

CRA/SOC

COMMUNITY RISK ASSESSMENT STANDARDS OF COVER SEPTEMBER, 2024





Cathedral City Fire & EMS

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ORGANIZATIONAL MOTTO

Serving your family with purpose, kindness and respect.

A MESSAGE FROM THE FIRE CHIEF

Dear Community Members,

This Community Risk Assessment/Standards of Cover (CRA/SOC) document was written to further advance the department's goal of becoming a CFAI-accredited agency. It aligns with the community feedback obtained through the community-driven strategic planning process and was written in accordance with the guidelines set forth in the CFAI Quality Improvement for the Fire and Emergency Services manual. It is intended to serve as a guide for the department for the next five years, identifying risks and applying an adopted methodology to develop a standards of cover for response.

This CRA/SOC document is a comprehensive report that contains the legal basis, history, service milestones, and description of the area served, as well as the services and programs provided by Cathedral City Fire & EMS. The community risk assessment includes an explanation of the adopted methodology, critical tasking analysis, and a summary of historical system performance. The standards of cover set forth performance objectives and benchmarks for response time goals, as well as a detailed compliance methodology with recommendations for continued improvement in service delivery. The CCFE proudly presents this CRA/SOC document as a tool to measure system performance to aid in future policy development and budget preparation. This document will play a critical role in helping to determine future station locations, apparatus assignments, staffing adjustments, and more.

At the core of our department's values lie integrity, diversity, excellence, accountability, and leadership. These five values will serve as our compass, maintaining the 7 grounding principles that are listed below. These principles will provide the foundation for Cathedral City Fire & EMS (CCFE):

- **1. Customer Service:** We are committed to providing the highest level of service to our community members. Your safety and well-being are our top priorities, and we are dedicated to meeting your needs with utmost care and professionalism.
- 2. **Professional Development:** We recognize the importance of continuous learning and growth. By investing in our firefighters' development, we ensure that our team remains at the forefront of firefighting techniques, emergency response protocols, and the latest technological advancements.
- **3. Community Engagement:** We believe in fostering strong relationships with our community members. Through open communication, educational programs, and outreach initiatives, we strive to create a sense of safety, trust, and partnership within our neighborhoods.
- **4. Leadership Development:** Effective leadership is vital to the success of our department. We are committed to developing capable and compassionate leaders who will inspire and guide our firefighters, ensuring a cohesive and motivated team.
- 5. Operational Effectiveness: We continuously evaluate and improve our operational procedures to optimize our response times, enhance emergency management, and ensure the safety of both our firefighters and the community we serve.
- **6. Fiscal Responsibility:** We understand the importance of responsible financial management. By maintaining fiscal responsibility, we can allocate resources where they are needed most.
- 7. Health, Wellness, and Safety: also prioritizing the health, wellness, and safety of our firefighters.



EXECUTIVE SUMMARY

Cathedral City Fire & EMS (CCFE) is an all-hazards department that provides fire suppression, emergency medical services (EMS), and special operations, which includes response to hazardous materials and technical rescue incidents. CCFE has proudly served the community since 1988 and currently employs a combination of 49 firefighter/EMT/paramedics and Ambulance Operators. CCFE also employs 4 administrative and fire prevention staff. The department responds to over 7,000 emergencies annually, of which approximately 165 are fire-related incidents.

CCFE protects over 23 square miles of land. CCFE provides services to approximately 52,000 permanent residents (2020 Census). CCFE is dedicated to providing quality customer service and achieving its mission: Protecting the lives, property, and environment of our community by serving with compassion and respect.

The department continually strives to enhance the services provided to the residents and visitors of Cathedral City. As part of that mission, the department is voluntarily seeking international accreditation through the Commission on Fire Accreditation International (CFAI) model. In 2023, the department published a community-driven strategic plan. Following the Strategic Plan publication, this Standards of Cover document was compiled to elevate our department with continued improvement in service delivery.





CATHEDRAL CITY FIRE & EMS GROUNDING PRINCIPLES





Introduction

Cathedral City Fire & EMS (CCFE) strives for excellence and continuous improvement in fire and emergency services. In 2023, the department embarked on the path to becoming an internationally accredited agency under the Commission on Fire Accreditation International's (CFAI) accreditation model. As part of this process, the department must first identify and document its risks through a community risk assessment. Next, it must determine performance goals and objectives within each service and program area. This document consists of both components and serves as the CCFE Community Risk Assessment and Standards of Cover (CRA/SOC).

The Community Risk Assessment/Standards of Cover documents the Cathedral City area characteristics, describes and evaluates the programs and services provided by CCFE, performs an all-hazard risk assessment utilizing an adopted methodology, identifies program goals and objectives utilizing community feedback, evaluates current deployment and performance based on benchmark standards and creates a plan for maintaining and improving response capabilities in the future.

This document aligns with and supports the CCFE Strategic Plan. It will be reviewed annually and renewed every five years in coordination with the CFAI accreditation model. As the CCFE continues to pursue agency accreditation, the CRA/SOC will encourage quality improvement and foster community alignment to improve performance outcomes.

Community and Department Legal Basis

Cathedral City is the second largest and one of the most diverse communities in the Coachella Valley with a 2019 population that is 58.9% Hispanic, 30.4% non-Hispanic white, 6.4% Asian and 2.5% African American. Incorporated in 1981, development in the City began in the early part of the 20th century



and today hosts a diverse mix of residential neighborhoods, commercial and industrial developments, and an array of artists, musicians, makers and doers from all walks of life. With major hotels and golf courses, excellent schools and a thriving and expanding commercial and service base, the City is working to further diversify its economy and employment opportunities.

Cathedral City is well served by major transportation routes and is actively working with its neighbor cities and the Coachella Valley Association of Governments (CVAG) to expand multi-modal transportation and other attributes of a healthy city. City goals include bringing commuter rail and express mass transit service

to its regional access system. Major recreational and educational facilities are also becoming integral parts of the range of services and facilities available in the City. Cathedral City has become one of the valley's most desirable and affordable places to live, and leads the way in preserving open space, parks and recreation facilities, and integrating public art into the fabric of the community.

Most of the City south of US Interstate 10 is already developed and the remaining vacant lands in this area are generally located east of Date Palm Drive and north of Dinah Shore Drive. In recent years, the City's corporate limits have expanded to include lands north of US I-10 and have extended east to Bob Hope Drive, where large-scale master planned communities have already been approved for development. As noted, the City's Sphere-of-Influence extends eastward on the north side of US I-10 taking in the community of Thousand Palms, continuing eastward beyond Cook Street and including the Classic Club, Acrisure Arena, and the surrounding master planned community.

Development over the past decades has been focused along the East Palm Canyon Drive (Highway 111) corridor, and the northern areas of the City on the valley floor. The City is situated across a variety of geographic and geologic conditions, including a mid-valley alluvial plain and limited mountain foothills, as well as the sandy desert floor. The Santa Rosa Mountains bound the City on the south and Edom Hill and the Indio Hills bound the City on the north.

Cathedral City is a charter city operating under the council-manager form of government. Policymaking and legislative authority are vested in a City Council, elected from five districts comprising a council of the Mayor and four other Council members. The City Council is responsible for, among other things, passing ordinances, adopting minute orders and resolutions (such as the budget), appointing committees, and hiring both the City Manager and City Attorney. The City Council is elected on a nonpartisan basis. Council members serve four-year staggered terms. The Mayor is appointed by the City Council to serve a one-year rotating term. In addition to sitting as the governing board of the City, the City Council also acts as the Board of Directors of the Cathedral City Public Financing Authority.

The City Manager is responsible for carrying out the policies and ordinances of the City Council, overseeing the day-to-day operations of the City, and for appointing the various department heads.

Incorporated in 1981, Cathedral City is conveniently located 110 miles east of Los Angeles and 125 miles northeast of San Diego. In eastern Riverside County, Cathedral City is a business and resort community located in the heart of the Coachella Valley conveniently located between Palm Springs to the west and Rancho Mirage to the east. With a diverse population of almost 53,000, Cathedral City is the second-largest city in the Coachella Valley. Occupying a land area of approximately 23 square miles at an elevation of 325 feet above sea level, boasting an ideal climate of 350 sunny days a year. This desert location offers clean air, scenic beauty, along with unlimited leisure activities, housing options and business opportunities. Colonel Henry Washington discovered Cathedral City in 1850, naming it after nearby rock formations resembling a grand cathedral. The Agua Caliente Band of Cahuilla Indians established their reservation in 1876, and the City housed its first subdivision in 1925. The City is proud of its cultural diversity and rich history dating back almost 150 years.

Cathedral City is an ideal base from which to enjoy all that sunny Southern California has to offer. Conveniently located off the I-10 freeway and less than five miles from the Palm Springs Airport, it boasts the greatest amount of family friendly recreational activities in the Coachella Valley, including Boomers (miniature golf, bumper cars & batting cage); a 17-acre soccer park where State championships have been held; Big League Dreams Sports Park, which hosts NCAA Women's softball each winter; the Town Square; the Community Amphitheatre; seven additional parks; and three topnotch golf courses. One of the most visually capturing and historically rich pieces of art in the City is the "Fountain of Life" located in Town Square. Featuring mosaic tiles, stone sculptures, and a "spray ground," the fountain provides beauty and a place for adults and children to cool off in the summer's heat. The City offers public, private, charter K-12 and preschools, and is part of the Palm Springs Unified School District. The University of California at Riverside and California State University San Bernardino, both with local campuses, and the College of the Desert are all located within 9 miles. Residents also have access to outstanding healthcare at Eisenhower Medical Center, which includes a cancer center; the Desert Regional Medical Center, which includes a trauma center; and John F Kennedy Memorial Hospital, an acute-care hospital.

Residents and visitors can now enjoy not only dinner (at one of the City's many restaurants) but also a movie at the Mary Pickford Theater (Desert Cinema), which houses 14 movie screens, or a live production at the Coachella Valley Repertory (CVRep) Theatre, the only Actor's Equity Small Professional Theatre (SPT) company in the Coachella Valley, and/or gaming at the new innovative state-of-the-art Agua Caliente Band of Cahuilla Indians (ACBCI) Agua Caliente Casino in the City's Downtown Entertainment District to include three dining options at Café One Eleven, 360 Sports, or the Agave Caliente Tequila Bar.

The City is a charter city operating under the council-manager form of government. Policymaking and legislative authority are vested in a City Council comprised of a Mayor and four other Council members. The City Council is responsible, among other things, for passing ordinances, adopting minute orders and resolutions (such as the budget), appointing committees, and hiring both the City Manager and City Attorney. The City Council is elected on a nonpartisan basis. Council members serve four-year staggered terms, with three Council members elected in November 2018 representing districts three through five and two council members representing districts one and two elected in November 2020. The Mayor is appointed by the City Council to serve a one-year rotating term.

The following members represent the current elected officials of Cathedral City:

Rita Lamb	.District 1
Mayor Pro Tem Nancy Ross	.District 2
Mayor Mark Carnavale	.District 3
Ernesto Gutierrez	.District 4
Raymond Gregory	.District 5
Greg Jackson	.City Treasurer

In addition to sitting as the governing board of the City, the City Council also acts as the Board of Directors of two blended component units: The Cathedral City Public Financing Authority and the Cathedral City Community Services District. The City Manager is responsible for carrying out the policies and ordinances of the City Council, overseeing day-to-day operations of the City, and appointing the senior management positions (Assistant City Manager along with six department heads).

History of the Community

The Cahuilla Indians were the original inhabitants of Cathedral City. They lived throughout the Coachella Valley for more than two thousand years. In 1876 the Agua Caliente Band of Cahuilla Indians established their reservation which encompasses approximately 28% of Cathedral City.

In 1850, Col. Henry Washington of the U.S. Army Corps of Engineers discovered that the area's canyons resembled the interior of a grand



cathedral. Recording history, he named this canyon of majestic architecture Cathedral Canyon. Four early developers later had the same impression; in 1925, they developed the area's first subdivision and named it Cathedral City, California.

These steps have historical significance. Although the personal thoughts of the pioneers are unknown, their confidence in the prosperous, expanding, and vibrant city that emerged remains forever. Incorporated in 1981, Cathedral City provides a quality lifestyle and business climate for those here now and those in the future. The Coachella Valley, with a population of 346,518, is the very essence of Southern California lifestyle - a destination of friendly neighborhoods, lush country clubs, diverse shopping, and unlimited business potential.

Strategically located, with borders on both side of Interstate 10, Cathedral City is a haven for expanding and relocating businesses. Cathedral City ranks in the top three cities in the Coachella Valley in population, retail sales and total taxable sales. Businesses view the region as a triangle of opportunity between Los Angeles and San Diego with Coachella Valley inland equidistant from each. This trianale of commercial businesses. liaht industry, and professional services is expanding and becoming one metropolis of continued growth.



Community Financial Basis

Operating Budget	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Taxes	\$ 8,551,114.99	\$ 9,040,033.30	\$ 9,219,952.16	\$ 10,026,204.14	\$ 10,963,376.14
Intergovernmental	\$ 1,466,763.66	\$ 1,550,627.29	\$ 1,581,488.58	\$ 1,719,784.13	\$ 1,880,536.25
Licenses and permits	\$ 597,138.56	\$ 631,280.54	\$ 643,844.57	\$ 700,146.49	\$ 765,590.76
Fines and forfeitures	\$ 65,886.41	\$ 69,653.53	\$ 71,039.80	\$ 77,251.98	\$ 84,472.90
Charges for services	\$ 867,248.96	\$ 916,834.76	\$ 935,082.03	\$ 1,016,851.62	\$ 1,111,899.04
Special assessments	\$ 40,902.92	\$ 43,241.59	\$ 44,102.20	\$ 47,958.78	\$ 52,441.59
Use of money and property	\$ 233,997.13	\$ 247,376.14	\$ 252,299.54	\$ 274,362.23	\$ 300,007.49
Contributions from other governments	\$ 42,288.98	\$ 44,706.90	\$ 45,596.68	\$ 49,583.94	\$ 54,218.67
Other revenue	\$ 41,237.17	\$ 43,594.95	\$ 44,462.59	\$ 48,350.69	\$ 52,870.14
Total	\$ 11,906,578.78	\$ 12,587,349.00	\$ 12,837,868.15	\$ 13,960,494.00	\$ 15,265,412.98

2019 -2023 Fire Department Operating Budget

CANNABIS TAX

The City of Cathedral City has a relatively new business cluster with the cannabis industry. During the first seven years, 192 applications have been received for cannabis businesses including dispensary, cultivation, manufacturing, distribution, transportation and laboratory testing. At the end of fiscal year (FY) 2021/2022, the City has 106 cannabis businesses with 189 licenses, operating 60 sites comprised of 51 sites generating tax revenues, including 12 dispensaries, 28 cultivators, and 11 manufacturers resulting in almost \$4.5 million in tax revenue versus the \$5.1 million in tax revenue in fiscal year 2020/2021. In the upcoming fiscal year (2022/2023), we estimate revenues to be in the \$4.0 million range.

SALES TAX AND TRANSACTIONS & USE TAX

Sales Tax and Transaction & Use Tax is the City's lifeblood. In fiscal year 2021/2022, it accounted for almost 47.5% of the City's tax revenues and almost 38.3% of the City's traditional General Fund (Fund 100) revenues. For FY 2021/2022, sales tax and transactions and use tax is \$23.7 million versus \$20.5 million in FY 2020/2021 reflecting a \$3.2 million revenue increase. With the adopted budget projection for FY 2021/2022 being \$17.5 million, the City had a \$6.2 million revenue surplus this year. Since the 2007-2009 recession, sales tax has shown steady increases as the national and local economies demonstrate continued improvement. In the past ten years from FY 2011/2012 to FY 2021/2022, sales tax and transactions and use tax has increased over \$12.5 million (111%).

TRANSIENT OCCUPANCY TAX (TOT)

The City's TOT increased more than \$1.6M to over \$5.3M in FY 2021/2022 from almost \$3.6M in FY 2020/2021. Coming out of the COVID-19 pandemic, significant growth of \$1.8M occurred in the City's hotel marketplace, with a slight decrease of \$200K in TOT from the Short-Term Vacation Rentals (STVRs). With the phasing out of the majority of the STVR properties over the next 6 months, we anticipate a \$500K decrease in revenue from the STVR component of our TOT revenue in the upcoming fiscal year.

EVENTS, EVENTS AND MORE EVENTS

Cathedral City is back in business with our City events. The City's five Signature Events include the Tejano Music Festival (October), Balloon Festival (November), SnowFest (December), Taste of Jalisco (February), and Lesbian, Gay, Bisexual and Transgender (LGBT) Days (March). There are usually around 10 other events scheduled throughout the year, such as the ever-popular annual Fall Festival/ Spooktacular/Dia de Los Muertos celebrated during the late October/early November Halloween season.

CONSTRUCTION PROJECTS/ROAD IMPROVEMENTS

This past year has seen the completion of significant road rehabilitation and City improvements in Cathedral City to include:

- Advanced Dilemma Zone Detection and Countdown Pedestrian Traffic Signals 20 in the City
- Community Amphitheatre
- Century Park Rubberized Emulsion Aggregate Slurry (REAS)
- Corral Rd REAS
- Panorama Dog Park
- Ramon Road

RESIDENTIAL CONSTRUCTION

With being a post-Proposition 13 city incorporated after 1978, Cathedral City did not have a separate property tax rate prior to the voter enactment of Proposition 13; thus, the City cannot impose additional taxes without a vote of the citizens. Additional property tax revenues generated by development projects within the city, but not within the boundaries of the former redevelopment agency, are not solely remitted to the City's General Fund. Instead, the taxes are also remitted to other taxing agencies such as Riverside County, school districts, and special districts. As a result, the City's General Fund generally received more than \$5.4 million, 8.3% more than what was received in FY 2020/2021 (almost \$5.0M). In the end, property tax revenues represent only 8.7% of the City's total revenue.

Albeit the local housing market in Cathedral City has slowed in comparison to the growth in the past few years, home values appear to remain at a consistent level. In the past year, stable home values along with new residential construction demonstrates the housing market continues to transition away from a seller's market. Additional housing units increase the amount of property tax the City receives, there is an even greater impact on the City's sales tax revenues. Generally, new construction is an indicator our City will experience a positive effect in other industries, such as retail, wholesale trade and transportation services. During this past fiscal year, the City continued to see more residential housing units in various locations throughout the city. The City issued almost 80 construction/building permits for single family development, primarily through Williams Homes developers in the Campanile neighborhood along with various infill (empty) parcels.

The General Fund is the chief operating fund of the City. For reporting purposes, the General Fund consists of three individual funds, including the General Fund (Fund 100) and two special revenue funds (Fund 431 and Fund 711) that do not qualify to be reported as such. As of June 30, 2022, unassigned fund balance for only the Fund 100 portion was \$35,643,522. The total unassigned fund balance has been set aside for cash flow reserves (50%), future economic uncertainties (40%), and budget reserves

(10%) in accordance with the fund balance policy approved in September 2014. As a measure of the General Fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents 55.9% of the total General Fund (Fund 100) final budgeted expenditures, including transfers out (other financing uses) of \$61,994,591, while total fund balance represents 57.49% of the same amount.

The total fund balance of the City's General Fund (Fund 100) increased by \$6,800,406 or 22.06%, during the year ended June 30, 2022. Revenues increased in fiscal year 2021/2022 from the previous year. General Fund (Fund 100) revenues, including transfers in, increased by \$6,650,370, or 12%, from fiscal year 2020/2021.

• Taxes in general increased \$5,552,145 over the previous fiscal year. The primary reasons were sales tax increased \$1,603,153, transaction and use tax increased \$1,662,729 with increased auto-related taxable sales and increased taxes from on-line purchases, transient occupancy tax/timeshare developer fees increased \$1,642,393, primarily due to an increase in hotel/motel taxes, Utility User's Tax increased \$301,900 due to more residential homes within our City.

Franchise Fees increased \$244,728 due to that same increase in residential homes, while cannabis tax decreased \$588,763 with increased market competition.

- Licenses and permits increased \$47,421 from the prior year. The primary increased revenues were attributed to an increase in engineering permits and associated revenue and the primary decrease in revenues was due to a lower number of new residential construction/building permits.
- Charges for services decreased \$1,249,328 from the prior year. The primary decrease in revenues was attributed to \$836,795 in the community facilities district (CFD) for services having a lump sum payment in the previous fiscal year and a \$365,082 decrease in providing police services to outside agencies.

The other major governmental funds include Developer Impact Fees (Fund 235), Successor Housing Agency (Fund 561), Public Financing Authority (Fund 491), and Areawide Capital Projects (Fund 331).

Developer Impact Fees (Fund 235) special revenue fund has an ending Fund Balance of \$285,015. This amounts to a \$25,921 net increase in fund balance during the current year. This fund retains development impact fees on deposit for future utilization. The primary activities included Bridge Design, General Plan Update, Public Art Education, and Development activities. The net increase in fund balance is primarily due continued development activity in the city during the past year, leading with the Park and Recreation Facilities fee, followed by the Art in Public Places fee, the Fire and Police Facilities fee and then the Master Underground Plan fee.

Successor Housing Agency (Fund 561) special revenue fund had a total fund balance of \$11,697,728. This amounts to a net increase in fund balance of \$1,920 during the current year. Revenues decreased \$43,012 to \$85,172, while expenditures decreased \$2,775,231 to \$79,729. The net decrease in revenues was primarily due to lower use of money and property in the current fiscal year. The net decrease in expenditures was primarily due to not having any subsidies provided to outside organizations or housing projects.

Public Financing Authority (Fund 491) debt service fund had a total fund balance of \$32,461,421. This amounts to a net decrease in fund balance of \$1,276,552 during the current year. Revenues decreased

\$4,151,536 to \$5,570,819 while expenditures decreased \$35,429,118 to \$34,008,342. The net decrease in revenues was primarily due to a decrease in the use of money and property resulting from a decrease in investments held in trust due to a bond refunding. The decrease in expenditures is related to a bond refunding.

The Areawide Capital Projects (Fund 331) capital projects fund had a total fund balance of \$3,015,254. This amounts to a net increase in fund balance of \$260,838 during the current year. Revenues increased \$1,801,325 to \$12,122,915 while expenditures decreased \$1,587,193 to \$11,862,077. The increase in revenues and expenses with the net decrease in fund balance was primarily due to the Cathedral Canyon Bridge Project which has significant construction expenses, much of which is funded by federal and county grant funds.

Community Boundaries

The City of Cathedral City is in the Coachella Valley, in the central portion of Riverside County. The City is bordered on the west by the City of Palm Springs and Desert Hot Springs, Rancho Mirage and unincorporated county lands on the east, and unincorporated county lands to the south and north. The City currently encompasses 23± square miles and extends from the foothills of the Santa Rosa Mountains on the south to Edom Hill and the Indio Hills on the north, with most of the City occurring on the valley floor. The City covers not only the 14,557± acres located within the City limits and encompassed in five City Council electoral districts. The City's Sphere of Influence (SOI) encompasses 23,544± acres. These SOI lands are located north of US Interstate10 and the Union Pacific Railroad corridor and extends east to beyond Cook Street.

Planning Areas and Zones

The distribution of land uses by type, location, intensity and/or extent of use. Uses to be considered are diverse and include: residential, commercial, industrial, mixed-use, open space, recreation, public buildings and facilities, and other categories of public and private land uses.

Prior to the adoption of the Cathedral City General Plan comprehensive update, the City utilized the land use designations and assignments adopted in the 1987 Plan. A comprehensive City of Cathedral City General Plan/Land Use Element Adopted July 31, 2002 Land Use Element Amended June 24, 2009 III-2 assessment of existing land uses and their distribution was conducted using field surveys, aerial photo analysis and a computer-based geographic information system (GIS).

A discussion of each major land use category is also presented, followed by related goals, policies and programs.

(HR) Hillside Reserve (0-1 du/20 ac)

This designation provides for development densities of one dwelling unit per 20 acres. Development could be precluded on these lands due to topographic, hydrologic, aesthetic or other constraints. In such cases, development rights could be preserved by density transfer or similar mechanism.

(RE) Estate Residential (0-2 du/ac)

The residential estate designation provides for larger lot subdivisions with single-family residential development. This designation is envisioned for rural areas, as well as lands which may also be constrained by topography or other natural restrictions. This type of development may also incorporate a "greenbelt" buffer to help define the City's urban boundary.

(RL) Low Density Residential (2-4.5 du/ac)

The Low Density Residential designation provides for single-family residential development on individual lots typically ranging from about 7,500 to 20,000 square feet. These lands serve to buffer more dense residential development from estate residential uses and may be appropriate in areas with some site constraints.

(RR) Resort Residential (3-6.5 du/ac)

This low density designation is intended to accommodate single-family and attached residential development in a master planned resort setting. Onsite amenities typically include golf courses, tennis and swimming facilities, as well as tourist/resortserving commercial uses. This designation also allows hotels/motels and ancillary visitor and tourist-serving commercial uses.

(RM) Medium Density Res. (4.5-10 du/ac)

This designation provides for moderately low to medium density subdivisions and Planned Unit Developments (PUDs). It serves to transition between lower and more moderate (medium) residential densities. Product types typically range from single-family to multi-family development, with much of existing development being duplex units on 8,000 square foot lots

(RH) High Density Res. (11-20 du/ac)

This designation allows for the greatest diversity and highest density of residential development, providing for a full range of multi-family dwellings, including apartments and condominiums. It is also suitable for planned communities and affordable and senior housing, where smaller units and higher densities may be appropriate. Multi-family development provides for PUDs comprised of a varying range of residential types and on-site amenities. These lands are typically located in close proximity to neighborhood commercial uses, thereby maximizing pedestrian access to these essential services. Mobile home parks or subdivisions with PUD-type development may also be allowed. (PUD) Planned Unit Developments While not a land use designation, Planned Unit Developments (PUDs) consolidate areas for structures, common open space and recreation areas, and integrate access onto private internal roadways. PUDs permit the transfer of densities from open space/recreation areas provided within the development, thus consolidating open space.

The purpose of the PUD is to promote planned residential development and amenities beyond those typically provided within conventional subdivisions, to achieve greater flexibility in design, varying ranges of densities, and to encourage well planned neighborhoods through creative and imaginative planning. The PUD also allows an appropriate mix of housing types, which are unique in their physical characteristics to warrant special methods of residential development. A full range of residential development is permitted, consistent with the underlying land use designation of US Interstate10 and the Union Pacific Railroad corridor and extends east to beyond Cook Street.

(CG) General Commercial

These lands include a wide variety of commercial centers, ranging from general merchandising and strip com-mercial centers, to community and regional scale centers. Office development is also appropriate in areas with this designation. Development may range from free-standing retail buildings and restaurants to planned commercial centers. Hotels and motels may also be appropriate on these lands, which are located primarily along major corridors and take advantage of convenient access and tourist and business amenities. This designation also provides for the development of commercial

centers that serve the entire community and the larger regional market, including supermarket anchors and big box retailers. Community-scale development should take advantage of regional transportation networks and be designed to accommodate transit facilities. Such centers may also host ancillary office components, as well as regional institutions and services.

(CN) Neighborhood Commercial

This designation is assigned to existing neighborhood centers and vacant lands appropriate for this use. It provides for neighborhood-scale shopping integrated with, and conveniently located as a part of residential areas. A mix of land uses may also be considered appropriate within this category. Neighborhood commercial uses are also employment centers and should facilitate pedestrian, bicycle and public transit access to the greatest extent practical. Neighborhood Commercial centers may be anchored by supermarkets and super drugstores and provide a wide variety of supporting commercial services, including banking and similar financial services, businesses and offices, dry cleaners, restaurants, barber shops/beauty salons, and similar commercial outlets serving day-to-day neighborhood needs. These centers typically range in size from 8 to 10 acres and provide about 40,000 to 100,000 square feet of gross leasable floor area.

(DTC) Downtown Commercial

This designation is assigned to a limited area in the Downtown core (as defined by the Downtown Precise Plan) and takes advantage of the convenient access of the East Palm Canyon Drive corridor. Land use, zoning policies and design criteria for the area are established by the Downtown Precise Plan. Permitted land uses include Downtown Residential Neighborhood and Mixed Use Commercial. This designation also provides for a variety of commercial centers, ranging from storefront scale buildings and office space, to lodging and entertainment establishments. The Civic Center and associated civic facilities are also appropriately located within this area.

(MU-N) Mixed-Use Neighborhood

This designation is assigned to limited areas in North City (as defined in the North City Specific Plan) and takes advantage of proximity to the Interstate 10 freeway while acknowledging adjacency to the Multiple Species Habitat Conservation Plan area. Land use, zoning policies and design criteria for the area are contained in the North City Specific Plan. Permitted land uses include a mix of residential, up to 25 dwelling units per acre, commercial retail, office and public gathering spaces. Uses may be mixed either horizontally or vertically, with an emphasis on residential with neighborhood-serving commercial.

(MU-C) Mixed-Use Commercial

This designation is assigned to limited areas in North City (as defined in the North City Specific Plan) and takes advantage of proximity to the Interstate 10 freeway. Land use, zoning policies and design criteria for the area are contained in the North City Specific Plan. Permitted land uses include a mix of residential, up to 45 dwelling units per acre, commercial retail, office and public gathering spaces. Uses may be mixed either horizontally or vertically, with an emphasis on commercial and allowing "big box" development.

(BP) Business Park

This designation is intended for light industrial and related uses which are compatible with one another, as well as with neighboring residential and commercial uses. Other potentially appropriate uses include professional offices, including administrative, corporate, institutional, legal, medical, financial, insurance, real estate, and government offices.

(I) Industrial

This designation provides for the development of any and all industrial uses operating entirely in enclosed buildings, and those requiring limited and screenable outdoor storage. Examples include clean manufacturing operations, warehousing and distribution facilities, mini-warehouse storage, and a variety of light manufacturing businesses. Siting industrial lands in close proximity to major regional highway and railroad facilities is desirable. Preferred development includes master planned industrial parks with integrated access and internal circulation. Business parks may also be permitted, provided their compatibility with other industrial uses is assured. This designation may also allow conditional and/or discretionary development of more intense industrial uses with the potential to generate substantial levels of noise, smoke, dust, glare, traffic, vibration, or other nuisances. Examples include the manufacturing of durable goods, such as appliances, furniture, fabricated metal products, and light electrical and transportation equipment. These uses may also have a potential for greater dependence on outdoor storage. Proponents will be required to mitigate any adverse impacts to acceptable or insignificant levels, demonstrate conformance with all community environmental standards, and be compatible with existing and planned land uses.

(P) Public/Quasi-Public

This designation serves as a prefix for a variety of quasi-public and public uses delineated on the Land Use map. It is used to recognize such uses as the Civic Center and other governmental offices, libraries, schools, hospitals, police and fire stations, utility substations, and other public and quasi-public facilities.

Community Transportation Systems

Arterial roadways in Cathedral City serve as thoroughfares to Palm Springs and Rancho Mirage to the west and east, and Interstate 10 to the north. Sunline Transit provides a public option along all arterial roadways, as well as limited services within neighborhoods.

Major rail transport lines through Cathedral City include Union Pacific and the Burlington Northern Santa Fe (BNSF) Railway Companies. Union Pacific and the BNSF Railway Companies lines enter the Coachella Valley from Imperial County along the eastern shore of the Salton Sea, and from the west along Interstate 10.

The Palm Springs International Airport serves the Coachella Valley, and nearby communities of Morongo, Yucca Valley, and central Riverside County. There are also smaller regional airports and private air strips throughout the region.

Community Critical Infrastructure

DOMESTIC WATER:

Coachella Valley Water District

The Coachella Valley Water District (CVWD) provides domestic water to development north and east of the Whitewater River Stormwater Channel. CVWD utilizes deep wells to extract groundwater from the Whitewater River Subbasin. Within the planning area, CVWD's domestic water system includes 12 well sites, 2 booster stations, 3 water storage reservoirs, and water mains up to 30 inches in diameter. Major water trunk lines include those beneath Date Palm Drive, Vista Chino, 30th Avenue, Ramon Road, Dinah Shore Drive and Gerald Ford Drive. Nearly all development in CVWD's service area, south of I-10, is connected to its water delivery system. Land north of Interstate-10 in the planning area is also located within CVWD's service area. However, there is currently no development in this part of the City. CVWD's domestic water infrastructure in this area is limited to two large water storage reservoirs located south of Varner Road, approximately one-half mile west of Date Palm Drive. The reservoirs are connected to development south of I-10 by a 30-inch water main, which extends south along Varner Road and Date Palm Drive, then crosses beneath the interstate. Other water mains north of I-10 are limited to those on 20th Avenue west of Mountain View Road and outside the city limits. CVWD has indicated that it will be able to expand its water delivery system to serve future development in this area, should the demand for such facilities warrant.

Desert Water Agency

The Desert Water Agency (DWA) provides domestic water to development south and west of the Whitewater River Stormwater Channel. Nearly all development in DWA's service area, including development in the Cove and the downtown district, is connected to DWA's water delivery system. Within Cathedral City, DWA's water delivery system includes 3 wells, 2 booster stations, 4 water storage reservoirs, and water mains ranging in size from 2 to 24 inches in diameter. Two of the wells are located near the intersection of Crossley and Ramon Roads, and the other is located at Cathedral Canyon Drive and Kieley Road. Each is capable of producing between 1,800 and 2,400 gallons of water per minute. The booster stations are located in the Cove and are capable of pumping between 200 and 400 gallons per minute. The reservoirs are in the immediate vicinity of the Cove, and their capacities range from 100,000 to 500,000 gallons. Major trunk lines include those under East Palm Canyon Drive, Cathedral Canyon Drive, and Perez Road.

WASTEWATER COLLECTION AND TREATMENT:

Coachella Valley Water District

The Coachella Valley Water District provides wastewater collection and treatment services to lands north and east of the Whitewater River Stormwater Channel. Wastewater is conveyed through sewer lines ranging from 4 to 24 inches in diameter. The major wastewater conveyance facilities include 15inch and 24-inch sewer trunk lines, which extend along Date Palm Drive. From Date Palm Drive, the 15inch line continues east on Gerald Ford Drive, and the 24-inch line continues east along the Whitewater River Stormwater Channel, where it feeds into the Cook Street Wastewater Reclamation Plant in Palm Desert.

CVWD operates six wastewater reclamation plants (WRP) in the Coachella Valley, with treatment capacities ranging from 0.03 to 24 million gallons per day. Three of its WRPs generate recycled wastewater used for irrigation of golf courses and landscaping. CVWD receives a combined average of 18 million gallons of wastewater per day. Approximately 6.3 billion gallons of wastewater are treated yearly. CVWD continually increases the capacity of its wastewater reclamation facilities by constructing new treatment ponds, aeration plants and other structures. Wastewater from Cathedral City is conveyed to and treated at WRP-10 in Palm Desert.

Desert Water Agency

DWA's service area encompasses lands south and west of the Whitewater River Stormwater Channel. Its sewer mains range from 8 to 18 inches in diameter. DWA does not operate a wastewater treatment plant. Instead, its wastewater collection system is connected to CVWD's sewer system by two lift stations at: 1) Date Palm Drive and Buddy Rogers Drive, and 2) Cathedral Canyon Drive near Kieley Road. Wastewater collected by DWA is gravityfed to these lift stations, where it joins CVWD's sewer system and is conveyed to the Cook Street wastewater reclamation plant (WRP-10) in Palm Desert.

OTHER UTILITIES:

Electric Services

Southern California Edison (SCE) provides electricity to much of coastal, central, and southern California, including Cathedral City. SCE derives its power from a number of sources, including cogeneration, geothermal, hydroelectric, solar, and wind sources. Its most important generating facilities are the Big Creek hydroelectric system, a complex of hydroelectric facilities located on the western slope of the Central Sierra Nevada Mountains, which comprises approximately 90% of SCE's hydroelectric generation capacity. SCE recently closed its San Onofre Nuclear Generating Station (SONGS), which it jointly owned with San Diego Gas & Electric and the cities of Riverside and Anaheim. This facility is now closed and in the process of being decommissioned. In 2017, 38 percent of SCE's power supplies came from fossil fuels (Coal and natural gas) and 9 percent came from nuclear.

SCE offers a wide range of programs that promote energy conservation and help residential and business consumers reduce their electricity costs. These include rebates for customers who install energy-efficient home appliances, air conditioners, insulation, and insulated windows. SCE's Design and Engineering Services department conducts technical analyses to encourage and facilitate the creation and use of new energy-efficient technologies. The company showcases a variety of residential, business, industrial and agricultural energy solutions at technology centers and offers training courses and special events to present these solutions to the public. SCE also provides a number of tools to analyze and improve energy usage habits, such as home and small business energy surveys, which evaluate energy usage and recommend methods for reducing energy costs and consumption. A series of low-income programs provides qualified customers with energy-efficient refrigerators, discounted cooling systems, and weatherization services.

SCE's facilities include high-voltage transmission lines, lower voltage distribution lines, and substations, which "step down" voltage so that it can be distributed to homes and businesses. SCE's transmission system includes highvoltage lines rated at 500, 230, 115, 66, and 55 kilovolts (kV). These lines connect substations and feed into the distribution network serving businesses, homes, and other electric power customers. Distribution lines are those rated below 55 kV. Electric power is transported to individual homes and businesses from substations through 33 and 12 kV distribution lines. Some distribution lines are supported by wooden and steel poles, while others are undergrounded.

Within Cathedral City, SCE's facilities include four substations, major transmission lines (including those on Date Palm Drive, Landau Boulevard, and Dinah Shore Drive), and distribution lines which carry electricity to homes and businesses.

Planning for future electricity infrastructure involves determining the need for additional facilities, assessing potential environmental impacts, preparing applications for necessary regulatory permits, and regulatory review and approval. SCE performs annual five-year and ten-year growth and service forecasts to assure that its electrical transmission system will be adequate to serve future populations.

Natural Gas

Southern California Gas (SoCalGas; The Gas Company) provides natural gas services and facilities to Cathedral City. The natural gas originates in Texas and is transported to the Coachella Valley through three east-west trending gas lines, which cross the valley just north of Interstate-10 and continue west to Los Angeles. These include one 30-inch line and two 24-inch lines, with pressures of 2,000 pounds per square inch (psi). In 2019, SoCalGas announced it filed a request with the California Public

Utilities Commission seeking to offer renewable natural gas to its customers. Renewable natural gas is produced from waste and agriculture; it can help California reduce its greenhouse gas (GHG) emissions and decrease costs to consumers.

High-pressure gas lines are typically steel pipes with pressures greater than 60 psi. Within Cathedral City, major high-pressure gas lines are located within the rights-of-way of Date Palm Drive, Vista Chino, Varner Road and Mountain View Road. Two high-pressure lines are also located along East Palm Canyon Drive, one on the north side of the street and one on the south. Medium-pressure distribution lines typically consist of plastic pipes (older pipes may be constructed of steel) with pressures less than 60 psi. Most residences are fed through pipes rated at 25 to 40 psi. The Cove and most other residential neighborhoods in the planning area are connected to medium-pressure distribution lines.

Most development in Cathedral City is connected to the natural gas system; however, several small pockets of development are not connected and use propane as an alternative fuel source.

Telecommunication Services

Frontier Communications, formerly Verizon California, provides a wide range of residential and commercial telephone services to the City. Telephone services include local and long distance services, calling cards, business 800 numbers, and voice mail. Frontier also provides state-of-the-art data services such as FiOS fiber-based and DSL internet and high-speed data connections, offering speeds of up to 150 Mbps. The backbone of Frontier's communications system consists of central switching offices, which are responsible for the connection of telephone and data transmissions. The City is connected to three central switching offices located outside the City limits, including the following: 1) on the west side of DaVall Road, north of Gerald Ford Drive in Rancho Mirage, 2) on the southwest corner of Sunrise Way and Amado Road in Palm Springs, and 3) on the east side of Palm Drive at 1st Street in Desert Hot Springs. A smaller, unmanned sub-switching unit, located on the east side of Date Palm Drive south of McCallum Way in Cathedral City, is fed by the Rancho Mirage central switching office. All calls to the City are handled out of these switching stations.

Cable Television

Cable television services is provided to the City by Spectrum and Frontier. The City also has access to Channel 17, a public service channel, which it uses to broadcast City Council meetings. Access to this channel is not exclusive to Cathedral City, but is shared with other cities in the Coachella Valley.

Solid Waste Management

Burrtec Recovery and Transfer provides solid waste collection and disposal services to Cathedral City through a franchise agreement. Standard residential pick-up occurs once a week, and commercial pick-up is offered up to six days per week. Additional collection services are offered to large waste generators, such as restaurants and hotels. Burrtec collects solid waste from its service area and transfers it to the Edom Hill Transfer Station in northern Cathedral City. Edom Hill is permitted to receive a maximum of 3,500 tons of waste per day. From Edom Hill, waste is trucked to Lamb Canyon Sanitary Landfill in Beaumont, Badlands Landfill in Moreno Valley, or El Sobrante Landfill in Corona. These landfills are owned and operated by Riverside County and have a combined remaining capacity of 178.8 million cubic yards.

Burrtec uses a two-cart automated collection system throughout Cathedral City. Customers are provided with one bin for trash and one for green waste; the bins are lifted and dumped into garbage trucks mechanically. Recyclables are placed in curb-side 18-gallon tubs, which are lifted and dumped manually. During 2017, a total of 43,045 tons of trash were collected in Cathedral City.

Recycling

In 2016, Governor Brown signed a mandate that California would reduce, recycle, or compost 50% of waste by 2020 and a 75% reduction by 2025. The City's recycling program has proven beneficial in the preservation of landfill space for non-recyclable materials. During 2017, a total of 3,590 tons of recyclable materials were collected in Cathedral City. This includes 1,532 tons from residential curb-side sources; 570 tons from commercial sources; and 1,488 tons of concrete and other debris from construction sites. Green waste is recycled at BioMass in Thermal. Other recyclables, including glass, plastic and newspaper are transported by a third-party hauler to a recycling company in Los Angeles.

Street Sweeping

Routine street sweeping helps reduce PM10 blowsand throughout the Coachella Valley. Many of Cathedral City's arterial streets are part of the Regional PM10 Street Sweeping Program managed by the Coachella Valley Association of Governments (CVAG). CVAG administers arterial street sweeping through funds the City receives from the Air Quality Fund. The City Public Works Department manages street sweeping on local streets. The City is divided into eight (8) zones, and streets in each zone are swept once a month.

Regional Environment

The Coachella Valley's climate, topography, and geologic characteristics directly impact the types and prevalence of biological habitat, plant and animal species, and other resources in the planning area.

Topography and Geology

The Coachella Valley is characterized by extreme topographic variations, from the low-lying desert floor to the hillsides and mountain ranges that surround most of the region. The Salton Sea at the southeast end of the valley occurs at an elevation of about 228 feet below sea level and has no natural outlet. The northern, western, and southern edges of the valley are bordered by major mountain ranges. Summit elevations range from 9,600 feet to 11,502 feet above mean sea level. These topographic characteristics are primarily a result of historic seismic activity. Faults have uplifted, subsided, and shifted the ground surface, while erosion, weathering, and other secondary geological processes formed canyons and alluvial fans that extend onto and fill the valley floor with sediment and sand. This unique and varied topography has created a distinctive desert environment with a number of intricate habitats, wildlife, and plant communities that make the region a biologically rich area.

Climate

The air quality of a particular locale is a function of the amount of pollutants emitted and dispersed and the climatic, meteorological, and geophysical conditions that reduce or enhance the formation of pollutants. The Coachella Valley is a low-lying desert basin characterized by low annual rainfall and low humidity. The valley is surrounded on the north, west, and south by mountain ranges that physically isolate the region from coastal influences. Regional climatic conditions are greatly influenced by the mountain ranges to the west, which block the valley from much of the cooler maritime conditions that occur in the Inland Empire. These mountain barriers isolate the valley and create a subtropical desert environment characterized by low rainfall, low relative humidity, and high levels of direct sunshine, with very hot summers and mild winters. Daytime temperatures during the summer months generally exceed 100° F, sometimes reaching more than 120° F. In the winter, daily temperatures range from 30°F to 80°F.

The valley is occasionally susceptible to air inversions, in which a layer of stagnant air is trapped near the ground where it is further loaded with pollutants. This process, when combined with chemical aerosols and other pollutants emitted by automobiles, furnaces and other sources, can result in substantial haziness. Heat and bright sunshine can further act on this mix of pollutants to create photochemical smog.

The surrounding mountains are cooler than the valley floor and have an approximate 5°F decrease for every 1,000-foot increase in elevation. Mean annual rainfall ranges between four and six inches on the desert floor, and about fifteen inches in the nearby mountains. The majority of precipitation occurs during the winter months, but infrequent intense thunderstorms may occur during late summer and early fall. Most rainfall falls on surrounding mountain slopes, keeping the desert floor relatively dry throughout the year.

Wind also has a significant effect on the climate of the Coachella Valley. As the desert floor heats up, cool air from the west is drawn into the valley through the narrow San Gorgonio Pass. This generates strong winds, which pass over the most erosive portions of the valley floor, transporting large quantities of sand and dust throughout the region. This natural sand migration and transport process is responsible for creating desert sand dunes, which are an important habitat for native wildlife.

Wind direction and speed are also important climatological components that affect air quality in the Coachella Valley. The valley is subject to strong and sustained winds. As the desert floor heats up it draws cooler coastal air masses into the valley through the narrow San Gorgonio Pass, generating strong winds that cross the most erosive areas of the valley. Each year, winter rains cause erosion of the adjacent mountains, and water runoff produces and sorts substantial deposits of gravel and sand throughout the major drainage areas in the valley. These materials can become suspended in the air during strong wind events.

Most of the land within Cathedral City's incorporated boundaries is located within the "Active Blowsand Hazard Zone" designated by CVAG in the 1990 "State Implementation Plan for PM10 in the Coachella Valley." This zone identifies land that, based on location or soil characteristics, is subject to soil wind erosion, or to potential sand accumulation and/or abrasion.

These winds transport and deposit large quantities of sand and dust on buildings, fabrics, and automobiles, thereby reducing visibility and damaging property. Extensive wind-borne soil can dirty streets, pit windshields and obliterate landscaping. Dust on vegetation can interfere with plant respiration and stunt plant growth. The adverse health effects in humans can be severe and include reduced lung capacity.

REGIONAL POLLUTANTS OF CONCERN

Analysis of the ambient air quality data collected at the Palm Springs, Indio, and Mecca monitoring stations indicates that ozone and PM10 are the most prevalent air pollutants in the Coachella Valley. Detailed air quality analysis and monitoring data can be found in the City's General Plan dated August 2021 (GP DEIR per §65302.1(c)(1)).

Ozone Emissions

Under the Federal Clean Air Act, the Coachella Valley portion of the Salton Sea Air Basin (SSAB) is classified as a "severe-15" O3 non-attainment area for the 8-hour state standard, which means that the region must come into compliance with Federal ozone standards by December 31, 2027. With future emission controls, the Coachella Valley will achieve the 2008 8-hour federal O3 standard by 2024.

SCAQMD studies indicate that most 03 is transported to the SSAB Basin from the upwind South Coast Air Basin (SCAB). It is difficult to quantify the amount of ozone contributed from SCAB; however, reduced 03 concentration in the SSAB depends, in part, upon reduced ozone emissions in the South Coast Air Basin.

PM10 Emissions

Historically, PM10 levels in the Coachella Valley have been elevated due to geographic and meteorological conditions, and the generation of fugitive dust emissions from grading and construction activities, agricultural practices, and strong wind. The finer materials, including sand and silt, can be picked up and transported by the wind and are referred to as "blowsand." PM10 particles associated with blowsand are of two types: (1) natural PM10 produced by direct particle erosion and fragmentation, and (2) secondary PM10 whereby sand deposited on roadways is further pulverized by motor vehicles and then re-suspended in the air by those vehicles. The project is located in a PM10 non-attainment area for the state and federal PM10 standard.

The SCAQMD developed "Guidelines for Dust Control Plan Review in the Coachella Valley," which is intended to supplement local dust control ordinances. Should the region continue to fall short of federal PM10 standards, the U.S. EPA could impose more stringent regulations or sanctions on local jurisdictions.

The City of Cathedral City adopted its own Fugitive Dust Emissions Ordinance, which sets forth requirements for the control of dust during construction and demolition activities, as well as on certain land uses, such as unpaved roads and parking lots. In addition, the City secured grant funding to purchase alternative fuel vehicles and establish of a compressed natural gas (CNG) fueling station to service its vehicle fleet.

Community Population & Demographics

Cathedral City is the second most populous city in the Coachella Valley region of Riverside County. Between 2000 and 2010, the City population increased by 17.3% from 43,647 to 51,200 residents. Between 2010 and 2019, the population increased by 6.2%, from 51,200 to 54,357 residents. The percent increase was greater than that of Rancho Mirage (5.7%) but less than all other Coachella Valley cities and Riverside County, which ranged between 7.5% and 20.7%.

Race and Ethnicity

The racial and ethnic distribution of Cathedral City residents in 2019 is shown in the following table. Residents who categorize themselves as Hispanic/Latino comprise the largest race/ethnicity at 58.9%. The second most prevalent race/ethnicity is White/Non Hispanic at 30.4%. The percentage of Black/ African Americans, American Indians and Alaska Natives, Asians, and Native Hawaiians and Other Pacific Islanders comprising of approximately 10.7% of the population in 2019. The percentage of residents in the "Two or More Races" category reported at 2.6% in 2019.



Age Characteristics

Figure 23-01: Population Demographics

Approximately 38.2% of the 2019 City population consists of younger and middle-age adults (25 to 54 years), and 25.4% consists of children (0 to 19 years). However, the data show that the population is slowly aging. Between 2010 and 2019 (other than those 25 to 34 years old, which increased by 0.5%), all age groups under 55 years decreased by a combined total of 5.7%, and all age groups over 55 years increased by a combined total of 5.7%. The increase is also reflected in the median age, which increased from 36.0 years in 2010 to 39.4 years in 2019.

The data suggest that housing demand is currently highest for young adults and families with children. If the aging trend continues, there may be a growing demand for senior housing and programs that promote "aging in place"; however, this trend is likely to occur slowly, and the demand for such products will need to be evaluated over time.

Household Income

Incomes vary significantly by region, industry, and type of job. The highest-paying sectors are Finance/ Insurance/Real Estate, Government, and Information, with incomes averaging around \$50,000 to \$60,000. The lowest-paying sectors are Retail Trade, Other Services, and Leisure and Hospitality, with incomes averaging around \$31,000.

SUMMARY STATISTICS	
Resident Population	54,357
Median Household Income	\$45,693
Median Age	39.4 years
Average Household Size	3.04 persons

Table 23-02: Household Summary Statistics

Employment

Like much of the Coachella Valley, a substantial portion of the City's economy is rooted in the regional tourism and service industries. The following table describes employment by industry in Cathedral City in 2019. The data show that 23,119 residents over 16 years of age were in the civilian-employed1 labor force. The largest percentage of the population was employed in "arts, entertainment, recreation, accommodation, and food services" (21.6%), followed by "educational services, health care, and social assistance" (19.7%) and "Professional, scientific, management, admin., waste management" (13.6%).



Figure 23-02: Employment by Sector

Household Characteristics

As shown in the following tables, from 2010 to 2019, the number of City households increased 5.5%, from 17,837 to 18,816. In 2019, the majority of households (44%) consisted of married couple families, followed by female householders with no husband present (26.3%). This was closely followed by male householders with no wife present (23.0%).

YEAR	NUMBER OF HOUSEHOLDS	NUMERICAL CHANGE	PERCENT CHANGE			
2010	17,837					
2019	18,816	979	5.5%			
Sources: American Community Survey 5-Year Estimates Data Profiles, 2019, Table DP02.						

Table 23-03: Households by Size

HOUSEHOLD TYPE	NO. OF HOUSEHOLD	% OF TOTAL			
Married Couple Family	8,274	44.0%			
Co-habitating Couple	1,271	6.7%			
Male householder, no wife present	4,319	23.0%			
Female household, no husband present	4,952	26.3%			
Total Households	18,816	100%			
Source: American Community Survey 5-Year Estimates Data Profiles, 2019, Table DP02.					

Table 23-04: Households by Type

B COMMUNITY PRIORITIES, EXPECTATIONS & PERFORMANCE GOALS

Mission Statement

Cathedral City Fire & EMS mission statement was recently updated in the CCFE Strategic Plan 2023-2026. After reaching a group concensus, the mission statement was updated to:

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

Community Service Priorities

To best dedicate time, energy, and resources to services most desired by its community, CCFE conducted several in-person and virtual community feedback sessions in which stakeholders were given the opportunity to identify and prioritize their needs and expectations for their fire department. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

- Fire Suppression/Emergency Medical Services, Ranking #1
- Prevention Activities/Involvement in Community, Ranking #2
- Operations Division, Effective and Efficient Ranking #3
- Community Outreach, Ranking #4
- Disaster Preparedness, Ranking #5

When this feedback was solicited, CCFE did not stipulate specific programs for prioritization, input was based upon general external stakeholder expectations. This was because specific core and support programs were being identified; however, established core and support programs are now being considered as separate programs as part of the community risk assessment and standards of cover study for future prioritization.

Community Service Expectations

During the in-person and virtual community feedback sessions in 2023, CCFE asked its stakeholders what the community expects of its fire service organization. Respondents were asked to list up to five subjects relative to their expectations for Cathedral City Fire & EMS. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses were as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were sorted from the highest cumulative weight to the lowest cumulative weight and listed to follow. While the themes are listed in priority order, all responses were important in the planning process.

The following are the top expectations of the community stakeholders (in priority order):

- 1. Timely Emergency Response
- 2. Awareness of Local Community Needs
- 3. View Community Resources as Available Resource, Soliciting Input

- 4. Quickly and effectively solve Calls for Service Request
- 5. Build Partnerships with Community Businesses
- 6. Safety Education Programs for Residents and Businesses

Performance Goals

Cathedral City Fire & EMS maintains department objectives and performance measures as part of the Cathedral City strategic planning process. All city departments participate in this process, led by the City Manager and Assistant City Manager. Emergency services performance measures are provided by CCFE. In 2023, the department objectives and performance measures are:



GOAL A	SERVE OUR COMMUNITY					
ACTION ITEM	CITY-WIDE ACTION	FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME		
A-3 (CC)	Consider Cadet Program	Cadet Program 07/2024	CC 8A.1 8A.2	Administrative Staff 12 Months, Annual Review		
A-4 (CC)	Professional Development Program	25% Workforce Under- represented	7B.4 7B.8	Administrative Staff 12 Months, Annual Review		
A-5 (CC)	Develop Career Development Initiatives	Strategic Plan AO/FF Bridge Career Development Plans Five Outreach Events	7B.8 7B.9	Administrative Battalion Chief 12 to 24 Months, Annual Review		
A-1 (FD)		Reduce call interval times by 5% Monthly operational data reports	2C.2	ImageTrend Program Manager 12 Month, Annual Review		
A-2 (FD)		Community Risk Reduction will have an approved process for implementing and evaluating public education programs	CC 5B.1 5B.2	Community Risk Reduction Committee 12 Months, On- going		

GOAL B	COMMUNITY INVESTMENT					
ACTION ITEM	CITY-WIDE ACTION	FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME		
B-12 (CC)	Develop Traffic Calming	Support role to other city departments	2D.2	Administrative Staff On-going, Annual Review		
B-19 (CC)	Develop Fleet Maintenance Policies	Develop Fleet Maintenance Policies	CC 6D.1	Apparatus Maintenance Program Manager On-going, Annual Review		

GOAL C

FISCAL **STABILITY**

ACTION ITEM	CITY-WIDE ACTION	FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME
C-4 (CC)	Allocate Resources Necessary for Council Goals	Support role to other city departments	CC 4C.1	Fire Chief On-going, Annual Review
C-9 (CC)	Complete/Develop Impact Fee Study	Support role to other city departments	4B.1 4B.2	Fire Chief On-going, Annual Review
C-10 (CC)	Update 1000 Palms Fiscal Analysis	Support role to other city departments	4B.1 4B.2	Fire Chief On-going, Annual Review
C-11 (CC)	Develop Resource Guide to Educate/ Inform Project Applicants of Requirements	Support role to other city departments	CC 5A.2	Fire Chief On-going, Annual Review
C-12 (CC)	Implement a Private Development and Plan Review System	Hire Fire Marshal	CC 5C.3 CC 5A.3	Fire Chief Completed
C-17 (CC)	Establish a Risk Management Program Minimizing Litigation Through Staff Education	Develop education program for department personnel	4B.6	Safety / Wellness Committee 12 Months, Annual Review
C-1 (FD)		Create a station maintenance program	4A.2	Operations Battalion Chief 12 Months, Annual Review
C-2 (FD)		Increase ambulance transport cost recovery by 10%	4A.2 CC 4C.1	Administrative Staff 12 Months, Annual Review

GOAL D	INNOVATION			
ACTION ITEM	CITY-WIDE ACTION	FIRE DEPT. ACTION	CPSE PERFOR- MANCE INDICATOR	ASSIGNED TO / TIME FRAME
D-4 (CC)	Technology solutions to Bolster IT Security	Support role to other city departments	CC 9D.1	Administrative Battalion Chief On-going, Annual Review
D-5 (CC)	Improve Workforce Mobility by Using Advanced Mobile Devices	Imagetrend Fire Prevention	9D.2 CC 5F.5	ImageTrend Program Manager On-going, Annual Review
D-6 (CC)	Technology to Improve Online Services and Data	Support role to other city departments	CC 9D.1 9C.2 9D.2	ImageTrend Program Manager On-going, Annual Review
D-8 (CC)	Establish Community- Based Programs: Drowning Prevention, Fall Prevention, etc.	Conduct Fall Prevention Classes Drowning Prevention Campaign C.E.R.T. Courses Smoke Alarm Classes	CC 5B.1 5B.3	Community Risk Reduction Committee 12 Months, Annual Review
D-9 (CC)	Convert Paper Documents to Digital	Support role to other city departments	9C.2	Administrative Battalion Chief On-going, Annual Review
D-1 (FD)		Reduce falls and public assists calls for service within the community by 10%	CC 5B.1	Community Risk Reduction Committee 12 Months, Annual Review
GOAL E	SAFETY			
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ACTION ITEM	CITY-WIDE ACTION	FIRE DEPT. ACTION	CPSE PERFORMANCE INDICATOR	ASSIGNED TO / TIME FRAME
E-1 (CC)	AO Program, 3rd Ambulance	Fill Position Put Third Ambulance in Service	CC 5F.1	Operations Battalion Chief Completed
E-4 (CC)	Increase Community Engagement	Reach 100% of the community with risk reduction education	CC 5B.1 5B.3	Community Risk Reduction Committee 12 Months, Annual Review
E-7 (CC)	Update EOP, Annual Exercises	Support role to other city departments	CC 5D.1 5D.6	EOC Program Manager 12 Months, Annual Review
E-8 (CC)	Community Training and Outreach, C.E.R.T.	Two Community C.E.R.T. Classes	CC 5B.1 5B.3	C.E.R.T. Program Manager 12 Months, Annual Review
E-9 (CC)	FD Injury Prevention / Wellness Program	Create and implement a complete risk management program	CC 11A.5 11A.2 11B.3	Safety /Wellness Committee 12 months, Annual Review
E-10 (CC)	Community Engagement Regarding Public Safety	Support role to other city departments	CC 5B.1 5B.3	Risk Reduction Committee On-going, Annual Review
E-16 (CC)	Formalize Protocols for Emergency Response Call-Outs	Support role to other city departments	9B.11	Administrative Staff 12 Months, On- going
E-1 (FD)		Reach 100% of the community with risk reduction education	CC 5B.1 5B.3	Community Risk Reduction Committee 12 Months, Annual Review

GOAL F	EMBRACING INCLUSIVENESS				
ACTION ITEM	CITY-WIDE ACTION	FIRE DEPT. ACTION	CPSE PERFOR- MANCE INDICATOR	ASSIGNED TO / TIME FRAME	
F-10 (CC)	Public Awareness on City Efforts - Homelessness	Support role to other city departments	CC 5B.1 5B.3	Administrative Staff On-going, Annu- al Review	
F-13 (CC)	Outreach Strategy to Determine if Services are Meeting Diverse Community	Support role to other city departments	CC 5B.1 5B.3	Administrative Staff On-going, Annu- al Review	
F-14 (CC)	Coordinate City Resources to Address Hom4elessness Needs	Support role to other city departments	CC 5D.1 5D.6	Administrative Staff On-going, Annu- al Review	
F-15 (CC)	Discuss Interest / Feasibility of West Valley Homeless Task force	Support role to other city departments	CC 5B.1 5B.3	Administrative Staff On-going, Annu- al Review	
F-1 (FD)		Increase diversity outreach in applicants and new-hires	CC 5B.1	Administrative Staff On-going, Annu- al Review	
F-2 (FD)		Increase social media outreach to attract a diversified workforce	CC 5B.1	Social Media Program Mgr 12 Months, An- nual Review	
F-3 (FD)		Development a formal transition process, promoting personnel to a higher rank or administration.	CC 5B.1 8A.1	Administrative Staff 12 Months, An- nual Review	





C HISTORY OF THE DEPARTMENT

As early as 1939, fire protection in Cathedral City was provided by volunteers in the community. The firehouse was located in the town hall, along with the Valley Players Guild. The first response vehicle was an early model Ford truck, "No. 1."

Fire services were later provided by CDF firefighters and the Riverside County Fire Department, consisting of both paid and volunteer



firefighters. Station 411 was built in 1960 at 36805 Cathedral Canyon Drive.



The department outgrew their home on Cathedral Canyon and Station 34 was built at 36913 Date Palm Drive in 1976. The new station provided 4,007 square feet of office, apparatus/shop and living space; a big expansion over their previous firehouse.

In July, 1987, the City Council notified the Riverside County Fire Department that they did not intend to renew their fire contract. By October, the City recruited a Fire Chief to organize and implement

the City's own full-time fire services. In November, 1987, the City recruited, tested and hired Firefighters, Engineers, and Captains to staff the new department. The new personnel researched and purchased all tools, equipment and apparatus needed to start the new fire department. Their success was exemplary, showing how much could be accomplished when everyone worked together to achieve a common goal. The spirit of team work set a strong foundation that the department has continually built upon.



The municipal Cathedral City Fire Department was formed in 1987, starting with twenty full-time fire personnel. At 0800 on January 1, 1988, fire protection services transferred from the California Department of Forestry/Riverside County Fire Department to the new "Cathedral City Fire Department." Expanding their scope of responsibilities and apparatus inventory, the department applied for and was successful in obtaining a fire engine from California's Office Of Emergency Services. Automatic Aid and Mutual Aid agreements were initiated with the Palm Springs Fire Department and the Riverside



County Fire Departments.

The department expanded to include Cathedral Fire Station 412 located at 32100 Desert Vista Road. Administration was housed at Station 412, and consisted of the Fire Chief, Administrative Captain, and a part-time Secretary. Reserve firefighters, for the first year, provided on-call staffing for a third engine company.

In 1989, the Cathedral City Fire Department started an ALS transport program within the City. An Exclusive Operating Agreement was

signed with the Riverside County EMS Agency (REMSA), and ambulances were purchased, outfitted and staffed with Firefighter Paramedics and EMT's.

In February, 1988, the department hired a Part-Time Fire Marshal to do plan checking and to enforce the Uniform Fire Code.

As of March, 1988, the department entered into an Automatic and Mutual Aid Agreement with the City of Palm Springs. That same month, we hosted our first public Open House. There was a tremendous turnout. Food, balloons, and demonstrations were very well received by the public and elected officials present. With this success under their belt, the Firefighters Association held a pancake breakfast in June, 1988 at the Community Center to raise funds for the "Alisa Ann Ruch Burn Foundation". Doctor George Fischbeck was presented with a check for \$1000.



The department increased its clerical support by hiring a full-time Secretary in July, and in August, three Reserve Firefighters were hired to serve as relief personnel. The "Fire Marshal's" position was increased



from a part-time position to a full-time position. An open test was held and a Captain/Fire Marshal was hired.

By year-end, the City negotiated and purchased Fire Station 411 from Riverside County. Expanding our scope of services, the department tested, and hired six Paramedic Firefighters for the new fire department paramedic ambulance service. By June, 1989, the Cathedral City began transporting patients. The program started with two completely equipped ambulances.

After establishing a committee that developed bid specifications in November, the department purchased

a new 100 foot "LTI Aerial Ladder Truck". The truck was designed as a two-piece company along with the paramedic ambulance. The truck company formed the department's third full-time unit.

In March, 1990, the Fire Marshal, with donated monies, started a "Free Smoke Detector" program that makes smoke detectors available to low income and elderly families throughout the city.

In May, 1991, the department participated in the first Insurance Service Office (ISO) survey as a municipality. The survey resulted in an improvement from a class 6-9 to a class 4.

Due to the economy and budget cuts, the department "Lost Three Relief Firefighter Positions" and the department secretary in July, 1991. With the help of the entire department, all personnel scheduled for layoff were retained until other jobs/openings were found.

After a department review and amendments were developed in November, 1991, the City Council adopted the 1988 Uniform Fire Code and fee schedule.

In February, 1992, the City's new "Emergency Operations Center" (EOC) is completed and dedicated.

After two years of planning by the department's staff, "Fire Station Three" construction is complete. The station which includes 7,000 square feet of commercial lease space is the first public/private partnership project the City has undertaken. The station is a model for others to follow.

The department began offering monthly Adult/Child/Infant Cardio Pulmonary Resuscitation classes to residents of the City in 1995, and later that year, our EOC doors opened to all Coachella Valley Firefighters as the first State Fire Marshal training class was offered. The class was in Fire Investigation.



By 1996, the Reserve Paramedic/Firefighter program was developed and implemented. Six Paramedic Reserves were hired to provide staffing for the backup medic unit during the nighttime hours (1600 - 0600). A year later, five regular Reserve Firefighters received acceptance into Paramedic School. One Battalion Chief position reclassified to Assistant Fire Chief.

In November, 1996, Cathedral City's Fire Chief, George Truppelli, resigned to accept the City Manager position with the City. Assistant Chief Steven Sowles was appointed as the Interim Fire Chief, and subsequently was appointed the permanent spot at the top.

In February, 1997, the Citizen Emergency Response Training (CERT) program was adopted by the department to train Neighborhood Emergency Service Team members. By July, the CERT program graduated it's first class of 15 volunteers.

The department took possession of a newer Office of Emergency Services (OES) fire engine in August. The City's previous engine (187) was sent to Fallbrook, while the newer engine (238) came from Riverside City.

In 2000, the City received a new "ISO" Class 3 rating. Later that year, the Hazardous Material cost cleanup ordinance was approved by Council. In February, 2001, the department completed development of a Hazardous Materials Decontamination program with a trailer which was funded by an OES grant.

In April, 2001, the Cathedral City Fire Department, Palm Springs Fire, and Riverside County Fire Department consolidated forces to instruct "Community Emergency Response Team" training.



Our Council approved the lease purchase of two new front line firefighting apparatus in August, 2001. A 65' Telesqurt and a Type I Engine were manufactured for us by American La France. Both new American La France Fire Apparatus arrived in September, 2002 and were placed into service.

Our Paramedic Program expanded in July, 2002 when the Council approved the 2002/2003 budget with three new Firefighter Paramedic positions to provide staffing for third medic unit. In June, 2006, Fire Chief Steven Sowles retired from the California Fire Service, and by October, William Soqui was hired as the new Fire Chief. In February, 2008, the department's first Tractor Drawn Aerial (TDA) was placed into service at Station 412. Truck 412 was made possible with funds donated by our partners at the Agua Caliente Band of Cahuilla Indians.

In April, 2009, our two Division Chief positions were reclassified as Battalion Chiefs, and a third Battalion Chief was hired as Administrative Chief. By March, 2010, the department was reduced to two BC positions that provided Fire Marshal, and Operations & Training under the Fire Chief. In 2011, Chief Sogui transferred the department's Code Enforcement Division to the Police Dept. The economic downturn in 2011 resulted in layoffs City-wide, including the Fire Department. Layoffs included four Firefighters, Fire Chief Soqu, and our Management Analyst and Receptionist both retired. Fire Marshal/ Battalion Chief Robert Van Nortrick was promoted to Fire Chief, and he continued to act as Fire Marshal

In 2015, Chief Van Nortrick retired and the city recruited Paul Wilson as Fire Chief.

The City entered discussions with the Agua Caliente Band of Cahuilla Indians (ACBCI) to relocate Fire Station 1. Construction began in 2019, and the crews moved in to the new 20,000+ square foot facility in the fall of 2020.



In 2020, the department adjusted the response and staffing models as a result of the Covid-19 Pandemic. Chief Wilson retired shortly

after, and Battalion Chief John Muhr was promoted to Fire Chief. Administrative staff worked remotely, and inspections were completed only as a necessity for life safety. Fire personnel were provided protective wear to respond to medical aids.

Chief Muhr retired in 2022, and the City hired Michael Contreras as the new Fire Chief. Shortly after coming on-board with CCFD, Chief Contreras recruited a part-time Fire Marshal and implemented an Ambulance Operator Program that had been in development since 2021.

Current Legal Boundary of Service Area

CCFE's legal boundary of service area is within the City's legal boundaries, and the sphere of influence extends north into Thousand Palms, and as far east as Washington St. in the unincorporated area of Riverside County (also referred to as Desert Palms and north Palm Desert).



Map 23-01: Current Legal Boundary of Service Area

Fire Stations, Training Facilities, Apparatus, Equipment and Staffing

CCFE is an all career department that works three 48/96 shifts (A, B, and C) from three stations. All apparatus are staffed with at least one paramedic, and ambulances are permitted for ALS treatment and transport by the Riverside County EMS Agency.



Fire Station Locations

FIRE STATION 1

Station 1 is Cathedral City's newest fire facility, located at 68950 Buddy Rogers Ave. The building was completed in 2020 and is LEEDS Silver Certified with 6,426 square feet of apparatus floor space.

B1 (2020 Chevrolet Suburban)	Battalion Chief (Paramedic)
	Captain (Paramedic)
Iruck 1 (2014 Pierce Quantum 75' truck)	Engineer (Paramedic)
	Firefighter (Paramedic or EMT)
Medic 1	Firefighter (Paramedic or EMT)
(2020 Medix Ambulance Ford F-450)	Ambulance Operator (Paramedic or EMT)
1999 International Water Tender	(Staffed as needed)
CalOES Engine	(Staffed as needed)



Fire Station 1 Location

FIRE STATION 2

Located at 32100 Desert Vista Rd, Station 2 is in the "city center," and was built in 1986. The City's Emergency Operations Center is located within the Fire Administration Office at Station 2.

Dedicated apparatus and Daily Staffing at Station 2

	Captain (Paramedic)				
Engine 2 (2020 Pierce Quantum Pumper Engine)	Engineer (Parame	Engineer (Paramedic)			
	Firefighter (Paran	Firefighter (Paramedic or EMT)			
Medic 2	Firefighter (Paran	nedic or EMT)			
(2020 Medix Ambulance Ford F-450)	Ambulance Opera	ator (Paramedi	c or EN	1T)	
	Fire Chief	Fire Chief			
A desiristantisu	Deputy Fire Chief				
Administration (2022 Chevrolet Taboe	Fire Marshal (par	t-time)			
2020 Ford F-250, 2014 Ford Taurus	Fire Inspector	,			
Ford F-250 Command Vehicle)	Administrative As	sistant II			
	Analyst I				
	Andryst	AND	Barrier	atter a	
	Station 2			1	
	Incident Type	2021	2022	2023	
A THE BALL MAN	Suppression	95	146	139	
	Wildland	3	6	13	
	Hazmat	5	4	5	
	EMS	1430	2053	2170	
	Grand Total	1533	2213	2328	
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Palm Springs		10			
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A PARTICIPAL CONTRACTOR		REAT	No.	·	
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Fire Station 2 Location

FIRE STATION 3

Station 3 is located at 27610 Landau Blvd. Construction of Station 3 was completed in 1993, and includes 7,000 square feet of commercial lease space. This is the first public/private partnership project the City has undertaken. Dedicated apparatus at Station 3 includes:

Daily Staffing at Station 3

(2013 Pier		Captain (Paramedic)
	Engine 3 (2012 Diaros Type 1 Dumper Engine)	Engineer (Paramedic)
	(2013 Pierce Type 1 Pumper Engine)	Firefighter (Paramedic or EMT)
ſ	Medic 3 (2020 Medix Ambulance Ford F-450)	Firefighter (Paramedic or EMT)
		Ambulance Operator (Paramedic or EMT)

Reserve apparatus:

(2) 2016 E450 Marque Ambulances 2009 Pierce Engine 2002 La France Telesquirt Truck

2009 Pierce Engine



Fire Station 3 Location

D DEPARTMENT DIVISIONS & SERVICE DELIVERY

At the time of this CRA/SOC, the department was rebranded to Cathedral City Fire & EMS (CCFE).

Divisions of Cathedral City Fire & EMS include:

- OPERATIONS
 - Fire Suppression
 - Wildland Fire Services
 - Technical Rescue
 - Hazardous Materials
- EMS
- FIRE PREVENTION/LIFE SAFETY

Fire Suppression

Fire suppression is a service provided to the community to mitigate unattended fires, such as residential structure fires, commercial structure fires, vehicle fires, etc. The community expects a prompt and professional response to these incidents. Cathedral City Fire & EMS is a suburban career department of 53 members trained and equipped to meet the residents' expectations. The department provides fire suppression services for 23 square miles of property within boundaries of Cathedral City.

CCFE does not currently utilize volunteer firefighters. For day-to-day operations, personnel are organized into 3 stations staffed in three 24-hour shifts (A, B, C-shift). At each fire station, a captain provides oversight as the officer in charge of the crew. There is one battalion to lead all three stations. Each battalion chief provides oversight for the shift.

Community risk is dependent upon geographic, demographic, and socioeconomic factors.

Special Operations (Hazardous Materials and Technical Rescue)

Hazardous materials response involves any incident that causes high levels of exposure to toxic substances, is life or injury threatening, requires evacuation of the area, or that poses IDLH conditions, oxygen-deficient conditions, or fire and explosion hazards. Examples of hazardous materials emergency incidents include gas leaks or odors of gas and chemical spills or release.

Technical rescue response requires a specialized set of tools and skills for rescue, including vehicle extrication, confined space rescue, rope rescue, high angle rescue, trench rescue, structural collapse rescue, and water rescue.

All firefighters of CCFE are trained to respond and mitigate hazardous materials releases, and to conduct technical rescues.

Emergency Medical Services

CCFE is an advanced life support (ALS) provider, administering advanced life-saving protocols and skills that extend basic life support to further support the circulation and provide an open airway and adequate ventilation to the patient. ALS also includes medication administration, intravenous fluid replacement, and airway management.

Emergency medical services (EMS) also includes basic life support (BLS), such as first aid, and basic medical care. CCFE provides ALS and BLS services to Cathedral City residents and visitors.

Call volume within Cathedral City has continually increased throughout the past years due to the growing population and establishment as a top tourist destination. From a community risk perspective, Cathedral City is a viable location for assisted living facilities (ALFs) due to affordable real estate and the proximity to hospitals and healthcare providers in Palm Desert, Rancho Mirage and Palm Springs. Land use is diversified between residential, industrial, retail, and manufacturing, which leads to diversified call types. Cathedral City demographics are diverse, but include low and middle income populations from a variety of cultural backgrounds

Fire Prevention and Life Safety

Fire prevention is a proactive method for reducing the likelihood of fire-based emergencies and lessening the damage caused by them. Examples of fire prevention activities and practices include development plans review, inspections, installation of smoke alarms, and enforcement of codes and laws.

CCFE reviews and adopts the California Fire Code as the code cycles occur. Often times, local amendments are made to address development trends occuring in the region.

The CCFE Prevention Team is housed at the Fire Administration Office at Station 2, and works under the direction of the Fire Marshal to perform fire plans reviews and life safety inspections for new and existing businesses, multi-residential complexes, and state-mandated facilities. The fire marshal ensures compliance with California statutes and enforces the California Fire Code and any National Fire Protection Association (NFPA) codes adopted by the state of California. NFPA 1730 outlines the minimum inspection frequencies based on occupancy risk categories (high, moderate, or low). The authority having jurisdiction is responsible for determining the minimum resources, personnel, and equipment levels necessary to perform code enforcement and inspection activities.

Prevention of fire and related emergency incidents through planning, inspections, enforcement, and education.

Fire prevention's responsibilities include the following:

- Elimination of fire and life safety hazards through inspection and code enforcement.
- Review of site and development plans for new building construction and developments, including associated infrastructure (roads, utilities, hydrants, etc.).
- Review of building design and fire suppression system plans for all new construction and remodels to ensure code compliance.
- Enforcement of maintenance requirements of installed fire protection equipment and life safety systems.

All commercial buildings and multi-family residential complexes containing new or tenant improvement construction must go through the permitting process. Fire prevention provides building plan review services for new and existing construction projects. Services provided include review of the site, building and infrastructure designs, and the plans and installation process of automatic fire sprinkler and fire alarm systems to be built into the structure. Between 2014 and 2023, the majority of plan reviews and complex inspections were completed using a third party contract service. In 2023, the Fire Chief recruited a part-time fire marshal that completes all fire department plan reviews and facilitates inspections.

A Conditional Use Permit (CUP) is a requirement by the City of Cathedral City for business owners and developers before the construction phase of improvement. The CUP process ensures that proposed occupancy types are adequate for the location zone and legally allowed uses. The Fire Marshal is responsible for final inspections before allowing the business to open to the public and conduct business.

In 2016, Cathedral City approved the dispensing, cultivation, manufacturing and distribution of cannabis. With that, the department saw a significant increase in plan reviews and inspections between 2016 and 2019.

Prior to 2020, CCFE was responsible for life safety inspections of all short-term vacation rentals (STVR), until they were moved over to the Code Compliance division. In 2020, engine company inspections ceased in an effort to reduce the spread of covid-19, and the department only completed inspections that were necessary to maintain safety in specific occupancy types.

All CCFE fire inspections resumed in late 2022, and the engine company inspection program resumed in 2024.



2023 INSPECTIONS BY TYPE

Risk Assessment Methodology

Geographical Planning Areas/Zones

Cathedral City Fire & EMS (CCFE) uses station response boundaries to establish geographical planning zones/primary response areas (GPZ/PRA) for assessing risk in the community. GPZ/PRA's lay the foundation from which the risk assessment is conducted, and from which performance is measured and evaluated. The use of station response areas as geographical planning zones follows the historical fire service norm of a fixed deployment operational model. In the future, CCFE will evaluate whether alternative approaches to developing geographical planning zones are needed, such as utilizing GIS functionality to define response time areas and travel distances. Each station's response area is broken down by square miles and the population served within its boundaries. Due to the need to establish detailed data points, station response areas were selected for the initial risk assessment methodology; however, the department will work toward gathering data to analyze risk at the GIS-level during the next evaluation period. At this time, the department was able to incorporate GIS-level data to determine population served within a station's boundary, square miles, and specific incident occurrence in each district.

The department's service boundaries, going forward, will include station response travel times and mileage based on NFPA 1710 recommendations within defined service zones. Population densities were calculated for each district using the GIS tract data. Response time performance benchmarks will vary based on response zones.



Cathedral City Fire & EMS (CCFE) utilizes an all-hazards risk assessment methodology to identify, assess, categorize and classify all fire and non-fire risks throughout the community. CCFE's risk classifications are:

- Fire Suppression
- Wildland Fire Services
- Technical Rescue
- Hazardous Materials
- Emergency Medical Services

This risk assessment process seeks to accomplish the following goals:

- Determine system capacity and capability, presented by the risks identified.
- Manage resource workloads in an efficient and effective manner.
- Document and analyze the capabilities and capacities of existing resources.
- Establish processes to reduce hazards and threats requiring emergency mitigation.

The purpose of the risk assessment is to understand the unique characteristics of the community served and to define how CCFE is positioned to respond to those risks. This process also leads to setting performance goals and objectives for each program to improve service delivery, risk reduction, and response. CCFE utilizes historical data in its risk assessment methodology to ensure it is reliable and unique to the area served.

CCFE has adopted the three-axis risk model, which utilizes the elements of hazardous event probability, consequence, and impact. A CRA/SOC working group, composed of command and line staff was utilized to perform the risk assessment. This working group considered various factors in performing the risk assessment, such as:

- The geographical planning zones/primary response areas (GPZ/PRA)
- Hazards and/or threats unique to the mitigation response required.
- Considerations created by each specific risk event.
- Resources required to effectively mitigate an incident risk.

The three-axis risk categorization process measures the magnitude of risk by utilizing the following measurement points:

Probability – the likelihood that an emergency will occur based on CCFE historical response data.

Probability	
2	Quarterly/Yearly (0-4 events per year)
4	Monthly (5-12 events per year)
6	Weekly (13-52 events per year)
8	Daily (53-365 events per year)
10	>Daily (366 or more events per year)

Table 23-45: Risk Assessment & Methodology - Probability

Consequence – the measure of outcomes that are significant with a specific danger, injury, or loss in a community. Consequences may be measured in various ways, such as emotional, economic, or historic loss.

Consequence	
2	Single Individual, Single Occupancy, Isolated/Local Impact
4 Two – Four People, Two - Four Occupancies, City Level Impact	
6 Five – Nine People, Five - Nine Occupancies, Operational Level Impact	
8	Ten - Twenty People, Ten - Twenty Occupancies, County Level Impact
10	Greater than 20 People, Greater than 20 Occupancies, State Level Impact

Table 23-46: Risk Assessment & Methodology - Consequence

Impact – the drawdown or drain effect on CCFE's resources based on the community's standard of deployment and coverage capacity when an emergency incident occurs.

The measures for probability, consequence, and impact are determined using even values on a scale of 2-10, where a lower number means a lower score. They are defined within CCFE as follows:

Impact		
2	2 Critical tasks required, less than LOW RISK resources	
4	Critical tasks required, LOW RISK resources	
6	Critical tasks required, MODERATE RISK resources	
8	Critical tasks required, HIGH RISK resources	
10	Critical tasks required, CRITICAL RISK resources	

Table 23-47: Risk Assessment & Methodology - Impact

Probability Scoring:

This data was defined, using three years of historical data, from the computer-aided dispatch (CAD) system and is representative of the event dispatched, not the event found.

Consequence Scoring:

This data was defined utilizing a worst-case scenario determination that considered life, injury, property value, and environmental impacts. For each of these four factors, a numerical value of 2-10 was assigned based on a pre-determined methodology adopted by members of the CRA/SOC working group. More specifically, the factors influencing consequence were determined using the following methodology:

<u>Life</u>

- 2 = Single Individual
- 4 = Two Four People
- 6 = Five Nine People
- 8 = Ten Twenty People
- 10 = Greater than 20 People

Injury

2 = Single Individual 4 = Two – Four People

- 6 = Five Nine People
- 8 = Ten Twenty People
- 10 = Greater than 20 People

Property

- 2 = Single Occupancy
- 4 = Two Four Occupancies
- 6 = Five Nine Occupancies
- 8 = Ten Twenty Occupancies
- 10 = Greater than 20 Occupancies

Environmental

- 2 = Isolated/Local Level Impact
- 4 = City-Level Impact
- 6 = Operational Level Impact
- 8 = County Level Impact
- 10 = State Level Impact

The consequence methodology involves taking the average of the numerical values assigned by the CRA/SOC working group members to life, injury, property, and environmental impacts for any given event type and then dividing the total by two. The result is then rounded up to the nearest consequence score (2, 4, 6, 8, or 10).

For example, the consequence of a high-rise structure fire is calculated as follows:

- Life AVG 5
- Injury AVG 5
- Property AVG 5
- Environmental AVG 2.25

TOTAL 17.25 / 2 = 8.625 (round up to the nearest consequence score) CONSEQUENCE 10

Impact Scoring:

Finally, a critical task analysis was performed to calculate the impact scores based on the number of personnel required to effectively mitigate each incident event type. A detailed discussion of the critical task analyses is included in the following section.

Critical task analyses were conducted for each emergency event type in all risk classifications to determine impact scores based on the number of personnel needed to mitigate the incident. The methodology for performing each critical task analysis was consistently applied by utilizing the same group of internal stakeholders, consisting of the Fire Chief, Deputy Fire Chief, Battalion Chief of Administration, Battalion Chief of Operations, Battalion Chief of Emergency Medical Services, and Company Officers of various programs and specialty areas. This group of internal stakeholders is experienced in responding to all-hazard types. The minimum number of personnel needed to perform all critical tasks is referred to as the effective response force (ERF) that is needed to mitigate the event safely and effectively.

FIRE SUPPRESSION ERF

Suppression 1st Alarm Effective Response Forces:

Low-Risk	Task	Personnel	Assignment	
4	Incident Commander	1	Engine	
	Pump Operator	1	Engine	
-	Attack Line	2	Engine	

Moderate-Risk

ĸ	Task	Personnel	Assignment	
	Incident Commander	1	BC	
	Pump Operator	1	1st Engine	
	Attack Line	3	1st Engine	
	Exposure / 2nd Attack Line	4	2nd Engine	

High-Risk	Task	Personnel Assignment	
	Incident Commander	1	BC
13	Attack Line	3	1st Engine
	Pump Operator	1	1st Engine
	RIC	4	2nd Engine
	Ventilation/Search & Rescue	4	Truck/3rd Engine

Critical-Risk

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Task	Personnel	Assignment
Incident Commander	1	BC
Attack Line	3	1st Engine
Pump Operator	1	1st Engine
RIC	4	2nd Engine
Ventilation/Search & Rescue	4	Truck/3rd Engine
Division	1	2nd BC
Ventilation	4	Truck/3rd Engine
2nd Attack Line	3	4th Engine
Exposure	3	5th Engine
Search and Rescue	3	6th Engine

WILDLAND FIRE ERF

Wildland 1st Alarm Effective Response Forces:

Low-Risk	Task	Personnel	Assignment	
A	Incident Commander	1	Engine	
4	Attack Line	2	Engine	
-	Pump Operator	1	Engine	

Moderate-Risk Task

9

Task	Personne	a Assignment	
Incident Commander	1	BC	
Attack Line	3	1st Engine	
Pump Operator	1	1st Engine	
2nd Attack Line	4	2nd Engine	

High-Risk 👖

13

K	Task	Personnel	Assignment
	Incident Commander	1	BC
	Attack Line	3	1st Engine
	Pump Operator	1	1st Engine
	2nd Attack Line	4	2nd Engine
	Water Shuttle	1	Water Tender 1
	Structure Defence/Div.	3	3rd Engine/Truck

Critical-Risk

23

Task	Personnel	Assignment	
Incident Commander	1	BC	
Attack Line	3	1st Engine	
Pump Operator	1	1st Engine	
2nd Attack Line	4	2nd Engine	
Division	1	2nd BC	
Water Tender/Shuttle	1	Water Tender 1	
Line Construction/Mop-up	3	3rd Engine/Truck	
3rd Attack Line	2	4th Engine	
Pump Operator	1	4th Engine	
4th Attack Line	3	5th Engine	
Structure Defence/Div.	3	6th Engine/Truck	

TECHNICAL RESCUE ERF

Technical Rescue 1st Alarm Effective Response Forces:

Low-Risk	Task	Personnel	Assignment
	Incident Commander	1	Engine/Truck
Δ	Safety	1	Engine/Truck
-	Extrication Group	2	Engine/Truck/Medic
Modorata-Dick			
MOUEI ale-RISK	Task	Personnel	Assignment
•	Incident Commander	1	BC
y	Extrication Group	3	Engine/Truck
	Rescue Group	3	Engine/Truck
	Medical Group	2	Medic
Lligh (Onitional Diale			
rign/Critical-Risk	Task	Personnel	Assignment
10	Incident Commander	1	BC
13	Extrication Group	3	Engine/Truck
	Safety	1	Engine/Truck
	Rescue Group Supervisor	1	Engine/Truck
	Rescue Group	3	Engine/Truck
	Medical Group	2	Medic

HAZARDOUS MATERIALS ERF

2

Engine/Truck

2nd Engine

Haz-Mat Unit

3rd Engine/Truck

4

4 5

Hazardous Materials 1st Alarm Effective Response Forces:

RIC

Haz-Mat Team

Ventilation/Search & Rescue

Back-up Team

Low-Risk	Task	Personnel	Assignment
	Incident Commander	1	Engine
4	Pump Operator	1	Engine
	Establish Hot Zone	2	Engine
Moderate-Risk	Task	Personnel	Assignment
	Incident Commander	1	BC
Q	Perimeter Control	4	1st Engine
2	Pump Operator	1	1st Engine
	Exposure Line/Decon	3	2nd Engine
High-Risk	Task	Personnel	Assignment
č	Incident Commander	1	BC
	Attack Line	2	Engine/Truck/Medic
	Attack Line	3	Lingine/Truck/Pieule
13	Attack Line Pump Operator	1	Engine/Truck/Medic
13	Pump Operator RIC	1 4	Engine/Truck/Medic Engine/Truck/Medic
13	Attack Line Pump Operator RIC Ventilation/Search & Rescue	3 1 4 4	Engine/Truck/Medic Engine/Truck/Medic Engine/Truck/Medic
13 Critical-Bisk	Attack Line Pump Operator RIC Ventilation/Search & Rescue	3 1 4 4	Engine/Truck/Medic Engine/Truck/Medic Engine/Truck/Medic
Critical-Risk	Attack Line Pump Operator RIC Ventilation/Search & Rescue	1 4 4 Personnel	Engine/Truck/Medic Engine/Truck/Medic Engine/Truck/Medic Assignment
Critical-Risk	Attack Line Pump Operator RIC Ventilation/Search & Rescue Task Incident Commander	1 4 4 Personnel	Engine/Truck/Medic Engine/Truck/Medic Engine/Truck/Medic Assignment BC
I3 Critical-Risk 18	Attack Line Pump Operator RIC Ventilation/Search & Rescue Task Incident Commander Attack Line	1 4 4 Personnel 1 3	Engine/Truck/Medic Engine/Truck/Medic Engine/Truck/Medic Assignment BC 1st Engine

EMERGENCY MEDICAL SERVICES ERF

Emergency Medical Services 1st Alarm Effective Response Forces:

Low-Risk	Task Personnel Assignment		
_	Incident Command	1	1st Engine/Truck
5	Patient Care	2	1st Engine/Truck/1st Ambulance
	Ambulance Transport	2	1st Ambulance

Moderate-Risk

6

< Ta	isk	Personnel	Assignment
In	cident Command	1	1st Engine/Truck
Sa	afety	1	1st Engine/Truck
Pa	atient Care/Transport	3	1st Engine/Truck/1st Ambulance
Do	ocumentation	1	1st Ambulance

High-Risk	Task	Personnel	Assignment
Cardiac Arrest	Code Commander	1	1st Engine/Truck
•	Compressor	3	1st Engine/Truck/2nd Engine
9	Airway Management	2	1st Engine/Truck/1st Ambulance
	Medication Management	1	1st Ambulance
	Documentation	1	1st Engine/Truck
	Family Liaison	1	1st BC

High-Risk	Task	Personnel	Assignment
TC with Extrication	Incident Command	1	1st Engine/Truck
-	Safety	1	1st Engine/Truck
Q	Triage/Treatment	3	1st Engine/Truck/1st Ambulance
2	Extrication Group	3	2nd Engine/Truck
	Medical Communications	1	1st Ambulance

Critical-Risk

16

Task	Personnel	Assignment	
Incident Command	1	1st Battalion Chief	
Triage Unit Leader	3	1st Engine/Truck	
Medical Communications	1	2nd Engine/Truck	
Safety	1	3rd Engine/Truck	
Treatment Unit Leader	3	2nd Engine/Truck	
Patient Transport Unit Leader	1	3rd Engine/Truck	
Ambulance Transport	2	1st Ambulance	
Ambulance Transport	2	2nd Ambulance	
Ambulance Transport	2	3rd Ambulance	

Risk Assessment

Once the probability, consequence, and impact scores were identified for each event type, these three values were used to calculate the risk scores for each emergency event type using Heron's formula.



Using Microsoft Excel, the risk scores were plotted on a graph, producing a triangular polygon, and the total surface area of the triangle produced the risk score for that event type. In other words, the risk scores were calculated by connecting the point on the "Y" axis for probability of the incident occurring, the point on the "X" axis for consequence to the community, and the point on the "Z" axis for agency impact or draw-down on the department's resources.

A representation of the risk score calculations is displayed below for each risk classification and risk category:

Three Axis Example:

FIRE SUPPRESSION (LOW RISK): 15.90



LOW RISK	
Probability of occurrence	6
Consequence to community	2
Impact on Fire Department	3
SCORE	15.8745

EXAMPLE: ILLEGAL BURNING

FIRE SUPPRESSION ALL-RISK

	Fire Suppression					
	2021	2022	2023	Total		
Low	160	305	286	751		
Moderate	39	29	42	110		
High	16	26	22	64		
Critical	12	19	21	52		
All	227	379	371	977		

2021-2023 SUPPRESSION ALL RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Suppression by Risk Level

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FIRE SUPPRESSION LOW-RISK



LOW RISK	
Probability of occurrence	6
Consequence to community	2
Impact on Fire Department	3
SCORE	15.8745

	Fire Suppression Low				
	2021 2022 2023 Total				
Station 1	50	112	115	277	
Station 2	67	119	103	289	
Station 3	43	74	68	185	
Total	160	305	286	751	

2021-2023 SUPPRESSION LOW RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Suppression by Risk Level

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FIRE SUPPRESSION MODERATE-RISK



MODERATE RISK	
Probability of occurrence	6
Consequence to community	4.5
Impact on Fire Department	5
SCORE	32.6745

EXAMPLE: ELECTRICAL WIRING/EQUIPMENT

	Fire Suppression Moderate				
	2021 2022 2023 Total				
Station 1	8	12	14	34	
Station 2	16	8	15	39	
Station 3	15	9	13	37	
Total	39	29	42	110	

2021-2023 SUPPRESSION MODERATE RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Suppression by Risk Level

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FIRE SUPPRESSION HIGH-RISK



HIGH RISK	
Probability of occurrence	4
Consequence to community	6
Impact on Fire Department	8
SCORE	44.1814

	Fire Suppression High				
	2021 2022 2023 Total				
Station 1	4	12	2	18	
Station 2	6	10	13	29	
Station 3	6	4	7	17	
Total	16	26	22	64	



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Suppression by Risk Level

FIRE SUPPRESSION CRITICAL-RISK



CRITICAL RISK	
Probability of occurrence	4
Consequence to community	7
Impact on Fire Department	9
SCORE	54.9955

Fire Suppression Critical					
	2021	2022	2023	Total	
Station 1	2	2	7	11	
Station 2	6	9	8	23	
Station 3	4	8	6	18	
Total	12	19	21	52	

CITY OF CATHEDRAL CITY

2021-2023 SUPPRESSION **CRITICAL RISK FIRE & EMS RISK MAP**



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Suppression by Risk Level

WILDLAND FIRE **ALL-RISK**

	w			
	2021	2022	2023	Total
Low	0	0	0	0
Moderate	9	10	20	39
High	6	5	10	21
Critical	0	0	0	0
All	15	15	30	60



INCIDENTS

60

Railroad

City Limits Station 412

Station 413 Incidents

Dense

Sparse

Cathedral City Printed: 12/10/2024

Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Wildland by Risk Level

WILDLAND FIRE LOW-RISK



Wildland Low						
	2021	2022	2023	Total		
Station 1	0	0	0	0		
Station 2	0	0	0	0		
Station 3	0	0	0	0		
Total	0	0	0	0		

LOW RISK		
Probability of occurrence	6	
Consequence to community	2	
Impact on Fire Department	2	
SCORE	12.3288	
2021-2023 WILDLAND LOW RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Wildland by Risk Level

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WILDLAND FIRE MODERATE-RISK



MODERATE RISK	
Probability of occurrence	6
Consequence to community	4.5
Impact on Fire Department	5
SCORE	32.6745

Wildland Moderate							
	2021	2021 2022 2023 Total					
Station 1	1	3	8	12			
Station 2	3	5	8	16			
Station 3	5	2	4	11			
Total	9	10	20	39			

2021-2023 WILDLAND MODERATE RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Wildland by Risk Level

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WILDLAND FIRE HIGH-RISK



HIGH RISK	
Probability of occurrence	4
Consequence to community	6
Impact on Fire Department	8
SCORE	44.1814

EXAMPLE: ISOLATED VEGETATION OFF ROADWAY

	Wildland High				
	2021	2022	2023	Total	
Station 1	3	3	1	7	
Station 2	0	1	5	6	
Station 3	3	1	4	8	
Total	6	5	10	21	





WILDLAND INCIDENTS 21 60 Fire Station Railroad Fire Station Railroad Cities City Limits Station 411 Station 411 Station 411 Dense Sparse



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Wildland by Risk Level

WILDLAND FIRE CRITICAL-RISK



CRITICAL RISK	
Probability of occurrence	4
Consequence to community	7
Impact on Fire Department	9
SCORE	54.9955

EXAMPLE: TAMARISK FIRE >250 FEET, UNION PACIFIC

	Wildland Critical					
	2021	2022	2023	Total		
Station 1	0	0	0	0		
Station 2	0	0	0	0		
Station 3	0	0	0	0		
Total	0	0	0	0		





Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Wildland by Risk Level

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TECHNICAL RESCUE **ALL-RISK**

	Technical Rescue						
2021 2022 2023 Total							
Low	0	0	0	0			
Moderate	0	2	7	9			
High & Critical	0	2	2	4			
All	0	4	9	13			

2021-2023 TECHNICAL RESCUE ALL RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Technical Rescue by Risk Level

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TECHNICAL RESCUE LOW-RISK

TECHNICAL RESCUE (LOW RISK): 8.50



LOW RISK	
Probability of occurrence	2
Consequence to community	2
Impact on Fire Department	4
SCORE	8.48528

Technical Rescue Low					
	2021	2022	2023	Total	
Station 1	0	0	0	0	
Station 2	0	0	0	0	
Station 3	0	0	0	0	
Total	0	0	0	0	

2021-2023 TECHNICAL RESCUE LOW RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Technical Rescue by Risk Level

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TECHNICAL RESCUE MODERATE-RISK



MODERATE RISK		
Probability of occurrence	2	
Consequence to community	5	
Impact on Fire Department	4.5	
SCORE	18.5371	

	Technical Rescue Moderate					
	2021	2022	2023	Total		
Station 1	0	0	2	2		
Station 2	0	2	5	7		
Station 3	0	0	0	0		
Total	0	2	7	9		

2021-2023 TECHNICAL RESCUE MODERATE RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Technical Rescue by Risk Level

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TECHNICAL RESCUE HIGH/CRITICAL-RISK

TECHNICAL RESCUE (HIGH/CRITICAL RISK): 22.80

HIGH/CRITICAL RISK	
Probability of occurrence	2
Consequence to community	4
Impact on Fire Department	7
SCORE	22.8473



EXAMPLE: SWIFTWATER RESCUE

Technical Rescue High & Critical					
	2021	2022	2023	Total	
Station 1	0	0	1	1	
Station 2	0	2	0	2	
Station 3	0	0	1	1	
Total	0	2	2	4	

2021-2023 TECHNICAL RESCUE HIGH & CRITICAL RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | Technical Rescue by Risk Level

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HAZARDOUS MATERIALS ALL-RISK

	Hazardo						
	2021 2022 2023 Total						
Low	2	3	3	8			
Moderate	8	9	6	23			
High	1	2	2	5			
Critical	0	0	0	0			
All	11	14	11	36			

2021-2023 HAZMAT ALL RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | HazMat Incidents by Risk Level

Printed: 12/10/2024

HAZARDOUS MATERIALS LOW-RISK



LOW RISK	
Probability of occurrence	2
Consequence to community	2
Impact on Fire Department	2
SCORE	4.89898

Hazardous Materials Low						
	2021 2022 2023 Total					
Station 1	1	2	1	4		
Station 2	1	1	1	3		
Station 3	0	0	1	1		
Total	2	3	3	8		

2021-2023 HAZMAT LOW RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | HazMat Incidents by Risk Level

Printed: 12/10/2024

HAZARDOUS MATERIALS MODERATE-RISK



MODERATE RISK	
Probability of occurrence	2
Consequence to community	5
Impact on Fire Department	4.5
SCORE	18.5371

Hazardous Materials Moderate						
	2021 2022 2023 Total					
Station 1	1	1	3	5		
Station 2	4	3	0	7		
Station 3	3	5	3	11		
Total	8	9	6	23		

CITY OF CATHEDRAL CITY

2021-2023 HAZMAT MODERATE RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | HazMat Incidents by Risk Level

Printed: 3/10/2025

HAZARDOUS MATERIALS HIGH-RISK

HAZARDOUS MATERIALS (HIGH RISK): 59.85



HIGH	
Probability of occurrence	3
Consequence to community	8
Impact on Fire Department	9.5
SCORE	59.8509

Hazardous Materials High						
	2021 2022 2023 Total					
Station 1	1	1	0	2		
Station 2	0	0	0	0		
Station 3	0	1	2	3		
Total	1	2	2	5		

CITY OF CATHEDRAL CITY

2021-2023 HAZMAT HIGH RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | HazMat Incidents by Risk Level

Printed: 3/10/2025

HAZARDOUS MATERIALS CRITICAL-RISK



HIGH/CRITICAL RISK	<i>a</i> .
Probability of occurrence	2
Consequence to community	9
Impact on Fire Department	9.5
SCORE	63.2268

Hazardous Materials Critical						
	2021 2022 2023 Total					
Station 1	0	0	0	0		
Station 2	0	0	0	0		
Station 3	0	0	0	0		
Total	0	0	0	0		

CITY OF CATHEDRAL CITY

2021-2023 HAZMAT CRITICAL RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | HazMat Incidents by Risk Level

Printed: 3/10/2025

EMERGENCY MEDICAL SERVICES ALL-RISK

	2021	Total		
Low	3219	4612	5045	12876
Moderate	56	91	79	226
High	157	196	199	552
Critical	1	1	7	9
All	3433	4900	5330	13663

2021-2023 EMS ALL RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | EMS Incidents by Risk Level

Printed: 12/10/2024

EMERGENCY MEDICAL SERVICES LOW-RISK



EMS Low						
	2021	2022	2023	Total		
Station 1	1027	1617	1686	4330		
Station 2	1344	1930	2058	5332		
Station 3	848	1065	1301	3214		
Total	3219	4612	5045	12876		

2021-2023 EMS LOW RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | EMS Incidents by Risk Level

Printed: 12/10/2024

EMERGENCY MEDICAL SERVICES MODERATE-RISK



EMS Moderate						
	2021	2022	2023	Total		
Station 1	13	19	21	53		
Station 2	24	39	28	91		
Station 3	19	33	30	82		
Total	56	91	79	226		

CITY OF CATHEDRAL CITY

2021-2023 EMS MODERATE RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | EMS Incidents by Risk Level

Printed: 12/10/2024

EMERGENCY MEDICAL SERVICES HIGH-RISK



EMS High						
	2021	2022	2023	Total		
Station 1	39	57	56	152		
Station 2	62	83	79	224		
Station 3	56	56	64	176		
Total	157	196	199	552		

2021-2023 EMS HIGH RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | EMS Incidents by Risk Level

Printed: 3/10/2025

EMERGENCY MEDICAL SERVICES CRITICAL-RISK

EMS (CRITICAL RISK): 81.70



EXAMPLE: MULTI CASUALTY EVENT, INTERSTATE 10

EMS Critical						
	2021	2022	2023	Total		
Station 1	1	0	1	2		
Station 2	0	1	5	6		
Station 3	0	0	1	1		
Total	1	1	7	9		

HIGH/CRITICAL RISK		
Probability of occurrence	8	
Consequence to community	7	
Impact on Fire Department	9.5	
SCORE	81.6525	

CITY OF CATHEDRAL CITY

2021-2023 EMS CRITICAL RISK FIRE & EMS RISK MAP



Path: G:\Project Maps_Fire\FireSuppression_RiskLevels\FireSuppression_RiskLevels.aprx | EMS Incidents by Risk Level

Printed: 3/10/2025

F SUMMARY OF DEPLOYMENT & COVERAGE PERFORMANCE

Cathedral City Fire & EMS Operations Division is responsible for ensuring that all citizens, visitors, business owners, and city employees are served through an efficient and effective system of services designed to protect life, environment, and property. Part of this system includes staffing and maintaining 3 fire stations strategically located throughout the city. The Operations Division is responsible for overseeing many the departments programs to include but not limited to training, new recruitments, academies, apparatus maintenance, company inspection program, SCBA program, tools and equipment, and policy manual updates.

Cathedral City Fire & EMS when fully staffed is comprised of 36 sworn fire suppression members, 9 ambulance operators, 3 Battalion Chiefs, Deputy Fire Chief and a Fire Chief. Cathedral City Fire & EMS operates A, B, and C shifts working a 48/96 work schedule and are each supervised by a Battalion Chief who report directly to the Deputy Fire Chief. The department personnel assigned to these shifts consist of Fire Captains, Fire Engineers, and Firefighters who are highly trained professionals who respond to over 7000 emergency calls for service annually.

In all aspects of our operations, the safety of our personnel and community remains paramount. We strive to maintain the highest standards of professionalism, adaptability, and excellence. Through proactive community engagement, ongoing education, and continuous improvement, we endeavor to minimize the impact of emergencies and foster a safer environment for all.

Evaluation of Service Delivery

Performance - Baselines, Benchmarks, and The Gap

Baselines represent the agency's actual performance. The agency has analyzed baselines for each of the past three years from 2021 to 2023, as well as the aggregate of all three years. The components of total response time measured are; alarm handling, turnout time, and travel.

Cathedral City Fire & EMS has established total response time benchmarks for each of its emergency service programs. Benchmark goals are set for each component of total response time: alarm handling, turn out, and travel. Benchmarks represent a standard that the agency strives to meet.

Utilizing the risk assessment, the risk classification working group identified natural breakpoints within the risk categories to determine the risk level. In some cases, there were only three risk categories (Low, Moderate, High/Critical) or (Moderate, High, Critical). Depending on the level of risk, some categories were combined, as the impact and resources needed exceed the department's capacity for concurrent incidents. In other cases, a fourth risk category was included to identify maximum risk event types.
FIRE SUPPRESSION

The fire suppression program includes an all-risk fire suppression and emergency response to decrease the potential for loss of life and property damage caused by fire. This is accomplished through expedient dispatch of qualified personnel utilizing appropriate equipment and apparatus.

Cathedral City Fire & EMS (CCFE) provides structural and wildland fire protection services. Two of the three fire stations are staffed with a three-person Type 1 fire engine, and one station is staffed by a three-person 75-foot quint truck. All three stations have one ambulance staffed with a firefighter paramedic and an EMT ambulance operator. Two of the three stations cross-staff other apparatus; one of the stations is cross-staffed with a tactical water tender, and one station is cross-staffed with an Office of Emergency Services (OES) Type 1 fire engine. All suppression personnel are provided personal protective equipment for structural and wildland fire fighting.

Structure fire first alarm responses include two Type 1 fire engines, 1 quint truck, 3 medic units, and the on-duty Battalion Chief, for a total of 13 fire suppression personnel. Emergency responses utilize the National Incident Management System (NIMS) that encompasses ICS and FIRESCOPE, California. Additionally, CCFE can enter unified command with the Cathedral City Police Department and surrounding agencies who provide mutual and automatic aid assistance, utilizing coordinated actions and common communications. When all department resources are committed on an incident, city coverage is requested from Palm Springs Fire Dept. (1 engine) and American Medical Response (1 ambulance) to respond to concurrent incidents within the city. The incident commander (IC) may request additional resources and alarms based on the needs of the incident.

Evaluation of Service Delivery

Performance – Baselines, Benchmarks, and The Gap

Baselines represent the agency's actual performance. The agency has analyzed baselines for each of the past three years from 2021 to 2023, as well as the aggregate of all three years. The components of total response time measured are alarm handling, turnout time, travel time, and total response time.

Cathedral City Fire & EMS has established total response time benchmarks for each of its emergency service programs. Benchmark goals are set for each component of the total response time: alarm handling, turnout, and travel.

The agency strives to meet NFPA Standard 1710, Organization and Deployment of Fire Suppression Operations in Career Fire Departments. For 90% of all risk level fire suppression calls, the first due engine/truck company currently strive to meet the following, alarm handling time of 1 minute, turnout time of 90 seconds, travel time 4 minutes, and total response time of 6 minutes and 30 seconds. The agency relies on automatic aid to provide its Effective Response Force (ERF) for high and critical risk suppression incidents in the unincorporated area of Thousand Palms. Otherwise, the agency maintains an ERF for low and moderate risk suppression incidents within the city limits, however automatic aid from neighboring fire departments to provide an ERF for high and critical risk suppression incidents is required.

Risk Classification: Fire Suppression

Low Risk:	= 16</th
Moderate Risk:	16> to = 33</td
High Risk:	33> to = 44</td
Critical Risk:	44> to = 55</td

Low-Risk NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
118	Trash or Rubbish Fire, Contained	Fire Suppression	Low	15.9
130	Mobile Property Fire	Fire Suppression	Low	15.9
131	Passenger Vehicle Fire	Fire Suppression	Low	15.9
150	Outside Rubbish Fire	Fire Suppression	Low	15.9
151	Outside Rubbish, Trash or Waste	Fire Suppression	Low	15.9
154	Dumpster or Other Trash Receptacle	Fire Suppression	Low	15.9
160	Special Outside Fire	Fire Suppression	Low	15.9
162	Outside Equipment Fire	Fire Suppression	Low	15.9
164	Outside Mailbox Fire	Fire Suppression	Low	15.9
442	Overheated Motor	Fire Suppression	Low	15.9
443	Refrigeration Leak	Fire Suppression	Low	15.9
444	Power-Line Down	Fire Suppression	Low	15.9
463	Vehicle Accident, General Clean-Up	Fire Suppression	Low	15.9
480	Illegal Burn	Fire Suppression	Low	15.9
481	Attempt to Burn	Fire Suppression	Low	15.9
482	Threat to Burn	Fire Suppression	Low	15.9
520	Water Problem, Other	Fire Suppression	Low	15.9
521	Water Evacuation, Removal	Fire Suppression	Low	15.9
522	Water or Steam Leak	Fire Suppression	Low	15.9
561	Unauthorized Burning	Fire Suppression	Low	15.9
571	Cover Assignment	Fire Suppression	Low	15.9
641	Vicinity Alarm	Fire Suppression	Low	15.9
700	False Alarm, False Call, Arrived	Fire Suppression	Low	15.9
710	Malicious False Call	Fire Suppression	Low	15.9
711	Malicious Municipal Call	Fire Suppression	Low	15.9
712	Malicious Alarm, Ring Down	Fire Suppression	Low	15.9
713	Malicious Alarm, Telephone	Fire Suppression	Low	15.9
714	Malicious Alarm, Central Station	Fire Suppression	Low	15.9
715	Malicious Alarm, Local System	Fire Suppression	Low	15.9
730	Alarm Malfunction	Fire Suppression	Low	15.9
731	Sprinkler Activation, Malfunction	Fire Suppression	Low	15.9
732	Extinguisher System, Malfunction	Fire Suppression	Low	15.9
733	Smoke Detector Activation, Malfunction	Fire Suppression	Low	15.9
734	Heat Detector Activation, Malfunction	Fire Suppression	Low	15.9
735	Ringing Alarm, Malfunction	Fire Suppression	Low	15.9
736	Carbon Monoxide Alarm, Malfunction	Fire Suppression	Low	15.9
740	Unintentional Transmission, Alarm	Fire Suppression	Low	15.9
741	Sprinkler Activation, No Fire	Fire Suppression	Low	15.9
742	Extinguishimg System Activation, No Fire	Fire Suppression	Low	15.9
743	Smoke Detector Activation, No Fire	Fire Suppression	Low	15.9
744	Detector Activation, No Fire	Fire Suppression	Low	15.9
745	Alarm System Activation, No Fire	Fire Suppression	Low	15.9
746	Carbon Monoxide Activation, No Fire	Fire Suppression	Low	15.9

Moderate-Risk NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
100	Fire, Other	Fire Suppression	Moderate	32.7
114	Chimney or Flue Fire, Confined	Fire Suppression	Moderate	32.7
115	Incinerator Fire, Confined	Fire Suppression	Moderate	32.7
116	Fuel Burner/Boiler Fire, Confined	Fire Suppression	Moderate	32.7
117	Commercial Compactor Fire, Confined	Fire Suppression	Moderate	32.7
132	Transport Vehicle Fire, Confined	Fire Suppression	Moderate	32.7
136	Motor Home Fire, Confined	Fire Suppression	Moderate	32.7
137	Recreational Vehicle Fire, Confined	Fire Suppression	Moderate	32.7
138	Heavy Equipment Fire, Confined	Fire Suppression	Moderate	32.7
155	Outside Stationary Compactor, Confined	Fire Suppression	Moderate	32.7
161	Outside Storage Fire	Fire Suppression	Moderate	32.7
440	Electrical Wiring/Equipment Failure	Fire Suppression	Moderate	32.7
441	Sprinkler Activation, No Fire	Fire Suppression	Moderate	32.7
531	Smoke Removal	Fire Suppression	Moderate	32.7
650	Gas Mistaken for Smoke	Fire Suppression	Moderate	32.7
651	Smoke Scare	Fire Suppression	Moderate	32.7
652	Steam, Vapor, Dust Mistaken for Smoke	Fire Suppression	Moderate	32.7
653	Smoke from BBQ, Tar Kettle	Fire Suppression	Moderate	32.7

High-Risk NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
112	Fire in Structure, Other than Building	Fire Suppression	High	44.2
113	Cooking Fire, Possible Extension	Fire Suppression	High	44.2
120	Fire in Mobile Property as a Fixed Structure	Fire Suppression	High	44.2
121	Fire in Mobile Home as a Fixed Structure	Fire Suppression	High	44.2
122	Fire in Motor Home as a Fixed Structure	Fire Suppression	High	44.2
123	Fire in Portable Building as a Fixed Structure	Fire Suppression	High	44.2
134	Water Vehicle Fire	Fire Suppression	High	44.2
152	Sanitary Landfill Fire	Fire Suppression	High	44.2
153	Construction Landfill Fire	Fire Suppression	High	44.2
445	Arcing, Shorted Equipment	Fire Suppression	High	44.2

Critical-Risk NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
110	Structure Fire	Fire Suppression	Critical	55
111	Building Fire	Fire Suppression	Critical	55
133	Railroad Vehicle Fire	Fire Suppression	Critical	55
135	Aircraft Fire	Fire Suppression	Critical	55

FIRE SUPPRESSION ALL-RISK

SUPPRESSION Responses <u>ALL</u> RISK NFIRS CODE(S)	Total Incidents 977						
90th Percentile Baseline Performance			2021-2023	2021	2022	2023	Benchmark *
Alarm	Pick-Up to Dispatch	Urban	0:02:26	0:01:53	0:02:24	0:02:34	0:01:00
Turnout	1st Unit	Urban	0:02:41	0:03:01	0:02:50	0:01:57	0:01:50
- her card - a second	1st Unit	Urban	0:06:45	0:06:48	0:06:46	0:06:39	0:04:00
Travet Time	ERF	<u>Urban</u>	0:09:32	0:09:02	0:09:16	0:09:49	0:08:00
	1st Unit	Urban	0:09:52	0:09:51	0:09:59	0:09:44	
Total Response Time	Sample Size		n = 977	n = 227	n = 379	n = 371	0:06:30
	ERF	Urban	0:12:28	0:12:26	0:12:18	0:12:42	
	Sample Size		n = 975	n = 227	n = 378	n = 370	0:10:30

FIRE SUPPRESSION LOW-RISK

The first arriving apparatus of two firefighters and one officer can provide personnel for fire suppression operations for low-risk incidents. The first due ambulance is staffed with one Firefighter to assist the first arriving apparatus, a Type 1 engine or Truck, that comprises the ERF of four (4) personnel. The first due apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual.

FIRE SUPPRESSION LOW-RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

4

Task	Personnel	Assignment
Incident Commander	1	Engine
Pump Operator	1	Engine
Attack Line	2	Engine

SUPPRESSION Responses LOW RISK NFIRS CODE(S)	Total Incidents 751		2021-2023	2021	2022	2023	Benchmark *
90th Percentile							
Baseline Performance							
Alarm	Pick-Up to Dispatch	Urban	0:02:28	0:01:53	0:02:29	0:02:35	0:01:00
Turnout	1st Unit	Urban	0:02:40	0:03:01	0:02:50	0:01:54	0:01:50
- her char - set als	1st Unit	Urban	0:06:35	0:06:24	0:06:32	0:06:39	0:04:00
Travet Time	ERF	<u>Urban</u>	0:08:49	0:08:26	0:08:53	0:09:00	0:08:00
	1st Unit	Urban	0:09:51	0:09:31	0:09:57	0:09:47	1010000000
Total Response Time	Sample Size		n = 751	n = 160	n = 305	n = 286	0:06:30
	ERF	Urban	0:11:48	0:11:27	0:11:50	0:11:55	
	Sample Size		n = 751	n = 160	n = 305	n = 286	0:10:30

FIRE SUPPRESSION MODERATE-RISK

The Battalion Chief, first and second arriving apparatus, each with two firefighters and one officer, can provide personnel for fire suppression operations for moderate-risk incidents. The first due ambulance is staffed with one Firefighter and one Ambulance Operator to assist the arriving apparatus, providing medical transport (if needed) that comprises the ERF of nine (9) personnel. The Battalion Chief, apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual.

The ERF of 9 firefighters and officers is capable of establishing a formal command, uninterrupted water supply, fire attack, and exposure protection.

Task	Personn	el Assignment	
Incident Commander	1	BC	
Pump Operator	1	1st Engine	
Attack Line	3	1st Engine	
Exposure / 2nd Attack Line	4	2nd Engine	

FIRE SUPPRESSION MODERATE RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

SUPPRESSION Responses Total Incidents MOD RISK NFIRS CODE(S) 110 90th Percentile Baseline Performance 110		2021-2023	2021	2022	2023	Benchmark *	
Alarm	Pick-Up to Dispatch	Urban	0:02:13	0:01:28	0:02:07	0:02:39	0:01:00
Turnout	1st Unit	Urban	0:02:49	0:02:56	0:02:56	0:02:04	0:01:50
Travel Time	1st Unit	Urban	0:07:33	0:08:17	0:07:19	0:07:32	0:04:00
	ERF	Urban	0:09:56	0:10:20	0:08:29	0:11:06	0:08:00
	1st Unit	Urban	0:11:16	0:11:48	0:10:00	0:10:05	
Total Response Time	Sample Size		n = 110	n = 39	n = 29	n = 42	0:06:30
	ERF	Urban	0:13:01	0:13:24	0:11:57	0:13:54	0.10-20
	Sample Size		n = 109	n = 39	n = 29	n = 41	0:10:30

FIRE SUPPRESSION HIGH-RISK

The Battalion Chief, two Type 1 engines and one Truck, each with two firefighters and one officer, can provide personnel for fire suppression operations for high-risk incidents. The three ambulances are staffed with one Firefighter and one Ambulance Operator to assist the arriving apparatus, providing rescue, medical transport or treatment that comprise the ERF of thirteen (13) personnel. The Battalion Chief, apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual.

The high-risk ERF staffed with 13 firefighters and officers is capable of: establishing formal command, providing a water shuttle operation, fire attack, perimeter control, and structure defense.

Task	Personnel	Assignment		
Incident Commander	1	BC		
Attack Line	3	1st Engine		
Pump Operator	1	1st Engine		
RIC	4	2nd Engine		
Ventilation/Search & Rescue	4	Truck/3rd Engine		

FIRE SUPPRESSION HIGH RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

13

UPPRESSION Responses Total Incidents HIGH RISK NFIRS CODE(S) 64 Oth Percentile Baseline Performance		2021-2023	2021	2022	2023	Benchmark *	
Alarm	Pick-Up to Dispatch	Urban	0:02:15	0:02:45	0:01:42	0:02:19	0:01:00
Turnout	1st Unit	Urban	0:02:31	0:02:56	0:02:30	0:01:49	0:01:50
Travel Time	1st Unit	Urban	0:06:17	0:06:32	0:06:45	0:06:04	0:04:00
	ERF	Urban	0:13:44	0:14:47	0:13:30	0:09:43	0:08:00
	1st Unit	Urban	0:10:08	0:10:21	0:10:31	0:09:19	
Total Response Time	Sample Size		n = 64	n = 16	n = 26	n = 22	0:06:30
	ERF	Urban	0:17:52	0:18:19	0:16:29	0:12:40	0.10.20
	Sample Size		n = 64	n = 16	n = 26	n = 22	- 0:10:30

FIRE SUPPRESSION CRITICAL-RISK

The Battalion Chief, two Type 1 engines and one Truck, each with two firefighters and one officer, can provide personnel for fire suppression operations for critical-risk incidents. The three ambulances are staffed with one Firefighter and one Ambulance Operator to assist the arriving apparatus, providing rescue, medical transport or treatment. Mutual and Automatic Aid resources comprise the ERF of thirteen (27) personnel. The Battalion Chief, apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual.

The critical-risk ERF of 27 firefighters and officers is capable of the following: establishing formal command, uninterrupted water supply, fire attack, search and rescue, ventilating the structure, rapid intervention crew (RIC) complying with the Occupational Safety and Health Administration (OSHA) requirements of 2 in 2 out; exposure protection, division, 2nd attack line.

FIRE SUPPRESSION CRITICAL-RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

27

Task	Personnel	Assignment
Incident Commander	1	BC
Attack Line	3	1st Engine
Pump Operator	1	1st Engine
RIC	4	2nd Engine
Ventilation/Search & Rescue	4	Truck/3rd Engine
Division	1	2nd BC
Ventilation	4	Truck/3rd Engine
2nd Attack Line	3	4th Engine
Exposure	3	5th Engine
Search and Rescue	3	6th Engine

SUPPRESSION Responses CRIT RISK NFIRS CODE(S)	Total Incidents 52		2021-2023	2021	2022	2023	Benchmark *
90th Percentile			2022 2023			2020	Denominaria
Alarm	Pick-Up to Dispatch	Urban	0:01:35	0:01:18	0:01:27	0:01:36	0:01:00
Turnout	1st Unit	Urban	0:02:46	0:02:41	0:02:57	0:02:11	0:01:50
Travel Time	1st Unit	Urban	0:05:41	0:04:47	0:05:57	0:06:13	0:04:00
	ERF	Urban	0:15:56	0:08:27	0:13:44	0:17:20	0:08:00
	1st Unit	Urban	0:08:24	0:08:13	0:09:21	0:07:46	
Total Response Time	Sample Size		n = 52	n = 12	n = 19	n = 21	0:06:30
	ERF	Urban	0:20:41	0:12:15	0:15:55	0:20:46	
	Sample Size		n = 51	n = 12	n = 18	n = 21	0:10:30

WILDLAND FIRE SERVICES

Wildland firefighting is a critical and challenging task that involves combating fires in natural environments. It requires skilled firefighters, specialized equipment, and strategic approaches to mitigate the spread of fires and protect both human life and valuable ecosystems.

Cathedral City Fire & EMS is staffed with two Type 1 engines and a 75' quint all with three person staffing. Each station has a Paramedic ambulance staffed with an Ambulance Operator (AO) and one firefighter paramedic. Station three cross-staffs a water tender to be utilized in wildland incidents. Station 1 also houses a Type 1 Office of Emergency Services (OES) engine. Each engine has a 500-gallon tank with the quint having a 400-gallon tank. Each apparatus has a 1,500 gallon per minute flow rating. The water tender has a 2,000-gallon tank with a 500 gallon per minute flow rating. The mitigation of low, moderate, and high risk wildland incidents in the city.

Two major areas of Cathedral City offer the largest threat for potential wildland incidents. The section to the north of the city that stretches 4.1 miles lining the railroad that consists of dense Tamarisk trees and the area to the south of the city that runs into Agua Caliente Indian Reservation and the Bureau of Land Management area of the Santa Rose and San Jacinto Mountains National Monument. The Tamarisk Tree's offer no significant structure threat, but do impose disruption to the rail system moving through the city, while The Monument is Federally protected land.

Firefighters are required to take an annual refresher course of the National Wildfire Coordinating Group (NWCG) S-130 Wildland Firefighter Training 4 class series to address the foundational skills of wildland incidents. While Cathedral City Fire & EMS is capable of handling the low, moderate and high wildland incidents, mutual aid is a necessity for larger scale Critical-risk incidents.

Evaluation of Service Delivery

Performance – Baselines, Benchmarks, and The Gap

Baselines represent the agency's actual performance. The agency has analyzed baselines for each of the past three years from 2021 to 2023, as well as the aggregate of all three years. The components of total response time measured are alarm handling, turnout time, travel time, and total response time.

Cathedral City Fire & EMS has established total response time benchmarks for each of its emergency service programs. Benchmark goals are set for each component of the total response time: alarm handling, turnout, and travel.

Benchmarks represent a standard that the agency strives to meet. The agency strives to meet NFPA Standard 1710, Organization and Deployment of Hazardous Materials in Career Fire Departments for alarm handling and travel time; while a benchmark for turnout time has been established, based on the previous three years of response data. For 90% of all risk level Wildland calls, the first due engine/truck company strives to meet the following alarm handling time of 1:00 minute, turnout time of 1:50 seconds, travel time of 4:00 minutes, and total response time of 6:00 minutes and :30 seconds to 6:00 minutes and :50 seconds. The agency relies on mutual aid to provide its Effective Response Force (ERF) for critical risk wildland incidents within the city's jurisdiction. On duty personnel provide an ERF for low, moderate, and high wildland incidents within the city limits.

Wildland: Risk Classification

Low Risk:	=32</th
Moderate Risk:	32>to =44</td
High Risk:	44> to = 54</td
Critical Risk:	54> to = 56</td

All Wildland Fire Risk NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
142	Brush or Brush/Grass Mixed Fire	Wildland	Moderate	32.7
143	Grass Fire	Wildland	Moderate	32.7
170	Cultivated Vegetation	Wildland	Moderate	32.7
171	Cultivated Grain	Wildland	Moderate	32.7
140	Natural Vegetation	Wildland	High	44.2
172	Orchard or Vineyard Fire	Wildland	High	44.2
173	Trees or Nursery Stock	Wildland	High	44.2
631	Controlled Burning	Wildland	High	44.2
632	Prescribed Burning	Wildland	High	44.2
141	Forest, Woods, or Wildland Fire	Wildland	Critical	55

WILDLAND FIRE **ALL-RISK**

WILDLAND Responses <u>ALL</u> RISK NFIRS CODE(S)	Total Incidents 60		2021-2023	2021	2022	2023	Benchmark *
90th Percentile							
Alarm	Pick-Up to Dispatch	Urban	0:01:21	0:01:24	0:01:28	0:01:13	0:01:00
Turnout	1st Unit	Urban	0:02:37	0:03:10	0:02:11	0:02:08	0:01:50
Travel Time	1st Unit	Urban	0:06:17	0:04:49	0:07:32	0:06:13	0:04:00
	ERF	Urban	0:09:08	0:07:56	0:08:22	0:10:51	0:08:00
	1st Unit	Urban	0:08:52	0:07:56	0:09:58	0:08:45	
Total Response Time	Sample Size		n = 60	n = 15	n = 15	n = 30	0:06:30
	ERF	Urban	0:12:00	0:11:56	0:11:02	0:12:30	
	Sample Size		n = 58	n = 14	n = 15	n = 29	0:10:30

WILDLAND FIRE LOW-RISK

The first arriving apparatus of two firefighters and one officer can provide personnel for wildland operations for low-risk incidents. The first due ambulance is staffed with one Firefighter to assist the first arriving apparatus, a Type 1 engine or Truck, that comprises the ERF of four (4) personnel. The first due apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual.

WILDLAND FIRE SERVICES LOW RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:



Task	Personnel	Assignment
Incident Commander	1	Engine
Attack Line	2	Engine
Pump Operator	1	Engine

WILDLAND Responses	Total	ncidents					
LOW RISK NFIRS CODE(S)		977	2021-2023	2021	2022	2023	Benchmark *
90th Percentile							
Baseline Performance							
Alarm	Pick-Up to Dispatch	Urban	N/A	N/A	N/A	N/A	0:01:00
Turnout	1st Unit	Urban	N/A	N/A	N/A	N/A	0:01:50
Travel Time	1st Unit	Urban	N/A	N/A	N/A	N/A	0:04:00
	ERF	Urban	N/A	N/A	N/A	N/A	0:08:00
	1st Unit	Urban	N/A	N/A	N/A	N/A	0.00.00
Total Response Time	Sample Size		n = 0	n = 0	n = 0	n = 0	0:06:30
	ERF	Urban	N/A	N/A	N/A	N/A	
	Sample Size		n = 0	n = 0	n = 0	n = 0	0:10:30

WILDLAND FIRE MODERATE-RISK

The Battalion Chief, first and second arriving apparatus, each with two firefighters and one officer, can provide personnel for wildland operations for moderate-risk incidents. The first due ambulance is staffed with one Firefighter and one Ambulance Operator to assist the arriving apparatus, providing medical transport (if needed) that comprises the ERF of nine (9) personnel. The Battalion Chief, apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual.

Moderate-risk incidents include grass, tree, and brush fires 20' by 50' or up to 1000 square feet.

WILDLAND FIRE SERVICES MODERATE RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

9

Task	Personne	el Assignment	
Incident Commander	1	BC	
Attack Line	3	1st Engine	
Pump Operator	1	1st Engine	
2nd Attack Line	4	2nd Engine	

WILDLAND Responses Total Incidents MOD RISK NFIRS CODE(S) 39 90th Percentile Baseline Performance		2021-2023	2021	2022	2023	Benchmark *	
Alarm	Pick-Up to Dispatch	Urban	0:01:22	0:01:22	0:01:28	0:01:21	0:01:00
Turnout	1st Unit	Urban	0:02:13	0:03:15	0:02:12	0:01:49	0:01:50
	1st Unit	Urban	0:05:34	0:04:48	0:04:47	0:05:43	0:04:00
Travet Time	ERF	Urban	0:08:03	0:07:07	0:08:03	0:08:13	0:08:00
	1st Unit	Urban	0:08:03	0:07:51	0:08:23	0:08:05	0.00.00
Total Response Time	Sample Size		n = 39	n = 9	n = 10	n = 20	0:06:30
	ERF	Urban	0:10:56	0:10:58	0:10:47	0:10:40	
	Sample Size		n = 37	n = 8	n = 10	n = 19	0:10:30

WILDLAND FIRE HIGH-RISK

The Battalion Chief, two Type 1 engines and one Truck, each with two firefighters and one officer, can provide personnel for wildland operations for high-risk incidents. The three ambulances are staffed with one Firefighter and one Ambulance Operator to assist the arriving apparatus, providing rescue, medical transport or treatment that comprise the ERF of thirteen (13) personnel. The Battalion Chief, apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual.

High-risk incidents include grass, tree, and brush fires 50' by 100' or up to 2000 square feet.

13

Task	Personnel	Assignment
Incident Commander	1	BC
Attack Line	3	1st Engine
Pump Operator	1	1st Engine
2nd Attack Line	4	2nd Engine
Water Shuttle	1	Water Tender 1
Structure Defence/Div.	3	3rd Engine/Truck

WILDLAND FIRE SERVICES HIGH RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

WILDLAND Responses <u>HIGH</u> RISK NFIRS CODE(S) 90th Percentile Baseline Performance	Total Incidents 21		2021-2023	2021	.2022	2023	Benchmark *
Alarm	Pick-Up to Dispatch	Urban	0:01:20	0:01:23	0:01:24	0:00:58	0:01:00
Turnout	1st Unit	Urban	0:02:38	0:02:41	0:01:21	0:02:44	0:01:50
Travel Time	1st Unit	Urban	0:08:03	0:05:01	0:08:19	0:08:06	0:04:00
	ERF	Urban	0:11:45	0:11:24	0:08:19	0:13:02	0:08:00
	1st Unit	Urban	0:11:07	0:07:45	0:10:41	0:11:08	
Total Response Time	Sample Size		n = 21	n = 6	n = 5	n = 10	0:06:30
	ERF	Urban	0:13:32	0:14:00	0:10:54	0:14:48	
	Sample Size		n = 21	n = 6	n = 5	n = 10	- 0:10:30

WILDLAND FIRE CRITICAL-RISK

The critical-risk ERF, with 22 to 36 plus firefighters and officers (based on number of units requested) is capable of: establishing unified command, forming divisions, fire suppression, perimeter control, and structure defense operations; and assigning a dedicated safety officer.

Critical-risk incidents are grass, tree, and brush fires greater than 2000 square feet with a threat to structures or potential to spread rapidly.

All operations described below are based on the agencies standard operating guidelines in the agency's Operations Manual.

WILDLAND FIRE SERVICES CRITICAL RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:



Task	Personnel	Assignment
Incident Commander	1	BC
Attack Line	3	1st Engine
Pump Operator	1	1st Engine
2nd Attack Line	4	2nd Engine
Division	1	2nd BC
Water Tender/Shuttle	1	Water Tender 1
Line Construction/Mop-up	3	3rd Engine/Truck
3rd Attack Line	2	4th Engine
Pump Operator	1	4th Engine
4th Attack Line	3	5th Engine
Structure Defence/Div.	3	6th Engine/Truck

WILDLAND Responses CRIT RISK NFIRS CODE(S)	Total Incidents 0		2021-2022	2021	2022	2023	Benchmark *
90th Percentile Baseline Performance			2021-2023	2021	2022	2023	Deneminark
Alarm	Pick-Up to Dispatch	Urban	N/A	N/A	N/A	N/A	0:01:00
Turnout	1st Unit	Urban	N/A	N/A	N/A	N/A	0:01:50
Travel Time	1st Unit	Urban	N/A	N/A	N/A	N/A	0:04:00
	ERF	Urban	N/A	N/A	N/A	N/A	0:08:00
	1st Unit	Urban	N/A	N/A	N/A	N/A	0.00.00
Total Response Time	Sample Size		n = 0	n = 0	n = 0	n = 0	0:06:30
	ERF	Urban	N/A	N/A	N/A	N/A	
	Sample Size		n = 0	n = 0	n = 0	n = 0	0:10:30

TECHNICAL RESCUE OPERATIONS

Cathedral City Fire & EMS plays a crucial role in ensuring public safety and responding to emergencies. Among our many responsibilities, the department possess specialized technical rescue capabilities that enable them to handle various challenging situations. One such area is auto extrication, the departments has certified and highly trained firefighters employ specialized tools and techniques to safely remove individuals trapped in vehicles after automobile accidents. This technical rescue operation requires a combination of precise cutting, spreading, and lifting tools, as well as a deep understanding of vehicle anatomy and safety protocols.

Another critical aspect of technical rescue capabilities is search and rescue in confined spaces. Cathedral City Fire & EMS is not certified or capable of performing these types of rescues due to lack of equipment and training. For these types of incidents, the Incident Commander will request mutual aid from Palm Springs Fire Department and Cal Fire to assist in managing these operations. These agencies possess the equipment and expertise necessary to safely perform these types of rescues. Hazardous environments such as collapsed buildings or underground structures pose unique challenges due to limited access and potential risks, like structural instability and hazardous materials. Firefighters trained in confined space rescue undergo specialized training to navigate these tight spaces using specialized equipment and techniques to locate and extricate individuals trapped within.

Additionally, the agency is also well-equipped to handle low and high-angle rescue operations. Highangle rescues involve situations where victims are trapped on roof tops or other elevated structures, while low-angle rescues often occur on slopes or hillsides. Firefighters trained in these areas employ specialized rope systems, harnesses, and rigging techniques to safely access and retrieve individuals trapped or injured and unable to remove themselves.

Trench rescue operations are another crucial aspect of our fire department's technical rescue capabilities. Firefighters are trained to respond to incidents where individuals are trapped or buried in excavations. These operations require extensive knowledge of shoring techniques, specialized equipment like ladder gin or triangle, rope, and rescue hardware along with careful coordination to ensure the safety of both the victims and the rescuers. Cathedral City Fire & EMS has limited capabilities and can safely perform rescues in trenches that are already secured with shoring to prevent wall collapse. Any trench rescues without shoring will require mutual aid assistance from Palm Springs Fire Department or Cal Fire.

During commercial and residential structure fires, the department employs various search and rescue techniques to locate and remove individuals in need or rescue. Specialized equipment plays a crucial role in these operations. Thermal imaging cameras aid our firefighters in identifying heat signatures, allowing them to locate victims or hidden fires. Rope tag lines are utilized to provide a lifeline to firefighters working in low visibility environments. Flashlights are essential for illuminating dark areas and navigating through smoke-filled spaces. These tools, combined with the expertise and training enable effective search and rescue operations in dangerous situations, ultimately ensuring the safety of both residents and responders.

Lastly, swift water rescue is a critical capability for fire departments operating in areas prone to flooding or near bodies of water. This specialized rescue involves retrieving individuals from fast-moving or turbulent water often necessitating the use of watercraft, throw lines, and personal protective equipment. Swift water rescue teams require certified training to safely navigate and respond to these challenging situations. Cathedral City Fire & EMS is capable of shoreline rescues wearing safety gear and using reach and throw techniques. For rescues requiring entry into the water this is done in areas where the water does not exceed 18 inches and extreme safety precautions are taken.

Overall, the fire department's technical rescue capabilities encompass a wide range of operations. These rescue operations include auto extrication, confined space, search, low and high-angle, trench, and swift water. These highly skilled firefighters undergo extensive training to handle these complex scenarios employing specialized equipment, techniques, and protocols to ensure the safety and well-being of those in need.

Evaluation of Service Delivery

Performance - Baselines, Benchmarks, and The Gap

Baselines represent the agency's actual performance. The agency has analyzed baselines for each of the past three years from 2021 to 2023, as well as the aggregate of all three years. The components of total response time measured are; alarm handling, turnout time, and travel.

Cathedral City Fire & EMS has established total response time benchmarks for each of its emergency service programs. Benchmark goals are set for each component of total response time: alarm handling, turn out, and travel.

Benchmarks represent a standard that the agency strives to meet.

The agency strives to meet NFPA Standard 1710, Organization and Deployment of Technical Rescue Operations in Career Fire Departments. For 90% of all risk level Technical Rescue calls, the first due engine/truck company currently strive to meet the following, alarm handling time of 1 minute, turnout time of 90 seconds, travel time of 4 minutes, and total response time of 6 minutes and 30 seconds. The agency relies on automatic aid to provide its Effective Response Force (ERF) for high and critical risk suppression incidents in the unincorporated area of Thousand Palms. Otherwise, the agency maintains an ERF for low and moderate technical rescue incidents within the city limits, however mutual aid is required from neighboring fire departments to provide an ERF for high and critical risk technical rescue incidents.

Low Risk:</=9</th>Moderate Risk:9>/= 19High/Critical Risk:19> to </= 23</td>

Low-Moderate Risk Technical Rescue NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
540	Animal Problem, Other	Technical Rescue	Low	8.5
541	Animal Problem	Technical Rescue	Low	8.5
542	Animal Rescue	Technical Rescue	Low	8.5
900	Special Type, Non Classified	Technical Rescue	Low	8.5
340	Search for Lost Person, Non Defined	Technical Rescue	Moderate	18.5
350	Extrication, Rescue	Technical Rescue	Moderate	18.5
353	Victim(s) Removal, Elevator	Technical Rescue	Moderate	18.5
460	Building or Structure Weakened	Technical Rescue	Moderate	18.5
462	Aircraft Standby	Technical Rescue	Moderate	18.5
812	FloodAssessment	Technical Rescue	Moderate	18.5
814	Lightning Strike	Technical Rescue	Moderate	18.5

High-Critical Risk Technical Rescue NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
341	Confirmed Search for Lost Person, Land	Technical Rescue	High/Critical	22.8
342	Confirmed Search for Lost Person, Water	Technical Rescue	High/Critical	22.8
343	Confirmed Search for Lost Person, Undergro	Technical Rescue	High/Critical	22.8
351	Extrication, Building or Structure	Technical Rescue	High/Critical	22.8
352	Extrication, Vehicle	Technical Rescue	High/Critical	22.8
354	Trench, Below Grade Rescue	Technical Rescue	High/Critical	22.8
355	Confined Space Rescue	Technical Rescue	High/Critical	22.8
356	High Angle Rescue	Technical Rescue	High/Critical	22.8
357	Extrication, Machinery	Technical Rescue	High/Critical	22.8
360	Water Related Rescue	Technical Rescue	High/Critical	22.8
361	Recreational Water Area Rescue	Technical Rescue	High/Critical	22.8
362	Ice Rescue	Technical Rescue	High/Critical	22.8
363	Swift Water Rescue	Technical Rescue	High/Critical	22.8
364	Surf Rescue	Technical Rescue	High/Critical	22.8
365	Watercraft Rescue	Technical Rescue	High/Critical	22.8
370	Electrical Rescue	Technical Rescue	High/Critical	22.8
372	Lightning Strike	Technical Rescue	High/Critical	22.8
800	Severe Weather/Natural Disaster	Technical Rescue	High/Critical	22.8
811	EarthquakeAssessment	Technical Rescue	High/Critical	22.8
813	Wind Storm Assessment	Technical Rescue	High/Critical	22.8
815	Natural Disaster Standby	Technical Rescue	High/Critical	22.8

TECHNICAL RESCUE **ALL-RISK**

TECHNICAL RESCUE Responses <u>ALL</u> RISK NFIRS CODE(S) 90th Percentile Baseline Performance	Total Incidents 13		2021-2023	2021	2022	2023	Benchmark *
Alarm	Pick-Up to Dispatch	Urban	0:03:00	N/A	0:02:31	0:02:43	0:01:00
Turnout	1st Unit	Urban	0:01:56	N/A	0:01:54	0:01:45	0:01:50
	1st Unit	Urban	0:07:18	N/A	0:03:32	0:07:23	0:04:00
Travet Time	ERF	Urban	0:21:30	N/A	0:08:22	0:30:30	0:08:00
	1st Unit	Urban	0:10:56	N/A	0:07:13	0:11:18	12120220
Total Response Time	Sample Size		n = 13	n = 0	n = 4	n = 9	0:06:30
	ERF	Urban	0:22:30	N/A	0:09:36	0:31:10	
	Sample Size		n = 13	n = 0	n = 4	n = 9	0:10:30

TECHNICAL RESCUE LOW-RISK

The first arriving apparatus of two firefighters and one officer can provide personnel for technical rescue operations for low-risk incidents. The first due ambulance is staffed with one Firefighter to assist the first arriving apparatus, Type 1 engine or Truck, comprising the ERF of four (4) personnel. The first due apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual. Low risk incidents include Animal Rescue, Unspecified Animal Problem, and Non-Classified Special, such as a child locked in a vehicle.

TECHNICAL RESCUE LOW RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

Task	Personnel	Assignment
Incident Commander	1	Engine/Truck
Safety	1	Engine/Truck
Extrication Group	2	Engine/Truck/Medic

TECHNICAL RESCUE Responses	Total Incidents 0		2021-2023	2021	2022	2023	Benchmark *
Baseline Performance							
Alarm	Pick-Up to Dispatch	Urban	N/A	N/A	N/A	N/A	0:01:00
Turnout	1st Unit	Urban	N/A	N/A	N/A	N/A	0:01:50
Travel Time	1st Unit	Urban	N/A	N/A	N/A	N/A	0:04:00
	ERF	Urban	N/A	N/A	N/A	N/A	0:08:00
	1st Unit	Urban	N/A	N/A	N/A	N/A	11120121
Total Response Time	Sample Size		n = 0	n = 0	n = 0	n = 0	0:06:30
	ERF	Urban	N/A	N/A	N/A	N/A	
	Sample Size		n = 0	n = 0	n = 0	n = 0	0:10:30

TECHNICAL RESCUE **MODERATE-RISK**

The Battalion Chief, first and second arriving apparatus, each with two firefighters and one officer, can provide personnel for technical rescue operations for moderate-risk incidents. The first due ambulance is staffed with one Firefighter and one Ambulance Operator to assist the arriving apparatus, providing medical transport that comprises the ERF of nine (9) personnel. The Battalion Chief, apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual. Moderate risk incidents include Victim Removal, Elevator, Vehicle Extrication, Weakened Structure, and Aircraft Standby.

All the operations described above are based on the agency's standard operating procedures and the agency's operations and training manual.

TECHNICAL RESCUE MODERATE RISK 1ST ALARM EFFECTIVE RESPONSE FORCE

1	

Task	Personnel	Assignment
Incident Commander	1	BC
Extrication Group	3	Engine/Truck
Rescue Group	3	Engine/Truck
Medical Group	2	Medic

TECHNICAL RESCUE Responses Total Incidents MOD RISK NFIRS CODE(S) 9 90th Percentile Baseline Performance		2021-2023	2021	2022	2023	Benchmark *	
Alarm	Pick-Up to Dispatch	Urban	0:02:43	N/A	0:01:00	0:03:01	0:01:00
Turnout	1st Unit	Urban	0:01:46	N/A	0:01:35	0:01:51	0:01:50
	1st Unit	Urban	0:07:23	N/A	0:03:41	0:07:25	0:04:00
Travet Time	ERF	Urban	0:18:03	N/A	0:08:12	0:26:58	0:08:00
	1st Unit	Urban	0:11:18	N/A	0:05:51	0:11:30	
Total Response Time	Sample Size		n = 9	n = 0	n = 2	n=7	0:06:30
	ERF	Urban	0:20:32	N/A	0:09:50	0:29:50	
	Sample Size		n = 9	n = 0	n = 2	n = 7	0:10:30

TECHNICAL RESCUE HIGH/CRITICAL-RISK

The Battalion Chief, two Type 1 engines and one Truck, each with two firefighters and one officer, can provide personnel for technical rescue operations for high/critical-risk incidents. The three ambulances are staffed with one Firefighter and one Ambulance Operator to assist the arriving apparatus, providing medical transport or treatment that comprises the ERF of thirteen (13) personnel. The Battalion Chief, apparatus, ambulance, and all subsequent resources follow standard operating procedures, outlined in the CCFE operations and training manual. High/Critical risk incidents include High Angle Rescue, Confined Space Rescue, Swiftwater Rescue, and Trench Rescue. Additional resources and specialized training require assistance through mutual aid agreements.

All the operations described above are based on the agency's standard operating procedures and the agency's operations and training manual.

Task	Personnel	Assignment
Incident Commander	1	BC
Extrication Group	3	Engine/Truck
Safety	1	Engine/Truck
Rescue Group Supervisor	1	Engine/Truck
Rescue Group	3	Engine/Truck
Medical Group	2	Medic
Back-up Team	2	Engine/Truck

TECHNICAL RESCUE HIGH/CRITICAL RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

13

TECHNICAL RESCUE Responses <u>HIGH & CRIT</u> RISK NFIRS CODE(S) 90th Percentile Baseline Performance	Total I	ncidents 4	2021-2023	2021	2022	2023	Benchmark *
Alarm	Pick-Up to Dispatch	Urban	0:02:29	N/A	0:02:53	0:00:53	0:01:00
Turnout	1st Unit	Urban	0:01:49	N/A	0:01:56	0:01:17	0:01:50
	1st Unit	Urban	0:05:25	N/A	0:02:57	0:05:52	0:04:00
Travet Time	ERF	Urban	0:20:09	N/A	0:07:16	0:22:51	0:08:00
	1st Unit	Urban	0:08:28	N/A	0:07:28	0:08:01	
Total Response Time	Sample Size		n = 4	n = 0	n = 2	n = 2	0:06:30
	ERF	Urban	0:21:28	N/A	0:08:12	0:23:31	
	Sample Size		n = 4	n = 0	n = 2	n = 2	0:10:30

HAZARDOUS MATERIALS

Cathedral City Fire & EMS provides emergency response to businesses, roadways, highways, railways, and open land within the city limits. Cathedral City Fire & EMS responds to hazardous material incidents at an operational level and is capable of mitigating low and moderate risk incidents. The firefighters with the department are trained to a minimum of First Responder Operations (FRO), this level of training enables crews to identify hazardous materials, isolate and deny entry into the warm and hot zone, and make the necessary notifications. Each Company Officer and Battalion Chief have also received HazMat IC training. Each apparatus carries a Department of Transportation (DOT) Emergency Response Guidebook (ERG). Hazardous material refresher training is administered, annually, to maintain hazardous materials response readiness.

For high and critical incidents, the department utilizes mutual aid from CAL Fire for technician and specialist level hazardous materials mitigation who work in conjunction with Riverside County Emergency Management Department (RivCo - EMD) and contact is made to Cal OES for additional guidance, as needed. CAL Fire's team resides in the community of Winchester California, which leads to prolonged response times due to the travel time of 1 hour and 30 minutes when an onsite response is needed.

Evaluation of Service Delivery

Performance - Baselines, Benchmarks, and The Gap

Baselines represent the agency's actual performance. The agency has analyzed baselines for each of the past three years from 2021 to 2023, as well as the aggregate of all three years. The components of total response time measured are alarm handling, turnout time, travel time, and total response time.

Cathedral City Fire & EMS has established total response time benchmarks for each of its emergency service programs. Benchmark goals are set for each component of the total response time: alarm handling, turnout, and travel.

Benchmarks represent a standard that the agency strives to meet. The agency strives to meet NFPA Standard 1710, Organization and Deployment of Hazardous Materials in Career Fire Departments for alarm handling and travel time; while a benchmark for turnout time has been established, based on the previous three years of response data. For 90% of all risk level Hazardous Material calls, the first due engine/truck company strives to meet the following, alarm handling time of 1:00 minute, turnout time of 1:50 seconds, travel time of 4:00 minutes, and total response time of 6:00 minutes and :30 seconds to 6:00 minutes and :50 seconds. The agency relies on mutual aid to provide its Effective Response Force (ERF) for high and critical risk hazardous material incidents within the city's jurisdiction. On duty personnel provides an ERF for low and moderate hazardous material incidents within the city limits.

Hazardous Materials: Risk Classification

= 5</th
5> to = 19</td
19>to =60</td
60> to < 65

Low-Moderate Risk Hazardous Materials NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
400	Hazardous Condition, Non Classified	Hazardous Materials	Low	4.9
463	General Hazard Clean Up, Vehicle	Hazardous Materials	Low	4.9
551	Assist Other Department	Hazardous Materials	Low	4.9
721	BombScare	Hazardous Materials	Low	4.9
751	Biological Hazard, False Report	Hazardous Materials	Low	4.9
210	Overpressure Rupture, Steam	Hazardous Materials	Moderate	18.5
212	Overpressure Rupture, Boiler	Hazardous Materials	Moderate	18.5
244	Dust Explosion, No Fire	Hazardous Materials	Moderate	18.5
411	Gasoline Spill	Hazardous Materials	Moderate	18.5
412	Natural Gas or LPG Leak	Hazardous Materials	Moderate	18.5
413	Oil or Combustible Liquid Spill	Hazardous Materials	Moderate	18.5
423	Refrigeration Leak	Hazardous Materials	Moderate	18.5
424	Carbon Monoxide Incident	Hazardous Materials	Moderate	18.5
671	Hazardous Materials Release, Investigate	Hazardous Materials	Moderate	18.5
672	Biological Hazard, Investigation	Hazardous Materials	Moderate	18.5

High/Critical Risk Hazardous Materials NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
163	Outside Gas or Vapor Explosion	Hazardous Materials	High	59.85
200	Overpressure Rupture, Explosion, Overheat	Hazardous Materials	High	59.85
243	Fireworks Explosion	Hazardous Materials	High	59.85
410	Flammable Liquid or Flammable Gas	Hazardous Materials	High	59.85
421	Chemical Hazard	Hazardous Materials	High	59.85
422	Chemical Spill or Leak	Hazardous Materials	High	59.85
451	Biological Hazard, Confirmed or Suspected	Hazardous Materials	High	59.85
471	Explosion or Bomb Removal	Hazardous Materials	High	59.85
211	Overpressue Rupture, Steam Pipe	Hazardous Materials	Critical	63.2
213	Overpressure Rupture of Vessel	Hazardous Materials	Critical	63.2
220	Overpressure Rupture from Gas	Hazardous Materials	Critical	63.2
221	Overpressure Rupture Pipeline	Hazardous Materials	Critical	63.2
222	Overpressure Rupture Gas Boiler	Hazardous Materials	Critical	63.2
223	Gas Rupture of Pressure Vessel	Hazardous Materials	Critical	63.2
231	Chemical Reaction Rupture of Vessel	Hazardous Materials	Critical	63.2
240	Hazardous Material Explosion	Hazardous Materials	Critical	63.2
241	Munition Explosion	Hazardous Materials	Critical	63.2
242	Blasting Agent	Hazardous Materials	Critical	63.2
420	Toxic Condition	Hazardous Materials	Critical	63.2
430	Radioactive Incident	Hazardous Materials	Critical	63.2
431	Radiation Leak	Hazardous Materials	Critical	63.2

HAZARDOUS MATERIALS ALL-RISK

HAZMAT Responses <u>ALL</u> RISK NFIRS CODE(S)	MAT Responses Total Incidents RISK NFIRS CODE(S) 36		2021-2023	2021	2022	2023	Benchmark *
90th Percentile Baseline Performance							
Alarm	Pick-Up to Dispatch	Urban	0:02:07	0:02:33	0:01:40	0:02:03	0:01:00
Turnout	1st Unit	Urban	0:02:46	0:02:26	0:02:37	0:02:56	0:01:50
	1st Unit	Urban	0:08:24	0:09:12	0:07:12	0:08:06	0:04:00
Travet Time	ERF	Urban	0:10:20	0:09:12	0:11:20	0:08:57	0:08:00
	1st Unit	Urban	0:11:53	0:12:26	0:10:00	0:12:09	
Total Response Time	Sample Size		n = 36	n = 11	n = 14	n = 11	0:06:30
	ERF	Urban	0:14:13	0:14:17	0:13:33	0:13:37	
	Sample Size		n = 36	n = 11	n = 14	n = 11	0:10:30

HAZARDOUS MATERIALS LOW-RISK

The low-risk fire ERF of two firefighters and one officer, is capable of providing personnel for initial on scene size up, plugging a small hole in fuel tanks, establishing a safe perimeter around the hazardous material to prevent any person from entering the hazardous area, and making notification to the onduty Battalion Chief to respond to the incident. The first due ambulance is staffed with one firefighter to assist the first due engine. The Battalion Chief also responds as a safety officer with the ability to assume Unified Command if the incident expands. This brings the total staffing to four (4) suppression personnel on scene.

All the operations described above are based on the agency's standard operating procedures and the agency's operations manual, Emergency Response Guidebook, and the Field Operations Guide.

Task	Personnel	Assignment	
Incident Commander	1	Engine	
Pump Operator	1	Engine	
Establish Hot Zone	2	Engine	

HAZARDOUS MATERIALS RESP LOW- RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

HAZMAT Responses LOW RISK NFIRS CODE(S)	Total I	ncidents 8	2021-2023	2021	2022	2023	Benchmark *
90th Percentile Baseline Performance							
Alarm	Pick-Up to Dispatch	Urban	0:02:02	0:00:32	0:01:04	0:02:03	0:01:00
Turnout	1st Unit	Urban	0:02:04	0:01:57	0:02:08	0:01:22	0:01:50
Travel Time	1st Unit	Urban	0:08:47	0:08:25	0:06:32	0:08:25	0:04:00
	ERF	Urban	0:09:41	0:08:25	0:06:04	0:10:54	0:08:00
	1st Unit	Urban	0:11:17	0:10:28	0:09:09	0:11:49	
Total Response Time	Sample Size	9	n = 8	n = 2	n = 3	n = 3	0:06:30
	ERF	Urban	0:12:45	0:10:28	0:07:46	0:13:44	
	Sample Size		n = 8	n = 2	n = 3	n = 3	0:10:30

HAZARDOUS MATERIALS MODERATE-RISK

The moderate -risk hazardous materials ERF of nine (9) firefighters and officers are capable of establishing a formal command, establishing hot, warm and cold zones, ordering additional resources, identifying the hazard, making proper notification, denying entry to any persons in the warm and hot zones, providing basic decontamination utilizing water if recommended based on the Emergency Response Guidebook, medical care and transport to the local hospital.

All operations described above are based on the agency's standard operating procedures and the agency's operations manual, Emergency Response Guidebook, and the Field Operations Guide.

HAZARDOUS MATERIALS RESP MODERATE RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

9

Task	Personnel	Assignment	
Incident Commander	1	BC	
Perimeter Control	4	1st Engine	
Pump Operator	1	1st Engine	
Exposure Line/Decon	3	2nd Engine	

HAZMAT Responses MOD RISK NFIRS CODE(S)	HAZMAT Responses Total Incidents MOD RISK NFIRS CODE(S) 23 90th Percentile Baseline Performance		2021-2023	2021	2022	2023	Benchmark *
Baseline Performance							
Alarm	Pick-Up to Dispatch	Urban	0:02:06	0:02:35	0:01:49	0:01:12	0:01:00
Turnout	1st Unit	Urban	0:02:54	0:02:31	0:02:51	0:03:06	0:01:50
	1st Unit	Urban	0:08:03	0:09:18	0:07:17	0:07:59	0:04:00
Travet time	ERF	Urban	0:09:09	0:10:17	0:09:09	0:08:31	0:08:00
	1st Unit	Urban	0:12:07	0:12:59	0:10:10	0:11:56	0.00.00
Total Response Time	Sample Size		n = 23	n = 8	n = 9	n = 6	0:06:30
	ERF	Urban	0:14:09	0:14:26	0:11:05	0:12:41	
	Sample Size		n = 23	n = 8	n = 9	n = 6	0:10:30

HAZARDOUS MATERIALS HIGH-RISK

Cathedral City Fire & EMS is reliant on mutual aid partners in managing Hazardous Materials incidents greater than a moderate risk. Incidents above high risk require the assistance of Cal Fire Hazardous Materials Team response, local law enforcement, highway patrol, Riverside County Emergency Management Department, Air Quality Management District, and potentially activating the Emergency Operations Center. The primary difference between high and critical risk classification is the on-scene response of the Riverside County HazMat team.

HAZARDOUS MATERIALS RESP HIGH RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

Task	Personnel	Assignment
Incident Commander	1	BC
Attack Line	3	Engine/Truck/Medic
Pump Operator	1	Engine/Truck/Medic
RIC	4	Engine/Truck/Medic
Ventilation/Search & Rescue	4	Engine/Truck/Medic

HAZMAT Responses HIGH RISK NFIRS CODE(S)	Total Incidents 5		2021-2023	2021	2022	2023	Benchmark *
Baseline Performance							
Alarm	Pick-Up to Dispatch	Urban	0:02:24	0:00:32	0:01:07	0:03:01	0:01:00
Turnout	1st Unit	Urban	0:01:43	0:01:50	0:01:31	0:00:54	0:01:50
	1st Unit	Urban	0:04:58	0:02:48	0:05:06	0:04:13	0:04:00
Travet time	ERF	Urban	0:13:11	0:02:48	0:16:19	0:04:23	0:08:00
	1st Unit	Urban	0:07:11	0:05:10	0:07:25	0:06:28	
Total Response Time	Sample Size		n = 5	n = 1	n = 2	n = 2	0:06:30
	ERF	Urban	0:15:47	0:05:13	0:19:09	0:08:38	000000
	Sample Size		n = 5	n = 1	n = 2	n = 2	0:10:30

HAZARDOUS MATERIALS CRITICAL-RISK

Cathedral City Fire & EMS is not capable of managing any Hazardous Materials incidents greater than a moderate risk. All incidents of high/critical-risk will require the assistance of Cal Fire Hazardous Materials Team response, local law enforcement, highway patrol, Riverside County Environmental Health, Air Quality management District, and potentially activating the Emergency Operations Center.

HAZARDOUS MATERIALS RESP HIGH/CRITICAL RISK 1ST ALARM EFFECTIVE RESPONSE FORCE:

Task	Personnel	Assignment
Incident Commander	1	BC
Attack Line	3	1st Engine
Pump Operator	1	1st Engine
RIC	4	2nd Engine
Ventilation/Search & Rescue	4	3rd Engine/Truck
Haz-Mat Team	5	Haz-Mat Unit

HAZMAT Responses CRIT RISK NFIRS CODE(S)	HAZMAT Responses Total Incidents CRIT RISK NFIRS CODE(S) 0 90th Percentile		2021-2023	2021	2022	2023	Benchmark *
90th Percentile							
Alarm	Pick-Up to Dispatch	Urban	N/A	N/A	N/A	N/A	0:01:00
Turnout	1st Unit	Urban	N/A	N/A	N/A	N/A	0:01:50
	1st Unit	Urban	N/A	N/A	N/A	N/A	0:04:00
Travel Time	ERF	Urban	N/A	N/A	N/A	N/A	0:08:00
	1st Unit	Urban	N/A	N/A	N/A	N/A	
Total Response Time	Sample Size		n = 0	n = 0	n = 0	n = 0	0:06:30
	ERF	Urban	N/A	N/A	N/A	N/A	1000
	Sample Size		n = 0	n = 0	n = 0	n = 0	0:10:30

EMERGENCY MEDICAL SERVICES

Cathedral City Fire & EMS (CCFE) is an Advanced Life Support (ALS) first response and transporting agency within Riverside County, providing emergency medical services (EMS) to the residents, workers, and visitors of Cathedral City. The organization employs members with various EMS accreditations and licensures, including Emergency Medical Technician-Basic (EMT-B) and Emergency Medical Technician-Paramedic (EMT-P). All members are required to maintain appropriate certification and/or licensure requirements as set forth by State (Cal EMSA) and County (REMSA) guidelines through onsite and external training facilities (REMSA Protocol 1207). EMS compliance standards are established in the Advanced Life Support (ALS) First Responder and ALS Emergency Ground Ambulance Transport Services Agreement by and Between the City of Cathedral City and County of Riverside (shall be referred to as the "Riverside County ALS Agreement").

All Cathedral City Fire & EMS apparatus are staffed with ALS trained personnel and equipment. First response apparatus is staffed with three suppression personnel, with a minimum of two of those personnel being Riverside County accredited paramedics. CCFE transport ambulances are also staffed with ALS trained personnel and equipment. Ambulances are staffed with two personnel. Ambulance staffing must include at least one Riverside County accredited paramedic and one suppression person. Any personnel not holding Riverside County paramedic accreditation must be a California certified EMT-B.

The Cathedral City Dispatch Center provides emergency medical dispatch (EMD) services, categorizing medical calls based on severity to ensure that the appropriate number and types of resources are responding to each call for service. The minimum level of response to any emergency medical incident is three personnel, with at least two of these personnel being Riverside County accredited paramedics.

Performance - Baselines, Benchmarks, and Gaps

Baselines represent the department's actual performance. The department has ana-lyzed baselines for each of the past three years from 2021 to 2023, as well as the aggregate of all three years. The components of total response time measured are alarm han-dling, turnout time, and travel.

Cathedral City Fire & EMS has established total response time benchmarks for each of its emergency service programs. Benchmark goals are set for each component of total response time: alarm handling, turn out, and travel.

CCFE strives to meet NFPA Standard 1710, Organization and Deployment of Fire Operations by Career Fire Departments. For 90% of all risk level calls, the first due engine/truck company currently strives to meet the following: alarm handling time of 1 minute, turnout time of 1 minute and 30 seconds, travel time of 4 minutes, and total response time of 6 minutes and 30 seconds. The County of Riverside specifies total response requirements for ground transport ambulances as 10 minutes in metro areas and 14 minutes in urban areas. The department relies on automatic aid to provide its Effective Response Force (ERF) for low and moderate risk emergency incidents in the unincorporated area of Thousand Palms (sphere of influence). CCFE maintains an ERF for low and moderate incidents, within the city limits; however, mutual and/or automatic aid is required from neighboring fire departments to provide an ERF for high and critical risk incidents.

EMS: Risk Classification					
Low Risk:	=23</td				
Moderate Risk:	23> to = 49</td				
High Risk:	49>to =81</td				
Critical Risk:	81> to < 85				

All-Risk Emergency Medical Services NFIRS Codes

NFIRS Code	Event Description	Risk Category	Risk Level	Risk Score
311	MedicalAssist	EMS	Low	22.7
320	Emergency Medical Incident, Other	EMS	Low	22.7
321	Emergency Medical Incident, Non-Traffic	EMS	Low	22.7
331	Lock Out, Lock In	EMS	Low	22.7
500	Service Call, Medical	EMS	Low	22.7
510	Person in Distress	EMS	Low	22.7
511	Person In Disress, Lock Out	EMS	Low	22.7
512	Ring or Jewelry Removal	EMS	Low	22.7
550	Public Service Assistance	EMS	Low	22.7
551	Assist the Police Department, Check	EMS	Low	22.7
552	Police Matter, In Custody	EMS	Low	22.7
553	Public Service	EMS	Low	22.7
554	AssistInvalid	EMS	Low	22.7
555	Public Service, Medical No Patient	EMS	Low	22.7
600	Good Intent Call	EMS	Low	22.7
661	Emergency Medical Incident, Transfer	EMS	Low	22.7
324	Motor Vehicle Accident, Evaluation	EMS	Moderate	49
381	Medical Rescue, Undefined	EMS	Moderate	49
460	Accident, Non Classified	EMS	Moderate	49
463	Motor Vehicle Accident	EMS	Moderate	49
322	Motor Vehicle Accident with Injuries	EMS	High	49.1
323	Motor Vehicle vs Pedestrian	EMS	High	49.1
371	Possible Electrocution	EMS	High	49.1
300	Emergency Medical Incident, Rescue	EMS	Critical	81.7
350	Emergency Medical Incident, Extrication	EMS	Critical	81.7
357	Emergency Medical Incident, Machinery	EMS	Critical	81.7
361	Emergency Medical Incident, Drowning	EMS	Critical	81.7
451	Emergency Medical Incident, Biological	EMS	Critical	81.7

EMS ALL-RISK

EMS Responses <u>ALL</u> RISK NFIRS CODE(S) 90th Percentile Baseline Performance	Total Incidents 13663		2021-2023	2021	2022	2023	Benchmark *
Alarm	Pick-Up to Dispatch	Urban	0:02:12	0:01:17	0:01:27	0:02:43	0:01:00
Turnout	1st Unit	Urban	0:02:26	0:02:49	0:02:33	0:01:49	0:01:50
Travel Time	1st Unit	Urban	0:06:30	0:06:31	0:06:27	0:06:30	0:04:00
	ERF	Urban	0:09:09	0:08:51	0:09:09	0:09:35	0:08:00
	1st Unit	Urban	0:09:12	0:09:16	0:08:59	0:09:22	The second
Total Response Time	Sample Size		n = 13663	n = 3433	n = 4900	n = 5330	0:06:30
	ERF	Urban	0:11:43	0:11:13	0:11:38	0:12:14	
	Sample Size		n = 13636	n = 3433	n = 4897	n = 5306	0:10:30

EMS LOW-RISK

Low-risk ERF shall consist of a minimum of three firefighters, with at least two Riverside County accredited paramedics and one officer.

Capabilities – establishing command; maintaining scene safety; performing primary and secondary patient assessments; initiating advanced life support treatment; and preparing the patient for transportation to the appropriate receiving facility.

Call Types – public service responses including lift assists and check the welfare calls for service, medical aids (medical or trauma).

EMS LOW-RISK, ENGINE AND AMBULANCE (OR LESS) EFFECTIVE RESPONSE FORCE:



Task	Personnel	Assignment
Incident Command	1	1st Engine/Truck
Patient Care	2	1st Engine/Truck/1st Ambulance
Ambulance Transport	2	1st Ambulance

EMS Responses Total Incidents LOW RISK NFIRS CODE(S) 12876 90th Percentile Baseline Performance		2021-2023	2021	2022	2023	Benchmark *	
Alarm	Pick-Up to Dispatch	Urban	0:02:14	0:01:18	0:01:27	0:02:45	0:01:00
Turnout	1st Unit	Urban	0:02:25	0:02:48	0:02:32	0:01:48	0:01:50
Travel Time	1st Unit	Urban	0:06:29	0:06:31	0:06:26	0:06:29	0:04:00
	ERF	Urban	0:09:04	0:08:49	0:09:04	0:09:17	0:08:00
	1st Unit	Urban	0:09:12	0:09:17	0:08:58	0:09:22	0000000
Total Response Time	Sample Size		n = 12876	n = 3219	n = 4612	n = 5045	0:06:30
	ERF	Urban	0:11:37	0:11:09	0:11:34	0:12:03	0.40.00
	Sample Size		n = 12852	n = 3219	n = 4609	n = 5024	0:10:30

EMS MODERATE-RISK

Moderate-risk ERF shall consist of a minimum of six personnel, with at least five firefighters, two Riverside County accredited paramedics, and one Battalion Chief.

Capabilities – maintaining command and scene safety; performing primary and secondary patient assessments; delivering advanced life support treatment; and transporting the patient to the appropriate receiving facility.

Call Types – medical aids or traffic accidents on the freeway, traffic accidents not on the freeway.

EMS MODERATE-RISK, ENGINE, TWO AMBULANCES OR TWO ENGINES AND ONE AMBULANCE

(AND/OR BATTALION CHIEF) EFFECTIVE RESPONSE FORCE:

6

Task	Personnel	Assignment		
Incident Command	1	1st Engine/Truck		
Safety	1	1st Engine/Truck		
Patient Care/Transport	3	1st Engine/Truck/1st Ambulance		
Documentation	1	1st Ambulance		

EMS Responses MOD RISK NFIRS CODE(S) 90th Percentile	Total Incidents 778		2021-2023	2021	2022	2023	Benchmark *
Baseline Performance			l II.				
Alarm	Pick-Up to Dispatch	Urban	0:01:32	0:01:14	0:01:18	0:01:49	0:01:00
Turnout	1st Unit	Urban	0:02:43	0:02:56	0:02:46	0:01:59	0:01:50
	1st Unit	Urban	0:06:49	0:05:58	0:06:57	0:06:59	0:04:00
Travel time	ERF	Urban	0:11:01	0:09:27	0:10:12	0:12:36	0:08:00
	1st Unit	Urban	0:09:23	0:08:55	0:09:34	0:09:33	
Total Response Time	Sample Size		n = 778	n = 213	n = 287	n = 278	0:06:30
	ERF	Urban	0:13:34	0:12:28	0:13:08	0:15:24	
	Sample Size		n = 775	n = 213	n = 287	n = 275	0:10:30

EMS HIGH-RISK

High-risk ERF shall consist of a minimum of nine personnel, three Riverside County accredited paramedics, one officer, and one battalion chief.

Capabilities – maintaining command and scene safety; performing primary and secondary patient assessments; delivering advanced life support treatment; and transporting the patient to the appropriate receiving facility.

Call Types – cardiac arrests, traffic collisions with extrication, multi-patient incidents (medical or trauma).

EMS HIGH-RISK CARDIAC ARREST EFFECTIVE RESPONSE FORCE:

⁹

Task	Personnel	Assignment
Code Commander	1	1st Engine/Truck
Compressor	3	1st Engine/Truck/2nd Engine
Airway Management	2	1st Engine/Truck/1st Ambulance
Medication Management	1	1st Ambulance
Documentation	1	1st Engine/Truck
Family Liaison	1	1st BC

EMS HIGH-RISK TRAFFIC COLLISION WITH EXTRICATION EFFECTIVE RESPONSE FORCE:

Task	Personnel	Assignment		
Incident Command	1	1st Engine/Truck		
Safety	1	1st Engine/Truck		
Triage/Treatment	3	1st Engine/Truck/1st Ambulance		
Extrication Group	3	2nd Engine/Truck		
Medical Communications	1	1st Ambulance		

MS Responses Total Incidents IIGH RISK NFIRS CODE(S) 552 Oth Percentile Gaseline Performance		2021-2023	2021	2022	2023	Benchmark *	
Alarm	Pick-Up to Dispatch	Urban	0:01:31	0:01:15	0:01:13	0:01:53	0:01:00
Turnout	1st Unit	Urban	0:02:40	0:02:52	0:02:44	0:01:56	0:01:50
Travel Time	1st Unit	Urban	0:06:47	0:06:15	0:06:46	0:06:49	0:04:00
	ERF	Urban	0:11:59	0:09:46	0:11:25	0:14:05	0:08:00
	1st Unit	Urban	0:09:05	0:08:54	0:08:59	0:09:18	
Total Response Time	Sample Size		n = 552	n = 157	n = 196	n = 199	0:06:30
	ERF	Urban	0:14:23	0:13:00	0:14:22	0:17:02	
	Sample Size		n = 549	n = 157	n = 196	n = 196	0:10:30

EMS CRITICAL-RISK

Critical-risk ERF shall consist of at least 14 personnel, five Riverside County accredited paramedics, three officers, and one battalion chief. This specific ERF will require additional mutual aid or contract resources from within Riverside County which will be incident specific based on the severity and complexity of the incident itself.

Capabilities – maintaining command and scene safety; performing primary and secondary patient assessments; delivering advanced life support treatment; and transporting the patient to the appropriate receiving facility.

EMS CRITICAL-RISK, (MULTI-CRITICAL OR TACTICAL RESPONSE TO VIOLENT INCIDENTS) EFFECTIVE RESPONSE FORCE:

16

Task	Personnel	Assignment	
Incident Command	1	1st Battalion Chief	
Triage Unit Leader	3	1st Engine/Truck	
Medical Communications	1	2nd Engine/Truck	
Safety	1	3rd Engine/Truck	
Treatment Unit Leader	3	2nd Engine/Truck	
Patient Transport Unit Leader	1	3rd Engine/Truck	
Ambulance Transport	2	1st Ambulance	
Ambulance Transport	2	2nd Ambulance	
Ambulance Transport	2	3rd Ambulance	

EMS Responses Total Incidents <u>CRITICAL</u> RISK NFIRS CODE(S) 9 90th Percentile Baseline Performance		2021-2023	2021	2022	2023	Benchmark *	
Alarm	Pick-Up to Dispatch	Urban	0:02:43	0:00:21	0:01:03	0:03:01	0:01:00
Turnout	1st Unit	Urban	0:01:09	0:00:48	0:00:48	0:01:17	0:01:50
Travel Time	1st Unit	Urban	0:07:10	0:05:10	0:03:02	0:07:13	0:04:00
	ERF	Urban	0:17:01	0:05:10	0:04:09	0:26:41	0:08:00
Total Response Time	1st Unit	Urban	0:10:39	0:06:19	0:04:53	0:11:00	
	Sample Size		n = 9	n = 1	n = 1	n = 7	0:06:30
	ERF	Urban	0:19:46	0:06:19	0:07:07	0:29:15	
	Sample Size		n = 9	n = 1	n = 1	n = 7	0:10:30

Causational Factors for Performance Gaps

Cathedral City Fire & EMS has identified gaps by comparing actual performance (baselines) to response time goals (benchmarks). The department's investigation of the identified gaps has resulted in the following:

- Alarm handling time(s) are extended due, in part, to inadequate fire dispatch training and cross dispatching for the police department. Efforts are on-going to increase dispatcher training, improve dispatch technology, and improve fire specific dispatcher training.
- Alarm handling time(s) are extended due, in part, to the time it takes for a dispatcher to process the call's information and input the required data into their computer, prior to sending the incident notification to the appropriate units.
- First due and ERF units travel time are extended due, in part, to increased traffic congestion. This becomes exacerbated by two main thoroughfares and highway that run through the city.
- Extended response times for under-developed areas in the northern section of the city, north of Interstate 10, and annexed areas of Thousand Palms, due, in part, to extended travel distances.
- Effective Response Force (ERF) total response and travel times are extended due, in part, to a lack of sufficient resources within Cathedral City's jurisdiction; compounded by the absence of a comprehensive automatic aid agreement with neighboring departments. The lack of CAD-to-CAD communication between dispatch centers increase total response times, resulting from manual entry.
- Specifically for the EMS program, crews have become accustomed to ambulance unavailability, as patient offload times at hospitals are increasing. Hospital staff have attributed these increased offload times to increased emergency room congestion and staffing shortages. REMSA has created a protocol (REMSA Protocol 4109 Ambulance Patient Offload Delay), to assist ambulance personnel in addressing these increased patient offload times; however, resistance has been met by hospital staff in following the protocol.

Recommendations for Improved Effectiveness

Identification of causational factors assisted Cathedral City Fire & EMS staff in identifying priorities for performance improvement.

The following actions are proposed to address the current deficiencies:

Alarm Handling Gap

Cathedral City Fire & EMS implemented G2 dispatching technology in the first quarter of 2023; to reduce the time it takes the dispatcher to obtain information and notify the appropriate resources without interruption. The effect of this technology is evaluated on a continual basis for effectiveness.

Include dispatch personnel in fire simulation training to increase their knowledge and understanding of fire department Standard Operating Procedures (SOP) and evaluate for areas of improvement.

Coordinate with dispatch supervisors to create dispatcher training to review and update policies and procedures to obtain needed information, prior to resource notification.
Cathedral City Fire & EMS administrative staff (Battalion Chief and Deputy Chief) to monitor alarm handling performance of all incidents daily, utilizing the 'Station Response Times' report and forward to on-duty Company Officers for review and clarification.

Provide formal training to department personnel, to increase knowledge of high traffic areas and timeframes associated when areas may be impacted. Provide training to determine alternate routes, based on time of day, to reduce total response times.

Cathedral City Fire & EMS to implement a response 'Dashboard' on SharePoint to monitor, in real-time, alarm handling performance of all emergency areas.

Alarm handling times that exceed the upper outlier threshold, as established in Cathedral City Fire & EMS policy, will be routed to the Deputy Chief and on-duty Battalion Chief for analysis and follow-up. This will assist in identifying situations that may have been outside the dispatcher or crew's control and to evaluate performance issues, requiring corrective or remedial measures.

Implementation of a response 'Dashboard', providing real-time data, will assist the on-duty Battalion Chief to identify areas of improvement based in the dispatch center. When necessary, the on-duty Battalion Chief will meet with the Dispatch Supervisor, in the Cathedral City dispatch center to address any needed changes.

When areas of improvement are identified based in the dispatch center, the on-duty Battalion Chief will coordinate with the Dispatch Supervisor to develop effective processes and procedures for alarm handling.

First Due – Turn Out Gap

Cathedral City Fire & EMS administrative staff (Battalion Chief and Deputy Chief) to monitor turn out time performance of all incidents daily, utilizing the 'Station Response Times' report and forward to onduty Company Officers for review and clarification.

Implementation of countdown timers in each station to assist responding personnel in awareness of their turn out time interval and on-going training to ensure response times, such as turn out, are accurately documented.

Coordinate with dispatch personnel to send immediate notification, over the G2 alarm system, to notify first due resources of an incident while completing the needed line of questioning and inputting into the G2 system. This may decrease turn out times on incidents.

Cathedral City Fire & EMS to implement a response 'Dashboard' on SharePoint to monitor, in real-time, turn out time performance of all emergency areas.

Turn out times that exceed the upper outlier threshold, as established in Cathedral City Fire & EMS policy, will be routed to the Deputy Chief and on-duty Battalion Chief for analysis and follow-up. This will assist in identifying situations that may have been outside the crew's control and to evaluate performance issues, requiring corrective or remedial measures.

Implementation of a response 'Dashboard', providing real-time data, will assist the on-duty Battalion Chief to identify areas of improvement based with responding personnel. When necessary, the on-duty Battalion Chief will meet with the Company Officer to address any needed changes.

Cathedral City Fire & EMS will monitor the functionality of the department's Mobile Data Computer (MDC) technology and coordinate with the city's Information Technology (IT) department to address discrepancies.

Cathedral City Fire & EMS will coordinate with the city's IT department to identify alternative options for cellular and mobile WiFi services.

First Due - Travel Time Gap

Cathedral City Fire & EMS will coordinate with the building department to evaluate traffic signal preemption technology currently in use and research alternatives and improvements that may reduce travel times.

Coordinate with Riverside County Fire (CALFIRE) to evaluate CAD to CAD integration possibilities.

Research the implementation of Automatic Vehicle Location (AVL) technology to assist with locating, assigning, and dispatching the closest resources to an incident.

Research the implementation of a third Advanced Life Support (ALS) ambulance to increase available resources that may reduce travel times.

Research for the planning of a fourth fire station in the under-developed areas of the city.

Review Critical Task Analysis performed during the development of the community risk assessment, resource assignments, and staffing to evaluate modifying response plans and operational assignments.

Effective Response Force (ERF) – Travel Time Gap

Negotiate an updated Automatic and Mutual Aid agreement with Riverside County Fire (CALFIRE) and Palm Springs Fire (PSFD) for the simultaneous dispatching of Cathedral City Fire & EMS and non-city resources for the timely assemblage of ERF resources.

Research options to leverage technology that can perform automated ERF calculations based on incident type.

Cathedral City Fire & EMS will coordinate with the building department to evaluate traffic signal preemption technology currently in use and research alternatives and improvements that may reduce travel times.

Coordinate with Riverside County Fire (CALFIRE) to evaluate CAD to CAD integration possibilities.

Research the implementation of Automatic Vehicle Location (AVL) technology to assist with locating, assigning, and dispatching the closest resources to an incident.

Research the implementation of a third Advanced Life Support (ALS) ambulance to increase available resources that may reduce travel times.

Research for the planning of a fourth fire station in the under-developed areas of the city.

Evaluate the possible effectiveness of a standardized move-up policy to be utilized at the dispatch level.

Evaluate alarm response data and update, as needed, critical task assignments.

Work with area hospitals on developing policies to reduce patient offload times.



City of Cathedral City Map - All Stations 4-minute Travel Area

G DEPLOYMENT & COVERAGE AREAS

Distribution Points

Cathedral City Fire & EMS (CCFE) operates from three distribution points, or station locations. CCFE provides fire suppression, wildland fire services, technical rescue, hazardous materials, and emergency medical services to the City of Cathedral City, annexed area, and response areas within the Cathedral City sphere of influence. Services are provided from three city owned and operated fire stations and has shared service agreements to provide mutual and/or automatic aid, to include the Palm Springs and Riverside County Fire Departments.

STATION LOCATIONS:

BATTALION 1	
FIRE ADMIN HEADQUARTERS	32100 DESERT VISTA RD. CATHEDRAL CITY, CA 92234 (760) 770-8212
STATION 1	68950 BUDDY ROGERS AVE. CATHEDRAL CITY, CA 92234 (760) 770-8211
STATION 2	32100 DESERT VISTA RD. CATHEDRAL CITY, CA 92234 (760) 770-8212
STATION 3	27610 LANDAU BLVD. CATHEDRAL CITY, CA 92234 (760) 770-8213

FIRE AND EMS STATIONS



Fire Station Locations

Response areas

The first due coverage areas were created based a seven minute travel time considering the speed limits of the streets. NFPA Standard 1710 is outlined as a response objective of four minutes.

STATION 1



Station 1 Location

Station 1 covers the south end of Cathedral City, which is largely commercial and industrial mixed with residential. This area includes the city's "downtown" corridor, consisting of city hall, police department, public works, and all city departments. The main revenue sources include auto delearships and the cannabis industry.

STATION 2



Station 2 Location

Station 2 covers the central area of Cathedral City, which is largely commercial and residential housing tracts. This area includes the city's main traffic corridor, main educational facilities, and a large outdoor sports venue.

STATION 3



Station 3 Location

Station 3 covers the north area of Cathedral City, annexed and sphere of influence areas, which is largely commercial and residential housing tracts. This area includes the Union Pacific Railroad, Interstate 10, and the area's waste management site.

Minimum Deployment Resources

Cathedral City Fire & EMS is a single battalion with one Battalion Chief assigned to each platoon working a 48/96 work schedule. Daily minimum staffing is 15 members across three stations, excluding command positions such as the Battalion Chief.

BATTALION 1		1 Battalion Chief			
	Truck 1	1 Captain			
		1 Engineer			
		1 Firefighter/Paramedic or			
STATION 1		1 Firefighter/EMT			
	Medic 1	1 Firefighter/Paramedic			
		1 Ambulance Operator/Paramedic or			
		1 Ambulance Operator/EMT			
	Engine 2	1 Captain			
		1 Engineer			
		1 Firefighter/Paramedic or			
STATION 2		1 Firefighter/EMT			
	Medic 2	1 Firefighter/Paramedic			
		1 Ambulance Operator/Paramedic or			
		1 Ambulance Operator/EMT			
	Engine 3	1 Captain			
		1 Engineer			
		1 Firefighter/Paramedic or			
STATION 3		1 Firefighter/EMT			
	Medic 3	1 Firefighter/Paramedic			
		1 Ambulance Operator/Paramedic or			
		1 Ambulance Operator/EMT			

Minimum Deployment Resources

COMMUNITY RESPONSE SUMMARY

The table below summarizes the statistical call types by percentage and station utilizing an aggregate dataset of three years, 2021 through 2023:

	Suppression	Wildland	Technical Rescue	Hazmat	EMS
Station 1	2.61%	0.12%	0.02%	0.10%	30.54%
Station 2	2.86%	0.19%	0.05%	0.13%	38.26%
Station 3	1.72%	0.15%	0.01%	0.13%	23.10%
Total	7.19%	0.47%	0.09%	0.36%	91.90%

2021-2023 Call Types by Station

In total, over 91% of all emergency calls were for EMS, 7.3% for fire suppression, and less than 1% in each category of hazmat, technical rescue and wildland calls for service.

Call Type Percentages



Cathedral City Fire & EMS (CCFE) measures its emergency response system performance as part of this community risk assessment/standards of cover (CRA/SOC). The standards of cover are the written policies and procedures that establish the distribution, concentration, and reliability of fixed and mobile resources. The department established its standards of cover to identify and document the fire and non-fire risks; to assess the system's performance by risk classification, category, and planning area; and to evaluate how the department is prepared to respond to these identified risks. There are four basic factors that affect system performance that will be discussed in detail:

- Distribution factors
- Concentration factors
- Reliability factors
- Comparability factors

Distribution Factors

A distribution study is a study of the first arriving unit's performance. Distribution factors that affect the emergency response system performance include the geographic location and travel time of first-due units from fixed points within the response area. Distribution can be measured as the percentage of the community covered by first-due units within a given response time or based on a set number of road miles from the point of deployment.

Generally, distribution is measured from fixed points of deployment, such as fire stations. There are 3 distribution points, or fire stations, within CCFE's service area. The department illustrated resource distribution using a four-minute travel coverage area from each station location to show the area that is covered in accordance with the performance objectives set forth in NFPA Standard 1710. The four-minute travel coverage areas are created using GIS software based on the speed limits of the streets. The maps do not account for traffic time.

Distribution study characteristics for each station's first-due response area include:

- Square miles
- Road miles
- Population

Concentration Factors

A concentration study is focused on effective response force (ERF) arrival. Concentration factors that affect emergency response system performance include the spacing of resources needed to supply the initial ERF to effectively mitigate an incident based on risk. An ERF represents the minimum number of emergency response personnel that must arrive on scene within a given timeframe to perform all critical tasks necessary to mitigate the incident effectively and safely. CCFE defined its ERF for each emergency event type by completing a critical task analysis as part of this risk assessment.

Reliability Factors

A reliability study is a unit's ability to perform and maintain its function in routine circumstances. This study considers whether there is a low or high probability that a particular unit will be able to meet its distribution or concentration objectives. For example, what is the percentage of time that Station 1's units are able to respond, first-due, within their primary response area over the last five years?

The below table includes the number of calls and percentage of time over five years that each station was able to arrive first within its first-due area. The goal is each station will respond within its first due area at least 90% of the time. Stations meeting this goal are highlighted in green, between 80% and 90% are highlighted yellow, and stations achieving less than 80% are highlighted in red.

Certain circumstances may lower overall system reliability because they require units to respond outside their first-due area or increase the time it would take them to respond within their first-due area. As an example, responding to an emergency outside of a unit's first-due area, transporting patients to the hospital, conducting in-service training at other locations, filling apparatus with fuel, restocking supplies, taking the apparatus for maintenance or repairs and many other circumstances may impact a unit's availability to respond to emergencies within its first-due area. Observation of the system's performance is required to ensure resources are able to meet performance objectives and to determine when resource's allocation needs to be adjusted, if trends are identified that negatively impact system reliability.

	2021			2022			2023		
	Outside	Inside	Percent	Outside	Inside	Percent	Outside	Inside	Percent
Station 1	70	1081	94%	111	1730	94%	148	1770	92%
Station 2	132	1401	91%	187	2026	91%	266	2062	87%
Station 3	144	858	83%	151	1107	86%	202	1303	84%
Grand Tot	346	3340	90%	449	4863	91%	616	5135	88%

Comparability Factors

A comparability study is a study of a unit's performance compared to an industry standard or performance measurement target. To evaluate system performance, it is essential to first understand the components involved in emergency response that will be evaluated. These components include:

- Alarm handling time the time interval from the receipt of the alarm at the public safety answering point (PSAP) until the beginning of the transmittal of the response information to the fire station or emergency response units in the field.
- Turnout time the time interval that begins when the emergency response is initiated at the fire station or by the emergency response units in the field, and ends at the beginning point of travel time.
- Travel time the time interval that begins when a unit is enroute to the emergency scene and ends when the unit arrives at the scene.
- Total response time the time interval from receiving the alarm at the PSAP to when the unit(s) arrive on scene.

The National Fire Protection Association (NFPA) sets forth recommendations that largely establish the industry standard for best practices in the fire service. The following NFPA standard sets forth performance benchmarks for the time measures involved in emergency response discussed above.

NFPA 1710 (2020 ed.), Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. Based on these standards, the recommended performance objectives are as follows:

- Alarm handling time 75 seconds at least 90 percent of the time.
- Turnout time 80 seconds for fire and special operations response and 60 seconds for EMS response at least 90 percent of the time.
- Travel time within 4 minutes at least 90 percent of the time.
 - 240 seconds or less travel time for the arrival of the first-due engine company at a fire suppression incident.
 - 360 seconds or less for the arrival of the second-due engine company with a minimum of four personnel at a fire suppression incident.
 - For other than high-rise structure fires, 480 seconds or less travel time for the deployment of an initial effective response force at a fire suppression incident.
 - For high-rise structure fires, 610 seconds or less travel time for the deployment of an initial effective response force.

The department will measure its performance, based on each risk classification and category to establish baseline performance statements. A baseline performance statement illustrates what the department is currently delivering with existing resources and processes based on qualified data. In comparison, a benchmark performance statement describes the target performance level at which the department is striving to perform.

Dataset Qualification

90th Percentile

Cathedral City Fire & EMS (CCFE) measures baseline performance at the 90th percentile. There are different ways of calculating a percentile. CCFE has chosen to utilize a method of linear interpolation because the percentile sought may not always be a whole number. Linear interpolation is a method that is used to estimate the value of a function between any two known values. The department utilizes a variation of Microsoft Excel's =percentile formula. The function that is utilized in this assessment is as follows:

The department merged data from the computer aided dispatch (CAD) system and record management system (RMS), as well as corrective databases, to ensure each incident was accurately coded based on location and response. To arrive at a qualified dataset, the department applied several exclusionary rules for each time measure (alarm handling, turnout, travel, and total response time). This process included filtering and removing identified outliers and quantified the data sets from there.

Alarm Handling Times

Any incident that does not contain a call start time or dispatch time is excluded from the qualified dataset and will, therefore, not be utilized in calculating performance results. Additionally, alarm handling times must be greater than 15 seconds and less than 240 seconds (4 minutes) to be included

in the dataset. The upper limit of 240 seconds is applied to ensure erroneous data is not included in the qualified dataset. Extended alarm handling times are generally due to reasons outside a call-taker's control, such as verify the caller's address or for some other reason.

Turnout Times

Any incident that does not contain a dispatch time or an enroute time is excluded from the qualified dataset and will, therefore, not be utilized in calculating performance results. Additionally, turnout times must be greater than 1 second and less than 240 seconds (4 minutes) to be included in the dataset. The upper limit of 240 seconds is applied to ensure erroneous data is not included in the qualified dataset. The justification for this exclusionary rule is that dispatchers are trained to re-dispatch the units, broadcast a "second tone," and call the station if the responding units fail to respond within 120 seconds after a call is dispatched. Should the second dispatch be unsuccessful, the next due units will be dispatched to the incident.

Travel Times

Any incident that does not contain a dispatch time or an arrival time is excluded from the qualified dataset and will, therefore, not be utilized in calculating performance results. Additionally, first due travel times must be greater than 1 second and less than 600 seconds (10 minutes) to be included in the dataset. The upper limit of 600 seconds (10 minutes) is applied to ensure erroneous data is not included in the dataset, such as extended travel times due to units not updating arrival times via the mobile dispatch terminal or voicing arrival times over the radio.

Effective response force (ERF) travel times must be greater than 1 seconds and less than 3,600 seconds (60 minutes) to be included in the dataset. The upper limit of 3,600 seconds is applied to ensure erroneous data is not included in the dataset, such as extended travel times due to units not updating arrival times via the mobile dispatch terminal or voicing arrival times over the radio.

Total Response Times

Total response times for first due and ERF were calculated utilizing only incidents within the qualified datasets for alarm handling, turnout time, and travel times. No additional exclusionary rules were applied to the total response times because all incidents with valid alarm handling, turnout, and travel times were already deemed qualified.

Outlier Policy

After arriving at a qualified dataset, the department established an outlier policy with the following parameters:

- All non-emergent calls and any units responding in non-emergency mode are excluded.
- All mutual/automatic aid provided is excluded.
- All law enforcement units are excluded.
- Incomplete data entries or erroneous times are excluded.

In 2023, Cathedral City Fire & EMS implemented the G2 dispatching system and placed a mobile dispatching computer (MDC) in each apparatus. The G2 system is a computer based dispatching system that will automatically alert units to an emergency incident based on preset parameters. The system is designed to begin alerting crews of an emergency incident once a dispatcher has selected

the call type and incident location. The system should cut down alarm processing, so crews are able to arrive on scene of an emergency incident faster.

The implementation of the computer automated dispatch (CAD) system, with an MDC in each first response and transport apparatus, should also assist in saving time on emergency response. Crews now manually input their "enroute" and "on scene" times and can read any notes that dispatchers provide for the incident. This has eliminated the problem of inaccurate and unreliable entries due to dispatcher error; however, the system has been found to be flawed with internet connection instability and security requirements causing the program to automatically log out if there is an extended idle period.

On June 1, 2023, the Cathedral City Dispatching Center went live, providing emergency medical dispatch (EMD) for all medical calls for service. EMD will now allow a dispatcher to assist callers in providing treatment to patients prior to crews arriving on scene. After an evaluation period is completed and the data is analyzed, CCFE will submit a call response configuration proposal to REMSA for approval. This call response configuration will change the type and quantity of apparatus dispatched to incidents based on predetermined protocols that help dispatchers rank the call severity on information provided.

The department established the upper and lower limits for the outlier policy by applying interval limits from our qualified data sets. Following a twelve-month evaluation cycle, the department will consider calculating the upper and lower interval limits for the outlier policy by applying a process of three standard deviations from the mean for each risk classification and category.

A standard deviation formula was used to develop upper and lower thresholds for alarm handling, turnout, travel, and total response times to determine which data should be excluded as outliers. The upper threshold is the highest value included in the dataset. Any value that is greater than the upper threshold is excluded. Conversely, any value less than the lower threshold is also excluded. There are various reasons for the threshold limits, such as human error. The lower threshold is 00:01 second in all cases. The upper thresholds are displayed below by risk classification and category for each measure (alarm handling, turnout, travel, and total response times).

OUTLIER DEVIATIONS (LOWER THRESHOLD)

RISK CLASSIFICATION	RISK CATEGORY	ALARM HANDLING	TURNOUT TIME	TRAVEL TIME	TRAVEL TIME ERF
	Low	<00:15	<00:01	<00:01	<00:01
Fire Suppression	Moderate	<00:15	<00:01	<00:01	<00:01
The Suppression	High	<00:15	<00:01	<00:01	<00:01
	Critical	<00:15	<00:01	<00:01	<00:01
	Low	<00:15	<00:01	<00:01	<00:01
Wildland Fire Services	Moderate	<00:15	<00:01	<00:01	<00:01
Withdatid File Services	High	<00:15	<00:01	<00:01	<00:01
	Critical	<00:15	<00:01	<00:01	<00:01
	Low	<00:15	<00:01	<00:01	<00:01
Tachnical Pascua	Moderate	<00:15	<00:01	<00:01	<00:01
	High	<00:15	<00:01	<00:01	<00:01
	Critical	<00:15	<00:01	<00:01	<00:01
	Low	<00:15	<00:01	<00:01	<00:01
Hazardous Materials	Moderate	<00:15	<00:01	<00:01	<00:01
nazardous Prateriats	High	<00:15	<00:01	<00:01	<00:01
	Critical	<00:15	<00:01	<00:01	<00:01
	Low	<00:15	<00:01	<00:01	<00:01
Emergency Medical Services	Moderate	<00:15	<00:01	<00:01	<00:01
	High	<00:15	<00:01	<00:01	<00:01
	Critical	<00:15	<00:01	<00:01	<00:01

Outlier Deviations (Lower Threshold)

OUTLIER DEVIATIONS (UPPER THRESHOLD)

RISK CLASSIFICATION	RISK CATEGORY	ALARM HANDLING	TURNOUT TIME	TRAVEL TIME	TRAVEL TIME ERF
	Low	>04:00	>04:00	>10:00	>60:00
Fire Suppression	Moderate	>04:00	>04:00	>10:00	>60:00
rite suppression	High	>04:00	>04:00	>10:00	>60:00
	Critical	>04:00	>04:00	>10:00	>60:00
	Low	>04:00	>04:00	>10:00	>60:00
Wildland Fire Convision	Moderate	>04:00	>04:00	>10:00	>60:00
Withdand File Services	High	>04:00	>04:00	>10:00	>60:00
	Critical	>04:00	>04:00	>10:00	>60:00
	Low	>04:00	>04:00	>10:00	>60:00
Technical Passua	Moderate	>04:00	>04:00	>10:00	>60:00
Technical Rescue	High	>04:00	>04:00	>10:00	>60:00
	Critical	>04:00	>04:00	>10:00	>60:00
	Low	>04:00	>04:00	>10:00	>60:00
Hazardous Materials	Moderate	>04:00	>04:00	>10:00	>60:00
nazardous Prateriats	High	>04:00	>04:00	>10:00	>60:00
	Critical	>04:00	>04:00	>10:00	>60:00
	Low	>04:00	>04:00	>10:00	>60:00
Emergency Medical Services	Moderate	>04:00	>04:00	>10:00	>60:00
	High	>04:00	>04:00	>10:00	>60:00
	Critical	>04:00	>04:00	>10:00	>60:00

Outlier Deviations (Upper Threshold)

FIRE STATION 1

Station 1 is Cathedral City's newest fire facility, located at 68950 Buddy Rogers Ave. The building was completed in 2020 and is LEEDS Silver Certified. With 6,426 square feet of apparatus floor space.

B1 (2020 Chevrolet Suburban)	Battalion Chief (Paramedic)
	Captain (Paramedic)
Truck 1 (2014 Pierce Quantum 75' truck)	Engineer (Paramedic)
	Firefighter (Paramedic or EMT)
Medic 1	Firefighter (Paramedic or EMT)
(2020 Medix Ambulance Ford F-450)	Ambulance Operator (Paramedic or EMT)
1999 International Water Tender	(Staffed as needed)
CalOES Engine	(Staffed as needed)

Table 23-05: Station 1 Fire Facility, Apparatus, Equipment and Staffing

	2021		2022			2023			
	Outside	Inside	Percent	Outside	Inside	Percent	Outside	Inside	Percent
Station 1	70	1081	94%	111	1730	94%	148	1770	92%

Station 1 Four-Minute Reliability Factor

Station 1			
Incident Type	2021	2022	2023
Suppression	64	138	138
Wildland	4	6	9
Technical Rescue			3
Hazmat	3	4	4
EMS	1080	1693	1764
Grand Total	1151	1841	1918

Station 1 Total Calls by Incident Type



Station 1 Four-Minute Travel Area

FIRE STATION 2

Located at 32100 Desert Vista Rd, Station 2 is in the "city center," and was built in 1986. The City's Emergency Operations Center is located within the Fire Administration Office at Station 2. Dedicated apparatus at this station includes:

Engine 2	Captain (Paramedic)
Engine 2 (2020 Pierce Quantum Pumper Engine)	Engineer (Paramedic)
	Firefighter (Paramedic or EMT)
Medic 2	Firefighter (Paramedic or EMT)
(2020 Medix Ambulance Ford F-450)	Ambulance Operator (Paramedic or EMT)
	Fire Chief
Administration	Deputy Fire Chief
(2022 Chevrolet Tahoe	Fire Marshal (part-time)
2020 Ford F-250, 2014 Ford Taurus	Fire Inspector
Ford F-250 Command Vehicle)	Administrative Assistant II
	Analyst I

Station 2 Fire Facility, Apparatus, Equipment and Staffing

	2021		2022			2023			
	Outside	Inside	Percent	Outside	Inside	Percent	Outside	Inside	Percent
Station 2	132	1401	91%	187	2026	91%	266	2062	87%

Station 2 Four-Minute Reliability Factor

Station 2			
Incident Type	2021	2022	2023
Suppression	95	146	139
Wildland	3	6	13
Technical Rescue		4	5
Hazmat	5	4	1
EMS	1430	2053	2170
Grand Total	1533	2213	2328

Station 2 Total Calls by Incident Type



Station 2 Four-Minute Travel Area

FIRE STATION 3

Station 3 is located at 27610 Landau Blvd. Construction of Station 3 was completed in 1993, and includes 7,000 square feet of commercial lease space. This is the first public/private partnership project the City has undertaken. Dedicated apparatus at Station 3 includes:

Engine 3 (2012 Pierce Type 1 Pumper Engine)	Captain (Paramedic)	
	Engineer (Paramedic)	
	Firefighter (Paramedic or EMT)	
Medic 3	Firefighter (Paramedic or EMT)	
(2020 Medix Ambulance Ford F-450)	Ambulance Operator (Paramedic or EMT)	

Station 3 Fire Facility, Apparatus, Equipment and Staffing

Reserve apparatus:

(2) 2016 E450 Marque Ambulances2002 La France Telesquirt Truck2009 Pierce Engine

	2021		2022			2023			
	Outside	Inside	Percent	Outside	Inside	Percent	Outside	Inside	Percent
Station 3	144	858	83%	151	1107	86%	202	1303	84%

Station 3 Four-Minute Reliability Factor

Station 3			
Incident Type	2021	2022	2023
Suppression	68	95	94
Wildland	8	3	8
Technical Rescue			1
Hazmat	3	6	6
EMS	923	1154	1396
Grand Total	1002	1258	1505

Station 3 Total Calls by Incident Type



Station 3 Four-Minute Travel Area

J EVALUATION OF SERVICE DELIVERY

Performance Objectives – Benchmarks

Cathedral City Fire & EMS (CCFE) has adopted benchmarks for: alarm handling, turnout, and travel times for first due and effective response force (ERF) resources. The benchmark for alarm handling time is 1:00 (1 minute) for all emergency responses. Additionally, the benchmark for turnout time is 1:30 (1 minute, 30 seconds). These benchmarks for alarm handling and turnout times are based, in part, on NFPA 1710 recommendations and evaluated data of the preceding five years of emergency response. The travel time benchmark for the first-due unit is 4:00 (4 minutes) and 8:00 (8 minutes) for the Effective Response Force (ERF). Total Response time benchmarks are broken down by each program and/or risk level below.

Fire Suppression Services Program

For fire suppression incident types, the total response time benchmark for the first-due unit is 6:30 (6 mins, 30 secs). The first-due unit for all-risk levels shall be capable of establishing command, sizing up the scene, requesting additional resources, and providing basic to advanced life support to any victim without endangering response personnel.

- ERF total response time for low-risk fire suppression incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for moderate-risk fire suppression incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for high-risk fire suppression incidents is 12:30 (12 mins, 30 secs)
- ERF total response time for critical-risk fire suppression incidents is 12:30 (12 mins, 30 secs)

The low-risk ERF shall be capable of establishing command; providing an uninterrupted water supply; advancing an attack line for fire control.

The moderate-risk ERF shall be capable of establishing a formal command, uninterrupted water supply, fire attack, and exposure protection.

The high-risk ERF shall be capable of establishing formal command, uninterrupted water supply, fire attack, search and rescue, ventilating the structure, and a rapid intervention crew (RIC) complying with the Occupational Safety and Health Administration (OSHA) requirements of 2 in 2 out.

The critical-risk ERF shall be capable of establishing formal command, uninterrupted water supply, fire attack, search and rescue, ventilating the structure, rapid intervention crew (RIC) complying with the Occupational Safety and Health Administration (OSHA) requirements of 2 in 2 out; exposure protection, division, 2nd attack line.

Wildland Fire Services Program

For wildland fire incident types, the total response time benchmark for the first-due unit is 6:30 (6 mins, 30 secs). The first-due unit for all risk levels shall be capable of establishing command, sizing up the scene, requesting additional resources, and providing basic to advanced life support to any victim without endangering response personnel.

- ERF total response time for low risk wildland incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for moderate risk wildland incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for high risk wildland incidents is 12:30 (12 mins, 30 secs)
- ERF total response time for critical risk wildland incidents is 12:30 (12 mins, 30 secs)

The low-risk ERF shall be capable of establishing command; providing an uninterrupted water supply; advancing an attack line for fire control.

The moderate-risk ERF shall be capable of establishing formal command, perimeter control or structure defense, establishing a water supply, and fire suppression.

The high-risk ERF shall be capable of establishing formal command, providing a water shuttle operation, fire attack, perimeter control, and structure defense.

The critical-risk ERF shall be capable of establishing unified command, forming divisions, fire suppression, perimeter control, structure defense operations, and assigning a dedicated safety officer.

Technical Rescue Services Program

For technical rescue incident types, the total response time benchmark for the first-due unit is 6:30 (6 minutes, 30 seconds). The first-due unit for all risk levels shall be capable of establishing command, sizing up the scene, requesting additional resources, and providing basic to advanced life support to any victim without endangering response personnel.

- ERF total response time for low-risk technical rescue incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for moderate-risk technical rescue incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for high-risk technical rescue incidents is 12:30 (12 mins, 30 secs)
- ERF total response time for critical-risk technical rescue incidents is 12:30 (12 mins, 30 secs)

The low-risk ERF shall be capable of establishing command; sizing up the scene; requesting additional resources; and providing basic to advanced life support to any victim without endangering response personnel.

The moderate-risk ERF shall be capable of establishing a formal command, medical group, rescue group, and safety.

The high/critical-risk ERF shall be capable of establishing formal command, medical group, rescue group supervisor, rescue group, safety while complying with the Occupational Safety and Health Administration (OSHA) requirements for rescue incidents.

Hazardous Materials Services Program

For hazardous materials incident types, the total response time benchmark for the first-due unit is 6:30 (6 mins, 30 secs). The first-due unit for all-risk levels shall be capable of establishing command, sizing up the scene, requesting additional resources, securing the perimeter, and providing basic to advanced life support to any victim without endangering response personnel.

- ERF total response time for low-risk hazardous material incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for moderate-risk hazardous material incidents is 10:30 (10 mins, 30 sec)
- ERF total response time for high-risk hazardous material incidents is 12:30 (12 mins, 30 secs)
- ERF total response time for critical-risk hazardous material incidents is 12:30 (12 mins, 30 secs)

The low-risk ERF shall be capable of providing personnel for initial on scene size up, plugging a small hole in fuel tanks, establishing a safe perimeter around the hazardous material to prevent any person from entering the hazardous area, and making notification to the on-duty Battalion Chief to respond to the incident.

The moderate-risk ERF shall be capable of establishing a formal command, establishing hot, warm, and cold zones, ordering additional resources, identifying the hazard, making proper notifications, denying entry to any persons into the warm and hot zones, and providing basic decontamination utilizing water if recommended based on the Emergency Response Guidebook, and medical care and transport to the local hospital.

All incidents of high/critical-risk will require the assistance of Cal Fire Hazardous Materials Team response, local law enforcement, highway patrol, Riverside County Environmental Health, Air Quality management District, and potentially activating the Emergency Operations Center.

Emergency Medical Services Program

For emergency medical incident types, the total response time benchmark for the first-due unit is 6:30 (6 mins, 30 secs). The first-due unit for all-risk levels shall be capable of establishing command, sizing up the scene, requesting additional resources, and providing basic to advanced life support to any victim without endangering response personnel.

- ERF total response time for low-risk EMS incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for moderate-risk EMS incidents is 10:30 (10 mins, 30 secs)
- ERF total response time for high-risk EMS incidents is 12:30 (12 mins, 30 secs)
- ERF total response time for critical-risk EMS incidents is 12:30 (12 mins, 30 secs)

The low-risk ERF shall be capable of establishing command, maintaining scene safety, performing primary and secondary patient assessments, initiating advanced life support treatment, and preparing the patient for transportation to the appropriate receiving facility.

The moderate-risk ERF shall be capable of maintaining command and scene safety, performing primary and secondary patient assessments, delivering advanced life support treatment, and transporting the patient to the appropriate receiving facility.

The high-risk ERF shall be capable of maintaining command and scene safety, performing primary and secondary patient assessments, delivering advanced life support treatment, and transporting the patient to the appropriate receiving facility.

The critical-risk ERF shall be capable of maintaining command and scene safety, performing primary and secondary patient assessments, delivering advanced life support treatment, and transporting the patient to the appropriate receiving facility.

Performance Objectives – Baselines

Fire Suppression Services Program

Cathedral City Fire & EMS baseline statements reflect actual performance from 2019 through 2023. On occasion, CCFE relies on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These are based on resource availability, as part of an automatic and mutual aid system. The department's actual baseline service level performance is outlined below for each service or program area.

First-Due

The first-due unit for all risk levels can establish command; size up the scene; request additional resources; and provide basic to advanced life support to any victim without endangering response personnel.

First Due:	Alarm Handling	Turnout	Travel	Total Response
Suppression All Risks	0:02:26	0:02:41	0:06:45	0:09:52

Effective Response Force

The ERF for moderate, high and critical risk is also capable of placing elevated streams into service from aerial ladders if needed. These operations are done in accordance with departmental policies and procedures while providing for the safety of responders and the general public.

ERF:	Alarm Handling	Turnout	Travel	Total Response
Suppression All Risks	0:02:26	0:02:45	0:09:32	0:12:28

Wildland Fire Suppression Program

Cathedral City Fire & EMS baseline statements reflect actual performance from 2019 through 2023. On occasion, CCFE relies on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These are based on resource availability, as part of an automatic and mutual aid system. The department's actual baseline service level performance is outlined below for each service or program area.

First-Due

The first-due unit for all low/moderate risk levels shall be capable of establishing command; sizing up the scene; requesting additional resources; and providing basic to advanced life support to any victim without endangering response personnel.

First Due:	Alarm Handling	Turnout	Travel	Total Response
Wildland All Risks	0:01:21	0:02:37	0:06:17	0:08:52

Effective Response Force

The ERF shall be capable of establishing command; providing an uninterrupted water supply; advancing an attack line for fire control; complying with the safety requirements and standard operating procedures; providing basic to advanced medical support; and performing any other critical tasks established for the incident type.

EDE Mildland	Alarm Handling	Turnout	Travel	Total Response
All Risks	0:01:21	0:02:37	0:09:08	0:12:00

Technical Rescue Services Program

Cathedral City Fire & EMS baseline statements reflect actual performance from 2019 through 2023. On occasion, CCFE relies on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These are based on resource availability, as part of an automatic and mutual aid system. The department's actual baseline service level performance is outlined below for each service or program area.

First-Due

The first-due unit for low risk levels can establish command; size up to determine if a technical rescue response is required; requesting additional resources; and providing basic to advanced life support to any victim without endangering response personnel.

First Due:	Alarm Handling	Turnout	Travel	Total Response
Rescue All Risks	0:03:00	0:01:56	0:07:18	0:10:56

Effective Response Force

The ERF for moderate, high, and critical risk incidents shall be capable of appointing a site safety officer; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; providing basic to advanced medical support; and performing any other critical tasks established for the incident type.

ERF: Technical	Alarm Handling	Turnout	Travel	Total Response
Rescue All Risks	0:03:00	0:01:58	0:21:30	0:22:30

Hazardous Materials Services Program

Cathedral City Fire & EMS baseline statements reflect actual performance from 2019 through 2023. On occasion, CCFE relies on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These are based on resource availability, as part of an automatic and mutual aid system. The department's actual baseline service level performance is outlined below for each service or program area.

First-Due

The first-due unit for low risk levels shall be capable of establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

First Due:	Alarm Handling	Turnout	Travel	Total Response
Hazmat All Risks	0:02:07	0:02:46	0:08:24	0:11:53

Effective Response Force The ERF for moderate, high, and critical risk incidents shall be capable of appointing a site safety officer; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during hazardous materials incidents; providing basic to advanced medical support; and performing any other critical tasks established for the incident type.

EDE Harman	Alarm Handling	Turnout	Travel	Total Response
All Risks	0:02:07	0:02:46	0:10:20	0:14:13

Emergency Medical Services Program

Cathedral City Fire & EMS baseline statements reflect actual performance from 2021 through 2023. On occasion, CCFE relies on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These are based on resource availability, as part of an automatic and mutual aid system. The department's actual baseline service level performance is outlined below for each service or program area.

First-Due

The first-due unit shall be capable of assessing scene safety and establishing command; sizing up the situation; conducting an initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing basic to advanced medical aid; and assisting transport personnel with packaging the patient.

	Alarm Handling	Turnout	Travel	Total Response
All Risks	0:02:12	0:02:26	0:06:30	0:09:12

Effective Response Force

The ERF shall be capable of providing incident command and producing related documentation; appointing a site safety officer; completing patient assessment; providing appropriate treatment; performing basic to advanced medical aid; initiating cardiopulmonary resuscitation (CPR); providing intravenous (IV) access-medication administration; and providing sufficient advanced life support resources for treatment and transport of all patients on scene.

	Alarm Handling	Turnout	Travel	Total Response
Risks	0:02:12	0:02:31	0:09:09	0:11:43

Performance Gaps - Baseline to Benchmark TOTAL RESPONSE **FIRE SUPPRESSION**

Suppression Low Risk				
1st/ERF	REGION	BASELINE	BENCHMARK	GAP
1st Due	Suburban	0:09:51	0:06:30	0:03:21
ERF	Suburban	0:11:48	0:10:30	0:01:18

Suppression Moderate Risk				
1st/ERF	REGION	BASELINE	BENCHMARK	GAP
1st Due	Suburban	0:11:16	0:06:30	0:04:46
ERF	Suburban	0:13:01	0:10:30	0:02:31

Suppression High Risk				
1st/ERF	REGION	BASELINE	BENCHMARK	GAP
1st Due	Suburban	0:10:08	0:06:30	0:03:38
ERF	Suburban	0:17:52	0:12:30	0:05:22

Suppression Critical Risk					
1st/ERF	REGION	BASELINE	BENCHMARK	GAP	
1st Due	Suburban	0:08:24	0:06:30	0:01:54	
ERF	Suburban	0:20:41	0:12:30	0:08:11	

Performance Gaps - Baseline to Benchmark TOTAL RESPONSE **WILDLAND FIRE**

Wildland Low Risk					
1st/ERF	REGION	BASELINE	BENCHMARK	GAP	
1st Due	Suburban	N/A	0:06:30	N/A	
ERF	Suburban	N/A	0:10:30	N/A	

Wildland Moderate Risk					
1st/ERF	REGION	BASELINE	BENCHMARK	GAP	
1st Due	Suburban	0:08:03	0:06:30	0:01:33	
ERF	Suburban	0:10:56	0:10:30	0:00:26	

Wildland High Risk					
1st/ERF	REGION	BASELINE	BENCHMARK	GAP	
1st Due	Suburban	0:11:07	0:06:30	0:04:37	
ERF	Suburban	0:13:32	0:12:30	0:01:02	

Wildland Critical Risk					
1st/ERF	REGION	BASELINE	BENCHMARK	GAP	
1st Due	Suburban	N/A	0:06:30	N/A	
ERF	Suburban	N/A	0:12:30	N/A	

Performance Gaps - Baseline to Benchmark TOTAL RESPONSE **TECHNICAL RESCUE**

Technical Rescue Low Risk					
1st/ERF	REGION	BASELINE	BENCHMARK	GAP	
1st Due	Suburban	N/A	0:06:30	N/A	
ERF	Suburban	N/A	0:10:30	N/A	

Technical Rescue Moderate Risk					
1st/ERF	REGION	BASELINE	BENCHMARK	GAP	
1st Due	Suburban	0:11:18	0:06:30	0:04:48	
ERF	Suburban	0:20:32	0:10:30	0:10:02	

Technical Rescue High & Critical Risk					
1st/ERF	REGION	BASELINE	BENCHMARK	GAP	
1st Due	Suburban	0:08:28	0:06:30	0:01:58	
ERF	Suburban	0:21:28	0:12:30	0:08:58	

Performance Gaps - Baseline to Benchmark TOTAL RESPONSE **HAZARDOUS MATERIALS**

HazMat Low Risk							
1st/ERF	REGION	BASELINE	BENCHMARK	GAP			
1st Due	1st Due Suburban		0:11:17 0:06:30				
ERF	Suburban	0:12:45	0:10:30	0:02:15			

HazMat Moderate Risk						
1st/ERF	REGION	BASELINE	BENCHMARK	GAP		
1st Due	Suburban	0:12:07	0:06:30	0:05:37		
ERF	Suburban	0:14:09	0:10:30	0:03:39		

HazMat High Risk							
1st/ERF	REGION	BASELINE	BENCHMARK	GAP			
1st Due Suburban		0:07:11	0:06:30	0:00:41			
ERF	Suburban	0:15:47	0:10:30	0:05:17			

HazMat Critical Risk						
1st/ERF	REGION	BASELINE	BENCHMARK	GAP		
1st Due	Suburban	N/A	0:06:30	N/A		
ERF	Suburban	N/A	0:10:30	N/A		

Performance Gaps - Baseline to Benchmark TOTAL RESPONSE **EMERGENCY MEDICAL SERVICES**

EMS Low Risk				
1st/ERF	REGION	BASELINE	BENCHMARK	GAP
1st Due	Suburban	0:09:12	0:06:30	0:02:42
ERF	Suburban	0:11:37	0:10:30	0:01:07

EMS Moderate Risk							
1st/ERF	REGION	BASELINE	BENCHMARK	GAP			
1st Due	Suburban	0:09:54	0:06:30	0:03:24			
ERF	Suburban	0:11:52	0:10:30	0:01:22			

EMS High Risk				
1st/ERF	REGION	BASELINE	BENCHMARK	GAP
1st Due	Suburban	0:09:05	0:06:30	0:02:35
ERF	Suburban	0:14:23	0:10:30	0:03:53

EMS Critical Risk							
1st/ERF	REGION	BASELINE	BENCHMARK	GAP			
1st Due	Suburban	0:10:39	0:06:30	0:04:09			
ERF	Suburban	0:19:46	0:10:30	0:09:16			

Community Areas for Program Delivery and Coverage Improvement

As a result of this community risk assessment and standards of cover (CRA/SOC) study, the department has identified areas of the community where emergency service program delivery and coverage require improvements. Based on the results of the emergency response performance evaluation, certain station areas have opportunities for improvement as it relates to unit reliability for first due response. Any station that was unable to respond within its first due area at least 90 percent of the time was identified as needing improvement. The total average first-due unit response reliability for all stations between 2021 and 2023 was 89.83%

	2021		2022		2023				
	Outside	Inside	Percent	Outside	Inside	Percent	Outside	Inside	Percent
Station 1	70	1081	94%	111	1730	94%	148	1770	92%
Station 2	132	1401	91%	187	2026	91%	266	2062	87%
Station 3	144	858	83%	151	1107	86%	202	1303	84%
Grand Tot	346	3340	90%	449	4863	91%	616	5135	88%

Reliability Study

Specific areas with gaps in first-due coverage can also be realized by overlaying a four-minute travel coverage area layer on a map showing all station first-due areas. Station 3 has the largest gaps due to circumstances such as geographic layout and distance that must be traveled to achieve the benchmark response times in these areas. Additionally, depending on the time of year or day, traffic can further delay response within Station 3's response area. NFPA 1971 recommendations cannot be met under the current configurations.

VERFORMANCE IMPROVEMENT PLANS

Compliance Team / Responsibility

Cathedral City Fire & EMS (CCFE) is committed to continuous improvement. To realize this commitment, it is necessary to continuously monitor system performance. Performance monitoring will help ensure that the department meets service level expectations and strives to attain response time benchmarks. The department's accreditation manager will lead the monitoring team with support and oversight from the fire chief. The monitoring team will consist of the administration battalion chief, the operations battalion chief, the emergency medical services battalion chief, departmental program managers, and a departmental data analyst. A data analyst is critical to the monitoring team to extract, analyze and prepare data visualizations.

The monitoring team will prepare quarterly performance reports, including baseline response time data. With oversight by the fire chief and coordination by the accreditation manager, the team will prepare annual reports for Cathedral City Fire & EMS. Annual reports will include a discussion of any limitations or negative trends in the current emergency response system capabilities for the total response area, as determined by any gaps existing between baseline and benchmark parameters. At the direction of the fire chief, workshops with internal, external stakeholders and the authority having jurisdiction (AHJ) for review and update of service level expectations annually. The monitoring team will also be responsible for implementing the recommendations for improved effectiveness in deployment and coverage. The team will identify and prioritize any improvement actions necessary to satisfy the recommendations and to meet the expected outcomes of the existing delivery system. The team may rely on other work groups or committees to carry out the tasks associated with these recommendations or to research industry best practices that will support efficiency and effectiveness within the emergency service delivery model.

Performance Evaluation and Compliance Strategy

The evaluation of system performance will include first-due and effective response force (ERF) response time data for the total response area and each response zone. For this community risk assessment and standards of cover (CRA/SOC), the department has adopted station response areas as geographical planning zones.

The monitoring team will evaluate data and make more informed decisions using the four levels of analytics: descriptive, diagnostic, predictive, and prescriptive. Descriptive analytics is based on observation and reporting. It is the first step to understanding baseline performance. The next step is to perform diagnostic analytics to understand data insights and trends. For example, response time data may be broken down by unit or shift to narrow in on the analysis and identify gaps. Predictive analytics can then be utilized to model scenarios, such as if a unit were added or removed from a particular station or if a station were added to an area where there are identified gaps in coverage. This type of analytics is useful for identifying areas of weakness and testing changes to determine their success. Finally, the department can use prescriptive analytics to make informed, data-driven decisions about how to make continuous improvements to the emergency response system.
The monitoring team will also consider population density and growth within the total service area and geographical planning zones, as these factors may impact any changes to service demands within a particular zone. In conjunction with the performance evaluation and compliance strategy, the department will also implement annual program appraisals for all core and support services and programs, such as fire suppression, EMS, technical rescue, hazardous materials, domestic preparedness, fire prevention, fire investigation, and public education. Program appraisals will also Travel Time 1st Unit (Distribution) include the department's health and safety program and communications systems. Any identified gaps will be acknowledged and utilized to drive the continuous improvement strategy.

- Travel Time ERF (Concentration)
- Total Response Time 1st Unit on Scene (Distribution)
- Total Response Time ERF (Concentration)

Quarterly reports will include the current performance and a comparison to previous performance, with calculations of the difference in results between time periods. Following review by the fire chief, quarterly reports will be shared with the department via email and the message board on SharePoint. These reports can also be utilized to identify training and education materials to continuously improve performance, such as to address any operational issues.

Compliance Verification Reporting

Cathedral City Fire & EMS (CCFE) will perform compliance verification and reporting using a program to visualize data. A dashboard will be created to model and visualize the data and generate the necessary reports. By leveraging technology to create a customizable performance dashboard,

The monitoring team will also consider population density and growth within the total service area and geographical planning zones, as these factors may impact any changes to service demands within a particular zone. In conjunction with the performance evaluation and compliance strategy, the department will also implement annual program appraisals for all core and support services and programs, such as fire suppression, EMS, technical rescue, hazardous materials, domestic preparedness, fire prevention, fire investigation, and public education. Program appraisals will also Travel Time 1st Unit (Distribution) include the department's health and safety program and communications systems. Any identified gaps will be acknowledged and utilized to drive the continuous improvement strategy.

- Travel Time ERF (Concentration)
- Total Response Time 1st Unit on Scene (Distribution)
- Total Response Time ERF (Concentration)

CCFE will be able to monitor and report on all aspects of response time compliance. The following response time metrics will be generated in quarterly reports to the fire chief through the accreditation manager:

Performance by Station/Unit

- Alarm Handling Time (Pick-up to Dispatch)
- Turnout Time 1st Unit
- Travel Time 1st Unit (Distribution)
- Travel Time ERF (Concentration)

- Total Response Time 1st Unit on Scene (Distribution)
- Total Response Time ERF (Concentration)

Compliance by Risk Classification and Risk Category

- Alarm Handling Time (Pick-up to Dispatch)
- Turnout time 1st Unit
- Travel Time 1st Unit (Distibution)
- Travel Time ERF (Concentration)
- Total Response Time 1st Unit on Scene (Distribution)
- Total Response Time ERF (Concentration)

Quarterly reports will include the current performance and a comparison to previous performance, with calculations of the difference in results between time periods. Following review by the Fire Chief, quarterly reports will be shared with the department via email and the message board on SharePoint. These reports can also be utilized to identify training and education materials to continously improve performance, such as to address any operational issues.

Continuous Improvement Strategy

To ensure Cathedral City Fire & EMS (CCFE) meets current service level objectives, it is necessary to continuously monitor performance. The monitoring team will consist of the accreditation manager, the administration battalion chief, the operations battalion chief, the emergency medical services battalion chief, departmental program managers, and a departmental data analyst will review service level baselines quarterly. Included in the review shall be a summary of the results of the service level objectives, a comparison of current results to previous results and calculations of the difference in results between time periods.

In addition to reviewing service level objectives, the monitoring team will review the response demands within each zone and the identified risks. The monitoring team will determine if there have been any changes within a geographical planning zone, service demands or in standards and operations that impact the service level objectives of the CRA/SOC document. These reviews will be conducted on an annual basis.

To assist in the collection and presentation of this information, the monitoring team will work as a group to assemble all required information and assist the accreditation manager in the interpretation of data and considerations for improvement toward adopted benchmarks. The annual report will be presented to the fire chief by the accreditation manager. Following a comprehensive review by the fire chief, a report with the findings for the total service area, to include a performance gap analysis based on baseline and benchmark performance as well as an assessment of potential impacts of external influences or changes in the operating environment, will be prepared. At the direction of the fire chief, the accreditation manager will coordinate interactions with internal, external stakeholders and the authority having jurisdiction (AHJ) annually to determine and update expectations for service delivery.

FINDINGS & RECOMMENDATIONS

Cathedral City Fire & EMS began its journey toward accreditation in 2022, adopting the Commission of Fire Accreditation's (CFAI), Center for Public Service Excellence (CPSE) model, to improve quality that would lead to superior service for the community it serves. The creation of the Community Risk Assessment and Standards of Cover (CRA-SOC) 2024 has not only furnished a framework for data collection but has also validated and interpreted this data, to assist in establishing industry best practices.

The following recommendations have resulted from the development of the CRA-SOC. These insights, together with the Cathedral City Fire & EMS Strategic Plan 2023-2026 and the 2024 Self-Assessment Manual, have empowered CCFE administrative staff to make informed decisions, grounded in data. Whether it pertains to funding, deployment strategies, program expansion, staffing requirements, or other identified strategic initiatives, this comprehensive set of findings and recommendations serves as an invaluable tool.

The department maintains the focus: delivering Fire & EMS services can result in significant financial implications for the City's and department's budget. The imperative of transparency drives the department to be accountable for every expenditure through detailed data analysis.

Cathedral City Fire & EMS has identified areas for improved effectiveness in deployment and coverage. The following are key findings and associated recommendations that were discovered during the analysis of the CRA-SOC.

FINDING #1

EMS Call Volume: In 2023, EMS calls made up a significant portion of incident responses, accounting for 91.72% of the total call volume. This emphasizes the rising demand for emergency medical services within our community, thus affecting Total Response Time and Unit Availability for concurrent requests for service. Data shows that Total Response Time increased from 2019 to 2023, due to EMS resources (ambulances) responding from outside the jurisdiction

RECOMMENDATION #1

EMS Call Volume: Cathedral City Fire & EMS should explore and implement tiered dispatching based upon call acuity. It would be beneficial for the department to dispatch the most suitable level of care for medical service calls, rather than exclusively opting for the highest level of care. The department should develop effective alternatives of dispatching using Emergency Medical Dispatching (EMD). Additionally, the department should improve its Community Risk Reduction (CRR) outreach, to address leading calls for service, such as: non-injured slip and fall for preventative education.

FINDING #2

NFPA 1710 Baseline Response Times: Cathedral City Fire & EMS does not meet the 90% performance measurement as established by the National Fire Protection Association (NFPA) 1710. The standards include: Alarm Handling Time, Turnout Time, Travel Time, and Total Response Time.

RECOMMENDATION #2

NFPA 1710 Baseline Response Times: Cathedral City Fire & EMS should prioritize efforts to incrementally improve its response times for Alarm Handling Time, Turnout Time, Travel Time, and Total Response Time. A comprehensive performance improvement plan should be developed, which not only identifies and excludes data outliers but also addresses underlying issues that can be resolved to prevent future outliers. The department should create unique and attainable benchmark standards, through accurate data, to which the department will continuously work toward. The department will annually review baseline and benchmark performance through data sets not previously monitored.

FINDING #3

NFPA 1710 Turnout Time Performance: Between 2021 and 2023, Cathedral City Fire & EMS has achieved an overall Turnout Time performance of 2 minutes and 40 seconds at the 90th percentile. However, it is essential to acknowledge that this time does not fully meet the NFPA 1710 standards, highlighting the need for further improvement in response times. According to NFPA 1710 standards, the ideal Turnout Time for EMS calls is 1 minute 0 seconds, and 1 minute 20 seconds for fires and special operations.

RECOMMENDATION #3

NFPA 1710 Turnout Time Performance: To address the gap between Cathedral City Fire & EMS' current Turnout Time performance and NFPA 1710 standards, the department will establish a daily report to engage crews to identify areas for enhancement. Throughout this process, the department should emphasize the use of accurate data entry, real-time feedback by implementing a Key Performance Indicator (KPI) Dashboard on SharePoint, and underscore the focus on improvement rather than punitive measures - all while monitoring benchmark progress against NFPA 1710 standards.

FINDING #4

Accuracy of Data Codes for NFIRS Reporting: Cathedral City Fire & EMS faces a challenge in ensuring the appropriate NFIRS incident type codes are applied accurately and consistently. Analysis states that during 2021 to 2023, the department responded to significant responses of increased risk levels, yet incident experience does not substantiate the data. The department recognizes the error in using 'generic' codes rather than the appropriate NFIRS code to expedite report completion results in inaccurate data.

RECOMMENDATION #4

Accuracy of Data Codes for NFIRS Reporting: Cathedral City Fire & EMS should deploy a departmentwide directive providing clear guidelines and protocols for data entry across all NFIRS incident type codes. The department should also consider the implementation of a comprehensive training program for its personnel to ensure accurate and consistent application of data entry.

FINDING #5

Improvement of Data Management Systems: Cathedral City Fire & EMS' use of its current data management systems and statistical software has posed constraints on its capacity to generate reports, conduct data analysis, and effectively share outcomes. The existing data management procedures are cumbersome and time-intensive, hindering the department's ability to fully harness its data resources. The multiple CAD software systems that have been utilized, do not have the ability to effectively share data among them.

RECOMMENDATION #5

Improvement of Data Management Systems: Cathedral City Fire & EMS should prioritize upgrading its data management systems and statistical software to overcome the current constraints and improve data utilization and reporting efficiency. This can be achieved by proactively investing in modern, user-friendly data management systems that integrate with current databases.

FINDING #6

Accreditation Oversight: Cathedral City Fire & EMS' Accreditation Manager, to provide oversight, is currently a dual-function role of the Deputy Fire Chief. The department should strive to achieve optimal functionality by establishing a fully dedicated role of an Accreditation Manager.

RECOMMENDATION #6

Accreditation Oversight: Cathedral City Fire & EMS should prioritize the establishment of a dedicated Accreditation Manager to ensure efficient data-driven decision-making, independent of suppression personnel. The individual should possess the necessary time and expertise to fully engage in the accreditation program and its processes. Having specialized personnel focused on data analysis and accreditation management will enhance the department's ability to provide accurate and reliable data to improve overall operational effectiveness.

FINDING #7

Accurate and Reliable Data Collection: Cathedral City Fire & EMS has discovered difficulties ensuring accurate data input from its staff. The process involves obtaining detailed, timely, and pertinent information from diverse sources within the department's operations. Several factors contribute to this challenge, including the requirement for consistent data entry practices across all shifts (Engine and Medic), as well as the complexity of capturing transport insurance information. Addressing these, is crucial to enhancing the accuracy and reliability of data-driven decision making within the organization.

RECOMMENDATION #7

Accurate and Reliable Data Collection: Cathedral City Fire & EMS can overcome these difficulties related to data input and enhance the accuracy and reliability of its data-driven decision-making processes. The following recommendations are proposed: Purchase and implement user-friendly data collection tools, standardize data entry practices across all personnel, generate regular data audits/reports, offer data entry training and support, and promote a culture of data quality awareness among personnel. It is also recommended that the department explores and implements automated data analysis by way of an intuitive dashboard on SharePoint.

FINDING #8

Data-Driven Decision Making: Cathedral City Fire & EMS' decision-making workflow is hindered by the lack of accurate and timely data, leading to subjective decision-making practices. Data collection, analysis, and interpretation are primarily concentrated within specific areas of administration, rather than being implemented as a best practice organization wide, especially among Program Managers. This limitation prevents the department from fully embracing data-driven decision making, potentially resulting in limited transparency and operational efficiency. To further improve performance and response effectiveness, the Fire Department should address these challenges and strive for a more comprehensive and collaborative data-driven approach.

RECOMMENDATION #8

Data-Driven Decision Making: Adopting a comprehensive and collaborative data-driven approach will allow Cathedral City Fire & EMS personnel to make informed decisions, optimize program efficiency, and improve overall performance and effectiveness. This can be achieved by introducing and implementing the following practices: Promote data collaboration and transparency, provide data training to all staff, establish and implement Key Performance Indicators (KPI), and implement automated data analysis, by way of an intuitive dashboard on SharePoint.

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