

MEETING DATE: 4/21/2014

AGENDA ITEM: Receive and file the Fire Department's 2014 5-Year
Community-Driven Strategic Plan

ATTACHMENTS

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1. 2014 5-Year Community-Driven Strategic Plan	1 - 49

CULVER CITY



CULVER CITY FIRE DEPARTMENT

2014-2018 STRATEGIC PLAN



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Introduction

The Culver City Fire Department (herein referred to “CCFD”) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, public education, fire investigation, and disaster preparedness to all 5.2 square miles of Culver City, California. CCFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the agency's path into the future via a “Community-Driven Strategic Plan.” Further, in an effort to work toward self-improvement, the agency is pursuing reaccreditation through the Commission on Fire Accreditation International (CFAI). The following document was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized a Community–Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of the CCFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the “team.” Furthermore, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus. Members of the agency’s external and internal stakeholders’ groups performed an outstanding job in committing to this important project.

This strategic plan, with its foundation based in community and membership input, revisits the agency’s pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.

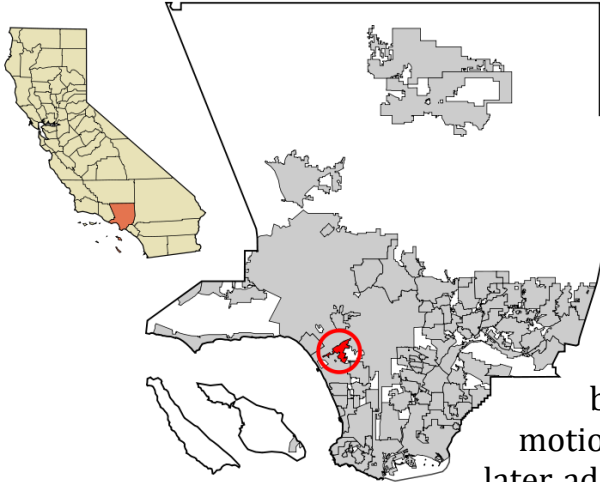


CULVER CITY FIRE DEPARTMENT STRATEGIC PLAN

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Organizational Background



Once known as Camp Lantham during the America Civil war from 1861 to 1862, Culver City, named after Harry Culver, was incorporated in 1917. Presently, Culver City is comprised of 5.2 square miles with a population of approximately 40,000 and a council-manager type government.

Since the dawn of Culver City's incorporation, it has been the center of the motion picture industry and later added television production.



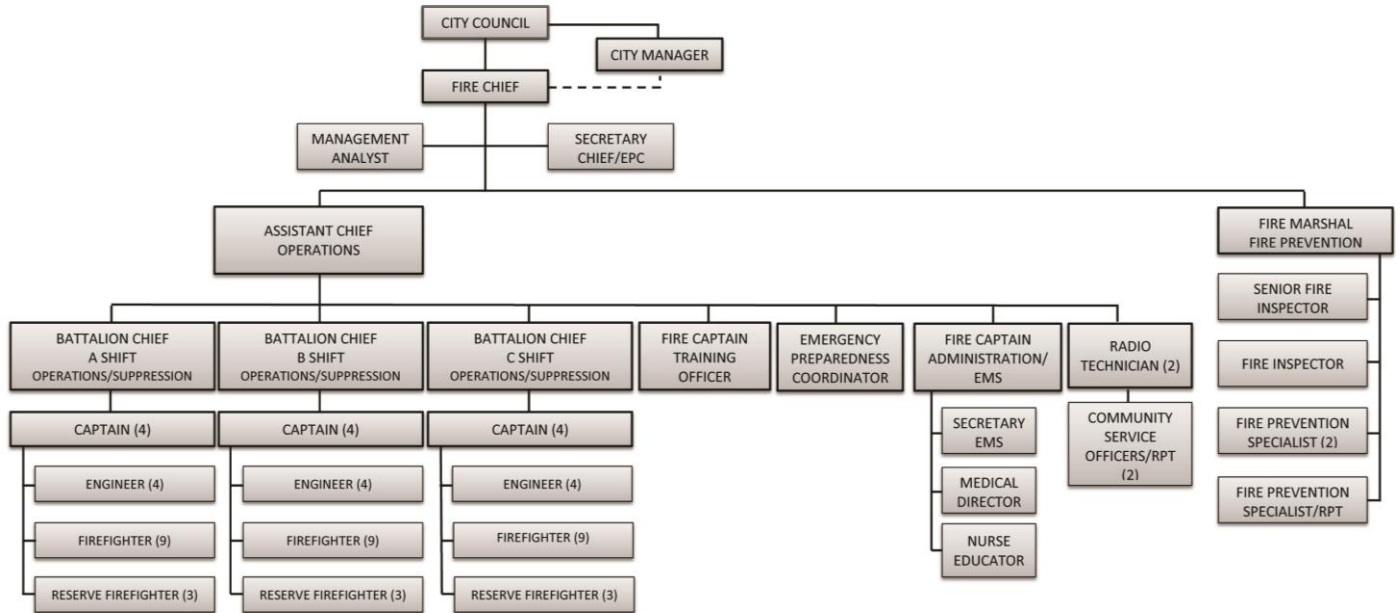
Known for the back lots of the MGM studios and also the location of RKO Pictures and Desilu Productions, Culver City is now the home of Sony Pictures and remains a favored location for the film and television production industries.

The history of the Culver City Fire Department dates back to near the time of the city's incorporation. As a volunteer department, firefighters conducted suppression activities using a 1917 Pope Hartfield Chemical Truck that was stored in the garage of Manuel "Sy" Saenz. As the city grew, there was a need to gather more resources and personnel. During the growth, the fire chief for the Thomas H. Ince Studios served as the acting fire chief until 1922 when Frank Wilcox was named as Culver City's first fire chief.

The department has remained progressive with the evolution of the fire service industry and has remained on the cutting edge using the latest technologies. The Culver City Fire Department today provides public safety services from three fire stations.



Organizational Structure



The Community-Driven Strategic Planning Process

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop this Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, more efficient and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as

a continuous and systematic process

where the guiding members of an organization make decisions about its future,

develop the necessary procedures and operations to achieve that future, and

determine how success is to be measured.¹

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

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

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*



Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that

*maintains a focus on the needs and expectations, both spoken and unspoken,
of customers, both present and future,
in the creation and/or improvement of the product or service provided.²*

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*



The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues and service gaps.
13. Determine strategic initiatives for organizational improvement.
14. Establish realistic goals and objectives for each initiative.
15. Identify implementation tasks for the accomplishment of each objective.
16. Determine the Vision of the future.
17. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges Culver City Fire Department's (CCFD) external and internal stakeholders for their participation and input into the development of this strategic plan. The CPSE also recognizes Fire Chief Chris Sellers for his leadership and commitment to this process.

Development of the CCFD's strategic plan began in September 2013, during which time representatives from the CPSE and the CCFD held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The agency and the CPSE express a special 'thank you' to community members present at this meeting.

Table 1: Culver City Fire Department External Stakeholders

<i>Elizabeth Barbosa</i>	<i>Sylvia Bianchi</i>	<i>Jeff Cooper</i>	<i>Ira Diamond</i>
<i>Lucia Diaz</i>	<i>Joyce Fichman</i>	<i>Lynette Fuka</i>	<i>Art Garcia</i>
<i>Stephen Goldstein</i>	<i>Michael Hamill</i>	<i>Allan Hansen</i>	<i>John Hennessy</i>
<i>Brian Hill</i>	<i>Fred Hunter</i>	<i>Rich Kissel</i>	<i>Dave LaRose</i>
<i>Jenee Laurent-Jones</i>	<i>Stephon Litwingzuk</i>	<i>Scott Malsin</i>	<i>Mark Manassel</i>
<i>Richard Marcus</i>	<i>Molly Messmer</i>	<i>Vince Motyl</i>	<i>Kathy O'Donnell</i>
<i>Max Oken</i>	<i>Kerri Payne-Lue</i>	<i>Vincent Punturere, DC</i>	<i>Brenda Ramsey</i>
<i>Bill Reider</i>	<i>Stephon Rose</i>	<i>Mario Rovira</i>	<i>Meghan Sahli-Wells</i>
<i>Carol Sales</i>	<i>Barbara Schneider</i>	<i>Jim Shauman</i>	<i>Divya Shukla</i>
<i>Eric Sims</i>	<i>Emma Stashin</i>	<i>Jessica Stoop</i>	<i>Joe Stoop</i>
<i>Don Trepány</i>	<i>Pam Turner</i>	<i>Willie Turner</i>	<i>Ron Vartanian</i>
<i>Perry Waldow</i>	<i>Aileen Zeidman</i>	<i>Thank You!</i>	

Community Group Findings

A key element of the CCFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present service programs provided, but also on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the CCFD needs to understand what the customers consider to be their priorities. The external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 2: Community Service Program Priorities of the Culver City Fire Department

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	247
Fire Suppression	2	219
Rescue	3	145
Hazardous Materials	4	130
Fire Prevention	5	127
Domestic Preparedness Planning and Response	6	111
Public Fire/EMS Safety Education	7	94
Fire Investigation	8	44

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the community's external stakeholders:

Table 3: Community Expectations of the Culver City Fire Department (verbatim, in priority order)

1. Time Response. Respond in a timely manner with all necessary equipment to fire / emergency situations.
2. Trained in best / current practices. Meet or exceed training requirements for fire safety personnel.
3. Interaction and training with community - visiting churches / schools / businesses / community events, etc. training for residents.
4. Fire prevention - policy, education, code enforcement.
5. Professionalism, courtesy and great customer service. Human respect and courtesy when on a call.
6. Fire education and community support. Be a presence to teach and educate the community in an active way - don't wait for the community to come to you.
7. To have appropriate equipment to respond in emergency disasters. State of the art apparatus.
8. To have enough personnel and budget to respond in case of disaster.
9. Partner with community to ensure safety when in a disaster that exceeds CCFD's ability to maintain.
10. Hospital and fire department to work as partners.
11. Would expect that they convey to me or my family exactly what will happen upon my / their removal.
12. Adequate number of paramedic rescue vehicles - at least one per station with adequate trained EMTs to man them.
13. Safety.
14. Emergency response - fire, medical, disaster.
15. Positive working relationship with hospital community that will support the public needs.
16. Maintain building regulations to ensure structures meet safety codes - or have oversight on city records.
17. Having resources available so that there is no delay in a timely response.
18. When making a call for assistance I expect to talk with a person well versed in the English language so that my requests are fully understood.
19. Serve and protect the commons and private entities in your district and beyond.

20. Mass casualty / natural disaster plan.
21. To provide a high level of care to the public which increases patient outcomes.
22. Hire within city if possible.
23. Would hope that their questions to me upon arrival are clear and concise.
24. Continued improvement of firefighting efficiency.
25. Accuracy of initial response. Review post-mortem incidents to look for improvements to future responses.
26. Organized.
27. Mentoring the newer firefighters and preparing a smooth transition when a FF / Chief, etc. is going to retire.
28. Top-notch medical expertise.
29. Multi-cultural staff or representation of community.
30. Knowledge when they get on scene.
31. Helping the people that need help.
32. Following of individual medical protocol from caregivers, not government or city policies.
33. To provide appropriate / organized response / support in the event of a natural disasters.
34. Keep good retirement benefits.
35. Train community, stakeholders for emergency disasters.
36. I expect that if I have a heart attack or other medical emergency, they will save my life.
37. Pragmatic approach to prevention - working with businesses to implement best practices while understanding business needs.
38. Better communication with inspection / citation follow ups.
39. Pre-planning.
40. Work seriously and professionally with community volunteers - like CERT and CCARES to help the community, and taking advantage of diverse and deep skills these volunteers offer their community.
41. Creation of Westside (multi-city) Fire District.
42. CPR training for employees.
43. Leadership.
44. Ability to control situation.
45. Active role in education.
46. Would hope in the event of fire that I would be given precise instructions as to my next move.
47. Good people skills.
48. Live in the community if at all possible.
49. If my house catches on fire, they will save my house.

50. Friendly, approachable - no egos.
51. Continually evaluating methods and practices to ensure highest level of service.
52. Plan for what can be foreseen - aging population, large-scale disasters.
53. Regular maintenance and improvements at the fire drill yard.
54. Know the community.
55. Hard working, results oriented.
56. High ethics, character.
57. Transparency to community.
58. Would like to have follow up info in the event I had additional questions and would like to contact a particular person.
59. No fires or any other disasters.
60. Increased assigned member liaison with public local service organizations and school.
61. I expect my FD to do their utmost to maintain the safety and well-being of my community.
62. Working with businesses on disaster preparedness, emergency plans and prevention techniques.
63. Increase the number of firefighters as the city's population is growing due to several development projects, Metrorail bringing more visitors, etc.
64. Cost savings, where possible.
65. Follow through.
66. Be physically fit to perform the job.
67. Inspire confidence.



Figure 1: External Stakeholders Conducting a Work Session

Areas of Community Concern

This process would be incomplete without an expression from the community regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

**Table 4: Areas of Community Concern about the Culver City Fire Department
(verbatim, in no particular order)**

• Man power
• Equipment
• Being taken over by LA County.
• Need to see that they have the funds to do the job.
• I have had very positive experiences with the fire department and have no concerns at this time.
• Better dissemination of community issues as related to fire department to community.
• Culver City Fire Department community profile for the community, i.e. number of home fires, business fires, emergency responses, etc.
• The City provides enough money to keep the service on top as needed.
• Budget constraints.
• Policies of care on medical calls taking precedence over caregiver medical knowledge of patient.
• Handicap, rescue employment in emergency.
• Most employees of the fire department do not live in Culver City. What happens in the event of a mass disaster?
• Evaluating the buildings in the city for the ability for someone in a wheelchair to be evacuated. (Placement of evac-chairs in public places.)
• Budget – City cutting money.
• Budget – cutting staff.
• Having enough state-of-the-art equipment.
• Visit us more.
• Know what stations assigned to you.
• Promptness
• Ability to communicate understandably!
• Neatness – as well as could be expected under the circumstances.
• Whereabouts of my pets if any.
• Communicate with my neighbors if necessary!
• Not having enough budget for the fire department.
• Short of staff on big emergencies.
• Not having a general plan in place in case of a big emergency.

- Budget restraints.
- Paramedics transporting outside of Culver City.
- Understaffed administratively.
- That the department is not given enough access to health maintenance and life style healthcare.
- Firefighters work multiple jobs – which might impact effectiveness.
- I am concerned about the unoccupied fire station and what use if any it will be put to.
- Compensation as compared to other comparable departments.
- The defined benefit plan for the department vs. the combined contribution plan and are the employees fairly contributing.
- Full pension is reached with too few years of service.
- Are we overstaffed for a city of our size?
- The cost of operating the department vs. outsourcing.
- The number of firefighters on each shift. Should there be more to handle a large incident?
- City Council and public support of CCFD with funding needed to keep the department at its highest level.
- Sometimes I am concerned when they go off to faraway places to help others that they might be stretching themselves out too thin.
- I am concerned that we don't have enough personnel or apparatus to take all of the people we need to get to the ER.
- That you moved fire station 3 out of my neighborhood and that response times in my neighborhood might suffer.
- Want to make sure the FD has all of the necessary equipment.
- Smaller support vehicles may be more appropriate for medical responses than big fire trucks.
- Want to retain good recruits in Culver City.
- CCFD seems invisible, but I know that they are not.
- I don't know enough about CCFD; station locations, programs available.
- Big/capable enough to handle city-wide emergency / disaster / wildfire? ("invisibility" contributes to this).
- Capable of fast response to outskirts of town.
- Feel forgotten about sometimes.
- Sometimes focus more on letter of the code than an understanding of business needs and working towards best solution.
- Please preserve the fire department as a member of the commons. Do not privatize.
- Because there is not enough community involvement, many things go unchecked and often become the cause of problems.
- Funding?

- Resources?
- New techs.
- Is our fire department prepared to handle any disaster that might happen in our oil drilling area?
- Budget priorities. I'm not sure the policy of sending a truck and an ambulance to emergency medical calls makes sense.
- Police – Fire Department cooperation.
- Retirement of key leadership is a threat to good work in place.
- Our firefighters tend not to live in the community. This is a problem in a large disaster and just for knowing the community.
- As a response organization, outreach can be difficult but we need you to go out and teach. Just be there and talk to people in a friendly neighborly way.
- Putting out a fire or responding to medical emergency is urgent and important to individuals. Education and preparedness are important to saving masses from injury and misery.
- There have been a lot of new firemen, and I want to make sure that they are concerned about and care about this community.
- Are there enough firemen in a given shift?
- Can they handle all the new developments and the people who will come into our community as a result?
- Adequately trained dispatchers (9-1-1) who can provide some emergency guidance until first responders arrive.
- Lots of experienced leadership as chiefs, captains, etc. retire or move on.
- Public training (like the 5 minute CPR at the fiesta) and fire safety education in public schools.
- Increased interaction/training/education with citizen volunteers (CERT, CCARES, etc.).
- Maintaining the excellent service the department has become known for.
- Future potential budget concerns.
- Keeping pace with technology.
- The problems with moving station 3 (delays, cost overruns) point to bigger issues within the city and the department.
- Transparency
- Community lack of funding support.
- Health and retirement costs.
- Under staffing.
- Lack of vocal community in comparison to community wishes vs. need.
- Proper staffing.
- Budget cuts don't affect training.

- Want the department to stay city-based.
- Want to maintain culture which the department has developed over the years.
- Need to be adequately funded – personnel.
- Need to maintain highly experienced department.
- Need to make the department a destination, never a stepping stone.
- Do they have what they need?
- Are they overworked?
- Are personnel stressed out?
- Overworked?
- Budget constraints.



Figure 2: External Stakeholders Conducting a Work Session

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the agency's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

**Table 5: Positive Community Comments about the Culver City Fire Department
(verbatim, in no particular order)**

• Good response time within 5 minutes in Culver City.
• Well trained paramedics who can handle most incidents with support from the firefighters who are EMTs.
• Good support in fire investigations, fire prevention and preparedness planning.
• Active and well regarded in the community.
• Helpful and knowledgeable.
• Very responsive.
• I had an emergency and was taken by ambulance to Cedars. It was a frightening medical issue and I found the paramedics calming and professional.
• I have never seen or heard of FD failure. What more can be said?
• Good response time.
• Good with the community.
• Well trained.
• Approachable.
• Progressive thinking.
• We are so thankful for having a great team of firefighters who are committed.
• Response time - excellent.
• Non-fire - problems in building - like flooding or bad smells.
• Paramedics great!
• Friendly medics and firefighters.
• Knowing the community and who you are in buildings.
• CERT trainings and other education provided by the department is greatly appreciated.
• Emergency coordinator is accessible and willing to work with other organizations to plan for an emergency (very organized).
• The fire department as a whole is very welcoming and has excellent interaction with the community members (Fireman Seth and Fireman Kevin).
• CCFD is amazing at welcoming, embracing, educating the community.
• Handicap wheelchair stairway escape? How is this implemented and properly addressed?
• Another day of "Fill the Boot." The money raised in just one more day could make a

huge difference. MDA!

- The department is fast and good.
- Thank you for your help in keeping the city safe.
- High level of community confidence in FD.
- Seems to do so much well that you don't hear a lot mentioned about FD.
- They have welcomed my son's preschool, kindergarten and summer camp classes. This generates a lot of goodwill as well as recruiting future FD personnel.
- I have had timely response when needed.
- The fire department has been very educational and patient in explaining issues.
- Has been very collaborative in their approach.
- Has been willing to go above and beyond by sitting on the governing board.
- Have overall been very good to work with.
- They do a good job. But I haven't had any real contact with them. That's a good thing.
- Love bigger than small town feel.
- Seems to do so much well that you don't hear a lot mentioned about FD.
- CCFD has been very responsive whenever I've reached out.
- Will do attitude (better than the "can-do").
- Always visible at community, school events, fundraisers.
- Present positive, likeable image.
- Leadership starts at the top. Hats off to Chief Sellers.
- Great response time for emergency calls.
- Knowledgeable.
- They all do a great job.
- Very grateful that they are just one block away.
- When we call they are there in 5 minutes or less.
- Would like them to join us just to say hello.
- Your first response groups are great.
- Appreciative of quick response times to emergencies day / night.
- Thorough assistance with emergencies any time of the day / night.
- Quick emergency response.
- Proactive - visited site to understand how to respond to an emergency.
- Approachable - Fire Marshal always willing to come to the theater to discuss our concerns and input.
- They are always prompt to respond.
- Always calm and efficient.
- Always polite and respectful.
- I've had very little contact with CC Fire Department, but they are always friendly and professional.
- In my experience, CCFD has had extremely rapid response times.

- CCFD personnel are courteous and professional.
- CCFD have successfully helped save my family member in a medical emergency several times.
- CCFD have had a very positive and productive community relationship.
- CCFD's participation in CERT has been extremely valuable to the community.
- Everyone in the department seems to be good people.
- The firemen/engineers/paramedics seem to be well-trained, well-groomed and in good shape.
- Fire stations and equipment seem to be first class and well-maintained.
- Happy to see that we haven't had many fires or out of control fires in CC.
- I do feel like the department cares about the community.
- The department does try and have a good community presence and does get very involved with the CERT program.
- The CERT program gets well taken care of by the department.
- Professional.
- Prompt and professional response - reliable.
- Support of CERT and CCARES is unmatched anywhere - a model for any community. Volunteers are key to community involvement.
- Participate in community events.
- Friendly public relations (Santa float for instance). Help.
- Accessible / collaborative with CCUSD.
- Utilizing knowledge and leadership with emergency preparedness.
- Visible partners with our schools / school programs.
- Appear to be committed to education / professional development / training.
- Emergency response and preparedness to natural disasters such as earthquakes.
- For those of us who live in condominiums, evacuation procedures and preparedness.
- Culver City Fire Department has been receptive to calls from Marina Del Ray Hospital to open dialogue and build relationships.
- Thank you for responding on several instances to my children with life-threatening asthmatic incidents.
- Thank you for co-training me as a CERT.
- Great presence at public gatherings.
- Station tours are fantastic and family-friendly.
- Professional staff.
- Prompt response.
- Sense of community / presence in community events.
- CCFD is a fine department. Always ready and willing to answer any questions we have.
- In our business when the fire department has come out they are very friendly.

- Always professional and highly competent.
- It's men and women.
- Caring for the entire community.
- Thank you for doing a great job in helping our community.
- Thank for reaching out to the community to work together in helping one another through this strategic planning process.
- Thank you for serving Culver City.
- My experience with CCFD has so far been excellent.
- Fast response time.
- Friendly and knowledgeable staff.
- Friendly, knowledgeable and helpful.
- Very quick response time when called.
- Adequate equipment that works to address the situation.
- Cleanest, prettiest trucks, engines (and firefighters) in California!
- Visible in the community.
- Always looking to improve ways to serve.
- Terrific EMS, very polite, quick, professional.
- Excellent fire suppression.
- Disaster preparedness with Christine Parra is excellent.
- Good visibility at community functions such as Fiesta La Ballona.
- This is a damn good FD! They do respond quickly and seem to be well equipped. And they seem to know exactly what to do and do it well and with a great attitude.
- They make the people they respond to feel confident they are in good hands and are patient with people who are panicking!
- Fantastic part of community.
- Culture of excellence.
- Tremendously effective.
- Highly trained, experienced.
- Inspires confidence.

Other Thoughts and Comments

The Community was asked to share any other comments they had about CCFD or its services. The following written comments were received:

**Table 6: Other Community Comments about the Culver City Fire Department
(verbatim, in no particular order)**

• Thanks for the invitation to participate.
• Glad we have the best FD in LA County.
• Thank you CCFD for the close involvement with the MDA. You have helped <u>MANY</u> families.
• You guys rock!
• Great department. Has helped us several times. Friendly - answers questions. Good medic knowledge. Inspectors care but give you a chance to correct.
• The best department in So. Cal. We are all very proud of CCFD. Departments all over the area talk how good we are. They have support from CERT and CCARES to help out in any emergency, which is very important today.
• A good responsive department, but are there better, more cost-effective alternatives?
• I think the empty fire station would be a place to have CCFD community outreach - maybe monthly CPR (both adult and child techniques). Have it be a place of education with CCFD. Maybe school field trips on weekdays.
• On behalf of myself and as a representative of the Culver City Exchange Club, I want to thank you for the opportunity to participate.
• Thank you for inviting us to be part of the team.
• I had the FD only a smidgen behind in importance to the PD. FD needs bigger profile in public eye to maintain importance (i.e. in face of budget cuts). Greater community presence similar to PD community involvement.
• Look into the Adopt a Fire Hydrant program. Community involvement is the best tool you have in preventative community care.
• No community could ask for a better FD. May it always be so.
• Keep up the great work.
• Thank you so much for allowing input to your organization. CCFD is awesome!!!
• I'd like to see more programs with the schools. For example, all elementary schools visit the CCPD, but don't make it to the CCFD.
• I wish that this community feedback program will be more educational as well especially for first timers.
• I wish there would have been more statistics, like what was the percent of the measurement in the past five years. Was this program CCFD effective in the past five years.
• I wish that the fire chief would have given some examples of the effectiveness of CCFD from the past 5 years.

- Thank you for the wonderful lunch.
- Thank you for being open to improve the safety of our community through this process.
- Overall, I believe the fire department performance and response time is excellent.
- A plan to use social media, especially in an emergency would provide value.
- Distinguish between what is important vs. what is urgent.
- Facilitator was nice but too soft spoken, needs to use microphone next time and speak from the center (not side) of the room.
- I live in a resident-owned mobile home park - and am now elderly and retired. We in the park have many calls to the department, from fire to EMT services. When finally I was the one in need, they were wonderful. My husband had died in his sleep. I didn't know what to do except dial 911. They were right there, so kind. They did their exam quietly and took care of all that needed to be done. I'll never ever forget their kindness. My husband and I were hams, working with CCARES and CERT and they were so very good to each group in training. Thank you for having me.



Figure 3: External Stakeholders Conducting a Work Session

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency’s approach to strategic plan development, with focus on the CCFD’s Mission, Values, Core Programs and Support Services, as well as the agency’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below.

Table 7: Culver City Fire Department Internal Stakeholders

<i>Mike Bowden</i>	<i>Roger Braum</i>	<i>Jeremy DeBie</i>	<i>Daniel Dobbs</i>
<i>Dr. David Eisner</i>	<i>Bill Heins</i>	<i>Jorge Kurowski</i>	<i>Louis Louie</i>
<i>Mike McCormick</i>	<i>Mike Nagy</i>	<i>Christine Parra</i>	<i>Chris Pedego</i>
<i>Ken Powell</i>	<i>David Rindels</i>	<i>Brain Savage</i>	<i>Chris Sellers</i>
<i>Derek Still</i>	<i>Rhonda Sykes</i>	<i>David White</i>	<i>Joseph Zimmerman</i>



Figure 4: Internal Stakeholder Group

Mission

The purpose of the Mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A work group of the CCFD's internal stakeholders met to review the existing Mission and collectively agreed to the following.

Table 8: Culver City Fire Department Mission

The mission of the Culver City Fire Department is to protect life, property, and the environment by providing prompt and professional fire protection and life safety services.



Figure 5: Internal Stakeholders Conducting a Work Session

Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. CCFD internal stakeholders agreed to the following values, terms, and supporting statements.

Table 9: Culver City Fire Department Values Statements

PROFESSIONALISM
<i>Through our attitude, actions, and appearance, we will demonstrate competence and strive for excellence.</i>
COMPASSION
<i>We will provide comfort and care to those in distress.</i>
RESPECT
<i>We will hold in high regard the diversity within our organization and the community we serve.</i>
TRUST
<i>We will keep our commitments, hold ourselves accountable, and act with integrity.</i>
HUMILITY
<i>We will carry out our duties as public servants while always maintaining a modest opinion of ourselves.</i>

The Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the CCFD are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Motto

A motto is a short sentence or phrase that expresses a rule guiding the behavior of an individual or group. A work group of the CCFD's internal stakeholders agreed to adopt the following motto:

Table 10: Culver City Fire Department Motto

“Agere Pro Aliis”

Programs and Services

The CCFD internal stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Table 11: Core Programs

• Fire Suppression	• Fire Prevention/Life Safety
• Emergency Medical Services	• Domestic Preparedness Planning and Response
• Technical Rescue	• Fire Investigation
• Hazardous Materials	• Public Education

Table 12: Support Services

• Training Division	• Mutual Aid
• CCARES	• CERT
• Police Department	• Emergency Communications Center
• Nurse Educator	• Area Hospitals
• Medical Director	• City Council
• Human Resources	• Finance Department
• Telecommunications Division	• City Attorney’s Office
• City Clerk’s Office	• City Manager’s Office
• Public Works	• Chamber of Commerce
• Community Service Organizations	• Information Technology
• Red Cross	• Parks and Recreation
• Transportation Department	• Community Development Department



Figure 6: Internal Stakeholders Conducting Work Sessions

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The CCFD participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the internal stakeholders identified the strengths of the CCFD as follows:

Table 13: Strengths of the Culver City Fire Department

Personnel	Training/Tower/Facility
Cross training	Consistently short response times
Apparatus	Internal/External Relationships
Equipment	Relationships with City Departments
Stations	Mentoring
EMS Programs	Volunteerism – Internally
ISO Class 1	Fire Suppression
Accreditation	Fire Prevention
Emergency Preparedness	Telecommunications
CERT	Interdepartmental Cooperation -Between Ranks -Union -Within City
CCARES	
Community Involvement/Customer Service	
Medical Director	
Recruitment/Retention	Standards of Cover - Performance
Community Support	Adaptability/flexibility
Nurse Educator	Technology
Reserve Firefighter Program	Aggressive pain management
Mutual Aid Area A	Standing Field Treatment Protocols (SFTP)
Teamwork/Support for each other	Motivation/Enthusiasm
Dedication/Commitment	Wellness program

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Table 14: Weaknesses of the Culver City Fire Department

Lack of institutional experience (young department).	Public education - No dedicated full-time person
Rescue Ambulance (RA) availability – Need for a 3 rd RA	CCFD/City web site and social media - not utilizing to fullest capability
Need for additional tech support	Dedicated fire dispatch
Three member engine staffing	Fragmentation of governing documents
Fire Investigation Training	Technical Rescue program
Drill Yard/Training Classroom	Fire Prevention staffing
Radio communication system	Integration of technology
Equipment replacement – Need for an amortization fund	Need to reestablish EMS Customer Satisfaction surveys
Promoting the organization	No mandatory annual physicals
MDCs - connectivity and hardware	Budget – fiscal constraints
Pre-fire plans	Need for Captain and BC's task books
Workload	Lack of community visibility
Community involvement/expanded programs - challenged to meet demand	Need for specialized operations training programs
Members living outside of the City	

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Table 15: Opportunities for the Culver City Fire Department

Training: NFA, OSFM, FEMA, CDP	Regionalization
Formal education	Grants: Federal, State and private
Outside agencies: Shared resources, Mutual Aid	EMS: Community Paramedic, Clinical Studies, EMS Coordinator, Expanded Treatment
Los Angeles Regional Interoperable Communications System (LARICS)	Improving relationships with other city departments
Technology	Community development fire service fees
Public/Private Partnerships	Disaster management software programs
Affordable Healthcare Act	Annexation
Community Involvement: Public Education	

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in this process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of the strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Table 16: Threats to the Culver City Fire Department

Expanded paramedic scope/service delivery - increasing workload	Community development - added demands for service
Recruitment and retention	Unfunded mandates
Loss of community trust	Privatization of services
Hospital closures and wait times	Medication shortages
Economy	Increased call volumes - increased demand
Large scale disasters (natural/man-made)	Changes/increase in mandated training
City and state budget cuts	Decreased grant availability
Ambulance transport rights	Aging population
Increased demand of mutual aid	Traffic congestion
Infectious disease exposure	Social media
Impact from changing health care	Legal and liability issues
Consolidation	Rising costs

Critical Issues and Service Gaps

After reviewing the CCFD's core programs and support services, and identifying the internal strengths and weaknesses along with external opportunities and threats, the internal stakeholders identified their primary critical issues and service gaps. These provide the foundation for the strategic initiatives which will drive organizational goals and objectives in order to meet the future vision of the CCFD.

Table 17: Critical Issues and Service Gap Topics Identified

Staffing	Emergency Medical Services	Training
Technology	Communication	Risk
Public Relations	Dispatch	Community Involvement

Strategic Initiatives

Having reviewed the agency's critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 18: Strategic Initiatives

Staffing	Training
Emergency Medical Services	Community Outreach
Technology	Dispatch
Risk Management	

Goals and Objectives

The process, to this point, has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps of the CCFD. In order to achieve the mission of the CCFD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the CCFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to CCFD leadership with a plan on how the goals are to be achieved.

***"If you don't keep score,
you're only practicing."***

Vince Lombardi,
American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

Goal 1 Improve EMS delivery.

Objective 1A	Develop and implement a plan to meet the demand of increased call volume.
Timeframe	3 - 12 months
Critical Tasks	• Extract and quantify data a) Concurrent Runs b) Mutual Aid c) Use of private ambulances d) Response times • Identify the costs and logistics of implementing an Ambulance Operator Program • Identify the costs and logistics of implementing a 3rd paramedic rescue • Present findings and recommendations to council via the budget
Objective 1B	Develop and implement a plan to decrease total call time.
Timeframe	6 - 12 months
Critical Tasks	• Administrative Captain to form relationship with area hospitals and skilled nursing facilities • Decrease emergency room wait times by addressing all wait times exceeding 20 minutes • Implement a written policy for inter-facility transports, e.g. distance
Objective 1C	Develop and implement a plan to improve communications with patients.
Timeframe	3 - 6 months
Critical Tasks	• Develop a satisfaction survey to be sent to all patients • Feedback will be reviewed with each individual member • All unsatisfactory surveys and complaints to be addressed by the Administrative Captain • Participate in community and hospital disaster drills • Develop a plan to inform the public of EMS stats/saves/critical calls, etc.
Objective 1D	Develop and implement a plan to address medication shortages.
Timeframe	2 - 6 months
Critical Tasks	• Find alternative suppliers • Solidify relationships with Department of Health Services to supply medications • Increase drug cache • Research the feasibility of using alternative medication, e.g. Valium

Objective 1E	Enhance the EMS Scope of Practice.
Timeframe	2 years
Critical Tasks	• The Administrative Captain will participate in the Quality Improvement and continuing education training programs • Expand and increase treatments/best practices/clinical trials • Research the feasibility of implementing a Community Paramedic program (wellness checks, vaccinations, etc.)

Objective 1F	Identify improved technologies for recording and tracking EMS records and data.
Timeframe	12 - 18 months
Critical Tasks	• Identify and evaluate paperless technologies • Identify and improve methods of transmitting data from the field to the emergency room • Report findings and make recommendations based on identification and evaluation process

Goal 2 Ensure optimal staffing that will support core fire department programs.

Objective 2A	Develop and implement a reserve firefighter program
Timeframe	6 months
Critical Tasks	• Identify specific job responsibilities and workload for reserve program • Identify training hours needed to support reserve firefighters • Develop and implement a reserve firefighter task book

Objective 2B	Analyze Fire Prevention's various duties and programs to identify staffing needs
Timeframe	12 months
Critical Tasks	• Identify federal, state, local, and county regulations to determine if they are all being met • Analyze information and review five-year history to create a forecast for future demands • Develop and implement a plan with the goal of maintaining 100% compliance with the 10-day plan check expectation. • Identify opportunities to cross-train with Building Safety and Code Enforcement to streamline plan submittal • Develop a plan to address any deficiencies

Objective 2C	Analyze the EMS program to identify staffing needs.
Timeframe	12 months
Critical Tasks	• Compile data of rescue ambulance concurrent runs and out of service time • Review the number of patient transports that could have been handled by BLS units • Develop a plan to address any identified gaps • Evaluate administrative support of EMS program • Identify future trends that will impact the EMS program: ➢ Aging population / convalescent facilities ➢ Expo line ➢ High-density development • Implement a formal review of the EMS program every 6 months

Objective 2D	Analyze the fire suppression program to identify staffing needs.
Timeframe	6 - 12 months
Critical Tasks	• Review NIST study to determine appropriate staffing (3 vs. 4 person engine.) • Review general workload and special projects, such as: ➢ Public education ➢ EMS ➢ Training ➢ Company inspections ➢ Station maintenance ➢ Hydrants ➢ Pre-fire plans • Evaluate the benefit of the reserve firefighters on the fire suppression program • Develop a plan to address any gaps

Goal 3

Develop, implement and maintain training that produces a knowledgeable, skilled and motivated workforce that meets the needs of our mission.

Objective 3A	Analyze the current training programs and determine areas of deficiency or improvements needed.
Timeframe	12 months
Critical Tasks	• Evaluate current training manual • Evaluate current recruit training program • Survey current training and certification levels • Evaluate current position task books • Evaluate current training facility • Implement training program changes to address any deficiencies

Objective 3B	Establish minimum annual mandated training requirements.
Timeframe	6 months
Critical Tasks	• Research federal, state and local requirements • Compare the department's current levels to determine if we meet standards • Review and recommend updated minimum annual mandated training requirements

Objective 3C	Establish minimum training standards for each position.
Timeframe	12 months
Critical Tasks	• Develop task books for Captains, Battalion Chiefs, and Fire Investigators • Review current and proposed task books every 18 months • Develop Reserve Firefighter training manual • Develop Fire Inspector training manual • Maintain certification tracking • Review and report findings

Objective 3D	Establish specialized operational training standards to maintain all personnel at operations level.
Timeframe	18 - 24 months
Critical Tasks	• Identify specialized operational skills to develop and maintain for: ➢ Hazardous materials mitigation ➢ Technical rescue ➢ Confined space ➢ Swift water rescue ➢ Fire Investigation • Develop training standards for each specialized operation • Review and revise at minimum every 18 months.

Objective 3E	Develop a cadre of members that have advanced training in each specialized operation.
Timeframe	24 months
Critical Tasks	• Identify core operational classes from Objective 3D • Select members based on shift / interest / ability for training • Have operations members conduct crew / shift training • Evaluate succession planning for specialized operations • Implement training programs • Review and revise as stated or as needed

Goal 4 Improve community outreach.

Objective 4A	Identify all current public education/outreach programs, conduct a needs analysis to determine effectiveness, and formulate a work plan to address deficiencies.
Timeframe	24 months
Critical Tasks	• Identify all schools / organizations / businesses that have potential fire department public education needs • Identify the organizations with which the department has current involvement • Analyze effectiveness of current programs • Survey organizations to determine interest / wants / needs • Analyze survey results to determine: ➢ Compatibility / feasibility ➢ Time commitment ➢ Supply / equipment requests ➢ Program costs • Develop an action plan • Present action plan to staff for approval • Implement the plan • Evaluate progress annually and revise as needed or directed

Objective 4B	Identify all social media portals and conduct a needs analysis to determine effectiveness and implement needed improvements.
Timeframe	6 months
Critical Tasks	• Conduct analysis of current social media resources used by the CCFD • Determine current social media effectiveness • Conduct an analysis of available social media portals to: ➢ Include other fire departments. ➢ Include projected costs. • Research to ensure that all city policies / laws / rules will be followed. • Recommend policy changes as necessary to include an approval process for social media content. • Make recommendations and report back to staff for direction and approval. • Establish department social media program coordinator • Implement and maintain approved programs • Evaluate social media programs semi-annually to determine effectiveness

Goal 5

Improve and increase the department's use of current and future technologies.

Objective 5A	Identify and review strengths and weaknesses of current technologies.
Timeframe	6 – 12 months
Critical Tasks	• Identify member(s) with expertise capable of evaluating technology and making recommendations • Identify the use and effectiveness of current technologies • Report findings
Objective 5B	Expand use of current technologies to design potential.
Timeframe	6 - 12 months
Critical Tasks	• Identify member(s) to interface with vendors of current technology • Report findings • Implement improvements
Objective 5C	Identify additional and new technologies to meet the current and future needs.
Timeframe	12 months
Critical Tasks	• Identified member(s) will survey surrounding agencies for alternate applications / programs • Meet with vendors and attend trade shows to identify new technologies • Poll current members for input and ideas • Identify costs • Report recommendations
Objective 5D	Ensure all members are trained in all current and future technologies.
Timeframe	12 months
Critical Tasks	• Identify training needs • Create training manuals / videos to be available to all members • Implement initial and refresher training as needed
Objective 5E	Establish continuous maintenance and evaluation of ongoing programs.
Timeframe	12 months
Critical Tasks	• Ongoing updates per vendor recommendations • Address ongoing field use needs • Develop hardware replacement schedule

Goal 6 Improve fire dispatch operations, in coordination with the Culver City Police Department (CCPD).

Objective 6A	Work with CCPD to ensure that dispatch is staffed with three (3) dispatchers
Timeframe	24 months
Critical Tasks	• Work with CCPD during the City's budget process to hire an additional dispatcher (Total of 12 dispatchers) • Identify a funding source or propose a method for offsetting the cost • Assist CCPD and the Human Resources Department with recruitment and hiring as needed • Present findings to staff
Objective 6B	Work with CCPD to implement a fire dispatch training program.
Timeframe	24 months
Critical Tasks	• Conduct research to determine current national standards and industry best practices for fire and EMS dispatch training • Develop a training program to address identified needs to include: ➢ Initial training upon hire ➢ Fire and EMS dispatch policies ➢ Continuing education and testing ➢ CCPD/CCFD Ride along program • Implement the program • Evaluation annually
Objective 6C	Work with CCPD to implement a fire dispatch quality improvement (QI) program.
Timeframe	36 months
Critical Tasks	• Conduct research to determine an appropriate fire dispatch QI program model • Provide dispatcher training on the QI program • Implement ongoing retrospective reviews of 911 call handling and call processing times • Implement ongoing feedback to dispatchers (retrospective review findings) • Evaluate program annually
Objective 6D	Work with CCPD to implement an automated station/unit alerting system.
Timeframe	12 months
Critical Tasks	• Conduct research to determine hardware and compatibility needs • Develop list of vendors • Work with CCPD and the Information Technology (IT) Department to develop system specifications and cost estimate • Work with CCPD and IT during the City budget process to secure funding • Work with CCPD and IT to purchase, install, and implement the alerting system • Conduct training for dispatchers and fire personnel

Goal 7

Develop programs that support the safety and well-being of our members and the public while identifying and mitigating potential risks.

Objective 7A	Develop and implement comprehensive programs that support health and wellness of all our members.
Timeframe	24 months
Critical Tasks	- Analyze current department wellness programs: - Fitness/Strength - Annual Physicals - Psychological - Fit for duty examinations - Entry level fitness - Nutrition education - Employee Assistance Program - Compare our current program to established standards: - Review federal, state and local requirements - Research and develop programs that support the health of all members and meet established standards

Objective 7B	Identify and implement a comprehensive plan to enhance fire department safety programs.
Timeframe	12-24 months
Critical Tasks	- Assess and analyze current safety programs: - Driving - Operations - Tools and equipment - Environmental - Wildland - Terrorism - Identify any gaps or deficiencies - Implement enhanced programs

Objective 7C	Implement policies to reduce EMS risks.
Timeframe	12 months
Critical Tasks	- Identify and enhance departmental policies related to: - Vaccines - TB - Sharps handling and disposal - Personal Protective Equipment - Develop a mechanism to monitor emerging diseases and their pandemic potential

Objective 7D	Develop and implement policies and procedures that identify and minimize potential legal risks.
Timeframe	24 months
Critical Tasks	- Analyze the current programs in place: - Harassment policies - Complaint handling process - Health Insurance Portability and Accountability Act - Social media policy - Public records requests - Identify any gaps or deficiencies - Implement enhanced policies or procedures

Vision

On the final day of the process, the CPSE presented CCFD a revised vision of where the agency will be in the future. This vision provides a target of excellence that the organization will strive toward and provides a basis for its goals and objectives.

Table 19: Culver City Fire Department Vision

The vision of the Culver City Fire Department is to be recognized as an agency that reflects industry best practices through the delivery of high-quality services for our community. Our international accreditation will demonstrate a commitment to continuous improvement and validate the consistent, timely, quality services our community trusts us to provide. In honoring this trust, we will continue meeting standards of excellence; guided by our core values of professionalism, compassion, respect, trust and humility.

We will invest in our workforce which is our most valuable organizational asset. Through staffing and training initiatives, we will ensure that we are properly staffed and trained to provide the highest level of service for our community. Further, we will focus on risk management initiatives to ensure a healthier and safer environment for our members.

Recognizing the importance of continuous improvement, we will enhance our EMS and emergency communications systems ensuring that our community is best served in a professional and prompt manner. This will be further supported by our commitment to technology solutions and sustainability to work smarter and more efficiently.

Through a strengthened system of community outreach we will demonstrate our commitment to meet or exceed the expectations of our community as we hold one another accountable for carrying out our mission, living our values, and ensuring that this vision becomes a reality.

Performance Measurement

“Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”³ We must further be prepared to revisit and revise our goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that the CCFD's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

A “family of measures” that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

The Success of the Strategic Plan

The CCFD has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the community-driven strategic planning process to compile this document. The success of the CCFD’s strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms and Acronyms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
Caltrans	California State Transportation Department.
CCARES	Culver City Amateur Radio Emergency Service
CCUSD	Culver City Unified School District
CDP	Center for Domestic Preparedness
CERT	Community Emergency Response Team
CQI	Continuous Quality Improvement.
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FEMA	Federal Emergency Management Agency
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
MDA	Muscular Dystrophy Association
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFA	National Fire Academy
NFPA	National Fire Protection Association

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NIST	National Institute of Standards and Technology
OSHA	Occupational Safety and Health Administration
OSFM	Office of the State Fire Marshal
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PIO	Public Information Officer
QI	Quality Improvement
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency, how it will be accomplished, and the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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