

CITY OF COMPTON

ENGINEERING OUR FUTURE

Strategic Plan Overview



May 2025



City of Compton Goals & Strategies

GOAL 1 PREVENTING INJURY AND ILLNESS

Care for each member of the workforce and ensure that they go home safe and healthy at the end of their shift by proactively preventing work-related injuries, accidents and illnesses.

Strategy Statements

- 1.1 Provide quality care to our workforce when they have become ill or been injured and facilitate their return as a healthy and productive member of our organization.
- 1.2 Identify the causal factors resulting in workplace illness and injury.
- 1.3 Develop injury and illness prevention programs and practices based on causal factors.
- 1.4 Implement injury and illness prevention and protection programs and practices.
- 1.5 Develop tools to measure the effectiveness of injury and illness prevention programs.



GOAL 2 DELIVERING EXEMPLARY EMERGENCY SERVICES

Deliver caring, customer-focused emergency services to the public and identify organization-wide opportunities to better support the emergency responders who deliver them.

Strategy Statements

- 2.1 Develop and implement programs resulting in employee understanding that the future success of our city is based on exemplary customer service.
- 2.2 Consistently analyze, evaluate and improve community care.
- 2.3 Develop strategies “above and beyond” the norm to promote and improve the services we provide, resulting in our city becoming a leading community.
- 2.4 Capture “best practices” and “lessons learned” to foster positive change in our organizational culture.
- 2.5 Celebrate and recognize employees who deliver outstanding customer service.
- 2.6 Develop and implement processes to measure and evaluate our effectiveness in providing exemplary, caring services to our residents.
- 2.7 Develop technical training programs that prepare, plan and maintain employee competencies when delivering customer service.



GOAL 3 INNOVATING NEW DELIVERY SYSTEMS

Develop innovative strategies to deliver exceptional and competitive public safety services and products.

Strategy Statements

- 3.1 Analyze emerging demographics and research public safety service trends to identify opportunities for competitive service and product innovations.
- 3.2 Identify and develop the products and services our residents will want and need in the next 5 – 10 years.
- 3.3 Develop tools to measure the effectiveness of new programs.
- 3.4 Identify, develop and promote our city's competitive advantage through cost effectiveness, quality and customer service; this will be driven by Strategies 3.2 and 3.5
- 3.5 Develop efficient, cost-effective, data-driven methods, models, and strategies for deploying and responding to public safety services.
- 3.6 Engineer innovative programs that uphold our city as our community's best option for creative public safety services.



GOAL 4 FOSTERING WORKFORCE EXCELLENCE

Create and foster an organizational culture of mutual trust and teamwork that results in a high performing and diverse workforce where personal strengths are recognized and individual differences are respected.

Strategy Statements

- 4.1 Create and foster trust in each other by implementing excellent, transparent, two-way communication and fairness in developing and applying policy and procedures.
- 4.2 Develop and promote programs that exemplify the key characteristics of an effective team, which includes caring, mutual respect, transparent communication, pride, mentoring others, rewarding good performance and collective responsibility.
- 4.3 Increase our Departments' diverse pool of excellent candidates reflecting the communities we serve.
- 4.4 Incorporate ongoing diversity education to all personnel to increase employee awareness of the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect.
- 4.5 Appreciate and recognize the cultural strengths of our workforce to collectively improve team dynamics and trust in our diverse environment.
- 4.6 Enhance sensitivity to differences through Department-wide initiatives.



GOAL 5 FINANCIAL STABILITY & ACCOUNTABILITY

Establish revenue and expenditure strategies and accountability processes, as good stewards of public resources, in order to meet current and future financial obligations.

Strategy Statements

- 5.1 Develop a financial strategic plan that integrates innovative delivery strategies, future service expansion and infrastructure replacement needs.
- 5.2 Strengthen existing revenue streams and develop innovative strategies for new revenue.
- 5.3 Enhance fiscal accountability by developing and implementing effective training tools and fiscal management systems.
- 5.4 Develop programs with input from all Department members that emphasize the importance of fiscal responsibility to ensure cost-effective service delivery.



GOAL 6 DEVELOPING THE LEADER IN EACH EMPLOYEE

Maintain a responsible and effective workforce that provides accountability at all levels of the organization.

Strategy Statements

- 6.1 Achieve a high performing workforce by developing a performance management system that includes position-based expectations which are linked to performance rating standards.
- 6.2 Develop and implement a Professional Development Institute that provides a scope and sequence of training and competencies for each level within the organization.
- 6.3 Develop and promote employee performance programs that exemplify the key characteristics of an effective leader, which includes caring, mutual respect, transparent communication, pride, mentoring others, rewarding good performance and collective responsibility.
- 6.4 Develop competency-based training with a focus on emphasizing the critical importance of individual accountability and skills for mastering each employee's craft.
- 6.5 Enhance the Appraisal of Promotability process for capturing proper knowledge, skills and abilities required to perform at the higher level.



GOAL 7 STRENGTHENING OUR INFRASTRUCTURE

Strengthen the fundamental facilities and systems serving the Department to meet evolving service delivery demands.

Strategy Statements

- 7.1 Refine and improve procurement processes to support our services in a timely and effective manner.
- 7.2 Improve Department work sites by making appropriate adjustments to areas regarding privacy and access.
- 7.3 Develop, implement and maintain technological infrastructure.
- 7.4 Develop and maintain an effective and efficient construction and maintenance workforce to meet the ever-growing needs of the Department's infrastructure maintenance.
- 7.5 Using innovative strategies, assess, evaluate and maintain Department facilities to provide a safe, efficient, functional and compliant workplace.
- 7.6 Develop, procure and maintain a fleet of vehicles that meets the needs of the organization for the next 20 years. This plan should incorporate projected evolution of our service and innovations in apparatus and fleet operations.
- 7.7 Develop a long-term strategy to construct sustainable fire stations/facilities to meet the dynamic needs of the workforce and the community.
- 7.8 Refine selection guidelines for site acquisition that incorporates a distribution strategy to enhance service delivery.



GOAL 8 AUTOMATING OUR SYSTEMS

Continually research, analyze, build and integrate robust technology systems to support business and emergency operations.

Strategy Statements

- 8.1 Establish and implement a governance structure that will review, approve, prioritize and support current and future innovative Information Technology solutions.
- 8.2 Continually analyze Information Technology best practices and collaboratively identify solutions with stakeholders to meet current and future needs of our Department.
- 8.3 Build, develop and maintain a cutting-edge Information Technology workforce to support the growing information technology demands of the organization.
- 8.4 Continually solicit input from customers regarding emerging needs.
- 8.5 Proactively represent our Department's needs and interests from conception to execution regarding Region-wide Information Technology system mandates.
- 8.6 Raise workforce technology aptitude to support our Department's technology usage.



GOAL 9 CONTAINING RISK

Develop an exemplary risk management strategy that embraces safety, identifies risks and integrates policies, best practices and risk prevention into every job every day.

Strategy Statements

- 9.1 Develop a dynamic Risk Profile that identifies each organizational risk and the frequency and severity of each risk.
- 9.2 Using our Department's Risk Profile, analyze and prioritize each risk based on the potential impact on the employee and the organization.
- 9.3 Develop and implement measurable mitigation strategies for each risk based on policies, training, changing practices and communication.
- 9.4 Monitor to ensure compliance and evaluate the effectiveness of risk strategies.
- 9.5 Create a risk prevention culture using active leadership and individual accountability.



GOAL 10 MITIGATING DISASTER

Continually prepare the organization and its partners to mitigate catastrophic emergencies by utilizing disaster planning principles of prevention, preparedness, response and recovery.

Strategy Statements

- 10.1 Develop the infrastructure, equipment, processes and staffing models to implement strategically located Area Command Centers that will manage the response functions within the identified area in the event of a major or catastrophic emergency.
- 10.2 Evaluate Department capabilities against estimated needs (gap analysis) for various natural and human-caused disaster scenarios and develop strategies to manage the difference.
- 10.3 Review current business continuity plan and revise to include provisions for supporting the needs of employees' families and sustainment needs for all personnel.
- 10.4 Establish partnerships with our communities to prepare them for their specific roles during disaster prevention, preparedness, response and recovery.
- 10.5 Work with regional partners to develop a regional catastrophic MCI plan adaptable to all natural and human-caused disasters.
- 10.6 Expand use of social media to effectively communicate with our communities during all phases of a disaster.



GOAL 11 PREPARING AND ENGAGING OUR CITIZENS

Serve the community in new and engaging ways by creating customer service initiatives, life-enriching preparedness programs and strategic community relations.

Strategy Statements

- 11.1 Establish a strategic stakeholder team that will provide vision, direction and support for innovative customer service.
- 11.2 Enhance our community relations culture to inspire our operations personnel to engage with citizens in their local communities.
- 11.3 Evaluate current community outreach, education and preparedness programs for effectiveness and value.
- 11.4 Engineer innovative outreach programs that establish our Department as our community's best option for exemplary education, preparedness and public safety programs.



GOAL 12 COMMUNICATING OUR VALUE

Promote the organization's goals and programs through communications that create, strengthen and preserve favorable public opinion.

Strategy Statements

- 12.1 Establish a strategic stakeholder team that will shape and preserve favorable public opinion utilizing strategic internal and external communications.
- 12.2 Develop a strategic marketing plan which communicates the organization's value cost effectiveness, quality products and services and innovative public safety solutions.
- 12.3 Implement a strategic communications plan which identifies methods, content, delivery systems and measurements of success.