2018–2021
STRATEGIC PLAN
COSUMNES CSD FIRE DEPARTMENT
Serving Elk Grove & Galt
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34 **2018 Strategic Planning Team**
On behalf of the Cosumnes Fire Department, I am honored to present the 2018–2021 Strategic Plan. This Plan was made possible through the hard work and dedication of the 22 employees, representing all divisions and ranks, who served on the Strategic Planning Team. Their efforts and commitment have validated our Mission and Values statements, and have developed objectives, strategies, and tactics that will provide the Department with a clear direction as we move into the future.

By following the Strategic Plan, and treating it as a living document that needs to be routinely reviewed and revised, we will remain united in our efforts and effectively meet the expectations and needs of the communities we serve. This Plan has been developed to not only be consistent with, but also to effectively support, the Mission and Goals of the Cosumnes Community Services District.

To make the Plan realistic and relevant, the development of the content was based on the input received from our internal and external stakeholders. This information was gained through interviews, surveys, and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. From the input received, four organizational priorities were identified:

1. Service
2. Safety
3. Readiness
4. Empowerment

This Plan exists to provide direction to the Department to accomplish our objectives by completing the tactics and tasks, while focusing on our organizational priorities and embracing our values.

I want to thank the members of the Strategic Planning Team, the members of our Department, and all the stakeholders whose commitment allowed us to take this Strategic Plan from concept to reality.

Respectfully,

Michael W. McLaughlin, CFO
Fire Chief
OVERVIEW

This Strategic Plan is the formalized road map that describes how the Cosumnes Fire Department (CFD) will execute its chosen strategy. It spells out where the CFD is going in the next three to five years and how it is going to get there, while focusing the energy, resources, and time of everyone in the organization in the same direction.

Strategic planning is not just something that is crossed off “to-do” lists. A good strategic plan achieves the following:

- Reflects the values of the Department.
- Clearly defines what is most important for achieving success.
- Assists in decision making.
- Helps get everyone on the same page and pulling in the same direction.
- Creates a culture of strategic thinking and decision making.

The success of this Strategic Plan will be based on buy-in to the Plan, coordination of efforts within and outside of the Department, and most importantly, empowering and providing autonomy to Department members to achieve the goals and objectives included herein.

It is recognized that there are potential threats to the success of the Plan, such as funding restrictions and a lack of available work capacity. We must be watchful and vigilant to identify and remove whatever obstacles we encounter. Simply stated, failure is not an option.
ELEMENTS OF THE STRATEGIC PLAN

There are several different components in a strategic plan. Think of the elements of a typical strategic plan as outlined in the CFD Strategic Planning Plan (right).

**Vision** - A vision is a picture of where the CFD is headed and what the future makeup will be. It provides a clear mental picture of what the Department will look like five to ten years from now.

**Mission** - The mission defines the purpose for which the CFD was founded and why it exists. A mission statement states what the Department intends to accomplish and the needs it is endeavoring to address. It serves not only as a guide for day-to-day operations, but also as the foundation for future decision making.

**Objectives** - Objectives are continuous strategic areas that get us moving from our mission to achieving our vision. Objectives are mid- to long-term goals that define what the Department is planning to accomplish, both programmatically and organizationally.

**Strategies** - Strategies divide the objectives into specific performance targets. Each objective can have multiple strategies. Strategies are based on the “what” that is defined by the objectives and answers the question “how.”

**Tactics** - Tactics explain who is going to do what, by when, and in what order for the Department to reach its objectives. The design and implementation of the tactics depend on the nature and needs of the organization. To ensure implementation of action items, it is important to assign responsibilities and deadlines.

**Tasks** - Tasks are the foundational building blocks of all actions.

**Core Values** - Values are enduring, passionate, and distinctive core beliefs. They are guiding principles that never change. Values articulate what the CFD stands for and why it does what it does. The core values are part of the strategic foundation.
Vision

Mission

Initial Objectives

Strategies

Gap Analysis

Strategy Meeting

Planning Meeting

Tactics

Plan Development & Approval

Tasks

Assess Progress

Validate Objectives

Core Values

CFD Strategic Planning P
ELEMENTS OF THE STRATEGIC PLAN

Vision
The Cosumnes Fire Department: committed to providing extraordinary service through prevention, preparedness, and emergency response to our community.

Mission
The men and women of the Cosumnes Fire Department strive to exceed expectations at all times.

Core Values

Internal
We, the men and women of the Cosumnes Fire Department, continually strive to be highly trained and educated, present solutions, and hold ourselves and each other accountable to the highest standards.

External
We, the men and women of the Cosumnes Fire Department, are competent professionals who routinely go above and beyond, exercising respect and dependability at all times.

Organizational Priorities

Service
Deliver the highest levels of service to the community and our personnel.

Safety
Aggressively provide for the safety of the community and our personnel.

Readiness
Ensure that the Department is prepared to meet the needs of the community.

Empowerment
All personnel have a voice and ownership in the Department’s strategic direction.
The Strategic Plan is organized into two volumes:

**Volume I**
- Strategic Planning Methodology
- Mission, Values, and Organizational Priorities
- Objectives and Strategies

**Volume II**
- Action Plan

The content of the Plan has been organized to align with the CFD lines of business (divisions) to establish a clear nexus between the plan itself, the budget, division operations, and monthly and annual reporting.
- Administration
- Operations
- Emergency Medical Services
- Fire Prevention
- Fleet Management
- Training / Special Operations
The first step in developing the Strategic Plan was to identify all stakeholders (customers) of the CFD. Both internal and external customers were included in the preparation of the Strategic Planning process. The involvement included conversations, formal interviews, SWOT analysis, and surveys.

The collaborative and participative approach to the strategic planning process was of paramount importance. To ensure that the Plan received the level of buy-in that is necessary to be successful, it was crucial that all levels of the Department were represented and had a voice.

**Preparing to Plan**

The planning process began with an overview of why the team was assembled and the expectation of developing a Strategic Plan that is both applicable and meaningful was provided. In advance of the planning sessions, each of the team members was asked to review the following documents:

- Cosumnes Fire Department Strategic Plan (2015)
- Standards of Cover and Headquarters Services Assessment (2015)
- Emergency Medical Services Master Plan (2017)
- Fire Prevention Master Plan- Draft (2016)
- Training Master Plan (2017)
- Cosumnes Fire Department SWOT Analysis (2017)
WHO IS THE COSUMNES FIRE DEPARTMENT?

The planning process started with an assessment of who we are. The questions of who we are and who we represent needed to be answered. It is this “we” that is further questioned and analyzed in the Strengths, Weaknesses, Opportunities, and Threats sections that follow. We cannot determine where we want to go and how to get there if we do not know who we are.

There are internal and external stakeholder groups that were represented in the planning activities. The stakeholders included CFD members, Cosumnes Community Services District (CSD) departments, cities of Elk Grove and Galt, regional and state fire agencies, non-profit organizations, private businesses, and the public we are sworn to protect. The common interests of the stakeholders are emergency response capability, emergency/disaster prevention, and maintaining a safe community. Our relationships and communications with stakeholders are essential for the implementation of this Plan to be successful.

The CFD is one of three Departments within the CSD governance model. It is imperative that all three departments work together and eliminate duplicated efforts to help the District maintain continued sustainability.

The CFD was developed to respond to, and mitigate, non-law enforcement emergencies within the District boundaries and to provide resources outside of the District under the auspices of the California Master Mutual Aid Plan.

The Department values a transparent, participative approach to ensure the highest levels of customer service and to move the organization forward. The Department also values the importance of regionalization and interoperability. The Department cannot effectively or efficiently provide the appropriate levels of response to all types and sizes of incidents without the support of cooperating and supporting agencies.

Outside of our immediate external stakeholders, it is important to recognize that the CFD is only one of the 33,000 fire service organizations in the United States. Our successes and failures potentially impact not just other agencies, but also the fire service in general.
The mission of the Cosumnes CSD is to be “A regional leader dedicated to providing superior fire, emergency medical, and parks and recreation services that enrich community and save lives.”

The District’s goals:
- Ensure financial stability and accountability
- Ensure transparency in all District operations
- Make safety a priority in all operations
- Provide exceptional service to customers
- Provide quality facilities, parks, and apparatus
- Provide services, programs, and facilities based on the distinct needs of the community

The Cosumnes Fire Department directly supports the District’s mission and goals by placing emphasis on superior customer service, supporting the various departments within the District, and by valuing the input and participation of our members.
Cosumnes CSD Organizational Chart
Cosumnes Fire Department

Strategic Plan 2018–2021

PUBLIC
- BOARD OF DIRECTORS
- GENERAL MANAGER

FIRE CHIEF
- Sr. Management Analyst
  - Admin Assistant
  - Office Specialist II
- Management Analyst
- Assistant to Fire Chief

OPERATIONS
- Deputy Chief
  - Battalion Chief (3)
    - Captain (27)
    - Engineer (27)
    - Firefighter & FF / Medic (90)
  - EMS Captain
  - EMS Specialist (2)
  - PDC
  - Assistant PDC
  - Admin Assistant (2)

EMS
- Battalion Chief

TRAINING & SPEC OPS
- Battalion Chief
  - Training Captain (2)
  - Spec Ops Captain
  - Admin Assistant

ADMINISTRATION
- Battalion Chief
- Logistics Tech
- Courier
- Admin Assistant

FLEET
- Equipment Mech III
- Equipment Mech II
- Equipment Mech I (3)

PREVENTION
- Assistant Chief / Fire Marshal
- Inspector II (4)
- Inspector I
- Investigator / Code Enforcement
- Plan Intake Coord
- Pub Ed Officer
- Office Specialist II
The SWOT analysis is a tool to help match internal organizational strengths with external opportunities to meet the needs of the constituents and communities. Its purpose is to help produce a good fit between internal resources and capabilities, and the external environment. Strategic Planning is designed to build on the CFD’s strengths, shore up its weaknesses, capitalize on its opportunities, and recognize its threats.

We need to assess our strengths and weaknesses by answering these questions: what do we do well and where can we improve?

We need to assess our opportunities and threats by answering these questions: what opportunities should we take advantage of and what are the emerging trends that might affect our organization?
**STRENGTHS**

The strengths are what the CFD does well and should continue to excel at. The following are the top ten strengths as identified by the CFD membership:

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<tbody>
<tr>
<td>1. External customer service</td>
<td>1. External customer service</td>
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<tr>
<td>2. Apparatus &amp; equipment</td>
<td>2. Equipment</td>
</tr>
<tr>
<td>3. Competency, quality, and motivation of personnel</td>
<td>3. Facilities</td>
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<tr>
<td>4. EMS / level of patient care</td>
<td>4. External reputation</td>
</tr>
<tr>
<td>5. Facilities</td>
<td>5. High standards</td>
</tr>
<tr>
<td>6. Service provided by EMS / level and quality of community operations</td>
<td>6. Retention of employees</td>
</tr>
<tr>
<td>7. Salary and benefits</td>
<td>7. Caliber of employees</td>
</tr>
<tr>
<td>8. Community service involvement / outreach / media relations</td>
<td>8. Empowerment</td>
</tr>
<tr>
<td>10. Pride, professionalism, and ownership</td>
<td>10. Initiative</td>
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**WEAKNESSES**

Weaknesses are the areas that the CFD members believe could be improved or that require additional resources to become more successful. The overall goal of weaknesses is to change them into strengths.

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<tbody>
<tr>
<td>1. Internal customer service</td>
<td>1. Communications</td>
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<tr>
<td>2. Low staffing / personnel levels; understaffed</td>
<td>2. CSD HR processes</td>
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<tr>
<td>3. Responsiveness / communication</td>
<td>3. Workload</td>
</tr>
<tr>
<td>4. CSD IT Department; IT Systems</td>
<td>4. Internal customer service</td>
</tr>
<tr>
<td>5. Mandatory OT</td>
<td>5. Succession planning</td>
</tr>
<tr>
<td>7. Number of ambulances</td>
<td>7. Follow through</td>
</tr>
<tr>
<td>8. Too many new computer systems / programs</td>
<td>8. Career development</td>
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<tr>
<td>10. Future planning and prioritization</td>
<td>10. Connectivity</td>
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## OPPORTUNITIES

Opportunities represent the areas that exist but that the Department has not embraced or has not taken into consideration. The top ten opportunities that were identified by the members were:

<table>
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</thead>
<tbody>
<tr>
<td>1. Line / admin / division staffing levels consistent with need</td>
<td>1. Growth</td>
</tr>
<tr>
<td>2. District economic and financial growth</td>
<td>2. Career development</td>
</tr>
<tr>
<td>3. Enhance internal customer service / value employees</td>
<td>3. Human capital - internal capabilities</td>
</tr>
<tr>
<td>4. Succession planning / career development</td>
<td>4. Succession planning</td>
</tr>
<tr>
<td>5. Hire / promote the right fit for the right job; prerequisite (internal)</td>
<td>5. Technology and innovation</td>
</tr>
<tr>
<td>6. Social media / marketing / branding</td>
<td>6. Cross training</td>
</tr>
<tr>
<td>7. Station and unit growth projections</td>
<td>7. Community education</td>
</tr>
<tr>
<td>8. Improve communications; listening and closing the loop</td>
<td>8. Regional collaboration</td>
</tr>
<tr>
<td>9. Staff additional companies / ambulances</td>
<td>9. Partnerships</td>
</tr>
<tr>
<td>10. Empower personnel; hold accountable</td>
<td>10. Standardized policies and procedure</td>
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## THREATS

Threats are the areas that threaten the CFD’s ability to accomplish its Mission and Goals. The top ten threats include:

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<tbody>
<tr>
<td>1. Negative attitudes / mental health / burn out / low morale</td>
<td>1. Demands on HR &amp; IT</td>
</tr>
<tr>
<td>2. Demands for service vs. staffing levels (all areas)</td>
<td>2. Call volume</td>
</tr>
<tr>
<td>4. Lack of succession planning / mentoring / career development; attrition</td>
<td>4. PERS</td>
</tr>
<tr>
<td>5. Internal customer service</td>
<td>5. CSD vs. FPD</td>
</tr>
<tr>
<td>6. Mandatory OT</td>
<td>6. Revenue vs. expenditures</td>
</tr>
<tr>
<td>7. Medic / ambulance responses out of district</td>
<td>7. Private ambulance</td>
</tr>
<tr>
<td>8. Potential mergers</td>
<td>8. Regional agencies</td>
</tr>
<tr>
<td>10. Lack of public education / marketing</td>
<td>10. Connectivity</td>
</tr>
</tbody>
</table>
GOAL
Achieve excellence through leadership, sound fiscal management, industry best practices, transparency, and innovation.

Objectives & Strategies

1. Fiscal Sustainability
Identify cost-effective solutions to ensure accountability, long-term operations, and sustainability.

   a. Develop fiscal enhancements to identify efficiencies and new revenue opportunities.
   b. Manage District assets effectively.
   c. Develop budget plans to address current and future needs.

2. Recruitment and Retention
Recruit, develop, and retain a well-qualified, professional, and diverse workforce.

   a. Engage in efforts that promote equity in attracting and hiring well-qualified, diverse applicants.
   b. Provide knowledge that enhances internal growth opportunities for succession management based on the needs of the Department and its personnel.

3. Administration and Support
Provide leadership and resources to ensure efficient, effective, and professional Departmental operations.

   a. Establish a workload and workflow management process that is designed to enable personnel to achieve optimal performance and productivity levels.
   b. Use information and technology resources to continuously improve the Department.
   c. Develop and maintain the Cosumnes Fire Department Operations and Administration Manual to ensure that expectations and accountability are known up, down, and across the organization.
   d. Develop and maintain a Records Management program that is consistent with District policy.

(Continued on next page)
e. Employ organizational planning processes to ensure that the Department can anticipate future needs and is prepared to address them.

f. Manage logistics and supplies processes to ensure that all personnel have the resources needed to execute our mission.

4. Community Partnerships
Establish collaborative partnerships that capitalize on strengths and resources to enhance prevention, preparedness, and emergency response capabilities.

a. Strengthen community and regional relationships to develop productive partnerships.

b. Identify stakeholders and create opportunities and methods for regular communication (e.g., “coffee with a contractor,” and service club interactions).

c. Utilize media, social media, and the District website to increase communication with community members and develop/strengthen relationships.

5. Customer Service
Maintain an environment that promotes trust, reliability, transparency, and accountability.

a. Continually improve the current environment that recognizes that our personnel are the Department’s most valuable resources.

b. Empower all personnel to exceed our customers’ expectations.

6. Marketing and Public Relations
Maintain and protect the Department’s reputation, enhance its prestige, and present an image of excellence.

a. Make the Cosumnes Fire Department a household name that is known for its level of customer service and organizational values.

b. Develop a robust media presence to educate and inform the communities of Elk Grove and Galt.

7. Emergency Preparedness and Management
Prepare and maintain the documents, facilities, and personnel to effectively manage and support major incidents/disasters.

a. Ensure a sufficient number of District personnel are trained to fill all essential Department Operations Center (DOC) positions.

b. Maintain facilities and resources to ensure the operational readiness of the DOC.

c. Enhance the Elk Grove-Galt Community Emergency Response Team (CERT)

8. Occupational Safety
Take aggressive action to reduce the number and significance of line-of-duty injuries and illnesses.

a. Ensure all personnel understand the significance of carcinogen exposures and how to minimize exposure risks.

b. Ensure all personnel and their families have access to counseling and psychological support.

c. Ensure the Department is in compliance with applicable safety regulations.

d. Fully implement the elements of the Wellness Fitness Initiative for all safety personnel and make wellness a priority for all personnel.

e. Provide resources and systems to ensure that occupational safety in the healthcare setting remains paramount.
GOAL
Provide exceptional emergency response operations consistent with the communities’ needs and expectations.

Objectives & Strategies
1. Emergency Response Readiness
   Provide appropriate resources and personnel to protect the health and safety of the public and first responders.
   a. Arrive on scene within seven minutes of the receipt of the 911 call at fire dispatch, 90% of the time.
   b. Provide staffing levels that meet the safety and operational needs of the Department.

2. Operational Efficiency and Effectiveness
   Provide exceptional public safety and emergency service.
   a. Determine the feasibility of moving the Department toward operational specialization.
   b. Empower personnel to be innovative and use information and technology to continuously improve operational efficiency and effectiveness.
   c. Develop consistency and uniformity with practices and operations for safety and operational effectiveness.
   d. Manage workload and workflow processes to enable personnel to achieve optimal performance and productivity levels.

3. Operational Partnerships
   Establish and maintain collaborative partnerships that capitalize on strengths and resources to enhance emergency response capabilities.
   a. Build upon the strengths created by the Sacramento regional efforts.
   b. Actively participate and advocate for the Cosumnes Fire Department at the state and national levels.
   c. Develop and maintain strong working partnerships with law enforcement agencies.
   d. Engage with the Sacramento Regional Incident Management Team.

4. Customer Service
   Develop and promote a culture that is rooted in trust, reliability, transparency, and accountability.
   a. Encourage an environment that recognizes that our personnel are the Department’s most valuable resources.
   b. Empower all personnel to exceed our customers’ expectations
5. Operations Division Administration and Support
Provide leadership and resources to ensure efficient, effective, and professional operations.

a. Manage workload and workflow processes to enable personnel to achieve optimal performance and productivity levels.

b. Empower personnel to be innovative and use information and technology to continuously improve operational efficiency and effectiveness.
GOAL
Provide exceptional medical care and customer service while supporting the needs and well-being of our members who provide that care.

Objectives & Strategies

1. Service Delivery
Provide excellent medical response, patient care, and transportation.
   a. Maintain a clinical focus on patient care through the continuous quality improvement processes
   b. Provide resources for planning and implementing a Mobile Integrated Healthcare (Community Centered Care) Program to lower costs, improve the lives of patients, and enable personnel to use their skills and resources to help solve the problems facing healthcare systems and communities.
   c. Provide appropriate resources and personnel to meet the emergency medical services (EMS) needs of the communities we serve.
   d. Provide education and materials to businesses, community groups, and citizens to ensure that all patients receive the appropriate and expected level of care.

2. System Sustainability
Secure sustainable funding and legal/legislative protection to ensure a financially viable and exclusive EMS system.
   a. Maintain and maximize the EMS program cost recovery efforts.
   b. Defend and maintain our customers’ rights to receive premiere emergency medical response and transportation.
   c. Establish and maintain collaborative partnerships that capitalize on strengths and resources to enhance emergency medical service capabilities.

3. EMS Division Administration and Support
Provide leadership and resources to ensure efficient, effective, and professional EMS Division operations.
   a. Manage workload and workflow processes to enable personnel to achieve optimal performance and productivity levels.
   b. Manage logistics and supplies processes to ensure that the EMS Division has the resources it needs to execute its mission.
   c. Develop plans to update/replace the aging EMS offices.
GOAL
Proactively improve life safety, minimize losses, and reduce the risks from fire through education, application of codes, and investigation.

Objectives

1. Fire and Life Safety Inspections and Code Enforcement
Perform fire and life safety inspections to ensure compliance with applicable laws and regulations.
   a. Conduct fire and life safety inspections on new construction and regulated/mandated commercial occupancies.
   b. Establish a code development/adoption process to provide feedback to code amendments at the local and state level.
   c. Establish and maintain a Hazardous Occupancy Permit program.
   d. Update the Fire Inspection Fee Program to meet the needs and demands of our communities.
   e. Conduct weed abatement and code enforcement inspections to mitigate fire and life safety hazards.

2. Community Risk Reduction
Develop a Community Risk Reduction plan that includes education, engineering, and enforcement to reduce identified fire risks.
   a. Identify and prioritize local risks, followed by the integrated and strategic investment of resources (emergency response and prevention) to reduce their occurrence and impact.

3. Plan Review and Community Planning
Review new construction plans of buildings and systems to ensure compliance with local, state, and federal codes and standards.
   a. Complete plan review turnaround within 15 days of submittal.
   b. Complete review of resubmittals within 10 days.
4. Fire/Arson Investigation
Develop and maintain a sustainable Fire Investigation Program.

a. Develop and implement a Fire Investigation Team, to include requirements for appropriate PPE, equipment, and training.

b. Ensure timely cause and origin investigations of all fires.

c. Disseminate information from investigations to help prevent similar incidents and ensure firefighter safety.

d. Develop a stronger social media presence.

5. Public Education
Develop and maintain a Public Education program that is current in its content and delivery using innovative and creative technology.

a. Educate the public about fire and life safety to prevent injuries and minimize property damage.

b. Utilize Community Risk Analysis data to develop a Public Education program focused on addressing specific risks.

c. Establish a Public Education Committee comprised of public and private individuals/organizations.

d. Develop a stronger social media presence.

6. Fire Prevention Division Administration and Support
Provide leadership and adequate resources to ensure efficient, effective, and professional fire prevention operations.

a. Develop a workload and workflow management process that is designed to enable personnel to achieve optimal performance and productivity levels.

b. Use information and technology resources to continuously improve the fire prevention division.

c. Customer service - establish and maintain an environment that promotes trust, reliability, transparency, and accountability.
GOAL
Provide effective management of vehicles and equipment to ensure that they are safe, properly designed, and well-maintained.

Objectives

1. Apparatus and Equipment
   Maintain all vehicles and equipment in a manner that meets or exceeds best practice recommendations and legal requirements.
   a. Develop and maintain a system to ensure that the vehicle and equipment specifications and replacement schedules meet the projected needs of the Department and community.
   b. Provide vehicle and equipment program management and oversight.

2. Provide vehicle and equipment program management and oversight.
   a. Use information and technology to continuously improve the Fleet Management Division.
   b. Provide the facilities, tools, and equipment to meet the fleet maintenance needs of the Department.
   c. Develop a workload and workflow management process that is designed to enable personnel to achieve optimal performance and productivity levels.
GOAL
Create effectiveness through innovative and diverse training programs.

Objectives

1. Training Program
   Development and Delivery
   Develop and maintain a professional development program that is based on the Department’s goals and meets recognized training standards.
   
a. Create and maintain curriculum, lesson plans, records, and reports consistent with industry standards and local, state, and federal mandates.

b. Support all personnel in their efforts to expand and enhance their knowledge, skills, and abilities.

c. Establish and maintain collaborative partnerships that capitalize on strengths and resources to enhance training delivery capabilities.

d. Develop firefighter recruits to flourish into a highly-capable and professional workforce.

2. Facilities & Equipment
   Provide training and special operations facilities and equipment that are designed and maintained to maximize the training experience in a safe, effective, and efficient manner.

   a. Establish methodologies to ensure that the training and special operations facilities and equipment are maintained in accordance with manufacturer recommendations and industry best practices.

   b. Establish plans to update/replace the aging Training offices and classrooms.

3. Training Division Administration and Support
   Provide leadership and resources to ensure efficient, effective, and professional fire training experiences.

   a. Succession and professional development – Develop and implement a professional development program with incentives to improve performance and provide opportunities for employee advancement.

   b. Develop a workload and workflow management process that is designed to enable personnel to achieve optimal performance and productivity levels.

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## 2018 Strategic Plan Team

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Department</th>
</tr>
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<tbody>
<tr>
<td>Troy Bair</td>
<td>Deputy Chief - Operations</td>
<td>Management</td>
</tr>
<tr>
<td>Mani Bouslaugh</td>
<td>Captain</td>
<td>Captain</td>
</tr>
<tr>
<td>Markus Bowden</td>
<td>Engineer</td>
<td>Engineer</td>
</tr>
<tr>
<td>Rick Clarke</td>
<td>Battalion Chief</td>
<td>Shift BC</td>
</tr>
<tr>
<td>Molly Collins</td>
<td>Administrative Specialist</td>
<td>Administration</td>
</tr>
<tr>
<td>Paul Du Val</td>
<td>Firefighter</td>
<td>Firefighter</td>
</tr>
<tr>
<td>John Ebner</td>
<td>Sr. Management Analyst</td>
<td>Administration</td>
</tr>
<tr>
<td>Valerie Erwin</td>
<td>Assistant to the Fire Chief</td>
<td>Administration</td>
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<tr>
<td>Josh Freeman</td>
<td>Battalion Chief</td>
<td>Administration</td>
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<tr>
<td>Shawn Holden</td>
<td>Battalion Chief</td>
<td>Shift BC</td>
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<tr>
<td>Kris Hubbard</td>
<td>Battalion Chief</td>
<td>Training</td>
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<tr>
<td>Mark Kaebnick</td>
<td>Firefighter</td>
<td>Firefighter</td>
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<tr>
<td>Robert Kasparian</td>
<td>Captain</td>
<td>Captain</td>
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<tr>
<td>Mike McLaughlin</td>
<td>Fire Chief</td>
<td>Management</td>
</tr>
<tr>
<td>Kevin McLean</td>
<td>Battalion Chief</td>
<td>Shift BC</td>
</tr>
<tr>
<td>Anne Poggio</td>
<td>Management Analyst</td>
<td>Administration</td>
</tr>
<tr>
<td>Jack Robin</td>
<td>Fleet Management</td>
<td>Fleet</td>
</tr>
<tr>
<td>Nick Santini</td>
<td>Engineer</td>
<td>Engineer</td>
</tr>
<tr>
<td>Chris Schamber</td>
<td>Captain</td>
<td>IAFF 522</td>
</tr>
<tr>
<td>Brett Shurr</td>
<td>Battalion Chief</td>
<td>EMS</td>
</tr>
<tr>
<td>Morgana Yahnke</td>
<td>Assistant Chief/Fire Marshal</td>
<td>Prevention</td>
</tr>
<tr>
<td>Paul Zehnder</td>
<td>Deputy Chief - Administration</td>
<td>Management</td>
</tr>
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</table>
Cosumnes Fire Administration
10573 E. Stockton Blvd.
Elk Grove, CA 95624

Phone: (916) 405-7100
Fax: (916) 685-6622
Emergency: 911
Toll-free from Galt: 1-866-598-FIRE (3473)

STATION 71
8760 Elk Grove Boulevard
Elk Grove

STATION 72
10035 Atkins Drive
Elk Grove

STATION 73
9607 Bond Road
Elk Grove

STATION 74
6501 Laguna Park Drive
Elk Grove

STATION 75
2300 Maritime Drive
Elk Grove

STATION 76
8545 Sheldon Road
Elk Grove

STATION 45
229 5th Street
Galt

STATION 46
1050 Walnut Avenue
Galt

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