

Councilor Robert Green
314 Olive Street
Cedar Falls, IA 50613
November 24, 2018

City Council Members
City of Cedar Falls
220 Clay Street
Cedar Falls, IA 50613

Subject: Referral for a Five-Year Strategic Plan for the Public Safety Services Department

Colleagues,

During the November 5th, 2018 City Council Meeting and our Council Goal Setting work session, I floated the idea of developing a Five-Year Strategic Plan for the Public Safety Services Department. At the December 3rd, 2018 Council Meeting, I intend to follow up with this referral:

“I move that staff prepare a proposal and timeline for creation of a Five-Year Public Safety Strategic Plan, to be adopted no later than December 2, 2019.”

The purpose of this strategic planning effort would be to:

1. *Identify the various existing departmental **strengths, weaknesses, opportunities, and threats** which necessitate operational and administrative changes within the Public Safety Department;*
2. *Articulate a **vision** for how the Public Safety Department will look in five years;*
3. *Express the **core values** which will be followed while working toward that vision;*
4. *Develop overarching **goals, long-range objectives, mid-range strategies, and short-term actions** which will be (or are already being) carried out to achieve this vision;*
5. *List specific **performance metrics** which will enable stakeholders gauge progress;*
6. *Publish a council-approved **Strategic Plan** in publicly-accessible language for transparency and accountability to our stakeholders (residents, staff, interagency partners, and others).*

As a model, Olympia, WA created a police strategic plan (bit.ly/olympiapdstratplan) showing the level of detail I which believe would be appropriate for our needs. At 28 pages, it serves as an excellent communication and accountability tool. Rogers, AR has another good example for their fire department, at 32 pages (bit.ly/rogersarstratplan). As these documents show, a Strategic Plan isn't a full accounting of all operations, staffing, and funding; instead, it focuses on a few major areas of change. I believe a similar plan would be a vital tool for our community, stakeholders, and first responders, and hope you will agree.

Very respectfully,



Robert Green
Cedar Falls City Council (At Large)

Cc: Mayor James Brown, Administrator Ron Gaines, Jacque Danielsen (City Clerk)