

# CALIFORNIA CITY FIRE DEPARTMENT

## 2021-2026 STRATEGIC PLAN



GRATEFUL TO SERVE, AND PROUD TO PROTECT  
THE CITY OF CALIFORNIA CITY, ITS RESIDENTS  
AND ITS VISITORS.

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**JEREMY KOSICK -FIRE CHIEF**

Published 5/31/2021



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# The California Fire Department Strategic Plan 2021-2026



Approved By:

A handwritten signature in blue ink that reads "Jeremy Kosick".

Jeremy Kosick  
Fire Chief / Fire Marshal

5/31/2021

Date





## Fire Chief's Message

I am proud to present the California City Fire Department's strategic plan for 2021-2026. This plan is the culmination of all the hard work from a team of dedicated firefighters across all ranks of our department.

To provide the best "all-hazards" fire, rescue, and emergency medical services to those who work, live, and visit California City, we must continuously respond to changes, collaborate on issues, assess community needs, and develop comprehensive viable solutions. Like many departments, we have seen a steady increase in calls for service as we encounter new threat types never seen before as society and industry continue to evolve. This continues to challenge our abilities to provide the service that we feel the community deserves, and

the progressive and proactive service the department is committed to providing.

The strategic planning process has allowed us to assess and evaluate many aspects of how we provide service to California City and compare that to industry standards and best practices. We then developed a roadmap of how to accomplish our goals and objectives that were derived from this process.

We are extremely fortunate to serve a community that recognizes the importance of public safety for a rapidly growing and isolated community. As a twenty-year veteran of the department, I am humbled and fortunate to be part of such an organization that has such an array of highly professional firefighter/paramedics who recognize the value of teamwork, planning, preparation, training, and professional development.

In closing, I would like to thank the members of the Fire Department, members of the California City Professional Fire Fighters Association, Local 3903, and those in the Community for their support and participation in our strategic planning process. It is an exciting time in the department's history that the men and women of the California City Fire Department are actively engaged and united in an ongoing improvement process. As an organization, we stand united and committed to accepting the challenge of making these strategic goals a reality by being fiscally responsible and enhancing the services we provide to our residents, while meeting our future needs.

**Jeremy Kosick**  
**-Fire Chief/ Fire Marshal**

A handwritten signature of Jeremy Kosick in blue ink, written in a cursive style.

## Executive Summary

The California City Fire Department (CCFD) is pleased to present its 2021-2026 Strategic Plan. The purpose of this Strategic Plan is to clearly define the mission and goals of CCFD while developing a guide for continued excellence in service as we prepare to meet the many challenges and opportunities in providing emergency services during the next five years.

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

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

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



## History



### HISTORY OF CALIFORNIA CITY FIRE DEPARTMENT

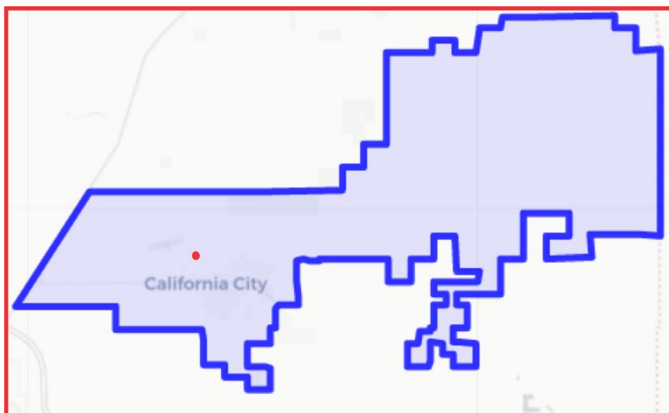
The California City Fire Department (CCFD) began as a part of the Kern County Fire Department in 1959. The fire station was staffed with volunteers and was established in an unincorporated part of Kern County that was later to become California City.



California City was incorporated in 1965 and established the California City Fire Department. Four paid firefighters were recruited, one firefighter per 24-hour shift, and a Fire Chief. In 1969 the Fire Station on Hacienda Boulevard was constructed and continued to serve the community well, setting the trend for several “firsts”. The 1970s and 80s saw regular volunteer activity, but little change and growth with the newly formed department. CCFD was the first fire department in Kern County to be trained to the First Responder level, followed by Emergency Medical Technician a few years later.

Significant city growth began in the 1990s and subsequently the fire department as well. Three additional firefighters were hired giving each 24-hour shift 2 on-duty firefighters per shift. Beginning in 1994, CCFD began the first structured reserve firefighter program in Kern County that received on-the-job training and apprenticeship to complete the California State Firefighter I Certification process. This reserve program served as the main hiring pool for firefighter vacancies.

An automatic aid agreement was established with the Kern County Fire Department and the Kern County Emergency Communications Center (ECC) who 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. Mutual aid is an integral part of CCFD operations that allows the department to meet and adhere to OSHA and NFPA guidelines for firefighting and emergency response.

Three additional firefighters were added in 1996 bringing the total number of personnel to three

firefighters 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 at the time.

The mid-90s and subsequent years became years of medical advancement for CCFD. Fire Departments across the Nation began incorporating more and more medical services and CCFD kept its traditions of "firsts" as the first fire area department to provide Combi-tube (advanced airways) and AEDs (Automated External Defibrillators) on medical aid calls. In 1999 the department increased the level of service again by adding Paramedic Response to its services; becoming the first in Kern County to do so.

In 2002, CCFD formed the first hybrid private / government partnership with a private helicopter company 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, and similar partnerships started to occur- in surrounding counties in Southern California.



In 2012, the voters of California City passed a new special tax supporting Fire and Police Services in the City, which allowed the department to hire a fourth firefighter for each shift. This staffing level allows the department to meet OSHA and NFPA standards to aggressively attack fire fires without having to wait for mutual aid support to begin interior structure firefighting activities and rescues. The fire department has relied upon special tax funding for most of the department's existence and will most likely continue to rely on that funding until a new tax base can be generated. CCFD's Fire Station 19 has remained one of the busiest fire stations in Kern County and continues to see a 12% average rise in call volume each year. Recently in 2021, CCFD signed a formal mutual aid agreement with the Edwards Air Force Base Fire Department and began forming better working relations with the local EMS (Emergency Management Services) agency and partnering EMS providers, helping to provide more robust emergency services for California City.

## **Demographics & Quick Facts**

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

### **Population Protected:**

**14,000 (resident)**

**2,500 (Inmate)**

**Up to 100,000 (Day Visitors and OHV)**

**Square Miles Served: 204**

**Fire Department Budget FY 2020-21: \$ 2,888,246.27**

**Code Enforcement Budget FY 2020-21: \$141,309.95**

**ISO Rating: 3/3X**

**Number of Fire Stations: 2 (1- Main City, 1- Seasonal OHV-Borax Bill)**

### **Fire Equipment:**

- 1- Type I Front Line Fire Engine**
- 1- Type I Reserve Fire Engine**
- 1- Type I Reserve Fire Engine- Out of Service**
- 1- Type III Wildland Fire Engine**
- 1- Type VI Wildland Patrol**
- 1- Paramedic/Rescue Squad**
- 1- Arson/Fire Investigation Unit**
- 1- Fire Chief/Command Vehicle**
- 1- Mobile Light & Air Unit**
- 2- Code Enforcement Vehicles**

**Minimum Daily Staffing Level per Shift and Ranks: 5**

**1-Fire Captain, 1 Fire Apparatus Engineer, 2- Firefighter/Paramedics, 1- Fire Chief, 1 Administrative Assistant, 2- Code Enforcement Officers.**

**Number of Personnel: 16 (13 sworn, 1 Civilian, 2 Code Enforcement)**



## California City Fire Department Service Calls 5-Year History

	2016	2017	2018	2019	2020
<b>Fire</b>	115	88	101	92	114
<b>Medical</b>	1868	2037	1969	2006	2281
<b>Service</b>	170	164	111	143	201
<b>Haz-Mat</b>	71	72	83	105	195
<b>Other</b>	463	503	528	526	397
<b>Total</b>	<b>2687</b>	<b>2864</b>	<b>2792</b>	<b>2872</b>	<b>3188</b>
<b>*Simultaneous/ Overlapping</b>	2558 95.2%	499 17.42%	774 27.72%	385 13.41%	611 19.37%

\*Simultaneous/Overlapping calls are Emergency calls for service that occur while firefighters are responding to other calls for Emergency Service.

**2016, 2017, & 2018 overlap rates are high due to staffing additional units for OHV emergency response. 2020 is especially of concern as staffing was low and no additional units could be staffed, forcing a single unit to respond to multiple “back-to-back” or simultaneous calls for emergency service.**

## Mutual Aid Resources

Kern County Fire Department Station 14- Mojave (1 Fire Engine)

Average response time to California City: 18 minutes.

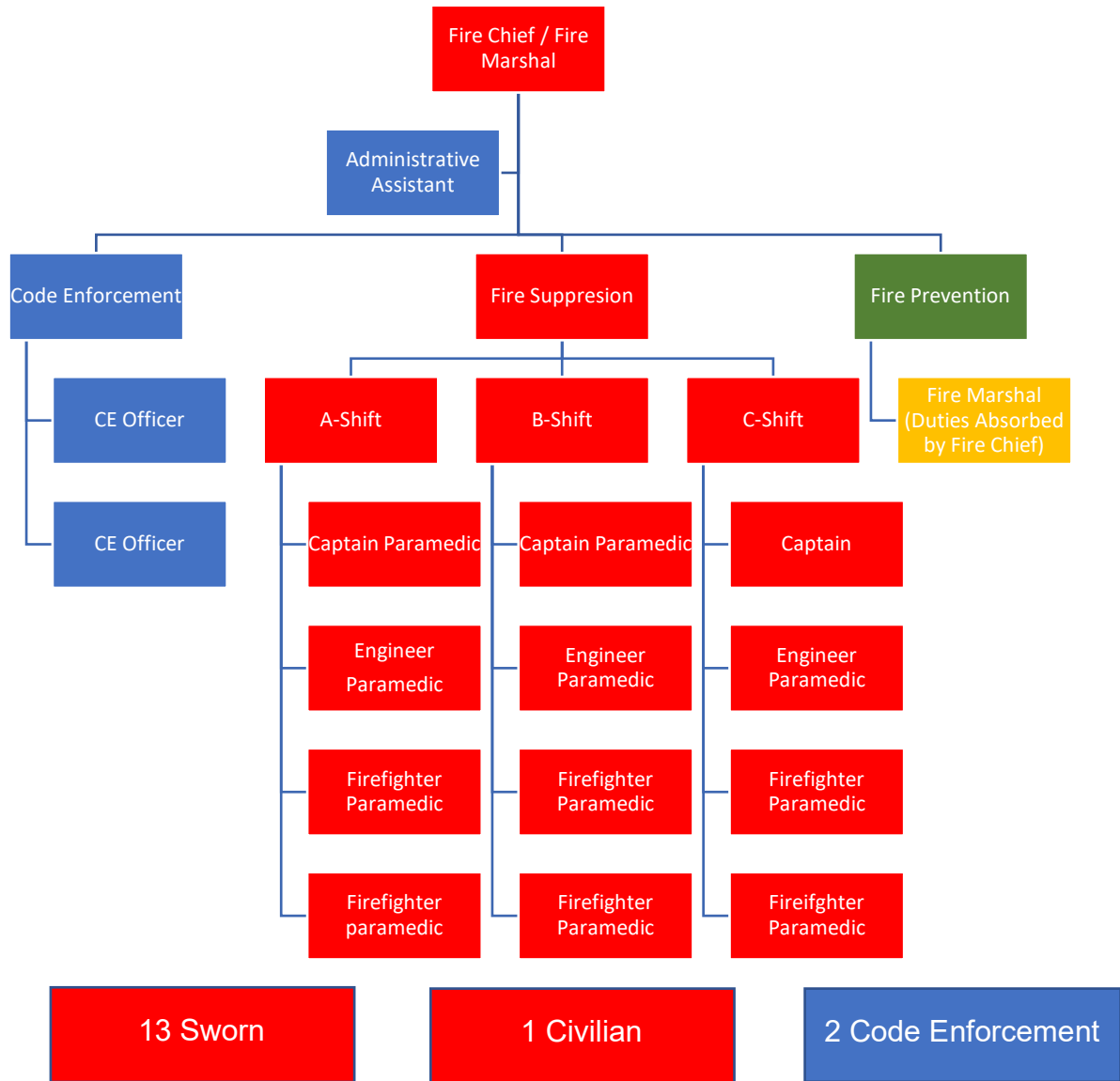
Kern County Fire Department Station 17- Boron (1 Fire Engine)

Average response time to California City: 27 minutes.

Edwards Air Force Base Fire Department (1 Fire Engine)

Average response time to California City: 30 minutes.

# Organizational Chart



**CALIFORNIA CITY  
FIRE DEPARTMENT**

# Programs & Duties

<b>CALIFORNIA CITY FIRE DEPARTMENT</b> <b>CHART OF DEPARTMENTAL DUTIES AND RESPONSIBILITIES</b>			
Administration	A-Shift	B-Shift	C-Shift
Budgeting / Strategic Planning- <i>Fire Chief</i>	Juvenile Fire Setter Intervention Program- <i>Fire Captain, Fire Chief</i>	Tactical Medic Program- <i>Fire Captain</i>	PPE Inventory / Maintenance- <i>Fire Captain</i>
Succession Planning- <i>Fire Chief</i>	Training Records- <i>Fire Captain</i>	EMS Coordinator, CQI- <i>Fire Captain</i>	Fleet Maintenance- <i>Fire Captain</i>
Communications- <i>Fire Chief</i>	Risk Management- <i>Fire Captain</i>	PIO- <i>Fire Captain</i>	Ladder Testing- <i>Fire Engineer</i>
IT Support- <i>Fire Chief</i>	Arson Evidence- <i>Fire Captain, Fire Chief</i>	C.E.R.T. Team- <i>Fire Captain</i>	Pump Testing- <i>Fire Engineer</i>
Grant Management- <i>Fire Chief</i>	Training Officer- <i>Fire Captain</i>	Wildland Coordinator- <i>Fire Captain</i>	Hose Testing- <i>Firefighter</i>
Health and Safety Officer- <i>Fire Chief</i>	Fire Investigation Lead Investigator- <i>Fire Captain, Fire Chief</i>	Reserve Firefighter Program- <i>Firefighter</i>	Hand Tool Maintenance- <i>Firefighter</i>
Hiring Coordinator- <i>Fire Chief</i>	D.I.R.T Operations- <i>Fire Captain</i>	Fire Explorer Program- <i>Firefighter</i>	Small Equipment- <i>Firefighter</i>
Safety Committee- <i>Fire Chief</i>	Hydrant Maintenance- <i>Firefighter</i>	Fireline Medic Program- <i>Fire Captain</i>	Station Maintenance- <i>Firefighter</i>
Haz-Mat Program- <i>Fire Chief</i>	EMS Supplies- <i>Firefighter</i>	Station Maintenance- <i>Fire Captain</i>	Reserve Program- <i>Firefighter</i>
Fire Prevention / Inspections- <i>Fire Chief</i>	Community Education & Out-Reach- <i>Firefighter</i>	Community Affairs Officer- <i>Fire Captain</i>	Rescue Systems / Equipment- <i>Firefighter</i>
Hazard Mitigation Plan, Fire Master Plan, EMS Deployment Plan- <i>Fire Chief</i>	Health & Wellness Program- <i>Firefighter</i>	S.O.G / S.O.P Committee- <i>Fire Captain</i>	SCBA Testing & Maintenance- <i>Firefighter</i>
Code Enforcement- <i>Fire Chief</i>	Apparatus Committee – Ad hoc		
Interagency Liaison- <i>Fire Chief</i>	Awards & Recognition Committee- Ad Hoc		
Red Cross, City Serve, Save-Card Liaison- <i>Fire Chief</i>	Equipment Committee- Ad Hoc		
EOC Commander- <i>Fire Chief</i>			
Incident Commander / Safety Officer- <i>Fire Chief</i>			
Building Plan Review- <i>Fire Chief</i>			
DIRT Grants- <i>Fire Admin Asst.</i>			
Records Management- <i>Fire Admin Asst.</i>			
Payments / Invoices- <i>Fire Admin Asst.</i>			



## Mission Statement



# CALIFORNIA CITY FIRE DEPARTMENT



### Our Mission

To preserve the quality of life, property, and the environment within our Community, State, and Nation, through education and the professional delivery of fire suppression, rescue, and emergency medical services.

### Our Vision

To strive for "excellence" in every-thing we do while being proactive, professional, and knowledgeable in serving the community with professionalism, integrity, efficiency, and a culture of team work.



### Values

**Trustworthiness** is the most important asset we are granted by our citizens and is the life blood of the department.

**Accountability** Accepting ownership for our actions and decisions.

**Compassion** We will be sensitive to the needs of others, thoughtful, open-minded, and provide help where we are able.

**Excellence** It's our duty to deliver quality service with resolve and adaptability to the dynamic environment in which we serve.

**Respect** We believe in the basic dignity of every individual, and we value all members of the community and department.

**Quality** We will uphold the highest standards of customer service with timeliness, quality, and value.

# Strategic Planning Process



CCFD has a long history of the continual pursuit of excellence. CCFD has historically been the frontrunner in the County for many expanded services such as EMT, Paramedic, and many other programs as well as improving the department's ISO rating. On the future horizon, CCFD will pursue the highest professional recognitions possible by starting the process to be an Internationally Accredited Agency by the CFAI/Center for Public Safety Excellence and striving to be a "Class 1" Public Protection Classification rating from the Insurance Services Office (ISO). As part of CCFD's commitment to continued excellence, sustaining a thoughtful, comprehensive Strategic Plan is critical.

This Five-Year Strategic Plan serves as a tool that reflects the shared mission and vision of the organization through a series of short-term and long-term strategic objectives. The intent is to drive the organization toward a common vision while optimizing resources.

The 2015-2020 Strategic Plan was the first in CCFD's history. To continue to build upon those achievements, CCFD engaged in a strategic planning process to develop its next five-year Strategic Plan. CCFD's strategic planning process included three distinct phases: (1) Project Organization, (2) Internal and External Department Assessments, and (3) Goal and Action Item Creation.

## Project Organization

During the Project Organization Phase, the Strategic Planning Committee was comprised of CCFD members who held formal and informal leadership positions. The Strategic Planning Committee was ultimately tasked with identifying internal and external stakeholders and leading various focus group discussions that would occur during the assessment phase.

## Internal and External Department Assessments

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

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

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

Focus group meetings were conducted with A, B, and C Shifts, the Fire Prevention Bureau, and Code Enforcement. Program-specific focus groups were also conducted in the areas of EMS, Haz-Mat (Hazardous Materials), Fire Suppression, Community Programs, and Technical Rescue. Additionally, focus groups were conducted within the California City Firefighters Local 3903. Members answered questions and discussed various subject matters such as CCFD's mission, vision, and core values, overall department effectiveness, job satisfaction, training, equipment, resources, internal and external communications, and workplace environment and leadership.

**External Focus Groups:** External stakeholder focus group meetings representing a broad base of the community were also conducted. Focus group members were invited to discuss their relationships with and perceptions of CCFD and identify trends and issues that influence CCFD and the community. Individual informal meetings were conducted with several city departments concerning a wide variety of topics. The usual external-stake-holder meetings could not take place due to the COVID-19 Pandemic, and surveys were conducted via written and digital means along with previous data and feedback obtained from council meetings, public comments, and general community feedback. While there were many contributors, several of them did not want to be identified or participate due to fear of retaliation of their comments from others in the public, City Council, and/or city government.

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

1. Define the services/programs provided to the community.
2. Establish the community's program and service priorities.
3. Establish the community's expectations of the agency.
3. Identify concerns the community may have about or for the agency and its services/programs.
4. Identify agency aspects and services/programs which the community views as positive.



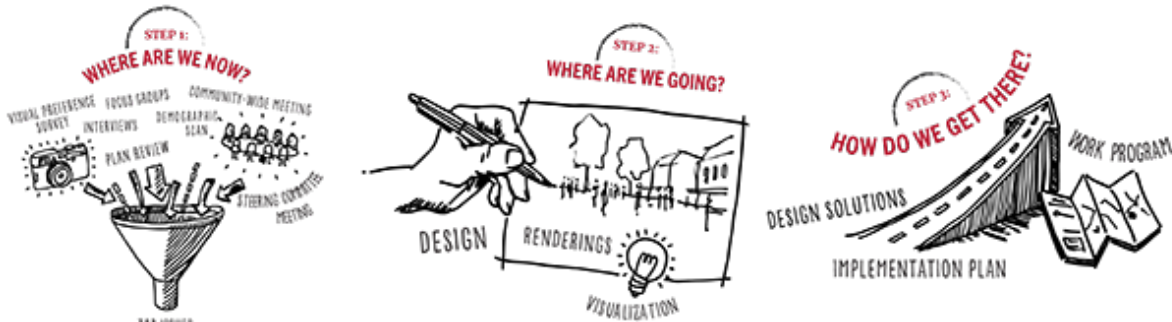
5. Develop a current agency Mission Statement, giving careful attention to the services/programs currently provided and which logically can or should be provided in the future.
6. Establish values to guide the agency in personnel behavior that is consistent with community expectations.
7. Identify agency Strengths.
8. Identify agency Weaknesses.
9. Identify areas of Opportunity for the agency.
10. Identify Potential Threats to the agency.
11. Determine the Critical Issues and Service Gaps identified from the S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) analysis and community feedback.
12. Develop strategic initiatives to solve the Critical Issues and Service Gaps and from the initiatives develop realistic goals and objectives for the future.
13. Identify the timeline and critical tasks for each objective.
14. Develop a statement summarizing the agency's strategic planning vision for the future.
15. Develop agency and community commitment to the plan.

## **Strategic Goal and Action Item Creation**

The third and final phase of the planning process used information gathered during the internal and external information gathering, as well as other significant sources to create strategic goals and action items. The department staff identified key strategic issues; created overarching goals to address the major key issues; and developed action items to realize each goal.

Specifically, strategic goals and action items were created based upon three contributing factors. The first factor was the internal and external assessments gathered using the Community-Driven Strategic Planning Process Outline. Through this feedback, critical issues and service gaps were identified from the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Second, these findings were linked to a goal and/or action item that would directly address or mitigate a key issue that was discovered. Over the last year, specific projects have been identified by CCFD Staff to improve operations and administrative processes. These special projects were the third contributing factor to the identification of key issues and the creation of goals and action items.

# Performance Assessment



The SWOT analysis is a summary of critical issues and service gaps identified by the past and present focus groups from the department by taking past and present community and stakeholder feedback into consideration. Every aspect of the assessment suggests that CCFD is doing an excellent job with limited resources and a lack of funding. The majority of community and business feedback has been positive and indicates they are pleased with the services provided by CCFD, and usually comment on how helpful CCFD personnel are. Internal surveys indicated that employees are generally happy in their jobs and take pride in their work. Although, they often suffer morale issues due to the lack of perceived value by some community leaders and quickly burn out from a continuously heavy workload. CCFD is constantly improving while assessing for new trends and ways to continue improving, so as not to become stagnant in old unproductive ways.

Strengths
<input type="checkbox"/> CCFD always maintains a professional image and positive attitude while being “humble” in serving the community.
<input type="checkbox"/> CCFD shows great care and compassion when interacting with citizens during emergencies (e.g., taking time to comfort someone after the loss of a loved one.)
<input type="checkbox"/> Most personnel choose to stay with the department instead of leaving for bigger and better-paying departments due to the internal atmosphere and leadership provided.
<input type="checkbox"/> Crew unity provides strength and efficiency which is visible to the public. “Exceptional Team Concept”
<input type="checkbox"/> Fire prevention inspections conducted professionally with a focus on education and life safety.
<input type="checkbox"/> CCFD provides diverse services to the community: Fire Suppression, Advanced Life Support-EMS (Paramedics), Basic HazMat, Wildland/Urban Interface, Vehicle Extrication, Basic Urban Search & Rescue, Fire/Arson Investigation, Fire Prevention, Plan Review, Inspections, Code Enforcement, CERT, Community Program Support.

Strengths
□ CCFD is very proactive with the implementation of new programs, equipment, and training (e.g. tactical medicine, expanded scope EMS.).
□ Ensures all personnel exceeds state and local minimums for job qualifications.
□ Use of development committees to elicit input on equipment and training (Operations, Uniform and Technology Committees).
□ Personnel are invested in the advancement of the Department through additional personal education and program development.
□ Willingness to wear multiple hats to provide the best level of service for the community while lacking adequate staff.
□ Staff and Administration are actively involved with making sure facilities are safe and well-functioning where possible.
□ CCFD main station is new and updated in a professional manner to prove a good base of operations for the future.
□ CCFD has a positive relationship with many departments throughout the state.
□ New front-line fire engine to provide long term stable responses
□ Quality apparatus and equipment.
□ Fleet maintenance agreement for fire vehicles ensures consistency and allows for quality control.
□ Strong and professional relationship between CCFD and CCPD.
□ Communication and relationship between CCFD, Kern County Fire Department, and the Edwards Air Force Base Fire Department.
□ Fire Prevention Bureau staff has a quick turnaround on plans, inspections, and information compared to larger departments and cities.
□ CCFD participates with the Local Hazard Mitigation Planning process through Kern County OES for assistance with county-wide support and hazard mitigation.
□ CCFD technological advances: iPad integration for inspections, on-scene patient care documentation.
□ CCFD prioritizes training and education with personal development.
□ CCFD FPB provides a high level of customer service.
□ CCFD's working relationships with City Departments are positive and progressive.



Strengths
□ Command Staff and Line Staff unified in decision making.
□ Standardized policy development and review by labor and management with Department input.
□ Well-rounded, strong firefighter candidates from the start of the hiring process (backgrounds) who will be good role models and progressive employees.
□ Implementation of Target Solutions allowed for better documentation of training and addressed ISO credit needs.
□ CCFD personnel are well trained and perform at high levels on incidents and strike team assignments.
□ CCFD personnel are professional and highly qualified, good instructors who assist with City training, progressive, and up to date.
□ Red Card/Strike Team – CCFD offers plenty of opportunities for state assignments.
□ The vast majority of the citizens want their own fire department as opposed to contracting with the County Fire Department.
□ Vital department to the citizens, business owners, and those that visit or work within the City.
□ Easy to work with, approachable, informative, honest, and straightforward.
□ Small Community allows the fire department to provide more personal service and value to the community.

Weaknesses
□ Lack of stable funding and constant budget cuts make it nearly impossible to plan beyond the current day, much less five years.
□ Lack of personnel to adequately accomplish tasks, provide service, and handle high and growing call volumes.
□ Previous high turnover rate of employees due to lack of perceived department support and perceived low value from the City Government.
□ Staff often miss valuable training due to increased call volume and lack of resources.
□ Lack of safe training facilities with appropriate training props to keep up critical skills. (e.g. live fire, rope rescue, confined space, HazMat mitigation, and drivers training).

Weaknesses
☐ Lack of appropriate covered storage facilities for reserve apparatus and equipment causing damage and degradation due to long-term exposure to the elements.
☐ Lack of adequate water supply for the suppression of large fires.
☐ Lack of funding and equipment causes morale problems.
☐ Lack of a ladder truck makes rescue and firefighting difficult with multi-story buildings and large commercial buildings that are currently under construction.
☐ Inconsistencies from one shift to another shift.
☐ Not enough being done to directly educate the growing senior population about fire/life safety.
☐ Lack of community outreach efforts geared towards business owners.
☐ Due to the loss of state-funded Regional Occupation Programs, CCFD's ability to teach and expose students to a fire service career has been reduced.
☐ Need closer Emergency Operations Center (EOC)/Crisis Management working relationship between city departments.
☐ Lack of staffing and equipment does not allow CCFD to be as efficient and effective as possible under normal loads. (e.g. overlapping and/or simultaneous calls).
☐ Daily scheduling is extremely compacted and makes it challenging to complete crew training, projects, and personal development due to call volume.
☐ Less crew cohesion due to various learning modes that emphasize individual learning due to lack of crew training time and call volume.
☐ Need better consistency of training drills across all three shifts.
☐ Underutilization of online training resources.
☐ Lack of employee professional development sponsored by the Department due to lack of personnel and time (i.e., in-house Engineer, Captain, and Battalion Chief's Academy).
☐ Need for familiarity and cross-training between CCFD, EAFB, and KCFD on a more consistent and regular basis.
☐ Senior Citizens feel disconnected from the firefighters, they want to know more about the firefighters individually.
☐ Many citizens do not understand how the CCFD fits into County, State, and Federal response hierarchy.
☐ New fire station design makes many feel that CCFD is not accessible to the public any longer.

<b>Weaknesses</b>
<input type="checkbox"/> The public is not clear on what programs are available (e.g.: Sharps and used oil disposal)
<input type="checkbox"/> Growing homeless, mental health, and suicidal issues without adequate resources.
<input type="checkbox"/> Department does not provide enough media coverage of department operations and accomplishments.
<input type="checkbox"/> Department does not have enough staff or time to pursue all grants available.

<b>Opportunities</b>
<input type="checkbox"/> Continue to improve response times by upgrading to pre-alert full capacity, working with CCPD and KCFD dispatch.
<input type="checkbox"/> Sustainable “green” Fire Stations to reduce utility usage for cost savings.
<input type="checkbox"/> Improve relationships with local EMS agencies and derive partnerships to enhance community care.
<input type="checkbox"/> Provide one-on-one interaction between Firefighters and California City schools.
<input type="checkbox"/> Greater availability of FPB to work on a Community Services Building One-Stop Center for development review applicants.
<input type="checkbox"/> More frequent EOC training to ensure City staff understands their role and responsibility in the event of a disaster.
<input type="checkbox"/> Greater integration of CERT and volunteer groups.
<input type="checkbox"/> More frequent outreach visits to senior living complexes.
<input type="checkbox"/> Increase visible presence of CCFD at larger community events.
<input type="checkbox"/> Host training locally for surrounding agencies for better working relationships.
<input type="checkbox"/> Encourage succession training earlier in member’s careers. Develop a better downrange vision for the agency as related to programs and service.
<input type="checkbox"/> Work with developers and businesses to help fill gaps in capabilities and services.
<input type="checkbox"/> CCFD support/encouragement of Red Card involvement.
<input type="checkbox"/> Send more CCFD personnel to Texas A&M Engineering Extension Service (TEEX) and the National Fire Academy.
<input type="checkbox"/> Improve visibility within the community by expanding the role of the Department’s PIO.

Opportunities	
<input type="checkbox"/>	Continue to hire quality employees through comprehensive testing and background checks.
<input type="checkbox"/>	Need team-building opportunities between CCFD staff and City Departments.
<input type="checkbox"/>	Provide better public education to the level of service, cost savings, and the value of CCFD brings to the community.
<input type="checkbox"/>	Learn from the successes of other fire departments through open communication and attendance of conferences and workshops statewide and nationally.
<input type="checkbox"/>	Increase working relationships with the California City Police Department.
<input type="checkbox"/>	Reestablish open house events, provide more community social events for the public to interact and bond with the fire department.
<input type="checkbox"/>	Attend events with seniors to develop bonds and provide senior safety and health education.
<input type="checkbox"/>	Make the public aware of the various outlets the fire department uses to provide information on events, news, and operations of the department.
<input type="checkbox"/>	Become a leader in cannabis development requirements, disaster planning, inspection, enforcement, and response for the cannabis industry.
<input type="checkbox"/>	Participate in or lead fundraisers and community involvement supporting the fire department and the community
<input type="checkbox"/>	Expand media coverage of department operations utilizing existing and newer information platforms such as a YouTube channel.
<input type="checkbox"/>	Expand the Department website to add fire prevention areas such as "Ask Sparky", and news columns.
<input type="checkbox"/>	Educate the public on how the department's ISO rating is established and how it affects homeowner's insurance.
<input type="checkbox"/>	Advise the public on current advances, projects, or current training in the department regularly every month.
<input type="checkbox"/>	Provide accolades to other departments and any public that have assisted the department as they occur.
<input type="checkbox"/>	Implement a qualified grant writer.

Threats	
<input type="checkbox"/>	Service levels, new industry, and call volumes continue to rise without a corresponding increase in budget and staffing.



Threats
☐ Uncertain Special Tax funding mechanism, constant budget cuts make retention and recruitment very difficult.
☐ City Council interference with the fire department's ability to operate due to a lack of understanding of the importance and/or micromanaging funding and programs.
☐ Special interest groups who attempt to interfere or influence fire department operations that is not in the best interest of the community.
☐ Limited grant dollars will affect future implantation of Haz-Mat and USAR Programs.
☐ Increase of mandated training and lack of time available to achieve these training requirements.
☐ The absence of many Regional Occupation Programs has limited CCFD's ability to directly interact with local high school students in a meaningful capacity.
☐ The rising cost of fire apparatus and limited replacement funding.
☐ Experience drain due to retirements and employee turnover.
☐ The high amount of employee turnover has left the department very green in all ranks causing a lot of demand in training and lack of flexibility on staffing.
☐ Isolated, most mutual-aid resources are distant and not available.
☐ Lack of a ladder truck limits ability to fight certain fires or make rescues forcing firefighters to take bigger risks to their lives, and limits ability to save lives.
☐ Another downturn in the economy.
☐ Federal and State unfunded mandates.
☐ Maintaining training on a tight budget.
☐ Maintaining critical safety gear to adhere to OSHA and NFPA on a tight budget.
☐ Long response times from mutual-aid resources limit actions that can be taken by CCFD due to OSHA and NFPA mandates due to lack of personnel.
☐ Deteriorating water supply system for firefighting.
☐ Lack of viable hiring pool for future vacancies due to the remoteness of the department.
☐ Lack of understanding by the public on the day-to-day costs of the fire department operations and their value.

# Strategic Goals

The Strategic Planning Committee has developed **5 Strategic Goals** designed to address key issues identified during the strategic planning process and **52 Action Items** that provide a method for achieving those goals.

## **Goal 1 – Provide the best possible All-Hazards Delivery of Service by Continual Evaluation of Organizational Processes for Improvements.**

Strive to maintain and improve the quality, value, efficiency, and timeliness of services available to our citizens while planning for new challenges as changes in population, demographics, business, and budgetary constraints loom. This goal emphasizes CCFD's commitment to continuous improvement through our management of priorities, objectives, and evaluation of services, programs, and projects.

## **Goal 2 – Retain a Highly Skilled, Valuable and Resilient Workforce**

Firefighter health & safety is of the utmost importance to CCFD and is a significant investment for the community. Each Firefighter is highly skilled, educated, and a valuable investment for them to be able to provide our level of service to the community. The ability to protect human lives is greatly impacted by the knowledge, skills, and training of our personnel. A well-rounded and educated workforce is essential to CCFD's ability to provide service in an isolated community with very few resources. This goal will ensure that personnel are prepared to take on any emergency, leadership positions, and have a variety of technical and non-technical training which promotes teamwork to enhance morale for providing a stable long-term workforce.

## **Goal 3 – Operational Readiness and Response Capabilities**

Proper maintenance of modern facilities, equipment, and apparatus is essential for CCFD to continue providing high-quality emergency response while providing a safe and healthy environment. This goal is essential in the support Goal #1 and providing service in a resource-limited community and reinforces the importance of optimal use of physical and financial resources.

## **Goal 4 – Promote Community Relations and Engagement**

CCFD is committed to maintaining high value and support within the community. This goal will address the desire to increase opportunities for engagement with the community and raise public awareness for fire safety and prevention programs, services, and special projects. Communication and engagement are essential to maintaining the highest level of service to the community utilizing every platform available.

## **Goal 5 – Capitalize on Technology to fill gaps in a resource-limited community.**

CCFD's technology infrastructure is limited; however, we continue to seek upgrades for key services, programs, and projects to better serve the community. This goal will focus on regularly assessing technology improvements that will enhance service delivery and efficiency.

## Action Items

The following 52 action items are specific, assignable tasks for implementing the identified strategic goals. The action items are separated within the five strategic goals and assigned a lead. Each action item is then organized by timeframe and priority level. CCFD is committed to starting and/or completing each action item within the next five years. The Strategic Planning Committee felt it was important to identify short-term and long-term action items to obtain a better grasp of the scope of work for the next five years. Priority levels were then assigned to help guide CCFD's implementation of each action item within the specified timeframes.

<b>Goal 1 – Provide Exceptional All-Hazards Service Delivery, Evaluate Organizational and Process Improvements.</b>				
	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
<b>1.1</b>	Develop a long-term alternative funding mechanism utilizing multiple revenue sources for less reliance on a special tax.  <i>Anticipated Funding Needs: Will require additional personnel to manage new programs and services dependent on type. Possible grant funding.</i>	Administration	1-5 Years	High
<b>1.2</b>	Augment the Fire Prevention Bureau with additional staff (Deputy Fire Marshal & Administrative Aid) to provide full services to the community and developers, while increasing community safety and providing leadership in code development and regulation for new industry.  <i>Anticipated Funding Needs: An additional \$180,000 annually for two positions.</i>	Administration	1 Year	High
<b>1.3</b>	Investigate the possibility of Fire Department based Ground Ambulances for additional revenue and self-funded additional firefighters, or partnerships.  <i>Anticipated Funding Needs: 3 ambulances with equipment, possible partnerships, and cost shares agreements.</i>	B-Shift	3-5 Years	Medium

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

<b>1.4</b>	<p>Continue to work towards adjusting the Overtime budget so it reasonably reflects the cost of maintaining a 4/0 daily staffing level for all three shifts.</p> <p><i>Anticipated Funding Needs: Would require a new Fire Fund appropriation of \$50,000, recurring.</i></p>	Administration	1-3 Years	High
<b>1.5</b>	<p>Investigate &amp; Employ cost recovery options for all services allowed by law.</p> <p><i>Anticipated Funding Needs: Would require 1 dedicated staff member, absorbed in fire admin position if re-funded.</i></p>	Administration	1-3 Years	High
<b>1.6</b>	<p>Finalize Tactical Paramedicine (TAC-MEDIC) program and policies to support law enforcement as paramedics for active shooter and terrorism incidents due to lack of local resources.</p> <p><i>Anticipated Funding Needs: No additional cost at this time.</i></p>	B-Shift	1 Year	Low
<b>1.7</b>	<p>Continue department training and acquiring tools and equipment for a Type II Hazardous Materials Response Program due to the influx of new business with hazardous materials.</p> <p><i>Anticipated Funding Needs: Would require \$5000, recurring for disposable supplies and equipment. Additional startup costs, possibly funded by grants.</i></p>	A-Shift	3-5 Years	High
<b>1.8</b>	<p>Re-establish Reserve Firefighter and Fire Explorer programs for hiring pool and succession planning.</p> <p><i>Anticipated Funding Needs: Pending analysis of market value, may require up to \$5,000, recurring for liability and workers comp and safety equipment which may be decreased by community donations or dues. May have overall cost savings by not having to conduct hiring campaigns and hiring from the existing reserve and explorer pool.</i></p>	C-Shift	3-5 Years	Medium

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

<b>1.9</b>	<p>Re-build the city EOC to be a fully functional EOC with backup capability to handle all local emergencies and needs due to our isolated area and lack of local resources. Pursue a secondary location for a backup EOC. Train other City Personnel in EOC operations.</p> <p><i>Anticipated Funding Needs: \$5000 over several years, possibly paid for via grant funding.</i></p>	B-Shift	1-3 Years	Medium
<b>1.10</b>	<p>Complete training procedures, manuals, and training protocol to ensure the seamless transition for succession planning and shifting of project duties of all department members.</p> <p><i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Administration/ C-Shift	1-3 Years	High
<b>1.11</b>	<p>Increase disaster and pandemic capabilities, supply cache, and strategic partnerships with local resources and businesses for short to moderate duration incidents for community resiliency.</p> <p><i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Administration	1-3 Years	High
<b>1.12</b>	<p>Increase EOC training opportunities for City Departments for EOC deployments during actual city incidents.</p> <p><i>Anticipated Funding Needs: Minimal to none.</i></p>	Administration	1-3 Years	High
<b>1.13</b>	<p>Develop training with CCFD and CCPD Police Department Dispatchers to improve call processing times.</p> <p><i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	A-Shift	1-3 Years	High
<b>1.14</b>	<p>Pursue improving Fire Department ISO rating from a 3/3X to 2/2X to decrease homeowner insurances rates.</p> <p><i>Anticipated Funding Needs: Unknown at this time, based upon multiple factors.</i></p>	Administration	1-3 Years	Low



<b>Goal 1 – Provide Exceptional All-Hazards Service Delivery, Evaluate Organizational and Process Improvements.</b>				
<b>1.15</b>	Produce a Community Risk Assessment and Standards plan in accordance with the guidelines set forth in the CFAI <i>Community Risk Assessment: Standards of Cover Manual</i> , 6th Edition.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration	1-5 Years	High
<b>1.16</b>	Overhaul and update the CCFD Policy Manual and reflect current administrative and operational procedures.  <i>Anticipated Funding Needs: Minimal to none.</i>	C-Shift	1-3 Years	High
<b>1.17</b>	Utilize strategic partnerships to standardize equipment regionally and increase the purchasing power of participating agencies.  <i>Anticipated Funding Needs: N/A, future savings.</i>	Administration	1-3 Years	High
<b>1.18</b>	Work with the California City Professional Fire Fighters Local 3903, and City Manager's Office to address Worker's Compensation, liability, benefits, and other improvements.  <i>Anticipated Funding Needs: N/A, future cost savings.</i>	Administration	1-3 Years	High
<b>1.19</b>	Enhance Mutual-Aid Agreements with neighboring jurisdictions, agencies, and businesses to enhance emergency response.  <i>Anticipated Funding Needs: N/A, possible future cost savings.</i>	Administration	1-5 Years	High
<b>1.20</b>	Learn from the success and failures of other agencies and departments by regularly attending local, regional, and national, workshops, meetings, and conferences to maintain peak efficiency and operations.  <i>Anticipated Funding Needs: Varies from free to \$5,000 annually.</i>	Department Wide	1-5 Years	High

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

<b>1.21</b>	Add additional personnel, units, (ladder-truck), and/or stations (2 additional) to meet the demands of emergency service without continuing to tax single employees with multiple duties and programs that prevent them from properly training and accomplishing tasks.  <i>Anticipated Funding Needs: Needs research</i>	Administration	1-5 Years	High
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**Goal 2 – RETAIN A HIGHLY SKILLED, VALUABLE, AND RESILIENT WORKFORCE**

	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
<b>2.1</b>	Maintain clear communication with staff and provide a long-term funding plan to show future stability to retain staff so we do not lose them to other fire departments that have solid funding.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration	1-3 Years	High
<b>2.2</b>	Establish a chart of State-mandated training including time commitment and review requirements; and required internal training with a clear path for specialty assignments to be all-inclusive.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Training & Safety	1-3 Years	Medium
<b>2.3</b>	Set quarterly Shift Training Captains meetings to discuss goals and provide clear direction and keep our mission clear.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Training & Safety	1-3 Years	Medium
<b>2.4</b>	Formalize annual Company drilling of Task Performance Goals, multi-company drills with the Chief Officer to facilitate cross-shift consistency.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Training & Safety	1-3 Years	Medium

<b>Goal 2 – RETAIN A HIGHLY SKILLED, VALUABLE, AND RESILIENT WORKFORCE</b>				
<b>2.5</b>	Develop and implement a new employee succession planning guide to chart a clear path for success and specialty training and programs.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Training & Safety	1-3 Years	Medium
<b>2.6</b>	Develop an off-road OHV and wildland driving training program for all members.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Training & Safety	1-3 Years	High
<b>2.7</b>	Update Post Incident Analysis format and internal mental health programs to ensure all shifts take part in the process to provide for employee longevity.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Training & Safety	1-3 Years	High
<b>2.8</b>	Create an annual award and recognition program to highlight each employee's accomplishments and dedication.  <i>Anticipated Funding Needs: Minimal up to \$1000, an additional line item for awards and banquet dinner.</i>	Training & Safety	1 Year	Medium
<b>2.9</b>	Establish and Health and Wellness program with fitness goals and annual physicals to minimize injuries and mental stress issues.  <i>Anticipated Funding Needs: \$30,000 from grants.</i>	Training & Safety	1-3 Years	Medium

<b>Goal 3 – OPERATIONAL READINESS AND RESPONSE CAPABILITIES</b>				
	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
<b>3.1</b>	Prepare budget proposals and plans for storage, logistics, and training facilities utilizing additional land. Build partnerships with higher educational institutions.  <i>Anticipated Funding Needs: Would require \$100,000, one-time over several years, possibly offset by education grants and partnerships with local educational institutions.</i>	Administration	1-5 Years	Medium

<b>Goal 3 – OPERATIONAL READINESS AND RESPONSE CAPABILITIES</b>				
<b>3.2</b>	<p>Pursue grant funding, partnerships, and development agreements to add 1-2 fire stations and staffing due to the rapidly increasing need for emergency service.</p> <p><i>Anticipated Funding Needs: Unknown must conduct studies to determine the availability of funding and development opportunities.</i></p>	Administration	1-5 Years	Medium
<b>3.3</b>	<p>Evaluate fire apparatus and equipment replacement models, need for additional equipment and develop an appropriate replacement/guideline methodology (depreciation scale) with a Capital replacement funding program.</p> <p><i>Anticipated Funding Needs: Divided costs put into a capital replacement fund annually fund new equipment at the time of "end of service life".</i></p>	Apparatus Committee	1-3 Years	Medium
<b>3.4</b>	<p>Pursue grant funding for a Fire Department Water Tender and staffing to augment fire water supply due to current city low water pressures and volume, including an OES assigned apparatus. Assist in finding grants for waterline upgrades and replacements.</p> <p><i>Anticipated Funding Needs: Would require a possible match between 0-\$30,000 depending on grant requirements.</i></p>	Administration	3-5 Years	Medium
<b>3.5</b>	<p>Look into creating more eco-friendly fire stations: utilizing solar and other modern technology to offset utility costs.</p> <p><i>Anticipated Funding Needs: None; partnerships and development agreements to provide future cost savings.</i></p>	Administration	1-3 Years	High
<b>3.6</b>	<p>Utilize social network platforms to broaden community relations.</p> <p><i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Administration	3-5 Years	Medium
<b>3.7</b>	<p>Conduct customer feedback surveys to assess the level of service provided by Fire Prevention, Fire Suppression, EMS, and Emergency Management.</p> <p><i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Administration	3-5 Years	Medium

<b>Goal 3 – OPERATIONAL READINESS AND RESPONSE CAPABILITIES</b>				
<b>3.8</b>	Construct additional facilities to house equipment and vehicles to protect against degradation where equipment and vehicles are being damaged by being stored outside due to lack of space.  <i>Anticipated Funding Needs: Approximately \$200,000 for needed facilities.</i>	Administration	1-3 Years	High
<b>3.9</b>	Investigate fundraising capabilities and community involvement for alternative project funding and department support.  <i>Anticipated Funding Needs: Needs research</i>	Administration	1-2 Years	High
<b>3.10</b>	Investigate hosting local training for other agencies to develop better opportunities and relationships.  <i>Anticipated Funding Needs: Needs research</i>	All Shifts/ Administration	1-5 Years	High

<b>Goal 4 – PROMOTE COMMUNITY RELATIONS AND ENGAGEMENT</b>				
	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
<b>4.1</b>	Conduct targeted community meetings to provide fire prevention and life safety education based upon individual needs. (Senior Citizens, Business Owners)  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	C-Shift	1-3 Years	Low
<b>4.2</b>	Re-establish CERT to assist with community outreach for community safety.  <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	B-Shift	1-3 Years	High
<b>4.3</b>	Create opportunities for connectivity with the fire department and the community such as re-establishing an Open-House, Fire Prevention Week Demos, Town Hall Meetings between staff and the community for Q&A.  <i>Anticipated Funding Needs: Presentation equipment up to \$2000 one-time.</i>	C-Shift	1-5 Years	Medium



<b>Goal 4 – PROMOTE COMMUNITY RELATIONS AND ENGAGEMENT</b>				
<b>4.4</b>	<p>Create a non-firefighting volunteer program to provide community and departmental assistance.</p> <p><i>Anticipated Funding Needs: needs study for liability ins., work comp, and identification materials.</i></p>	A-Shift	1-3 Years	High
<b>4.5</b>	<p>Establish a multi-format feedback mechanism for the public to easily provide service feedback to better improve service.</p> <p><i>Anticipated Funding Needs: Minimal for forms and existing website, absorbed in the existing budget.</i></p>	A-Shift	3-5 Years	Low
<b>4.6</b>	<p>Utilize partnerships with other agencies to bring public education, training, and services to the community. Build partnerships for enhanced community mental health and homeless resources.</p> <p><i>Anticipated Funding Needs: Minimal, absorbed in the existing budget.</i></p>	A-Shift	1-3 Years	Medium
<b>4.7</b>	<p>Improve ability to provide community engagement via digital means to provide a more consistent relationship with the community enhance community support and internal morale of firefighters. E.g., YouTube, social media, and department websites.</p> <p><i>Anticipated Funding Needs: Minimal depending on available platforms.</i></p>	PIO	3-5 Years	Medium
<b>4.8</b>	<p>Develop more open two-way communication and education with City Leaders and the public on Fire Department needs and value it brings to the community.</p> <p><i>Anticipated Funding Needs: Minimal depending on available platforms.</i></p>	Administration /PIO	1-2 Years	High

<b>Goal 5 – Capitalize on Technology</b>				
	<i>Action Items</i>	<i>Lead</i>	<i>Timeframe</i>	<i>Priority</i>
<b>5.1</b>	<p>Upgrade Software, computers, and options to decrease staff project hours and increase efficiency.</p> <p><i>Anticipated Funding Needs: Would require up to 5,000 one-time over several years. Possible long-term cost savings.</i></p>	Administration	1-5 Years	Low
<b>5.2</b>	<p>Implement an online payment portal within the CCFD website with customer interaction and automated help for Plan Review, forms, and Code Enforcement.</p> <p><i>Anticipated Funding Needs: Unknown, needs study, maybe self-funding.</i></p>	Administration	1-5 Years	low
<b>5.3</b>	<p>Utilize remote networking with department staff and other agencies to maintain relationships and continuity of service, while providing more standardized training across shifts.</p> <p><i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Administration	1-3 Years	Low
<b>5.4</b>	<p>Construct a modern training facility (no facility currently exists) capitalize on newer technology to provide better live fire and rescue training that protects the environment from smoke and water waste while providing real-life experienced-based training.</p> <p><i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Administration	3-5 Years	Medium

## **Conclusion**

The five-year Strategic Plan is an ongoing process that continues long after the initial information-gathering phase and after the completion of this document. This Plan is a framework that will help guide CCFD's policies and operations for the next five years and will help ensure that CCFD continues to provide the highest quality and reliable service to the community, while at the same time ensuring the effective use of City resources and funding.

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

## **Stakeholders**

<b><u>Internal Stakeholders</u></b>	<b><u>External Stakeholders</u></b>
Jeremy Kosick Fire Chief / Fire Marshal	Lou Figueroa
Jack Walters Fire Captain Paramedic	Jason Meister
David Orr Fire Captain Paramedic	Ronald Sparks
Usvaldo Guerrero Fire Captain Paramedic	Mike Edmiston
Robert Marx Fire Engineer Paramedic	Ron Smith 2010-2015 Strategic Plan
Kyle Griffith Fire Engineer	Dj Twohig 2010-2015 Strategic Plan
Luis Cervantes Fire Engineer Paramedic	Andrew Parker 2010-2015 Strategic Plan
Juan Pina Firefighter Paramedic	Norm Hill 2010-2015 Strategic Plan
Blain Smith Firefighter Paramedic	Jeff Armstrong 2010-2015 Strategic Plan
Ryan Hanzel Firefighter Paramedic	
Jason Guzman Firefighter Paramedic	
Edgar Hernandez Firefighter Paramedic	
Adam Pretzer Firefighter Paramedic	
Kristy Hightower Code Enforcement Officer	
Christopher Jensma Code Enforcement Officer	



**California City Fire Department**  
20890 Hacienda Blvd. California City, CA 93505  
May 2021