

# South Bay Regional Public Safety Training

*A Consortium of Community Colleges*



## 2024 Strategic Plan

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## Background Context

South Bay Regional Public Safety Training Academy operates through a consortium of eight (8) California community colleges structured as a Joint Powers Authority (seven (7) in the Bay Area and one (1) in Lake Tahoe Community College District). Created through a California Community College Chancellor's Office grant in 1994, the Consortium has been serving public safety students and industry partners regionally for over 24 years. The Consortium programs include basic and advanced course delivery for Law Enforcement, Fire Services, Emergency Medical Services, and Dispatch Services.

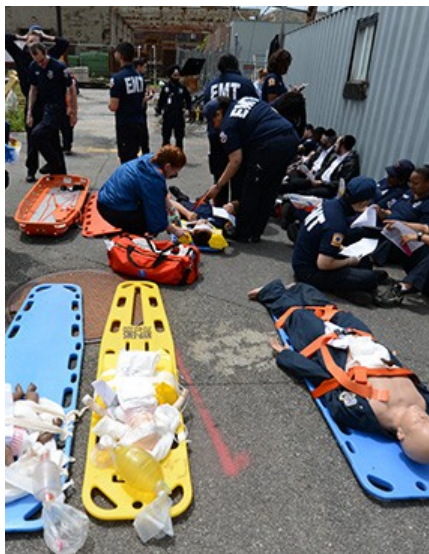
Regular strategic planning (and successful plan implementation) are critical in order to remain agile, respond to changes in the higher education and public safety landscapes, and ensure broader community needs are met. This plan was constructed to address short and long-term needs and challenges identified as of calendar year 2024. Although not all factors with potential impact on the plan can be controlled or predicted by the Consortium or its member colleges, the strategic plan was developed with appropriate fluidity, so that it can be adjusted to respond to changing political, regulatory and financial climates. While reflecting the Consortium's unique organizational structure, the Strategic Plan is firmly rooted in the Academy's mission to educate and train public safety professionals long into the future.

The goals and strategies identified within this Strategic Plan will act as the guiding principles for making many decisions in the coming years specific to personnel, programs, facilities, and finances. The strategic plan is organized into six *Strategic Goals* and that represent the priority initiatives identified through the process: Communication, Facilities and Equipment, Finances and Funding, Investing in Staff, Organizational/Structural Model of the Consortium, and Partnerships. The success of this Strategic Plan will require a collective effort on the part of all Consortium member colleges and Academy staff.

## Academy Mission and Vision

### Mission Statement

The Academy's mission is to meet the educational and training needs of public safety students within the areas represented by the participating community college districts. The mission will be accomplished in an effective and efficient manner to ensure the highest quality training for current and aspiring public safety professionals.



### Vision Statement

Striving to be the model program for community college Regional Joint Ventures while serving the needs of public safety students, and industry and community partners.

## Strategic Planning Process Summary

The President of the Academy initiated a strategic planning process in January 2024. To ensure that the resulting strategic plan was comprehensive, mission-focused, and reflective of the needs of multiple stakeholder groups, the President worked with an independent educational consultant (Dr. Catherine Webb) to conduct a series of in-person and asynchronous planning activities with Academy staff, JPA Board members, and other interested parties.

In May 2024, Academy personnel were surveyed regarding the internal and external environmental factors likely to affect the Academy over the next five years. At a half-day staff retreat in late May 2024, Academy staff leaders met to discuss the themes emerging from the survey and conduct a facilitated Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis. Results of the analysis were used to generate ideas about the organization's short and long-term needs, from the perspective of Academy staff.

Six broad strategic areas emerged from the SWOT analysis as areas of need or opportunity that should be considered when setting strategic goals for the next three-to-five year period: Communication, Facilities and Equipment, Finances and Funding, Investing in Staff, Organizational Structure, and Partnerships. In August 2024, the President solicited input from JPA Board members regarding these six broad strategic areas through an online questionnaire. Board members were asked to rank the six areas in order of importance and provide their perspectives on each individual area through a set of reflective questions.

Responses to the online questionnaire were synthesized into rough statements, which JPA Board and the Academy's leadership team then used as a starting point for discussion at an in-person facilitated retreat on Sept 19, 2024. The mission-centered goals contained within this Strategic Plan emerged from the discussion and collaborative activities at the retreat. After the retreat, the President and consultant collaborated on light edits for clarity and consistency in structure and formatting. The resulting Strategic Goals are presented below, beginning on page 6.

## Key Strategic Areas Addressed by the Plan

Six broad categories emerged from the facilitated discussion of Strengths, Weaknesses, Opportunities, and Threats (SWOT) conducted by Academy staff in May 2024. These categories were used as a starting point for discussion of strategic goals with the JPA Board and Academy leadership team.

### Communication

- Communicating what the consortium is/does to internal and external audiences (weakness, threat)
- Internal silos (weakness)

### Facilities and Equipment

- Age of existing equipment and technology (weakness)
- Limitations of existing facilities w/r/t EVOG, firetower, etc. (weakness)

### Finances and Funding

- Shrinking revenue (weakness)
- Funding model / funding levels (threat)
- Current financial planning practices (weakness)

### Investing in Staff

- Skills and dedication of current team of staff (strength)
- Staff recruitment and retention (weakness)
- “Shallow bench” of current staffing levels (weakness)

### Organizational/Structural Model

- Current JPA model (threat, opportunity)
- Consistency and clarity of operating procedures (weakness)
- Ability to integrate varying college procedures into local processes (weakness)

### Partnerships

- Emerging and underserved markets (opportunity)
- Agency interest in/support for the Academy (opportunity)
- Internal partnerships with college personnel (weakness, opportunity)

# Strategic Goals & Strategies

## Goal 1: Finances and Funding

**Revisit and strengthen financial practices to ensure a fiscally sustainable consortium.**

*To meet this goal:*

- Prior to the adoption of the FY 25-26 budget, the Board will agree upon floor and target reserve percentages and adopt a plan to achieve the target percentage.
- Beginning with the FY 25-26 budget development cycle, the Academy will use results of the annual equipment needs assessment (see goal #2) to target funding set asides and sink funds where appropriate to balance fiscal and equipment priorities.
- Prior to the adoption of the FY 26-27 budget, the Board will revisit the funding model to address equipment needs, respond to the role of certificates and program completion in revenue sharing, and better reflect current needs and practices.
- Academy staff will explore additional partnerships and alternative funding streams through direct trainings that do not qualify FTES or in excess of available FTES limits (e.g., fee-based).
- The Board will review (and if necessary, renegotiate) existing facilities lease agreements to ensure market alignment, consistency and fairness across member colleges, and practices that will enable long-term fiscal health of the consortium. (See also Facilities goals.)

## Goal 2: Facilities & Equipment

**Provide a learning environment that meets students' educational needs and supports sustained attainment of stated program outcomes.**

*To meet this goal:*

- Beginning in FY 25-26, Academy staff will complete/update an annual equipment needs assessment (documenting met/unmet needs and anticipating future needs) to inform budget development and long-term program planning.
- By November 2025, the Board and Academy staff will establish a new structure/model for equitable and fiscally sustainable facilities lease/use agreements that addresses current and anticipated future needs.

## Goal 3: Partnerships

**Strengthen and leverage external and internal partnerships to expand resources and capacity.**

*To meet this goal:*

- Academy staff and consortium representatives will develop and implement a consistent process to solicit input and feedback from public & private agencies, businesses, and other relevant external partners to learn about and monitor the Academy's effectiveness at meeting their needs.
- Beginning in FY 25-26, Academy staff will report an analysis of external partner input/feedback to the board on an annual basis to support discussions about how external partnerships can potentially augment or diversify resources.
- By FY 26-27, Academy staff and consortium representatives will establish Academy/college workgroups to increase and strengthen collaboration in the following areas:
  - A&R
  - HR
  - Curriculum
  - Outreach/Recruitment
  - Student Services (counseling, support, discipline)

Workgroups will include representatives from each member college, and will establish and maintain regular meeting and reporting schedules.

## Goal 4: Communication

**Strengthen and improve communication and understanding between consortium and its internal (i.e., Academy staff, member colleges) and external communities (i.e., agencies, partners, local organizations) in the Academy's service area.**

*To meet this goal:*

- By FY 26-27, the consortium will clarify the Mission and Purpose of the consortium and responsibilities of colleges/consortium members in an updated consortium handbook.
- By FY 26-27, the consortium will assess and redefine its brand through the lens of its multiple communities (e.g., agencies, students, colleges across distinct geographic areas) so that it can better tell the story of the consortium and its students, highlighting the impact of consortium students on college communities across the region at large.



## Goal 5: Investing in Staff

**Recruit, retain, and support experienced faculty and staff to ensure sustained educational and operational effectiveness.**

*To meet this goal:*

- Beginning in June 2025 and continuing on an ongoing basis, Academy staff will leverage internal partnerships with college HR departments (see Goal 3) to assist with recruitment efforts.
- Before the development of the FY 25-26 budget, Academy leadership and the board will identify and allocate resources to conduct a staffing/structure/compensation study containing recommendations to inform future budget development/allocation.
- By September 2025, Academy staff will develop and implement a plan to incentivize employee training and professional development.

## Goal 6: Organizational/Structural Model for the Consortium

**Review, clarify, and document the structure of the consortium to ensure consistent understanding, effective communication, and equitable resource sharing among member colleges.**

*To meet this goal:*

- Before the development of the FY 26-27 budget, the consortium will review and assess its current structure, recommending improvements if warranted.
- Before the development of the FY 26-27 budget, the consortium will document its operational and organizational structure in an updated Handbook that clarifies goals of the consortium and responsibilities of member colleges. (See Goal 4)
- Before the development of the FY 26-27 budget, the consortium will develop guidelines for sharing joint resources.

## Implementation Assumptions

Due to the interconnected nature of the goals and tasks required to meet them, it will be critical to plan carefully for implementation of the strategic plan.

Implementation plans for each goal will be tracked in a separate implementation document consisting of a grid for each goal, as follows:

Goal #:

Task		Dependencies	Task Lead	Key Personnel	Resource Needs	Target Date
a.	List the tasks supporting this goal (one task per row).	Note any tasks that must be completed before beginning this one – i.e., 2a, 5b, etc. Also note any identical or closely related tasks.	Identify the person (by role) that will be accountable for this task. This will likely include coordinating the implementation, tracking progress, etc.	List personnel (including any personnel from member colleges) who will be involved in and/or critical to completing this task.	E.g., funding, time, facilities or meeting space, supplies or equipment, and secondary personnel. Be as specific as possible – i.e., rather than saying “time” or “funding,” estimate the amount that will be required.	List the date by which the task should be completed.

This grid makes the following assumptions:

1. Many tasks across the Strategic Plan support the completion of more than one goal
2. Several tasks are dependent on each other and must be done in a specific order
3. Each task has a single point person for reporting and accountability purposes, but implementation will likely require a team (or in some cases, teams) drawn from the Academy and member colleges.

The implementation plan will help the Academy leadership remain agile as it implements complex and interconnected tasks. For example, the column for dependencies will assist the team in establishing and/or adjusting timelines if and when needed.

The implementation plan can also serve as a departure point for progress monitoring. Regular progress discussions within the Academy leadership team, as well as from the President to the JPA Board, will help the team remain accountable to the plan and celebrate small wins along the way. Regular progress reports will also provide a mechanism for discussing resource needs or unforeseen obstacles associated with task implementation.