

DATE: February 5, 2015

TO: Commissioners Los Altos Hills County Fire District; Ken Kehmna, Chief SCCFD; Stu Farwell, Fire Consultant; Dan K. Siegel, Legal Counsel

FROM: Jeanne Evilsizer, LAHCFD District Clerk

SUBJECT: Schedule for the Los Altos Hills County Fire District Strategic Planning Event

In preparation for the Los Altos Hills County Fire District’s upcoming Community Driven Strategic Planning process, the following schedule and venue location is provided. The scheduled meetings will be publicly noticed. See the outline for the Scope of Work on pages 2, 3, & 4.

I wanted to send this out to you now so that you can arrange your calendars accordingly.

Should you have any questions or conflicts, please notify Duffy Price, Commission President at (650) 948-0596.

Day/Date/Time	Location	Purpose of Event (Public Noticed Meetings)
Thursday/Feb. 12; 4-6 PM	El Monte Station, Board Room	Executive Orientation Web-Conference (2 hours); All Commissioners, consultants, attend orientation
Monday/Mar. 23; 11-1 PM	El Monte Station, Training Room	External Stakeholders Meeting (only Duffy & Melvin to attend).
Tues./Mar. 24; 9 am – 3 pm	El Monte Station, Training Room	Internal Stakeholders and invitees; Incl. all commissioners and invitees from service delivery representatives.
Wed./Mar. 25; 9 a.m. – 3 pm	El Monte Station, Training Room	Internal Stakeholders – see below regarding content of work session.
Thurs./Mar.26; 9 am – 3 pm	El Monte Station, Training Room	Internal Stakeholders – See below regarding content of work session.

Scope of Work for the LAHCFD Strategic Planning

The Center for Public Safety Excellence (CPSE) is contracted to facilitate the Community Driven Strategic Plan. Reviewing our core services is the first phase of our Strategic Planning process. An essential step in accomplishing this review is to obtain input from the Fire District's external stakeholders. We will invite selected members of the Los Altos Hills County Fire District's community to a facilitated meeting with representatives of the District's Commissioners. Input will be sought from meeting participants regarding the provision of the Los Altos Hills County Fire District services (i.e., fire protection, emergency preparedness and response, public education, fire prevention, operational and other related fire service issues). The feedback we receive from our external stakeholders will be used to guide us as we develop our District's Community Driven Strategic Plan for 2015-2020.

Objective No. 1: Project Executive Orientation

The CPSE Technical Advisor Project Leader will meet by web conference with the fire district's leadership to discuss each objective; its outcomes and planning components. The result of this discussion will be the agreed upon Work Plan developed for the project. Critical tasks for this objective include:

1. Overview of each objective;
2. Identification of External Stakeholders for Strategic Planning;
3. Identification of Internal Stake holders for Strategic Planning;
4. Identification of resource needs for each objective;
5. Overview of "SharePoint" software program;
6. Development of agreed upon work plan developed for this project;
7. An example invitation to be sent to all participants to their appropriate session(s).

Completion of Objective #1 is estimated at approximately two(2) hours of one (1) day for the meeting.

Objective No. 2: External Stakeholders (customers) Needs and Expectations Fire Service Leaders Involvement

The CPSE Technical Advisor will facilitate a public meeting with the district's community external stakeholders towards developing a community driven strategic plan. Critical tasks for this objective include:

1. Determine external stakeholder priorities of district programs and services;
2. Determine external stakeholder expectations; and
3. Receive external stakeholder input on positive and /or concerning issues.

Completion of Objective #2 is estimated at approximately one (1) day for the meeting and feedback data processing.

Objective No. 3: Internal Stakeholder (Board and Members) Work Session

Two CPSE Technical Advisors will facilitate a three-day (20-24 hour) work session with district stakeholders towards developing a community driven strategic plan. Critical tasks for this objective include:

1. Review input from External Stakeholders;
2. Develop, Revise or update Mission Statement;
3. Develop, Revise or update Value Statements;
4. Establish core programs and support services;
5. Conduct S.W.O. T. Analysis;
6. Identify Critical Issues and Service Gaps;
7. Determine strategic initiatives with outcomes expected;
8. Develop goals, objectives, and critical tasks; and
9. Develop, Revise or Update Vision Statement.

Completion of Objective #3 is estimated at three (3) days for the work session.

Objective No.4: Develop Goals, Objectives, Tasks and Performance Measures

1. Establishment of organizational goals that address the identified concerns of the external and internal stakeholders;
2. For each goal, the development of one or more measurable objectives that are written in such a manner as to describe the criteria by which an outcome is judged complete or successful and the time frame in which to expect the desired outcome;
3. Development of associated tasks for each goal and objective utilizing the format of identified measurable criteria; and the
4. Development of performance measures for ongoing assessment of the organization's performance.

Completion of Objective #4 is accomplished during the three (3) day work session.

Objective No. 5.: Implementation of Recommendations and Plan

1. Major project recommendations;
2. Responsible parties;
3. Schedules for completion;
4. Methods of evaluating results;
5. Identification of organization performance measures and targets;
6. Identification of strategies – development of solutions and strategies to meet expectations, and resolve organizational issues affecting the various programs and services. Information vital to the activity emanates from:
 - S.W.O.T. analysis
 - Community Input
 - Unmet performance targets.

Success of the strategic planning process can be measured in a variety of ways. The Center for Public Safety Excellence has identified the following desired outcomes that may necessitate the fire service association participating in the proposed strategic planning process:

- Duplication of effort reduced;
- Improved quality of services delivered;
- Improved responsiveness to the members; and
- Improved efficiency in the delivery of the respective association programs and services.

Completion of Objective #5 is accomplished during the three (3) day work session.

Objective No. 6: Publish Strategic Plan

Based upon information received by external and internal stakeholders, a draft Strategic Plan will be submitted to the organization for review, update and approval. Critical tasks for this objective include:

1. Submission of draft Strategic Plan;
2. Review and update of draft Strategic Plan;
3. Submission of one digital and ten (10) hard copies of the finalized Strategic Plan.

Completion of Objective #6 is estimated at two to four weeks.

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