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Date	Ver.	Action By	Action	Result
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TITLE:

COSTA MESA FIRE & RESCUE STRATEGIC PLAN 2022-2027

DEPARTMENT: COSTA MESA FIRE & RESCUE

PRESENTED BY: DANIEL A. STEFANO, FIRE CHIEF

CONTACT INFORMATION: DANIEL A. STEFANO, FIRE CHIEF, (714) 754-5106

RECOMMENDATION:

Staff recommends the City Council approve the Costa Mesa Fire & Rescue Strategic Plan 2022 - 2027.

BACKGROUND:

The 2015-2020 Costa Mesa Fire & Rescue (CMFR) Strategic Plan was developed through a comprehensive collaborative process and has served as a valued road map for the department.

Over the past five years, the department has made considerable progress and accomplished many of the goals and objectives included in the Strategic Plan including, but not limited to: opening a new fire station; acquiring new and standardized apparatus and equipment; increasing efficiencies through an enhanced deployment model and ambulance transportation program; establishing new cost recovery programs; increasing leadership, professional development, technical and formal education training opportunities within the department; increasing health, safety & wellness programs; establishing City Council approved key lead and support positions for Training & Safety, Emergency Medical Services and Community Risk Reduction; increasing technology capabilities; and firmly re-establishing CMFR as a recognized destination department.

All of the successful outcomes achieved through the road map of the 2015-2020 strategic plan

were a direct result of the support the Department has received from the City Council, City Manager, City Leadership Team, and the Costa Mesa Community. With the successful completion of the goals and objectives of the 2015-2020 Strategic Plan CMFR began preparing for the **next five-year Strategic Plan while** navigating the challenges of the pandemic. CMFR contracted with the Center for Public Safety Excellence (CPSE), a not-for-profit 501(c) (3) corporation, whose role is to help high-performing fire departments and emergency services professionals in their efforts to continuously improve. CPSE was brought in to help facilitate the development of the department's path into the future via a "Community-Driven Strategic Plan".

ANALYSIS:

CMFR participated in a number of preparatory meetings and trainings over a four-day period, which included a community-based strategic planning workshop with external stakeholders, and a meeting with internal stakeholders. The Strategic Planning team worked on developing future strategic goals and objectives for the Department that were based on the feedback received from the community, internal stakeholders, and also in alignment with the City Council's and City's own Strategic Goals and Objectives.

To continue achieving the mission of Costa Mesa Fire & Rescue, specific, measurable, achievable, relevant and time bound goals and objectives were established for 2022-2027. The established goals and objectives will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. The established goals and objectives will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups will meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes will be shared with CMFR's leadership and the City Manager, while also being incorporated into the department's annual report.

GOAL #1: Upgrade our technological infrastructure by investing in equipment, systems, and personnel to enhance and sustain high service levels and positively impact our community.

GOAL #2: Evaluate, develop, and execute comprehensive administrative and operational staffing levels that enhance and advance our ability to meet and exceed community expectations, governance, and department objectives.

GOAL #3: Upgrade our infrastructure by investing in our facilities, equipment, and systems to enhance and sustain a high level of service and positively impact our community.

GOAL #4: Collectively and continuously assess, develop, execute, and monitor a comprehensive training plan that strengthens, enhances, and advances the organization's operational, administrative, and professional goals.

GOAL #5: Enhance internal and external communication to provide clarity and alignment with those we serve and serve with.

GOAL #6: Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.

The CMFR strategic planning team participated in breakout groups for each of the six goals. Each

group developed key objectives to implement during the next six-month period and beyond. A detailed work plan was prepared with specific deliverables for each Goal including specific timeframes that will be updated and monitored on a monthly, quarterly and annual basis, throughout the duration of the strategic plan, and adjust as needed.

ALTERNATIVES:

The City Council can provide alternate direction regarding the department's Strategic Plan.

FISCAL REVIEW:

Many of the stated priorities and action steps can be funded within the current (FY 2022-23) budget. Other actions will be included in the proposed budget for FY 2023-2024 as needed, either in whole, or as part of a multi-year funding plan.

The Fire Chief will be working closely with the City Manager and the Finance Director on all related funding needs for inclusion in future proposed budgets as needed.

LEGAL REVIEW:

The City Attorney reviewed and approved this report as to form.

CITY COUNCIL GOALS AND PRIORITIES:

This item supports the following City Council Goal:

- Strengthen the Public's Safety and Improve the Quality of Life

CONCLUSION:

Staff recommends the City Council approve the Costa Mesa Fire & Rescue Strategic Plan 2022-2027.