



## ***Developing a Strategic Plan with Statewide Stakeholders***

Colorado Division of Fire Protection and Control - Strategic Plan

January - June 2017

### ***Situation***

The Colorado Department of Public Safety Division of Fire Prevention and Control (DFPC) supports local fire departments statewide to enhance their ability to prepare for and respond to fire emergencies. DFPC leadership sought to involve stakeholders from across Colorado in the strategic planning process and engaged GPS to facilitate the effort.

### ***GPS Approach***

GPS led executive planning efforts to lead the first new agency strategic plan in 7 years. This included facilitating workgroup and feedback sessions with over 130 employees.

GPS used a three-step, highly collaborative approach to engage staff and external stakeholders in crafting the new strategic plan. The three steps included:

- Gathering and processing required data, including surveying and interviewing employees
- Distilling insights and their implications on DFPC and writing a report of findings
- Designing and drafting recommendations that included organizational design options and an implementation plan.

As part of the process, GPS facilitated workshops to:

- increase awareness of the strategic planning process;
- complete a MythBusters exercise to dispel misunderstandings the team shared;
- complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis;
- evaluate the root causes for challenges facing the organization;
- improve collaboration between the various teams across DFPC as well as with external stakeholders and
- develop a high-level implementation plan for the identified priorities.

GPS utilized change management techniques throughout the effort to increase stakeholder awareness and acceptance of the strategy. GPS also trained and coached 20 department leaders charged with driving innovation and operational excellence. GPS designed and delivered training around change management, leadership, and sustainment, along with performance coaching on tools and methods, including data and status management, to support impacted Colorado county leaders.

### ***Impact/Results***

GPS refined DFPC's mission, vision, and values to reflect current priorities and resources and created a strategic priority framework and roadmap (below) so that DFPC could leverage the plan for three years. GPS worked with managers, staff, and stakeholders to identify success measures and a high-level work plan that included activities and specific deliverables to



engage employees, educate stakeholders, and model resource utilization across the division. The [final strategic plan](#) has been posted on the DFPC website.

