

Planning Materials for Special Meeting May 6 2016

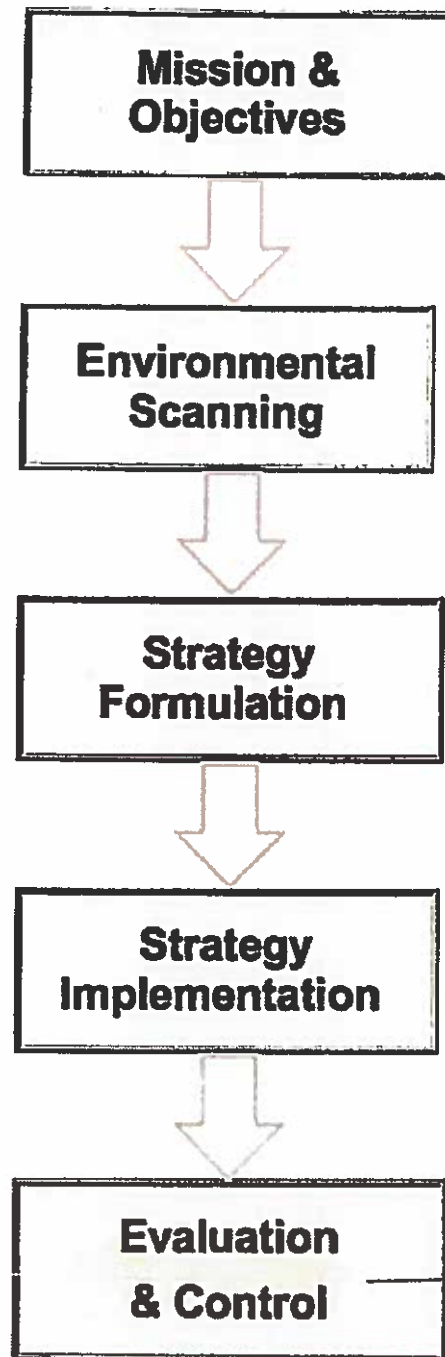
The attached planning outline is based on the method developed by Michael Porter (Harvard etc.). The items filled in under various headings are for illustrative purposes only.

The purpose of this process is to ensure:

- Strategy is Evidence Based
- Strategy is based on a Shared set of Assumptions
- The Goals of the organization address the Critical Issues

Please review this information prior to the meeting and think about your own knowledge and views are they pertain to the various planning categories.

The Strategic Planning Process



Strategic Planning Process

MISSION

Assess/ Revisit the Vision & Mission of the Department

REVIEW ENVIRONMENT (Background information for Planning)

Analysis of External Environment

Political

Public Expectations

Regulatory background

Office of the Fire Commissioner

Fire Underwriters

IAFF

Municipal Incorporation?

Economic

Fire Improvement District Tax Assessment rates

Service Area and Size of Tax Base -

Social Factors

Population and Growth

Public/Customer Expectations

Demographics (Customers & Pool of potential Volunteer Fire Fighters)

Fire Suppression Equipment & Methods

Technological Factors

eg. New Fire Suppression Equipment

Analysis of Internal Environment

Service Type and Quality Provided relative to the Fire Related "Industry"

Fire Suppression Service

Fire Prevention Role

First Responder Service etc.

Team, Facilities and Equipment

Trends in service, cost and performance

STRENGTHS WEAKNESSES AND OPPORTUNITIES AND THREATS (SWOT)

STRENGTHS

e.g. Professional & well
Organized

WEAKNESSES

OPPORTUNITIES

THREATS

STRATEGY FORMULATION

Identification of issues based on SWOT analysis

Identification of **Critical Issues** to be dealt with

Creation of specific objectives or **Goals** which address **Critical Issues**

EVALUATION AND CONTROL

Measure performance based on predefined criteria and change as required

EXAMPLES OF CRITICAL ISSUES IDENTIFICATION BY FUNCTION

Segment	District Customers	Fire Services	Operations Team & Technology	Finance & Admin
Components	Type Location	Incidents: First Responder (ca. 50%) Fires (< 10%) Other (40%) Education Inspection etc.	Professional Full Time Fire personnel: Manager (Chief) Other Part Time POC Tools and Equipment	Operations Budget Capital Budget Support Staff HR
Critical Issues	CUSTOMER EXPECTATIONS			NEW FIRE HALL

Please note the items filled in under each of these headings are for illustrative purposes only