and I'm proud to be an employee here.
- Building more trust, difficult to do with someone when it has already been tested.
- City is restarting its employee recognition program which is a great step. City needs an employee of the month!
- Continue building the department this way and it will continue to improve
- Continue moving in the current direction
- Continue shift bidding.
- Continue the momentum of progress already made
- continue to do shift bids so that for the most part employees can choose their work environment.
- Continuing much of what's already happening. Transparency from the chief's ranks about what is happening big picture. Continuing to take pride in our agency with new apparel and designs. Station hats, considering new uniform items like "shorties." Designing station pride items like tables.

The current state of the department is in an amazing place. It is coming out of bad times and into a new era. We are currently developing a regional reputation for ourselves by adding programs like USAR and Fire investigation that we've never had before. These programs are allowing us to work alongside other agencies. Working at such a small agency that's in that state feels like working at a start-up. I see a lot of growth for our agency in the near future and I hope our leadership will keep that spirit up. I would bet it will improve morale and long-term retention.

- Continuing open and honest communication
- have a conversation with those employees who are not happy here.

- I am sharing what feedback I have received as I have met fire staff and asked questions (as I am fairly new).
- I have no recommendations.
- I think we're on a good path
- If you have an issue with anyone in the department speak with them directly, do not go around talking to others until the person you have conflict with has been talked to and informed why you have an issue with him and resolve the issue.
- In a small department, not holding policy infractions against an employee for more than the year that said infraction is in an individual's personnel file.
- JUST KEEP GOOD OPEN COMMUNICATIONS.
- Keep the shift bid. Certain groups are eager to grow in their career. Allow them to stick together and motivate each other
- Keeping the communication line open with superiors and being able to support the department members with what they need to do the job correctly.
- Less gossip, more crew cohesion, more company training, consistent standards for probationary firefighters across all crews.
- Morale is the highest it's been since I started working here. Keep it going.
- More physical training amongst the AO rank.
- MULTI-COMPANY TRAINING, OFF DUTY EVENTS
- N/A
- No suggestions. The amount of training we are getting is awesome and those opportunities seem to keep people happy.
- none
- Providing more realistic training would give employees something to look forward to and keep them in the correct mindset, in my opinion.
- Station "mottos" and custom patches for each station. Hats that we are able to wear on duty that can represent what station we are working at and that show the pride we have for our stations.
- The best suggestion is to continue to have new training opportunities and keep employees engaged in programs.

- The hiring of new personnel has alleviated the strain on members who felt they were overworked. Training opportunities and job specialization has increased my personal morale. The more opportunities to train, the more confident I feel in my job and responsibilities and the more my pride in my job and department increases.
- There are select individuals at the department that had bad experiences with previous leadership members and have a very pessimistic view on the department regardless of how it is doing. Aside from those individuals, morale at the department is superb.
- We are in a much better place today than we were before Chief Nigg's arrival. Morale is much better, especially on my crew. However, there are still some underlying issues that need to be addressed (consistency from the BC rank, internal issues between union members, and overall accountability). Very few of our members know what our current mission or core values are because we did not collaborate on them. They were handed down by a former Chief. If we agreed upon a set of values that mattered to us, it would be easier to live and emulate them.

I feel a dedicated training tower would increase morale exponentially as well. Having trained several rookies behind businesses or at the station was ok, but it was challenging. We don't just want a tower; we NEED a tower.

- We still have a small few that aren't buying into our new department model and morale. I think that they are a very small minority and not much can be done about it. Change for those has to come from within themselves. Some people are just resistant to change and need something to complain about. I am not one of those people.

In your opinion, what should the department's senior leadership be doing more of?

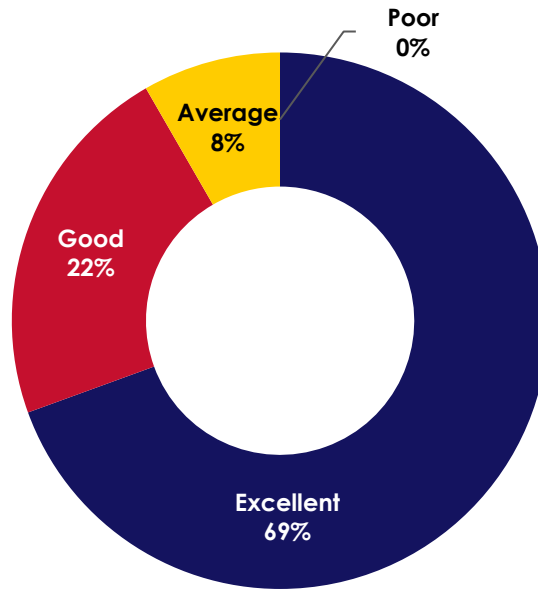
- As I stated above, continued transparency.
- Continue looking for ways to innovate and keep up with technology.
- continue to improve working conditions (station, pay/benefits, opportunities inside and outside the department. Training standards for all personnel and promotional tracks
- Continue to work with the new employees and set good examples.

- Create better standards with one another. For example, all Captains on each apparatus have same standards, training expectations, and operations. Instead of us saying, " Well this captain likes it this way and this other captain does it this way. Have us all on the same page.
- Fine tuning operations. Developing plans that include department standards in strategies and tactics when it comes to the different incidents we run on. We have so many new employees and personnel that have been recently promoted and we need to get on the same page operationally. We have been making strides in some of our recent training but because of the lack of SOG's it's still a department wide challenge.
- Having more of a succession plan
- I believe that the department's senior leadership should continue holding each other accountable, as well as those who they lead. They should ensure that new Firefighters are all receiving the same training opportunities throughout their year of probation. Overall, the department does a great job of making sure their firefighters are prepared to do their job. However, there have been a few instances, for example during testing, where some firefighters are held to different standards than others while taking the same test. This is only a minor issue and overall, the department is moving in a great direction.
- I cannot think of anything the department's senior leadership should be doing more of.
- I think the senior leadership should not change anything they are doing, as they have implemented multiple things that have greatly benefited our department.
- I WOULD LIKE TO SEE SOME GET ON THE SAME PAGE.
- If senior leadership is referring to the captain's position, then I would say continuing to offer knowledge and training to their crews.
- Keeping us informed on current events and status of department needs.
- Mentoring, training and supporting the next generation of senior leadership to take their place once they retire.
- More consistency from the Battalion Chiefs.
- More of the same, it sounds like fire personnel are very happy with the direction of the department.
- N/A (6)

- Nothing comes to mind.
- reinforcing the Department vision
- Senior leadership is doing an amazing job. The deputy chief is doing an amazing job. Mid-management is where the breakdown happens. BC level has an agenda that is not clear cut or rational at times. When something comes up it's an immediate knee slap reaction to jump. The BC i speak of is not articulate and vague to what his needs are and there is no clear cut plan or model to follow out his direction.
- Senior leadership should be communicating with captains any tasks that they might have sufficiently ahead of time, so they are not surprised last minute. This would minimize the impact this has on captains' plans to train their crews.
- Setting a consistent standard and enforcing accordingly.
- Stay consistent and hold everyone accountable (including themselves). When a BC does not follow policy and is allowed to continue to do so, it causes problems between shifts. Junior members and lower ranks think that if Chief "Smith" can do _____, then so can I. In my opinion, this is the greatest deterrent to morale and moving forward in a positive direction.
- tell me how can i help and ease their job
- They are doing very well. I would not change anything.
- Too new to answer but current leadership is doing a great job
- Unknown (2)
- Working together and being on the same page.
- Working together.

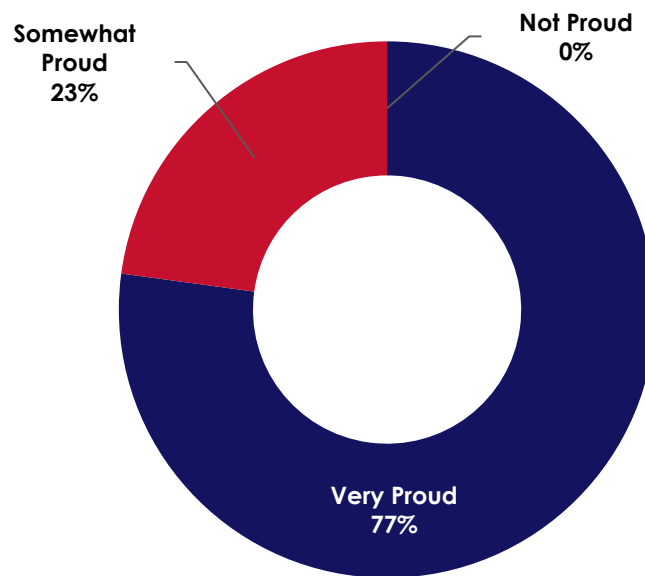
How would you rate your overall personal work environment at the department?

Figure 22: Personal Work Environment



How proud are you to tell other people that you are a member of La Verne Fire Department?

Figure 23: Level of Department Pride



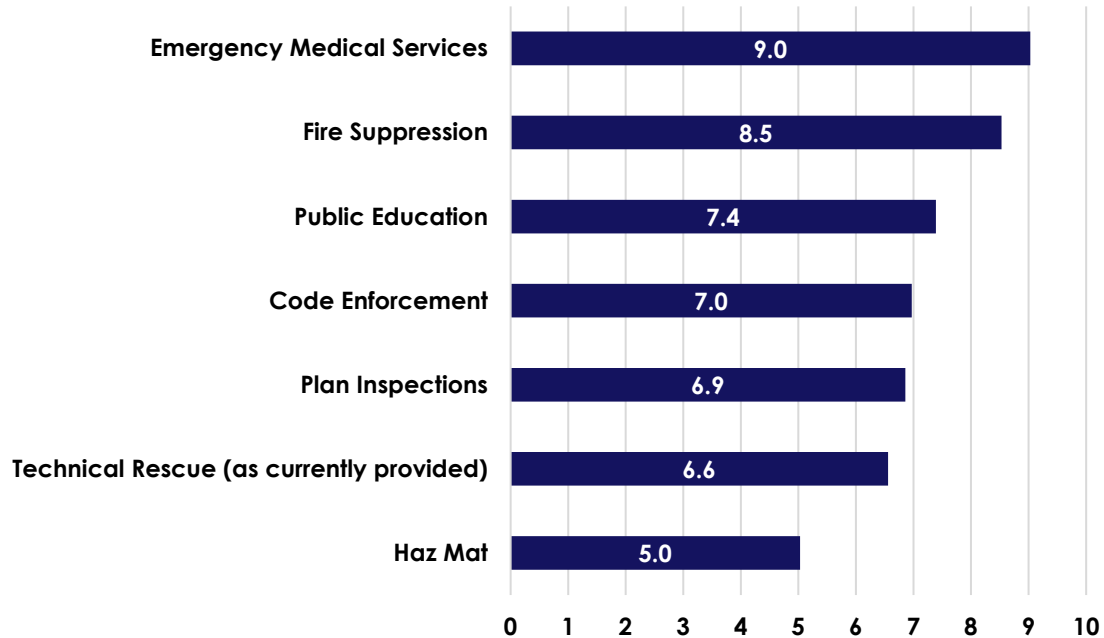
How likely you are to promote the department to the community and as a destination department for persons wanting to enter the fire service?

Figure 24: Recommendation Rating



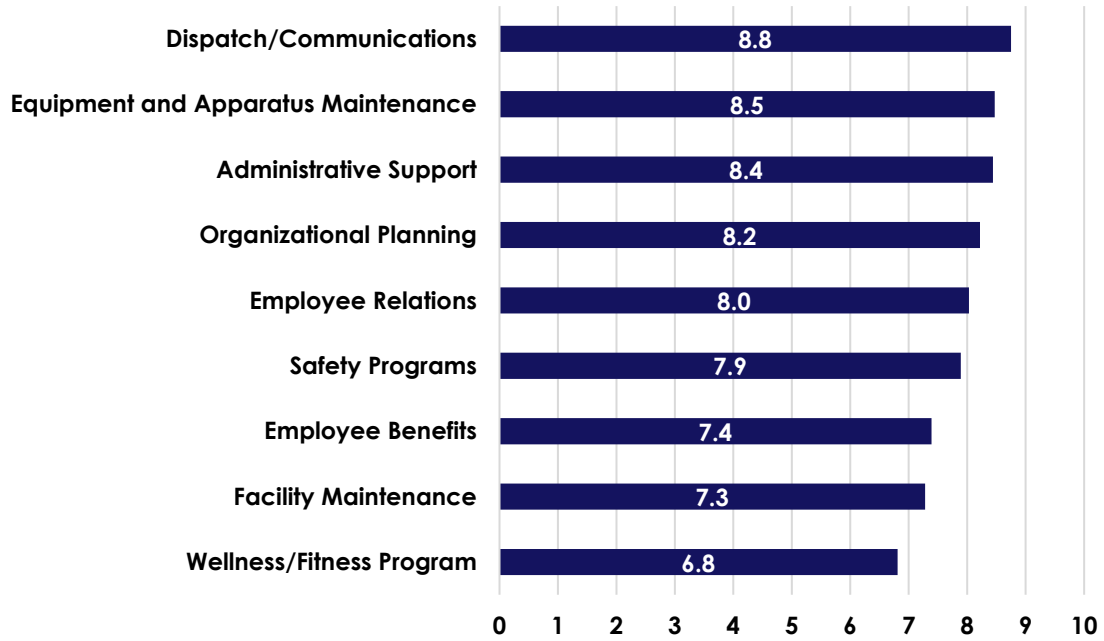
On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the department?

Figure 25: External Services Ratings



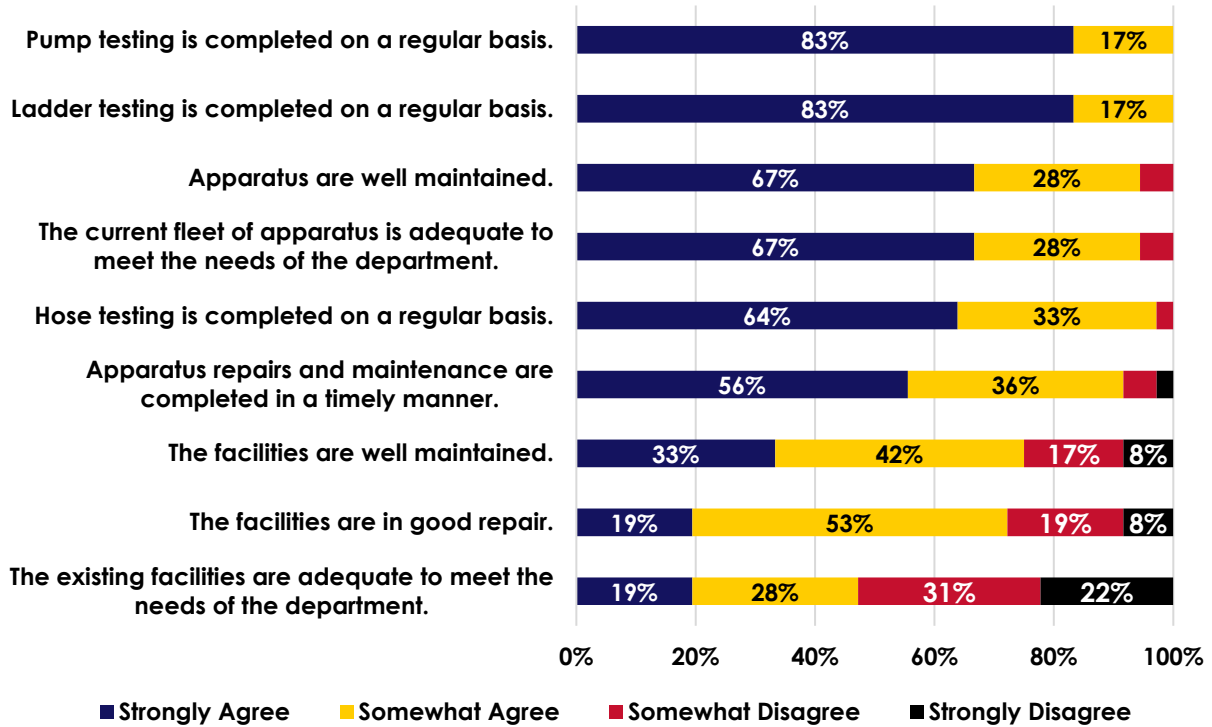
On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the department?

Figure 26: Internal Services Ratings



Please identify your level of agreement with each of the following statements about the department's facilities and apparatus:

Figure 27: Facilities & Apparatus



If you could change only one thing about the work environment at the La Verne Fire Department, what would it be?

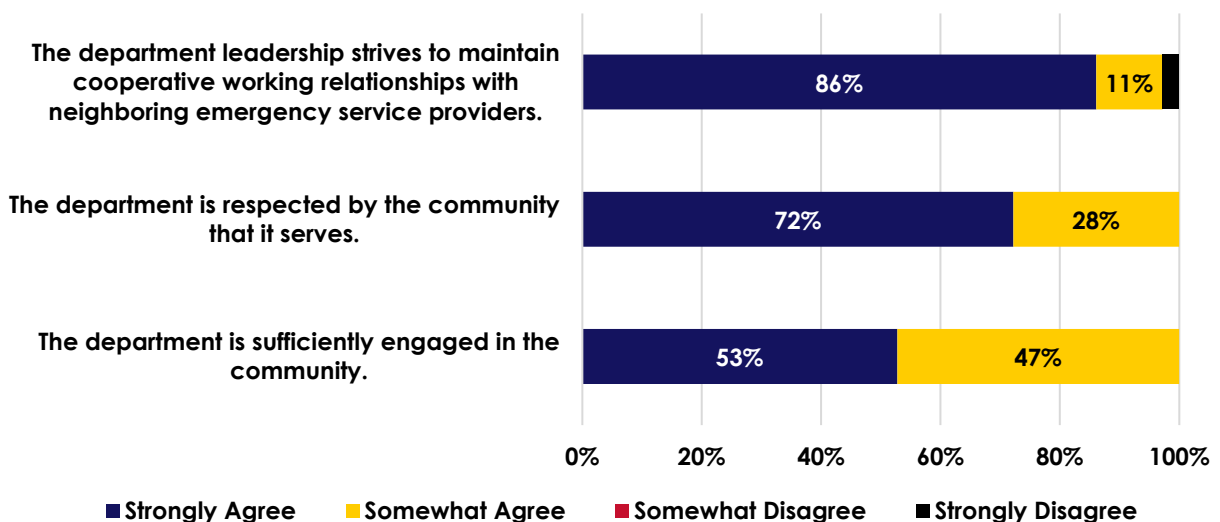
- Add a squad. A 4-person, 70,000 apparatus should not be stuck at the hospital in a different city. Additionally, it should not be pulled out of the city for medical aids. It is the go to apparatus for search and rescue, auto extrication, vehicle stabilization, vertical ventilation and so much more (especially as we grow our USAR capabilities).
- Be more upfront about how you can improve.
- Better cancer prevention practices: decon on scene immediately after a fire, bagging dirty turnouts and not placing them in the rig, etc.
- Better coordination between admin/ suppression for training. better coordination between prevention and suppression.
- Consistent standards, no favoritism.
- Drill site, Training tower.
- Have a training tower.

- I believe the department has an amazing work environment. Everyone is supportive of new training opportunities and programs. Although some may not agree with all actions, the environment is very positive and healthy at La Verne Fire.
- I believe the quint should be moved to station 2.
- I don't know.
- I love my crew and the team that I have, which helps offset the terrible station that we work in. Station 1 is aging and needs to be replaced (twenty years ago). The AC is garbage (80 degree plus during hot days), and the lack of ventilation upstairs is not healthy. We have some dorm rooms without windows or adequate ventilation. While the office remodel was a blessing and much needed, the living quarters are inadequate, as well as not being ADA and gender compliant. We continue to put duct tape on the problem instead of building something better. I'm pretty sure that it is scientifically proven that happy firefighters work better. A hot station in the summer leads to bitter employees and poor attitudes. Since we live at the stations for several days at a time, the building needs an entire overhaul or a complete teardown/rebuild. I can't even make a cell phone call in many areas of the station!
- I would like AOs to be given the opportunity to train and better themselves for their future careers.
- I would not change anything about the work environment of the department.
- Knowing and preparing for the shift rotation that you can come in to work not worrying about issues because of attitudes.
- MORE BONDING WITH EACH OTHER.
- N/A (5)
- new station 1
- none
- Opportunities and locations to train
- Provide 4 man engine company's
- Spread the workload among the shifts more evenly.
- Station 3 would get an equal share of the work
- The work environment on the EMS/suppression level is outstanding. Mid-management is inconsistent with everyday direction and needs of floor personnel.
- to have a new facility and training ground
- Too new to accurately answer

- Unknown
- We have a very young group of firefighters with little experience. We are missing a good core group of seasoned veteran firefighters. I wish we could get more seasoned firefighters.
- We have run out of adequate space in our administrative offices and cannot add to staff if needed. The residence area is outdated and needs remodeling for gender compliance.
- We should not be able to get forced onto a 120.
- What I would change is most likely a problem endemic to fire-service culture at large: problems are rarely addressed face-to-face and instead passed along the rumor-mill in a high-school-like game of telephone. This can lead to mistrust and lack of unit-cohesiveness as well as making the department more inefficient at accurately addressing issues.
- What is hardest for me is the constant backstabbing and feeling like someone is going to start a formal complaint about you. I have heard of or known of several complaints about individuals making this environment too stressful to actually enjoy. A few people have made it more difficult than it should be. I feel a constant feeling of having to watch my back, not a healthy environment for me.

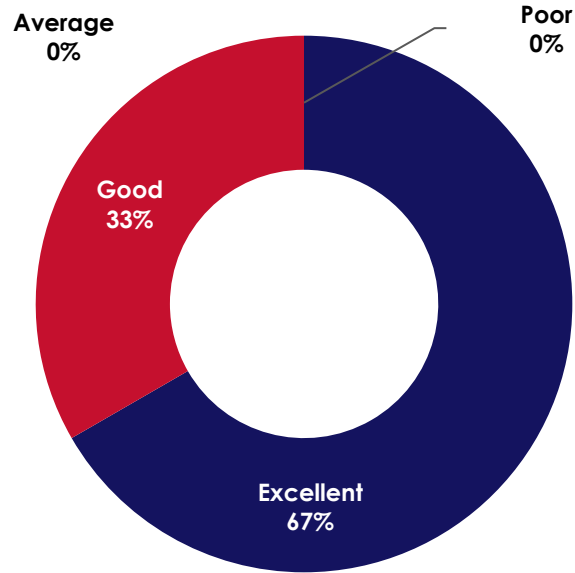
Please identify your level of agreement with each of the following statements as they relate to the department's community relations:

Figure 28: Community Relations



In your opinion, what is the community's overall image of La Verne Fire Department?

Figure 29: Community Image



SWOT Analysis

Strengths

In your opinion, what is the department's single greatest strength?

- All active crew members seem to be on the same page and work toward the common goal of providing excellent serve to our citizens.
- Apparatus and current personnel. In regard to overall fitness and readiness.
- Camaraderie
- Communication
- Community
- Comradery
- Department senior leadership
- EMS
- I feel the department is well respected in the community as well as partner agencies
- Individuals that want to do the best for themselves and make La Verne Fire a better place to work from when they started.
- It has to be the fire personnel without a doubt. Highly skilled, and all the feedback I get in the community starts with that strength but ends with how professional they are in moments of community need and emergencies.
- It's current leadership that is supporting its growth and change. I hear so much from the senior members about how much better this agency has grown and improved.
- Leadership from Fire and Division Chief!
- LVFD professionally represents the community it serves
- N/A
- Our greatest strength lies in our employees. They are our greatest asset. We have some outstanding human beings in our department that are good people first. Granted, we have some turds as well. However, the work ethic, attitude, and compassion that many of our firefighters display daily sets a positive example to others (that need it).
- Our personnel
- Our staff. Our Chief is a great leader who is very proud of the department, and our staff is comprised of hard-working, friendly people who want the best for the residents and are very good at their job.

- Passionate personnel
- Professionalism
- Quality service
- Reopening st.3 and being better staffed.
- The ability to implement change quickly due to the size.
- The ability to make changes rapidly.
- The department has a lot of young guys that are looking to make the department better.
- The EMS care we provide
- The greatest strength of the department is the pride and positive attitude that all floor personnel share with the community.
- The influx of new personnel who lack experience created a drive to train and get better at their job. I feel there is an increased desire to have high standards of professionalism and proficiency.
- The people. We have good people that work here and I believe that we foster an environment that others want to be a part of. I know that, because people that have left this department for other larger agencies in the past have to me that personally.
- The personnel's desire to take on new challenges. (Handful of individuals)
- THE QUALITY PERSONNEL
- Ultimately, everything is impacted from top-down, and as such this department's greatest strength is in its fire chief. Having a competent leader who puts the employees' needs and safety above all else is critical for good morale and an effective working environment, just as the opposite would be extremely detrimental to morale.
- We are very community oriented. Our community is very proud to have our own city department.
- Young driven firefighters/recently promoted engineers
- Youth

Weaknesses

In your opinion, what is the department's single greatest weakness?

- Certain people in leadership positions are pessimistic about previous bad leaders. Also, some of our overhead do not like our department and are consistently negative.
- Communication amongst groups, stations and rank.
- Compensation overall. The pay at LVFD has been historically behind the other departments. We also don't have things in place to help keep employees from leaving to other departments such as longevity pay. Our health insurance is also not that good.
- Employees stuck in the past
- Experience / Operational Continuity
- I believe the biggest weakness is the experience of fires and unique calls such as traffic collisions and more. Although we get these calls, they do not happen often. This is not a department issue, that is our call volume. However, we have the ability to gain experience through training. By training, we ensure that we will be ready when those high-risk low frequency calls do occur. I believe the department has a great training program in place and it will only continue to grow stronger each year.
- I don't know.
- I would say the greatest weakness to this department is in the lack of experience in the firefighter ranks. This can also be a strength in due time if cultivated properly.
- In my personal opinion, there are a few paramedics that instead of airing on the side of caution and riding ALS on medical aids, they ship some questionable calls as BLS. There have been instances where a BLS call ended up being very serious, and it seems as if there was not a lot learned from those experiences. By fixing this problem, not only does this take patient care to a better level, but it also builds a better rapport with hospital staff knowing we are administering quality care in the field.
- IN NEED OF ADDITIONAL PERSONNEL/ STAFF A SQUAD
- Inconsistency in leadership from Battalion Chief position.
- It sounds like the facilities, and in particular Station 1 and Station 3 (I think is the youngest station?) which reports of issues with the facility are regular.
- lack of communication between admin and not standardized trainman standards
- Lack of experience.

- Lack of fires. This is obviously good for the public as prevention is the best thing to keep the public safe and reduce property loss. However, it makes all fire ground operations more of a low frequency/high risk. Continued trainings in the way of live fire is likely one of the few ways to combat this.
- Lack of resources
- lack of training grounds.
- Leadership
- Manpower, training locations
- Mid management
- N/A (2)
- No statement
- Our greatest weakness also lies with our employees. We have a group of individuals that do not put the team before themselves (unfortunately some of these individuals are in leadership positions). There is bitter animosity between some of our employees that has not subsided and continues to be a cancer. The leadership of this group is toxic and their influence is strong. Many of our employees feel like they are walking on pins and needles around these individuals who seem to be untouchable. It deeply saddens me.
- People stuck in the past.
- Size.
- Some of the people. We have people that are quick to blame, point fingers at, and start formal proceedings. Easily not the fire station environment I grew up with.
- The Battalion Chiefs
- The City's policies, procedures, and processes are very outdated. Bureaucracy slows down decisions. The FD is advancing/innovating at a much faster rate than the City.
- The lack of consistent fire responses and the lack of training props doesn't provide our staff with the confidence it needs to be successful in fire situations.
- the level of engagement from the BC rank,
- The personnel's lack of desire to take on new challenges. (Handful of individuals)
- Training Facilities
- WE SHOULD BE A PART OF LACOFD

Opportunities

In your opinion, what single greatest opportunity should the department take advantage of in the future?

- A training tower
- ability to obtain training to have our department in the regional task force.
- All the new training opportunities with neighboring departments.
- Building a training tower
- Building a training tower
- Building fees to sustain the fire department
- Continue to give personnel the option to enroll in training courses that are paid by the department.
- continue to send members for learning opportunities to bring back to the department and foster each person's desire to improve
- Continue to take advantage of training with neighboring agencies and using whatever props we can acquire.
- Developed SOG's.
- Getting a training tower.
- GO LACOFD BEFORE A FINANCIAL STORM CAUSES PROBLEMS.
- Going to LA County
- Good working relations with city council/administration
- Hiring more personnel
- I believe the department should definitely continue to invest in creating a training tower for the department to use and train on. It would be essential to training and ensuring that the department puts new skills and knowledge to use.
- I don't know.
- Implementing a Squad, starting specialty programs and making the AO program a hybrid AO/Apprentice program to allow for better training as it benefits internal hiring.
- N/A (2)
- No sure
- Our AO program. It consistently brings us excellent candidates for future hires.
- Paid training opportunities

- Securing any funding for additional programs. Allowing members to utilize their capabilities outside of the city boundaries will likely create retention. USAR and fire investigation are great steps in that direction.
- Sending guys to training opportunities so we can make the department better from the inside out.
- The community support
- The department as a whole has made leaps and bounds with the addition of a DC. He has and will continue to investigate and seek out the wants and needs of the department.
- The department should take advantage of being fully staffed in every rank. Stay competitive in compensation to hold onto that staffing.
- This is a simple answer but hard to accomplish. We need to continue hiring good people and work with our City leadership to keep them! We are in a good place right now and if we keep moving forward in a positive manner, we could be a destination department. To keep good people, we need to promote the right people (which we have not always done, and we are paying for it right now), we need to train them well (build a training tower), we need to have nice equipment and stations (we have the equipment but the stations are falling apart) and offer good salary and benefits (we have a good package but not great). Our people should be the most important asset that we have, and we should treat them as such.
- to capture as much money from new construction and improvements to existing buildings in the city for continuous funding for our department.
- Training
- Training center
- Unknown
- Upgrading facilities
- With such a young firefighter force, there is a great opportunity to shape the culture of the department for the future and I believe this department is on its way there.

Threats

In your opinion, what is the single most significant threat that the department faces in the future?

- Attrition
- Bankruptcy
- Being absorbed by county.
- budget
- Budget cuts.
- Changes that happen too quick.
- City's financial health. What happens when our contract is up in 3 years
- Economy and how it affects the city leadership decisions.
- Financial hardship
- Financial stability.
- Funding from the city.
- Future collapse of economy and budget cuts which hope never happen. The city has outgrown itself. It is only able to build upwards and that faces many changes for the fire department for minimum staffing levels.
- HAVING ENOUGH MONEY TO MAINTAIN QUALITY SERVICE
- I believe that the department is headed in a good direction and I do not see any threats for the future at this time.
- Lack of funding
- Lack of funding or support
- Lack of training opportunities to compensate for how young the department when employees begin to retire.
- Lacking facilities, closely followed by turnover and vacant positions.
- Leadership changes, both inside and outside the department and could cause funding changes that could lower morale and ultimately, retention.
- Losing the fire chief and that position being replaced with someone who doesn't share the same directional goals and vision.
- Loss of well-trained people that take their experiences to other departments. We are then left with training more and more people. The revolving door and the fatigue of constant new people.

- MONEY.
- money...like everyone else
- N/A (2)
- No comment
- Not being able to be competitive with other departments and losing personnel.
- Sustainability and retention. The threat of returning to where we were 3 years ago is a constant looming black cloud.
- The economy. The current direction of our State and Country is terrifying and the trickle-down effect can (and more than likely will) have devastating consequences on our City and department.
- The greatest threat I believe would be the complacency that comes with working in a low-call volume department.
- The homelessness that the gold line will bring and the population growth.
- The need for an additional paramedic squad or extra personnel, but not having the funding.
- Unknown (2)
- We need a training tower.

Final Thoughts

Please use the space below to tell us your suggestions or final thoughts for improving La Verne Fire Department.

- Consistent standards for probationary tests.
- Happy to be here
- Have an open dialogue for fire department employees of current events and where the vision is for the fire department. Let the Fire Chief have a message highlighting once a month like they do for the City Council meeting that the City Manager does for all employees. This will have the message be clear and not watered down.
- I am in awe of the senior leadership's ability to move the department in a positive direction and the changes they have been able to implement thus far. I look forward to seeing what they can accomplish in the future as it will only benefit and it has only benefited the crews on the floor.

- I am pleased to see where the department is currently and the progress it has made. The Chiefs have done a great job of improving but I would like to see the remainder of the "old school mentality" to be eliminated and the "gotcha" mentality to be removed, it is not healthy. I want only people here who want to be here and are willing to make positive changes for all members not just some
- I am proud to be a La Verne Firefighter today! I could not say that a few years ago. Like some of my fellow brothers, I have poured my blood, sweat, and tears into making our department and our firefighters better throughout my career and I want to continue to see the fruits of that labor. We have made tremendous strides on improving our services, purchasing great equipment, and hiring good people. We face the same problems that other fire departments do. We have the same kind of people, the same convictions, and the same calls. Yet, we continue to do more with less. The Fire Chief that hired me many years ago had a vision that we would be the "world's greatest smallest fire department." That is what I want us to be (without the cheesy title). We are getting there, but we have some distance to go still. I truly hope this strategic plan is something that we can all be proud of as we work toward building it. Once completed, I pray that we are able to accomplish each of the goals. Our last strategic plan was a great plan but there was no follow through (except for the one area that our Chief at the time cared about). With a strong leader at the helm, I believe that this time around will be different for the better.
- I believe one of the single-most important things that could be done to improve the department would be the construction of the department's own training tower. This would provide more opportunities for more realistic training and improve the already higher morale of employees.
- I believe our department will continue to improve by keeping on the track we are now. Having plenty of training opportunities and keeping staff morale high are key areas in my opinion that will keep taking our department higher and higher.
- I BELIEVE WE ARE IN A MUCH BETTER SPOT THAN SEVERAL YEARS AGO. I DO BELIEVE WE CAN'T SUSTAIN WHAT WE HAVE AND STILL NEED FOR THE FUTURE. THE CITY NEEDS TO BE REALISTIC AND BECOME A PART OF THE REGIONAL APPROACH AND UNDERSTAND WE CAN RUN WITH LESS IN THIS CITY.
- I enjoy working for the Department. The only major thing lacking in my opinion is a training facility and continuity with how La Verne performs skills (training).
- I feel like we are on the right track as an organization and we will just keep getting better if we stay on track.

- I have shared everything throughout the survey. Thank you.
- I love this department. Simply doing a survey to allow members to voice their opinions on improvement shows that leadership cares about the direction the department is going.

As stated before, La Verne is in a unique spot to create a robust reputation as a department. The department allows voices at all levels to prevail and feel heard. I see members with less than 2-3 years of time making meaningful change.

- I take great pride in being a part of the La Verne Fire Department and am looking forward to seeing what the future holds.
- I think that our department is on the right track. Chief Nigg and Chief Coatney have done a tremendous job to get us to where we are today. I love the Vector Solutions implementation and getting rid of paper documentation. I love the people here. I'm proud to be an LVFD Firefighter. My concerns mainly lie with the continuance of our recent successful trajectory in conjunction with future budgetary funding issues. Like I mentioned in the survey, I am also concerned about our continuity operationally. I want to know what the LVFD way is to accomplish a task and not rely on learning 8 different ways throughout my career because we have no SOGs in place. It makes training rookie firefighters very difficult. Also, we are in dire need of a training center. That is a huge challenge for training.
- I think this department has come a long way. I realize there has been a lot of promotional movement due to openings and the need to fill positions but I'd like to see more difficult promotional tests. I think that will increase pride and ownership in the ranks by setting a standard for the expectations in taking on a new position.
- I understand your opinion and suggestion regarding the annual personal budget for training expenses at the La Verne Fire Department. Increasing the annual personal budget or implementing a first-come, first-served reimbursement system for classes can provide more flexibility and opportunity for individual professional development. This approach would allow firefighters to access training that aligns with their specific needs and interests, potentially enhancing their skills and knowledge in a more personalized manner. Prices of quality classes has increased and current personal "allowance" just doesn't cut it. I would be more than happy to provide higher level of skills and knowledge and apply it to my everyday job by taking more classes.
- La Verne Fire is an awesome department to work for and has a lot of great things happening these next few years.

- LVFD is a terrific department to work for. It has great leadership and extremely passionate members. Our department has made such huge changes that have greatly improved our competence, safety, and morale. There is no such thing as the perfect fire department but LVFD is doing a great job in trying to be.
- N/A (4)
- No comment (2)
- None, Chiefs are doing a great job moving us in the right direction.
- This department has gone through a tremendous amount of turmoil the last several years. This department has a group of individuals that I believe make this place worse off and breed distrust within the department. I believe our new Chiefs, however, are really doing a ton to help out this place and make positive changes.
- This is the first comment box that I have been able to type a response (the keyboard would not appear regardless of what I did, on my Apple device).

The leadership is very active and moving the department in a very positive direction and is aggressively pursuing new and better training/opportunities for the members. One of the major flaws is that the leadership meets and confers regularly with the labor union only. The labor group is very fractured (multiple factions within from past events) and therefore the direction of the department and flow of information (planning and final message or intent) is missing or only partially delivered.

Meeting with all Captains on at least a bi-monthly schedule would be beneficial and capture the group who can redirect misguided conversations and misconceptions.

- We need a new Station 1 or Public Safety building in the next 3 years. Both the FD and PD have outgrown the space.
- We need to draw out a map of retirement estimates and how we are going to handle it. And start pushing people to look at the future.
- Without a doubt what Chief Nigg has done and with the help of Chief Coatney our department and become a department that no one could have imagined. As long as we continue with the great leadership and support of them and the drive/dedication of our young staff to grow and get better I believe the La Verne FD can and will become a top-tier fire department.

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