



SAN MIGUEL



FIRE & RESCUE

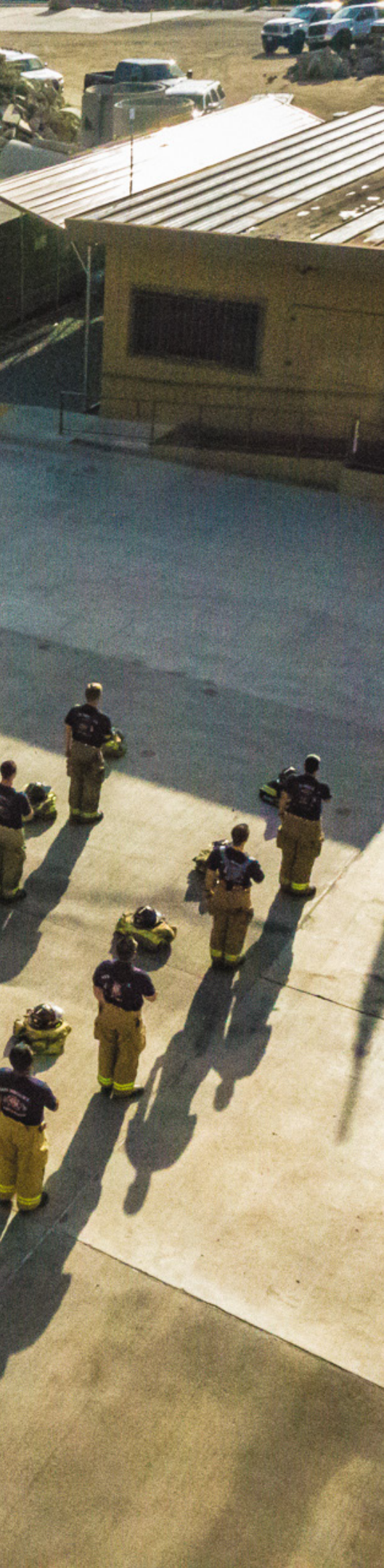
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**STRATEGIC  
PLAN**

**FISCAL YEARS**

**2021-2023**





# SAN MIGUEL FIRE & RESCUE

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## STRATEGIC PLAN

FISCAL YEARS  
2021–2023

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# A MESSAGE FROM SAN MIGUEL FIRE & RESCUE LEADERSHIP

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On behalf of all the dedicated men and women of San Miguel Fire & Rescue, our communities and co-operators, we present our Strategic Plan for 2021–2023, which will set our course for the future. With the encouragement and support of our Board of Directors, this plan was developed by a diverse team representing every section and all levels of our department. Our plan provides the mutually agreed upon direction to face the ever-increasing challenges of our all-risk missions and provide “Service Beyond Expectations” to the communities we serve.

***In just three years since returning to a standalone fire district, we have made great strides developing policies, procedures, and training standards.***

We have also impressed upon our team members an esprit de corps and common goal to be the best we can be. San Miguel Fire & Rescue’s Strategic Plan will be a living document that embraces our past and forges specific goals and objectives to efficiently strive for continuous mission-focused service toward the future.

Although the words contained in this plan were written from our heart, it will take a commitment from our directors, staff, and every team member to remain vigilant and focused, as well as seeking opportunities to more effectively serve our communities. Together we can move forward in a steady, sustainable manner while staying true to the vision set forth within our organization’s goals and objectives.

The engine that drives San Miguel Fire & Rescue is our team. It’s a very special team, and one we call family. Every team member has embraced the opportunity to provide input into the production of our strategic plan, and they’re encouraged to lean into our goals and objectives to provide—in their words—Service Beyond Expectations. Our team—our family—is excited to present the San Miguel Strategic Plan for 2021–2023.



CRISS BRAINARD, FIRE CHIEF  
*San Miguel Fire & Rescue*



ANDY LAWLER, PRESIDENT  
*Chief Officer's Association*



JACK GROGGER, PRESIDENT  
*IAFF Local 1434*

# ORGANIZATIONAL HISTORY

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San Miguel Consolidated Fire Protection District is, with 8 stations, one of the largest fire districts in San Diego County. The District was formed on July 1, 1988, through a merger of the Spring Valley and Grossmont/Mt. Helix Fire Protection Districts, and again on July 3, 2008, with the East County Fire Protection District.

Our District is vast and diverse, requiring us to be prepared for EMS, rescue and fire operations in single-family residences, large multi-unit apartment and condominium projects, various commercial and industrial operations, and an extensive urban/wildland interface area.

San Miguel Fire & Rescue's 87 full-time employees provide suppression, prevention and emergency medical services. In 2019/2020, we responded to over 13,000 medical-related and fire emergencies.

Crews are responsible for responding to and mitigating a wide variety of potentially life-threatening hazardous situations that include, but are not limited to:

- Emergency medical services
- Structural and wildland fires
- Motor vehicle collisions
- Natural disasters
- Rescues
- Hazardous materials
- Terrorist events
- Swift water emergencies



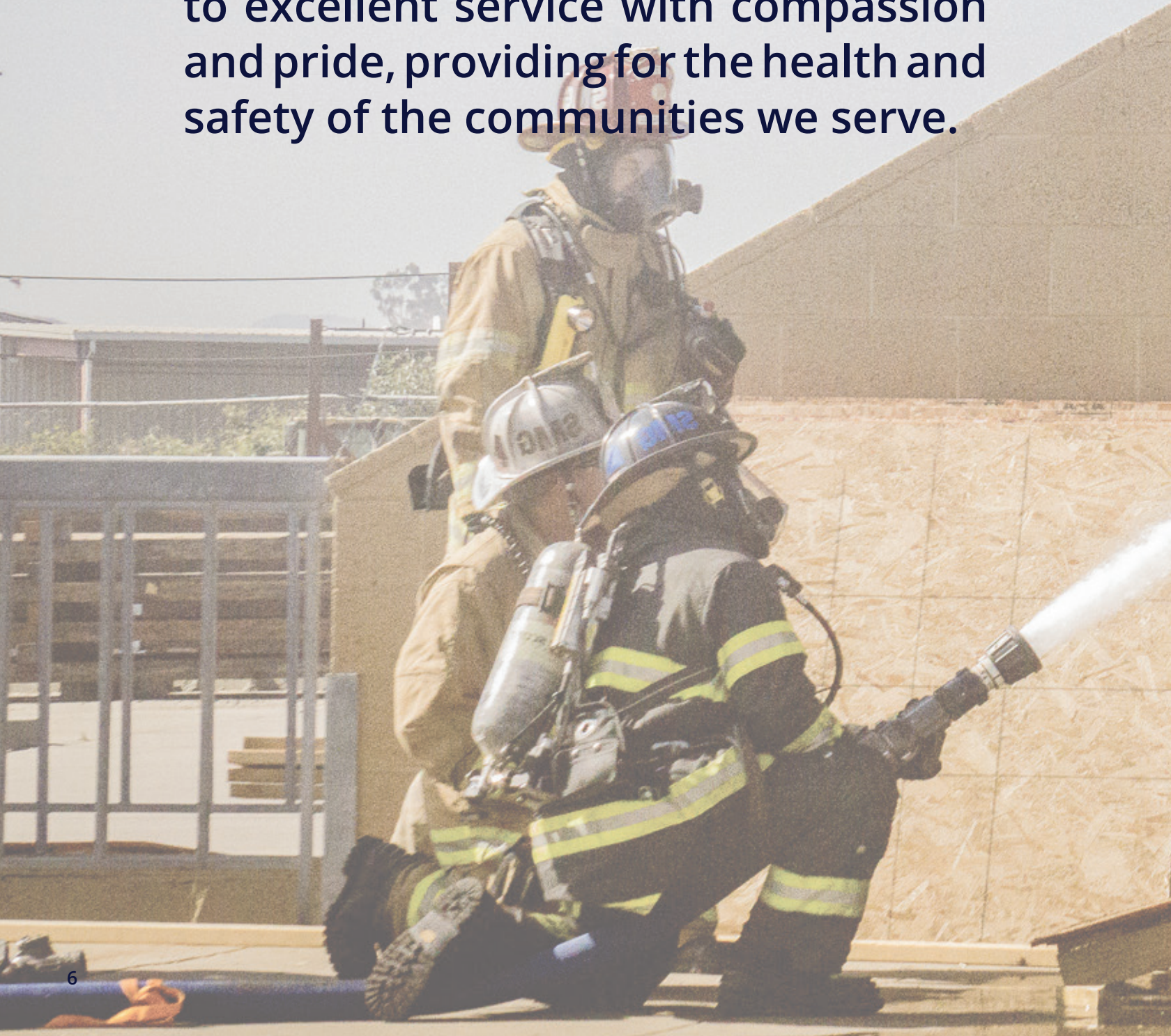
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# OUR MISSION & VISION

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*Service Beyond Expectations*

**Dedicated professionals committed to excellent service with compassion and pride, providing for the health and safety of the communities we serve.**



# GUIDING PRINCIPLES

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*Dedicated to Service*

## COMMITMENT

to service that's guided by our shared goals and values.

## COMPASSION

for others and a willingness to assist those who need us most.

## COMMUNITY

involvement to inspire and to also lead by example.

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# CORE VALUES

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*Always in Service*

**SACRIFICE** - Act selflessly to benefit the community and strive to adapt to your situation.

**EMPATHY** - Build understanding and compassion for all individuals.

**RESPECT** - Invest time, knowledge and understanding at all levels.

**VALOR** - Dedicate your efforts to the protection of others despite great personal risk.

**INTEGRITY** - Build and instill trust wherever possible, as it is of utmost importance in public safety.

**COLLABORATION** - Listen to others and actively exchange ideas in pursuit of common goals.

**EXCELLENCE** - Strive to always exceed expectations.

# DISTRICT SNAPSHOTS

In the last 10 years, San Miguel's service area has experienced increases in:

**+2500**



SINGLE FAMILY & MULTI-UNIT  
RESIDENTIAL DWELLINGS

**INCREASED HOMELESS POPULATION**



**INCREASES IN 9-1-1 REQUESTS FOR SERVICE**



**\$22 MILLION**



**ANNUAL  
BUDGET**

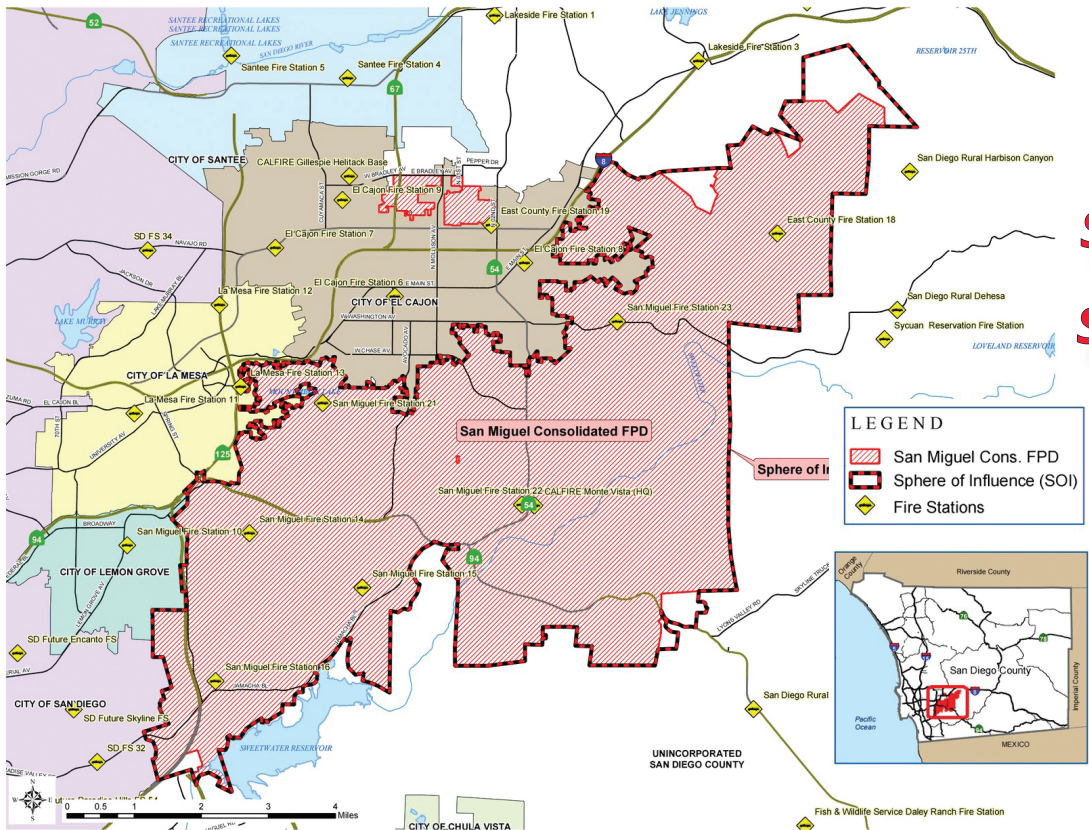
**Response time goals  
are a challenge**



**OR LESS  
90% OF THE TIME**



# SAN MIGUEL CONSOLIDATED FIRE PROTECTION DISTRICT MAP



**50**  
square mile  
service area

**8**  
fire  
stations

**87**  
employees

**7**  
fire engines

**3**  
brush engines

**1**  
ladder truck



**San Miguel Consolidated Fire Protection District is one of the largest fire districts in San Diego County.**

| COMMUNITIES SERVED                                     | POPULATION     |
|--|----------------|
| Bostonia   | 15,379         |
| Casa De Oro  | 18,762         |
| Crest  | 2,593          |
| La Presa   | 34,126         |
| Spring Valley  | 28,205         |
| Rancho San Diego / El Cajon (unincorporated areas)     | 21,208         |
| Grossmont / Mt. Helix / La Mesa (unincorporated areas) | 18,762         |
| <b>TOTAL POPULATION SERVED</b>                         | <b>139,035</b> |

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## CREATING THE STRATEGIC PLAN

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San Miguel Fire & Rescue's Strategic Planning Committee was formed to develop our organization's direction going forward. In addition to defining our values, this group also identified and defined our organization's goals and laid out a plan identifying the steps we need to take to achieve these goals.

In April 2019, the Fire Chief selected each member of the committee, ensuring representation of every section and all levels of the department. This diverse Strategic Planning Committee faced many fears throughout the planning process. We agreed to be honest with one another and speak freely, as one of the committee's main goals was to not waste time or produce a plan that was all show but no action. None of us wanted a showy, but empty strategic plan.

A 3-day workshop held at Cuyamaca College in June 2019 proved that the committee members could encourage yet also push one another. We discovered we worked better as one large group instead of several sub-groups. It was a unanimous decision that we all stick together as one unified force.

As part of the strategic planning process, the committee created a new vision and mission for the District, one we think creates a culture of service that District employees and the community would be proud of. Our vision of "Service Beyond Expectations" encapsulates the dedication all District personnel have toward one another, the community, and our joint cooperators.

The committee defined our organization's core values and promised that we will persevere to make San Miguel Fire & Rescue the best fire agency it can be. A SWOT analysis helped us build on what we do well, addressed what is lacking, assessed risk, and showed us the greatest possible advantage of

changes for success. The Strategic Plan Committee agreed we could not be afraid to make these areas known, as identifying weakness is an essential part of the strategic planning process. Just as an individual can learn from their own weaknesses, the committee thought it was equally important for the District to understand our weaknesses in order to determine ways to overcome them. Identifying our threats as well as our opportunities helped round out a strong strategic plan that we are confident will continue to move the department in a positive direction...our cardinal direction—in other words, our "true north."

The broad goals included in the strategic plan focus on three significant areas of the District, expressed in actionable, results-oriented terms to ensure they are reasonable and can be incorporated into our operations. All the objectives and strategies that will help us to meet these goals are made up of specific, quantifiable, and measurable achievements.

“

**As part of the strategic planning process, the committee created a new vision and mission for the District, one we think creates a culture of service that District employees and the community would be proud of:**

*Service Beyond Expectations*

## OUR STRATEGIC PLAN & ITS PURPOSE

A strategic plan is a management tool used to guide an organization toward improvement. It defines where an organization focuses its energy and resources. The plan serves as a community's roadmap and is used to prioritize initiatives, resources, goals, and department operations and projects. A strategic plan is about growth and progress in alignment with the direction of the community.

San Miguel Fire & Rescue views our strategic plan as a guide toward continued development as well as our future direction.

The District's strategic plan lays out our ideas in a structured, streamlined way that facilitates the communication of our strategy to employees, the communities we serve, and our joint cooperators. It is a great opportunity to educate and align all stakeholders in the collective needs of the District as well as our communities.

The strategic plan is our shared vision of what the District will look like in 3 years, as well as a map that outlines how to get there. We are encouraged by growth and are empowered by the things we will achieve together.

The Strategic Planning Committee hopes our strategic plan provides a cardinal direction, establishing a "true north" to guide us along a pathway toward the future.

The strategic plan clearly defines our culture and will serve to unify our department.

It is also a tool to establish trust among all stakeholders as well as ourselves.

## STRATEGIC PLAN DEFINITIONS

### MISSION STATEMENT

A mission statement specifies an organization's purpose or reason for being. It is the primary objective toward which the organization's plans and programs should be aimed. It tells people who you are and what you do as an organization.

### ORGANIZATIONAL CORE VALUES

Values are the collective principles and ideas that guide the thoughts and actions of an individual or group. Values define the character of an organization; they describe what the organization stands for.

### GUIDING PRINCIPLES

The guiding principles establish the "rules of conduct" and expectations for operating the organization and for working with both internal and external stakeholders. They translate the values of the organization into more concrete descriptions of how the values will be applied to run the organization. The organization's guiding principles should also inform workplace and work team community agreements and meeting norms.

### STRATEGIC GOALS

Goals reflect how you would like things to be and what you are doing to work towards achieving them. They should focus on significant areas of organizational needs, be expressed in terms that are operational, and be reasonable.

### STRATEGIC OBJECTIVES

Objectives are goals characterized by comparatively short time spans and specific, quantifiable, measurable achievements. They generally relate to broader goals and include specific strategies.

# SWOT ANALYSIS



## STRENGTHS

- Desire to succeed
- Leadership and workforce in alignment
- Opportunity and diversity within the community
- Forward-thinking individuals
- Reserve / Explorer programs
- Fiscal planning
- Talented employees
- Reputation and trust

## WEAKNESSES

- Recruitment and retention
- Compensation gap
- Aging facilities and apparatus
- IT systems
- Lack of communication
- Community engagement
- SOG and SOPs
- Staffing / 3-person engines
- Lack of understanding roles and responsibilities



## OPPORTUNITIES

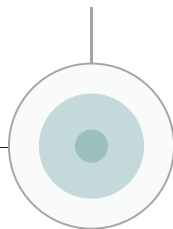
- Fresh start / build new culture
- Promotional opportunities
- Training and professional growth
- Social media and branding
- Improve fleet
- Regional leadership
- Protect sustainability
- Enhance relationships with cooperators

## THREATS

- Sources of income
- Pandemic / disaster preparedness
- Homeless impact
- Personal political agendas
- Burnout and PTSD
- Board change
- Staying relevant
- Labor / management disconnect
- Maintaining relationships

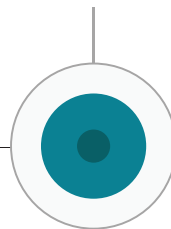


**Jun 2019**



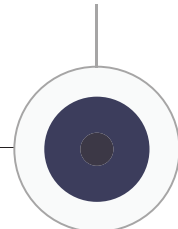
A team of 9 employees of all ranks and divisions are selected to form the San Miguel Fire District's Strategic Planning Committee.

**Aug 2019**



Following two multi-day planning workshops, one in June and another in July, the strategic planning team presented the Mission/Vision statement to the San Miguel Board of Directors.

**Nov 2019**



The Organizational Core Values and Guiding Principles (the 3 Cs of commitment, compassion and community) are finalized.

## STRATEGIC PLANNING COMMITTEE MEMBERS

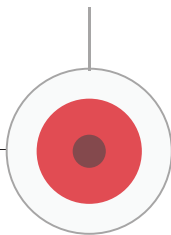


The committee responsible for the San Miguel Fire & Rescue Strategic Plan for 2021–2023 included:

- **Roddey Blunt** – Operations Division
- **Jacob Burkard** – Operations Division
- **Patrick Carroll** – Operations Division
- **Liz Dibb** – Administrative Division
- **Justin Fuller** – Operations Division
- **Natalie Grimes** – Fire Prevention Division
- **Leah Harris** – Administrative Division
- **Brian Lieberman** – Operations Division
- **Nick Parra** – Operations Division

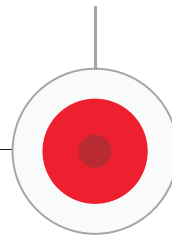
## PLANNING TIMELINE

Mar 2020



The 3 broad strategic goals are identified and are further refined over the next two months.

Aug 2020



The Strategic Plan is finalized, edited and a rollout plan is created to disseminate the Strategic Plan to the Board of Directors and District Personnel.

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# CULTURE & COMMUNITY

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## *Building Collaborative Relationships*

At San Miguel Fire & Rescue, we build, nurture, and maintain collaborative, inclusive, and healthy relationships to develop a culture and community aligned toward common goals.



# CULTURE & COMMUNITY

## *Building Collaborative Relationships*

#1

## Developing and Maintaining All Relationships

| GOAL OBJECTIVE   | ACTION PLAN   | LEADER                     | REPORT TO                     | COMPLETE BY           |
|--|---|----------------------------|-------------------------------|-----------------------|
| Distinguish all public groups within the District. <sup>1</sup>                            | Identify a liaison for communication and outreach with public groups and the community.                 | Public Education Committee | Administrative Division Chief | Year One<br>6/30/21   |
| Identify community stakeholders and cooperative agencies within the District. <sup>1</sup> | Identify station-specific community stakeholders and cooperative agencies for the District.             | Public Education Committee | Administrative Division Chief | Year Two<br>3/31/22   |
| Form an event committee for District functions. <sup>1</sup>                               | Establish a subcommittee with the primary responsibility to handle functions connected to the District. | Public Education Committee | Administrative Division Chief | Year Three<br>3/31/23 |

**ANTICIPATED FUNDING NEEDS:**

<sup>1</sup> Some overtime costs for committee work would be absorbed within existing general fund expenditures.

# CULTURE & COMMUNITY

*Building Collaborative Relationships*



## Analysis of Community and District Needs

| GOAL OBJECTIVE  | ACTION PLAN  | LEADER                     | REPORT TO                                | COMPLETE BY           |
|---|--|----------------------------|--|-----------------------|
| Identify risks and concerns within the community. <sup>1</sup>                                  | Set up quarterly meetings with community groups (e.g., coffee with a firefighter).               | Public Education Committee | Administrative Division Chief            | Year One<br>6/30/21   |
| Develop an expenditure report for ongoing oversight of District functions. <sup>1</sup>         | Create an outline that will cover any cost for meeting the obligations of the groups identified. | Administrative Staff       | Administrative Officer / Finance Officer | Year Two<br>3/31/22   |
| Implement a process to ensure external relationships are maintained and supported. <sup>1</sup> | Set up quarterly meetings with community groups (e.g., Chief's letter to the community).         | Public Education Committee | Administrative Division Chief            | Year Three<br>5/28/23 |

**ANTICIPATED FUNDING NEEDS:**

<sup>1</sup>Some overtime costs for committee work would be absorbed within existing general fund expenditures.

<sup>2</sup>Minimal costs absorbed within existing general fund expenditures.



# CULTURE & COMMUNITY

*Building Collaborative Relationships*



## Application and Connectivity for Fostering Relationships

| GOAL OBJECTIVE  | ACTION PLAN  | LEADER                                | REPORT TO   | COMPLETE BY           |
|---|--|---------------------------------------|---|-----------------------|
| Use social network platforms to broaden community relations. <sup>1</sup>   | Create social media policies and procedures for proper operation of social media platforms.  | Operations & Administrative Divisions | Shift Battalion Chiefs & Administrative / Finance Officer | Year One<br>12/31/20  |
| Launch a new website that complies with state website guidelines and provides transparency for our community and District. <sup>1</sup>             | Implement a new, streamlined web platform that provides accurate and helpful information to the community as well as District personnel. | Administrative Staff                  | Administrative / Finance Officer                          | Year Two<br>9/30/22   |
| Provide an avenue for Public Education Committee to create necessary community outreach documents and handouts for District functions. <sup>1</sup> | Policies and procedures to guide committee members through the process of being part of a community/District event.                      | Public Education Committee            | Administrative Division Chief                             | Year Three<br>3/31/23 |

ANTICIPATED FUNDING NEEDS:

<sup>2</sup> Minimal costs absorbed within existing general fund expenditures.

<sup>3</sup> Minimal funding needed at the development phase. Ongoing budget analysis would need to be addressed.



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## OPERATIONS / SUPPORT SERVICES & PERSONNEL DEVELOPMENT

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*Serving Our Communities & Supporting Our Members*

At San Miguel Fire & Rescue, we operate in ways to best serve our communities, agency members, and regional partners. We empower our members with the training and tools they need to not only do their job, but also to fully encompass the values of our organization.

# OPERATIONS / SUPPORT SERVICES & PERSONNEL DEVELOPMENT

*Serving Our Communities & Supporting Our Members*

#1

## Improve Internal Operations and Training Development

| GOAL OBJECTIVE   | ACTION PLAN   | LEADER   | REPORT TO                     | COMPLETE BY           |
|--|---|--|-------------------------------|-----------------------|
| Complete an assessment of the current state of the fleet. <sup>2</sup>                                     | Create and implement a process to evaluate the fleet for possible needs and maintenance items.                                    | Operations Division Chief / Shift Battalion Chiefs | Fire Chief                    | Year One<br>6/30/21   |
| Identify current and future training needs for all job classifications. <sup>3</sup>                       | Determine education/certification levels of each job classification ensuring the needs and expectations of the community are met. | Training Division                                  | Administrative Division Chief | Year Two<br>6/30/22   |
| Evaluate facilities to continue to meet health and safety standards for all fixed structures. <sup>2</sup> | Implement station repair and continued maintenance schedule per fiscal year—yearly review to be completed.                        | Operations Division Chief / Shift Battalion Chiefs | Fire Chief                    | Year Three<br>3/31/23 |

**ANTICIPATED FUNDING NEEDS:**

<sup>2</sup> Minimal costs absorbed within existing general fund expenditures.

<sup>3</sup> Minimal funding needed at the development phase. Ongoing budget analysis would need to be addressed.

# OPERATIONS / SUPPORT SERVICES & PERSONNEL DEVELOPMENT

*Serving Our Communities & Supporting Our Members*



## Ensure Districtwide Accountability

| GOAL OBJECTIVE   | ACTION PLAN   | LEADER                                | REPORT TO                                | COMPLETE BY           |
|--|---|---------------------------------------|--|-----------------------|
| Implement a policy management system. <sup>2</sup>                         | Update and formally adopt all policies, procedures, and operating guidelines and host all on a new, easily accessible platform.   | Administrative Division               | Fire Chief                               | Year One<br>12/31/20  |
| Establish procedures for employee performance reviews (EPRs). <sup>2</sup> | Standardize EPR process and create an individual development plan to help guide professional development.   | Operations & Administrative Divisions | Administrative Officer / Finance Officer | Year Two<br>12/31/21  |
| Create standardized training for all ranks/classifications. <sup>2</sup>   | Implement a consistent training process: <ul style="list-style-type: none"> <li>• Task books and testing for 1st, 2nd, &amp; 3rd year</li> <li>• Key skills for each classification</li> <li>• Internal training for District processes and procedures</li> </ul> | Training, Division                    | Administrative Division Chief            | Year Three<br>9/30/22 |

ANTICIPATED FUNDING NEEDS:

<sup>2</sup> Minimal costs absorbed within existing general fund expenditures.

# OPERATIONS / SUPPORT SERVICES & PERSONNEL DEVELOPMENT

*Serving Our Communities & Supporting Our Members*



## Institute Succession Planning and Create District Standards

| GOAL OBJECTIVE  | ACTION PLAN  | LEADER  | REPORT TO                     | COMPLETE BY            |
|---|--|---|-------------------------------|------------------------|
| Ensure all first-year members have the necessary qualifications and meet all required standards during first year of employment. <sup>2</sup> | Build requirements into first year task book.  | Training Officers & Training Battalion Chief  | Administrative Division Chief | Year One<br>6/30/21    |
| Review current rank structures and workloads between classifications. <sup>2</sup>  | Ensure workload balance and consistency through an annual review of individual roles and responsibilities. | Operations Division Chief, Administrative Division Chief & Administrative / Finance Officer | Fire Chief                    | Year Two<br>9/30/21    |
| Determine the current number of paramedics among the ranks and establish recertification schedule. <sup>2</sup>                               | Evaluate paramedic delivery by all ranks.  | Operations & Administrative Divisions   | Fire Chief & Local            | Year Three<br>12/31/22 |

ANTICIPATED FUNDING NEEDS:

<sup>2</sup> Minimal costs absorbed within existing general fund expenditures.

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# FISCAL SERVICES & **RESPONSIBILITIES**

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## *Ensuring Financial Sustainability*

At San Miguel Fire & Rescue, we ensure the District's financial sustainability and stability while staying true to our vision, mission, and core values.



# FISCAL SERVICES & RESPONSIBILITIES

*Ensuring Financial Sustainability*



## Identify and Evaluate New and Existing Revenue Sources

| GOAL OBJECTIVE   | ACTION PLAN  | LEADER                  | REPORT TO         | COMPLETE BY               |
|--|--|-------------------------|-------------------|---------------------------|
| Create a process and report to regularly analyze revenue data to ensure the needs of the District are met. <sup>2</sup>                                | Build an annually updated revenue report for the Standing Committee to put on the yearly calendar.   | Administrative Division | Finance Committee | Year One<br>6/30/21       |
| Identify new revenue sources for the District (e.g., community facilities districts (CFDs), grants, special assessments, etc.). <sup>2</sup>           | Research alternate funding sources of other organizations for possible implementation of committees. | Administrative Division | Fire Chief        | Ongoing Analysis Required |
| Analyze multi-year forecasts that contemplate various economic scenarios to assist in the development of alternative planning strategies. <sup>2</sup> | Develop a report and implement a process to capture economic forecasting information.                | Administrative Division | Finance Committee | Year Three<br>6/30/23     |

ANTICIPATED FUNDING NEEDS:

<sup>2</sup> Minimal costs absorbed within existing general fund expenditures.

# FISCAL SERVICES & RESPONSIBILITIES

*Ensuring Financial Sustainability*

## #2

## Expenditures and Liabilities

| GOAL OBJECTIVE  | ACTION PLAN  | LEADER                  | REPORT TO                                | COMPLETE BY           |
|---|--|-------------------------|--|-----------------------|
| Implement policies and procedures for procurement best practices. <sup>2</sup>                    | Review current procurement procedures and revise them to meet current standards.         | Administrative Division | Administrative Officer / Finance Officer | Year One<br>3/31/21   |
| Establish an expenditure forecast report that aligns with the district's priorities. <sup>2</sup> | Create an annual expenditure forecast for the Standing Committee to put on the calendar. | Administrative Division | Finance Committee                        | Year Two<br>6/30/22   |
| Ensure expenditures are monitored and managed at the appropriate level.                           | Implement a process/report for program managers who are responsible for program budgets. | Administrative Division | Fire Chief                               | Year Three<br>6/30/23 |

ANTICIPATED FUNDING NEEDS:

<sup>2</sup> Minimal costs absorbed within existing general fund expenditures.



# FISCAL SERVICES & RESPONSIBILITIES

*Ensuring Financial Sustainability*

## #3

### Financial Accountability and Transparency

| GOAL OBJECTIVE  | ACTION PLAN  | LEADER                                   | REPORT TO          | COMPLETE BY           |
|---|--|--|--------------------|-----------------------|
| Provide internal and external stakeholders with comprehensive, easy-to-read and access financial information on a quarterly basis. <sup>2</sup> | Create financial reports for the Board of Directors to review at regularly scheduled meetings.                     | Administrative Division                  | Board of Directors | Year One<br>6/30/21   |
| Train the Board of Directors and District personnel on the many areas of district finances and budgetary responsibilities. <sup>2</sup>         | Schedule a Budget Workshop during the final budget process this coming fiscal year.                                | Administrative Officer / Finance Officer | Fire Chief         | Year Two<br>6/30/22   |
| Create a budget committee made up of program managers to identify and report on District needs during budget workshops. <sup>1</sup>            | Notify program managers and schedule a budget committee meeting and budget workshop for all required stakeholders. | Administrative Officer / Finance Officer | Finance Committee  | Year Three<br>6/30/23 |

**ANTICIPATED FUNDING NEEDS:**

<sup>1</sup> Some overtime costs for committee work would be absorbed within existing general fund expenditures.

<sup>2</sup> Minimal costs absorbed within existing general fund expenditures.

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# LOOKING BEYOND 2023

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The Strategic Plan Committee assessed several different areas within the District and identified over 60 objectives, each one of them as important as the next.

Some of the objectives not included in the current three-year strategic plan are identified in this section and will help to define the future direction of the District.

These objectives will be re-evaluated during the next strategic plan oversight process.



# FUTURE GOALS & OBJECTIVES

- Expand department specialization
- Improve implementation of information technology
- Formalize a District Logistics Management Program (LMP)
- Develop a 5-year revenue projection report
- Empower our workforce to effectively accomplish the District's mission
- Improve data collection and analytics to drive organizational relevance within all demographics
- Establish a public information officer (PIO) program and identify personnel as spokespersons for the District
- Determine fixed asset lifecycles for all capital equipment
- Develop in-house training for District personnel and become a host training site for outside agencies
- Create a budget report that highlights financial successes and educates the community on District policies and procedures (i.e., internal controls) as well as the rules, regulations and guidelines the District must adhere to (i.e., external controls)
- Develop a fire investigation program with streamlined processes to help determine the cause of a fire/incident

**SAN MIGUEL**

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FIRE & RESCUE

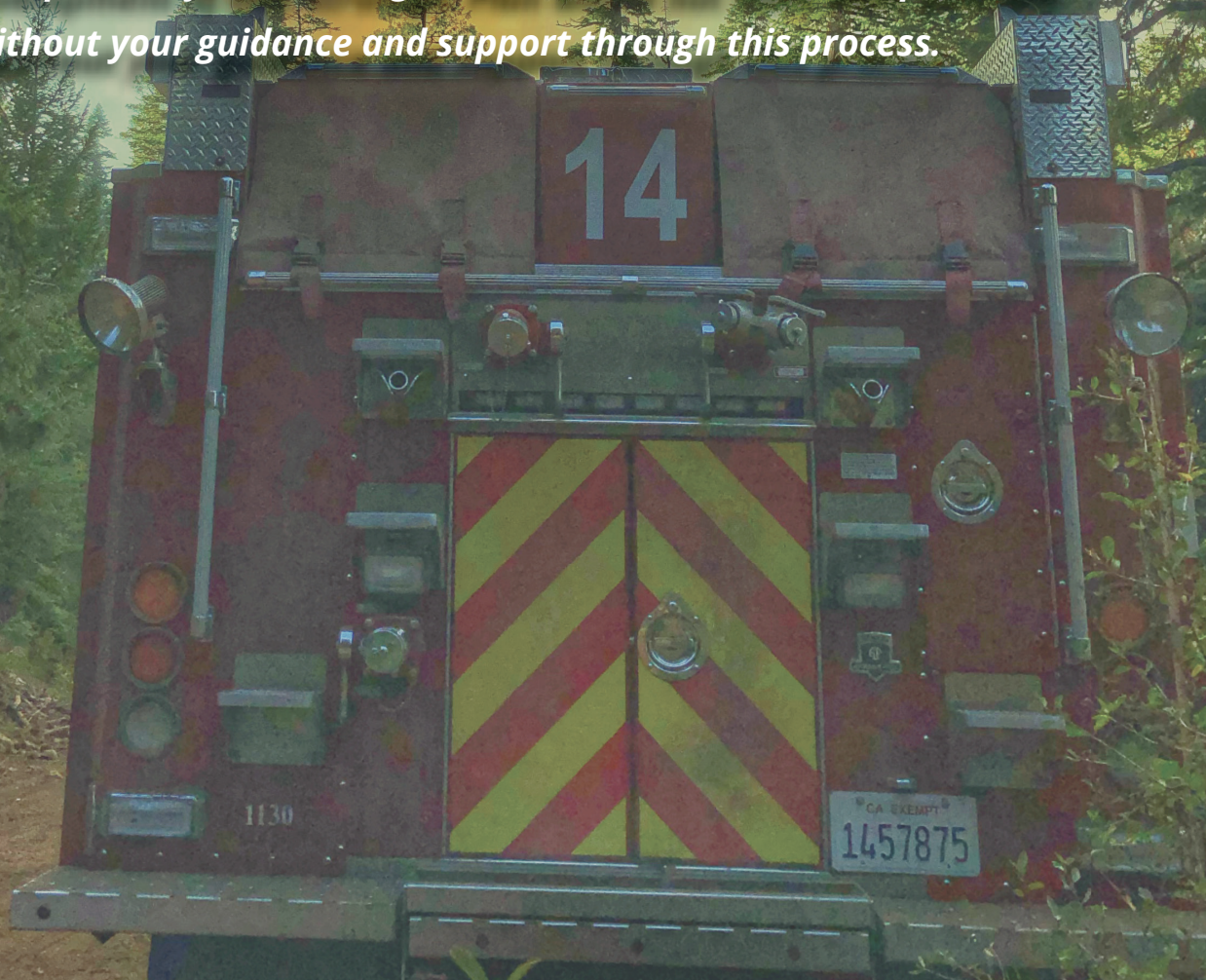
*Service Beyond Expectations*

*And to our facilitators,*

*Stephanie Hammes, Stefani La Marca, and Kim Raddatz,*

*the development of this Strategic Plan would not have been possible*

*without your guidance and support through this process.*



[www.sanmiguelfire.org](http://www.sanmiguelfire.org)