

# City of Corona Fire Department Strategic Plan



***“The Mission of the Corona Fire Department is to prevent or minimize the loss of life, damage to the environment and loss of property from the adverse effects of fire, medical emergencies, and hazardous conditions”.***

**John Medina**  
Fire Chief

**July 2013**

*This page was intentionally left blank*

---

# TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
<b>Executive Summary .....</b>	<b>1</b>
<b>Introduction.....</b>	<b>3</b>
Background .....	3
Purpose and Scope.....	3
How the Strategic Plan Will Be Used .....	4
<b>1—Vision, Values and Culture, Mission Statement, Strategies and Strategic Thrusts.....</b>	<b>5</b>
1.1 Vision .....	5
1.2 Values and Culture .....	5
1.3 Mission Statement .....	5
1.4 Guiding Principles .....	6
1.4.1 Guiding Principle 1 .....	6
1.4.2 Guiding Principle 2 .....	6
1.4.3 Guiding Principle 3 .....	6
1.5 Strategies .....	6
1.6 Strategic Thrusts.....	6
1.6.1 Technology Plan.....	6
1.6.2 Data-Driven Organization .....	7
<b>2—Planning Approach and Methodology .....</b>	<b>9</b>
2.1 Planning Approach.....	9
2.2 Building Blocks .....	11
2.2.1 Environmental Monitoring/ Inputs .....	11
2.2.2 Application Considerations/ Outputs .....	11
2.2.3 Planning to Plan.....	11
2.2.4 Vision, Values and Culture .....	11

2.2.5	Mission Formulation .....	12
2.2.6	Strategic Business Modeling .....	12
2.2.7	Performance Audit .....	12
2.2.8	Gap Analysis and Closure .....	12
2.2.9	Integrating Action Plans .....	13
2.2.10	Contingency Planning .....	13
<b>3</b>	<b>—Strategic Business Model.....</b>	<b>15</b>
3.1	Major Lines of Business (LOBs).....	15
3.2	Critical Success Indicators (CSIs) .....	15
3.3	Culture Necessary to Support Plan.....	16
<b>4</b>	<b>—Performance Audit.....</b>	<b>17</b>
4.1	Strengths and Weaknesses.....	17
4.2	Opportunities and Threats .....	19
<b>5</b>	<b>—Gap Analysis and Closure .....</b>	<b>21</b>
5.1	Strategic Thrusts.....	22
5.1.1	Technology Plan.....	22
5.1.2	Data-Driven Organization .....	22
5.2	Plan Strategies .....	22
5.3	Goal Setting.....	22
<b>6</b>	<b>—Action Plans.....</b>	<b>25</b>
6.1	Strategy A – Maintain and Improve the Core Services of Fire Protection.....	25
6.1.1	Overview .....	25
6.1.2	Description .....	25
	Goal A1 – Fire Prevention.....	26
	Goal A2 – Fire Suppression .....	28
6.2	Strategy B – Deliver Additional Services Within the Capacity of the Fire Department .....	32

6.2.1	Overview .....	32
6.2.2	Description .....	32
Goal B1	– Emergency Medical Services.....	33
Goal B2	– Emergency Management .....	36
Goal B3	– Public Service Assistance .....	38
Goal B4	– Technical Rescue .....	39
Goal B5	– Hazardous Materials Response .....	42
Goal B6	– Community Outreach.....	44
6.3	Strategy C – Provide Support Services .....	46
6.3.1	Overview .....	46
6.3.2	Description .....	46
Goal C1	– Training.....	47
Goal C2	– Administrative Services.....	49
Goal C3	– Communications .....	51
Goal C4	– EMS Billing .....	53
Goal C5	– Human Resource Development .....	54
Goal C6	– Firefighter Health and Safety.....	55
Goal C7	– Fire Facilities .....	58
Goal C8	– Fire Apparatus and Equipment .....	60
<b>7</b>	<b>—Appendices.....</b>	<b>63</b>
7.1	Appendix 1 – Work Group.....	63
7.1.1	Corona Fire Department.....	63
7.1.2	Citygate Associates .....	63
7.1.3	Ground Rules.....	64
7.2	Appendix 2 – Critical Success Indicators.....	65
7.2.1	Line of Business – Administration/Customer Service .....	65
7.2.2	Line of Business – Communications.....	66

7.2.3	Line of Business – Emergency Management .....	66
7.2.4	Line of Business – EMS Operations .....	67
7.2.5	Line of Business – EMS Billing.....	68
7.2.6	Line of Business – Finance .....	68
7.2.7	Line of Business – Fire Apparatus and Equipment.....	69
7.2.8	Line of Business – Fire Facilities.....	69
7.2.9	Line of Business – Prevention.....	70
7.2.10	Line of Business – Hazardous Materials.....	71
7.2.11	Line of Business – Health and Safety .....	71
7.2.12	Line of Business – Investigations.....	72
7.2.13	Line of Business – Community Outreach .....	72
7.2.14	Line of Business – Public Service Responses/Non-Priority Responses .....	73
7.2.15	Line of Business – Fire Suppression .....	73
7.2.16	Line of Business – All Technical Rescue.....	74
7.2.17	Line of Business – Training .....	74

**Table of Tables:**

Table 1—Strategic Planning Work Progress Timeline.....	10
Table 2—Lines of Business with Responsible Work Group Members .....	15
Table 3—Strengths and Weaknesses of the Department.....	17
Table 4—Opportunities and Threats of the Department.....	19
Table 5—Line of Business – Administration/Customer Service.....	65
Table 6—Line of Business – Communications .....	66
Table 7—Line of Business – Emergency Management .....	66
Table 8—Line of Business – EMS Operations.....	67
Table 9—Line of Business – EMS Billing .....	68

---

Table 10—Line of Business – Finance .....	68
Table 11—Line of Business – Fire Apparatus and Equipment .....	69
Table 12—Line of Business – Fire Facilities .....	69
Table 13—Line of Business – Prevention .....	70
Table 14—Line of Business – Hazardous Materials .....	71
Table 15—Line of Business – Health and Safety .....	71
Table 16—Line of Business – Investigations .....	72
Table 17—Line of Business – Community Outreach.....	72
Table 18—Line of Business – Public Service Responses/Non-Priority Responses.....	73
Table 19—Line of Business – Fire Suppression.....	73
Table 20—Line of Business – All Technical Rescue .....	74
Table 21—Line of Business – Training.....	74



---

# CORONA FIRE DEPARTMENT STRATEGIC PLAN

## EXECUTIVE SUMMARY

During the recent economic downturn, the Corona Fire Department suffered setbacks in both staff and line services. The Fire Department determined that recovery would best be achieved by conducting formal planning. For this purpose, the Department engaged Citygate Associates, LLC to assist with strategic planning. Citygate and the Planning Work Group employed the Applied Strategic Planning format and process. During the planning engagement, the Department developed values, mission, and vision statements, performed strategic business modeling for all the Department's business processes, and conducted a thorough performance audit, gap analysis and closure. The results of this effort are the integrated action plans with specific goals and objectives for each business process. The Department also instituted a contingency planning process that will be performed prior to each budget cycle. The plan will be executed through the annual budgeting process.

*This page was intentionally left blank*

---

# INTRODUCTION

## **BACKGROUND**

---

Corona, like many cities, made significant budget cuts in all departments as a result of the economic downturn starting in 2008. The Corona Fire Department was no exception. In an effort to keep as many fire companies whole, the Administrative Support Services were severely cut and one truck company was taken out of service. In the intervening years, there have been slight improvements in the economy, and the City is beginning to add back funding to departments to begin the recovery process. In addition, the Corona Fire Department hired a new Fire Chief in 2012.

The new leadership and the improving economy spurred the Department into looking towards the future and developing a plan to make further improvements. The Department engaged Citygate Associates, LLC to conduct a Strategic Plan.

In October 2012, the Planning Work Group met for the first time and commenced the planning process which extended over the next eight months, and through a series of workshops, the plan was developed.

## **PURPOSE AND SCOPE**

---

This document is an Applied Strategic Plan. Applied Strategic Planning is used to create a real future for the Corona Fire Department rather than passively accepting what comes to pass. Implied in this planning process is the notion that each of the goals and objectives in this plan will lead to a *measurable* and tangible action or outcome. As a result, the plan guides the business lines of the Department over the next eight years. Also implicit in the planning process is annually updating the plan so that it continually stretches out eight years into the future. This continuous updating of the plan guarantees the flexibility to meet unforeseen opportunities and challenges. The Department has made a commitment that this updating will occur in October of each year in time to include plan objectives in the annual budget process. This plan was developed over the course of eight months with a Work Group comprised of chief officers, prevention staff, support staff, fire captains and the firefighters' union. Together they developed and prioritized the goals and objectives to meet the needs of the Department.

As part of the planning process, the members of the Work Group were instructed in the Applied Strategic Planning Process so that they can carry out the updating of the plan without the necessity of having the consultant present. The Work Group members also became the key stakeholders and plan sponsors so that they will ensure that the plan is utilized as it was meant to be.

---

## ***HOW THE STRATEGIC PLAN WILL BE USED***

---

Applied Strategic Planning is a process for guiding an organization by which the members of the organization actually work together to create their own plan. Citygate Associates believes in this process for three important reasons. The first was already mentioned—the organization participates in its own planning, and the consultant acts as a facilitator to keep the Work Group on track and to help them understand the process as it develops. Second, at the end of the planning process the members of the Work Group own the plan; they own the organization and they own the outcome of the plan. Finally, as the Work Group goes through the process they learn to become planners and how to maintain and update their plan to meet changing circumstances and needs.

The Applied Strategic Plan for the Department acts in much the same way as the General Plan does for the City, except on a smaller scale. The Applied Strategic Plan is the foundational plan upon which budgets, master plans and other activities rely for guidance. Budgets and other similar plans are necessarily short-term; the strategic plan takes the longer view, in this case, eight years, so that the *members of the organization can envision its future and develop the necessary procedures and operations to achieve that future*. Hand in hand with the strategic plan there also needs to be the strategic management process to ensure that the plan is successfully implemented.

---

# 1—VISION, VALUES AND CULTURE, MISSION STATEMENT, STRATEGIES AND STRATEGIC THRUSTS

## 1.1 VISION

---

*“We strive to be a professional, progressive, and compassionate organization that sets the standard for excellence through our service, dedication, and commitment to the community.”*

## 1.2 VALUES AND CULTURE

---

In dealing with our Community and Customers we will:

- ◆ Be genuinely concerned, and have sympathy for another’s distress and the desire and willingness to help alleviate it.
- ◆ Be organized for the purpose of doing good.
- ◆ Be depended upon to be there in times of need for our community.

In dealing with each other we will:

- ◆ Respect new ideas and explore new ways of doing things.
- ◆ Do a complete job, making sure there are no loose ends.
- ◆ Take time for each other.
- ◆ Be orderly and arrange our environment to achieve greater effectiveness and efficiency.
- ◆ Respect our tradition of trust, ethical conduct and behavior.
- ◆ Do the right thing at the right time.
- ◆ Use discernment in making decisions and taking action.
- ◆ Be kind and generous with one another.

## 1.3 MISSION STATEMENT

---

*The mission of the Corona Fire Department is to prevent or minimize the loss of life, damage to the environment and loss of property from the adverse effects of fire, medical emergencies, and hazardous conditions.*

---

## **1.4 GUIDING PRINCIPLES**

---

### **1.4.1 Guiding Principle 1**

*This guiding principle ensures that the Core Services the Fire Department must provide, which prevent conflagrations and minimize fire losses, are maintained and, where possible, enhanced to provide the very best level of fire protection the City of Corona can afford.*

### **1.4.2 Guiding Principle 2**

*This guiding principle ensures that, through its geographic distribution and inherent capabilities, the Fire Department provides other important services to the community within the available capacity of the Department to do so.*

### **1.4.3 Guiding Principle 3**

*This guiding principle recognizes that neither the Core Services nor the Additional Services could be provided to the community without adequate support services in place to ensure that the Fire Department's efforts are sustained.*

---

## **1.5 STRATEGIES**

---

- ◆ *Strategy A – Maintain and Improve the Core Services of Fire Protection*
- ◆ *Strategy B – Deliver Additional Services Within the Capacity of the Fire Department*
- ◆ *Strategy C – Provide Support Services.*

---

## **1.6 STRATEGIC THRUSTS**

---

### **1.6.1 Technology Plan**

The Department needs:

- ◆ A Technology Plan to include implementing a single point-of-entry office or field handheld data device that can collect information, and update the billing and business inspection databases all at once.
- ◆ To automate end-to-end the inspection, permitting and revenue collection programs.

- 
- ◆ To improve the dispatch and fire records systems to meet the need for and provide management information and metrics with which to manage the Department's programs.
  - ◆ To maintain and keep technology replacement programs current for radios and field service technologies.

## **1.6.2 Data-Driven Organization**

Data needs to drive the planning and decision making for the Department. This strategic thrust underlies almost every strategy in the Strategic Plan and depends on a Technology Plan that provides the tools to accomplish this.

*This page was intentionally left blank*

---

## 2—PLANNING APPROACH AND METHODOLOGY

### 2.1 PLANNING APPROACH

---

Based on our (Citygate Associates) experience with strategic planning, the Corona Fire Department agreed with our recommendation to use an approach called Applied Strategic Planning. “First and fundamental to [this] approach to Applied Strategic Planning is that it is the process by which the guiding members of an organization actually work together to create the plan themselves.”<sup>1</sup> Secondly, the members of the Strategic Planning Work Group learn how to think strategically. Finally, the emphasis of the process is to develop practical plans that can be applied to the organization and show results and/or changes.

The process consists of eight major steps or building blocks, each one developing the needed approach for the next. In the end, this results in a plan that sets out to fulfill its intended purpose and provides a practical process to build the future of the organization. This process also has enough flexibility built in that, as the plan is developed, it is reviewed and revised to take advantage of changing circumstances.

The planning process consisted of a series of workshops followed by a homework assignment for the Planning Work Group. The homework was to complete the detail work on each of the steps in the process as they were presented to the group. At the next workshop, this detail work was incorporated into the Draft Plan. The Work Group also received a reading assignment in the workbook<sup>2</sup> in preparation for the next step in the process. The general timeline for the process is described in the table on the following page.

---

<sup>1</sup> Nolan, Timothy, et al. Applied Strategic Planning, an Introduction. Wiley and Sons. San Francisco. 2008. Page 3.

<sup>2</sup> Ibid. Figure 1.1.

**Table 1—Strategic Planning Work Progress Timeline**

Dates	Workshops	Participants
October 1, 2012	Kick-off Meeting for Introductions and to develop an understanding of the project	Fire Chief, Corona Command Staff, Stewart Gary and Bill Sager
October 2, 2012	Planning to Plan Orientation training session to train the Work Group on the planning process Started work on the Mission, Values and Vision statements for the Department	Planning Work Group with Citygate Associates
October 29-30, 2012	Mission statement approved by the Chief Values statements completed in the “we will” format Vision – Completed the statement Strategic Business Modeling: <ul style="list-style-type: none"> <li>• Identified the major lines of business (LOBs) and assigned them to individuals in the Work Group</li> <li>• Established the critical success indicators (CSIs)</li> <li>• Identified the strategic thrusts</li> <li>• Discussed the existing culture as being supportive of the LOBs, CSIs and Strategic Thrusts</li> </ul>	Planning Work Group with Citygate Associates Chief briefed by Work Group at conclusion of meeting
December 11, 2012	Strategic Business Modeling Reaffirmed the major lines of business (LOBs) Edited the critical success indicators (CSIs) Edited the strategic thrusts Reviewed the Performance Audits Performed Gap Analysis and Closure Refined and confirmed the Mission statement	Planning Work Group with Citygate Associates Chief briefed by Work Group at conclusion of meeting
February 12, 2013	Analyzed the Lines of Business Established initial planning priorities Reaffirmed the Gap Analysis and Closure Prepared for Action Plan Development	Planning Work Group with Citygate Associates, including the Chief
May 15 and 16, 2013	Developed Action Plans for each of the strategies and Lines of Business to close the gaps between current performance and the desired future state Set up a process for plan implementation and ongoing maintenance	Planning Work Group with Citygate Associates, including the Chief

---

## **2.2 BUILDING BLOCKS**

---

### **2.2.1 Environmental Monitoring/ Inputs**

Part of the Applied Strategic Planning process requires the Work Group to be monitoring and mining the environment both inside and outside the organization for “granular” information that could be useful for the plan. In the rapidly changing world, this aspect of planning has taken on greater importance than ever. This requires not only a constant appraisal of information in trade journals and conferences, it also means looking outside the fire service to evaluate other activities that might have a bearing on the fire service now or in the future.

### **2.2.2 Application Considerations/ Outputs**

In Applied Strategic Planning, the continual emphasis is on the immediate application of any findings that emerge from the process and applying them to the operations, sometimes called a “quick fix.” During the planning process, the Work Group identified some opportunities to put aspects of the strategic plan to work before the plan was finished.

In part, this action also reminds planners that it is the planning that is important, not the plan itself.

### **2.2.3 Planning to Plan**

Before the planning can commence, a number of important questions need to be resolved to confirm the organization’s readiness, willingness and ability to proceed with an Applied Strategic Plan. The most important part of this phase of the process is identifying the members of the Strategic Planning Work Group. Once selected, they receive training in the process.

### **2.2.4 Vision, Values and Culture**

Before serious planning can commence, the organization visualizes its future; it describes where it wants to go and why it wants to get there. The plan describes “how” the Corona Fire Department will fulfill its mission. . It has been our experience that the Work Group needs to understand and appreciate the values and culture of their own organization. The decisions and actions of the organization are driven by its values and culture. An organization may try to move away from its values, but when the chips are down, the organization will revert to its value base. Shifting the values and culture is a daunting task and is often not successful. Consequently, developing a plan that acknowledges the values and cultural base of the organization will have a greater chance of success.

There are always questions to ask; does the value statement developed by the Work Group actually reflect the values of the Department and its cultural norms? Or is it what the Work Group wishes to be the values and culture of the organization? While there is no way to guarantee this, Citygate uses a process that starts with individual values, using the Rokeach

---

Values Survey Instrument, and works with the group to come to consensus on the group values. Citygate is confident that this process, combined with observation of the group dynamics, produces as valid a values statement as is possible.

### **2.2.5 Mission Formulation**

Mission formulation is an essential step in the planning process as it provides an opportunity for the stakeholders to develop clarity within the organization about future direction and provides a vehicle for stakeholders to communicate clearly with other stakeholders and employees.

It also defines the distinctive competencies of the organization.

During the planning process, the mission statement is reviewed at each major step in the process to ensure that it continues to fit the organization and communicate the future direction for the organization.

### **2.2.6 Strategic Business Modeling**

It is during strategic business modeling that the plan Work Group develops specific, detailed plans about how the organization will reach its future state. This step defines the future vision in tangible, measurable concepts that can be put to work. The strategic business model is really the core of the plan.

The strategic business model is a detailed plan of how the organization plans to reach its intended goals, and how it will fulfill its mission

### **2.2.7 Performance Audit**

Simultaneously with the Strategic Planning effort, the Department also undertook a Performance Audit and Standards of Cover Analysis, as well as a Facilities Assessment. These efforts have provided valuable information for the Work Group to use as part of their Performance Audit. Up to this point, the Department had gathered data but had not effectively put it to use to drive the Department's agenda.

### **2.2.8 Gap Analysis and Closure**

The gap analysis examines the question of how large the gap is between where the organization wants to be (its future state), and where it is today (its present state). It then looks at what it will take in the way of resources (time, personnel, equipment and/or facilities) to close the gap. Many of the current gaps are legacy gaps based on losses incurred during the economic downturn; they will be fixed over time as resources become available. Some of the gaps are newly discovered and are a result of the planning effort; closure of those gaps will probably take more time.

---

### **2.2.9 Integrating Action Plans**

Integrating the action plans will be an ongoing responsibility of the Department leadership since each of the lines of business are the responsibility of an individual who in all likelihood will act as that line of business' champion. Balancing the competing needs of the various lines of business in tight economic times will be challenging; however, the plan provides useful guidance for the Department leadership to utilize in making those choices.

### **2.2.10 Contingency Planning**

There is an old saying, "No plan survives first contact intact." So it would seem that a contingency plan should be developed for all foreseeable contingencies. However, in the dynamic world we live in today, making the kinds of predictions essential to developing contingency plans is virtually impossible. Instead, Corona has chosen to develop a group of planners who can adjust, modify and update the plan as necessary to deal with the rapidly changing world. Their plan is to meet annually in October to update the plan and make recommendations for the following years' budget.

*This page was intentionally left blank*

---

## 3—STRATEGIC BUSINESS MODEL

### 3.1 MAJOR LINES OF BUSINESS (LOBs)

---

Upon analysis, the Work Group identified seventeen Lines of Business (LOBs). Later in the process the lines of business were assigned to one of the three strategies. Each LOB was assigned to one of the members of the Work Group as identified below.

**Table 2—Lines of Business with Responsible Work Group Members**

Line of Business	Responsible Work Group Member
Fire Prevention	Cindi Schmitz
Fire Investigation	Cindi Schmitz
Operations/ Fire Suppression	David Duffy
Emergency Medical Service (EMS)/ EMS Billing	Mike Samuels, Roger Williams
Emergency Management	Lynn Mata
Community Outreach	Lynn Mata
Technical Rescue	David Shoemaker
Public Service Response	Jeremy Verderber
Hazardous Materials	David Shoemaker
Training	Jeremy Verderber
Health and Safety	Chris Cox, Jeremy Verderber
Apparatus and Equipment	Chris Cox
Facilities	Chris Cox
Administration/ Customer Service	Kelley Bates
Human Resources	Fred Parr
Communications	Chris Cox
CUPA	Cindi Schmitz

### 3.2 CRITICAL SUCCESS INDICATORS (CSIs)

---

Critical Success Indicators were developed for each line of business. The Critical Success Indicators are listed in detail in Appendix 2. In some cases, the CSIs were developed to bring the Department back up to where it was before the economic downturn. In many of the cases the CSIs were developed to take the Department to the next level in keeping with the vision statement.

---

### **3.3 CULTURE NECESSARY TO SUPPORT PLAN**

---

The Department, including every member from the Chief to the Union possesses the professionalism and integrity to support the Department's Strategic Plan. The current culture of the Corona Fire Department does not exist as a result of randomness, but is the result of the courage and leadership displayed by all members, from past to present. Through many years of hard work and sacrifice, the men and women of the Corona Fire Department have cultivated the culture necessary to ensure the planning process would be successful.

---

## 4—PERFORMANCE AUDIT

The Performance Audit was conducted using the **Strength, Weakness, Opportunity and Threat (SWOT)** survey process. The persons responsible for a specific LOB completed a SWOT specifically covering that LOB or a critical part of that LOB. The SWOTs were then shared with the entire Work Group so that everyone had a clear understanding of the strengths and weaknesses as well as the opportunities and threats the Department faces.

Each individual line of business had a mix of strengths, weaknesses opportunities and threats. Below is a summary of the strengths, weaknesses, opportunities and threats for the Department as a whole.

### 4.1 STRENGTHS AND WEAKNESSES

---

SWOT Analysis – Looking inward at the organization as it is today, Citygate and the Work Group examined the internal strengths and weaknesses framed around the following issues:

**Table 3—Strengths and Weaknesses of the Department**

**Critical Success Indicators (CSIs)**

There are two groups of lead indicators in Prevention and Suppression, respectively. They span most of the Lines of Business and are reflected in most of the CSIs. In Prevention, the CSIs are the percentages of required inspections completed by the suppression companies and by the inspectors. At this point, this is a weakness of the organization. In Suppression, the CSIs are arrival times of the first unit, the full first alarm and the knockdown or fire-containment time. This is one of the strengths of the organization. There are many other CSIs that indicate quality of service, but if these basic CSIs can be routinely met, the others are more likely to fall into line. For example, the first-unit arrival time is not only important for fire suppression; the same measure applies to emergency medical response if the Department wants positive outcomes. Similarly, if the Prevention inspections are carried out as required by the code, this should reduce the likelihood of fire.

**Distinctive (Core) Competencies**

The Department has focused its recent training efforts (last two years) on the basics. The core competency of any fire department has to be the prevention and early suppression of fires to prevent conflagrations. Focusing on the basics clarifies the role of the fire department within the city government.

### **The Organization's Culture**

While it collects a plethora of data, the Department is not driven by the data that it collects. Until this plan, the organization did not fully appreciate the ways that data could assist in making decisions. Now that understanding exists, the data collection and analysis system has been found inadequate for the job. Before the culture can embrace the concept of being a data-driven organization, it needs to have the tools in place to easily collect, synthesize and analyze data to generate the needed reports that will guide the organization's performance. If the Work Group's embracing of the data-driven organization concept is any measure of the larger organization, once reports are generated that have an impact on the operations and funding of the Department, then the culture should readily embrace the concept.

### **LOBs Life Cycle**

Most of the lines of business of the Fire Department have been in place for a long time with the possible exception of technical rescue. This solid history is a strength of the organization. Despite their long terms, many of the lines of business have been weakened by the economic downturn and their future performance will depend on proper funding and staffing.

### **Human Capital**

It is almost cliché to mention this, but the primary strength of the Corona Fire Department is its people. There are excellent relationships between City management, the Fire Chief and command staff, and the union. The fire fighters are well trained and enthusiastic. The Operations Division is well staffed and the facilities are well located to serve the City. Four of the five measures of a top-performing organization: leadership practices, employee engagement, knowledge accessibility, and learning capacity are practiced to a degree by the organization and are strengths. Workforce optimization is currently a weakness. It is a consequence of the economic downturn but needs addressing. The Fire Marshal, a senior leadership member of the command team is a "rank and file" union employee. The Senior Departmental Accounting/Budget Technician, another senior leadership member of the command team, is working out of class.

### **Organizational Model**

The organizational model that the Corona Fire Department uses is fairly typical of departments of its size. However, the model is currently a shell as much of the support staff that should be in place to make the organization function at its best were decimated by the economic downturn. If the organization expands without adding support staff and additional chief officers, it will further exacerbate an already stressed organization. Much of the strategic planning focused on this situation and almost every action plan calls for alternate staffing methods to replace what has been lost as the first step in making the Department function properly.

---

## 4.2 OPPORTUNITIES AND THREATS

---

SWOT Analysis – Looking outward at the external environment as it is today, Citygate and the Work Group examined the opportunities and threats framed around the following issues:

**Table 4—Opportunities and Threats of the Department**

**Industry Environment**

“Consolidation” is a byword of the fire service today. In part, this is a response to the economic downturn and in part it is recognition that through consolidation, operations between adjoining agencies become seamless.

While the incidence of fire and fatalities in buildings continues to drop on a nationwide basis, there is very clear evidence that the nature and behavior of residential fires has become more damaging, hotter and more dangerous. The traditional time/temperature that maps the progress of typical fires now shows maximum heat production in roughly half the time over the situation 30 to 40 years ago. This is due to changes in building materials, finishes, and more open designs. Simultaneously, with the overall decrease in fires, opportunities to practice the trade occur less frequently and firefighter’s firefighting skills erode.

Focus on Emergency Medical Service (EMS) has affected the fire service. It has led to a more professional way of looking at the business overall (not just EMS) in keeping with the medical field’s professional standards. Concurrently, it has led to changes in the types of people the fire service selects for employment. Having a paramedic license is a requirement for many departments and a desirable trait for many more. This has raised the average education and age level of new recruits. With their big investment in getting their license, they are serious people with a lot at stake.

**Competitive Environment**

Outside contracting for services either by Cal Fire, through the County, adjacent fire agencies such as the surrounding cities, or private contracting services, such as Falck, all present an ongoing but probably distant threat. Corona might have an opportunity for growth in this arena if it chooses to do so.

Additionally, changes to the delivery of healthcare as a result of the Affordable Healthcare Act will potentially affect the delivery of emergency medical services provided by the Fire Department.

---

### **Regulatory Environment**

The regulatory environment is becoming increasingly complex. Consider the long-term impacts of Tier 3 and Tier 4 requirements on diesel engines that power apparatus. Consider the impacts of Patient Protection and the Affordable Care Act. Consider the impacts of the changes in hazardous-materials labeling practices.

### **Organization Specific Environment**

The dominant demographic patterns of Corona along with much of southern California are changing. This is an opportunity for the Corona Fire Department to reflect the ethnic, and to a limited extent, the gender composition of the community.

### **General Environment**

The City is considering an annexation of Temescal Canyon in Riverside County to the southwest of the City. This annexation would add some additional population and businesses but has the potential of adding considerably to the City's population in the future as vacant land is developed. The Fire Department would add one engine company and develop a wildland protection agreement with Cal Fire.

---

## 5—GAP ANALYSIS AND CLOSURE

The Gap Analysis and Closure narrow down the multitude of issues facing the Department into four basic strategic areas of concern with the third containing five sub strategies for consideration. Eventually, the top two strategies were combined, but for the purposes of the Gap Analysis and Closure, the following was the shape of the Gap Analysis and Closure Process that recognized the overall lines of business, critical success indicators, necessary culture, and internal systems in place to bring about closure.

1. Prevention of Conflagrations

Because the incidence of conflagration is relatively rare, although more frequent in southern California from wildland fire than other parts of the country, it is easy to forget that the prevention of conflagrations was historically the way the fire service came to be in the first place. To this day, fire prevention activities focus on conflagration prevention as witnessed by the flammable roof bans and residential sprinkler requirements in many parts of the country.

As a result, the fire prevention LOB is the first LOB considered in this plan.

2. Minimize Fire Damage

Minimizing fire damage is the stopgap for preventing conflagrations when the fire prevention system fails. Corona has a very robust fire response system and with its mutual aid partners is very capable, but that does not mean it is perfect. Fire response is the second LOB considered in the plan.

3. Utilize Available Capacity in Other Ways to Help the Community

The fire response system does not spend its full time responding to fires and preventing conflagrations. The distribution, available capacity between fire calls, and basic training (skill sets) make the fire response system an ideal system for other types of emergency responses to assist the citizens of Corona, including:

- i. EMS – Skill sets, capacity, and distribution
- ii. Public Service Response – Skill sets, capacity and distribution
- iii. Emergency Management – Skill sets, capacity and distribution
- iv. Technical Rescue – Skill sets and capacity
- v. Hazardous Materials – Capacity.
- vi. Community Outreach – Capacity.

4. Support the Organization in Executing its Public Efforts.

---

## 5.1 STRATEGIC THRUSTS

---

### 5.1.1 Technology Plan

The Department needs:

- ◆ A Technology Plan to include implementing a single point-of-entry office or field handheld data devices that can collect information, and update the billing and business inspection databases all at once.
- ◆ To automate end-to-end the inspection, permitting and revenue collection programs.
- ◆ To improve the dispatch and fire records systems to meet the need for and provide management information and metrics with which to manage the Department's programs.
- ◆ To maintain and keep technology replacement programs current for radios and field service technologies.

### 5.1.2 Data-Driven Organization

Data needs to drive the planning and decision making for the Department. This strategic thrust underlies almost every strategy in the Strategic Plan and depends on a Technology Plan that provides the tools to accomplish this.

---

## 5.2 PLAN STRATEGIES

---

- ◆ *Strategy A – Improve and Maintain the Core Services of Fire Protection*
- ◆ *Strategy B – Deliver Additional Services Within the Capacity of the Fire Department*
- ◆ *Strategy C – Provide Support Services.*

---

## 5.3 GOAL SETTING

---

Strategic business modeling is the process used for each of the goals developed by the Work Group. These goals are identified as:

- ◆ *Immediate Action Items* – goals with objectives to be completed in the first two years of the plan;
- ◆ *Mid-range Action Items* – goals with objectives to be completed in the second through fifth year of the plan and;

- 
- ◆ *Long-term Action Items* – goals with objectives to be completed in the fifth through eighth year of the plan.

As time passes and immediate goals and objectives reach completion, mid-range goals and objectives become immediate and some long-term goals and objectives move into mid-range. Many of the goals extend for the entire span of the plan with objectives in each of the three action ranges.

*This page was intentionally left blank*

---

## 6—ACTION PLANS

### 6.1 STRATEGY A – MAINTAIN AND IMPROVE THE CORE SERVICES OF FIRE PROTECTION

---

#### 6.1.1 Overview

*This strategy will ensure that the Core Services the Fire Department must provide, which prevent conflagrations and minimize fire losses, are maintained and, where possible, enhanced to provide the very best level of fire protection the City of Corona can afford.*

#### 6.1.2 Description

The core service of our fire department in our community is ultimately to prevent conflagrations. Conflagrations have such a significant impact on the lives and economy of our community that the community is willing to go to great expense to ensure they do not happen. The second core service of our fire department is to reduce the impact of fire to some level that is acceptable to the community. In most modern communities in the United States, that level is usually confining fire to a single room and its contents with no loss of life.

The core services consist of two main components, fire prevention and fire suppression. Although fire suppression is the larger part of the fire department, fire prevention is the first line of defense and works through four main areas in sequential order of effectiveness – engineering, education, enforcement, and information. Fire suppression is concerned with three main areas – structural (building) fires, wildland fires, and special fires such as fires involving motor vehicles, railroad, aircraft, and public utilities.

## Goal A1 – Fire Prevention

### Desired End State

The Prevention Division, through enhanced engineering, education, and enforcement, will reduce the number and significance of fires in the community. The Prevention Division seeks to improve its services by adding the necessary staff needed to meet and exceed the goals and objectives of the Prevention Division. The Prevention Division will become an efficient and effective division by evaluating new technology and using it to reduce the workload on staff and improve customer service.

Sub-Goals and Objectives		Timeframe*		
		IM	MR	LT
<b>Goal A1.1</b>	<b>Develop a comprehensive Fire Prevention Plan.</b>			
<i>Objectives:</i>				
A1.1-1	<i>Work with Citygate to complete the Prevention Plan.</i>	1		
A1.1-2	<i>Evaluate the findings and develop an implementation plan.</i>	1		
A1.1-3	<i>Work with the Fire Chief and City staff to secure funding and implement recommendations.</i>	1		
A1.1-4	<i>Implement plan.</i>	■	■	■
<b>Goal A1.2</b>	<b>Establish a bar-coding system for tracking plans through the plan checking system in conjunction with the Building Department.</b>			
<i>Objectives:</i>				
A1.2-1	<i>In conjunction with the Building Department, analyze and identify the system's requirements.</i>	1		
A1.2-2	<i>Develop RFP and analyze bids.</i>		3	
A1.2-3	<i>Select cost-efficient and effective system.</i>		3	
A1.2-4	<i>Train staff on the use of the bar-coding system.</i>		3	
A1.2-5	<i>Implement the system.</i>		4	
<b>Goal A1.3</b>	<b>Evaluate effectiveness and efficiency of the Plan Check process.</b>			
<i>Objectives:</i>				
A1.3-1	<i>Utilize the proposed Prevention Plan and make recommendation to the Fire Chief.</i>	1		

Sub-Goals and Objectives		Timeframe*		
		IM	MR	LT
<b>Goal A1.4</b>	<b>Division Staffing – Staff the Fire Prevention Division.</b>			
<i>Objectives:</i>				
A1.4-1	<i>Utilizing the Prevention Plan, determine appropriate staffing that considers all options to meet workload deficiencies.</i>	1		
A1.4-2	<i>Identify and secure funding sources, including fees that will be needed to meet staffing needs.</i>	2		
A1.4-3	<i>Recruit and hire or contract staff as identified in the staffing plan.</i>		3	
A1.4-4	<i>Train new prevention staff.</i>		3	
<b>Goal A1.5</b>	<b>Provide a robust fire/arson investigation program.</b>			
<i>Objectives:</i>				
A1.5-1	<i>Utilize the Prevention Plan and evaluation of program to add additional investigators.</i>	2		
<b>Goal A1.6</b>	<b>Meet the obligations as a Participating Agency (PA) in the CUPA Enforcement Program.</b>			
<i>Objectives:</i>				
A1.6-1	<i>Utilize the Prevention Plan to determine the current state of the CUPA Program.</i>	2		
A1.6-2	<i>Present findings to Department Administration and others as directed.</i>	2		
A1.6-3	<i>Make a determination based on findings.</i>	2		

\*Note: IM = Immediate; MR = Mid-range; LT = Long-Term

## Goal A2 – Fire Suppression

### Desired End State

The Fire Suppression Division will provide a suppression force with the necessary concentration and distribution to reduce the impact of fire on the community. The Fire Suppression Division seeks to ensure that said concentration and distribution is commensurate with the risks posed. The Fire Suppression Division will respond with highly trained firefighters supplied with the appropriate tools and equipment to keep fires from growing beyond the area of origin. The Fire Suppression Division will utilize valid and reliable data to measure performance and manage change. The Fire Suppression Division seeks to improve its services by adding additional companies and overhead staff to ensure the highest quality of service is delivered to the community while providing for the health and safety of the Department’s firefighters.

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal A2.1</b>	<b>Establish a City Council-approved response time standard based on call type and population density.</b>			
<i>Objectives:</i>				
A2.1-1	<i>Adopt response time standards “Total Reflex Time” for single- and multi-company responses using a Standards of Cover evaluation.</i>	1		
A2.1-2	<i>Gain City Council approval through the General Plan.</i>	1		
<b>Goal A2.2</b>	<b>Improve Fire Department data collection and reporting system to provide meaningful real-time data.</b>			
<i>Objectives:</i>				
A2.2-1	<i>Collect all data listed on the data collection worksheet into an NFIRS-approved data collection system with appropriate reporting mechanisms for tracking and create the following reports to track the established CSI goals:</i>	2		
	<ul style="list-style-type: none"> <li><i>Establish procedures and develop a training program for the data collection system.</i></li> </ul>	2		
	<ul style="list-style-type: none"> <li><i>Train personnel.</i></li> </ul>	2		
	<ul style="list-style-type: none"> <li><i>Evaluate data collection program and modify it as needed.</i></li> </ul>	2		

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal A2.3</b>	<b>Return a second truck company to service.</b>			
<i>Objectives:</i>				
A2.3-1	<i>Apply for the 2013 SAFER Grant.</i>	1		
<b>Goal A2.4</b>	<b>Develop Standard Operating Guidelines for all emergency operations utilizing current best practices from NFPA and IFSTA.</b>			
<i>Objectives:</i>				
A2.4-1	<i>Evaluate the Department's current SOGs to determine if they meet best practices, cover the Fire Department's normal emergency operations, and are written to the Department's capabilities.</i>		3	
A2.4-2	<i>As needed, identify SOGs for either rewrite or writing for every multi-company emergency operations.</i>		3	
A2.4-3	<i>Assign appropriate personnel to develop and train personnel on any new SOGs.</i>		3	
<b>Goal A2.5</b>	<b>Establish a system of adequate command and control and safety oversight for emergency operations.</b>			
<i>Objectives:</i>				
A2.5-1	<i>Evaluate fireground and other emergency operations for adequacy of command and control and safety oversight utilizing FIRESCOPE Incident Command System criteria.</i>	2		
A2.5-2	<i>Identify criteria for a second Battalion</i>	1		
A2.5-3	<i>Analyze current Battalion Chief workloads including incident command, fire ground and department safety, training, administration and special assignments.</i>	2		
A2.5-4	<i>Describe a realistic workload configuration for field command and staff officers.</i>	2		
A2.5-5	<i>Develop a configuration that utilizes staff officers as part of the scheme.</i>	2		
A2.5-6	<i>Establish a second Battalion.</i>	2		
A2.5-7	<i>Identify funding for additional command officers.</i>		3	

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal A2.6</b> Examine all call types to ensure the appropriate resources are responding.			
<i>Objectives:</i>			
A2.6-1 Evaluate the current deployment for a first alarm vegetation fire.	2		
A2.6-2 Determine if the Type 3 engines or Type 1 engines should be dispatched.		3	
A2.6-3 Develop a system that sends the appropriate apparatus and personnel to vegetation fires.		3	
<b>Goal A2.7</b> Maintain a cadre of adequately trained and qualified personnel to provide needed command and general staff positions for incidents.			
<i>Objectives:</i>			
A2.7-1 Train Chief Officers, Company Officers and other qualified personnel in the following ICS positions:			
• Safety Officer (See Goal A2.8)	1		
• Accountability Officer	1		
• RIC Group Supervisor	1		
• Staff Aide (As defined by NFPA 1710 A.3.3.48)		3	
• Operations Section Chief		3	
• Division Supervisors	2		
A2.7-2 Where necessary, modify or implement policies and guidelines to support the use of overhead assignments.			

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal A2.8</b>	<b>Establish a Qualified Safety Officer position for in-City Responses.</b>			
<i>Objectives:</i>				
A2.8-1	<i>Define the role of the Safety Officer position.</i>	1		
A2.8-2	<i>Establish curriculum for training.</i>			
A2.8-3	<i>Determine appropriate number and rank desired to meet the need.</i>	1		
A2.8-4	<i>Establish Policies and SOGs as required.</i>	1		
A2.8-5	<i>Train Personnel.</i>	2		
A2.8-6	<i>Establish funding source.</i>	2		
<b>Goal A2.9</b>	<b>Continue to develop opportunities through partnerships with area fire agencies.</b>			
<i>Objectives:</i>				
A2.9-1	<i>Develop comprehensive agreements with the Anaheim Fire Department.</i>	1		
A2.9-2	<i>Develop comprehensive automatic-aid with Riverside City Fire Department.</i>	1		
<b>Goal A2.10</b>	<b>Establish a 3-to-1 Span of Control for emergency operations.</b>			
<i>Objectives:</i>				
A2.10-1	<i>Evaluate all suppression operations and determine where the 3-to-1 standard is applicable.</i>	2		
A2.10-2	<i>Modify and develop policies and SOGs to establish 3-to-1 span of control.</i>	2		
A2.10-3	<i>Train all personnel and implement 3-to-1 span of control.</i>		3	

---

## **6.2 STRATEGY B – DELIVER ADDITIONAL SERVICES WITHIN THE CAPACITY OF THE FIRE DEPARTMENT**

---

### **6.2.1 Overview**

*This strategy ensures that the distribution and capabilities of the Fire Department provide other important services to the community within the available capacity of the Department to do so.*

### **6.2.2 Description**

Other services that the fire service provides take advantage of the capacity, skills, and equipment that are in place primarily to prevent and suppress fires. These services include emergency medical services, various types of rescue services, hazardous materials response, management of disasters, and other assists to the public.

Currently, the Department provides emergency medical services, both at the basic (emergency medical technician) and advanced (paramedic) levels. The Department is responsible for emergency and disaster management service for the City. The Department responds to public service assistance calls (miscellaneous incidents where the training, tools and capabilities can be applied). The Department provides technical rescues, including swift-water rescue, participation in the FEMA Urban Search and Rescue Task Force 6, high-angle and low-angle rescues using ropes and other devices, and confined-space rescues. The Department also responds to hazardous materials spills, releases, and contaminations.

## Goal B1 – Emergency Medical Services

### Desired End State

The EMS Division will maintain the high level of customer service and medical practice currently provided. The EMS Division will improve its services by bolstering the EMS Division’s Quality Improvement/Quality Assurance process. The EMS Division will stay relevant with the changing EMS environment and will explore and capitalize on the opportunities that are present from the emerging Universal Healthcare System.

	Sub-Goals and Objectives	Timeframe		
		IM	MR	LT
<b>Goal B1.1</b>	<b>Bolster the EMS Division by adequately staffing QA/QI and other components of the program.</b>			
	<i>Objectives:</i>			
B1.1-1	Analyze current EMS Program staffing and identify unmet needs.	1		
B1.1-2	Develop a long-term staffing plan to meet both short-term and long-term needs.	1		
B1.1-3	Describe the Scope of Work to meet the short-term needs.	1		
B1.1-4	Establish minimum qualifications.	1		
B1.1-5	Identify a funding source(s) to support the EMS Division personnel needs.	1		
B1.1-6	Determine the job description classification.	1		
B1.1-7	Recruit and hire employee(s).	2		
B1.1-8	Train employees.	2		
<b>Goal B1.2</b>	<b>Enhance Field Care Audit System.</b>			
	<i>Objectives:</i>			
B1.2-1	Develop a system to flag auditable patient contacts.	1		
B1.2-2	Develop a system to disseminate audits to assigned team members.	1		
B1.2-3	Develop a system to provide feedback to EMS responders.	1		
B1.2-4	Develop a system to track and monitor FCA Scores.	1		

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal B1.3 Enhance Data Collection / Evaluation System.</b>			
<i>Objectives:</i>			
B1.3-1 <i>Develop a system to identify, track, and remediate EMS infractions.</i>	1		
B1.3-2 <i>Develop or purchase a data query system tailored to the CA State EMS Indicators.</i>	1		
B1.3-3 <i>Develop a Corona Fire Department EMS data dictionary.</i>	2		
B1.3-4 <i>Establish field-level data entry process.</i>	2		
B1.3-5 <i>Provide EMS data-entry training to field personnel.</i>	2		
<b>Goal B1.4 Improve the EMS Education and Training System.</b>			
<i>Objectives:</i>			
B1.4-1 <i>Identify funding to support EMS training.</i>	1		
B1.4-2 <i>Coordinate EMS training with the Department training program.</i>			
B1.4-3 <i>Create an EMS Skills Lab.</i>	1		
B1.4-4 <i>In conjunction with the Department SOGs, develop CFD Critical Skill Performance Standards and Scenarios.</i>	1		
B1.4-5 <i>Develop a system to identify personnel who have not met CFD Critical Skill Performance targets.</i>	1		
B1.4-6 <i>Integrate ALS and BLS skills training.</i>	1		
<b>Goal B1.5 Reestablish Customer Service Survey System.</b>			
<i>Objectives:</i>			
B1.5-1 <i>Update current survey form to reflect changes in practice.</i>		3	
B1.5-2 <i>Develop a random EMS call sampling system.</i>		3	
B1.5-3 <i>Develop outgoing and incoming mail system, consider electronic.</i>		3	
B1.5-4 <i>Develop data analysis system to evaluate and report customer responses.</i>		3	

	Sub-Goals and Objectives	Timeframe		
		IM	MR	LT
<b>Goal B1.6</b>	<b>Create a Succession Plan for FF/PM Personnel.</b>			
	<i>Objectives:</i>			
B1.6-1	<i>Evaluate the Department's immediate and mid-range ALS/BLS personnel needs.</i>	1		
B1.6-2	<i>Investigate feasibility of in-house ALS personnel recruitment.</i>		3	
B1.6-3	<i>Develop an in-house (departmental) ALS training system.</i>		3	
B1.6-4	<i>Prepare for outside (open testing) recruitment if necessary.</i>		3	
<b>Goal B1.7</b>	<b>Revise EMS Quality Improvement Plan.</b>			
	<i>Objectives:</i>			
B1.7-1	<i>Update plan to represent current structure and function.</i>	2		
B1.7-2	<i>Revise Annual Update to focus on current EMSA Core Measures.</i>	1		
<b>Goal B1.8</b>	<b>Revise EMS Division Plan.</b>			
	<i>Objectives:</i>			
B1.8-1	<i>Update the EMS Plan to coincide with the CFD Strategic Plan.</i>	2		
<b>Goal B1.9</b>	<b>Improve Infection Control System.</b>			
	<i>Objectives:</i>			
B1.9-1	<i>Update the Infection Control Plan to reflect current practices.</i>	1		
B1.9-2	<i>Develop a system to track and monitor Infection Control injuries.</i>		3	
B1.9-3	<i>Retain Infectious Disease MD for post-exposure treatment.</i>	1		
B1.9-4	<i>Identify and train two Assistant Designated Infection Control Officers.</i>	1		
<b>Goal B1.10</b>	<b>Provide management and oversight of the City's EMD Program.</b>			
	<i>Objectives: TBD</i>			

## Goal B2 – Emergency Management

### Desired End State

The Emergency Management Division will ensure the City’s readiness to respond to and recover from extraordinary emergencies and disasters that impact the City of Corona. Overall program management of Emergency Management for the City will be in the Fire Department. The Emergency Management Division will ensure the City’s training and participation requirements are consistent with the National Incident Management System. The Emergency Management Division will also provide opportunities to improve the Department’s response capabilities by obtaining and managing grant funding through private, State and Federal grant programs. The Emergency Management Division seeks to improve its service by acquiring additional staff to assist in the management of training and administrative needs.

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal B2.1</b>	<b>Evaluate personnel and logistical needs for EOC activation.</b>			
<i>Objectives:</i>				
B2.1-1	List all required NIMSCAST training and exercises for a calendar year.	1		
B2.1-2	Identify, list and assess the EOC staff training needs.	1		
B2.1-3	Identify and list other needs to prepare for disasters.	1		

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal B2.2</b> Obtain sufficient staff to manage the program and the anticipated outcomes. (Reference Goal B1.4 – Education).			
<i>Objectives:</i>			
B2.2-1 Determine personnel needs for the Emergency Management function.	1		
B2.2-2 Based on the personnel needs evaluation, identify the appropriate job classification(s) and hours.	2		
B2.2-3 Determine job description and Scope of Work.	2		
B2.2-4 Establish minimum qualifications.	2		
B2.2-5 Identify funding source(s).	2		
B2.2-6 Perform pay and benefits analysis for these positions.	2		
B2.2-7 Recruit hire and train employees.	2		

## Goal B3 – Public Service Assistance

### Desired End State

Provide a high level of public service to all requests for service that are not traditional in nature. The public service line of business will ensure that our customers’ needs will be met to the greatest extent possible, so long as they are within the mission of our organization. Additionally, the public service line of business seeks to refer customers to the proper authority if/when we do not provide the requested service. The public service line of business seeks to improve its services by ensuring the appropriate response is dispatched for the appropriate request.

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal B3.1</b>	<b>Evaluate dispatch procedures.</b>			
<i>Objectives:</i>				
B3.1-1	<i>Evaluate Fire Dispatch procedures to ensure appropriate response procedures.</i>	1		
B3.1-2	<i>Report findings and make necessary recommendations.</i>	1		
<b>Goal B3.2</b>	<b>Clarify expectations of Public Service responses.</b>			
<i>Objectives:</i>				
B3.2-1	<i>Establish an SOG for Public Service responses.</i>	2		

## Goal B4 – Technical Rescue

### Desired End State

The Technical Rescue Program will provide full-time response capabilities addressing all of the skill sets identified in the NFPA 1670, *Standard on Operations and Training for Technical Search and Rescue Incidents*, with the exception of wilderness search and rescue. The program will strengthen operational capabilities and safety by: implementing training programs for both First Responders and Technician-level personnel, establishing standard operating guidelines, and providing appropriate equipment. The program will become more reliable through establishing staffing qualifications for Technical Rescue response units.

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal B4.1</b> <b>Establish minimum daily staffing requirements for Technical Rescue operations.</b>			
<i>Objectives:</i>			
B4.1-1 <i>Determine and establish minimum number of on-duty assigned personnel necessary for Technical Rescue readiness.</i>	1		
B4.1-2 <i>Define minimum number of personnel that must be qualified for the Technical Rescue response unit to be “in service.”</i>	1		
<b>Goal B4.2</b> <b>Establish minimum qualifications for personnel assigned to Technical Rescue response units.</b>			
<i>Objectives:</i>			
B4.2-1 <i>Define minimum qualifications for assigned personnel.</i>	1		

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal B4.3</b> Maintain minimum qualifications for personnel assigned to Technical Rescue response units and Technical Rescue First Responders.			
<i>Objectives:</i>			
B4.3-1 Identify the desired skills required for First Responder personnel related to Technical Rescue response.	1		
B4.3-2 Develop skills validation exercises for the skills identified above that will verify competence of First Responder personnel.	1		
B4.3-3 Identify the desired skills required for Technical Rescue personnel.	1		
B4.3-4 Identify supplemental training required for Technical Rescue personnel.	1		
B4.3-5 Develop skills validation processes for Technical Rescue personnel.	1		
B4.3-6 Establish the exercise frequency and performance standard for Technical Rescue personnel.	1		
<b>Goal B4.4</b> Provide a pool of additional qualified Technical Rescue personnel that can work for assigned personnel. Provide personnel depth in the program for staffing a significant incident.			
<i>Objectives:</i>			
B4.4-1 Qualify all Corona Fire US&R team personnel in Technical Rescue by having them complete the required training elements for Technical Rescue assignment.	2		

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal B4.5</b> Establish the funding required to maintain minimum staffing, personnel competency, proper equipment and any required overhead support for the Technical Rescue Program.			
<i>Objectives:</i>			
<i>B4.5-1 Determine annual funding required for maintaining competency of personnel at the First Responder level.</i>	1		
<i>B4.5-2 Determine annual funding required for maintaining competency of technician-level personnel assigned to Technical Rescue units.</i>	1		
<i>B4.5-3 Determine annual funding required for maintaining competency of technician-level US&amp;R personnel who are not assigned to a Technical Rescue unit.</i>	1		
<i>B4.5-4 Determine annual funding required for qualifying new personnel as technician-level responders.</i>	1		
<b>Goal B4.6</b> Implement skills validation exercises to verify competency of personnel.			
<i>Objectives:</i>			
<i>B4.6-1 For First Responders and Technicians, implement the skills validation exercises.</i>	2		
<b>Goal B4.7</b> Implement staffing requirements.			
<i>Objectives:</i>			
<i>B4.7-1 Maintain established minimum staffing for the Technical Rescue response units at all times.</i>		4	

## Goal B5 – Hazardous Materials Response

### Desired End State

The Hazardous Materials Program will provide full-time response capabilities to handle releases or threatened releases of hazardous materials in accordance with NFPA 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*. The program will strengthen operational capabilities and safety by; implementing training programs for both First Responder and technician-level personnel, establishing standard operating guidelines related to hazardous materials response, and providing appropriate response equipment. The program will continue to participate regionally and maintain interoperable response capabilities with neighboring jurisdictions.

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal B5.1</b>	<b>Maintain minimum qualifications for all suppression personnel that respond to hazardous materials incidents.</b>			
<i>Objectives:</i>				
B5.1-1	<i>Identify the desired skills required for First Responder personnel related to hazardous materials response.</i>	1		
B5.1-2	<i>Develop skills validation exercises for the skills identified above that will verify competence of First Responder personnel.</i>	1		
B5.1-3	<i>Identify the skills required for hazardous materials technician personnel.</i>	1		
B5.1-4	<i>Develop skills validation processes.</i>	1		
B5.1-5	<i>Establish the exercise frequency and performance standard for personnel responding to hazardous materials incidents.</i>	1		
<b>Goal B5.2</b>	<b>Implement skills validation exercises to verify competency of personnel.</b>			
<i>Objectives:</i>				
B5.2-1	<i>For First Responders and Technicians, implement skills validation exercises.</i>	2		

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal B5.3</b> Ensure operational compliance with established policies and Standard Operating Guidelines.			
<i>Objectives:</i>			
B5.3-1 Evaluate operational performance through a post-incident review process to identify variations from established procedures and whether any variation indicates a lack of performance or a need to adjust procedures.	2		
B5.3-2 Annually review applicable Standard Operating Guidelines.			
<b>Goal B5.4</b> Update Hazardous Materials Area Plan.			
<i>Objectives:</i>			
B5.4-1 Annually review Hazardous Materials Area Plan for relevance.			

## Goal B6 – Community Outreach

### Desired End State

The Department will provide education and information that delivers relevant and current information to the community. Community Outreach seeks to improve its services by capitalizing on current and future technologies to reach a broader population base. Community Outreach will bolster its services by developing Fire Department members who will be well trained to deliver Public Information in a timely manner. Public Outreach also strives to prevent emergencies and/or reduce their impact should they occur by providing current and relevant public education.

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal B6.1</b> <b>Establish a PIO Program.</b>			
<i>Objectives:</i>			
B6.1-1 <i>Establish a Work Group to develop a PIO Program.</i>	1		
B6.1-2 <i>Select members and establish goals and objectives.</i>	1		
<b>Goal B6.2</b> <b>Develop Public Safety Announcements.</b>			
<i>Objectives:</i>			
B6.2-1 <i>Utilize established PSAs on recognized time schedule on pertinent issues such as Swimming Pool Safety, Ready Set Go, and For Our Kids' Sake.</i>	2		
B6.2-2 <i>Form a Task Force to establish quarterly PSAs using National and Local trends.</i>	2		
<b>Goal B6.3</b> <b>Maintain Fire Department online resources to ensure relevant public information is provided.</b>			
<i>Objectives:</i>			
B6.3-1 <i>Evaluate and update the Fire Department webpage to ensure appeal and ease of access.</i>	2		
B6.3-2 <i>Assign personnel to maintain the Fire Department web site.</i>	2		
B6.3-3 <i>Assign PIOs to update Fire Department social media.</i>	2		
B6.3-4 <i>Keep Fire Department webpage up-to-date.</i>	2		

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal B6.4</b>	<b>Use advertisements to increase Department website and social media followers.</b>			
<i>Objectives:</i>				
B6.4-1	<i>Use established PIO Work Group to establish priorities and research best practices.</i>	2		
<b>Goal B6.5</b>	<b>Secure a line-item in the budget to manage program.</b>			
<i>Objectives:</i>				
B6.5-1	<i>Use City and Department budget process to secure funding for identified items.</i>	1		
<b>Goal B6.6</b>	<b>Provide an ongoing Public Safety Education Program.</b>			
<i>Objectives:</i>				
B6.6-1	<i>Identify, assess, and analyze the Fire Department Public Education needs of the City.</i>	2		
B6.6-2	<i>Construct a planning framework from this data.</i>	2		
B6.6-3	<i>Develop a set of objectives to be achieved in the Public Education Plan.</i>	2		
B6.6-4	<i>Write a Fire Department Public Education Plan.</i>	2		
<b>Goal B6.7</b>	<b>In accordance with the direction from the Prevention Plan, provide adequate support staff to meet the needs of the Public Education section.</b>			
<i>Objectives:</i>				
B6.7-1	<i>Utilizing the planning framework to analyze the workload in the Public Education section.</i>	2		
B6.7-2	<i>Develop a Public Education staffing plan that meets the needs of the City.</i>	2		

---

## **6.3 STRATEGY C – PROVIDE SUPPORT SERVICES**

---

### **6.3.1 Overview**

*Neither the Core Services nor the Additional Services could be provided to the community without adequate Support Services in place to ensure that the Fire Department's efforts are sustained.*

### **6.3.2 Description**

Without the support services, the core services and additional services could not be delivered. Support services are the backbone of our fire department. These services are vital to ensuring the safety of our personnel and to ensuring we provide the highest level of customer service. Support services include but are not limited to: Training, Administrative Services, Communications, Facility Maintenance and Development, Information Technology, Human Resources Development, Firefighter Health and Safety, and Emergency Medical Services Billing.

The Training component ensures that all employees have the necessary knowledge, skills and abilities to perform their jobs even under difficult circumstances. Administrative Services consists of the financial and logistical activities that assists in the preparation and monitoring of budgets, paying employees and vendors, and ensuring that purchases are properly completed. Communications supports the essential radio and telephone services that are critical for fire resource dispatch and emergency incident communications. The City of Corona has established fees for Emergency Medical Service response. The administration of the Emergency Medical Services fee is a fire department responsibility. Recruiting, testing, hiring, support and discipline are all components of the Human Resource development part of support services. Firefighter Health and Safety focuses on ensuring that firefighters and other employees of the department get home at the end of the shift or work day and are healthy enough to enjoy retirement at the end of their careers.

## Goal C1 – Training

### Desired End State

The Training Division will provide high-quality training that is standard, verifiable, ongoing, relevant, and realistic. The Training Division will meet Federal, State, and local training mandates by ensuring it follows the Training Plan. The Training Division seeks to improve its services by adding personnel of sufficient quantity and quality to ensure the training provided to Department members is of the highest excellence. The Training Division also seeks maintain its capital by ensuring all training equipment such as the Training Center, Training Tower, and other training resources are serviced regularly. Lastly, the Training Division will research and utilize current and future technology that will allow the Department to evaluate the efficiency and effectiveness of the training provided.

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal C1.1</b>	<b>Provide adequate staffing for the Training Division to fulfill its responsibilities.</b>			
<i>Objectives:</i>				
C1.1-1	<i>Develop a multi-year plan to fully staff the Training Division.</i>	1		
C1.1-2	<i>Analyze the short-term and long-term staffing needs to ensure that all mandated training is completed within the allotted time frames.</i>	1		
C1.1-3	<i>Analyze the short-term and long-term staffing needs to ensure that all desirable training is completed.</i>	1		
C1.1-4	<i>Indicate the order for filling positions over a multi-year period.</i>	1		

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal C1.2 Identify and develop an effective and efficient data collection and analysis system.</b>			
<i>Objectives:</i>			
C1.2-1 <i>Identify the output requirements for records and reports needed by the Training Division, including negative reports.</i>	1		
C1.2-2 <i>Identify the input requirements that will provide the needed data for the Training Division.</i>	1		
C1.2-3 <i>Evaluate off-the-shelf and custom-made systems to determine if they meet the Training Division's needs.</i>	1		
C1.2-4 <i>Identify funding for purchase and maintenance of the system.</i>	1		
C1.2-5 <i>Purchase and install the system.</i>	2		
<b>Goal C1.3 Maintain current training facilities.</b>			
<i>Objectives:</i>			
C1.3-1 <i>Develop a detailed maintenance and upkeep plan for the training tower, training grounds, and other training props.</i>	2		
C1.3-2 <i>Identify adequate funding to accomplish the necessary maintenance.</i>	2		
<b>Goal C1.4 Develop a training tower/grounds upgrade plan.</b>			
<i>Objectives:</i>			
C1.4-1 <i>Research and recommend the feasibility of adding additional Class A burn rooms to the tower.</i>	2		
C1.4-2 <i>Begin construction of a modular, live fire-training system using "Connex" boxes.</i>	1		
C1.4-3 <i>Develop parking solutions for Training Center.</i>		3	
<b>Goal C1.5 Determine if the training facilities will remain at the current location or move.</b>			
<i>Objectives:</i>			
C1.5-1 <i>In cooperation with other departments at the same facility, develop a master plan for the facility; based on this, determine who will move and who will stay.</i>			5

## Goal C2 – Administrative Services

### Desired End State

The Administration Services Division will continue to provide a high level of service in all areas of responsibility. The Division aims to be innovative, thorough, efficient, and effective, and will achieve this through use of technology and proactive planning. The Administrative Services Division seeks to improve its services by adding staffing commensurate to the needs of the Department. Additionally, the Administrative Services Division seeks to improve its efficiency by utilizing current and future technology to reduce workload on current and future personnel.

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal C2.1</b> <b>Create and implement an Administration Division Plan.</b>			
<i>Objectives:</i>			
C2.1-1 <i>Using existing staff, develop a Division Plan that encompasses all the responsibilities of the Division.</i>	1		
C2.1-2 <i>Implement the plan.</i>	1		
C2.1-3 <i>Annually review and make revisions to the master plan.</i>	■	■	■
<b>Goal C2.2</b> <b>Establish an Administrative electronic filing system.</b>			
<i>Objectives:</i>			
C2.2-1 <i>Using existing staff, evaluate commercially available electronic filing systems.</i>	2		
C2.2-2 <i>Provide training to staff.</i>	2		
C2.2-3 <i>Implement the comprehensive electronic filing system.</i>	2		

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal C2.3</b> Provide adequate staffing for the Administration Division to effectively perform its functions in keeping with the Administration Division Plan.			
<i>Objectives:</i>			
C2.3-1 Identify staffing shortfalls including both supervision and support.	1		
C2.3-2 Develop a staffing plan that reflects the needs of the Division.	2		
C2.3-3 Identify and secure funding.	2		
C2.3-4 Recruit and hire employees.		3	
<b>Goal C2.4</b> Develop an annual budget reflective of the Department's mission, goals and objectives as outlined by the Strategic Plan.			
<i>Objectives:</i>			
C2.4-1 Review the Strategic Plan prior to the budget preparation process to identify the goals and objectives of the upcoming fiscal year. Work with Executive Staff to determine feasibility and prioritization Integrate the fiscal needs, as determined by the Executive Staff, into the annual budget.			
<b>Goal C2.5</b> Ensure Fiscal Accountability.			
<i>Objectives:</i>			
C2.5-1 Complete monthly budget tracking reports to review revenue and expenditures.			
C2.5-2 Require Program/ Division Managers be responsible for tracking his or her respective budget(s) and ensure funds are being utilized as intended and determined by the Department's adopted budget.			
C2.5-3 Identify and evaluate any budget shortfalls, or projected shortfalls, to adjust and/or modify the budget and departmental expenditures accordingly.			

## Goal C3 – Communications

### Desired End State

Continue to maintain robust communications systems to include both voice and data systems, that ensure adequate coverage, capacity, and interoperability with neighboring and mutual aid agencies. The Communications Division seeks to improve its services by working with the Police Department to evaluate and improve dispatch services.

	Sub-Goals and Objectives	Timeframe		
		IM	MR	LT
<b>Goal C3.1</b>	<b>Improve firefighter safety by adding a Command Channel.</b>			
<i>Objectives:</i>				
C3.1-1	<i>Secure a frequency to be used as a Command Channel.</i>		3	
C3.1-2	<i>Develop Policies and Standard Operating Guidelines that will dictate the use of the Command Channel.</i>		3	
<b>Goal C3.2</b>	<b>Continue to develop Mobile Data Computer (MDC) technologies to meet current and future needs.</b>			
<i>Objectives:</i>				
C3.2-1	<i>Obtain a tracking system to determine percentage of MDC “down time” due to computer failures and loss of wireless data signal.</i>	1		
C3.2-2	<i>Analyze and identify alternative methods for wireless data transmission and other technologies to reduce the data “down time.”</i>	1		
C3.2-3	<i>Based on this analysis, obtain the necessary software and/or hardware to reduce data “down time.”</i>	2		
C3.2-4	<i>Develop budget requests for this goal.</i>	2		

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal C3.3</b>	<b>Improve the functionality of the Dispatch Process.</b>			
<i>Objectives:</i>				
C3.3-1	<i>Create a Work Group with PD and IT.</i>	2		
C3.3-2	<i>Evaluate all options for dispatch services.</i>	2		
C3.3-3	<i>Assess the necessary steps for CAD-to-CAD integration with partner agencies.</i>	1		
C3.3-4	<i>Develop an Action Plan to implement CAD-to-CAD integration; complete CAD-to-CAD gap analysis.</i>	1		
C3.3-5	<i>Evaluate the necessary steps for Automatic Vehicle Location (AVL)-based dispatch program within the CAD.</i>	1		
C3.3-6	<i>Develop budget requests for this goal.</i>	1		
<b>Goal C3.4</b>	<b>Replace the communications hardware based on an adopted replacement schedule. Work with the Information Technology Department to ensure that the communications system capacity is maintained and upgraded based on current and future needs.</b>			
<i>Objectives:</i>				
C3.4-1	<i>Develop a replacement schedule for two-way radio equipment and cellular telephone equipment.</i>	1		
C3.4-2	<i>Develop a replacement schedule and capacity-expansion of the microwave-VHF radio system.</i>	2		
C3.4-3	<i>Employ additional frequencies for a “Command Net” and two additional “Tactical Nets.” Include in this project licensing, hardware and dispatcher capacity.</i>	2		
C3.4-4	<i>Develop budget requests for this goal.</i>	2		

## Goal C4 – EMS Billing

### Desired End State

EMS Billing provides competent billing services and excellent customer service. It includes a robust system that provides clerical support and management oversight for the program. EMS Billing seeks to improve customer service and efficiency by adding additional staff to meet both the needs of internal and external customers.

	Sub-Goals and Objectives	Timeframe		
		IM	MR	LT
<b>Goal C4.1</b>	<b>Provide adequate staffing to meet the requirements of the EMS Billing Program.</b>			
<i>Objectives:</i>				
C4.1-1	Analyze current workload and missed opportunities for Billing.		3	
C4.1-2	Identify the funding level that might be achieved if the program was adequately staffed.		3	
C4.1-3	If funding is available, develop a staffing plan.		3	

---

## **Goal C5 – Human Resource Development**

*This section to be developed in October 2013.*

## Goal C6 – Firefighter Health and Safety

### Desired End State

The Fire Department shall provide a comprehensive Health and Safety Program designed to reduce workplace injuries, reduce lost time due to injury, and to assist members with maintaining their health in order to increase workplace effectiveness and aid career longevity.

	Sub-Goals and Objectives	Timeframe		
		IM	MR	LT
<b>Goal C6.1</b>	<b>Implement a comprehensive Wellness/Fitness Program for all members.</b>			
	<i>Objectives:</i>			
C6.1-1	<i>Analyze the options for a comprehensive Wellness/Fitness Program.</i>	1		
C6.1-2	<i>Prepare and submit a detailed report to the Fire Chief, including costs and recommendations.</i>	1		
C6.1-3	<i>Choose the best option.</i>	1		
C6.1-4	<i>Identify a funding source.</i>	1		
C6.1-5	<i>Establish program budget and fund appropriately.</i>	1		
C6.1-6	<i>Implement the program in phases.</i>	1		
C6.1-7	<i>Assign one, full-time, suppression member to manage the Wellness/Fitness Program.</i>	2		
<b>Goal C6.2</b>	<b>Establish a “Peer Fitness Trainer” Program.</b>			
	<i>Objectives:</i>			
C6.2-1	<i>Program manager to attend Peer Fitness Trainer (PFT) course.</i>	2		
C6.2-2	<i>Develop the roles and responsibilities of Peer Fitness Trainers (job description).</i>	2		
C6.2-3	<i>Identify the selection process for PFTs.</i>	2		
C6.2-4	<i>Recruit and train the selected PFTs.</i>		3	

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal C6.3</b>	<b>Ensure that all personnel have access to the necessary exercise equipment in order to meet their individual fitness goals.</b>		
Objectives:			
C6.3-1	<i>Establish a minimum fitness equipment inventory for each fire department facility.</i>	1	
C6.3-2	<i>Develop a plan for repair and maintenance of such equipment, including the allocation of the necessary funds.</i>	2	
C6.3-3	<i>Inventory the current status of fitness equipment.</i>	1	
C6.3-4	<i>Identify and categorize deficiencies in the equipment inventory.</i>	1	
C6.3-5	<i>Identify funding for the purchase of fitness equipment.</i>	2	
C6.3-6	<i>Develop policies to support and allow for on-duty crews to conduct fitness activities at local health clubs.</i>	1	
C6.3-7	<i>Ensure that as fire stations are built and/or remodeled, an appropriate fitness area is included in the design. The Wellness/Fitness Program Manager shall be consulted during the design process.</i>		
<b>Goal C6.4</b>	<b>Utilize a comprehensive data-collection system to evaluate the effectiveness of the Health and Safety Program.</b>		
Objectives:			
C6.4-1	<i>Identify the data needs for the Health and Safety Program.</i>	1	
C6.4-2	<i>Develop or purchase a data-collection program.</i>	2	
C6.4-3	<i>Implement a system to track workplace injuries, lost workdays, and injury-related costs.</i>	1	
C6.4-4	<i>Implement a system to track identified fitness data points.</i>	2	

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal C6.5</b>	<b>Develop and implement a Critical Incident Stress Management (CISM) Program.</b>			
<i>Objectives:</i>				
C6.5-1	<i>Identify a CISM Program Manager.</i>	1		
C6.5-2	<i>Provide adequate training to the Program Manager.</i>	1		
C6.5-3	<i>Develop a written CISM Plan and policy.</i>	2		

## Goal C7 – Fire Facilities

### Desired End State

The Fire Facilities Program will be transitioned to Public Works Department-based routine maintenance and repair program, to follow suit with all other City facilities. The Fire Department will maintain an excellent working relationship with Public Works to ensure the condition and functionality of the facilities will enable the high level of service currently provided. The process to replace older fire stations with modern facilities will be well underway. Fire Facilities seeks to ensure the health and safety of the firefighters are provided for by developing a comprehensive plan to meet current and future needs.

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal C7.1</b>	<b>Develop a preventive maintenance and facility update program for the fire station facilities.</b>			
<i>Objectives:</i>				
C7.1-1	<i>List the facility components that require periodic maintenance.</i>	1		
C7.1-2	<i>Schedule the frequency of maintenance required, and budget the associated costs.</i>	2		
C7.1-3	<i>Analyze and schedule the required frequency and costs for periodic upgrade of flooring, paint, and other wearable surfaces.</i>	2		
C7.1-4	<i>Develop budget requests for the program.</i>	2		
<b>Goal C7.2</b>	<b>Upgrade facilities to comply with safety and ADA standards and to improve their functionality.</b>			
<i>Objectives:</i>				
C7.2-1	<i>Identify and describe the ADA standards that apply to fire department facilities.</i>	1		
C7.2-2	<i>Identify and describe the safety standards and workplace best practices that apply to fire department facilities.</i>	2		
C7.2-3	<i>Assess, identify, and list all fire department facilities that currently do not meet standards.</i>	2		
C7.2-4	<i>Formulate a program to address those needs including budget requests for the program.</i>	2		

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal C7.3</b>	<b>Replace two outmoded fire stations.</b>			
<i>Objectives:</i>				
C7.3-1	<i>Identify funding source or sources for the replacement of fire stations based on facilities assessment.</i>	2		
C7.3-2	<i>Replace the stations as funding becomes available.</i>			

## Goal C8 – Fire Apparatus and Equipment

### Desired End State

The Fire Apparatus and Equipment Program will continue to provide excellent care and maintenance of the apparatus fleet, and of the equipment used by the firefighters. The program will continue to be cost effective, responsive, and will meet all applicable safety standards and industry best practices. Fire Apparatus and Equipment seeks to improve its services by utilizing current and future technology which will reduce the workload on current staff allowing them to use their time efficiently. Fire Apparatus and Equipment seeks to ensure the safety of the public and firefighters by ensuring all apparatus and equipment are replaced within acceptable time limits.

Sub-Goals and Objectives		Timeframe		
		IM	MR	LT
<b>Goal C8.1</b>	<b>Modernize the maintenance recordkeeping systems.</b>			
<i>Objectives:</i>				
C8.1-1	<i>Transition from “Maintstar” to “Asset Works” software for fleet management.</i>	1		
C8.1-2	<i>Transition from “Track-It” to “Asset Works” for the service requests.</i>	2		
C8.1-3	<i>Develop appropriate measurements for determining maintenance effectiveness based on new “Asset Works” system.</i>	2		

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal C8.2 Update the shop equipment, parts inventory, and preventive maintenance procedures to improve effectiveness.</b>			
<i>Objectives:</i>			
C8.2-1 Purchase and use diagnostic software for the necessary drivetrain components.	1		
C8.2-2 Purchase tools and equipment to update the shop complement.	1		
C8.2-3 Construct a parts inventory system to provide more efficient service, reduce parts “chase” time, and reduce apparatus down time as necessary.	2		
C8.2-4 Purchase the storage equipment and supply of parts for the parts inventory system.	2		
C8.2-5 Complete an analysis of apparatus usage and “wear and tear” to better manage the maintenance program.	2		
C8.2-6 Study and appropriately adjust maintenance policy and procedures to reflect results of the analysis.	2		
C8.2-7 Update design and construct daily, weekly, and monthly crew-based maintenance procedures to ensure they appropriately fit into the maintenance program.	1		
C8.2-8 Develop budgets that more accurately reflect the true costs of the fleet maintenance program.			
<b>Goal C8.3 Replace the recommended fire apparatus.</b>			
<i>Objectives:</i>			
C8.3-1 Develop an updated fire apparatus replacement program.	1		
C8.3-2 Replace fire apparatus based on the replacement schedule.			

Sub-Goals and Objectives	Timeframe		
	IM	MR	LT
<b>Goal C8.4</b> <b>Develop and follow maintenance and replacement schedules for fire and rescue equipment that reflect industry standards and industry best practices.</b>			
<i>Objectives:</i>			
C8.4-1 <i>Develop a replacement schedule and cost analysis for self-contained breathing apparatus, air cylinders and air compressors.</i>	2		
C8.4-2 <i>Develop a replacement schedule for fire hose, nozzles and appliances.</i>		3	
C8.4-3 <i>Develop a replacement schedule for major tools and equipment, such as thermal imaging cameras, powered-equipment, and rescue equipment.</i>	2		
C8.4-4 <i>Develop budget requests for the program.</i>	2		

---

## 7—APPENDICES

### 7.1 APPENDIX 1 – WORK GROUP

---

#### 7.1.1 Corona Fire Department

The Work Group, performed all the on-the-ground research, the bulk of the initial draft writing on each of the action plans and provided fact checking throughout the drafting process. Included in this group are the following members from the Corona Fire Department:

- ◆ Fire Chief John Medina – Project Sponsor
- ◆ Battalion Chief Mike Samuels – Project Leader and Emergency Medical Services (EMS)
- ◆ Deputy Chief David Duffy – Suppression Operations
- ◆ Fire Marshal Cindi Schmitz – Fire Prevention
- ◆ Senior Departmental Accounting/Budget Technician Kelley Bates – Administration/Finance
- ◆ Battalion Chief Dave Shoemaker – Hazardous Materials Response and Technical Rescue
- ◆ Battalion Chief Chris Cox – Safety and Health, Apparatus and Equipment, and Facilities
- ◆ Emergency Services Coordinator Lynn Mata – Community Outreach and Emergency Management
- ◆ Captain Fred Parr – Human Resources
- ◆ Captain Jeremy Verderber – Training
- ◆ Captain Roger Williams – EMS Operations
- ◆ Captain Robby Peterson – Firefighters’ Union Liaison and Community Outreach

#### 7.1.2 Citygate Associates

The following Citygate staff were also involved in this project:

- ◆ Stewart Gary – Project Director
- ◆ Bill Sager – Project Manager and Trainer, Coach and Mentor
- ◆ Chad Jackson – Editor

- 
- ◆ Valerie DeRoos – Associate Editor.

### 7.1.3 Ground Rules

While working on the project, the Project Work Group adopted some ground rules to ensure that the process went smoothly as the project proceeded. The group rules are listed below:

- ◆ We value the contribution of every member of the Work Group
- ◆ We arrive on time, prepared to go forward
- ◆ We have candid open communications
- ◆ We accept that 50 percent of data is adequate.

## 7.2 APPENDIX 2 – CRITICAL SUCCESS INDICATORS

### 7.2.1 Line of Business – Administration/Customer Service

**Table 5—Line of Business – Administration/Customer Service**

Critical Success Indicators	Target
Customer Satisfaction	95% satisfied
Office Staffing	95% of time, a minimum of 2 staff members are responsible for office coverage; 100% of the time, a minimum of 1 staff member is responsible for office coverage
Phone Coverage	99% of time the telephone will be answered in 2 rings or less
Workload Responsibility	100% of programs/ duties have a primary and alternate staff member assigned to handle and manage tasks
Payroll	100% accurate and completed by deadline(s); reduce staff hours by 90%
Employee Evaluations	100% completed within 30 days of employee annual review date
Volunteer Services	No less than 1,960 volunteer hours per year
Public Record Request	90% of time provide records to requesting party within 10 days; 100% of time provide a status update to requesting party within 10 business days
Employee Turnover	< or = to 16% per year
Subpoena for Records	100% adherence to established deadline(s)
Subpoena for Personal Appearance	100% process paperwork and notify employee(s) within <b>2 business days</b> from receipt; 100% Post-billing completed within <b>2 business days</b> from receipt of proper documentation
Injury Reports	95% process within 24 hours from time of injury/ exposure; 100% process within 72 hours from time of injury/ exposure
Destruction of Records	100% adherence to City-established guidelines
Public Education/ Tour Requests	100% of time, request is forwarded to appropriate staff member(s) within 1 business day from receipt; 100% documentation of all requests, request resolution, and statistical information (hours committed, etc.)
Council Agenda	100% submit to Management Services by the established deadline

## 7.2.2 Line of Business – Communications

**Table 6—Line of Business – Communications**

Critical Success Indicators	Target
Service Disruption for MDCs Due to Wireless Signal	0 hours
MDC Replacement	100% per schedule
Simulcast Service Disruption	0 hours lost due to lack of maintenance
Simulcast Maintenance	100% adherence to maintenance schedule
Simulcast Update	100% adherence to update schedule
Radio Replacement	100% adherence to radio replacement schedule

## 7.2.3 Line of Business – Emergency Management

**Table 7—Line of Business – Emergency Management**

Critical Success Indicators	Target
Cost Recovery	100% of available funds recovered
EOC Organization and Readiness	EOC staff able to activate and function within 3 hours 100% of the time
SEMS/NIMS Compliant	All required City staff meet annual NIMSCAST criteria 95% of the time
Grants	100% of funds obtained for identified fire department needs
Dollars Per Grant/Year	Obtain no less than \$40,000 per year in grant funding
CERT Program	Completion of FEMA-based curriculum 95% of enrolled
CERT Volunteers	50% of CERT trained will respond in the event of a disaster
Participation and Attendance with Operational Area Emergency Management Meetings and Exercises	80% participation

## 7.2.4 Line of Business – EMS Operations

**Table 8—Line of Business – EMS Operations**

Critical Success Indicators	Target
Protocol Compliance	Level 1 Infraction < 10 per year Level 2 Infraction < 5 per year Level 3 Infraction = 0 per year Level 4 Infraction = 0 per year
Department Response Time Standards	5:59 or less 85%
Department and Contract Response Time Standards*	< 9:59 measured on a fractile basis < = 7:59 response goal
Critical Skills Competence	IV – 12 per year @ 70% ALS Airway – 4 per year @ 90% BLS Airway – 2 per year @ 90% FBAO – 1 per 2 year @ 100% Needle Thor – 1 per 2 year @ 100% TCP – 1 per 2 year @ 100% Synch Cardio – 1 per 2 year @ 100% Defibrillation – 1 per 2 year @ 100% Tourniquets – 1 per 2 year @ 100% Admin of Zofran – 1 per 2 year @ 100% IO Infusion – 1 per 2 year @ 100% CPAP – 1 per 2 year @ 100%
Customer Service	No less than 95% positive customer service response
Infection Control Injuries	0 Infection Control injuries
ALS License and Certification Requirements for All EMS Responders	100% compliance for all PM related licenses and certifications
EMT License and Certifications	100% compliance for all EMT related certifications and skills requirements
PCR Documentation	FCA score > or = to 3 @ 90%

\*Stated in the AMR /City contract per the 2005 contract.

## 7.2.5 Line of Business – EMS Billing

**Table 9—Line of Business – EMS Billing**

Critical Success Indicators	Target
Average Net Collection Rate by FY	= or > 40%
Net Revenue by FY	= or > than \$450,000
Average Percent Change in Net Revenue by Month	+ or - 10%
Percent Change in Average Monthly Revenue	< 5%
Percent Change in Net Revenue by FY	< 5%
PCR Process Time (All PCRs Processed with 5 Days of DOS)	100%
Billing Data Collected by Crews	100% Compliance with Department established standards
Overdue Accounts to Collections (% Accts 180+ Days, No Payment in 90 Days)	Not to exceed 10%

## 7.2.6 Line of Business – Finance

**Table 10—Line of Business – Finance**

Critical Success Indicators	Target
Budget Preparation	100% adherence to the established budget preparation schedule and required deadlines
Revenues	Surpassing annual targets
Departmental Expenditures	< or = 100% of adopted budget
Departmental Expenditure YE Projections	< or = 100% of adopted budget
Grant Funding	> or = prior fiscal year funding
Accounts Payable	100% paid by due date
Accounts Receivable	95% process within 2 business days from receipt; 100% process within 4 business days from receipt
Financial Analysis	Complete monthly year-end budget projection and analysis
Petty Cash	100% perform petty cash reconciliations < or = 3 month intervals
Cost Recovery	100% process billing within 2 business days from initial request
Contract Billing	100% process billing no less than 30 days prior to contract renewal date

## 7.2.7 Line of Business – Fire Apparatus and Equipment

**Table 11—Line of Business – Fire Apparatus and Equipment**

Critical Success Indicators	Target
Apparatus OOS time	0 hours of OOS time due to failure to complete scheduled PM
Annual Maintenance on All Fire Apparatus	100% Completion
Completion of All Required Safety Inspections	100%
Replacement of Fire Apparatus	100% replacement at 20 years of age
Pumper/Aerial Testing	100% completion of annual pumper and aerial testing on applicable vehicles
Equipment Testing	100% completion of required testing
Firefighting and Rescue Equipment Replacement	100% replacement of firefighting and rescue equipment according to established schedule

## 7.2.8 Line of Business – Fire Facilities

**Table 12—Line of Business – Fire Facilities**

Critical Success Indicators	Target
No Interruption of Service for Critical Components Due to Lack of Scheduled Maintenance or Replacement	100% Compliance
Replacement of Wearable Furniture According to the Replacement Schedule	100% Compliance
Exterior/Interior Paint	100% All station interior and exterior painting every 5 years
Carpet Replacement	100% All station carpet replaced every 10 years
Appliance Replacement	100% All station appliances replaced per appliance schedule
Parking Lot Repair	100% All stations slurried/ repaired every 3 years

## 7.2.9 Line of Business – Prevention

**Table 13—Line of Business – Prevention**

Critical Success Indicators	Target
Fires in Properties Subject to Inspection That Were Not Listed in Inspection Files	< 3%
Suppression Company Inspections	100% completion in a three year cycle
Prevention Inspections for A/E/R	100% completion every year
Prevention Inspections for I	100% completion every two years
Prevention Inspections for All Others	100% completion every three years
New Construction Inspections	Scheduled within 72 hours of the customer calling in 100% of the time
Fire in Occupancies with Pending or Uncorrected Violations	< 3%
Plan Checks	100% of the time Track-It plan checks completed in 10 working days and new construction plan checks completed in 20 working days
Errors on Plan Reviews	< 5%
Attends Required Internal Meetings	100%
Business Emergency Plan Review	100% completed annually
Participate in So Cal FPO/Code Committee Meetings	Five times a year

## 7.2.10 Line of Business – Hazardous Materials

**Table 14—Line of Business – Hazardous Materials**

Critical Success Indicators	Target
Operational Area Training	Training with other departments in the operational area (CHOG) Four times annually
Skills Assessment	Score 70% or greater of 100% of assigned skills for assigned Haz-Mat members
Periodic Training Packages	All Haz-Mat qualified personnel complete training packages at least twice yearly
SOGs are Reviewed to Ensure They are Appropriate and Reflect Current Best Practices	At least annually
Area Plan is Updated Periodically	At least every three years
SOG and SOM Compliance	100% compliance
Injury	0 days of loss work time due to Haz-Mat related incident injuries
Minimum Staffing	No less than 2 qualified Haz-Mat personnel on the Haz-Mat unit 100% of the time

## 7.2.11 Line of Business – Health and Safety

**Table 15—Line of Business – Health and Safety**

Critical Success Indicators	Target
Work Comp Loss	Reduce work comp dollar loss by 5% annually
Personal Exposure Reporting System Sign-up	100% participation
On-duty Physical Fitness	Average not < 8 hours/month per person
Vaccination Program	100% participation
Fitness Equipment Availability	100% of stations have minimum equipment inventory
Injuries Reported	100% within Dept. guidelines
Work Hours Lost Due to Injury	At least a 5% reduction in lost time due to on-the-job injuries annually

## 7.2.12 Line of Business – Investigations

**Table 16—Line of Business – Investigations**

Critical Success Indicators	Target
Cause and Origin Investigation Conducted	100% of all fires
Origin and Cause Determination	Determine cause and origin 80% of the time
Investigator Arrival	Investigator arrives on scene within one hour, 100% of the time
Fire Scene Preservation	100% of the time
Arson Convictions	100% conviction rate for all cases brought to trial
JFS	0% recidivism rate for JFS
JFS	100% completion of JFS Program for all identified JFS
JFS Referrals	All identified JFS are referred to prevention and contacted 100% of the time

## 7.2.13 Line of Business – Community Outreach

**Table 17—Line of Business – Community Outreach**

Critical Success Indicators	Target
General Population Public Education	Three (3) programs annually
Senior Citizens Public Education	100% Senior living facilities annually
Elementary School Public Education	100% of Third graders, annually
Business Public Education	100% at Business Inspection, annually
PIO Response to All Major Incidents	Responds within 60 minutes, 100% of time
Public Social Media Contacts	Increase Facebook and Twitter followers by 30% per year
Quarterly PSAs	Provide 3 per year

## 7.2.14 Line of Business – Public Service Responses/Non-Priority Responses

**Table 188—Line of Business – Public Service Responses/Non-Priority Responses**

Critical Success Indicators	Target
Request for Service Processed and Routed	90% of all requests for service triaged and routed correctly
Field Units Respond to All Requests	100%
Response Time Standard	90% What is the standard?
Problem Mitigated/Referred to Proper Authority	95%

## 7.2.15 Line of Business – Fire Suppression

**Table 19—Line of Business – Fire Suppression**

Critical Success Indicators	Target
First Unit Response Time	On scene within 6 minutes, 90% of the time
Reinforced Response	Reinforced response on scene within 10 minutes, 90% of the time
Time to Declared Fire Under Control or Spread Stopped	< 15 minutes, 90% of the time
Fire Spread Beyond Room of Origin After Fire Department Arrival	< 10%
Firefighter Fireground Injuries per 100 Fires	< 2
Firefighter Injuries Resulting in Lost Work Hours	Less than 1 per 10 calls
SOGs and Policies Followed	100%
(100 Level Incidents) Incident Documentation	100% completed by the end of the next work shift

## 7.2.16 Line of Business – All Technical Rescue

**Table 190—Line of Business – All Technical Rescue**

Critical Success Indicators	Target
Annual Evaluated Skills for Technical Rescue Units Personnel	70% performance meets minimum standard
Operational Area Training	At least annually, Technical Rescue crews perform training with other departments in the operational area
Qualified Personnel Assignments	No less than 6 qualified personnel assigned daily to combination of Technical Rescue Units
First Responder Qualifications	90% personnel assigned to First Responder units are initially qualified to the Department's standard
Technical Rescue Team Refresher Training	100% personnel assigned to Technical Rescue units receive the required annual refresher training
SOG and SOM Compliance	100% compliance with all SOGs and SOM on a Technical Rescue response
Incident Injuries	0 days of loss work from injuries occurring on a Technical Rescue incident

## 7.2.17 Line of Business – Training

**Table 201—Line of Business – Training**

Critical Success Indicators	Target
Monthly Training Hours	= to or > 20 hours per month (expressed as an average) per member
Respiratory Protection	100% annually
FRO	100% annually
Confined Space	100% annually
Bloodborne Pathogen Training	100% annually
EMT	No less than 24 hours of CEs biennially
EMT	No less than 10 skills biennially
CICCS RT130	100% annually
CPR	100% biennially
ISO Officer Training	100% compliance annually
ISO Driver/Operator	100% compliance annually
Company Performance Standards	2 per company, annually
Recruit Training	100% of all recruits not < 160 hours