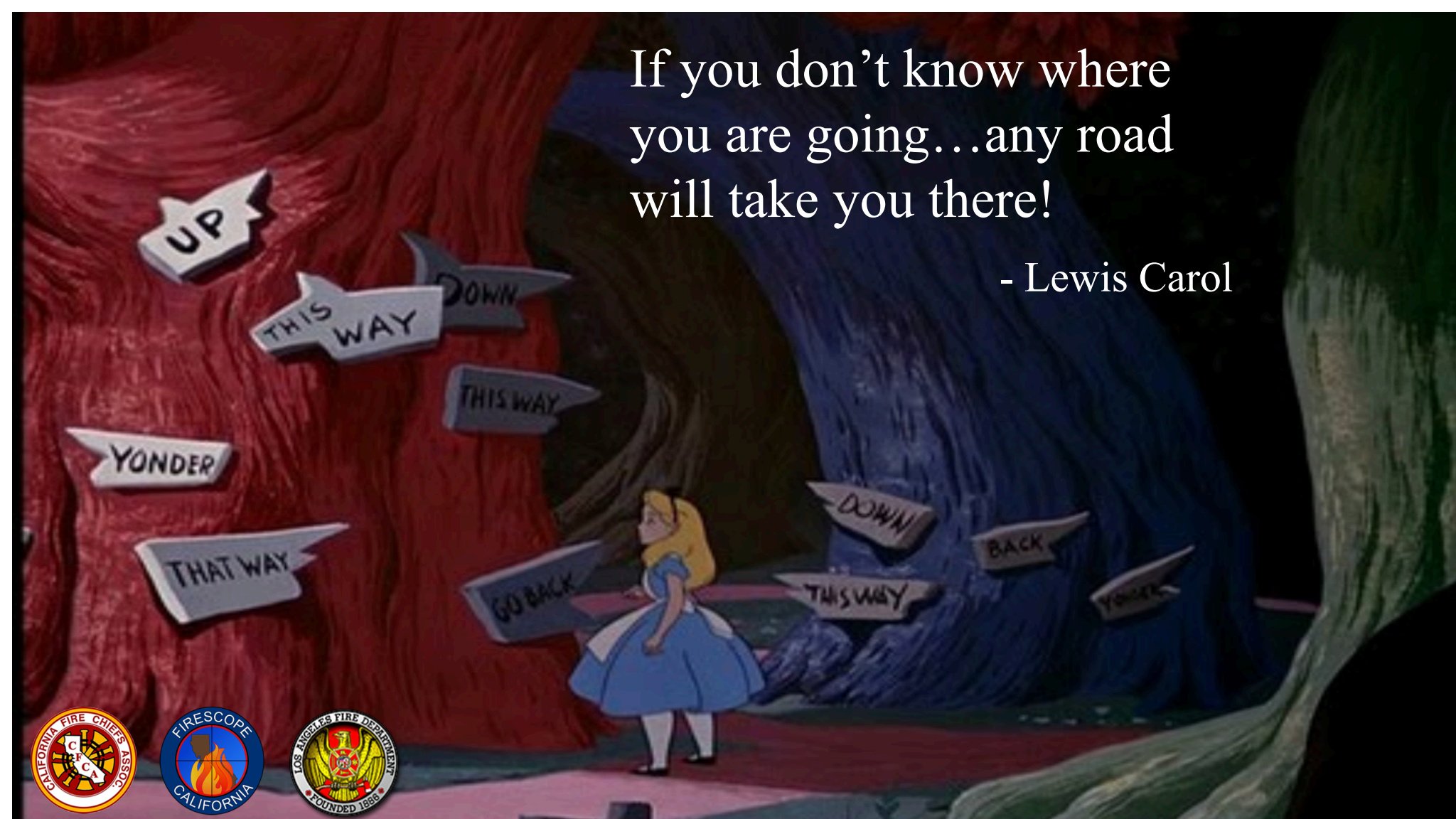


If you don't know where
you are going...any road
will take you there!

- Lewis Carol





What's Your Plan?

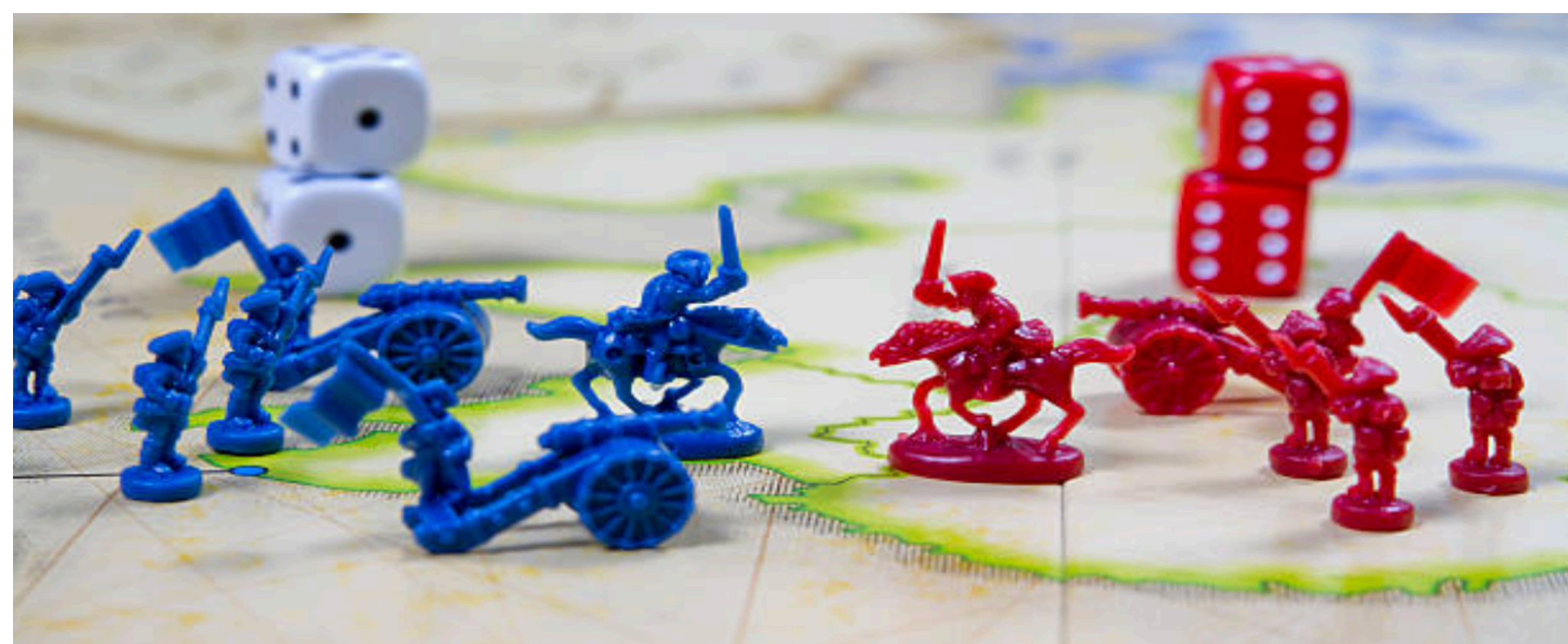
An IT Strategic Planning Primer

Fire Operations Technology Summit January 2020
CalChiefs and Firescope

Presented By:
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Why plan?

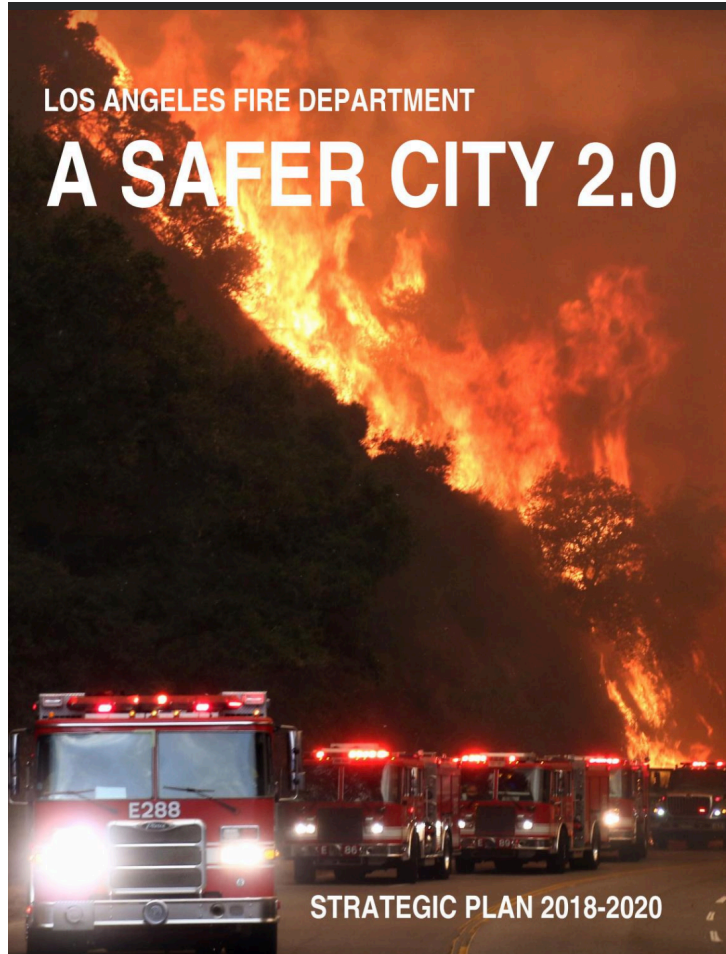




The **IT Strategic Plan** helps to prioritize resources and defines how technology helps your organization win!



It all starts here...



<https://www.lafd.org/about/about-lafd/strategic-plan>



LOS ANGELES FIRE DEPARTMENT
STRATEGIC PLAN
2018-2020

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Set the business context...



Operational Excellence

Use technology to enhance the LAFD's tactical advantage and ability to respond, such as to improve response times and situational awareness.



Operational Resilience

Use technology to enhance the LAFD's ability to respond to major emergencies and operate under degraded conditions.



Operational Insights

Use technology to enhance the LAFD's ability to gain insight and understanding of operational performance, trends and future needs.



Operational Efficiency

Use technology to ensure the LAFD is running efficiently by eliminating waste and redundancy in administration and record keeping.



Technical Excellence

To continuously provide advanced technologies in a responsive manner that can adapt easily to changing needs and future innovations.

Take stock...



Technology **gaps** are delaying progress on LAFD goals

Critical technologies are **aging** and increasingly difficult to maintain

Many projects are **not aligned** with LAFD strategic objectives

Technology is not meeting LAFD's expectations

IT is **not considered a strategic partner** in the success of LAFD

IT services are **fragmented** with little accountability

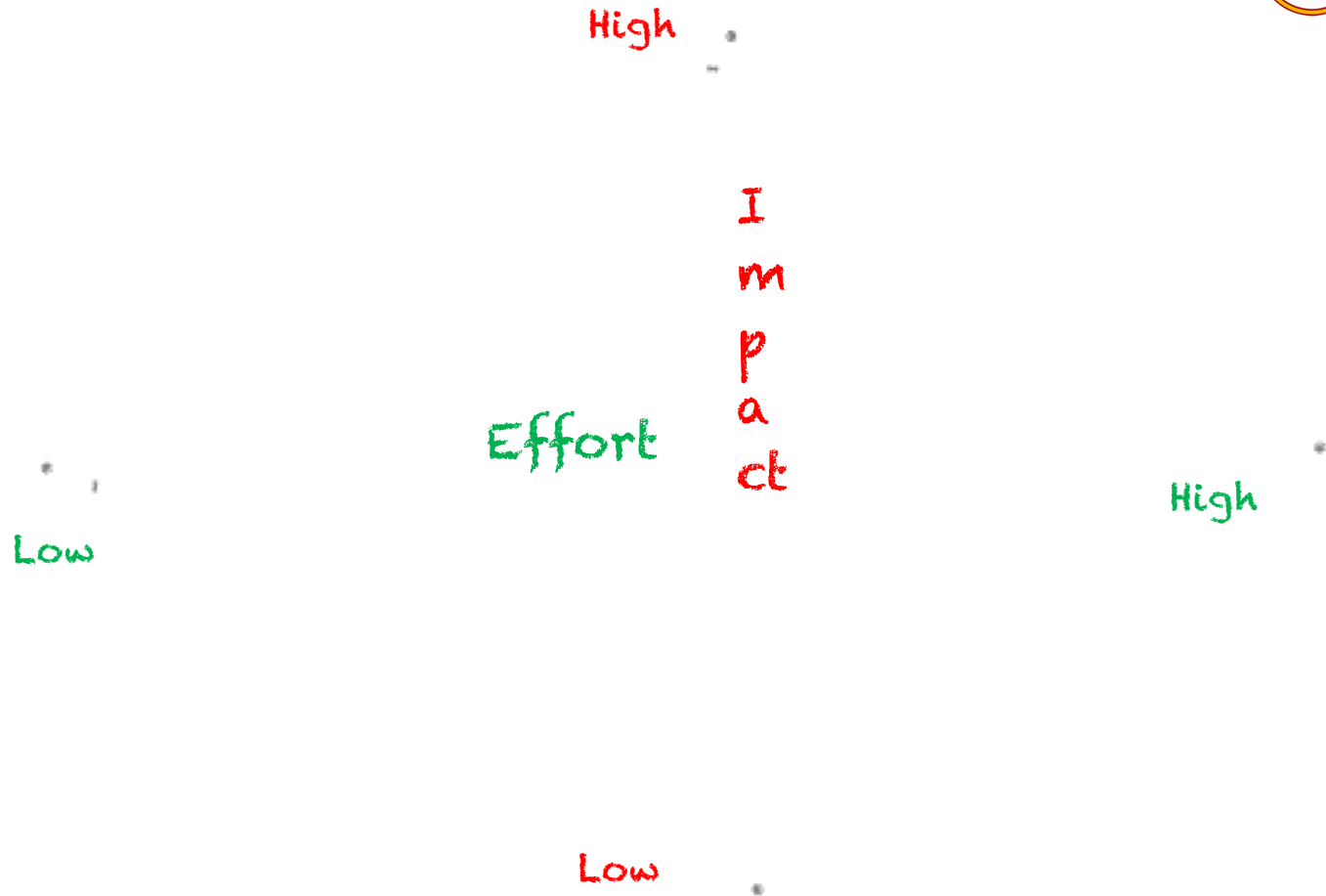
Technology **decisions** are often **made by non-IT professionals** with little IT experience

Ask questions...

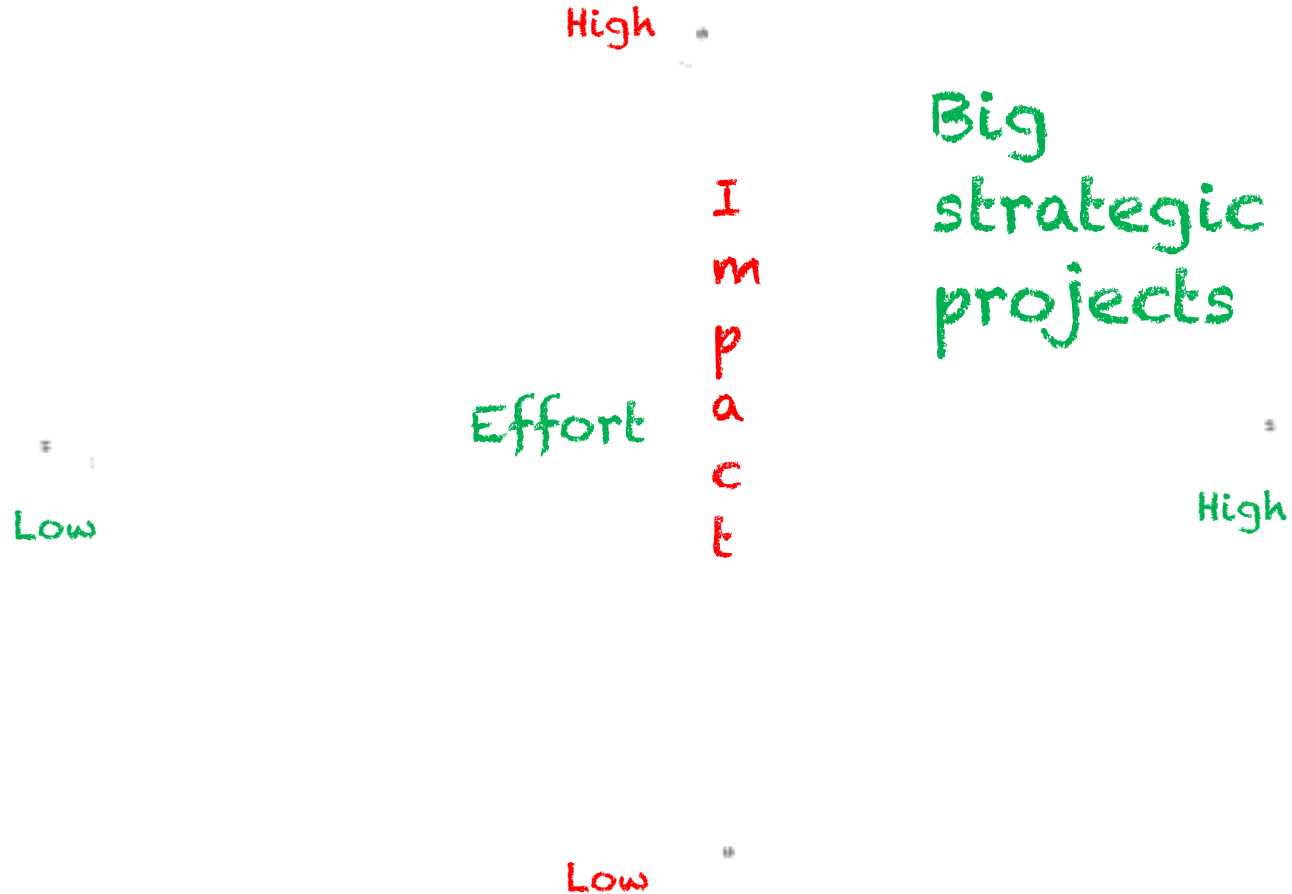


- What problem are we trying to solve?
- How does this help us meet our strategic objectives?
- How will we know when we are done?
- What are we willing **not** to do, if we do this?

Set priorities...



Set priorities...



Set priorities...



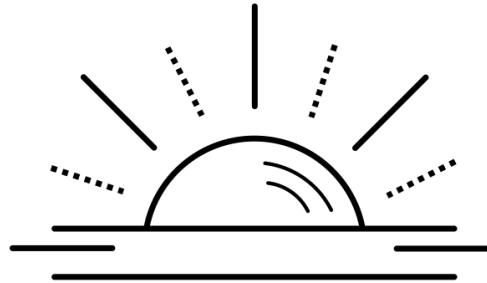
Set priorities...



Set priorities...



Make a plan...

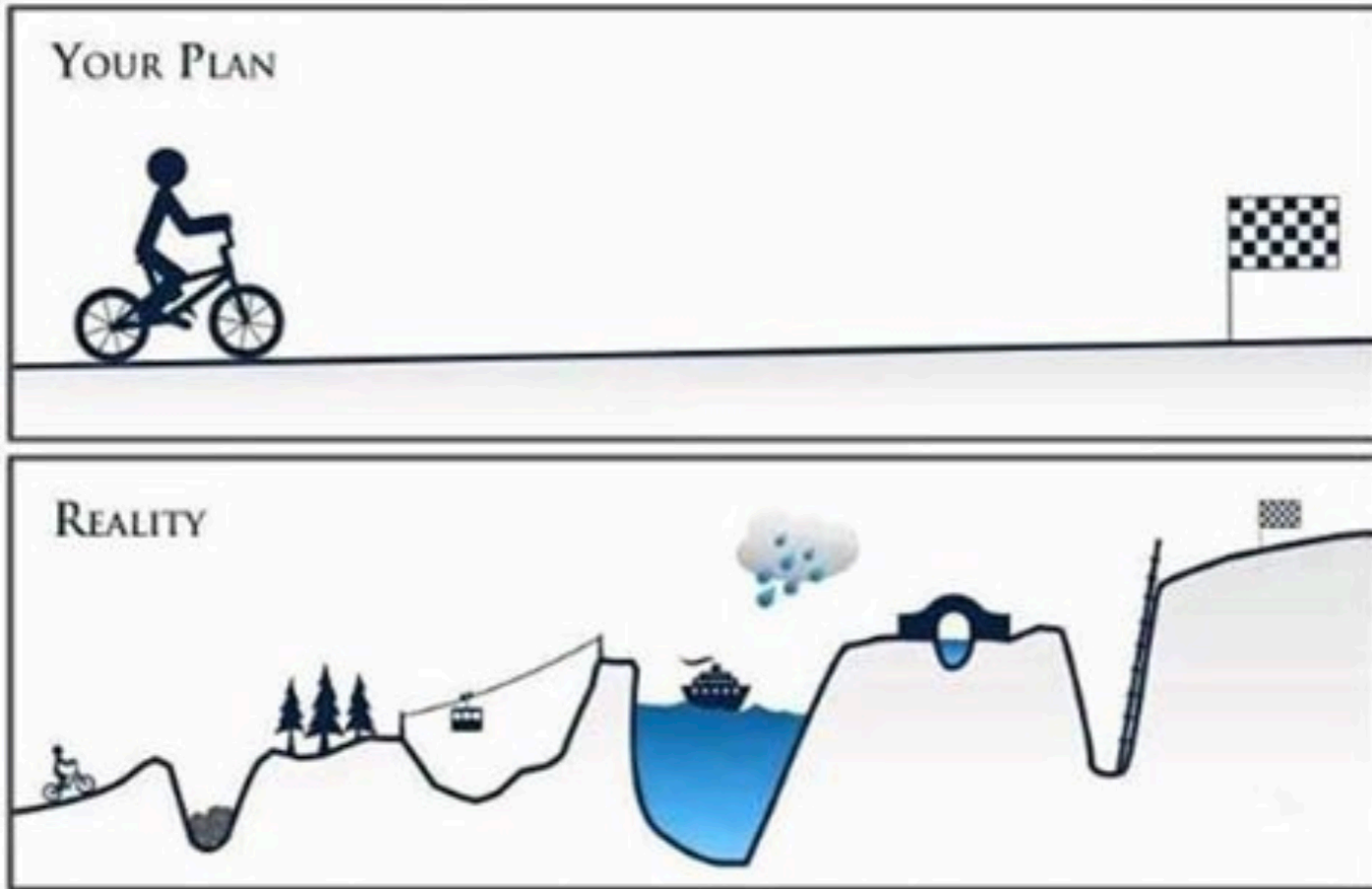


LAFD Top 10 IT Initiatives 2016–2017	
1	Enhance IT Service Delivery Create a responsive and agile IT organization by establishing governance and organizing and developing personnel so that IT can continuously deliver advanced, transformative technologies to the LAFD.
2	Enhance Reporting and Analytics Capabilities Create reporting and analytic capability by consolidating data, improving data governance and implementing new tools for performance visualization and decision making, with self-service capabilities for operational units.
3	Enhance Emergency Response Systems Enhance CAD and related emergency response systems to improve resource management and utilization using modern technology such as AVL, mapping and real-time operational analytics.
4	Enhance Dispatch Continuity of Operations and Communications Technology Enhance critical systems resilience and business continuity capabilities by upgrading OCD, E911 phone system and remote dispatch capabilities.
5	Replace Fire Station Alerting System Upgrade the fire station alerting systems and station network infrastructure including the wide, local and wireless networks.
6	Replace Fire Inspection and Prevention Systems Modernize LAFD's fire inspection systems by replacing the many separate, disparate systems with a single integrated system delivering operational efficiencies, remote access capabilities, and enhancing first responders' situational awareness.
7	Enhance and Replace Workforce Management Systems Modernize the LAFD's human capital management capabilities including recruitment, hiring, training, staffing, scheduling, risk, injury and compliance.
8	Enhance or Replace LAFD Voice Radio System Upgrade LAFD's voice radio infrastructure with reliable, modern systems while maintaining LAFD's robust capabilities, coverage and high-availability.
9	Enhance or Replace Fleet and Asset Management Systems Enhance LAFD's ability to effectively manage its fleet and supply inventory using a combination and integration of LA City and LAFD systems.
10	Modernize Application and Technology Infrastructure Enhance foundational systems and infrastructure in order to support growing technology demand including mobile, security, cloud and desktop.

Do the right things at the right time

Initiative Goal	Desired End State	Benefits				
Create a responsive and agile IT organization by establishing governance and organizing and developing personnel so that IT can continuously deliver advanced, transformative technologies to the LAFD.	A well functioning IT organization that is continuously delivering high-value technology innovation to the LAFD.	<ul style="list-style-type: none"> Consistent and reliable IT service delivery Agile and adaptable IT service delivery On-time, on-budget IT service delivery 				
Business Owner		IT Owner				
CIO		CIO				
Projects or Milestones	Expected Outcome	Estimated Start	Estimated Duration	Estimated Cost*	Estimated Staff	
Establish IT Governance	A working process for IT project prioritization and oversight.	10/2016	3 mos	\$0	.5 FTE	
Create new IT Org structure	A hired CIO who establishes and reorganizes IT roles and responsibilities.	10/2016	6 mos	\$0	.5 FTE	
Create IT Service Catalog	Established service delivery standards, tracking and metrics.	10/2016	6 mos	\$0	.5 FTE	
Create Agile Workforce	Established software development standards, tracking and metrics.	1/2017	9 mos	\$0	.5 FTE	
Create Project Standards	Established project delivery standards, tracking and metrics.	1/2017	6 mos	\$0	.5 FTE	
LAFD Strategic Plan Goal Alignment		Strategic Imperative Alignment				
<ul style="list-style-type: none"> Implement and Capitalize on Advanced Technologies Enhance Qualities of Leadership, Management and Project Delivery Recruit, Develop and Retain a Professional and Diverse Workforce 		<ul style="list-style-type: none"> Operational Excellence Operational Efficiency Technical Excellence 				

Measure & course correct...



**No battle plan survives contact with the
enemy** - Helmuth von Moltke





Q&A

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Special thanks to:
Ralph M. Terrazas, Fire Chief
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