



CULVER CITY FIRE DEPARTMENT *STRATEGIC PLAN* 2019-2024



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Introduction

The Culver City Fire Department (CCFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors 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 department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual* 9th Ed. and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.

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Organizational Background

When Harry Culver coined the phrase “all roads lead to Culver City,” one can only imagine if he realized that, when the city was incorporated in 1917, it would play an important role in America’s future history. The area, once known as Camp Latham, was instrumental in the American Civil War and later became the hub for film and television entertainment that reflected the cultural changes in the United States.

Today, Culver City is a thriving community of approximately 40,000 that reside within its five square miles. Supported in part by the film and television industry, with studios such as Sony Pictures Studios and Culver Studios, the city is also home to an array of business, technology, and educational entities that feed a robust economy.



The Culver City Fire Department’s genesis dates to around the same time the city was incorporated in 1917. Starting as a volunteer department, the city’s growth created a demand for more personnel and equipment resources and finally, greater leadership. The department initially operated under an acting chief, the fire chief from the Thomas H. Ince Studios, until

Frank Wilcox was named Culver City’s first fire chief in 1922. The Culver City Fire Department has continued to keep pace with the industry, as demands changed within the city and as further service offerings were made available for the community.



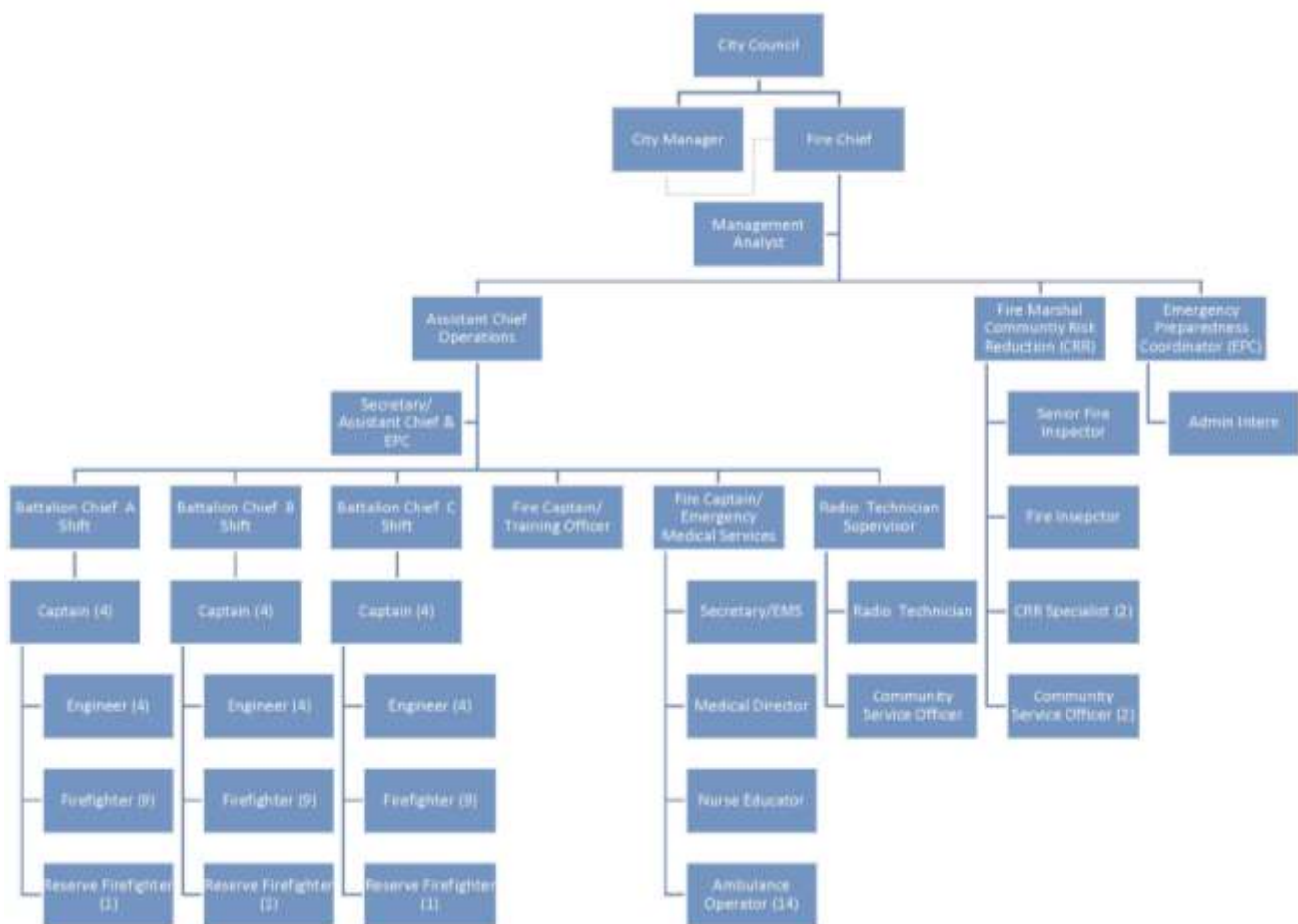


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The department now provides its services from three fire stations, located strategically throughout the city. Staffed with 61 uniformed and 11 civilian professionals, the department provides its various services and programs to protect life, property, and the environment for the residents, businesses, and visitors to the city. The Culver City Fire Department continues to remain mission-focused as evidenced by its international accredited status and its ISO Class 1 rating. The department embraces excellence in all that it does and continues to be dedicated to those it serves.



Organizational Structure



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Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can be defined as "a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why."¹

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 defined 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. 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 progression and success will be measured.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





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The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community–driven strategic planning process. For their leadership and commitment to this process, the CPSE also recognizes Fire Chief David L. White and the team of professionals who participated.

Development of this strategic plan took place in November 2018, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. Those stakeholders were comprised of some who reside or work within the Culver City Fire Department's coverage area, and some who were recipients of CCFD's service(s).



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Culver City Fire Department Community Stakeholders

Dannie Cavanaugh	John Cohn	Lucia Diaz	Ellen DuBois
Kelli Estes	Kim Griffin	Emanuel Holder	Carmen Ibarra
Iris Ingram	Clark Jensen	Ruhi Khan	Michael Laase
Donna Le Blanc	Sandy Lee	Sean Mackin	Ken Mand
Judith Martin-Shaw	Jim Provence	Tracy Pumilia	Fred Puza
Gerald Rios	Betty Rome	Marie Rose	Arnie Schwartz
Sonal Seneviratne	Jim Shanman	Howard Strauss	Albert Vera
David Voncannon	Michelle Weiner	Steve Wisner	



Community Stakeholders Work Session

Community Group Findings

A key element of the Culver City Fire Department's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. The community stakeholders' specific findings are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.





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Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Culver City Fire Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	202
Fire Suppression	2	182
Technical Rescue	3	166
Emergency Preparedness	4	103
Community Risk Reduction	5	93
Hazardous Material Mitigation	6	85
Wildland Fire Services	7	72
Public Fire and Life Safety Education	8	56
Fire Investigation	9	49

See [Appendix 1](#) for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session



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Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

Culver City Fire Department Stakeholders			
Fernando Benitez <i>Firefighter/Paramedic</i>	Roger Braum <i>Battalion Chief</i>	Michael Canchola <i>Firefighter/Paramedic</i>	Jeremy Debie <i>Fire Marshal</i>
Daniel Dobbs <i>Captain</i>	Dr. David Eisner <i>Medical Director</i>	Cara Flores <i>Management Analyst</i>	Robert Kohlhepp <i>Battalion Chief</i>
Bobby Kosch <i>Engineer</i>	Joe LaRicca <i>Firefighter/Paramedic</i>	Nicholas Mendes <i>Captain</i>	Chris Miller <i>Captain</i>
Seth Miller <i>Captain</i>	Brett Nagel <i>Firefighter/Paramedic</i>	Christine Parra <i>Emergency Preparedness Coordinator</i>	
Steve Poestra <i>Senior Fire Inspector</i>	Kenneth Powell <i>Assistant Fire Chief</i>	David Rindels <i>Battalion Chief</i>	Brian Sua <i>Firefighter/Paramedic</i>
Rhonda Sykes <i>Secretary</i>	Paul Voorhees <i>Captain</i>	David L. White <i>Fire Chief</i>	



Department Stakeholders





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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?

The Culver City Fire Department understands the importance of a quality mission statement that truly reflects why the department exists. It further understands that alignment is required within the entire organization to ensure that current and future goals are mission-focused. Therefore, it was determined that no revision to the mission, as created in 2013, was needed during this planning period. However, a workgroup met to revisit the existing mission to confirm it aligns with the community stakeholder input, as well as to have a consensus understanding of its meaning in order to move forward in creating mission-oriented goals, objectives, and critical tasks. The department's mission remains:

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.



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Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. The department understands that alignment is required within the entire organization to ensure that current and future goals are values-based. Additionally, the department understands that the cultural acceptance of core values takes time for positive change to occur. Therefore, it was determined that no revision to the values, as created in 2013, was needed during this planning period. However, a workgroup met to revisit the existing values to confirm they align with the community stakeholder input, as well as to have a consensus understanding of their meaning in order to move forward in creating values-based goals, objectives, and critical tasks. The department's values remain:

Professionalism - Through our attitude, actions, and appearance, we will demonstrate competence and strive for excellence.

Compassion - We will provide comfort and care to those in distress.

Respect - We will hold in high regard the diversity within our organization and the community we serve.

Trust - We will keep our commitments, hold ourselves accountable, and act with integrity.

Humility - We will carry out our duties as public servants while always maintaining a modest opinion of ourselves.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Culver City Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.





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Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department's core programs are provided below.

Core Programs of the Culver City Fire Department		
Emergency Medical Services	Fire Suppression	Technical Rescue
Emergency Preparedness	Community Risk Reduction	Hazardous Materials Mitigation
Wildland Fire Services	Public Fire and Life Safety Education	Fire Investigation

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record CCFD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session



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Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in [Appendix 3](#)). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Culver City Fire Department's Strategic Initiatives		
Technology	Public Outreach	Human Resources
Training	Policies and Procedures	Workload Management



Department Stakeholders Work Session





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Goals and Objectives

To continuously achieve the mission of the Culver City Fire Department, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the CCFD's leadership.

Goal 1	Enhance the use of technology to improve services and reduce costs.		
Objective 1A	Establish a technology committee to develop and propose technology solutions for the organization.		
Timeframe	3 – 6 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none">• Identify and recruit member(s) with expertise who are capable of evaluating technology and making recommendations.• Establish committee leadership.• Conduct a kick-off meeting with chiefs and the newly formed committee.• Conduct an evaluation of current and emerging technologies (See objectives 1B and 1C).• Research, discuss, and review the findings.• Make recommendations and report to chiefs for direction and approval.		
Objective 1B	Ensure current technology is being utilized to full potential to maximize efficiency.		
Timeframe	6 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none">• Identify all technologies that are currently being used by the department.• Analyze the identified programs for current level of use.• Identify unused capabilities in existing technology.• Interface with program vendors to review current usages and make recommendations based upon unmet needs.• Make recommendations and report to chiefs for direction and approval.		



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Objective 1C	Explore and research emerging technology to provide the community with the highest level of service possible.		
Timeframe	1 year	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none"> • Survey surrounding agencies for alternate applications and programs. • Meet with vendors and attend trade shows to identify new technologies. • Survey current department members for input and ideas. • Identify all associated costs. • Make recommendations and report to chiefs for direction and approval. 		
Objective 1D	Evaluate information technology support requirements to determine efficacy and future needs.		
Timeframe	3 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none"> • Conduct an analysis of current IT support. • Identify all gaps in IT support. • Make recommendations and report to chiefs for direction and approval. • Develop a plan to address the gaps. • Implement the plan and monitor for efficiency. 		



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Goal 2	Improve the department's public outreach to better inform, educate, and prepare targeted members of our community.		
Objective 2A	Develop and improve existing fire department public education.		
Timeframe	1 year	Assigned to:	Community Risk Reduction
Critical Tasks	<ul style="list-style-type: none">• Analyze the effectiveness of existing education programs.• Revise existing education programs to meet the current needs of the community.• Identify new opportunities for public education.• Analyze research results to determine the cost and obtain approval and funding if necessary.• Develop an action plan to incorporate new opportunities into existing programs.• Implement the revised public education plan.• Evaluate annually and revise as needed.		
Objective 2B	Enhance external communication through all available media outlets.		
Timeframe	18 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none">• Identify and list all current methods of communicating with the public.• Analyze the effectiveness of the current methods.• Research improvements and new avenues of information dissemination to target all community members• Analyze the research results to determine the costs and obtain approval and funding if necessary.• Revise the current communication program to include newly discovered media outlets.• Evaluate annually and revise as needed.		
Objective 2C	Develop a public information officer program to increase public awareness.		
Timeframe	1 year	Assigned to:	Fire Suppression
Critical Tasks	<ul style="list-style-type: none">• Establish and maintain a list of qualified public information officers (PIO).• Establish training guidelines for designated PIOs.• Develop policy and standard operating procedures.• Utilize identified communication outlets to increase public awareness.• Utilize PIOs in community outreach efforts and recruiting.• Evaluate annually and revise as needed.		



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Objective 2D Improve the department's outreach to better assist the homeless community.

Timeframe 2 years **Assigned to:** Office of the Chief

- Assign a department liaison to the city's homeless committee.
- Establish a relationship with the Department of Veterans Affairs to better assist the veteran homeless community.

- Critical Tasks**
- Establish a relationship with community homeless outreach organizations.
 - Develop homeless outreach resource and contact lists.
 - Connect the homeless with the identified resources.
 - Evaluate annually and revise as needed.



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Goal 3	Enhance the department's workforce development to ensure that the best possible services are provided to the community.		
Objective 3A	Review the department's recruitment practices with an emphasis on attracting the most diverse pool of applicants.		
Timeframe	1 year	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none">• Review current recruitment practices.• Define diversity in the Culver City community and compare it to the current workforce.• Identify areas in the applicant pool where there is room for improvement.• Identify policies and practices which may hinder the hiring process.• Reduce and eliminate any identified obstacles to the hiring process.• Update all outreach materials and resources (e.g. website, contact cards).• Actively pursue applicants at local sporting and fitness events and fire academies.• Develop a career day event for prospective applicants.• Review progress and modify as needed.		
Objective 3B	Enhance the department's personnel development and mentoring programs.		
Timeframe	1 year	Assigned to:	Fire Suppression
Critical Tasks	<ul style="list-style-type: none">• Evaluate all department task books and update as needed.• Review and update the procedures for issuing and completing task books.• Develop and publish a policy to define procedures for obtaining CICCIS qualifications.• Develop and implement plan to increase the number of members pursuing an undergraduate or graduate degree.• Develop and implement plan to increase the number of members who are credentialed by the Center of Public Safety Excellence (CPSE).• Establish a centralized location for information on State Fire Marshal Certifications, Domestic Preparedness Consortium training, National Fire Academy, Executive Fire Officer Program, etc. Update at least annually.• Monitor for effectiveness and revise as necessary.		



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Objective 3C	Review and enhance the department's wellness program to maintain the health and longevity of the workforce.		
Timeframe	3 months	Assigned to:	Fire Suppression
Critical Tasks	<ul style="list-style-type: none"> • Review and update, if needed, policies and SOGs that address key risks, including cardiac health, cancer, mental health, and communicable disease. • Identify gaps (i.e., risks not addressed in policy). Develop and implement policies to eliminate gaps. • Develop and implement plan to improve injury prevention. • Develop a cadre of peer fitness experts. • Develop and implement plan to increase participation in annual fitness testing. • Develop and implement plan to increase the number of firefighters that receive annual medical evaluations. • Monitor effectiveness and revise the program as necessary. 		
Objective 3D	Enhance the department's performance evaluation procedures and documentation.		
Timeframe	6 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none"> • Develop fire department specific performance evaluation forms (two versions: staff and supervisors). • Develop fire department specific policy to provide guidance to members conducting performance evaluations. • Review the new forms and policy with the Human Resource Department. • Review the new forms and policy with Culver City Firefighter Association. • Implement new policy/forms and provide supervisor training. • Monitor for effectiveness and revise as necessary. 		





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Goal 4	Enhance the Culver City Fire Department's training to accomplish the mission and provide a highly-skilled workforce.		
Objective 4A	Evaluate and revise recruit training to ensure the program supports the department's mission.		
Timeframe	3 months	Assigned to:	Fire Suppression
Critical Tasks	<ul style="list-style-type: none">• Identify the implications of the new state firefighter 1 certification requirements.• Research options to ensure recruits are eligible for CA Firefighter 1 & 2 certifications.• Identify cost and schedule impacts of recruit training options.• Explore the option of creating a job classification of "firefighter recruit."• Provide recommendation to staff for approval.• Implement revised recruit training program.• Monitor for effectiveness and revise as needed.		
Objective 4B	Evaluate training program to ensure all mandated/regulatory requirements are met.		
Timeframe	1 year	Assigned to:	Fire Suppression
Critical Tasks	<ul style="list-style-type: none">• Identify all federal, state, and local training mandates.• Compare requirements to current levels of training.• Identify any deficiencies.• Research industry best practices.• Develop revised training standards, format, and schedule.• Implement revised training.• Monitor for effectiveness and revise as needed.		



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Objective 4C	Evaluate and update the department's training manual to ensure it reflects the department's most up-to-date training requirements.		
Timeframe	1 year	Assigned to:	Fire Suppression
Critical Tasks	<ul style="list-style-type: none"> • Review current training manual for currency, completeness, and opportunities for enhancement. • Identify and review training manuals used by other Area A fire departments. • Consider interoperability. • Consider incorporating video, media and hyperlinks into the training manual. • Revise and update training manual. • Evaluate progress and modify as needed. 		
Objective 4D	Evaluate and improve the department's in-service training program to ensure the program supports the department's mission.		
Timeframe	3 months	Assigned to:	Fire Suppression
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current two-year training calendar. • Get input from ULCA Center for Prehospital Care (proposed CE). • Get input from SME cadres. • Survey department members regarding training strengths, weaknesses, and needs. • Review findings of the last three years of company/platoon evaluations. • Develop revised two-year training calendar and submit it to battalion chiefs for approval. • Implement new schedule. • Adjust the program as needed. 		



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Goal 5	Enhance the department's efficiency by organizing and updating policies, procedures, and documents.		
Objective 5A	Enhance the department's organization of policies, procedures, and documents to provide a uniform format and quick reference.		
Timeframe	6 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none"> • Identify all rules, regulations, policies, standard operating procedures, protocols, etc. • Research options for formatting/organizing governing documents. • Survey governing documents of area fire departments. • Determine best option or best practices model. • Take the findings to chiefs for approval. • Complete the work required to revise all governing documents into the new format. • Publish the revised documents. 		
Objective 5B	Ensure the continuous review of governing documents to maintain accuracy and currency.		
Timeframe	6 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none"> • Identify all governing documents. • Research best practices for each type of document to be reviewed. • Define the "expiration date" for each type of document. • Establish a review schedule for each type of document. Note: maximum of three years. • Identify manager responsible for each type of governing document. • Incorporate document review into the appropriate semi-annual program appraisal. • Incorporate document review into the annual administrative review. • Monitor effectiveness and revise as needed. 		
Objective 5C	Develop a secure digital repository for all department rules, regulations, policies, procedures, and documents to provide easy access from office or field.		
Timeframe	6 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none"> • Identify existing City systems and technology that might meet this need. • Research other technology, software, and applications that might offer a solution. • Select a cost-effective solution. • Take the findings and recommendation to chiefs for approval. • Implement the solution. • Provide information to all members on how to access and use new repository. • Evaluate after six months and adjust as needed. 		



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Goal 6	Develop solutions for known and anticipated workload issues.		
Objective 6A	Decrease total response time for all emergency incidents.		
Timeframe	1 year	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none"> Analyze the last 5-10 years of response time data. Analyze each phase of the response process (alarm handling, turnout, travel). Research best practices and technologies for each phase of the process. Develop a plan for improvement for each response phase. Make recommendations and report to chiefs for direction and approval. Obtain funding, if needed. Implement plans for each response phase. Review results and repeat. 		
Objective 6B	Increase Advanced Life Support (ALS) transport capability.		
Timeframe	1 year	Assigned to:	Emergency Medical Services
Critical Tasks	<ul style="list-style-type: none"> Obtain City Council support for adding a third paramedic ambulance 24/7 and applying for the SAFER grant. Apply for SAFER grant. Obtain and accept SAFER grant. Submit the related budgetary adjustments to City Council for approval. Purchase capital items (e.g.: ambulances, cardiac monitors, etc.). Adjust response districts and other operating procedures necessary for implementation. Hire and train six firefighter paramedics. Implement third rescue. Monitor effect on response times, concurrent runs, unit utilization hours, etc. 		





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Objective 6C	Evaluate the hazardous materials regulatory program and the public outreach program.		
Timeframe	6 months	Assigned to:	Community Risk Reduction
Critical Tasks	<ul style="list-style-type: none">• Analyze current and predicted workload for the hazardous materials regulatory program.• Analyze current and predicted workload for the public outreach program. Consider the objectives of Goal 2 during this assessment.• Develop a plan to optimize both programs.• Submit plan to fire marshal for input and approval.• Obtain funding for improvements, if needed.• Implement plan.• Monitor outcomes and adjust plan as necessary.		
Objective 6D	Develop the capability to conduct detailed and documented annual brush inspections.		
Timeframe	6 months	Assigned to:	Community Risk Reduction
Critical Tasks	<ul style="list-style-type: none">• Develop a list and map of all land parcels that fall within California's designated High Fire Hazard Severity Zone.• Analyze parcels to determine risk and inspection intervals.• Develop categories of risk, if needed, and assign each parcel a category.• Determine method of tracking and documenting brush inspections (Accela, Emergency Reporting, or other RMS).• Conduct a beta test of brush inspections to determine time needed per inspection.• Determine inspection schedule based on frequency goals.• Identify which staff will conduct brush inspections (i.e., CRR, Suppression, or combination of both).• Implement inspections.• Evaluate progress.• Revise the plan as necessary based on observations/findings.		



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Objective 6E	Evaluate the filming (Fire Safety Officer) and special event (Life Safety Officer) programs.		
Timeframe	6 months	Assigned to:	Community Risk Reduction
Critical Tasks	<ul style="list-style-type: none"> • Review 5 years of workload data related to FSO and LSO assignments. • Determine potential workload increase due to the known arrival of two more major production companies. • Develop and implement plan to increase the number of personnel participating in these assignments. • Analyze personnel costs and revenues related to these assignments. Make fee change recommendations to the Finance Department if costs exceed revenues. • Review FSO/LSO policies and update as needed. • Develop plan to meet future filming and special event workload. • Implement plan for improvement. • Develop contingency plan to meet workload if demand exceeds our capacity to provide for these assignments. • Monitor workload, costs, and revenues and revise the program as needed to meet workload and ensure these activities are not subsidized by the City. 		
Objective 6F	Evaluate Automatic Aid Agreements		
Timeframe	6 months	Assigned to:	Office of the Chief
Critical Tasks	<ul style="list-style-type: none"> • Review automatic aid agreements to determine opportunities for improvement. • Analyze automatic aid workload and response time data. • Determine inefficiencies and opportunities to maximize the use of resources. • Develop list of desired improvements. • Meet with staff of LAFD to revise agreement. • Meet with staff of LA County FD to revise agreement. • Implement new agreements. • Monitor automatic aid workload and response times. 		





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Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

"Vision is knowing who you are, where you're going, and what will guide your journey"

Ken Blanchard

The Culver City Fire Department's 2024 Vision

is to continue to be widely known as an internationally accredited fire-service agency that strives to always protect the lives, property, and the environment for the residents, businesses, and guests of Culver City.

Compassion for those we serve will be bolstered with our public outreach initiatives, providing for better communication and safety. This, along with the efficacies that will be realized by our greater investment in technology will solidify their trust. Ultimately, this will align with expectations for better service to the people in Culver City.

Centering on our greatest assets, our members, we will prove our respect through greater emphasis on human resources, ensuring that we are prepared now and in the future. Through enhanced emphasis on training, we will be ready to effectively meet the demands and challenges inherent of our calling. Together, these will guarantee longevity and growth, which will provide a return to all who hold an investment in our organization.

Focusing on efficiency, we will analyze and determine ways to better manage the workload placed on the department to provide the best for our community. With better, more comprehensive, clear, and understandable policies and procedures, we will all concentrate on creating a safer place to live, work, and play.

Dedicated to professionalism, while embracing humility, we will respect our great history and endeavor for futurity by holding each other accountable for fulfilling our mission, living our values, accomplishing our goals, and bringing this vision to fruition.



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Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim 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."² Organizations must

further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department'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 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.

- 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

² Collins Good to Great and the Social Sectors. Boulder, 2009





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A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable 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. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, 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 department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*



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Glossary of Terms, Acronyms, and Initialisms

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.
AED	Automatic External Defibrillator
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
CCARES	Culver City Amateur Radio Emergency Service
CCFD	Culver City Fire Department
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CISM	Critical Incident Stress Management
CPR	Cardio-Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence
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
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.
FAQ	Frequently Asked Questions
FEMA	Federal Emergency Management Agency
ICI	Incident Communications Interoperability
Input	A performance indication where the value of resources is used to produce an output.
IT	Information Technology
IV	Intravenous
LA	Los Angeles
LACCD	Los Angeles Community College District
LACoFD	Los Angeles County Fire Department
LAFD	Los Angeles Fire Department (city)





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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.
NFPA	National Fire Protection Association
OSHA	Occupational Health and Safety Administration
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.
PIO	Public Information Officer
SOP	Standard Operating Procedure
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 an action. Something to accomplish in assisting the agency to move forward.
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 and broadly identifies how it will be accomplished, and that provides 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 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.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
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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Appendix 1

Community Expectations

Understanding what the community expects of its fire service 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.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Culver City Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Culver City Fire Department (in priority order)

1. Fast. Respond to fires quickly. Respond to medical emergencies quickly. Respond to threats quickly. Arrive fast - as soon as possible. Quick and thorough response to emergencies. Quick arrival. Continue to respond to 911 calls under five minutes or current goals. Fastest response rate in the US. That they will arrive quickly after being called. (131)
2. Department is trained and keeps up with advancements. Trained in best practices - ongoing. Knowledgeable. Experienced and knowledgeable. Possess the latest knowledge of the industry. (47)
3. That our department continues to have access to the best equipment and technology. Department is equipped to respond to emergencies. The equipment is up-to-date and working. (33)
4. Professional. Professional and courteous. I expect our fire department to model professionalism such that it serves as a positive example for other fire departments. (24)
5. That our department continues to maintain a high profile by interacting regularly in non-crisis events. Continue community involvement. Present/engaged community members. Listen to the community - stay informed about needs. Visible in the community - highly visible. I expect our fire department to engage with the local schools to foster community engagement and career awareness among the students. Community commitment. That they have an ongoing



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dialogue with the community - including businesses, both profit and non-profit) on what's working and what's not. (21)

6. That our department is able to play a role in maintaining our safety, vis-à-vis potential oil field disaster. Improve community disaster preparedness, more involvement with CERT and support of CERT. I expect our fire department to take a leading role in community emergency preparedness. (19)
7. Inform the public about hazards. Department is actively engaged in community safety initiatives. Interface with the community - educate. (17)
8. 911 call is quickly answered - not on hold. Continue to answer 911 calls promptly. The dispatcher sends the correct department. (17)
9. Always be available when I call them. Come when I call. (10)
10. That they will complete the task at hand. Deliver on saving lives. (7)
11. That our department continues to attract the best and brightest recruits. We need more paramedics - there are more calls for trained paramedics than fires in Culver City. (7)
12. A diverse force, representative of our community. Department is diverse, with members from different backgrounds (ethnicity, sexual orientation, etc.). (6)
13. Cooperation with other cities/counties. Coordinate well with other LA area fire departments. (5)
14. Delays - problems with boundaries and which agency should respond. (5)
15. Efficient. (4)
16. Competent to deal with. (4)
17. Always insisting that response rate improves. (4)
18. That they will assess the urgent needs of the situation. (4)
19. Top quality care and services. (4)
20. Understand how to work with individuals that have intellectual and developmental disabilities - there's many agencies in Culver City that work with this population. (4)
21. Effective way to get the call to the right department direct versus 911. (4)
22. Fire personnel know the building access points. (4)
23. That our firefighters cannot afford to live in our city and be residents of the community they serve. (4)
24. Diligent. (3)
25. That they provide the services needed (rescue, firefighting, etc.). (3)
26. You are helpful. (3)





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27. I expect that there be a strong organizational structure within the city that allows the fire department to work without political challenges from the city council. (3)
28. Fair and equitable - responding to all neighborhoods and citizens in the same way, with the same standards. (2)
29. Polite. (2)
30. That it continues to ask for input. (2)
31. Cost/budget management. (2)
32. City provide enough support for firefighters' education and preparation. (2)
33. You are communicative with college administration. (2)
34. Able to handle any situation. (1)
35. That they will follow up (with paramedics, police, etc.). (1)
36. Call business back when they need fire inspections and make it easy to find who to call. (1)
37. You want a good, working relationship with the college. (1)



Community Stakeholders Work Session



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Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. 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, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Culver City Fire Department (verbatim, in priority order)

1. Too much traffic interferes with response. How fast can they make it in Culver City traffic. Traffic increases due to cut-through drivers reduce response rate. Traffic increases due to new developments reduce response rate. No one pulls over, so the trucks can get to the location - too much traffic. (50)
2. Hopeful that the department is well-funded and prioritized. Affordable with rising costs, how does Culver City fund an independent Class 1 fire department? Not enough funding - city growth comes with expanded fire department resources. Limited budget - lack of resources - people and equipment. Adequate financing. Effective cost management. Budget problems. (39)
3. Can they staff the ambulances? Adequate staffing. Not having enough firefighters to respond to big emergencies. With the recent growth of the city, is there enough fire personnel to keep up with this growth? (33)
4. Training for firefighters and command staff. Adequate training. Inadequate training. (25)
5. Having the wrong equipment. Adequate equipment. Aging equipment. (20)
6. Being too slow - response time. Response times. (15)
7. Construction activities reduce response rate. (7)
8. Poor communication. Even alert status - communication. (6)
9. I have no immediate concerns; I believe that our fire department is very professional and responsive. (5)





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10. In a medical emergency, all the trucks are out, and no one is available - call Cal Fire? (5)
11. Sending a fire engine on every paramedic call is expensive. (5)
12. As a former school principal, I didn't connect with the fire department other than calls for assistance (which were great), or inspections (which were difficult because we always had student work on the walls). I have a mild concern that we aren't fully leveraging our partnership between the schools and the fire department. (5)
13. Community emergency preparedness. (5)
14. The dispatcher doesn't know where I am located if I can only give a business name. (5)
15. Due to our location, we are covered by multiple jurisdictions/agencies. Who has priority? (5)
16. Ability to treat ages 2 - 6 (different - I agree) but I need to know that the firefighters can handle them. I've had great experience - but maybe special training. (5)
17. My concerns about fairness and equity, are based, not on any data about the department, but come from personal core values, not just on paper, but in practice. (4)
18. Lack of support from the federal government impacts staffing and resources. (4)
19. Not sure if the department actively recruits diverse firefighters. (4)
20. There isn't enough backup to fight the fire - not enough personnel dispatched. (4)
21. In an emergency, who do we look to for help? (4)
22. Making it to the correct address. (3)
23. Not knowledgeable. (3)
24. Priorities of the fire department not matching businesses. (3)
25. Safety of the individual firefighters. (3)
26. Outsourcing our calls to LAFD or LACoFD. (3)
27. Aging infrastructure. (3)
28. Not enough communication with the community. (2)
29. There is no special plan for LACCD or West LA College. (2)
30. Is the master disaster continuation plan up-to-date? (2)
31. 911 not to be put on hold. (1)
32. Pension burden could affect services - make sure that overtime games are not played to boost base salary for retirement. (1)
33. Inability to adapt to community needs. (1)
34. You may not know our campus as well as you should. (1)



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Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization'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.

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

- Responsiveness.
- Friendly interaction (fire investigations).
- Community service ethic, when we suffered a health emergency, we were much impressed with the personal concern and care we received from CCFD.
- Incredible response times to calls.
- Professional behavior by firefighters – great community presence.
- Cutting edge technology
- Good fire safety/fire inspection track record.
- Community involvement.
- Very available to communicate with the community.
- Well trained and competent.
- I have very little experience with the department, I've been lucky enough to have not had an emergency.
- The community functions with the department have always been well received, the employees are knowledgeable, kind, and respectful.
- Way better than other departments for response times.
- Great chief.
- Engaged educators of safety for public/youth.
- Great reputation in community; earned through performance.
- Well supported by community and city council.
- Well managed, results speak to this.
- When needed, they were very prompt.
- Courtesy, knowledgeable, compassion.
- As a business, I find that the department maintains good community relations during compliance visits and inspections.





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- Fire department that is operated by the City of Culver City.
- I see the department out in the community.
- When my mom was sick, they were always so helpful.
- When my neighbor's house had smoke coming out of it, they brought fans to get the smoke out.
- I had a very sick mother and mother-in-law, and they were a department I could count on.
- They seem to respond quickly when needed.
- Do a good job informing public of hazards.
- The department appears to be proactive by inviting a large cross-section of the community in its planning process.
- That the department is among the best in the U.S. (as I have heard).
- A number of months ago, I needed to dial 911. The personnel of the Culver City Fire Department took excellent care of me. Afterwards, I did send a "thank you" to the fire chief.
- My only expectation is that the fire department will keep up its first-rate standards.
- Community engagements.
- Award-winning service.
- Responds rapidly.
- Usually/always patient with community in tense situations.
- Great at educating the community in fire safety practices.
- Great leadership.
- Excellent community outreach.
- The willingness to go above and beyond.
- Professionalism of the fire personnel.
- Training is top notch.
- Close proximity to campus.
- Well-trained, efficient department.
- I assume you come when someone calls.
- Good relationship with Culver City.
- Positive reputation in the community.
- Response timely to emergencies.
- Great outreach/public relations.
- Community involvement.



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- Care above what I expect.
- Pride of career.
- Accessibility.
- Proximity to emergencies (geographic).
- Open to community input,
- Staff price and enthusiasm.
- Commitment to community.
- Community focused!!
- Response time is great, considering budget and other limitations.
- Customer service is great. Seems like good morale.
- Well-trained department to respond emergencies.
- Quick response to emergencies.
- They are very friendly and make people feel safe.
- Fast response.
- Accessibility/community engagement.
- Current equipment and personnel appear modern and resourceful.
- Top quality service.
- My life was saved by the Culver City Fire Department responding to the cardiac arrest that while I was in the Culver City Plunge (May 11, 2018) and administered CPR and using AED.
- Great responsiveness.
- Professional, friendly staff.
- Reputation, and partly the reason that Culver City is so highly regarded.
- Qualified team.
- Positive and professional team.
- Very visible in the community.
- Very cooperative to work with.
- Response times appear to be good.
- Code enforcement is strong.
- Had great interactions with paramedics (when they came twice last year).
- Working at a school, and recently calling the fire department using 911. We are happy with the response time.





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- Fire personnel are courteous and professional around our school community.
- We are happy with the annual fire inspections and that we have a direct contact.
- They visit the Montessori School with the firefighters and trucks. My children love them – great community building!
- Response time for 911 calls and paramedics. Always feels like forever when there is an emergency, but times are reasonable.
- One person was known to be great with children and inserting the IV but would like all firefighters to be as confident. Children can be much more difficult when hurt and scared.
- Give out fire fighter hats to kids. They keep them forever!
- I honestly have such gratitude for our Culver City fire fighters. I've worked with them for years, and they are awesome.



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Other Thoughts and Comments

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

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

- I am very proud of our department – I think it is one of the best in the country.
- Technology and social media (interactive Facebook and Twitter, etc.). What is the utilization and ability to use these tools?
- CCFD must expand its services to match both increase to daytime and evening populations.
- Really like the community outreach and participation in community events.
- Significant challenges for future: rising costs, increased city density, personnel.
- I've never had any problems with the fire department.
- Only positive, even though they were emergency events.
- Would like to see more business engagement in the form of training opportunities and collaboration on safety preparedness.
- They have always been the best to me.
- Increased traffic and congestion may cause delayed responses. Too much through traffic in Culver City has the potential to cause a real problem.
- I wish I were able to suggest workable solutions to the concerns/problems I've noted.
- Thank you for the lunch!
- Thank you for your excellence in serving our community. I would encourage continued implicit-bias awareness training for the entire force. All humans in service organization benefit from this kind of training.
- We need more equipment to keep up with the calls for service.
- I am primarily interested in the mechanics of emergency response for West LA college and traffic control, evacuation, coordination with LA County Sheriff, etc. We are covered by multiple jurisdictions.
- I'm interested in seeing the Culver City Fire Department partner with others in the community on emergency drills such as building evacuations and the great shakeout. Also provide more training (especially for non-profits in Culver City) on things such as how to use fire extinguishers.
- More public training, i.e. CPR classes.
- I value the notion that CCFD is self-aware enough to engage in strategic planning. This is a sign of positive leadership.





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- I have great respect for the fire department every year, the fire station in Fox Hills does community training (CPR, gas leaks first aid, emergency response, etc.). We also take a tour of the station. This is very important for community engagement and morale.
- Thank you to all the fire fighters for their hard work.
- I think the primary function is to assure the safety of our residents; the fire department does a great job of that.
- Sometimes the fire department arrives at a scene and they brush aside inputs from people who were already witnesses to what might have happened. This needs to change.
- Thank you for your quick response time.
- Thank you for your invitation to this planning meeting.
- This is my first time here. I commend the fire department for putting this together and getting input.



Community Stakeholders Work Session



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Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and 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 and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the Culver City Fire Department	
Talented/engaged people	EMS program
Leadership throughout all ranks	Administrative support staff
Modern apparatus and equipment	Opportunities for training
Opportunities for advancement	Inclusive, tolerant, and caring culture
Progressive fire code	Disaster preparedness outreach
Department pride	Fiscal responsibility and stewardship
Local knowledge of the city	Accreditation
Social media efforts	Reputation in the community
Class 1 ISO	Facilities and drill yard
Mentorship	Diversity of members
Quick response to calls	Technology – Lucas Device, ePCR, MDT
Morale	Strong interdepartmental relationships
Youth development program – reserve firefighter, ambulance operator, community service officers	Influential with Department of Health Services
Healthy lines of communication	Positive relationship between labor and management
Proactive members seeking training/education	Departmentally we expose our weaknesses to improve
Bedside manner	Medical Director and Nurse Educator
Fire Department family	In-house transport capabilities
Public education – tours, sidewalk CPR, Fire Service Day, Smoke Detector Program	Progressive – EMS looking for pilot programs – Interosseous, Fentanyl





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Weaknesses

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 department stakeholders as weaknesses:

Weaknesses of the Culver City Fire Department	
Three-person engine companies	Insufficient transport capabilities
Increased call volume with zero increase in staffing	Lack of pre-fire plans
Old technology (MDTs)	Public outreach
Resistance to change	Diversity
Timing and implementation of company and platoon evaluations	Loss of experienced firefighters – institutional knowledge
Sharing of data and statistics	Fitness standards
Inter-departmental communication	Department participation
Training – recruits and department	Mentoring for promotions
BLS brownouts	Dispatch and department radio communications
Lack of apparatus maintenance turnaround time	Lack of reserve firefighter recruitment
Reserve firefighters not eligible for internal testing	Under-performing programs (reserve firefighters)
Collaboration with CCUSD	Public education
CCPD cross-training	Backfill, recall limitations
Limited funding to build out the emergency management program – emergency supplies	Standardization of probationary expectations – new firefighter
Truck company SOPs	Lack of written wellness policy
Small administrative support staff	Training academy
Organization of the rules and regulations, policies	



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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 department stakeholders identified the following potential opportunities:

Opportunities for the Culver City Fire Department	
Mutual aid training – LACoFD, LAFD	School district engagement
Recruitment expansion	National Fire Academy
Texas A&M Engineering Extension Service	Cadet/explorer program
Informal community engagement – Friday night football, sporting events, block parties	Community communication (real time) – Twitter, Pulse Point
Relationships with local colleges – West LA, El Camino	Strengthened relationships with the Committee on Homelessness
Grants	Volunteering with local charities
Foster relationships with businesses before disaster strikes, i.e. supplies, etc.	Town Hall meetings with the chief and supporting members
Technology	PIO training
Improve relations with CERT and CCARES	CCFD recruitment day
Facilities with increasing call volume outreach	Acquired building training
Southbay Arson Group	Collaboration with major movie studios
MetroRail training	Advanced practice rigs – nurse practitioner rig
Partnering with private industry	





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Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any 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 department stakeholders were as follows:

Potential Threats to the Culver City Fire Department	
Hospital closures	Privatization of EMS or fire
Budget cuts/economy	Increased call volume
Increased population	Aging population
Climate change – mutual aid, strike teams	Terrorism
Rising pension costs	Changing mission
Aging infrastructure	New development – congestion
Medical/Cal Ambulance ride reimbursement	Changing demographics.
Mental health crisis	Concurrent calls
Rising healthcare costs	Homeless crisis
Medication shortage	Traffic
Natural disasters	Carcinogen exposures
Political polarization	Absorption by another agency
Lack of support for ballot measures	Hiring of outside fire chief
Media scrutiny	Health epidemic
IT support and collaboration	Sunset clause on Measure Y
Technology – changing fast, eliminating jobs (self-driving cars)	AI – staying relevant to modern society



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Appendix 3

Critical and Service Gap Issues Identified by the Department Stakeholders

Group 1	Group 2
Technology <ul style="list-style-type: none"> Integration Increase department specific support Seek out new technology Funding 	Technology <ul style="list-style-type: none"> Internal documents Equipment – hardware, MDT Software Pre-fire plans Maps Major incident guidelines Dispatch Pulse Point Radios
External Communications <ul style="list-style-type: none"> Data and statistics availability Public education/school outreach – i.e. block parties, school district events Social media Automatic/mutual aid – LAFD, LACoFD 	Public Outreach <ul style="list-style-type: none"> Public education CPR training (sidewalk) Social media Public Information Officer FAQs Recruitment Cadet/explorer program Homeless CERT/CCARES
Human Resources <ul style="list-style-type: none"> Diversity Wellness Recruitment Retention Staffing 	Human Resources Planning <ul style="list-style-type: none"> Mentoring for promotions Recruitment expansion Diversity Wellness policy
Training <ul style="list-style-type: none"> National Fire Academy Recruit training Inter-agency training Training expectations/industry standards Workload Funding and new equipment District specific Specialized training 	Training <ul style="list-style-type: none"> Company evaluations Mentoring for promotions Mutual aid training PIO training Social media – department Company-level training Standardization of probationary firefighter expectations
Workload <ul style="list-style-type: none"> Call volume Required training Staffing Transports Administration – reports, quality improvement Public education Assigned duties Maintenance – apparatus, equipment 	Emergency Response <ul style="list-style-type: none"> Staffing Transport capabilities Call volume Response times Mutual/automatic aid Advanced transport capabilities – treatment Backfill/emergency recall
Policies and Procedures <ul style="list-style-type: none"> Overhead positions Internal documents Telestaff Uniform Internal communication – dissemination of data Wellness 	

