



**DEPARTMENT OF FINANCIAL SERVICES**

Division of State Fire Marshal  
Bureau of Fire Standards & Training

**Strategic Planning**

**Title: Master Syllabus**

**Date: October 21, 2016**

<b>Course Title</b>	Strategic Planning
<b>Course Number</b>	FES3720, BFST3720, ATPC3720
<b>Prerequisite(s)</b>	Fire Officer III
<b>Revision Date</b>	March 1,2016
<b>College Credit Recommendation</b>	Recommended for 3 Credit hours 45 contact hours Equivalent to (Executive Planning NFA R-0506)
<b>Continuing Education Units (CEU's)</b>	This course does not count for CEUs.
<b>Class Days/Time</b>	Monday- Friday 08:00- 17:00
<b>Executive Development Program Supervisor</b>	Patrick Giacobbe <a href="mailto:patrick.giacobbe@myfloridacfo.com">patrick.giacobbe@myfloridacfo.com</a>
<b>Program Manager</b>	Mary-Ellen Harper <a href="mailto:Mary-Ellen.Harper@myfloridacfo.com">Mary-Ellen.Harper@myfloridacfo.com</a>
<b>Class Location</b>	Florida State Fire College
<b>Course Description</b>	<p><b>Course Description:</b> Fire Officer Program Strategic Planning</p> <ul style="list-style-type: none"> <li>• Presents the practical elements of comprehensive Strategic planning in a public managerial system, the role of planning in growth management and the application of strategic planning to public issue decision-making;</li> <li>• Illustrates the relationship between public planning and the delivery of public services;</li> <li>• Applies appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in strategic planning and change management;</li> <li>• Teaches analysis of problems requiring strategic planning and generate reasonable methods for leading and planning activities needed to solve organizational problems; and,</li> <li>• Demonstrates skills necessary to evaluate decisions regarding change management in the context of social equity.</li> </ul>
<b>Student Learning</b>	<b>Learning Outcomes:</b> The Fire Officer program is intended to provide students with knowledge of the theory, principles and practice of service to

<b>Outcomes</b>	<p>the public; to instill in students a commitment to ethical public service for the protection of the public interest and public trust; and to whom promote service and social justice plus solutions to human, social, economic, and environment problems. Upon completion of this program, students will be able to:</p> <ul style="list-style-type: none"> <li>• Apply research methods and techniques and to evaluate the effectiveness of public programs and the outcomes of policy alternatives.</li> <li>• Synthesize the concepts associated with ethical behavior and social responsibility that will engage students in a meaningful effort to affect social change and promote social justice.</li> <li>• Evaluate leadership qualities and analyze the rule of law in administrative procedures, as well as diverse roles in effective administrative decision making.</li> <li>• Evaluate the process for planning for change and the various means of production in the public sector, leading to ways to maximize efficiency and effectiveness.</li> <li>• Synthesize, analyze, and apply theories and principles of public administration.</li> </ul>														
<b>Required and Optional Textbook</b>	Strategic Planning for public and nonprofit organizations 4 <sup>th</sup> Edition, John Bryson, ISBN: 978-D-470-39251-5														
<b>Required Materials</b>	Pen, Paper, thumb drive, computer access, assigned Text Book														
<b>Method of Instruction</b>	Classroom Lecture, Practical Evaluations, On-Line, Blended														
<b>Grading</b>	<p>Passing 70%</p> <p><b>Course Requirements by Assignment/Weight:</b></p> <table> <tr> <td>Quiz One:</td> <td>10 pts</td> </tr> <tr> <td>Quiz Two:</td> <td>10 pts</td> </tr> <tr> <td>Quiz Three:</td> <td>10 pts</td> </tr> <tr> <td>Classroom Interaction</td> <td>20 pts</td> </tr> <tr> <td>Research paper</td> <td>25 pts</td> </tr> <tr> <td><u>Final Exam:</u></td> <td><u>25%</u></td> </tr> <tr> <td><b>Total Points</b></td> <td><b>: 100 pts</b></td> </tr> </table>	Quiz One:	10 pts	Quiz Two:	10 pts	Quiz Three:	10 pts	Classroom Interaction	20 pts	Research paper	25 pts	<u>Final Exam:</u>	<u>25%</u>	<b>Total Points</b>	<b>: 100 pts</b>
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<b>Certification(s)</b>	<p>One of required 4 courses for Fire Officer IV.</p> <table> <tr> <td>RN9878/FES3533, BFST3533 or ATPC3533</td> <td>COMMUNITY RISK REDUCTION FIRE AND EMERGENCY SERVICE</td> </tr> <tr> <td><u>RN9881/FES4045, BFST4045, or ATPC4045</u></td> <td>PERSONNEL MANAGEMENT FOR SERVICE</td> </tr> </table>	RN9878/FES3533, BFST3533 or ATPC3533	COMMUNITY RISK REDUCTION FIRE AND EMERGENCY SERVICE	<u>RN9881/FES4045, BFST4045, or ATPC4045</u>	PERSONNEL MANAGEMENT FOR SERVICE										
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	<p><u>RN9884</u>  <u>RN9883/ FES3720, BFST3720, or</u>  <u>ATPC3720</u></p>	<p>QUANTITATIVE ANALYSIS  STRATEGIC PLANNING</p>
<b>Attendance Policy</b>	<p>You are required to attend all sessions of the course and complete all pre-course assignments. Failure to appear in class for a scheduled activity will be considered an absence unless you make arrangements with the instructor for a make-up session. Failure to make up missed sessions prior to the next session will result in an absence. Students are allowed to miss 10% of the class and still receive credit.</p>	
<b>Academic Integrity</b>	<p>Academic integrity is crucial to the learning community and indicates respect for the college, the instructor, the course, your classmates and yourself. Any violation of this trust, including but not limited to cheating, plagiarism, collusion, or using or having any content of an un-administered test, will result in immediate dismissal from the course. Under Florida Statute 633, any student dismissed for academic dishonesty can be refused acceptance for any course administered by FSFC.</p> <p>Training Provider Message      The course must be recognized by the Fire and Emergency Services Higher Education program or the course is determined by the Division to be equivalent to the Statewide Course Numbering System or Fire and Emergency Services Higher Education course.</p> <p>Instructor Message      An instructor providing training must be qualified by the Bureau of Fire Standards and Training or instructors with requisite faculty credentials for the academic institution that is registered in the Florida Department of Education Statewide Course Numbering System to teach the course or instructors with requisite faculty credentials as determined by the United States Fire Administration-National Fire Academy or instructors with requisite faculty credentials as determined by the respective regionally accredited or nationally accredited university or college or instructors who hold an active Single Course Exemption Certification issued by the Division.</p> <p>Pre-Certification Message      There are two methods available for a qualified applicant to obtain Fire Officer IV Certification. Individuals should evaluate their eligibility and utilize one of the following options as set forth in paragraph 69A-39.065(2) (d), Florida Administrative Code: Option A-Direct Program Delivery. The first option is designed for persons who have at least five years of full-time equivalent experience as a Florida certified Fire Officer. This method is the traditional</p>	

	<p>model to achieve Fire Officer IV Certification. To qualify for certification as a Fire Officer IV, using the Direct Program Delivery, the applicant shall: Possess an active Firefighter Certificate of Compliance issued by the Division or have met the curriculum requirements of Firefighter Part I as defined in 69A-37.055(1) F.A.C. Possess an active Instructor I Certificate of Competency issued by the Division. Possess an active Fire Officer III Certificate of Competency issued by the Division. Meet the job performance requirements of NFPA 1021-Fire Officer IV (2009). Complete the Fire Officer IV Curriculum. Complete the National Fallen Firefighters Foundation course titled "Courage to Be Safe" or a course determined by the Division to be equivalent. Option B-Portfolio Program. The second option is designed for persons who have at least five years of full-time equivalent experience as a Florida certified Fire Officer. This method is intended to reduce the redundancy in courses taken by crediting the applicant's educational experience to the objectives required by the NFPA 1021 Fire Officer IV standard and the Fire Officer IV curriculum as evidenced by documentation in the Fire Officer IV Portfolio. To qualify for certification using the Portfolio Program, the applicant shall: Possess an active Firefighter Certificate of Compliance issued by the Division or have met the curriculum requirements for Firefighter Part I as defined in 69A-37.055(1) F.A.C. Possess an active Instructor I Certificate of Competency issued by the Division. Possess an active Fire Officer III Certificate of Competency issued by the division. Meet the program prerequisites, the objectives required by the NFPA 1021 Fire Officer IV standard and the Fire Officer IV curriculum as evidenced in the Fire Officer IV Portfolio.</p>
<p><b><i>Students with Disabilities</i></b></p>	<p>Any student who has a permanent or temporary disability that may require a reasonable accommodation to participate in the course must present documentation of the disability and requested accommodation no later than the beginning of the course.</p>
<p><b><i>Emergency Evacuation Policy</i></b></p>	<p>Occupants of buildings on the Florida State Fire College campus are required to evacuate and assemble outside when a fire alarm is activated or an announcement is made. Please be aware of the following policies regarding evacuation.</p> <ul style="list-style-type: none"> <li>• Familiarize yourself with all exit doors of the classroom and the building.</li> <li>• Remember that the nearest exit door may not be the one you used when you entered the building.</li> <li>• If you require assistance to evacuate, inform the instructor on the first day of class.</li> </ul>

THE BUREAU OF FIRE STANDARDS AND TRAINING

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	<ul style="list-style-type: none"> <li>• In the event of an evacuation, follow the guidance of the instructor.</li> <li>• Do not re-enter a building unless you are given instructions by Florida State Fire College personnel to do so.</li> </ul>
<b>Requesting Emergency Care</b>	Any request for emergency care should be initiated by calling “911” from any phone on campus of the Florida State Fire College. Phones are located in each classroom. Additionally, in the event of any emergency, immediately contact an instructor or staff member.
<b>Critical Event Procedures</b>	<p><b>Severe Weather</b> – there is a lightning detection system on campus which has an audible 15 second blast of an air horn. If you are outside, please follow your instructor or move to the closest permanent building. Once the threat is over, there will be three 5 second blasts of the signal.</p> <p><b>Security</b> – During the daytime, security is handled by full time faculty and staff. There are security guards on duty in the evenings and weekends. Please comply with the requests made of security officers. Failure to do so can result in removal from campus.</p> <p><b>Student Badges</b> – You will be issued a badge to be worn anytime you are on campus.</p>
<b>Enabling Objectives</b>	Students will: investigate the theory that drives making decisions about the future (planning) and how planning’s effects actually affect the nature of our communities and how governance works in those communities. Planning means change so the consequence of planning is to plan for change. Students will study effective techniques for anticipating change and the means to direct it.
<b>Practical Applications</b>	<p><b>NFPA 1021 (2014) Fire Officer IV</b></p> <p><b>7.1* General.</b> For qualification at Fire Officer Level IV, the Fire Officer III shall meet the job performance requirements defined in Sections 7.2 through 7.7 of this standard.</p> <p><b>7.2 Human Resource Management.</b> This duty involves administrating job performance requirements and evaluating and improving the department, according to the following job performance requirements.</p> <p><b>7.2.1</b> Appraise the department’s human resource demographics, given appropriate community demographic data, so that the recruitment, selection, and placement of human resources is effective and consistent with law and current best practices.</p> <p><b>(A) Requisite Knowledge.</b> Policies and procedures; local, state/provincial, and federal regulations; community demographics; community issues; and formal and informal community leaders.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in</p>

	<p>writing, to relate interpersonally, to delegate authority, to analyze issues, and to solve problems.</p> <p><b>7.2.2</b> Initiate the development of a program, given current member/management relations, so that a positive and participative member/management program exists.</p> <p><b>(A) Requisite Knowledge.</b> Policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in writing, to negotiate, to analyze current status of member relations, to relate interpersonally, to analyze the current member/management relations, and to conduct program implementation.</p> <p><b>7.2.3</b> Establish and evaluate a list of education and in-service training goals, given a summary of the job requirements for all positions within the department, so that all members can achieve and maintain required proficiencies.</p> <p><b>(A) Requisite Knowledge.</b> Training resources, community needs, internal and external customers, policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in writing and to organize data and resources.</p> <p><b>7.2.4</b> Appraise a member-assistance program, given data, so that the program, when used, produces stated program outcomes.</p> <p><b>(A) Requisite Knowledge.</b> Policies and procedures, available assistance programs, contractual agreements, and local, state/provincial, and federal regulations.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in writing, to relate interpersonally to members, and to analyze needs and results.</p> <p><b>7.2.5</b> Evaluate an incentive program, given data, so that a determination is made regarding achievement of the desired results.</p> <p><b>(A) Requisite Knowledge.</b> Policies and procedures, available incentive programs, contractual agreements, and local, state/provincial, and federal regulations.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in writing, to relate interpersonally, and to analyze programs.</p> <p><b>7.3 Community and Government Relations.</b> This duty involves projecting a positive image of the fire department to the community, according to the following job performance requirements.</p> <p><b>7.3.1</b> Attend, participate in, and assume a leadership role in community functions, in given community needs, so that the</p>
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	<p>image of the organization is enhanced.</p> <p><b>(A) Requisite Knowledge.</b> Community demographics, community and civic issues, effective customer service methods, and formal and informal community leaders.</p> <p><b>(B) Requisite Skills.</b> Familiarity with public relations and the ability to communicate orally.</p> <p><b>7.4 Administration.</b> This duty involves long-range planning and fiscal projections, according to the following job performance requirements.</p> <p><b>7.4.1</b> Develop a comprehensive long-range plan, given community requirements, current department status, and resources, so that the projected needs of the community are met.</p> <p><b>(A) Requisite Knowledge.</b> Policies and procedures, physical and geographic characteristics, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, and local, state/provincial, and federal regulations.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in writing, make public presentations, interpret fiscal analysis, comply with public policy processes, forecast resources, and analyze current department status requirements.</p> <p><b>7.4.2</b> Evaluate and project training requirements, facilities, and buildings needs, given data that reflect community needs and resources, so that departmental training goals are met.</p> <p><b>(A) Requisite Knowledge.</b> Policies and procedures, physical and geographic characteristics, building and fire codes, departmental plan, staffing requirements, training standards, needs assessment, contractual agreements, and local, state/provincial, and federal regulations.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in writing, make public presentations, interpret fiscal analysis, forecast needs, and analyze data.</p> <p><b>7.4.3</b> Complete a written comprehensive risk, hazard, and value analysis of the community, given the appropriate features of the service area of the organization, so that an accurate evaluation is made for service delivery decision-making.</p> <p><b>(A) Requisite Knowledge.</b> Risk, hazard, and value analysis methods and process, as well as community development features, community demographics, and assessed valuation of properties in the community.</p> <p><b>(B) Requisite Skills.</b> The ability to conduct a needs assessment plan, to effectively communicate in writing, and to problem solve.</p>
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	<p><b>7.4.4</b> Develop a plan for a capital improvement project or program, given an unmet need in the community, so that there is adequate information to educate citizens about the needs of the department.</p> <p><b>(A) Requisite Knowledge.</b> Strategic planning, capital improvement planning and budgeting, and facility planning.</p> <p><b>(B) Requisite Skills.</b> The ability to conduct a needs assessment plan, to effectively communicate in writing, and to problem solve.</p> <p><b>7.5 Inspection and Investigation.</b></p> <p><b>7.5.1 Definition of Duty.</b> No additional job performance requirements at this level.</p> <p><b>7.6 Emergency Services Delivery.</b> This duty involves developing plans for major disasters, according to the following job performance requirements.</p> <p><b>7.6.1</b> Develop a comprehensive disaster plan that integrates other agencies' resources, given risk, vulnerability, and capability data, so that the organization can mitigate the impact to the community.</p> <p><b>(A) Requisite Knowledge.</b> Major incident policies and procedures, physical and geographic characteristics, demographics, target hazards, incident management systems, communications systems, intelligence data, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.</p> <p><b>(B) Requisite Skills.</b> The ability to analyze data, to communicate orally and in writing, to develop a disaster plan, and to coordinate interagency activity.</p> <p><b>7.6.2</b> Develop a comprehensive plan, given data (including agency data), so that the agency operates at a civil disturbance, integrates with other agencies' actions, and provides for the safety and protection of members.</p> <p><b>(A) Requisite Knowledge.</b> Major incident policies and procedures, physical and geographic characteristics, demographics, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in writing and to organize a plan; familiarity with interagency planning and coordination.</p> <p><b>7.7 Health and Safety.</b> This duty involves administering a comprehensive risk management program, according to the following job performance requirements.</p>
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	<p><b>7.7.1</b> Maintain, develop, and provide leadership for a risk management program, given specific data, so that injuries and property damage accidents are reduced.</p> <p><b>(A) Requisite Knowledge.</b> Risk management concepts, retirement qualifications, occupational hazards analysis, and disability procedures, regulations, and laws.</p> <p><b>(B) Requisite Skills.</b> The ability to communicate orally and in writing, to analyze data, and to use evaluative methods</p>
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## Grading Embedded Rubric for Research Paper

Criteria	Excellent (5)	Very Good (4)	Good (3)	Needs work (2)	Inadequate (1)
Evaluate the practical elements of comprehensive community planning in a public growth management system.	Research paper demonstrates an outstanding comprehension of comprehensive planning in a growth management application	Research paper demonstrates very good comprehension of comprehensive planning in a growth management application	Research paper demonstrates good comprehension of comprehensive planning in a growth management application	Research paper demonstrates a comprehension of comprehensive planning in a growth management application	Research paper demonstrates little comprehension of comprehensive planning in a growth management application
Evaluate strategic planning techniques as applied to public issue decision-making.	Research paper reflects an outstanding understanding of strategic planning techniques as applied to public decision-making.	Research paper reflects a very good understanding of strategic planning techniques as applied to public decision-making.	Research paper reflects a good understanding of strategic planning techniques as applied to public decision-making.	Research paper reflects an understanding of strategic planning techniques as applied to public decision-making.	Research paper reflects very little understanding of strategic planning techniques as applied to public decision-making.

Analyze problems requiring strategic planning toward reasonable methods for solving organizational problems	Research paper demonstrated outstanding ability to analyze problems requiring strategic planning toward reasonable methods for solving organizational problems	Research paper demonstrated very good ability to analyze problems requiring strategic planning toward reasonable methods for solving organizational problems	Research paper demonstrated good ability to analyze problems requiring strategic planning toward reasonable methods for solving organizational problems	Research paper demonstrated some ability to analyze problems requiring strategic planning toward reasonable methods for solving organizational problems	Research paper demonstrated very little ability to analyze problems requiring strategic planning toward reasonable methods for solving organizational problems
Demonstrate the skills necessary to evaluate decisions regarding change management in the context of social equity.	Research paper reflects an outstanding application of the skills necessary to evaluate decisions regarding change management in the context of social equity.	Research paper reflects a very good application of the skills necessary to evaluate decisions regarding change management in the context of social equity	Research paper reflects a good application of the skills necessary to evaluate decisions regarding change management in the context of social equity	Research paper reflects limited application of the skills necessary to evaluate decisions regarding change management in the context of social equity	Research paper reflects very little ability to apply the skills necessary to evaluate decisions regarding change management in the context of social equity
Apply appropriate terminology, concepts, principles and analytic techniques used in change management and strategic planning.	Research paper demonstrates outstanding ability to apply appropriate terminology, concepts, principles and analytic techniques used in change management and strategic planning.	Research paper demonstrates very good ability to apply appropriate terminology, concepts, principles and analytic techniques used in change management and strategic planning	Research paper demonstrates good ability to apply appropriate terminology, concepts, principles and analytic techniques used in change management and strategic planning	Research paper demonstrates limited ability to apply appropriate terminology, concepts, principles and analytic techniques used in change management and strategic planning.	Research paper demonstrates little ability to apply appropriate terminology, concepts, principles and analytic techniques used in change management and strategic planning
Writing style and	The research paper is exceptionally well	The research paper is very well written	The research paper is well written exhibiting	The research paper demonstrates	The research paper does not demonstrate

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English grammar and usage, and application of APA style	written exhibiting flawless English grammar and usage plus excellent application of APA style	exhibiting excellent English grammar and usage plus excellent application of APA style	acceptable English grammar and usage and acceptable application of APA style	acceptable English grammar and usage and acceptable application of APA style	acceptable English grammar and usage nor acceptable application of APA style
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## Instructional Plan

The classic management function of planning will be reviewed in its state and local government contexts. Emphasis will be placed on planning for change management applications to social equity and on strategic planning in public decision making. **Requisite Knowledge.** Strategic planning, capital improvement planning and budgeting and facility planning. **Requisite Skills.** The ability to conduct a needs assessment plan, to effectively communicate in writing, and problem solving. With a focus on mission statement, plan of action, discussion on strategic planning, thinking, and acting.

### ASSIGNMENTS & CLASS SCHEDULE

**Papers:** Each student is required to produce a 3-5 page research paper on a topic of Strategic Planning. All writing assignments should be word processed in accordance with APA formatting requirements. Include your name, course name and date in the upper left corner. APA format requirements must be rigorously met. . On the due date papers are final and late papers will be docked ½ letter grade (example B to B-) for every day the paper is late. All papers will be submitted electronically to [Bill.yonce@myfloridacfo.com](mailto:Bill.yonce@myfloridacfo.com) by 17:00 on last day of the course

Day 1	Chapters 1,2,3	
Day 2	Chapters 4,5,6	Quiz 1
Day 3	Chapters 7,8,9	Quiz 2

Day 4                      Chapters 10,11              Quiz 3  
Day 4                      Chapter 12   Final Exam   Research Paper due

**Course Requirements by Assignment/Weight:**

Quiz One:	10 pts
Quiz Two:	10 pts
Quiz Three:	10 pts
Classroom Interaction	20 pts
Research paper	25 pts
<u>Final Exam:</u>	<u>25%</u>
<b>Total Points        :</b>	<b>100 pts</b>

## Research paper format

When writing research papers, the format you use will drive and direct your work product. The format will allow your academic work to be displayed, properly and accurately.

Abstract  
Introduction/ Problem Statement  
Review of literature  
Research Methodology  
Findings  
Recommendations  
Conclusion  
References