



CITYGATE
FIRE & EMS

FIRE DEPARTMENT
2025–2030 STRATEGIC PLAN

CITY OF GLENDALE, CA

JUNE 26, 2025



CITYGATE
FIRE & EMS

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FIRE CHIEF'S MESSAGE

It is with great pride that I present the Glendale Fire Department 2025–2030 Strategic Plan. This document reflects the collective commitment and dedication of our personnel, community members, and key stakeholders who contributed their valuable insight to shape the direction of our Department over the next five years.

The strategic planning process was driven by open dialogue and collaboration, ensuring the voices of our personnel and community were thoughtfully considered. Our objective was clear: to develop a plan that aligns with and refines our mission, values, and vision to meet the evolving needs and expectations of our diverse Glendale communities.



As we navigate an era of rapid technological advancement and evolving emergency response demands, this Strategic Plan, a dynamic and adaptable framework, outlines our priorities, provides a roadmap for progress and innovation, and enables us to respond effectively to challenges. This living document focuses on key areas such as operational excellence, workforce development, fiscal responsibility, community engagement, and organizational resilience.

The Glendale Fire Department remains steadfast in its mission to deliver high-quality, all-risk emergency services while ensuring the safety and well-being of our residents, businesses, and visitors. This plan will guide our efforts to strengthen services, enhance collaboration, and ensure continuous improvement as we move forward.

I want to extend my heartfelt appreciation to our Department members for their professionalism and dedication and to our community partners who provided essential feedback throughout this process. Together, we will continue building on our proud tradition of service, ensuring that the Glendale Fire Department remains a trusted leader in public safety.

Jeff Brooks

Fire Chief

TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
Fire Chief’s Message	i
Section 1—Executive Summary	1
1.1 Introduction	1
1.2 Strategic Planning Process	1
1.3 Strategic Planning Committee.....	3
1.4 Project Stakeholders	4
1.4.1 Fire Department Personnel	4
1.4.2 City Departments	4
1.4.3 City Council.....	4
1.4.4 Community Members	5
1.5 Strategic Goals	5
1.6 Annual Work Plan.....	5
1.7 Plan Maintenance	6
Section 2—Glendale Fire Department	7
2.1 Department Origin and History	7
2.2 Authority and Services	8
2.3 Organization	8
2.4 Service Capacity.....	10
Section 3—Planning to Plan	12
3.1 Planning Committee	12
3.2 Planning Workshop Schedule	13
Section 4—Environmental Scan	14
4.1 Programs and Services	14
4.2 2011-2016 Strategic Plan Status.....	17
4.3 City Council Priorities.....	18
4.4 Economic Outlook.....	19
4.5 Pending or Prospective State/Federal Legislation or Regulations	19
Section 5—Values, Vision, and Mission	20
5.1 Values.....	20
5.2 Vision	21
5.3 Mission.....	22
Section 6—Performance Audit	23
6.1 Emergency Services Performance.....	23
6.1.1 Assessment Methodology	23
6.1.2 Fire Services Master Plan Findings	25

City of Glendale Fire Department
2025-2030 Strategic Plan

6.2	Strengths, Limitations, Opportunities, Threats (SLOT) Assessment	31
6.2.1	Strengths	31
6.2.2	Limitations	32
6.2.3	Opportunities.....	34
6.2.4	Threats.....	34
6.3	Stakeholder Surveys Results	35
6.3.1	Fire Department Personnel	35
6.3.2	Other City Departments	43
6.3.3	Glendale City Council.....	47
6.3.4	Glendale Community	50
Section 7—Envisioning Success		57
Section 8—Gap Analysis.....		59
8.1	Service Gaps.....	59
8.2	Critical Issues	60
8.3	Unmet Organizational Needs	60
8.4	Stakeholder Issues	60
Section 9—Integrated Action Plan		62
9.1	Overview	62
9.2	Strategic Goals, Strategies, and Objectives.....	62
Section 10—Plan Implementation and Measuring Progress		67
10.1	Strategic Objectives Prioritization.....	67
10.2	Detailed Action Plans.....	72
10.3	Annual Work Plan.....	72
10.4	Plan Maintenance	73
10.5	Strategic Plan Rollout.....	73
Appendix A—Sample Detailed Action Plans.....		74
Appendix B—Initial Detailed Action Plans - Glendale Fire Department.....		76

SECTION 1—EXECUTIVE SUMMARY



1.1 INTRODUCTION

The City of Glendale (City) Fire Department (Department) retained Citygate Associates, LLC (Citygate) to facilitate a strategic planning process to guide Department planning and decision-making over the next five years through 2030.

1.2 STRATEGIC PLANNING PROCESS

Strategic planning involves a focused effort to achieve organizational alignment around a shared vision for the future and identify the steps necessary to achieve that future. Ideally, an effective strategic plan informs the budget process, organizational priorities, and decision-making over the planning period. While this may seem daunting, the planning *process* is more important than the resultant plan because the assumptions and factors under which a strategic plan is developed are likely to change over time, sometimes very rapidly.

The Department's Strategic Planning Committee worked collaboratively through the following eight-step process at five planning workshops over seven months to create this Plan.

1. **Planning to Plan** – Involves selection of the Planning Committee, identifying the planning period, determining when and how to initiate the planning process, assessing organizational support for the process, establishing the time frame for the process, and determining whether to involve stakeholders, and if so, how and to what extent.

2. **Environmental Scan** – Involves identifying key factors that will or may affect the Strategic Plan over its life cycle, such as current programs and services, City Council goals or priorities, economic outlook, pending or prospective legislation or regulations, and stakeholder concerns.
3. **Values, Vision, and Mission Statements** – Involves identifying the organizational values that drive its actions and employee behaviors, identifying the organization’s aspirational vision for the future, and identifying the organization’s mission by describing its purpose, customer base, and how it intends to meet its customers’ needs.
4. **Performance Audit** – Involves reviewing and assessing the organization’s current state and/or performance.
5. **Envisioning Success** – Involves identifying what success ideally looks like by the end of the Strategic Plan’s life cycle considering the environmental scan; values, vision, and mission statements; and performance audit.
6. **Gap Analysis** – Involves identifying gaps between the performance audit and envisioned success in terms of service gaps, critical issues, unmet organizational needs, and stakeholder issues.
7. **Integrated Action Plan** – Involves clearly articulating desired end states or outcomes (goals or initiatives), the broad approach or framework to be employed to achieve each goal or initiative (strategies), and the measurable macro steps necessary to fully execute each strategy (objectives).
8. **Plan Implementation and Measuring Progress** – Involves prioritizing the resultant strategic objectives, developing a detailed action plan for each objective, developing an Annual Work Plan, identifying how progress on the Plan will be measured and reported, determining the interval for periodic review/updating of the Plan, and how the completed Plan will be introduced to the organization and its stakeholders.

In Citygate’s experience, this strategic planning model, in comparison to other planning models, results in a plan with a higher probability of implementation and successful achievement of one or more of its strategic goals because guiding members of the organization take ownership, as they created the Plan themselves. An added benefit of this model is that the Planning Committee learns *how* to conduct strategic planning and can monitor those factors likely to impact the Plan, making appropriate future changes without needing external assistance.

1.3 STRATEGIC PLANNING COMMITTEE

The following 34 Department personnel, representing all the various organizational and functional roles and serving as the Strategic Planning Committee, invested considerable time and energy developing this Strategic Plan with Citygate’s facilitation and coaching.

Table 1—Glendale Fire Department Strategic Planning Committee

Committee Member		Representing
1	Battalion Chief Phil Ambrose	Operations
2	Battalion Chief David An	Operations
3	Firefighter/Paramedic Dusty Arroyo	Firefighter/Paramedics
4	Firefighter/Paramedic Josh Benedict	Firefighter/Paramedics
5	Deputy Chief Jeff Brooks	Executive Management
6	Firefighter/Paramedic Dylan Butcher	Firefighter/Paramedics
7	Captain Eric Carlsen	Operations
8	Fire Marshal Jovan Diaz	Prevention
9	Captain Joe Donnelly	Operations
10	Engineer Brendan Edwards	Engineers
11	Fire Chief Greg Fish	Executive Management
12	Captain Jeremy Frazier	Training
13	Battalion Chief Andrew Gano	Operations
14	Verdugo Fire Manager Jason Garrett	Verdugo Fire Communications
15	Communications Manager Cheryl Getuiza	Administration
16	Engineer Grant Hardymont	Engineers
17	Captain Ara Hoonanian	Operations
18	Battalion Chief Brian Julian	Support Services
19	Captain Karlow Krikor	EMS
20	Ambulance Operator Matthew Landis	Ambulance Operations
21	Ambulance Operator Oscar Lizarraga	Ambulance Operations
22	Ambulance Operations Coordinator Luis Manjarrez	EMS
23	Captain Ed Marquez	EMS
24	Engineer Leo Metoyer	Engineers
25	Deputy Chief Brian Murphy	Verdugo Fire Communications

Committee Member		Representing
26	Public Safety Business Administrator Nayiri Moundjian	Administration
27	Captain Tom Nicola	Emergency Management
28	Captain Gilbert Pedroza	Training
29	Firefighter/Paramedic Armen Quintanar	Firefighter/Paramedics
30	Battalion Chief Brian Richey	Training
31	Principal Fire Environmental Specialist Dave Stimson	CUPA Program
32	Battalion Chief Todd Tucker	EMS
33	Public Safety Business Coordinator Lusine Yarian	Administration
34	Captain Ara Zakarian	IAFF Local 776

1.4 PROJECT STAKEHOLDERS

In a focused, intentional effort to include all Department personnel and other stakeholders in the planning process, the Department developed four confidential online surveys to capture input from various stakeholder perspectives. The surveys were launched on October 31, 2024, and closed on November 15, 2024. A summary of survey results can be found in **Section 6**.

1.4.1 Fire Department Personnel

All Fire Department personnel were invited to participate in the online survey by internal memorandum and direct email. By the close of the survey on November 15, 2024, 100 of the 263 Department members (38 percent) had completed the survey.¹

1.4.2 City Departments

All personnel from the other City departments were invited by email and the Fire Department website to provide input through the online stakeholder survey. Five individuals from this stakeholder group completed the survey.

1.4.3 City Council

Email invitations were sent to all five City Council members to solicit their input through the online survey, with one member completing the survey.

¹ Verdugo Fire Communications Center personnel were not included in the survey due to a staffing study and strategic plan for that Department function being conducted in parallel with this Strategic Plan.

1.4.4 Community Members

City residents and business owners were also invited to contribute to this Plan via the Department’s social media platforms and website. Ten surveys were completed from this stakeholder group.

1.5 STRATEGIC GOALS

This Strategic Plan identifies the following four goals the Department will pursue over the next five years through 2030.

Goal 1: Facilities and Response Apparatus that meet Current Regulatory Standards, Current and Projected Future Operational Needs, and Best Practice Design Guidelines

Goal 2: A Sustainable Operational Deployment Model Appropriate to Protect the Values at Risk Within the City and Facilitate Desired Emergency Incident Outcomes

Goal 3: Staffing Appropriate to Meet Current and Projected Future Workload Demand, Customer Expectations, and City Council Priorities

Goal 4: Organizational Improvements

The Plan further identifies **15 strategies** and **34 measurable objectives** to achieve these goals, as well as an implementation plan to ensure the contents of the Plan are integrated into the Department’s annual planning, budget, and work cycle. Sample Detailed Action Plans are included in **Appendix A**.

1.6 ANNUAL WORK PLAN

Annual Work Plans are critical to creating and maintaining momentum and making continued progress on any long-term plan. The Planning Committee established the desire to develop an Annual Work Plan corresponding with the City’s annual budget cycle and incorporating those strategies and objectives that will receive intentional focus and effort over those 12 months, considering anticipated organizational capacity and availability of needed resources. Strategies and objectives need not be accomplished in any specific priority or sequence; however, they should be initiated individually or in parallel to ensure logical and incremental progress toward the achievement of a particular strategy or goal. Progress on the Annual Work Plan will be regularly reviewed as determined by the Fire Chief.

The Planning Committee established the following Annual Work Plan schedule.

Table 2—Annual Work Plan Development Schedule

Objective	Date
Initiate Annual Work Plan Development	October
Complete Draft Annual Work Plan	November 1
Complete Detailed Action Plans for included Strategic Objectives	December 1
Final City Budget Adopted	June
Finalize Annual Work Plan	December 31
Implement Annual Work Plan	January 1

1.7 PLAN MAINTENANCE

To ensure continued progress and effectiveness/relevance of the Strategic Plan, an ad hoc Review Committee or Task Force designated by the Fire Chief will review this Plan at least semi-annually for the first year, and thereafter as determined by the Fire Chief and/or the Review Committee/Task Force. The Strategic Plan will be revised, as needed, to provide maximum utilization of available resources to achieve the identified strategic goals, and to add or modify strategies and/or objectives as needed to address changes in the political, fiscal, organizational, or City environment.

SECTION 2—GLENDALE FIRE DEPARTMENT



2.1 DEPARTMENT ORIGIN AND HISTORY

Originally formed as a townsite in 1884, the City of Glendale was incorporated as a California Charter City in 1906 with fire suppression provided by a volunteer fire company consisting of 25 volunteer Firefighters. The first fire station was completed in 1914, which is also when the City purchased its first motorized engine and hired its first full-time paid driver. By 1922, the volunteer Firefighters had been replaced by 28 paid personnel, including a Fire Chief and Assistant Chief.

As the fourth largest city in Los Angeles County today, the Department provides services for a population of nearly 200,000 residents over a 30.6 square mile service area with a staff of 263.5 personnel² operating from nine fire stations, headquarters administrative offices, and a regional fire dispatch/communications center with a total FY 2024-25 operating budget of \$97.95 million.

² Source: City of Glendale Adopted FY 2024-25 Budget excluding 2.62 FTE hourly positions. Six sworn positions are non-budgeted over hire.

2.2 AUTHORITY AND SERVICES

The Department provides services by authority of the City Charter, City Municipal Code, State and Federal law, and Los Angeles County regulations. The Department is a full-service fire agency providing a wide range of emergency and non-emergency services including fire suppression; rescue; pre-hospital emergency medical care and ambulance transportation; hazardous material program management and response; building, development, and event plan review; fire and life safety systems plan review and installation/operation inspection; code compliance; fire cause investigation; public fire and life safety programs; public information; emergency management; and other related services.

2.3 ORGANIZATION

The Department is organized into eight sections under the overall management of a Fire Chief appointed by the City Manager as shown in the following table and figure.

Table 3—Glendale Fire Department Authorized Staffing by Division (FY 2024-25)

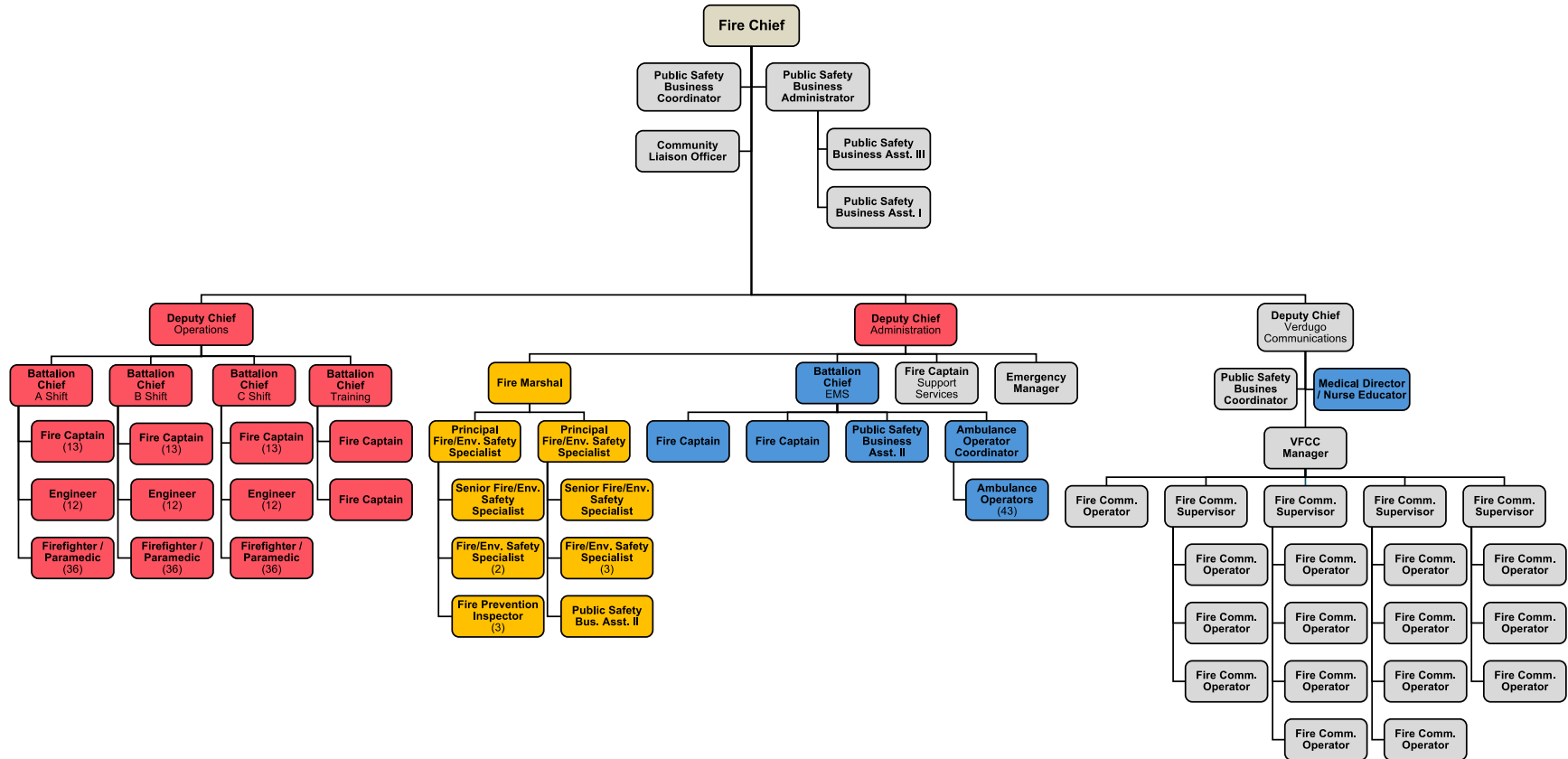
Section	Authorized FTE ¹ Personnel
Administration	9
Fire Operations	163
EMS	47
Training and Safety	3
Fire Prevention/Environmental Management	15
Support Services	1
Emergency Management	1
Verdugo Fire Communications Center	22
Total	261

¹ FTE = Full-Time Equivalent

Source: City of Glendale Adopted Budget, FY 2024-25 excluding 2.62 FTE hourly positions.

City of Glendale Fire Department
2025-2030 Strategic Plan

Figure 1—Glendale Fire Department Organization Chart



2.4 SERVICE CAPACITY

The Department's service capacity to protect the values at risk within the City consists of a daily minimum of 64 response personnel staffing nine engines, three aerial ladder trucks, six BLS transport ambulances, and one Battalion Chief, all operating from the Department's nine fire stations, as summarized in the following table. The Department also deploys a Type-1 Hazardous Materials Response Unit from Station 24; a Type-1 Heavy Urban Search and Rescue (USAR) unit from Station 21; two Type-3 wildland engines, one from Station 21 and the other from Station 29; one water tender from Station 29; and one breathing air support unit from Station 28 as needed depending on the type of incident.

Table 4—Fire Department Facilities, Response Resources, and Daily Response Staffing

Station Number	Address	Assigned Response Resources	Minimum Daily Staffing
21	421 Oak St.	Engine 21 Truck 21 Squad 21 BLS 21 Battalion Chief/Staff Captain USAR 21 Engine 321	4 4 2 2 2 ** **
22	1201 S. Glendale Ave.	Engine 22 BLS 22	4 2
23	3303 E. Chevy Chase Dr.	Engine 23	4
24	1734 Canada Blvd.	Engine 24 Hazmat 24	4 **
25	353 N. Chevy Chase Dr.	Engine 25 BLS 25	4 2
26	1145 N. Brand Blvd.	Engine 26 Truck 26 BLS 26	4 4 2
27	1127 Western Ave.	Engine 27 BLS 27	4 2
28	4410 New York Ave.	Engine 28 Air Utility 28	4 **
29	2465 Honolulu Ave.	Engine 29 Truck 29 BLS 29 OES 1317 Water Tender 29 Rescue Cushion 29	4 4 2 ** ** **
Total Minimum Daily Staffing			64

The Department’s multiple-unit Effective Response Force (ERF) to mitigate more serious or complex emergencies consists of three engines, two ladder trucks, one paramedic squad, and one Battalion Chief for a total of 24 personnel. The Department is a signatory to the Los Angeles County Area C Automatic Aid Agreement, the Los Angeles County Mutual Aid Plan, and the California Master Mutual Aid Agreement. In addition, the Department has automatic mutual aid agreements with the cities of Los Angeles, Burbank, and Pasadena, the Angeles National Forest (ANF), as well as with the Los Angeles County Fire Department.

SECTION 3—PLANNING TO PLAN



The first step in the strategic planning process is *Planning to Plan*. In this step, the Planning Committee is identified—ideally to represent a broad cross-section of organizational levels, functions, programs, and perspectives. The Planning Committee then reviews the planning process in detail to ensure an understanding of the entire process, including the time and effort required. The Committee then determines a workshop schedule that best accommodates its members and the overall project schedule. Finally, a schedule of deliverables to which Planning Committee and Department leadership mutually agree is identified. These steps were completed before, and reviewed at, the initial planning workshop on November 20, 2024.

3.1 PLANNING COMMITTEE

Thirty-four personnel representing most Department programs, services, and organizational levels as identified in Table 1 were assigned or volunteered to be a member of the Planning Committee to develop this Plan.

3.2 PLANNING WORKSHOP SCHEDULE

A total of five planning workshops were held to complete the eight elements of the strategic planning process as summarized in the following table.

Table 5—Strategic Planning Workshop Schedule

Workshop	Date	Deliverable
1	November 20, 2014	Planning process overview; Planning to Plan; Environmental Scan; Values, Vision and Mission Statements
2	December 2, 2024	Performance Audit; Gap Analysis; Envisioning Success
3	March 20, 2025	Integrated Action Plan
4	April 3, 2025	Finalize Integrated Action Plan; Plan Implementation and Measuring Progress
	April 25, 2025	Submit Draft Strategic Plan
5	June 11, 2025	Draft Strategic Plan Review
	June 30, 2025	Submit Final Strategic Plan

SECTION 4—ENVIRONMENTAL SCAN



This section summarizes the Planning Committee’s identification and review of key factors that will or may influence the Strategic Plan over its five-year life cycle, including Department programs and services, progress on and status of the previous Strategic Plan, City Council goals, the City’s economic outlook, and any pending or prospective laws or regulations. This component of the Plan was completed during the first planning workshop on November 20, 2024.

4.1 PROGRAMS AND SERVICES

The Department provides numerous programs and services as summarized in the following tables.

Table 6—Mandated Programs and Services

Program/Service		Mandate Source
1	Fire suppression	City Charter
2	Pre-hospital emergency medical services	City Charter; California Health and Safety Code Division 2.5, Chapter 4, Article 1, Section 1797.201
3	Fire Code enforcement	Fire Code
4	Mandated annual occupancy inspections	California Health & Safety Code
5	HIPAA compliance training	Federal Health Insurance Portability and Accountability Act of 1996
6	EMT and Paramedic licensure and continuing education training	Los Angeles County Emergency Medical Services Agency
7	Biennial sexual harassment/abusive conduct prevention training	California Government Code
8	Annual confined space awareness training	CA OSHA
9	Biennial Hazardous Material First Responder Operational training	29 CFR 1910.120
10	Public Records Act requests	CA Government Code Title 1, Division 10
11	Driver's License Pull Notice Program	California Vehicle Code

Table 7—Expected or Best Practice Programs and Services

Program/Service		Expectation Source or Best Practice Reference
12	Hazardous material release/spill response	Service area expectation/best practice
13	Technical rescue response	Community expectation/best practice
14	Junior Fire Program	School District expectation
15	Fire Service Day participation	Community expectation
16	Spark of Love program participation	Community expectation
17	Vegetation Management Program	Public Resources Code/community expectation
18	Community Emergency Response Team Program	Community expectation
19	Public education/media events participation	Community expectation
20	Non-mandated occupancy inspections	Best practice
21	Community events participation	Community expectation
22	Firewise Community education	Best practice
23	Low acuity/non-emergency medical response	Community expectation
24	Community room access	Community expectation
25	Agreement with Verdugo Fire Academy	Best practice
26	Sidewalk Cardiopulmonary Resuscitation Training	Best practice/community expectation
27	Christmas families program participation	Community expectation
28	9-11 tribute participation	Community expectation
29	National Fire Prevention Week event participation	Community expectation
30	Wood ladder inspection/maintenance program	Local inspection and maintenance of ladders meeting best practice guidelines

Table 8—Discretionary Programs and Services that Provide Added Value for the Community

Program/Service		Added Value
31	MDA Fill the Boot program	Raises funds for Muscular Dystrophy Association
32	Peer Support program	Employee health and wellness
33	REMS Rapid Extrication Module Support (REMS)	Rapid extrication of persons unable to self-evacuate in emergencies
34	Certified Unified Program Agency	Local control/management of hazardous waste program
35	Girls Empowerment Camp	Potential future Firefighter candidates
36	Four-person engine/truck staffing	Faster completion of critical tasks to achieve positive outcomes
37	Three staffed ladder trucks	Ability to provide specialized technical services across City within best practice travel time goals
38	Air Utility Apparatus	Ability to refill self-contained breathing apparatus air bottles at incidents
39	Small engine repair program	In-house repairs of small engine-powered equipment
40	Rescue cushion	Potential life-saving tool
41	Accredited local fire academy	Provides prospective Firefighter candidates meeting best-practice training requirements
42	Employee wellness/fitness evaluations	Provides baseline and annual health/wellness data; potential reduction of Workers' Compensation costs/claims
43	Galleri cancer screening program	Early cancer detection
44	Insurance Services Office Class 1 Public Protection classification	Potential lower fire insurance costs for home and business owners
45	APS platform	Department record management system
46	Industrial Waste Pretreatment Program	Local control/management of industrial wastewater into sanitary sewer system
47	Household Hazardous Waste Facility	Facility that accepts household hazardous waste for proper disposal, lessening waste being abandoned and improperly disposed

4.2 2011-2016 STRATEGIC PLAN STATUS

The Department previously developed a Strategic Plan covering the five-year period from 2011 through 2016 using a community-driven process to include input from both internal and external stakeholders following guidelines published by the Center for Public Safety Excellence (CPSE). The Plan established comprehensive vision and mission statements defining a clear path into the

future, as well as the core values that embody how the Department’s members individually and collectively will carry out that mission. It also identified eight strategic goals that would allow the Department to realize its vision as summarized in the following table.

Table 9—Glendale Fire Department 2011-2016 Strategic Plan Goals

Goal		Status
1	Develop and implement Standard Operating Guidelines for all hazards and risks within Glendale.	Completed
2	Develop an operationally efficient Pre-Incident Planning Program.	Completed
3	Develop a recruitment, career development and succession planning strategy.	Not Addressed
4	Develop a Workload Analysis for every classification and program for the purpose of prioritizing workload distribution.	Partially Completed
5	Develop an operating guideline for communication and operational standards for successful automatic and mutual aid responses.	Completed
6	Establish a physical resource plan to provide for scheduled maintenance and replacement of facilities and apparatus.	Completed
7	Define the mission and evaluate the effectiveness of our current community education program and identify areas for improvement.	Not Addressed
8	Develop a periodic process to evaluate and improve the efficiencies of the Fire Department data management and file sharing systems.	Completed (did not solve the problem)

4.3 CITY COUNCIL PRIORITIES

The Glendale City Council has adopted the following four priorities to guide how the 15 City departments deliver services and conduct business:³

- ◆ Economic Development
- ◆ Financial Sustainability
- ◆ Operational Efficiency
- ◆ Mobility, Traffic, and Pedestrian Safety

³ City of Glendale Adopted Budget 2024-25, page 7.

4.4 ECONOMIC OUTLOOK

A jurisdiction’s economic outlook can have a profound impact on strategic plan implementation and progress, particularly if the economy is trending or begins to trend downward. The following table summarizes the five-year General Fund forecast included in the City’s Annual Comprehensive Financial Report for the year ending June 30, 2023. While this suggests a positive near-term economic forecast, these are conservative estimates assuming no future voter-approved revenues.

Table 10—Projected 5-Year General Fund Revenue Forecast

Fiscal Year	Projected General Fund Revenue Compared to Prior Fiscal Year
2024-25	- 8.97%
2025-26	+ 1.3%
2026-27	+ 2.5%
2027-28	+ 2.6%

4.5 PENDING OR PROSPECTIVE STATE/FEDERAL LEGISLATION OR REGULATIONS

Pending or prospective local, State, or Federal laws or regulations can also impact strategic plan progress, sometimes considerably. At the time of this Plan’s development, the only known prospective regulatory change that could affect the Department’s Strategic Plan is pending adoption of some National Fire Protection Association (NFPA) standards by the Federal Occupational Safety and Health Administration (OSHA), potentially including NFPA-recommended staffing and response performance standards. At the time this Strategic Plan was developed, this proposal was in the early stakeholder input phase with the final proposed language and potential impacts yet to be identified.

SECTION 5—VALUES, VISION, AND MISSION



5.1 VALUES

We all have personal values that guide our thinking and actions. In a group or organizational setting, however, the values of the formal and/or informal leaders tend to become the group or organizational values that drive the decisions and actions of the larger group. Those values also determine the organizational culture, which can range from healthy, mature, and positive to unhealthy, immature, and negative or even hostile.

Prior to this planning process, the Department's values statement was:

Excellence in Service – in everything we do

Integrity – maintain the community's trust; citizens first

Approachability – our door is always open

Respectful – to those we serve and each other

Communication – actively listening and sharing; who we are and what we do

Professionalism – maintaining the highest standard while seeking improvement

Following a group discussion and subsequent small group exercise, the Planning Committee ratified a revised Department values statement as follows.

Revised Glendale Fire Department Values

Professionalism – Striving for the highest standards through continuous improvement

Leadership – Effective, efficient, and ethical

Compassion – Care in the service we deliver

Accountability – To our community, our Department, and each other

5.2 VISION

A vision statement is an aspirational statement of the what the future organization might look like or become. Prior to development of this Plan, the Department’s Vision Statement was:

- ◆ That we are widely recognized as a Department which demonstrates excellence in the delivery of its services
- ◆ That we honor our community’s trust by demonstrating our commitment to duty
- ◆ That we strive to continually improve services and programs to the community, ensuring they are made available and are clearly understood by our stakeholders
- ◆ That we proactively identify and analyze our community’s risks, thereby maintaining an efficient response model
- ◆ That we build strong relationships and consistent collaboration with our regional partners and support agencies
- ◆ That our internal culture reflects a diverse, respectful and professional atmosphere, nurtured by cooperative and evolving internal communication processes
- ◆ That comprehensive training, employee development and succession planning will ensure the future success of our Fire Department
- ◆ That we effectively manage our resources and utilize technology to continually improve our programs
- ◆ That our leadership and workforce will hold one another accountable for honoring our mission and values while continuously striving to reach our goals
- ◆ That the Glendale Fire Department will consistently exceed the expectations of our community

Following a group discussion with consensus to shorten the vision statement, and a subsequent small group exercise, the Planning Committee ratified the following revised vision statement.

Revised Glendale Fire Department Vision Statement

To be at the forefront of public safety by improving best practices, technology, and recruitment to meet the needs of the community and Department

5.3 MISSION

A mission statement ideally identifies an organization’s purpose, its customer base, and how it intends to meet its customers’ needs in one sentence. Following review and a brief discussion, the Planning Committee ratified the Department’s existing mission statement as follows.

Glendale Fire Department Mission Statement

To protect lives and property by providing the highest level of service to the community

SECTION 6—PERFORMANCE AUDIT



In this planning step, the Planning Committee is tasked to review and assess the Department's current state and performance. Using multiple small group exercises, the Committee completed this step as follows.

6.1 EMERGENCY SERVICES PERFORMANCE

In July 2023, the Department retained Citygate Associates, LLC (Citygate) to conduct a Fire Services Master Plan study to include a Community Risk Assessment (CRA), Standards of Cover (SOC) deployment analysis, an adequacy review of headquarters support services, and a physical assessment of its fire station facilities. The Planning Committee reviewed the results of this study as one component of the performance audit.

6.1.1 Assessment Methodology

The core methodology used by Citygate for the deployment analysis was the “Standards of Response Coverage,” which is a systems-based approach to fire department deployment as published by the Commission on Fire Accreditation International (CFAI). This approach uses local risk factors and demographics to determine the level of protection best fitting the community's needs and evaluates deployment using risk and community expectations on outcomes to help elected officials make informed decisions on fire and EMS deployment levels.

Fire service deployment, simply summarized, is about the *speed* and *weight* of response. *Speed* refers to the initial response (first-due) of all-risk intervention resources (e.g., engines, ladder trucks, paramedic squads, or ambulances) strategically deployed across a jurisdiction for response to emergencies within a travel time sufficient to control routine to moderate emergencies without the incident escalating to greater size or severity. *Weight* refers to multiple-unit responses for more serious emergencies, such as building fires, multiple-patient medical emergencies, vehicle collisions with extrication required, or technical rescue incidents where more Firefighters must be assembled within a time interval to safely control the emergency and prevent it from escalating into an even more serious event.

The Standards of Response Coverage process consists of the following eight elements:

Table 11—Standards of Response Coverage Process Elements

SOC Element		Description
1	Existing Deployment	Describing the current deployment model and response performance goals the agency has in place today.
2	Community Outcome Expectations	Reviewing the expectations of the community for responses to emergencies.
3	Community Risk Assessment	Identifying and quantifying the assets at risk to fire and non-fire hazards likely to impact the community.
4	Critical Task Analysis	Reviewing the tasks that must be performed and the personnel required to deliver the stated outcome expectation.
5	Distribution Analysis	Reviewing the spacing of first-due response resources (typically engines) to control routine emergencies.
6	Concentration Analysis	Reviewing the spacing of fire stations so that more complex emergencies can receive sufficient resources and personnel in a timely manner (First Alarm Assignment or ERF).
7	Reliability and Historical Response Effectiveness Analysis	Using prior response statistics to determine the percent of compliance the existing system delivers.
8	Overall Evaluation	Proposing Standard of Coverage statements by risk type, as necessary.

Source: CFAI, *Standards of Cover*, Fifth Edition

6.1.2 Fire Services Master Plan Findings

Citygate's March 2024 Fire Services Master Plan Study made **36 findings** and **20 recommendations** as follows.

Standards of Cover Deployment Findings and Recommendations

- Finding #1:** The Department's current deployment model provides a minimum of 62 response personnel on duty daily including a chief officer for incident command.
- Finding #2:** The City and Department have *not* established formal response performance goals consistent with best practice recommendations as published by the Commission on Fire Accreditation International and the National Fire Protection Association. Doing so will help guide future fire crew staffing, apparatus types, and deployment.
- Finding #3:** The Department has a standard response plan that considers risk and establishes an appropriate initial response for each incident type; each type of call for service receives the combination of engines, trucks, specialty units, and command officers customarily needed to effectively control that type of incident based on Department experience.
- Finding #4:** The Department's nine fire station locations can be expected to deliver 5:00-minute first-unit travel time coverage to 92.8 percent of the City's public streets. Additional fire stations are not needed.
- Finding #5:** The geographic coverage model shows that a single Battalion Chief / Incident Commander can reach only 49.5 percent of the City within an 8:00-minute travel time based on best practices. A second Battalion Chief located in the northern area of the City would be very beneficial.
- Finding #6:** Given the street layout around the City's hills, as part of its overall deployment policy, the Department should consider a 5:00-minute travel time goal to 90 percent of emergency incidents as a best fit to the service area's topography.
- Finding #7:** There is a constant, predictable demand for service across all hours of the month, week, and day, with overall annual demand increasing slightly.
- Finding #8:** Two simultaneous calls for service occur 77 percent of the time, and three occur 47 percent of the time. The highest rate of simultaneous demand occurs in five station areas, all of which are in the south to southwest area of the City. These busiest station areas all adjoin each other, resulting in there not being enough available firefighting resources in the southern part of the City during hours of the day with peak EMS demand.

- Finding #9:** Unit-Hour Utilization rates for the City’s engines are approaching Citygate’s recommended 30 percent saturation rate over multiple consecutive hours, with five of the six transport ambulances being significantly above 30 percent. Overall, EMS at peak hours of the day is straining the system significantly and not leaving enough firefighting capacity in the southern area of the City if a serious fire occurs during peak EMS hours.
- Finding #10:** Call-processing / dispatch performance is *better* than Citygate’s recommended 1:30-minute best practice goal to facilitate positive outcomes for fire and EMS emergencies.
- Finding #11:** Crew turnout performance over the three-year period studied was better than the Citygate-recommended, 2:00-minute best practice goal; however, record keeping is not as accurate in distinguishing turnout and travel times due to the current electronic systems in use. The travel times reported may reflect times that are slightly too long as they include some turnout time.
- Finding #12:** At 5:58 minutes in RY 22/23, 90th percentile first-unit travel time performance to fire and EMS incidents was 1:58 minutes *slower* than a recommended 4:00-minute best practice goal to facilitate best practice outcomes in urban-density communities.
- Finding #13:** 90th percentile call-to-first-unit-arrival performance is only 5 seconds slower than a Citygate-recommended 7:30-minute goal to facilitate positive outcomes for urban-density communities. This is due to quicker dispatch and turnout times compensating for longer travel times in addition to most of the incidents being reached within a 5:00-minute travel time.
- Finding #14:** At 17:30 minutes, reported building fire **ERF call-to-arrival** performance was significantly *slower* than a Citygate-recommended, 11:30-minute best practice goal to facilitate positive outcomes in urban density communities. However, there were only 53 reported ERF building fire incidents in the three years of data studied, showing that small data sets can be quite volatile. It is also quite challenging in the central and northern areas of the City to gather so many units in a travel time of only 8:00 minutes.

Recommendation #1: **Adopt Updated Deployment Policies:** The City Council should adopt complete performance measures to aid deployment planning and monitor response performance. The measures of time should be designed to deliver outcomes that will prevent death or more serious injury for EMS patients upon arrival when possible and keep small but serious fires from becoming more serious. With this in mind, Citygate recommends the following measures.

- 1.1 **First-Due Unit:** To treat pre-hospital medical emergencies and control small fires, the first-due unit should arrive within 8:30 minutes, 90 percent of the time, from receipt of the 9-1-1 call at Verdugo Fire Communications Center to incidents in the City. This equates to a 1:30-minute call-processing / dispatch time, a 2:00-minute crew turnout time, and a 5:00-minute travel time.
- 1.2 **Multiple-Unit Effective Response Force for Serious Emergencies:** To confine building fires near the room or rooms of origin and treat multiple medical patients at a single incident, a multiple-unit ERF of a minimum of 16 personnel, including one Chief Officer, should arrive within 11:30 minutes from the time of call receipt at Verdugo Fire Communications Center at 90 percent or better reliability. This equates to a 1:30-minute call-processing / dispatch time, a 2:00-minute crew turnout time, and an 8:00-minute travel time, respectively.
- 1.3 **Hazardous Material Response:** To protect the service area from hazards associated with uncontrolled release of hazardous and toxic materials, the fundamental mission of the Department's response is to isolate the hazard, deny entry into the hazard zone, and minimize impacts on the community. This can be achieved with a first-due total response time of 8:30 minutes or less to provide initial hazard evaluation and mitigation actions. After the initial evaluation is completed, a determination can be made whether to request additional resources to mitigate the hazard.
- 1.4 **Technical Rescue:** To respond to technical rescue emergencies as efficiently and effectively as possible with enough trained personnel to facilitate a successful rescue, a first-due total response time of 8:30 minutes or less is required to evaluate the situation and initiate rescue actions. Additional resources should assemble as needed within a total response time of 11:30 minutes or less to safely complete rescue/extrication and delivery of the victim to the appropriate emergency medical care facility.

Recommendation #2: At a minimum, a sixth BLS ambulance is needed in the southern area of the City during peak demand daylight hours.⁴

⁴ Following completion of the Fire Services Master Plan study, a sixth 24-hour BLS Ambulance was implemented at Station 22 pursuant to this recommendation.

Recommendation #3: The Department should consider adding a 2-firefighter/paramedic squad unit in the southern part of the City to handle less acute EMS incidents with the BLS ambulance. Doing so will take incident demand pressure off the engine crews that are approaching peak-hour demand saturation.

Headquarters Programs Adequacy Findings and Recommendations

Finding #15: The Department lacks a centralized support services function to coordinate all Department-level logistics functions including facilities, fleet, safety clothing/equipment, non-fleet equipment, and communications equipment.

Finding #16: The Department lacks redundant capacity for the Community Liaison Officer position, resulting in single points of failure for critical position responsibilities.

Finding #17: The Emergency Manager lacks some required Standardized Emergency Management System (SEMS) and other emergency management training.

Finding #18: The Emergency Manager lacks adequate administrative support capacity to manage state and federal grants, deliver emergency preparedness education, and administer EOC training across all City departments.

Finding #19: The Ambulance Operator program is challenged to maintain enough Ambulance Operators to effectively manage work/rest cycles and overtime.

Finding #20: The Department's EMS program is meeting state and County EMS Agency standards and regulations relative to continuing education and continuous quality improvement.

Finding #21: EMS equipment and supplies are appropriately controlled, accounted for, and compliant with state and County standards and regulations.

Finding #22: Department-wide training is meeting state and federal standards.

Finding #23: The Department lacks a consistent, pre-incident planning data collection/retrieval process.

Finding #24: Department logistical support functions assigned to station personnel lack a standardized records management system for inventory, procurement, and maintenance.

Finding #25: In 2023, not all high-risk occupancies with fire and life safety deficiencies identified on the initial inspection were re-inspected for completion of required corrective actions.

Finding #26: The Fire Marshal is heavily engaged in daily tasks with little capacity to develop and implement community-wide risk reduction strategies.

Finding #27: There is currently no inspection program for existing business occupancies.

Finding #28: The Department's automotive fleet is in good overall condition with reliable serviceability and adequate reserve capacity to maintain operational response capacity.

Finding #29: The City's fire apparatus replacement schedule conforms with typical fire service recommended guidelines; however, the schedule is based predominantly on vehicle age only.

Recommendation #4: Consider expanding the Administration Battalion Chief's role to include coordination of all Department-level logistics functions.

Recommendation #5: Consider cross training another Department employee to provide backup/redundancy of critical responsibilities managed by the Community Liaison Officer.

Recommendation #6: The Department should prioritize EOC Director, related EOC management, and federal Emergency Management Performance Grant (EMPG) training for the Emergency Manager.

Recommendation #7: Consider allocating additional staff support capacity to assist with Emergency Management grant administration and training.

Recommendation #8: The Department should consider incentives to improve Ambulance Operator recruitment and retention.

Recommendation #9: Develop a standardized format and secure location for records related to support functions assigned to the Operations Division.

Recommendation #10: Ensure deficiencies identified on initial inspections are appropriately tracked and follow-up inspections are conducted to ensure required corrective action(s) have been completed.

Recommendation #11: Consider adding an Assistant/Deputy Fire Marshal position to coordinate all inspections.

Recommendation #12: Consider additional Inspector position(s) as needed to ensure re-inspection of all initial inspections with deficiencies. Alternatively, consider assigning simpler re-inspections and/or vegetation inspections to the Operations Division.

Recommendation #13: The City’s Fleet Services Division should consider multiple factors in determining replacement of heavy-duty fire apparatus including age, mileage, aggregate cost of repairs, aggregate out-of-service time, and current operational reliability.

Fire Station Facilities Assessment Findings and Recommendations

Finding #30: Out of nine fire stations, three are more than 50 years old and three are more than 60 years old. The stations are dated and showing signs of significant wear and tear despite the best efforts of maintenance staff.

Finding #31: All City fire stations, with the exception of Station 21, are undersized by modern fire service standards.

Finding #32: Most of the City’s fire stations are not compliant with current Building Code, ADA, or NFPA standards, and were built before the Essential Services Buildings Seismic Safety Act of 1986.

Finding #33: All fire station sleeping, locker room, and restroom facilities were developed based on historically all-male fire crews and lack gender inclusion and privacy.

Finding #34: All fire stations need structural modification to comply with the California Building Code for Seismic Activity—per an independent Property Seismic Inspection and Analysis conducted in 2020 by Wheeler & Gray Consulting Engineers.

Finding #35: Diesel truck exhaust systems are not functional in all apparatus bays of multiple stations due to incomplete conversion from pneumatic to magnetic release latches to the apparatus.

Finding #36: The training tower and related props need some major repairs and/or updating.

Recommendation #14: The City must prioritize fire stations for substantial remodels or replacement. Citygate recommends the three following reconstruction phases. As execution of these phases will require several years, in each phase and order, some stations will require minor remodeling to “buy time” for the Department’s facility needs.

Phase 1 Rebuild stations 29, 28 and 26.

Phase 2 Rebuild stations 23, 24 and 27.

Phase 3 Update and remodel (where needed) stations 21, 22, and 25.

Recommendation #15: Select and hire a veteran fire station design firm to prepare building and site plans and provide actual design-based construction cost estimates.

- Recommendation #16:** City finance staff can explore multi-year financing strategies (e.g., General Obligation Bonds, Certificates of Participation, and Lease-Back arrangements, etc.) so that adequate consideration is given to their possible benefits or consequences.
- Recommendation #17:** Replacement and remodeling must include solutions for finding adequate space for physical fitness in areas away from listed carcinogens produced by fire apparatus.
- Recommendation #18:** Fire station living spaces should be designed to accommodate personnel of all gender identities.
- Recommendation #19:** Building components throughout the City’s fire stations need to be upgraded with new equipment such as station alerting, overhead doors, traffic warning signal lights at doors or close by, and high-efficiency HVAC that provides comfortable work and living spaces. Remove carpet and replace with polished concrete where applicable.
- Recommendation #20:** Coordinate with the City Facilities Management Division to affect needed repairs/updating of the training tower and related training props.

6.2 STRENGTHS, LIMITATIONS, OPPORTUNITIES, THREATS (SLOT) ASSESSMENT

As a second component of the performance audit, Citygate facilitated an assessment of Department Strengths, Limitations, Opportunities, and Threats (S.L.O.T.) through small group exercises during the second planning workshop on December 2, 2024, with the following results.

6.2.1 Strengths

Key Department strengths identified by the Committee include:

- ◆ Robust training program
- ◆ Labor/management relations
- ◆ EMS program
- ◆ 4-person constant staffing deployment model
- ◆ Quality of apparatus, equipment, and personal protective equipment
- ◆ Fire prevention services and staff
- ◆ High morale/job satisfaction

- ◆ Health and wellness program
- ◆ Cancer screening
- ◆ Accredited Local Fire Academy
- ◆ Regional dispatch center
- ◆ Type-1 Hazardous Materials technical response capability/Type-1 Urban Search and Rescue capability

Other strengths identified include:

- ◆ City council/community support
- ◆ Professional standards
- ◆ Response time performance
- ◆ Engineer academy
- ◆ Quantity of ALS response resources
- ◆ Community relations
- ◆ Quality of EMS care
- ◆ Thorough 12-month probationary Firefighter evaluation
- ◆ In-house support services/programs (e.g., ladders, SCBAs, small engine repair)
- ◆ Regional training center
- ◆ Peer support/Wellness K-9

6.2.2 Limitations

Key limitations identified by the Committee include:

- ◆ Facilities
- ◆ Adequate funding
- ◆ Lack of a formal succession plan
- ◆ Firefighter recruitment/hiring

- ◆ Paramedic requirement for entry-level Firefighter
- ◆ Administrative support staff capacity
- ◆ Disparate fire/rescue skill levels of response personnel
- ◆ Lack of a company officer academy
- ◆ City growth outpacing Department's ability to meet service demands
- ◆ Multiple critical single points of failure in Fire Prevention Bureau services
- ◆ Employee engagement
- ◆ High mileage on fire apparatus
- ◆ Verdugo Fire Communications Center staffing and retention
- ◆ Succession/mentoring plan for Department-level programs
- ◆ Cross-staffing of Hazmat and USAR resources
- ◆ Enforcement of Department standards/accountability

Other limitations identified include:

- ◆ Fleet maintenance/information technology support
- ◆ Community outreach
- ◆ Battalion Chief supervisory span of control
- ◆ Ambulance Operator turnover
- ◆ EMS patient transportation destination limitations
- ◆ Lack of a dedicated recruitment team/focus
- ◆ Insufficient downtown response coverage
- ◆ Lack of tiered dispatch system
- ◆ New apparatus build time
- ◆ Insufficient funding
- ◆ Insufficient Fire Prevention Bureau staffing to meet workload demand

6.2.3 Opportunities

The Planning Committee identified the following opportunities:

- ◆ Partnership with Glendale Community College to fund/operate new training center
- ◆ Hiring non-paramedic Firefighters
- ◆ City funding options for facilities and apparatus
- ◆ Alternative deployment model
- ◆ Company officer/Battalion Chief academies
- ◆ More fire agencies contracting with Verdugo Fire Communications Center for dispatch services
- ◆ Department-funded external training classes
- ◆ Enhanced relationship with Glendale Community College paramedic program
- ◆ Focused recruitment
- ◆ Stronger community engagement
- ◆ Stronger public education
- ◆ Improved data management (equipment, personnel, call volume, etc.)
- ◆ Tiered dispatch system
- ◆ Nurse Practitioner/Physician's Assistant program
- ◆ Fire Explorer program

6.2.4 Threats

The Planning Committee identified the following potential threats:

- ◆ Pending retirements and related hiring cycle
- ◆ Aging infrastructure and apparatus
- ◆ Loss of Council/community support
- ◆ Loss of funding/economic downturn

- ◆ Hiring an external Fire Chief
- ◆ Small Firefighter applicant pool
- ◆ Employee health/safety/well-being risks
- ◆ Employee burnout
- ◆ New/additional environmental restrictions
- ◆ Current state of State/National healthcare system
- ◆ Hospital emergency department wait times
- ◆ Department's ability to keep up with service demand resulting from City growth
- ◆ 2028 Olympics and World Cup impacts on Department services
- ◆ Technology/cyber security
- ◆ Employee complacency
- ◆ City Council priority (e.g., bike lanes) impacts on response time performance
- ◆ Employees residing outside the region
- ◆ Continued facility degradation
- ◆ Outsourcing of services
- ◆ New State/local mandates

6.3 STAKEHOLDER SURVEYS RESULTS

In a focused, intentional effort to engage all Department personnel and other key City and community stakeholders in this process, Department staff developed confidential online surveys to capture input from the various stakeholder groups as follows.

6.3.1 Fire Department Personnel

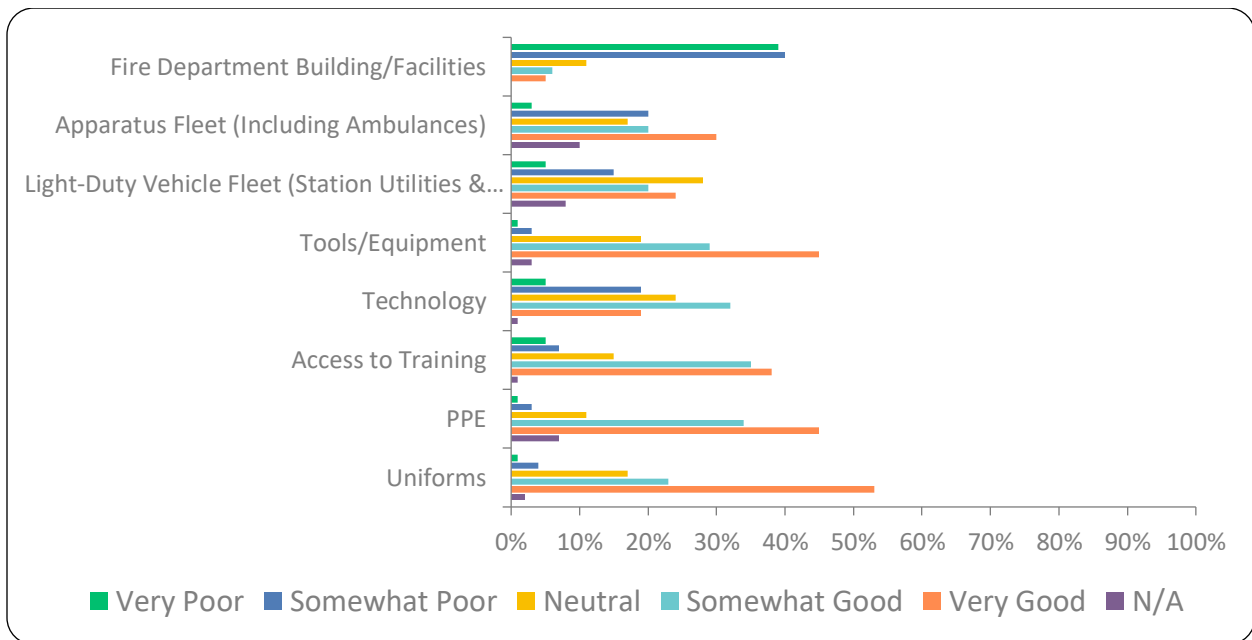
All Fire Department personnel were invited to participate in a confidential online survey by internal memorandum distributed via email on October 31, 2024. By the close of the survey on

November 15, 2024, 100 of the 239 personnel⁵ (41.8 percent) completed the survey with results summarized as follows.

Question 1: Physical Asset Quality

The following chart summarizes the responses to the request to rate the quality of the following physical assets.

Figure 2—Fire Department Survey Response Summary - Physical Assets Quality



Question 2: Significant Changes Needing Department Adaptation

Responses to the question asking, “What significant changes are occurring or have occurred in Glendale that the Department needs to adapt to?” included:

- ◆ Population growth impacting service demand
- ◆ Same number of stations and staff even with the growth
- ◆ Three different Fire Chiefs in five years
- ◆ Desire for a single integrated software for all Department functions and programs
- ◆ Non-emergency service calls

⁵ Verdugo Fire Communications Center personnel were not included in the survey due to a staffing study and strategic plan for that Department function being conducted in parallel with this strategic plan.

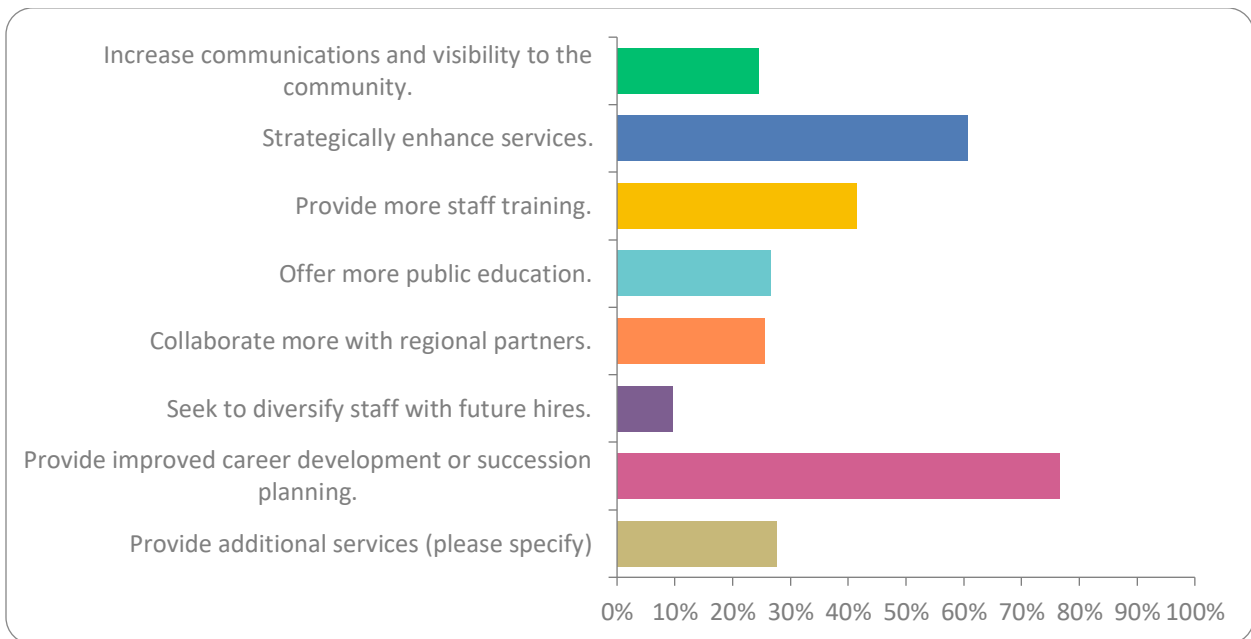
- ◆ The change from the current Digital Health System inspection database to the new program starting in December
- ◆ Bicycle lanes impacting response time; need to be more involved in these mandates
- ◆ Need to improve station facilities to house more equipment and staff as service demand continues to increase
- ◆ Call load impacting ability to train/drill during normal daytime work hours
- ◆ Need to reevaluate hiring process to implement single-role firefighters
- ◆ Need for additional station or ambulance facility in downtown area
- ◆ Significant increase of mid-rise mixed-use buildings adding to service demand with same staffing levels
- ◆ Some fire stations need separate bathrooms and dorms for mixed-gender crews
- ◆ Need for advanced technology solutions for residents to interact with Department
- ◆ Increased traffic congestion
- ◆ Difficulty hiring good, qualified firefighters
- ◆ Call volume is continually increasing without a change of response model other than BLS program
- ◆ Aging service population
- ◆ Shortage of paramedic applicants with skills to be good Firefighters. Consider hiring EMT Firefighters.
- ◆ Forecast for more live audience filming and larger special events
- ◆ Need to be more involved with bike lane mandates; should receive a larger share of Measure S funds
- ◆ Current ALS transport model is not working
- ◆ Excessive BLS medical calls
- ◆ Too many changes without adequate training
- ◆ Need for a full-time Field Training Officer for Ambulance Operators

- ◆ Take back control of the Fire Shop
- ◆ Need for additional Inspectors to meet workload
- ◆ Response districts do not provide the best service to the community
- ◆ Need to take a different approach to low-acuity call volume
- ◆ Department needs to grow in relation to population growth
- ◆ Adoption of tiered dispatch and additional squads needs to continue
- ◆ Take advantage of currently available technology
- ◆ Station accommodations for a diverse workforce
- ◆ Everyone’s workload is at maximum capacity

Question 3: Three Ways the Department Could Improve Services

The following chart summarizes responses to the request for respondents to check the top three ways the Department could improve its services to the community.

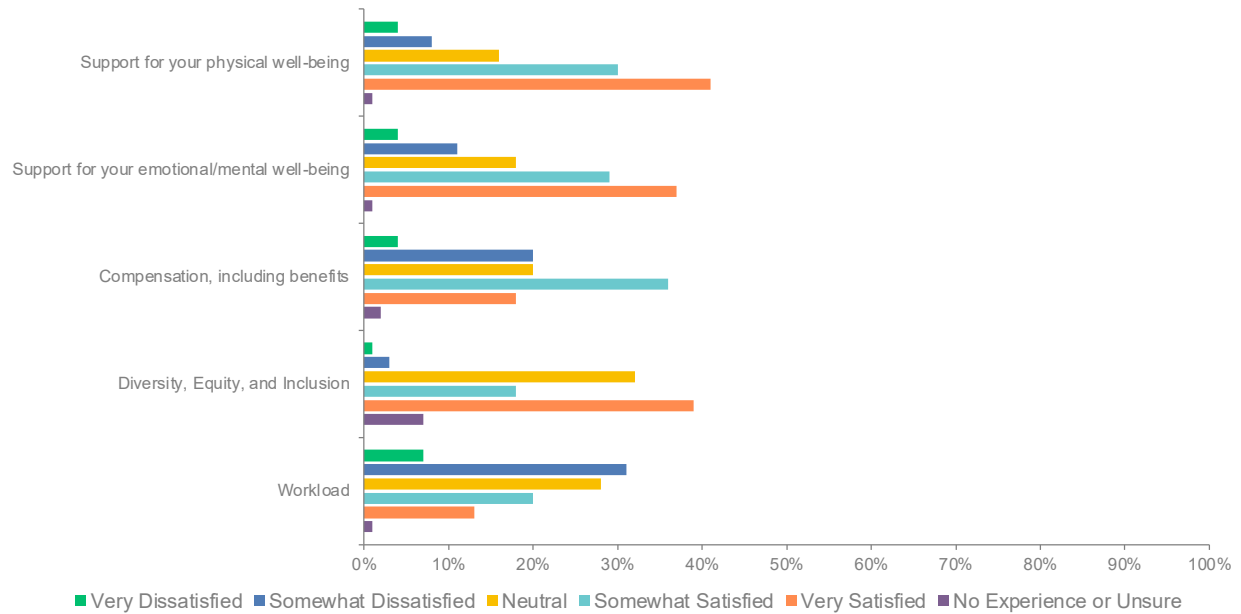
Figure 3—Fire Department Survey Response Summary - Service Improvement



Question 4: Employee Satisfaction with Employment Factors

The following chart summarizes responses to the request for respondents to rate their satisfaction with the following employment factors.

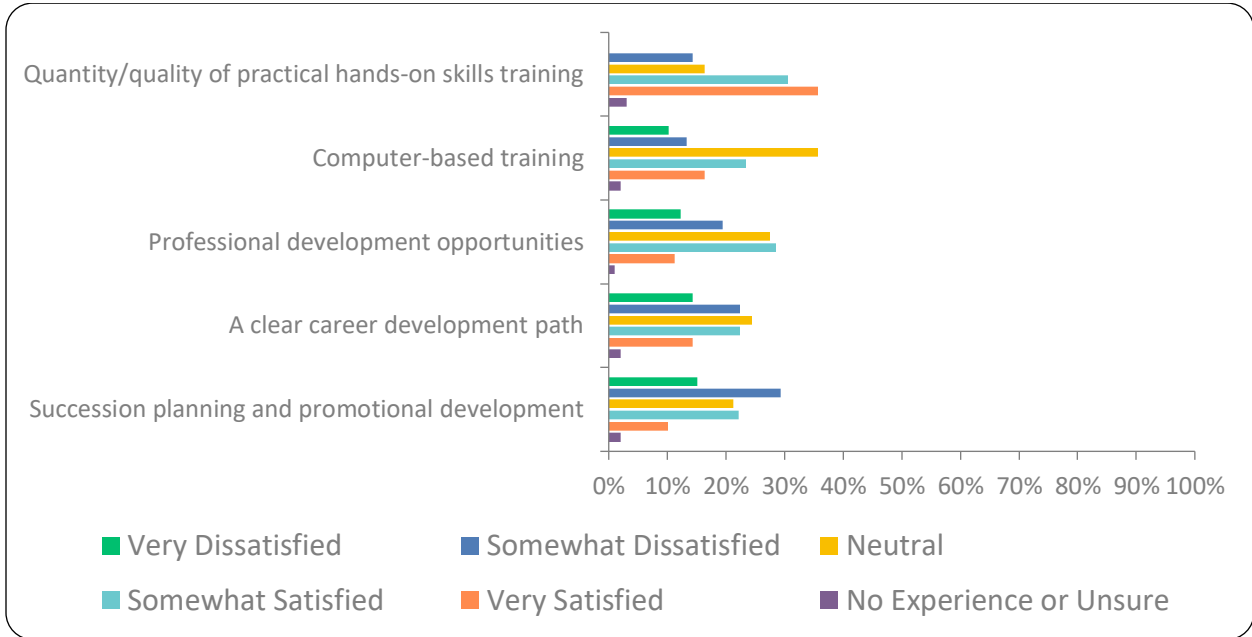
Figure 3—Fire Department Survey Response Summary - Employment Factors Satisfaction



Question 5: Employee Satisfaction with Training and Career Development

The following chart summarizes responses to the request for respondents to rate their satisfaction with training and career development.

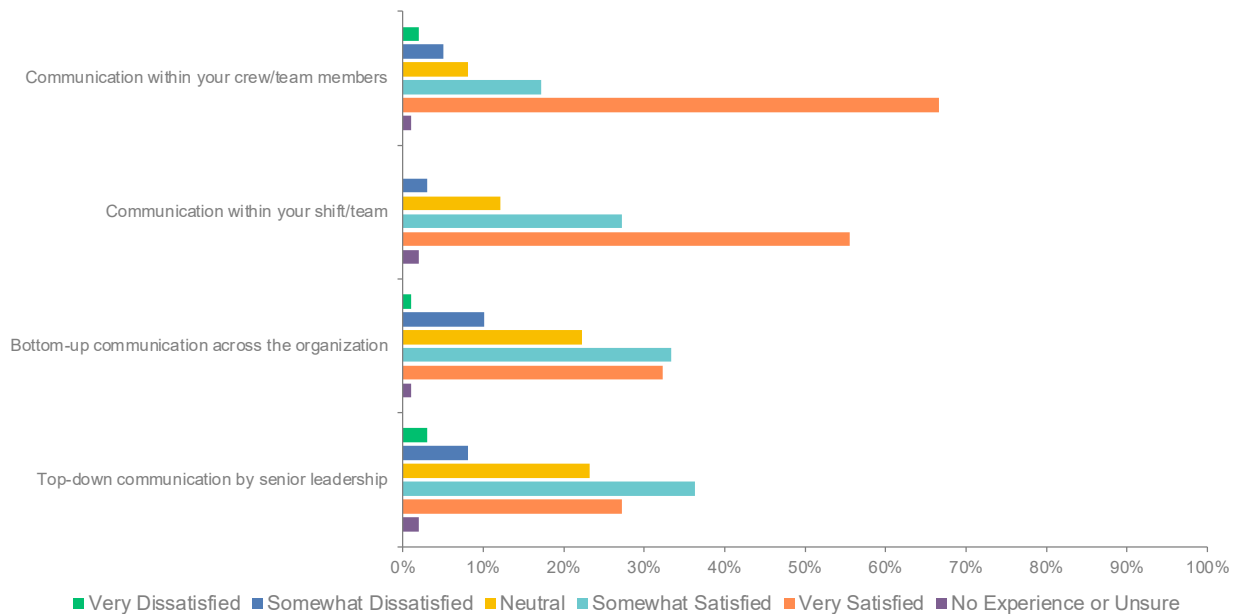
Figure 4—Fire Department Survey Response Summary - Training/Career Development



Question 6: Employee Satisfaction with Internal Department Communications

The following chart summarizes responses to the request for respondents to rate their satisfaction with internal Department communication.

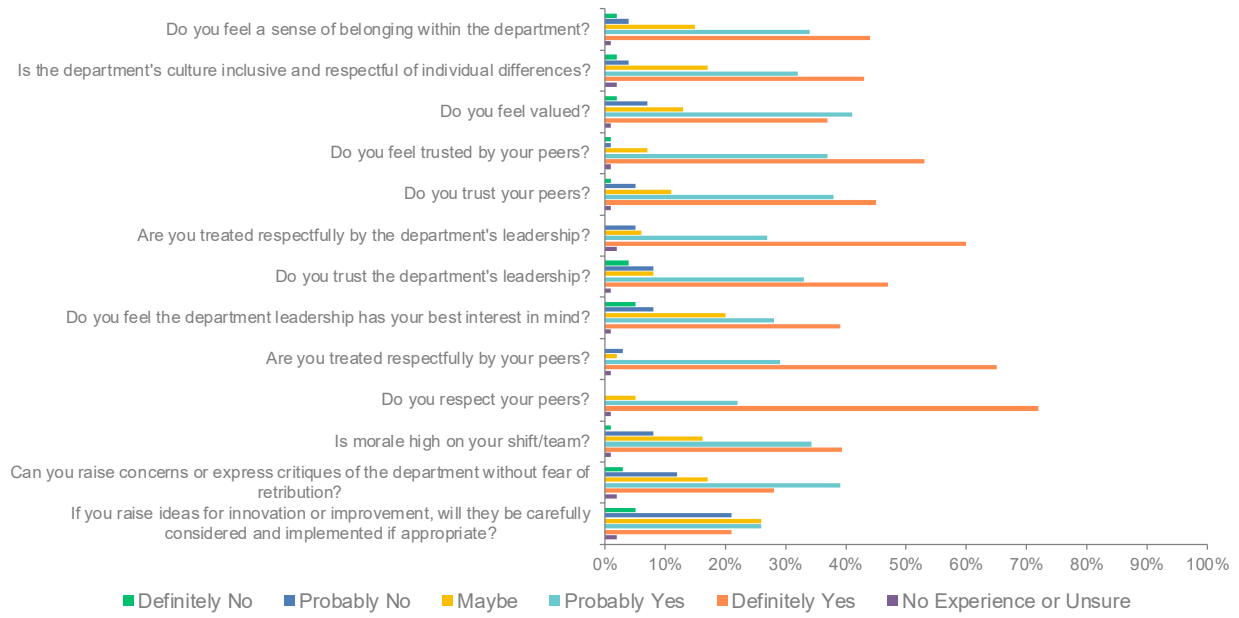
Figure 5—Fire Department Survey Response Summary - Internal Communication



Question 7: Employee Belonging/Value/Trust/Respect

The following chart summarizes respondents’ responses to the listed questions.

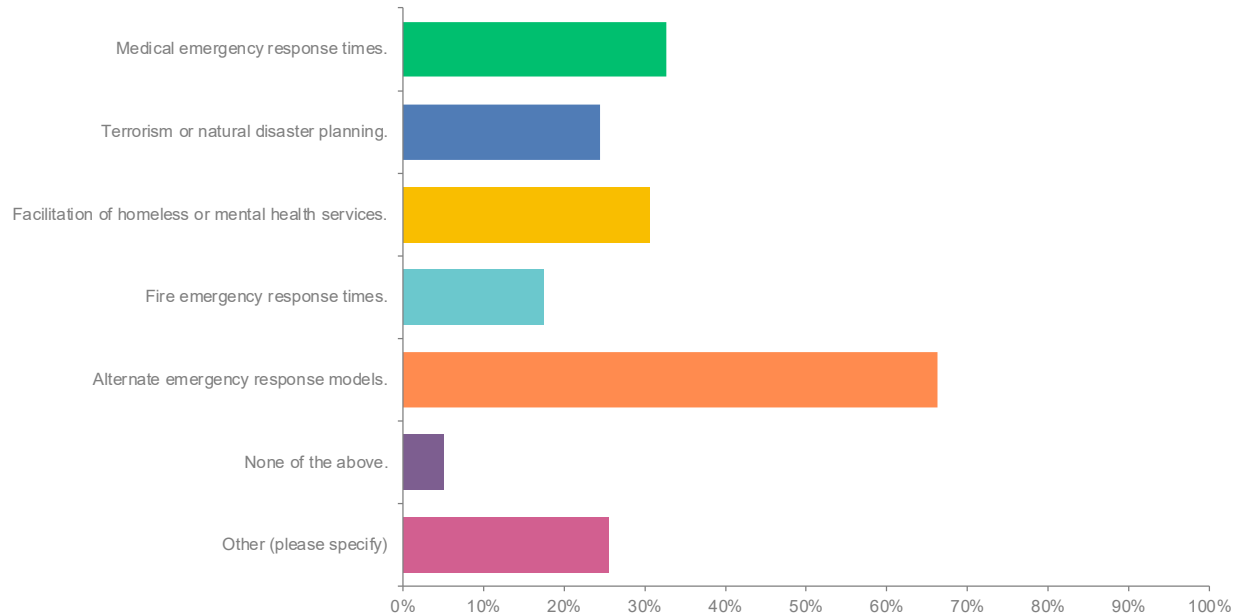
Figure 6—Fire Department Survey Summary Results - Trust and Respect



Question 8: Service Priorities

The following chart summarizes respondents’ responses to the question “What do you think are the service priorities for the next 5-10 years?”

Figure 7—Fire Department Survey Response Summary - Service Priorities



Question 9: Other Comments

Responses to the question asking, “Any other comments you would like to provide?” included:

- ◆ Apparatus maintenance and storage is a concern
- ◆ Facilities condition is a concern; when will they get updated or replaced?
- ◆ Desire to provide all promotional classes in house with access for all personnel
- ◆ Need for more standardized training
- ◆ Need better long-term planning
- ◆ Staffing shortages in both operations and administration
- ◆ Need to pursue more grant opportunities where available
- ◆ Rewarding place to work
- ◆ Expand use of website, video content, and interactive guides to enhance community engagement and education
- ◆ Disparate workloads across stations; consider crew rotations to help resolve

- ◆ No clear career development plan with components available internally to all employees
- ◆ Consider deleting EMT-P requirement for hiring; losing a lot of good candidates without this license that Dept. could train post-hiring
- ◆ Retention of Ambulance Operators; need to find a better way to retain them
- ◆ Feeling of being overworked and underpaid
- ◆ Low morale due to poor facilities, perceived lack of support and feeling valued
- ◆ Our strength is our great personnel
- ◆ Thanks for all the hard work and allowing us to provide comments
- ◆ Mandated overtime does not contribute to employee mental health/wellness
- ◆ Department is doing a good job overall; biggest void is training and succession planning
- ◆ Consider a Department team/committee representing all ranks, programs, and services that meets regularly to identify areas for improvement
- ◆ Stop trying to do too much with too little; focus on our core mission
- ◆ Social media improvements would help enhance recruitment efforts
- ◆ Need to consider a different deployment model to reduce excessive commitment of resources to more minor incidents
- ◆ Why do we continue to respond to 3rd-party fire alarm sounding calls for service? Data does not support these as emergencies

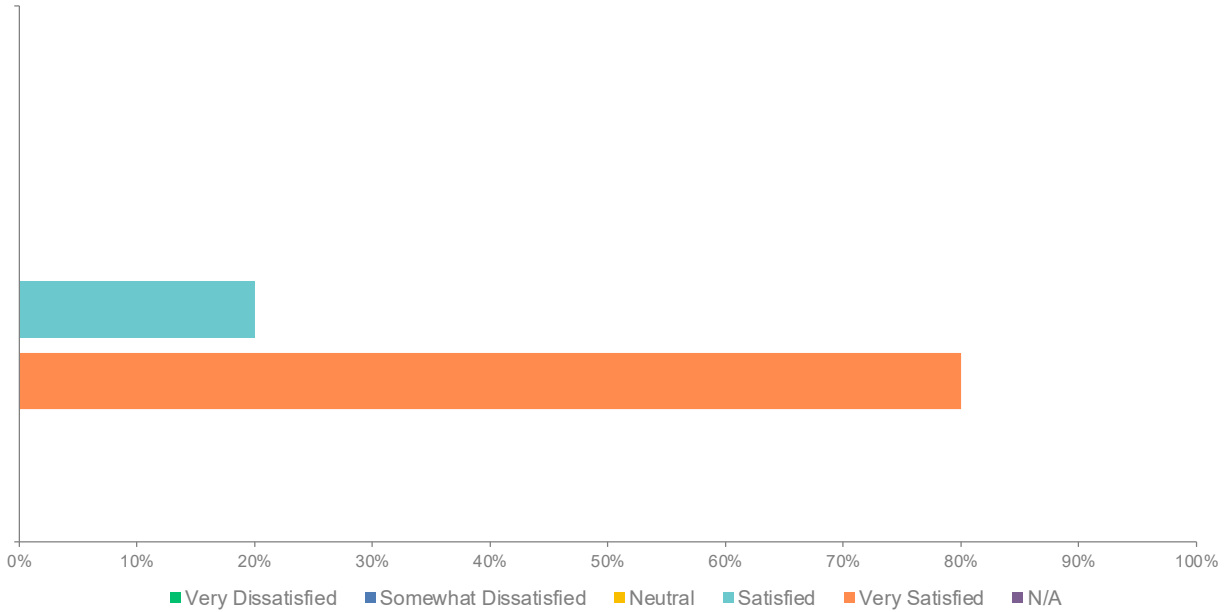
6.3.2 Other City Departments

Other City department heads were invited to participate in a confidential online survey by email on October 31, 2024. By the close of the survey on November 15, 2024, five surveys had been completed with results summarized as follows.

Question 1: Interactions with Fire Department

The following chart summarizes the responses to the request to rate their interactions with the Fire Department over the past year.

Figure 8—Other City Departments Survey Results Summary - Interactions with Fire Department



Question 2: How Can Fire Department Improve Interactions

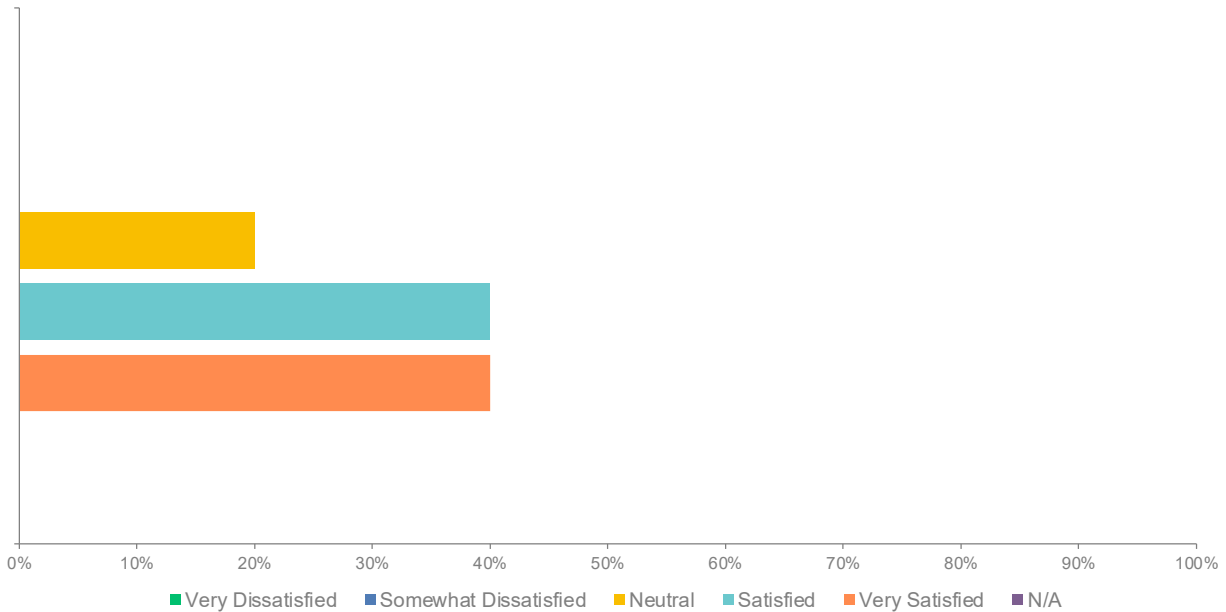
Responses to the question asking, “How can the Fire Department improve its interaction with your department?” included:

- ◆ CDD primarily works with Fire review on projects. Overall, communication has been solid, interactions are professional and timely.
- ◆ Get the BCs more involved and present
- ◆ There is no need for improvement; GFD Command Staff communicates with our staff on an as needed basis
- ◆ Continued coordination on emergency response, fleet, and facility maintenance.

Question 3: Fire Department Communications

The following chart summarizes the responses to the request to rate their satisfaction with Fire Department communications with their department.

Figure 9—Other City Departments Survey Response Summary - Fire Department Communication



Question 4: How Can Fire Department Improve Communication

Responses to the question asking, “How can the Fire Department improve communication with your department?” included:

- ◆ Overall communications between departments are solid. The primary challenge CDD has encountered is the communication with applicants. Calls to voicemail or the general system are redirected to CDD from Fire. Applicants have challenges contacting Fire. Some of this is their dual role of field work and office review, but identifying opportunities for improved communication with applicants would be beneficial to both departments.
- ◆ I think the BCs can get more involved in dealing with the other City Departments’ mid-level managers.
- ◆ Continued communications via meetings and standing, recurring meeting. Additionally, provide input on the Initial Project Impact Plan (IPIP) distributed so we are aware of issues and/or concerns from Fire.

Question 5: How Can Fire Department Collaborate with City Partners

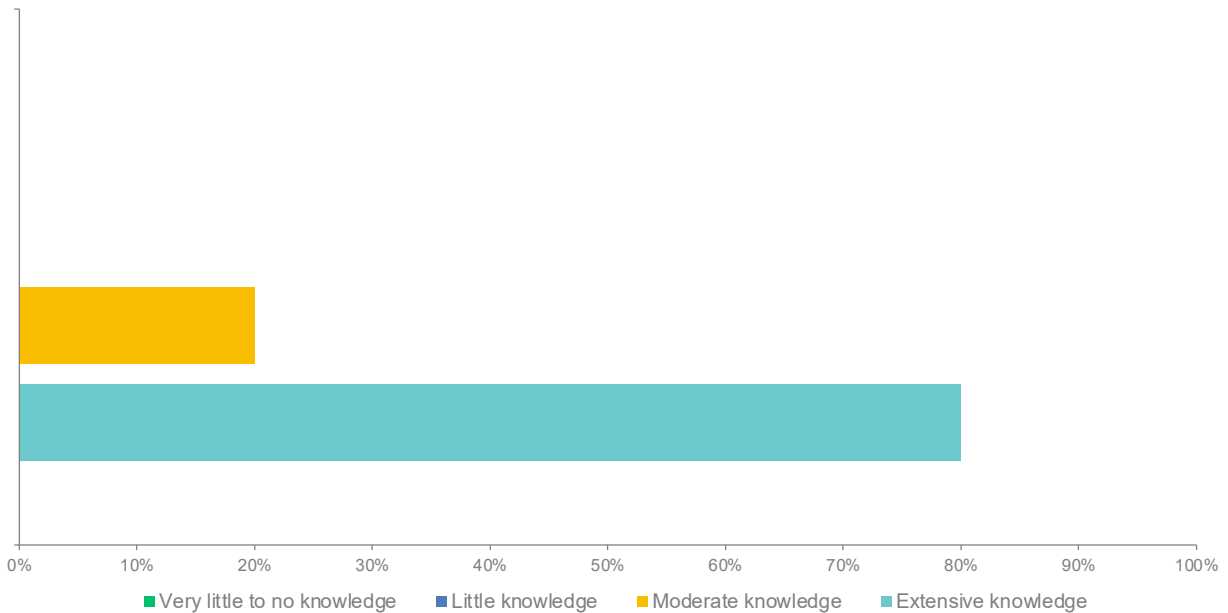
Responses to the question asking, “How can the Fire Department collaborate with City partners?” included:

- ◆ Feel like we have a GREAT working relationship with FD.
- ◆ Overall, Fire has done a great job collaborating with CDD. Most projects are completed professionally and with high quality. Some improvements could be made in timelines that are more consistent with CDD’s efforts to improve speed, efficiency, and customer service. Fire and CDD have been working on the Safety Element together and the collaboration has been seamless.
- ◆ Produce more content on social media and post regularly.

Question 6: Understanding Fire Department Core Services

The following chart summarizes the responses to the question “As a City partner, do you feel you have a good understanding of the Fire Department’s core services?”

Figure 10—Other City Department Survey Response Summary - Core Fire Department Services



Question 7: What does the Fire Department do well?

Responses to the question asking, “From your perspective, what does the Fire Department currently do well?” included:

- ◆ Overall, CDD holds all services conducted by Fire in high regard. Recommendations in this survey are not to serve as negative critique, but opportunities to streamline services and improve the customer experience.

- ◆ Response time, fight fire, provide excellent community service.
- ◆ Great response time; involved in the community.
- ◆ Focus on response time and quality of service.
- ◆ Fast and quality fire and emergency service; courteous employees; being out in the community.

Question 8: What can the Fire Department do to Improve?

Responses to the question asking, “What do you feel the Fire Department can do to improve?” included:

- ◆ Improvements are mentioned previously. Thank you for the opportunity to provide feedback.
- ◆ I think the FD can improve their public communications, including their website, social media, and advisory/notification messaging.
- ◆ Department is great, very well run.

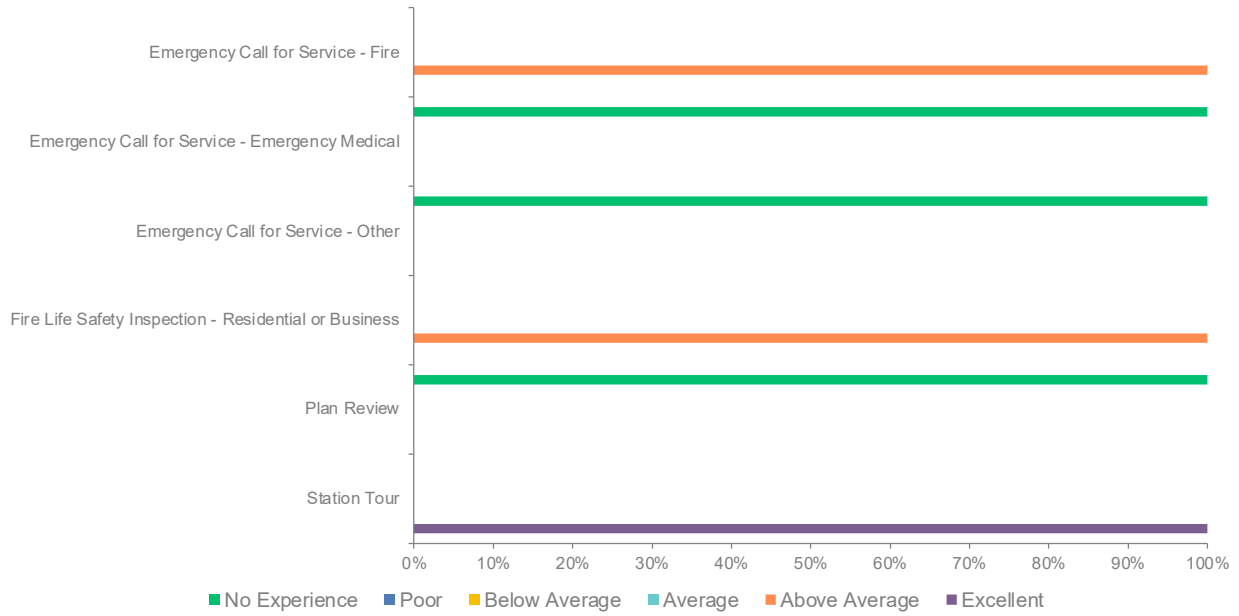
6.3.3 Glendale City Council

Glendale City Council members were invited to participate in a confidential online survey by email on October 31, 2024. By the close of the survey on November 14, 2024, one survey had been completed with results summarized as follows.

Question 1: Services Received from the Fire Department

The following chart summarizes responses to the question “what services have you received from the Glendale Fire Department, and how would you rate the Department’s performance relative to service provided?”

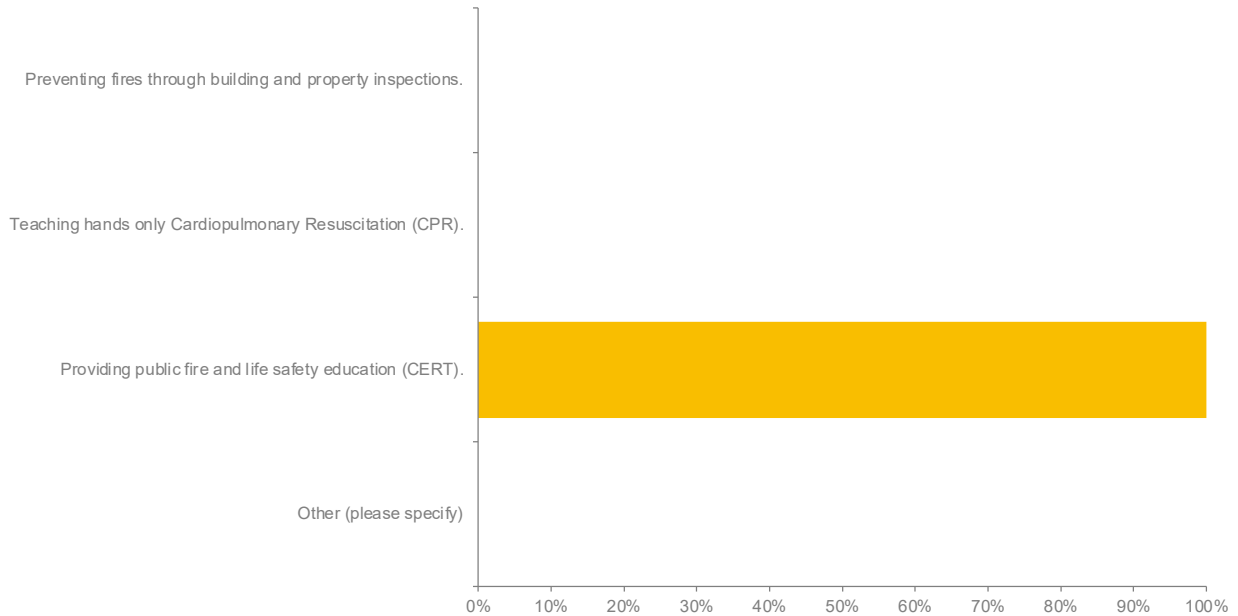
Figure 11—Elected Officials Survey Response Summary - Services Received



Question 2: Fire Department Service Priorities

The following chart summarizes responses to the question “What services have you received from the Glendale Fire Department, and how would you rate the Department’s performance relative to service provided?”

**Figure 12—Elected Officials Survey Response Summary - Fire Department Service
Priorities**



Question 3: Customer Service Experience Factors

No responses were received to the question “Please select the top three characteristics you feel make for an excellent customer experience as they relate to services you need from the Glendale Fire Department?”

Question 4: Social Media Participation

No responses were received to the question “Do you follow the Glendale Fire Department on any of the following social media platforms?”

Question 5: What does the Fire Department do well?

Responses to the question asking, “From your perspective, what does the Fire Department currently do well?” included:

- ◆ GFD does everything within its purview at a high level of professionalism and competence.

Question 6: Fire Department Challenges

Responses to the question “List two challenges you see the Fire Department facing in the next five years?” included:

- ◆ Responses

Question 7: Fire Department Improvement

Responses to the question asking, “What do you feel the Glendale Fire Department can do to improve?” included:

- ◆ Be more flexible in how it responds to different types of medical calls. Specifically, create a light touch model for non-life- threatening calls which does not involve bringing out an engine and minimizes the need to transport clients to the ER.

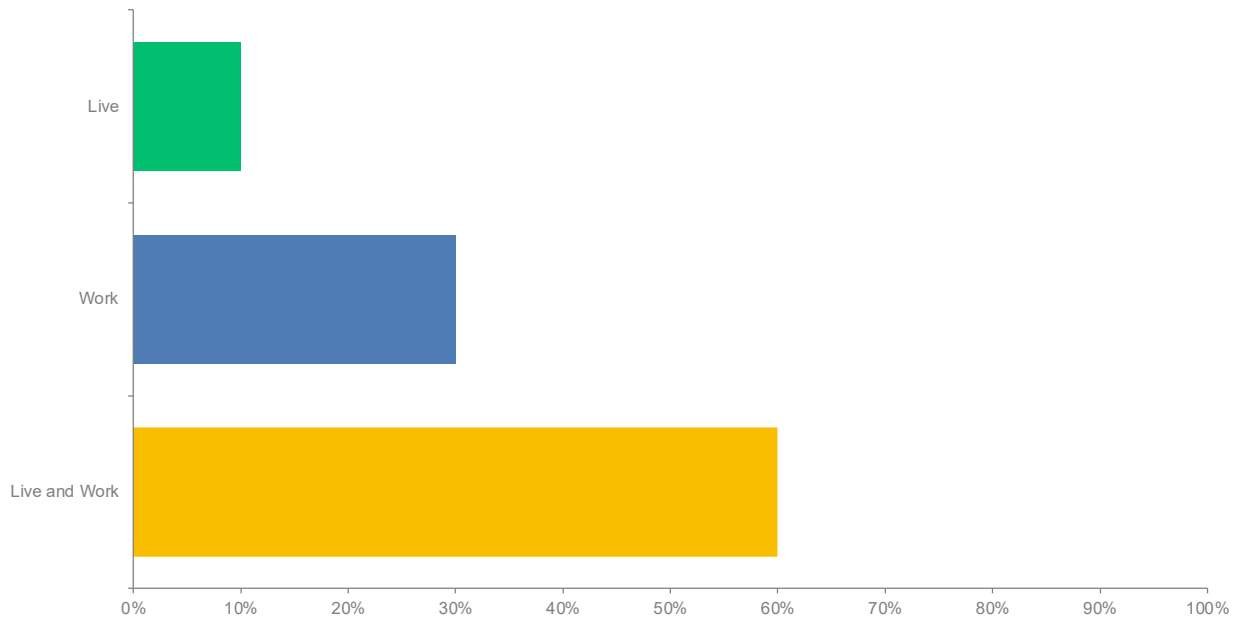
6.3.4 Glendale Community

Glendale community residents and business owners were invited to participate in a confidential online survey by email on October 31, 2024. By the close of the survey on November 15, 2024, 10 surveys had been completed with results summarized as follows.

Question 1: Connection to City of Glendale

The following chart summarizes responses to the question “What connection do you have to the City of Glendale?”

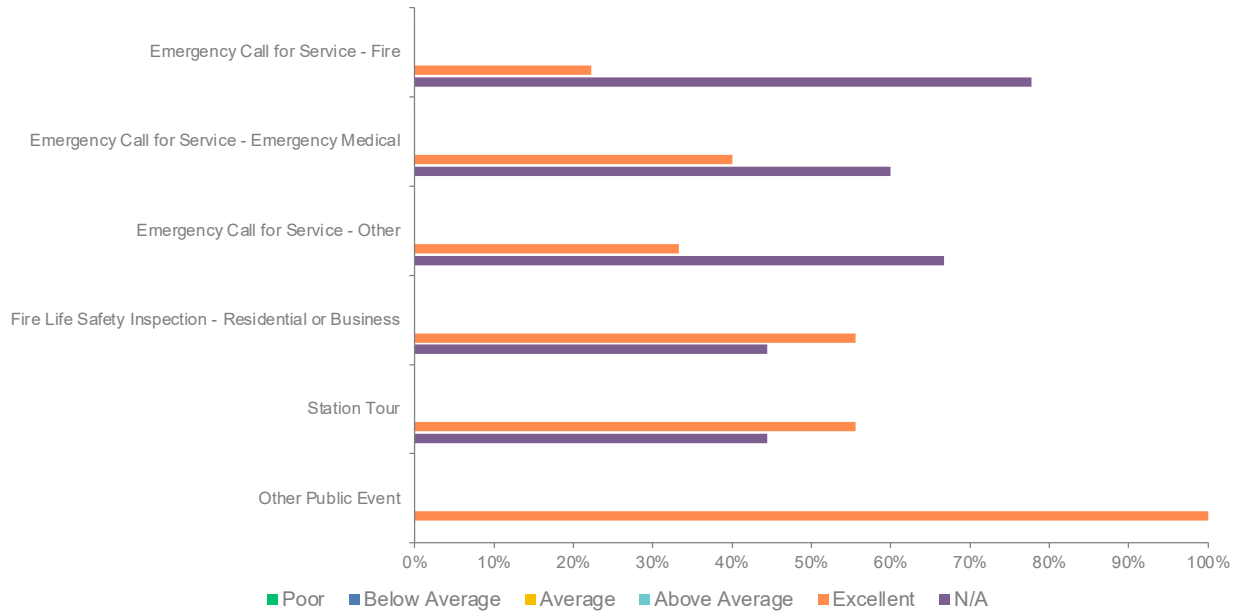
Figure 13—Community Survey Response Summary - Connection to City



Question 2: Services Received from the Fire Department

The following chart summarizes responses to the question “What services have you received from the Glendale Fire Department, and how would you rate the Department’s performance relative to service provided?”

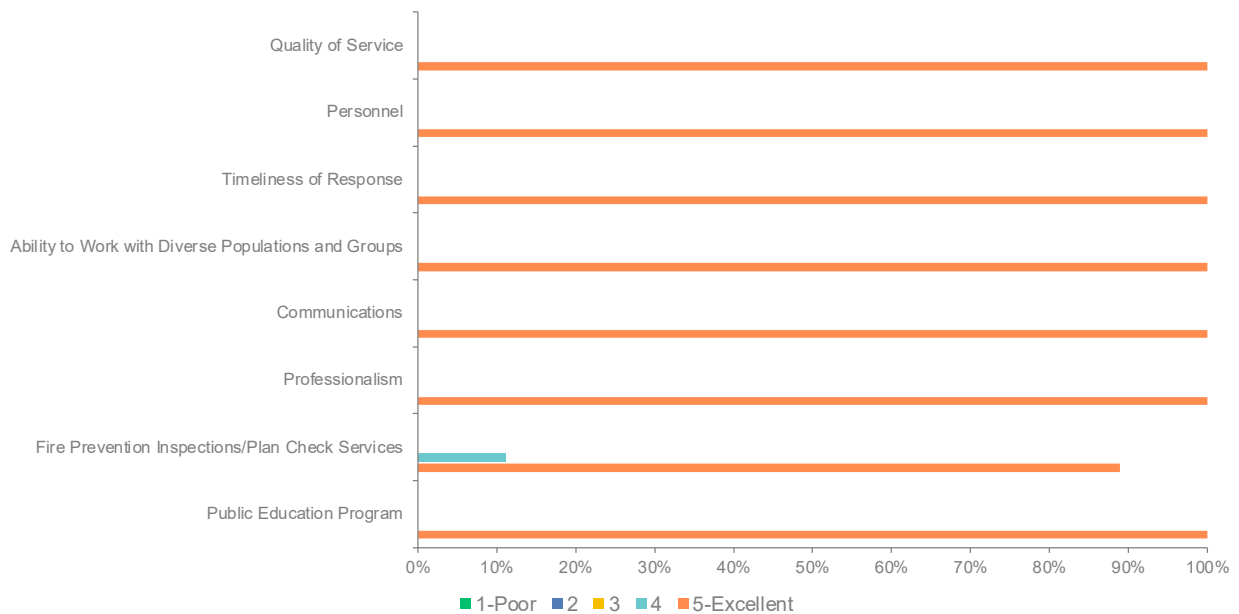
Figure 14—Community Survey Response Summary - Fire Department Services Received



Question 3: Fire Department Satisfaction

The following chart summarizes responses to the question “How satisfied are you with the Glendale Fire Department relative to each of the following?”

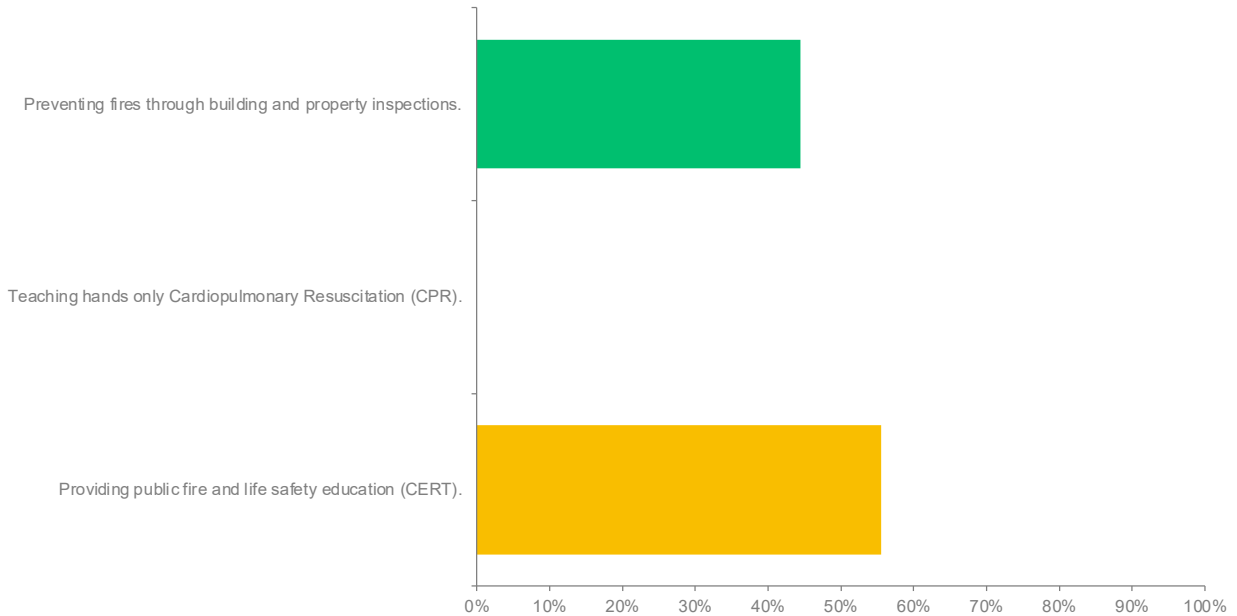
Figure 15—Community Survey Response Summary - Fire Department Satisfaction



Question 4: Fire Department Service Priorities

The following chart summarizes responses to the question “Other than extinguishing fires and responding to medical emergencies, what are the most important service priorities the Glendale Fire Department should focus on?”

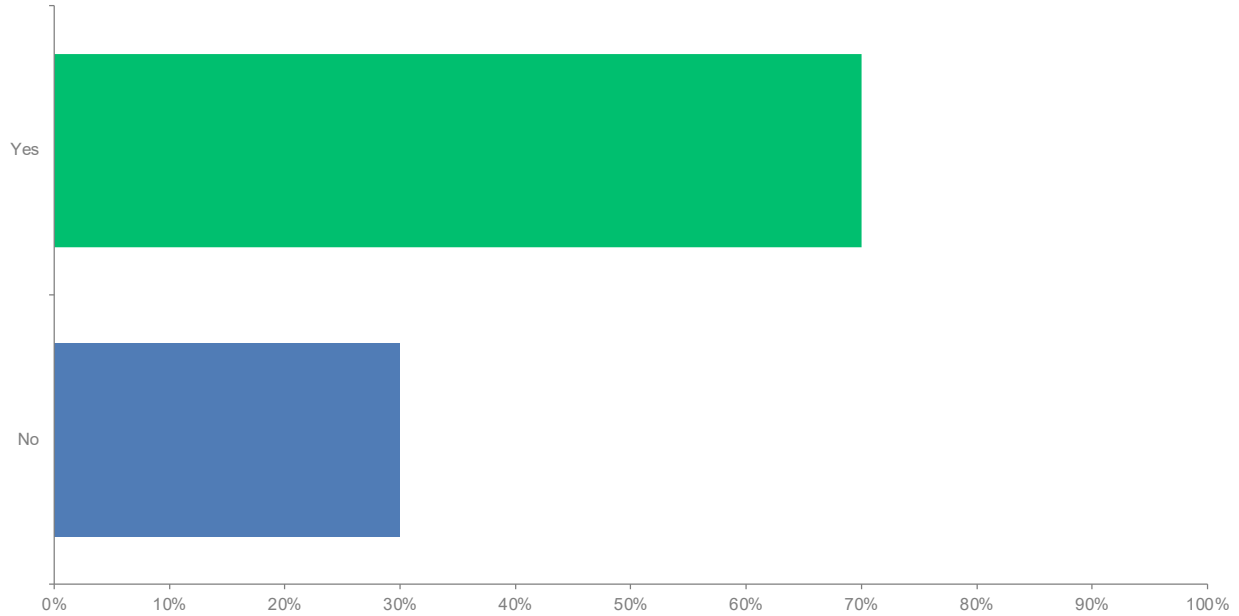
Figure 16—Community Survey Response Summary - Fire Department Service Priorities



Question 5: Fire Department Website

The following chart summarizes responses to the question “Have you visited the Glendale Fire Department’s website?”

Figure 17—Community Survey Response Summary - Fire Department Website



Question 6: Fire Department Website Improvements?

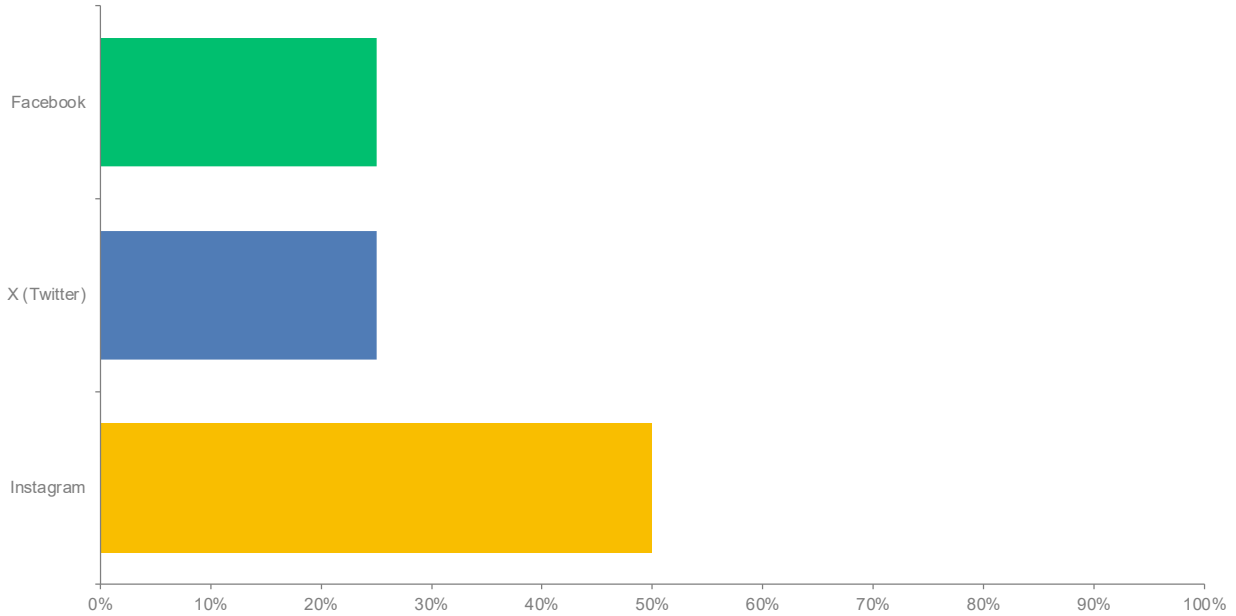
Responses to the question asking, “Please provide any comments/recommendations related to our Department website?” included:

- ◆ GFD is the best. Thank you for your service.

Question 7: Social Media Participation

The following chart summarizes responses to the question “Do you follow the Glendale Fire Department on any of the following social media platforms?”

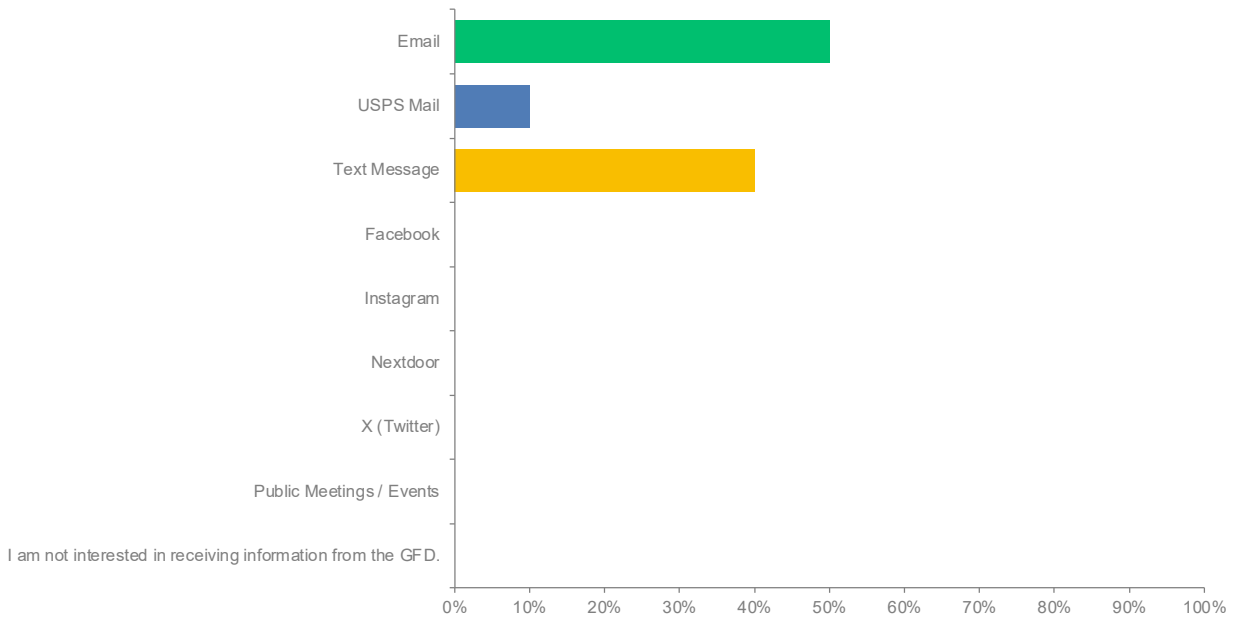
Figure 18—Community Survey Response Summary - Social Media Following



Question 8: Fire Department Communication Preference

The following chart summarizes responses to the question “How would you prefer to receive information from the Glendale Fire Department?”

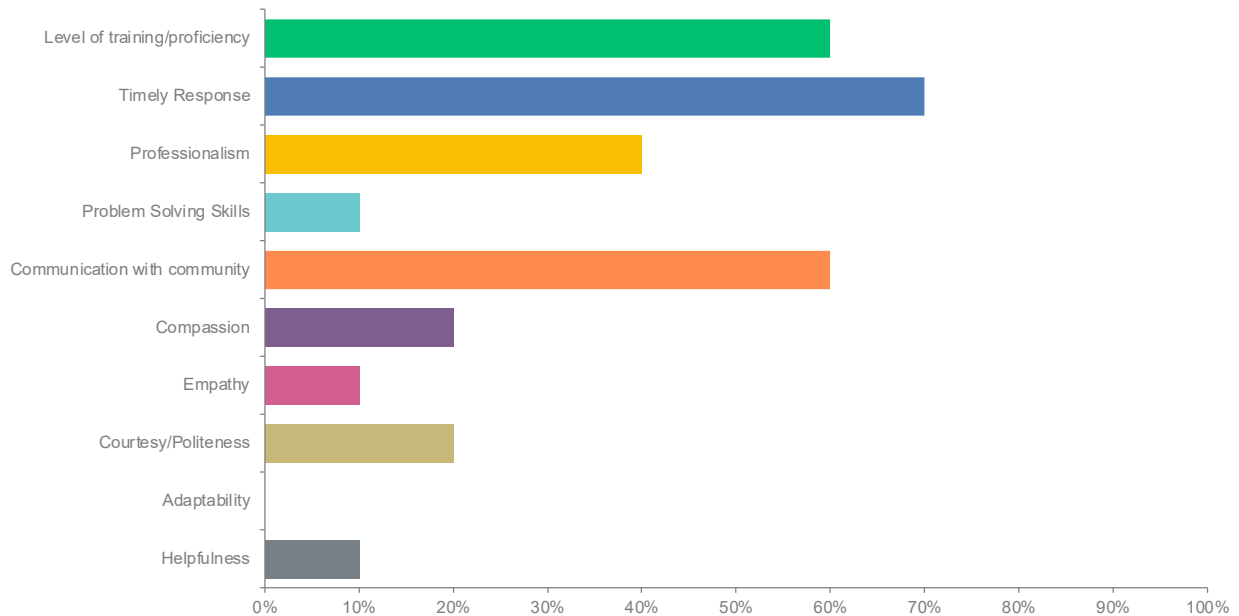
Figure 19—Community Survey Response Summary - Fire Department Information Preference



Question 9: Customer Service Experience Factors

The following chart summarizes responses to the question “Please select the top three characteristics you feel make for an excellent customer experience as they relate to services you need from the Glendale Fire Department?”

Figure 20—Community Survey Response Summary - Customer Service Factors



Question 10: Fire Department Improvement

Responses to the question asking, “What do you feel the Glendale Fire Department can do to improve?” included:

- ◆ Desire for more outreach to neighborhoods where housing is denser.
- ◆ Glendale Fire Department is doing a great job, wish there were more firefighters to ease the others who are currently working or having long-term plan to fill with new recruits.
- ◆ You’re simply the best. Thank you.

Question 11: Other Comments

Responses to the question asking, “Are there any other comments regarding the Glendale Fire Department and the level of service it provides that you would like us to consider” included:

- ◆ Glendale Fire Department is doing a great job, wish there were more firefighters to ease the others who are currently working or having long-term plan to fill with new recruits.

SECTION 7—ENVISIONING SUCCESS



In this step of the planning process, the Planning Committee was tasked to identify what success should ideally look like at the end of 2030, considering the environmental scan, values, vision, and mission statements, and performance audit. From small group exercises, the Committee envisioned the following:

- ◆ Initiation or completion of recommended Phase 1 station remodel/replacement from the 2024 Citygate Fire Services Master Plan Study
- ◆ Additional fire station
- ◆ City adoption of development impact fees to help fund facilities and equipment
- ◆ Continued strong relationship with Glendale Community College
 - Defined relationship for fire/EMS programs
- ◆ New regional training center agreement with Glendale Community College and Los Angeles Area Fire Chiefs Association to include design and construction of a new facility
- ◆ Relocation of the Fire Prevention Bureau to Fire Department facility
- ◆ Return of Fire Shop and Storekeeper functions to the Fire Department

- ◆ More sustainable EMS response model
 - Nurse Practitioner/Physician's Assistant
 - Smart/tiered dispatch
 - Additional response personnel and apparatus
- ◆ Fully staffed administrative support functions
- ◆ Four staffed squads
- ◆ Full-time designated Recruitment Officer and Arson Investigator
- ◆ Captain and Battalion Chief academies
- ◆ Clearly defined Succession/Career Development plan for all classifications
- ◆ Alternative hiring model

SECTION 8—GAP ANALYSIS



Following completion of the envisioning success exercise, the Planning Committee was tasked to review all work completed to date including the environmental scan; values, vision, and mission statements; performance audit; and envisioning success to identify service gaps, critical issues, unmet organizational needs, and stakeholder issues and summarized as follows.

8.1 SERVICE GAPS

Key service gaps identified by the Committee include:

- ◆ Automatic/mutual aid agreements
- ◆ Single Battalion Chief supervisory span of control/response time coverage
- ◆ EMS service demand reducing the available fire suppression capacity
- ◆ EMS BLS response capacity
- ◆ Insufficient Fire Prevention staff to meet workload demand

8.2 CRITICAL ISSUES

Critical issues identified by the Committee include:

- ◆ Purchasing process/procedures
- ◆ Staffing
- ◆ Facilities/infrastructure
- ◆ Grants
- ◆ Technology
- ◆ Succession planning
- ◆ Recruitment
- ◆ Affordable local employee housing
- ◆ Pace of City development/vertical development

8.3 UNMET ORGANIZATIONAL NEEDS

Unmet organizational needs identified by the Committee include:

- ◆ Additional vehicles
 - BLS Ambulances and Paramedic Squads
 - Utility vehicles
- ◆ Additional administrative staff to meet workload
- ◆ Clear career pathways and career development plan
- ◆ Dedicated arson investigation and case follow-up capacity
- ◆ Succession planning
- ◆ Captain/Battalion Chief academies

8.4 STAKEHOLDER ISSUES

Key stakeholder issues identified by the Committee include:

- ◆ Internal Department information distribution

- ◆ Succession planning
- ◆ Workload distribution
- ◆ Response time
- ◆ Battalion Chiefs' interaction with the community and other City departments' mid-level management
- ◆ More robust website and social media presence
- ◆ Community outreach/communication
- ◆ Community emergency preparedness training (CERT)

SECTION 9—INTEGRATED ACTION PLAN



9.1 OVERVIEW

In the context of this Strategic Plan:

- ◆ A *Goal* is a desired end state or outcome.
- ◆ A *Strategy* is the broad approach or framework employed to achieve a goal.
- ◆ *Objectives* are the measurable steps needed to fully execute a strategy.

9.2 STRATEGIC GOALS, STRATEGIES, AND OBJECTIVES

Following the performance audit, envisioned success, and gap analysis exercises, the Planning Committee developed and refined the following **4 goals**, **15 strategies**, and **34 measurable objectives**. These goals, strategies, and objectives were developed and refined over two workshops to address identified service gaps, critical issues; unmet organizational needs; and stakeholder concerns over the next five years.

9.2.1 Goal 1: Facilities and Response Apparatus that meet Current Regulatory Standards, Current and Projected Future Operational Needs, and Best-Practice Design Guidelines

Strategy 1A—Implement Facility Improvements/Replacement as Identified in Volume 4 of the 2024 Fire Services Master Plan

Objective 1A-1: Coordinate with Public Works Department staff to engage an experienced fire facilities architectural firm to provide design and cost estimate services for Phase 1 facility improvements/replacements as identified in the 2024 Fire Services Master Plan.⁶

Objective 1A-2: Coordinate with Public Works and Finance Departments staff to identify and appropriate funding for initial Phase 1 facility improvements.

Strategy 1B—Amended Fire Apparatus Replacement Criteria

Objective 1B-1: Collaborate with Public Works Department staff to develop amended replacement criteria for heavy fire apparatus to include multiple factors in addition to age, including projected build/delivery time for replacement apparatus.

9.2.2 Goal 2: A Sustainable Operational Deployment Model Appropriate to Protect the Values at Risk within the City and Facilitate Desired Emergency Event Outcomes

Strategy 2A—Response Capacity Appropriate to Meet Current and Projected Near Future Service Demand, Including Multiple Simultaneous Incidents, While Maintaining Adequate Reserve Fire Suppression Capacity

Objective 2A-1: Identify deficiencies of current deployment model.

Objective 2A-2: Identify suitable alternative deployment model(s) with related costs that would mitigate identified deficiencies.

Objective 2A-3: Prioritize identified alternative deployment models considering improvement and cost over current model.

Objective 2A-4: Present preferred alternative deployment model for policy and funding approval as needed.

⁶ 2024 Fire Services Master Plan, Volume 1: Technical Report, Section 4.1, Recommendation #14.

Objective 2A-5: Develop plan to implement approved alternative deployment model.

Strategy 2B—Adopt Formal Response Performance Goals

Objective 2B-1: Obtain City Council endorsement of the response performance goals recommended in the 2024 Fire Services Master Plan study.

Strategy 2C—Update Automatic and Mutual Aid Agreements

Objective 2C-1: Review and revise/update all Department automatic and mutual aid agreements.

9.2.3 Goal 3: Staffing Appropriate to meet Current and Projected Near Future Workload Demand, Customer Expectations, and City Council Priorities

Strategy 3A—Support Staff Capacity to Meet Workload Demand and Eliminate Identified Single Points of Failure

Objective 3A-1: Seek additional Fire Prevention and Emergency Management staffing as identified and recommended in the 2024 Fire Services Master Plan study to meet all regulatory and best-practice responsibilities, current and projected near future workload demand, and customer service expectations.

Objective 3A-2: Develop redundant capacity for key Community Liaison Officer responsibilities including social media, Public Information Officer, and public education requests.

Objective 3A-3: Develop or identify a centralized point/position to coordinate all Department-level logistics functions as identified and recommended in the 2024 Fire Services Master Plan study.

Objective 3A-4: Evaluate options to provide dedicated arson investigation and follow-up capacity.

Strategy 3B—Enhanced Operational Staffing Capacity

Objective 3B-1: Seek approval to establish a second operational battalion and funding for the requisite 3.0 FTE Battalion Chief positions as identified in the 2024 Fire Services Master Plan.

Objective 3B-2: Conduct a workload assessment of the shift Battalion Chiefs' administrative responsibilities.

9.2.4 Goal 4: Organizational Improvements

Strategy 4A—Succession Planning

Objective 4A-1: Develop a comprehensive guide for all Department classifications clearly outlining career pathways, promotional opportunities/options, and recommended/required training and/or certifications and how/where to obtain them.

Objective 4A-2: Develop and implement an Officer Development Succession Plan to include Department-supported training, coaching/mentoring, assignment rotations, and/or shadowing/acting opportunities for Captain through Deputy Chief classifications.

Objective 2A-3: Develop and implement Engineer, Captain, and Battalion Chief academies.

Strategy 4B—Broaden Firefighter Applicant Pool

Objective 4B-1: Consider elimination of a current EMT-P license as a prerequisite to apply for a Firefighter position.

Objective 4B-2: Develop a broader, more focused Firefighter recruitment effort.

Strategy 4C—Improve Ambulance Operator Retention

Objective 4C-1: Develop a comprehensive plan for promotion/hiring to Firefighter/Paramedic classification.

Objective 4C-2: Identify funding source(s) to support Ambulance Operator Paramedic training opportunities.

Objective 4C-3: Drill Tower assignment with potential Ambulance Operator candidates.

Strategy 4D—Improve Community Outreach/Communications

Objective 4D-1: Enhance Department website and social medial presence.

Objective 4D-2: Provide enhanced C.E.R.T. training opportunities.

Objective 4D-3: Improve Battalion Chiefs' community engagement.

Objective 4D-4: Create capacity for community/school outreach.

Strategy 4E—Fire Explorer Program

Objective 4E-1: Develop and implement a Fire Explorer program in partnership with the Glendale Unified School District.

Strategy 4F—Improve Procurement Process/Procedures

Objective 4F-1: Develop improved knowledge of and proficiency on fiscal transaction policies and procedures for all Department personnel.

Objective 4F-2: Create single-point handling and distribution of all EMS supplies and equipment.

Strategy 4G—Improve Battalion Chiefs’ Communications/Interaction with other City Departments’ Mid-Level Managers

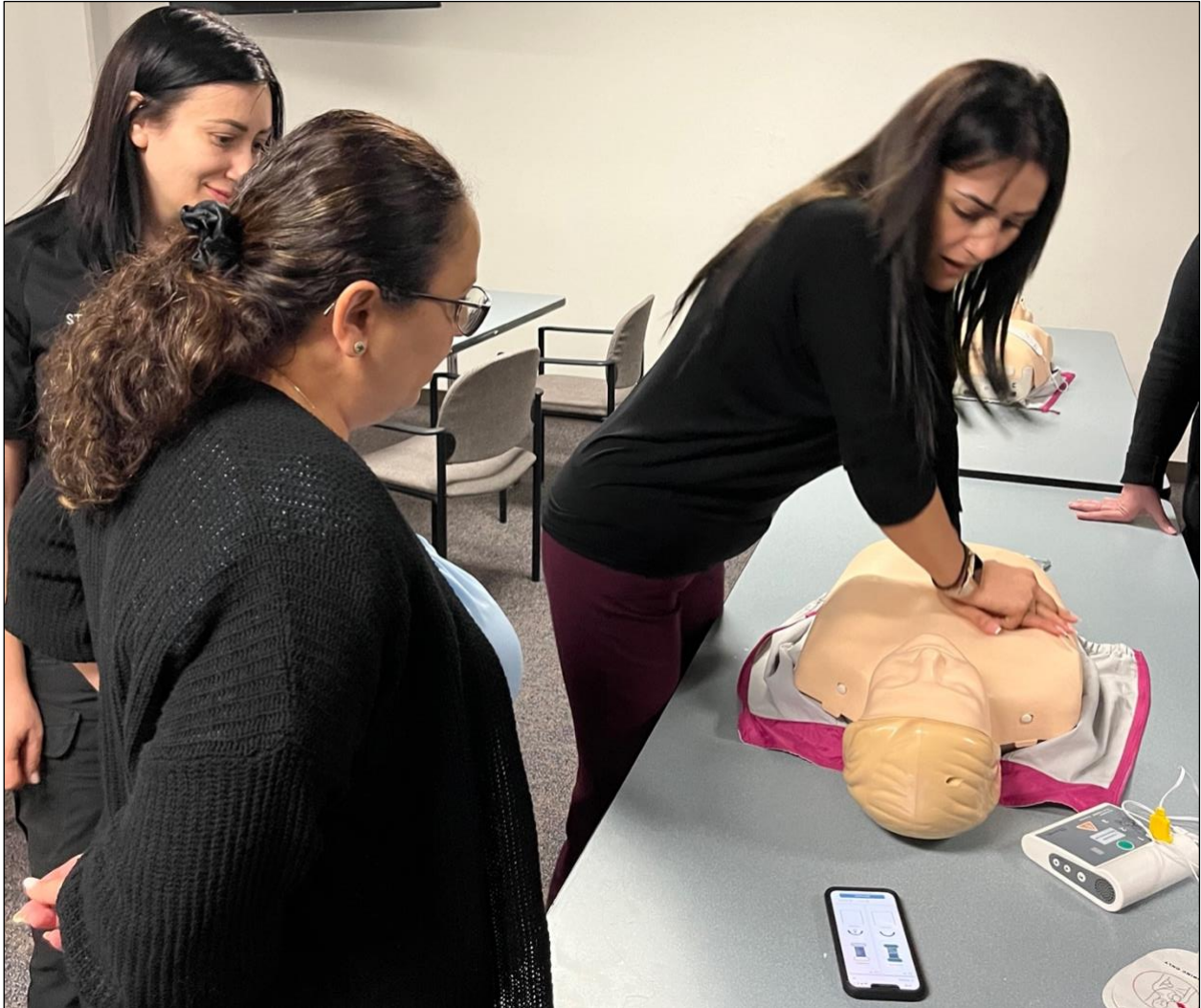
Objective 4G-1: Coordinate with Information Technology staff to improve utilization of existing communications platforms (e.g., Microsoft Teams) across all City departments.

Objective 4G-2: Coordinate with other City departments to schedule regular periodic mid-level manager meetings.

Strategy 4H—Improve Internal Communications

Objective 4H-1: Develop and implement an internal Department Communications Plan.

SECTION 10—PLAN IMPLEMENTATION AND MEASURING PROGRESS



The final step of the planning process involves initially prioritizing the implementation sequence of the strategic objectives, developing a Detailed Action Plan for each strategic objective, determining the interval for periodic review, updating of Strategic Plan elements as needed, and determining how and when the Plan will be introduced to the organization and stakeholders.

10.1 STRATEGIC OBJECTIVES PRIORITIZATION

To provide opportunity for early success—and to build and maintain momentum—the Planning Committee prioritized the 34 strategic objectives into the following three implementation categories as summarized in the following table.

- ◆ **Category A** Can be achieved with existing Department resources.

- ◆ **Category B** Can be initiated with existing Department resources, but will require additional resources to fully achieve.
- ◆ **Category C** Cannot be initiated without additional resources.

It should be noted that implementation priority may change as available organizational capacity, needed resources, and/or strategic objectives evolve over the five-year planning term.

Table 12—Strategic Objectives Prioritization

Goal		Strategy	Objectives		Implementation Category
1	Facilities and Response Apparatus that meet Current Regulatory Standards, Current and Projected Future Operational Needs, and Best-Practice Design Guidelines	1A: <i>Implement Facility Improvements/Replacement as Identified in Volume 4 of the 2024 Fire Services Master Plan</i>	1A-1	Coordinate with Public Works Department staff to engage an experienced fire facilities architectural firm to provide design and cost estimate services for Phase 1 facility improvements/replacement as identified in the 2024 Fire Services Master Plan.	B
			1A-2	Coordinate with Public Works and Finance Departments staff to identify and appropriate funding for initial Phase 1 facility improvements.	B
		1B: <i>Amended Fire Apparatus Replacement Criteria</i>	1B-1	Collaborate with Public Works staff to develop amended replacement criteria for heavy fire apparatus to include multiple factors in addition to age, including projected build/delivery time for replacement apparatus.	B

Goal		Strategy	Objectives		Implementation Category
2	A Sustainable Operational Deployment Model Appropriate to Protect the Values at Risk within the City and Facilitate Desired Emergency Event Outcomes	2A: <i>Response Capacity Appropriate to Meet Current and Projected Near Future Service Demand, Including Multiple Simultaneous Incidents, While Maintaining Adequate Reserve Fire Suppression Capacity</i>	2A-1	Identify deficiencies of current deployment model.	B
			2A-2	Identify suitable alternative deployment model(s) with related costs that would mitigate identified deficiencies.	B
			2A-3	Prioritize identified alternative deployment models considering improvement over current model and cost.	B
			2A-4	Present preferred alternative deployment model for policy and funding approval as needed.	A
			2A-5	Develop plan to implement approved alternative deployment model.	A
		2B: <i>Adopt Formal Response Performance Goals</i>	2B-1	Obtain City Council endorsement of the response performance goals recommended in the 2024 Fire Services Master Plan study.	A
		2C: <i>Update Automatic and Mutual Aid Agreements</i>	2C-1	Review and revise/update all Department automatic and mutual aid agreements.	B

City of Glendale Fire Department
2025-2030 Strategic Plan

Goal		Strategy	Objectives		Implementation Category
3	Staffing Appropriate to meet Current and Projected Near Future Workload Demand, Customer Expectations, and City Council Priorities	3A: Support Staff Capacity to Meet Workload Demand and Eliminate Identified Single Points of Failure	3A-1	Seek additional Fire Prevention and Emergency Management staffing as identified and recommended in the 2024 Fire Services Master Plan study to meet all regulatory and best-practice responsibilities, workload demand, and customer service expectations.	B
			3A-2	Develop redundant capacity for key Community Liaison Officer responsibilities including social media, Public Information Officer, and public education requests.	B
			3A-3	Develop or identify a centralized point/position to coordinate all Department-level logistics functions as identified and recommended in the 2024 Fire Services Master Plan study.	A
			3A-4	Evaluate options to provide dedicated arson investigation and follow-up capacity.	A
		3B: Enhanced Operational Staffing Capacity	3B-1	Seek approval to establish a second operational battalion and funding for the requisite 3.0 FTE Battalion Chief positions as identified in 2024 Fire Services Master Plan.	B
			3B-2	Conduct a workload assessment of the shift Battalion Chiefs' administrative responsibilities.	A

City of Glendale Fire Department
2025-2030 Strategic Plan

Goal	Strategy	Objectives	Implementation Category
4	4A: Succession Planning	4A-1 Develop a comprehensive guide for all Department classifications clearly outlining career pathways, promotional opportunities/options, and recommended/required training and/or certifications and how/where to obtain them.	A
		4A-2 Develop and implement an Officer Development Succession Plan to include Department-supported training, coaching/mentoring, assignment rotations, and/or move-up shadowing/acting opportunities for Captain through Deputy Chief classifications.	A
		4A-3 Develop and implement Engineer, Captain, and Battalion Chief academies.	A
	4B: Broaden Firefighter Applicant Pool	4B-1 Consider elimination of a current EMT-P license as a prerequisite to apply for a Firefighter position.	B
		4B-2 Develop a broader, more focused Firefighter recruitment effort.	A
	4C: Improve Ambulance Operator Retention	4C-1 Develop a comprehensive plan for promotion/hiring to Firefighter/Paramedic classification or paramedic school	A
		4C-2 Identify funding source(s) to support Ambulance Operator Paramedic training opportunities.	B
		4C-3 Develop drill Tower alignment with potential Ambulance Operator candidates.	A
	4D: Improve Community Outreach/Communications	4D-1 Enhance Department website and social medial presence.	B
		4D-2 Provide enhanced C.E.R.T. training opportunities.	B
		4D-3 Improve Battalion Chiefs' community engagement.	A
		4D-4 Develop capacity for community/school outreach.	B
	4E: Fire Explorer Program	4E-1 Develop resources and partnership with Glendale Unified School District.	B
	4F: Improve Procurement Process/Procedures	4F-1 Develop improved knowledge of and proficiency on fiscal transaction policies and procedures for all Department personnel.	A
		4F-2 Create single-point distribution location and handling for all EMS supplies and equipment.	A
	4G: Improve Battalion Chiefs' Communications/Interaction with other City Departments' Mid-Level Managers	4G-1 Coordinate with Information Technology staff to improve utilization of existing communications platforms (e.g., Microsoft Teams) across all City departments.	B
		4G-2 Coordinate with other City departments to schedule regular periodic mid-level manager meetings.	B
4H: Improve Internal Communications	4H-1 Develop and implement an internal Department Communications Plan.	A	

10.2 DETAILED ACTION PLANS

Detailed Action Plans clearly articulate the sequential steps needed to fully achieve an objective, including a description of each step, the metric for success, whether governing body policy action is required, estimated cost and funding source(s), other resources needed, who or what specific position is responsible for each step, and the expected timeline for completion.

In a facilitated exercise, the Planning Committee identified some of the detailed steps needed to achieve selected higher priority objectives of this Plan (**Appendix B**); however, additional work may be needed to fully complete these. The Fire Chief will designate an ad hoc Review Committee or Task Force responsible for developing the Annual Work Plan as discussed in the following subsection, as well as developing detailed action plans for those objectives identified for inclusion in the initial and succeeding Annual Work Plans. Sample detailed action plans are included in **Appendix A** for reference.

10.3 ANNUAL WORK PLAN

Annual Work Plans are critical to creating and maintaining momentum and making continued progress on any long-term plan. The Fire Chief established the desire to develop a calendar-year Annual Work Plan incorporating those strategies and objectives that will receive intentional focus and effort over those 12 months, considering anticipated organizational capacity and availability of needed resources. Strategies and objectives need not be accomplished in any specific priority or sequence; however, they should be initiated individually or in parallel to ensure logical and incremental progress toward the achievement of a particular strategy or goal. The Planning Committee established the following Annual Work Plan schedule, with Annual Work Plan progress to be regularly reviewed as determined by the Fire Chief.

Table 13—Annual Work Plan Development Schedule

Objective	Date
Initiate Annual Work Plan Development	October
Complete Draft Annual Work Plan	November 1
Complete Detailed Action Plans for included Strategic Objectives	December 1
Final City Budget Adopted	June
Finalize Annual Work Plan	December 31
Implement Annual Work Plan	January 1

10.4 PLAN MAINTENANCE

To ensure continuing progress and the effectiveness and relevance of the Strategic Plan, the Fire Chief will designate an ad hoc Review Committee/Task Force to review this Plan at least semi-annually for the first year, and thereafter as determined by the Fire Chief and/or the Review Committee/Task Force. The Strategic Plan will be revised as needed to (1) provide maximum utilization of available resources to achieve the identified strategic goals, and (2) to add or modify strategies and objectives as needed to address changes in the political, fiscal, organizational, or overall City environment.

10.5 STRATEGIC PLAN ROLLOUT

The final Strategic Plan will be presented to Department staff and other stakeholders as determined by the Fire Chief.

APPENDIX A—SAMPLE DETAILED ACTION PLANS

OBJECTIVE: Identify Needed Facility Repairs/Upgrades								
Action Sequence	Action Description	Success Metric	Policy Action Required?	Estimated Cost	Funding Source	Resources Needed	Responsibility	Completion Timeline
1	Create facility inspection form to be used in analysis	Approved Inspection Form	No	\$0	N/A	Staff time to develop form	Deputy Chief	Q1
2	Establish Inspection Team	Approved team	No	\$0	N/A	Staff time to recruit team and obtain Fire Chief approval	Deputy Chief	Q1
3	Conduct Facility Inspections	Completed inspections	No	\$0	N/A	Staff time to conduct inspections	Inspection Team Leader	Q2
4	Prepare Draft Analysis Report	Completed Draft Report	No	\$0	N/A	Inspection Team to Draft Report	Inspection Team Leader	Q2
5	Prepare Capital Facility Needs Analysis Report based on Desired Deployment Model	Completed Capital Facility Needs Assessment	No	\$0	N/A	Staff time to write report	Deputy Chief	Q3
6	Identify Funding Source(s) for Identified Capital Projects	Funding source(s) identified	No	TBD	TBD	Staff time to research	Deputy Chief/Management Analyst	Q3

City of Glendale Fire Department
2025-2030 Strategic Plan

OBJECTIVE 5A-2: Complete Procurement of Approved Fire Apparatus

Action Sequence	Description	Success Metric	Policy Action Required?	Estimated Cost	Funding Source	Resources Needed	Responsibility	Completion Timeline
1	Obtain cost estimates	Cost estimate(s) provided by manufacturers' representative	No	\$0	N/A	None	Deputy Chief	Q1 2021
2	Obtain City Manager approval to request authorization from City Council to release RFP	City Council Resolution authorizing release of RFP for procurement	Yes	\$0	N/A	City Manager briefing on needs assessment and cost estimate(s)	Fire Chief	Q1 2021
3	Obtain lease/purchase funding	Approved funding from lending company	No	\$1.5 M	General Fund	None	Management Analyst	Q1 2021
4	Develop apparatus specifications	Completed specifications	No	\$0	N/A	Staff time	Deputy Chief	Q1 2021
5	Develop/release Request for Proposals	RFP approved by City Attorney and Finance Director and published	No	\$0	N/A	Staff time to draft RFP; City Attorney and Finance Director approval	Management Analyst	Q2 2021
6	Review RFPs	Selection of preferred proposal	No	\$0	N/A	Review Committee time	Deputy Chief	Q3 2021
7	Obtain City Council authorization to award contract	City Council Resolution awarding purchase contract to selected vendor	Yes	\$0	N/A	Staff report	Fire Chief	Q3 2021
8	Contract awarded	Executed purchase contract	No	\$0	N/A	City Attorney/Finance Director	Deputy Chief	Q3 2021
9	Pre-construction conference	Construction specifications finalized	No	\$0	N/A	Apparatus Committee members	Deputy Chief	Q4 2021
10	Pre-delivery inspection	Completion of pre-delivery inspection	No	\$0	N/A	Designated personnel	Deputy Chief	Q2 2022
11	Delivery/acceptance inspection	Acceptance of apparatus	No	\$0	N/A	Designated Fire Department and Fleet Services personnel	Deputy Chief	Q2 2022
12	Equipment upfitting	Apparatus ready for service	No	TBD	TBD	TBD	TBD	Q2 2022
13	Orientation training	Training completed	No	TBD	TBD	TBD	Training	Q2 2022
14	Apparatus in service	Apparatus placed in service	No	\$0	N/A	N/A	Deputy Chief	Q2 2022

APPENDIX B—INITIAL DETAILED ACTION PLANS - GLENDALE FIRE DEPARTMENT

Objective 1G-1: Collaborate with Public Works staff to develop amended replacement criteria for heavy fire apparatus to include multiple factors in addition to age, including projected build/delivery time for replacement apparatus

Step	Description	Success Metric	Policy Action Needed	Estimated Cost	Funding Source	Resources Needed	Person/Position Responsible for Completion	Expected Completion Timeline
1	Re-evaluate current fire apparatus replacement criteria	Recommended replacement criteria identified	No	\$0	n/a	Staff time; current apparatus maintenance records	Fleet Liaison	May 1
2	Identify gaps in current data gathering process	Missing data points identified	No	\$0	n/a	Staff time	Fleet Liaison	May 1
3	Implement gathering of updated data	Migration to revised data points	No	\$0	n/a	Staff time	Fleet Liaison	June 1
4	Analyze updated data	Analysis completed	No	\$0	n/a	Staff time	Fleet Liaison	June 1
5	Identify apparatus meeting revised replacement criteria	Completion	No	\$0	n/a	Staff time	Fleet liaison	June 15
6	Coordinate with apparatus vendors to determine current build times	Survey completed	No	\$0	n/a	Staff time	Fleet Liaison	July 1
7	Identify and review Area C agencies' apparatus procurement processes	Review completed	No	\$0	n/a	Staff time	Fleet Liaison	July 1
8	Determine sole source procurement option with Finance Department	Procurement options identified	No	\$0	n/a	Staff time	Fleet Liaison	July 1
9	Finalize replacement criteria and document in agreement with Fleet Services	Completed agreement	No	\$0	n/a	Staff time	Fleet Liaison	July 15
10	Establish periodic review schedule	Review schedule established	No	\$0	n/a	Staff time	Fleet Liaison	July 15
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City of Glendale Fire Department
2025-2030 Strategic Plan

Objective 3B-2: Conduct a Workload Assessment of the Shift Battalion Chiefs' Administrative Responsibilities

Step	Description	Success Metric	Policy Action Needed	Estimated Cost	Funding Source	Resources Needed	Person/Position Responsible for Completion	Expected Completion Timeline
1	Identify all duties and responsibilities	List of duties and responsibilities completed	No	\$0	n/a	Staff time	A-Shift BC	Q1 25/26
2	Prioritize list	Prioritization completed	No	\$0	n/a	Staff time	B-Shift BC	Q1 25/26
3	Develop Master Calendar	Master calendar established	No	\$0	n/a	Staff time	C-Shift BC	Q2 25/26
4	Re-evaluate Quarterly	Quarterly re-evaluation conducted	No	\$0	n/a	Staff time	A-Shift BC	By end of each FY quarter
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City of Glendale Fire Department
2025-2030 Strategic Plan

Objective 4A-2: Develop and implement an Officer Development Succession Plan to include Department-supported training, coaching/mentoring, assignment rotations, and/or shadowing/acting opportunities for Captain through Deputy Chief classifications.

Step	Description	Success Metric	Policy Action Needed	Estimated Cost	Funding Source	Resources Needed	Person/Position Responsible for Completion	Expected Completion Timeline
1	Develop plan specific to promotional ranks for internal support of on-duty activities	Completed plan	No	\$0	n/a	Staff time	Training BC	Q1 2026
2	Develop Task Book for familiarization with department infrastructure	Completion of Task Book	No	\$0	n/a	Staff time	Training BC	Q2 2026
3	Develop expanded opportunities for shadowing/mentorship	Minimum hours per month or quarter identified and approved	No	\$0	n/a	Staff time	Training BC	Q2 2026
4	Collaborate with Area C agencies for opportunities to understand operational strategies	Meetings scheduled	No	\$0	n/a	Staff time	Training BC	Q3 2026
5	Promotional test strategies/mock interviews	Curriculum developed/optional test strategy class(es) and/or mock interviews scheduled	No	TBD	General Fund	Staff time	Training BC	Q4 2026
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