



COLORADO DIVISION OF FIRE PREVENTION AND CONTROL

Our mission is to serve and safeguard the people and protect the property, resources, environment, and quality of life in Colorado.



2017-2020 STRATEGIC PLAN



COLORADO
Division of Fire
Prevention & Control
Department of Public Safety

Letter from the Director

Dear Members of the Division of Fire Prevention and Control and DFPC Stakeholders,

Thank you for taking the time to review the Division's 2017-2020 Strategic Plan. Please feel free to make comments on the content, and ask a coworker, a supervisor, or any of our members if you have questions. It is our intent to keep this a "living, breathing" document that is updated on a regular basis to meet an ever-changing world with ever-changing needs. We wish to predictably and adequately address the expectations of our customers in the critical and valuable services provided by the DFPC family. This is your organization, and this is our document to help guide it purposefully towards our desired future with an intentional culture of integrity, honor, service, and loyalty.

To know where you are going, you must first understand where the organization has been. This is important in order to understand the "why" of where we are today. While there are other historical documents that will provide detailed data and historical documentation, I feel it important to provide you a brief overview of milestones that have brought us to where DFPC is today.

The Division of Fire Safety (DFS) was originally formed in 1984 within the Colorado Department of Public Safety. Among other things, one of its primary charges was to oversee the voluntary firefighter certification program. The original Director and the first employee of DFS was Dean Smith. The responsibilities of the Division grew with the changes in the State and additional programs and personnel were added along the way. These programs included gaming facilities safety and fireworks regulation (just to name a few). In 1993, Director Smith retired and Paul Cooke was appointed to carry out the Director duties. A significant event occurred in 1994 with the South Canyon Fire. In this fire, 14 men and women made the ultimate sacrifice, just west of Glenwood Springs. This incident resulted in various fire service leaders and fire service organizations drafting the *Five Point Plan for a Fire Safe Colorado*. In essence, this document became the "map" over the next several years in moving Colorado and DFS forward. In 2006 Paul Cooke left the Division to be the Executive Director for the Colorado State Fire Chiefs Association. When Director Cooke left, Kevin Klein was appointed to the Director position. Notably, Director Klein was one of the main authors of the Five Point Plan. The next significantly notable event occurred in 2012 when a prescribed fire, known as the Lower North Fork Fire, escaped and killed three civilians and destroyed 24 structures. As a result, the majority of fire programs, including fire suppression, school, and health care facilities regulation, were moved to the Division of Fire Safety and the name was changed to the Division of Fire Prevention and Control (DFPC). Also in 2012, the Division of Homeland Security and Emergency Management was created and Kevin Klein was appointed as Director of the new Division. Paul Cooke was then reappointed as Director of the new DFPC. Between 2012 and 2016, many significant changes occurred that grew the relatively small DFS into the DFPC—with nearly 130 employees and nearly all State-level fire suppression, certification, inspection, and

fire-related research programs under one roof. After a very busy and very productive period between 2012 and 2016, Director Cooke retired from the State of Colorado. I was appointed as the DFPC Director on April 25, 2016.

After arriving at the Division, I spent my first 6 months learning the people, the programs, and the processes. During that time, it became apparent to me that the next step to intentionally create the future of Colorado's fire programs was to begin a strategic planning process. In September 2016, two groups were formed to begin the initial processes with an internal and an external stakeholder group. These groups' efforts resulted in a series of meetings through the winter to develop the backbone of the document you have in your hands today.

So, why is a strategic plan so important and what is it? In short and simple terms a, strategic plan is a roadmap to establish purposeful common movement and direction; our purpose and shared vision. To not have a strategic plan would be like going on vacation, but not knowing where you are going. While the idea of wandering travel may seem appealing to a certain degree, that is not how we want to respond to Colorado's fire needs. Lives, property, the economy, the environment, and our quality of life in Colorado depend on our ability to be professional and prepared when those we serve are having their worst day.

DFPC is a very diverse group of individuals with varying skill sets, ranging from administrative professionals to airplane pilots, from firefighters to logistics specialists. The tools in our toolbox range from computers to records management systems, from simple hand tools (such as a Polaski) up to state-of-the-art training simulators, and from fire apparatus to some of the most technologically advanced fire management aircraft in the world—the MMA.

One thing is for certain as we continue to strive to be the Nation's premier state fire organization, we can only be successful as a team; we are only as strong as our weakest link. Every job that each team member does, and every person that we have, is mission critical to the success of our organization as a whole. From our newest position to the Director, we are all critical and have a purpose and a job to meet the Division's goals.

It is the intent of this plan to establish shared vision and clarity at all levels within the Division; to make consistent and solid decisions that match the desired outcomes of our organization at the lowest level appropriate. David Marquette stated that "bosses push decision making to authority, leaders push authority to information." As we learn and grow together, we will make great leaders out of each and every one of us.

Stay safe,

A handwritten signature in black ink, appearing to read "Mike Morgan", with a stylized flourish at the end.

Mike Morgan, DFPC Director

Overview

The Division of Fire Prevention and Control (DFPC) has been growing and evolving since its creation in 2012. This Strategic Plan is designed to help guide DFPC toward success by creating public value and encouraging employees to intentionally work together to meet DFPC's internal and external mandates. This document will help DFPC achieve increased effectiveness and efficiency, enhanced organizational capabilities, and greater stakeholder support for the strategic growth of DFPC programs.



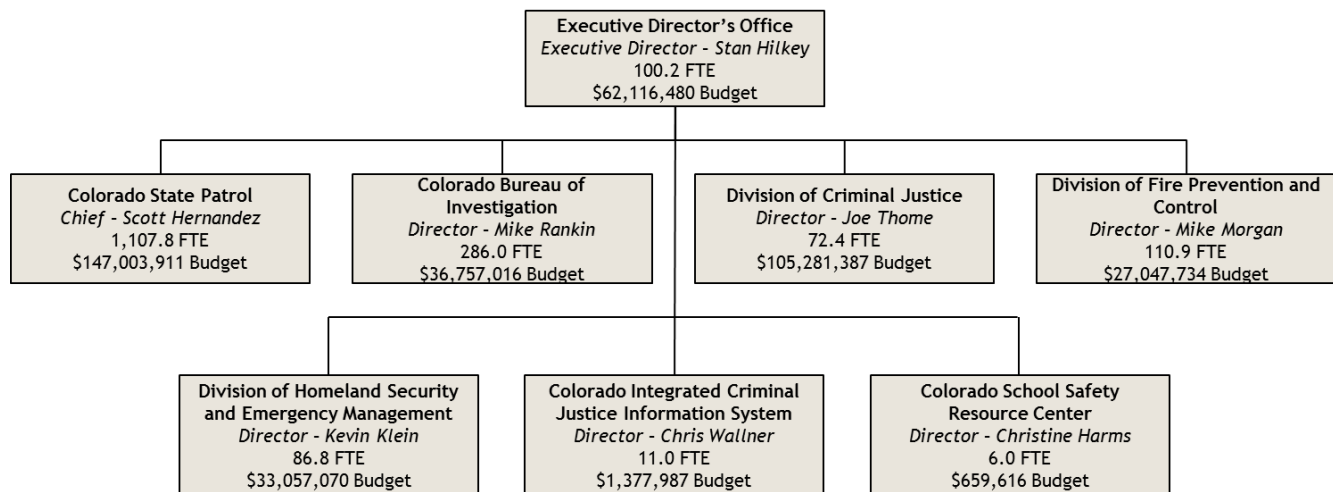
This Strategic Plan outlines DFPC's mission, vision, values, and organizational structure. The strategic planning process and scope are outlined, followed by DFPC's three strategic priorities: employee engagement, resource utilization, and stakeholder education. Each goal in these areas outlines objectives, strategies, and tactics that DFPC has adopted to meet these goals and improve in these priority areas.

Colorado Department of Public Safety



COLORADO

Department of Public Safety



Executive Director Hilkey



Deputy Executive Director Spiess



Director Morgan

Mission:

Engaged employees working together to provide diverse public safety services to local communities and safeguard lives

Vision:

Creating safer and more resilient communities across Colorado

Values:

***Unity: Reach Out
Honor: Speak Up
Service: Pitch In***

Division of Fire Prevention and Control Today

The Colorado Division of Fire Prevention and Control (DFPC) was created in July 2012 as an effort to consolidate State fire functions. Since then, the organization has grown exponentially. To keep pace with this growth, it was evident that DFPC needed to reflect on its original mission, vision, and values to ensure that they reflected the current status and future direction of the organization.

As part of the strategic planning process, DFPC members discussed the mission, vision, and values and rewrote the mission and vision statements. DFPC members kept the four original values, but redefined them to ensure that everyone is on the same page about what they mean and how they should shape the way we do business. Each of these was designed to align with the Colorado Department of Public Safety mission, vision, and values.

MISSION

The mission statement clarifies the organization's purpose and indicates why it is doing what it does.

To serve and safeguard the people and protect the property, resources, environment, and quality of life in Colorado.

VISION

The vision statement is a comment on the desirable and possible future state that the Division will strive to attain. It sums up DFPC's aspirations for a better future and its commitment for how DFPC members will behave to get there.

To be the Nation's premier state fire organization by acting with foresight, providing bold leadership, enhancing our partnerships, and exemplifying the highest level of professionalism in fire prevention and protection, while building a safe and supportive work environment for our employees.

DFPC Today – Mission, Vision, and Values

VALUES

Values articulate how the organization will conduct itself. These reflect what is most important to the organization and should be displayed by all DFPC members in every task.

Service: We are devoted to the safety and well-being of the public and our employees. We commit to go further, endure longer, and look closer to see how we can best assist.

Integrity: We rigorously uphold the highest ethical caliber, stand by our ideals, and honor our commitments.

Loyalty: We bear true faith and allegiance to the people of Colorado, our partners, and DFPC. We share a sense of pride and fellowship.

Honor: We stand for something larger than ourselves and take that privilege to heart. We carry out and live by our values because they are the very foundation of our character.



DFPC Today – Organization

As of March 2017, the Division of Fire Prevention and Control has a \$27,047,734 total appropriation that funds 110.9 Full-time equivalent (FTE)* employees, and five sections, each of which contributes uniquely to the mission of the organization. DFPC's programs are mandated by State statute. Broadly, each section exists to assist local jurisdictions and stakeholder groups with various fire functions. A history of how these programs were formed is available in the DFPC History Review.

Professional Qualifications and Training Section

The Professional Qualifications and Training Section has 5 FTE. This section was started in 1987 as part of the Division of Fire Safety. Its main program areas include the voluntary firefighter certification program, testing and training firefighters in accordance with national standards, grant administration, and various support responsibilities to both statewide and nationwide stakeholder groups.

Fire and Life Safety Section

The Fire and Life Safety Section has 28.5 FTE. This section was formed during the 2012 consolidation that transferred the Division of Fire Safety into the Division of Fire Prevention and Control. Its main program areas include the fire suppression registration and certification program, the public school and junior college construction and inspection program, the healthcare facilities construction and inspection program, the fireworks program, and several other smaller programs to ensure that fewer institutional fires burn in Colorado, and when they do, the people of Colorado are safer from that threat.



Wildland Fire Management Section

The Wildland Fire Management Section (WFMS) has 61.4 FTE. Wildland fire management programs and responsibilities were transferred over from the Colorado State Forest Service in 2012. This section is broken down into a plans branch and an operations branch. Its main program areas include wildfire preparedness, incident funding, technical assistance to local agencies, prescribed fire management, and provision of wildfire aviation and other resources. This section employs several permanent-part-time employees to respond to wildland fires and assist with other fire management programs

*These FTE actually translate to closer to 130 DFPC employees. Some of the FTE are broken down into multiple employees because DFPC employs some part-time employees and temporary aids.

DFPC Today – Organization

Center of Excellence for Advanced Technology Aerial Firefighting

The Center of Excellence for Advanced Technology Aerial Firefighting has 9 FTE. It was formed in 2014 as a result of legislation that funded the WFMS Aviation Program. Its mission is: “To protect the citizens, land, and resources in Colorado, the Center of Excellence will research, test, and evaluate existing and new technologies that support sustainable, effective, and efficient aerial firefighting techniques.” This section recommends and assists with improvements to the WFMS Aviation Program and researches new technologies and capabilities and how to integrate them into aerial firefighting.



Support Services Section

The Support Services Section has 7 FTE. It was formed to consolidate the DFPC members who provide support functions to the entire Division. This section houses DFPC’s policy analysts, public information officer, grants manager, National Fire Incident Reporting System manager, human resources liaison, and many of DFPC’s administrative assistants.

DFPC Major Funding Sources

General Fund: \$25,573,624

Cash Funds: \$10,811,586

Reappropriated Funds: \$4,813,248

Federal Funds: \$342,419

Executive Director’s Office

The Executive Director’s Office (EDO) is not a section within DFPC, but it provides many support functions that are essential to the organization. DFPC members who managed budget, accounting, and other functions were aligned into the EDO in 2016 to maximize internal resources and improve communication and collaboration across the Department of Public



Safety. Members of this section who support DFPC provide budget, accounting, and procurement services, wildland fire billing, and State fleet vehicle, wildland fire equipment, and other wildfire logistics support. The EDO also includes executive leadership, human resources, legislative support, compliance, planning, and communication to all CDPS Divisions.

Strategic Planning Process

Director Mike Morgan started in April 2016 after former DFPC Director Paul Cooke retired. He spent a few months familiarizing himself with the Division and understood its need to figure out what it was going “be when it grows up.” In August 2016, he worked with EDO and DFPC members to craft a strategic planning process timeline and to form an internal working group and an external working group to help champion the process. These groups met on their own, with external stakeholders, and with internal stakeholders from September 2016 to February 2017 to: (1) Agree on the process and the roles of the strategic planning working groups; (2) Craft the revised mission, vision, and values; (3) Understand and agree upon DFPC’s strategic priorities; and (4) Strategize how to improve upon these priorities.

Timeline

August 2016: Director Morgan initiates strategic planning process and forms internal and external strategic planning working groups.

September 2016: Internal and External Groups hold their first meetings and begin planning outreach to DFPC’s internal and external stakeholders.

October 2016: DFPC releases an external stakeholder survey to better understand how stakeholders prioritize our services and whether or not we are meeting their needs.

November 2016: DFPC releases an internal stakeholder survey to better understand our biggest challenges according to our employees. The external working group holds an all-day stakeholder event to educate stakeholders about our programs and to get in-person feedback about stakeholder needs, wants, and expectations.

December 2016: Over 60 DFPC employees gather together for a facilitated meeting to learn about strategic planning, discuss the internal survey results, and begin brainstorming on how to solve some of the greatest challenges for our internal members. Over 100 DFPC employees responded to the internal survey and over 300 stakeholders responded to the external survey.

January 2017: Over 60 DFPC employees gather again to discuss the results of the external stakeholder survey, finalize the mission, vision, and values, and to begin agreeing on strategic priorities.

February 2017: Internal and external strategic planning working groups agree on strategic priorities and proposed solutions to make improvements in these areas. These groups commit to work together to draft section-specific tactical implementation plans annually.

Goals

Scope and Purpose

The following goals were agreed upon after data from internal and external stakeholders were gathered and assessed. These reflect DFPC's highest priorities and all members of the organization are expected to know, understand, and commit to improving in these areas. The three goals are:

- 1) Increase Employee Engagement
- 2) Understand and Improve Resource Utilization
- 3) Educate Internal and External Stakeholders on the Organization, Systems, and Processes

Each goal contains sections on definitions, why the priority was chosen, the impact that improvement in that area will have on internal and external stakeholders, how DFPC will specifically measure improvement or the commitment to undertake a project that will facilitate improvement in that area, and what external factors may impact our ability to achieve success.

These goals are set for review in 2020, but may need to be reexamined if the environment changes, our solutions are successful in a shorter period of time, our solutions are unsuccessful, or we identify a new goal that requires action before 2020. Tactical implementation plans will ensure that each section has the opportunity to annually review the strategic plan and how it will be implemented.



Goal – Increase Employee Engagement

Background and Definition

A 2014 Gallup poll determined that, on average, only 29% of full-time state and local government employees are engaged at work and 17% are actively disengaged. Actively engaged employees are important because they are involved in, enthusiastic about, and committed to their work. Actively disengaged employees are detrimental to an organization because they cost more manager time, miss more workdays, and quit at a higher rate.

Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization. Employees who are engaged are more productive, content, and more likely to be loyal to an organization.*

“Your folks in the field do an exceptional job. Guess that is the most important part of your organization. Invest in your people!”
-External Stakeholder Survey Response



“We are the heartbeat of DFPC - it is vital to take care of our own so we may also take care of the general public. We are people not machines.”
-DFPC Internal Survey Response



DFPC Voluntary Turnover:

2014: 4

2015: 9

2016: 11

Most employees cite
“personal reasons” for
leaving.

DFPC is more fully staffed than it has ever been. Keeping DFPC employees engaged is a priority because without an engaged workforce, none of our other strategic priorities stand a chance.

*<http://hrcouncil.ca/hr-toolkit/keeping-people-employee-engagement.cfm>

Goal – Increase Employee Engagement

Objective

To track improvement in this area, DFPC has chosen the following objective:

Reduce the number of employees who voluntarily leave DFPC from a 2014-2016 average of 14% to a 2017-2020 average of 10%.

Voluntary turnover occurs when employees *willingly choose to leave their positions*. Voluntary turnover does not include seasonal or temporary employees whose tenure ends or employees who are separated because of a decision made by DFPC. For purposes of this measurement, employees who retire from DFPC are also not included.

To improve our voluntary turnover numbers, DFPC has committed to a number of initiatives to address the issues of burnout, leadership, and inability to tie job duties back to the organizational mission, vision, and values.

Strategy: Reduce Burnout

DFPC is full of dedicated employees who will work countless hours to support our stakeholders. These employees are most at risk of leaving the organization because of burnout. Burnout is a real risk in the firefighting and public service worlds because employees serve others at the expense of their own well-being. Without a clear understanding of why employees face burnout, DFPC will be proactive in preventing this common cause of disengaged employees.

In order to help identify and decrease the risk of burnout in DFPC employees, in the next three years, DFPC will focus on training, understanding and prioritizing workloads, creating redundancy, and more accurately aligning compensation with the work being done.

Tactic: Train our Team

DFPC employees do not receive consistent training in key areas, such as time management, resiliency, and coping with stress. DFPC employees are also lacking job-specific training to help better understand and perform job-related tasks.

Metric: Number of staff who have completed training related to decreasing burnout risk.

Accountable: DFPC Training and Safety Officer

For What: Tracking DFPC staff training and developing a database of valuable training opportunities for access by all DFPC members **by June 1, 2018.**

Why: DFPC needs to understand who is going to what trainings and whether or not the trainings are valuable. This will help DFPC identify training gaps and develop a training plan that serves all DFPC employees.

Goal – Increase Employee Engagement

Tactic: Create Redundancy

Without a plan for increasing redundancy capabilities, DFPC is unable to efficiently complete routine tasks, simply because one person is out of the office. Creating redundancy increases employee engagement in three ways: (1) work is not stalled because of one individual's absence, (2) employees are cross-trained in tasks that are performed inside and outside of their section, so that everyone can pitch in and provide surge capacity during DFPC's busiest times, and (3) Employees are trained in how to "act" in the role(s) of their direct reports and/or their direct supervisor, which gives them a better idea of their direct reports' duties and on-the-job training for future promotional opportunities.

The workload analysis will identify each task that individuals and positions within DFPC perform. It will also help DFPC identify its most critical redundancy needs and to develop a short-term plan for creating redundancy in those critical areas.

Metric: Over 85% of tasks can be competently performed by more than one person **by April 1, 2020.**

Accountable: DFPC Chief of Staff

For What: Using the workload analysis to create a database of capabilities by individual and by task.

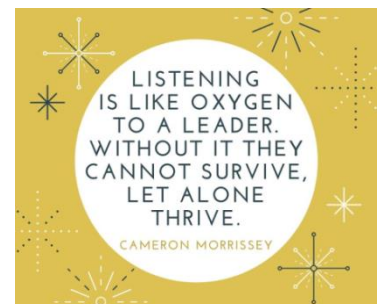
Why: DFPC members should have access to information on who can perform what tasks in case of an absence of the person who typically performs the task.

Strategy: Develop Leadership Skills

Leadership impacts every aspect of an employee's job and good leaders help retain engaged employees. Improvement areas in this section are based on academic research, personal narratives, and survey results. The three main focus areas are: (1) communication, (2) feedback, and (3) emotional intelligence development.

Tactic: Train Leaders in Areas of Communication, Feedback, and Emotional Intelligence

In order to address these three primary leadership issues, each section will use the tactical implementation plan to outline how it will increase meaningful communication and feedback. DFPC commits to "hire the heart and train the hands," in both supervisory and non-supervisory roles. DFPC will work with CDPS to craft a leadership skills course for employees who wish to enhance their leadership "soft skills" to help increase awareness and development of emotional intelligence. The first version of this course will be rolled out in Fall 2017 and will be championed by the Chief of Staff and a committed group of DFPC employees.



Goal – Increase Employee Engagement

Strategy: Tie Employee's Duties to DFPC's Mission, Vision, and Values

Employees in any organization are not engaged if they do not understand how their daily duties contribute to the greater good of the organization. An employee who cannot tell you what success looks like in his or her job is likely to leave when a new opportunity arises that may provide a greater sense of accomplishment. This phenomenon is especially prevalent in the millennial generation, the fastest growing population in today's workforce.

Tactic: Meaningful Performance Evaluations

Supervisors will conduct performance reviews with employees on the CDPS required schedule that include:

- An overview of what employee success looks like to the supervisor
- A discussion of the organization's mission, vision, values, and strategic priorities with a specific focus on that employee's ability to advance these items
- A "stay" interview, after which the supervisor will be able to summarize what makes that employee stay with DFPC instead of pursuing other job opportunities
- A performance review of the supervisor given by the employee, after which the supervisor will commit to a leadership development plan to address any common themes that emerge from these reviews

Tactic: Hire, Onboard, Coach, and Mentor Employees More Effectively

DFPC will develop a mentoring and coaching program for employees. This voluntary program will give DFPC members the ability to support one another and engage with members from other sections. It will also ensure that new employees have a dedicated current employee to welcome them and provide insights on the organization.

DFPC will develop position advertising, applicant review, and interviewing best practices to ensure that it is attracting talent that understands and commits to the mission, vision, values, and strategic priorities. The 2016-2017 leadership strategies institute (LSI) cohort is accountable for providing this piece by February 2018.

The 2016-2017 cohort will also partner with the 2017-2018 cohort to develop a DFPC-specific onboarding process that will emphasize the role of mission, vision, values, and strategic priorities in the new employee's responsibilities. It will also provide an overview of DFPC's history, sections, and programs.

Goal – Understand and Improve Resource Utilization

Background and Definition

Resource utilization came to the forefront in the surveys DFPC collected from both internal and external stakeholders. In the external stakeholder survey, respondents overwhelmingly requested additional communication, coordination, and access to the services DFPC provides. Common themes that emerged when DFPC members were asked about resources were additional FTE, money, equipment, facilities, and training. Just under half of the internal survey respondents felt that they had enough resources to successfully accomplish what is expected of them. While this strategic priority is a direct response to these survey themes, it focuses on ensuring that DFPC is a good steward of its current available resources before it asks for more—hence the terminology around resource “utilization” and not resource acquisition.

The goal of this priority is to give DFPC’s internal and external stakeholders a better understanding of the resources that currently exist in the organization, both human and non-human. Understanding the current resource situation will allow DFPC to: (1) make strategic decisions in the future about shifting resources to promote efficiency at all levels, (2) determine where there are service gaps due to a lack of resources, and (3) Support future requests for additional resources.

Objectives

To facilitate improvement in this area, DFPC has chosen the following objectives:

- Conduct a workload analysis and skills assessment for each position and employee in DFPC
- Conduct an equipment, supply, and facility inventory of non-human resources

It is important to note that a traditional outcome metric is not appropriate for this strategic priority because DFPC does not have a comprehensive understanding of its current capabilities. The specific goals identified will help educate the organization’s internal and external stakeholders and inform strategic decision making.

Strategy: Perform Workload Analysis and Skills Assessment to Better Understand DFPC’s Current Situation and How to Improve

The workload analysis uses position descriptions, mandates, focus groups, and interviews to understand each task performed by each position within DFPC and the time commitment associated with the task.

Accountable: DFPC Chief of Staff

For What: Complete workload analysis and skills assessment **by March 1, 2018.**

Why: DFPC internal and external stakeholders should understand the organization’s current ability to provide necessary services efficiently and what additional resources should be authorized.

Goal – Understand and Improve Resource Utilization

Tactic: Understand and Prioritize Tasks and Align Compensation with Workload

DFPC members will use the workload analysis to:

- Identify DFPC members who have available time to perform tasks beyond their normal job duties
- Identify DFPC members who have skill sets that are currently being underutilized
- Identify where additional FTE are needed and what those FTE would do
- Identify where redundancy needs to be established
- Identify burnout risks
- Identify services that are not being provided or are being inconsistently provided
- Inform the position task books introduced in the employee engagement section above
- Create a database of skill competencies that all DFPC members can access

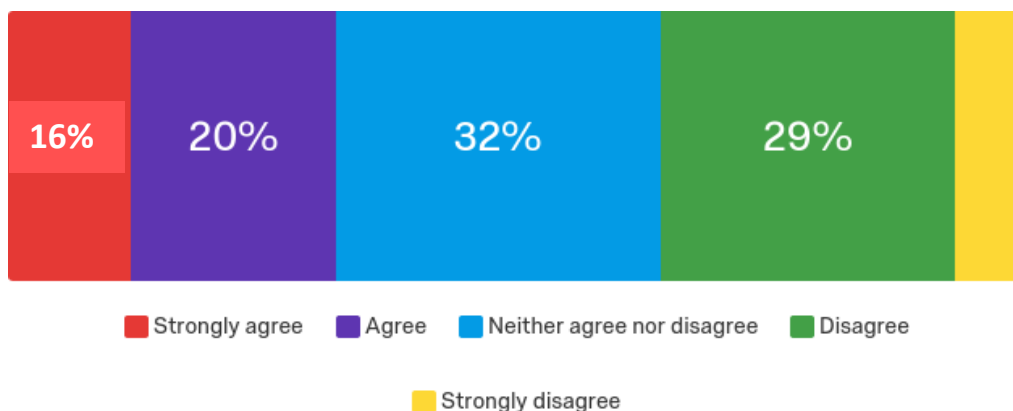
After the workload analysis and skills assessment are completed, leadership will determine whether or not parts of the organization need to be reorganized to more effectively utilize our existing resources. The workload analysis will also provide the necessary data to support the request for additional resources from the legislature.

Without an understanding of the most important job duties and clear leaders' intent, DFPC employees do not feel successful. DFPC employees need to understand what is expected of them from their peers, supervisors, and the organization as whole. A recent employee survey showed that 68% of DFPC employees were either neutral or in disagreement with the statement below:

"Clear, written expectations and feedback throughout the year, not just at scheduled times, is imperative to success."

-DFPC Internal Survey Respondent

It is clear to me how my success is being measured by the Division of Fire Prevention and Control.



Goal – Understand and Improve Resource Utilization

The workload analysis will provide the opportunity for supervisors to understand what tasks are consuming the most of their direct reports' time and help give DFPC members a clear picture of what success looks like. Some of the work informed by the workload analysis will be section-specific and included in each section's tactical implementation plan.

Strategy: Inventory Equipment, Supplies, and Facilities to Facilitate Resource Sharing and Stakeholder Support

The equipment, supply, and facility inventory will be conducted simultaneously with the workload analysis and skills assessment. The purpose of this inventory is to give DFPC internal and external stakeholders a clear understanding of what resources exist in each location. This

will include a comprehensive inventory of all DFPC owned, leased, or managed vehicles, aircraft, apparatus, computers, facilities, office supplies, uniforms, tools, FTEs, and financial resources.

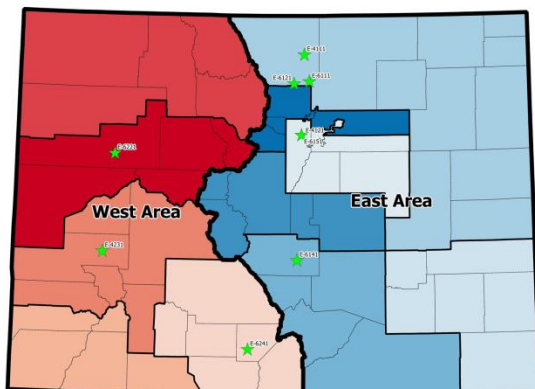
The inventory will also include locations for each of these items and any notes that may further describe the availability or usefulness of this item. Division and Section tactics will be developed once these strategies are complete.



Accountable: Montrose Engine Captain

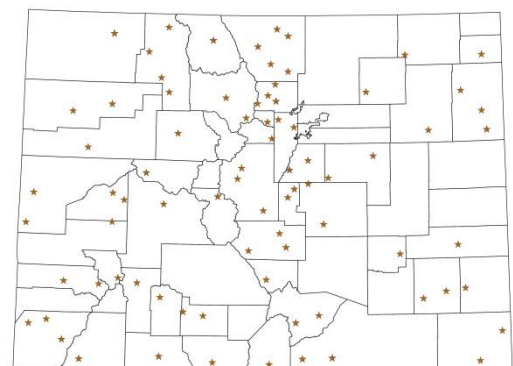
For What: Complete equipment, supply, and facility inventory **by December 31, 2017.**

Why: DFPC internal and external stakeholders should understand the organization's non-human resources and their locations.



Left: Location of all WFMS Fire Management Officers and Engines

Right: Location of all FEPP Engines



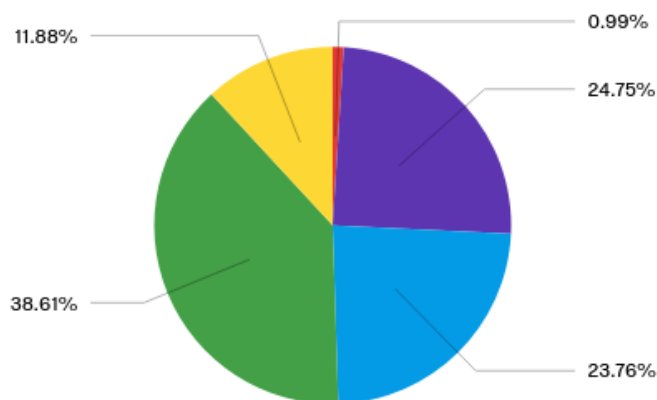
Goal – Educate Internal and External Stakeholders on the Organization, Systems, and Processes

Background and Definition

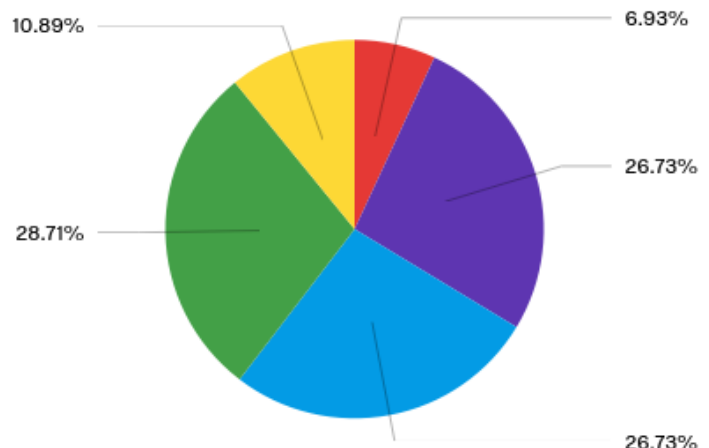
The strategic planning process identified a lack of knowledge from both internal and external stakeholders about DFPC as an organization and some of the systems and processes that can facilitate greater efficiencies or are necessary for compliance with various laws, policies, or guidelines. Without an understanding of the organization and its systems and processes, DFPC will never be able to meet the growing demands of its stakeholders. The charts below reflect responses from the internal member survey conducted as part of the strategic planning process.

DFPC has chosen to break this goal into internal and external components to address the diverse needs of these two groups.

I have a clear understanding of what DFPC members in other sections do on a daily basis.



I have a clear understanding of what the other sections within DFPC are required to do by statute, rule, policy, or other mandate.



Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree



Goal – Educate *External* Stakeholders on the Organization, Systems, and Processes

Objectives

To facilitate improvement in this area, DFPC has chosen the following objectives:

- By June 2018, at least 250 stakeholder agencies, organizations, or businesses in Colorado have received the educational presentation on DFPC. By December 2020, at least 600 stakeholder agencies, organizations, or businesses have received the educational presentation on DFPC.
- By June 2018, at least 100 stakeholder agencies, organizations, or businesses in Colorado have received an in-person visit on-site at their location. By December 2020, at least 350 stakeholder agencies, organizations, or businesses in Colorado have received an in-person visit onsite at their location.

Tactic: Craft Informational Presentation and Train DFPC Members to Present to Agency Stakeholders

In order to facilitate greater understanding of DFPC's programs, organizational make-up, history, and services by external stakeholders, DFPC has committed to targeted outreach to stakeholder groups in Colorado.

Metric: Number of stakeholder agencies who receive educational presentation.

Accountable: DFPC Public Information Officer (PIO)

For What: Working with section chiefs to craft a presentation on DFPC that can be given by any DFPC member at any event. Tracking the number of stakeholder agencies who have seen this presentation and identifying which agencies have been reached.

Why: DFPC members should be educated on the entire organization and able to answer baseline questions about other sections' programs. Tracking the agencies that have seen the presentation will help us identify which stakeholders are being actively engaged and which agencies need more attention.

"We have had some dealing with this organization but an outreach program may be helpful."

-External Stakeholder Survey Response

Goal – Educate *External* Stakeholders on the Organization, Systems, and Processes

Tactic: Encourage DFPC Members to Visit Stakeholder Agency Locations and Track Visits

DFPC members will be encouraged to stop by a fire station or other agency location when they are traveling to further establish relationships with these entities. The perceived benefits are a greater understanding of our stakeholders, stakeholders who better understand DFPC, and enhanced relationships that can help advance our ability to provide excellent service.

Metric: Number of stakeholder agencies who receive in-person visit.

Accountable: DFPC PIO

For What: Developing a fact sheet and contact list for distribution by DFPC members to stakeholder agencies on in-person visits. Tracking the number of stakeholder agencies who have received an in-person visit and identifying which agencies have been reached.

Why: DFPC members should be educated on the entire organization and able to answer baseline questions about other sections' programs or who to contact. Tracking the agencies who have received an in-person visit from a DFPC member encourages relationship building and communication.

“Be more transparent,
make the people see you,
know of you, and what
you can do for them.”

-External Stakeholder
Survey Response



Tactic: Update Presentation and Fact Sheet Bimonthly

Presentation contents will be managed by the PIO and will be updated bimonthly to accurately reflect the programs and services DFPC offers. Updates will be informed by the *DFPC Newsletter*. The updated presentation will be available to all DFPC members on a shared drive. For this effort to be successful, DFPC members will need to understand the organization, both in their section and in the other sections, and stay informed about new programs or processes that may benefit stakeholders.

Goal – Educate *Internal* Stakeholders on the Organization, Systems, and Processes

DFPC members work inside their own sections and rarely have time to understand what the other sections are doing. Employees have also expressed frustration with the various systems and processes that they are required to use because of State, CDPS, or DFPC laws, policies, or guidelines.

Objective

To track improvement in this area, DFPC has chosen the following objective:

Gather DFPC employees annually to foster relationship building and understanding about the organization's different programs, policies, and guidelines.

Tactic: Host Annual DFPC Employee Summit in 2017

In order to provide an opportunity for DFPC members to learn more about the rest of the organization and to receive helpful training on the systems and processes, DFPC will host the first annual Employee Summit in the Fall of 2017. This event will take the place of the All-Hands Meeting and will provide a prolonged opportunity for DFPC members to learn, network, grow, and build culture together in a remote location.



Accountable: Center of Excellence Director

For What: Establishing and leading a committee that will design the event, plan the logistics, solidify funding, and follow up after the event to elicit improvement suggestions for future events.

Why: DFPC employees need the opportunity to spend time together learning about the organization and networking with their colleagues. DFPC also needs a forum in which to provide consistent training to employees on matters that are of importance to the entire organization, including leadership development, purchasing and procurement, human resources, policy development, and strategic thinking.

Tactical Implementation Plan

Each section is responsible for crafting a tactical implementation plan (TIP) on how, in the next 12 months, each section will improve upon the strategic priorities identified in the strategic plan.

Why Are We Doing This?

The strategic plan covers broad, Division-wide priorities as informed by our internal and external stakeholder surveys and needs assessment, working groups and larger facilitated meetings, and interviews. Each section has unique priorities and challenges that need to be identified and acted upon by those who are closest to the actual work. The strategic plan contains some work plans and metrics to track improvement, but not to the level of detail DFPC members at all levels require to be empowered and successful.

What Is It?

The TIP is each section's specific work/project plan for carrying out the strategies identified in the overall strategic plan in the way that most improves the individual section. It is not meant to be used in place of the strategic plan, but instead to function as a section-specific addition that will provide additional guidance for implementing the strategic plan and solving that section's toughest problems.

It includes:

- The section's mandates (informal and formal) prioritized as appropriate
- Section-specific addendum to the DFPC mission and vision (e.g. WFMS achieves this mission through...)
- 1, 3, and 5 year goals for the section (prioritized SMART [specific, measurable, achievable realistic, time-sensitive] goals that clearly define success)
- Work plan for achieving the sections objectives (with metrics to inform progress)
- Where the section is currently as far as services provided and in what capacity it is functioning (baseline), where the section would be if it had all of the resources it needed (optimal), and the biggest gaps between baseline and optimal (factors preventing the section from becoming optimal)
- Adopted method to empower and promote ongoing strategic thinking within the section
- Specific identification of *who* in the section is accountable for *what* in the plan.

Accountable: Each Section Chief and members of the Strategic Planning Internal Working Group

For What: Involving members of their section and external stakeholder groups to help develop the plan, crafting the plan in the 6 months following the publication of the Strategic Plan, and ensuring that internal and external stakeholders understand and are accountable for implementing the plan. Each section will review and revise their plan annually.

Why: Each section needs to be able to respond to the unique needs of its internal and external stakeholders and facilitate the implementation of the Division Strategic Plan.