



Culver CITY

FIRE DEPARTMENT



5-YEAR STRATEGIC PLAN

2009-2013



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Executive Summary

The Culver City Fire Department is pleased to present its *2009-2013 Strategic Plan*. The goal of this plan is to clearly define the mission and goals of the Culver City Fire Department while developing a guide for continued excellent service as we prepare to meet the many challenges and opportunities in providing emergency services during the next five years. The process for developing this plan includes community input and information derived from our Continuous Quality Improvement Program, analysis of collected data, participation in the Commission on Fire Accreditation International (CFAI) accreditation process, as well as ongoing discussions, collaborations, and input from City Council, Executive Staff, and Fire Department staff members. Ongoing efforts to meet the needs of the community are documented each year in the Department's budget in the *Goals & Objectives Action Plans* for each Division.

This plan is based in part on previous efforts including the *Emergency Medical Services Community Awareness and Education Strategic Plan 1997*, *Culver City Fire Department Strategic Plan - March 2003*, *Culver City Fire Department Goals and Objectives Manual – FY 2008-09*, *Culver City Fire Department's 5-Year Projection and Needs Assessment*, and past *Commission on Fire Accreditation International Accreditation Reports*.

This Strategic Plan outlines the various Fire Department divisions including their missions, goals and work programs. It includes a discussion of environmental factors that will influence the delivery of services and the needs of the department. An analysis of departmental strengths, weaknesses, as well as opportunities and potential threats will be used to guide the development and implementation of recommended strategic plan objectives and future work programs. Each year work programs are modified to meet the changing needs of the community. The action plan goals and objectives, and the progress and performance indicators for each work program are then documented in the annual budget.

The Culver City Fire Department has a proud tradition of providing excellent service to the community. The growing demand for services combined with the ever increasing costs of service delivery make it imperative that an effective plan remain in place to maintain the high standards



expected by the community. With the help of this planning tool the department will continue to ensure that the department is staffed with adequate numbers of highly trained, motivated personnel, provide fire prevention and education programs, and have the proper apparatus and equipment to keep the community safe during any emergency.

Department Mission

To reduce the risk to life, health, the environment, and property from the impact of fire, earthquake, flood, hazardous materials releases, medical emergencies, and other natural or man-made incidents and disasters in an expedient and cost-effective manner. This is accomplished by providing services in fire suppression, hazardous materials mitigation, emergency medical assistance, disaster preparedness planning, training, fire prevention, arson investigation, public education, and communications equipment maintenance.



MISSION STATEMENT

THE CULVER CITY FIRE DEPARTMENT IS DEDICATED TO PROVIDING PROMPT, QUALITY SERVICES THROUGH PERSONAL GROWTH, RESPECT, AND SUPPORT FOR EACH OTHER, AND FOR THE COMMUNITY.

CORE VALUES

PROFESSIONALISM

COMPASSION

PRIDE

TRUST

CHARACTER

RESPECT



Guiding Principles

TRUST, LEADERSHIP, AND ACCOUNTABILITY.

TRUST

*W*E WILL CONTINUALLY AIM TO INCREASE THE MEASURE OF TRUST
INVESTED IN EACH OTHER.

*B*UILD TRUST THROUGH RESPECT FOR THOSE IN DISAGREEMENT.

*C*ELEBRATE TRUST IN AGREEMENT ON ISSUES.

*T*RUST AND SUPPORT FINAL DECISIONS.

LEADERSHIP

*F*ROM THE NEWEST FIREFIGHTER TO THE FIRE CHIEF,

WE WILL LEAD THROUGH:

*P*ERSONAL INTEGRITY

*C*OMMITMENT TO VALUES

*P*RIDE OF OWNERSHIP

*S*UPPORT FOR EACH OTHER.

ACCOUNTABILITY

*W*E WILL DO THE RIGHT THING IN SPITE OF OTHER INFLUENCES, HOLDING
OURSELVES AND EACH OTHER ACCOUNTABLE FOR EXCELLENCE.



Organizational Background

History

The Culver City Fire Department first became an organized agency in 1922 with a single fire engine, a paid Fire Chief, and a group of 12 volunteer firefighters. From its humble beginnings, the Department has become one of the few departments in the country that can claim that they are a CFAI Accredited agency and hold an Insurance Services Offices (ISO) Class 1 rating. The Department currently serves an area of approximately 5.26 square miles located in the western portion of Los Angeles County, and bordered by the City of Los Angeles and unincorporated areas of Los Angeles County. The City serves a daytime population of approximately 200,000 and a residential population of approximately 38,800. Culver City is comprised of residential, industrial, commercial, and mercantile areas. The Fire Department also provides emergency response to two major freeways that pass through the City.

The Culver City Fire Department consists of six divisions: Office of the Fire Chief, Fire Prevention, Emergency Preparedness, Fire Communications, Emergency Medical Services (EMS), and Fire Suppression. There are a total of 72 Fire Department employees: 62 sworn personnel, 2 civilian Fire Inspectors and 8 support staff. The annual operating budget is approximately \$15 million.

The City is divided into four Fire/Rescue districts. There are three fire stations, a training facility, a telecommunication facility, and both the Fire Prevention and Fire Administration divisions are housed within City Hall. First line emergency response apparatus includes three Engine Companies, one Truck Company, two Paramedic Rescue Units, and a Battalion Chief command vehicle.

The Culver City Fire Department provides a variety of services to the community including fire suppression, EMS, fire prevention, hazardous material, emergency preparedness, telecommunications/radio, business inspections, and public education.



Recent Accomplishments

The Culver City Fire Department is currently constructing a new Fire Station #3 to replace the existing station in District 3. The new station will provide more space in a better location and meets the state's stringent seismic construction and energy codes. The Department is working closely with both the Community Development Department and Public Works Department on this project. Members of the Fire Department worked with designers to ensure a practical, user friendly station that will meet the needs of the community for decades to come.

Three new Seagrave Fire Engines were placed into service in 2007. The Department now has three identical front-line engines ensuring fleet standardization. This accomplishment provides for equipment familiarization for both fire personnel and mechanics as well as the ability to stock common parts for faster repairs. As part of this change, there are now three fire engines in the reserve fleet. This change has allowed the Department to participate in more mutual aid requests and provides an apparatus amortization schedule that replaces front line engines every 12 years.

In 2008, the Department began performing 12 Lead electrocardiographs (EKG) in the field. This has dramatically increased our level of service to the community by ensuring that heart attack victims are promptly diagnosed and treated. All Department apparatus now carry 12 Lead EKG monitors, enabling fire personnel to diagnose an acute myocardial infarction (MI) in the field and alert the hospital prior to transporting the patient. This allows the hospital to prepare for the surgical intervention needed for giving the patient the best chance for survival. Funding for the acquisition of the equipment and personnel training was secured as a result of Chief Eastman's negotiation with LA County EMS, as LA County EMS Commissioner and Member of the LA Area Fire Chiefs Executive Board. His efforts brought \$4 million in grant funds to all of the independent cities in LA County, and enabled each of these cities to buy 12 Lead EKG monitors.

Also in 2008, the Culver City Fire Department along with Burbank, Glendale, Pomona, Montebello, and Beverly Hills were awarded the prestigious Helen Putnam Award by the League of California Cities for our work on the Interagency Communications Interoperability System (ICIS) Regional Radio Communication System. The Department has completed the ICIS Radio System upgrade which allows the participating agencies to communicate with each other on the



same platform during a regional event or emergency. This upgrade was funded through a federal grant program.

Under the Fire Department's guidance, a City Policy was implemented in 2008 defining employee response in a disaster. This emergency preparedness policy was implemented to ensure that City employees had a basic understanding of their role during a disaster and their responsibility to assist the City as Disaster Service Workers. In addition, all City employees were trained in the National Emergency Management System (NIMS) making the City compliant with federal regulations. As part of the training, each City employee was furnished a backpack containing supplies and gear for use during an emergency.

Working in conjunction with Community Development, the City Treasurer's Office, and Information Technology (IT), the Fire Prevention division implemented two significant revisions in its business inspection program in 2007:

1. All new 'brick & mortar' businesses coming into the City receive a new business inspection and entry into our inspection program.
2. Business inspection fees are now collected along with the business tax/licensing annual renewal process.

As a result of this more efficient way of collecting fees the Department has been better able to recoup some of the costs associated with providing inspections and emergency response services.

In 2007, the City of Culver City began a two-year budget process. The purpose of this program is to emphasize the benefit of implementing the City's long-range planning, and allow departments to have steady resources to carry out their committed work programs, as well as achieve their short- and long-term goals. The Comprehensive Financial Plan was used as the foundation for preparing the two-year budget.

The Fire Department has had to replace a large number of retiring firefighters during the past five years. To ensure the best possible firefighter candidates are selected, staff dedicates countless hours during the testing and screening process. Chief Eastman participates in all phases of recruitment in cooperation with the Human Resource Department to ensure that the pool of firefighter candidates is diverse and well qualified to serve the community.



Division Mission – Office of the Fire Chief

To provide efficient and effective administration for the Department through coordination of all Divisions activities; to maximize the effectiveness of Fire Department Emergency Response activities through provision of specific administrative direction and support for the Fire Suppression and Emergency Medical Services Divisions.



Division Mission – Suppression

To preserve and protect the lives and property of persons and businesses in Culver City from life-threatening emergencies, at an acceptable cost and in a timely manner, in accordance with the highest standards of the Fire Service.



Division Mission – Emergency Medical Services

To consistently provide pre-hospital emergency medical services in a manner that would be defined as excellent by current medical standards and customer expectations.



Division Mission – Emergency Preparedness

To enable the City to respond to any and all types of emergencies, effectively and efficiently. Division is responsible for the preparedness, mitigation, response and recovery of the City, before, during and after an emergency.



Division Mission – Fire Prevention

To safeguard life, health, property and public welfare through public education, responsive and timely enactment and enforcement of Fire Codes and City Municipal Codes.



Division Mission – Telecommunications

To ensure the City’s radio and 911 systems function properly and with a high degree of reliability; to provide communications equipment repair services efficiently and promptly; and to plan, engineer and administer communication system upgrades to ensure that all City Departments benefit from continuous improvement.



Strategic Planning Process

The strategic planning process evolved from the Department's desire to meet the growing needs of the community. In 1997, the Department formed a working partnership with the community by forming the Community Strategic Advisory Committee to work with Department members to gather and evaluate information about departmental operations and make recommendations for service delivery. The focus of this group was the delivery of Emergency Medical Services. The citizen's advisory committee was comprised of 16 members chosen from the community and several key fire department personnel. The Committee used surveys to gather information from the public at large and based their recommendations on current and future needs.

The following year, 1998, the Department began the process of Accreditation and through that course of action developed a more comprehensive tool for developing a strategic plan. Through the Accreditation process the Department developed a Standard of Coverage document, a Risk Assessment of Critical Infrastructure, and a comprehensive analysis of "core competencies" leading to specific recommendations for improvements. Accreditation is valid for five years with an update required annually to document improvements made during the previous year.

In 2003, the Accreditation process began again and numerous fire department personnel from all ranks contributed to its development. Specific recommendations led to goals and objectives, and work programs in the annual budget. The biggest challenge throughout this process has been obtaining the funding to improve identified areas of weakness.

Through the process of Accreditation in 2008, we looked to review, renew, and reestablish a five year strategic plan to meet the needs of this community. Once again, many Department members worked together to go through the process of evaluating the strengths and weaknesses of the Department in order to develop a plan for continued improvement. Additionally, a survey was distributed to all members soliciting input for the Strategic Plan. Specific survey comments were used to document perceived Department strengths and weaknesses. The Department intends to use this Strategic Plan as a tool in its efforts to continually meet the needs of the community and to improve service delivery whenever possible.



External/Internal Assessment

Strengths

Personnel – Our greatest asset is the quality of the individuals working for the Culver City Fire Department. The people that make this organization run have great “can do” attitudes, enjoy working with each other and helping in the community, and have a great sense of pride in a job well done. Some of the Survey comments include:

- Motivated FF's that enjoy the job and working for Culver City
- Always striving to be best and improving our services
- We are not afraid to look critically at ourselves and learn from our mistakes. We not only learn from ourselves but other departments as well.
- People enjoy being at work
- Engineers have strong mechanical skills and are very conscientious about their apparatus
- We have a dedicated group of firefighters who give their time to the department on charitable events and look forward to spending time with the community
- Strong EMS training and our Paramedics and EMT's provide strong clinical skills for EMS calls

Apparatus and Equipment – The Department purchases and maintains the best equipment and apparatus in order to provide quality service and keep its members as safe as possible. Survey comments:

- We have fire apparatus/equipment that is new and state of the art
- Given good equipment to do our jobs
- Our City always provides new and up-to-date apparatus and equipment
- Fire apparatus are new and well maintained
- Safety Equipment that is checked monthly, and purchased when needed
- Safety is of high importance for our department
- Our apparatus - the ability to have great front-line and reserve apparatus



Strengths – continued

Systems – Culver City Fire uses a Continuous Quality Improvement (CQI) program to advance every aspect of the department. Our EMS system is second to none and we are always looking for ways to improve the delivery of services to the community. Survey comments:

- Good working relationships with our other City Departments (CCPD, Public Works, Transportation)
- The ability of everyone to adapt to the situation and not get stuck on one course of action.
- Strong and forward thinking EMS program
- Our dedication to customer service
- We have a strong “Best Practices” Paramedic program that is a model for other agencies
- The ability to make needed changes

QI process

Communications between staff and rank and file

- Our personnel are encouraged to take on responsibilities, and do so willingly, normally assigned to staff level positions at many departments. This makes our people well rounded and creates an environment conducive to changes being initiated at any and all levels
- Our credibility within the city as a competent professional organization, and integral part of the "City Team"



Weaknesses

Training - One of the primary concerns of many Department members is that because of the focus on the delivery of excellent EMS services, our training for high risk/low frequency events has been neglected. To remain proficient, training for a wide variety of emergency events needs to happen on a regular basis. Survey comments:

- The department needs to include more suppression/manipulative skill training along with our EMS continuing education
- Need more training for high risk/low frequency calls (high angle, cutting on actual roofs, live burns, etc...)
- Develop a comprehensive training program for each rank
- Training demands (OSHA compliance, EMS training overload) – we are not efficient
- We do not train, nor do we place enough emphasis on fire training, at the company level, or the platoon level
- Train more people in Hazardous Materials operations

Staffing - Staffing levels have remained constant for more than 30 years while call volume during the same period has more than tripled. In addition, the types of emergency calls have greatly expanded requiring firefighters to have a much more diverse knowledge base in order to remain competent. Culver City is the only Area A city that is still operating with 3-person engine companies. Survey comments:

- Within all divisions we are operating at such low staffing levels that we are very close to paralyzing our effectiveness
- The department needs to increase staffing to meet the demands of an increasing call volume and task assignments
- Three person Engine staffing is below the standard
- Limited man power and resources (i.e. 3 person Engine companies / no third Rescue / etc.)



Weaknesses - continued

Station Maintenance - Another area of concern is the lack of funding for the maintenance and repair of City buildings. Some Fire Station repairs have been delayed due to citywide budget constraints and the high costs for repair. The lack of maintenance and repairs for larger items causes compounding problems that make efficient operations more difficult. Survey comments:

- Turn-around time to fix items that break down or have mechanical failures takes too long for a Fire Dept. that needs to be ready 24/7
- Training facility in a state of disrepair
- Lack of follow through on station and facility maintenance issues (apparatus doors, gates, etc.)
- Outside response to service on items such as electric gates, bay doors, faulty showers/faucets, etc.
- Big ticket items are slow to be fixed - gate/apparatus bay doors etc

Succession Planning – With over 25% of the department having less than five years on and an expected turnover of another one-third of our members within the next five years, mechanisms need to be put in place to transfer knowledge and experience to newer members. In addition, mentoring for promoted positions needs to happen on a regular and consistent basis to prepare future departmental leaders for the challenges that lie ahead. Survey Comments:

- The “old” guys with the fire experience are leaving.....what then?
- Decreasing mechanical aptitude
- Limited promotional development programs
- Mentoring the future everything (10+ captains, 6-8 engineers, a dozen paramedics in the next 5 years.)
- We are going to be losing a lot of mechanical members in the near future and that will hurt us
- A lot of retirements in next 5 years means very young inexperienced dept



Weaknesses - continued

Dispatch – Dispatch continues to be a problem for the Fire Department. This includes the inability to making timely changes to dispatch procedures, no CAD or MDT systems currently in place, difficulty hearing dispatch information in the fire stations. Survey comments:

- Dispatch -No EMT dispatching or training, No MDT/CAD read out
- No Emergency Medical Dispatchers in the dispatch center to handle the initial 911 calls
- Lack of printouts and/or CAD systems for dispatch
- Acoustics in the stations could be improved to aid in hearing dispatch
- Dispatch
 - EMD
 - More fire oriented
 - Mobile Data
 - Information sharing between IT systems
- Dispatch needs to be better at gathering information

Fiscal Challenges – The fight for mission driven capital seems to increase every year. The public rightfully expects their government to provide services to keep them as safe as possible. As costs for these services continue to rise, the quest to find sources of revenue has become more challenging. Survey comments:

- Constant financial challenges to our City and our organization
- Budget shortfalls
 - Training expenses
 - New Training Facility
 - Station Two Repairs
 - Increased Staffing Levels
- Money for training for people to specialize in things, e.g. hazmat specialist
- Lack of funding to pay for training needs of the Department with regards to education



Opportunities

There are several great opportunities for improving an already excellent Department. Grant funding through the Assistance for Firefighters Grant is available for qualified departments for training and equipment needs as well as regional interoperability projects and development. In addition, CCFD has a wealth of in-house knowledge that must be passed on and shared with newer members. The opportunity to develop a high quality mentoring program is paramount to preserving organizational experience and professionalism. Also, the pool of candidates for firefighters is very promising as many recruits are getting college degrees, attending paramedic school, or attending a fire academy prior to being hired.

Threats

The biggest threat to the fire service for the foreseeable future is budget cuts due to a poor economy. Without any type of insulating factors, CCFD is extremely vulnerable to fluctuations in tax revenue.



Strategic Goal #1 Improve Department Training Systems and Opportunities

Identified Areas of Concern

- **Mandatory Training**
- **High Risk/Low Frequency Incidents**
- **Succession Planning**
- **Career Development Program**

Objectives

1. Evaluate Current Training Program

Performance Measure: Degree to which the Department is meeting mandatory and minimum training requirements

Importance

High

Timeline

12 Months/Ongoing

Lead

Captain Murphy

Critical Tasks:

- Define mandated training requirements
- Evaluate High Risk/Low Frequency events
- Evaluate succession training needs
- Evaluate career development needs
- Identify Training Facility needs

2. Develop Additional Training Opportunities to Meet Identified Needs

Performance Measure: Department Training Calendar/Firehouse Records

Importance

High

Timeline

12 Months/Ongoing

Lead

Captain Murphy

Critical Tasks:

- Schedule required minimum training
- Prioritize training time
- Develop peer training/mentoring programs
- Schedule and define company level training

3. Develop an Engineer Training Program

Performance Measure: Development of a curriculum and class schedule

Importance

High

Timeline

6 Months/Ongoing

Lead

Chief Syverson

Critical Tasks:

- Develop curriculum
 1. Driving
 2. Pumping
 3. Maintenance
- Identify Instructors
- Implement Program

4. Develop a Fire Officer Training Program

Performance Measure: Development of a curriculum and class schedule

Importance

Medium

Timeline

12 - 24 Months

Lead

Chief White

Critical Tasks:

- Develop curriculum
 1. Tactics and Strategy
 2. Personnel Issues
 3. Daily Expectations
- Identify Instructors
- Implement Program

5. Develop a Chief Officer Training Program

Performance Measure: Development of a curriculum and class schedule

Importance

Low

Timeline

12 - 24 Months

Lead

Chief Bowden

Critical Tasks:

- Develop curriculum
 1. Command and Control
 2. Policy and Procedures
 3. Mutual Aid Procedures
- Identify Instructors
- Implement Program



Strategic Goal # 2 Improve Staffing Levels to Meet Call Volume and Emergency Response Demands

Identified Areas of Concern

- Increased Call Volume
- NFPA 1710 Minimum Staffing Requirements
- Command and Control Management

Objectives

1. Evaluate and Establish Staffing Level Requirements

Performance Measure: Submission of report identifying staffing needs assessment.

Critical Tasks:

- Establish critical benchmarks
- Track call volume
- Track transport times
- Survey of area department staffing levels

Importance

Medium

Timeline

3-5 Years/Ongoing

Lead

Chief Eastman

2. Develop a Plan to Put a Fourth Firefighter on an Engine

Performance Measure: : Submittal of plan to add a fourth firefighter to each engine company.

Critical Tasks:

- Evaluate fireground tasks and assignments
- Evaluate mutual aid expectations and needs
- Report findings to City Leaders to garner support

Importance

Medium

Timeline

3-5 Years/Ongoing

Lead

Chief Sellers

3. Develop a Plan to Meet the Demands of Increased EMS Call Volumes

Performance Measure: Development of a plan to staff a third rescue.

Critical Tasks:

- Monitor hospital transport times
- Monitor out of service times
- Develop a budget for personnel, apparatus, and equipment

Importance

Medium

Timeline

2-5 Years/Ongoing

Lead

EMS Coordinator

4. Develop a Plan to Obtain a Staff Assistant for Battalion Commanders

Performance Measure: Submittal of plan to add a SA to initial response assignment.

Critical Tasks:

- Identify Command and Control needs on the fireground
- Identify administrative duties of the position

Importance

Low

Timeline

4-5 Years

Lead

Battalion Chiefs



Strategic Goal # 3 Improvement of Facility Maintenance Procedures

Identified Areas of Concern

- Major Station Repair Delays
- Drill Tower Replacement
- Routine Maintenance

Objectives

1. Obtain Timely Repairs and Upgrades to Fire Stations and other Facilities

Performance Measure: Development of a schedule for repairs to Fire Stations.

Importance **High**
 Timeline 12 Months/Ongoing
 Lead **Chief Bowden**

Critical Tasks:

- Identify repairs needed
- Improve communications with facilities maintenance personnel
- Develop Capital Improvement Project requests for all fire stations

2. Repair or Replace the Training Facility

Performance Measure: Development of a Plan to Repair or Replace the Drill Tower

Importance **High**
 Timeline 2-5 Years
 Lead **Training Officer**

Critical Tasks:

- Obtain engineering analysis of drill tower
- Perform cost analysis to implement engineer's recommendations
- Research grant opportunities for funding - regional training programs

3. Prepare New Fire Station #3 for Move In - Furnishings, Equipment, and Maintenance Plan

Performance Measure: Submission of needs assessment and maintenance program.

Importance **High**
 Timeline 6 -18 Months
 Lead **Chief Bowden**

Critical Tasks:

- Identify required items not included in station construction costs
- Develop a plan for funding and obtain the needed items
- Develop a plan for maintenance
- Submit an equipment and facility amortization assessment to City Finance for long-term planning

4. Maintain the Fire Stations in a Clean and Functional Condition with On-duty Members

Performance Measure: Development of a plan to maintain the fire Stations

Importance **Medium**
 Timeline 12 - 24 Months
 Lead **Chief Bowden**

Critical Tasks:

- Identify cleaning/maintenance tasks
- Identify areas of responsibility
- Develop cleaning assignments
- Track ongoing maintenance issues
- Develop procedures for submitting and tracking repair requests



Strategic Goal # 4 Improve Dispatch and Communications

Identified Areas of Concern

- Computer Aided Dispatch System (CAD)
- Mobile Data Computers (MDC)
- Regional Communications with Mutual Aid Partners
- Process for Dispatch Changes

Objectives

1. Implement Computer Aided Dispatch System

Performance Measure: Switch to CAD System for Police and Fire Dispatching

Critical Tasks:

- Develop Lancet Interface
- Develop Telestaff Interface
- Develop Field Reporting Module
- Import Critical Information
 1. Pre-fire Plans
 2. Maps
 3. Hydrants

Importance

High

Timeline

3-24 Months

Lead

Captain Siler
Chief White

2. Provide Mobile Data Terminals for Fire Apparatus

Performance Measure: Installation of MDC's in all fire apparatus

Critical Tasks:

- Select MDC's
- Install MDC's
- Provide Training for New Equipment

Importance

High

Timeline

6-24 Months

Lead

Captain Heins
Captain Siler

3. Improve Regional Communications for CCPD and CCFD

Performance Measure: Development of Regional Communications Platform

Critical Tasks:

- Provide Critical Infrastructure of Communications
- Provide Training for all Members
- Develop Area "A" Operations

Importance

High

Timeline

6 Months/Ongoing

Lead

Captain Heins
Chief White, Chief Sellers, Captain Murphy

4. Develop a Process for Implementing Changes within Dispatch

Performance Measure: Development of written procedures for ensuring consistent and timely changes in fire dispatching procedures when needed

Critical Tasks:

- Assign a CCPD Liaison
- Develop a Written Process for Changes
- Provide Training to Dispatchers

Importance

Medium

Timeline

6 - 12 Months

Lead

Chief White
Captain Heins



Strategic Goal #5 Identify New Revenue Sources to Meet Anticipated Needs

Identified Areas of Concern

- Anticipated Need for an Additional Paramedic Rescue (Third Rescue)
- Anticipated Need for a Fourth Firefighter on Each Engine Company
- Anticipated Need for a Staff Assistant (SA) for the Battalion Chief

Objectives

1. Implement a Benefit Assessment District Fee

Performance Measure: Successful Implementation of a Benefit Assessment Fee

Critical Tasks:

- Demonstrate Need to the Community for Additional Resources
- Obtain City Council and Community Support for Ballot Initiative for Tax Revenue
- Campaign for successful Outcome

Importance **High**
 Timeline 24 – 48 Months
 Lead **Chief Eastman**
Chief Sellers

2. Seek Grant Funds for Staffing Needs

Performance Measure: Successful Grant Application for the funding of Firefighter positions

Critical Tasks:

- Apply for SAFER Grant from FEMA
- Search for Additional Grant Funds as they Become Available

Importance **Medium**
 Timeline 24 – 60 Months
 Lead **Chief Bowden**
Chief White

3. Look for Opportunities to Share Resources with Other Area “A” Cities

Performance Measure: Development of a Plan to Share Resources throughout Area “A”

Critical Tasks:

- Develop Opportunities for Sharing:
 1. Training
 2. Staffing
 3. Equipment

Importance **Medium**
 Timeline 6 Months/Ongoing
 Lead **Chief Sellers**

4. Develop a Plan to Maximize the Collection of Fees for Service

Performance Measure: Completion of a written plan for maintaining accurate fee schedules

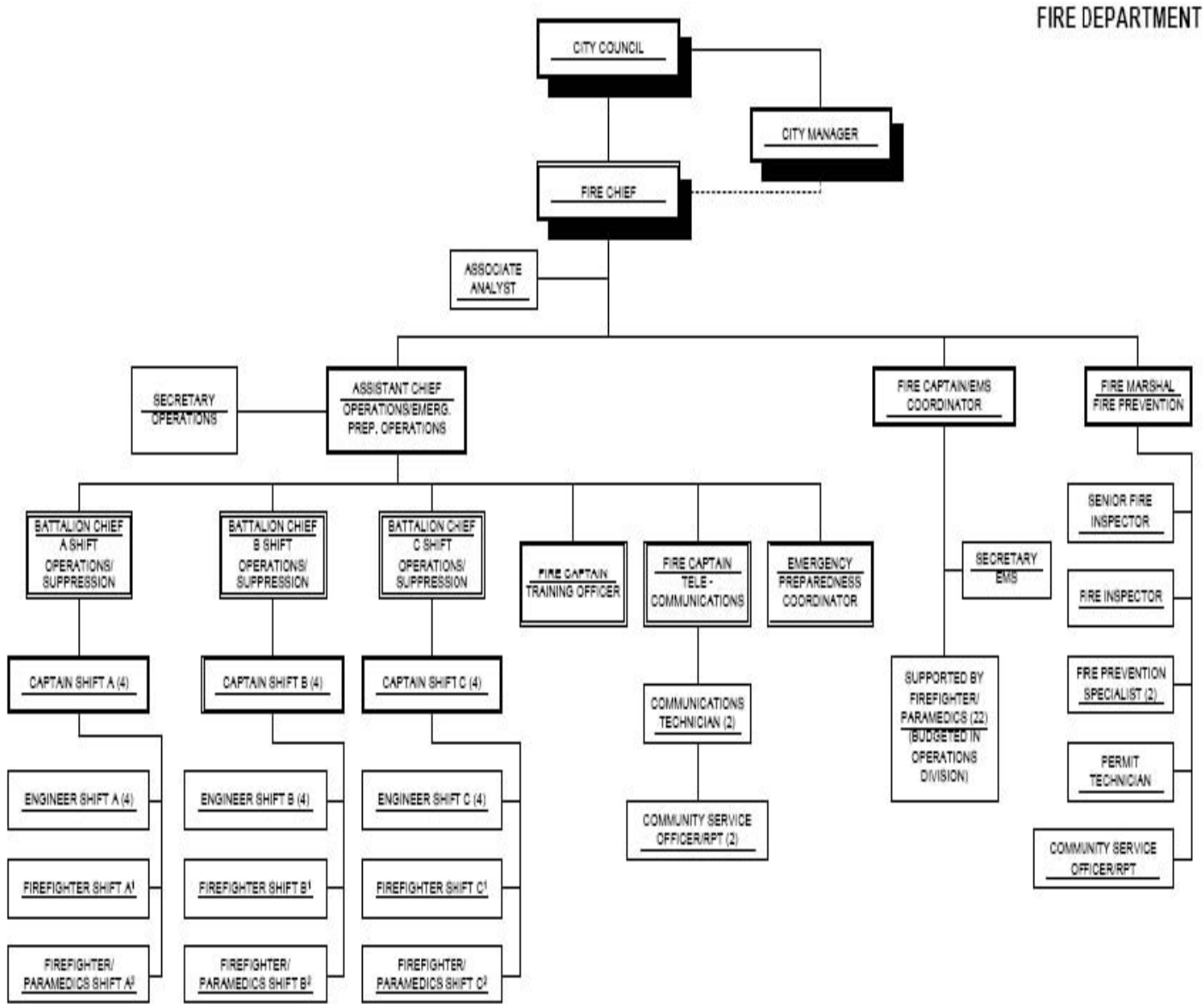
Critical Tasks:

- Develop and Maintain Appropriate Fee Schedules:
 1. Transport Fees
 2. Inspection Fees
 3. Haz Mat Recovery Fees
 4. Emergency Response Fees

Importance **Medium**
 Timeline 6 Months/Ongoing
 Lead **Chief Gallagher**

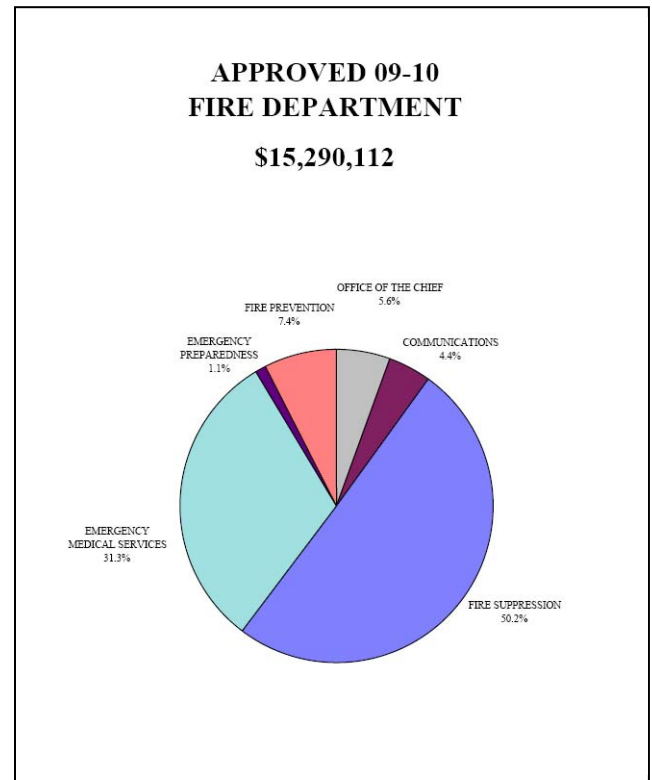
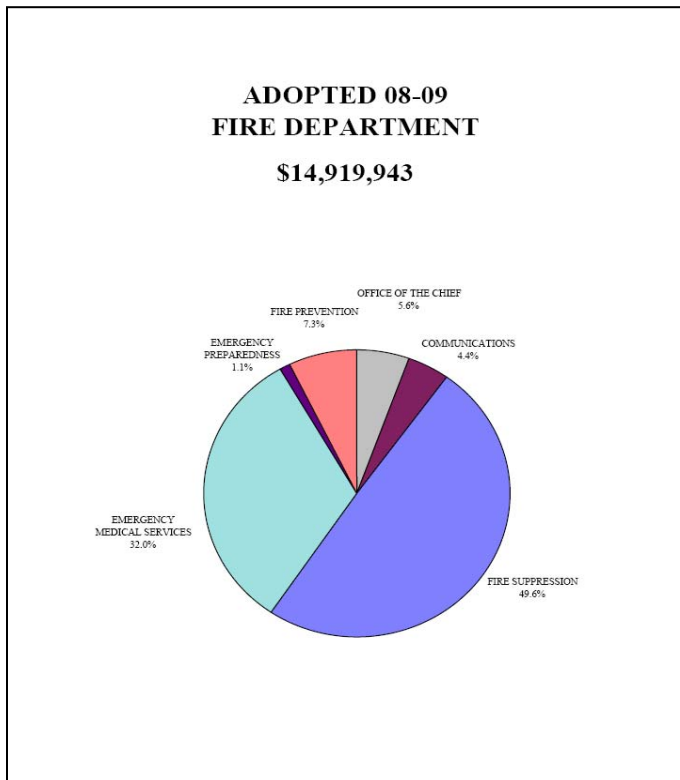


Culver City Fire Department Organizational Chart



¹ 5 FIREFIGHTERS total; numbers vary with shift assignments.
 ² 22 FIREFIGHTER/PARAMEDICS total; numbers vary with shift assignments.

Culver City Fire Department Budget





District Map

