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2019 - 2023

STRATEGIC PLAN

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INTRODUCTION



Original Cathedral City fire station on Cathedral Canyon Dr., 1968

The Cathedral City Fire Department (F.D.) was formed by the residents of the community on January 1, 1988. Prior to 1988, fire protection in Cathedral City was provided by the Riverside County Fire Department.

In 2019, the Cathedral City Fire Department currently serves a population of more than 54,261 residents in an area of 23 square miles¹, east of Palm Springs California.

COUNTRY CLUB COMMUNITIES

Cathedral City is home to the following country club communities:

Cathedral Canyon	Date Palm	Desert Princess
Welk Resort	Royal Palms	Desert Sands
Cimarron Villas	Oasis RV Community	
Desert Shadows RV Community	Canyon Mobile Home Community	
Outdoor Resorts RV Community		

These communities are protected by the Cathedral City Firefighters and Paramedics. These destinations draw an estimated 17,000² seasonal residents to Cathedral City during the fall through spring seasons.

STAFFING STANDARDS

The National Fire Protection Association (NFPA) establishes standards for firefighter staffing to protect community residents and emergency responders. NFPA Standard 1710, "Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, applies to the City of Cathedral City as a municipality.

NFPA Standard 1710 recommends fire engines and fire trucks to be staffed with a minimum of four (4) firefighters. The NFPA Standard 1710 additionally recommends a minimum of fourteen (14) firefighters to be assembled on a fire scene.

The F.D. has three (3) firefighter/paramedics on each fire engine and truck, two (2) firefighter/paramedics on each ambulance, and one (1) battalion chief.

The F.D. can assemble a total of fourteen (14) firefighters on a fire scene, providing that F.D. ambulances are available.

F.D. ambulances are unavailable 47% of the time, due to treatment and transport of patients to area hospitals³.

1 Cathedral City Economic Development Dept.,: <http://www.ccedd.org/>

2 Cathedral City Economic Development Dept.,: <http://www.ccedd.org/key-facts/>

3 CCFD CY2018 NFIRS data

**STAFFING
STANDARDS
(Cont'd)**

The Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard, 29 CFR 1910.134g, "Two-in Two-Out Ruling" applies to the City of Cathedral City, as a municipality. The ruling requires four firefighters on a fire scene before making entry into a smoke filled and/or burning structure.

Two firefighters must remain on the exterior of the burning structure when two firefighters are performing interior rescue or fire suppression. The ruling is to permit the extraction of interior firefighters, by the exterior firefighters, if the interior firefighters respiratory protection is compromised or they become trapped.

Ambulance transports reduce the availability of firefighter/paramedic staffing by 47% of the time. An additional ambulance at Fire Station 412, located at 32100 Desert Vista Rd., will be necessary to maintain adequate transport capabilities. This will require a new ambulance and six additional ambulance personnel.

The Riverside County/Cal Fire and Palm Springs fire departments are staffed with three (3) firefighters on each fire engine and truck (ambulance personnel are not included). Ambulance services are contracted to American Medical Response (AMR) and/or Cal Fire in neighboring cities.

The F.D. responded to the structure fires listed below:

2018 = 26
2017 = 24
2016 = 28
2015 = 23



The first City fire station (411) was built in 1975, followed by a second fire station (412) built in 1981 and a third fire station (413) constructed in 1992. The fire administration and prevention building, converted from a former City public works shop, was renovated into offices and the City emergency operations center in 1991.



Fire Station 411, the City's second busiest, is located at East Palm Canyon and Date Palm Dr. This facility is staffed with three personnel (a fire captain, a fire engineer, and a firefighter/paramedic) responding in a fire engine (Engine 411) and two firefighter / paramedics responding in an ambulance (Medic 411). The fire station also houses a California Office of Emergency Services fire engine (OES-351) which is unstaffed.



Fire station 412, the City's busiest, is located at Ramon Rd. and Desert Vista Dr. This facility is staffed with a battalion chief responding in a command vehicle, and three personnel (a fire captain, a fire engineer, and firefighter/paramedic) responding in an aerial ladder truck (Truck 412). This fire station also houses a reserve aerial truck, rehab unit, and reserve ambulance which are unstaffed.



Fire Station 413, the City's third busiest, is located at Landau Blvd. and Vista Chino Rd. This facility is staffed with three personnel (a fire captain, a fire engineer, and a firefighter paramedic) responding in a fire engine (Engine 413), and two firefighter / paramedics responding in an ambulance (Medic 413). This fire station also houses a reserve fire engine which is unstaffed.



The Administration Office is located at Station 412. The Fire Chief, two administrative assistants and one fire inspector work from this office. Cathedral City's Emergency Operations Center is located here.

Governance and Administration



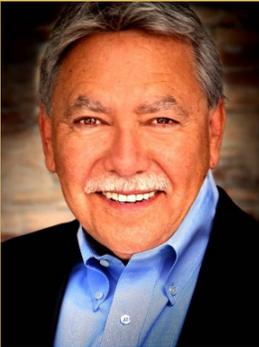
The Cathedral City Fire Department is a municipal department of the City of Cathedral City organized under California Government Code Title 4, Chapter 10, Article 1.

The Mayor and City Council, elected by City Council Districts, provide policy direction to the City Manager.

The Councilmembers and their service periods are:



Mayor
Mark Carnevale
12/2018 - 11/2022



Mayor Pro Tem
John Aguilar
12/2016 - 11/2020



Councilmember
Ernesto M. Gutierrez
12/2018 - 11/2022



Councilmember
Raymond Gregory
12/2018 - 11/2022

Councilmember
VACANT
12/2018 - 11/2022



City Manager
Charles P. McClendon

Remembering Honorable Mayor Gregory Pettis



On January 15, 2018, time stood still as we learned the passing of our friend and advocate, Greg Pettis. Recently appointed Mayor, he had served as Councilman for the City of Cathedral City for 24 years. Mayor Pettis was a strong supporter of youth programs and initiatives, and advocated strongly in support of Cathedral City employees.

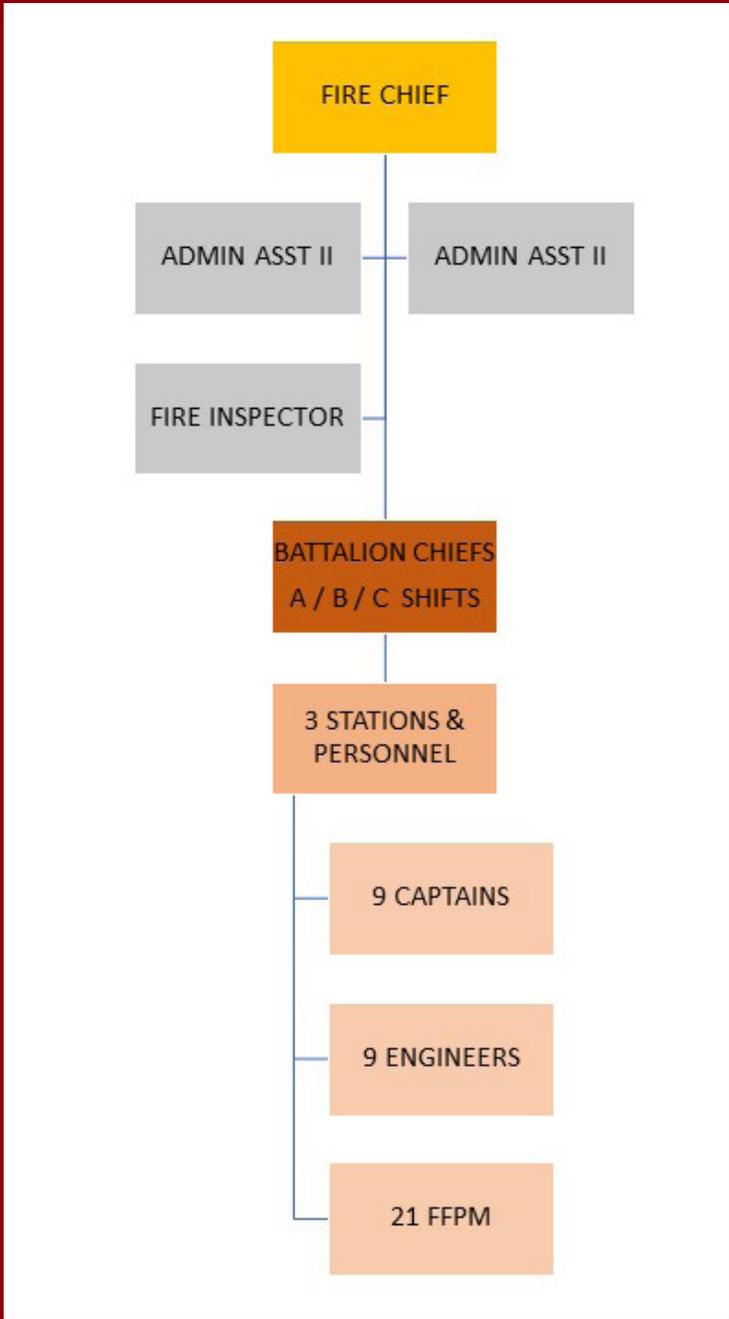
Our heartfelt condolences go out to Mayor Pettis' family, friends and our fellow colleagues.



The Fire Department is led by
Fire Chief Paul S. Wilson
April, 2015 to Present

Fire Chiefs who have previously served the community:

- Robert Van Nortrick 06/2012 – 12/2014
- William Soqui 12/2006 – 06/2012
- Steven Sowles 11/1996 – 06/2006
- George Truppelli 01/1988 – 11/1996

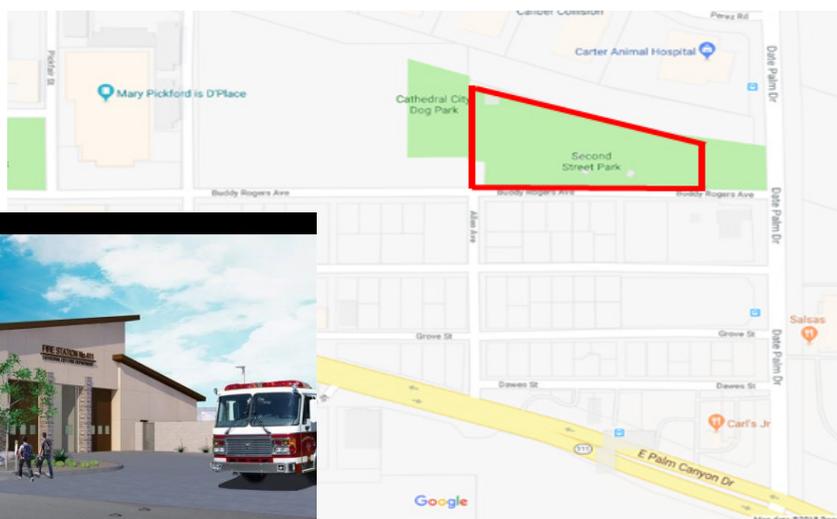


In 2019, the Cathedral City Fire Department is:

- A “Class 3” fire agency, as rated by the Insurance Services Organization (ISO) Public Protection. Classification 1 is the highest and Classification 10 is the lowest rating assigned by the ISO.
- Licensed by the California Emergency Medical Services Authority to provide pre-hospital emergency medical services using state certified emergency medical technicians and paramedics and authorized by the Riverside County Emergency Medical Services Agency, in a Non-Exclusive Operating Area, to operate 9-1-1 ambulance services in the City of Cathedral City.

FIRE STATION 411

As part of a much larger development in the downtown area, a new fire station will be built at the site of what is now Second Street Park. The new station will replace the aging fire station located at the corner of Date Palm Dr. and Buddy Rogers.



The emergency response personnel are represented by the International Association of Firefighters Local 3654 and support staff by AFSCME Local 3961.



Mission Statement and Values

OUR MISSION

The Cathedral City Fire Department is Committed to Preserving Life, Environment, and Property Through Quality Emergency Response and Service.



OUR VALUES

Compassion
Honesty
Integrity
Professionalism





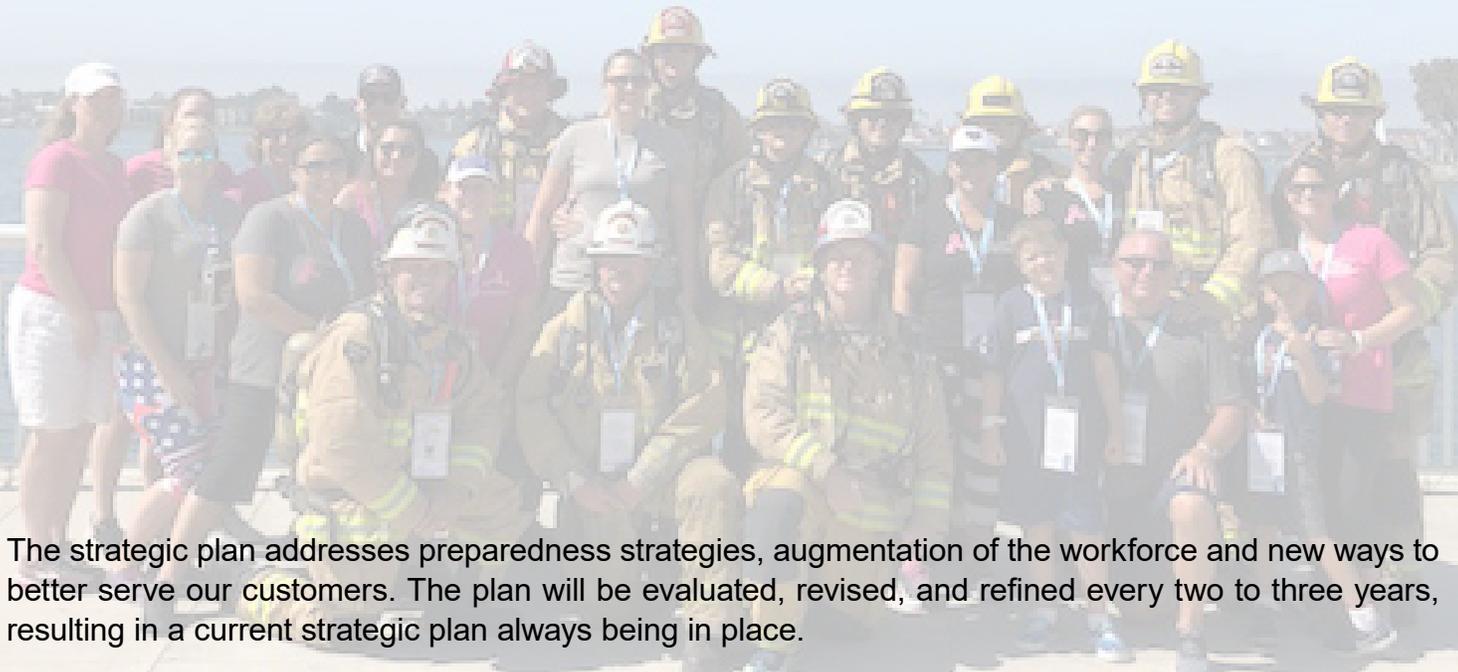
THE STRATEGIC PLANNING PROCESS

The Cathedral City Fire Department strategic planning process evaluated the organization and its' mission for fiscal years 2019/2020 through 2022/2023. The future community needs were anticipated, along with the projected resources necessary to meet those needs. The goal of the plan is to deliver comprehensive, cost-effective and high quality services to our customers, the citizens and visitors of Cathedral City, California.

40 internal stakeholders (firefighters and staff) provided input on the fire department Strengths, Weaknesses, Opportunities and Threats (SWOT) in the following categories:

- Community Services
- Emergency Services
- Personnel Services
- Support Services

Upon compilation of all input, the F.D. employees, including IAFF Local 3654 and AFSCME Local 3961 representatives, prioritized the input into Strategic Work Plans.



The strategic plan addresses preparedness strategies, augmentation of the workforce and new ways to better serve our customers. The plan will be evaluated, revised, and refined every two to three years, resulting in a current strategic plan always being in place.

The first two FY's of 2019/20 and 2020/21 are the most specific in terms of areas to be addressed and the resources required. Subsequent years provide a generalized look at issues and needs for the planning process.

The plan is intended as a guide toward the development of the fire department, over the next four years. It will help policy-makers stay informed, serve as a foundation for addressing the budget process, and prepare our members for the future.

FINANCIAL SERVICES

The City revenues, allocated to the fire department, are principally from property and sales taxes (eighty-three percent) and ambulance services (ten percent). The remaining revenues are generated from fire department donations, grants, and service fees.

- General Accepted Accounting Principles (GAAP) – The City and F.D. complies with GAAP. Governmental Accounting Standards Board (GASB) – The City and F.D. conforms to the Rules, as pronounced by GASB.⁴
 - Internal Controls – The City and F.D. have separation of duties for Accounts Receivable, Accounts Payable, Recording of Funds Received, and Separate Parties for Verification of Funds and Deposit of Funds to the City’s Financial Institution.
 - The F.D. approves each invoice submitted for payment and the City reconciles each account monthly. The Fire Chief and City Administrative Services Director reviews and signs off each F.D. account monthly.
 - The City and F.D. complies with an Annual Audit Report of Internal Controls over Financial Reporting, in compliance with Government Auditing Standards
 - The City prepares each financial account for City Manager monthly review and the City Council takes official action at a regularly scheduled monthly Council meeting to approve the financial accounts.
 - Annual Financial Audit and Basic Financial Statements – The City has an Annual Independent Audit conducted*, in compliance with Governmental Auditing Standards.⁵
*Single Audit Act – if applicable
 - The F.D. complies with the Health Insurance Portability and Accountability Act.
-

ACCOMPLISHMENTS FROM 2016-2018

- ✓ Maintained accounting practices in compliance with GAAP, GASB, and the California Government Code 13300 and 13310.
- ✓ Operated the F.D. within the allocated budgets.

ACTION PLAN OBJECTIVES FOR 2019-2022

- Comply with State of California Ground Emergency Medical Transport Quality Assurance Fee Reporting.
- Comply with the FEMA Staffing for Adequate Firefighters and Emergency Responders reporting requirements for personnel expenses and financial documentation for cost reimbursement.
- Provide reimbursement documentation to State of California Ground Emergency Medical Transport administration.
- Process State of California wildland deployment documentation for personnel and equipment cost reimbursements.
- Bi-annually prepare F.D. operating budgets and manage within the authorized appropriations.

⁴ <http://smallbusiness.chron.com/gaap-vs-governmental-auditing-standards-37182.html>

⁵ <http://www.gao.gov/yellowbook/overview>

ASSESSMENT AND PLANNING

PRIMARY MISSION

The Cathedral City Fire Department’s primary mission is the protection of life and property for City residents and visitors.

The focus of our efforts is to provide quality customer service; externally for the community and internally for members of the department.

The F.D. is an Insurance Services Office (ISO) “Class 3” rated fire department, which is the third highest classification in the State of California.

DEVELOPMENT

The geographic area of the City is approximately 23 square miles.

Residential occupancies in the City are approximately 21,650 units, with planned future development of 1,415 units in the City neighborhoods of; Desert Bloom 48 units, The District East 45 units, Nirvana Estates 105 units, Stanton Place 17 units, Verano 1,200 units.⁶

Additional commercial development along East Palm Canyon, Ramon Rd. Date Palm Dr., Varner Rd. and the I-10 Corridor is projected. The Agua Caliente Band of Cahuilla Indians Casino is planned for the S/W corner of E. Palm Canyon Dr. and Date Palm Dr.

Cannabis development has occurred in the community from 2016 to present. Cultivation facilities, dispensaries, distribution/transportation centers, testing laboratories, lounges and manufacturing businesses have produced new local employment and tax revenues.

The F.D. was actively engaged in the planning, prevention and emergency response preparedness for the cannabis industries.



Emergency response activity during the four previous years of 2015-2018:

2018	2017	2016	2015
5,832	5,836	5,660	5,280

Emergency medical services and resident assistance account for approximately 75% of all the fire departments’ emergency response activity. This trend will increase as density intensifies.

6 2010 Census Data and Cathedral City Community Development.

ACCOMPLISHMENTS FROM 2016-2018

- ✓ Implemented the Fire Department Strategic Plan and staffing recommendations and developed an over-hire policy for firefighter replacements to be trained and ready to go when a vacancy occurs.
- ✓ Awarded FEMA Grant and hired Six SAFER funded firefighter / paramedics.
- ✓ Developed a City Ordinance, including an aggressive fine structure, to address illegal fireworks use.
- ✓ The Fire Chief and Economic Development Director coordinated the city joining the Sister City International organization and formed a local Sister Cities task force.
- ✓ The Fire Chief and Economic Development Director worked with the Palm Springs Unified School District to identify options and the costs of operating the CCHS pool for public use in the summer months.
- ✓ The F.D. prepared a Fiscal Analysis and Annexation Study for the unincorporated area north of Interstate 10 (Thousand Palms to Palm Desert) for the F.D. to provide ambulance services, emergency medical services, emergency preparedness, fire prevention and fire protection.
- ✓ The Fire Chief, F.D. Union representatives and the Administrative Services Director coordinated the City Urban Revitalization project to replace the Fire Station 411 at 36-913 Date Palm Dr. through the Architectural Review Committee, Planning Commission, City Council and CURC Board.

ACTION PLAN OBJECTIVES FOR 2019-2022

- Improve the ISO Class 3 rating to a Class 2, by 2020.
- Prepare Criteria, from the Center for Public Safety Excellence – Fire Accreditation, specific to the Cathedral F.D. without undertaking full accreditation.



Community Services

The Cathedral City Fire Department (F.D.) will direct all-of-its' efforts to minimizing injuries, preserving life, preventing fires and protecting the environment and property. This will be achieved through the integration of the following activities:

FIRE PREVENTION & INTERVENTION

GOALS: To minimize loss of life and property due to fire, explosion, and hazardous materials releases through the implementation and management of a comprehensive and effective prevention and inspection program.

Fire prevention always has been and will continue to be the primary objective of the organization.

The F.D.'s primary fire prevention efforts will focus on code enforcement, pre-incident planning and public education. The integration of these activities with emergency services will produce the most effective use of available resources. This will ultimately result in achievement of the department's goal of minimizing injuries, preserving life, preventing fires, protecting the environment and property.

ACCOMPLISHMENTS FROM 2016-2018

- ✓ Implemented company inspection/pre-planning program.
- ✓ Hired full-time inspector and F.D. took responsibility for;
 - Cannabis Business Inspections and
 - Short-term Vacation Rental Inspections
- ✓ Conducted annual inspections of cannabis businesses, care facilities, commercial buildings, public assembly occupancies, schools and short-term vacation rentals.
- ✓ Conducted annual fire prevention week activities.
- ✓ Adopted the 2016 Edition of California Fire Code with local amendments.

ACTION PLAN OBJECTIVES FOR 2019-2023

- Complete the Insurance Services Office grading review of the Cathedral City FD.
- Recommend the adoption of the 2019 Edition of the California Fire Code, with local amendments.
- Provide fire code, inspection and fire protection systems training to crews
- Reactivate smoke alarm installation program to "at-risk" neighborhoods



**COMMUNITY
INFO & HEALTH
EDUCATION**

GOAL: To educate citizens on the role they have in making the community safer and healthier by preventing fires, minimizing long-term health risks, maximizing healthful living options, enhancing improved quality of life issues, and preventing hazardous materials incidents.

Public safety education is a responsibility of all members of the organization. Educating citizens on F.D. services and how to summon those services can play a critical role in determining whether there is a successful outcome to an emergency incident. Developing community awareness of the 9-1-1 system and its proper activation, as well as providing CPR and Community Emergency Response Team (C.E.R.T.) training to all interested citizens will continue to be the primary focus.

Maximizing healthful living and quality of life options will be a major component of our educational process. Regular fire prevention, safety, and healthful living messages will be provided in the local print media, social media and on the local cable T.V. channel.

Informing citizens about the quality of service and the degree of caring afforded by department members is critical to community support. Constant vigilance regarding citizen opinions concerning service delivery and, when appropriate, the integration of those opinions into services will assure the development of positive public attitudes.

Information pamphlets concerning healthful living and home safety, in addition to presentations to civic groups will be a component of the information and education process.



ACCOMPLISHMENTS FROM 2016-2018

- ✓ Amended existing smoke alarm ordinance to align with the California State Fire Marshal's requirements.
- ✓ Maintained a checks and balances system for new construction plan review to ensure all new construction is complete with automatic fire suppression systems.



ACTION PLAN OBJECTIVES FOR 2019-2023

- Expand CPR program and community fire safety programs (including drowning prevention)
- Continue the EMS lockbox program & initiate smoke detector installation program.
- Explore fall prevention, home safety inspections & community paramedic program.
- Require new admissions process for care facilities and rehabs (City Ordinance in coordination with State Licensing / County Health)
- Continue Honor Guard program and community services

**COMMUNITY
SUPPORT
PROGRAMS**

GOAL: To support the community and community groups as we jointly take measures to assist those in need and improve the overall quality of life and general health of the community.

The needs of the community are as varied as the individuals that comprise the community. It is our responsibility to be sensitive to those needs while maintaining the necessary public safety programs which resulted in the original formation of the F.D. Where practical and as operating budgets allow, we will continue to support those programs identified as being especially beneficial.

Early detection of fire is the single most important component to reducing the loss of life as a result of fire. The early detection of fire through installations of smoke alarms and automatic fire sprinkler systems are extremely reliable and cost effective tools. The results have been a steady reduction in the annual number of fire fatalities nationwide. This technology requires periodic maintenance. The F.D. has a natural role in assuring that this first line of defense is in place and functioning properly.

Newly constructed residential and commercial buildings, as well as places of public assembly located in the City, are required to be equipped with automatic fire sprinkler systems. This built-in fire protection provides improved life safety for occupants and holds a fire to an incipient stage.



Cathedral City is a unique community with diverse special needs. Often in the community, some individuals are alone and in need of very basic assistance. The F.D. meets some of those needs through public service requests.

Firefighters respond (without lights and sirens) to lift assists for individuals who have fallen and are uninjured, requests for trapped pets, flooded interior spaces and where residents need help with non-emergency situations.



EMERGENCY SERVICES

DELIVERY

GOALS: To deliver emergency services in a safe and efficient manner, with a response time, upon dispatch notification, of 6 minutes or less 90% of the time within the community.

Emergency response represents the most visible aspect of the F.D.'s mission.

The F.D. is dispatched by the Cathedral City Police/Fire Dispatch Center.

A major consideration in the delivery of effective emergency services is the time frame in which they are delivered. Emergency response time is defined as the elapsed time from the time a call is received in the dispatch center until the first unit arrives on the scene. Included are the components of alarm processing time, actual dispatch, turnout and travel time to the incident.



The alarm processing and “dispatch time” averages 31 seconds.

The “turnout time” averages 01:50 minutes.

The “travel time” averages 04:31 minutes.

The time from dispatch of unit(s) to on-scene, is the “response time.” The F.D.'s average response time is 6 minutes 21 seconds within the City, and less than 6 minutes 56% of the time.⁷

The F.D. annually responded to the calls below, where occupant rescue and firefighter safety was critical:

	2015		2016		2017		2018	
	CALLS FOR SERVICE	TOTAL LOSS	CALLS FOR SERVICE	TOTAL LOSS	CALLS FOR SERVICE	TOTAL LOSS	CALLS FOR SERVICE	TOTAL LOSS
FIRE	174	\$1.1M	159	\$1.09M	202	\$1.1M	169	\$1.5M
EMS	4,138		4,378		4,442		4,388	
OTHER EMERG CALLS	977		1,123		1,192		1,275	
TOTALS	5,289	\$1.1M	5,660	\$1.09M	5,836	\$1.1M	5,832	\$1.5M

INCIDENT RESPONSE

The Fire Department's two fire engines and one fire truck are staffed with three personnel, including a Captain, an Engineer, and a Firefighter (all positions are paramedics). The F.D.'s two Ambulances are staffed with two Firefighter / Paramedics.

The Incident Command vehicle is staffed with an on-duty Battalion Chief.

The engine and truck companies provide both firefighting and emergency medical treatment. The medic units (ambulances) provide for emergency medical treatment and emergency transportation, to appropriate hospitals.

A minimum deployment configuration of three (3) firefighters on fire engines and trucks, two (2) firefighters on two ambulances and one (1) on-duty Battalion Chief provides for:

- Compliance with the Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard, 29 CFR 1910.134g. - "Two in Two out ruling".
- Partial compliance with NFPA Standard 1710, "*Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*"
- Compliance with the Regional Mutual Aid Agreements.
- Increased safety on fire, EMS, hazardous materials, and technical rescue incidents.
- Enhancement of medical treatment and fire suppression capabilities.

A major component in the emergency response sequence is the safety of the response. It is imperative that the response is made as safely as possible for the protection of both department members and citizens.



Major intersections within the community are equipped with traffic signal pre-emption, allowing the emergency vehicles and those of other fire departments to control traffic signals during an emergency response. Traffic pre-emption allows for a reduction in response time, as emergency vehicles will not encounter red lights and civilian vehicles will not "stack up" in intersections. Utilization of this technology improves safety for emergency responders and the public.

COUNTY & STATE GOVERNANCE

The F.D. is governed by the following county and state agencies;

- Riverside County Emergency Medical Services Agency, which has oversight and licensing of the F.D.'s ambulance operations, emergency medical technicians and paramedics.
- Riverside County Emergency Management Department, which has authority for local emergency and disaster declarations through the Riverside County Board of Supervisors.
- Riverside County Fire Chiefs Association, which sets standards for safe and effective emergency service delivery.
- California Emergency Medical Services Authority is mandated by statute to develop and implement regulations for training standards and scope of practice for EMT's, paramedics and firefighters.



MUTUAL AID

The F.D. has mutual aid agreements with the City of Palm Springs and Riverside County Fire Department (contracted with Cal Fire) These agreements provide numerous emergency resources, including other engine and ladder companies, hazardous materials and technical rescue teams, air/light, heavy rescue, rehab units, and command teams.

ACCOMPLISHMENTS FROM 2016-2018

- ✓ Deployed wildland teams.
- ✓ Participated in Ground Emergency Medical Transport (GEMT) reimbursement program
- ✓ Applied for FEMA Assistance to Firefighters Grant to replace heart monitors/defibrillators.
- ✓ Implemented electronic Patient Care Reporting (ePCR) hardware through an Agua Caliente Band of Cahuilla Indians donation.
- ✓ Completed active shooter protective equipment acquisition and provided firefighter training

ACTION PLAN OBJECTIVES FOR 2019-2023

- Implement Heart Saver Tones/Lights in fire stations.
- Consider F.D. name change to include "Medical"
- Provide emergency apparatus and equipment to meet the needs of the community and protect the emergency responders.
- Add M412 Ambulance
- Add E412 company
- Improve & Standardize training & testing for new hires and promotional opportunities

EMERGENCY MANAGEMENT

GOAL: To insure that appropriate decisions can be made rapidly, contingencies are planned for comprehensively, and that all respective agencies are prepared to operate cohesively in the mitigation and control of large scale emergencies in the community.

The Emergency Operations Center (EOC) serves as the focal point for emergency preparedness for the City of Cathedral City. The F.D. oversees the community's emergency management effort.

The types of situations which may require activation of the Emergency Operations Center (EOC) and implementation of the Riverside County Emergency Operations Plan include:

- Serious and/or long-term hazardous materials incidents.
- Preparation for or result of severe windstorms.
- Water release situations, which threaten or have caused serious flooding or damage.
- Fires, which have resulted in mass casualties, significant numbers of homeless, or fires of conflagration proportions.
- Plane crash and train derailment incidents
- Major transportation incidents.
- Earthquake.
- Prolonged heat wave.
- Major power outage.
- Civil disturbances
- Acts of terrorism.
- Act of war.



The elected City Council has the authority under California Government Code to declare a state of local emergency. Therefore, in the event of said emergency the City of Cathedral City will contact the Riverside County Emergency Management Department, who will coordinate with the Riverside County Board of Supervisors to declare a state of local emergency.

In the event that a Local Emergency or Major Disaster occurs in Cathedral City, the City Manager, Fire Chief or Police Chief may elect to activate the Emergency Operations Center (EOC), located at the F.D. Administrative Building at 32100 Desert Vista Rd.



LIMITED EMERGENCIES

In the event of a limited emergency, the fire and police departments will respond to carry out initial disaster response and short term recovery operations. The fire department will commence with surveying fire station areas to determine damage. These operations will be augmented by assistance from mutual aid agency resources, if available, along with support from local agencies such as the Riverside County Sheriff's Office, and Emergency Management Department.

LOCAL EMERGENCIES & MAJOR DISASTERS

In the event that a Local Emergency or Major Disaster should strike the community, additional resources beyond the capabilities of local agencies will be required to deal with the complexity that the response, control and recovery operations entail.

To insure interoperability between responding agencies, The City will utilize the National Incident Management System (NIMS), in accordance with the directives of the Federal Department of Homeland Security (DHS), as well as the Standardized Emergency Management System (SEMS), in compliance with the State of California.

For further information on response criteria or EOC operations and responsibilities consult the Cathedral City Emergency Operations Plan.



FEMA



ACCOMPLISHMENTS FROM 2016-2018

- ✓ City and F.D. personnel participated in incident command training, which complied with National Incident Management System (NIMS) Standardized Emergency Management System (SEMS) criteria.
- ✓ Provided Disaster Readiness training and Conducted EOC Exercises
- ✓ Updated the City Emergency Operations Center (audio and I.D. vests)
- ✓ The City adopted a Local Hazard Mitigation Plan (2017)

ACTION PLAN OBJECTIVES FOR 2019-2023

- Conduct Emergency Operations Plan training and emergency management exercises for disaster preparedness.
- Explore opportunities to upgrade the Emergency Operating Center (EOC), relocate to an "essential services" compliant building (City Hall).
- Continue to comply with the National Incident Management System (NIMS) and the State Standardized Emergency Management Systems (SEMS).

PERSONNEL SERVICES

RECRUITMENT

GOALS: To attract diverse and talented employees to the F.D. to continue a strong legacy of service to the community and prepare the organization for the future. The addition of females, individuals who reflect the community residents and bilingual employees is a top priority.

Qualities the department is looking for in an employee include: a person who is a team player, ability to think clearly under stress, a person with organizational loyalty, strong personal values, who possesses good people skills, and the ability to meet health and physical standards as outlined in the job requirements.

RECRUITMENT CRITERION

A proactive approach will be taken to inform applicants of upcoming testing processes. The goal will be to acquaint potential candidates with the nature of the job, expectations, challenges, and opportunities that the position presents.

A firefighter recruitment which includes an alcohol, background, drug and psychological screening process for firefighters will be conducted periodically to maintain a hiring list. Some of the testing criteria may include a general aptitude test, Candidate Physical Abilities Test (CPAT), interviews and a pre-employment medical physical examination.

Candidates must be drug free, non-smokers and sign a no tobacco use agreement.

The City of Cathedral City is an equal opportunity employer and complies



ACCOMPLISHMENTS FROM 2016-2018

- ✓ Awarded Staffing for Adequate and Fire and Emergency Response (SAFER) Grant - six firefighter / paramedics
- ✓ Implemented on-duty Battalion Chiefs
- ✓ Increased staffing to 3-0 on each company - 14 responders on-duty
- ✓ Promoted one BC, four captains, six engineers and hired thirteen F.F. / Paramedics
- ✓ (3 cannabis funded, 6 SAFER grant funded and 4 attrition replacements).
- ✓ Retirements: Captains Phillips, Malone & Welsh, Engineers Weaver & Martin

ACTION PLAN OBJECTIVES FOR 2019-2023

- Recruit qualified, diverse personnel who reflect the community.
- Form Recruiting Committee - Go to CAL JAC and CPAT locations
- Add and improve dispatch staffing (CAD System and Dedicated Fire / EMS Dispatchers)
- Add Fire Marshal / Deputy Chief
- Provide cancer scan for operations employees
- Add forty-hour Administrative Captain for training / EMS
- Add fire inspector(s)
- Maintain eligibility lists for Firefighters, as needed.
- Conduct Battalion Chiefs, Captains and Engineers promotional examinations, as needed.

MEMBER SERVICES

This section addresses how we can better serve our most valuable resource, our members. It focuses on how we can communicate better, improve support, and provide increased wellness for the internal customers. This area is a priority because;



First; we truly care about our members, as individuals and in their development within the organization.

Second; because it is important that members reach their full potential to better serve our external customers . . . the citizens, businesses, and visitors of Cathedral City.

The professional development of our personnel is essential to the long-term growth and health of the organization. It is incumbent upon the present and future administrations to continue to provide opportunities for the educational advancement of our personnel.

Additionally, employee retention is critical to the overall well-being of the organization and its' mission. We must be vigilant, creative and responsive to this issue.

PERSONNEL REQUIREMENTS

Goal: To professionally staff the Fire Department (F.D.) to deliver emergency services to the community, in an efficient, effective, and safe manner.

The F.D. is comprised of an outstanding group of individuals including;

Administrative and support staff of four full-time employee (F.T.E's):

- 1 Fire Chief
- 2 Administrative Assistants
- 1 Life Safety / Fire Inspector

Emergency responders of forty-two personnel (14 on-duty each day):

- 3 Battalion Chiefs
- 9 Captains
- 9 Engineers
- 21 Firefighter / Paramedics (9 on fire companies and 12 on ambulances)

Emergency response personnel operate on a three-platoon system and work a fifty-six hour work week. The Federal Fair Labor Standards Act permits career firefighters to work 53 hours per week before overtime must be paid. The firefighters work schedule saves the City of Cathedral City added personnel costs.

ACCOMPLISHMENTS FROM 2016-2018

- ✓ Recruited new firefighters from regional academies, trained as state certified paramedics.
- ✓ Renewed the California Firefighters Assistance Agreement for the deployment of F.D. firefighters to wildland incidents to receive state and federal reimbursement of personnel costs.

ACTION PLAN OBJECTIVES FOR 2019-2023

- Conduct Incident Safety Officer training.
- Constant staff emergency response vehicles in accordance with Regional Staffing Model (3 firefighters on engines and trucks and 2 personnel on ambulances) for partial compliance with NFPA 1710
- Conduct Battalion Chief, Captain and Engineer promotional exams on a periodic basis.
- Conduct a Firefighter hiring process on a periodic basis.

HEALTH, WELLNESS & SAFETY

Goal: To protect the health, wellness and safety of Fire Department (F.D.) members, through effective health training, wellness programs, and safety management. Provide policies and procedures that maximize health and prevent injuries.

Health and safety are of primary concern to all District members. Health and safety are affected by many factors including training, equipment, facilities, operating procedures, medical supervision, government regulations, lifestyle, and nutrition, as well as, attitude, awareness, and perception.

Health & Wellness is addressed and maintained through:

- Participation in an employee assistance program.
- Facilities designed with emphasis on employee health and safety.
- Emphasis on physical fitness/health and wellness by the Fire Chief and supervisors.
- Emphasis on stress management and critical incident stress intervention.
- Providing appropriate inoculations and communicable disease screening.
- Infectious disease exposure training, tracking and prevention.

Safety is addressed and maintained through:

- A comprehensive safety program which includes:
 - Establishment of an emergency scene safety officer, when appropriate
 - Safety inspection of department facilities.
 - Procurement of appropriate safety equipment and apparatus.
- Annual air management training.
- Annual drivers training for appropriate personnel.
- An effective fire apparatus preventative maintenance program.
- Emergency incident management training.
- Review of all industrial injuries and accidents.
- Personal protective equipment inspections
- Compliance with accepted national safety standards and regulations, e.g. National Fire Protection Association (NFPA), Occupational Safety and Health Administration (OSHA), and National Institute of Occupational Safety and Health (NIOSH).

ACCOMPLISHMENTS FROM 2016-2018

- ✓ Conducted annual TB testing for operations personnel.
- ✓ Conducted OSHA blood borne pathogen awareness/ classes for operations personnel.
- ✓ Provided an Employee Assistance Program.
- ✓ Provided SCBA face piece quantitative fit testing as required by NFPA 1981.
- ✓ Conducted air management training.

ACTION PLAN OBJECTIVES FOR 2019-2023

- Continue safety inspections of department facilities
- Provide effective cardiovascular equipment and training for all members.
- Add second sets of Personal Protective Equipment (turnouts) for firefighters.

TRAINING & COMPETENCY

GOAL: To pro-actively provide essential programs, schedules, equipment, facilities, instructional materials, and qualified instructors to improve and maintain the skills necessary to provide outstanding emergency services to our community.

Training is a critical function of any modern fire service agency. As our work becomes more complex and diversified, the skills required to maintain proficiency, lead to increases in overall training needs for the Fire Department. The maintenance of existing key programs and the development of programs to meet new and changing needs will be vital to our future effectiveness.



Fire Department emergency services personnel participate in an Emergency Response Vehicle Driver Safety program. The program is based on the U.S. Department of Transportation National Standard curricula for driving emergency vehicles.

Programs and opportunities that are provided:

- Employee development programs
 - Leadership and management training
 - Officer development
 - Local and regional seminars
 - National Fire Academy classes
 - Diversity training
 - Computer training

OPERATIONAL TRAINING

- Paramedic continuing education & recertification
- Recruit firefighter training
- Tactical training
- Driver/Operator training



COMPANY TRAINING

- Standardized Performance Evolutions
- Major medical drills
- Multi-company drills
- Hazardous material first responder continuing education
- Homeland Security & Weapons of Mass Destruction (WMD) training



ACCOMPLISHMENTS FROM 2016-2018

All companies/members successfully completed the following:

- ✓ SCBA proficiency recertification.
- ✓ HIPAA refresher and update training.
- ✓ National Incident Management (NIMS) training

The following training was presented to emergency responders:

- ✓ Extrication
- ✓ Ventilation
- ✓ Forcible entry
- ✓ 12 Lead Heart Monitor/Defibrillator training
- ✓ Paramedic recertification training
- ✓ Electronic Patient Care Reporting (ePCR) training



ACTION PLAN OBJECTIVES FOR 2019-2023

- Improve operational consistency.
- Develop mentorship and succession planning training.
- Conduct tactics and strategy simulations.
- Conduct Annual SCBA proficiency recertification.
- Provide:
 - Live fire training
 - Harassment prevention
 - Thermal Imaging updates & training
 - Infectious disease updates & training
 - Ventilation training
 - Employee development opportunities
 - Foam operations updates and continuing education
 - Diversity training
 - Drivers training
 - Water rescue training
 - Extrication and vehicle stabilization training
 - Officer development seminars
 - Alternate fuel vehicle emergency training
- Provide fire records management training to all personnel.
- Provide Fire Code inspection training to all operations personnel.

SUPPORT SERVICES

FACILITIES

GOAL: To construct and maintain fire facilities in a cost-effective manner with a maximum consideration for service delivery and the health, safety and comfort of emergency responders.

The construction and maintenance of facilities comprises an important part of the overall management responsibility of the Department. The number and location of fire stations play a significant role in determining emergency response time and consequently the quality of the emergency services provided.

Additionally, fire stations need to be in good repair and be presentable to the public. Maintenance of the facilities is accomplished by on-duty personnel, City staff and contract professionals.

Fire Station #411 - 36913 Date Palm Dr.

Constructed in 1975, its condition is Poor. The facility is not protected by automatic fire sprinkler or integrated fire alarm systems. No encode lights or heart-saver alert tones are installed. The living and kitchen area are too small, the restrooms are outdated and not A.D.A. compliant, and the dorm area has no physical separations to accommodate female firefighters. No enclosed or temperature controlled physical fitness area is provided.

- One engine company (E411) [three firefighter/paramedics] and one medic unit (M411) [two firefighter/paramedics].
- One reserve engine (unstaffed), under agreement with the California Office of Emergency Services, is stored at this location.

Fire Station #412 - 32100 Desert Vista Rd.

Constructed in 1981 its condition is Fair. The facility is not protected by automatic fire sprinkler or integrated fire alarm systems. No encode lights or heart-saver alert tones are installed. No enclosed or temperature controlled physical fitness area is provided.

- One Truck company (T412) [three firefighters].
- One reserve Truck and two reserve ambulances (unstaffed) are stored at this location

This facility also serves as the administrative headquarters, converted in 1991 from a former City public works facility and houses the City Emergency Operations Center (for disaster / emergency coordination.) A meeting / training room is located at this facility and serves both the community and the department for meetings of large groups.

The Fire Chief, two Administrative Assistants, and one Life Safety and Fire Prevention Inspector operate from this location.

Fire Station #413 - 27610 Landau Blvd.

Constructed in 1992, its condition is Good. No encode lights or heart-saver alert tones are installed. No enclosed or temperature controlled physical fitness area is provided.

- One Engine company (E413) [three firefighter/paramedics] and one Medic unit (M413) [two firefighter/ paramedics]
- One reserve engine (unstaffed) and one reserve Rehab vehicle (unstaffed) are stored at this location.

ACCOMPLISHMENTS FROM 2016-2018

- ✓ Station 413 - Stairwell door installed, interior painted and three A/C units replaced
- ✓ Replaced station bay coolers at all three stations.
- ✓ Fire Admin. interior painted
- ✓ Planned for the relocation of fire station 411 (Date Palm Dr. and Buddy Rogers Ave.) to a new location and designed the replacement fire station.
- ✓ Planned for fire and EMS protection in the area north of I-10, including Thousand Palms, if annexed into the City
- ✓ Implemented Electronic Patient Care Reporting (Donation)
- ✓ Replaced two Extrication Tools with battery-operated units (1 Donation & 1 Grant)
- ✓ Replaced 3 Thermal Imagers (Grant)
- ✓ Replaced 7 Heart Monitors / Defibrillators (Budget)
- ✓ Added standardized RIC packs to each company (Budget)
- ✓ Replaced 40 SCBA Masks and Added Facepiece Communications Units (Budget)
- ✓ Hydro-tested 105 SCBA bottles (Budget)
- ✓ Purchased turnouts for 8 new hires (Budget) and 6 new SAFER F.F.'s (Donation)
- ✓ Replaced 12 sets of incumbent turnouts (Budget)
- ✓ Added One Stryker Stair Chair
- ✓ Replaced 15 Oxygen cylinders (Budget)
- ✓ Purchased Four QRAE Multi-Gas Monitors (Budget)

ACTION PLAN OBJECTIVES FOR 2019-2023

- Construct replacement fire station 411
- Add Washing Machines at fire stations to clean uniforms
- Replace Fitness Equipment at fire stations (Enclose work-out areas at fire station 412 and 413)
- Expand training area / facility with props & water supply adjacent to ventilation prop
- Build "live fire" building or room (Conex)



COMMUNICATIONS & INFORMATION TECHNOLOGY

GOAL: To communicate accurately and effectively with residents (including 9-1-1 instructions to callers while fire personnel are enroute) and to communicate with first responders on emergency incidents.

The backbone and the most highly visible component of the F.D's emergency communication equipment are the mobile and portable radios and the iPads (mapping platform) mounted in the emergency apparatus.

The radio communications system is maintained by contractual agreement with an outside vendor.

Cellular phones are provided on emergency apparatus to allow for accurate and effective communications with the base hospital.

The Police/Fire Dispatch Center does not have a dedicated EMS/Fire dispatch console with Emergency Medical Dispatching (EMD) software or EMD trained dispatchers.



ACCOMPLISHMENTS FROM 2016-2018

- ✓ Implemented EMS electronic patient care reporting hardware and software
- ✓ Replaced 25 VHF portable radios with Dual-Band Motorola APX 6000's (Grant)

ACTION PLAN OBJECTIVES FOR 2019-2023

- A top priority of the Police and Fire Department's is to equip and train EMD dispatchers to staff an EMS/ Fire dispatch console.
- Replace Computer Aided Dispatch (CAD) system.
- Replace ePCR hardware.
- Implement fire incident reporting software, compatible with ePCR hardware for National Fire Incident Reporting System (NFIRS) compliance.
- Utilize ImageTrend in lieu of Firehouse for inspections

EMERGENCY RESPONSE APPARATUS & SUPPORT VEHICLES

GOAL: To purchase apparatus and vehicles which will insure reliable service delivery with a high regard for customer and employee safety and comfort. To maintain apparatus and vehicles, and the associated equipment, through comprehensive programs of preventive maintenance, repair and replacement.

A modern fire apparatus fleet is critical for the effective delivery of emergency services when responding to fire, emergency medical, hazardous materials, and all other types of emergencies.

Additionally, it is imperative that the apparatus and ambulances, in which our citizens are transported to various hospitals, are safe, reliable, and comfortable.

Fire apparatus (engines and truck) in front-line service will be evaluated regularly with the goal of replacement every ten years.

Medic units (ambulances) in front-line service will be evaluated regularly with the goal of replacement every seven years.

Extensive maintenance or repair, which creates excessive expense, will trigger additional evaluation to determine if earlier replacement is warranted.



EMERGENCY RESPONSE VEHICLES

Apparatus	Unit Number	Apparatus Type
E411	13-01	2013 Pierce 1,500 GPM Pumper
T412	14-01	2014 Pierce 75 ft. Aerial Ladder & 1,500 GPM Pumper
E413	09-01	2009 Pierce 1,500 GPM Pumper
M411	16-02	2016 Type 3, Ford / Marque Ambulance
M413	16-03	2016 Type 3, Ford / Marque Ambulance
B410C	09-04	2009 Ford F250 Crew Cab Pickup - Command Vehicle



RESERVE APPARATUS

Apparatus	Unit Number	Apparatus Type
E413R *	02-06	2002 American LaFrance 1,500 GPM Pumper
T412R *	02-05	2002 American LaFrance 65 ft. & 1,500 GPM Telesquirt
M413R *	13-03	2013 Type 2, Ford / Leader Ambulance
M411R *	13-02	2013 Type 2, Ford / Leader Ambulance
C4103R *	05-02	2005 Ford Expedition - Reserve Command Vehicle
REHAB412 *	05-01	2005 Ford / Marque Rehab Unit
OES351R**		2008 Ahrens Fox 1,250 GPM Pumper

* Reserve apparatus

** Intergovernmental Agreement - California Office of Emergency Services

NON-EMERGENCY RESPONSE APPARATUS

Apparatus	Unit Number	Apparatus Type
Pick-up	00-02	2009 Ford F-250 Crew Cab Pickup - Fire Inspector vehicle
Sedan		2014 Ford Taurus Sedan - Administrative vehicle

ACCOMPLISHMENTS FROM 2016-2018

- ✓ Remounted two ambulances onto 2016 Ford Chassis and added auxiliary A/C units
- ✓ Repurposed 2009 pick-up to B410 response unit
- ✓ Repurposed 2009 pick-up to Fire Inspector vehicle
- ✓ Repurposed 2014 Administrative sedan

ACTION PLAN OBJECTIVES FOR 2019-2023

- Replace 2002 Pumper
- Replace 2009 Battalion Chief vehicle
- Add M412 Ambulance to Fire Station 412 (32100 Desert Vista) with an addition of 6 ambulance personnel
- Replace 2002 Aerial Ladder (Telesquirt)
- Add E412 Pumper to Fire Station 412 (32100 Desert Vista) with an addition of 9 firefighters

APPARATUS MAINTENANCE

The maintenance of apparatus is integral and critical to the customer service aspect of the F.D.'s mission. The objective is to provide preventative maintenance, repair, rehabilitation, and timely replacement of the apparatus fleet and equipment.

Preventative maintenance (identifying potential problems and preventing breakdowns from occurring) is accomplished by on-duty personnel and contract maintenance.

Annual fire hose and pump testing is conducted by a certified contractor.

Apparatus maintenance is contracted to outside vendors for service and repair work including:

- Engine overhaul
- Automatic transmission rebuild
- Major pump repair
- Suspension repair
- Ladder testing

The management of the apparatus maintenance program is supervised by a Fire Captain.





Firefighters CARE

OUR MISSION

The Cathedral City Fire Department is Committed to Preserving Life, Environment, and Property Through Quality Emergency Response and Service.



Thank You For Your Support

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