



Staff Report

City Council

Item No. {{section.number}}.C

Meeting Date: October 9, 2024

From: Michael Contreras, Fire Chief

Title: Fire Department Strategic Plan Update

RECOMMENDATION:

This report is for information and discussion only.

BACKGROUND:

The Fire Department created a 3-year strategic plan in March 2023 to address many shortcomings within the department. Over the last 18 months, the Fire Department has started all strategic plan goals and completed all but two (2) of the goals. To address the ongoing issues to the City Council's satisfaction, each of the Fire Department's strategic plan's goals were tied to the City Council's strategic goals in their five-year strategic plan.

DISCUSSION:

The Fire Department's strategic plan is built on seven (7) grounding principal pillars:

- Customer Service,
- Professional Development,
- Community Interaction,
- Leadership Development,
- Operational Effectiveness,
- Wellness and Safety, and
- Fiscal Responsibility.

With the help of City Council and the City Manager, we have been able to make major improvements in all seven (7) categories. A component of the strategic plan is accreditation through the Center for Public Safety Excellence (CPSE) which will put the department on a track of constant quality improvement (CQI) ensuring Cathedral City Fire & EMS will continue to meet the needs of the community.

To date, goals accomplished in our 3-year Strategic Plan include:

A-2 Community Risk Reduction (CRR) Program – a CRR committee was created, and

numerous workshops have been held for Fall Prevention, Hand-Only CPR, Stop the Bleed and CERT.

C-1 Create a Station Maintenance Program - Battalion Chief is working with Facilities Department to oversee station maintenance projects and annual maintenance inspections are complete to update repair.

C-2 Increase Ambulance Transport Cost Recovery by 10% - ambulance cost recovery has increased by 35% from FY22/23 - FY23/24

D-1 Reduce Fall and Public Assist calls by 5% - with the CRR Fall Prevention workshops we expect to see a measurable reduction over the next year.

E-1 Create Community Risk Reduction Education opportunities twice a year – completed and ongoing as we offer regular workshops for the community.

F-1 Increase Diversity Outreach in Applicants and new hires by 50% - the Fire Department has attended several presentations at 3 PSUSD High Schools on the Cadet and AO Programs, as well as attend local job fairs with HR to attract local applicants.

F-2 Increase Social Media Outreach to attract a diversified workforce – the Fire Department has increased social media outreach by adding frequent video content and posts of recent incidents and events.

F-3 Development of formal transition process for promoting personnel – the department has implemented an AO to Firefighter Program, a Firefighter/EMT to Firefighter/Paramedic Program and Task Books have been created for Battalion Chief, Fire Captain, and Fire Engineer for career development and succession planning.

FISCAL IMPACT:

None

FIVE-YEAR STRATEGIC PLAN:

The Fire Department goals listed above are in line with the following City Strategic Plan goals:

A-3 Consider a Fire Cadet Program

A-4 Professional Development Program to Enhance Career Development

C-8 Implement Plan Review System

D-3 Implementation of Technology Solutions to bolster security

D-4 Improve Workforce Mobility by utilizing and supporting advanced mobile devices

D-7 Implement Fire Prevention Programs

E-1 Fund 2 person ALS Medic Unit

E-3 Continue Fire Engagement with the Community

E-4 Strengthen the City's ability to prepare, respond and recover from disasters

E-5 Build Community resiliency through community training programs

E-6 Develop an Injury Prevention and Wellness Program

ATTACHMENTS:

1. Fire Department 2023-2026 Strategic Plan