



STRATEGIC PLAN

2023 - 2026

CATHEDRAL CITY FIRE & EMS

EXECUTIVE SUMMARY

The Cathedral City Fire & EMS' (CCFE) Strategic Plan (2023 – 2025) was developed with extensive, multilingual, and social media focused community interaction and employee input. The Strategic Plan will assist the department in developing and acting on decisions that will shape and guide the department for the next 2-3 years, while in alignment with the Cathedral City Strategic Initiatives.

This document was written to coincide with the CCFE Community Risk Assessment, Standards of Cover, Commission of Fire Accreditation (CFAI) Self-Assessment Manual, and the CFAI Accreditation Model, upholding the department's commitment to continuous quality improvement and transparency.

Striving to provide a greater level of accountability, participating in the CFAI accreditation process, the department has undertaken a rigorous assessment of its service delivery model efficiencies and effectiveness, all to increase transparency. To provide detailed and specific information to the community, the department has re-branded itself to Cathedral City Fire & EMS, showing the 'all hazard' and 'all services' approach the department has adopted through the input of community expectations.

CCFE priorities include providing the highest level of customer service by aligning with Cathedral City's strategic priorities, consistent re-evaluation of goals and objectives, with community engagement. As we look to the future, CCFE will continue to evolve our department's services through diversity, inclusiveness, changing public expectations, increasing service levels to meet demand, and placing a priority on increasing customer service to the community.

To become the premier fire department in the Coachella Valley, it is incumbent upon us, today, to position the department to address tomorrow's foreseeable changes.

The CCFE Strategic Plan is essential for accomplishing the department's and community's future goals, objectives, and priorities. Cathedral City Fire & EMS is devoted to respecting our past, while planning for our shared future. CCFE endeavors to provide excellence in service delivery to our community.



MISSION STATEMENT

Protecting the lives, property, and environment of our community by serving with compassion and respect.

VISION STATEMENT

As a community and data focused partner, Cathedral City Fire & EMS will continue to strive for excellence by exceeding the expectations of: Professional and respectful services, leadership, and accountability. We will continue to improve the well-being of our fire department family through diversity and inclusiveness; respecting our past while planning for our shared future, being the premier fire department in the Coachella Valley.



ORGANIZATIONAL MOTTO

*Serving your family
with purpose,
kindness and respect.*

A MESSAGE FROM THE FIRE CHIEF

Dear Community Members,

I hope you are all safe and in good health. The strategic plan that is laid out in front of you has taken many hours and the efforts of the wonderful men and women that make up Cathedral City Fire & EMS. This strategic plan outlines the long-term plan that will shape the future of our fire department. As Fire Chief, I am honored to present our updated values that drive the seven grounding principles, guiding our journey towards excellence in service, professionalism, community engagement, and operational effectiveness.

At the core of our department’s values lie:

Integrity, Diversity, Excellence, Accountability, and Leadership

These five values will serve as our compass, driving us towards achieving the goals outlined in our strategic plan.

Our 7 grounding principles are listed below; these will keep us on the right path as we drive to attain our goals.

- 1. Customer Service:** We are committed to providing the highest level of service to our community members. Your safety and well-being are our top priorities, and we are dedicated to meeting your needs with utmost care and professionalism.
- 2. Professional Development:** We recognize the importance of continuous learning and growth. By investing in our firefighters’ development, we ensure that our team remains at the forefront of firefighting techniques, emergency response protocols, and the latest technological advancements.
- 3. Community Engagement:** We believe in fostering strong relationships with our community members, through open communication, educational programs, and outreach initiatives, we strive to create a sense of safety, trust, and partnership within our neighborhoods.
- 4. Leadership Development:** Effective leadership is vital to the success of our department. We are committed to developing capable and compassionate leaders who will inspire and guide our firefighters, ensuring a cohesive and motivated team.
- 5. Operational Effectiveness:** We continuously evaluate and improve our operational procedures to optimize our response times, enhance emergency management, and ensure the safety of both our firefighters and the community we serve.
- 6. Health, Wellness, and Safety:** Prioritizing the health, wellness, and safety of our firefighters.
- 7. Fiscal Responsibility:** We understand the importance of responsible financial management. By maintaining fiscal responsibility, we can allocate resources where they are needed most.

As you continue to read through this strategic plan you will see there are many goals that seem lofty and will take considerable time to obtain but I believe that they are attainable and that the citizens of Cathedral City deserve this level of commitment.

I would like to express my gratitude to each one of you for taking the time to review our strategic plan. It is your support and trust that fuels our determination to provide exceptional fire services to our community. Together, we can build a safer and more resilient future, making the community a better place for all to live. Please feel free to reach out to us with any questions, suggestions, or concerns. We value your feedback and look forward to working closely with you.

Stay safe and take care. Sincerely,

- Michael A. Contreras, Fire Chief

CATHEDRAL CITY FIRE & EMS

GROUNDING PRINCIPLES



VALUES OF THE DEPARTMENT

Integrity
Diversity
Excellence
Accountability
Leadership



CITY
KEY FOCUS

DEPARTMENT
GROUNDING PRINCIPLES

SERVE OUR COMMUNITY		Customer Service Operational Effectiveness
COMMUNITY INVESTMENT		Community Interaction Customer Service
FISCAL STABILITY		Fiscal Responsibility Operational Effectiveness
INNOVATION		Operational Effectiveness Customer Service
SAFETY		Wellness & Safety Leadership Development
INCLUSIVE		Leadership Development Professional Development

TOGETHER

MAKING OUR COMMUNITY A BETTER AND SAFER PLACE FOR ALL TO LIVE.

WELCOME TO THE CITY OF CATHEDRAL CITY



INCORPORATED 1981



POPULATION
52,494



\$56,671
MEDIAN HOUSEHOLD INCOME

Mayor Mark Carnevale - District 3

City Council Members

Rita Lamb	District 1
Nancy Ross	District 2
Ernesto Gutierrez	District 4
Raymond Gregory	District 5

RESOURCES

Fire Stations	3
ALS Ambulances	3
Engine (Type 1)	2
Ladder Truck (75' Aerial)	1
Water Tender	1
OES 351 (State Type 1)	1

CATHEDRAL CITY FIRE & EMS AT A GLANCE

2023 RECRUITMENTS TO DATE:

New Firefighter Recruits	10
New AO Recruits	8
Internal Promotions	7

2020 BY THE NUMBERS

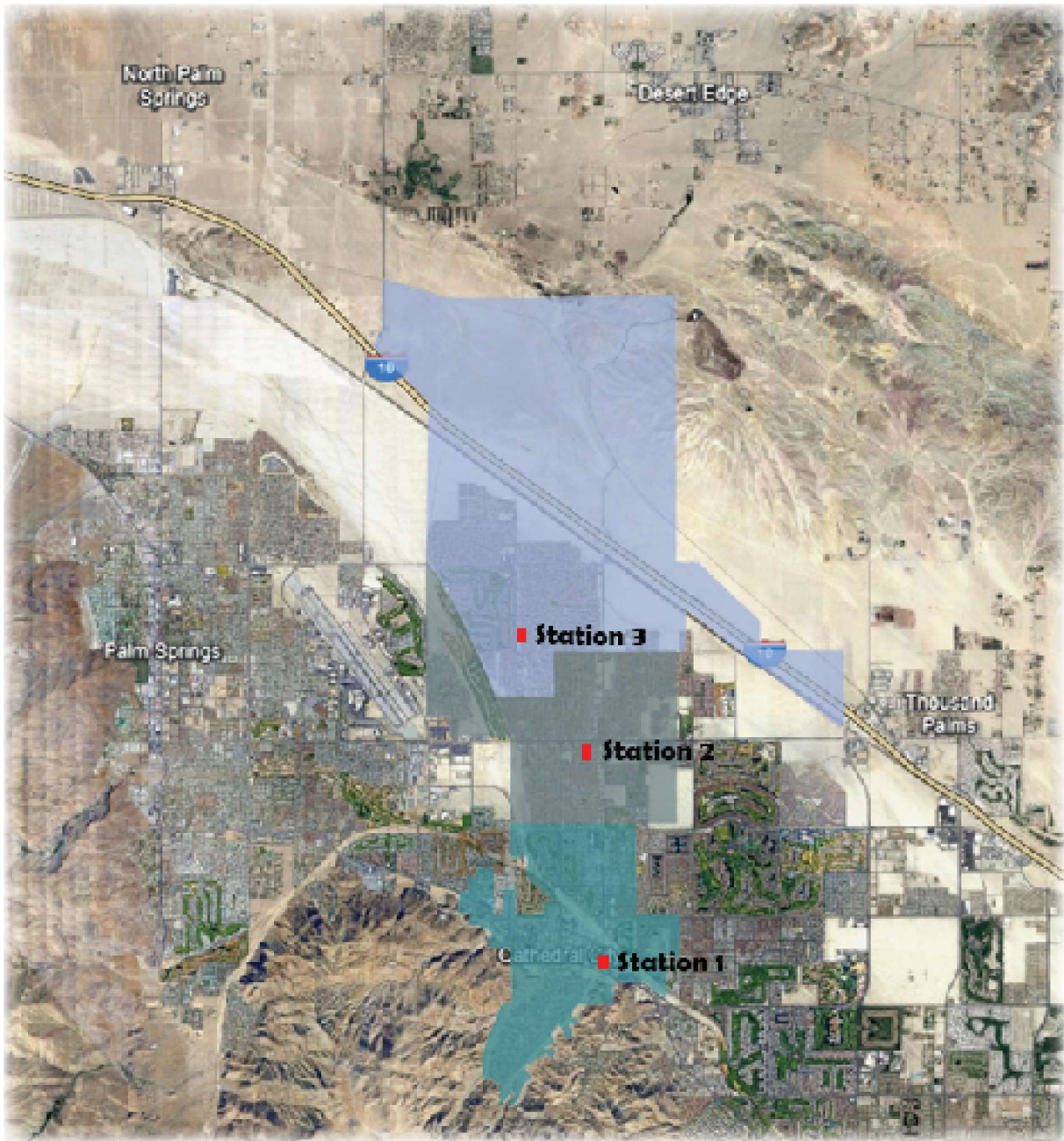
Total Incidents	6,363	▲	4%
Fire Incidents	196	▲	16%
EMS Incidents	4,855	▲	3%
Ambulance Transports	3,686	-	
Total Unit Responses	12,658	▲	3%
Total Fire Inspections	1,827	▼	45%
Wildland Deployments	5		

2021 BY THE NUMBERS

Total Incidents	6,784	▲	6%
Fire Incidents	151	▼	30%
EMS Incidents	5,190	▲	6%
Ambulance Transports	3,745	▲	1%
Total Unit Responses	13,639	▲	7
Total Fire Inspections	734	▼	149%
Wildland Deployments	4		

2022 BY THE NUMBERS

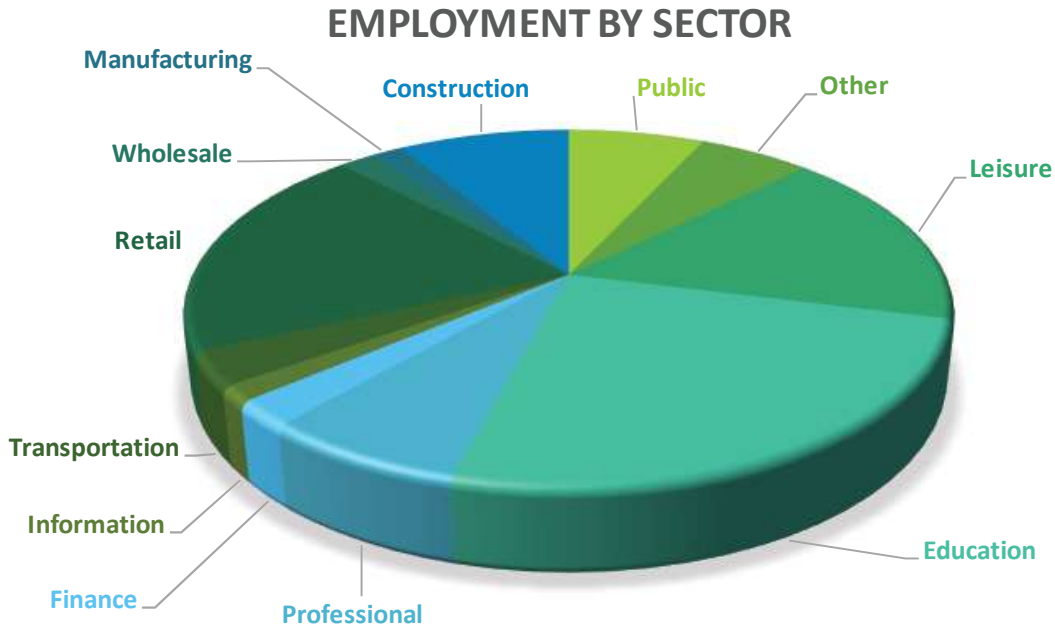
Total Incidents	7,311	▲	7%
Fire Incidents	165	▲	12%
EMS Incidents	5,582	▲	8%
Ambulance Transports	4,126	▲	14%
Total Unit Responses	14,701	▲	8%
Total Fire Inspections	758	▲	3%
Wildland Deployments	3		



The City of Cathedral City was established in 1925 and incorporated in 1981. Strategically located, with borders on both sides of Interstate 10, Cathedral City is a haven for expanding and relocating businesses. Cathedral City ranks in the top three cities in the Coachella Valley in population. Businesses view the region as a triangle of opportunity between Los Angeles and San Diego with Coachella Valley situated inland, approximately equal distances from each. This triangle of commercial businesses, light industry, and professional services is expanding and becoming one metropolis of continued growth.

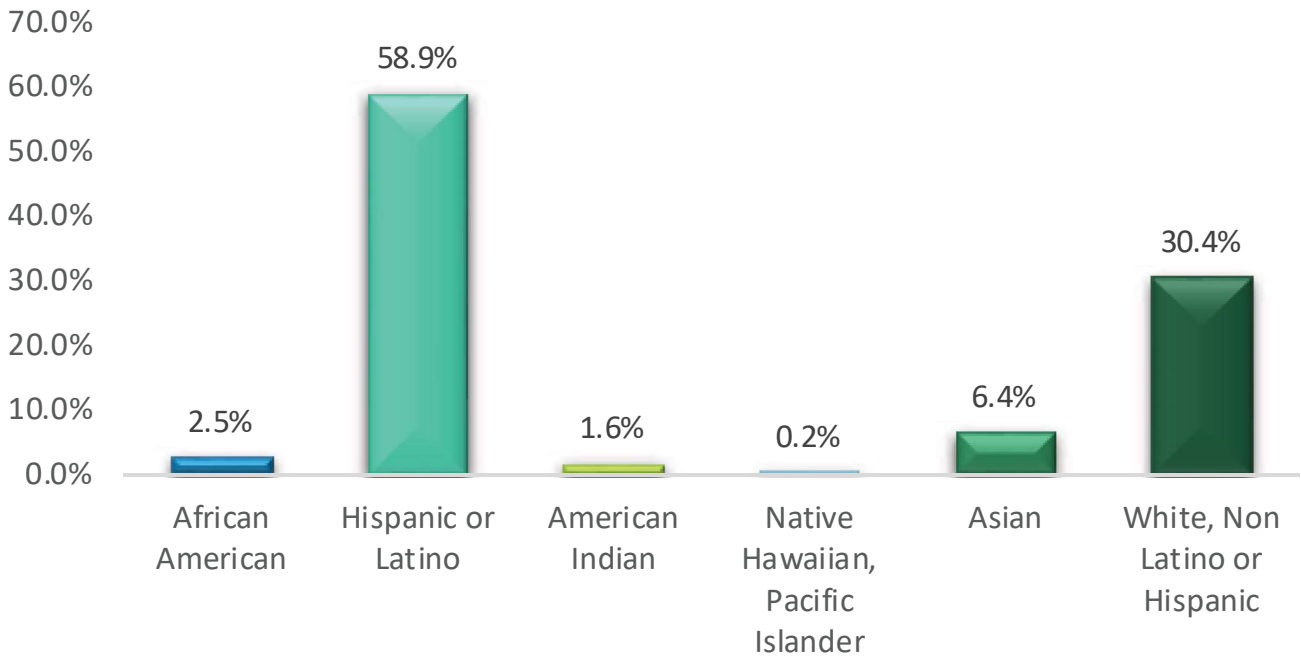
Cathedral City is a charter city in Riverside County in the Coachella Valley of California. It is approximately 22.75 square miles in area and is 64 miles east of the City of Riverside. All borders of Cathedral City are within Riverside County. The Union Pacific Railroad and Interstate Highway 10 both run through the northern-most portion of the City. The Santa Rosa Mountains border the southern-most portion of the city.

Climate in the Coachella Valley can be described as arid most of the year, with extreme heat in excess of 120 degrees Fahrenheit anytime from June through September, and colder temperatures as low as 25 degrees Fahrenheit from December through February. Our average rainfall is less than three inches per year. Temperatures and rainfall for Cathedral City are typical of that of the rest of the Coachella Valley (eastern Riverside County).

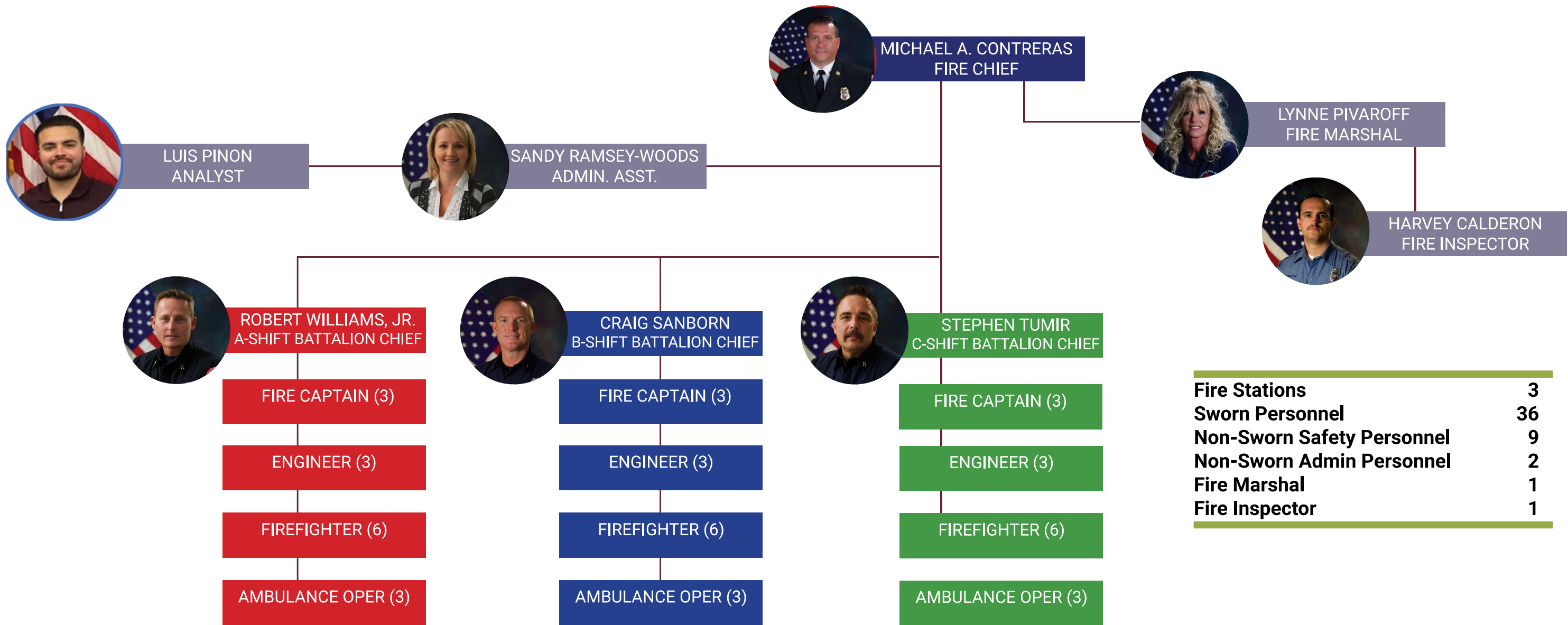


CATHEDRAL CITY FIRE & EMS - WORKFORCE DEMOGRAPHIC		Total
CAUCASIAN		76.92%
HISPANIC		23.08%

POPULATION DEMOGRAPHICS



OUR ORGANIZATION



FIRE CHIEFS THROUGH THE YEARS



OUR HISTORY

35 YEARS OF EXCELLENCE

In the years prior to 1987, fire services in Cathedral City were provided by CDF, and consisted of both paid and volunteer firefighters. In July, 1987, the City Council notified the Riverside County Fire Department that they did not intend to renew their fire contract. By October, the City recruited a Fire Chief to organize and implement the City's own full-time fire services.

At 0800 on January 1, 1988, fire protection services transferred from the California Department of Forestry to the new "Cathedral City Fire Department". Cathedral City Fire & EMS was dedicated and began service with twenty full-time fire personnel operating out of two stations. Administration, which was housed at Station 412, consisted of the Fire Chief, Administrative Captain, and a part-time Secretary.

Reserve firefighters, for the first year, provided on-call staffing for a third engine company. Expanding their scope of responsibilities and apparatus inventory, the department applied for and was successful in obtaining a fire engine from California's Office Of Emergency Services.

In 1989, the department began transporting patients with two ALS ambulances.

After two years of planning by the department's staff, "Fire Station Three" construction was complete. The station which includes 7,000 square feet of commercial lease space is the first public/private partnership project the City has undertaken.

The department began offering monthly Adult/Child/Infant Cardio Pulmonary Resuscitation classes to residents of the City in 1995, and later that year, our EOC doors opened to all Coachella Valley Firefighters as the first State Fire Marshal training class was offered. The class was in Fire Investigation.

By 1996, the Reserve Paramedic/Firefighter program was developed and implemented. Six Paramedic Reserves were hired to provide staffing for the backup medic unit during the nighttime hours (1600 - 0600). A year later, five regular Reserve Firefighters received acceptance into Paramedic School. One Battalion Chief position reclassified to Assistant Fire Chief.

In February, 1997, the Citizen Emergency Response Training (CERT) program was adopted by the department to train Neighborhood Emergency Service Team members. By July, the CERT program graduated it's first class of 15 volunteers.

Today, Cathedral City Fire & EMS operates three-person engines an aerial truck, along with two-person ALS ambulances.



OPERATIONS

Fire and Life Safety Operations
Wildland Fire Services
Technical Rescue
Hazardous Materials
Incident Stabilization
Preservation of Property and the Environment
Domestic Preparedness and Response
Fire Based Training

FIRE PREVENTION

Public Education
Fire and Life Safety Inspections
Commercial Business Plan Review
Fire Investigation Liaison
Fire Department Access - Enforcement of Standards
Fire Extinguishing Systems - Enforcement of Standards
Water Supply - Enforcement of Standards
Special Occupancy - Enforcement of Standards

EMERGENCY MEDICAL SERVICES

Ambulance Transport Services
EMS and Life Safety Operations
Basic and Advanced Life Support Training
County and State Emergency Medical - Training of Standards
Emergency Medical Dispatching (EMD)

CATHEDRAL CITY FIRE & EMS

DIVISIONS

The department employs 53 personnel, 36 full-time career firefighters, 9 full-time ambulance operators, housed in three strategically located fire stations covering a response area of 22.75 square miles. The department responds to over 7,311 emergency calls for service each year. Services provided to the community include: Basic and Advanced Life Support and Ambulance Transport, Fire Suppression, Fire Prevention, and Community Outreach. The Divisions include:

ADMINISTRATION

Staffing and Personnel Leadership
Community Risk Assessment
Fall Prevention
Drowning Prevention
Bleeding Prevention
'Sidewalk' CPR Training
Community C.E.R.T. Training
Strategic Planning and Administrative Oversight
Foster and Maintain /City Department/Community

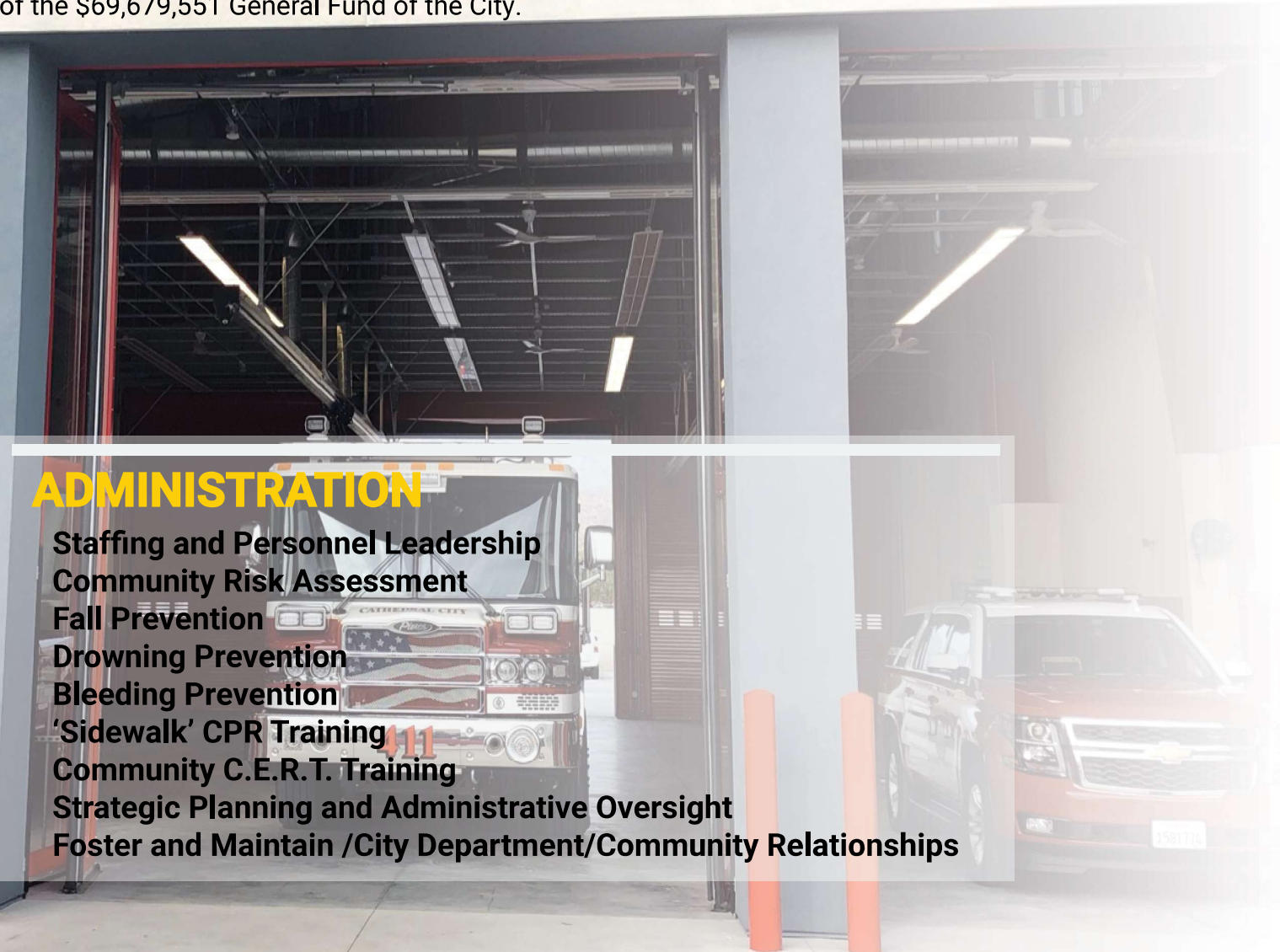
ADMINISTRATION

Stephen Tumir
BATTALION CHIEF



FIRE STATION 411 CATHEDRAL CITY FIRE DEPARTMENT

Fire Administration provides general department oversight, monitors the effectiveness of current programs and projects, determines future needs of the department, and develops plans of action to achieve department goals; working collaboratively with other city departments, internal and community stakeholders to ensure a high level of efficiency and productivity. Fire Administration consists of the Fire Chief, Battalion Chief of Administration, Battalion Chief of Operations, Battalion Chief of Emergency Medical Services, a Fire Marshal, a Life Safety Inspector, an Administrative Assistant, and an Analyst. Fire Administration oversees an annual operating budget of \$14,354.395 million within the framework of the \$69,679,551 General Fund of the City.



ADMINISTRATION

- Staffing and Personnel Leadership
- Community Risk Assessment
- Fall Prevention
- Drowning Prevention
- Bleeding Prevention
- 'Sidewalk' CPR Training
- Community C.E.R.T. Training
- Strategic Planning and Administrative Oversight
- Foster and Maintain /City Department/Community Relationships

OPERATIONS

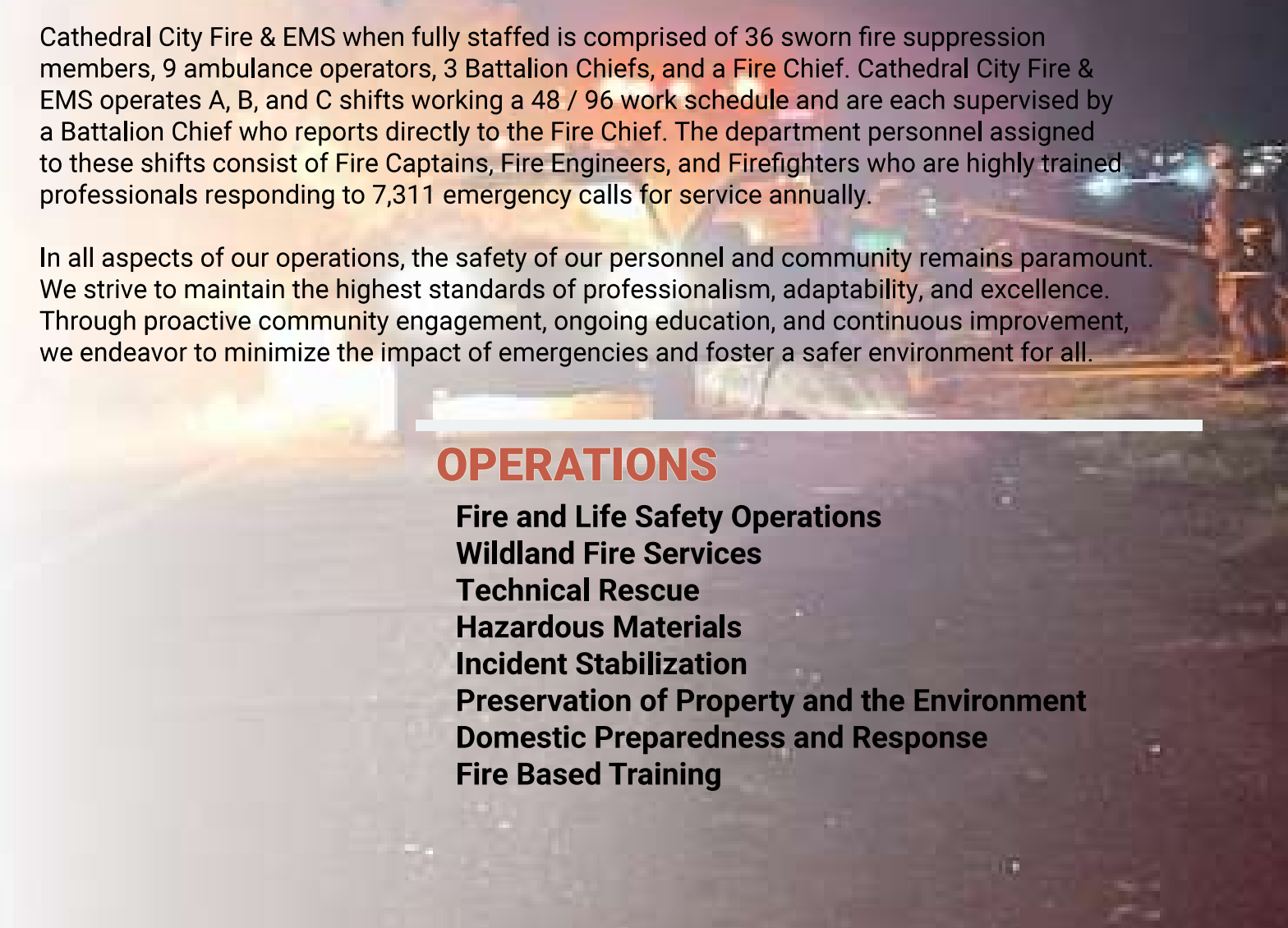
Craig Sanborn
BATTALION CHIEF



Cathedral City Fire & EMS Operations Division is responsible for ensuring that all citizens, visitors, business owners, and city employees are served through an efficient and effective system of services designed to protect life, environment, and property. Part of this system includes staffing and maintaining 3 fire stations strategically located throughout the city. The Operations Division is responsible for overseeing many of the departments programs to include but not limited to training, new recruitment and academies, apparatus maintenance, company inspection program, SCBA program, small tools and equipment, and policy manual updates.

Cathedral City Fire & EMS when fully staffed is comprised of 36 sworn fire suppression members, 9 ambulance operators, 3 Battalion Chiefs, and a Fire Chief. Cathedral City Fire & EMS operates A, B, and C shifts working a 48 / 96 work schedule and are each supervised by a Battalion Chief who reports directly to the Fire Chief. The department personnel assigned to these shifts consist of Fire Captains, Fire Engineers, and Firefighters who are highly trained professionals responding to 7,311 emergency calls for service annually.

In all aspects of our operations, the safety of our personnel and community remains paramount. We strive to maintain the highest standards of professionalism, adaptability, and excellence. Through proactive community engagement, ongoing education, and continuous improvement, we endeavor to minimize the impact of emergencies and foster a safer environment for all.



OPERATIONS

- Fire and Life Safety Operations
- Wildland Fire Services
- Technical Rescue
- Hazardous Materials
- Incident Stabilization
- Preservation of Property and the Environment
- Domestic Preparedness and Response
- Fire Based Training

FIRE SUPPRESSION

OPERATIONS

The fire suppression program includes an all-risk fire suppression and emergency response to decrease the potential for loss of life and property damage caused by fire. This is accomplished through expedient dispatch of qualified personnel utilizing appropriate equipment and apparatus.

Cathedral City Fire & EMS provides structural and wildland fire protection services. Two of the three fire stations are staffed with a three-person type one fire engine, and one station is staffed by a three-person 75-foot quint truck. All three stations have one ambulance staffed with a firefighter paramedic and an EMT ambulance operator. Two of the three stations cross-staff other apparatus. One of the stations cross-staffs a tactical water tender, and one station cross-staffs a Type 1 brush engine. All suppression personnel are provided personal protective equipment for structural and wildland fire fighting.

Structure fire first alarm responses include two Type 1 fire engines, 1 quint truck, 3 medic units, and the on-duty Battalion Chief, for a total of 13 fire suppression personnel. Emergency response incident personnel utilized the incident, command system and unified command with Cathedral City Police Department, and surrounding agencies who provide mutual aid assistance using coordinated actions and common communications. When all department resources are committed on an incident, city coverage is requested from Palm Springs Fire (1 engine) and American Medical Response (1 ambulance) to facilitate additional emergency responses within city limits. The incident commander may request additional resources and alarms based on the needs of the incident.



Wildland firefighting is a critical and challenging task that involves combating fires in natural environments. It requires skilled firefighters, specialized equipment, and strategic approaches to mitigate the spread of fires and protect both human life and valuable ecosystems.

Cathedral City Fire & EMS is staffed with two Type 1 engines and a 75' quint all with three-person staffing. Each station has a Paramedic ambulance staffed with an Ambulance Operator (AO) and one firefighter paramedic. Station three cross-staffs a water tender to be utilized in wildland incidents. Station 1 also houses a Type 1 Office of Emergency Services (OES) engine. Each engine has a 500-gallon tank with the quint having a 400-gallon tank. Each apparatus has a 1,500 gallon per minute flow rating. The water tender has a 2,000-gallon tank with a 500 gallon per minute flow rating. The fleet of Cathedral City Fire & EMS allows for the mitigation of low, moderate, and high-risk wildland incidents within the city.

Two major areas of Cathedral City offer the largest threat for potential wildland incidents. The section to the north of the city that stretches 4.1 miles lining the railroad that consists of dense tamarisk trees and the area to the south of the city that runs into Agua Caliente Indian Reservation and the Bureau of Land Management area of the Santa Rosa and San Jacinto Mountains National Monument. The tamarisk trees offer no significant structure threat, but do impose disruption to the rail system moving through the city, while the Monument is federally protected land.

Firefighters are required to take an annual refresher course of the National Wildfire Coordinating Group (NWCG) S-130 Wildland Firefighter Training 4 class series to address the foundational skills of wildland incidents. While Cathedral City Fire & EMS is capable of handling the low, moderate and high wildland incidents, mutual aid is a necessity for larger scale critical-risk incidents.



HAZARDOUS MATERIALS

OPERATIONS



Cathedral City Fire & EMS provides emergency response to businesses, roadways, highways, railways, and open land within the city limits. Cathedral City Fire & EMS responds to hazardous materials incidents at an awareness level and is capable of mitigating low risk incidents. The firefighters with the department are trained to a minimum of First Responder Awareness (FRA), this level of training enables crews to identify hazardous materials, isolate and deny entry into the warm and hot zone, and make the necessary notifications. Each apparatus carries a Department of Transportation (DOT) Emergency Response Guidebook (ERG). FRA refresher training is administered annually to maintain hazardous materials response readiness.

For moderate and high risk incidents the department utilizes mutual aid from CAL Fire for technician and specialist level hazardous materials mitigation who work in conjunction with Riverside County Environmental Protection Agency (EPA) and contact is made to Cal OES for additional guidance. CAL Fire's team resides in the community of Winchester California, which leads to prolonged response times due to the travel time of 1 hour and 30 minutes.



OPERATIONS

TECHNICAL RESCUE

Cathedral City Fire & EMS plays a crucial role in ensuring public safety and responding to emergencies. Among our many responsibilities, the department possess specialized technical rescue capabilities that enable them to handle various challenging situations. One such area is auto extrication, the departments has certified and highly trained firefighters employ specialized tools and techniques to safely remove individuals trapped in vehicles after automobile accidents. This technical rescue operation requires a combination of precise cutting, spreading, and lifting tools, as well as a deep understanding of vehicle anatomy and safety protocols.

Another critical aspect of technical rescue capabilities is search and rescue in confined spaces. Cathedral City Fire & EMS is not certified or capable of performing these types of rescues due to lack of equipment and training. For these types of incidents, the Incident Commander will request mutual aid from Palm Springs Fire Department and Cal Fire to assist in managing these operations. These agencies possess the equipment and expertise necessary to safely perform these types of rescues.

Hazardous environments such as collapsed buildings or underground structures pose unique challenges due to limited access and potential risks, like structural instability and hazardous materials. Firefighters trained in confined space rescue undergo specialized training to navigate these tight spaces using specialized equipment and techniques to locate and extricate individuals trapped within.

Additionally, the agency is also well-equipped to handle low and high-angle rescue operations. High-angle rescues involve situations where victims are trapped on roof tops or other elevated structures, while low-angle rescues often occur on slopes or hillsides. Firefighters trained in these areas employ specialized rope systems, harnesses, and rigging techniques to safely access and retrieve individuals trapped or injured and unable to remove themselves.

Overall, the department's technical rescue capabilities encompass a wide range of operations. These rescue types include: auto extrication, confined space, search, low and high-angle, trench, and swift water. These highly skilled firefighters undergo extensive training to handle these complex scenarios employing specialized equipment, techniques, and protocols to ensure the safety and well-being of those in need.

EMS



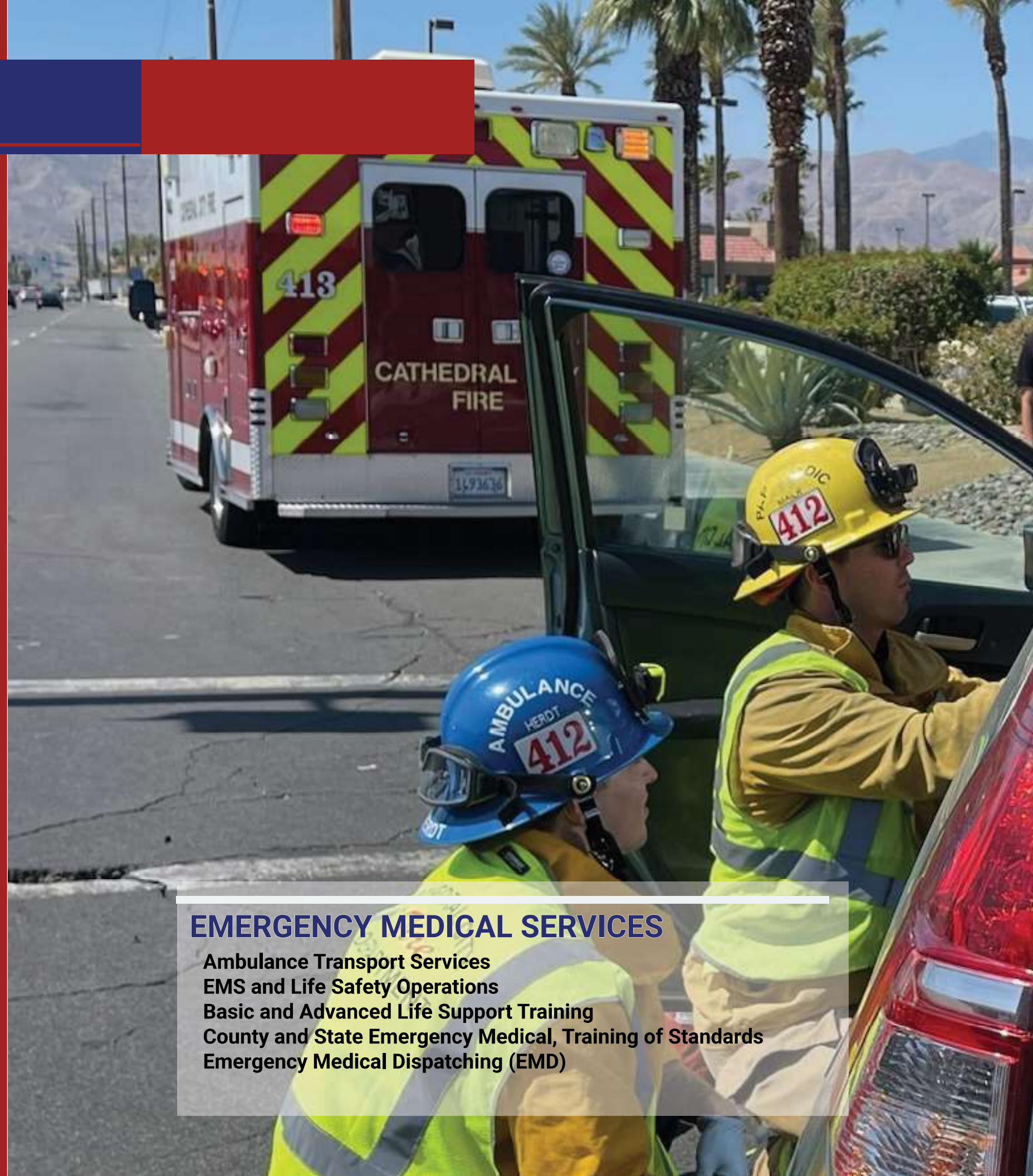
Robert Williams, Jr.
BATTALION CHIEF

Cathedral City Fire & EMS is an Advanced Life Support (ALS) first response and transporting agency within Riverside County, providing emergency medical services (EMS) to the residents, workers, and visitors of Cathedral City. The organization employs members with various EMS accreditations and licenses, including Emergency Medical Technician-Basic (EMT-B) and Emergency Medical Technician-Paramedic (EMT-P). All members are required to maintain appropriate certification and/or license requirements as set forth by State (Cal EMSA) and County (REMSA) guidelines through on-site and external training facilities (REMSA Protocol 1207). EMS compliance standards are established in the Advanced Life Support (ALS) First Responder and ALS Emergency Ground Ambulance Transport Services Agreement by and Between the City of Cathedral City and County of Riverside (shall be referred to as the "Riverside County ALS Agreement").

All Cathedral City Fire & EMS apparatus are staffed with ALS trained personnel and equipment. First response apparatus is staffed with three suppression personnel, with a minimum of two of those personnel being Riverside County accredited paramedics. Cathedral City Fire & EMS transport ambulances are also staffed with ALS trained personnel and equipment. Ambulances are staffed with two personnel. Ambulance staffing must include at least one Riverside County accredited paramedic and one suppression person. Any personnel not holding Riverside County paramedic accreditation must be a California certified EMT-B.

The Cathedral City Fire Dispatch Center provides emergency medical dispatch (EMD) services, categorizing medical calls based on severity to ensure that the appropriate number and types of resources are responding to each call for service. The minimum level of response to any emergency medical incident is three personnel, with at least two of these personnel being Riverside County accredited paramedics.

All aspects of Emergency Medical Services are continuously reviewed through a Continuous Quality Improvement Process.



EMERGENCY MEDICAL SERVICES

Ambulance Transport Services
EMS and Life Safety Operations
Basic and Advanced Life Support Training
County and State Emergency Medical, Training of Standards
Emergency Medical Dispatching (EMD)

FIRE PREVENTION



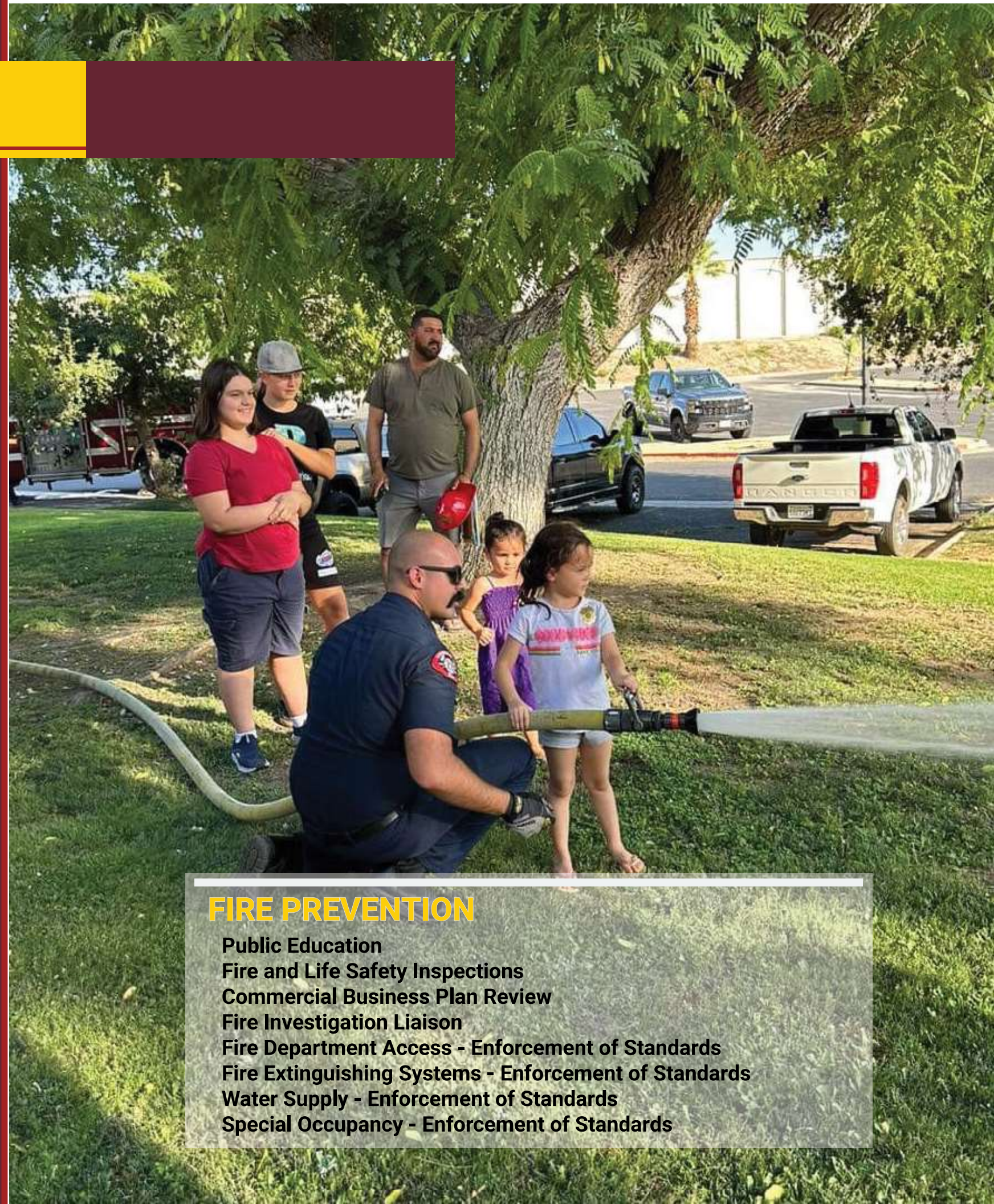
Lynne Pivaroff
FIRE MARSHAL

Fire prevention is a proactive method for reducing the likelihood of fire-based emergencies and lessening the damage caused by them. Examples of fire prevention activities and practices include development plans review, inspections, installation of smoke alarms, etc. The Cathedral City Fire & EMS, Prevention division is located in the Administrative Offices and works under the direction of the Fire Chief, overseen by the Fire Marshal to perform fire plan reviews and life safety inspections for new and existing businesses, multi-residential complexes, and mandated facilities. The Fire Marshal ensures compliance with California statutes and enforces the California Fire Code and any National Fire Protection Association (NFPA) codes adopted by the state of California or the City of Cathedral City. NFPA 1730 outlines the minimum inspection frequencies based on occupancy risk categories (high, moderate, or low). The authority having jurisdiction, or the City of Cathedral City, is responsible for determining the minimum resources, personnel, and equipment levels necessary to perform code enforcement and inspection activities.

The Cathedral City Fire & EMS, Fire Prevention Division, responsibilities include:

- Prevention of fire and related emergency incidents through planning, inspections, enforcement, and education.
- Elimination of fire and life safety hazards through inspection and code enforcement.
- Review of site and development plans for new building construction and developments, including associated infrastructure.
- Review of building design and fire suppression system plans for all new construction and remodels to ensure code compliance.
- Enforcement of maintenance requirements of installed fire protection equipment and life safety systems.

All new construction of commercial and residential buildings must go through the permitting process. The Fire Prevention Division provides building plan review services for new and existing construction projects. Services provided include: review of the site, building and infrastructure designs, and the plans and installation process of automatic fire sprinkler and fire alarm systems to be built into the structure. The Fire Marshal's office conducts the final inspection before allowing the business to open to the public and conduct business.



FIRE PREVENTION

Public Education

Fire and Life Safety Inspections

Commercial Business Plan Review

Fire Investigation Liaison

Fire Department Access - Enforcement of Standards

Fire Extinguishing Systems - Enforcement of Standards

Water Supply - Enforcement of Standards

Special Occupancy - Enforcement of Standards



COMMUNITY **CENTERED**
DATA **DRIVEN**
EMPLOYEE **SUPPORTED**

STRATEGIC PLANNING PROCESS

A cornerstone of successful organizations, the community's voice drives their operations and charts the course for their future. A community centered emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided.

To ensure that the community remains a focus of the Cathedral City Fire & EMS' direction, a community focused strategic planning process was used to develop this strategic plan. A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning and implementation that is important, not the publication of the plan itself.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progression and success will be measured.

STRATEGIC PLANNING PROCESS



COMMUNITY ENGAGEMENT

EXTERNAL STAKEHOLDER GROUP FINDINGS



A critical element of the Cathedral City Fire & EMS’ organizational philosophy is having a high commitment to the community and recognizing the importance of community satisfaction.

To ensure we achieved feedback from our diverse community, CCFE utilized an online, social media-driven, multilingual community outreach campaign to petition input from the community. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, information was gathered regarding the community’s expectations and concerns regarding the level of service CCFE provides.

The community stakeholder’s specific findings are provided in Appendix 1 of this document.

The department’s Strategic Plan Workshops, utilized the full feedback from the community stakeholders in understanding the current strengths and areas for improvement encountered within the organization. Additionally, the community stakeholder’s feedback provided a process to ensure alignment with the work implemented in the organizational mission, values, vision, and goals for improvement.

See Appendix 1 for a complete list community workshop participants.

Internal stakeholder feedback was gathered through multi-session workshops and an anonymous survey sent to all CCFE employees, which received an impressive 76% response rate.

The employee engagement process utilized contemporary strategies to gather input on the department’s approach to community centered strategic planning, focusing on our mission, values, core programs, and support services. Additional focus was on identifying the organization’s perceived strengths, weaknesses, opportunities, and threats.

The Strategic Planning Workshops identified emerging trends and patterns from the data, when, aligned with the community engagement group findings, reinforce the organization’s goal to improve the mission, values, vision, department goals, and objectives.

See **Appendix 2** for a complete list of common focus’ of Internal Stakeholders.



EMPLOYEE ENGAGEMENT

INTERNAL STAKEHOLDERS GROUP FINDINGS

PROGRAMS
AND SERVICES

The Cathedral City Strategic Plan Working Group and the Cathedral City Fire & EMS’ Strategic Planning Workshops identified six unique categories, associated with the seven grounding principles of the department, that encompass the programs, services, and support functions that are critical for the success of the CCFE.

6 CITY
KEY FOCUS AREAS

7 DEPARTMENT
GROUNDING PRINCIPLES

- 1. Serve the community with pride and dedication
- 2. Invest in the Community
- 3. Fiscal Stability and Sustainability
- 4. Innovation in Technology to Improve Services
- 5. Safety in Our Community
- 6. An Inclusive and Diversified Workforce and Community

These categories were identified initially in the Cathedral City Strategic Planning Sessions and are further defined, specifically, within the Cathedral City Fire & EMS’ Strategic Plan.

- 1. Customer Service
- 2. Professional Development
- 3. Community Interaction
- 4. Leadership Development
- 5. Operational Effectiveness
- 6. Wellness & Safety
- 7. Fiscal Responsibility

These 7 grounding principles were identified, specifically, to keep us on the right path as we strive to attain our goals.



S.W.O.T. ANALYSIS

A S.W.O.T. analysis allows an organization to candidly identify and analyze **Strengths, Weaknesses, Opportunities, and Threats**. The primary objective of a S.W.O.T. analysis is to help organizations develop a full awareness of factors impacting the organization, providing an opportunity to evaluate it's operating environment for areas to capitalize, as well as areas of potential danger.

Organizational stakeholders recorded CCFE's strengths and weaknesses and the possible opportunities and potential threats. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 3 consists of the S.W.O.T. analysis identified by Strategic Plan Workshops.

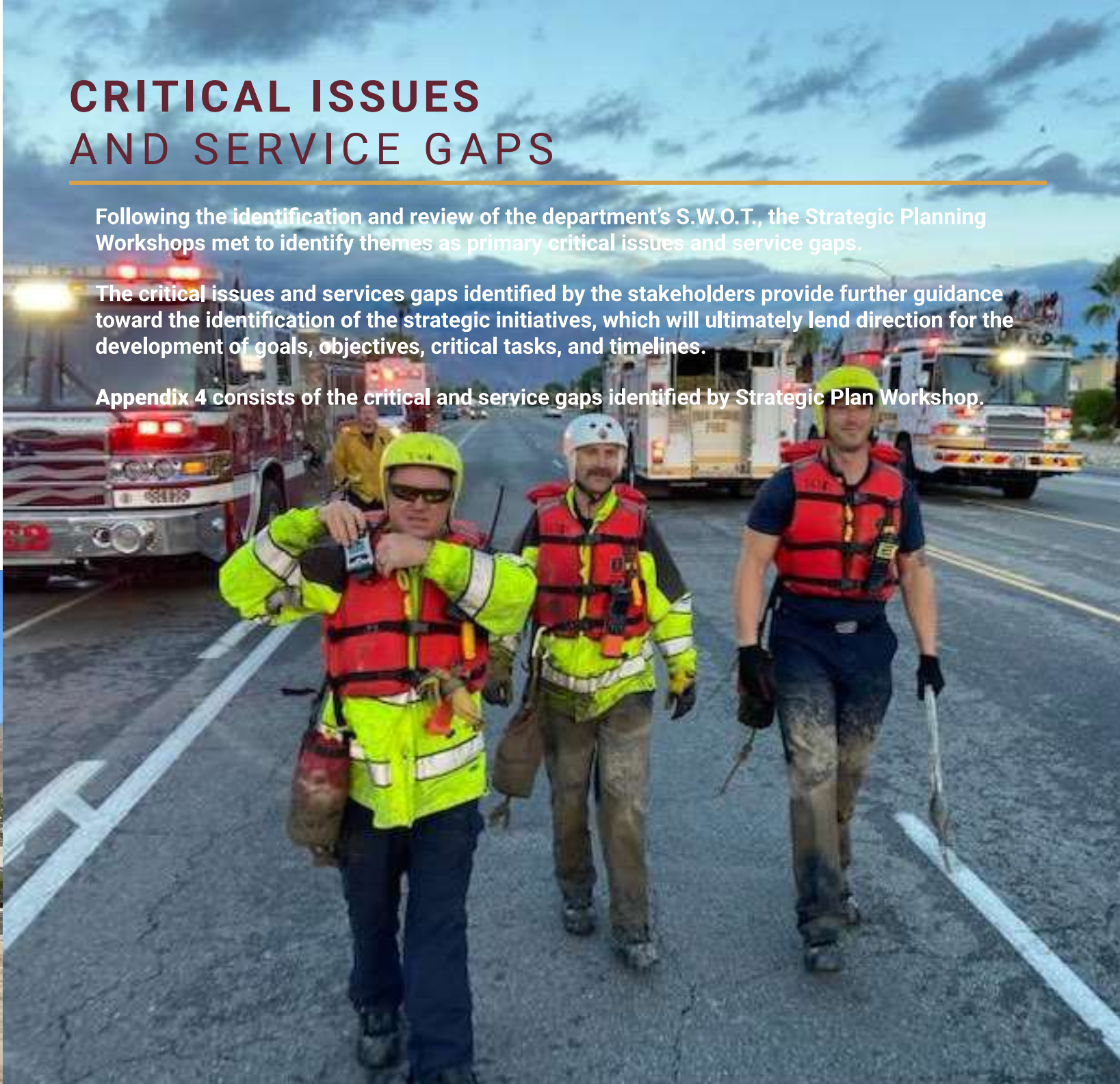


CRITICAL ISSUES AND SERVICE GAPS

Following the **identification** and review of the department's S.W.O.T., the Strategic Planning Workshops met to identify themes as primary critical issues and service gaps.

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

Appendix 4 consists of the critical and service gaps identified by Strategic Plan Workshop.



STRATEGIC GOALS AND ACTION ITEMS

To continuously drive the mission, vision, and values of Cathedral City Fire & EMS, the department must institute realistic goals and objectives with specific timelines for completion. These serve to reaffirm strengths, address identified weaknesses and challenges, provide a clear direction, and address the community's concerns.

These goals and objectives will remain the focus of the department's actions, directing the organization to its desired future while providing direction along the way. Each objective has oversight that will work toward its completion, reporting on timeline adjustments, as needed. Regular reports will be made to CCFE's administrative leadership on the status of all strategic goals and objectives.

CITY KEY FOCUS

DEPARTMENT GROUNDING PRINCIPLES

A	GOAL SERVE OUR COMMUNITY		Customer Service Operational Effectiveness
B	GOAL COMMUNITY INVESTMENT		Community Interaction Customer Service
C	GOAL FISCAL STABILITY		Fiscal Responsibility Operational Effectiveness
D	GOAL INNOVATION		Operational Effectiveness Customer Service
E	GOAL SAFETY		Wellness & Safety Leadership Development
F	GOAL INCLUSIVE		Leadership Development Professional Development

GOAL A

SERVE OUR COMMUNITY



CITY KEY FOCUS: Through diversity, equity, and inclusion driven employee programs and experiences, Cathedral City is the employer of choice with a workforce that is engaged, motivated, and respected public steward.



GROUNDING PRINCIPLE:
Customer Service: We are committed to providing the highest level of service to our community members.

Your safety and well-being are our top priorities, and we are dedicated to meeting your needs with utmost care and professionalism.

ACTION ITEM	CITY-WIDE ACTION		FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME
A-3 (CC)	Consider Cadet Program		Cadet Program 07/2024	CC 8A.1 8A.2	Administrative Staff 12 Months, Annual Review
A-4 (CC)	Professional Development Program		25% Workforce Under-represented	7B.4 7B.8	Administrative Staff 12 Months, Annual Review
A-5 (CC)	Develop Career Development Initiatives		Strategic Plan AO/FF Bridge Career Development Plans Five Outreach Events	7B.8 7B.9	Administrative Battalion Chief 12 to 24 Months, Annual Review
A-1 (FD)			Reduce call interval times by 5% Monthly operational data reports	2C.2	ImageTrend Program Manager 12 Month, Annual Review
A-2 (FD)			Community Risk Reduction will have an approved process for implementing and evaluating public education programs	CC 5B.1 5B.2	Community Risk Reduction Committee 12 Months, On-going

GOAL B

COMMUNITY INVESTMENT



CITY KEY FOCUS: Cathedral City roads, gateways, public spaces and other infrastructure are well planned, designed, constructed and maintained.



GROUNDING PRINCIPLE:
Operational Effectiveness: We continuously evaluate and improve our operational

procedures to optimize our response times, enhance emergency management, and ensure the safety of both our firefighters and the community we serve.

ACTION ITEM	CITY-WIDE ACTION		FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME
B-12 (CC)	Develop Traffic Calming		Support role to other city departments	2D.2	Administrative Staff On-going, Annual Review
B-19 (CC)	Develop Fleet Maintenance Policies		Develop Fleet Maintenance Policies	CC 6D.1	Apparatus Maintenance Program Manager On-going, Annual Review

GOAL C

FISCAL STABILITY



CITY KEY FOCUS: Cathedral City has economically prospered by facilitating the investment of private dollars in high quality development which benefits the community. We remain financially solvent by instituting prudent fiscal policies and transparent financial practices.



GROUNDING PRINCIPLE: Fiscal Responsibility: We understand the importance of responsible financial management. By maintaining fiscal responsibility, we can allocate resources where they are needed most.

ACTION ITEM	CITY-WIDE ACTION		FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME
C-4 (CC)	Allocate Resources Necessary for Council Goals		Support role to other city departments	CC 4C.1	Fire Chief On-going, Annual Review
C-9 (CC)	Complete/Develop Impact Fee Study		Support role to other city departments	4B.1 4B.2	Fire Chief On-going, Annual Review
C-10 (CC)	Update 1000 Palms Fiscal Analysis		Support role to other city departments	4B.1 4B.2	Fire Chief On-going, Annual Review
C-11 (CC)	Develop Resource Guide to Educate/Inform Project Applicants of Requirements		Support role to other city departments	CC 5A.2	Fire Chief On-going, Annual Review
C-12 (CC)	Implement a Private Development and Plan Review System		Hire Fire Marshal	CC 5C.3 CC 5A.3	Fire Chief Completed
C-17 (CC)	Establish a Risk Management Program Minimizing Litigation Through Staff Education		Develop education program for department personnel	4B.6	Safety / Wellness Committee 12 Months, Annual Review
C-1 (FD)			Create a station maintenance program	4A.2	Operations Battalion Chief 12 Months, Annual Review
C-2 (FD)			Increase ambulance transport cost recovery by 10%	4A.2 CC 4C.1	Administrative Staff 12 Months, Annual Review

GOAL
D

INNOVATION



CITY KEY FOCUS: Cathedral City continually focuses on improving service delivery and customer experiences by successfully leveraging technology and creative initiatives to improve public services, public safety, and stimulate economic growth.



GROUNDING PRINCIPLE:
Community Engagement:
We believe in fostering strong relationships with our community members. Through open communication, educational programs, and outreach initiatives, we strive to create a sense of safety, trust, and partnership within our neighborhoods.



GROUNDING PRINCIPLE:
Operational Effectiveness:
We continuously evaluate and improve our operational procedures to optimize our response times, enhance emergency management, and ensure the safety of both our firefighters and the community we serve.

ACTION ITEM	CITY-WIDE ACTION		FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME
D-4 (CC)	Technology solutions to Bolster IT Security		Support role to other city departments	CC 9D.1	Administrative Battalion Chief On-going, Annual Review
D-5 (CC)	Improve Workforce Mobility by Using Advanced Mobile Devices		Imagetrend Fire Prevention	9D.2 CC 5F.5	ImageTrend Program Manager On-going, Annual Review
D-6 (CC)	Technology to Improve Online Services and Data		Support role to other city departments	CC 9D.1 9C.2 9D.2	ImageTrend Program Manager On-going, Annual Review
D-8 (CC)	Establish Community-Based Programs: Drowning Prevention, Fall Prevention, etc.		Conduct Fall Prevention Classes Drowning Prevention Campaign C.E.R.T. Courses Smoke Alarm Classes	CC 5B.1 5B.3	Community Risk Reduction Committee 12 Months, Annual Review
D-9 (CC)	Convert Paper Documents to Digital		Support role to other city departments	9C.2	Administrative Battalion Chief On-going, Annual Review
D-1 (FD)			Reduce falls and public assists calls for service within the community by 5%	CC 5B.1	Community Risk Reduction Committee 12 Months, Annual Review

GOAL E

SAFETY



CITY KEY FOCUS: Cathedral City is safe for all who live, work, visit, and play in our community.



GROUNDING PRINCIPLE:
Professional Development:
We recognize the importance of continuous learning and growth. By investing in our firefighters’ development, we ensure that our team remains at the forefront of firefighting techniques, emergency response protocols, and the latest technological advancements.



GROUNDING PRINCIPLE:
Operational Effectiveness:
We continuously evaluate and improve our operational procedures to optimize our response times, enhance emergency management, and ensure the safety of both our firefighters and the community we serve.



GROUNDING PRINCIPLE:
Health, Wellness, and Safety:
Prioritizing the health, wellness, and safety of our firefighters.

ACTION ITEM	CITY-WIDE ACTION		FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME
E-1 (CC)	AO Program, 3rd Ambulance		Fill Position Put Third Ambulance in Service	CC 5F.1	Operations Battalion Chief Completed
E-4 (CC)	Increase Fire Dept. Community Engagement Through Code Compliance		Reach 100% of the community with risk reduction education	CC 5B.1 5B.3	Community Risk Reduction Committee 12 Months, Annual Review
E-7 (CC)	Update EOP, Annual Exercises		Support role to other city departments	CC 5D.1 5D.6	EOC Program Manager 12 Months, Annual Review
E-8 (CC)	Community Training and Outreach, C.E.R.T.		Two Community C.E.R.T. Classes	CC 5B.1 5B.3	C.E.R.T. Program Manager 12 Months, Annual Review
E-9 (CC)	FD Injury Prevention / Wellness Program		Create and implement a complete risk management program that includes mental and physical wellness	CC 11A.5 11A.2 11B.3	Safety / Wellness Committee 12 months, Annual Review
E-10 (CC)	Community Engagement Regarding Public Safety Through Public Education		Support role to other city departments	CC 5B.1 5B.3	Risk Reduction Committee On-going, Annual Review
E-16 (CC)	Formalize Protocols for Emergency Response Call-Outs		Support role to other city departments	9B.11	Administrative Staff 12 Months, On-going
E-1 (FD)			Create Community Risk Reduction Education opportunities two times each year	CC 5B.1 5B.3	Community Risk Reduction Committee 12 Months, Annual Review

GOAL
F

EMBRACING
INCLUSIVENESS



CITY KEY FOCUS: Cathedral City is valued and respected as a community that welcomes and embraces diversity, has an abundance of high quality and affordable housing options and vibrant businesses. Our neighborhoods are attractive, well-maintained, and issues surrounding homelessness have been compassionately addressed with thoughtful, coordinated, and collaborative programs.



GROUNDING PRINCIPLE:
Community Engagement:
We believe in fostering strong relationships with our community members. Through open communication, educational programs, and outreach initiatives, we strive to create a sense of safety, trust, and partnership within our neighborhoods.



GROUNDING PRINCIPLE:
Professional Development:
We recognize the importance of continuous learning and growth. By investing in our firefighters' development, we ensure that our team remains at the forefront of firefighting techniques, emergency response protocols, and the latest technological

ACTION ITEM	CITY-WIDE ACTION		FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME
F-10 (CC)	Public Awareness on City Efforts - Homelessness		Support role to other city departments	CC 5B.1 5B.3	Administrative Staff On-going, Annual Review
F-13 (CC)	Outreach Strategy to Determine if Services are Meeting Diverse Community		Support role to other city departments	CC 5B.1 5B.3	Administrative Staff On-going, Annual Review
F-14 (CC)	Coordinate City Resources to Address Homelessness Needs		Support role to other city departments	CC 5D.1 5D.6	Administrative Staff On-going, Annual Review
F-15 (CC)	Discuss Interest / Feasibility of West Valley Homeless Task force		Support role to other city departments	CC 5B.1 5B.3	Administrative Staff On-going, Annual Review
F-1 (FD)			Increase diversity outreach in applicants and new-hires by 50%	CC 5B.1	Administrative Staff On-going, Annual Review
F-2 (FD)			Increase social media outreach to attract a diversified workforce	CC 5B.1	Social Media Program Mgr 12 Months, Annual Review
F-3 (FD)			Development a formal transition process, promoting personnel to a higher rank or administration.	CC 5B.1 8A.1	Administrative Staff 12 Months, Annual Review

CONCLUSION

The Strategic Planning process continues long after the information gathering phase and finalization of this document has been completed.

This Strategic Plan has created a framework that will guide the Cathedral City Fire & EMS' policies, operations, and focus for the next two and a half years.

This document will help certify that CCFE continues to provide high quality and reliable service to the community, while at the same time, ensuring the effective use of City resources and funds in alignment with the City's Strategic Initiatives.

Cathedral City Fire & EMS is committed to continuous quality improvement and transparency with its employees and the community we serve. We would like to recognize the Cathedral City community and the men and women of Cathedral City Fire & EMS for their input and participation in making our department into a premier organization in the Coachella Valley.



UNITE A LA CONVERSACION

QUEREMOS ESCUCHARTE

“Comprender las necesidades de la comunidad es de vital importancia al desarrollar metas y objetivos futuros, asegurando que tu departamento de bomberos comparta la perspectiva de la comunidad. Tu aportación ayuda a prepararse para futuras necesidades operativas, actualizaciones de equipos y aparatos, aumento en las solicitudes de servicio y dotación de personal.” - Michael Contreras, Jefe de Bomberos

EXPECTATIVAS

Por favor, enumera en orden de prioridad hasta cinco temas o áreas de servicio que identifiquen tus expectativas del departamento. ¿Cuáles deberían ser las prioridades del Departamento de Bomberos de Cathedral City?

1. _____
2. _____
3. _____
4. _____
5. _____



Participating

Community Leaders

Richard Altman

Pattie Hagedorn

Shelley Kaplan

Stephen Burchard

Participating

Community Leaders

Alice Daby

Sue Townsley

Judy Glenn

Terry Applegate

JOIN THE CONVERSATION

WE WANT TO HEAR FROM YOU

“Understanding the community’s needs is critically important when developing future goals and objectives, ensuring that your fire department shares the community’s perspective. Your input helps prepare for future operational needs, equipment and apparatus upgrades, increased service requests, and personnel staffing.” - Michael Contreras, Fire Chief

EXPECTATIONS

Please list, in priority order, up to five subjects or areas of service, that identify your expectations of the department. What should be the priorities of the Cathedral City Fire Department?

1. _____
2. _____
3. _____
4. _____
5. _____



Community Invited to Provide Input on Cathedral City Fire

Department’s 5-Year Strategic Plan

May 2, 2023 | Ryan Hunt | News

The Cathedral City Fire Department is seeking input from members of the community regarding its 5-year Strategic Plan. In collaboration with our community partners, the Department is hosting a series of strategic planning workshops to seek feedback from residents.

These workshops are open to the public and will provide opportunities for community members to provide their valuable input and suggestions to help guide the development of the Cathedral City Fire Department’s 5-year strategic plan. These workshops are delivered in both English and Spanish.

“We value the input of the community and want to make sure our Strategic Plan reflects the needs and priorities of residents throughout Cathedral City,” said Fire Chief Michael Contreras. “We are excited to share our vision with the community and hear their valuable feedback.”

The workshops will take place at the following dates and times:

- * Saturday, May 20th, 9:00am - 10:00am (English), 11:00am - 12:00pm (Spanish)
- * Monday, May 22nd, 9:00am - 10:00am (Spanish), 11:00am - 12:00pm (English)

All workshops will take place at Fire Administration headquarters, located at 32100 Desert Vista Rd., Cathedral City, CA 92234.

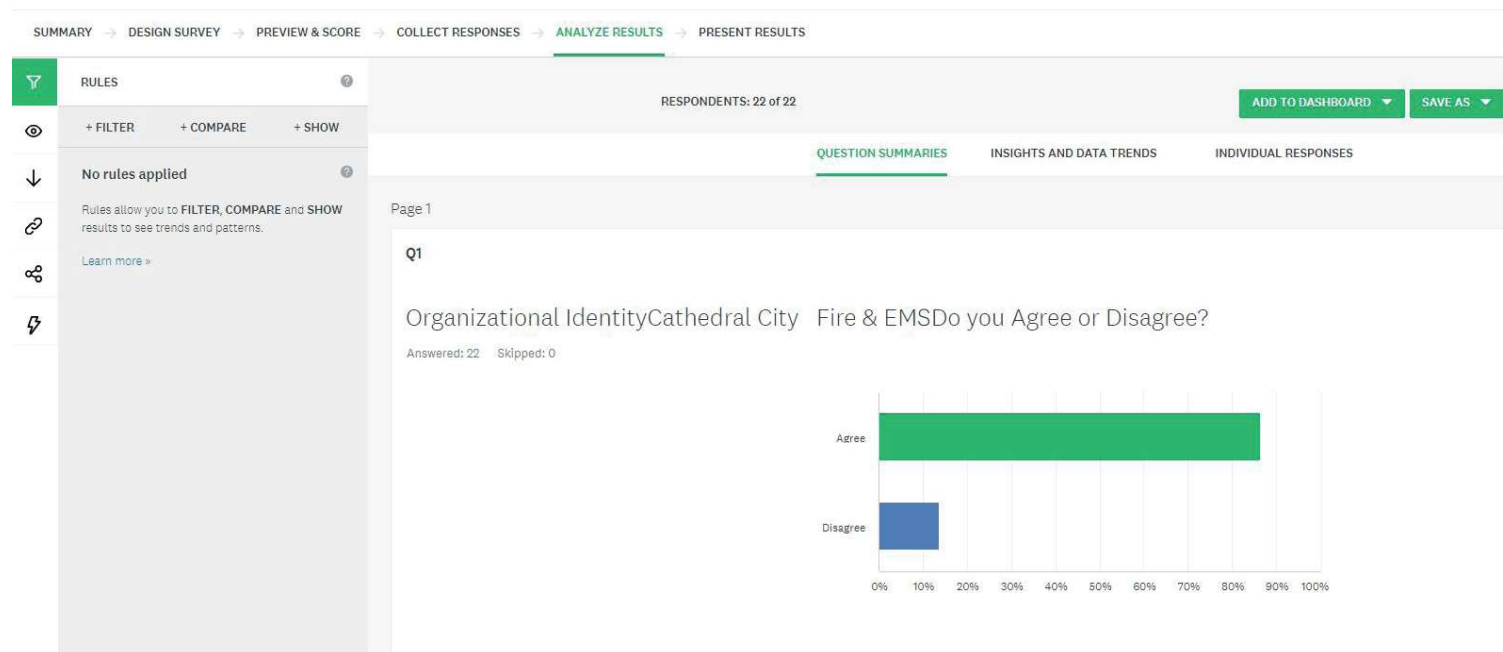
Please join the Cathedral City Fire Department as we seek to improve the services, we provide to the community by gathering feedback to best guide us for the next five years. Together we can ensure that Cathedral City Fire Department provides the best possible services to its residents.

For more information, please visit the Cathedral City Fire Department website at www.cathedralcityfire.org to sign up.

COMMON FOCUS of Internal Stakeholders

- Increase engagement with the community
- Seek continued excellence in providing ambulance transport services
- Place a focus on the health, wellness, and safety of employees
- Develop leadership through professional standards
- Be good stewards of city and department resources
- Maximize opportunities to attract and develop a diversified and inclusive workforce

Internal Stakeholders - Combined Findings



STRENGTHS of Cathedral City Fire & EMS

- EMS transporting agency
- Responsibility-driven workforce
- Strong interdepartmental relationships
- Adaptive and responsive workforce
- Professional organization
- Safety focused
- ISO Class 3
- Seeking CPSE accreditation
- Diversified workforce
- Customer service focused
- Community involvement
- Local, municipal organization
- Modern apparatus and equipment
- Excellence in patient care

WEAKNESSES of Cathedral City Fire & EMS

- Succession planning
- Increased call volume not consistent with staffing
- Outdated SOPs
- Lack of workforce experience levels
- Lack of department wide professional standards
- Lack of subject matter experts – internally
- Limited support staff
- Aging facilities
- Employee retention – promotional opportunities
- Funding for departmental programs
- Limited time management allotment

OPPORTUNITIES for Cathedral City Fire & EMS

- Grant funding opportunities
- 'Bridge program' employee development
- Recruitment expansion
- Training – internal and external
- School district engagement
- Community outreach
- Community communication

THREATS to Cathedral City Fire & EMS

- Meeting ISO and accreditation requirements
- Economic threats to local economy
- Cannabis saturation – economic threat
- Competing for qualified employees
- Increased call volume and requests for service
- Aging facilities
- Employee retention

Serve the community with pride and dedication

- Develop and implement strategies achieving the goal of a 25% under-represented workforce
- Develop and implement 'Bridge' program, providing a pathway for careers in the fire service
- Consider a Fire Cadet program to introduce youth to the potential for careers in fire and emergency service
- Invite opportunities for community outreach

Invest in the Community – Infrastructure

- Participate with other City departments to address traffic related issues
- Develop best practices regarding fleet management

Fiscal Stability and Sustainability

- Recruit and implement the position of Fire Marshal
- Allocate appropriate resources to achieve the goals and vision of City leadership
- Develop an efficient and streamlined process for Fire Prevention review that facilitates and regulates City needs
- Participate with other City departments developing a risk management program

Innovation in Technology to Improve Services

- Develop and leverage technology to improve service delivery and public safety
- Develop and leverage technology to improve workforce mobility and efficiency
- Develop and leverage technology to improve the community's access to information
- Participate with other City departments to develop technology solutions to secure and improve operational management
- Establish innovative and community based Fire Prevention programs regarding: Drowning, Smoke Alarm Installation, Paramedic Services, Fall Prevention, and Sidewalk CPR
- Obtain CPSE International Accreditation

Safety in Our Community

- Fill the authorized Ambulance Operator positions and complete the transition to the Ambulance Operator program and provisions of a third ambulance
- Increase engagement with the community to improve safety
- Strengthen the department's ability to prepare for, respond to, and recover from disasters by reviewing and updating department Emergency Operation Plans through annual training sessions and tabletop exercises
- Build community resiliency through the implementation of community training programs, CERT training, and other educational outreach
- Implement community engagement and public education initiatives to increase awareness regarding public safety programs, services, and results of proactive community efforts

An Inclusive and Diversified Workforce and Community

- Participate with other City departments developing a public awareness campaign to inform the community of efforts and expenditures on issues within the community, such as homelessness
- Participate with other City departments developing an outreach strategy to determine if services are addressing the needs of our diverse community
- Participate with other City departments that proactively identifies and responds to code compliance complaints, as it impacts the community and department
- Professional and leadership development.
- Develop Department Professional Standards for departmental consistency.

FIRE STATION 411

CATHEDRAL CITY FIRE DEPARTMENT



2023

TOGETHER

MAKING OUR COMMUNITY A BETTER AND SAFER PLACE FOR ALL TO LIVE.





CITY OF CATHEDRAL CITY
FIRE & EMS

CathedralCityFire.Org

For more information about your
Cathedral City Fire & EMS
visit us using our QR code

