



CULVER CITY FIRE DEPARTMENT

2024-2029

STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Culver City Fire Department (CCFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Ken Powell and all who participated for their commitment to this process.

This community-driven strategic plan was developed in September 2023, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Marie Agaron	Lucia Diaz	Judith Marton-Strow	Jim Shanman
Veronica Arteaga	Joel Falter	Jesse Nunez	Kevin Sherwood
Stephanie Benjamin	Elberto Garcia	Nisha Parikh	Lori Siegel
Isabel Rose Bennett	Eleanor (Ellie) Herscher	Omar Ramirez	Howard Strauss
Dannie Cavanaugh	Jane Leonard	Denice Renteria	David Voncannon
Linda Cunningham	Ken Mand	Mike Reynolds	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the CCFD, as named below.

Agency Stakeholders

Shawn Allois	Grant Harris	James Palmer	Dan Stayne
Fernando Benitez	Steve Kinninger	Christine Parra	Derek Still
Roger Braum	Nestor Lorente	Ken Powell	Bryan Sua
Daniel Dobbs	Gretchen Maurer	David Rindels	Nicholas Temple
Dr. David Eisner	Seth Miller	Adrienne Roel	Paul Voorhees
Cara Flores	Brett Nagel	Jeffrey Schefcick	
Juan Fregoso	Daniel Nembhard	Michael Spaseff	

Message from the Fire Chief

I am delighted to introduce the Culver City Fire Department's 2024-2029 strategic plan, which encapsulates our unwavering commitment to our mission: "To protect life, property, and the environment by providing prompt and professional fire protection and life safety services."

This plan serves as our roadmap for the future, aligning with our core values of professionalism, compassion, respect, trust, and humility. It highlights our dedication to delivering exceptional fire protection and life safety services while embodying the principles guiding our interactions with the community and one another.

Together, we will work tirelessly to ensure the safety and well-being of our community. I invite all department and community members to join us on this journey as we make Culver City an even safer and more resilient place to live.

Thank you for your support, and let's embrace this future with determination and unity.

Sincerely,



Kenneth Powell
Fire Chief



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Introduction

The community serviced by the Culver City Fire Department (CCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the CCFD contracted with the CPSE to facilitate a community-driven strategic plan. The process utilized by the CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

The CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The CCFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Culver City Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Culver City Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the CCFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.



External Stakeholder Work Session Participants

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Determine the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.

Agency 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 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.

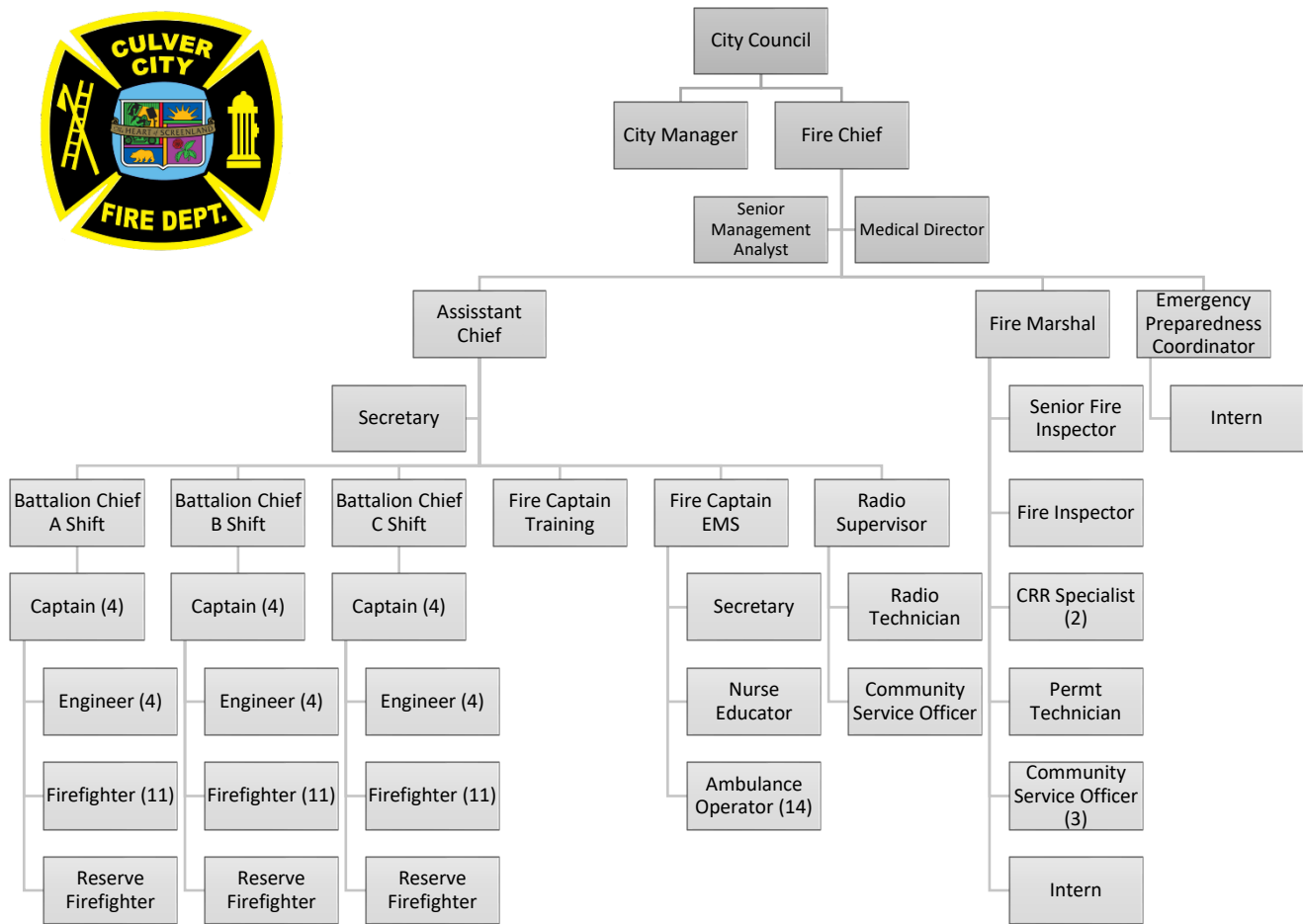


The Culver City Fire Department’s genesis dates to around the same time the city was incorporated in 1917. Starting as a volunteer department, the city’s growth created a demand for more personnel and equipment resources and, finally, greater leadership. The department initially operated under an acting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



The department now provides services from three fire stations strategically located throughout the city. Staffed with 67 uniformed and 13 civilian professionals, the department provides various services and programs to protect life, property, and the environment for the city’s residents, businesses, and visitors. The Culver City Fire Department remains mission-focused, as evidenced by its Commission on Fire Accreditation International (CFAI) accredited status and ISO Class 1 rating. The department embraces excellence in all it does and continues to be dedicated to those it serves.

Organizational Chart



Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all CCFD members. 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 workgroup met to revisit the existing mission and after ensuring it answered the questions, the following mission statement was discussed and accepted by the entire group:

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.



Internal Stakeholders Work Session

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. A workgroup met to revisit the existing values agreed upon by the entire group.

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 agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Culver City Fire Department to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful future of the Culver City Fire Department and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, the CPSE facilitated the development of the CCFD’s vision. The agency will support the reality of this vision through successful plan implementation and goal achievement.

The Culver City Fire Department’s vision is to provide a diverse community with exemplary emergency response, prevention, and preparedness services. With an emphasis on personal and professional development, the CCFD will continually seek new and innovative ways to provide for and exceed community expectations.

Goals

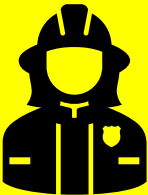
Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The CCFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Continue to enhance stakeholder engagement and leverage relationships to foster a more informed, participatory, and resilient workforce and community.



Enhance professional development opportunities through additional training, mentorship, and succession planning.



Continue to ensure effective staffing levels through a focus on recruitment and retention strategies to attract and maintain a diverse and dedicated team to support the rapidly growing community and operational demands.



Continue to explore and leverage technology that improves core capabilities.

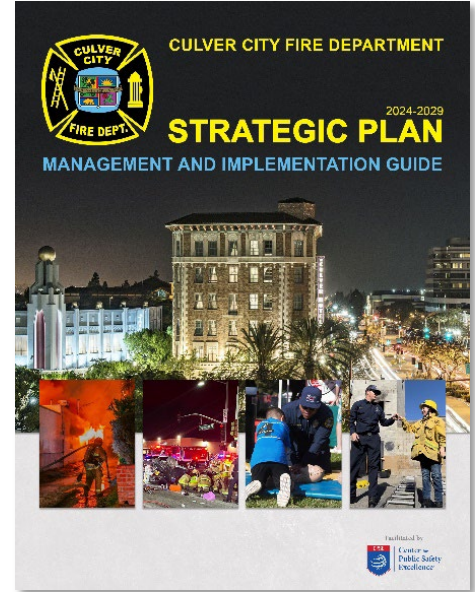
Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Culver City Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the CCFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

Vince Lombardi

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Culver City Fire Department navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

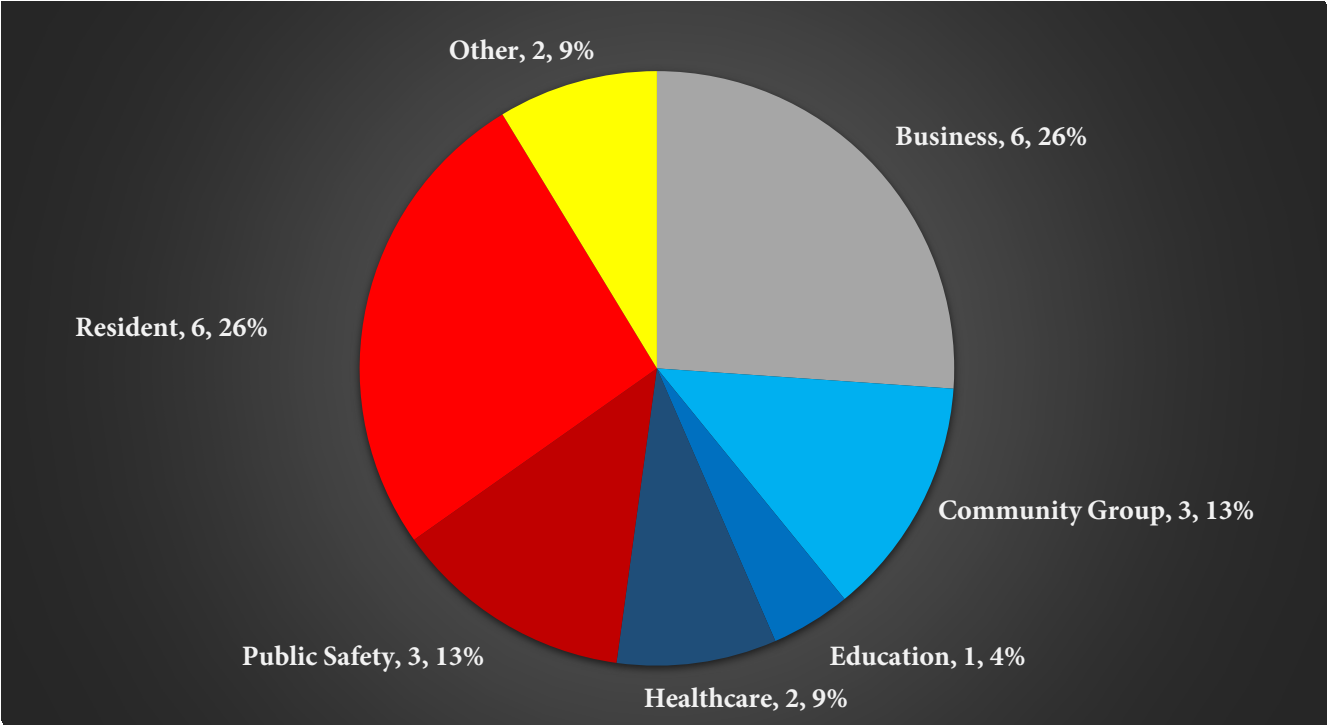


Appendices

A. Community Stakeholder Findings

The Culver City Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the CCFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

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

1. Fast response. Fast response times. Short response times. Fast response times with adequate personnel and other resources for successful response. If there is a fire in my community (Raintree), or their health emergency in the community or someone is stuck in an elevator, the fire department shows up quickly- 5 minutes or less. (60)
2. Keep our city safe responding to incidents in an efficient way. Not making safety decisions or recommendations based on politics. To provide a high level of fire protection, fire safety, and emergency services, particularly paramedic services. Fire safety - response and respond. Emergency response (natural and manmade). CCFD will continue to respond to local emergencies in its current timely fashion. (26)
3. Effective crisis management and communications. To maintain communication within the community. Communications with the public. Communications. Good communications and support. Incident transparency (14)
4. Knowledgeable (well trained). To remain as one of the best-trained and highest-accredited departments in the country. Know the city and its terrain - hills, streets, trees, alleys, and oil fields. (13)
5. Emergency preparedness provides resources in an event when needed. Community preparation for disasters/emergencies to supplement limited city resources. Ability to respond to a mass casualty incident. Rapid response to other community non-fire emergencies such as natural disasters. Train, equip, and prepare to protect life and property from natural disasters. (10)
6. Community safety information (emergency and crisis) training. Safety education. Education to community about how to prevent fire emergencies. Communicate with and educate the local community in ways to assist the FD. (8)
7. Quality services, fire suppression, and medical emergency preparedness. Quality care/treatment of customers. (6)
8. To provide fire prevention services such as building and business inspections. Fire inspections - ensuring buildings are safe and meet current codes. New building plan reviews conduct in a timely manner with communications that are thorough, succinct, and quick. (5)
9. The fire department has enough appropriate equipment to deal with emergencies. (5)
10. Emergency medical services provided in a timely and safe manner. (5)
11. Diversity, equity, and equality / hire more women and treat them properly. (5)
12. Innovative problem-solving. Problem solving. (4)
13. Fire suppression is provided in a timely fashion to keep the community safe. Fire suppression. (4)
14. Have enough firefighters who are well prepared. Fully staffed fire department. (4)
15. Co-exist and collaborate with other agencies for seamless integration. (3)
16. Continued strength in leadership and cultural operational integrity.
17. Helpful attitude. (3)
18. Continue to maintain excellent response times. (3)
19. CCFD will maintain its status as a Class 1 certified fire department. (3)
20. Effective emergency communication (3)
21. Use funding appropriately and plan strategically. (1)

22. Proper supervision, training, and treatment of volunteers/ employees. (1)

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

1. The growing population of the city - how much can the department handle? Increased density in and around Culver city impacting ability to respond quickly with adequate resources. The ability to respond to needs as the city grows and the environment changes (weather). How to maintain current services with increasing Culver City population and density. (25)
2. Funds being absorbed in unnecessary calls where fire is required but not necessarily needed. Budgetary restrictions on using information and technology to enhance operations. Insufficient budget to hire more firefighters/paramedics and retain staff because of low salaries. Managing the costs associated with modern technology, equipment, and retirement pensions to keep budgets in line. (20)
3. The ability to deal with a large-scale natural disaster such as an earthquake, 100-year flood, or a Maui-like firestorm. Not knowing what to do in a big emergency. Ability to handle a mass casualty event. COVID-19 pandemic drastically changed the way citizens can augment (CERT, etc.) their business; we are vulnerable due to not training and exercising response plans. (18)
4. Does the department have enough staffing in order to be safe? Are there enough staff in the department? Not enough medics / EMTs. Is the department experiencing workforce challenges that may impact emergency response? (14)
5. Additional mental illness training due to increase in homelessness and drug use. Lack of training in patient rapport. Is the department informed about changing environmental factors (weather) that may leave community at risk for frequent fires? (14)
6. The ability in the future to maintain the fire department's core services - emergency response in the face of budget restraints and an increasing population. Resources - is the CC team ready and has the supplies to respond to a natural or planned event and/or the network to do so? Mental health responses taking CCFD time. (11)
7. Underrepresented women and minorities. Hiring/diversity. (10)
8. Building more high-rise buildings and offices in the city, does that impact the department and/or its size? Ability to handle danger caused by the homeless population. Addition of mixed-use structures. (9)
9. Not enough trucks. Does the department have the tools that are needed to do their job effectively? (8)
10. Inability to navigate quickly to the arts district. Culver City will not respond quickly because of other emergencies in other parts of California. The need for a fourth fire station. (7)
11. Recruitment and retention of quality personnel. Retaining staff and filling retiree positions, and increase staff for growth. (6)
12. Climate change is causing major fires in California, my concern is that members of Culver City FD go to other parts of California, leaving us with minimal protection. (5)
13. Multiple FD teams needing access to site, any opportunities to streamline visits is beneficial. (5)
14. Retaining Class I ISO. (5)
15. Not enough preparation for community members to deal with emergencies. Need more community education. (4)

16. Understanding business security concerns (challenges with providing access without prior notification. Is the department able to meet communication needs in a timely manner around admin requirements for fire clearances? (4)
17. The perception in the community that first responders are overcompensated with inflated budgets. (3)
18. Stuck in traditional thinking / unable to think outside the box. (3)
19. We do not have enough volunteers. (3)
20. Traffic. Increased traffic may delay response. (2)
21. Opportunities for members of the department to live in or near Culver City. (1)

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

- Excellent response times
- Professional
- Well trained
- Wonderful community involvement, interacting with students and stakeholders.
- Responding quickly and efficiently
- Keeping siren noise down. I live right next to the department, and I never hear anything, thank you!
- Friendly, community-minded, present
- Bravery
- Forward-thinking
- Very responsive
- Community engagement
- Good civic partners
- The Hazmat Program (Andrew Domanski) is a great partner (I wish we could have the same service in other jurisdictions).
- CCFD overall has been a great business partner with good customer service.
- Open to feedback
- Fast response time
- Great with kids at community events
- The department does a great job with community presence/engagement.
- The department has done a great job of continuing to meet the community's needs in challenging the environment.
- The department shows great interest in quality improvement efforts.
- Class 1 ISO
- Amazing outreach programs (CERT, senior citizen checks during COVID-19, girls fire academy)

- The emergency management team is excellent.
- Excellent relationships with volunteer augmentee organizations.
- Good community relations. This very meeting proves that.
- Wonderful response time
- Positive attitudes
- Accessible
- Staff/personnel are always happy to interact/engage with the community.
- Excellent incident response times
- Great response times for both fire and medical calls
- Great attitude and personalities of the firefighters I have met.
- Effective and efficient response times
- Good with seniors (calls for transport and falls, etc.)
- Friendly
- Exceptional leadership, training, personnel development, and integrity
- CCFD exudes trustworthiness to residents, businesses, and other members of the community and the region.
- ISO Class 1 status and accreditation
- Great professionalism and prompt response to emergencies
- Good communication with schools
- An amazing EMS team, inclusive of their medical director and nurses
- Open door policy and collaboration with the local community and business
- Response time to emergencies (medical or fire)
- Friendly, they approach every situation with a can-do attitude.
- Knowledge of every situation will help staff members.
- Communication is always on point.
- Community-oriented
- Quality personnel
- They seem to quickly respond to fires.
- They quickly respond to medical emergencies.
- Great communication with the community
- Positive feedback about leadership
- My experience is that the fire department shows up quickly.

- My experience is that the people who show up are very professional.
- It is a community-oriented department. Staff are always polite when engaging with the public.
- It is a well-trained department.
- We are proud of the CCFD and the job they do.

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

- Perhaps having mobile small vehicles stationed permanently in the Arts District and other areas on the perimeter of the city.
- Over the last ten years, the fire department has hired good employees, not good people, and it shows in how they interact with the public and the city staff.
- Thank you for your service!
- A junior explorer program would be great.
- Feel very lucky to live in a community supported by this department.
- We have a wonderful department and are lucky to live in a community with such a fire department.
- Where do paramedics align, fire or police?
- An area that could be enhanced is community education and awareness: NARCAN, CPR, and fall prevention. Promote with other agencies who specialize in these areas. Share statistics!
- Teach basic fire safety to residents and how to keep homes, businesses, and buildings safe from fire hazards.
- Teach how to extinguish fire according to the type and extinguisher.
- I love these people! I am pleased to see the diversity, gender equity, and strengths within this organization.
- I see the fire department multiple times a week. They are always prompt, professional, and have empathy toward all and our situation; they are very helpful.
- The increased homeless population is a problem that must be dealt with. It seems to take too long to get people housed.
- If fires increase in California, will more firefighters be hired in small cities like Culver City?
- As the environment around us changes, better training and information/communication with the public will make the city more resilient and less reliant on the CCFD for services.

Things the Community Feels the Culver City Fire Department Should Change

(verbatim, in priority order)

1. More actively preparing individual households with tools and plans for an emergency. More events with the community. Improve/increase mental health support. More focus bringing CERT out of pandemic mode. More community partnership. More actively preparing individual households. Provide more community events. Communication with the public, more of it. Taking more account of the homeless population and the fire potential. (9)
2. Title - Fire and Emergency Response. Community risk name: go back to fire prevention. (2)
3. Input. A nice facelift would be good for the department, i.e., review everything. (2)
4. Any practices that are less effective in changing the service environment. Minimize siren noise during early/late hours. (2)
5. Show more data, promote your success. (1)
6. Hiring of a strategic communications director. (1)
7. Better training. (1)

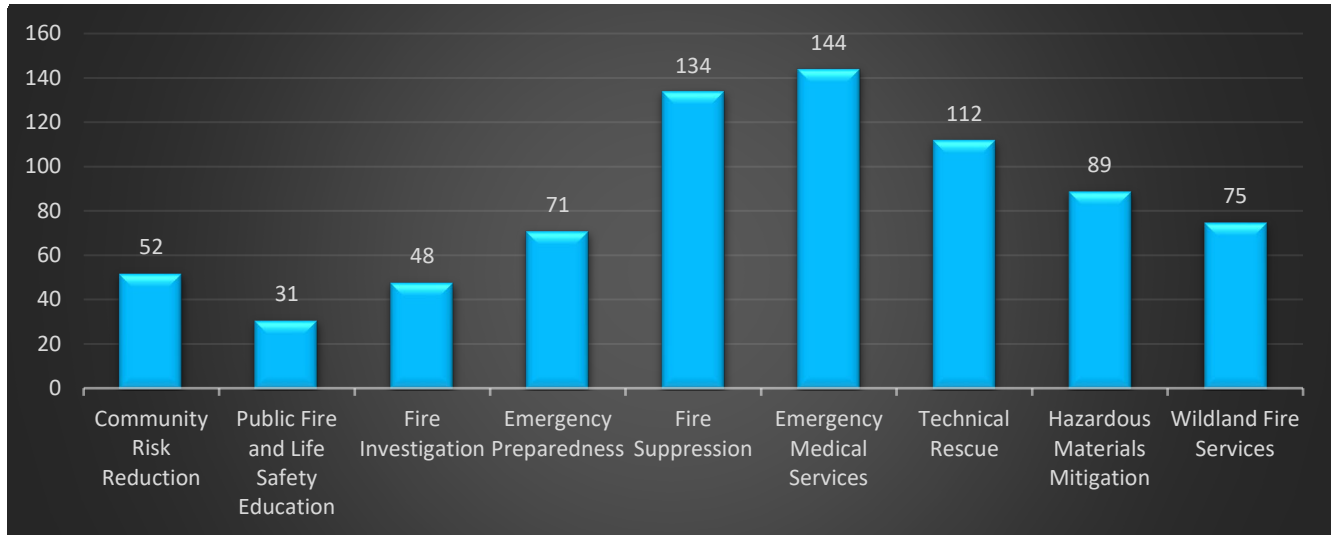
Things the Community Feels the Culver City Fire Department Should NOT Change

(verbatim, in priority order)

1. Community presence and involvement. To continue including constituents in future planning. Drives initiatives based on community engagement. It is amazing community outreach, i.e., CERT, continuous CERT training. CCFD teams have excellent customer service skills. Community presence and involvement. (6)
2. Response time. Current response times. Response times. Do not change your rapid response. Rapid response to fires and medical emergencies. Response times. (6)
3. Great staff, friendly and professional. Constant staffing. Great staff, friendly, professional. The organizational structure. They are always very professional. (5)
4. Current leadership. Current leadership. (2)
5. Commitment to excellence. Dedication to excellence. (2)
6. The stellar focus on community safety.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Culver City Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the CCFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the CCFD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

Strengths

Class 1 accredited.	High-level customer service delivery.
Reputable, progressive EMS agency.	Comprehensive CRR division.
Effective emergency response times.	Increase in motivational staff to improve the department.
Local training facility.	Supportive community.
Modern, well-maintained equipment.	As a smaller agency, it is easier to implement change.
Positive relationships with pillars of the community.	Cutting-edge EMS equipment on all apparatus.
In-house emergency preparedness.	Dedication to employee development and education.
Access to external agencies’ resources such as police department, SWAT, and drone programs.	Contact access to the city’s apparatus mechanics and the responsive nature of that department.
Easy access to mental health for members.	Support and good relationships with UCLA, CEDARS, LACO EMS.
EMS customer service is the best!	Positive labor-management relationship.
Reputable CERT and CCares.	Willingness to train with other fire departments.
Professional integrity of fire department members.	Family-like atmosphere within the fire department.
The members’ attention to detail is not overlooked.	Diversity within the organization and personnel.
Good relationship with transportation.	El Camino relationship for Firefighter 1 certification.
Quality improvement and feedback.	Patient satisfaction survey.
Supportive city council.	Good relationship with studios.
No limits on personal and professional growth.	Dedicated workforce with a vested interest in the department.
Involvement opportunities at all levels.	Emphasis on employee health (physicals, Plymovent, mental).
Care is equal across all demographics.	Excellent interdepartmental relationships (PD and transportation).
Support for single resource deployments.	Alternate destination availability to Exodus for patients.
Focus on mental health challenges of the community.	Inclusive, broad, comprehensive community outreach.

Opportunities

Communication with the public- social media to bridge the gap on concerns regarding staffing, fire response, and training. Provide context to a post they see (strike teams); we still provide full services to Culver City.	Internal communications- improve organizational communication (top-down and vice versa). BC and all chiefs came to stations for positive reinforcement, table talk.
Increase engagement with CC businesses.	Physical fitness assistance program to help train firefighter candidates.
Create a promotional succession planning program (paramedic, engineer, captain, BC).	Relationships with other city departments (PD, hospitals, etc.).
External public relations- disseminating pertinent information regarding fire department current events.	Build and implement a drone program for strategic and tactical application.
Add dedicated staff to provide specific services to senior citizens and high-value customers.	Increase the number of paramedics by hiring and sending them to school.
De-escalation training program (department-wide).	Youth programs- develop explorer programs for potential new employees.
Integrate <i>Pulse Point</i> with citywide incidents.	Instruct at high school to increase community relationships.
Promote a program and opportunity for members to share gained knowledge from outside training.	Digital surveys instead of mail to increase the response rate.
Create outreach promotional marketing materials for the community.	Create a monthly community outreach calendar, i.e., autism awareness, and suicide prevention.
Engage in all media types to get information out and capture a larger audience, such as seniors.	External quarterly newsletter for the public, print and digital, and increase engagement and push out dates and events.
More present and visible within the community.	Implement a work group that will assist members in navigating a work-related injury.
Obtain a budget for the community.	Explore access and increase visibility for community engagement.
Upstaff an ambulance for high school football games.	Continue to create and improve SOPs.
Solidify a more dependable clinic for the health needs of the department.	Create a more efficient Ambulance Operator Program.
	“All units” AAR sent to all members via email for calls of interest, learning purposes.

Aspirations

New dispatch model that includes area agencies.	Job-specific career development within the department.
In the next five years, we will need an increase in staffing to meet the demands of the growing community.	Forty-hour personnel increase for programs (recruitment, unhoused outreach, No Program, Reserve Program, explorer program, increase community presence.
Update narcotics restock with <i>Pyxis</i> .	Improvement of technology for CAD integration and equipment.
Sworn BLS ambulance to meet increased call volume.	Fire-centric dispatch equals all fire and EMS dispatch, without PD.
Obtain RTF/REMS equipment and join an RTF.	Meet NFPA standard, minimum engine staffing, four people at a structure fire, as a result of rescue availability.
Improve technology integration within the department to be more efficient in creating an enterprise solution.	Emergency information technician for BCs- helps with succession program.
Fourth engine to provide fast response to increasing fires from climate-related disasters (Maui).	Improved access to physical and mental health for members.
Improved auto-aid agreements with Los Angeles City.	Create a community paramedicine program that includes a non-emergent contact element.
Improved public communication and outreach - create a public education division.	Improve fire department and police department integration for ERT/fire investigations.
A therapy dog as a mental health resource and aid in community engagement.	
A tiller/quint	Continue to train enough firefighters to fill all ALS positions.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Positive community feedback surveys supported by department-acquired data. - Positive existing relationships - The new generation of transportation mechanics has fostered new relationships with the fire department, allowing for expedited maintenance and service. - Ongoing class 1 ISO certification - Maintained accreditation status from CFAI. - More efficient response times during drawdown - Reduction in multi-unit responses - Increase CCFD responses to critical calls into LA Fire Department/LA County fire department areas. - Tiller quint would provide a fourth pump on fire. - Dispatchers/call takers focus on fire and EMS. - More homegrown candidates. - Recognize more civilian AED use. - More appropriate use of ALS resources. - Increase in social media followers. - Promotional academies. 	<ul style="list-style-type: none"> - Communication with a survey, the public would be informed, and an internal (360) survey. - Candidates have a clear understanding of the requirements for desired positions. - 80% of members certified paramedics (increase). - Increase positions within the organization. - Daily staffing for A42. - Program created to engage more with the public. - Culver City <i>Pulse Point</i>. - Increase return rate on digital surveys. - More informed citizens - Increased percentage of involvement in strategic planning events. - A larger pool of volunteers during a climate disaster. - More camaraderie with members - District familiarization with a target hazard (studios) - Safer, more efficient delivery of services with top-line apparatus - Members will be happier with therapy dogs. - More efficient services provided to the public. - Emergency information technician to prepare BC candidates with job experience. - Meeting NFPA standards on staffing increases safety for members and citizens. - We will have more engines to battle climate-related disasters. - We will have established a budgeted line item for the ERT program to improve PD relations. - Increase ALS availability, more firefighters on scene for a major incident (fire, technical rescue, auto extrication). 	<ul style="list-style-type: none"> - Staffing, fourth member, transporting unit, emergency information technician. - Forty-hour position in the Emergency Preparedness Division responsible for community outreach and public education (social media/marketing). - Quarterly workshops and drills that are position-specific. - Third fire inspector in CRR (sworn) - Get a Pyxis. - Have a dependable, healthy clinic that is accurate, clean, professional, and responsive. - Able to upload times into <i>ePCR</i>. - <i>My Sidewalk</i> data- emergency response times. - Clear communication with the hospital. - Financial support from city council. - Outstanding diagnostic and treatment outcomes. - Positive feedback from the community. - Peer support group, CISM, Mrs. Kellog for mental health. - Support of implementation for multiple pilot programs and research -fire department supports quality improvement.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Culver City Fire Department and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, the CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Culver City Fire Department. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
<p>Lack of Community Involvement</p> <ul style="list-style-type: none"> ○ Lack of personnel to facilitate community programs. ○ Funding ○ Technology ○ Target Audience ○ Prioritizing projects (completing projects) ○ Schools ○ Hospitals ○ Special events ○ Police department ○ Disasters 	<p>Public Outreach</p> <ul style="list-style-type: none"> ○ Funding ○ Communication ○ Content ○ Staffing ○ Willingness ○ Fire department culture 	<p>Community Engagement</p>
<p>Training</p> <ul style="list-style-type: none"> ○ Budget ○ Training hours ○ Equipment ○ Training facility outdated. ○ Specialty training (i.e., ERT, Hazmat) ○ Staff support for specialty training. ○ Training cadre consistency ○ Lack of additional forty-hour personnel in the Training Division ○ Lack of information technology support ○ Career development (promotions, paramedic school) 	<p>Professional Development</p> <ul style="list-style-type: none"> ○ Funding ○ Training: paramedic, firefighter, fire safety officer, and life safety officer ○ Higher education ○ Rank specific qualifications. ○ Mentorship ○ Promotional academies ○ Staffing 	<p>Professional Development</p>
<p>Staffing</p> <ul style="list-style-type: none"> ○ Personnel ○ Recruitment ○ Retention ○ Budget constraints ○ Training ○ Strike teams ○ New hire process 	<p>Staffing</p> <ul style="list-style-type: none"> ○ Funding ○ Recruitment ○ Retention ○ Retirement ○ Hiring process ○ Training: paramedic, firefighter, fire safety officer, and life safety officer ○ Diversity 	<p>Staffing</p>

Group 1	Group 2	Initiative Link
Communication <ul style="list-style-type: none"> ○ Funding ○ Language barriers ○ Police department relationships ○ Hospitals ○ Skilled nursing facilities 	External Relationships <ul style="list-style-type: none"> ○ Hospitals ○ Businesses ○ Police department ○ Social clubs ○ South Bay Regional Public Communications Authority ○ Studios ○ Other fire departments ○ Equipment vendors 	External Relationships
Equipment <ul style="list-style-type: none"> ○ Budget constraints ○ Supply chain ○ Medicine shortages ○ Aging equipment (reserves) ○ Certified fire department mechanics ○ Incorporating new technology ○ Training 	Technology <ul style="list-style-type: none"> ○ Funding ○ Training ○ Compatibility ○ Research and development ○ Adaptability ○ Staffing 	Technology

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
Dispatch <ul style="list-style-type: none"> ○ Non-sworn ○ Police department-centric ○ Lack of district familiarity ○ Outside of mutual aid district ○ Lack of follow-through with fire department suggestions/needs ○ Difficult to access pertinent data. ○ Lack of CAD integration 	Response <ul style="list-style-type: none"> ○ City growth ○ Civic development ○ Traffic ○ Unhoused ○ Climate change ○ Available resources ○ Ambulance wall times ○ Staffing ○ Dispatch ○ Enforcement 	Response Times

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Community Engagement

Professional Development

Staffing

External Relationships

Technology



2024-2029 STRATEGIC PLAN