

STRATEGIC PLAN



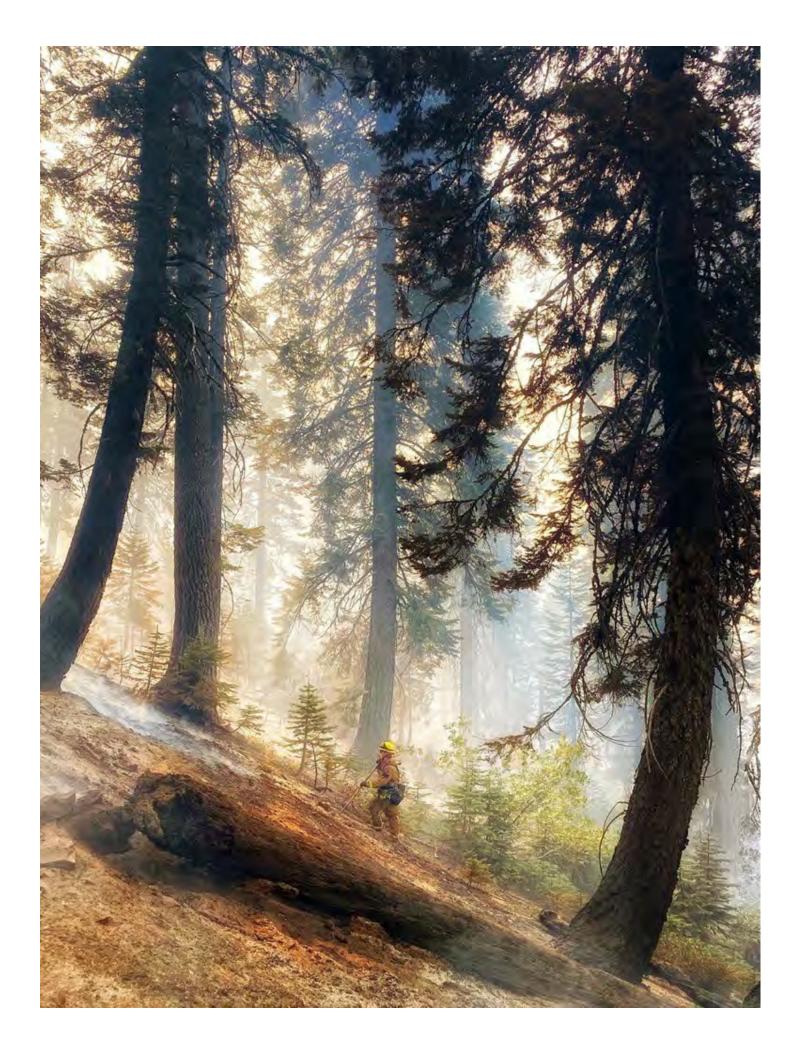


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Mission Statment

To provide professional and compassionate protection, education and service to our community.

Core Values

Integrity

With honesty as our foundation, we will always do what is right.

Professionalism

A personal commitment to exceed expectations of our profession in our attitude, ability and appearance.

Teamwork

A partnership of coordinated effort based on trust, empowerment, support and communication.

Dedication to Duty

Recognizing and placing the needs of others before our own.

Pillars of the Metro Way

#1 Service Delivery • High Trust State • Strong Communications
Adaptable • Individual Initiative • Continuous Improvement

FIRE CHIEF'S MESSAGE



COMMAND STAFF

Fire Chief

Todd Harms

Deputy Chiefs

Administration Greg Casentini Operations Eric Bridge Support Services Brian Shannon

Chief Financial Officer

Amanda Thomas

Assistant Chiefs

A Shift Mike Lozano
B Shift Chris Greene
C Shift Adam Mitchell
EMS Barbie Law
Training Adam House
Fire Marshal Lisa Barsdale
Comms Center Tyler Wagaman

Everything we do as a fire district relates to our number one priority, Service Delivery. To achieve this, the membership of Metro Fire strive to exemplify our Mission Statement - to provide professional and compassionate protection, education, and service to our community. To continue to meet the highest level of Service Delivery, the Board of Directors met with Command Staff to discuss the future of Metro Fire and provide a clear path moving forward.

I am pleased to present the Sacramento Metropolitan Fire District's 2020 Strategic Plan. The Board of Directors developed this Strategic Plan ensuring the needs of the public and membership are met, and to provide strategic goals to work towards. The initiatives set forth highlight areas where focus can be given to strengthen our agency and the services we provide.

The 2020 Strategic Plan was created with the intent of being a constant reference point for organizational decisions, and will be reviewed on a quarterly basis to ensure we are meeting the desired outcomes. The quarterly review approach provides the highest level of transparency and differs from previous strategic plans as those were reviewed and evaluated on an annual basis. The 2020 Strategic Plan will allow membership to prioritize projects, with many projects already underway, set budget priorities, and provide a common understanding of what the future holds for Metro Fire and the public we serve.

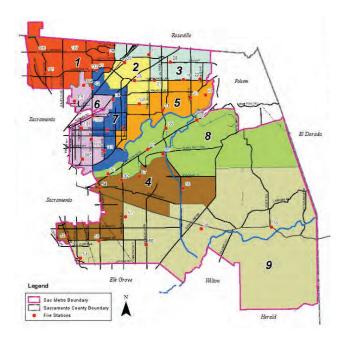
We welcome your questions, comments and suggestions to further strengthen Metro Fire.

Respectfully,

Todd Harms

Fire Chief

ABOUT METRO FIRE



ELECTED BOARD OF DIRECTORS

President Vice President **S**ecretaru Jennifer Sheetz Matt Kelly Cinthia Saylors Division 7 Division 1 Division 5 Randy Orzalli Grant Goold Ted Wood Division 2 Division 3 Division 4 D'Elman Clark Gau Jones Jim Barnes Division 6 Division 8 Division 9

Sacramento Metropolitan Fire District was established on December 1, 2000 through the merger of the American River and Sacramento County Fire Protection Districts, which brought together 16 predecessor agencies. Metro Fire is governed by a nine-member Board of Directors duly elected by the citizens from each of the nine geographical divisions in Metro Fire's area of responsibility.

Today, Metro Fire is the largest fire agency in the County of Sacramento and one of the largest in the State. The combined District provides fire suppression and emergency medical services along with various other public safety and hazard mitigation community services to 757,000 residents in approximately 359 square miles. This area includes two cities, Citrus Heights and Rancho Cordova, most of the unincorporated area of Sacramento County, and a portion of Placer County.

The District is led by Fire Chief Todd Harms. He is assisted by three Deputy Chiefs who manage Operations, Administration and Support Services. The District has 717 authorized positions, this includes safety, prevention, and support personnel, to provide all-hazard fire suppression and emergency medical services from 41 fire stations and 51 front line apparatus. In 2019 Metro Fire responded to 96,059 emergency calls, with 68% being for medical aid. Additionally, the District is routinely deployed to local, state and federal emergencies, with 51 state deployments and 2 national in 2019.

2020 STRATEGIC PLAN OVERVIEW

The Sacramento Metropolitan Fire District's Board of Directors is pleased to present the 2020 Strategic Plan. This plan is intended to provide guidance from the Board of Directors in a collaborative approach by identifying key areas of focus, opportunity, and improvement.

The Board met during a Special Board Meeting on November 9, 2019, with the desire to create a new strategic plan. The Board worked with Tim Dunkin from Dunkinworks, Chief Harms, the Executive Team, and various members of General Staff to develop the new Strategic Plan that guides Metro Fire on a transparent and deliberate path going forward.

The goal of this Strategic Plan is to focus on key strategies reflective of Board Leadership in the following areas: maintaining the District in alignment with the mission, oversight of programmatic services, oversight of fiscal responsibility, and sustainability in a variety of ways including culture. One thing to keep in mind is for the Strategic Plan to not focus on the approximate 85% of the budget that is already dedicated to resources, but rather areas that can be given Board direction.

The mission of Metro Fire is to provide professional and compassionate protection, education, and service to our community. With that comes several broad areas of focus: members, service delivery, infrastructure or asset management, budget sustainability, forecasting for the future, partnerships and optics management, community engagement, and communication.

The Board decided on five key strategies:

Members People of Metro Fire

Capital Assets

Service Delivery All services & programs

Financial Management

External Engagement

Next, the Board assigned initiatives to each strategy, along with projects and desired outcomes. Lastly, the Board prioritized each of the projects with an A – already in process, B – coming soon, or C – on radar and will come at a later time.

This Strategic Plan becomes a tool used on an ongoing basis, potentially looked at on a quarterly basis, and utilized as a management tool. This helps the Board and staff know where Metro Fire is on the path going forward. It also gives the Board an opportunity to reprioritize, with a full review once per year.

MEMBER5 People of Metro Fire

The Board of Directors cares about the well-being of Metro Fire's members, the people who make up the District: future, present, and retired. To emphasize this, four initiatives are created with various projects and desired outcomes assigned:

Culture. Executive Staff will implement the Metro Way, specifically integrating the Metro Way throughout the organization. Executive Staff and Local 522 will implement the Member for Life Program (Priority B), which will be a means for continued participation in Metro Fire beyond retirement.

Professional Development (training, mentoring, and education). Training Division will review the professional development program (PDP), specifically provide an analysis of current activities and future options for enhancement.

Health and Well-Being (current and retired members). Health and Safety Division, Local 522, and Peer Support Team to collaborate and develop a Risk Management Analysis which is a review of current liability and safety trends. They will also work to develop a Wellness Center Plan (Priority C) which is a centralized resource for physical, emotional, psychological and life stages needs.

Recruitment and Retention. Deputy Chief of Administration, Human Resources, and Local 522 to collaborate on developing a hiring plan, specifically a comprehensive approach to career development and hiring, including diversity development plan, EMT to paramedic transitions, and K through 12 career exploration.



All projects are assigned an A priority, with the exception of the Member for Life Program and Wellness Center Plan.

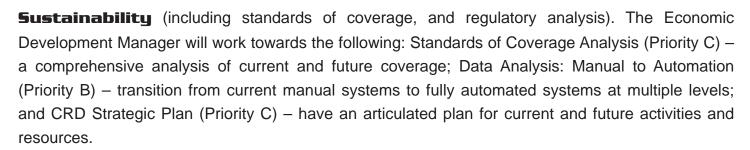
SERVICE DELIVERY All Services & Programs

The Board of Directors has a duty to the public they represent to ensure Metro Fire offers the best possible service held to the highest standards. There are four initiatives in the Service Delivery strategy:

Best Practices. All projects in this initiative are already in progress and therefore assigned an A Priority. The Assistant Chief of EMS will work on EMS Service Delivery, with consideration of best approach, processes and equipment. The Deputy Chief of Operations and Economic Development Manager will work on Emergency Response Suppression Allocation, with consideration of best resource allocation: human and equipment. They will also work on Special Operations with consideration of best approach and return on investment for special needs and events.

Administrative Coordination (inter disciplinary). An Assistant Chief has been assigned to the project in this initiative: Fire Dispatch Operational

Analysis. The desired outcome for this project is to have an analysis and recommendation for enhanced effectiveness and efficiencies in communication, data and coordination. This project is already in progress and therefore assigned an A Priority.



Accreditation. With a Priority C assigned to this initiative, Metro Fire staff will research fire service accreditation by providing an initial analysis of requirements, processes and potential benefits of national accreditation.



CAPITAL ASSETS

Metro Fire maintains a significant amount of Capital Assets, ranging from real estate to professional equipment, it is important to have a plan going forward for the funding, maintenance, repair & replacement of all future and current assets. Each area of Capital Assets is represented in the three initiatives:

Real Property. The Economic Development Manager, Chief Financial Officer and Facilities Manager will work on the Capital Improvement Plan by developing a comprehensive analysis and plan for maintenance, repair & replacement of all assets, including funding. They will also develop a Real Estate Plan by creating an analysis and recommending the utilization of all real property.

Vehicle and Apparatus. The Deputy Chiefs of Operations and Support Services will work on the Capital Improvement Plan by developing a comprehensive analysis and plan for maintenance, repair & replacement of all assets, including funding. They will also develop a Risk Management Analysis by looking at the current liability and safety trends with options to address each.

Professional Equipment. The Economic Development Manager and Chief Financial Officer will work on the Capital Improvement Plan by developing a comprehensive analysis and plan for maintenance, repair & replacement of all assets, including funding.

All projects are assigned an A priority.





FINANCIAL MANAGMENT



Financial management is an ongoing strategy for the Board of Directors and apparent throughout the year in oversight of preliminary, final, and midyear budgets, and regular meetings of the Finance and Audit Committee. Each area of Financial Management is represented in the three initiatives:

New Revenues (all potential new sources). The Economic Development Manager and Chief Financial Officer will work on an Analysis of Future Consolidation Options (Priority B) by considering and evaluating expansion of Metro Fire. They will also develop an Analysis of New Revenue Opportunities which will include a catalog of sources and processes to access all revenue options.



Current Revenue Maintenance (both sources and budgetary management). The Economic Development Manager and Chief Financial Officer will work on Fee Studies by analyzing and recommending modifications to current fee structures.





All projects are assigned an A priority, with the exception of Analysis of Future Consolidation Options.

EXTERNAL ENGAGEMENT

External engagement is an ongoing process for Metro Fire staff to regularly engage and inform the community served. Each area of External Engagement is represented in the three initiatives:

Partners (formal and informal). The Community Relations Group will improve Metro Fire visibility by enhancing partners' awareness of Metro Fire's contributions at the federal, state, and local levels. The Community Relations Group are employees who perform professional and administrative public relations and communications work. These professionals coordinate with divisional subject matter experts in planning, organizing and/or implementing comprehensive public information/media relations, intergovernmental affairs and legislative advocacy, media/communication program and community relations.



Communications and Marketing. The Public Information Officer will work on a Communications Strategy by developing a comprehensive plan for consistent messaging, audience management and content.

Community Outreach. The Fire Marshal will work on K through 12 engagement by assessing current and future K through 12 options and activities, including educational services and career awareness.



All projects are assigned an A priority.

Attachment: 2020 Strategic Plan

Mission: To provide professional and compassionate protection, education, and service to our community.

Priority Descriptions: A – already in process, B – coming soon, or C – on radar and will come at a later time

	MEMBERS – People of Metro Fire									
Initiatives Projects		Outcome		Who	Priority					
1	Culture (the values, principles & dynamics of Metro Fire)	1a 1b	Implementation of the Metro Way Member for Life Program	1a 1b	Ongoing process of integrating Metro Way throughout the organization Means for continued participation in Metro beyond retirement	1a Executive Staff 1b Executive Staff and Local 522	1a 1b	В		
2	Professional Development (training, mentoring, education)	2a	Review of Professional Development Program (PDP)	2a	Analysis of current activities & future options for enhancement	2a Training Division	2a	A		
3	Health & Well-Being (of all current	3a	Risk Management Analysis	3a	Analysis of current liability & safety trends; options to address	3a and 3b Health & Safety,	3a	Α		
	& retired members)	3b	Wellness Center Plan	3b	Centralized resource for physical, emotional, psychological & life stages needs	Local 522, Peer Support	3b	С		
4	Recruitment & Retention	4a	Hiring Plan	4a	Comprehensive approach to career development & hiring, including diversity development plan, EMT to paramedic transitions & K-12 career exploration	4a DC of Admin, HR, Local 522	4a	A		

SERVICE DELIVERY – All services and programs							
Initiatives	Projects	Outcome	Who	Priority			
1 Best Practices (ensuring	1a EMS Service Delivery1b Emergency Response	1a Consideration of best approach, processes & equipment for EMS	1a AC of EMS	1a A			
high standards)	Suppression Allocation		1b and 1c DC of OPS, Economic	1b A			
	1c Special Operations	1c Consideration of best approach & ROI for special needs & events	Development	1c A			
2 Administrative Coordination (interdisciplinary)	2a Fire Dispatch Operational Analysis	2a Analysis & recommendations for enhanced effectiveness & efficiencies in communication, data & coordination	2a AC Assigned	2a A			

3 Sustainability	3a	Standards of	3a	Comprehensive analysis of	3a, 3b, and	3a	С
(including		Coverage Analysis		current & future coverage	3c		
standards of	3b	Data Analysis: Manual	3b	Transition from current		3b	В
coverage,		to Automation		manual systems to fully	Economic		
regulatory				automated systems at	Development		
analysis)	3c	CRD Strategic Plan		multiple levels		3с	С
			3с	Articulated plan for current &			
				future activities & resources			
4 Accreditation	4a	Research Fire Service	4a	Initial analysis of	4a TBD	4a	С
		Accreditation		requirements, processes &			
				potential benefits of national			
				accreditation			

CAPITAL ASSETS								
Initiatives	Projects	Outcome	Who	Priority				
1 Real Property	1a Capital Improvement Plan (CIP)	1a Comprehensive analysis & plan for maintenance, repair & replacement of all assets, including funding	1a and 1b CFO, Economic	1a A				
	1b Real Estate Plan	1b Analysis & recommendations for the utilization of all real property	Development & Facilities Mngr.	1b A				
2 Vehicles & Apparatus	2a CIP	2a Comprehensive analysis & plan for maintenance, repair & replacement of all assets, including funding	2a and 2b DC of OPS, DC of	2a A				
	2b Risk Management Analysis	2b Analysis of current liability & safety trends; options to address	Support Services	2b A				
3 Professional Equipment	3a CIP	3a Comprehensive analysis & plan for maintenance, repair & replacement of all assets, including funding	3a CFO, Economic Development	3a A				

	FINANCIAL MANAGEMENT									
Initiatives Projects			jects	Out	come	Who	Pric	ority		
1	New Revenues	1a	Analysis of Future Consolidation Options	1a	Consideration & evaluation for expansion of Metro Fire	1a and 1b CFO,	1a	В		
	(all potential new sources)	1b	Analysis of New Revenue Opportunities	1b	Catalog of sources & processes to access all revenue options	Economic Development	1b	Α		
2	Current Revenue Maintenance (both sources & budgetary mgnt)	2a	Fee Studies	2a	Analysis & recommendations for modifications to current fee structures	2a CFO, Economic Development	2a	A		
3	Future Projections (any future impact study)	3a	Annual Budget with Multi-year Projections	3a	The addition of multiple year projections & impact analysis for key annual budget elements	3a CFO, Economic Development	3a	A		

EXTERNAL ENGAGEMENT								
Initiatives	Projects Outcome			Priority				
1 Partners (formal & informal)	1a Improved Metro Fire Visibility	1a Enhancement of partners' awareness of Metro's contributions at the federal, state & local levels	1a Community Relations Group	1a A				
2 Communications & Marketing	2a Communications Strategy	2a Comprehensive plan for consistent messaging, audience management & content	2a PIO	2a A				
3 Community Outreach	3a K-12 Engagement	3a Assessment of current & future K-12 options & activities, including both educational services & career awareness	3a Fire Marshal	За А				