

STRATEGIC PLAN



CALIFORNIA CITY FIRE & RESCUE 2015 – 2020



Message from the Chief:

I am proud to present the California City Fire Department's Community and Department driven strategic plan for 2015-2020. This is the first time the California City Fire Department has engaged the community in a strategic planning process including internal and external stakeholders. In doing so, we recognize the great benefit to us and the City by learning what the community expects from its Fire Department.

Over the past few years, the California City Fire Department has made significant advances in all areas of the organization. These advances have been in staffing, equipment and operational programs. Like many fire departments in the State, we continue to experience steadily increasing call loads which challenge our staffing model and causes us to be innovative with the delivery of service.

Fire prevention inspections are more complex than ever and we are called upon to deliver public education programs in an increasingly diverse community that hasn't had an aggressive prevention program in years. The City wishes to attract commercial growth as part of its own Strategic Plan and a fully functioning Fire Prevention/Inspection program will be critical to maintain the safety of our citizens. This issue, along with the many projects and programs that are needed in the delivery of services by a contemporary urban fire department, have only added to the challenges.

In response, the California City Fire Department must reassess its priorities through this strategic planning process with valuable input from the community, as well as members of the organization. Collaborative participation is more important than ever as we set strategic goals for the next five years.

This plan contains strategic goals that I am fully confident we will be able to attain. These goals can be achieved only if the level of service is maintained in the future. One challenge that we will face, in the current strategic planning cycle, will be the expiration of the City Special Tax. Without this funding the service provided by the Department is threatened. If the level of service is threatened and the City is unable to support the Fire Department at its current staffing level, a plan will need to be in place to provide Fire and EMS services through alternative staffing models or contract services.

The idea that the men and women of the California City Fire Department are actively engaged in an ongoing process for improvement is exciting to me. Our members' commitment to this strategic planning process clearly shows their commitment to the community.

I would like to thank our community members who participated and staff who attended planning sessions, meeting and provided input. We would not be able to serve the Community without all of you and we will continue to succeed as a result of your efforts.

Jeff Armstrong, Fire Chief

History:

The California City Fire Department (CCFD) began as a part of the Kern County Fire Department, in 1959. The fire station was staffed with volunteers and was established over the unincorporated part of Kern County that was later to become California City. In 1965 the City was incorporated and the need for increased fire protection was identified. The City hired paid firefighters consisting of 4 employees, one firefighter per 24 hour shift and a Chief. In 1969 the Fire Station on Hacienda Boulevard was constructed. The department continued to serve the community well setting the trend with a number of “firsts”.

The 1970's and 80's saw much volunteer activity, but little change in growth with the newly formed CCFD. The City was the first in Kern County to require its members be trained to First Responder level, followed by an EMT requirement a few years later.

The 1990's saw significant growth in the city and subsequently the fire department as well. An additional 3 firefighters were hired, giving each 24 hour shift 2 on duty at a time. This change further increased the capability of the department to provide service to the community. In 1994, CCFD began the first structured reserve firefighter program in Kern County. This program continues to this day, with reserves getting the opportunity to receive the on-the-job training portion of their California State Firefighter I Certificate.

An automatic aid agreement was established with Kern County Fire Department and Kern County Emergency Communications Center (ECC) began dispatching all emergency calls for the city. This provided an increase in service to the community and began a strong relationship with the Kern County Fire Department that remains in place to this day.

In 1996, three additional firefighters were added bringing the total number of personnel to three per shift. The need for these additional personnel was put on display during the Silver Saddle Resort Fire as teams of firefighters fought to extinguish the multi-alarm fire; one of the largest in East Kern County's history.

The mid-90's and subsequent years became years of medical advancement for CCFD. This was a period of time where Fire Departments all across the State and Nation were experiencing a change in culture with regard to medical responses and faced a higher demand for service. CCFD kept its traditions of "firsts" and embraced this change with increased customer service. The department became the first fire department to provide Combi-tube(advanced airways) and AED service on medical aid calls. In 1999 the Department raised the level of service again by adding Paramedic Response to its services; becoming the first in the County to do so. By 2002, the city had started a partnership with a private helicopter company (another first for a municipal governmental agency). After this agreement was enacted the CCFD had the ability to provide Air Medical transport service within the city and surrounding areas. Though short lived, California City's helicopter program saved many lives and became the catalyst for other helicopter providers to begin service or increase service, within Kern County.

As the fire department continues to pioneer new and progressive services for the citizens of California City it plans on continuing to build its history by providing the best service afforded its citizens. In 2012 the voters of California City passed a special tax supporting Fire and Police Services in the City. This overwhelming support from the citizens reaffirmed its pride and commitment to its Fire Department. In turn, the Fire Department committed to higher level of service by hiring a fourth firefighter for each shift. This staffing level allows the department to meet OSHA standards and aggressively attack a fire without having to wait for mutual aid support to begin interior structure firefighting activities. The special tax also funded a "second-in-command" position to support the Fire Chief and his duties. With the adding of this position the Department is able to maintain a Chief Officer on duty in the City 24/7. The staffing levels above are augmented with the 2 part-time, 7 reserve and 5 Fire Department Volunteer positions that City Council has authorized.

The Department will continue in its dedication to superior customer service and its trend in "firsts". We will stay abreast of changes in State and Federal laws regarding firefighting and healthcare to remain on the cutting edge while providing superior customer service to its citizens and visitors.

Purpose:

To ensure that the community's needs and expectations are met and the organization remains poised for future changes and challenges. For many successful organizations, the voice of the community drives their operations and charts the course for the future.

A "Community-driven" organization is defined as one that:

Maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the service provided.

Focus: The organization actively seeks to examine its services and processes through the eyes of the Customer;

Needs and Expectations: Customer's preferences and requirements, as well as standards for performance, timeliness and cost, are factored into to the planning for services of the organization.

Spoken and unspoken: Not only must the expressed needs and expectations of the customers be listened to; but also, industry standards, new technologies and modern practices shall be included as it is the desire of the internal and external stakeholders to have a modern, full functioning "all risk" fire department.

Present and future: Customers expectations drive the planning and operations, both to serve current customers and those who will become customers in the future.

What is a Strategic Plan?

It is a living management tool that:

- Provides short term direction

- Builds a shared vision

- Sets Goals and Objectives

- Optimizes use of resources

- Ensures the organization is prepared for future challenges and change

S.W.O.T. Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis can allow an organization to make candid observations. Beginning in October 2013, the Internal Stakeholder group participated in a process identifying conditions that contribute to the Department S.W.O.T.'s.

Strengths:

It is important to identify the Department's strengths in order to ensure capability of the level of service provided and expected. Through a consensus the following strengths were identified:

- Professionalism
- Progressive Department
- Personnel Experience
- Proven Customer Service Model
- Current Budget
- Seasoned Staff / Personnel committed to community
- Ability to educate the Council / Community (tell our story)

Weaknesses:

For any organization to begin to move forward or improve, it must identify areas where its functions can improve. The areas which can improve represent internal issues and concerns that may slow or prohibit progress. Through a consensus the following weaknesses were identified:

- Reactionary City Government
- Ineffective execution of plans
- Geography
- Lack of training with mutual aid resources
- Lack of depth of Department – staffing and resources

Opportunities:

Potential Opportunities were identified within as well as beyond our service area. Through consensus the following opportunities were identified:

Increased staffing

Cost Recovery / Revenue from Strike Teams

Kern County Fire for contract for services

Ability to lower and/or amend Special Tax

Threats:

Threats are not completely and/or directly controlled by the Department. Possible threats were identified by stakeholders in an effort to reduce the potential for loss. Through consensus the following threats were identified:

Political agendas

Misaligned vision between City and Department

Failure of Special tax without a plan

Increased demand for services

Aging fleet / high maintenance costs

Future Funding

Critical Issues

Internal Communications	Changes in EMS/Healthcare
Increased call volume/missed calls	D.I.R.T
Department Buy-in of Leadership's Mission/Vision	

Programs and Services

The Internal and External Stakeholder group identified the following core programs and vital services provided to the community, by the Department, as expected by the community through past practice or as required by law:

Emergency Medical Services (ALS)

Fire Investigation

Fire Prevention

Hazardous Materials Response

Fire Suppression

Technical Rescue

Public Safety Education

Domestic Threat Preparedness



Goals and Objectives

In order to achieve the mission and vision of the CCFD (California City Fire & Rescue), Internal Stakeholders established realistic goals and objectives. It was also the desire of the group to ensure we are ready to support the organization in its current form and prevent future reduction in service.

By carrying out these objectives, the organization will be directed toward its desired future and be able to continue delivering the high level of customer service our customers have come to expect. Each objective has a timeline for completion, thus leadership should look to responsible parties and/or work groups for implementation and reports on progress.

Key Performance Indicators (KPI's)

Key performance indicators evaluate the success of an organization in a particular activity in which it participates. Often success is simply the repeated, periodic achievement of some level of operational goal; and sometimes success is the achievement of change and progress toward a goals and objectives. During the life of this document, management will be required to measure the success or effectiveness of tasks. After each objective and associated tasks, is a brief description of KPI and expected or desired result.

Implementing the Plan

The plan provides the Department with overall Goals and Objectives for the next 5 years and direction on how to achieve success. However, it does not describe all of the specific actions needed to address the objectives. While it addresses tasks to be addressed under each objective, management may need to provide specific direction, supporting materials, training, benchmarks and due dates.

Management shall address the progress and success of this plan in a supplement, annually, and that document shall be contained in the Department Annual Report.

GOAL 1

Continue to deliver high level of professional services to the community.

Objective 1A: Increase Training

Timeline: On going

Tasks:

1. Immediately align ATP (Annual Training Plan) with State and Federal standards while ensuring training is applicable for the Department.
2. Participate in the Kern County workgroup that will be developing County-wide SOG's and participate in opportunities for multi-agency training. County-wide SOG's in place in 18 months.
3. Encourage the participation in specialized training.
4. Ensure an effective administrative procedure is in place to track training hours and staff qualifications within 1 year.

KPI: ATP updated, Inter-agency SOG's and Training, Increase in outside training attendance, continue to update training files and track Department Training per NFPA.

Objective 1B: Ensure facilities exist that will house the Department and allow for effective and uninterrupted delivery of service.

Timeline: 1 year

Tasks:

1. Continue to work through the planning process for a Fire Station remodel and expansion with construction beginning spring of 2015.
2. Continue to explore alternative options for housing Fire Services in the event task 1 is not achievable.
3. Continue to monitor the temporary housing that is in place to ensure that no barriers to delivery of service exist.

KPI: Fire station plans completed and staff moved in during 2015 calendar year

Objective 1C: Continue to monitor/adapt to changes in EMS, Healthcare and the new role of First Responders.

Timeline: 1 year

Tasks:

1. Seek opportunities through changes in Healthcare enacted by the PPACA and explore funding options.
2. Explore alternative service delivery models such as Community Based Expanded Healthcare and/or Community Para-medicine.
3. Continue to enhance relationships with Private Ambulance and Kern County EMS. Have an operational agreement with Hall Ambulance in effect within 6 months.
4. Explore options for a Medical Director position to represent the interests of the Department at a County and State level while reducing the organizational liability. Have a Medical Director in place within 6 months.

KPI: Obtain education on the PPACA, visit and learn more about a successful program, Contract with a MD for Medical Director Services, involve Hall Ambulance with event planning and develop a more joint mission.

Objective 1D: Ensure current delivery of service model and staffing levels remain intact.

Timeline: ongoing - 5 years

Tasks:

1. Continue to collect data that reflects the benefits of and the needs to maintain 4-0 staffing in the City.
2. Department Leadership, in coordination with City Leadership, work toward transitioning essential public safety services to a more secure funding source.
3. Continue to enhance and explore alternative funding sources such as Strike Teams and enhanced Healthcare models.
4. Educate the public of the changes in service they will experience if the current service model and staffing levels change.

KPI: Department maintains minimum staffing of 4 beyond 2018, Department budget becomes more secure and sustainable, Community begins to understand more fully what we do (tell our story), increase cost recovery.

Objective 1E: Maintain operations and procedures such that will result in the City maintaining its ISO rating with possible improvements in the future.

Timeline: ongoing - 5 years

Tasks:

1. Ensure changes in equipment placement done in preparation for the ISO evaluation remain in effect.
2. Work with the Insurance Industry to educate residents, business owners and City Leadership as to the benefits of an improved rating.
3. Continue to evaluate the ISO FSRS (Fire Suppression Rating Schedule) and evaluate operations and procedures for improvement to an ISO Class 2.

KPI: At a minimum the Department maintains its ISO rating of Class 03/03x or through reevaluation the Fire Department obtains in ISO rating of Class 02/02x.

Objective 1F: Support the development of a Budget independent of the Special Tax and/or to augment Special Tax funding of Fire Services.

Timeline: 1-3 years

Tasks:

1. Promote and support economic development
2. Time permitting, Fire Department Management to serve on committees, support City growth and become politically involved.
3. Create funding solutions and alternative models that will maintain Fire Services while decreasing the tax burden.

KPI: Sustainable Fire Services at the appropriate and expected levels through 2020.

Objective 1G: As an alternate to Department cuts, secondary to future funding shortfalls, begin to explore contract for Fire Services.

Timeline: 1-3 years

Tasks:

1. Prepare a budget and Department outlook post special tax.
2. Establish staffing models for this limited budget vs. full functioning Department.
3. Create avenues for sustainable Fire Services with associated funding without the City-wide panic of the failure of a special tax.
4. Explore the possibility / interest of Kern County Fire in a contract of Fire Services.
5. Request RFP from Kern County with City Specific requirements.
6. Present Kern County option no later than 2017 as alternative to Special Tax at current rate.

KPI: Fire Department retains its staffing level and funding or City contracts for County Fire Services.

GOAL 2

Enhance Public Education and Community Relations

Objective 2A: Develop and implement a school-age juvenile outreach program

Timeline: 1 year

Tasks:

1. Assign 2 staff members to be the Department “public educators” and task them with the development of the program for presentation to the Fire Chief.
2. Develop a juvenile fire setter program through coordination with the Arson Division.
3. Review national and state recommendations for programs and facilitate staff to attend any needed training.
4. Perform public education events once a month.

KPI: Full functioning juvenile fire setter program and active school education program in place by 2016.

Objective 2B: Research and develop procedures to increase communication with the Community.

Timeline: 6 months

Tasks:

1. Develop an online customer service survey
2. Develop an “ask-questions” forum for non-formal requests for information from the public and place it on the Department website.
3. Host Community events on a bi-monthly basis. These events can be open houses, fire prevention displays or community/staff meetings hosted by the Fire Chief.
4. Release Monthly and Annual Department Reports
5. Assign a Department PIO and ensure releases of information are in a standard format that follows an established procedure.
6. Ensure the Department website is updated monthly.

KPI: Online surveys in place on the website and begin to host community events, meet with community groups, take input and consider ideas not listed above.

Objective 2C: Enhance public relations through Fire Prevention activities.

Timeline: 1 year

Tasks:

1. Continue with the annual commercial fire and life safety inspections in all occupancies in the City.
2. Create a process that educates business owners on how to avoid violations
3. Create informational hand-outs that explain the process and educate the community.
4. Create a process for self-inspection that will reduce the workload on staff.
5. Continue with alternative programs such as apartment inspections and abatement of dangerous buildings.
6. Conduct a cost/benefit analysis to seek validation for a fire prevention position.
7. Revisit the Community Risk Reduction Division.

KPI: Continue with annual inspections of all commercial occupancies; continue to educate the public through walk-through's and hand-outs.

GOAL 3

Develop a recruitment, promotion, career development and progression plan.

Objective 3A: Identify key positions in the Fire Department and interested successors in an effort to maintain continuity of services.

Timeline: 1 year

Tasks:

1. Identify key position skill sets.
2. Develop a document that defines the minimum requirements for each position.
3. Develop training development materials and task books for each position with “acting” ability for each staff members.
4. Assign mentors in the Department to oversee task book based training.
5. Develop a policy for promotion to ensure a defined process is followed each promotional testing.

KPI: Create a Training plan that identifies a succession plan and associated qualifications, complete task books, policy for promotion and assign mentors.

Objective 3B: Develop and maintain a retention program to decrease turnover.

Timeline: ongoing to 3 years

Tasks:

1. Currently, the department sees an average of 2 vacancies per year. The goal will be to reduce that turnover by 50%.
2. Focus on fostering positive labor/management relationships.
3. Work to provide a safe and encouraging work environment.
4. Provide high quality equipment and facilities for personnel.
5. Push to provide pay and incentives to be competitive in the County and region.
6. Educate the public and City leadership on the damage turnover causes to an organization.

KPI: Improved relationship with Labor, Fire Station complete, new front line engine purchased, decreased turnover.

Objective 3C: Identify recruiting opportunities to incorporate the diversity of the Community.

Timeline: 1 – 5 years

Tasks:

1. Identify City demographics.
2. Identify key issues that hinder recruitment.
3. Assign recruiting to a staff member and/or create a recruitment committee.
4. Develop a marketing strategy for recruitment.
5. Maintain current programs that assist with recruitment (Volunteers and Reserve Firefighters).
6. Identify External outreach programs (fire academy or explorers)
7. Consider hiring BLS firefighters and sponsoring through Paramedic School.
8. Evaluate recruitment outcomes.
9. Address recommendations for improving recruitment.

KPI: Through exit interviews and staff input identify causes of turnover and recruitment hindrances.

GOAL 4

Develop a physical resource plan to provide for the scheduled maintenance and replacement of apparatus.

Objective 4A: Determine current performance level and operating costs of fleet.

Timeline: 6 months

Tasks:

1. Develop an evaluation tool.
2. Conduct a survey with users.
3. Evaluate data and repair costs.
4. Consider alternate response models and QRV's (Quick Response Vehicles).

KPI: Reduction in vehicle maintenance costs, streamlined centralized fleet maintenance, written plan in place for future needs.

Objective 4B: Identify critical needs and a replacement cycle.

Timeline: 1 year

Tasks:

1. Identify specific needs.
2. Identify NFPA Standards.
3. Obtain Labor and/or apparatus committee input.
4. Review purchasing process and past practices.

KPI: Capital Replacement plan in place for entire fleet.

Objective 4C: Evaluate fleet maintenance options

Timeline: ongoing

1. Perform analysis of costs, time and quality.

KPI: Financial tracking of fleet operation costs continues, full analysis of expenditures.

GOAL 5

Ensure that administrative functions of the Fire Department remain appropriate to the needs of the Department and support line personnel in the performance of their duties.

Objective 5A: Inventory all Administrative job functions, special assignments and requirements of personnel.

Timeline: Ongoing – 3 years

Tasks:

1. Identify personnel involved in administrative functions and conduct analysis
2. Create clear and concise objectives for the process
3. Create an oversight process and review panel

KPI: Full job analysis in place with management controls.

Objective 5B: Collect and Present Data

Timeline: 3 years

Tasks:

1. Review survey / analysis instruments
2. Conduct surveys and interviews with personnel
3. Format results

KPI: Recommendations in place for position additions, deletions or job description modifications.

Objective 5C: Review with panel

Timeline: 3 years

Tasks:

1. Prepare recommendations
2. Prioritize recommendations
3. Implement recommendations

KPI: recommendations for streamlining the administrative functions are implemented.

Objective quick reference

<u>Objective:</u>	<u>Timeframe:</u>	<u>Assigned to:</u>
1A	ongoing – 5 years	Training Chief
1B	1 year	Fire Chief
1C	1 year	EMS Coordinator / Medical Director
1D	ongoing - 5 years	Fire Chief
1E	ongoing – 5 years	Entire staff
1F	1-3 years	Fire Chief
1G	1-3 years	Fire Chief / Finance Director
2A	1 year	Arson Division / Assigned public educator
2B	6 months	Administrative staff
2C	1 year	Fire Chief / Arson Division / PIO
3A	1 year	Fire Chief / Training Chief
3B	3 years	Fire Chief / Union
3C	1-5 years	Fire Chief or designee / Union
4A	6 months	Apparatus committee
4B	1 year	Apparatus committee
4C	ongoing	Fire Chief
5A	ongoing – 5 years	Fire Chief / Human Resources
5B	3 years	Fire Chief / Human Resources
5C	3 years	Fire Chief / Human Resources / City Manager

The 6 questions

The External group was asked for input on the following 6 questions during the Stakeholders meeting. This section contains their replies in no particular order. This content was considered during the goal setting stage and was a great tool for capturing our image.

1. Who are we as an Organization?

A pillar in the community

Public Safety

Leadership

Need more information

Community needs education on what you do

2. What are the basic social and political needs and problems that the Fire Department needs to address?

New Fire Station

Political- Those opposing the special tax

Political- Those who consider cuts to public safety acceptable

First responders should not be on the "chopping block" every 5 years

A professional development program

Cross training with other Departments

Wages and benefits competitive with region

Consider County Contract for Fire Services

3. How should we recognize, anticipate and respond to those needs and problems?

Staff meetings

Community meetings

Create information flow to and from Community

Educate City Elected Officials

Create a Community based Department (Paid Call Firefighters)

Personalize the Department

4. How should we respond to our key Stakeholders?

Newsletters

Department Reports

Community/staff meetings

Interact with Residents / Businesses / Visitors

City Hall not considered a Stakeholder

Support economic changes to ensure public safety is sustainable

5. In your option, what are our philosophy and core values?

Strength

Courage

Integrity

Compassion

Dedication

Foresight

Competency

6. What makes us distinctive as an organization?

Funding source

Small Department covering large area

High call volume

Leadership among the City Departments

Character

Mission

To preserve the quality of life, property, and the environment within our community, state, and nation through education and the professional delivery of emergency medical fire and rescue service.

Our Vision Is:

- *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 a 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 and progressive tactics 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 California City Fire Department will consistently exceed the expectations of our community.*



Core Values

Through a consensus the following core values were defined and adopted as a guide for our operations and deliver of service. Internal and External groups felt these were the most important concepts to be adopted.

Excellence in service: In everything we do

Integrity: Maintain the Communities Trust: Citizens First

Strength: An internally strong united organization

Courage: We continue to perform in the toughest of situations

Foresight: We recognize change and plan for it

Innovation: We support creative ideas to improve

Professionalism: We are proficient, mature and take ownership of our Mission



The success of the Strategic Plan

California City Fire & Rescue has approached its desire to develop a Strategic Plan by asking for and receiving input from the members of the Community and Department. The process was long and at times very challenging. Low interest from the community could be attributed to lack of knowledge of the process and a possible Department “disconnect” from the Community.

The Strategic Plan is a living document and a management tool that can and should be reviewed on a regular basis. This review should track work progress as well as evaluate the Goals and Objectives for validity. Management will need to develop a review process and tools for the committee.

The success of the Department’s Strategic Plan will not only depend upon the implementation of the Goals and their related Objectives, but also from the support received from the City of California City, Membership of the Department and community at-large. All the Goals found in the Plan follow the S.M.A.R.T. model. The SMART model ensures Goals and their associated Objectives are: specific, measurable, attainable, relevant and time-bound.

Provided that the community-driven strategic plan is implemented, kept dynamic and supported by effective leadership it will be a considerable opportunity to join internal and external stakeholders through a joint understanding of the organization and needs of the community. How all vested parties work to achieve the mission, goals and vision; and how the organization measures its progress, will be a key for success.



Acknowledgements

Administrative Staff

Fire Chief: Jeff Armstrong

Fire Battalion Chief: Jared Renshaw

Fire Department Administrative Technician: Amy Hurtado

Consulting Services

Jason Moore, Fire Battalion Chief - James Island PSD Fire Department
Infinite Consultation LLC; Ladson, South Carolina

Internal Stakeholder Group

Firefighter & California City Professional Firefighters Union President: Andrew Roach

Fire Captain: Jack Walters

Fire Captain: Brandon Vaccaro

Fire Engineer: Rob Marx

Firefighter: Mike Weaver

Firefighter: "Ozzy" Guerrero

External Stakeholder Group

DJ Twohig

Andrew Parker

Ron Smith

Norm Hill

CALIFORNIA CITY FIRE & RESCUE
(CALIFORNIA CITY FIRE DEPARTMENT)
20890 HACIENDA BLVD
CALIFORNIA CITY, CALIF. 93505