

**Justice Institute of British Columbia**  
**COURSE OUTLINE**

<b>Course Code:</b>	FSS235
<b>Course Title:</b>	Strategic Planning for the Fire Service
<b>Prerequisite Courses:</b>	FSS220 Managing Change in the Fire Service, FSS230 Essentials of Project Management in the Fire Service
<b>School:</b>	School of Public Safety & Security
<b>Division/Academy/Centre:</b>	Fire & Safety Division
<b>Previous Course Code &amp; Title:</b>	FSS335 Strategic Planning for the Fire Service
<b>Course First Offered:</b>	2011

<b># of Credits:</b>	<b>3.0</b>
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**Course Description:**

Learners will explore the principles and concepts of strategic planning in the fire service. They will assess the contexts in which strategic planning is conducted, analyze the elements of a strategic plan, and examine strategic planning processes and the relationships between strategic and operational planning. Learners will create and evaluate a strategic plan for an initiative they are working on by applying the related concepts and theories.

**Course Goal(s):** Learners will utilize strategic planning principles and processes to set organizational goals, identify organizational priorities, implement operational strategies to achieve those goals and develop performance indicators to measure the effectiveness of the plan.

**Learning Outcomes:**

Upon successful completion of this course, the learner will be able to:

1. Assess when and how strategic planning should be used to best the advantage in the fire service.
2. Explain and contrast operational and strategic planning functions.
3. Explain how roles and responsibilities associated with the strategic planning process should be allocated.
4. Conduct an environmental scan, and use the results of the scan to develop a list of critical strategic issues.
5. Evaluate alternative opportunities, and set strategic priorities.
6. Apply performance indicators to determine the effectiveness of the plan.
7. Create a strategic plan that is aligned with the organizational mission and philosophy of operations.
8. Present the strategic plan.
9. Implement the strategic plan.
10. Analyze the outcomes of a strategic plan and make recommendations for change.

**Course Topics/Content:**

- Introduction to Strategic Planning
- Essential Elements of a Strategic Plan
- Environmental Scans
- Strategic Analysis
- Organizational Change
- Strategic Management
- Planning
- Master Planning
- Evaluating the Outcomes of a Strategic Plan

**Text and Resource Materials:**

**Required:**

Wallace, M. (2006). *Fire Department Strategic Planning: Creating future excellence (2<sup>nd</sup> ed.)*. Tulsa, Oklahoma: PenWell Corporation.

Bryson, J. M. (2004). *Strategic planning for public and nonprofit organizations (3rd ed.)*. San Francisco, CA: Jossey-Bass.

**Recommended:**

**Course Level:**

	First Year	X	Second Year		Third Year		Fourth Year
	Graduate		Other (describe):				

**Equivalent Course(s) within the JIBC:**

**Class Delivery Methods:**

Delivery Methods	Class Option A (Hours)	Class Option B (Hours)	Class Option C (Hours)	Class Option D (Hours)
Classroom/Lecture/Discussion				
Simulation/Lab				
Practicum/Fieldwork				
Online	42			
Correspondence				
<b>Total Class Hours</b>	42			

**Comments on Delivery Methods:**

**Course Grading System:**

	Letter Grades	X	Percentage		Pass/Fail
	Complete/Incomplete		Attendance Only		

<b>Passing Grade:</b>	50%
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**Evaluation Activities and Weighting:**

Final Exam	%	Assignments	20%	Project	50%	Capstone Project	%
Midterm Exam	%	Portfolio	%	Participation	30%	Other	%
Quizzes/Test	%	Simulations	%	Practicum	%	TOTAL	100%

**Comments on Evaluation Activities and Weighting:**

**Other Course Guidelines, Procedures and Comments:**

View official versions of related JIBC academic regulations and student policies in the *JIBC Calendar* on the following pages of the JIBC website:

**Academic Regulations:**

<http://www.jibc.ca/programs-courses/jibc-calendar/academic-regulations>

Student Academic Integrity Policy  
 Academic Progression Policy  
 Admissions Policy  
 Academic Appeals Policy  
 Evaluation Policy  
 Grading Policy

**Student Policies:**

<http://www.jibc.ca/programs-courses/jibc-calendar/student-policies>

Access Policy  
 Harassment Policy – Students  
 Student Records Policy  
 Student Code of Conduct Policy

**JIBC Core Competencies**

The JIBC promotes the development of core and specialized competencies in its programs. Graduates of our programs will demonstrate high levels of competence in the following areas:

**Critical thinking**

Identify and examine issues and ideas; analyze and evaluate options in a variety of fields with differing assumptions, contents and methods.

**Communication, oral and written**

Demonstrate effective communication skills by selecting the appropriate style, language and form of communication suitable for different audiences and mediums.

**Leadership**

Inspire individuals and teams to reach their potential by embracing innovation through strategic thinking and shared responsibility.

**Independent learning**

Show initiative by acting independently in choosing effective, efficient and appropriate applied learning, research and problem solving strategies.

**Problem solving**

State problems clearly; effectively and efficiently evaluate alternative solutions; choose solutions that maximize positive and minimize negative outcomes.

**Interpersonal relations**

Know and manage oneself; recognize and acknowledge the needs and emotions of others including those with diverse backgrounds and capabilities.

**Inter-professional teamwork**

Understand and work productively within and between groups, respect others' perspectives and provide constructive feedback with special attention to inter-professional relationships.

**Information literacy**

Recognize and analyze the extent and nature of an information need; efficiently locate and retrieve information; evaluate it and its sources critically, and use information effectively and ethically.