



Welcome to

The Center for Public Safety Excellence

Honoring Excellence
In Emergency Service

Strategic Planning – Executive Overview

Los Altos Hills County Fire District
California

Agenda

- **Five Basic Questions**
- **Four Project Phases**
- **External Stakeholders**
- **Internal Stakeholders**
- **Resource Needs**

Why Do We Exist?

Mission

Who are we?

Why do we exist?

What do we do?

Why do we do it?

For whom?



Why Do We Exist?

Values

Express basic beliefs about the conditions under which the organization works.

Express the organization's attitudes about:

People

Processes

Performance



SAMPLE

Our values

We value **honesty** in both our leadership and our employees, leading to the highest level of trustworthiness in both spoken and written word.

We value **integrity** in our dealings with each other and those we serve, always adhering to a sound code of moral and ethical conduct.

We value **teamwork**, as we believe that availing ourselves of each person's talent enhances the services we deliver and that cooperation improves our relationships.

We value **a commitment to excellence** that demonstrates itself through consistent professionalism, pride and a positive attitude.

We value **knowledge**, as it forms the foundation for effective decisions, actions and increased safety.

We value **respect** for each person as an individual, an attitude that recognizes the worth of others and exhibits compassion for those in need.

The Five Basic Questions:

Where Are We Now?

Internal Assessment

- Strengths
- Weaknesses



External Assessment

- Opportunities
- Threats

S.W.O.T. Results

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graph TD; A[S.W.O.T. Results] --> B[CRITICAL ISSUES or SERVICE GAPS]; B --> C[STRATEGIC INITIATIVES];
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A vertical flowchart with three rectangular boxes. The top box is blue with white text. A blue arrow points down from it to a red box with black text. A red arrow points down from the red box to a white box with a blue border and black text.

**CRITICAL ISSUES
or
SERVICE GAPS**

**STRATEGIC
INITIATIVES**

Where Do We Want To Be?

Vision

What does the organization want?

How does the organization wish to be known by others?

How will the organization enhance the quality of life for those who use its services?

What is the ultimate standard by which all progress is measured?

How Do We Get There?

Goals

- Chart a clear direction for the organization or its programs
- Represent a desired result or desired condition

Objectives

- Specific
- Measurable
- Aggressive, but Attainable
- Result-oriented
- Time-bound



The Five Basic Questions:

How Do We Measure Our Progress?

Lost & Confused

vs.

On Track & Confident

Apply the
“Family of Measures”



Pitfalls in Strategic Planning

- Failing to communicate the plan.
- Failing to create a collaborative climate supportive of change.
- Viewing planning to be unnecessary or unimportant.
- Becoming so engrossed in current problems that insufficient or no planning is done.
- Being so formal in planning that flexibility and creativity are stifled.

Four Phases of CPSE Project Work

- Phase 1 – Construction of the project shared web site, strategic planning instruments and strategic plan document shell.
- Phase 2 – Internal and external stakeholder input and planning activity.
- Phase 3 – Draft plan document construction and review.
- Phase 4 – Final document publishing for distribution and posting.



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Shared Web Site

Identifying External Stakeholders

- **Business owners**
- **Chamber of Commerce leadership representatives**
- **Prominent citizens in the community**
- **Members of civic organizations**
- **Media representatives**
- **Multiple citizens who have been actual recipients of the fire department services respectfully**
- **Representatives of neighborhood organizations**
- **Representatives of non-profit organizations**
- **Representatives from school districts, colleges, universities**
- **Representatives of local industry**
- **Other citizens-customers as identified by the strategic planning core group.**

External Stakeholder Feedback Instruments

- Prioritization Matrix - Program Priorities (from the CFAI FESSAM Category 5)
 - Fire Suppression
 - Fire Prevention/Life Safety
 - Public Education
 - Fire Investigation
 - Technical Rescue
 - Hazardous Materials
 - Emergency Medical Services
 - Domestic Preparedness Planning and Response
- Expectations
- Concerns
- Strengths
- General Comments

Program Prioritization Instrument

Sacramento Fire Department – Strategic Planning Process

PRIORITIZATION OF PROGRAMS

Listed below are the programs that the Sacramento Fire Department will be evaluating during the strategic planning process. We will take a moment before we ask you to prioritize these items (through a direct comparison process) to explain the programs so that you have a good understanding of each.

After this explanation is given, please compare each program indicated in **red** against the other in **black**, circling the program that you feel is most important in each instance.

PROGRAMS

1. Fire Suppression (Emergency extinguishment of any building, vehicle, equipment or natural cover fires.)	1	1	1	1	1	1	1
	2	3	4	5	6	7	8
2. Fire Prevention (Fire code enforcement through building plan review occupancy inspections.)	2	2	2	2	2	2	2
	3	4	5	6	7	8	
3. Public Fire/EMS Safety Education (Fire and first aid safety education and training for the public.)	3	3	3	3	3	3	3
	4	5	6	7	8		
4. Fire Investigation (Determination of fire origin and cause, including evidence collection and investigation.)	4	4	4	4	4	4	4
	5	6	7	8			
5. Rescue – Basic and Technical (Entrapment in vehicles, machinery, confined space, high angle sources, trench, water, and structural collapse emergency rescue.)	5	5	5	5	5	5	5
	6	7	8				
6. Hazardous Materials Mitigation (Emergency response and incident stabilization of dangerous materials release.)	6	6	6	6	6	6	6
	7	8					
7. Emergency Medical Services (Advanced Emergency medical and trauma life support patient care and transport.)	7	7	7	7	7	7	7
	8						
8. Domestic Preparedness Planning and Response (Preparation and emergency response to natural disasters and to terrorist action.)	8	8	8	8	8	8	8

1	2	3	4	5	6	7	8



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Community Feedback Instrument

Sacramento Fire Department – Strategic Planning Process

COMMUNITY INPUT

The Sacramento Fire Department is developing a comprehensive community driven strategic plan. Input from you, “the customer,” is a critical component of this process. Please take some time to fill out the information requested below.

Please list, in priority order, the expectations you have of your Fire Department:

- 1.
- 2.
- 3.
- 4.
- 5.

In no order, please list any concerns you have regarding your Fire Department:

-
-
-
-
-

INVITATION STRATEGIC PLANNING ACTIVITIES



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Dear (name),

As you may know, your El Paso Fire Department is consistently working to achieve the highest level of professionalism and efficiency on behalf of those it serves. Recently, the Fire Department has made a decision to enter a self assessment process for purposes of attaining internal fire service accreditation.

The self assessment process requires an important "Strategic Planning" component designed to look at the future needs of our community and how your emergency services can best meet those needs. The strategic plan will contain the department's vision for the future, specific goals and objectives intended to improve our effectiveness and keep pace with our community and organizational performance objectives that can be used to measure progress.

An important part of the strategic planning exercise will be a community input session needed to gain the insight of the customers into service expectations, priorities and concerns. It is important for the success of the plan to have representatives from all segments of the community in order to gain the most complete perspective of how we can best serve the public.

At the recommendation of my command staff, you have been selected to be invited to this important event. Your participation in the community feedback session is very important. The session will take place as follows:

Date: _____

Time: _____

Location: _____

In closing, thank you for your participation, as we know it reflects your dedication and commitment to your community and your neighbors. If you are unable to attend, we would ask that you have a representative attend for you. It is our goal that through this process we can better serve the City of El Paso, Texas.

Sincerely,

Name
Fire Chief
Department Name

cc: Rick Fagan, CPSE Technical Advisor Program Manager



Commission on
Fire Accreditation
International



Commission on
Professional
Credentialing



Technical
Advisor
Program

Internal Stakeholders

- The Board of Directors
- Other internal members as wanted by the Board

Resource Needs

- External Stakeholder Meeting
 - Room large enough to accommodate at least 110% of those invited who provided an RSVP.
 - Large screen which all attending can read from
 - PC Projector
 - **Pencils** for participants
 - Refreshments for participants

Resource Needs

- Internal Stakeholder Meeting
 - Lecture room and one breakout room
 - Screen in lecture room
 - PC Projector
 - One worktable for 2 facilitators
 - 2 Easels with “Post It Note” Type Easel pads
 - Morning refreshments and lunch (if lunch is to be provided) A working lunch is recommended for the last day if possible.



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