STRATEGIC PLAN

2027 - 2029



CATHEDRAL CITY FIRE & EMS

CFAI ACCREDITED · ISO CLASS 2

EXPLORE THE PLAN. FOLLOW OUR PROGRESS.

Our direction is set. The work continues.
Read the complete plan and follow its implementation online.

01

READ THE PLAN

Explore the complete 2027–2029 Strategic Plan and Management and Implementation Guide.

OPEN THE DIGITAL EDITION

02

FOLLOW OUR PROGRESS

Visit the Strategic Plan in Action dashboard to follow objectives, milestones, and results.

VIEW THE PROGRESS DASHBOARD

One plan. Shared responsibility. Measurable progress.

WHAT COMES NEXT

STARTS HERE

Our next three years

2027 — 2029



Cathedral City Fire & EMS (CCFE) acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. CCFE is grateful to everyone who gave their time, commitment, and contributions to this process.

This community-driven strategic plan was developed over the course of 2026, beginning with community stakeholder sessions and an anonymous questionnaire process designed to gather input from those served by CCFE.

CCFE held three agency stakeholder work sessions with personnel representing a broad cross-section of the department, as named below.

Community Stakeholder Participation

Three in-person sessions · 55 questionnaire responses · Additional verbal stakeholder input

Community input was gathered through three in-person stakeholder sessions held at locations across the community. Participants were invited to provide verbal feedback during the sessions and to complete an anonymous community stakeholder questionnaire.

Questionnaires were available in printed form at each session, and QR-code access was provided through handout cards, the department website, and social media outreach so interested community members could participate electronically. Respondents were not required to provide their names in order to encourage candid and honest feedback. CCFE received 55 completed community stakeholder responses in addition to verbal input provided during the in-person sessions.

Because participation was designed to allow anonymity, a complete roster of community stakeholders was not collected for publication. Some responses were returned through identifiable email accounts; however, those individuals were not considered to have consented to public identification solely by submitting their responses.

Agency Stakeholders

Washington, Dyjuan
Martinez, Karime
Salazar, Maurice
Mora, Bernardo
Lujan, Cayden
Aviles, Andres
Spates, Chance
Salazar, Michael
Hernandez, Christian
Pike, Alex
Sanchez, Juan Manual
Kardow, Brandon
Maier, Josiah
Dietz, Christopher
Romero, James
De La Torre, Diwan
Hernandez, Alex
Kidd, Nathan
Thomas, Jason
Skinner, Kenneth
Vondriska, Justin
Poist, Bryce
Ramirez, Juan Manual
Melvin, Charles
Bavier, Ryan
Valladares, Paul
Gandra, Phillipe
Fehser-Wey, Riley
Nissan, Anthony
Main, Olen
Havener, Austin
Monticone, Joseph
Wochholz, Derek
Burchartz, Taylor
Rogers, Austin
Hinz, Mason
Baxter, Niall

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Michael Contreras

Fire Chief / Emergency Manager

A MESSAGE FROM THE FIRE CHIEF.

WE HAVE MADE GREAT STRIDES. WE ARE NOT DONE.

When I arrived at Cathedral City Fire & EMS in November 2022, I found dedicated men and women who loved this community and wanted to be the best at what they do. Our last strategic plan challenged us to meet the needs of today while building the department we needed to become tomorrow. Our people answered that challenge.

Together, we achieved CFAI accreditation, improved our ISO rating to Class 2, reached full staffing, expanded ambulance service, strengthened training, and launched new community risk reduction programs. These accomplishments belong to the people who show up every day, train hard, care for each other, and care for this community. I also want to thank the City Council for its continued support.

We have made great strides, but we are not done. This 2027–2029 Strategic Plan was shaped by the people we serve and the people who serve this community. Through stakeholder sessions, questionnaires, and honest conversations, we heard what matters most.

Our community values rapid, professional, and compassionate emergency service. Our employees identified opportunities to strengthen workforce development, operational readiness, resources, communication, and organizational support.

One comment captured our responsibility: “Take care of the people who take care of the community.” That responsibility is woven throughout this plan.

Our mission and IDEAL values remain our foundation. The plan advances six strategic initiatives: Workforce Development; Operational Readiness; Risk Reduction; Financial Sustainability; Organizational Culture; and Technology, Data and Innovation.

Success will be measured by whether we remain prepared, responsive, accountable, and worthy of the trust our community places in us. Every member has a role in making that happen.

Thank you to our community members, employees, and the Cathedral City Firefighters Association for your time and perspective. We have accomplished a lot together. The work ahead is just as important, and I am confident this department is ready for it.

With respect and gratitude,

Michael Contreras

Fire Chief / Emergency Manager

01

OUR FOUNDATION.

People. Purpose. Possibility.



01 Where We Begin
02 Culture of Excellence
03 Built to Serve
04 Our Organization
05 Mission & Values
06 Vision & Principles
07 Input to Action

OUR ROOTS TO THE NEXT CHAPTER.

Every fire department carries the story of the people who came before it, and ours begins with neighbors taking care of neighbors. As early as 1939, fire protection in Cathedral City was provided by community volunteers who answered the call because their town needed them. As the community grew, that responsibility passed through the California Department of Forestry and the Riverside County Fire Department, each of which served this city well.

In 1987, Cathedral City made a decision that would define its future. The City chose to build its own municipal fire department. At 8:00 a.m. on January 1, 1988, responsibility for fire protection formally transferred to the newly established Cathedral City Fire Department. We began with twenty full-time fire personnel, and within a year we had launched an advanced life support ambulance transport program. From the very beginning, this department was built on the belief that the people of Cathedral City deserved a fire service that was their own, rooted in the community and accountable to it.

Growing with our community

As Cathedral City grew, so did we. Over the decades, the department developed three strategically located fire stations, strengthened emergency medical services, built a fire prevention program, and formed the mutual and automatic aid partnerships that make our region stronger together. We added technical rescue and hazardous materials capability, expanded community education, and built the emergency preparedness programs our residents rely on when it matters most. In 2020, we opened a new Fire Station 1, replacing our earlier facility and positioning the department for long-term service delivery.

Each of these steps was taken by men and women who understood that the community's needs would keep changing, and that we had to change with them.

Who we are today

Today, Cathedral City Fire & EMS is a career, all-risk public safety agency serving approximately 51,500 residents across 22.5 square miles from three fire stations. Our people provide fire suppression, emergency medical services and patient transport, technical rescue, hazardous materials response, fire prevention, inspections and investigations, community risk reduction, public education, and disaster preparedness and emergency management.

In 2026, we are staffed at 61 full-time personnel. That growth reflects a deliberate investment in staffing, training, leadership development, technology, prevention, and data-informed decision-making. It also reflects something harder to measure but just as important: a workforce that has chosen to hold itself to a higher standard.

A CULTURE OF EXCELLENCE.

Over the past several years, we made a conscious choice. We decided that being good was not enough. We set out to define what excellence looks like for Cathedral City Fire & EMS, write it down, measure it, and hold ourselves accountable to it every day.

That commitment led us to pursue international accreditation through the Commission on Fire Accreditation International (CFAI), a commission of the Center for Public Safety Excellence (CPSE). Accreditation is not a plaque on the wall. It is a promise to our community that we evaluate our risks honestly, measure our performance openly, and continuously improve. Achieving it placed Cathedral City Fire & EMS among a select group of agencies worldwide.

During this same period, we improved our ISO rating to Class 2, expanded our EMS capacity, strengthened our training programs, advanced community preparedness and hazard mitigation planning, and built specialized all-hazards capabilities. We reached full staffing, invested in the next generation of leaders, and built clear pathways for our people to grow, from Cadet to Ambulance Operator to Firefighter to Engineer to Captain.

These accomplishments did not happen by chance. They are the result of firefighters, paramedics, ambulance operators, prevention staff, and administrative professionals who decided that excellence would be our standard, not our exception. We could not be prouder of them.

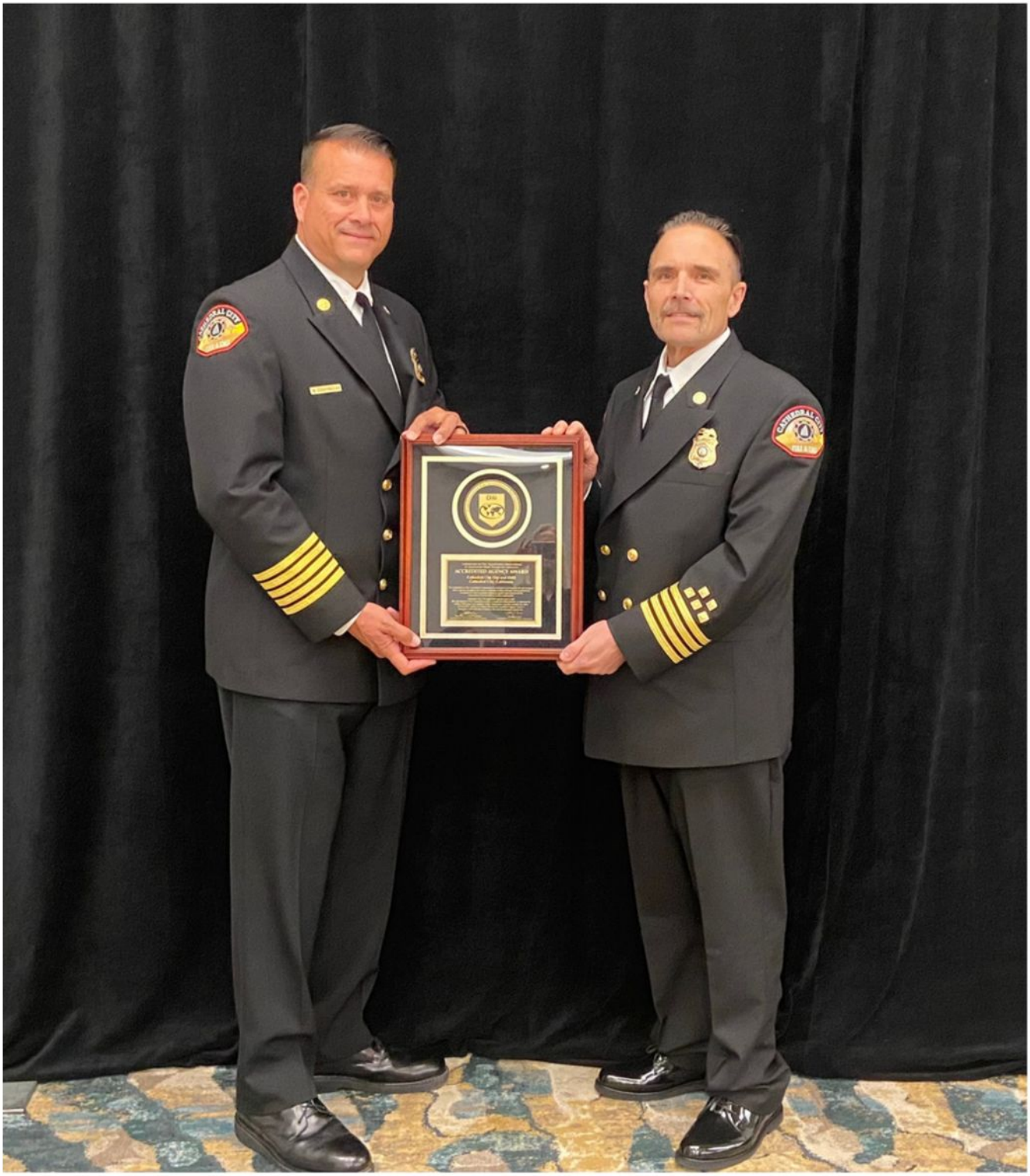
The next chapter

This strategic plan is the next chapter in that story. As an accredited agency, Cathedral City Fire & EMS developed this community-driven strategic plan in alignment with the planning framework used in CPSE Technical Advisor Program facilitated plans. The process was structured to align with the CFAI fire and emergency services accreditation model and considers all parameters prescribed by the authority having jurisdiction.

True to our roots, we built this plan by listening. We gathered input from community members and from our own personnel, in English and in Spanish, and we focused on where we need to go rather than where we have been. Our beliefs, values, current processes, and the expectations of the people we serve all shaped this document.

The standards we have built are now the foundation. Our task over the next three years is to protect them, strengthen them, and pass them on to those who will carry this department forward. Cathedral City Fire & EMS is committed to the implementation of this plan, to measuring our progress openly, and to earning the trust of this community every single day, just as those first volunteers did in 1939.

EXCELLENCE IN PRACTICE.



BUILT TO SERVE.

FROM COMMUNITY ROOTS TO A MODERN ALL-RISK FIRE & EMS ORGANIZATION.

1939 Community volunteers begin providing fire protection in Cathedral City.

1987 After years of service from the California Department of Forestry and Riverside County Fire, the City organizes its own fire department.

1988 At 8:00 a.m. on January 1, the Cathedral City Fire Department takes over with twenty full-time personnel.

1989 Advanced life support ambulance transport begins.

2020 A new Fire Station 1 opens, replacing the original facility.

2025 CFAI accreditation makes CCFE the only accredited fire agency in the Coachella Valley.

2026 **Staffing grows to 61 full-time personnel, and a new plan is built with the community.**



WHO WE ARE TODAY.

A CAREER, ALL-RISK PUBLIC SAFETY AGENCY.

51,500
RESIDENTS SERVED

22.5
SQUARE MILES

3
FIRE STATIONS

61
FULL-TIME PERSONNEL

CFAI
ONLY ACCREDITED AGENCY IN THE COACHELLA VALLEY

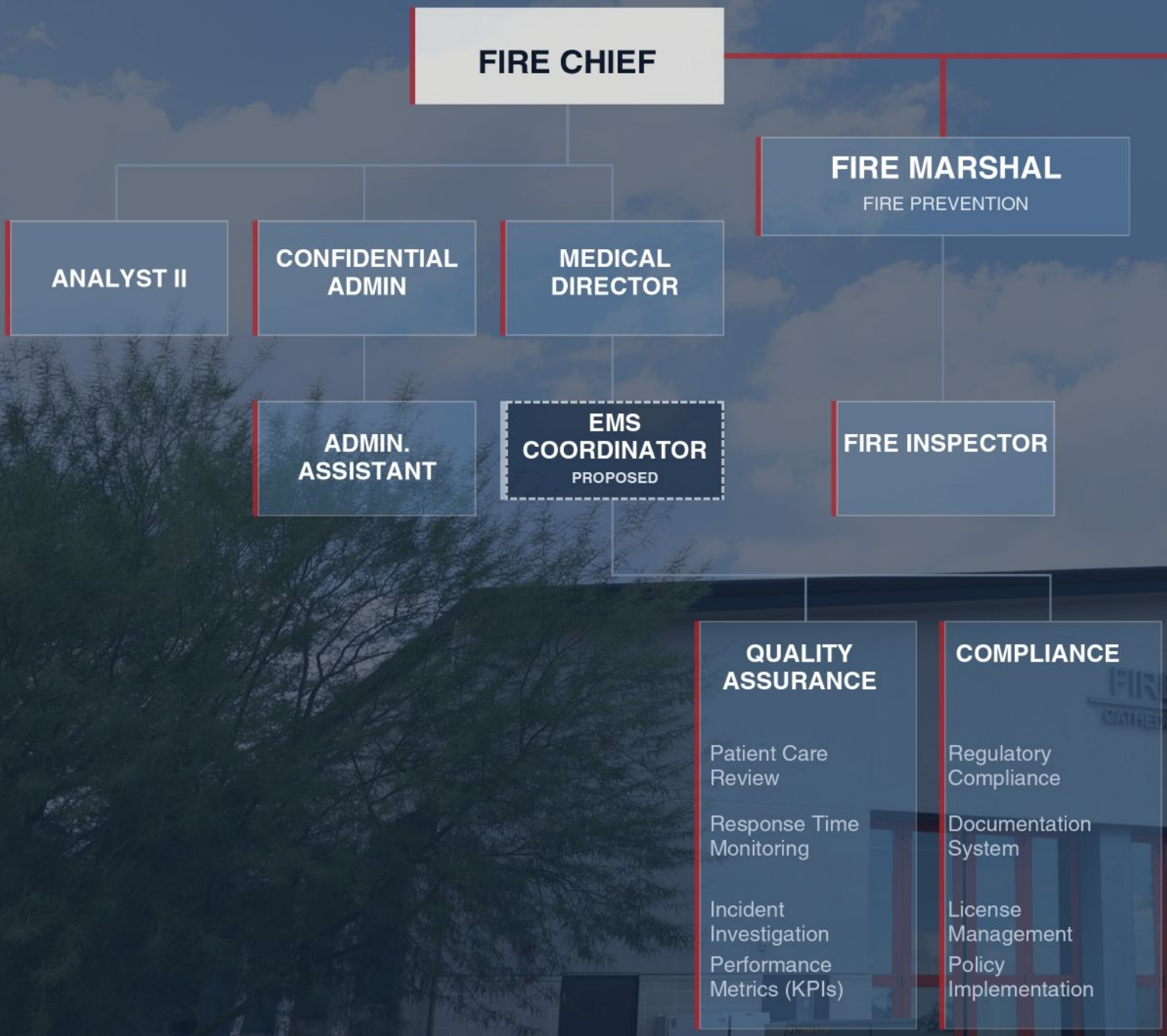
ISO 2
CLASS 2 PUBLIC PROTECTION RATING

WHAT WE PROVIDE

Fire suppression, emergency medical services and patient transport, technical rescue, hazardous materials response, fire prevention, inspections and investigations, community risk reduction, public education, and disaster preparedness and emergency management, with a continued focus on accreditation-based best practices, performance monitoring and community trust.

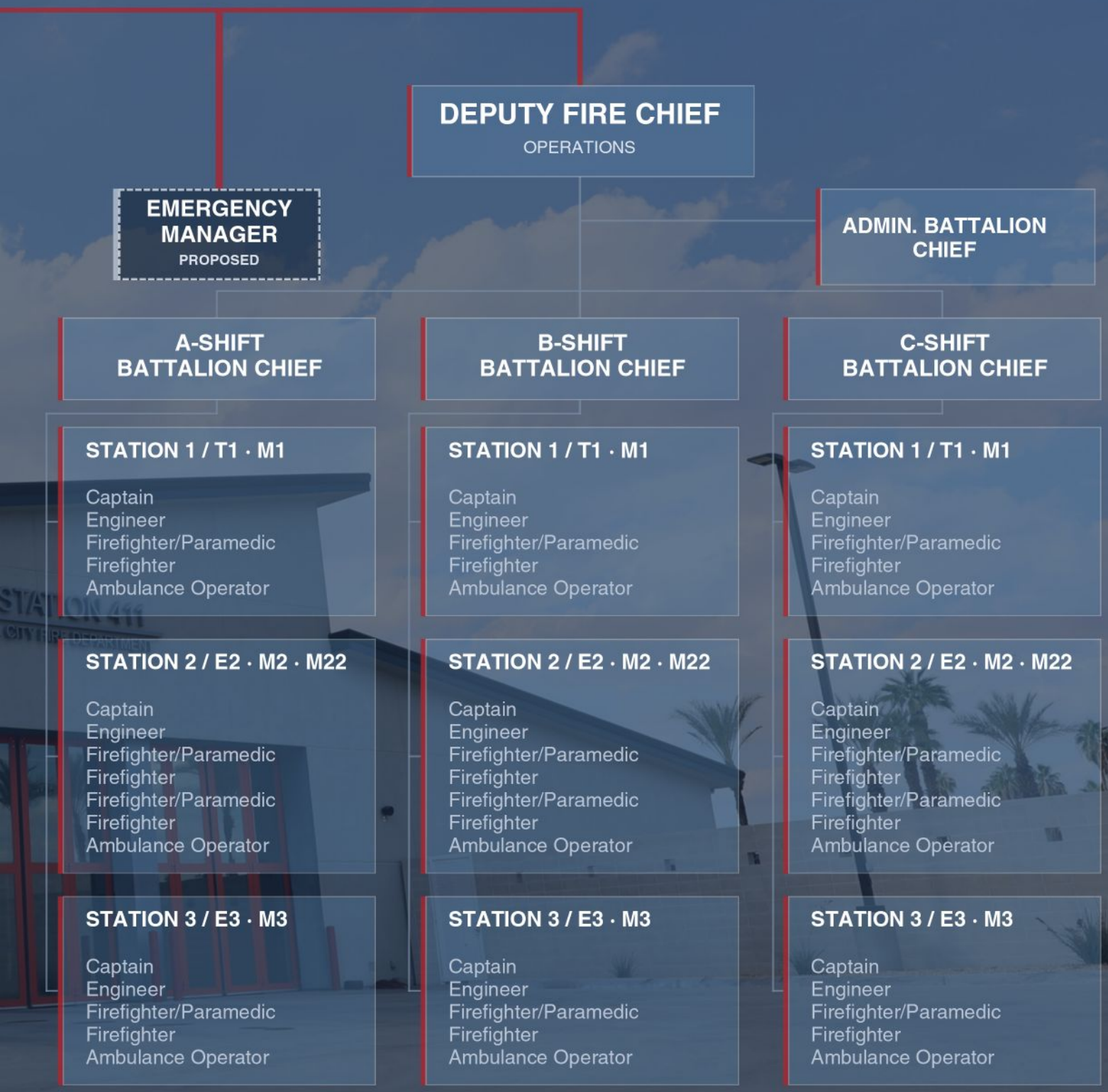


ONE ORGANIZATION.



BUILT TO RESPOND.

OPERATIONS / SHIFT STAFFING



OUR MISSION.

OUR PURPOSE, EXPRESSED SIMPLY.

Protecting the lives, property, and environment of our community by serving the community with compassion and respect.

Agency stakeholders revisited the mission and affirmed that it continues to reflect the purpose of Cathedral City Fire & EMS.

OUR VALUES.

THE VALUES THAT GUIDE EVERY DECISION



Agency stakeholders revisited the department's values and affirmed the existing IDEAL values.

OUR VISION.

To deliver all-risk fire, emergency, and transport services held to the highest standards of excellence, led by strong leaders and a culture that prepares our people and our community for the future.

Refined by agency stakeholders through the strategic planning process.

OUR GROUNDING PRINCIPLES.

More than statements of what we believe. They are the lens through which we make decisions.

01 Service to our Community

02 Prepared to Serve

03 Leadership at Every Level

04 Investing in our People

05 Connected to our Community

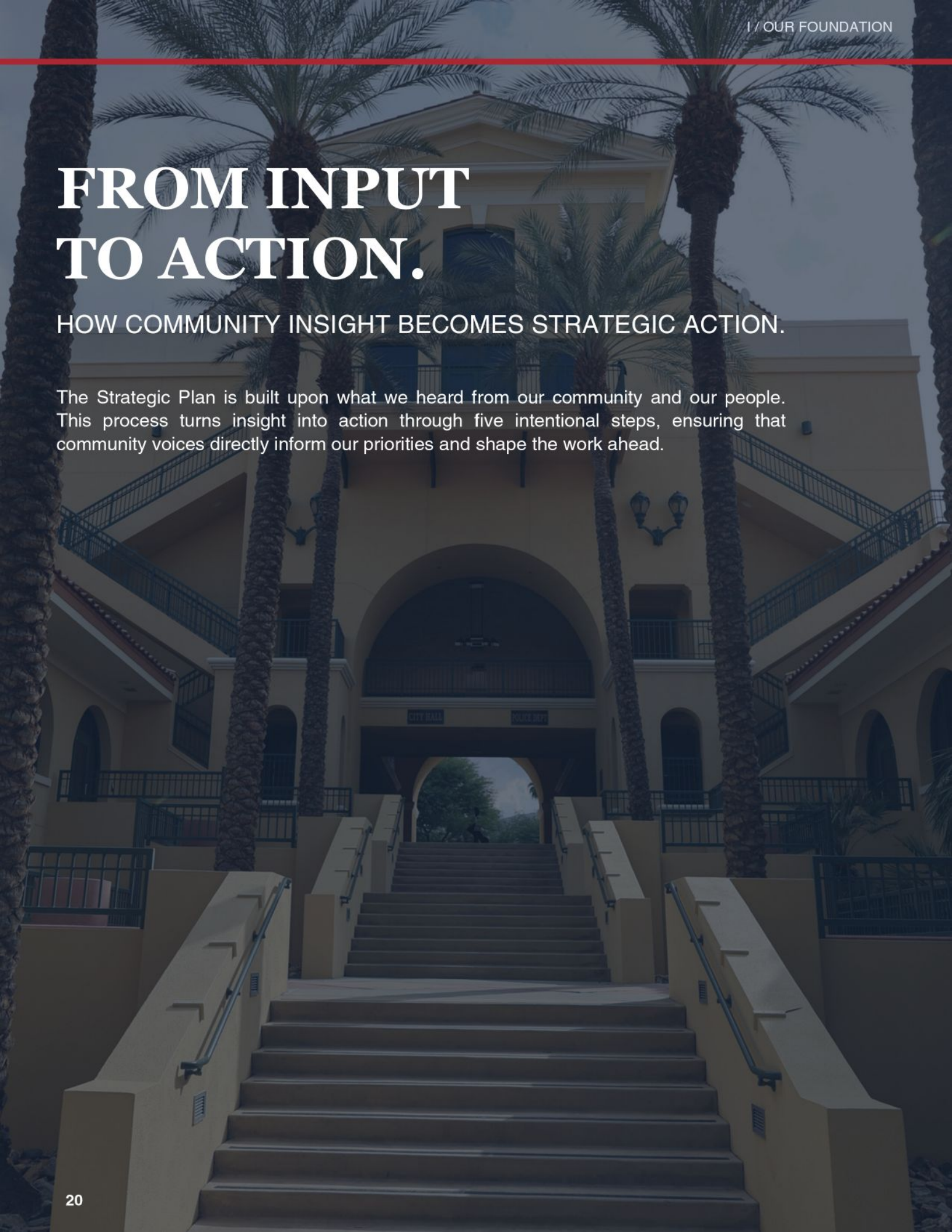
06 Protecting our People

07 Responsible Stewardship

FROM INPUT TO ACTION.

HOW COMMUNITY INSIGHT BECOMES STRATEGIC ACTION.

The Strategic Plan is built upon what we heard from our community and our people. This process turns insight into action through five intentional steps, ensuring that community voices directly inform our priorities and shape the work ahead.



A COLLABORATIVE APPROACH.

LISTEN. UNDERSTAND. DEFINE. BUILD. ACT.

A community-driven process connects public input, organizational insight, and a focused plan for action.

01 LISTEN.

Hear from the community. Community members identified expectations, concerns, strengths, programs, and priorities.

02 UNDERSTAND.

Look inward. Agency stakeholders reviewed community input, organizational strengths, opportunities, aspirations, results, challenges, and service gaps.

03 DEFINE.

Clarify who we are and where we are going. Mission, values, and vision were revisited and affirmed or refined.

04 BUILD.

Turn insight into priorities. Stakeholders identified strategic initiatives and developed goals focused on organizational improvement and city alignment.

05 ACT.

Move from strategy to implementation. SMART objectives, timelines, responsibilities, and critical-task concepts guide execution through the Management and Implementation Guide.

FROM INPUT TO IMPLEMENTATION

Community input and organizational insight shape the direction. The Management and Implementation Guide turns that direction into action.

02

THE COMMUNITY'S VOICE.

Before priorities are set, voices are heard.

01 Diverse Voices
02 Expectations
03 Concerns
04 Values
05 In Their Words
06 Improve & Protect
07 Top Programs



A DIVERSE RANGE OF VOICES.

DIFFERENT PERSPECTIVES. A SHARED COMMUNITY.

Cathedral City Fire & EMS (CCFE) demonstrates a commitment to its community through a focus on community input and satisfaction. Community stakeholder sessions were held to gather feedback from the community regarding CCFE and the various services it provides. The information gathered provided insight into potential areas of alignment or misalignment involving the organizational foundation, performance, and values-based expectations or concerns from which improvement may be created.

Respondents were asked to provide feedback regarding their expectations, concerns, perceptions of CCFE strengths or positives, and the programs and services provided. Responses included quantitative rating-scale data and written comments. The information was analyzed for recurring themes, consistency across responses, frequency, and potential effect on service delivery and community safety.

Because the questionnaire did not use a ranked or weighted expectations and concerns instrument, the findings that follow are presented in priority order based on the collective stakeholder feedback rather than cumulative weighted values. All responses were considered important in the planning process.

The specific data and findings from community stakeholder respondents are provided on the following pages.



COMMUNITY EXPECTATIONS.

READY WHEN CALLED. PROFESSIONAL EVERY TIME.

Community expectations were identified through analysis of quantitative survey results and recurring themes within written stakeholder responses. Unlike a ranked-response instrument, the 2026 questionnaire did not assign weighted values to individual expectations; therefore, the themes below are presented in priority order based on measured service importance, frequency of occurrence, and consistency across stakeholder feedback.

Themed, in priority order

98% of respondents rated emergency 911 response times as 'Very Important'.



COMMUNITY EXPECTATIONS

TEN EXPECTATIONS FROM COMMUNITY FEEDBACK

Community stakeholder feedback points to the following expectations for Cathedral City Fire & EMS.

01 **Reliable emergency response**

Provide fast, dependable emergency response when residents need help most.

02 **Prepared people and equipment**

Ensure personnel have the training, staffing, equipment, and resources to serve safely and effectively.

03 **Professional, compassionate care**

Treat every patient, family, resident, and visitor with competence, dignity, empathy, and respect.

04 **Ready for major emergencies**

Maintain readiness for disasters, extreme weather, wildfire, hazardous materials, and other large-scale emergencies.

05 **Prevention before emergencies**

Strengthen prevention, inspections, vegetation management, and community risk reduction before conditions become critical.

06 **Resources for a growing city**

Keep staffing, apparatus, facilities, and resources aligned with growth and increasing service demand.

07 **Visible and accessible service**

Maintain a strong presence through outreach, education, events, partnerships, and neighborhood engagement.

08 **Clear, inclusive communication**

Share timely, understandable information through accessible channels that reflect Cathedral City's diverse population.

09 **Responsible use of resources**

Balance strong service delivery with responsible planning, sustainable funding, and transparency in the use of public resources.

10 **A locally responsive department**

Preserve local accountability, community connection, and City-operated Fire and EMS service.

FROM FEEDBACK TO DIRECTION

These expectations help connect community priorities to the department's strategic direction.

COMMUNITY CONCERNS.

PROTECT WHAT WORKS. PREPARE FOR WHAT CHANGES.

Areas of community concern were identified through recurring themes in written stakeholder responses and quantitative survey results. Because overall satisfaction with Cathedral City Fire & EMS was high, these concerns should be understood primarily as areas the community expects the department to monitor, sustain, or strengthen as conditions change. As the 2026 questionnaire did not use a ranked or weighted concerns instrument, the themes below are presented in priority order based on frequency, severity, consistency across responses, and their potential effect on service delivery and community safety.

Themed, in priority order

"Are we ready for a major disaster?"



COMMUNITY CONCERNS.

TEN CONCERNS FROM COMMUNITY FEEDBACK

Community stakeholder feedback highlights the following concerns for Cathedral City Fire & EMS.

01 **Response as the city grows**

Keep staffing, coverage, ambulances, and resources aligned with increasing service demand.

02 **Major disaster preparedness**

Strengthen readiness for earthquakes, flooding, extreme heat, wildfire, power failures, and other large-scale events.

03 **Flooding and emergency access**

Address local flood risk, drainage concerns, and conditions that could disrupt emergency access.

04 **Vegetation and home hardening**

Reduce wildfire exposure through vegetation management, prevention, and support for home-hardening efforts.

05 **Qualified people and equipment**

Maintain sufficient qualified personnel, dependable apparatus, and current equipment when emergencies occur.

06 **Community preparedness**

Expand hands-on training and preparedness so residents can better protect themselves during major emergencies.

07 **Accessible communication**

Provide clear, accessible information through multiple channels, languages, and outreach methods.

08 **Affordable, sustainable service**

Sustain strong Fire and EMS service through responsible spending, outside funding, transparency, and attention to affordability.

09 **Local Fire and EMS control**

Preserve local accountability and City-operated Fire and EMS service.

10 **Visibility and relationships**

Stay present and connected through events, education, neighborhood outreach, and engagement with diverse community groups.

FROM CONCERNS TO PLANNING

These concerns help identify where readiness, resources, and community connection need continued attention.



"They always treat everyone with respect and dignity no matter the situation."

COMMUNITY STAKEHOLDER

WHAT OUR COMMUNITY VALUES.

Service is measured not only by what we do, but how we do it.

Timely emergency response

"Swift response times, which are crucial to affecting outcomes in emergencies."

Compassion and care

"Being professional and attentive to families and helping provide care and emotional support when needed."

Professionalism and quality of service

"They're great and a positive representation of our city."

Community engagement

"Community involvement is exceptional and appreciated."

EMS and public education

"Response to 911 calls. CERT training."

WHAT OUR COMMUNITY VALUES.

Timely emergency response

"Quick response. Professional services provided. Well respected teams."
"Swift response times, which are crucial to affecting outcomes in emergencies."
"You get there quick. In my experience, even growing up here, CCFD gets on scene in great times."
"Always quick and professional responses to calls for help."
"Response times are good. Staff is professional."

Professionalism and quality of service

"Firefighters and medics are professional when responding to incidents."
"They have always been prompt and efficient."
"They're great and a positive representation of our city."
"Everything is done well."

Compassion and care

"They always treat everyone with respect and dignity no matter the situation."
"Being professional and attentive to families and helping provide care and emotional support when needed."
"Empathy and reactiveness in an emergency situation."
"Cathedral City Fire & EMS does an excellent job connecting with patients and their families during frightening and emotional situations. Their calm, compassionate approach helps people feel supported while they receive the care they need."

EMS and public education

"EMS."
"Response to 911 calls. CERT training."
"Meatballs for B+GC, EMS response."
"Comunicación con la comunidad."
"Todo. Nos dan contenido. Educación y comunidad. Al igual enseñan que los miembros vienen se diferente partes de la comunidad."

Community engagement

"Community involvement is exceptional and appreciated."
"Community outreach and responding to emergencies."
"Continue meeting with the public as you do now, your information is vitally important."
"There for the community."
"Collaborating with the community. I love to attend the Pancake Breakfast at the Fire Station each year. It's awesome to see the Fire Fighters give out candy at the Boys & Girls Club of Cathedral City at our Trunk or Treat. I so appreciate the Fire Fighters raising money to take kids from the Club shopping for Christmas. It really does make a difference. Keep up the good work."

WHAT OUR COMMUNITY SAYS.

REAL VOICES. UNFILTERED PERSPECTIVE.

> ***"Keep communication open; tell us the truth."***
>
> – Community Stakeholder



"Continue to listen to your community."

"Keep up the good work."

"Keep up the great job."

"Thank you for all you do everyday in my work and home community."

"Thank you for your service. There are many responsibilities and pressures that come with being a public servant and you are appreciated."

"Be kind."

"I appreciate seeing the Fire Department (and Police) at LGBT Days in the Bed Races, it shows active support and care for the local LGBTQ+ community."

"Keep going in the direction that you are going."

"Prepare the community."

"Community first. Be there when needed. You do a great job already but there is always room for improvement."

"Que mantengan comunicación y motivación con y en el dpto. de bomberos y ems."

"Utilize partnerships with internal divisions to accomplish the mission. One Team, One Fight."

"If it ain't broke, don't fix it. That said, there is always room for improvement. Look how new technology may help to improve services. You are all doing a great job, thank you for your service! God bless!"

"I would encourage the department to build stronger community engagement with members of the Agua Caliente Band of Cahuilla Indians. The Tribe has an MOU with the City, and tribal members live in specific neighborhoods served by the department, but that relationship is not always reflected in community outreach. More direct communication and engagement with tribal residents would help strengthen trust and preparedness."

"Gracias! Gracias! Gracias! Son la mera chimba!!! Súper héroes!!!"

"Les agradezco mucho su noble labor."

WHERE WE CAN DO BETTER.

THE COMMUNITY'S PERSPECTIVE ON OPPORTUNITIES TO IMPROVE.

A number of respondents indicated that they did not identify specific changes they believed were necessary, responding with comments such as "None," "N/A," "Not sure," or indicating that CCFE should continue its current level of service.

> *"There is always room for improvement."*
>
> – Community Stakeholder



WHERE WE CAN DO BETTER.

Community education and preparedness

"Prevention awareness and emergency planning for all members of the community"
"Have more community relations events such as teaching cpr, basic first aid options of learning how to use a fire extinguisher"
"More public training for CPR and stop the bleed"
"Disaster preparedness"
"Fire Education, I would like to witness a fire suppression demo"

Community outreach and visibility

"More open houses"
"More visibility"
"Once a year, invite residents to visit each fire station."
"More community outreach."
"Just be out & present at community events and educate the public on what is & is not constitutes a 911 call"
"Continuar motivando a la comunidad hispana que participen mas en entrenamientos de prevencion"

Communication

"Communications could be improved. Add informational posts to social. Help new & existing residents understand desert issues and how to be safe."
"Communication with residents"

Fire prevention and community risk reduction

"Having prospective fire hazards removed before they become problems."
"In my area there is a lot of over grown dry grass in yards and old dry wood."
"Even more prevention efforts, particularly when it comes to fireworks"

Response time and service capacity

"Decreased response time"
"Response time for medical"
"More personnel"
"Always need more and more resources"

Technology, data, and operational planning

"The only thing that comes to mind is the EOC."
"Keeping up with technology advances and incorporating them into the department should prove to be a perpetual challenge."

Financial Sustainability

"Cathedral City Fire & EMS could improve by pursuing more grants and other outside funding to help reduce costs. The goal should be to find sustainable ways to control expenses while continuing to provide the same high level of emergency service."



WHAT WE MUST PROTECT.

PROGRESS DOES NOT MEAN ABANDONING WHAT ALREADY WORKS.

"Please keep it that way."

– Community Stakeholder

WHAT WE MUST PROTECT.

Rapid emergency response

"Maintain swift response times"
"Maintain current level"
"Response to calls, continue with present protocols, this type of meeting vitally important"
"Keep doing what you do best!"
"Keep on with what you're doing!"

Professionalism and quality of service

"Continue to be professional and Continue to be a great role as you already are you are much appreciated"
"Continue with your excellent service"
"Keep going in the direction that you are going"
"Keep up the great job"
"Keep up the good work"

Locally operated Fire and EMS services

"Keep CC Fire and EMS as city agencies rather than contracting with CalFire or private ambulance companies"
"Our services are better than many nearby cities because they are controlled by our local government. Please keep it that way rather than contracting out either fire or EMS."
"Do not hand it over to AMR."

Community engagement and visibility

"Continue meeting with the public as you do now, your information is vitally important"
"Response to calls, continue to educate"
"Continue to listen to your community"
"Keep up the good work!"

Training and capable personnel

"Maintain high level of training"
"Keeping an optimal number of well-trained medical and firefighting professionals."
"Response time, state-of-the-art equipment, well-trained EMTs,"
"Ensure Fire and EMS have the best equipment possible"

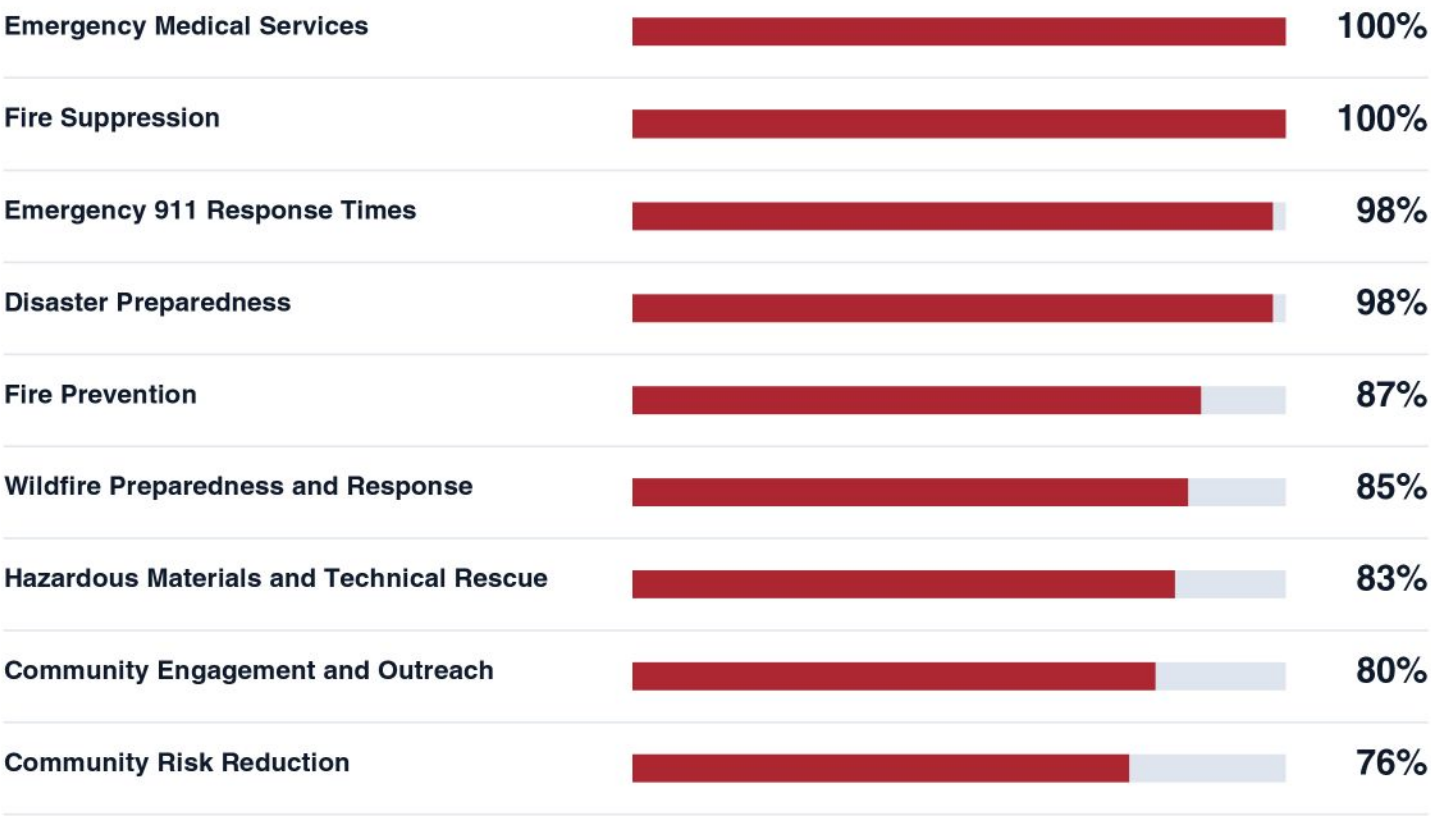
Community-focused service

"Community first. Be there when needed. You do a great job already but there is always room for improvement"
"Thankful they are available"
"Keep doing what you're doing! No complaints from me..."
"Las mismas que han venido haciendo hasta hoy, con amor eficiencia y disposición."

PROGRAMS THAT MATTER MOST.

Share of respondents who rated each program Important or Very Important.
"No opinion" responses excluded.

100%	100%	98%	98%
EMS / PARAMEDIC RESPONSE	FIRE SUPPRESSION	911 RESPONSE TIMES	DISASTER PREPAREDNESS



FROM COMMUNITY PRIORITIES TO ACTION.

The program rankings establish what residents value. These priorities help frame the department's planning decisions.

01

PROTECT THE ESSENTIALS.

EMS, fire suppression, and timely response remain central to the community's priorities. Connect these expectations to staffing, deployment, and operational readiness.

02

PREPARE BEFORE THE EMERGENCY.

Disaster preparedness, wildfire readiness, and prevention extend the work beyond emergency response. Connect these priorities to training, risk reduction, and community education.

03

KEEP THE COMMUNITY INVOLVED.

Outreach and continued feedback keep the plan connected to the people it serves. Use clear communication and progress reporting to sustain that connection.

Community priorities inform the direction.
Organizational insight shapes the response.

03

WHAT WE LEARNED.

Before we move forward, we look inward.



01 S.O.A.R. Analysis
02 Strengths
03 Opportunities
04 Aspirations
05 Results
06 What We Deliver
07 Gap Analysis

LOOKING INWARD.

UNDERSTANDING OURSELVES TO SHAPE WHAT COMES NEXT.

Agency stakeholders brought operational experience and organizational insight to a shared examination of the department.

01

REVIEW COMMUNITY FEEDBACK

Consider what residents value, expect, and want improved.

02

REVISIT MISSION AND VALUES

Confirm the purpose and principles that guide the department's work.

03

EXAMINE THE ORGANIZATION

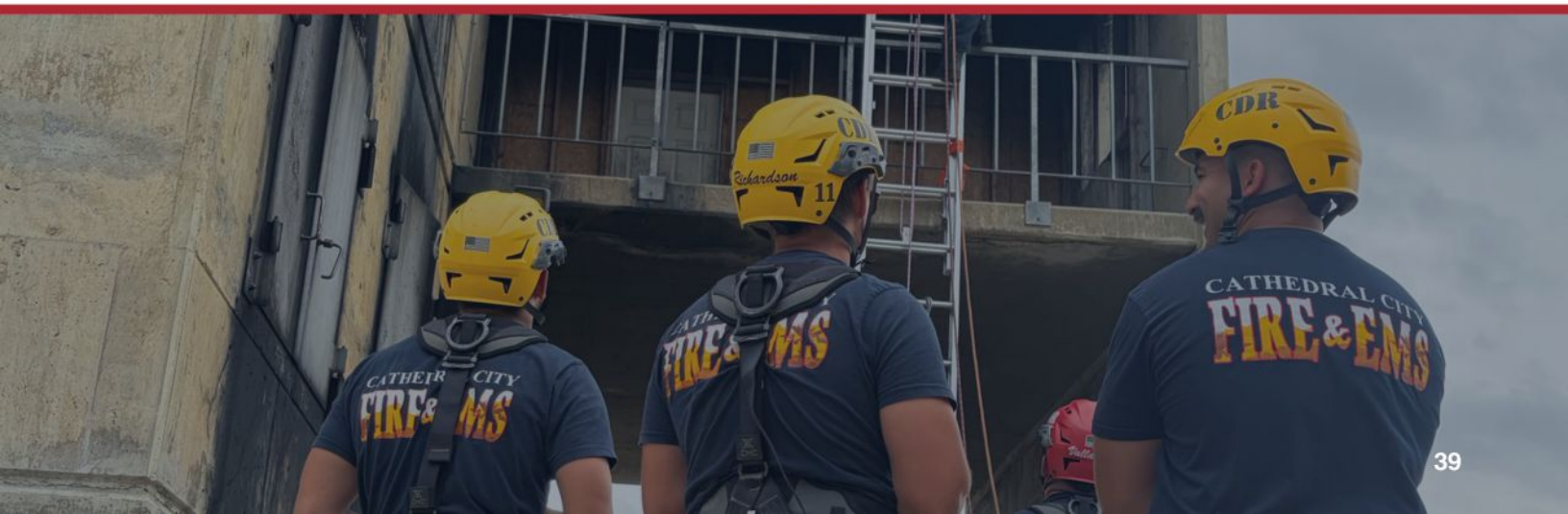
Use SOAR to explore strengths, opportunities, aspirations, and desired results.

04

SHAPE THE PATH FORWARD

Connect community priorities with organizational insight to inform strategic direction.

The community's perspective, informed by the people who deliver the service.



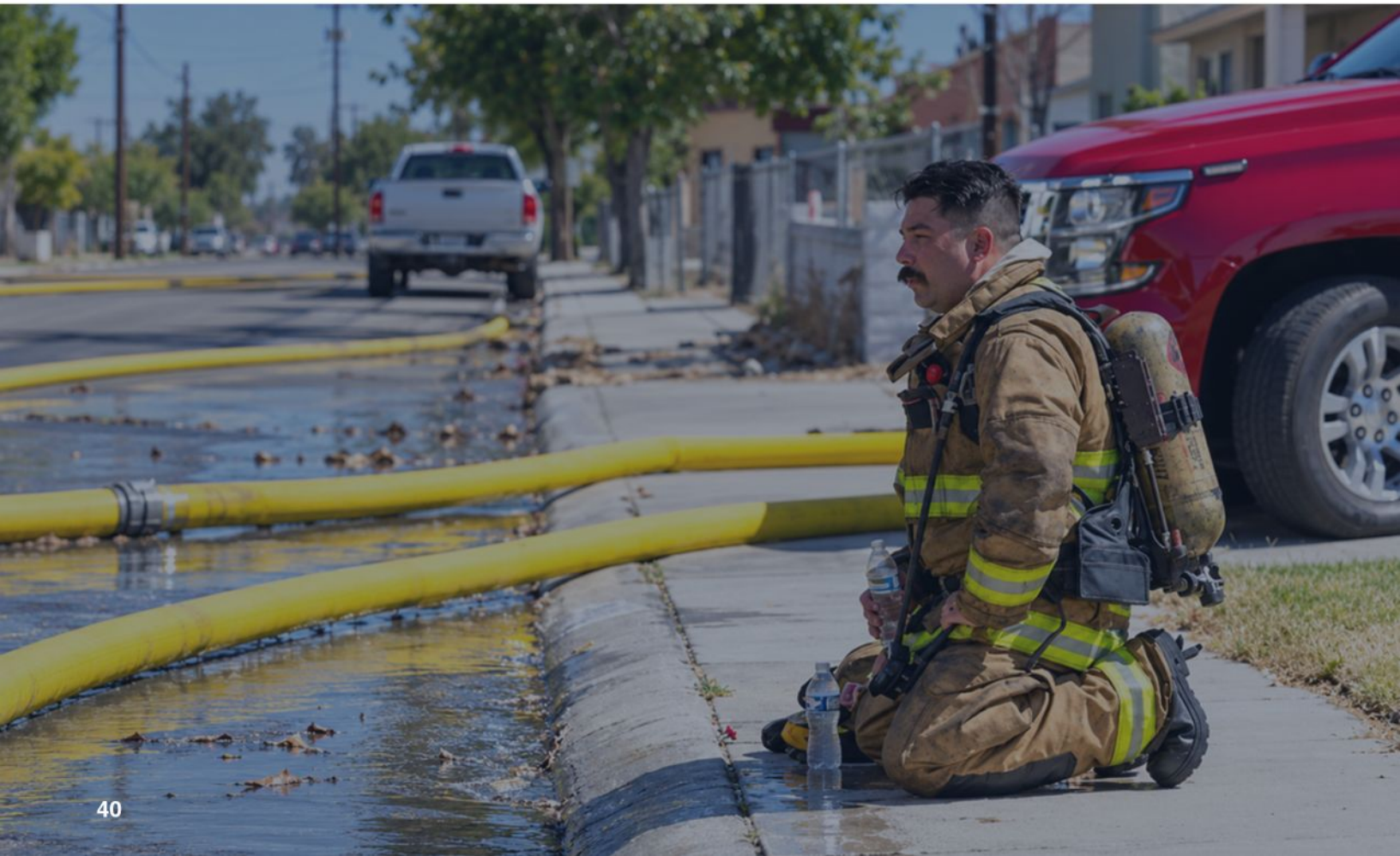
S.O.A.R. ANALYSIS.

STRENGTHS. OPPORTUNITIES. ASPIRATIONS. RESULTS.

The agency's internal stakeholders utilized a strategic 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.

This SOAR process was conducted for reflection, focus, and alignment with the established set of values, vision, and mission statement. This approach builds upon what is working well, identifies where opportunities exist, defines what we want to become, and establishes the results we intend to achieve.

The following pages summarize the key themes and findings from the SOAR analysis. Each section provides an overview of what we learned and the insights that will guide our strategic direction for the next three years.



THE SOAR FRAMEWORK

STRATEGIC OUTCOMES

01 | STRENGTHS

What we do well. Our internal strengths, capabilities, and positive attributes that position us for continued success.

02 | OPPORTUNITIES

Where we can go further. Areas where we can build, expand, or enhance our capabilities to better serve our community.

03 | ASPIRATIONS

What we want to become. Our collective vision for the future and what we believe is possible for our organization.

04 | RESULTS

What success looks like. The measurable outcomes and progress we intend to achieve through focused action and intentional improvement.

WHAT THIS MEANS FOR THE PLAN

These findings inform the six strategic initiatives and the outcomes tracked through the Management and Implementation Guide.

STRENGTHS.

CAPABILITIES, CULTURE, AND PROGRESS ALREADY WORKING IN OUR FAVOR.

What our people identified as the capabilities, culture, and momentum that position the organization to better serve our community.



WHERE STRENGTH EXISTS

STRATEGIC OUTCOMES

01 | PEOPLE & CULTURE

- Employee commitment
- Professional service delivery
- Training investment

02 | SERVICE AND CARE

- EMS capability and patient advocacy
- Customer service
- Community service and engagement

03 | ORGANIZATIONAL PROGRESS

- Organizational progress and the willingness to improve
- Positive overall direction

04 | STANDARDS & CREDIBILITY

- CFAI accreditation and elevated ISO standards

05 | STEWARDSHIP

- Fiscally responsible

WHAT THIS MEANS FOR THE PLAN

Protect employee commitment, service quality, and organizational credibility as we address service gaps and implement the six strategic initiatives.

OPPORTUNITIES.

POSSIBILITY BECOMES PROGRESS WHEN OPPORTUNITY BECOMES ACTION.

What our people identified as areas where we can strengthen the organization to better serve our community.



WHERE OPPORTUNITY EXISTS

STRATEGIC OUTCOMES

01 | PEOPLE & LEADERSHIP

- Succession and leadership development
- Instructor development
- Expanded hands-on and scenario-based training
- Fireground proficiency

02 | OPERATIONAL CAPABILITY

- Specialized Haz-Mat, technical rescue, and swift-water capabilities
- Regional joint training
- Apparatus and fleet planning
- Fire prevention capability

03 | TECHNOLOGY & DATA

- Technology integration and a structured technology roadmap
- Use of operational data for staffing and development

04 | COMMUNICATION & COMMUNITY

- Improved internal communication and consistency
- Community outreach and public education
- Recruitment and retention

05 | EMPLOYEE WELL-BEING

- Physical & Behavioral health and wellness

WHAT THIS MEANS FOR THE PLAN

Prioritize improvements in leadership, operational capability, technology, communication, and employee well-being through the six strategic initiatives.

ASPIRATIONS.

THE FUTURE OUR PEOPLE BELIEVE IS POSSIBLE.

What our people identified as the future state they believe can be achieved through focus, growth, and continued progress.



WHERE ASPIRATION EXISTS

STRATEGIC OUTCOMES

01 | PEOPLE & LEADERSHIP

- Maintain a highly capable and appropriately staffed workforce
- Develop future leaders internally
- Create a workplace where employees are supported, respected, developed, and retained

02 | OPERATIONAL EXCELLENCE

- Become stronger in all-hazards operations
- Improve training depth and proficiency
- Have reliable apparatus, facilities, and equipment

03 | SERVICE & COMMUNITY

- Maintain exceptional EMS and customer service
- Become more visible and connected to the community

04 | INNOVATION & IMPROVEMENT

- Continue being progressive, accredited, data-driven, and improvement oriented

05 | STEWARDSHIP & SUSTAINABILITY

- Maintain long-term financial sustainability

WHAT THIS MEANS FOR THE PLAN

Use these aspirations to guide the future capabilities, service improvements, and sustainable resources pursued through the six strategic initiatives.

RESULTS.

CLEAR OUTCOMES. MEASURABLE PROGRESS.

What our people identified as the measurable outcomes and progress we intend to achieve through focused action and intentional improvement.



WHAT SUCCESS LOOKS LIKE

STRATEGIC OUTCOMES

01 | PEOPLE & CULTURE

- Sustainable staffing with a manageable workload.
- Succession planning and leadership development.
- Prepared personnel for future roles and promotions.
- Internal communication and employee involvement.

02 | OPERATIONAL READINESS

- Reliable frontline and reserve apparatus.
- All-hazards readiness and operational capability.
- Fire prevention capability.
- High-quality customer service.

03 | FISCAL RESPONSIBILITY

- Measurable progress towards strategic goals and objectives.
- Use of data and resources to support decision-making.
- Continued accreditation, elevated ISO rating, and commitment to continuous improvement.

04 | MEASURABLE IMPACT

- Clear outcomes aligned with community needs.
- Community preparedness and engagement.
- Continued public trust and support.
- Continuous evaluation to demonstrate progress.

WHAT THIS MEANS FOR THE PLAN

Translate these outcomes into assigned objectives, measurable targets, and regular progress reviews.

WHAT WE DELIVER.

CORE SERVICES

Five core services support the safety and resilience of our community.

01 | **Fire and All-Hazards Response**
Respond to fires, rescues, and other emergencies.

02 | **Emergency Medical Services**
Provide emergency medical care and patient transport.

03 | **Fire Prevention and Risk Reduction**
Reduce risk through inspections, prevention, and education.

04 | **Community Preparedness and Education**
Help residents prepare for and prevent emergencies.

05 | **Specialized Response and Emergency Management**
Prepare for complex incidents and coordinate disaster response.



WHAT MAKES IT POSSIBLE.

ORGANIZATIONAL CAPABILITIES

These capabilities support all five core services.

Staffing

People and coverage to deliver reliable service.

Training and Operational Readiness

Skills, preparation, and sustained response capability.

Technology and Data

Reliable systems, informed decisions, and measured performance.

Communication and Coordination

Connected crews, partners, and community information.

Resources and Fiscal Stewardship

Responsible planning, equipment, and long-term service support.



GAP ANALYSIS.

WHERE WE NEED TO BUILD.

Community and agency input informs six areas for improvement. Technology and trusted data provide the foundation for measuring progress.

STRATEGIC INITIATIVE	GAPS IDENTIFIED
Workforce Development Staffing, leadership, and succession	2
Operational Readiness Fleet reliability, all-hazards readiness, and core skills	3
Risk Reduction Prevention, preparedness, vegetation management, and outreach	4
Financial Sustainability Resource planning and long-term infrastructure	2
Organizational Culture Internal communication and employee involvement	1
Technology, Data and Innovation System planning, integration, and dependable data	2
TOTAL IDENTIFIED GAPS	14

CHALLENGES & SERVICE GAPS.

CHALLENGES / SERVICE GAPS	SERVICE IMPACT

Workforce Development

1. Staffing depth, workload, and retention.
2. Leadership, succession, and development.

- Overtime burden, burnout risk, and limited training flexibility.
- Uneven experience and promotional readiness.

Operational Readiness

1. Apparatus and fleet reliability.
2. All-hazards readiness.
3. Foundational fireground proficiency.

- Higher maintenance needs and reduced fleet availability.
- Need for consistent specialty and joint training.
- Uneven foundational skills and experience.

Risk Reduction

1. Prevention and inspection capability.
2. Community preparedness and education.
3. Vegetation management and home hardening.
4. Inclusive outreach and language access.

- Uneven prevention training and support.
- Residents report preparedness and training needs.
- Need for coordinated vegetation and home-hardening support.
- Need for broader multilingual communication.

Financial Sustainability

1. Financial sustainability and resource planning.
2. Long-term resources and infrastructure.

- Need to sustain service levels while maintaining affordability.
- Growth in population and service demand may pressure resources.

Organizational Culture

1. Internal communication and employee involvement.

- Need for clear two-way communication and stronger employee participation.

Technology, Data and Innovation

1. Technology planning and system integration.
2. Data governance, quality, and reporting.

- Need for a coordinated roadmap, secure integrations, and planned system replacement.
- Need for consistent definitions, data ownership, and reliable performance reporting.

04

THE PATH FORWARD.

Turning what we learned into what comes next.

01 City Alignment
02 Plan Connections
03 Strategic Initiatives
04 The Work Continues

ALIGNED FOR A STRONGER CATHEDRAL CITY.

Our strategic initiatives connect public safety priorities to the City's broader vision.

CITY DIRECTION

City of Cathedral City Strategic Plan

Jurisdiction-wide priorities and goals.

CCFE STRATEGIC INITIATIVES



COMMUNITY IMPACT

Safer neighborhoods. Reliable service. Preparedness. Trust.

THE CITY'S GOALS. OUR SHARED DIRECTION.

Our strategic initiatives support Cathedral City's broader vision. These symbols identify the City goals connected to our work throughout this plan.



GOAL A

Serve the Community with Pride and Dedication



GOAL B

Community Investment



GOAL C

Fiscal Stability and Sustainability



GOAL D

Innovation



GOAL E

Safety



GOAL F

Embracing, Inclusive Community

CITYWIDE PRIORITIES. SHARED COMMUNITY OUTCOMES.

HOW THE PLANS CONNECT.

SIX CCFE INITIATIVES, ALIGNED TO THE CITYWIDE STRATEGIC PLAN.

CCFE STRATEGIC INITIATIVE	A SERVE THE COMMUNITY	C FISCAL STABILITY	D INNOVATION	E SAFETY	F INCLUSIVE COMMUNITY
01 **Workforce Development** Personnel development, succession planning, retention and leadership capacity.	●			○	
02 **Operational Readiness** Response capability, preparedness and adaptable service delivery.			○	●	
03 **Risk Reduction** Prevention, inspections, education, outreach and community preparedness.			○	●	○
04 **Financial Sustainability** Prudent fiscal management and sustainable Fire & EMS service delivery.		●			
05 **Organizational Culture** Participation, inclusion, trust, communication and recognition.	●		○		○
06 **Technology, Data and Innovation** Foundational initiative: reliable systems, governed data and disciplined evaluation of new tools.		○	●	○	

● Primary citywide alignment ○ Supporting citywide alignment

4 of 6
INITIATIVES ADVANCE GOAL E, SAFETY

6 of 6
INITIATIVES ALIGN TO THE CITYWIDE STRATEGIC PLAN

OUR SIX STRATEGIC INITIATIVES

01 Workforce Development

Develop and sustain a healthy, fully staffed, and prepared workforce through effective recruitment, retention, professional development, succession planning, and internal career advancement.

CITYWIDE STRATEGIC PLAN ALIGNMENT

GOAL A / SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

GOAL E / SAFETY

02 Operational Readiness

Expand and sustain an all-hazards response capability to meet current community needs and prepare for emerging risks through specialized training, adaptable operations, reliable resources, and continuous readiness.

CITYWIDE STRATEGIC PLAN ALIGNMENT

GOAL E / SAFETY

GOAL D / INNOVATION

03 Risk Reduction

Strengthen community risk reduction through coordinated prevention, education, preparedness, and engagement that empowers the community, supports recognized standards, and reduces preventable demand on resources.

CITYWIDE STRATEGIC PLAN ALIGNMENT

GOAL E / SAFETY

GOAL F / EMBRACING, INCLUSIVE COMMUNITY

GOAL D / INNOVATION



OUR SIX STRATEGIC INITIATIVES

04 Financial Sustainability

Ensure the long-term financial sustainability of Fire and EMS programs through responsible planning, available revenue sources, and consideration of citywide fiscal impacts, while pursuing cost-neutral solutions whenever possible.

CITYWIDE STRATEGIC PLAN ALIGNMENT

- GOAL C / FISCAL STABILITY AND SUSTAINABILITY

05 Organizational Culture

Strengthen a positive organizational culture through collaborative leadership, employee involvement, recognition, and shared responsibility for the safety, well-being, and success of the workforce.

CITYWIDE STRATEGIC PLAN ALIGNMENT

- GOAL A / SERVE THE COMMUNITY WITH PRIDE AND DEDICATION
- GOAL F / EMBRACING, INCLUSIVE COMMUNITY
- GOAL D / INNOVATION

06 Technology, Data and Innovation

The foundational initiative. Improve service delivery and decision-making through reliable technology, integrated data, cybersecurity, and disciplined evaluation of emerging tools.

CITYWIDE STRATEGIC PLAN ALIGNMENT

- GOAL C / FISCAL STABILITY AND SUSTAINABILITY
- GOAL D / INNOVATION
- GOAL E / SAFETY

Six initiatives.
One shared commitment.

OUR STRATEGIC INITIATIVES.

SIX FOCUS AREAS.
A STRONGER TOMORROW.

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



OUR STRATEGIC INITIATIVES

6 FOCUS AREAS.

A shared direction for the next three years.

01
Workforce Development

Invest in our people.



02
Operational Readiness

Prepared for what comes next.



03
Risk Reduction

Prevent what we can. Prepare for what we cannot.



04
Financial Sustainability

Protect the resources that sustain the mission.



05
Organizational Culture

Build the organization our people deserve.



06
Technology, Data and Innovation

Measure what matters.



THE WORK BEHIND THE PLAN

Objectives, tasks, timelines, assignments, and outcomes are detailed in the Management and Implementation Guide.

CATHEDRAL CITY
FIRE & EMS
2027–2029

THE PATH FORWARD.

A PLAN IS ONLY MEANINGFUL WHEN IT BECOMES ACTION.

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 Cathedral City Fire & EMS's vision remain congruent. The accompanying Management and Implementation Guide will assist CCFE in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

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 serves as a roadmap to help Cathedral City Fire & EMS navigate change and future growth. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes will be realized as envisioned.



WHAT COMES NEXT

ACTION PLAN

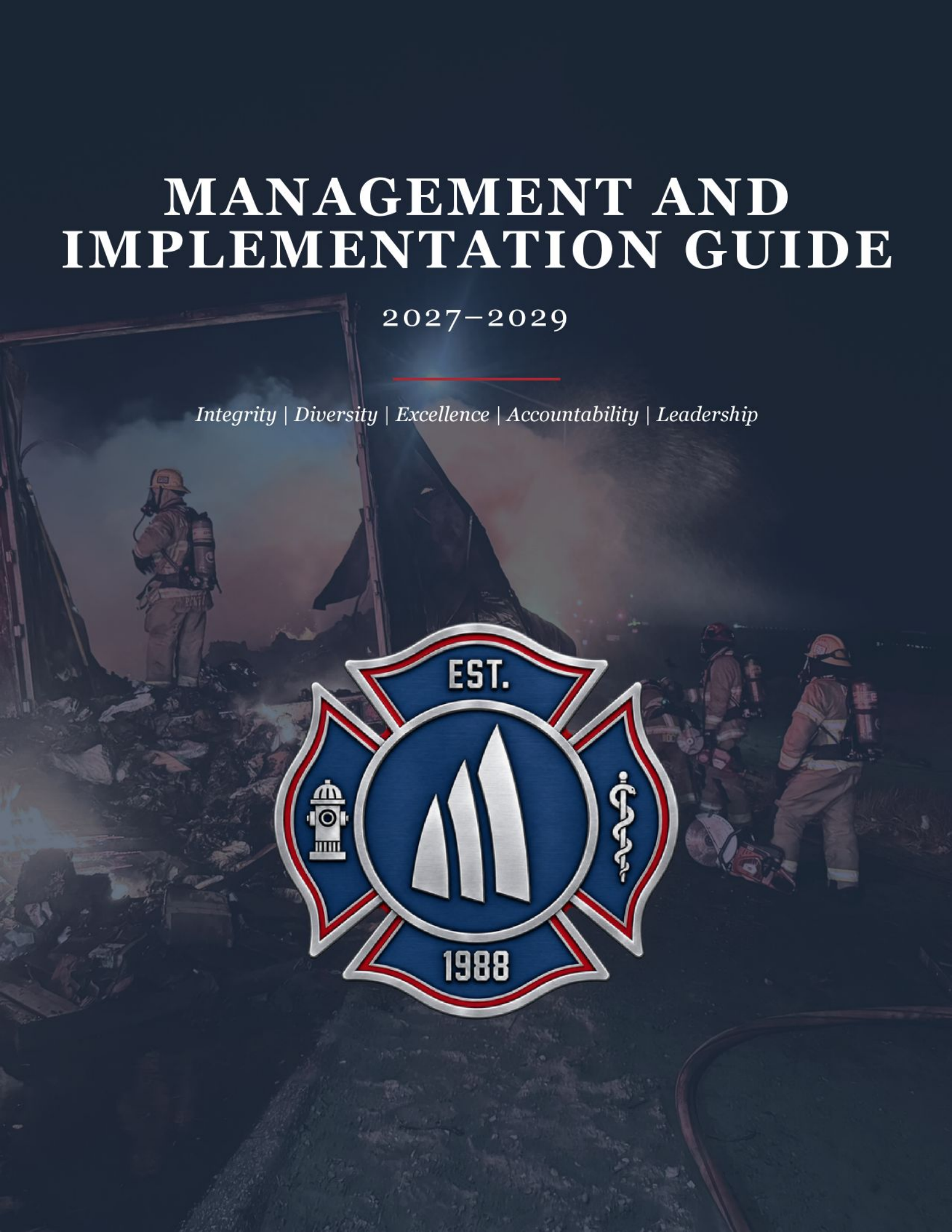
Our next three years

2027 — 2029

MANAGEMENT AND IMPLEMENTATION GUIDE

2027–2029

Integrity | Diversity | Excellence | Accountability | Leadership



KEY TERMS.

Abbreviations and role titles used in this Guide, and how to read its action tables.

READING THE ACTION TABLES

Owner	Accountable for the objective's results
Lead	Carries out the action item
Support	Positions that help the lead
Start / Target	Month and year, shown as MM/YY

ROLES

FC	Fire Chief
DC	Deputy Fire Chief
BC	Battalion Chief
Admin BC	Administrative Battalion Chief
Trng. BC	Training Battalion Chief
All BCs	All Battalion Chiefs
On Duty BC	On-duty Battalion Chief
FM	Fire Marshal
Accred. Mgr	Accreditation Manager
Emer. Mgr	Emergency Manager (proposed)
EMS Coor.	EMS Coordinator (proposed)
Grant Coor.	Grant Coordinator
Wellness Coor.	Wellness Coordinator
Behav. Health Coor.	Behavioral Health Coordinator
PPE/Safety Coor.	PPE and Safety Coordinator
Admin Asst.	Administrative Assistant
Admin Staff	Administrative staff
Analyst	Analyst (data systems and analytics)
ImageTrend Admin	ImageTrend system administrator
Prev. Staff	Fire prevention staff
Assigned Staff	Staff assigned by the lead
All Staff	All department members
Fleet Mgr	Fleet Manager
Cadet Adv	Cadet Program Advisor
Comms. Supervisor	Dispatch center supervisor
Union Board	Cathedral City Firefighters Association
City IT	City Information Technology
City Clerk	City Clerk's Office
Code Compliance	City Code Compliance
Finance	City Finance Department
HR	Human Resources
Risk Mgmt.	City Risk Management
PD	Cathedral City Police Department
AO	Ambulance Operator
FF/EMT	Firefighter/EMT
FF/PM	Firefighter/Paramedic

AGENCIES, PROGRAMS AND STANDARDS

AFG	Assistance to Firefighters Grant
Cal OES	California Governor's Office of Emergency Services
CCFE	Cathedral City Fire & EMS
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CMS	Centers for Medicare & Medicaid Services
COOP	Continuity of Operations Plan
CPSE	Center for Public Safety Excellence
CRA	Community Risk Assessment
CRASOC	Community Risk Assessment / Standards of Cover
CRR	Community Risk Reduction
CSFM	California State Fire Marshal
DHCS	California Department of Health Care Services
EMS	Emergency medical services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FSRI	Fire Safety Research Institute
FY	Fiscal year
GEMT	Ground Emergency Medical Transport
PP-GEMT	Public Provider GEMT program
IGT	Intergovernmental transfer
ISO	Insurance Services Office
LEMSA	Local EMS agency
MJLHMP	Multi-Jurisdictional Local Hazard Mitigation Plan
NFA EFO	National Fire Academy Executive Fire Officer Program
NFPA	National Fire Protection Association
NIMS	National Incident Management System
OTS	California Office of Traffic Safety
PPE	Personal protective equipment
REMSA	Riverside County EMS Agency
SAFER	Staffing for Adequate Fire and Emergency Response
SEMS	Standardized Emergency Management System
SOC	Standards of Cover
SOP	Standard operating procedure

SYSTEMS AND DATA

CAD	Computer-aided dispatch
EMD	Emergency medical dispatch
ePCR	Electronic patient care report
GIS	Geographic information system
ImageTrend	Patient care reporting software
NERIS	National Emergency Response Information System
RMS	Records management system
Tablet Command	Incident command software
TeleStaff	Staffing and scheduling software

THE STRATEGIC PLAN

SETS THE DIRECTION.

Defines our mission, values, vision, and six strategic initiatives, informed by community and member input.

THE MANAGEMENT AND IMPLEMENTATION GUIDE

TURNS DIRECTION INTO ACTION.

Translates that direction into assigned actions, timelines, and measurable results.

Assign responsibility

Identify tasks, objective owners, timeframes, and measures of progress. Coordinate people and partners to keep the work moving.

Measure results

Track task completion and outcomes. Review data, milestones, and service indicators through reporting and the implementation dashboard.

Keep the plan visible

Use objectives in daily decisions, resource allocation, and management discussions. Share progress and use feedback to improve.

Review and adapt

Review progress regularly. Update tasks, timelines, and resources while maintaining strategic intent and continuity through transitions.

In this Guide, Goals 1–6 are the six strategic initiatives; City goals are lettered A–F.

Success is measured by the improvements achieved for the department and the community it serves.



STRATEGIC INITIATIVE

1

WORKFORCE DEVELOPMENT.

Develop and sustain a healthy, fully staffed, and prepared workforce through recruitment, retention, development, and succession planning.

CITYWIDE ALIGNMENT

GOAL A Serve with pride

GOAL E Safety



OBJECTIVES FOR THIS GOAL

1.1 Recruitment and Career Pipeline
Strengthen recruitment and retention through clear career pathways and expanded outreach.

1.2 Promotional Readiness and Succession
Develop future leaders through structured preparation, mentoring, and succession planning.

1.3 Leadership at Every Rank
Strengthen leadership capabilities through defined competencies and education.

1.4 Member Health and Wellness
Promote member health, safety, and resilience through preventive care and support.

"The number of objectives may be adjusted as necessary."



OBJECTIVE

1.1 RECRUITMENT AND CAREER PIPELINE

Fill 20% of Firefighter/Paramedic vacancies with candidates who advanced through CCFE's Cadet-to-Firefighter/Paramedic pathway.

OWNER
Fire Chief

TARGET
Dec 2028

SUCCESS MEASURES

Internal fill rate for Firefighter/Paramedic vacancies, target 20%.
Qualified entry-level applicants, target 20% above the 2026 baseline.
Sponsored paramedics retained after licensure, target 50%; one-year and three-year retention are tracked as long-term indicators.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
1.1.1	Define "qualified applicant" and establish 2026 baselines for the internal fill rate of Firefighter/Paramedic vacancies, applicants (by position and source) and sponsored-paramedic retention.	FC	DC, All BCs	01/27	04/27
1.1.2	Publish the career pathway Cadet → AO → FF/EMT → FF/PM with eligibility, milestones and advancement criteria for each step.	FC	DC, All BCs	04/27	12/28
1.1.3	Adopt a paramedic sponsorship policy and sponsor at least one member in each College of the Desert paramedic cycle.	DC	Admin BC	10/27	03/28
1.1.4	Hold candidate-preparation sessions (written exam, interview) before each entry-level recruitment.	Trng. BC	Cadet Adv	01/28	Ongoing
1.1.5	Adopt an annual recruitment and outreach plan, including Spanish-language outreach.	DC	HR	06/28	12/28

Objective completion: A final report, calculated from HR source data, showing the internal fill rate at or above 20%, with a midpoint report to confirm the other success measures are on track. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

1.2 PROMOTIONAL READINESS AND SUCCESSION

Every critical position has at least one ready-now internal successor.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES

Critical positions with at least one ready-now successor, target 100% (baseline: 2026 position list).
Acting and promotional positions with an approved task book, target 100%.
Acting assignments with documented feedback, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
1.2.1	Define "critical position", "ready now", and "ready later"; inventory all acting, promotional and critical positions, recording which have task books and ready-now candidates today.	FC	DC, Trng. BC, HR	01/27	06/27
1.2.2	Update and maintain a task book for every acting and promotional position, with qualification criteria, evaluator standards and a completion window of 24 months from eligibility.	DC	Trng. BC	07/27	06/28
1.2.3	Operate Engineer, Captain and Battalion Chief academies on a recurring schedule beginning in 2027.	Trng. BC	All BCs	10/27	03/28
1.2.4	Develop and annually update a three-year succession plan naming ready-now and ready-later candidates for each critical position.	FC	DC, Trng. BC	07/28	12/28
1.2.5	Document rotational appraisal for each acting position at the completion of each assigned rotation.	On Duty BC	Trng. BC	07/28	Ongoing
1.2.6	Establish a formal cross-rank mentoring program supporting promotional preparation.	DC	Trng. BC, All BCs	04/29	09/29

Objective completion: The 2029 succession plan update shows every critical position with at least one ready-now successor, supported by the position inventory and task book records. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

1.3 LEADERSHIP AT EVERY RANK

At least 33% of members at every rank meet the leadership competency standard for their rank on the annual leadership assessment.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES

Members meeting the competency standard for their rank, target 33% at every rank, against the 2029 initial assessment baseline.
Members holding CSFM Company Officer, Chief Officer or Executive Chief Fire Officer certification, from the 2026 count to 50%, verified against CSFM records.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
1.3.1	Adopt a structured instructor development program building on current State Fire Instructors.	FC	Trng. BC	08/27	12/28
1.3.2	Define a leadership competency framework for each rank, Firefighter through Chief Officer, aligned with NFPA 1020 (2025).	FC	DC, Admin BC, Trng. BC	04/28	12/28
1.3.3	Run an annual leadership development cycle: a reading list and quarterly command simulations (tactical decision games).	Trng. BC	All BCs	07/28	Annually
1.3.4	Establish a certification and executive-credential pathway (CSFM Company Officer, Chief Officer, Executive Chief Fire Officer; CPSE and NFA EFO for chief officers).	FC	DC, Admin BC, Trng. BC	10/28	06/29
1.3.5	Develop a rank-based leadership curriculum mapped to the competency framework.	FC	DC, Admin BC, Trng. BC	01/29	12/29
1.3.6	Conduct an annual leadership competency assessment and development plan for designated members.	Admin BC	Trng. BC	01/29	Annually

Objective completion: The 2029 leadership assessment report shows at least 33% of members at every rank meeting their rank's standard, supported by the approved framework and certification report. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

1.4 MEMBER HEALTH AND WELLNESS

Reduce the lost-time injury rate to 20% below the 2026 baseline.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Lost-time injury rate, target 20% below the 2026 baseline.
Members completing the annual NFPA 1580 medical evaluation and confidential behavioral health check-in, target 100% each year once each program begins.
Workers' compensation cost as a share of budget.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
1.4.1	Define the injury rate, set the 2026 baseline and report injury rate and workers' compensation cost annually.	FC	Risk Mgmt.	01/27	Annually
1.4.2	Adopt a return-to-work pathway for physical and behavioral injury (A-1 SOP).	FC	HR	04/27	12/27
1.4.3	Provide an annual NFPA 1580 (2025) medical evaluation with cancer screening to every member.	Wellness Coor.	Admin BC	07/27	Annually
1.4.4	Adopt cancer exposure reduction practices aligned with the Lavender Ribbon Report, and have 100% of members complete the FSRI cancer risk reduction course.	PPE/Safety Coor.	Admin BC	08/27	12/28
1.4.5	Provide an annual confidential behavioral health check-in with a clinician for every member, and train the peer support team to California standards.	Wellness Coor.	Admin BC	04/28	Annually
1.4.6	Establish a chaplain program to support member mental well-being and resilience.	BC Lawrie	Wellness Coor.	07/28	06/29
1.4.7	Develop and implement a sleep health program that addresses sleep disorders among members.	Behav. Health Coor.	Admin BC	01/29	12/29

Medical and behavioral health content stays confidential; evidence is provider attestations and counts, never individual records. Objective completion: An injury report showing the rate at least 20% below the 2026 baseline, with provider and clinician attestations showing 100% screening completion in each year after program start. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.

STRATEGIC INITIATIVE

2

OPERATIONAL READINESS.

Expand and sustain an all-hazards response capability to meet current community needs and prepare for emerging risks through specialized training, adaptable operations, reliable resources, and continuous readiness.

CITYWIDE ALIGNMENT

GOAL D Innovation

GOAL E Safety



OBJECTIVES FOR THIS GOAL

2.1 Standards of Cover and Response Performance

Strengthen emergency response performance through risk-based resource deployment, established service benchmarks, and continuous evaluation of operational effectiveness.

2.2 Truck Company

Expand emergency response capabilities by establishing a fully equipped and continuously staffed truck company to meet the community's evolving service needs.

2.3 Sworn Ambulance Staffing

Enhance emergency medical service delivery by transitioning ambulance operations to sworn firefighter personnel through a planned and sustainable staffing approach.

2.4 Special Operations Capability

Expand specialized emergency response capabilities through trained personnel, properly equipped teams, and coordinated regional operations.

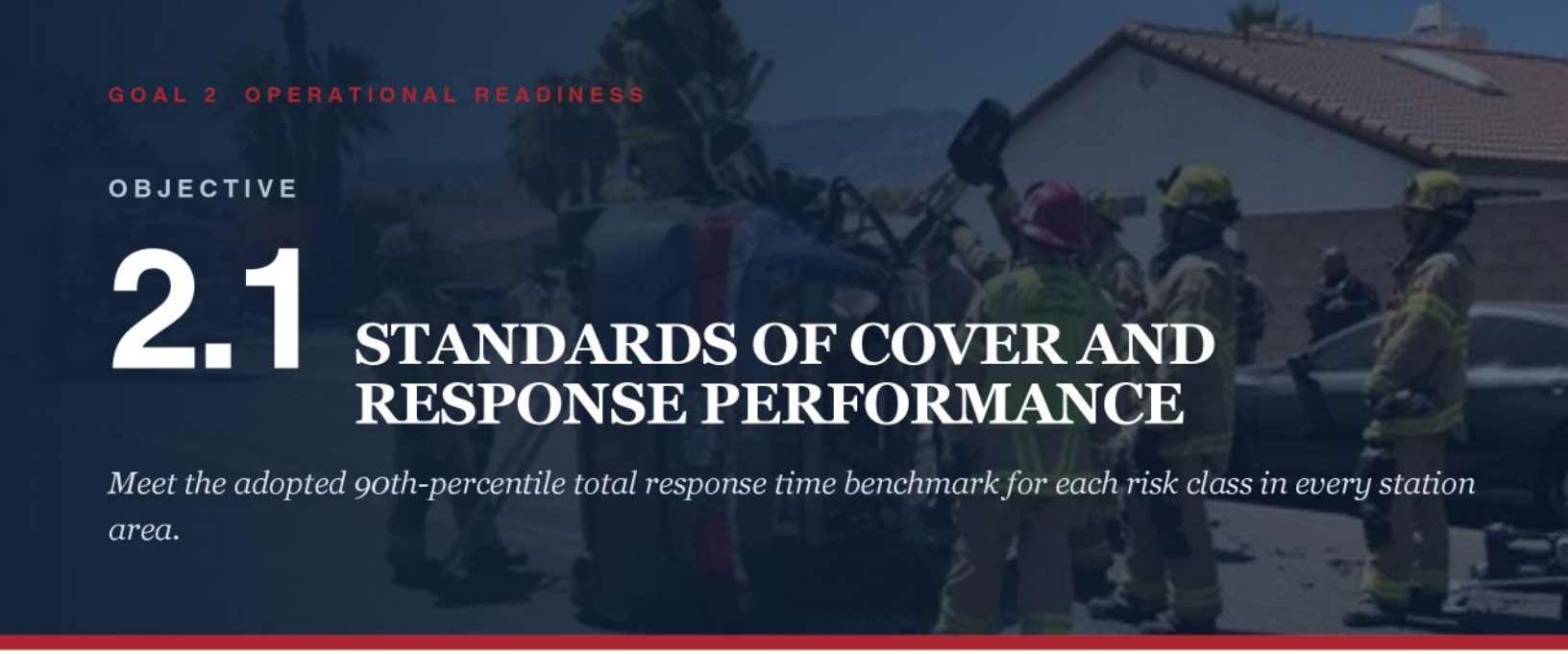
2.5 Apparatus, Fleet and Facilities

Maintain operational reliability through strategic apparatus replacement, preventive maintenance, reserve fleet readiness, and improved training facilities.

2.6 Continuity of Operations and EOC Readiness

Ensure organizational preparedness for major emergencies through continuity planning, trained emergency management personnel, and regularly evaluated response capabilities.

"The number of objectives may be adjusted as necessary."



OBJECTIVE

2.1 STANDARDS OF COVER AND RESPONSE PERFORMANCE

Meet the adopted 90th-percentile total response time benchmark for each risk class in every station area.

OWNER
Fire Chief

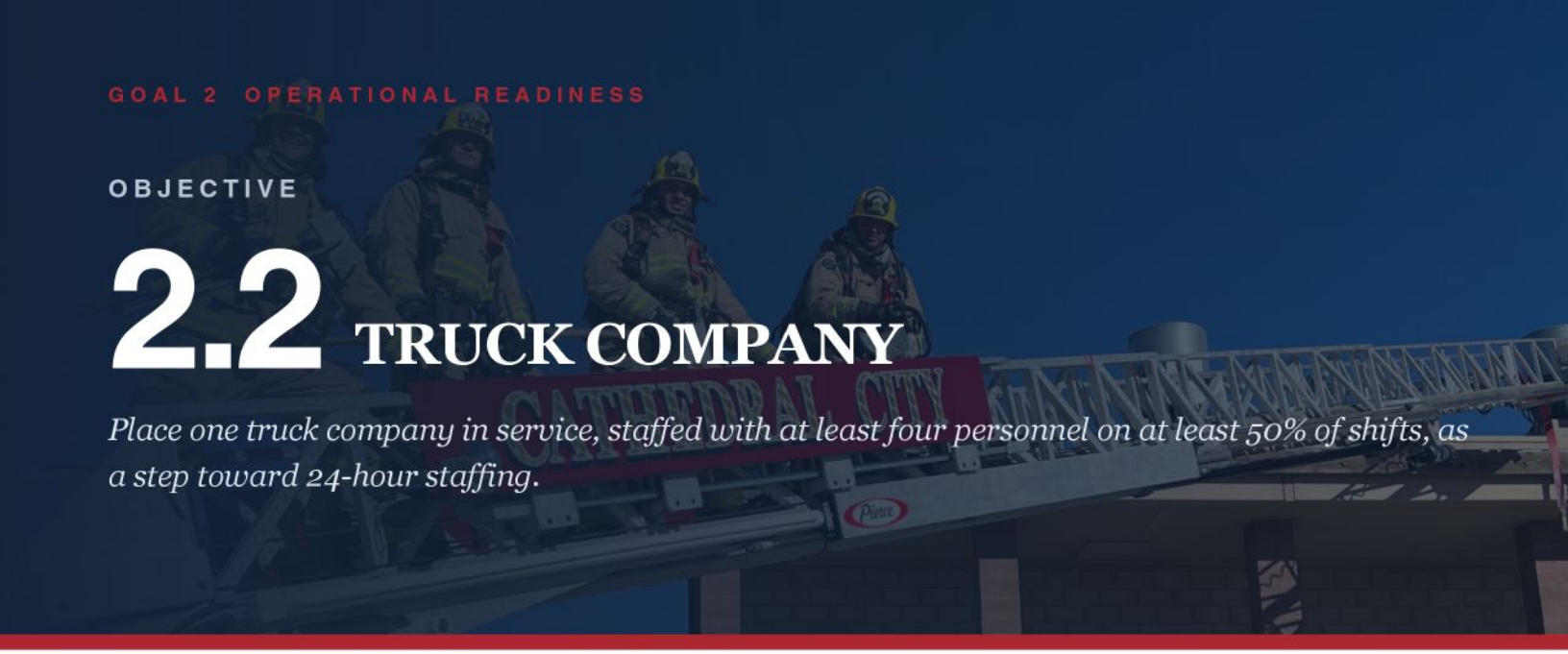
TARGET
Dec 2029

SUCCESS MEASURES
Station-area and risk-class combinations meeting the adopted 90th-percentile total response time benchmark, target 100% (baseline: 2026 CAD and NERIS data).
90th-percentile turnout time against the adopted turnout benchmark.
Ambulance unit-hour utilization within the adopted threshold in each response zone.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
2.1.1	Maintain the response performance dashboard and NERIS data quality these measures depend on (see 6.2 and 6.3).	Analyst	Accred. Mgr	06/27	Ongoing
2.1.2	Publish 90th-percentile turnout, travel and total response times by station each month.	Analyst	Accred. Mgr	07/27	Monthly
2.1.3	Set ambulance unit-hour utilization thresholds and a reliability measure for each response zone, and report against them monthly.	FC	Accred. Mgr, Analyst, Admin BC	07/27	Monthly
2.1.4	Establish 2026 baselines and adopt 90th-percentile turnout, travel and total response time benchmarks for each risk class.	FC	Accred. Mgr	08/27	12/27
2.1.5	Update the Standards of Cover using the Community Risk Assessment (Objective 3.1) and adopt risk-based response plans by call type and risk class, so resources dispatched match the need.	Accred. Mgr	Analyst	01/28	12/28
2.1.6	Complete EMD compliance and evaluate tiered EMS dispatch with REMSA and the dispatch center.	FC	Comms. Supervisor	10/28	12/29
2.1.7	Conduct an annual Standards of Cover performance review and assign corrective actions wherever a benchmark is not met.	Accred. Mgr	Analyst	01/29	Annually

The Community Risk Assessment is owned by Objective 3.1; this objective applies it to deployment. Data and dashboard work is in Initiative 6. Objective completion: The annual Standards of Cover performance review, calculated from CAD source data, shows the 90th-percentile total response time meeting the adopted benchmark for each risk class in every station area. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

2.2 TRUCK COMPANY

Place one truck company in service, staffed with at least four personnel on at least 50% of shifts, as a step toward 24-hour staffing.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Shifts on which the truck company is in service with at least four personnel, target 50%.
Funding secured through SAFER or the adopted fallback plan.
Personnel hired and trained against the relief-factor requirement, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
2.2.1	Define the truck company deployment: station, apparatus type, crew size and response role in the Standards of Cover.	FC	Accred. Mgr	07/27	12/27
2.2.2	Establish the relief factor and minimum staffing standard for the expanded deployment.	FC	DC, HR, Finance	07/27	12/27
2.2.3	Submit a SAFER application for truck company staffing and adopt a phased fallback plan if it is not awarded.	FC	DC, Admin BC	01/28	06/28
2.2.4	Acquire or assign essential tools and equipment to the approved specification.	FC	DC, Admin BC, Trng. BC	10/28	06/29
2.2.5	Hire and train personnel to the truck company operations standard.	FC	HR, Admin BC	10/28	09/29
2.2.6	Place the truck company in service and track its daily staffing.	DC	All BCs	07/29	12/29

Fiscal impact and funding source for each phase are confirmed under Objective 4.5 before the phase begins. Objective completion: An in-service order on file and a staffing report from the staffing system showing the truck company staffed with at least four personnel on at least 50% of shifts. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

2.3 SWORN AMBULANCE STAFFING

Staff all four ambulances with sworn Firefighter/EMT and Firefighter/Paramedic personnel.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Ambulances converted to sworn staffing, target 4 of 4 (baseline: 2026 ambulance staffing).
Ambulance shifts staffed by sworn personnel, target 100%.
Conversion phases started only after funding is confirmed under Objective 4.5, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
2.3.1	Model the fiscal impact of each phase and confirm its funding under Objective 4.5 before the phase begins.	FC	Admin Staff, DC, Admin BC	07/27	Ongoing
2.3.2	Establish an EMS Coordinator position (proposed) to oversee EMS quality, training and compliance.	FC	HR, Finance	08/27	12/27
2.3.3	Codify the Ambulance Operator classification into the entry pipeline position feeding Objective 1.1.	FC	EMS Coor., Admin BC, Trng. BC	12/27	12/28
2.3.4	Adopt a phased conversion plan for all four ambulances, aligned with the Post Position Assignment policy.	FC	EMS Coor., Trng. BC	12/27	07/29
2.3.5	Hire, transition and credential sworn personnel for each phase.	FC	Trng. BC, EMS Coor.	10/28	12/29
2.3.6	Track ambulance staffing by shift and report status each month.	Analyst	Accred. Mgr	10/28	Monthly

The Ambulance Operator position becomes the entry step of the career pathway in Objective 1.1, unless an alternative plan is adopted. Objective completion: All four ambulances converted, with a staffing report from the staffing system showing sworn crews on 100% of ambulance shifts, and funding approval on file for every phase. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

2.4 SPECIAL OPERATIONS CAPABILITY

Field city-run swiftwater, technical rescue and hazardous materials teams, each typed to Cal OES/FEMA standards.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Teams meeting their Cal OES/FEMA typing requirements, target 3 of 3.
Rostered members meeting annual competency hours, target 100%.
Joint exercises with Coachella Valley cooperators and/or neighboring jurisdictions, at least one per year.
Front-line units with cold-water immersion capability, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
2.4.1	Define each team's roster, minimum staffing and the Cal OES/FEMA type it will meet.	FC	DC, Admin BC	07/27	12/27
2.4.2	Conduct at least one joint exercise per year with Coachella Valley cooperators and/or neighboring jurisdictions.	Trng. BC	All BCs	07/27	Annually
2.4.3	Place cold-water immersion capability for heat emergencies on all front-line units, with LEMSA approval.	Trng. BC	All BCs, Admin BC	10/27	06/28
2.4.4	Inventory each team's equipment cache against its typing standard, close the gaps and document typing.	Trng. BC	Assigned Staff	04/28	12/28
2.4.5	Set annual competency-hour requirements by team and track every rostered member.	Trng. BC	All BCs	07/28	06/29
2.4.6	Review automatic and mutual aid agreements every three years.	FC	Admin Staff	01/29	12/29

This objective covers team rosters, equipment, typing and exercises. Objective completion: Typing documentation on file for all three teams, with the annual competency-hour report showing 100% of rostered members meeting their requirement. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

2.5 APPARATUS, FLEET AND FACILITIES

Keep front-line apparatus out of service no more than 30% of scheduled hours, with at least one functional reserve unit for each front-line apparatus type.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Front-line out-of-service rate, target 30% or less (baseline: 2026 fleet maintenance records).
Reserve units available by apparatus type, target 100% of the time.
Apparatus replaced on the adopted schedule, target 100%.
Satellite drill ground at Station 1 complete and in use.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
2.5.1	Define out-of-service time and track it for every front-line unit.	Admin BC	Analyst	01/27	06/27
2.5.2	Adopt and follow a preventive maintenance schedule for every apparatus.	Fleet Mgr	FC	04/27	12/27
2.5.3	Complete the satellite drill ground at Station 1.	FC	DC, Finance, Admin Staff	07/27	06/29
2.5.4	Adopt an apparatus replacement plan with a replacement cycle for each apparatus type, including a 15-year front-line cycle and a 7-year ambulance chassis cycle.	FC	Fleet Mgr	08/27	12/27
2.5.5	Create a public safety automotive technician position to service and maintain Fire and Police vehicles.	FC	Fleet Mgr, PD	01/28	06/28
2.5.6	Establish a functional reserve fleet, reserve medic units first.	Fleet Mgr	FC	01/28	12/29

Replacement funding is set aside under Objective 4.3. Objective completion: An annual fleet report, calculated from maintenance records, showing the front-line out-of-service rate at or below 30% and a functional reserve unit for each front-line apparatus type. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

2.6 CONTINUITY OF OPERATIONS AND EOC READINESS

Validate continuity of operations and EOC readiness through an annual exercise beginning in 2027, closing 100% of corrective actions before the next exercise.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Corrective actions from the annual validation closed before the next exercise, target 100%.
Annual continuity and EOC exercise completed.
EOC positions with a trained primary and alternate, target 100%.
Continuity of Operations Plan (COOP) adopted and published, target 06/27.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
2.6.1	Define and publish the department continuity of operations plan, including essential functions, succession of authority and alternate facilities.	A-Shift BC	Admin Staff	01/27	06/27
2.6.2	Conduct an annual continuity and EOC validation exercise with the City.	FC	Emer. Mgr	10/27	Annually
2.6.3	Identify the EOC positions CCFE staffs and train a primary and alternate for each to SEMS/NIMS requirements.	Emer. Mgr	DC, Admin BC, Admin Staff	01/28	12/28
2.6.4	Track exercise corrective actions to closure.	Analyst	Trng. BC	01/29	Ongoing

This objective responds to the community concern “Are we ready for a major disaster?”; resident preparedness is in Objective 3.4. Objective completion: An after-action report for each annual exercise, with the corrective action log showing 100% of items closed before the following exercise. Live progress is tracked in CCFE’s ‘Strategic Plan in Action’ Dashboard.

STRATEGIC INITIATIVE

3

RISK REDUCTION.

Strengthen community risk reduction through coordinated prevention, education, preparedness, and engagement that empowers the community, supports recognized standards, and reduces preventable demand on resources.

CITYWIDE ALIGNMENT

- GOAL E Safety
- GOAL F Embracing, Inclusive Community
- GOAL D Innovation



OBJECTIVES FOR THIS GOAL

3.1 Community Risk Assessment and CRR Plan

Identify and prioritize community risks through data-driven assessment and collaborative planning to establish targeted, measurable risk reduction strategies.

3.2 Injury Reduction in High-Risk Populations

Reduce preventable injuries and deaths among vulnerable populations through targeted education, community outreach, and proactive prevention programs.

3.3 Preventable Demand on Emergency Resources

Reduce avoidable emergency responses through public education, coordinated community services, and proactive intervention to preserve critical response resources.

3.4 Community Preparedness and Engagement

Strengthen community resilience through emergency preparedness education, accessible training opportunities, and meaningful engagement with residents.

3.5 Fire Prevention and Inspection

Enhance community safety through risk-based inspections, consistent code enforcement, and proactive fire prevention and hazard mitigation efforts.

"The number of objectives may be adjusted as necessary."



OBJECTIVE

3.1 COMMUNITY RISK ASSESSMENT AND CRR PLAN

Adopt a three-year Community Risk Reduction plan, consistent with NFPA 1300, that sets a measurable outcome target for every priority risk identified in the Community Risk Assessment.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Priority risks with an assigned program and a measurable outcome target, target 100%.
Community Risk Assessment completed using CCFE incident data.
Annual CRR evaluation completed and reported to Council, beginning in 2029.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
3.1.1	Define the Community Risk Assessment scope and data sources (CAD, NERIS, patient care, inspection, census and GIS data) and set 2026 baselines.	Accred. Mgr	Analyst, FM	06/27	12/27
3.1.2	Update the Community Risk Assessment, identifying the highest-risk populations, places and hazards with CCFE data and community stakeholder input.	Accred. Mgr	Analyst, FM	08/27	06/28
3.1.3	Develop and adopt a three-year CRR plan with a program, owner, baseline and outcome target for each priority risk.	FC	FM, Accred. Mgr	07/28	12/28
3.1.4	Evaluate the CRR plan each year and report results to Council.	FM	Accred. Mgr, Analyst	07/29	Annually

The Community Risk Assessment is shared with Objective 2.1, which uses it for the Standards of Cover. Objectives 3.2 through 3.5 carry out the programs the CRR plan adopts. Objective completion: An adopted CRR plan with an outcome target for 100% of priority risks, supported by the completed Community Risk Assessment and the first annual evaluation report presented to Council in 2029. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

3.2 INJURY REDUCTION IN HIGH-RISK POPULATIONS

Reduce injuries and deaths from falls, drowning, heat illness and residential fire among CRA-identified high-risk populations by 10% from the 2026 baseline.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Injury and death incidents for each targeted risk and population, target 10% below the 2026 baseline (NERIS and patient care report data).
Residents reached by each prevention program, target 250 per year from program launch.
High-risk homes with working smoke and CO alarms installed, target 50 per year from 2028.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
3.2.1	Define each targeted population and incident type, and establish 2026 baselines from NERIS and ImageTrend patient care report data.	Analyst	EMS Coor., FM	06/27	12/27
3.2.2	Implement an older-adult fall prevention program, including home safety checks and referrals to services.	EMS Coor.	Prev. Staff, All BCs	01/28	12/28
3.2.3	Install smoke and CO alarms in identified high-risk homes.	FM	Prev. Staff, All BCs	01/28	Ongoing
3.2.4	Implement a child drowning prevention program, including pool safety education and outreach to households with pools.	FM	Prev. Staff, Admin Staff	03/28	09/28
3.2.5	Implement a heat illness prevention program, including outreach in English and Spanish.	Emer. Mgr	Prev. Staff, Admin Staff	03/28	09/28
3.2.6	Report injury and death incidents for each targeted population annually and adjust programs that are not reducing them.	Analyst	FM, EMS Coor.	04/29	Annually

The targeted risks follow the Community Risk Assessment in Objective 3.1 and may be updated if it identifies different priorities. Lift assists and public assists are measured under Objective 3.3. Objective completion: An annual outcome report, calculated from NERIS and patient care report data, showing injuries and deaths in each targeted population at least 10% below the 2026 baseline. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

3.3 PREVENTABLE DEMAND ON EMERGENCY RESOURCES

Reduce combined responses to frequent callers, lift and public assists, and preventable alarms by 10% from the 2026 baseline.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Combined responses in the three categories, target 10% below the 2026 baseline (CAD and NERIS data).
Responses for each category compared to its baseline.
Patients routed to nurse navigation or an alternative destination, once available.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
3.3.1	Define frequent caller, lift assist, public assist and preventable alarm, and establish 2026 baselines for each.	Analyst	EMS Coor., FM	06/27	12/27
3.3.2	Operate a frequent-caller program that identifies the top 25 callers and connects each to appropriate services.	EMS Coor.	All BCs, Analyst	01/28	12/28
3.3.3	Reduce lift and public assists with the care facilities and other locations that generate the most, through training, lift equipment and written expectations.	EMS Coor.	All BCs	04/28	12/28
3.3.4	Pursue nurse navigation or alternative destination options with REMSA and the dispatch center.	FC	EMS Coor., Admin BC	01/29	12/29
3.3.5	Conduct public education on appropriate use of 911, in English and Spanish.	Admin Staff	EMS Coor., Prev. Staff	01/29	Ongoing
3.3.6	Reduce preventable alarm responses by identifying repeat properties and conducting outreach through owner notification and follow-up.	FM	Prev. Staff	04/29	12/29

This objective responds to the community request to "educate the public on what is and is not a 911 call." Objective completion: An annual report, calculated from CAD and NERIS data, showing combined responses to frequent callers, lift and public assists, and preventable alarms at least 10% below the 2026 baseline. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

3.4 COMMUNITY PREPAREDNESS AND ENGAGEMENT

Raise the percentage of residents who report being "very prepared" for an emergency from about 25% (13 of 53 respondents in 2026) to 50%.

OWNER
Fire Chief

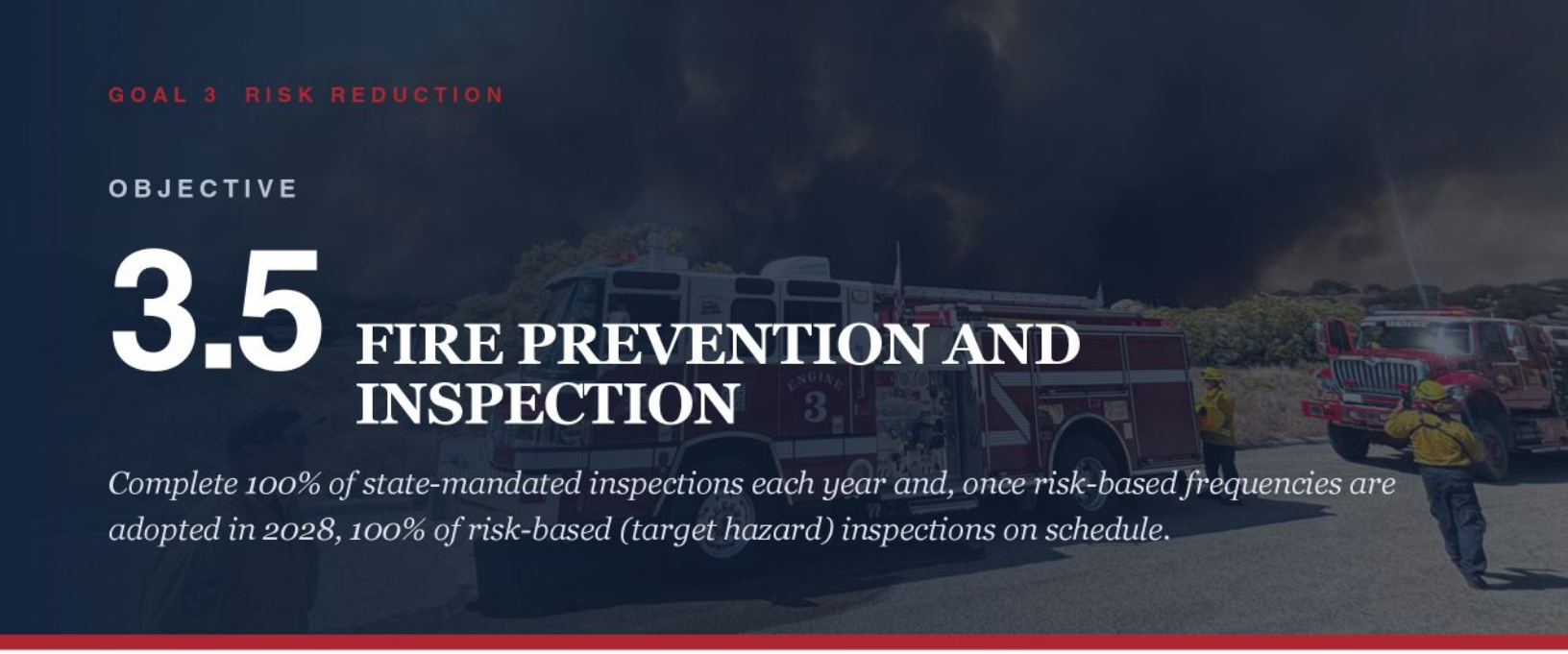
TARGET
Dec 2029

SUCCESS MEASURES
Residents reporting "very prepared" on the annual community survey, target 50%.
Residents trained in CPR, Stop the Bleed or CERT, target 300 per year from 2028, with 10% in Spanish.
Survey responses received, at least 100 per year.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
3.4.1	Distribute the preparedness questionnaire each year using the 2026 wording, in English and Spanish, with a minimum of 100 responses.	Analyst	Admin Staff	07/27	Annually
3.4.2	Establish an Emergency Manager position (proposed) to lead disaster preparedness and community readiness.	FC	HR, Finance	08/27	12/27
3.4.3	Set annual targets and deliver CPR, Stop the Bleed and CERT training in English and Spanish.	Emer. Mgr	Trng. BC, EMS Coor.	01/28	Annually
3.4.4	Hold community engagement events, including an annual open house and events at each fire station.	Admin Staff	All BCs, Prev. Staff	01/28	Annually
3.4.5	Run a household preparedness campaign covering the hazards residents named (extreme heat, flooding, earthquake, wildfire and power failure) through multiple channels and languages.	Emer. Mgr	Admin Staff, Prev. Staff	04/28	Annually
3.4.6	Engage the Agua Caliente Band of Cahuilla Indians and tribal residents.	FC	Emer. Mgr, Admin Staff	01/29	12/29

The 2026 baseline comes from a small sample; a larger annual sample will make the result more reliable. Objective completion: An annual community survey report, with at least 100 responses, showing at least 50% of residents reporting "very prepared," supported by training records meeting each year's targets from 2028 onward. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

3.5 FIRE PREVENTION AND INSPECTION

Complete 100% of state-mandated inspections each year and, once risk-based frequencies are adopted in 2028, 100% of risk-based (target hazard) inspections on schedule.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Inspections completed on schedule: state-mandated, target 100%; risk-based, target 100% (baseline: 2026 inspection records).
Violations corrected within 30 days, target 100%.
Engine company personnel meeting the company inspection competency standard, target 90%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
3.5.1	Conduct a seasonal fireworks safety education and enforcement campaign.	FM	Prev. Staff	05/27	Ongoing
3.5.2	Adopt a company inspection competency standard and train engine company personnel to it.	FM	Prev. Staff	07/27	12/27
3.5.3	Track inspections and violation corrections in a records system and report quarterly.	FM	Prev. Staff	07/27	Quarterly
3.5.4	Build a complete inventory of inspectable occupancies and identify those requiring state-mandated annual inspection (Health and Safety Code §13146.2 and §13146.3).	FM	Prev. Staff	08/27	12/27
3.5.5	Adopt a fire prevention competency standard and train fire prevention personnel to it.	FM	Prev. Staff	10/27	06/28
3.5.6	Adopt risk-based inspection frequencies for all other occupancies using the CRASOC.	FM	Accred. Mgr	07/28	12/28
3.5.7	Conduct vegetation management and hazard abatement with City code enforcement in CRA-identified areas.	FM	Code Compliance	07/28	Quarterly
3.5.8	Implement a fire prevention self-inspection program for eligible low-risk occupancies.	FM	Prev. Staff	01/29	12/29

This objective also responds to community concerns about vegetation management and fireworks. Objective completion: The annual inspection compliance report, calculated from the records system, showing 100% of state-mandated and 100% of risk-based inspections completed on schedule. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.

STRATEGIC INITIATIVE

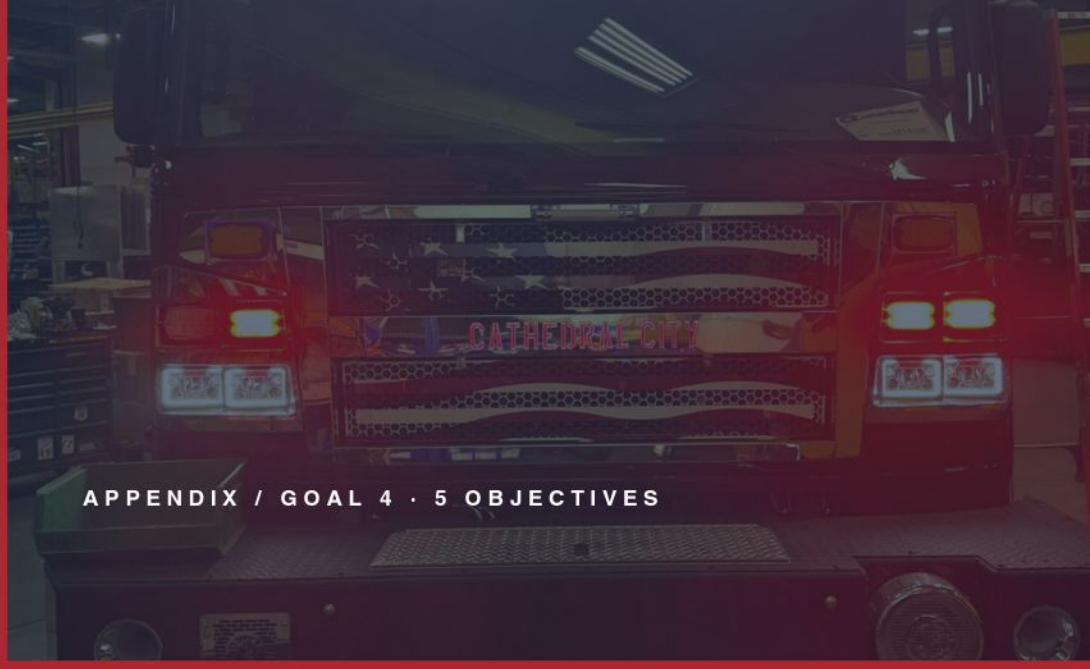
4

FINANCIAL SUSTAINABILITY.

Ensure the long-term financial sustainability of Fire & EMS programs through responsible planning, available revenue sources, and consideration of citywide fiscal impacts, while pursuing cost-neutral solutions whenever possible.

CITYWIDE ALIGNMENT

GOAL C Fiscal Stability and Sustainability



OBJECTIVES FOR THIS GOAL

4.1 EMS Transport Cost Recovery

Strengthen financial efficiency through effective ambulance billing practices, appropriate transport rates, and improved collection of ambulance transport charges.

4.2 EMS Supplemental Revenue

Preserve critical emergency medical service funding through effective management of supplemental revenue programs and proactive financial contingency planning.

4.3 Capital Replacement Funding

Ensure long-term capital readiness through dedicated replacement funding, responsible asset management, and sustainable investment in apparatus, equipment, and facilities.

4.4 Grant Program

Expand external funding opportunities through strategic grant development, competitive applications, and effective management of awarded resources.

4.5 Long-Range Financial Planning

Support sustainable service delivery through long-term financial forecasting, responsible funding decisions, and transparent stewardship of public resources.

"The number of objectives may be adjusted as necessary."



OBJECTIVE

4.1 EMS TRANSPORT COST RECOVERY

Raise the net collection rate on ambulance transports to 90%, at transport rates aligned with Coachella Valley benchmarks.

OWNER
Fire Chief

TARGET
Dec 2028

SUCCESS MEASURES
Net collection rate (payments received divided by net charges, after contractual allowances), target 90% (baseline: 2026 billing data).
Days in accounts receivable, target 45 or fewer.
Claim denial rate, target 10% or less.
Cost recovery process steps with a written procedure and at least two trained staff, target 100%.
CCFE transport rates compared to the valley benchmark, within 10%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
4.1.1	Develop and implement a standardized ambulance cost recovery process that does not depend on any one employee, with all procedures, forms, system access and reference materials available to all assigned staff.	Admin Asst.	Admin Staff	01/27	06/27
4.1.2	Benchmark CCFE transport rates against Palm Springs, Riverside County's contracted ambulance provider and other Coachella Valley agencies, using published REMSA rates.	Admin Asst.	Admin Staff	01/27	Ongoing
4.1.3	Review billing performance with the billing provider each month and correct, as applicable, the leading causes of unpaid accounts.	EMS Coor.	Admin Staff	01/27	Monthly
4.1.4	Operate a weekly billing dashboard reporting net collection rate, days in accounts receivable and denial rate.	Analyst	Admin Staff	04/27	09/27
4.1.5	Calculate the full cost per transport, direct and indirect, using a documented method, and establish 2026 baselines.	Analyst	Admin Staff	08/27	12/27
4.1.6	Adopt a transport rate schedule.	FC	Finance	10/27	03/28
4.1.7	Report the net collection rate and billing provider performance each year and submit recommendations when it is below target.	EMS Coor.	Admin Staff	07/28	Annually

GEMT and other supplemental revenue are measured under Objective 4.2. Objective completion: The annual billing performance report, reconciled to the City finance ledger, showing a net collection rate of at least 90%. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

4.2 EMS SUPPLEMENTAL REVENUE

Maintain EMS supplemental revenue at or above the 2026 baseline, with an adopted contingency plan covering at least 50% of revenue at risk from federal rule changes.

OWNER
Fire Chief

TARGET
Dec 2028

SUCCESS MEASURES
Annual net PP-GEMT IGT revenue compared to the 2026 baseline.
Revenue at risk under the proposed CMS cap, modeled and updated each year.
Percentage of revenue at risk covered by the contingency plan, target 50%.
Revenue-stabilization reserve balance compared to its target, if adopted.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
4.2.1	Maintain PP-GEMT IGT participation, meeting every DHCS filing and reporting deadline.	Admin Asst.	EMS Coor.	01/27	Ongoing
4.2.2	Model revenue exposure to the proposed CMS cap and update the model whenever the rule's status changes.	Admin Asst.	EMS Coor., Analyst	01/27	Ongoing
4.2.3	Evaluate a revenue-stabilization reserve and present a recommendation.	FC	Finance	01/28	06/28
4.2.4	Adopt a contingency plan for supplemental revenue at risk.	FC	Admin Staff	04/28	09/28

In 2026 CMS proposed capping GEMT supplemental payments at Medicare Ambulance Fee Schedule rates for rating periods beginning January 1, 2029, if finalized. Its status should be confirmed each year. Objective completion: The annual supplemental revenue report showing net revenue at or above the 2026 baseline, with an adopted contingency plan covering at least 50% of the modeled revenue at risk. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

4.3 CAPITAL REPLACEMENT FUNDING

Beginning with the FY 2028-29 budget, fund the capital replacement reserve each year at 50% of annual depreciation for apparatus, equipment and facilities.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Annual contribution as a percentage of calculated depreciation, target 50% (baseline: 2026 asset inventory and fund balance). Scheduled replacements fully funded when due, target 100%. Major purchases with a total cost of ownership analysis, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
4.3.1	Build a capital asset inventory with depreciation schedules for apparatus, equipment and facilities, matched to the replacement plan in Objective 2.5.	FC	Fleet Mgr, Admin Staff, Admin BC	04/27	12/27
4.3.2	Establish a dedicated replacement fund or mechanism and adopt a depreciation-based contribution policy tied to Measure W.	FC	Admin Staff	01/28	06/28
4.3.3	Require a total cost of ownership analysis for every major purchase above $25,000.	FC	Admin Staff	04/28	Ongoing
4.3.4	Make the annual contribution through the budget process.	FC	Finance	07/28	Annually
4.3.5	Include staff vehicles in the replacement plan.	Fleet Mgr	Admin Staff	07/28	Ongoing
4.3.6	Report the fund balance against projected replacement needs each year.	FC	Admin Staff	07/29	Annually

This objective funds the apparatus replacement plan in Objective 2.5. Objective completion: The annual fund status report (first issued in 2029), reconciled to the City finance ledger, showing contributions at 50% of calculated depreciation and every scheduled replacement funded when due. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

4.4 GRANT PROGRAM

Secure at least $100,000 in grant awards each year.

OWNER
Fire Chief

TARGET
Dec 2028

SUCCESS MEASURES
Grant dollars awarded each year, target $100,000 (baseline: 2026 grant applications and awards).
Applications submitted each year, target 5.
Award rate, target 50%.
Grant reports filed on time, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
4.4.1	Set annual application and award targets by program (SAFER, AFG, FEMA hazard mitigation, Cal OES, OTS and others).	FC	Admin BC, Finance, Grant Coor.	01/27	Annually
4.4.2	Confirm the City's participation in the current MJLHMP so FEMA hazard mitigation grants remain available.	FC	Emer. Mgr	04/27	Ongoing
4.4.3	Maintain a grant calendar and pipeline matched to Strategic Plan priorities.	FC	Admin BC, Finance, Grant Coor.	07/27	Annually
4.4.4	Manage every awarded grant to compliance, including reporting, procurement and closeout.	Admin BC	Finance, Grant Coor.	07/27	Ongoing
4.4.5	Report grant applications, awards and compliance each year.	Admin BC	Finance, Grant Coor.	07/28	Annually

This objective responds to community input encouraging CCFE to pursue more grants and outside funding. FEMA hazard mitigation grants require a FEMA-approved hazard mitigation plan, provided through the Multi-Jurisdictional Local Hazard Mitigation Plan (MJLHMP). Objective completion: The annual grant report, reconciled to grant agreements and the finance ledger, showing at least $100,000 awarded each year with every required report filed on time. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

4.5 LONG-RANGE FINANCIAL PLANNING

Confirm an approved funding source before every phase of a service expansion begins.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Expansion phases with an approved funding source before the phase start date, target 100%.
Five-year financial forecast presented each year.
Cost-neutral options evaluated for each phase, target 100%.
Plain-language fiscal report published each year beginning in 2028.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
4.5.1	Prepare a five-year Fire/EMS financial forecast and present it to Council each year.	FC	Admin Staff, Analyst, Admin Asst.	08/27	Annually
4.5.2	Identify the fiscal impact and funding source before each phase of Objectives 2.2 and 2.3, evaluating cost-neutral options first.	FC	Admin Staff, Analyst, Admin Asst.	01/28	Ongoing
4.5.3	Publish a plain-language annual fiscal report to the community in English and Spanish.	Admin Staff	Admin Asst.	10/28	Annually

This objective applies to the truck company (Objective 2.2), sworn ambulance staffing (Objective 2.3) and any other service expansion. It responds to the community expectation of strong service with responsible spending and transparency. Objective completion: A funding approval on file for every expansion phase, dated before the phase began, supported by a five-year forecast presented each year of the plan. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.

STRATEGIC INITIATIVE

5

ORGANIZATIONAL CULTURE.

Strengthen a positive organizational culture through collaborative leadership, employee involvement, recognition, and shared responsibility for the safety, well-being, and success of the workforce.

CITYWIDE ALIGNMENT

- GOAL A Serve with pride
- GOAL D Innovation
- GOAL F Embracing, Inclusive Community



OBJECTIVES FOR THIS GOAL

5.1 Two-Way Internal Communication

Strengthen organizational communication through transparent information sharing, meaningful employee feedback, and consistent engagement across all levels of the department.

5.2 Labor-Management Partnership

Foster a collaborative labor-management relationship through open dialogue, shared priorities, and cooperative problem-solving that advances organizational goals.

5.3 Recognition of Excellence

Cultivate a culture of appreciation by recognizing employee achievements, professional excellence, and meaningful contributions to the department and community.

5.4 Member Ideas into Improvements

Encourage employee-driven innovation by creating meaningful opportunities for members to contribute ideas, influence decisions, and improve departmental operations.

5.5 Learning and Accountability

Promote continuous organizational improvement through shared learning, fair accountability, open reporting, and a commitment to corrective action.

"The number of objectives may be adjusted as necessary."



OBJECTIVE

5.1 TWO-WAY INTERNAL COMMUNICATION

Raise the percentage of members who agree that department communication is clear and two-way from the 2026 engagement survey baseline to 50%.

OWNER
Fire Chief

TARGET
Dec 2028

SUCCESS MEASURES
Members agreeing with the engagement survey communication items, target 50% (baseline: 2026 engagement survey).
Engagement survey response rate, target 90%.
Survey results and action plan shared with all members within 60 days of the survey closing, target 100%.
Member questions submitted through department feedback channels answered within 30 days, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
5.1.1	Adopt an internal communications plan defining all methods, frequency, owners and how member feedback is answered.	FC	Union Board	04/27	09/27
5.1.2	Re-administer the 2026 survey each year, with a 90% response target.	Admin BC	Analyst	07/27	Annually
5.1.3	Share survey results and an action plan with all members within 60 days of the survey closing.	FC	DC, Admin Staff	10/27	Annually
5.1.4	Track member questions and feedback submitted through department channels and answer each within 30 days.	Admin Staff	FC	10/27	Ongoing
5.1.5	Review the internal communications plan each year using survey results.	FC	Admin Staff	07/28	Annually

Based on the SOAR finding on internal communication and consistency. The annual survey re-administers the 2026 instrument, so results compare year to year. Objective completion: The annual survey report, with at least a 90% response rate, showing at least 50% of members agreeing that department communication is clear and two-way. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

5.2 LABOR-MANAGEMENT PARTNERSHIP

Complete at least one jointly selected labor-management goal each year, beginning in 2028.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Joint goals completed each year beginning in 2028, target one or more.
Bi-monthly meetings held on the adopted schedule, target 100%.
Members agreeing that labor and management work together effectively, from the 2026 survey baseline to 50%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
5.2.1	Adopt a labor-management committee with the Cathedral City Firefighters Association, covering membership, meeting schedule and decision process.	FC	Union Board	01/27	04/27
5.2.2	Hold an annual all-hands meeting.	FC	Admin Staff	01/27	Annually
5.2.3	Hold committee meetings on the adopted schedule, at least bi-monthly.	FC	Union Board	04/27	Ongoing
5.2.4	Select at least one shared goal each year, with a measure, owners and due date.	FC	Union Board	10/27	Annually
5.2.5	Report joint goal progress to members each year.	FC	Union Board	01/29	Annually

The partnership is with the Cathedral City Firefighters Association. Objective completion: Committee minutes showing at least one jointly selected goal completed each year, supported by meeting records for every scheduled meeting. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

5.3 RECOGNITION OF EXCELLENCE

Increase the percentage of members who agree that good work is recognized from the 2026 engagement survey baseline to 50%.

OWNER
Fire Chief

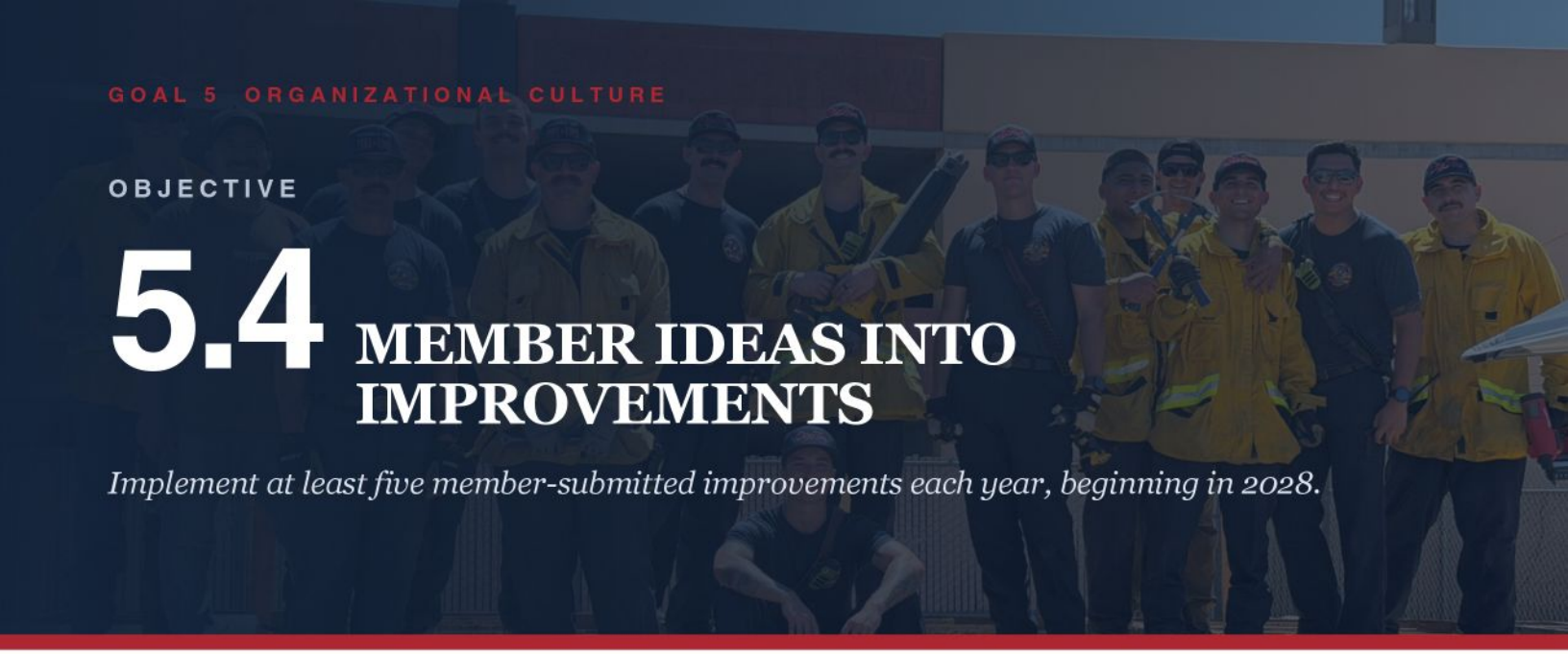
TARGET
Dec 2028

SUCCESS MEASURES
Members agreeing with the survey recognition item, target 50% (baseline: 2026 engagement survey).
Annual awards ceremony held each year beginning in 2028.
Recognitions issued through department avenues, including peer nominations, target 5 per year.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
5.3.1	Recognize milestones, certifications and community service through department channels.	Admin Staff	HR	04/27	Ongoing
5.3.2	Hold an annual awards ceremony.	FC	Admin Staff	08/27	Annually
5.3.3	Track every recognition issued and report totals each year.	DC	Admin Staff	12/27	Annually
5.3.4	Adopt a department awards program with award categories, nomination and selection criteria, including peer nominations; or update existing framework to include updated items.	FC	Admin Staff	04/28	09/28

Objective completion: The annual engagement survey report showing at least 50% of members agreeing that good work is recognized, supported by the 2028 ceremony and recognition records. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

5.4 MEMBER IDEAS INTO IMPROVEMENTS

Implement at least five member-submitted improvements each year, beginning in 2028.

OWNER
Fire Chief

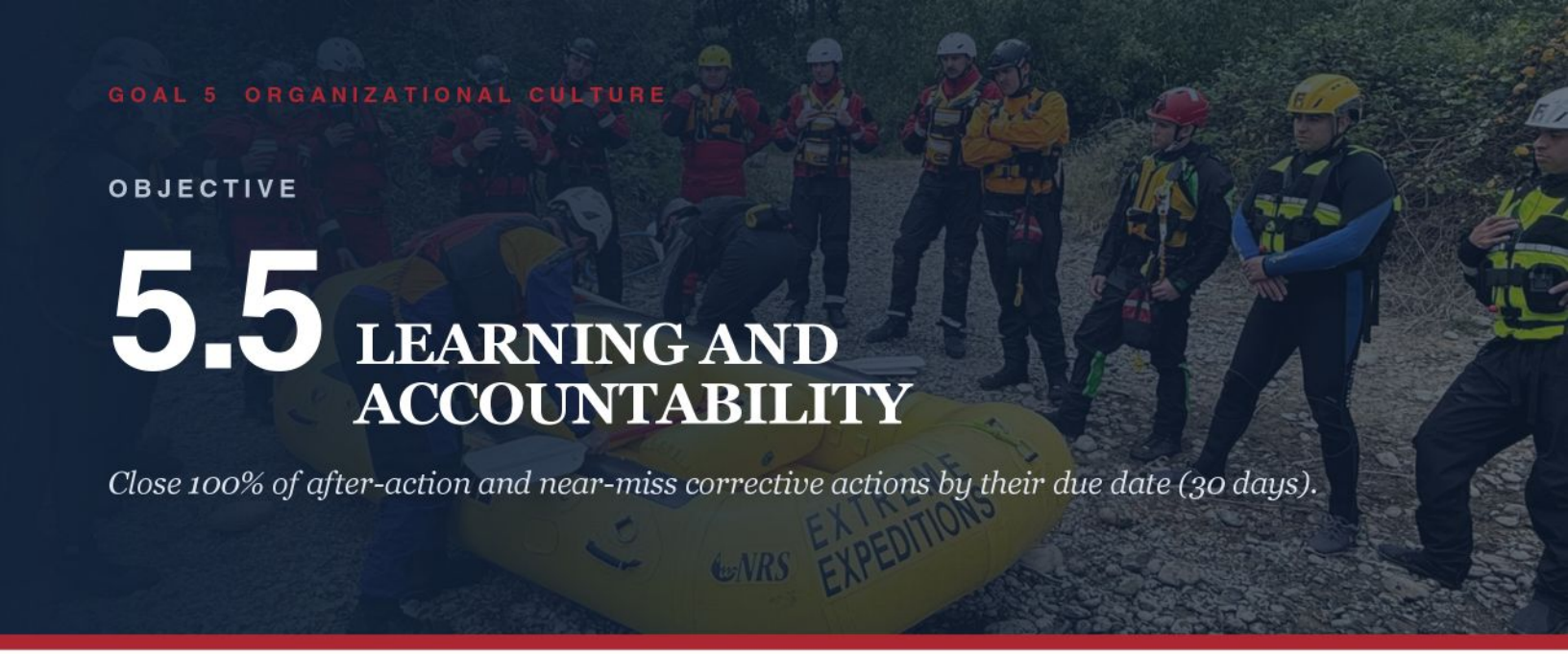
TARGET
Dec 2028

SUCCESS MEASURES
Member ideas implemented each year from 2028, target five.
Submissions receiving a written response within 30 days, target 100%.
Major equipment and technology selections that included crew members, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
5.4.1	Include crew members in the evaluation and selection of major equipment and technology.	DC	All BCs	04/27	Ongoing
5.4.2	Launch an employee idea program with a defined submission process, review panel and committed response time.	FC	Admin Staff	10/27	03/28
5.4.3	Respond in writing to every submission within 30 days and report decisions to members.	FC	Admin Staff	01/28	Ongoing
5.4.4	Conduct a post-implementation review after each significant operational change.	FC	Union Board	07/28	Ongoing

Objective completion: The annual idea program report showing at least five member ideas implemented and 100% of submissions answered in writing within 30 days. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

5.5 LEARNING AND ACCOUNTABILITY

Close 100% of after-action and near-miss corrective actions by their due date (30 days).

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Corrective actions closed by their due date, target 100%.
After-action reviews completed for 100% of defined incident and training types.
Near-miss reports reviewed and answered within 30 days, beginning in 2028, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
5.5.1	Define which incidents and training events require a formal after-action review and adopt a standard format.	DC	Admin BC, All BCs, Trng. BC	01/27	08/27
5.5.2	Track after-action corrective actions to closure and share lessons learned with all members.	DC	Admin BC, All BCs, Trng. BC	07/27	Ongoing
5.5.3	Define accountability with members and adopt just-culture principles in policy.	DC	Admin BC, All BCs, Trng. BC	10/27	06/28
5.5.4	Implement a confidential near-miss reporting process.	Admin BC	DC, All BCs, Trng. BC	01/28	12/28
5.5.5	Translate the IDEAL values into observable behaviors for each rank.	DC	All Staff	04/29	12/29

Increased near-miss reporting is treated as a sign of trust, not of rising risk. The IDEAL behaviors by rank connect to the leadership competency framework in Objective 1.3. Objective completion: The corrective action log showing 100% of after-action and near-miss corrective actions closed by their due date, supported by completed reviews for every qualifying incident and training event. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.

FOUNDATIONAL INITIATIVE

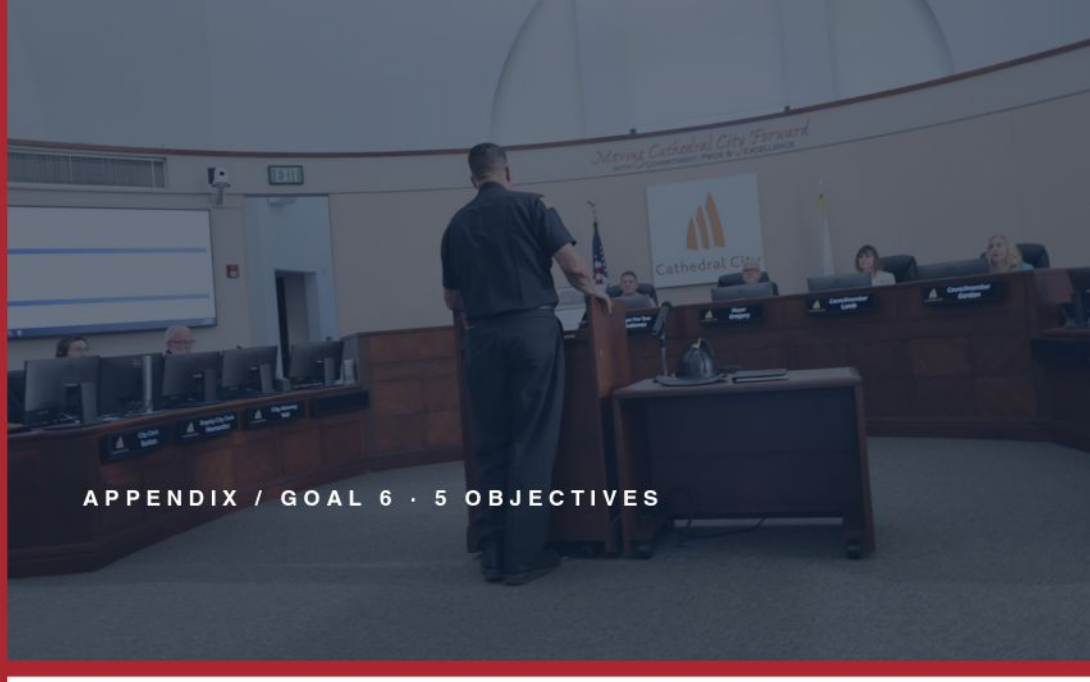
6

TECHNOLOGY, DATA AND INNOVATION.

Improve service delivery and decision-making through reliable technology, integrated data, cybersecurity, and disciplined evaluation of emerging tools. It is the foundation that makes the other five measurable.

CITYWIDE ALIGNMENT

- GOAL D Innovation
- GOAL C Fiscal Stability and Sustainability
- GOAL E Safety



OBJECTIVES FOR THIS GOAL

6.1 Technology and Data Roadmap
Adopt and begin a three-year roadmap for operational systems, data quality, cybersecurity and lifecycle costs.

6.2 Data Governance and Quality
Make sure the data behind every measure in this plan is defined, owned, accurate and secure.

6.3 NERIS Reporting Standards
Complete the NERIS transition and hold every incident report to one documented standard.

6.4 Public Transparency and Reporting
Publish department performance through public dashboards and a Strategic Excellence Report to Council.

6.5 Accountability and Accreditation
Review every objective with its owner each quarter and stay in compliance with CFAI standards.

"The number of objectives may be adjusted as necessary."

GOAL 6 TECHNOLOGY, DATA AND INNOVATION

OBJECTIVE

6.1 TECHNOLOGY AND DATA ROADMAP

Adopt and begin implementing a three-year technology and data roadmap that prioritizes operational systems, data quality, cybersecurity, interoperability and lifecycle costs.

OWNER
Fire Chief

TARGET
Dec 2028

SUCCESS MEASURES
Roadmap approved with prioritized projects, accountable owners, funding assumptions and implementation milestones, target 100%.
Priority operational systems assessed for reliability, interoperability, cybersecurity and replacement needs, target 100%.
Major technology purchases supported by a documented business case, cybersecurity review and total cost of ownership analysis, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
6.1.1	Inventory department systems (CAD, ePCR, RMS, TeleStaff, Tablet Command, inspections, billing) with owner, contract, cost, integrations and lifecycle.	DC	City IT, Analyst, Finance	01/27	06/27
6.1.2	Assess priority systems for reliability, interoperability, cybersecurity and replacement needs.	City IT	Analyst	04/27	12/27
6.1.3	Adopt the three-year roadmap covering NERIS data quality, performance dashboards and mobile access.	DC	Analyst, City IT	07/27	03/28
6.1.4	Require a business case, cybersecurity review and total cost of ownership analysis for major technology purchases (see 4.3.3).	FC	City IT, Finance	01/28	Ongoing
6.1.5	Report roadmap progress, completed milestones and funded project status each year.	Analyst	Accred. Mgr	01/28	Annually

This objective coordinates with the dashboard work in Objective 2.1. Cybersecurity and infrastructure remain with City IT. Objective completion: An approved roadmap and annual progress report documenting completed milestones, data quality results and the status of funded projects. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.

OBJECTIVE

6.2 DATA GOVERNANCE AND QUALITY

Govern the data behind every measure in this plan so it is defined, owned, accurate and secure.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Plan measures with a documented definition, source system and data owner, target 100%.
Required patient care (ePCR) data fields completed accurately and on time, target 95%.
Priority systems meeting data quality thresholds on the quarterly scorecard, target 90%.
Annual access review completed for every department system, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
6.2.1	Build a data catalog and dictionary for every measure in this plan.	Analyst	Accred. Mgr	07/27	06/28
6.2.2	Adopt a data governance policy defining data owners, stewards and decision rights.	DC	Analyst, City IT	01/28	09/28
6.2.3	Publish a quarterly data quality scorecard for NERIS, ePCR, CAD and inspection data, routing failures to the responsible BC.	Analyst	All BCs	01/28	Quarterly
6.2.4	Review system access and records retention for every department system each year.	DC	Analyst, City IT, City Clerk	01/28	Annually
6.2.5	Document data lineage for the Strategic Plan in Action dashboard and annual compliance reports.	Analyst	Accred. Mgr	07/28	06/29
6.2.6	Adopt guidelines for responsible use of AI tools, consistent with City policy.	FC	Analyst, City IT	01/29	12/29

Cybersecurity and infrastructure remain with City IT; the department data lead owns data definitions and quality. Objective completion: A data catalog covering every plan measure, quarterly scorecards showing priority systems at or above threshold, and adopted AI use guidelines. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.



OBJECTIVE

6.3 NERIS REPORTING STANDARDS

Complete the NERIS transition and hold every incident report to one documented, department-wide reporting standard.

OWNER
Fire Chief

TARGET
Dec 2028

SUCCESS MEASURES
Incidents finalized in NERIS within 7 days of the call, target 95%.
Incidents with a validity score of 100 at month end, target 95%.
Company officers trained on the reporting standard, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
6.3.1	Restate 2023 to 2026 incident data with the NERIS code crosswalk so trends compare across the transition.	Analyst	Admin BC	01/27	06/27
6.3.2	Adopt a NERIS reporting standard for required fields, start time, deadlines and EMS cross-checks.	DC	All BCs, Analyst	01/27	09/27
6.3.3	Maintain the daily incomplete-incidents dashboard by officer in charge and review open reports at BC meetings.	Analyst	All BCs	01/27	Ongoing
6.3.4	Add form validation checks for incident type, extrication, rescue fields and EMS primary impression.	Analyst	REMSA, ImageTrend Admin	04/27	03/28
6.3.5	Train every company officer and new hire on the standard, with a refresher when it changes.	Trng. BC	DC	07/27	Annually

Builds on the NERIS code crosswalk and incident validation work started in 2026. Response-time reporting stays with Objective 2.1 and system-level data quality with 6.2.3. Objective completion: An adopted NERIS reporting standard, restated 2023 to 2026 data, and a year-end report showing incidents finalized on time at or above target. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.

OBJECTIVE

6.4 PUBLIC TRANSPARENCY AND REPORTING

Make department performance visible to the community, City leadership and members through published dashboards and regular reports.



OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
Plan measures published on the Strategic Plan in Action dashboard and refreshed on schedule, target 100%.
Public dashboards showing a current refresh date, target 100%.
Strategic Excellence Report presented to City Council at the close of the plan, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
6.4.1	Maintain the public Strategic Plan in Action dashboard with every objective's status and measures.	Analyst	Accred. Mgr	01/27	Ongoing
6.4.2	Maintain the internal Chief's Dashboard and review it with command staff each month.	FC	Analyst	01/27	Monthly
6.4.3	Publish a data notes page for each public measure listing its definition, source and refresh date, drawn from the data catalog (6.2.1).	Analyst	Accred. Mgr	07/27	12/27
6.4.4	Publish public dashboards for response performance and fire prevention inspections.	Analyst	FM, Admin BC	07/27	06/28
6.4.5	Gather feedback from residents, Council and members each year and adjust what is published.	DC	Analyst	01/28	Annually
6.4.6	Produce a Strategic Excellence Report showcasing everything completed under the plan, in English and Spanish.	FC	Analyst	12/29	Every 3 years

Public reporting uses the definitions in the data catalog (6.2.1); monthly response-time reports remain with Objective 2.1. The accreditation dashboard is public and sits under Objective 6.5. Objective completion: Public dashboards live with current refresh dates, and a Strategic Excellence Report presented to Council at the close of the plan. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.

OBJECTIVE

6.5 ACCOUNTABILITY AND ACCREDITATION

Hold objective owners to a regular review cycle and keep the department in compliance with CFAI accreditation standards.

OWNER
Fire Chief

TARGET
Dec 2029

SUCCESS MEASURES
CFAI Annual Compliance Reports accepted on time, target 100%.
Objectives reviewed with their owner each quarter, target 100%.
Off-track objectives with a documented corrective action within 30 days, target 100%.
CFAI performance indicators with current evidence on the accreditation dashboard, target 100%.

ACTION ITEMS

ID	ACTION	LEAD	SUPPORT	START	TARGET
6.5.1	Prepare and submit the CFAI Annual Compliance Report each year, with evidence drawn from the data catalog.	Accred. Mgr	Analyst	01/27	Annually
6.5.2	Maintain the public accreditation dashboard tracking each CFAI indicator, its status and evidence.	Analyst	Accred. Mgr	01/27	Ongoing
6.5.3	Hold a quarterly plan review with each objective owner using the Strategic Plan in Action dashboard.	FC	DC	04/27	Quarterly
6.5.4	Log a corrective action, owner and due date for every off-track objective and track it to closure.	Accred. Mgr	Objective owners	04/27	Ongoing
6.5.5	Document plan and accreditation reporting in SOPs so the work continues through staff changes.	Accred. Mgr	DC, Analyst	07/27	06/28
6.5.6	Publish an annual summary of objectives completed, on track and off track.	Analyst	FC	01/28	Annually

The accreditation dashboard is public and supports CFAI compliance; other public reporting runs through Objective 6.4. Objective completion: CFAI Annual Compliance Reports accepted in each year of the plan, and quarterly reviews on record for every objective. Live progress is tracked in CCFE's 'Strategic Plan in Action' Dashboard.

AT A GLANCE.

The 30 objectives in this Guide. The Fire Chief owns every objective.

GOAL 1 WORKFORCE DEVELOPMENT				
1.1	Recruitment and Career Pipeline	20% of FF/PM vacancies filled from the pathway	Dec 2028	p. 69
1.2	Promotional Readiness and Succession	Ready-now successor for every critical position	Dec 2029	p. 70
1.3	Leadership at Every Rank	33% at every rank meet the leadership standard	Dec 2029	p. 71
1.4	Member Health and Wellness	Lost-time injury rate 20% below 2026	Dec 2029	p. 72
GOAL 2 OPERATIONAL READINESS				
2.1	Standards of Cover and Response Performance	Response benchmark met in every station area	Dec 2029	p. 74
2.2	Truck Company	Truck company with 4+ personnel on 50% of shifts	Dec 2029	p. 75
2.3	Sworn Ambulance Staffing	All four ambulances staffed by sworn personnel	Dec 2029	p. 76
2.4	Special Operations Capability	Swiftwater, rescue and hazmat teams typed	Dec 2029	p. 77
2.5	Apparatus, Fleet and Facilities	Out of service 30% or less; a reserve for each unit	Dec 2029	p. 78
2.6	Continuity of Operations and EOC Readiness	Annual EOC exercise; corrective actions closed	Dec 2029	p. 79
GOAL 3 RISK REDUCTION				
3.1	Community Risk Assessment and CRR Plan	CRR plan with a target for every priority risk	Dec 2029	p. 81
3.2	Injury Reduction in High-Risk Populations	High-risk injuries and deaths down 10%	Dec 2029	p. 82
3.3	Preventable Demand on Emergency Resources	Preventable responses down 10%	Dec 2029	p. 83
3.4	Community Preparedness and Engagement	Residents “very prepared” from 25% to 50%	Dec 2029	p. 84
3.5	Fire Prevention and Inspection	100% of mandated and risk-based inspections	Dec 2029	p. 85
GOAL 4 FINANCIAL SUSTAINABILITY				
4.1	EMS Transport Cost Recovery	Net collection rate raised to 90%	Dec 2028	p. 87
4.2	EMS Supplemental Revenue	Supplemental revenue at or above 2026	Dec 2028	p. 88
4.3	Capital Replacement Funding	Reserve funded at 50% of annual depreciation	Dec 2029	p. 89
4.4	Grant Program	$100,000 or more in grant awards each year	Dec 2028	p. 90
4.5	Long-Range Financial Planning	Funding confirmed before each expansion phase	Dec 2029	p. 91
GOAL 5 ORGANIZATIONAL CULTURE				
5.1	Two-Way Internal Communication	50% agree communication is clear and two-way	Dec 2028	p. 93
5.2	Labor-Management Partnership	One joint labor-management goal each year	Dec 2029	p. 94
5.3	Recognition of Excellence	50% agree good work is recognized	Dec 2028	p. 95
5.4	Member Ideas into Improvements	Five member ideas implemented each year	Dec 2028	p. 96
5.5	Learning and Accountability	100% of corrective actions closed on time	Dec 2029	p. 97
GOAL 6 TECHNOLOGY, DATA AND INNOVATION				
6.1	Technology and Data Roadmap	Three-year technology and data roadmap adopted	Dec 2028	p. 99
6.2	Data Governance and Quality	Every plan measure defined, owned and accurate	Dec 2029	p. 100
6.3	NERIS Reporting Standards	NERIS complete; one reporting standard	Dec 2028	p. 101
6.4	Public Transparency and Reporting	Performance published on dashboards and reports	Dec 2029	p. 102
6.5	Accountability and Accreditation	Regular reviews; CFAI compliance maintained	Dec 2029	p. 103

PLAN CALENDAR.

Recurring checkpoints and key milestones, 2027 to 2029, by action item.

MONTHLY		
6.4.2	Chief's Dashboard review with command staff	Fire Chief
2.1.2	Response times by station published	Analyst
2.3.6	Ambulance staffing by shift reported	Analyst
4.1.3	Billing performance review with the provider	EMS Coordinator
QUARTERLY		
6.5.3	Plan review with each objective owner	Fire Chief
6.2.3	Data quality scorecard for NERIS, ePCR, CAD and inspections	Analyst
3.5.3	Inspection and violation correction report	Fire Marshal
ANNUALLY		
6.5.1	CFAI Annual Compliance Report	Accreditation Manager
4.5.1	Five-year Fire/EMS financial forecast to Council	Fire Chief
6.5.6	Summary of objectives completed, on track and off track	Analyst
5.1.2	Member engagement survey	Administrative Battalion Chief
5.2.2	All-hands meeting	Fire Chief
1.4.3	NFPA 1580 medical evaluation for every member	Wellness Coordinator
2.1.7	Standards of Cover performance review, from 2029	Accreditation Manager
2.6.2	Continuity and EOC validation exercise	Fire Chief
2027 MILESTONES		
2.6.1	Continuity of operations plan published	Jun 2027
6.3.2	NERIS reporting standard adopted	Sep 2027
2.1.4	Response time baselines and benchmarks adopted	Dec 2027
2.2.1	Truck company deployment defined	Dec 2027
2.5.4	Apparatus replacement plan adopted	Dec 2027
2028 MILESTONES		
6.1.3	Technology and data roadmap adopted	Mar 2028
4.1.6	Transport rate schedule adopted	Mar 2028
2.2.3	SAFER application for truck company staffing	Jun 2028
6.4.4	Public dashboards published	Jun 2028
2.1.5	Standards of Cover updated	Dec 2028
	Objectives 1.1, 4.1, 4.2, 4.4, 5.1, 5.3, 5.4, 6.1 and 6.3 due	Dec 2028
2029 MILESTONES		
2.5.3	Satellite drill ground at Station 1 complete	Jun 2029
3.1.4	First CRR evaluation presented to Council	Jul 2029
2.2.6	Truck company in service	Dec 2029
2.3.5	All four ambulances staffed with sworn personnel	Dec 2029
6.4.6	Strategic Excellence Report to Council and the community	Dec 2029
	Remaining 21 objectives due	Dec 2029

FOLLOW OUR PROGRESS

32100 Desert Vista Rd, Cathedral City, CA 92234
760-770-8200 · www.cathedralcityfire.org

WEBSITE

FACEBOOK

INSTAGRAM

STATION 1
68950 Buddy Rogers Ave.

STATION 2
32100 Desert Vista Rd

STATION 3
27610 Landau Blvd

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